

City of Philadelphia



Five Year Financial and Strategic Plan for Fiscal Years 2018-2022

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

Presented to City Council March 2, 2017

James F. Kenney, Mayor

This report is available online at www.phila.gov



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For the Fiscal Year Beginning

July 1, 2016

Jeffrey R. Egan

Executive Director

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LETTER FROM THE MAYOR

Fellow Philadelphians,

I am pleased to introduce my second proposed Five Year Financial and Strategic Plan since becoming your Mayor in January 2016.

Currently, of the top ten major cities, Philadelphia ranks first in poverty and last in job creation and wage increases. We will only reverse those rankings when we provide all our residents with the basic tools they need to be employable and when we create jobs to employ them.



While we made great progress last year towards creating an education system that will give all our students the academic tools to succeed, our students will only find pre-K and community schools to be a pathway out of poverty if there is a job on the other end. Others will never be able to take advantage of these new opportunities if they remain trapped by the consequences of poverty, such as lead poisoning or homelessness. With that in mind, we ask City Council in this year's Plan to invest in two areas: health and human

services that will uplift our most vulnerable; and job-creating initiatives that will create economic growth for all Philadelphians.

Our health and human service investments are targeted at strengthening our child welfare system and combating lead poisoning, opioid addiction, and homelessness. Specifically, we propose to fund 83 new housing units for the homeless and to almost double the number of homes the Health Department is able to inspect for lead poisoning risks each year. We also ask Council to increase the number of solicitors handling DHS cases to enable a 30 percent decrease in their caseloads, so that more permanent placements can be achieved. Finally, we are proposing to expand the distribution of naloxone to 10,000 Philadelphians at risk of overdose, and to launch other initiatives that will improve treatment options and prevent addiction.

The job creating initiatives outlined in the budget are focused on spreading Philadelphia's resurgence to all our neighborhoods and to assisting Philadelphians facing barriers to employment.

Right now, half of Philadelphia's jobs are located in Center City and University City. In order to create economic opportunity in all of our neighborhoods, the City needs to play a role in driving investment in other locations. Through Rebuild, Philadelphia has the opportunity to catalyze economic growth in dozens of communities. The Capital Budget also proposes significant funds for the Penn's Landing redevelopment, which is expected to bring a return of \$1.6 billion in over the next 25 years, by finally reconnecting the city to its waterfront. Finally, the Five Year Plan also continues the Administration's commitment to commercial corridors, through \$25 million in carryforward and new investment.

This budget also increases the City's commitment to helping Philadelphians with barriers to employment find jobs. Over the next three years, the Managing Director's Office will implement a new workforce development program called the "City as Model Employer." It will be aimed at assisting formerly incarcerated and justice-involved individuals; disconnected youth and young adults, age 16 to 29; and adults lacking necessary workforce skills and credentials. It will connect 200 of these individuals who already work as seasonal or temporary City employees to bridge positions that will allow them to develop the skills required to secure and retain entry-level positions with the City or an employer partner.

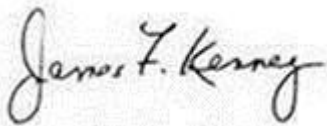
The budget also seeks to make Philadelphia stronger economically across the board by continuing the City's reduction of wage and business taxes, instituting pension reform, and by making important investments in public safety and infrastructure. Specifically, we are proposing an additional \$30M capital investment in SEPTA over the next six years, along with a \$174 million investment in road repaving that will allow our City to finally meet national standards.

On public safety, the budget proposes using significant funds to strengthen our Fire Department and to help implement Vision Zero. The Police Department's budget also continues their commitment to increasing transparency and to keeping crime low, through the expansion of body cameras and improvements to districts in high-crime areas. Additionally, we are proposing to build a new, modern training facility for our corrections officers and to conduct a comprehensive analysis of all our violence prevention programs in order to improve their effectiveness. Together, these improvements will allow all our first responders to live up to their responsibility to protect and serve.

Pension reform efforts are equally critical to Philadelphia's strength. The City's annual pension contribution has grown by over 230% since fiscal year 2001. These increasing pension costs have meant that the costs of other important public services have been crowded out, and yet the pension fund's health has grown weaker. In fact, our pension fund has actually dropped from 77% funded to less than 50% funded, during the same time our contributions were so rapidly increasing. As a result, the Mayor asked Council in his budget address to adopt the Administration's plan to get the pension fund 80 percent funded in 13 years. For future employees, the plan utilizes a stacked-hybrid model; for current employees, it increases contributions in a way that escalates as salaries increase and it allows us to keep our promise of a secure retirement for all employees who vest.

The City's challenges are significant, but they are surmountable if we all work together. I thank you all for contributing to the City's effort to create a Philadelphia in which no family's future is determined their zip code.

Sincerely,

A handwritten signature in dark ink, reading "James F. Kenney". The signature is fluid and cursive, with the first name "James" and last name "Kenney" clearly legible.

Mayor Jim Kenney

EXECUTIVE SUMMARY

Mayor Kenney's first budget in FY17 focused heavily on building a foundation for Philadelphia's residents all across the city to climb out of poverty. By investing in quality pre-K, community schools, and the Rebuilding Community Infrastructure Initiative, the Kenney Administration took important steps to ensure the educational success that will help children climb out of poverty. These three initiatives continue to form the cornerstone of the Mayor's proposed budget, but additional investments are proposed in this FY18 Budget and Five Year Plan that will have the ability to tackle other key issues facing Philadelphia and that will build on the initiatives funded by the Philadelphia Beverage Tax.

PROTECTING PHILADELPHIA'S MOST VULNERABLE POPULATIONS

The Administration is committed not only to improving the long-term outcomes of Philadelphians, through efforts such as expanded quality pre-K, but also finding ways to mitigate the impact of poverty in the short term. This budget proposes the following additional investments:

To support and reduce the city's homeless population:

- The Five Year Plan proposes adding \$525,000 annually in rapid re-housing funds to support an additional 50 families that exit shelter each year. Rapid re-housing is a proven model that provides short-term rental assistance and services. In the short term, families will be able to obtain housing quickly and increase self-sufficiency. In the long term, families are less likely to return to homelessness, as data shows that 85% of families that were enrolled in rapid re-housing do not return to shelter.
- The Plan also provides an additional \$500,000 annually for supportive housing funds to assist individuals and families with chronic illnesses, disabilities, mental health issues, or substance abuse disorders who have experienced long-term or repeated homelessness. These funds are viewed as the most effective intervention to end homelessness for chronically homeless individuals, with a long-term housing retention rate of up to 98%, and is the gold standard for people with mental illness battling addiction from the street (87% to 93% success rate). Thirty-three units will be provided annually with these additional funds.

To support children and families in the child welfare system:

- Foster families provide stable, nurturing, and secure environments for children who have been removed from their homes. This Plan looks to add \$17.4 million over five years to increase support to those foster families by raising the daily rate paid to families to care for the children and youth placed with them. These funds typically go to cover normal living expenses such as transportation, food, clothing, and activities. The current rate of \$21.25 per diem (for children under 13 years old) has failed to keep up with inflation, causing financial challenges for those families who are caring for children. To rectify this, the Five Year Plan includes funds to help raise the rate to nearly \$36 per diem by FY22 to help increase recruitment and retention of foster parents. This will improve permanency for children in the child welfare system. The Commonwealth of Pennsylvania will contribute the majority of the funds to support this effort, with 20% of the costs proposed to be from the City.
- The Law Department's Child Welfare Unit represents the Department of Human Services in its mandate to protect abused and neglected children and youth. Current staffing levels require each solicitor to handle an average of 240 cases, well above the American Bar Association's recommendation of 40 to 50. This Five Year Plan proposes adding an additional 10 lawyers. This will reduce overall caseloads to 170. By reducing the overall caseload, DHS projects that children and youth will be moved through the court system more rapidly, allowing more permanencies to be achieved. The cost of these additional

solicitors is proposed to be matched with funds from the Commonwealth, offsetting about 60% of the total cost.

To protect the health of Philadelphians:

- In 2016, Philadelphia had approximately 900 deaths and thousands of hospital visits due to drug overdoses. This crisis related to prescription opioid and heroin abuse is a key issue that the Administration looks to tackle through a series of proven strategies led by the Health Department. This Plan proposes \$1.9 million to be spent in FY18, with approximately \$1.5 million added annually throughout the rest of the Five Year Plan. These funds will be used to reduce opioid prescribing through a campaign to the highest prescribing health care providers, improve the distribution and use of naloxone (the opioid overdose antidote), increase public awareness about the dangers of prescription opioids, and develop a real-time database to track openings in addiction treatment facilities.
- The Five Year Plan proposes to expand the work of targeting retailers that illegally sell tobacco products to youths. Tobacco kills more than 2,000 Philadelphians each year, and 90% of smokers start by age 18. Tobacco retailers are concentrated in low-income neighborhoods, and the burden of tobacco marketing is disproportionately targeted to the City's most vulnerable populations. Philadelphia's youth sales rate of 23% in 2015 was more than twice the state average. With an additional \$300,000 annually, offset by expected revenue from fines, the Health Department projects that 85% of tobacco retailers that were visited for a youth compliance check will be in compliance with youth tobacco laws in FY18, up from 75.3% in FY17.
- The Five Year Plan also invests additional funds in childhood lead poisoning prevention, through enhanced efforts on education and enforcement. The major source of childhood lead poisoning in Philadelphia is lead paint, where children accidentally swallow flakes of paint that contaminates their hands and environment, causing serious harm to their developing brains and nervous systems. With an investment of over \$900,000 annually, the Health Department will be able to remediate lead in 300 homes each year, above the 170 homes remediated currently. The City will also have increased resources to hold landlords accountable for exposing children to lead, as well as to increase outreach and education programs to prevent lead exposure.
- Beginning in FY18, the Plan also proposes to add \$1 million annually to the Health Department, offset by additional revenue from inspection fees, to allow the Department to hit its target of inspecting all food establishments every 12 months, more frequently than the current average of 15.3 months. These funds will add 20 additional sanitarians and supervisors, who inspect the food businesses, enforce food-related ordinances that are passed by City Council and the Board of Health, regulate food handling practices, and educate food handlers about risk of foodborne illness.

INCREASING PUBLIC SAFETY IN ALL NEIGHBORHOODS

Despite serious crime hitting the lowest levels since the 1970s and 1980s in Philadelphia, addressing public safety in all neighborhoods is of paramount importance to the Kenney Administration. Reducing gun violence is a critical component of saving lives, as is preventing fires, ensuring buildings are safe from collapse, and responding rapidly to emergencies.

To ensure responsiveness to emergencies:

- To address the ongoing demand for emergency medical services, this Plan is recommending that 30 paramedics and 30 firefighters be added to the Fire Department's budget, along with five new medic units (adding an additional 12 paramedics). The addition of these personnel and vehicles will allow the PFD to better respond to emergencies and will contribute to improving the Department's overall staffing levels and strengthening its relief factor, which will also help the Department control overtime costs.

- The Plan also recommends the addition of four dedicated uniform training staff members, in addition to the four added in FY17 as part of the Fire Department's leadership restructuring. Currently, the Department must pull staff from the field to provide training, back-filling those positions with other staff, often through the use of overtime. In FY18 and beyond, these dedicated staff will provide training to personnel to help the Department meet Philadelphia's growing fire suppression and EMS needs while simultaneously improving response and deployment techniques to meet performance measure targets and national standards.
- The FY18 Capital Budget also recommends providing \$12.1 million to purchase vehicles for the Fire Department, with a total of \$50 million over the six-year Capital Program. This investment will allow for the replacement of older vehicles to allow firefighters and paramedics to be better equipped to continue their mission. The \$12.1 million proposed in FY18 includes the purchase of 11 medic units, six pumpers, three tiller ladders, one heavy rescue vehicle, one hazmat vehicle, one platform aerial, one grass fighter, and matching funds to support a federal grant for a new fire boat. These funds will replace vehicles that were purchased between 1981 and 2008.

To address building safety:

- The Five Year Plan proposes to increase funding for City-funded demolitions by \$500,000 annually beginning in FY18. This will allow the Department of Licenses + Inspections to conduct 525 demolitions each year. The Plan also proposes an additional investment of \$450,000 annually beginning in FY18 to fund several professional services contracts that will improve quality control and result in increased public safety. These investments include implementing a Special Independent Advisory Commission recommendation to contract with a crane expert to develop an inspection program for construction cranes, and purchasing on-call engineering services to assist with collapse investigations.
- The Five Year Plan also adds three positions in the Department of Public Property's capital projects division. These three positions will focus on increasing the Department's ability to manage capital projects in the public safety areas, most notably for the Police and Prisons Departments. These staff members are expected to help manage the renovation projects required for these departments, to ensure that Police stations and Prison facilities' projects are managed efficiently.

ENSURING CITY GOVERNMENT RUNS EFFICIENTLY AND EFFECTIVELY

One of the key Pillars of the Kenney Administration is to ensure that governmental services work better for all residents, while respecting employees.

Improving customer experiences:

- The Five Year Plan proposes expanding electronic tax return filing and payment for all tax types, with \$150,000 provided annually to the Revenue Department to support the technology needs for this endeavor. Through customer surveys and analysis about website traffic, the Revenue Department anticipates improved customer satisfaction and an increase in electronic payment volumes.
- The Plan also proposes adding an additional six Service Representatives and four additional Building Plans Examination Engineers to the concourse area of the Municipal Services Building to improve customer service for the Department of Licenses + Inspections. This investment should bring the average customer wait time below 30 minutes and reduce the current plan review time by 25%. Additionally, the Plan proposes adding two positions, a Business Process Specialist and a Change Management Analyst, to assist with the business transformation associated with eCLIPSE. These staff persons will update procedures and workflows during the implementation of the new system and will be necessary post-implementation to assist with updates to L+I's standard operating procedures.

Improving the quality of services:

- The Five Year Plan provides almost \$24 million for the Office of Innovation and Technology's support for existing systems and new systems proposed in the FY18-23 Capital Budget and Program. These critical supports will provide the necessary project management, staffing, and outside contracted needs to ensure that the technology implementation is successful. This is crucial for departmental IT projects.
- In order to support the Office of Property Assessment's commercial reassessment, the Five Year Plan includes \$500,000 annually (dropping to \$250,000 annually in FY21) for a commercial property consultant. This consultant will allow the Office to improve the accuracy of the assessments, as well as help defend the assessments during the appeals process. The Plan also provides over \$700,000 annually to support the Office's staffing levels, to ensure that it remains fully staffed as reassessments occur annually, beginning in FY19.

IMPROVING ECONOMIC OPPORTUNITIES FOR ALL PHILADELPHIANS

- The Five Year Plan also includes funding to support a new workforce development strategy, titled City as Model Employer: the Apprenticeship Inclusion Program, that is aimed at creating viable pathways to permanent employment for 200 seasonal/temporary City workers. The initiative will focus on engaging individuals with barriers to employment, including disconnected youth and young adults, ages 16-29; formerly incarcerated and justice-involved individuals; and adults lacking necessary workforce skills and credentials. This strategy will focus specifically on establishing bridge positions that allow seasonal/temporary workers to develop the skills required to secure and retain entry-level positions with the City or an employer partner. Led by the Managing Director's Office, the funding will support seven departments in the pilot year of this initiative, with the goal of sharing best practices across agencies and building the infrastructure required to take the strategy to scale. The Five Year Plan provides \$200,000 annually for the Office of Fleet Management to continue its apprenticeship program, a successful model that has resulted in the full-time employment of Philadelphia high school students.
- In FY18, the City plans to launch a new Out-of-School Time Strategy designed to provide low-income and at-risk children with high-quality, out-of-school time experience, led by the Managing Director's Office. The Five Year Plan includes \$180,000 annually for this initiative. This would fund a full-time manager and three program improvement coaches, as well as a data system. The initiative encompasses a coordinated effort among various City agencies, the School District, and philanthropic foundations, starting in the fall for kindergarten through third-grade students. Those after-school programs will be focused on literacy and achieving reading level by fourth grade. The City already spends \$41 million each year in after-school and summer programs, and officials plan to use that existing money for the Out-of-School Time Strategy. In addition, the City is working with philanthropic foundations to receive additional funding for the plan.

To stimulate the local economy:

- The Five Year Plan also continues the reform of the Business Income and Receipts Tax (BIRT), which looked to reduce the disincentive to locate a business in Philadelphia through single sales factor apportionment, as well as exclusions and tax rate cuts. In 2016 (affecting FY17), the first \$100,000 of taxable receipts will be exempted from the tax. This means that approximately 60,000 smaller businesses in Philadelphia no longer have any BIRT burden. The BIRT rate also continues to be reduced in the Plan, down to 6.10% in FY22. The cumulative effect of all these changes in the Plan is a cost of \$271.8 million, which is expected to result in a strengthening of the City's economy and increase jobs.
- Wage and Earnings tax cuts also continue through this Plan. By FY22, the resident portion of the wage tax is projected to be under 3.7%, a significant drop from a high of almost 5% in the 1980s and 1990s, and the lowest rate since 1971. The non-resident portion also is planned to decrease to under 3.3%, which is also the lowest rate since 1971. The total cost of these cuts over five years is \$310 million,

and, based on economists' analyses, this is expected to both reduce the burden on individuals working in the city, which may encourage higher household retention, but also reduce a disincentive for businesses looking to attract employees to locate in the city.

- In FY18, the Administration also proposes to create a Fair Change Hiring Program to encourage local employers to provide job opportunities to Philadelphia residents who were released from incarceration within the last seven years. The Program, managed by the Commerce Department, will reimburse businesses up to \$5,000 for each qualified new position filled by a person screened by the Office of Reintegration Services, up to a total of 100 jobs. The current incentive program, the Philadelphia Re-Entry Program (PREP), provides a tax credit to those participants, and is administered by the Department of Revenue. Due to the BIRT reform, now that a significant number of businesses do not have any BIRT liability, the credit program has not been successful. If the grant program meets expectations, it could replace PREP.
- The Five Year Plan also adds a position to the Office of Economic Opportunity (OEO), housed in the Commerce Department, to assist with monitoring and compliance of City and non-City Economic Opportunity Plans. This additional position will support increased oversight of large development projects around the city, ensuring barriers to participation of minority-, female-, and disabled-owned businesses are removed. An additional position is also proposed for the Mayor's Office of Labor in this Five Year Plan to assist with field operations within the Labor Policy and Compliance Program. This position will allow the office to investigate complaints and resolve violations of Chapters 9-4100 and 9-4300 of the Philadelphia code, ensuring that Philadelphians are able to take sick leave that they are entitled to under the law, and that employees are not subjected to wage theft by their employers.
- Over the life of the Plan, an additional \$250,000 is also proposed for the Guild Program within Mural Arts. The Guild re-entry program works with returning citizens and young adults on probation, in partnership with the City's Youth Violence Reduction Partnership (YVRP) and the Prisons System. The additional \$50,000 per year will allow Mural Arts to raise the wages of participants from \$9 per hour to \$12 per hour, and help support the program costs. This successful program places 76 to 88% of graduates into employment, education, or other programs. The FY18 Budget also includes an additional \$100,000 for Mural Arts to pay for additional murals in neighborhoods across the city, an investment that has the power to transform places, individuals, and communities through beautiful collaborative art.
- The FY18-23 Capital Program recommends that \$174 million in new funds be invested in the reconstruction and resurfacing of City streets (as well as the creation of accessible ramps), helping the City reach the crucial goal of resurfacing 131 miles of streets annually within seven years to ensure a state of good repair. Ensuring well-maintained pavement will allow the City's economy to continue growing and vehicles transporting workers and deliveries to continue at a smoother pace.

PROGRESS ON INITIATIVES FUNDED BY THE PHILADELPHIA BEVERAGE TAX

As discussed above, the City has made significant progress with the initiatives funded by the Philadelphia Beverage Tax. Full implementation of the programs cannot happen, however, until the resolution of litigation brought to try to block the tax.

With funding from the tax, almost 2,000 children now have access to high quality pre-Kindergarten (pre-K), teaching them important skills to enable success in Kindergarten and beyond. Long-term educational success has a significant impact on lowering poverty, and an investment in the city's three- and four-year-olds is critical to this effort. The FY18 Budget and FY18-22 Five Year Plan continue the work to ensure all three- and four-year-olds in the city can gain access to high quality pre-K through Philadelphia Beverage Tax revenues.

The Philadelphia Beverage Tax revenue also provides necessary revenue to fund the community schools initiative. Over the Five Year Plan, 25 community schools will be created, acting as centers of activity, improving the equitable accessibility of services in the neighborhoods and serving as a broader resource for families and neighbors. The Administration maintains a core belief that strengthening schools will help strengthen neighborhoods across the city.

The third major initiative to be funded through the Philadelphia Beverage Tax is Rebuilding Community Infrastructure (Rebuild), a multi-year program to transform neighborhood parks, recreation centers, and libraries across the city. The tax will support debt service to pay for \$300 million in borrowings, which, combined with \$48 million in the City's capital program, will leverage foundation support (such as support from the William Penn Foundation) and funds from other governments to bring the total amount of the program to \$500 million.

PROGRAM-BASED BUDGETING

The City utilized a new budget tool in FY18, program-based budgeting, which allows the budget to be more transparent (through reorganization of the budget around programs or services), accountable (through the use of measurable objectives and performance measures for each program), and data-driven (by increasing the understanding of full costs and any revenues associated with the program). Program-based budgeting is being rolled-out in 20 departments, and for the FY18 Budget Detail, these departments' budgets will be displayed using forms that have been updated for program-based budgeting, providing greater detail and transparency to elected officials and the public.

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

This decision-making process is exemplified in the City's proposal to increase funding for the Department of Public Health's restaurant and food establishment inspection program. The proposal outlines how the investment of 15 additional sanitarians and 5 supervisors would result in more frequent inspections of food establishments, bringing the average interval between inspections to 12 months. Achieving this inspection interval would bring Philadelphia in line with other cities and help to reduce foodborne illness. The additional inspection staff will also generate sufficient revenue through fees to cover their salaries, offsetting the cost of the increase for the General Fund. Program-based budgeting also enabled improved links between the operating and the capital budget. For example, the FY18-23 Capital Program recommends additional funding for the Streets Department to increase the number of miles resurfaced. In order to support that effort, additional funding for specialized mechanics is proposed in the Five Year Plan for the Office of Fleet Management, as the heavy paving equipment requires specialized maintenance.

Eventually, program-based budgeting will allow department heads and City leadership to better understand the implications of funding individual programs. This will allow the City to make investments in programs and services that yield "higher returns" for the residents of Philadelphia. Efficiencies may be identified and

cost savings may be achieved; however, it is too early to know what the net effect will be on the City's budget.

FUND BALANCE

One of the key measures of fiscal health for a municipality is its fund balance. The fund balance shows the difference between revenues and expenditures on a cumulative basis, and the City's targeted goal is to have a positive fund balance of 6 to 8% of revenues. The FY18-22 fund balances are significantly lower than this, with a low of 1.5%, although they are significantly higher than the amounts proposed with last year's Five Year Plan, where they hit a low of \$38 million, or 0.9%, in FY18.

(\$ in millions)	FY18	FY19	FY20	FY21	FY22
Projected Fund Balance	\$87.5	\$94.3	\$68.7	\$69.5	\$101.8
Projected Revenues	\$4,344.8	\$4,473.1	\$4,556.7	\$4,662.7	\$4,779.2
Fund Balance as a Percent of Revenues	2.0%	2.1%	1.5%	1.5%	2.1%

Having a low fund balance is challenging for multiple reasons. Healthy fund balances provide cushion against unexpected costs or sudden downturns in the economy affecting local revenues. Stronger fund balances can also reduce dependency on short-term cash borrowings, as a larger surplus provides more stability against months with high expenditures and low tax revenues. As the City goes to the market to borrow money, such as for Rebuild or the Capital Budget, rating agencies look to the City's fund balance as a way to rate the City's fiscal strength for those looking to invest in the City's bonds. Although these fund balances are stronger than in prior Plans, the Administration will continue to carefully monitor revenues and expenditures to ensure fiscal stability.

STRATEGIC INITIATIVES

STRATEGIC INITIATIVES OF THE KENNEY ADMINISTRATION

Improving education and strengthening neighborhoods are Mayor Kenney's top priorities. In FY17, the Kenney Administration proposed three new initiatives designed help meet these goals, PHLpreK, Community Schools, and Rebuilding Community Infrastructure (Rebuild).

Funding these initiatives is critical to improving our city's education system, strengthening our current and future workforce, and reviving our neighborhood economies. Already, PHLpreK has allowed 88 providers, 75 percent of whom are small, minority- and women-owned businesses, to expand – hiring new staff and increasing wages. The City's community schools are serving 4,500 students, 75 percent of whom live at or below the poverty line, connecting them and their families with valuable services and economic opportunities that will allow them to thrive in the classroom. Rebuild will not only renovate 150-200 decaying parks, recreation centers, and libraries, it will also host a capacity-building program for small businesses and a pre-apprenticeship program that will allow minority, unemployed Philadelphians to enter the Building Trades.

To pay for these initiatives, the Kenney Administration proposed and City Council approved a new revenue source, the Philadelphia Beverage Tax (PBT). The tax went into effect on January 1, 2017, and the City is in the process of collecting its first year of revenue from the tax. For the first month, revenue collections have exceeded projections. However, the full roll-out of the programs has been delayed because, on September 14, 2016, a lawsuit challenging the PBT was filed by the American Beverage Association and other co-plaintiffs in the Court of Common Pleas. This complaint was dismissed in its entirety by the Court of Common Pleas on December 16, 2016. Following the decision, the plaintiffs appealed the ruling to the Commonwealth Court of Pennsylvania. The appeal is currently on an expedited scheduling track before the Commonwealth Court and is scheduled for oral argument during the first week of April 2017.

Despite the delays caused by the lawsuit, the Administration has begun laying the groundwork for these three ambitious initiatives. The sections that follow provide more detail on what has been accomplished in FY17 and what the Administration is planning for FY18-22.

PHLpreK

In FY16, the City implemented a pre-Kindergarten (pre-K) expansion program (PHLpreK) to create 6,500 locally-funded, quality pre-K seats over the next five years. A quality pre-K program features a safe, well-equipped learning environment that provides a challenging, play-based curriculum led by credentialed educators, as well as ample academic, social, and emotional support. Quality pre-K providers also work with parents and families to ensure that children are on track for Kindergarten through the creation of a transition plan for success.

In August of FY17, through the issuance of two Requests for Qualifications (RFQ), the City completed a formal application process with pre-K providers to determine where children will be able to attend. Nearly 90 pre-K partners were announced in the fall of FY17 for families to begin enrolling. The City used the Keystone STARS quality rating and improvement rating system to evaluate the general standard of quality of pre-K programs. The City later contracted with the Public Health Management Corporation (PHMC) and

the Urban Affairs Coalition (UAC) to serve as the intermediaries for PHLpreK, acting as contracting agents with pre-K providers and as the administrators of the City's pre-K program.

Throughout FY17, the City funded 2,000 quality pre-K seats, with a focus on those in high-need neighborhoods. Families of children receiving seats were primarily low-income, with 78% earning an income that is less than 200% of the poverty line, or \$48,500 annually for a family of four.¹ Additionally, the City assisted in the enrollment of children on existing waitlists at Child Care Information Services (CCIS) and the School District of Philadelphia (SDP). Outreach was largely done through community engagement, a call center, and advertisements on SEPTA and other media outlets.

Over the next five years, the City plans to invest in creating a total of 6,500 quality pre-K seats. While PBT litigation is ongoing, this work will continue, but expansion of the initiative as originally planned will be altered. Due to the budget constraints caused by the uncertainty surrounding the PBT revenues, the City will continue to provide funding for 2,000 pre-K seats but will not be able to expand to 3,000 seats as previously planned in September 2017. Additional plans are described below, but implementation of these plans will be delayed while PBT litigation is pending.

To supplement the growing need for qualified pre-K lead teachers, the City plans to put a focus on developing the pre-K workforce through partnerships with local schools, organizations, and training programs to help Philadelphians who work in pre-K programs obtain an Associate's Degree. The City is also working on developing a single, online, unified-enrollment system for both providers and families to access City, State, and Federal child care funds. The City will continue to work to coordinate investments with businesses and philanthropic entities for additional support with costs related to facility improvements, the online enrollment and access system, workforce development, and additional supports for providers striving to improve their Keystone STARS rating. Longer-term goals of quality pre-K in Philadelphia include better health outcomes, increased graduation rates, and higher earning potential for PHLpreK students.

COMMUNITY SCHOOLS

In July 2016, the Mayor's Office of Education (MOE) designed and implemented the City's first community schools program. Community schools are public schools where a coordinator works with the school community to identify the most pressing needs of the neighborhood. Similar programs have been implemented successfully in other cities such as Cincinnati, Oakland, Chicago, and Baltimore. Coordinators then work with service providers and City agencies to bring essential resources to the school. Community schools become neighborhood centers, improving access to programs and services for students, families, and neighbors.

In spring 2016, MOE completed extensive outreach to more than 750 individuals, gathering feedback about what factors should be considered when selecting schools to be community schools. In May 2016, MOE released an application for schools to apply to become a community school. MOE partnered with the SDP to hold informational meetings and solicit interest. In FY17, 31 schools applied, and nine were selected to participate.

By the end of FY17, the Community Schools initiative will be serving a total of 4,500 children and their families. Selected schools are located throughout Philadelphia and include a total of three elementary

¹ Department of Health and Human Services, 2015 poverty guidelines.

schools, two elementary/middle schools, one middle school, and three high schools participating. By the end of the fiscal year, all schools will have released community school strategic plans with established primary and secondary focus areas such as: increased mental health resources; food access; physical health; student and community safety; academic support; and adult education and job training. In FY18, schools will then work towards implementing initial action steps to improve access to programs and services for students, families, and community members.

In FY17, to support operations and strategic planning of community schools, MOE hired 19 full-time staff persons, with 12 of the new hires stationed at community schools. Of those 12, nine are community school coordinators, who support the day-to-day functions of community schools, and three are healthy school coordinators, who work towards integrating access to healthier choices for students.

Over the next five years, MOE will work towards transforming 25 existing public schools into community schools. However, while PBT litigation is ongoing, the City will not be able to significantly increase its funding for this initiative in FY18 and beyond. Until litigation is resolved, it will only be possible to add two additional community schools, for a total of 11.

In FY18, the Office will determine program evaluation partners and will work towards tracking short-term and long-term outcomes of the program. Short-term outcomes of the program include: increased access to programs participation in existing programs, and satisfaction rates from parents, teachers, students and service providers. Long-term outcomes for community school students include improved health indicators, increased attendance, expanded school services and programs, and improved school climate and culture.

REBUILDING COMMUNITY INFRASTRUCTURE (REBUILD)

Over the next seven years, the City is committed to an ambitious \$500 million campaign to renew the City's parks, recreation centers, and libraries so that every resident and neighborhood has access to high-quality amenities. The Kenney Administration is dedicating \$348 million to this ambitious effort, \$300 million of which will be funded through additional borrowings and \$48 million of which will be through the capital program. The Kenney Administration has successfully raised \$100 million in philanthropic funds from the William Penn Foundation and has begun to secure funding from other foundations and the state.

This investment supports Mayor Kenney's goals of improving educational opportunities and outcomes for children while also improving the safety and economic strength of Philadelphia's neighborhoods. Philadelphia Parks and Recreation and the Free Library of Philadelphia together are the largest providers of after-school programming for Philadelphia's children, providing an opportunity for learning and development between the hours of 3 PM and 7 PM. Offering this programming in safe and clean environments is critical, both to the success of this programming and to keeping children off the streets. The Kenney Administration will be increasing the impact of Rebuild investments through a new Out-of-School Time Strategy, which seeks to deliver high-quality after-school and summer programming to improve outcomes for children.

The Rebuild initiative will target investments to sites that present opportunities to promote equity in underserved neighborhoods, while promoting economic growth through leveraging and encouraging additional investment in communities surrounding Rebuild sites.

Through its investment in community facilities, Rebuild will seek to promote access to career opportunities in the construction trades and support the growth of minority-, women-, and disabled-owned businesses (M/W/DSBEs). Rebuild will partner with the Building Trades Council to develop an apprentice-ready

program that will provide training for un- or under-employed Philadelphians. Graduates of this program will be given work on Rebuild projects and apprenticeships within the trades that will lead to family-sustaining careers. To support M/W/DSBEs, Rebuild will launch a business supports program that will address barriers that have historically hindered the participation and growth of these contracting and professional services firms. These supports will include access to capital and assistance with insurance and bonding. Additionally, the program will also provide business coaching to help M/W/DSBE firms develop plans for how they can use work from Rebuild to grow and strengthen their business so they are more competitive for work on other construction projects. Rebuild will also ensure that physical improvements to and programming at sites are reflective of the needs and priorities of community members through robust engagement efforts that reach a broad set of residents and build the stewardship capacity of local groups and organizations.

In FY17, the Rebuild team completed a planning and data collection process, will begin a public engagement process, and expects to identify an initial round of Rebuild sites in cooperation with City Council. Staff has engaged with minority- and women-owned businesses and workforce development organizations to create the foundation to support the program's diversity and inclusion goals. Staff are also working on a rigorous program of financial accountability and oversight.

In coming years, Rebuild will complete engagement, design, and construction on an estimated 150-200 sites. Projects are expected to be implemented with the assistance of qualified nonprofit partners that will bring additional resources to implement the projects and help sustain improved civic assets in the future. However, until the PBT litigation is resolved, the City will not be able to issue borrowings for the \$300 million that it plans to invest in Rebuild. In addition, the City will not be able to use \$75 million of William Penn grant funds that are conditioned on bond issuance. An additional \$20 million is contingent on funding from other sources, such as grants from other foundations. Without this investment, the scale and timeline of the project will be significantly impacted. Before bonds are issued for Rebuild, available funds include \$4.8 million in grant funds from the William Penn Foundation and \$48 million through the end of the recommended Capital Program. Some additional grant funds may also be available. These funds will be used to begin work on Rebuild's proposed apprentice-ready program, supports for M/W/DSBEs, a third-party diversity monitoring and enforcement system, and a community engagement strategy. They will also be used to begin design and community engagement work – and possibly construction – on a small number of initial sites. Once bond funds are available, Rebuild will be able to initiate a second group, significantly ramping up the pace of implementation.

This project will make Philadelphia a national leader in civic reinvestment, bringing more people and jobs to the city and attracting additional outside investors. Rebuild will support public health goals by increasing access to physical activity and supporting effective programs in neighborhoods. Rebuild will partner with the Water Department to manage storm water, and improve the energy efficiency and sustainability of City facilities. Finally, Rebuilding Community Infrastructure will also benefit City residents by creating workforce development and employment opportunities as well as contracting opportunities for minority-, women-, and disabled-owned business enterprises.

IMPROVING THE FISCAL HEALTH OF THE CITY

MAXIMIZING REVENUE COLLECTIONS

Virtually every service and program provided through the City's general fund – from trash collection to police protection to pools – is dependent on revenue collected through taxes, fees, and fines. By focusing on maximizing collections, the Revenue Department helps ensure that Philadelphians are able to receive the array of services to which they are entitled. This chapter will focus on efforts to increase revenue by expanding the tax base, increasing compliance, and reducing delinquency.

EXPANDING THE TAX BASE

In FY17, the City continued to identify loopholes being exploited by a few taxpayers and enacted legislative and regulatory changes to close those gaps. For example, in the fall of 2016, City Council passed legislation to ensure that large, complex real estate transactions have the same effective tax rate as transactions involving a first-time homebuyer. Previously, high-dollar properties were being transferred in carefully structured financial vehicles to avoid Philadelphia's Real Estate Transfer Tax, an option not readily available to most Philadelphians. Monitoring tax avoidance strategies and taking steps to address them not only increases collections, but demonstrates a dedication to fairness and equitable treatment. This dedication is essential for maintaining confidence in the tax structure.

MAKING COMPLIANCE THE EASIEST OPTION

The City is committed to helping residents and businesses meet their obligations. Paying in full or entering into a payment agreement should be easy to do, and should be a better financial decision than failing to pay. To this end, the City is improving its ability to clearly communicate to taxpayers and customers the amounts that need be paid through a new website designed for easy navigation and increased outreach, including community events, multi-lingual documents, and email alerts. In the FY18-22 Plan, the City is investing \$150,000 annually to expand eFile and will be eliminating the fee for paying via eCheck, thereby removing barriers to timely payment. For those taxpayers and customers who do need assistance to meet their obligations, the Department of Revenue has recently installed a new phone system to allow more callers to be assisted at the same time and a new queuing system for visitors to the Municipal Services Building. For the most vulnerable Philadelphians, keeping bills manageable is a high priority, and thus connecting individuals and families with assistance programs, like the Senior Citizen Water Discount and Low Income Senior Citizen Real Estate Tax Freeze, helps bolster the financial stability of Philadelphians while increasing the likelihood of payment. To support those efforts, the City created a new position, Administrator of Taxpayer Assistance Programs, charged with increasing the enrollment of eligible taxpayers. In FY18, the Revenue Department will launch the Tiered Assistance Program (TAP) to offer reduced rates on water bills for low-income residents, helping people control their monthly bills as well as manage any outstanding delinquencies.

USING DATA TO DETECT AND DETER DELINQUENCY

Applying the right enforcement tool at the right time on the right account is essential for the efficient collection of delinquent revenue, and data analysis allows the Department of Revenue to better understand the characteristics of an account and identify the best course of action. In FY17, the City launched a Data Warehouse and Case Management system. When fully implemented, the system will pull information about the individuals and businesses that have debts to the City into a single location, allowing a comprehensive

picture to emerge and providing the tools to turn information into revenue. For example, the Data Warehouse holds information about both how much liquor a bar or restaurant reports it sold, but also contains data from the Pennsylvania Liquor Control Board about how much liquor that business purchased, as well as multiple sources for contact information to ensure that an outdated address on file with the Department is not the barrier to payment.

Data is also essential to evaluating which enforcement tools produce the best results. In partnership with researchers from the University of Pennsylvania, the City tested various messages in letters to delinquent account holders to determine the most effective communications to produce payment. By the end of FY17, the Department of Revenue will begin using predictive analytics to score delinquent accounts to see how much money will likely be collected and what type of enforcement will be the most efficient. Without this data-driven approach, resources and time would be used less efficiently either pursuing cases that would resolve on their own or are unlikely to respond to a particular approach.

Revenue has already made progress toward collecting every dollar that is owed. For example, the percent of real estate taxes owed that are paid within the first year has increased from 86.6% in Calendar Year 2011 to 94.2% in Calendar Year 2015. The initiatives described in this section, combined with plans detailed in the Revenue Department chapter, will build on that success.

COMPUTER-ASSISTED MASS APPRAISAL (CAMA)

Three-quarters of the City's General Fund revenue comes from local taxes, and 18.5% of this tax revenue is Real Property Tax. In addition, over 60% of the local tax revenue generated for the School District of Philadelphia comes from the Property Tax.

The Real Property Tax is levied on the taxable assessed value of all property in the city, is the second-largest source of tax revenue in the City's general fund, and the largest source of tax revenue for the School District. Having accurate, up-to-date property data is critical for the City to be able to collect this tax in an effective manner.

Over the last several years, significant changes have been implemented to improve the City's process for assessing the value of its residential and commercial properties. In 2010, the Office of Property Assessment (OPA) was created and assumed assessment functions from the Board of Revision of Taxes. In FY14, the City completed the Actual Value Initiative (AVI), which involved a comprehensive reassessment of all properties in the city.

Going forward, the City is committed to maintaining property assessments that reflect current market values. To accomplish this, OPA is purchasing and implementing state-of-the-art technology known as a Computer-Assisted Mass Appraisal system, or CAMA. These systems are used by municipalities to automate the process of evaluating and assessing property for the purpose of taxation.

Currently, the City of Philadelphia does not have a modern CAMA system to manage assessments of the approximately 579,000 parcels within the city limits. The business processes and technology systems that are currently in place need updating and require significant maintenance. Furthermore, the existing application environment at OPA is comprised of legacy mainframe systems and individual databases that have been created over time to support daily operations, resulting in a complex network of data systems that does not allow for the seamless sharing of data across the organization and with other agencies that need access to the data.

Implementing a modern CAMA system will:

1. Provide electronic access to functionality that is either not available today or is achieved through paper-driven processes;
2. Allow access to all pertinent parcel information in one system;
3. Improve the accuracy and timeliness of data;
4. Reduce reliance on shadow systems;
5. Enable clear identification of the system of record;
6. Better integrate valuation data;
7. Provide better data quality through rigorous data validation;
8. Enhance audit capacity;
9. Improve workload management; and
10. Enhance reporting capability.

A modern CAMA system will also allow for the efficient update and review of parcel changes by the Evaluator staff. Parcel records could be updated, monitored, and tracked in a timelier manner than is possible today. This solution would also allow for enhanced electronic data exchanges with other City

agencies, including the Department of Licenses + Inspections, the Department of Records, and the Department of Revenue.

OPA has conducted a thorough Request for Proposal (RFP) process and has selected a software provider that will enable the city to modernize systems, streamline workflow, and provide property assessments that are regular, accurate, and transparent to the public. Data cleansing efforts and pre-work for the CAMA project have already begun, and full implementation will kick off in late 2017 or early 2018. Please see the Office of Property Assessment chapter for more details on the City's plan for regular assessments going forward.

EFFICIENT GOVERNMENT AND OVERTIME MANAGEMENT

Recognizing that overtime can be a useful and fiscally responsible managerial tool when properly deployed and carefully managed, the Managing Director's Office (MDO) has been holding operating departments more accountable for tracking and managing their overtime expenses throughout the fiscal year. These efforts include:

1. Requiring departments to prepare annual overtime spending plans that project anticipated overtime costs for the fiscal year on a quarterly basis.
2. Requiring departments to update their overtime spending plans on a quarterly basis to accurately reflect actual overtime costs, and compare those actual costs to the projected costs for the quarter.
3. Soliciting explanations and justifications for any variances between projected and actual overtime costs on a quarterly basis.

The goal of this effort is to ensure that departments regularly pay attention to their overtime and make any necessary adjustments to keep overall personnel spending within budget. Another major goal is to provide departments with an opportunity to identify, understand, and elevate any operational or unusual challenges or circumstances that are driving overtime costs.

Over the first two quarters of FY17, the Managing Director's Office, as well as other Cabinet members, asked departments to prepare these overtime reports. The first quarterly report included the impact of the Democratic National Convention, which was held in Philadelphia in July 2016. Public safety agencies incurred significant overtime expenses as a result of this event: more than \$12 million for the Police and Fire Departments. Additionally, more than \$300,000 in DNC-related overtime costs were incurred by non-public safety departments (such as Streets, Public Property, and Parks and Recreation). A commitment has been made to reimburse the General Fund for the DNC-related costs, either from a grant from the Federal Department of Justice, or from the Democratic National Convention Committee. Although the costs will be reimbursed to the City through this revenue, they are still included within the departmental Class 100 allocation.

From the November presidential election through mid-February, the large number of protests had added almost \$2.9 million to the City's overtime expenses. Police and Emergency Medical Services (EMS) personnel have been stretched considerably in order to ensure the safety of all residents.

In other instances, overtime expenses can be driven by changes in policy. When the Administration began in January 2016, the Fire Department's policy of "brownouts," or rolling closures of fire stations, ended, in order to ensure stronger neighborhood Fire and EMS coverage. Ending brownouts is estimated to increase the overtime costs in the Fire Department by approximately \$4 million in the short term. Until additional firefighters and paramedics are hired and trained to increase departmental relief factors, overtime is needed to ensure coverage of these stations. In FY17, the Fire Department received additional Class 100 funds for both the hiring of new firefighters and paramedics, as well as to cover this additional need for overtime costs in the short term. For FY18, this Plan proposes to add 30 firefighters and 30 paramedics, plus 5 new medic units (adding an additional 12 paramedics), which should further improve the department's relief factor.

Other drivers of overtime are often related to challenges ensuring that departments are fully staffed, or that they have the equipment needed to ensure services are delivered efficiently. The Streets Department continues to face compactor equipment and periodic staffing shortages that often require overtime to be used to complete collections on schedule. While the department has recently been able to put some new compactors into service, including 28 in FY17, additional vehicle purchases are recommended within both the capital and operating budgets in FY18 and throughout this Five Year Plan. The Department of Licenses + Inspections has a shortage of inspectors below budgeted levels. Although the department is aggressively hiring and training new inspectors, and the overall number of inspectors has increased, some inspections must be performed on overtime until the department reaches a full complement.

In FY17, the City's year-end projection for total overtime costs is \$155.3 million. During the remainder of FY17 and beyond, the Administration will continue to hold departments responsible for managing and tracking their overtime expenses on a quarterly basis in an effort to stay within their overall personnel (Class 100) budgets, manage resources responsibly and thoughtfully, and identify and understand any underlying operational challenges that are driving overtime costs.

FUND BALANCE

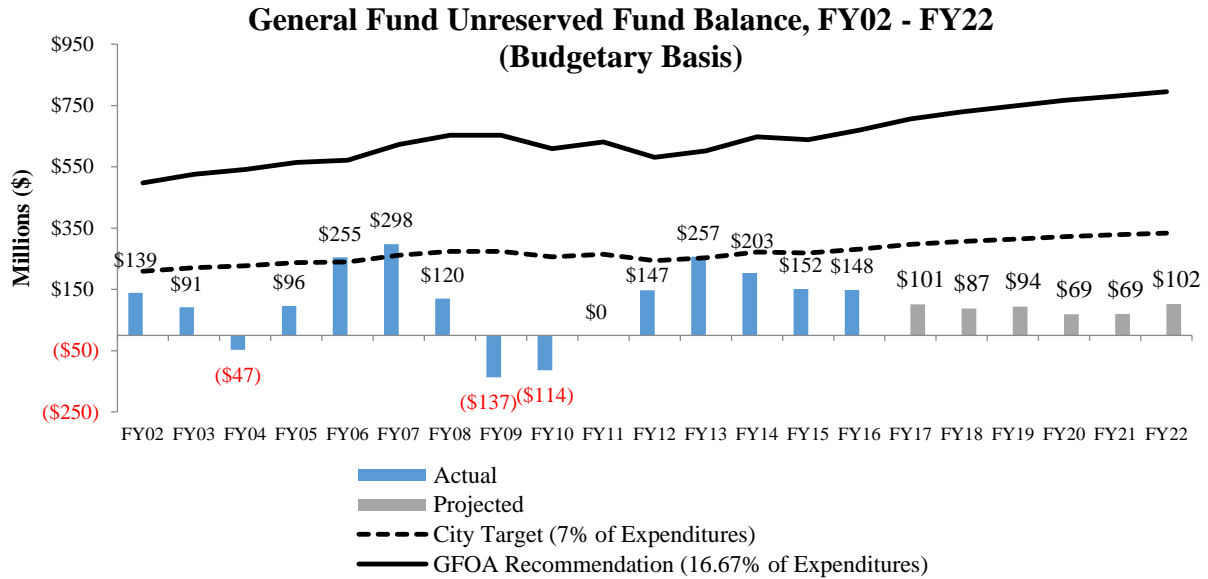
One of the most important measures of the City's financial health is its fund balance. Having a healthy fund balance gives the City financial flexibility and makes it better able to meet cash flow needs, mitigate current and future risks, and ensure predictability of services. The City's fund balance has historically been well below levels recommended by government experts.

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 that have been reserved and committed to a specific obligation and may not be used for any other purpose. An unrestricted balance represents funds that are not committed and are available for any lawful purpose.

The City presents its fund balance on a budgetary, or legally enacted, basis. In the context of financial reporting, the term fund balance is used to describe the net position of governmental funds calculated in accordance with generally accepted accounting principles (GAAP). A difference between the City's fund balance on a GAAP and budgetary, or legally enacted, basis can arise when, for example, taxes are collected mid-year (e.g., April 2017) for the current calendar year, such as with the Business Income and Receipts Tax. While these revenues are collected and accounted for during that fiscal year (FY17), on a GAAP basis, only half of the revenue can be accounted for in that fiscal year (FY17). The other half of the tax revenue would need to be accounted for in the next fiscal year (FY18). That causes differences to arise between fund balance estimates on a GAAP basis versus a budgetary basis.

While not directly correlated with the amount of cash on hand, a healthy fund balance means that the City has more resources available to meet the normal monthly mismatch between revenues and expenditures. Maintaining an adequate fund balance also saves the City money by reducing the need for tax and revenue anticipation notes (TRANs, defined in the Debt Management chapter). Additionally, rating agencies heavily emphasize stronger fund balances when determining credit ratings, which directly influence the amount of interest the City pays on long-term debt. The rating agencies have said that the City's relatively low fund balances are one of the reasons that the City has the second lowest rating among the top 10 largest cities.

Recommendations and Fund Balance Policy: The Government Finance Officers Association (GFOA) recommends that governments maintain a fund balance equivalent to two months' worth of budgeted expenditures or revenues (approximately 17%), but note that a level of unrestricted fund balance significantly lower than the recommended minimum may be appropriate for states and large local governments. Recognizing the importance of maintaining adequate fund balances, the City developed a target of approximately 6% to 8% of revenues for a target fund balance. The FY18-22 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 FY02 and FY22, and how they compare to the City's target and GFOA recommendation. Historically, the City's fund balance has been well below levels recommended by the GFOA and is projected to remain low.



Fund Balance Trends: The General Fund started FY17 with an unreserved fund balance of \$148.3 million and is projected to end FY17 with a fund balance of \$100.7 million.

The year-end fund balance for FY18 is projected to be \$87.5 million. Over the next five years, the fund balance is projected to decrease to a low of \$68.7 million in FY20 and then build back up to \$101.8 million in FY22. For each year of the plan, the fund balance is below the City's target. With high fixed costs such as the City's contribution to the pension fund, the School District of Philadelphia, debt service, and indemnities, other important services and programs are squeezed for resources. More detail on the City's revenues and expenditures can be found in those respective chapters later in the Plan.

(\$ in millions)	FY18	FY19	FY20	FY21	FY22
Projected Fund Balance	\$87.5	\$94.3	\$68.7	\$69.5	\$101.8
Projected Revenues	\$4,344.8	\$4,473.1	\$4,556.7	\$4,662.7	\$4,779.2
Fund Balance as a Percent of Revenues	2.0%	2.1%	1.5%	1.5%	2.1%

PROGRAM-BASED BUDGETING

In July 2016, the Administration began the first phase of its implementation plan for program-based budgeting, which is a best practice municipal budgeting tool that is designed to make the budgeting process more efficient and effective. This tool enables municipalities to organize all budgetary information around the City's programs and services.

Under program-based budgeting, the budget shows the costs associated with each program, along with the revenues that each program generates. The budget also displays program objectives and performance measures that will be used to evaluate each program's efficiency and effectiveness. Organizing the information in this way provides a clearer picture of the programs and services that the City delivers to Philadelphians, identifies how much money is being spent on each program, and assesses how well each program is performing.

A program-based budget is more transparent, more accountable, and more data-driven than a traditional budget:

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

For this first year of program-based budgeting implementation, the Office of Budget and Program Evaluation worked with 20 departments to prepare their FY18 budgets by program. When the FY18 Budget Detail is produced in March 2017, these departments' budgets will be displayed using forms that have been updated for program-based budgeting, providing greater detail and transparency to elected officials and the public.

These departments were chosen to represent a range of services, sizes, and fiscal complexity:

- | | |
|--|--|
| • Board of Pensions | • Mayor's Office of Labor |
| • City Treasurer | • Mural Arts Program |
| • Commerce Department | • Office of Fleet Management |
| • Department of Licenses + Inspections | • Office of Sustainability |
| • Department of Public Health | • Office of the Chief Administrative Officer |
| • Department of Records | • Office of the City Representative |
| • Department of Revenue | • Office of the Director of Finance |
| • Managing Director's Office | • Philadelphia Parks and Recreation |
| • Mayor's Office | • Procurement Department |
| • Mayor's Office of Education | • Streets Department |

In order to fully support departments through this process and ensure production of a high-quality product, the Administration will implement program-based budgeting over a four-year timeline. Beginning with the upcoming budget, 10 to 20 departments will transition over to a program-based budget each year.

The Administration's focus in the first years of the roll-out will be on establishing the structure for program-based budgeting, primarily. While some cost savings and investments may be identified in the first year, it is more likely that the short-term benefits will be in better understanding the true costs of the services that the City provides and in setting and evaluating measurable performance goals for each program.

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

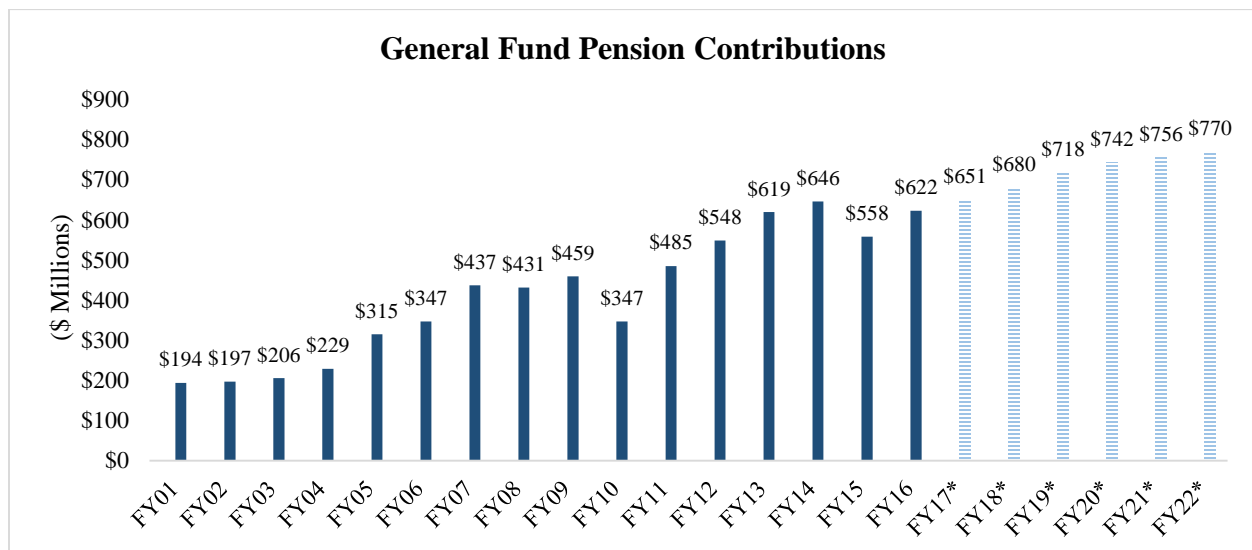
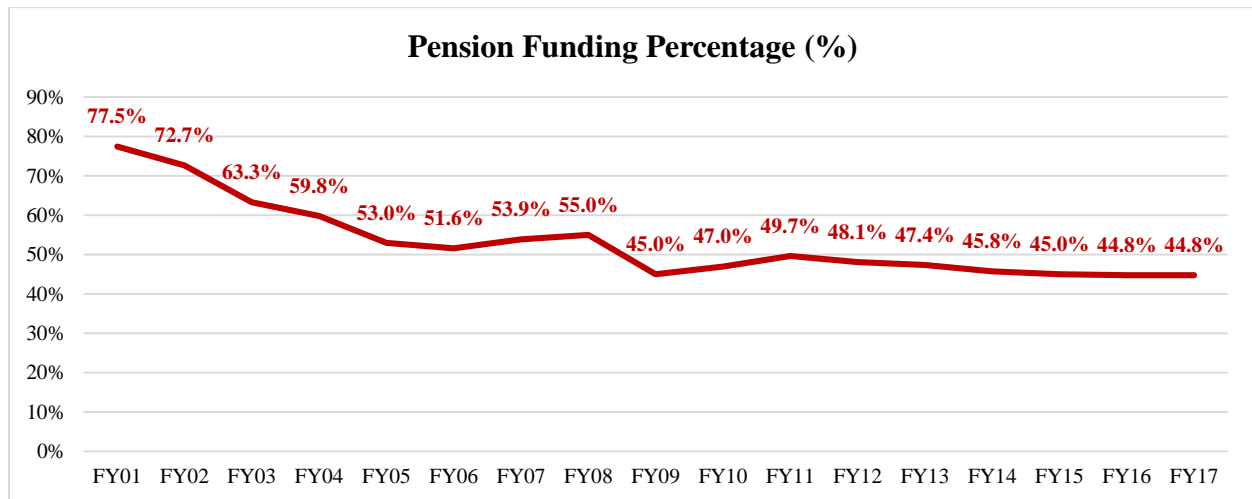
This decision-making process is exemplified in the City's proposal to increase funding for the Department of Public Health's restaurant and food establishment inspection program. The proposal outlines how the investment of 15 additional sanitarians and 5 supervisors would result in more frequent inspections of food establishments, bringing the average interval between inspections down to 12 months. Achieving this inspection interval would bring Philadelphia in line with other cities and help to reduce foodborne illness. The additional inspection staff will also generate sufficient revenue through fees to cover their salaries, offsetting the cost of the increase for the General Fund.

Program-based budgeting also enabled improved links between the operating and the capital budget. For example, the FY18-23 Capital Program recommends additional funding for the Streets Department to increase the number of miles resurfaced. In order to support that effort, additional funding for specialized mechanics is proposed in the Five Year Plan for the Office of Fleet Management, as the heavy paving equipment requires specialized maintenance.

Eventually, program-based budgeting will allow department heads and City leadership to better understand the implications of funding individual programs. This will allow the City to make investments in programs and services that yield "higher returns" for the residents of Philadelphia. Efficiencies may be identified and cost savings may be achieved; however, it is too early to know what the net effect will be on the City's budget.

STRENGTHENING THE PENSION SYSTEM

The City will not attain fiscal stability until it has solidified the financial condition of the pension fund. The Philadelphia Municipal Retirement System is currently 44.8% funded with a \$6 billion unfunded liability, based on the July 1, 2016 preliminary valuation. Each year, an increasing share of City resources goes towards paying pension costs and therefore cannot be used to provide additional resources for current services or to pay for further tax rate reductions. To address this challenge, the Kenney Administration, working with municipal employees, the Pension Board, and City Council, has launched a three-pronged approach to improve the health of the Pension Fund from 44.8% to 80% in about 13 years.



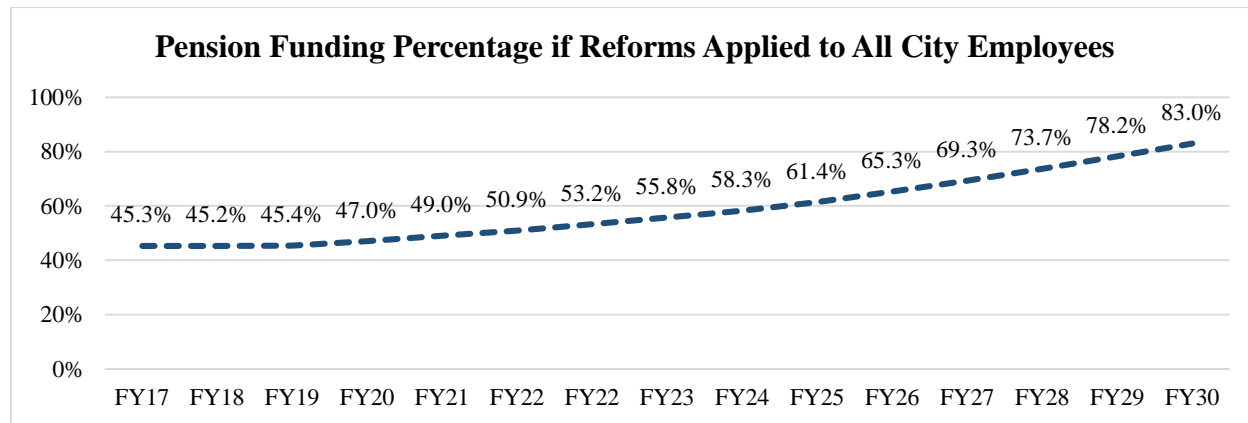
*Note: FY10 and FY11 payments were relatively low because of State-approved deferrals. FY13 and FY14 include the repayment of these deferrals. *FY17-22 represent projected General Fund pension costs and include sales tax revenue.*

The first part of the Mayor's pension reform program is a commitment to increasing the City's annual contribution to the Pension Fund. The General Fund contribution makes up the vast majority of the City's annual contribution to the pension fund, totaling more than \$650 million in FY17 (the all funds total is \$782 million). In 2014, with strong local legislative support, the State Legislature required that the City dedicate

a portion of local sales tax revenue to the Fund. Although the additional sales tax revenues could be counted toward satisfying minimum municipal obligation (MMO), the amount required under state law, the City will meet its MMO independent of these revenues, so that sales tax dollars directed to the Fund will be over and above the MMO. Over this Five Year Plan, the sales tax revenues are projected to be worth about \$233 million.

Second, the Mayor aims to apply the reforms negotiated with District Council 33 (DC33), the largest group of municipal workers, to all City employees. Current employees would make additional contributions based on a progressive tiered contribution structure; those with higher annual salaries would pay a higher contribution rate. These additional contributions would increase the assets of the pension fund over time rather than be used to reduce the City's contribution to the fund. At the same time, newly hired workers would participate in a new, stacked hybrid pension plan. The proposed stacked hybrid plan combines a traditional defined benefit for the first \$50,000 of an employee's pensionable earnings, and an optional 401k, with an employer match, for earnings above this amount. The stacked hybrid plan would provide retirement security for employees while also reducing the pension system's liabilities.

The Administration believes this approach – higher contributions for current workers and a stacked hybrid plan for new hires – must apply to all employees if the reform is to be successful and equitable. To that end, the Administration is proposing that the changes also apply to exempt employees, non-represented employees, and elected officials. Current employees in those groups would make additional contributions, and future hires would go into the stacked hybrid plan. Council is currently considering legislation that includes most of the changes proposed by the Administration. The lone exception is that the legislation does not require new elected officials to go into the stacked hybrid plan. The Administration believes the legislation should be amended to require that new elected officials go into the stacked hybrid. If the legislation is passed by City Council, these pension reforms would apply to over half of the City workforce, helping improve the long-term health of the pension fund. The collective bargaining agreements for Lodge 5 of the Fraternal Order of Police, Local 22 of the International Association of Firefighters, and District Council 47 expire at the end of June 2017, and the Administration will work with its union partners to expand the reforms included in the DC33 agreement and the legislation being considered by City Council to all City employees.



Note: The projections in the chart above are based on the July 1, 2015 actuarial valuation, the most recent report available as of February 2017. The July 1, 2016 valuation is currently preliminary and will be final in March.

Third, the Board of Pensions has made significant changes to its investment strategy to reduce costs while improving earnings. The Board is making greater use of indexing, which lowered management fees by almost \$13 million a year, and has almost entirely divested from hedge funds, as the returns did not justify the fees.

The Board has also been consistently making the Fund's actuarial assumptions more conservative – reducing the chances of the plan falling short of projected investment returns. Since FY08, the Board has incrementally lowered the assumed rate of return eight times from 8.75% to the current rate of 7.70%. Through consultation with the City's actuary, the Board also approved changes to make the mortality rate and other demographic factors more conservative. While fiscally prudent, these changes also lower the actuarial funding percentage in the short-term and increase the City's required contribution. The most recent reduction to the earnings assumption, from 7.75% to 7.70% in February 2017, reduced the funding percentage by 0.02% and increased the MMO by approximately \$5 million each year, for an additional \$27.6 million over this Five Year Plan (across all funds).

REVENUE OUTLOOK

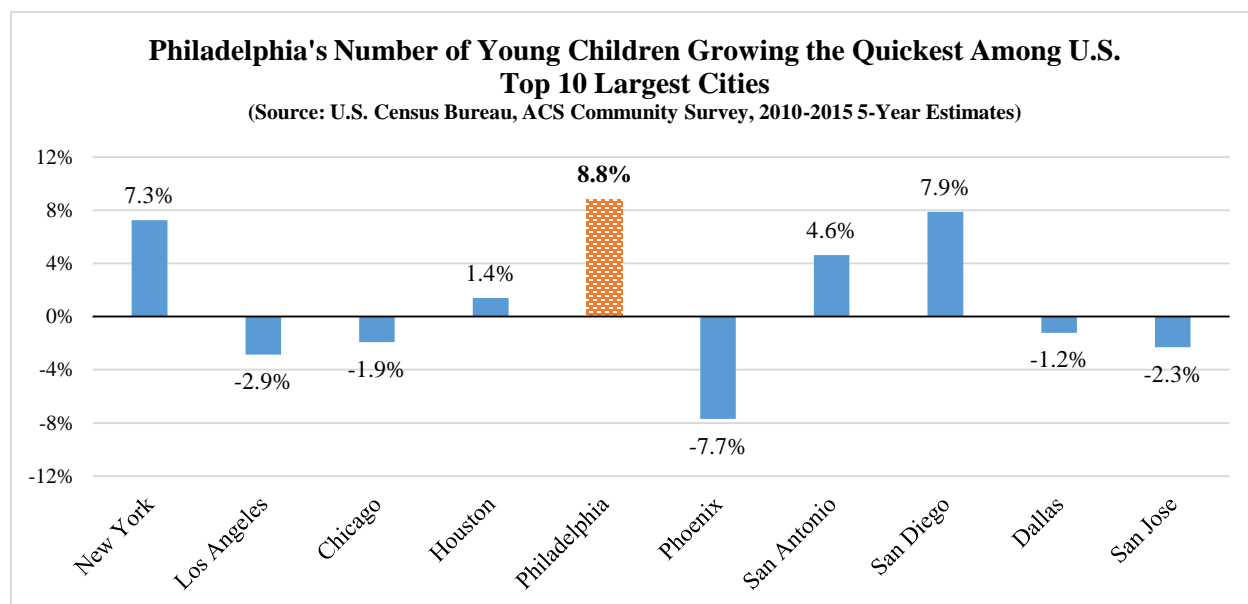
PHILADELPHIA DEMOGRAPHICS

City government focuses on providing services and amenities to Philadelphia's residents and visitors. The demographic composition of Philadelphia dramatically influences both the types of services that the City provides and the City's ability to pay for them. This chapter compares Philadelphia's population to the nation's other most populous cities and describes how each trait affects decisions in the budget.

POPULATION CHANGES

Over the last nine years, Philadelphia has seen a steady population increase. The percent of Philadelphians who are foreign-born is growing and is now nearly 15%, a 2% increase in proportion of total population from 2010. The City's population, now estimated to be at 1,567,442,² is growing most quickly among students and young professionals (aged 20-34) as well as empty-nesters (aged 55-74).³ This growth is particularly notable when put in a national context. Philadelphia is getting younger while the nation is getting older: over the past decade, Philadelphia's median age has dropped to 33.8, while the United States' median age has grown to 37.7.⁴

Over the past five years, Philadelphia has seen an increase in the number of young children (aged 5 years and under) that is larger than the increase seen in any of the other top 10 largest U.S. cities over the same time period.⁵ This increase is perhaps indicative of the City's attractiveness to younger millennials who are staying in the city to have families.



Two segments of the population that have not followed this trend of steady growth are parent-aged adults (35-54) and school-aged children (5-19). From 2010 to 2015, these populations have declined by 1.7% and 5.7%, respectively.⁶ This is a concern for the City, not only because Philadelphia should be a place of choice for families with school-aged children, but because of the potential loss of revenue for the City and School

² U.S. Census Bureau, American Community Survey 1-Year Estimate, 2015.

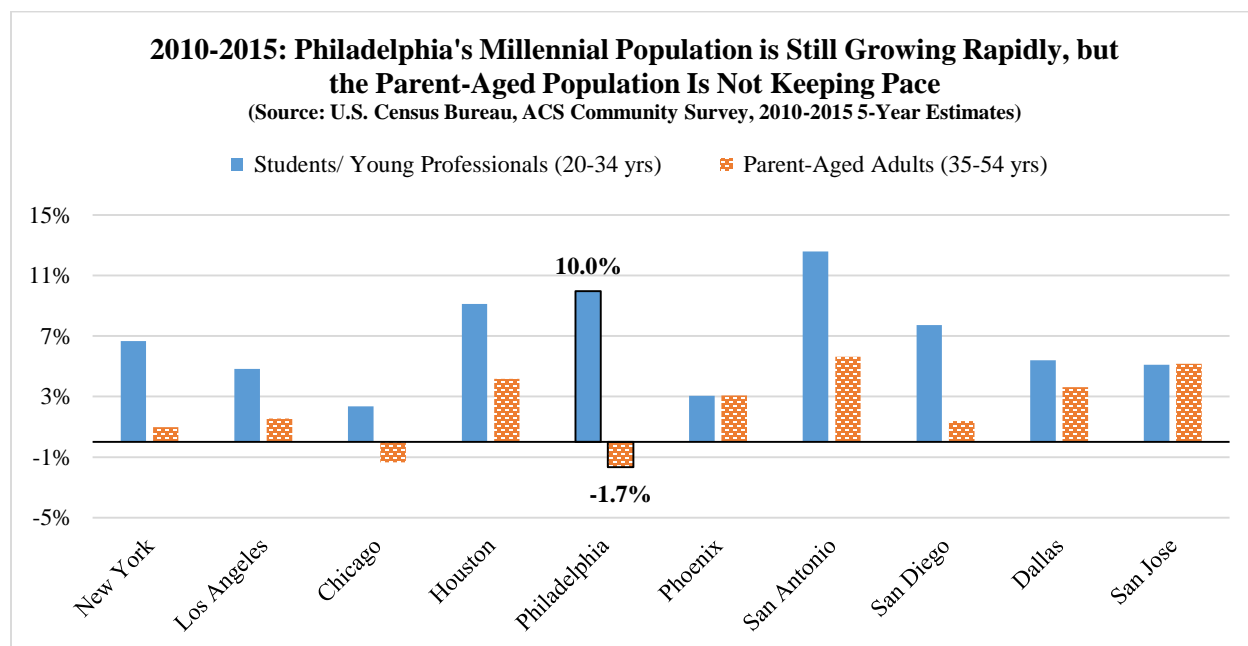
³ U.S. Census Bureau, American Community Survey, 5-Year Estimate, 2015.

⁴ Pew Charitable Trust, "Philadelphia: The State of the City, a 2016 Update."

⁵ U.S. Census Bureau, American Community Survey, 5-Year Estimate, 2015.

⁶ U.S. Census Bureau, American Community Survey, 5-Year Estimate, 2015.

District from these families, who are often in their peak earning years. These statistics also underscore the importance of making investments in Philadelphia’s education system, such as the Administration’s commitment to building community schools, and expanding the provision of quality, affordable pre-K.



HOUSING

Residential construction in Philadelphia has been at historically high levels over the past several years. In 2015, the latest year for which census data is available, data shows activity dropping slightly from 2014 but remaining well above levels from the past 10 years. Census data from 2015 shows that the City issued building permits for 3,666 units with an estimated construction value of \$691 million.⁷

Alongside this sustained construction activity, the housing market in Philadelphia continues to be strong. In 2016, home prices moved past the 2007 pre-recession peak and are nearly double what they were in 2001. This growth has not been limited to Center City, but has also begun to extend into Philadelphia’s neighborhoods.⁸

Since 2010, Philadelphia has seen the ratio of owner-occupied to renter-occupied housing shift, with a 3.7% decrease in owner-occupied housing units and a 7.2% increase in renter-occupied housing units. This is in line with national trends for the top 10 largest cities, which have seen a similarly small decrease in owner-occupied housing and a larger increase in renter-occupied housing.⁹ It is also not surprising, given that Philadelphia’s greatest population increase has been among students and young professionals, a demographic that is more likely to rent than own.

⁷ Pew Charitable Trust, “Philadelphia’s Residential Building Boon Continues,” February 11, 2016.

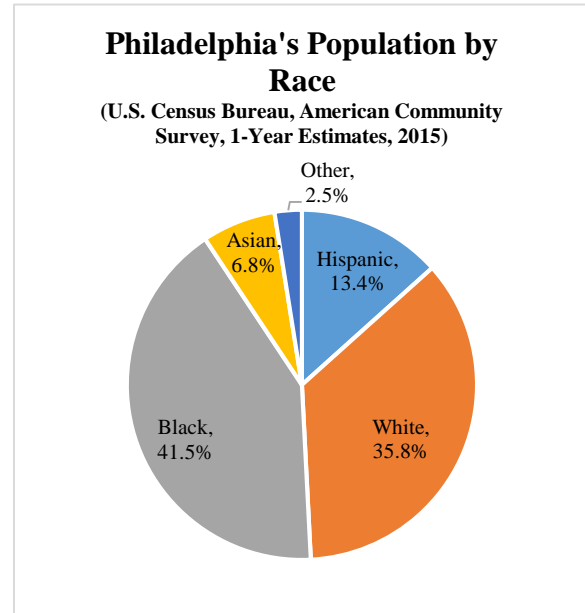
⁸ <http://www.econsultsolutions.com/philadelphia-housing-values-have-surged>.

⁹ U.S. Census Bureau, American Community Survey, 5-Year Estimate, 2015.

DIVERSITY

The makeup of Philadelphia continues to become more diverse. Since 2010, the number of Philadelphians who are Hispanic has increased by 18.6%, and the number of Philadelphians who are Asian has increased by 14.4%. The pie chart to the right shows a breakdown of the population by race.

One reason for Philadelphia's diversity is its immigrant population, which has seen rapid growth in recent years.¹⁰ Philadelphia's immigrants represent a broad spectrum of cultures and contribute to the labor force at all levels. The U.S. Census Bureau estimates that, in 2015, the number of residents who are foreign-born was 197,563, a 14.6% increase from the number of residents who were foreign-born in 2010. Of these immigrants, 36.4% are Asian, 31.9% are White, 20.6% are Black or African-American, and 18.7% are Hispanic or Latino (of any race).



To better serve Philadelphia's native and foreign-born populations, Mayor Kenney has committed to developing a diverse City workforce that looks like Philadelphia. In 2016, he appointed the City's first-ever Chief Diversity and Inclusion Officer to focus on addressing the barriers that keep the City's workforce from reflecting the demographics of the population it serves. Also in 2016, Mayor Kenney established an Office of Immigrant Affairs (OIA) to promote the well-being of Philadelphia's communities, to help facilitate the successful inclusion of immigrants into the civic, economic, and cultural life of the city, and to highlight the essential role that immigrants have played and continue to play for Philadelphia. A key focus of OIA is to ensure that city services are accessible to all communities and that language access services are in place to support this.

POVERTY

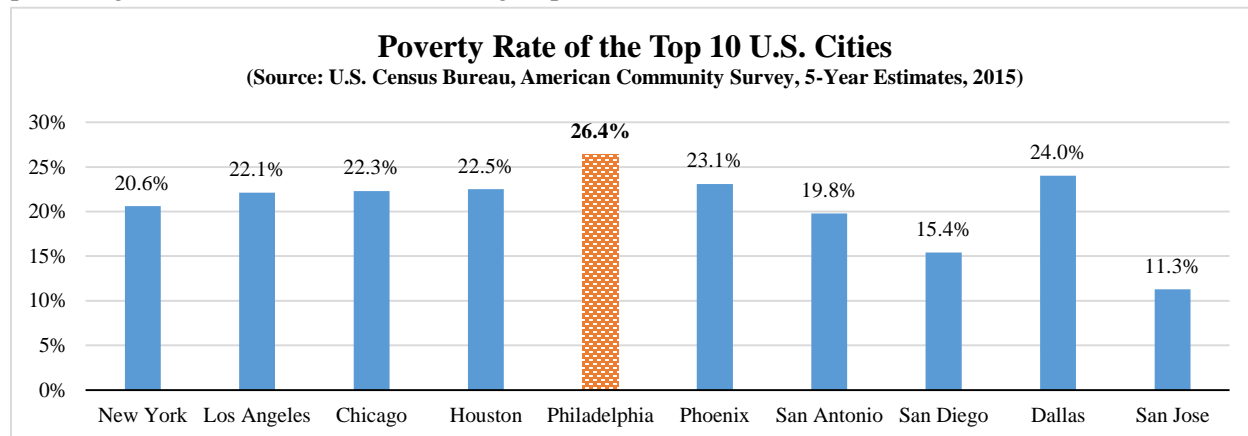
Poverty deeply affects Philadelphia and has the greatest impact on the City's finances. Although Philadelphia's economy shows signs of having returned to pre-recession levels, there are large segments of Philadelphia's population that still struggle with lack of employment, food, and housing security. With a 26.4% poverty rate, Philadelphia remains the poorest of the top 10 largest U.S. cities (see chart below). In Philadelphia, 12.2% of the population lives in deep poverty, defined as 50% below the poverty line, or an income of \$12,018 for a family of four.¹¹

Philadelphia's high poverty rate means a higher demand for City services and a weaker tax base to fund them. Because Philadelphia is a county as well as a city, it must also fund a broader range of services. Poverty is a contributing factor to the City's low fund balances, which in turn impact the City's ability to fund new initiatives. The Kenney Administration continues to focus on programs that aim to reduce poverty in Philadelphia. In addition to PHLpreK, Community Schools, and Rebuild, the Mayor's second budget

¹⁰ https://www.brookings.edu/wp-content/uploads/2016/06/1113_immigration_singer.pdf.

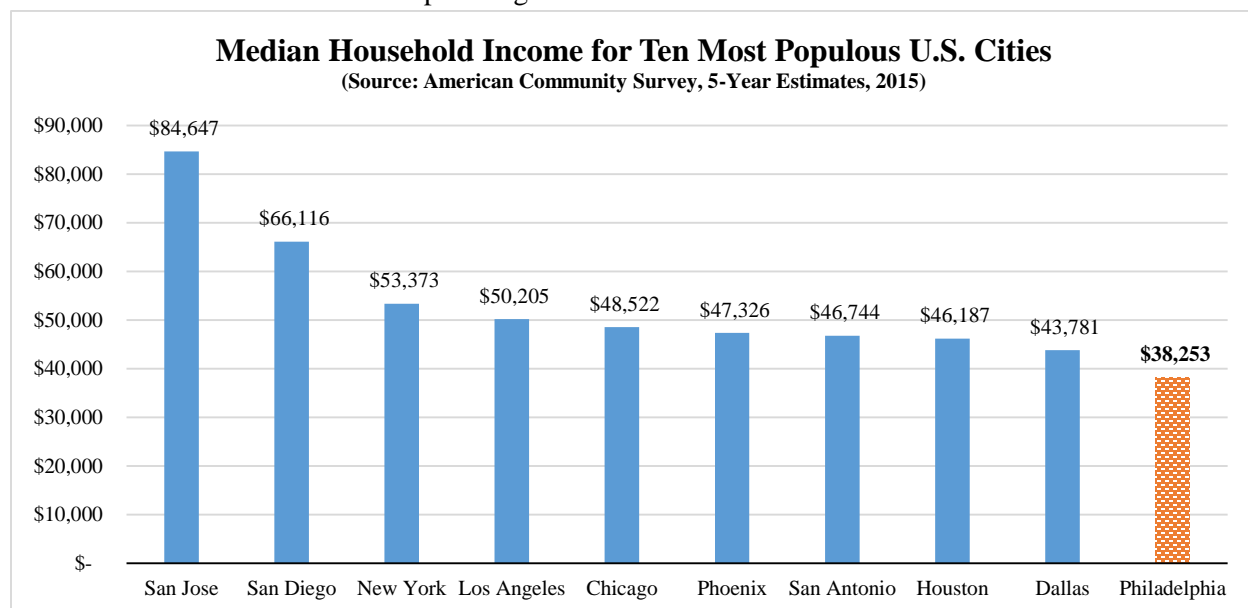
¹¹ U.S. Census Bureau, American Community Survey, 5-Year Estimate, 2015.

proposes new investments in health and human services to reduce homelessness, opioid addiction, lead poisoning, and the number of children in group care.



INCOME

In 2015, the median household income¹² in Philadelphia was \$38,253, and the median family income was \$46,864 (compared to \$53,889 and \$66,011, respectively, for the U.S.).¹³ While the median household income has grown modestly, by 5.5%, over the past five years, Philadelphia remains the city with the lowest median household income of the top 10 largest U.S. cities.¹⁴



Income and poverty are interrelated. For the median income to rise, Philadelphians must have access to educational opportunities and well-paying, life-sustaining jobs. The Kenney Administration is working to improve the educational outcomes of Philadelphia's youngest generations, and stimulate the local economy by encouraging companies of all sizes to locate in the city, thus broadening the availability of jobs for all Philadelphians. Rebuild's 150-200 sites have the potential to stimulate economic growth in communities

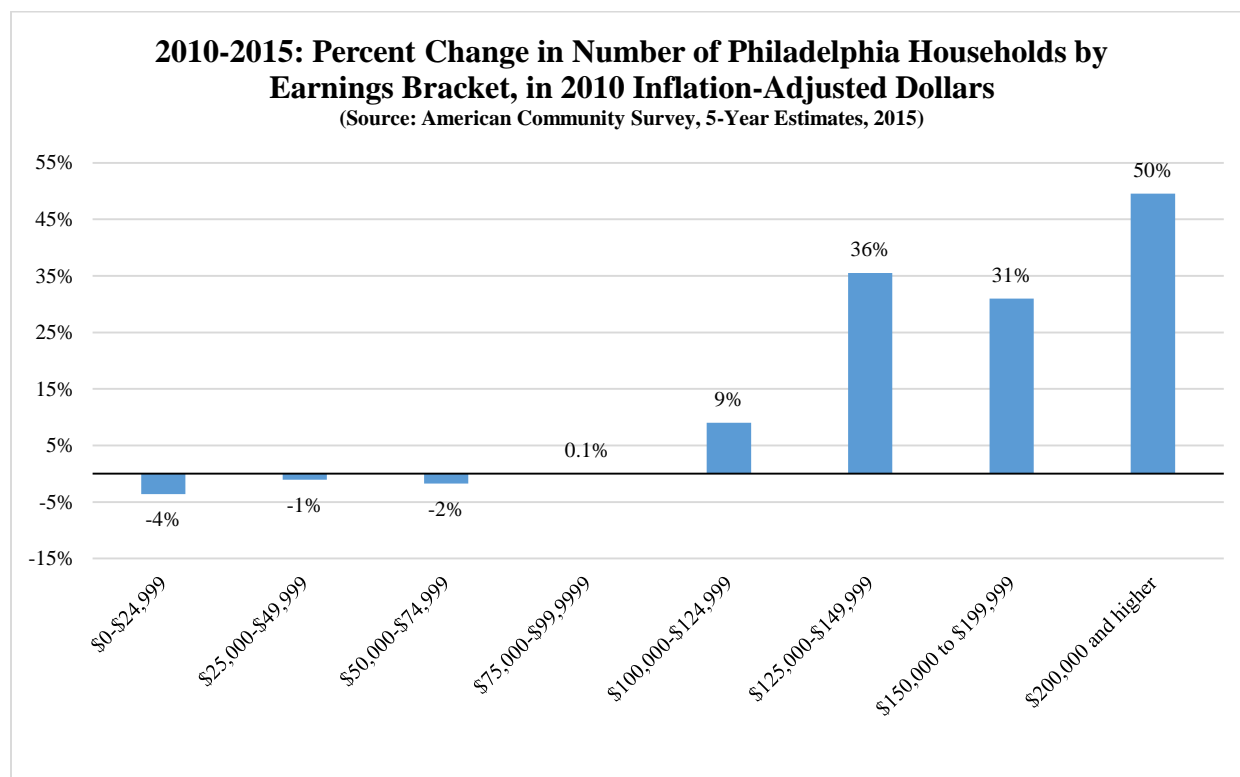
¹² "Household income" is defined as the income of the householder and all other individuals 15 years old and over in the household, whether they are related to the householder or not.

¹³ U.S. Census Bureau, American Community Survey, 5-Year Estimate, 2015.

¹⁴ U.S. Census Bureau, American Community Survey, 5-Year Estimate, 2015.

across the city, and the Mayor’s new proposed investment in Penn’s Landing will erase this barrier that has hindered economic development and recreational activity. By finally linking Philadelphia’s valuable waterfront with the city’s core, this project is expected to have a return of \$1.6 billion in economic benefit to the city over the next 25 years. Through a combination of \$25 million in carryforward and new investment, the City will also be able to make a significant investment in its commercial corridors over the next several years.

The graph below shows the change, by income bracket, in the number of households from 2010 to 2015. The overall picture is one of earnings growth, with a 50% increase in the number of households earning \$200,000 or more and a 4% decrease in the number of households earning less than \$25,000 annually. Over the next five years, the Kenney Administration will build on this growth, with a particular focus on those Philadelphians remaining in poverty.

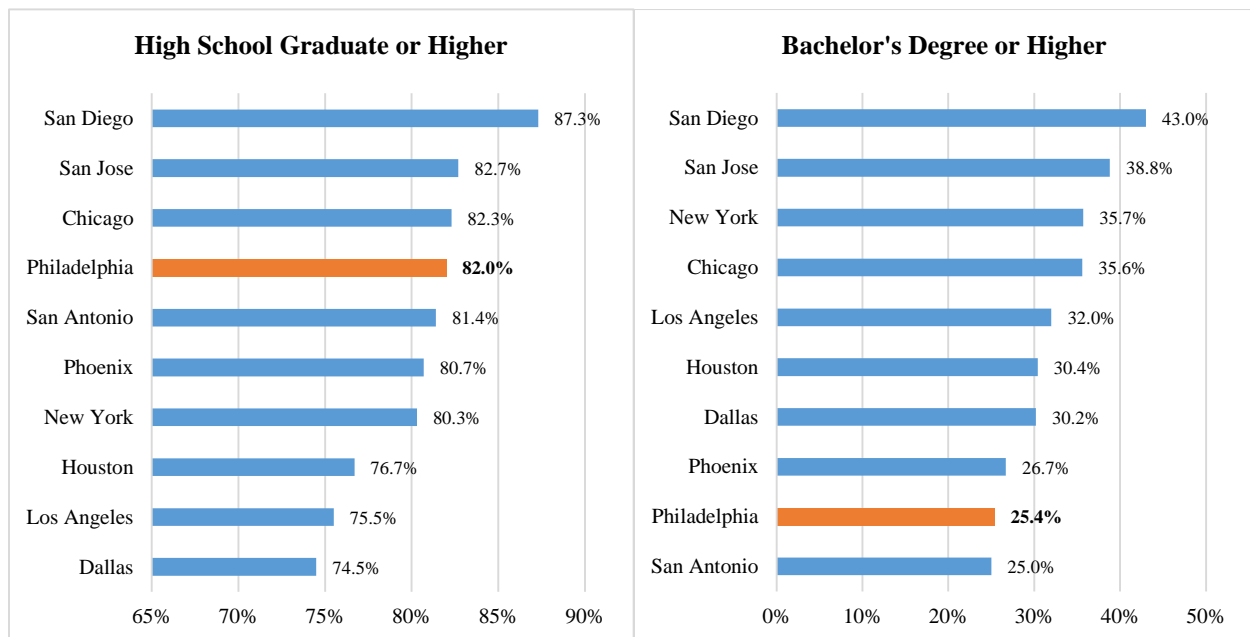


EDUCATION

Over the past five years, the number of Philadelphians aged 18 and older with an educational attainment of high school graduate or higher has risen from 79.4% to 82.0%. The percent of these Philadelphians with a bachelor's degree or higher has risen from 22.2% to 25.4%. Despite this increase, Philadelphia continues to have the second-lowest proportion of adults with a bachelor's degree among the top 10 largest cities in the country. Research shows that higher educational attainment leads to higher employment rates in young adults; the employment rate for young adults who graduate high school is 16% higher than for young adults who did not.¹⁵

Top 10 Most Populous Cities: Educational Attainment in 2015

(Source: American Community Survey, 5-Year Estimates, 2015)



¹⁵ <https://nces.ed.gov/fastfacts/display.asp?id=561>.

LOCAL ECONOMIC CONDITIONS

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

IMPACT OF THE NATIONAL ECONOMY ON THE CITY

Changes in the national and global economies have a profound impact on Philadelphia's local economy. The results from the Presidential Election in November 2016 are likely to significantly impact the national economy, as the new President brings a different set of policies and goals than the prior Administration.

One of the potential changes discussed by the Trump Administration and Congress is the repeal of the Affordable Care Act (ACA), to be replaced with another health care proposal. It is too early to speculate what the ACA would be replaced with, although an impact of a repeal would have significant negative ramifications in Philadelphia, especially with the high number of medical institutions, such as hospitals, in the city.

The ACA's greatest impact has been on increasing access to health care services. In Philadelphia alone, over 220,000 people now have health insurance as a result of the ACA, or the equivalent of about one in six adults. The law has accomplished this primarily through two mechanisms: the first is the expansion of the Medicaid program, which provides health insurance for people with low incomes. By the end of 2016, over 160,000 more people in Philadelphia had coverage through Medicaid because of the ACA. This was in addition to the 483,000 people who already were enrolled in Medicaid before the ACA. The second way the ACA increased access to health care was through the federal health insurance marketplace. As of last summer, nearly 60,000 Philadelphia residents purchased their private health insurance through this mechanism. These Philadelphians were able to benefit from the greater affordability of a larger pool of people purchasing private health insurance together, and from federal subsidies to make insurance more affordable. If the ACA is repealed, those 220,000 Philadelphians who finally gained access to the benefits of health insurance will have it taken away. Some of those people are likely to seek care in the City's eight health centers, stressing the City's resources. Others may simply avoid health care because of the cost – until their health problems hit crisis levels, at which point those individuals will seek care in hospital emergency departments. Hospital emergency departments will become packed with sick, uninsured people, many of whom will have health conditions that have progressed too far to treat effectively. Those hospitals will be obligated to treat them without being reimbursed, which will cause financial pressure for hospitals that serve as the city's safety net. The end result will be sicker people, higher mortality rates, and financial strain on the health care providers who serve the people in greatest need.

Additionally, as a part of the repeal of the ACA, Congress is considering broader changes to the Medicaid program – including to the parts of the program that serve children, individuals with disabilities, and seniors. A key proposal in the House would turn Medicaid into a block grant or cap the funding for it. This proposal would inevitably lead to cuts in Medicaid funding for services in Philadelphia. It would hurt the entire group of over 600,000 Philadelphians covered by Medicaid. If the federal government reduces its commitment to fully funding the program, the City will bear the brunt of the impact.

As of February 2016, economists are cautiously optimistic about the growth in the US economy. IHS Markit,¹⁶ the firm that the City utilizes for economic projections, suggests U.S. consumers and businesses enter 2017 with rising optimism. Consumer spending will increase at a moderate pace, sustained by gains in employment, real incomes, and household net worth. Business fixed investment will benefit from an improving tax and regulatory environment, along with a recovery in energy prices. With demand outpacing supply, housing markets will continue to recover. Fiscal stimulus, accelerating prices and wages, and strengthening loan demand will lead to higher interest rates. In response to the dollar's appreciation, real import growth will outpace real export growth. IHS Markit also assumes changes in Presidential policies that impact their forecasts. They assume: personal income tax reforms will lower the average effective tax rate from 21% to 19.5%; a reduction in the statutory corporate income tax rate from 35% to 20%, which will be partially offset by a scaling back of tax credits; and a \$250-billion increase in public infrastructure investments over 10 years, financed by tax receipts from repatriated corporate profits.

These projections result in an estimated growth of Real Gross Domestic Product (GDP) of 2.3% in 2017, 2.6% in 2018, and 2.3% in 2019. This is compared to 2.6% in 2015 and 1.6% in 2016.¹⁷ These moderate growth rates would mean that businesses gain confidence, hire more employees, and pay higher salaries and wages, which in turn lead to more spending by consumers on goods and services.

PHILADELPHIA'S LOCAL ECONOMY

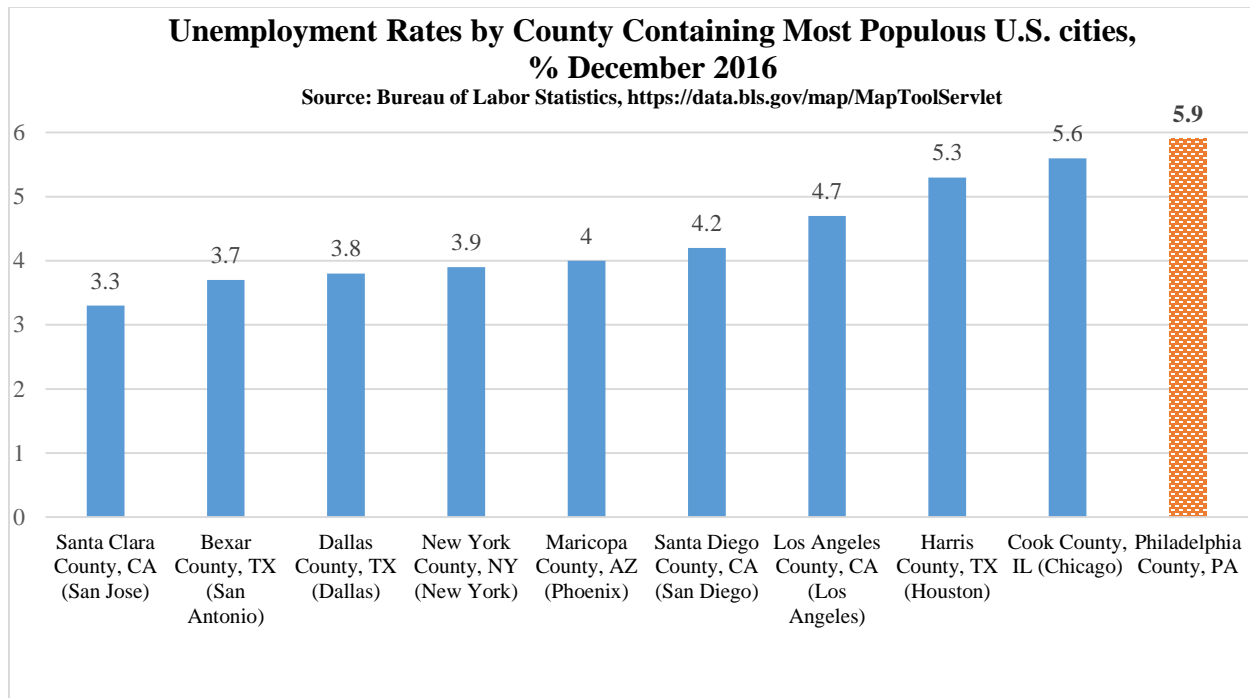
Locally, IHS Markit categorizes Philadelphia's economic outlook in the medium-term as "mildly optimistic...[although] persistently low employment growth will continue to be a drag on aggregate economic growth."¹⁸ According to IHS Markit estimates, private-sector payrolls will expand a cautious 0.6% on average from 2016 to 2021. Meanwhile, real gross metro product looks poised to grow 1.8% on average throughout the medium-term forecast, accompanied by moderate gains in wages and disposable income.

The following chart shows the Philadelphia's unemployment rate compared to the counties containing the top ten most populous cities in the U.S. As of December 2016, the non-seasonally adjusted rate shows Philadelphia with the largest unemployment rate of 5.9%. Higher unemployment means that a larger number of individuals are without wages, impacting household stability and also their purchasing power within the local economy.

¹⁶ IHS Markit, "Philadelphia Revenue Outlook, 2017-2022," February 2017.

¹⁷ US Bureau of Economic Analysis, <https://www.bea.gov/newsreleases/national/gdp/gdpnewsrelease.htm>.

¹⁸ IHS Markit, "Philadelphia Budget Outlook," January 2017.



The information provided in this chapter ties to the tax revenue forecasts contained within this Five Year Plan. In order to provide projections for the growth of the City’s taxes, the City contracts with an outside firm that provides information, analytics, and expertise on the national, regional and local economy, and provide estimates for growth rates for the City’s major taxes, assisting the Budget Office with projections used within the Five Year Plan. More details on the City’s taxes can be found in the following chapter, “The City’s Revenues.”

THE CITY'S REVENUES

In FY18, total City revenue from all funds is projected to be approximately \$9.0 billion.

SPECIAL REVENUE FUNDS

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

HealthChoices Behavioral Health Fund: Accounts for resources received from the Commonwealth of Pennsylvania. These resources are restricted to providing managed behavioral health care to Philadelphia residents and exclusively fund the Office of Behavioral Health and Intellectual disAbility.

Grants Revenue Fund: Accounts for the resources received from various federal, state, and private grantor agencies and are restricted to accomplishing the various objectives of the grantor agencies. The Grants Revenue Fund is a major source of funding for Departments and is comprised of state funding, federal funding, and local and other grants.

County Liquid Fuels Tax Fund: Accounts for funds received by the Commonwealth of Pennsylvania from the Liquid Fuels Tax and distributed to the City based on the ratio of the City's consumption to the total statewide consumption for the preceding three years. Revenues must be used to pay for construction, maintenance, and repair of county roads and bridges.

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

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

Community Development Fund: Accounts for revenues received from the Federal Department of Housing and Urban Development, restricted to accomplishing the objectives of the Community Development Block Grant Program, within specific target areas.

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

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

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

ENTERPRISE FUNDS

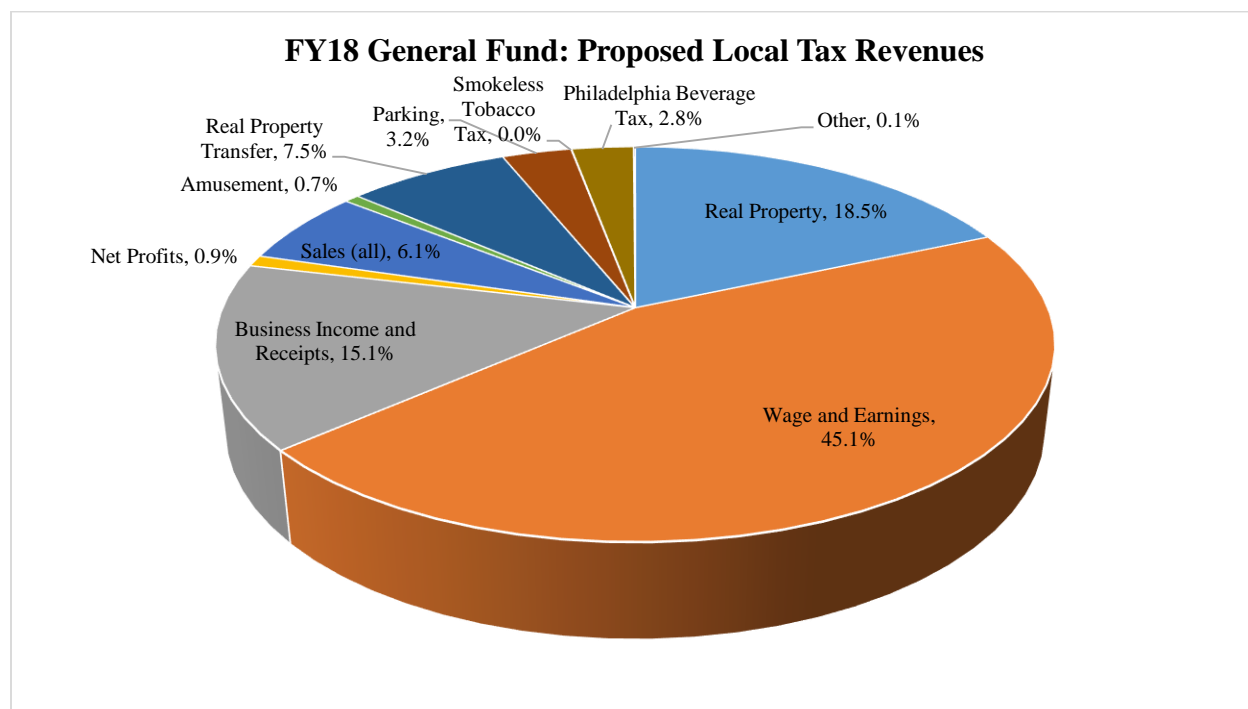
The table below describes the City's Enterprise Funds, which are used to account for the financial activity of the City's operations for which customers are charged a user fee.

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

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

GENERAL FUND

For the **General Fund**, the City is estimated to receive a total of \$4.3 billion in FY18, and the remainder of this chapter will focus on revenues within the General Fund. The largest proportion of General Fund Revenue comes from local taxes, with an estimated \$3.2 billion, or three-quarters of the total, coming from tax receipts in FY18. The chart below shows the breakdown of the revenue by category.



Wage and Earnings Tax: The largest portion of tax revenue comes from the City’s Wage and Earnings Tax. This tax is collected from all employees that work within the city limits but live elsewhere, as well as all residents, regardless of work location. The tax rate is separated into a resident rate and a non-resident rate. For the resident rate, 1.5% is included to be reserved for the City’s oversight board, the Pennsylvania Intergovernmental Cooperation Authority (PICA). PICA was created in June 1991 for the purpose of providing financial assistance to the City to help overcome a financial crisis. The Authority issued bonds and granted them to the City, and in return, has a “first dollar” claim on the resident portion of the Wage Tax, to pay debt service on the bonds. PICA then returns the tax to the City after including debt service and administrative costs, and is shown within Revenue from Other Governments as “PICA City Account.” For FY18, the tax is projected to generate \$1.46 billion within the tax revenue category, and \$419 million within the PICA City Account.

Mayor Kenney is committed to ensuring job growth in the city and to continuing gradual reductions in the City’s wage tax rates to make Philadelphia more competitive. The following table shows the change in rates proposed for the next five fiscal years. The 3.6997% rate for residents and the 3.2953% rate for non-residents in FY22 would be the lowest wage tax rate for both portions of the tax in 40 years.

Wage and Earnings Tax		
Fiscal Year	Resident Tax Rate	Non-Resident Tax Rate
2017	3.9004%	3.4741%
2018	3.8907%	3.4654%
2019	3.8420%	3.4221%
2020	3.7844%	3.3707%
2021	3.7276%	3.3202%
2022	3.6997%	3.2953%

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

Projected Base Growth Rate for Wage and Earnings Tax				Projected Revenues (\$ in 000)	
FY17-21 <i>Adopted</i>		FY18-22 <i>Projected</i>		Current Year FY18-22 <i>Projected</i>	
2017	3.73%	2017	3.68%	2017	\$1,413,925
2018	3.52%	2018	3.41%	2018	\$1,457,376
2019	3.08%	2019	3.78%	2019	\$1,487,808
2020	3.19%	2020	3.62%	2020	\$1,511,390
2021	3.15%	2021	3.56%	2021	\$1,534,312
		2022	3.59%	2022	\$1,573,637

Real Property Tax: The Real Property Tax is levied on the taxable assessed value of all property in the city, and is the second largest source of tax revenue in the City. Unlike other cities and counties that rely more heavily on the property tax as a proportion of their budget, Philadelphia's property tax accounts for only 18% of local tax revenues. Philadelphia's property tax is split between the City and the School District of Philadelphia (currently at 45% City; 55% District).

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

The intent of AVI was to ensure that properties are examined annually to ensure that values reflect the market. The Kenney Administration is committed to that goal, and is investing in state-of-the-art technology through a CAMA (Computer-Assisted Mass Appraisal) system that will provide an automated and efficient methodology for valuing properties. The CAMA system is expected to be in place in FY19 for the next citywide full reassessment, which then will be repeated annually. For FY17, OPA's reassessment efforts included a residential-based re-valuation of approximately 520,000 parcels with a focus on vacant land and the reallocation of land to building ratios. As a result, residential taxable market values should reflect a more accurate split between the assessment attributable to the land and the improvement (the structure). For FY18, OPA plans to focus on reassessing all commercial properties in the city. The Office of Budget and Program Evaluation projects the taxable market value base will increase by 1% for residential and 5% for commercial properties as a result of this commercial reassessment, although the OPA's values will not be certified until late March 2017. In FY19 and beyond, the City is projecting an annual base growth rate of 3% for residential properties and 1% increase, followed by 3% annually, for commercial properties.

Projected Base Growth Rate for Real Property						Projected Revenues (\$ in thousands)	
FY17-21 <i>Adopted</i>			FY18-22 <i>Projected</i>			FY18-22 <i>Projected</i>	
Fiscal Year	Residential	Commercial	Fiscal Year	Residential	Commercial	Fiscal Year	Current Year
2017	3.00%	0.00%	2017	2.92%	-9.88%	2017	\$533,111
2018	1.00%	3.00%	2018	1.00%	5.00%	2018	\$547,256
2019	3.00%	1.00%	2019	3.00%	1.00%	2019	\$567,418
2020	3.00%	3.00%	2020	3.00%	3.00%	2020	\$587,622
2021	3.00%	3.00%	2021	3.00%	3.00%	2021	\$609,029
			2022	3.00%	3.00%	2022	\$630,026

Business Income and Receipts Tax: The Business Income and Receipts Tax, or BIRT, is the third-largest source of General Fund tax revenue at a projected \$489.9 million in FY18.

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

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

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

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

Starting in 1996 and through 2008, the tax rate on the gross receipts portion of the BIRT was reduced annually, and 2008 also saw a reduction of the tax rate on the net income portion of the BIRT. Annual rate reductions were paused from 2009 through 2013 to help maintain City services during the global economic recession. In 2014, annual reductions in the net income portion of the tax resumed, with incremental cuts to that section of the tax legislated through 2023. The 2017 tax rate for gross receipts is 0.1415%, and the net income rate is 6.35%. By 2023, the net income rate will fall to 6%. The chart below shows the rate changes throughout this Five Year Plan:

Business Income and Receipts Tax		
Fiscal Year	Gross Receipts Tax Rate	Net Income Tax Rate
2017	0.1415%	6.35%
2018	0.1415%	6.30%
2019	0.1415%	6.25%
2020	0.1415%	6.20%
2021	0.1415%	6.15%
2022	0.1415%	6.10%

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

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

The Jump Start Philly program began in 2013. It exempts all new businesses that create three jobs in the first year of operations and have 6 employees by the end of the second year from BIRT for the first two tax years of operations in Philadelphia. Additionally, fees are waived for eligible new businesses for a variety of licenses and registrations. The application is wrapped into the Commercial Activity License application.

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

The following table shows the base growth rates projected for the BIRT, created with input from IHS Markit and other economists. The Plan assumes flat growth in FY17 due a large unanticipated increase in BIRT revenues in FY16. The FY18 growth rate is relatively high due to anticipated expansion of corporate profits.

Projected Base Growth Rate for Business Income and Receipts Tax				Projected Revenues (\$ in thousands)	
FY17-21 <i>Adopted</i>		FY18-22 <i>Projected</i>		FY18-22 <i>Projected</i>	
2017	3.29%	2017	0.00%	2017	\$465,113
2018	1.47%	2018	5.88%	2018	\$489,886
2019	2.48%	2019	3.86%	2019	\$506,348
2020	3.05%	2020	1.81%	2020	\$512,894
2021	2.38%	2021	1.52%	2021	\$518,000
		2022	2.44%	2022	\$527,941

Real Property Transfer Tax: The Real Property Transfer Tax rate in the city is 4.1%, 3.1% of which is imposed by the City and 1% of which is charged by the Commonwealth of Pennsylvania. Revenues from this tax, which fell dramatically during the recession, have grown significantly since the recession ended, and are projected to be \$242.9 million in FY18.

Projected Tax Receipts for Real Property Transfer Tax (\$ in thousands)	
Fiscal Year	Projected Tax Receipts
2018	\$242,921
2019	\$251,156
2020	\$257,736
2021	\$264,128
2022	\$271,999

The table below shows the projected growth rates for the Real Estate Transfer Tax. Although the residential housing market is projected to remain strong, both in terms of volume and prices, the commercial property market is showing some signs of weakness from the highs of FY15 and FY16. The types of commercial property transactions (such as increased reliance on rental properties) is softening the receipts from this tax, resulting in a lowering of the current estimate for FY17, and generally lower growth rates throughout the Plan compared with last year.

Projected Base Growth Rate for Real Property Transfer Tax			
FY17-21 <i>Adopted</i>		FY18-22 <i>Projected</i>	
2017	3.36%	2017	-1.89%
2018	6.09%	2018	4.32%
2019	2.73%	2019	3.39%
2020	3.43%	2020	2.62%
2021	2.52%	2021	2.48%
		2022	2.98%

Sales Tax: The Sales Tax rate in Philadelphia is 8%, with 6% going to the Commonwealth of Pennsylvania, and the remaining 2% as a local Philadelphia tax. Since FY15, the tax has been allocated as follows: the first 1% goes to the City, and the remaining 1% is shared between the School District of Philadelphia and the City. The School District receives the first \$120 million, and the remaining proceeds first pay debt service on a \$15 million borrowing for the School District (through FY18), and then go to the City's Pension Fund. In FY15, the City was unable to send funds to the Pension Fund, as the net receipts for the tax were not enough to even cover the cost of the borrowing. In FY16, \$9.7 million was available for the City's Pension Fund. In FY17, the City projects \$18.3 million will be allocated to the Pension Fund, and the chart below provides the estimates throughout this Five Year Plan, totaling \$233.2 million over five years.

Projected Local Sales Tax Revenue (\$ in thousands)	FY18	FY19	FY20	FY21	FY22
City Share (1 st 1%)	\$159,042	\$164,560	\$169,892	\$174,916	\$179,750
School District Share (2 nd 1%)	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Debt Service on Borrowing for District	\$15,000	\$0	\$0	\$0	\$0
City Share (2 nd 1% - Pension Fund)	\$24,041	\$44,559	\$49,892	\$54,916	\$59,750
Total Local Sales Tax	\$318,083	\$329,119	\$339,784	\$349,832	\$359,500
City Total Local Sales Tax	\$183,083	\$209,119	\$219,784	\$229,832	\$239,500

The Sales Tax is projected to generate \$159.0 million for the City's general fund in FY18. The following table shows the projected growth rates of the Sales Tax, with a comparison to the rates in the previous Five Year Plan:

Projected Base Growth Rate for Sales Tax			
FY17-21 <i>Adopted</i>		FY18-22 <i>Projected</i>	
2017	3.46%	2017	6.10%
2018	3.67%	2018	3.96%
2019	3.57%	2019	3.74%
2020	3.51%	2020	3.59%
2021	3.39%	2021	3.41%
		2022	3.35%

Parking Tax: The Parking Tax rate in Philadelphia is 22.5%, and is levied on the gross receipts from all transactions involving parking or storing of automobiles in parking lots and garages. This tax has continued to grow significantly, with \$103.7 million projected in FY18.

Projected Base Growth Rate for Parking Tax			
FY17-21 <i>Adopted</i>		FY18-22 <i>Projected</i>	
2017	3.5%	2017	4.35%
2018	3.5%	2018	7.25%
2019	3.5%	2019	7.31%
2020	3.5%	2020	7.00%
2021	3.5%	2021	6.65%
		2022	6.54%

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

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

Projected Philadelphia Beverage Tax Revenues (\$ in thousands)					
FY18	FY19	FY20	FY21	FY22	FYP Total
\$92,412	\$92,499	\$92,575	\$92,147	\$91,686	\$461,319

The tax allows the City to fund three major initiatives: expanded quality pre-K, community schools, and Rebuilding Community Infrastructure, and the City is in the process of collecting its first year of revenue from the tax. For the first month, revenue collections have exceeded projections. However, the full roll-out of the programs has been delayed because, on September 14, 2016, a lawsuit challenging the tax was filed by the American Beverage Association and other co-plaintiffs in the Court of Common Pleas. This complaint was dismissed in its entirety by the Court of Common Pleas on December 16, 2016. Following the decision, the plaintiffs appealed the ruling to the Commonwealth Court of Pennsylvania. The appeal is currently on an expedited scheduling track before the Commonwealth Court and is scheduled for oral argument during the first week of April 2017.

Mayor Kenney remains committed to providing affordable, quality pre-K to up to 6,500 children over the next five years, as well as to creating 25 community schools over the next four years and to implementing the Rebuild program over the next six years. However, while the litigation is pending, the City cannot fully implement its plan for these three important initiatives. Until there is certainty that the Philadelphia Beverage Tax – and its accompanying revenue stream – will not be invalidated by any legal challenge, the City must proceed with limited expansion of the programs.

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

Non-Tax Revenues:

Revenue from Other Governments: Revenues from the Commonwealth of Pennsylvania and the Federal Government make up a small portion of total General Fund revenues. The total in FY18 is projected to be \$732.5 million, with the majority (\$419.2 million) raised through the residential portion of the City's Wage Tax and then remitted by PICA after debt service and other expenses (discussed earlier).

Other than the PICA City Account, the most significant lines within this type of revenue are from Wage Tax Relief (estimated at \$86.3 million in FY18) from the Commonwealth, used to reduce wage tax rates; Pension Aid from the Commonwealth (projected to be \$69.9 million in FY18); and a projected \$38.8 million in FY18 from the Philadelphia Parking Authority for on-street parking revenues (including violations and fines).

There are multiple potential threats to the City's Revenue from Other Governments. The Trump Administration, through an executive order, and legislators in Harrisburg, through proposed legislation, have threatened to take substantial amounts of funding from the City.

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

It is not clear, however, what funds the federal and state governments can legally withhold and what processes they would undertake to determine what funds will be withheld. The Administration has regular internal meetings to discuss and plan for how to respond to potential state and federal action, but until there

is more clarity around what those governments will attempt to withhold, the Administration cannot develop specific responses.

Locally-Generated Non-Tax Revenue: Locally-Generated Non-Tax revenue includes various fees, fines, permits, and other charges assessed by the City, as well as proceeds from asset sales. In FY18, the City projects to collect \$296.6 million, which is relatively flat (0.02% above FY17's estimate). Within this category, additional permit, license and certificate fee revenue is projected for the Department of Licenses + Inspections (legislation has been introduced by Council for these modest increases).

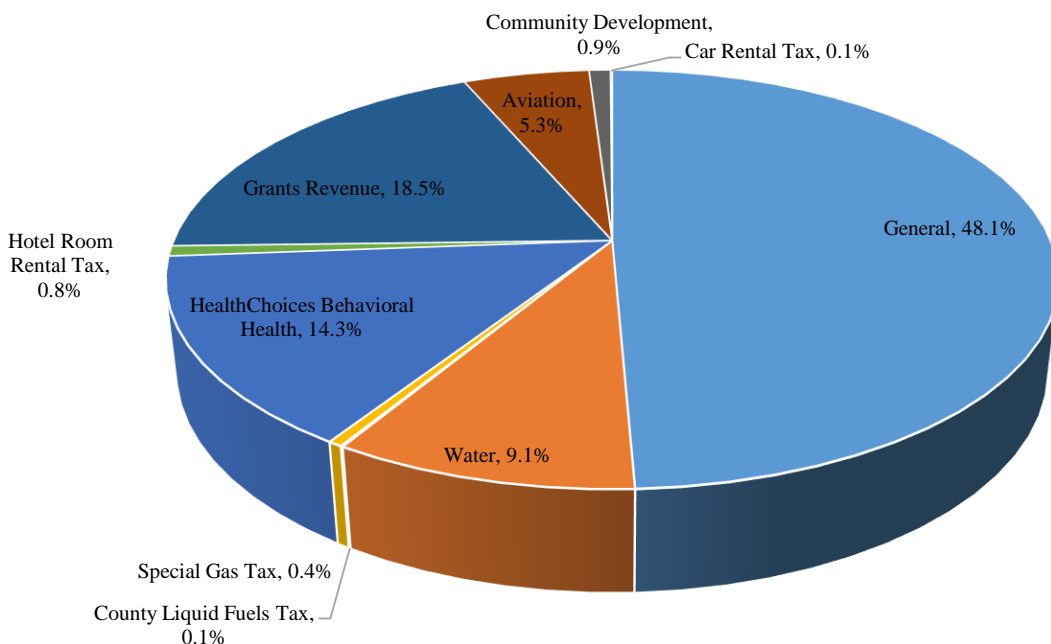
Revenue from Other Funds: This category consists of payments from other funds of the City to the General Fund, such as from Enterprise Funds (Water and Aviation) or from the Grants Fund, and is projected to total \$64.2 million in FY18.

EXPENDITURE OUTLOOK

THE CITY'S EXPENDITURES

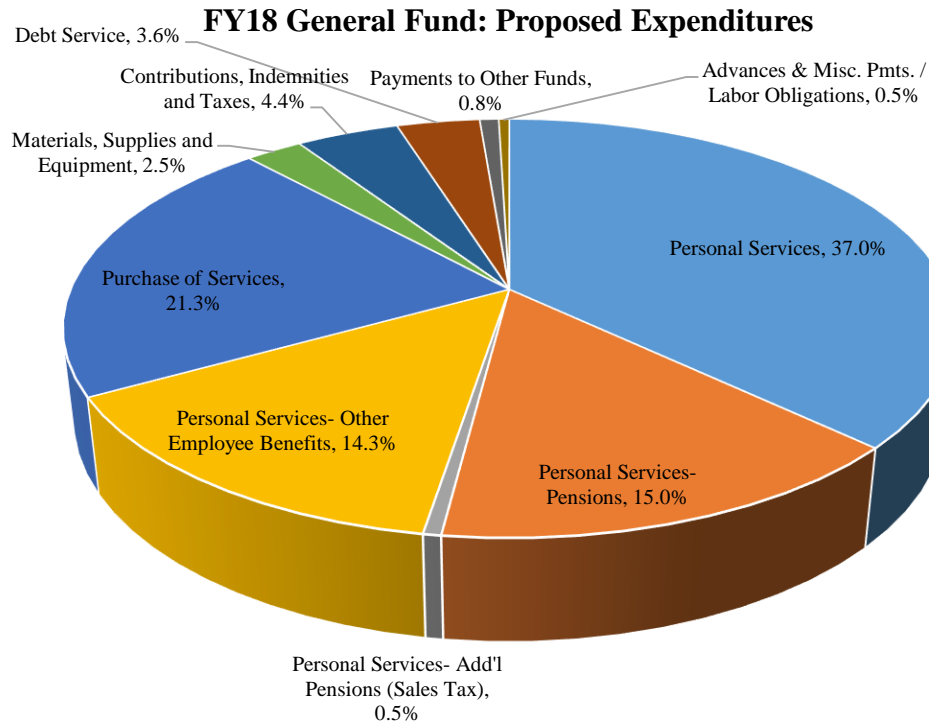
The proposed FY18 expenditures for all operating funds total \$9,097,488 and the breakdown by department in all operating funds of the City is shown in the Appendix. The City's operating funds include enterprise funds such as the Aviation Fund and the Water Fund, as well as special revenue funds. The largest fund is the **General Fund**, which is the City's primary fund and accounts for all revenue streams that are not restricted for specific purposes or otherwise required to be accounted for in another fund.

FY18 All Funds Operating Budgets



The proposed FY18 General Fund expenditures total \$4.377 billion, a \$142.3 million increase (3.4%) from the FY17 current projection. Proposed expenditures are estimated to increase to \$4.766 billion by FY22.

General Fund (\$ in thousands)			
Obligations / Appropriations	FY17 Current Estimate	FY18 Proposed	FY18-FY17 Change
Personal Services	1,592,990	1,621,033	28,043
Personal Services – Pensions	632,684	656,208	23,524
Personal Services – Pensions – Sales Tax	18,292	24,041	5,749
Personal Services – Employee Benefits	607,635	627,550	19,915
Purchase of Services	899,600	932,689	33,089
Materials, Supplies, and Equipment	108,260	107,926	(334)
Contributions, Indemnities and Taxes	189,445	194,680	5,235
Debt Service	153,950	157,322	3,372
Payments to Other Funds	32,278	36,026	3,748
Provision for Labor Obligations	-	20,000	20,000
Total	4,235,134	4,377,475	142,341



MAJOR EXPENDITURES

Employee Compensation: As with prior years, the largest costs to the City's budget pay for City employees who design, manage, and implement the programs and services upon which residents and taxpayers depend. The single largest expenditure in the general fund budget is compensation for employees. The pay-related costs for general fund employees is budgeted to be \$1.6 billion in FY18, a 1.8% increase over FY17's level.

Pensions: Employee benefits have grown much more quickly than the City's revenues and other expenditures, meaning that more and more of the City's budget is not available to pay for services. In FY18, pension costs are budgeted to represent 15.5% of General Fund expenditures. The rapidly escalating costs of pensions, combined with the Pension Fund's declining health – it is now 44.8% funded – make it clear that the City will not attain fiscal stability until it has solidified the financial condition of the pension fund.

In FY18, General Fund pension payments are projected to total \$680 million compared to \$651 million in FY17. While the City's annual pension contribution has grown by 230% since FY01, the Pension Fund's funded percent has dropped from 77% to 44.8%.

The City is taking other steps to improve the health of the Pension Fund. The Pension Board has lowered the assumed rate of return to 7.7% from 8.75% since 2008. Partially as a result of this change in assumed rate of return, the minimum municipal obligation (MMO), the actuarial amount required to be paid to the pension fund under state law, has increased in recent years. Reductions in earnings assumptions allow pension funds to moderate the risk of the investments, which can also reduce the likelihood of losses.

Health Benefit Costs: General Fund health benefit costs are budgeted to total \$466 million, 10.7% of the FY18 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 District Council 33 and 47 members who opt out of their union administered plans), and sought changes to its labor contracts in the areas of health benefits to reduce costs and risk to the General Fund. 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 4.0% from FY17 to FY18.

Debt Service: Debt service shown in the Sinking Fund Commission's budget represents 6.8% of the total FY18 General Fund proposed budget. This includes debt service on General Obligation bonds, tax, and revenue anticipation notes, and long-term contracts and leases. The Debt Management chapter discusses the City's debt in more detail.

Independent Officials: The FY18 proposed budget for Independently Elected Officials is \$214 million, representing 4.9% of General Fund expenditures. This includes \$111.4 million for the First Judicial District; \$37.8 million for the District Attorney's Office; \$23.1 million for the Sheriff's Office; \$17.1 million for City Council; \$9.9 million for the City Commissioners; \$8.9 million for the Office of the Controller; \$4.2 million for the Register of Wills; \$1.1 million for the Board of Ethics; and \$1.0 million for the Board of Revision of Taxes.

Taken together with the City's revenue and obligation projections, these investments result in a projected General Fund balance level of \$87.5 million at the end of FY18. This decreases to a low of \$68.6 million in FY20 and increases to high of \$101.8 million in FY22. As discussed in the Fund Balance chapter, this is well below the City's target of having an unreserved fund balance of roughly 6 to 8% of General Fund expenditures, which in FY18 would equal \$263 to \$350 million.

LABOR

More than two-thirds of the City's expenditures are dedicated to workforce costs for employee wages, pensions, and other benefits. The City's operations are labor-intensive and require people to maintain safe and clean streets, respond to fires and emergencies, support health and human service operations, and deliver other critical municipal services. Combined, these workforce costs represent \$2.93 billion of the City's \$4.38 billion projected General Fund expenses in FY18 and claim a greater share of the City's budget than any other expenditure category. As a result, responsibly managing workforce costs is critical to maintaining fiscal health.

As of January 15, 2017, the City had 28,582 employees. More than 80% (23,555 employees) are represented by one of the City's municipal unions:

Employee Group	Count	Contract Term
Fraternal Order of Police (FOP Lodge 5)	6,395	7/1/2014-6/30/2017
Deputy Sheriffs and Register of Wills (Lodge 5)	369	7/1/2014-6/30/2017
International Association of Fire Fighters (IAFF Local 22)	2,401	7/1/2013-6/30/2017
AFSCME District Council 33	8,119	7/1/2016-6/30/2020
Correctional Officers (Local 159 - District Council 33)	2,235	7/1/2014-6/30/2017
AFSCME District Council 47	3,553	7/1/2009-6/30/2017
Local 810 (District Council 47 Court Employees)	483	7/1/2016-6/30/2017
Non-Represented	1,090	--
Exempt	3,937	--
Total Employees	28,582	

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

Contract Negotiations: The City is committed to working with its union partners to reach agreements that are fair to employees while also maintaining the City's fiscal discipline. In FY17, both District Council 33 (DC33) and Local 810 (District Council 47) negotiated new contracts, and the International Association of Fire Fighters received an arbitration award that covered wages only for FY17.

- In August 2016, DC33, the City's largest union, ratified a four-year agreement with significant pension reform. Current employees now participate in a tiered contribution system where those with higher annual salaries pay a higher contribution rate, and new hires participate in a stacked hybrid plan (more details are available in "Strengthening the Pension System"). Employees received 3% wage increases in July 2016, 2017, and 2019 and a 2.5% increase in 2018. The agreement also provided additional funds for the DC33 health fund to continue providing quality health benefits for employees.
- Local 810 court employees agreed to a one-year contract that expires in June 2017, received a 3% wage increase, and are now on the same contract cycle as District Council 47 (DC47).
- The International Association of Fire Fighters had a wage reopener in FY17 and received a 3.25% increase, consistent with the increase provided to FOP members during the same period.

Contracts for the FOP Lodge 5, IAFF Local 22, and DC47 members each expire on June 30, 2017. This Five Year Plan includes \$200 million to budget for the potential costs of these labor agreements.

Uniformed employees bargain under Pennsylvania Act 111 of 1968, which provides for final and binding interest arbitration to resolve collective bargaining impasses. Uniformed employees are not permitted to strike under state law. Non-uniformed employees bargain under Act 195 of 1970, which allows for the right to strike over collective bargaining impasses. Certain employees, including employees of the Sheriff's

Office and the Register of Wills, corrections officers (represented by DC33), and employees of the First Judicial District (represented by DC47), are not permitted to strike but may proceed to interest arbitration under Act 195.

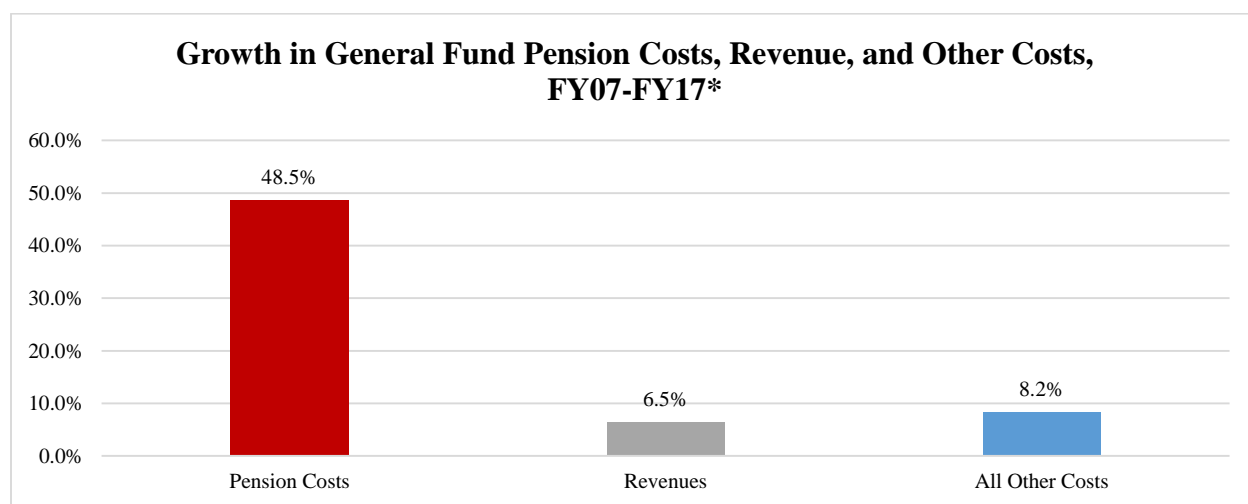
Key Issues for Upcoming Contracts: Maintaining competitive compensation while also managing total workforce costs – wages, benefits, and pensions – remains a financial and managerial challenge. In FY18, employee benefit costs including pensions will make up almost 30% of proposed General Fund expenditures.

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

Non-union employees are provided benefits through the City Administered Benefits Program. In FY10, the City moved from a fully-insured model to a self-insurance arrangement. The City also increased employee copays and instituted a disease management and wellness program with financial incentives for completing wellness activities. In FY15, the City added a tobacco user surcharge and employees will pay an additional copay for each prescription if using a pharmacy that sells tobacco products.

Pensions: The City of Philadelphia’s Municipal Retirement System is only 44.8% funded and has a \$6 billion unfunded liability as of the July 1, 2016 preliminary valuation, which was released in February 2017. The pension funding ratio has weakened over time, dropping from 77% in FY01 (the peak after funding from FY99 pension bonds were issued) to the current 44.8%. The funding percent has decreased for a number of reasons including the market collapse in 2008 and 2009, the adoption of more conservative assumptions, and the changing demographics of the workforce.

An increasing share of the City’s resources goes towards paying pension costs each year. General Fund pension costs make up more than 15% of the City’s projected expenditures (including payments on pension obligation bonds). Over the past 10 years, General Fund pension expenditures grew by 48.5% while revenues only increased by 6.5%. Over the same period, all other expenditures grew by only 8.2%. As spending on employee benefits grows, City spending on other services continues to be constrained.



**FY17 expenditures and revenues represent the approved budget values.*

The contract negotiated recently with DC33 included significant pension reforms to help improve the health of the fund. These pension reforms will be a key focus of upcoming negotiations with the City's other union partners. In December 2016, City Council introduced Bill 161109 which would extend these reforms to employees who are exempt from civil service, to those who are in civil service but not represented by a union, and to current elected officials. However, this bill would not require newly elected officials to participate in the pension plan created for new hires. The Administration thinks the bill should be amended to include elected officials in the new stacked hybrid plan. The Administration's goal is for all new employees to have the same benefits plan. For more information about the reforms negotiated with DC33, as well as the City's and Board of Pensions' actions to improve the health of the fund, see "Strengthening the Pension System."

Recent Contracts and Employee Wage Increases: While the City negotiated a four-year agreement with DC33, the remaining unions have contracts expiring on June 30, 2017. The following table presents employee wage increases from FY10 to FY20 for each bargaining unit. The shaded cells in the following table indicate the most recent contract terms.

Fiscal Year	FOP Lodge 5	Sheriff's Office & Register of Wills (FOP Lodge 5)	IAFF Local 22	AFSCME DC33	Correctional Officers (DC33 Local 159)	AFSCME DC47	AFSCME DC47 (Local 2186)	Local 810 Court Employees (DC47)
FY10	0% (1)	0% (3)	0% (5)	0% (7)	0% (9)	0% (12)	0% (13)	0% (14)
FY11	3.0% (1)	2.5% (3)	3.0% (5)	0% (7)	0% (9)	0% (12)	0% (13)	0% (14)
FY12	3.0% (1)	2.5% (3)	3.0% (5)	0% (7)	0% + \$1,100 lump sum (9)	0% (12)	0% (13)	0% (14)
FY13	3.0% (1)	3.0% (3)	3.0% (5)	0% (7)	2.5% (9)	0% (12)	2.5% (13)	2.5% (14)
FY14	3.0% (1)	3.0% (3)	3.0% (6)	0% (7)	2.5% (9)	3.5% + \$2,000 lump sum (12)	3.5% + \$2,000 lump sum (13)	2.5% (14)
FY15	3.0% (2)	2.5% (4)	3.0% (6)	3.5% + \$2,800 lump sum (7)	3.0% (10)	0% (12)	0% (13)	2.5% (15)
FY16	3.25% (2)	3.0% (4)	3.25% (6)	2.5% (7)	3.25% + \$600 equity adj (10)	2.5% (12)	2.5% (13)	2.5% (15)
FY17	3.25% (2)	3.25% (4)	3.25% (6)	3.0% + \$500 lump sum (8)	3.25% (10) (\$500 lump sum [11])	3.0% (12)	3.0% (13)	3.0% (16)
FY18	--	--	--	3.0% (8)	--	--	--	--
FY19	--	--	--	2.5% (8)	--	--	--	--
FY20	--	--	--	3.0% (8)	--	--	--	--

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

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

IAFF Local 22

5. Four-year contract for the period July 1, 2009-June 30, 2013.
6. Four-year contract for the period July 1, 2013-June 30, 2017, with a reopener for a wage increase in FY17 (3.25%).

District Council 33 and Local 159 Correctional Officers

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

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

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

THE CITY'S CAPITAL BUDGET

The Capital Program for FY18-23 focuses the City of Philadelphia's investment in public infrastructure and facilities on achieving Mayor Kenney's five Pillars. This six-year plan will provide funding for residents all across Philadelphia's neighborhoods to take advantage of City facilities. The Recommended FY18-23 Capital Program appropriates more than \$9.5 billion over this six-year period to advance these initiatives and address critically needed public improvements, with \$162.2 million of City-supported FY18 capital funding through new General Obligation (GO) bonds issued.

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 and is updated annually.

FINANCIAL CONSTRAINTS OF INVESTING IN INFRASTRUCTURE

The \$162.2 million recommended for FY18 is relatively high compared with previous annual budgeted amounts. This higher level of investment is crucial because financial constraints have made it impossible to provide adequate levels of infrastructure investment. Even the levels in this proposed budget are limited by those financial constraints. According to a Planning Commission study from 2000, the City should budget approximately \$185 million just to maintain the current public infrastructure in good condition based on life cycle costs. As that number has not been reached on an annual basis, and with general cost of living increases, the required level of annual funding would have grown.

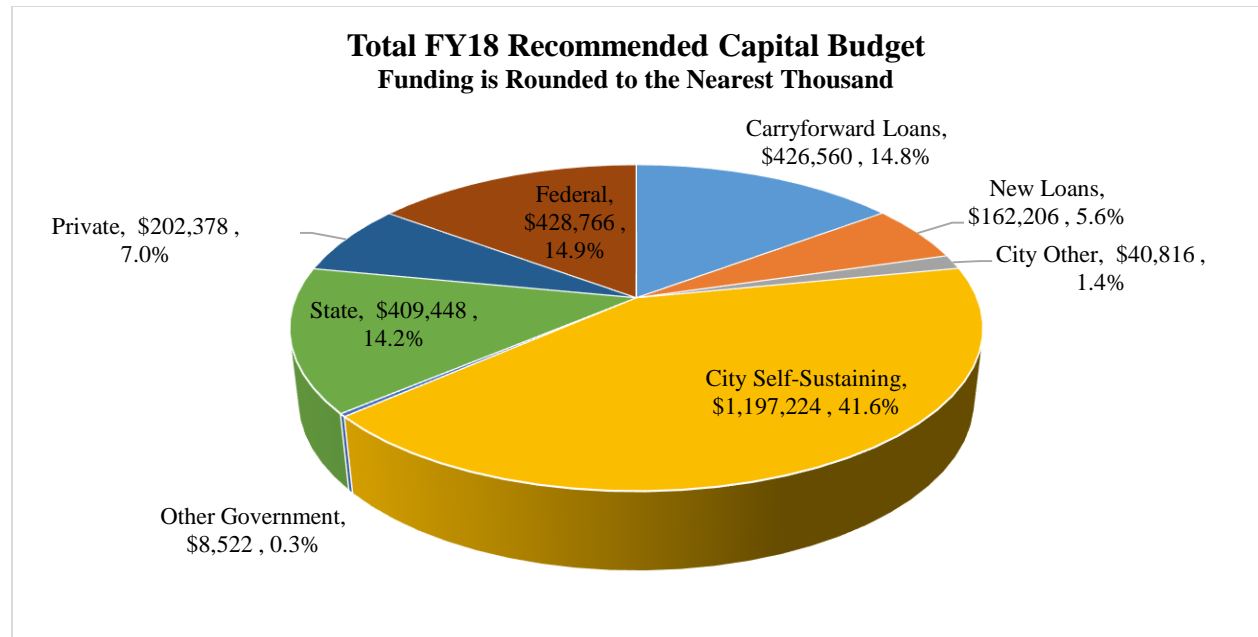
For the FY18-23 capital program, the Administration focused on those investments that critically required additional resources to complete projects or to make important investments. Those budget lines that contained relatively large amounts of prior year appropriations were deemed less in need of additional funds until later in the capital program as it is assumed that the prior year funds could be used for needed projects. Those budget lines will be re-examined on an annual basis with the development of future capital programs to ensure that important projects receive the appropriations required.

Debt Capacity and High Fixed Costs

Reaching a higher budget level is extremely challenging because of the City's fiscal constraints. The availability of new GO debt for capital projects is determined primarily by the City's borrowing capacity. The City's ratio of debt service to total expenses continues to restrict its ability to issue GO 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 City's 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. The Administration weighed those constraints against the City's infrastructure investment needs in recommending a budget of \$162.2 million in FY18. The City is also restricted by the debt limit included in the Pennsylvania Constitution, but that limit is based on assessed values and the increased assessed values resulting from the Actual Value Initiative (AVI) have essentially removed the Constitutional Debt limit as a constraint on the City's borrowing.

TOTAL FY18 RECOMMENDED CAPITAL BUDGET

The total capital budget for FY18 is \$2.8 billion. Within each department are several hundred “subprojects” that are either new for FY18 or are carried forward from previous years’ budgets.



FY18 Recommended Capital Budget by Department (\$ in thousands)		
Department	New City-Tax Supported Funds	All Funding Sources
Art Museum	4,500	11,500
Aviation	0	664,866
Commerce	12,640	148,006
Finance	7,600	37,797
Fire	6,100	18,584
Fleet Management	25,478	55,525
Free Library	1,600	16,389
Health	1,000	24,166
Managing Director's Office	850	31,278
Office of Homeless Services	1,015	5,170
Office of Sustainability	500	1,575
Office of Innovation and Technology	21,320	77,681
Parks and Recreation	26,549	178,467
Police	1,500	28,237
Prisons	1,500	27,781
Public Property	22,200	46,589
Records	225	8,052
Streets	23,050	482,198
Transit	4,579	250,329
Water	0	739,338
Zoological Gardens	0	22,392
Total	162,206	2,875,920

HIGHLIGHTS OF THE CAPITAL PROGRAM

The Mayor's five Pillars are represented in the Capital Program through the following highlights:

1. Improving educational outcomes and opportunities.

- The City's recreation centers provide the greatest number of out-of-school time activities for Philadelphia's children. Neighborhood libraries provide critical resources to improve literacy skills, as well as guide learning and inspire curiosity. The six-year program continues the commitment of \$48 million (FY17-23) to be invested as part of Rebuilding Community Infrastructure (Rebuild), which is a multi-year investment in Philadelphia's parks, playgrounds, recreation centers, and libraries. On top of the \$48 million included in the Capital Program, the City proposes to borrow \$300 million in multiple stages, to be leveraged with \$152 million of private, philanthropic, and other government investment. Rebuild focuses on promoting equity and fairness across Philadelphia. Most of Rebuild's community investment will go to distressed or struggling neighborhoods where concentrated poverty, elevated crime rates, and heightened health risks are impacting the lives of local residents. Where possible, Rebuild will also look to invest in neighborhoods that may be growing and present opportunities to spur additional economic growth. These are neighborhoods where Rebuild projects can attract even more investment to serve and stabilize the community. Through the Rebuild initiative, children and adults will have safe, renovated spaces to enable them to reach their full potential.
- The Philadelphia Museum of Art (Museum) serves as the City's primary center and advocate for visual arts education and creative play. In FY17, more than 58,000 schoolchildren from around the region are expected to participate in the Museum's educational programming, both at the Museum and at school. The Museum also expects to serve approximately 4,000 teachers during the year, 1,000 of whom teach in Philadelphia district-operated and charter schools. The Capital Program recommends investing \$32.5 million in this City-owned asset over six years for the approximately \$196 million Core Project, which will address the building's critical infrastructure needs by replacing and upgrading systems with new technology that will reduce energy costs, make necessary fire and life safety investments, and ensure the historic building is in compliance with safety codes. In addition to the systems work, the Core Project will improve the visitor experience by renovating and reopening historic public spaces that have been closed to the public for decades, including the Kelly Drive entrance and Vaulted Walkway, by increasing accessibility and rationalizing circulation within the building. The Museum will add much-needed, ADA-compliant restrooms on the public floors, which will significantly benefit the schoolchildren that visit the Museum each year for educational programming. Once the project is complete, the Museum will be a more welcoming, more navigable institution that is better equipped to engage the 21st century visitor. School bus drop-off will be moved from the West Entrance to the Kelly Drive Entrance, and will make class trips more efficient by getting the students off the bus and up into the galleries more quickly. Visitors entering from the West and East Entrances will be better able to orient themselves and find the galleries. By improving and enhancing how the visitor experiences the building and expanding and renovating important gallery space, the Museum will increase its capacity to host more exhibitions and will significantly increase its attendance numbers, which will have a substantial economic impact on the City and region.

2. Providing economic opportunity.

With the city having the highest poverty rate among the top ten most populous cities in the United States, the Kenney Administration is committed to long-term investments to improve economic outcomes for residents.

- The Capital Program recommends \$174 million of new funds be invested in the reconstruction and resurfacing of City streets (as well as the creation of accessible ramps), helping the City reach the crucial goal of resurfacing 131 miles of streets annually within seven years to ensure a state of good

repair. Ensuring well-maintained pavement will allow the City's economy to continue growing and vehicles transporting workers and deliveries to continue at a smoother pace. In addition, \$52.5 million will also be invested in other Streets Department projects over the six-year program, including the critical replacement and renovation of bridges, street reengineering through the Vision Zero initiative (discussed in number 4 below), and increased street lighting.

- Moreover, over the six-year Program, \$30.1 million is committed for the transit system, through the Southeastern Pennsylvania Transportation Authority (SEPTA), to ensure that residents can travel to and from employment opportunities across the region. SEPTA provides crucial, affordable travel options for those residents and non-residents commuting from home to their places of work. These funds, matched with Commonwealth and neighboring county funds, will allow SEPTA to continue to invest in stations and rail lines across the region.
- The Program also provides a \$90 million investment for improvements to Penn's Landing. The project aims to successfully reconnect the waterfront to Center City to allow waterfront access by all modes of travel, leveraging \$160 million in state and private grants. The main features include: (1) Decking over I-95 and Columbus Boulevard between Chestnut and Walnut Streets to create a new four-acre highway cover. The partial deck already in place over I-95 at Chestnut Street will be rebuilt or replaced as part of the project; (2) The replacement of the current Great Plaza by a new seven-acre tilted access park. Taken together, the landscaped highway decks and the tilted access would create an 11-acre site bounded by Walnut and Chestnut, from Front Street to the Delaware River; (3) A two-mile, multi-use trail along Columbus Boulevard that would accommodate bicycle commuting as well as recreational biking and pedestrian use; (4) Extension of the South Street Pedestrian Bridge across Columbus Boulevard to the southern edge of the Penn's Landing marina basin; and (5) The construction of the Delaware River Trail along the east side of Columbus Boulevard between Washington Avenue and Spring Garden Street, providing a key connection to neighborhoods north and south of the project site, connecting all the three priority development sites.
- Using a combination of existing and new funds, the Commerce Department is projected to spend \$25 million on neighborhood commercial corridor projects over the six-year program. These projects include streetscape improvements to reinforce neighborhood and regional centers targeted in District Plans.
- The six-year program invests \$5 million for the repair of streets in the Navy Yard. The ongoing redevelopment of the Navy Yard is in support of the Mayor's strategic goals of economic development and an increase in the City's population by providing a secure, strategic and modern industrial area for businesses to locate and hire City residents. The Navy Yard surpassed 12,000 employees in January 2016, making the Navy Yard a growing employment area with close to 2 percent of the City's jobs. The six-year investment will support the Broad Street Causeway work, which will ensure the Navy Yard's main entrance exists to serve current and future tenants.
- The Capital Program also provides \$1.2 million for the infrastructure needed to support the City's bike share program, which provides an accessible and affordable alternative to public transit and commuting via car.

3. Ensuring diversity and respect for the City workplace.

Respect for City employees is represented in the investments in the City facilities in which employees serve.

- Using a combination of new GO funds as well as prior year "carryforward" funds, significant investments are planned to be made to fire and police facilities. Funding is recommended to finish the final upgrade to Engine 37, the oldest operational firehouse in Philadelphia (built in 1891).
- The six-year program also recommends the renovation and expansion of the main automotive mechanic repair facility that is the flagship facility servicing primarily police and fire vehicles, Shop 134.

Investing in this Office of Fleet Management facility (totaling \$5 million) will allow the Office to provide a safe and efficient operation to service more than 2,500 vehicles per year in three shifts.

- This six-year program recommends \$26 million to replace the elevators in City administrative buildings such as the Criminal Justice Center, the Municipal Services Building, and the One Parkway Building through the Department of Public Property. These elevators are in significant need of replacement, causing delays and disruption to a variety of departmental operations.
- In addition, \$6.5 million is recommended over the six-year program to replace the Prisons System's training facility, which will be used in conjunction with carryforward funds to ensure the project's timeliness. The new facility will be significantly larger than the current training facility, which will allow Prisons correctional officers to train more effectively.

4. Improving public safety.

Among the investments recommended in this six-year program that address life safety issues are the following.

- This six-year program recommends \$50 million to be invested in vehicles to support the Fire Department, replacing older vehicles to allow firefighters and paramedics to be better equipped to continue their mission. The \$12.1 million proposed in FY18 includes the purchase of 11 medic units, six pumpers, three tiller ladders, one heavy rescue vehicle, one hazmat vehicle, one platform aerial, one grass fighter, and matching funds to support a federal grant for a new fire boat. These funds will replace vehicles that were purchased between 1981 and 2008.
- As mentioned above, the six-year program invests \$5 million in GO funding to support the mission of Vision Zero. In November 2016, Mayor Kenney signed Executive Order 11-16, creating the Vision Zero Task Force. By doing so, the City of Philadelphia joins cities around the world in declaring that traffic crashes are not accidents; they are preventable incidents that can be systematically addressed. Through an equitable approach to education, engineering, and enforcement, Vision Zero in Philadelphia will build on the City's traffic safety efforts, with the ultimate goal of reducing all traffic-related fatalities and serious injuries to zero by 2030. This capital funding will focus on the engineering component, reengineering City streets to improve traffic safety.

5. Allowing for the efficient and effective operation of the government.

- This six-year program recommends \$124.6 million for the Office of Innovation and Technology to stabilize the City's network and basic infrastructure, as well as to invest in new technology projects that will replace current systems that are either becoming unsupported, or that are outdated. Examples of projects recommended to be funded include the replacement of the City's tax legacy system (TIPS), which is over 25 years old and has long outlived its useful life. New technology will help support the Revenue Department in improving internal business processes, improving self-service options for taxpayers, and centralizing the collection of more revenues. Other projects include finalizing the remaining applications related to eCLIPSE, the enterprise system of the Department of Licenses + Inspections, as well as investing in a new Personnel Accountability System for the Fire Department. The new system uses GPS and is integrated with the 800 MHz radio system to track and account for emergency responder personnel.
- In addition, \$33.6 million is proposed for the purchase of vehicles for the Streets Department and other departments that have larger, more-expensive vehicles. This investment for the Streets Department, coupled with funds within the department's operating budget, will ensure Streets meets its vehicle requirements for the increased investment in repaving, as well as replace Sanitation compactors, a shortfall of which was significantly affecting their operations and driving up their overtime costs.

- The six-year program also invests \$6.1 million in the purchase of a Fire Department vehicle storage and recall facility, which will store vehicles inside (preventing premature aging due to exposure to weather conditions), improve the management of reserve apparatus, and provide a dedicated facility for recall or reserve unit assignment.

CAPITAL IMPACT ON OPERATIONS

Recommendations for the operating budget and capital budget are made in concert. For example, in order to support the purchase of specialized vehicles in the Streets Department for repaving within the capital program, the Five Year Plan provides additional specialized mechanics for the Office of Fleet Management to ensure these vehicles are maintained. Moreover, additional vehicles are recommended to be purchased for the Fire Department and the Streets Department to support their operating needs, and should reduce overtime challenges from vehicle shortages.

DEBT MANAGEMENT

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

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

In FY18, the Sinking Fund Commission is expected to spend \$296 million on debt service, representing 6.8% of total General Fund expenditures. There are several debt issues budgeted outside the Sinking Fund Commission, including the pension obligation bonds, which are included in the Pensions line item; debt service on bonds issued in 2009 for the Youth Study Center, which is included in the Department of Human Services' budget; and a 2011 vehicle lease financing that was budgeted for in the Office of Fleet Management.

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), and A- (Fitch). Standard & Poor's (S&P) upgraded the City from "BBB" to "A-" in June 2013 and then gave the City a double upgrade to "A+" in December 2013, its highest level in 30 years. This was the first time that the City has been rated in the "A" category by all three rating agencies. In 2016, the outlook for the City's general obligation credit was changed from stable to negative by both Moody's Investor Service and S&P. This means that both rating agencies during the next year will closely monitor the City's fiscal health for signs of improvements or deterioration and could decide to downgrade the City's bond rating or remove the negative outlook.

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

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

An excerpt from the most recent ratings report from Moody's noted that,

"The city's debt and pension liabilities are heavy and will remain a drag on its credit profile for the long term. The city's tax-supported debt totals roughly \$3.9 billion, equal to 4.1% of full value, climbing to 7.6% when overlapping debts are included, well above the state and national averages. The city's high debt burden reflects its dual city and county responsibilities, special efforts to promote economic development, the PICA deficit bonds (\$266 million), and \$1.3 billion in pension obligation bonds. Debt will remain heavy as it amortizes slowly (52.1% of principal is scheduled to be repaid in 10 years), and the city has material capital reinvestment needs that will be largely funded by debt."

The report also stated,

"Overall, the current fund balance levels are well below those of most cities and are projected to decline in fiscal 2017 and 2018. These declining reserve levels remain a key risk in light of the city's economically sensitive revenue base, continued reduction in tax rates, and expenditure growth that will continue to outpace revenues in the near-term. While we expect the city to outperform its projections, as it has historically, we believe reserve levels will still remain weak overall."

Impact of Debt on City Operations: Debt service payments as a percentage of the budget have been relatively stable. As stated above, in FY18, the Sinking Fund budget is expected to be \$296 million, or 6.8% of FY18 General Fund expenditures. The following chart shows the five year estimates for the Sinking Fund Commission, representing debt service costs incurred by the General Fund.

Fiscal Year	Estimated Existing Sinking Budget	Sinking Fund Budget as % of General Fund Expenditures
FY18	\$296,019,214	6.8%
FY19	\$315,271,976	7.0%
FY20	\$350,504,632	7.6%
FY21	\$358,295,570	7.7%
FY22	\$376,822,547	7.9%

The City also pays debt service on Pension Obligation Bonds. This debt service is estimated to be \$146 million in FY18.

The Water and Aviation funds issue their own debt and are budgeted for debt service of \$240 million and \$159 million, respectively, in FY18. The Appendix shows debt repayment for the Water and Aviation Funds. While the Water and Aviation credit ratings are influenced by the City's rating, they each have their own rating. An October 2016 report from S&P stated that the Water Fund has "very strong enterprise risk profile generally reflecting a broad and diverse service base and rates we view as affordable despite income levels for Philadelphia city and county that are measurably weaker than surrounding areas; primarily supported by a large available rate stabilization fund and debt service coverage that exceeds covenanted minimum levels. However, Philadelphia's combined water and sewer system is highly leveraged and the \$1.92 billion 2017-2022 CIP is likely to require significant additional debt funding." In August 2015, Moody's wrote that the Airport has very low liquidity and heightened competitive environment mostly offset by a large, robust service area that provides sufficient demand to support an international hub. Additionally, Moody's pointed out that leverage will increase over time as the airport finalizes its capital improvement program, which will also increase airlines costs above the current levels.

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

- General Obligation Debt: The City can issue General Obligation debt, backed by the full faith, credit, and taxing power of the City, and subject to voter approval and adherence to the Commonwealth Constitution. The Constitution limits the amount of the City's outstanding General Obligation debt to 13.5% of the immediately preceding 10-year average of assessed value of taxable real property, with debt greater than 3% of the preceding 10-year average of assessed value of taxable real property having to get voter approval. This limitation does not include self-supporting General Obligation bonds, which are defined as General Obligation debt incurred for revenue producing capital investments, which are expected to produce excess revenues sufficient to cover debt service on the bonds. As a result of the implementation of the City's Actual Value Initiative, the assessed value of taxable real estate within the city increased substantially, causing the constitutional debt limit to increase and no longer be the limiting factor on new debt issuance. Nonetheless, the City does not intend to significantly increase borrowing just because the constitutional debt limit has increased. General Obligation debt will still require voter approval, and, as mentioned above, debt service costs need to be funded by the City's General Fund operating revenue, reducing financial flexibility and resources for City services. In addition, the City follows guidelines for debt issuance that, for example, limit the City to borrowing money for capital projects that result in an asset with a useful life of more than five years (see "How Philadelphia Budgets"). In addition, the City limits the amount of debt it will issue based on how large debt service payments are as a percent of the City's overall costs.
- Obligations pursuant to City Service Agreements: The City issues tax-supported obligations through the use of its related authorities. The term "City Service Agreement" includes City Service Agreement, City Agreement, Service Contract, and Lease Revenue, and is debt issued by related authorities that is repaid with interest by the City out of the City's General Fund. Under the City's Home Rule Charter, City Council may authorize contracts or leases for a period of more than one year that are valid and binding on the City, and City Council is required to make subsequent annual appropriations sufficient to make payments under that contract or lease. While the contract or rental payments are payable only out of current revenues of the City, each Service Agreement provides that so long as any of the bonds under it remain outstanding, or sufficient money for the full payment of the bonds is held in trust, the City is obligated to pay the contract payments absolutely and unconditionally. Because of this, Moody's, S&P, and Fitch rate the City's Service Agreement debt with identical ratings as the City's General Obligation bonds. The City may use the Philadelphia Authority for Industrial Development (PAID), the Philadelphia Municipal Authority (PMA), the Philadelphia Energy Authority (PEA) or the Philadelphia Redevelopment Authority (PRA) to issue Service Agreement debt. Service Agreement debt is not subject to the constitutional debt limit.
- Tax and Revenue Anticipation Notes (TRANs): The City cannot absorb the normal disparate timing of receipts and expenditures without 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 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 \$175 million of Tax and Revenue Anticipation Notes in October 2016, and these are scheduled to mature at the end of the fiscal year in June 2017. These Notes are limited by Federal Tax Law, which requires that any yearly issuance be limited to the greater of the maximum monthly deficit or 5% of annual General Fund expenditures. The increase or decrease in TRAN size is one indicator of weakening or strengthening cash position. Over the course of the past 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 each of FY14 and

FY15. Consistent with FY16, FY17's cash borrowing was \$175 million, due in part to uncertainty surrounding the State budget. FY18's cash borrowing is projected to be \$125 million.

- **Revenue Bonds:** The City Treasurer also oversees the issuance of revenue bonds for the Water Fund, the Aviation Fund, and the Philadelphia Gas Works. These bonds are paid for by revenues collected by each respective enterprise. These revenue bonds are not included in the City's calculations of the constitutional debt limit on General Obligation debt because they are paid entirely from non-General Fund revenue sources. Debt limits for revenue bonds are established in the general bond ordinances for each credit.

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

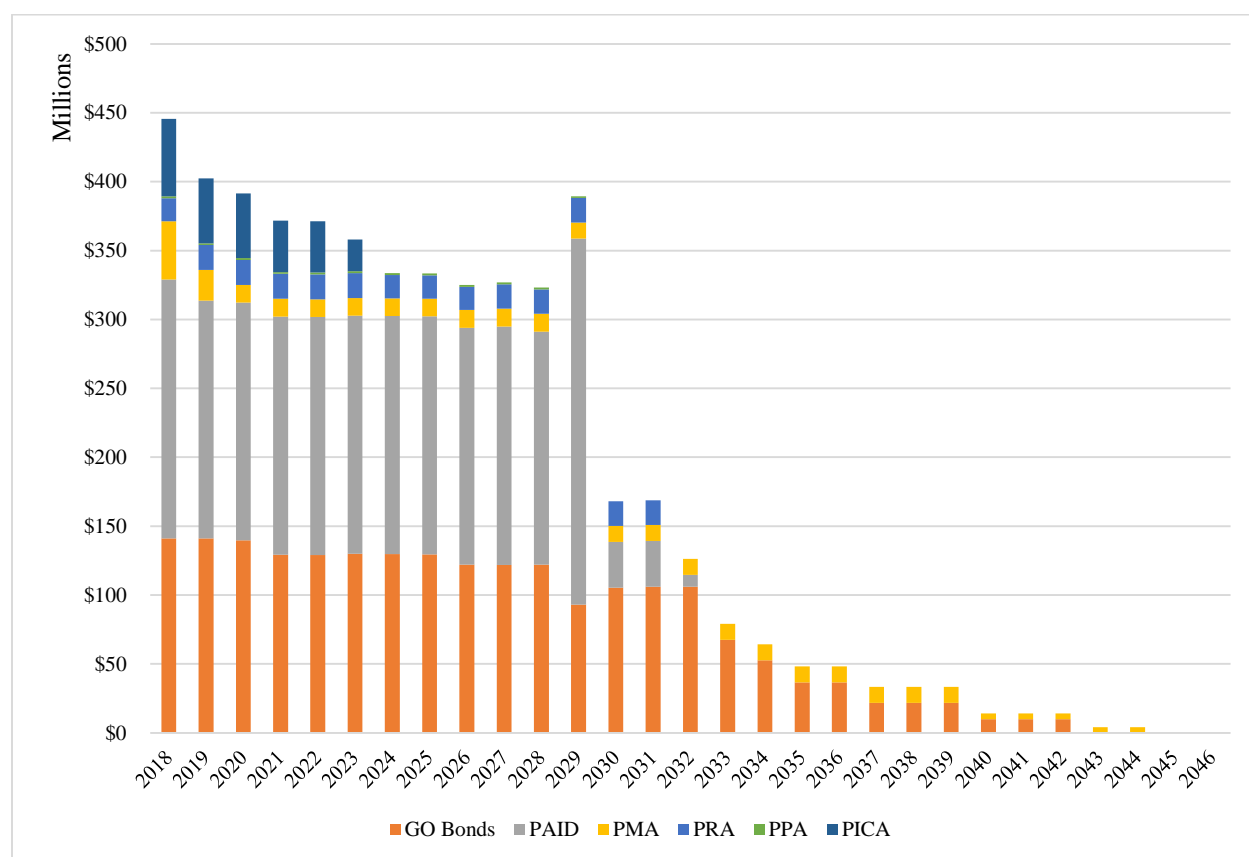
Bonded Debt - City of Philadelphia and Component Units (June 30, 2016)	
(\$ Thousands)	
General Obligation and PICA Bonds	
General Obligation (GO) Bonds	\$1,505,575
PA Intergovernmental Cooperation Authority (PICA)	\$266,095
Subtotal: GO and PICA bonds	\$1,771,670
Other Long-Term Debt-Related Obligations	
Philadelphia Municipal Authority (PMA)	
Criminal Justice Center	\$51,150
Juvenile Justice Center	\$90,160
Public Safety Campus	\$65,155
Fleet Management Equipment Lease	\$8,692
Energy Conservation	\$10,615
Subtotal: PMA	\$225,773
Philadelphia Authority for Industrial Development (PAID)	
Pension Bonds	\$553,566
Pension fixed rate bonds	\$761,655
Stadiums	\$276,515
Library	\$6,160
Cultural and Commercial Corridor	\$93,585
One Parkway	\$34,645
Philadelphia School District ¹⁹	\$29,105
Subtotal: PAID	\$1,737,231
Philadelphia Parking Authority (PPA)	\$12,355
Philadelphia Redevelopment Authority (PRA)	\$182,415
Subtotal: PPA and PRA	\$194,770
Revenue Bonds	
Water Fund	\$1,860,324
Aviation Fund	\$1,124,705
Gas Works	\$915,175
Subtotal: Revenue bonds	\$3,900,204
Grand Total	\$7,829,648

¹⁹ Financing undertaken by the City through PAID for the benefit of the Philadelphia School District; does not represent debt of the Philadelphia School District.

At the end of FY16, the City had \$7.829 billion in long-term debt outstanding, including \$1.771 billion in outstanding General Obligation Bonds, \$225 million in PICA bonds, \$1.737 billion in other long-term debt-related obligations, and \$3.9 billion in Revenue bonds.²⁰ Of the total balance of City tax-supported General Obligation bonds issued and outstanding on July 30, 2016, approximately 30% is scheduled to mature within five fiscal years, and approximately 57% is scheduled to mature within ten fiscal years. Ninety-three percent is fixed rate debt and seven percent, or \$100 million, is hedged variable rate debt, meaning that interest rates could fluctuate over time. Approximately \$2.4 million over five years has been budgeted to account for interest rate and/or basis risk associated with this variable rate debt. The City's debt policy states that principal amortization should be generally structured to reach a target of 50% of all outstanding principal scheduled to be repaid within 10 years. Also, the target maximum of variable rate debt is 35%.

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

Annual Debt Service*



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

²⁰ In Fiscal Year 1992, the PICA Act authorized the City to impose a tax for the sole and exclusive purposes of PICA. The PICA Act authorizes PICA to pledge the PICA Tax to secure its bonds and prohibits the Commonwealth and the City from repealing the PICA Tax or reducing its rate while any PICA bonds are outstanding. PICA has previously issued 11 series of bonds. The proceeds of the previous series of bonds issued by PICA were used (a) to make grants to the City to fund its General Fund deficits, to fund the costs of certain City capital projects, to provide other financial assistance to the City to enhance operational productivity, and to defease certain City General Obligation bonds, (b) to refund other PICA bonds, and (c) to pay costs of issuance. PICA no longer has the authority to issue bonds for new money purposes, but may refund bonds previously issued that remain outstanding. As of the close of business on June 30, 2015, the principal amount of PICA bonds outstanding was \$315,955,000.

Year	GO Bonds	PAID	PMA	PRA	PPA	PICA	Total Principal and Interest Due
2018	\$141,232,395	\$187,719,535	\$42,259,782	\$16,868,500	\$1,334,675	\$56,095,100	\$445,509,987
2019	\$141,109,984	\$172,576,456	\$22,193,291	\$18,106,750	\$1,337,263	\$47,152,100	\$402,475,843
2020	\$139,632,179	\$172,753,024	\$12,789,541	\$18,107,750	\$1,337,800	\$46,944,100	\$391,564,394
2021	\$129,392,960	\$172,768,759	\$12,862,734	\$18,104,250	\$1,336,288	\$37,319,600	\$371,784,591
2022	\$129,046,166	\$172,773,212	\$12,869,778	\$18,110,250	\$1,337,725	\$37,179,750	\$371,316,881
2023	\$129,927,898	\$172,777,920	\$12,856,600	\$18,109,000	\$1,336,856	\$23,076,000	\$358,084,274
2024	\$129,751,698	\$172,788,456	\$12,858,077	\$16,864,500	\$1,333,681	\$0	\$333,596,411
2025	\$129,508,304	\$172,802,409	\$12,860,963	\$16,867,500	\$1,333,200	\$0	\$333,372,376
2026	\$122,030,394	\$171,998,501	\$12,861,217	\$16,867,250	\$1,333,863	\$0	\$325,091,225
2027	\$121,737,910	\$173,197,790	\$12,862,315	\$17,797,500	\$1,336,638	\$0	\$326,932,152
2028	\$122,129,592	\$169,100,085	\$12,858,139	\$17,795,250	\$1,336,263	\$0	\$323,219,329
2029	\$93,075,146	\$265,589,065	\$11,685,425	\$17,793,250	\$1,257,738	\$0	\$389,400,623
2030	\$105,293,416	\$33,231,011	\$11,684,781	\$17,799,750	\$0	\$0	\$168,008,958
2031	\$106,050,031	\$33,243,005	\$11,687,956	\$17,797,500	\$0	\$0	\$168,778,492
2032	\$106,129,335	\$8,435,750	\$11,689,956	\$0	\$0	\$0	\$126,255,041
2033	\$67,455,094	\$0	\$11,689,956	\$0	\$0	\$0	\$79,145,050
2034	\$52,671,694	\$0	\$11,686,656	\$0	\$0	\$0	\$64,358,350
2035	\$36,560,263	\$0	\$11,688,881	\$0	\$0	\$0	\$48,249,144
2036	\$36,558,625	\$0	\$11,686,431	\$0	\$0	\$0	\$48,245,056
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
2045	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2046	\$0	\$0	\$0	\$0	\$0	\$0	\$0

AGENCY OUTLOOK

ART MUSEUM

MISSION

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

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Educational Programs: In FY17, the Philadelphia Museum of Art continued to serve as the City’s primary center and advocate for visual arts education and creative play. More than 58,000 schoolchildren from around the region are expected to participate in the Museum’s educational programming, both at the Museum and at school, in FY17. The Museum also expects to serve approximately 4,000 teachers during the year, 1,000 of whom teach in Philadelphia district-operated and charter schools. While the number of students expected to participate in the educational programming is substantial, the number is lower than that of previous years due to changes in the department and anticipated disruptions due to construction through the end of the fiscal year. In FY17, the Museum suspended the long-standing distance learning program in order to reassess and evaluate the program’s function and place within the Education Department. Additionally, as the Museum prepares for major construction, which includes the demolition of the auditorium (the decades-long organizing area for students), the Education Department had to make the difficult decision to accept fewer student groups until the Department is better able to assess the impact of construction on its operations. Combined, these factors are expected to reduce the number of students

participating in the Museum’s educational programming in FY17.

While the number of student groups that participated in educational programming was lower in FY17 than previous years, the Museum has proactively worked to maintain the number of student groups from Philadelphia public and charter schools. This year the Museum worked with City Council to ensure that fourth grade students from seven public schools had transportation to and from the Museum so that they



The new Forum space at Level C will replace the current, non-ADA compliant auditorium, which will be updated in another phase of the Master Plan. This new public space will be a place for students to gather during their trips, a place for public programs and a space to host special events. Guests that enter from Kelly Drive will walk directly into the forum space, while guests that enter from the East or West Entrances will take the new stairs down to Level C.

could participate in the Museum's *Art Speaks* program. *Art Speaks* is one of the Museum's signature educational programs and it helps students practice literacy skills while also exploring art. The participating schools included John H. Webster Elementary, Thomas G. Morton Elementary, McMichael School, S. Weir Mitchell Elementary, Spring Garden School, Lewis Elkin Elementary, and William Rowen School. The majority of these schools have not participated in *Art Speaks* in a number of years, so this specific outreach was important to ensuring their participation.

FY17 also marked the fourth year of the Museum's successful family program, *Art Splash*. Almost 33,000 visitors participated in the program, which was hosted in connection with the *Creative Africa* exhibition. During the run of the program, children and the adults in their lives participated in creative activities designed to help them interact and engage with the art. In July, the Museum, in collaboration with the City of



A family enjoys an engaging installation by renowned architect, Francis Keré, as part of Creative Africa and Art Splash.

Philadelphia, Free Library of Philadelphia, and Safe Kids Stories, hosted and welcomed renowned, Philadelphia-born author and illustrator Jerry Pinkney for a two-day celebration. This was especially meaningful, as the *Art Splash* program began during an exhibition of Pinkney's work in 2011.

In addition to educational programming for children, the Museum welcomed more than 200,000 adults for performances, lectures, workshops, talks, and tours, all of which were designed to help visitors engage more deeply with the works of art and the artists that create them. This year, the Museum piloted a new format for discussion, Community Conversations. As the current auditorium space will be repurposed through the Core Project capital improvements and the new auditorium space will be under construction for several years, the Education Department is seeking to try new venues for engaging with art. The Community Conversations were piloted during *Creative Africa* and have proven to be a successful way to invite visitors to have a thoughtful conversation about the themes and issues that are raised by works of art and the presentation of an exhibition.

Collections and Curatorial Program: In FY17, the Philadelphia Museum of Art presented diverse, critically-acclaimed exhibitions that highlighted the encyclopedic nature of the Museum's collections and expertise, and invited local residents and tourists to find beauty, enchantment and the unexpected among the world's artistic achievements. The summer of 2016 featured two highly-acclaimed exhibitions, *Creative Africa* and *Embracing the Contemporary: The Keith and Katherine L. Sachs Collection*. More than 52,000 visitors experienced *Creative Africa*, a suite of exhibitions that highlighted the visionary work of artists throughout Africa, and included a collaborative exhibition between two of the city's premier cultural resources, PMA

and the University of Pennsylvania Museum of Archaeology and Anthropology. *Embracing the Contemporary* celebrated one of the nation's leading collections of contemporary art, which is also a promised gift to the PMA from the Museum's Trustees, Keith and Katherine Sachs, and will be of enormous appeal for visitors to Philadelphia.

The fall brought the renovation of the Museum's permanent South Asian galleries, including the Indian Temple; *Paint the Revolution: Mexican Modernism, 1910-1950*, which was hailed by the *New York Times* as one of the best art exhibitions of the year; and *Jittish Kallat: Covering Letter*, an immersive installation by a contemporary artist from India that presents a historical letter from Mahatma Gandhi to Adolf Hitler at the start of World War II. Finally, in the spring, the Museum will present the highly anticipated *American Watercolors in the Age of Homer and Sargent*, and *Philadelphia Assembled*, which seeks to re-imagine the relationship between the city and the Museum, through the emotions and personal histories that shape Philadelphia's urban fabric. Led by Jeanne van Heeswijk, a Dutch artist who specializes in the art of social practice, *Philadelphia Assembled* will consist of a series of installations and events in neighborhoods across the city and finally manifest in the gallery spaces of the Perelman Building later in the year.

FY17 was also the year that the Philadelphia Museum of Art, in collaboration with the City of Philadelphia and the Association for Public Art, secured the purchase and reinstallation of Robert Indiana's *AMOR* sculpture, as a lasting legacy of the 2015 Papal Visit.

PLANS FOR FISCAL YEARS 2018-2022:

Beginning in FY17 and continuing through the third quarter of FY20, the Philadelphia Museum of Art will undergo the first major interior renovation of its landmark Main Building since the building opened in 1928. As part of the Core Project, the Museum will address the building's critical infrastructure needs by replacing and upgrading systems with new technology that will reduce energy costs, make necessary fire and life safety investments, and ensure the historic building is in compliance with safety codes. The City's Capital Program recommends an additional \$32.5 million to support the Core Project over six years.

In addition to the systems work, the Core Project will improve the visitor experience by renovating and reopening historic public spaces that have been closed to the public for decades, including the Kelly Drive entrance and Vaulted Walkway, by increasing accessibility and rationalizing circulation within the building. The Museum will add much-needed, ADA-compliant restrooms on the public floors of the museum. This will significantly benefit the up to 65,000 schoolchildren that visit the Museum each year for educational programming. Additionally, as part of the Core Project, the Museum will transform current spaces on Level A into gallery space for the display of the Museum's vast American Art collection.

While construction is underway, the Museum will construct a 162-seat temporary auditorium in the Perelman Building. This auditorium is expected to be ready for use in June 2017. Once the project is complete, the Museum will be a more welcoming, more navigable institution that is better equipped to engage the 21st century visitor. School bus drop off will be moved from the West Entrance to the Kelly Drive Entrance, and will make class trips more efficient by getting the students off the bus and up into the galleries more quickly. Visitors entering from the West and East Entrances will be better able to orient themselves and find the galleries. By improving and enhancing how the visitor experiences the building and expanding and renovating important gallery space, the Museum will increase its capacity to host more exhibitions and significantly increase the Museum's attendance numbers, which will have a substantial economic impact on the City and region.

During the years of the Core Project, the Museum will take the opportunity to tell its story and highlight its own extraordinary collections. This time will also be marked by important milestone celebrations such as the Centennial Celebration of the Benjamin Franklin Parkway; the centennial of the death of celebrated Philadelphia attorney, art collector and philanthropist John G. Johnson; and the centennial of the death of world-renowned sculptor Auguste Rodin. Each of these moments, which will occur in FY18, will provide an opportunity for the Museum to remind Philadelphians of their history and the role that the Philadelphia Museum of Art has played in the history of the development of the city.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of student visits in school programs *	57,922	15,974	58,044	55,000
Number of student visits from Philadelphia District-Operated and Charter Schools *	26,411	8,069	21,900	20,400
Number of visits by students participating in the Museum's out-of-school programs	3,945	1,642	3,900	3,900
Attendance *	792,936	406,451	739,796	625,132

* Attendance expected to be lower in FY18 due to Core Project construction activities.

ARTS, CULTURE AND THE CREATIVE ECONOMY

MISSION

The mission of the Office of Arts, Culture and the Creative Economy (OACCE) is to support and promote arts, culture, and the creative industries; to develop partnerships that ensure culture and creativity are essential components of Philadelphia's community revitalization, education, and economic development strategies; and to link Philadelphians to cultural resources and opportunities. OACCE manages and oversees City arts programs, provides policy advice to Administration officials, and serves as the primary point of municipal contact for local organizations, businesses, artists, and creative entrepreneurs.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

In FY17, OACCE strengthened its relationships with other departments and better aligned its services and programs to deliver more high-quality, accessible cultural experiences and opportunities across the City's neighborhoods.

Arts Education: OACCE's *Art in City Hall* and *Art Gallery in City Hall* programs highlight the importance of the arts in communities through exhibitions. In FY17, these programs featured 12 exhibits throughout the City Hall building, including in the Art Gallery at City Hall (Room 116). OACCE collaborated with the School District, Parks and Recreation (PPR), and community arts organizations to select pieces of art and themes for these exhibitions.



Student artists with their work featured in the A+ Art exhibition, which featured artwork from 142 students in grades K-12 from 22 schools representing every Council District.

OACCE also features a Poet Laureate program. Yolanda Wisher, the current Poet Laureate, has held 38 workshops and events for more than 1,400 people in schools, in cultural centers, and at Graterford Prison since the commencement of her two-year term. The Youth Poet Laureate, who serves under the Poet Laureate's mentorship, is an exceptional student poet who is a leader and champion of Philadelphia's youth community and who serves for a one-year term. Otter Jung-Allen, a rising senior at the Science Leadership Academy, was named the 2016-2017 Youth Poet Laureate and is the first transgender youth to be in that role. Jung-Allen has led seven workshops (for 575 students) to help students strengthen their literary voices.

In November, OACCE held the first expanded *Arts Education Fair* in partnership with the Kimmel Center of Performing Arts and the Greater Philadelphia Cultural Alliance. The fair featured 53 cultural organizations from across the City. Over 200 educators, including teachers, librarians, recreation center programmers, and after-school coordinators, were connected with arts instruction and programming.



Shakespeare in Clark Park performs Two Gentlemen of Verona in the bowl of Clark Park, supported by a Performances in Public Spaces grant.

Economic Opportunity: *Performances in Public Spaces* provides grants to artists and arts organizations to perform in public outdoor spaces throughout the City. In June, OACCE launched *Culture in the Courtyard*, a series of free lunchtime performances, and partnered with PPR's Parks on Tap to bring the mobile beer garden and food trucks to the courtyard for two special evening performances in August and September.

As part of the Administration's goal of improving economic opportunities, OACCE is dedicated to providing the

knowledge and skills necessary for creative entrepreneurs and their businesses and organizations to thrive. OACCE created the *Creative Industry Workshop Series*, which provides professional development workshops and networking opportunities for creative industry professionals, entrepreneurs, and students.

Public Art: OACCE's Public Art Program is responsible for the care and oversight of over 1,000 pieces of public art, some of which date back to the early 1800s. Using a combination of City and private dollars, as well as key partnerships, OACCE undertakes the restoration, routine care, management, and oversight of Philadelphia's world-class collection. Staff manages capital-funded restoration projects, conserves and maintains collections, and provides graffiti-removal, emergency stabilization, and vandalism repair.

OACCE also reviews and manages proposed donations of public art and memorials to the City's collection, and serves as liaison to the Art Commission on all public art issues. To date in FY17, OACCE led two conservation projects and performed maintenance on three works. Efforts include the following:

- The move and temporary installation of Robert Indiana's *LOVE* (1976) statue from John F. Kennedy Plaza to Dilworth Park, where the statue will remain while the plaza is under construction;
- The conservation and relocation of Harry Bertoia's *Free Interpretation of Plant Forms* (1967) over the summer to the Woodmere Art Museum; and
- The acquisition of a \$25,000 National Endowment of the Arts grant for the conservation of Alexander Milne Calder's *William Penn* (1892) statue on City Hall. This project will begin in 2017.

OACCE's Percent for Art Program, mandated by City Ordinance, requires that up to one percent of the City's capital construction project budget be expended on site-specific public art. OACCE administers a competitive process and manages the implementation of each Percent for Art project for the City. New works of art are commissioned throughout the city's neighborhoods in public buildings, parks, and civic spaces. In the first half of FY17, two projects have been initiated and six have been completed, and 53% of the artists on active commissions are women or minorities.

Community Engagement: OACCE uses its social media presence, website (CreativePHL.org), and direct e-mail campaigns to link Philadelphians to cultural resources and opportunities. OACCE's impact and effectiveness are reflected by the number of people, organizations, and communities it engages. In FY17, OACCE launched a quarterly newsletter to highlight upcoming events and opportunities and to promote and support local arts and cultural endeavors.

Additional FY17 Initiatives:

OACCE is developing a comprehensive online *Access Inventory* of accessible arts and culture experiences for families and all Philadelphians. The Inventory will identify “pay-what-you-can” performances and free open dress rehearsals that are offered by Philadelphia’s cultural community, and will be a tool to promote equitable access to art and cultural experiences.



Score (2016) by Mark Stockton at the Urban Youth Academy at Marian Anderson Recreation Center, 740 S. 17th Street, commissioned by the City of Philadelphia's Percent for Art Program. Photo by Jamie Alvarez.

OACCE also leads the annual celebration of *Jazz Appreciation Month* in April by

honoring a Philadelphia jazz musician and working with partner organizations to establish and promote events. These events raise awareness of the city’s jazz heritage and vibrant jazz scene. In FY16, 115 jazz events and concerts took place throughout Philadelphia, marking an increase of 200% over the number of events in the prior year (from 38 events in FY15 to 115 events in FY16).

Finally, in June 2017 at the Prince Theater, OACCE will partner with the School District, St. Joseph’s Preparatory School, and Philadelphia Young Playwrights to develop the first *Philly Youth Theater Festival*. This regional youth theater showcase will present the region’s exceptional theater and drama programs, spotlight talented youth, and bring students together around a shared passion for theater.

PLANS FOR FISCAL YEARS 2018-2022:

OACCE plans to continue linking residents to arts and cultural resources and opportunities through access to arts education opportunities and artistic performances in neighborhoods, and by preserving the city's major public art assets. OACCE will also continue to partner with City offices and agencies to incorporate arts and cultural programming into their activities to engage communities around opportunities for creativity, and to increase Philadelphians' access to quality arts and cultural experiences.

Economic Opportunity: OACCE will continue to deliver community cultural programming to neighborhoods, with the goal of providing at least two programs in every Council District in FY18. OACCE will also collaborate with other City agencies to support a total of 30 performances in residential communities. In FY18, OACCE will take steps to increase the number of neighborhood performances, focusing on community sites such as libraries, recreation centers, parks, and older adult centers. OACCE will also continue to award grants to cultural organizations and teaching artists to present performances, exhibitions, and other activities at community sites seeking cultural programs and activities. This programming will aim to increase equitable access to art and cultural experiences for Philadelphians.

In addition, due to the positive reception of the Culture in the Courtyard/Parks on Tap collaborations in FY17, OACCE will partner with PPR, the Fairmount Park Conservancy and FCM Hospitality to include Parks on Tap at all evening Culture in the Courtyard performances in 2017.

Public Art: OACCE is a national leader in public art collection management, and will continue its stewardship of Philadelphia's world-class collection of public art by preserving nine works in FY18. These preservation efforts will range from minor repairs to complete stabilization and restoration of an historic work, along with routine maintenance. The City's Percent for Art Program, a first in the country and a continued leader in its administration, will initiate six projects and anticipates the completion of 14 projects in FY18. OACCE will continue to research how other major cities fund the maintenance and preservation of their public art collections, and will identify best practices for the City of Philadelphia.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Art in City Hall * – Exhibitions & Special Projects	22	20	31	35
Art in City Hall – Artists Supported **	750	1,397	1,440	1,440
Art in City Hall – Community Partners & Schools Engaged ***	159	96	105	105
Arts Education Fair – Organizations and Teaching Artists ****	N/A	53	53	60
Arts Education Fair – Attendees *****	N/A	200	200	300
Poet Laureate & Youth Poet Laureate – Events *****	76	45	60	60
Poet Laureate & Youth Poet Laureate – Event attendance *****	6,768	1,982	2,200	2,200
Community Cultural Programming – Performances	17	32	42	35
Cultural Community Partnerships – Partnerships	N/A	8	16	25
Community Cultural Programming & Partnerships – Attendance *****	8,467	13,685	15,000	15,000
Creative Industry Workshops – Number of Events	2	5	8	8
Creative Industry Workshops – Attendees	285	360	950	950
Percent for Art – Projects Initiated	3	2	7	6
Percent of Women and Minority Artists in Active Commissions *****	N/A	53%	35%	35%
Public Art – Conservation and Collection Management Projects	N/A	5	7	9
Subscribers via email	7,858	9,186	10,500	11,000
E-newsletters – average open rate	N/A	22%	25%	25%

* "Art in City Hall" measures include exhibitions and special projects in both the Art Gallery at City Hall and the 11 City Hall exhibition cases.

** This includes student, emerging, and professional artists.

*** FY16 partners included community groups, schools, and City agencies. FY17 and on includes community groups and schools.

**** OACCE partnered with the Kimmel Center on this Fair, starting in FY17, so no data is available for FY16.

***** FY17 is the second year of the current Laureate's two-year term, so fewer events and attendees are anticipated.

***** Starting in FY17, this includes "Culture in the Courtyard," which is a new program from FY17.

***** Due to factors beyond the program's control that affect the number of Percent for Art projects initiated annually by City operating departments (i.e. City construction budgets and timelines), OACCE maintains a 35% target for the current and future fiscal years.

AVIATION

MISSION

Proudly Connecting Philadelphia with the World. The Division of Aviation (the Division) is comprised of the Philadelphia International Airport (PHL) and the Northeast Philadelphia Airport (PNE) (PHL and PNE, collectively “the Airport”). The Division operates as a self-sustaining entity operating without the use of local tax dollars. The Aviation Fund is self-supporting, using Airline Revenue (aircraft landing fees, terminal building rentals, etc.) and Non-Airline Revenue (concessions, parking, and other facility charges) to fund annual expenses. In its endeavor to be a world class global gateway of choice for the city and the region, the Division collaborates with its stakeholders to offer the traveling public safe, clean, modern and convenient air transportation facilities while providing them the opportunity to sample a wide array of products and services that allow passengers a unique travel experience.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Capital Improvements: PHL’s ongoing capital development program manages various large- and small-scale improvements to modernize and enhance existing infrastructure, expand capacity, and improve overall efficiency. Recent projects include the opening of the Terminal E-F secure connector, which allows passengers to move among all Airport terminals without having to leave the secure area. Adjacent to the secure connector, the Airport opened a 34,000-square-foot baggage claim facility in Terminal F, which achieved LEED Gold



Terminal F Baggage Claim.

certification for its Leadership in Energy and Environmental Design. PHL also completed upgrades to its emergency generators to meet Environmental Protection Agency (EPA) guidelines for engine emissions; installed security bollards along the Departures Roadway; constructed a new 2,000-ton salt dome facility building to improve snow removal efforts; upgraded mechanical rooms; replaced roofs in two of its seven terminals; and completed stormwater improvements to increase draining capacity.

In the fall of 2015, PHL began upgrading its work-order and materials management systems to unite the two unintegrated systems and support the Division’s larger Enterprise Asset Management efforts. As of FY17, the upgraded Maximo software is being configured to fit PHL’s requirements. The impact and expectations of the Maximo upgrade include: reducing lifecycle costs for assets at PHL; enhancing customer service for passengers and airport users through more reliable facilities; use of cost-benefit analysis for rehabilitation and replacement decisions; and performing preventative and predictive maintenance within industry standards.

Customer Satisfaction: During the past year, the Airport has made numerous changes inside and outside the terminals to enhance overall customer satisfaction. The Airport recently installed seven Service Animal Relief Areas (SARAs) inside PHL's terminals. These SARAs provide passengers a convenient place to take their service dog, emotional support animal, or pet to relieve themselves without having to exit the terminal. PHL also worked with one of its concessionaires, Minute Suites, to arrange thirty minutes of free time inside the suites for nursing mothers. In addition, the Airport has been actively seeking feedback from passengers by conducting passenger satisfaction surveys. This data is being analyzed to help the Airport establish new customer satisfaction goals to enhance and create new hospitality and concession offerings. Results of the surveys will be used to help determine the implementation of new or improved customer hospitality programs, deployment of staffing and financial resources, possible new concessions and future capital projects to meet passenger needs.



Service Animal Relief Areas (SARAs).

In an effort to continue to provide new air service destinations for the region, in October 2016, PHL announced Icelandair would offer four seasonal nonstop flights per week between PHL and Reykjavik, Iceland, beginning in May 2017. In 2016, Frontier Airlines initiated air service to 13 new cities, including Nashville, New Orleans, San Antonio, and Austin, among several others.



Business Opportunity Forum.



Diversity and Inclusion: In October 2016, PHL hosted nearly 500 attendees at its third annual Business Opportunity Forum, where participants learned about upcoming contracting and concession opportunities at the Airport; best practices when competing for consulting and professional services contracts; and procurement requirements and responsibilities for the Airport. Attendees were also given the opportunity to become familiar with the Airport's job portal website, www.phljobportal.org, where job-seekers can connect with airport-related employers. As part of continuing outreach efforts, the Airport has taken on a more active role in engaging the surrounding community, and recently hosted a 5k run/walk, which benefited local community groups, including the Eastwick Friends and Neighbors Coalition and Habitat for Humanity, on Runway 8-26. PHL also sponsored various job-readiness skills development workshops for individuals seeking work as well as capacity-building workshops for small firms. In April, PHL hosted its annual Job Fair at the Liacouras Center. More than 30 businesses participated in order to fill 400 immediate

openings. The Job Fair also included several on-site resources for job-seekers, including a computer lab and one-on-one resume reviews.

PLANS FOR FISCAL YEARS 2018-2022:

Capital Development: In order to promote regional economic development and improve customer satisfaction within its facilities, the Airport will look to continue to expand and modernize its facilities. Improvements include over \$664 million in FY18 in investment to build new, and repair existing, infrastructure, including terminal improvements, with a complete transformation of the dining and retail experience in Terminal B. Additional plans also include: completion of a new Pavement and Grounds Administration Building; restroom upgrades; passenger loading bridge replacements; and other system infrastructure improvements. Renovations to the Airfield will include upgrades to the de-icing facility; completion of the Runway 9R-27L extension; and reconstruction of various taxiways and aprons. Security improvements will consist of the installation of bollards along the Arrivals Roadway; security hardening of critical sites; perimeter fencing; and airfield gate access upgrades. PHL also expects to complete the planning and design work for and begin construction of a consolidated rental car facility.

The Airport, along with its airline partners American Airlines and MarketPlace Philadelphia, will embark on a \$30 million capital investment project that will transform Terminal B into a world-class setting that combines comfort with beautiful, free-flowing spaces. The airport facility will be modernized with the introduction of 15 tech-driven gate lounges that allow guests to order food, drink, and amenities from the comfort of their gate. Upon completion of the planned project, travelers waiting for a flight will be able to access more than 1,000 iPads positioned throughout restaurants and gate lounges. Featuring the highly-esteemed hospitality group OTG's award-winning customer experience platform flo® tech, the iPads will allow guests to track their flight, browse the web, play games, and order food and amenities from intuitive visual menus, all delivered directly to their seat. Customers will also have access to more than 1,000 power ports with the redesigned terminal seating. The transformation of Terminal B is part of the Airport's goal to improve the travel experience of its passengers. Construction is expected to be completed in phases over the next 12 to 18 months.

In FY18 and in following years, PHL's upgraded Maximo system will be expected to provide the latest in mobile work order management technology and functionality. This functionality will include the use of smart devices to receive and track field work and routine inspections in real time, as well as to ensure complete and timely records for all activities work performed on the Division's assets.

Customer Satisfaction: Enhancing the customer experience is a top priority at PHL. PHL endeavors to be a reflection of the city and region through its art exhibitions, entertainment program, customer appreciation programs, hospitality, and concessions. The image of the Airport – its look, feel, and all of its amenities – creates a welcoming and memorable sense of place. PHL will continue its Exhibitions Program, which features artwork by artists and arts institutions from the region. In addition, Just Plane Fun, the Airport's summer-long customer appreciation program, offers free daily entertainment and activities for travelers of all ages, 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, PHL provides a Hospitality Program that designates sleeping zones where stranded passengers are provided cots, disposable pillows, and blankets, as well as vanity kits with personal care items. The Airport is also in the process of identifying space within the terminal buildings to design and build quiet rooms to be used by the traveling public for

meditation and prayer. Lastly, PHL recently negotiated a contract with American Express (AE) to construct a “Centurion Lounge,” which is an upscale lounge area available to AE cardholders, in Terminal A-West.

PHL will be conducting a quarterly Customer Satisfaction Survey in order to better understand passengers' needs with the goal of increasing customer service scores over the next five years. PHL is also continuing to work with airline partners to expand domestic and international offerings with the hope of establishing direct service to Asia. Frontier Airlines anticipates commencing direct service to Cuba in the near future.

Workforce Development: PHL continues to promote leadership in diversity and inclusion through its contract awards, outreach events and hiring practices. As well as being actively engaged around setting and monitoring minority participation goals for Airport contracts, the Airport will continue to promote use of its job portal site (www.phljobportal.org) as a resource for both employers needing to fill positions and individuals seeking employment with PHL; with other related airport entities, such as concessions, airlines, and car rental companies; and with federal agencies, such as the Transportation Security Administration (TSA). In addition, the Airport will continue to hold a jobs fair every year in order to recruit qualified candidates from within the City of Philadelphia.

While it is important to engage Philadelphia’s citizens once they have entered the workforce, the Airport will also continue to develop local youth through internships and temporary employment opportunities in order to increase their knowledge of the transportation and STEM (Science, Technology, Engineering, and Math) industries. Although not part of the Managing Director’s Office (MDO), the Airport is proud to be among the seven departments to pilot the MDO’s City as Model Employer strategy, aimed at creating viable pathways to permanent employment for 200 seasonal/temporary City workers over the next three years.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Enplaned passengers (million) *	15.68	7.64	15.25	15.00
Operations (# arrivals and departures)	407,968	197,083	393,000	390,000
Freight and Mail Cargo (tons)	437,758	232,312	455,000	455,000
Non-airline revenue (\$ million)	\$123.4	\$60.7	\$119.57	\$120.00
Retail/beverage sales (\$ million) **	\$200.93	\$102.14	\$193.50	\$190.00

* Over the course of calendar year 2016, American Airlines (AA) discontinued service to Brussels (AA discontinued all service to Brussels from the U.S.), Halifax, Tel Aviv and Zurich from PHL. Additionally, AA reduced the Frankfurt route from year-round to seasonal service from November 2016 through March 2017 (service will resume in April 2017), which, along with Brussels, was related to a change in alliance affiliation of pre-merger US Airways from Star Alliance to oneworld after the merger with American. AA also discontinued a second daily flight to London-Heathrow because of less-than-expected demand for a daytime London flight reflecting the change in economic conditions, events such as Brexit and the corresponding loss in value of the Euro which have contributed to reductions in passenger traffic from Europe to the U.S. The decline in Commuter traffic can also be attributed to the decrease in international traffic noted above, as 59% of PHL's overall international traffic is connecting service. In addition, commuter traffic is impacted by the nationwide pilot shortage affecting all airports and route systems. AA's post-merger business model is also impacting service at PHL and other hubs across the AA network as passengers shift to nonstop routings as well as connections over an expanded network of hubs. However, PHL maintains the critical role as American's primary transatlantic connecting hub in the AA network.

** The retail/beverage sales measure is being adjusted down for FY18 because PHL anticipates that one of its terminal buildings will be under construction for new renovations, which will cause temporary closure of some food and beverage locations.

BEHAVIORAL HEALTH

MISSION

The mission of the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS) is to strengthen and serve individuals and communities so that all Philadelphians can thrive.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Over the last year, DBHIDS has been focused on several key priorities to improve the social and emotional health of Philadelphia residents. Here are some of its major accomplishments:

Developing the Children's Mobile Crisis Stabilization Program and Expanding Services for Children: DBHIDS and Community Behavioral Health (CBH) have engaged in a comprehensive expansion of children's crisis services through two major initiatives, focused on early intervention and crisis resolution. Community-based mobile crisis and intervention services are being developed with services provided in the community and a focus on resolving or ameliorating behavioral health episodes or family challenges so that approximately 3,800 children can remain in their natural settings. Timely access to support and treatment will be emphasized in order to divert from the Crisis Response Center (CRC) and other emergency room admissions and to offer effective alternatives to inpatient care. CBH is also working to develop a new CRC, focused solely on children and reflecting a resolution-oriented approach to assessment and crisis intervention. In addition, 10,000 children received a trauma screening and assessment, and 12,000 received trauma-focused cognitive behavioral therapy through CBH.

Expanding support for infants and toddlers with developmental delays: In addition to serving 7,000 young children and their families in the past year, the Infant Toddler Early Intervention program has expanded its programming to meet the needs of families in Philadelphia. This includes an initiative to address the growing number of young children who demonstrate social-emotional concerns through assessment, identification, prevention, and intervention. There was also an increase in outreach to at-risk populations, including families in emergency and transitional housing.

Combating opioid addiction: In addition to co-chairing a citywide Opioid Task Force, DBHIDS is expanding Medication Assisted Treatment for opioid addiction by creating 500 additional methadone treatment slots, doubling the number of outpatient treatment providers in the system that offer buprenorphine (there are now over 1,000 slots), and piloting the introduction of a third medication alternative, Vivitrol. At the same time, DBHIDS is offering widespread, systematic Narcan training and support to their employees and affiliated programs to reduce overdose deaths. DBHIDS, through CBH, also offered guidance to its provider network around safe prescribing of opioids, particularly benzodiazepines. CBH is also working with the Department of Public Health (DPH) to devise comprehensive opioid prescribing guidelines.

Establishing new community-based, trauma-informed services: Philadelphia received \$6 million in new grants to expand supports for the emotional and behavioral needs of children, adolescents and their families, particularly for those who have experienced trauma. This fiscal year, DBHIDS also launched the Network of Neighbors Responding to Violence initiative to provide trauma support to communities in the immediate aftermath of violence. Also in FY17, DBHIDS expanded Healing Hurt People, a hospital-based program

which provides trauma-informed care to survivors of gun violence and assault to reduce retaliatory violence, provide community outreach and engage areas of high violence, to five new trauma centers.

Expanding resources for people in the criminal justice system: For individuals who have been deemed incompetent to stand trial, there have been three new treatment facilities opened and 100 more subsidies for permanent supportive housing allocated for those with criminal justice involvement. There will be 100 subsidies over three years, targeted to Norristown forensic clients. At the same time, DBHIDS is looking at ways to support the behavioral health needs of individuals deemed incompetent that would divert them from prison or extended hospital stays.

Expanding housing and supports for individuals in need of supportive services: DBHIDS is also expanding housing options by over 300 units for special needs populations, including the chronically homeless, transition-age youth, seniors, and those at risk of entering institutional care. There are approximately 1,400 individuals in this supportive housing, and DBHIDS will be adding an additional 200 subsidies (in addition to the 100 for Norristown forensic clients) over the next three years. At the same time, support services are also increasing, including the addition of a homeless outreach team in Kensington, mobile psychiatric rehabilitation services, and a certified peer specialist.

Strengthening client-centered approach to services: CBH led efforts to identify clients with severe and persistent mental illness and is working with acute inpatient providers and targeted case management providers to develop integrated care plans that address mental health and physical health needs.

Developing community expertise: DBHIDS continues to grow its team of Certified Peer Specialists, individuals who self-identify as a person with a serious behavioral health disorder (mental illness, or co-occurring disorder) with lived experiences and who support others through their recovery process. DBHIDS has trained 726 Peer Specialists to date. Through partnerships with various stakeholders, there is a vested interest to develop career pathways to facilitate sustained independence for Certified Peer and Recovery Specialists.

Fostering a community conversation on behavioral health and intellectual disability: DBHIDS has increased its community outreach activities to promote awareness and access to prevention, early intervention and treatment services by participating in more than 300 community-related activities, including resource fairs, conferences, and grassroots neighborhood activities. This serves as an 80-85% growth in community engagement activities from 2015. It has also conducted 8,500 depression screenings through its website and trained over 5,000 people in Mental Health First Aid.

As part of this work, DBHIDS also continues to engage men of color, including 13 in-school conversations about resilience and overcoming adversity. In addition, it continues to use community-based public art to cultivate community connection and conversation. Through the creation of participatory community-driven art, DBHIDS, in partnership with the Mural Arts Program, has engaged over 3,000 community members to date. DBHIDS also hosted several events throughout the year that celebrated the work of intellectual disability professionals, and connected individuals with intellectual disability resources for housing and employment. This is in addition to providing employment services for over 500 people with an intellectual disability.

PLANS FOR FISCAL YEARS 2018-2022:

DBHIDS will continue to work collaboratively with local, state and federal partners to ensure Philadelphia has access to quality mental health support as well as to provide emergency and crisis intervention services; rehabilitation; individual and group counseling; residential programs; family support programs; consumer-run services; Early Intervention services (birth to 3 years of age); in-home supports, respite services, adult day, community living, life-sharing and employment services for individuals with intellectual disabilities; and training and education. Some of the key priorities that will guide DBHIDS' work over the next five years include the following:

Developing the Children's Mobile Crisis Stabilization and Expanding Services for Children and Youth: DBHIDS is focused on better serving children, youth, and families in crisis as well as work to ensure that children's behavioral health needs are addressed before their needs become a crisis. As part of that, DBHIDS will expand the capacity of High Fidelity Wraparound planning processes for youth and families with intensive needs; partner with the Mental Health Association of Southeastern Pennsylvania (MHASP) to develop and create an independent, family-run organization that serves families of children with behavioral health needs; and expand school-based services, including the implementation of an intensive clinical treatment program embedded in school buildings.

Expanding support for infants and toddlers with developmental delays: DBHIDS will continue to grow its supports for young children to ensure they are achieving key developmental milestones. Efforts over the next five years include establishing a network of Early Intervention providers that will identify individuals and families at risk of developing substance use disorders and work with them before treatment is needed.

Addressing behavioral health crises: DBHIDS looks to continue to become more responsive to behavioral health crises. Its approach includes the development of a centralized, state-of-the-art dispatch and crisis center.

Expanding housing and supports for individuals in need of supportive services: DBHIDS will continue to work on stabilizing vulnerable populations. Specifically, DBHIDS will increase drug and alcohol Housing First capacity with a specific focus on people who are chronically homeless.

Combating opioid addiction: DBHIDS maintains a strong commitment to addressing the opioid crisis. Over the next year, it looks to complete the development of the Mayor's Opioid Task Force report and begin implementing its recommendations over the next few years.

Expanding resources for people in the criminal justice system: DBHIDS will continue to expand services for individuals who have been deemed incompetent to stand trial, including the establishment of a full Mobile Forensic Support Team and establishing a Mobile Peer Workforce to better support criminal justice-involved populations.

Expand services and outreach to immigrant communities: DBHIDS will look at how to ensure immigrant communities utilize needed behavioral health services. Upcoming activities include the establishment of an advisory board to assist and support outreach and services to immigrant communities, and the development of a peer support program for refugee and immigrant youth and adults.

Connecting individuals with an intellectual disAbility with employment and other services: Over the next five years, DBHIDS will continue to focus on efforts to increase employment for individuals with an intellectual disability and ensure that individuals receive community-based, inclusive services. This will

include working with schools to support transition planning and connections to employment; implementing a peer support model to encourage families to pursue employment and employment supports; and explore the development of a community collaborative in conjunction with the Philadelphia Interagency Coordinating Council of Early Intervention to enhance and expand community-based supports that are easily accessible by individuals with an intellectual disability or developmental delay.

Fostering a community conversation on behavioral health and intellectual disability: This includes continued work to create safe spaces for men and boys of color to share their experiences of trauma and connection to services; partnering with communities and providers to develop and participate in awareness-building activities around behavioral health; training an additional 400 trauma responders for the Network of Neighbors initiative; and developing an assessment tool to assess the capacity and challenges of internal and external providers to better identify gaps in service.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of new admissions to Residential Treatment Facilities	636	306	680	650
Number of unique clients served in out-of-state residential treatment facilities	14	5	35	25
Number of unique clients served in out-patient treatment facilities	85,601	62,302	81,000	85,000
Percent of clients who receive follow-up 30 days after discharge from an inpatient psychiatric facility	59.0%	57.0%	60.0%	60.0%
Percent of clients readmitted within 30 days of discharge from inpatient psychiatric facility (Substance Abuse & non-Substance Abuse)	14.0%	13.5%	12.0%	12.0%
Percent of individuals with behavioral health challenges in need of supportive housing services receiving those services *	N/A		Create baseline in 2017	
Reduce percent of children hospitalized while awaiting outpatient care for behavioral health issues *	N/A		Create baseline in 2017	
Reduce time spent from onset of seeking employment to securing employment for persons with intellectual disabilities *	N/A		Create baseline in 2017	

* New measures to be established. Will begin using in FY18. FY18 targets not yet available.

CHIEF ADMINISTRATIVE OFFICER

MISSION

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

The CAO accomplishes this work through the following programs:

- **Bureau of Administrative Adjudication (BAA):** BAA, under the Philadelphia code, is the City's agency that is responsible for the resolution of parking ticket disputes.
- **Office of Administrative Review (OAR):** OAR reviews cases where citizens disagree with a fine, violation notice, or other administrative decisions made by the City of Philadelphia. OAR provides a consistent appeal process, administers hearings and judgments, and manages the financial aspects of disputed cases. This program also includes the Tax Review Board, which is the official agency to which taxpayers may appeal decisions made by the Revenue Department concerning tax liability.
- **Strategic Direction and Transformation:** This program contains four units, each of which fulfills a strategic role in the City's administrative management.

Administration: This unit supports the operations of the CAO's departments and functions and focuses on process improvement, performance, transformation, and innovation.

Human Resource and Talent (HR&T): This unit supports the continued development of a talented and diverse City workforce by utilizing modern and transformational talent management strategies.

Contracts: This unit supports departments as they develop, post, award, and manage requests for proposals (RFPs) and professional services contracts. This unit also supports vendors in applying for those contracts and complying with Chapter 17-1400 of the Philadelphia Code.

Open Data and Digital Transformation (ODDT): Through transparent, efficient, and effective services, ODDT helps departments publish open data. ODDT also collaborates with departments, the public, and other stakeholders, employing human-centered design methods, to create digital services that support the success and well-being of all Philadelphians.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Strategic Direction and Transformation: *Administration:* In FY17, the CAO took a deep dive into the City's purchasing processes for both Procurement and Professional Services, creating and implementing a strategy to modernize citywide procurement through process improvement, stakeholder engagement, and organizational change. One outcome of this strategy was implementation of a new web-based procurement system, PHLContracts. CAO also partnered with the City's purchasing departments and focused on vendor outreach and engagement. As a result, the number of days needed to get a contract conformed has been reduced by 21% from 137 days in FY16 to 108 days in FY17. In FY15, this was as high as 183 days.

On December 8, 2016, City Council passed "Best Value" legislation, which was subsequently signed by the Mayor on December 20th and will appear as a ballot question for voter approval in May 2017. If adopted, this proposed Charter change would enable Philadelphia to use "Best Value Procurement." This best

practice, which is used in 18 of the 20 largest US cities, will allow the City to modernize its purchasing practices. This change in procurement, particularly for complex contracts such as large-scale Public Works projects, will allow the City to evaluate vendors on factors other than price alone, including how the vendor delivered on-time, on-budget, as well as meeting or exceeding diversity goals.

Human Resource and Talent (HR&T): To increase the diversity of exempt hires, HR&T developed and implemented a set of guidelines for the exempt hiring process. These guidelines are designed to help departments and agencies adopt best practices and track their progress for exempt recruiting and hiring.

The first-ever City government career fair was held in December 2016, and over 2,500 people attended. Attendees heard from over 25 departments and agencies that were highlighting their current and future career opportunities. Participants learned how to access positions when they come available within City government for both exempt and civil service opportunities.

HR&T also purchased and configured learning management software (LMS), which will provide a cost-effective online learning option for city employees. LMS will increase the City's capacity to provide trainings and will be the foundation for a training platform to support City employees' development. Phase one, which involves implementing LMS with five departments, will be completed by the end of FY17.

Contracts Legislation Unit (CLU): In FY17, the CAO launched electronic signatures for Professional Services Contracts through DocuSign. DocuSign is anticipated to reduce time in the contract conformance process, allowing more contracts to be completed on time. This, in turn, enables departments to pay their vendors in a timelier manner. To date, this electronic signature system has been implemented in OIT, at the Department of Human Services, at the Airport, and at the Commerce Department., saving as many as 36 days in the contract conformance process from contract assembly to conformance. CAO expects to roll this out to all other City departments by the end of calendar year 2017.

Open Data and Digital Transformation (ODDT): In FY17, ODDT launched a "Beta" version of its website redesign: www.beta.phila.gov. The new site was reorganized to be more user-friendly. Plain-language pages were created to display information that residents seek most frequently. The Beta site features a simplified homepage that acts as a throughway to common requests, City service updates, neighborhood and community action resources, government transparency content, and pressing news. Global navigation has also been introduced, allowing users to find City services, programs, news and events, and forms in centralized locations on the site, regardless of the City agency with which a given item is associated. The services section is the most developed area of the Beta site, and users can access frequently-sought-after services through concrete categories, such as *Payments, Assistance, and Taxes*; *Culture and Recreation*; and *Birth, Marriage, and Life Events*. In addition to its website redesign efforts in FY17, ODDT also released 11 new open data sets and built interactive dashboards, empowering residents to explore community health indicators, building violations, vacant property indicators, and more.

In FY17, the Performance Management unit, which was then under CAO, launched the first Resident Survey in over 10 years to solicit community feedback on city services. Survey results will be used to identify opportunities for improvement across departments and will help the City prioritize strategic initiatives and better serve citizens overall. A report will be released in spring 2017 under the Managing Director's Office.

PLANS FOR FISCAL YEARS 2018-2022:

Bureau of Administrative Adjudication (BAA): BAA will continue to provide administrative hearings for disputed parking tickets and vehicle seizures/impoundment while exploring providing its customers with more convenient options to appeal parking tickets. Over the course of the Plan, BAA will evaluate other ways to modernize its systems, processes, and general customer service.

FY18 Objectives				
<ul style="list-style-type: none"> BAA aims to provide clients with convenient and prompt hearings and resolutions. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Average number of days from receiving a hearing request via regular mail to making a disposition (decision by hearing officer)	54.3	63.3	56.4	45.0
Average number of days from receiving a hearing request online to making a disposition (decision by hearing officer)	78.5	83.5	80.0	60.0
Hearing decisions entered across all categories (in-person, online, mail, phone, other) *	120,749	68,559	132,338	135,000

* Estimate based on prior years.

Office of Administrative Review (OAR): OAR will continue to strive to improve customer service at all points where the Office interfaces with the public and with other City departments and agencies. OAR will seek to identify and implement operational process improvements, such as faster distribution of first notifications and correspondence for handwritten Code Violation Notices (CVNs) and initiation of an administrative review process that is designed specifically for Water Department and Water Revenue Bureau taxpayer assistance programs, in order to better serve the public.

FY18 Objectives				
<ul style="list-style-type: none"> Shorten the timeframe for mailing of first correspondence for handwritten CVNs to four weeks. Add Water Revenue Bureau and Water Department administrative reviews for taxpayer assistance programs. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Time between violation issued date and first notice for handwritten CVNs (weeks) *	4	8	6	4
Wait time between request for review and hearing date for CVNs (weeks) **	3	4	4	4
<i>Wait time between request for review and hearing date for Tax Review Board (months):</i>				
Real estate interest and penalty	4	7	5	4
Water Revenue/Water Department	2	3	3	3
Business taxes	8	6	3	3
Refuse collection fees	6	6	4	4

* Current notice time varies for electronic issuance and handwritten CVNs.

** CAO's goal is to maintain this current wait time.

Strategic Direction and Transformation: Administration: Along with specific plans discussed above, this program will continue to support the CAO's departments and functions in meeting their FY18-22 goals.

Human Resource and Talent (HR&T): HR&T remains dedicated to providing broad access to learning experiences and will work over the FY18-22 Plan towards enabling all departments to access the learning management system, delivering valuable eLearning content developed by departments, as well as investing in a suite of blended development programs. This type of learning experience is an efficient way for the City to communicate to employees on important topics.

Contracts Legislation Unit (CLU): CAO will also look at RFP process improvements, using templates to try and simplify the process for both the city and RFP respondents. The CAO does not want to overcomplicate procedures and aims to increase the number of respondents to RFPs in order to avail the City of a more robust vendor pool. The CAO will further examine the City's purchasing processes for both Procurement and Professional Services contracts in order to identify process improvements.

Open Data and Digital Transformation (ODDT): ODDT will work on many website functions for the City over the course of the FY18-22 Plan. Every department will have a redesigned Beta website with basic information and services. ODDT will complete the beta platform, and the Beta site will be transformed into the new *Phila.gov*. All departments will have a presence on the Beta site through landing pages by June 30, 2017. The digital standards for website design are in process and are actively being populated on the site. For larger departments with more community-based need for services and information, ODDT plans to reengineer their webpages. ODDT will also continue to publish datasets that make city government more transparent, drive business, improve service delivery, and/or facilitate civic engagement. ODDT will also work on building IT infrastructure for consistent, open data publishing that can be maintained easily.

FY18 Objectives

Administration:

- Complete the implementation of electronic signatures for Professional Services Contracts.

Human Resources & Talent (HR&T):

- Have all exempt position openings posted in central location.
- All departments have access to learning management system.
- Centrally onboard 50% of new employees (excluding uniform employees and laborers).
- Deliver 12 instructor-led training programs.

Contracts Legislation Unit:

- Increase the average number of vendors responding to professional services contract opportunities. (The average is currently 5.8 responses per opportunity.)
- Decrease average number of days to fully execute a contract (from RFP origination to execution) to 90 days.

Open Data and Digital Transformation (ODDT):

- Increase the percentage of web traffic fulfilled by pages that meet digital standards* to 60%.
- Create a basic presence for every department on the new web platform.
- Build remaining sections of the new *phila.gov* and launch it as the primary city government website.
- Publish 10 high-value (as evidenced by public interest) open datasets.

FY18 Performance Measures

Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of exempt positions posted centrally **	N/A	40%	50%	80%
Number of new hires onboarded centrally **	N/A	45	175	250
Contract conformance times	108	101	100	90
Percentage of web traffic fulfilled by pages that meet digital standards	22%	40%	45%	60%

* A page that meets digital standards is mobile-friendly, accessible, clearly organized, and written using plain language. See standards.phila.gov for more information.

** No FY16 actual available; measure is new.

CITY REPRESENTATIVE

MISSION

The Office of the City Representative (OCR) promotes and markets Philadelphia as a world-class destination for tourists, visitors, and businesses, and works to improve residents' quality of life. The City Representative attends civic, business, and social functions on behalf of the Mayor, and liaises with international delegations to promote the City for business and leisure. The Office also produces special events, provides ceremonial documents and gifts of recognition, and honors dignitaries.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

OCR identifies and implements new ways to promote and market Philadelphia. Through collaborative efforts engaging external organizations, City departments, and City Council, OCR produces high-caliber events that are cost-effective, free and fun for all, and that propel the City forward regionally, nationally, and internationally. The City Representative also serves on several tourism agency boards and works with the tourism, meeting, and convention markets to attract visitors and businesses to Philadelphia.

The City Representative also serves as the City's external relations person, representing the Mayor in ceremonial duties and serving as the City's ambassador. OCR receives hundreds of invitations to attend nonprofit organizations' engagements each year. In addition, during the first half of FY17, the City Representative met with high-level international dignitaries from Argentina, Canada, China, Indonesia, Ireland, Italy, Japan, Mongolia, and Taiwan, among others.

As requested by the Mayor, OCR plans and produces celebrations, rallies and parades, welcome programs and receptions, memorial ceremonies, ground-breakings

and ribbon-cuttings, and tours for event and convention decision-makers. Highlights from the past year include the Villanova NCAA basketball championship parade, flag-raising ceremonies, the 2016 Rio Olympic athletes' recognition ceremony, the Amtrak 188 remembrance, and attracting the upcoming 2017 NFL Draft. OCR ensures that a unified marketing message is conveyed to local, regional, national, and international audiences, and that events are sustainable, cost-effective, present low budget impact for city services, and align with the Mayor's Pillars.

In the first half of FY17, OCR responded to 275 requests from citizens, nonprofits, businesses, and others to create Mayoral ceremonial documents. OCR also provided nearly 400 gifts of recognition and is on track to provide an annual total of 1,750 gifts by year-end as part of the City's promotion strategy.



Performers from the Philadelphia area, including Leslie Odom Jr., Tony Award winner from the musical Hamilton, and actor and television producer/director Tom Verica, at the 2016 Wawa Welcome America Festival.

Additionally, OCR's community and cultural programming reached more than 1.5 million people during the first half of the fiscal year. Highlights include the following:

Wawa Welcome America Festival: This annual multi-day festival, produced in partnership with Welcome America, Inc., commemorates and celebrates Independence Day in Philadelphia. In 2016, free activities, including movie screenings and educational activities, were produced within the City's neighborhoods including South Philadelphia, West Philadelphia, Northern Liberties, Center City, Old City, Art Museum, and Parkside, among others. The Office also produced the Celebration of Freedom Ceremony at Independence Hall, featuring Tony Award-winning actor Leslie Odom Jr. and actor/producer Tom Verica. Additionally, the City presented two awards: the new Philadelphia Magis Award, honoring the memory of the 64 students of Edison High School who served and died in the Vietnam War; and a lifetime achievement award, honoring legendary, local musicians and producers Gamble and Huff. The program was broadcast live on NBC10, Telemundo, and affiliates, with more than four million viewers tuning in.

Mighty Writers: During the week of the Democratic National Convention (DNC), in partnership with the Philadelphia-based nonprofit, Mighty Writers, OCR produced an attempt at a Guinness World Record for the most children writing an essay simultaneously. Over 1,000 children congregated on the steps of the Art



City Representative Sheila Hess presents a proclamation to Mighty Writers' Tim Whittaker, kicking off the event at the Art Museum.

Museum and wrote essays with the theme, "If I Were President."

Philly Free Streets: On September 24, 2016, in partnership with the City's Office of Transportation and Infrastructure Systems (oTIS), OCR helped produce Philadelphia's inaugural "Free Streets" day. For this event, 10 miles of City streets were temporarily closed to vehicles, inviting people to walk, bike, and play. OCR worked with oTIS to develop experiential elements for the event; these elements included producing an events stage in Fairmount Park and securing key sponsors, including Snap Kitchen and Veafitness.

Philadelphia International Unity Cup (PIUC): Festival and Parade: In fall 2016, Philadelphia Parks and Recreation (PPR) and the Office of Immigrant Affairs (OIA) collaborated to produce the inaugural Philadelphia International Unity Cup, a 32-team, World Cup-style tournament made up of the City's many immigrant groups. For the Championship Game on November 5, 2016 at Citizen's Bank Park, OCR worked with these City partners to produce the Gateway of Nations Festival and the Parade of Nations. The Festival presented free, multicultural music performances; culturally diverse food trucks; craft vendors; and City agency and nonprofit information tables. The Parade featured each team marching into the stadium, and spotlighted each team's customized country banner, created by Mural Arts program participants, in visual celebration of each nation's heritage. The PIUC helped to cultivate a culture of inclusion, which is a priority for the Administration.

Philadelphia Marathon: In November 2016, in a new partnership with PPR, OCR helped to produce the 23rd annual Philadelphia Marathon. Together, PPR and OCR collaborated to market, promote, and provide

logistical support for a full weekend for both runners and spectators. In order to increase registration numbers for both the Half and Full Marathons, a new, separate race day schedule was established. Twenty-eight thousand runners registered in 2016.

Holiday Festival and Tree-Lighting: Also in November 2016, in partnership with Welcome America, Inc. and the Center City District (CCD), OCR helped to launch the inaugural seven-week Philly Holiday Festival with a tree-lighting celebration in front of City Hall on Small Business Saturday. The Festival also featured special holiday events, such as tree- and menorah-lightings throughout Philadelphia's neighborhoods. CCD pedestrian counts during the festival logged an average of 36,000 people on weekdays and



Crowds gather for City Hall tree-lighting ceremony in 2016.

over 37,500 on weekends, more than the number logged during the DNC. Residents and visitors were also encouraged to shop locally throughout the season.

PLANS FOR FISCAL YEARS 2018-2022:

The first six months of FY17 have been fast-paced, and growth in the volume of requests, new partnerships, and new events suggests that demand for OCR's expertise is increasing and will continue to increase. OCR will also continue to identify event opportunities that have the potential to boost the local economy, and OCR will continue to encourage organizers to hold events in Philadelphia. New attractions in the Historic District (the Museum of the American Revolution, the American Bible Society, and the expanded Independence Visitor Center) will be a focal point in OCR's promotion efforts over the next five years.

The Office will continue to focus on marketing and promoting Philadelphia, both externally and internally. OCR will continue to work to foster a citywide culture of inclusion through community-based events, and will continue to pursue external partnerships that enable OCR to promote the City in an efficient and cost-effective manner while also serving the City's diverse neighborhoods. By extending the reach of its partnerships to neighborhood entities, OCR will take steps to identify new, small- to medium-sized events to produce throughout the City. At the same time, OCR will also enhance and expand existing events, while working to keep them open, inclusive, and inexpensive to produce. Existing opportunities that are slated for expansion in FY18 include Philly Free Streets, the Philadelphia International Unity Cup, and International Flag Raising Ceremonies.

In part because of the city's designation as the nation's first World Heritage City in 2015, interest in Philadelphia as a travel destination and as an international business hub has trended upward and is expected to continue to increase. In response to the increasing number of inquiries from international dignitaries, OCR partnered with Commerce and Citizen Diplomacy International to establish a single communications channel through which to correspond. As a result, OCR, Commerce, and City Hall can coordinate their

response to international inquiries more efficiently and effectively. Philadelphia also expects to see increased tourism from international leisure visitors, and language access will be part of the OCR's role in promoting the City's status with tourism partners. The OCR will also work with the Mayor's Commissions and OIA on these efforts and will increase its social media outreach to increase visibility for Philadelphia through event photos and key messaging.

FY18 Objectives				
<ul style="list-style-type: none"> • Increase number of small-scale events by 15% over FY17 target by the end of FY18. • Increase number of outside partners by 15% over FY17 target (approximately five new partners) by the end of FY18. 				
FY18 Performance Measures				
Measure	FY16 Actual *	FY17 YTD	FY17 Estimate	FY18 Target
Number of special events **	N/A	12	39	45
Number of outside partners ***	N/A	30	39	44
Number of international meetings	N/A	10	25	30
Number of international flag-raising ****	N/A	0	10	21
Number of events at which OCR represents the Mayor	N/A	49	85	95

* FY16 data is not available for these measures.

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

*** Outside partners are entities and organizations external to City government.

**** OCR began producing these in January 2017; numbers represent only six months of FY17.

CITY TREASURER

MISSION

The Office of the City Treasurer's (CTO) mission is 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 CTO also works to improve and maintain the City's credit ratings.

The CTO accomplishes this work through the following programs:

- **Banking & Investment Management:** The CTO manages new and outstanding City debt in accordance with the City's Debt Management Policies, maximizes the value received from new financings, and minimizes interest and transaction costs. The City of Philadelphia issues debt primarily to finance capital projects and major equipment acquisitions. In an effort to effectively manage the City's debt, CTO implements measures that promote financial integrity, flexibility, and credit strength.
- **Debt Management:** The CTO manages the custodial banking of all City funds by encouraging standards and practices consistent with safeguarding City funds and aims to maximize the amount of cash available for investment after meeting daily cash requirements. The CTO serves as the disbursing agent for checks and electronic payments from the City.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Banking and Investment: To date in FY17, the CTO enrolled over 1,500 new participants in the City's payroll card program. This increase was primarily driven by the requirement in the new collective bargaining agreement with District Council 33 (DC33) that the union's members receive their bi-weekly payroll via electronic payment. As a large population of employees in DC33 were receiving paper checks, this change required communication and significant coordination among the CTO, Payroll, and Human Resources staff throughout the City in order to ensure a smooth transition for the impacted employees. Additionally, the CTO continued to enroll newly hired exempt and non-represented employees who had not previously enrolled in direct deposit into the program.

Since the beginning of FY17, the mandatory conversion of exempt, non-represented, and DC33 employees to electronic bi-weekly payroll payments and on-going efforts to encourage employees to convert to electronic payroll payments has resulted in a reduction of approximately 4,000 payroll checks per month. As of December 2016, the percentage of employees that currently receive a live check is 6.6%, which equals 1,965 employees. As the number of employees being paid with paper checks diminishes, this reduces bank fees, as electronic payments are cheaper to process than paper check payments.

Debt Management: In 2016, the City completed three bond refunding transactions, as shown in the table below, and expects to complete two additional bond refunding transactions before the conclusion of FY17. CTO's management of the City's bond issuance, refunding, and credit strategies has saved approximately \$11 million in net present value savings (NPV) with resultant cashflow savings of approximately \$828,000 per year for the City's General Fund and approximately \$68 million in NPV with cashflow savings of approximately \$5 million for the Enterprise Funds (Philadelphia Gas Works and Water). CTO will continue to manage the debt portfolio and seek additional opportunities for savings.

2017 Refunding Transactions - Savings Summary							
Date	Type	Issue	First FY Budgetary Savings	Annualized Budgetary Savings*	Total Budgetary Savings	Total PV Savings	NPV % of Par
Jan 2016	Refunding	PAID 2016A & B	\$ 1,569,596.67	\$ 828,840.40	\$ 14,090,291.67	\$ 11,685,856.20	11.00%
Aug 2016	Refunding	PGW 14th Series	\$ 22,410,770.00	\$ 3,232,072.27	\$ 71,105,601.00	\$ 58,460,937.00	10.86%
Oct 2016	Refunding	PWD Series 2016	\$ 1,673,587.50	\$ 2,571,060.40	\$ 51,421,208.33	\$ 40,868,953.00	13.8%
TOTAL			\$ 25,653,954.17	\$ 6,631,973.07	\$ 136,617,101.00	\$ 111,015,746.20	
*Annualized budgetary savings is inclusive of first FY budgetary savings							

In conjunction with Philadelphia Gas Works' (PGW) 14th Series 2016 refunding, Standard and Poor's Global (S&P) raised PGW's credit rating from an A- to an A, noting PGW's strengthened coverage of fixed costs over the last two years and the expectation of additional improvement over the next five years. In conjunction with the same refunding, Moody's Investor Services (Moody's) revised PGW's outlook from Stable to Positive. Moody's cites PGW's sound fiscal management, credit supportive regulatory environment, and improving operations as factors that could lead to a future upgrade within 18 months.

In conjunction with Philadelphia Water Department's (PWD) Series 2016 bond refunding, S&P raised PWD's rating from an A to an A+. S&P noted PWD's very strong risk profile supported by a large available rate stabilization fund, debt coverage exceeding minimum levels, and strong operational financial management.

PLANS FOR FISCAL YEARS 2018-2022

Banking & Investment Management: Over the next several fiscal years, the CTO will design, implement, and launch a Treasury Management System (TMS), in partnership with the Office of Innovation and Technology. In the short term, a TMS will provide the CTO with the ability to automate a highly manual and spreadsheet-dependent process. Additionally, the consolidated cash forecasting process will be automated with the launch of a TMS. Another key benefit of the TMS will be a centralized, secured and standardized system for administering the City's over 300 bank and investment accounts. This will ensure that authorized users of accounts are routinely updated and monitored, and will also allow the CTO to provide a more in-depth review of commercial banking fees, ensuring that the City is being provided services at beneficial prices and also allowing a timely audit of fees actually charged versus negotiated fees.

FY18 Objectives				
<ul style="list-style-type: none"> Extend the duration of the City's investment portfolios by at least one month beyond the portfolio's benchmark by the end of the calendar year. Reduce the number of paper checks printed by the City Treasurer's Office by 5%, in FY 2018. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Con-cash actual investment return (1 year)	.0038%	.0056%	Meet and/or exceed portfolio benchmark	Meet and/or exceed portfolio benchmark

Debt Management: Over the next five years of the Plan, the CTO will continue to manage new and outstanding City debt. The chart below lists the currently proposed debt transactions for calendar year 2017.

Timeframe	Transaction
January 2017	General Obligation Refunding (Current and Advance)
February 2017	Philadelphia Municipal Authority Refunding (General Fund Obligation)
Spring 2017	Water Department New Money
Spring 2017	Airport Revenue New Money and Refunding
Summer 2017	Philadelphia Authority for Industrial Development (Rebuild) (General Fund Obligation)
Summer 2017	General Obligation New Money
Summer 2017	Gas Works Revenue New Money
Summer 2017	Philadelphia Authority for Industrial Development (Affordable Housing Program) (General Fund Obligation)
Fall 2017	Tax and Revenue Anticipation Note

FY18 Objectives				
<ul style="list-style-type: none"> Removal of the Negative Outlook from Fitch and Moody's while maintaining the current credit rating on the City's General Obligation credit in FY18. Increase the participation of institutional buyers in the City's General Obligation (GO) investor pool by 4% in FY18. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Net present value savings of the refunded bonds for General Obligations (GO) debt versus the City's debt policy*	12.10%	9.63%	11.00%	≥ 3.00%
Net present value savings of the refunded bonds for Water debt	13.98%	13.80%	13.80%	≥ 3.00%
Net present value savings of the refunded bonds for Gas debt	11.02%	10.86%	10.86%	≥ 3.00%
Net present value savings of the refunded bonds for Airport debt **	9.48%	N/A	5.00%	≥ 3.00%

*The City's policy is that the present value savings on refunded bonds for GO debt should be at least three percent of the principal amount of the refunded debt incorporating all costs of issuance.

** CTO did not have an Airport transaction during Calendar Year 2016, so there is no YTD figure available.

COMMERCE

MISSION

The mission of the Department of Commerce is to ensure that Philadelphia is a globally-competitive city where employers hire, entrepreneurs thrive, and innovation abounds; to recruit and retain a diverse set of businesses; to foster economic opportunities for all Philadelphians in all neighborhoods; and to partner with workforce development programs and local businesses on talent development with the goal of ensuring that all Philadelphians can find and retain living-wage jobs.

Commerce accomplishes this work through the following programs:

- **Economic Development:** This program is comprised of two Offices. All of the services provided through these two Offices are aimed at building a robust business environment in Philadelphia, increasing job opportunities, and ensuring the availability of a talent pipeline equipped for Philadelphia's rapidly changing and growing economy.
The Office of Neighborhood Business Services (ONBS): ONBS provides assistance and grants to businesses, with a focus on neighborhood commercial corridors. ONBS also supports the economic development of these corridors through grants and programming that promote stronger Community Development Corporations (CDCs), business façade improvements, streetscape enhancements, business attraction and real estate development, and clean and safe efforts through Business Improvement Districts (BIDs). ONBS also houses the Office of Business Services, which is a unit dedicated to supporting businesses in every stage of their growth.
Office of Business Development (OBD): OBD focuses on two primary areas: business attraction and retention, and workforce development. OBD works to attract domestic and international companies to locate within Philadelphia, and also fosters relationships with existing businesses to encourage them to remain in the City. Commerce works with other economic development partners to inform businesses about applicable resources such as tax credits, workforce training dollars, and low-interest financing for fit-out and equipment, so that a business may apply these tools to grow employment in Philadelphia. When recruiting companies, OBD promotes Philadelphia's assets, offers tours of commercial space, and may offer an incentive package to a company when job creation and revenue opportunities are significant. OBD is also responsible for ensuring that a prepared and diverse workforce is available. OBD also engages with partners to support Philadelphians with college-readiness, post-secondary re-engagement, and career preparation.
- **Office of Economic Opportunity (OEO):** This Office ensures that Minority-, Women-, and Disabled-Owned Business Enterprises (M/W/DSBEs) receive an equitable share of contracting opportunities with the City of Philadelphia, Quasi-Public Agencies, and stakeholders in the private and nonprofit sectors. OEO aligns with certifying agencies, organizations committed to building the capacity of small businesses, and institutions that pursue the economic inclusion of M/W/DSBEs to ensure the growth and development of disadvantaged businesses across the region. OEO maintains a registry of over 2,600 certified businesses as a critical resource for locating M/W/DSBEs that are ready, willing, and able to provide quality products and services. OEO sponsors a monthly *Doing Business in the City* workshop featuring City agencies, as well as capacity-building and private sector opportunities.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Economic Development: *Office of Neighborhood Business Services (ONBS):* ONBS offers many services to Philadelphia businesses and commercial corridors in order to promote economic development. ONBS provided assistance to 2,693 businesses in the first half of FY17, while nonprofit organizations with which Commerce contracted through the Business Technical Assistance Program (BTAP) assisted 567 businesses during that same period. Through these contracts with Commerce, the selected nonprofit organizations received funding to carry out economic development initiatives. Commerce put a large emphasis on small business lending in 2016 and launched the Capital Consortium in July. During the first half of FY17, 28 business applied to the Consortium, 22 were contacted by at least one lender, and three businesses received loans. Additionally, in the second quarter of FY17, Commerce hired a Manager for Business Financial Resources to manage the Capital Consortium and ensure that small businesses know about all financing options that are available to them. In 2016, the Department of Commerce distributed nearly \$1.5 million in business loans through programs such as the InStore Forgivable loan program, technical assistance provision, and KIVA (15 loans made to small businesses). Commerce bolstered its support to immigrant businesses, hiring two bilingual business services managers in the last quarter of FY16 to support the Latino and Korean community, as well as running a program highlighting Southeast Asian restaurants during the summer. In FY17, commercial corridors received support via 32 storefront improvements, representing \$251,035. Commerce provided funding to support 15 Commercial Corridor Managers, 61 security camera projects (\$138,328 in rebate funding), and three streetscape improvements representing \$3,726,416.



Passport Philadelphia, promoting Southeast Asian cuisine in South Philadelphia.

The combination of Commerce's various programs has proven to play a key role in revitalizing neighborhood commercial corridors. Once a corridor reaches a critical mass of improvements including: organizing by a local CDC or business association, storefront façade improvements, cleaning, and streetscape enhancements, a tipping point occurs, causing new business to move in, existing businesses to renovate, and more customers to come to the corridors. Further, vacancy rates go down, and the mix of shopping options tends to improve.

Office of Business Development (OBD): In FY17, three Philadelphia companies, Aramark, Five Below and Yards, announced that their headquarters will remain within the City. Other expansions and attractions include: DiSorbo, a healthcare manufacturing company located in North Philadelphia, announced a major investment of \$1 million to add a high speed assembly line in June 2016; Target opened two Center City locations in July and October 2016 with two additional stores to open within the next year; Wuxi App Tec opened a third laboratory facility at the Navy Yard in October 2016 and can accommodate 200 high-tech

manufacturing and support jobs; and Whole Foods opened its new store at 22nd and Pennsylvania Avenue, adding 80-90 jobs to its existing 270-person facility. In addition, Commerce led a trade mission to Europe in September 2016, and the newly-hired Director of International Business Development has generated 30 international business leads. The Europe trade mission has led to active conversations about a local presence with six companies from Germany and Portugal, as well as the signing of a new five-year Memorandum of Understanding (MOU) between the Auvergne-Rhone-Alpes Region and the Commonwealth of Pennsylvania. As a result of the MOU, the French American Chamber of Commerce has partnered to create a certified Global Soft-landing Center for international businesses to locate to Philadelphia; a Life Sciences-focused business development delegation will be welcomed in 2017, and there will be a French business presence during the BIO Conference in 2019. In addition to business attraction and retention, Commerce played a key role in successfully recruiting the NFL Draft, which will draw more than 200,000 people to Philadelphia in April 2017.



The Philadelphia Delegation visits a world-class job training facility in Germany during the 2016 trade mission.

In April 2016, Commerce hired a Senior Director for Talent Development and created a new Talent Development unit in OBD. The unit coordinates and develops opportunities that increase jobs for Philadelphians and supports the employment needs of Philadelphia employers. Commerce and the Managing Director's Office established a City Workforce Steering Committee in the summer of 2016. The Committee meets monthly and includes key stakeholders, such as Philadelphia Works, the School District of Philadelphia, Philadelphia Youth Network, employers, and job training provider representatives. Commerce also provides financial assistance and coordination to support programs under the Philadelphia Talent Collaborative: PhillyGoes2College, Graduation Coaching Campaign, Campus Philly, and Graduate Philadelphia. The Collaborative aims to graduate and keep educated citizens in Philadelphia with the goal of increasing the City's economic viability and enhancing its world class status. Over the last ten years, the greater Philadelphia area has seen an increase in non-native college students staying after graduation, from 29% in 2004 to 51% in 2014.²¹ In addition, the greater Philadelphia area retains 64% of its college graduates, compared to the national average of 42%.

In August 2016, the Managing Director's Office and Commerce Department together convened the first-ever Philadelphia Workforce Development Steering Committee. This cross-sector body, comprised of leaders in business, education, government, and community development, is tasked to set the agenda for Philadelphia's workforce.

²¹ Source: *Campus Philly*.

Office of Economic Opportunity (OEO): In October 2016, OEO welcomed a new Director, who has set new goals for the Office. OEO will increase its focus on ensuring that M/W/DSBEs have access to technical assistance and capacity-building opportunities. OEO will also continue to work on increasing the number of businesses in the OEO Registry, but with a sharp focus on increasing the number of businesses within city limits. OEO will work more closely with third-party certifying agencies to ensure that certification options are accessible and that the certification process is as quick and user-friendly as possible. In July 2016, the Disparity Study commissioned by OEO set a new goal of 35% participation, up from 30%, for City and Quasi-City contracts. The estimated participation rate for the first quarter of FY17 is 33%, up from 31% in the first quarter of FY16. The aforementioned efforts to increase the number of applicable and available businesses have helped increase the participation rate and Commerce will continue to work towards the goal by the end of FY17.

PLANS FOR FISCAL YEARS 2018-2022:

Economic Development: Office of Neighborhood Business Services (ONBS): ONBS plans to continue all current programming, while enhancing services in several key areas. In order to increase support to small, primarily minority-owned, neighborhood-based businesses, ONBS will continue to grow the Capital Consortium program and will build out a Business Coaching Program that will help businesses to gain capacity. Through these initiatives, Commerce will provide specialized business technical



Baltimore Avenue, a growing and vibrant neighborhood commercial corridor that has received multiple Storefront Improvement investments.

assistance to micro-to-small businesses that applied for one of Commerce's programs (e.g. the Storefront Improvement Program (SIP) or the Business Security Camera Program), but were not granted funding due to poor financial reporting, lack of consistent financial records, incomplete business plans, or other essential business criteria. By providing these resources to small business owners who are often minority business owners in low-income neighborhoods, Commerce expects to help small businesses develop their capacity so that they will become better positioned and more likely to qualify for one of the business grants or loans that Commerce offers. Initial annual goals include 40 loan requests with 15 loans attained and 10 businesses receiving financial assistance through a Commerce program or other source as a result of business coaching.

The Plan also includes \$2.8 million annually in the Economic Stimulus Fund. Commerce uses the fund to retain and attract businesses as well as for neighborhood commercial corridor revitalization. With the increased funding, Commerce will be able to expand the services it provides to Philadelphia's neighborhoods, allowing for more corridor managers, cleaning grants, storefront improvements, and targeted investments in neighborhood businesses.

Another area of growth will be neighborhood business attraction and real estate development. This initiative aims to stimulate investment in properties and new business attraction, especially on corridors in low-

income areas. In year one, Commerce aims to create 10-15 neighborhood market profiles for posting and distribution. ONBS will also develop a more robust and user-friendly listing of business technical assistance resources online. The 40-60 resources on the listing will include business technical service providers in Philadelphia that help small businesses gain access to capital, or that specialize in small business training or one-on-one services. Lastly, the Office will create and implement an immigrant business strategy to include two major events per year and global bilingual business hours. ONBS will aim to increase the number of neighborhood businesses assisted annually from 5,316 in FY16 to approximately 6,000 in FY18 to 7,300 in FY22. ONBS also aims to increase the number of commercial corridors assisted annually from 26 in FY16 to 30 in FY18 and 40 in FY22.



Lee's Deli: A SIP recipient and also the winner of "Addition by Subtraction" for the 2016 Storefront Challenge.

Office of Business Development (OBD): In addition to its existing programming to attract and retain businesses and build Philadelphia's workforce, OBD has several new initiatives planned. The Office will lead a process of branding the City for business attraction. As part of this branding process, Commerce will engage a communications expert who will convene stakeholders to ensure that Commerce has a successful and unique branding strategy that maximizes opportunities to attract and retain more businesses and people to Philadelphia. This strategy is expected to include the establishment of consistency around talking points and branding materials; the development of essential marketing tools, such as website information, and collateral, such as flyers and pamphlets for business attraction and retention clients; and the creation of economic development campaigns. In addition, OBD will launch Spin-In, a new program that will target companies with large operations in the region to open a satellite office in the city. The program will incentivize these companies to establish a presence in the city by leasing co-working/shared office space for a period of at least one year. Commerce will continue to increase its international business attraction efforts, participating in an outbound delegation to Asia in the last quarter of FY17. OBD will also increase its efforts to engage local companies in increasing their export capacity and activity as a means of growing their businesses. Although many factors can influence job growth, OBD has set an ambitious goal of increasing the number of jobs in the city from 691,700 in FY16 to 705,600 in FY18 and 734,200 in FY22. This would signify an increase in the number of jobs attracted and retained as the result of direct City interaction with employers from 3,500 in FY16 to 6,600 in FY18 and 9,663 in FY22.

In the future, Commerce is recommending that some of the tax credits that are used to incentivize business attraction and retention be converted to grant programs operated by the Department. Such a change would allow Commerce to prioritize transactions that seem most likely to lead to significant job creation and tax revenue. The Plan proposes funding of \$500,000 in FY18 for the Talent Development unit to pilot a new

program, the Fair Change Hiring Program, to employ returning citizens as an alternative to the under-utilized Philadelphia Re-Entry Program (PREP) tax credit program. Partnering with the Mayor's Office of Reintegration Services (R.I.S.E.) and rebranding the initiative, the Fair Chance Hiring Grant (FCHG) will appeal to a wider business audience, including small- and mid-size employers. The year-one goal is to have a minimum of five employers engage in the program and have 100 positions be filled by returning citizens. The unit will also partner with City Council to implement the Bank Works program. The Bank Works program offers bank teller training to un- and under-employed Philadelphians. Year-one goals are 100 participants and an 80% placement rate.

OBD will also work to provide exposure and awareness about career pathways in manufacturing and technical jobs through a new "Manufacturing is Cool" campaign in 2017. This campaign will include a series of events, in partnership with the Mayor's Office of Education, the Philadelphia School District, and City Council. OBD has an ambitious goal of providing college and career readiness services to 44,000 individuals in FY16, 58,000 in FY18, and 88,000 by FY22.

In FY18, the Philadelphia Workforce Development Steering Committee will release a multi-year plan to promote business growth through a world class workforce. Central to the plan will be an industry-focused approach to creating and supporting robust career pathways that promote economic opportunity for both job-seekers and incumbent workers.

FY18 Objectives				
<ul style="list-style-type: none"> To provide support and resources to businesses in order to foster a robust business community, thereby ensuring a healthy economy for the city of Philadelphia. To support the development and revitalization of commercial corridors through grant programs, contracts with community development corporations and Business Improvement Districts, streetscape enhancements, and other targeted investments. To promote Philadelphia's assets and incentives to prospective and existing businesses in order to attract new businesses to the City and to encourage existing businesses to remain and grow their companies within Philadelphia. To offer programs and services that further ensure that Philadelphians are accessing and completing college, and career-readiness programming. To provide programming that encourages post-secondary graduates to remain in Philadelphia. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of businesses supported *	5,404	2,751	5,875	6,178
Number of commercial corridors supported **	26	30	30	30
Number of jobs created or retained (ONBS and OBD, combined) ***	11,493	3,024	14,148	14,700
Individuals supported with college and career readiness ****	44,000	48,400	50,000	58,000

* "Support" encompasses grants (such as camera or storefront), technical assistance, consultation through the Office of Business Services (often businesses calling with questions and needing help with a city process), workshops for businesses, access to capital referrals, etc.

** The number of corridors represents the number of corridors where Commerce is funding corridor management and/or cleaning, and those are one-year contracts.

*** FY17 appears low thus far, as the 3,024 figure does not include jobs data from ONBS (this data is collected annually and is not available at mid-year). Both units collect this data on different time periods. This metric will be available upon finalization of ONBS jobs data at the end of FY17. ONBS's FY17 target for jobs is 8,100, which gives Commerce a year-end estimate of 14,148.

**** Commerce supports students through seminars, college fairs, professional development sessions, mentoring, and awareness campaigns during the first half of the fiscal year. As a result, the number of additional individuals who are supported through these activities during the second half of the year is much lower.

Office of Economic Opportunity (OEO): OEO will work to enhance and expand programming for minority- and women-owned businesses by collaborating with small business training and lending organizations to ensure that M/W/DSBEs are connected to capacity-building resources, such as technical assistance, financing, bonding, and assistance with certification. In order to increase participation, OEO plans to augment its monitoring activities, increasing the monitoring of Economic Opportunity Plans (EOPs), and highlighting and sharing information about contractors that are not in compliance to encourage improved performance. To support this work, the Plan proposes to fund an additional Minority Disadvantaged Business Specialist who will start out as an Administrative Technical Trainee and will assist with the monitoring of EOPs. OEO will facilitate regular convening of third-party certifying agencies and M/W/DSBE professionals across the country to foster communication, identify gaps, and build cross-referrals mechanisms, all with the goal of improving the efficiency of certification options available to local businesses.

OEO also plans to increase its Pipeline Registry by 100 participating businesses per year, with a goal of having 250 small businesses in the Pipeline Registry by FY18, and an additional 75-100 each fiscal year thereafter. The Pipeline Registry is for small M/W/DBSEs that are not quite prepared for certification. This Registry provides these businesses the opportunity to participate on contracts of less than \$1 million to help them develop a work history and grow their capacity on contracts, while ensuring that certified firms are able to continue participating on larger contracts. The Registry serves as an opportunity to expand the M/W/DSBE registry, while also strengthening the capacity of M/W/D small businesses to perform well on such contracts and helping them get certified as M/W/DSBEs. Businesses can participate in the Pipeline Registry for a maximum of three years. OEO intends to reach a participation rate of 32% in FY17 and will aim to reach the established goal of 35% by FY18.

FY18 Objectives				
<ul style="list-style-type: none"> To ensure that women-, minority-, and disabled-owned companies have increased access to public and private contracts. To provide guidance, monitoring and oversight of contracts in order to meet and, if possible, exceed participation goals established by the 2016 Disparity Study. To work with partners to ensure that M/W/DSBEs access capacity-building programs, small business loans, and other services to help them grow their businesses. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
M/W/DSBE participation rate on contracts *	30.7%	33.0%	32.0%	35.0%
Total dollar amount of awarded M/W/DSBE contracts City-, Quasi-, and Federally-funded contracts) *	\$318,256,613	\$106,081,115	\$330,000,000	\$335,000,000

* FY17 YTD is as of September 30, 2016. FY17 Q2 data will not be available until March 2017.

COMMUNITY EMPOWERMENT AND OPPORTUNITY

MISSION

The Mayor's Office of Community Empowerment and Opportunity (CEO) provides leadership that strengthens and coordinates the City's anti-poverty efforts on behalf of its most vulnerable citizens and communities. CEO is organized around the five goals of Shared Prosperity Philadelphia, the City's plan to fight poverty:



- Focus workforce development and job creation efforts on disconnected youth and adults with barriers to employment.
- Expand access to public benefits and essential services.
- Ensure children enter school prepared to learn.
- Increase housing security and affordability.
- Strengthen economic security and asset-building.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Job Creation and Workforce Development: CEO pilots and funds job training and support programs that target the hardest-to-place job-seekers, including individuals lacking a high school credential; returning citizens and justice-involved individuals; and English language learners. These programs support CEO's anti-poverty mission by directing resources toward people who face the greatest barriers in the job market and who are thus most likely to experience long-term unemployment and deep poverty. New to this category are disconnected youth and young adults, aged 16 to 29. To support this population, CEO provides direct funding and support to PowerCorps PHL and the Center for Employment Opportunities,²² two workforce training models with a proven track record of connecting returning citizens and disconnected youth to career pathways.

Now in its second year, the Promise Corps program, housed in CEO, provides teams of AmeriCorps College and Career Ambassadors (CCAs) to four high schools in the West Philadelphia Promise Zone.²³ Each Ambassador provides 50 students in the tenth, eleventh, and twelfth grades with 20 coaching and advising sessions focused on creating and achieving a plan for their post-secondary life. CCAs also provide large-scale workshops on post-secondary options, host speakers at their high schools, and facilitate college tours with interested students. In its first year, Promise Corps supported more than 1,000 students in planning for their post-secondary paths. An example of this support was partnering with the Philadelphia Foundation to connect 11 Promise Corps students to \$30,000 in scholarship funds for post-secondary education.

²² PowerCorps PHL, an AmeriCorps initiative in partnership with EducationWorks and the Philadelphia Youth Network, connects young adults to career pathways and post-secondary education following six months of environmental service and workforce training with the Water and Parks and Recreation departments. The Center for Employment Opportunities, a nationally-recognized, evidence-based model for combating recidivism, provides adults with short-term paid transitional employment while supporting their efforts to get and retain unsubsidized, full-time employment.

²³ Promise Zones are high-poverty communities where the federal government partners with local leaders to increase economic activity, improve educational opportunities, leverage private investment, reduce violent crime, enhance public health, and address other priorities identified by the community. The West Philadelphia Promise Zone is an economically distressed two-square-mile area in West Philadelphia where the City of Philadelphia and its partners are working to improve economic opportunities and quality of life.

Combining the work that CEO funds and its support of the City's efforts to become a model employer, CEO is helping to expand opportunities for the City's most vulnerable citizens by:

- Expanding access to high-quality job training programs;
- Increasing opportunities to secure career track employment in high-growth industries; and
- Identifying new connections to wrap-around services that support individuals in poverty to meet their basic needs, thus increasing the likelihood they can both secure and retain employment.

Benefits Access: CEO supports programs that help families and individuals access over 20 public benefits, such as Supplemental Nutrition Assistance Program (SNAP), Supplemental Security Income (SSI), and the Low-Income Heating Assistance Program (LIHEAP). In the past year, CEO has also added additional benefit options to the screening and enrollment tools of Community PRISM, its benefits enrollment database. These options include LOOP (Longtime Owner



The Benefits Access Mobile Unit increases access to public benefit enrollment for under-resourced communities. The Unit has few, if any, additional infrastructure needs.

Occupants Program), Homestead, Senior Tax Freeze, and Senior Water Discount programs. This work is driven by both CEO's Benefits Access Unit and the BenePhilly Centers contracted through the Benefits Data Trust. Households seeking benefits can apply for benefits in-person or over the phone. Since its start in 2014, this effort has kept over \$24 million in the pockets of low-income Philadelphians.



Emergency meal providers receive training in healthy food preparation.

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

Vital Services: CEO builds effective, partnership-based solutions to address the challenges of reducing hunger in Philadelphia, and to better serve the needs of vulnerable individuals who seek emergency congregant meals. With support from the William Penn Foundation, CEO awards mini-grants to small meal providers who connect vulnerable residents to healthy emergency meals and vital services through the Meals and More program.

Through the ID Philly program, piloted in 2016, CEO provided free photo identification (ID) from the Pennsylvania Department of Transportation (PennDOT) for 1,032 low-income Philadelphians. A state-issued photo ID is essential for getting a job, opening a bank account, obtaining housing, accessing Social

Security and public benefits, accessing various forms of medical assistance, applying for college, and conducting a host of other critical activities. Many Philadelphians lack the \$29.50 needed to procure an ID. ID Philly removes key barriers to accessing these critical services. CEO works to establish a hardship waiver for photo ID with PennDOT while also subsidizing the cost of photo identification. In the current year, CEO expects to allocate \$25,000 to the program.

Early Learning: High-quality early learning is a proven strategy to help families out of poverty. It prepares children to succeed in school and later in life while supporting parents' workforce participation and engagement in their children's growth and development. In 2015, CEO launched A Running Start Philadelphia: a comprehensive plan for every child, birth to five, to increase the number of children who start school ready to succeed as a result of their early learning experiences. The plan aligns public, private, and nonprofit agencies around four major goals and 16 strategies. Goals include:

- Increasing families' access to high-quality early learning opportunities;
- Expanding the supply of such opportunities, especially in the city's lowest-income neighborhoods;
- Strengthening the early childhood workforce through professional development and improved compensation; and
- Aligning the systems that serve children from birth to five and K-12 to maximize gains made in early childhood.

In 2016, CEO created and helped to staff a citywide Commission on Universal Pre-K. This Commission laid the groundwork for the City's historic pre-K investment, which will provide affordable, quality pre-K for up to 6,500 three- and four-year-olds over the next five years. CEO developed a public information campaign that was used to launch the City's pre-K program (PHLpreK) and trained more than 200 parents, caregivers, and community activists on how to find great childcare.

Housing: CEO is committed to supporting the housing needs of the city's most vulnerable households. This includes very low-income homeowners, who find it difficult to maintain an ever-aging housing stock that often requires repairs in excess of market value, and extremely low-income renter households that face extraordinary challenges accessing safe, decent housing that is both affordable and available. CEO provides financial support to the Office of Homeless Services' Emergency Assistance and Response Unit (EARU), which helps prevent homelessness by providing emergency assistance to cover a rental or mortgage arrearage. CEO also provides financial support to the Department of Public Health's Childhood Lead Poisoning Prevention and Healthy Homes, Healthy Kids programs, both of which reduce health and safety hazards for very low-income children. These programs support the mission of CEO by addressing some of the substandard housing conditions that extremely low-income families often experience, thereby improving housing quality and supporting housing stability. CEO has also established a working group of key partners that plans to use data to better identify individuals and families who are at risk for eviction, and to pilot new approaches to prevention. In late 2016, CEO published an op-ed in the Philadelphia Inquirer, underscoring the importance of housing security as a means of escaping poverty.

Economic Security: Unemployment, unpredictable income, and lack of emergency savings all take a toll on families living in poverty. Vulnerable communities need a spectrum of income supports, money management services, and asset-building opportunities to secure their financial futures. CEO is working with partner agencies to ensure that residents have access to quality financial empowerment services. Through a three-year grant provided by Bloomberg Philanthropies, CEO and Clarifi operated seven Financial Empowerment Centers (FECs) across the city. Since inception, these FECs have provided free, one-on-one financial counseling to approximately 11,200 clients.

In addition, CEO's support of the Campaign for Working Families funded free tax preparation and filing services for 3,200 income-eligible families and the enrollment of 1,711 families in the Earned Income Tax Credit (EITC) for tax year 2015.

PLANS FOR FISCAL YEARS 2018-2022:

Over the next five years, CEO will coordinate activities with government and nonprofit partners under a comprehensive strategy to combat poverty and buffer its effects.

Job Creation and Workforce Development: Of Philadelphia's nearly 240,000 young adults, ages 16-24, almost 46,000 (19%) are neither enrolled in school nor working.²⁴ Youth living in high poverty areas of the city are much more likely to be disconnected from school and work than their peers in more affluent neighborhoods.²⁵ These individuals are at increased risk of falling into deep and cyclical poverty if not engaged in meaningful, constructive activities that advance their education and/or career goals. With a variety of partners, CEO will seek to create strategies that engage and connect disconnected youth to high-quality education and training opportunities. Working in coordination with the Philadelphia Workforce Development Steering Committee, CEO will strengthen and increase industry-aligned career pathway opportunities for disconnected youth and young adults that include a focus on contextualized learning, career preparation and advancement, and bridging to permanent employment.

A key focus of CEO's work in this area will be to provide support for the design, implementation and evaluation of the City as Model Employer strategy, aimed at creating viable pathways to permanent employment for 200 seasonal/temporary City workers over the next three years. The initiative will focus on engaging individuals with barriers to employment, including disconnected youth and young adults, age 16-29; formerly incarcerated and justice-involved individuals; and adults lacking necessary workforce skills and credentials. The City as Model Employer strategy will focus specifically on establishing bridge positions that allow seasonal/temporary workers to develop the skills required to secure and retain entry-level positions with the City or an employer partner.

Benefits Access: CEO will continue to coordinate to maximize equity in its allocation of Benefit Access Unit, Benefit Access Mobile Unit²⁶, and BenePhilly resources over the next five years by targeting the highest-poverty neighborhoods and populations that have the least access to resources.

Vital Services: CEO has grown and will continue to increase the number of new emergency meals in Philadelphia through fundraising and technical assistance over the next five years. CEO will also strengthen social services at meal sites through partnerships with physical health, behavioral health, and benefits access programs and schools.

Early Learning: CEO will continue to work with local, state, and federal funders and early childhood stakeholders to streamline families' access to publicly-funded care and maximize the use of all existing resources through a one-stop enrollment system. There are five local, state and federally-funded programs that support early childhood education. With support from the Mayor's Office of Education, CEO is developing a one-stop early childhood application, enrollment and eligibility verification system that

²⁴ Philadelphia Works (2015). *Philadelphians with Barriers to Employment*. Retrieved from <http://www.philaworks.org/workforce-trends-data/philadelphians-barriers-employment#YoungAdults>.

²⁵ Drexel University Center for Labor Markets and Policy (2015). *The Human Capital Deficit of Disconnected Youth in Philadelphia*. Retrieved from <http://drexel.edu/now/archive/2015/September/Disconnected-Youth>.

²⁶ The Benefits Access Unit consists of staff who enroll Philadelphians in public benefits. It also includes the Benefit Access Mobile Unit, a van that can be driven to events or locations in high-needs areas. Participants meet with Benefit Access Specialists and enroll in benefits in the van.

streamlines the application across all funding sources, simplifying it for families and increasing transparency and collaboration among providers to meet the needs of the child.

Housing: In the coming year, CEO will continue conversations with City agencies to help low-income households maintain their housing and remedy systemic issues that help prevent households from losing their housing.

Economic Security: The three-year grant from Bloomberg Philanthropies ended on December 31, 2016. However, CEO plans to continue its financial empowerment work in FY17, at a smaller scale and through existing Community Services Block Grant (CSBG) funds, to serve 350 people with the same menu of services previously provided through the FECs. Clarifi will also seek to maintain current service levels with additional funding sources.

In the coming year, CEO will also work with FINANTA and the Free Library of Philadelphia – Paschalville Branch to establish Affinity Groups (also known as Lending Circles) to help participants build credit to start a small business.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Total subsidized employment opportunities created [Job Creation & Workforce Development]	149	79	200	200
Total applications submitted * [Benefit Access]	12,016	4,708	9,000	9,000
Total confirmed enrollments * [Benefit Access]	5,701	1,365	4,400	4,400
Meals provided across all meal sites (per week) ** [Emergency Meals]	589	400	400	400
Number of people with credit score raised by at least 35 points [Economic Security]	N/A	59	120	120
Connected to asset-building vehicles *** [Economic Security]	N/A	32	50	50
Received free tax preparation and filing services **** [Economic Security]	3,200	N/A	3,200	3,200
Obtained Earned Income Tax Credit **** [Economic Security]	1,711	N/A	1,500	1,500
OHS EARU households assisted [Housing Security]	594	392	600	400
PDPH CLPP and Healthy Homes Healthy Kids – households assisted [Housing Security]	272	119	250	250

* Targets are based on contractual goals. In FY16, the provider exceeded the target outcomes.

** The City's alternate meal site has not opened in FY17. At the same time, CEO's convening of partners via the Food Access Collaborative has helped to create a more coordinated and effective emergency food network throughout Philadelphia that has added 4,692 additional weekly emergency meals from 2013 to 2016.

*** Reduced goals due to end of grant funding for this project.

**** Data not yet available, as tax season starts in the second half of FY17.

EDUCATION

MISSION

The Mayor's Office of Education (MOE) provides leadership to improve education in the City of Philadelphia. To achieve this mission, MOE creates policies and programs to improve educational opportunities by:

- Implementing initiatives designed to strengthen local schools by removing barriers to student success;
- Advancing key education policy, such as increased funding and availability of career and technical education (CTE);
- Connecting residents to resources and support services; and
- Facilitating collaboration and partnerships among many stakeholders in order to strengthen the local educational landscape.

MOE accomplishes this work through the following programs:

- **Policy, Programs, and Public Engagement:** This office educates the public about MOE's two key initiatives: expansion of affordable, quality pre-K, and the creation of community schools. This program also collaborates with diverse external stakeholders to develop policy and programs that are dedicated to strengthening local schools and supporting educational initiatives across the city. These initiatives include expanded career and technical education and postsecondary educational attainment. Advocacy at all levels of government for both increased education funding for pre-K to 12th grade and the fair and equitable distribution of educational resources is key to the sustainability of these initiatives. This program also connects constituents to citywide educational programs and resources, and monitors MOE's budgets and contract compliance.
- **PHLpreK:** The Administration is committed to providing affordable, quality pre-K for up to 6,500 three- and four-year-olds over the next five years. Before implementation of PHLpreK, more than 17,000 children in the city between the ages of three and four do not have access to quality pre-K programs, and the overarching goal of this program is to make quality early childhood education affordable and convenient for Philadelphia's families.
- **Community Schools:** Mayor Kenney has committed to create 25 community schools in Philadelphia over the next four years. Community schools are schools where there is a strategic, coordinated plan that aligns services from the city and community service providers to address the broader set of needs that children have, such as health and social/emotional needs and expanded learning opportunities, like after-school programs. MOE launched the Community Schools initiative in partnership with the School District of Philadelphia in order to strengthen neighborhoods by improving access to programs, services, and supports for the children and families of Philadelphia.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

In March 2016, the Kenney Administration laid out an ambitious plan to improve educational outcomes for Philadelphia's children. Over five years, revenue collected from the proposed Philadelphia Beverage Tax (PBT), leveraged with state, federal and philanthropic funding, would be used to expand access to quality pre-K by providing for up to 6,500 quality slots, and to create 25 community schools in Philadelphia over the next four years. The tax went into effect on January 1, 2017, and the City is in the process of collecting its first year of revenue from the tax.

On September 14, 2016, a lawsuit challenging the PBT was filed by the American Beverage Association and other co-plaintiffs in the Court of Common Pleas. This complaint was dismissed in its entirety by the Court of Common Pleas in December 16, 2016. Following the decision, the plaintiffs appealed the ruling

to the Commonwealth Court of Pennsylvania. The appeal is currently on an expedited scheduling track before the Commonwealth Court and is scheduled for oral argument during the first week of April 2017. The City had petitioned the Pennsylvania Supreme Court to consider the appeal on an expedited basis under such court's extraordinary jurisdiction power ("King's Bench Jurisdiction") as provided by Pennsylvania law, but was denied this request on February 13, 2017.

Mayor Kenney remains committed to providing affordable, quality pre-K to up to 6,500 children over the next five years, as well as to creating 25 community schools over the next four years. However, while the litigation is pending, the City cannot fully implement its plan for these two important initiatives. Until there is certainty that the PBT – and its accompanying revenue stream – will not be invalidated by any legal challenge, the City must proceed with limited expansion of both programs.

Policy, Programs, and Public Engagement: In FY17, this program successfully educated the public about MOE's two key educational initiatives: the expansion of affordable, quality pre-K (PHLpreK), and the Community Schools initiative. By launching a new website (phila.gov/education), hosting roundtable discussions, implementing traditional and new media campaigns, and participating in dozens of public forums and community events, MOE recruited families to enroll in PHLpreK and engaged residents through their local community schools. Finally, MOE connected hundreds of constituents to citywide educational programs and resources, such as adult education programs, college prep resources, free computer access, and the Read by 4th initiative.

PHLpreK: The PHLpreK program made extraordinary progress in FY17 by enrolling children in locally-funded, quality pre-K at 88 locations throughout the city. MOE contracted with Philadelphia Health Management Corporation to oversee the administrative management of the initiative, as well as with the Urban Affairs Coalition to support small business development and capacity-building of pre-K providers.



Students pose on their first day of pre-K at a PHLpreK program in Northeast Philadelphia.

A new call center (844-PHL-PREK) was established to help thousands of individuals enroll in PHLpreK, and see if they qualify for other public programs that make quality pre-K and child care more affordable. A corresponding website, PHLpreK.org, also launched to serve as a central portal for Philadelphia families with children ages 0-5 who are in need of early education resources.

MOE seeks philanthropic contributions in order to maximize local investment in PHLpreK. The William Penn Foundation awarded a \$176,000 grant to MOE to support the pre-K workforce development goal of increasing qualified early childhood education teachers and staff. The William Penn Foundation also pledged a \$15 million grant renewal for the Fund for Quality. The grant will help STAR 3 and STAR 4²⁷

²⁷ Keystone STARS is an initiative of Pennsylvania's Office of Child Development and Early Learning (OCDEL) to improve, support, and recognize the continuous quality improvement efforts of early learning programs in Pennsylvania. Performance standards are grouped into four levels: STAR 1, STAR 2, STAR 3, and STAR 4. Childcare programs may apply to be certified through the program. Higher STAR numbers indicate higher levels of quality. Each level builds on the previous level and utilizes research-based best practices to promote quality early learning environments and positive child outcomes. The standards address staff qualifications and professional development, the early learning program, partnerships with family and community, and leadership and management.

early childhood education centers expand facilities to create 1,500 new quality seats. Additionally, the PNC Foundation awarded a \$27,000 grant for a project designed to improve the financial literacy of pre-K center owners and directors for 25 providers. When directors have the capacity and expertise to braid various funding streams (e.g., local, state, federal, and private tuition) for as many children as possible, they are able to build and sustain high quality pre-K programs, improve educational resources for their students, and pay their staff higher wages. Finally, the William Penn Foundation awarded a \$1.8 million grant to the National Institute for Early Education Research (NIEER) for a 3-year process and outcome evaluation of the PHLpreK program. Together with city resources, these grants will help the city reach its goal of ensuring all children enrolled in PHLpreK are attending facilities that have achieved at least a STAR 3 rating.

Community Schools: During FY17, MOE launched the Community Schools initiative in nine schools, serving nearly 4,500 students, 75 percent of whom live at or below the poverty line, in partnership with the School District of Philadelphia. Thirty-one schools applied to be a part of this first cohort, and the following schools were selected: William Cramp Elementary School (K-5); Murrell Dobbins CTE High School; F.S. Edmonds Elementary School (K-6); Edward Gideon Elementary School (K-8); Kensington Health Sciences Academy; Logan Elementary School (K-5); Southwark Elementary School (K-8); South Philadelphia High School; and Tilden Middle School (5-8). The criteria for selecting schools included principal and staff support, childhood poverty and neighborhood crime rates, health risk indicators, support for English language learners, and geographic distribution across the city.

In September 2016, each community school received a full-time Community School Coordinator who engaged with the entire school community to identify its most pressing needs. Coordinators began a formal needs assessment process by surveying more than 2,000 community members, students, school staff and parents to get a comprehensive understanding of the unique needs within each neighborhood.

Additionally, more than 500 people participated in at least one of 50 in-person focus groups and interviews. Community Schools Coordinators used this feedback to create community school strategic plans which will be made publicly available in March 2017. Implementation of these plans will begin immediately so the schools can align city and nonprofit services to meet the needs of students, families, and neighbors.

PLANS FOR FISCAL YEARS 2018-2022:

Policy, Programs, and Public Engagement: This program will continue to inform and engage the public around MOE's two key educational initiatives. Through roundtable discussions, traditional and new media campaigns, and other public forums, MOE will work to ensure up to 6,500 students per year participate in PHLpreK by FY21, thereby helping children enter kindergarten with the literacy, social, and behavioral skills that they need to thrive in the early grades. This program will also continue to inform residents about the goals established by the strategic plan for each community school and the ways that individuals, students, educators, and businesses can participate. As part of the program's outreach, MOE plans to convene members of the Pennsylvania General Assembly about how community schools can serve as a statewide educational strategy.

In addition, the program will implement a policy and advocacy agenda that is dedicated to strengthening local schools and supporting educational initiatives across the city. A major part of this work will include convening stakeholders to develop a strategy to return the School District of Philadelphia to increased local governance. Finally, connecting thousands of constituents to citywide educational programs and resources in a timely manner will continue to be a major MOE responsibility.

FY18 Objectives

- Engage key stakeholders in every neighborhood across Philadelphia in order to educate families and early childhood education providers about ways to participate in PHLpreK.
- Implement a comprehensive communications plan that educates the public-at-large about the community schools strategy and ways individuals, students, educators, and businesses can participate in the initiative.
- Work with stakeholders to develop a strategy to return the School District of Philadelphia to local governance.
- Lead educational initiatives to support workforce development, with specific focus on the expansion of Career and Technical Education (CTE) in high-priority occupations, and on developing and strengthening the pre-K workforce.

FY18 Performance Measures

Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Average response time for constituent requests and referrals to outside education services, where applicable *		N/A		3 days

* New measure for FY18. MOE will begin collecting baseline data in the second half of FY17.



Kindergarteners (and best friends) at one of the city's first community schools.

PHLpreK: Over the next five years, PHLpreK will increase the amount of locally-funded pre-K seats in neighborhoods that lack access to affordable, quality options. The proposed plan for expansion is as follows: in FY18, the program will expand to serve 3,000 students; in FY19, PHLpreK will serve 4,000 students; in FY20, PHLpreK will serve 5,000 students; and in FY21 and FY22, PHLpreK will serve 6,500 students per year. However, while the PBT litigation is ongoing, it is not financial feasible to expand to 3,000 students in FY18. Instead, the City will hold the number of seats steady at 2,000, but even the long-term viability of these initial 2,000 seats is in peril due to the budget constraints caused by the uncertainty surround the PBT revenues.

Over the next five years, MOE will work with participating PHLpreK providers that continue to meet contract requirements and quality standards, while also affording new pre-K providers the opportunity to be a part of the initiative. This involves working with existing quality providers, while also supporting those providers that are committed to improving the quality of programs.

The PHLpreK program will ensure that there is a sufficient number of qualified early childhood education professionals available by developing a coordinated strategy to increase the number of credentialed teachers and directors in pre-K programs to meet the workforce demands created by PHLpreK. To meet teacher demand, the PHLpreK program will work with providers to identify 35 to 50 credentialed (Child Development Associate, Associate's Degree, and/or Bachelor's Degree) staff annually to support their pursuit of further college credits and training; convene key stakeholders to develop a strategy for growing the early childhood education workforce; and improve salaries and wages to accommodate the increased enrollment while meeting the city's expectation for fair compensation for all PHLpreK providers.

FY18 Objectives				
<ul style="list-style-type: none"> Grow the number of affordable, quality PHLpreK seats in high priority neighborhoods and ensure community awareness of the opportunity for services. Increase the total number of quality PHLpreK providers at STAR 3 and STAR 4. 				
FY18 Performance Measures				
Measure	FY16 Actual*	FY17 YTD*	FY17 Estimate	FY18 Target
Number of children enrolled in PHLpreK	N/A		2,000	3,000 <i>(or 2,000 while litigation is pending)</i>
Number of new lead teachers with an Associate's Degree or a BA/BS **	N/A			50
Number of teachers receiving career pathways and coaching supports	N/A			200
Number of PHLpreK providers that are STAR 3 and 4	N/A	45	10	65

*Programs planned in FY16 and implemented throughout the year in FY17.

** Program is in planning phase and not yet implemented.

Community Schools: The Community Schools initiative will grow to a network of 25 schools over the next four years and will continue to support each community school with a full-time coordinator as well as technical assistance support staff. The proposed plan for FY18 is for community school expansion to focus on neighborhoods that do not have a community school in the area, such as West and Northeast Philadelphia, including work in the West Philadelphia Promise Zone. However, while PBT litigation is pending, the City will not be able to significantly increase funding for Community Schools beyond the current funding level of \$3.4 million. It will be possible to add two schools at this level (for up to 11 schools in total), by modifying staff assignments and reducing other programs and support services. This would mean serving less than half of the original number of schools, children, families and neighborhoods, and reducing the number of programs put into place, such as health services, expanded learning opportunities, and those that address the trauma students face.

As the initiative is expanded, Community Schools will continue to develop and operationalize new site-specific plans for each designated community school to establish services and supports. Through collaboration with other city departments, Community Schools will align and develop cross-departmental strategies to support all 25 schools. Specifically, MOE is working with the Philadelphia Department of Public Health's Division of Chronic Disease Prevention to support a "Healthy Schools" initiative. The goal of this initiative is to work with the school community to promote healthy behaviors, such as partaking in physical activity and healthy eating. Each Healthy Schools Coordinator is assigned to three schools and will work with Community School Coordinators, school staff, and community members to develop strategies to promote health.

Community Schools will continue to work with other city initiatives, including PHLpreK, Rebuilding Community Infrastructure (Rebuild), The Mayor’s Office of Community Empowerment and Opportunity, the Office of Sustainability, and Philadelphia Parks and Recreation to evaluate the availability and utilization of services to ensure alignment and maximize efficiency. Finally, MOE will continue to raise private and philanthropic funding to leverage the city’s significant investment in its schools.

FY18 Objectives				
<ul style="list-style-type: none"> Support the first cohort of nine schools with a coordinator, technical assistance, and capacity, and data support. Expand the initiative by approximately five to seven schools in a second cohort (or 1-2 if litigation is still pending) with a priority being to select schools in areas of the City that did not get a site in the first round; this includes West and Northeast Philadelphia. Develop and operationalize 15 site-specific plans (or 11 if litigation is pending): one for each designated community school, including establishing new services and supports. Collaborate with other departments to align and develop cross-departmental strategies to support schools. Other departments include: Parks and Recreation (after-school programs); Sustainability (environmental issues surrounding community schools, such as tree coverage and neighborhood temperatures); the Office of Homeless Services (keeping kids and families in their homes); and Behavioral Health (TBD). 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
<i>Milestone:</i> Complete a needs assessment and strategic plan for each community school *	N/A		completed for 9 schools	completed for 15 schools (or 11 if litigation is pending)
<i>Milestone:</i> Implement three programs per school as identified by a community school’s strategic plan *	N/A			27 total programs implemented across 9 schools

**The Community Schools initiative was launched in nine schools in FY17. A needs assessment and strategic plan will be completed for each of these schools by the end of FY17. Following completion of the strategic plans, three programs per school will be implemented in FY18.*

FINANCE

MISSION

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

Finance accomplishes this work through the following programs:

- **The Accounting Bureau:** Accounting records the City's financial activity, maintains the City's centralized accounting system, establishes and enforces Standard Accounting Procedures for the management and expenditure of all dollars to ensure that proper internal controls are in place to safeguard City funds, processes payroll for all City employees, processes vendor payments, and issues financial reports.
- **The Office of Budget and Program Evaluation (OBPE):** OBPE ensures the City's long-term fiscal health while providing the resources necessary for City programs and services to operate efficiently and effectively and to serve all Philadelphians equitably. In meeting this mission, OBPE is guided by the Kenney Administration's Pillars, including the guiding principle to "Operate government efficiently, effectively, and always with integrity."
- **Executive Direction: The Mayor's Office of Grants:** The Office facilitates strategic and collaborative grant submissions that align with the Mayor's priorities and increase the federal, state, and philanthropic funding that is available to agencies and organizations that benefit the City.
OnePhilly Project: OnePhilly updates and modernizes administrative systems and processes.
- **The Office of Property Data (OPD):** OPD manages a cohesive program to collect, maintain, and distribute current and accurate property information and acts as a central point for all property data to ensure consistent addressing across City agencies.
- **The Risk Management Division:** works to reduce the financial impact of claims, lawsuits, and employee injuries to the City, reduce the corresponding frequency and severity of these events through the application of professional risk management techniques, and provide a safe work environment for employees and the public.

The City Treasurer, Department of Revenue, Sinking Fund Commission, the staff of the Board of Pensions and Retirement, and the Office of Property Assessment (OPA) also report to Finance.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

The Accounting Bureau: Accounting works daily to record all financial activity of the City and efficiently process vendor payments as well as City employee payroll payments on a timely basis. In FY17, Accounting made improvements to the vendor payment website to make it easier for vendors to find the payments that have been made and the status of payments that are in process.

Each year, Accounting completes the City's Comprehensive Annual Financial Report (CAFR), and has achieved the certificate of excellence in financial reporting for the past 35 years from the Government Finance Officers Association (GFOA). Accounting also worked to ensure that the City is compliant with recent Governmental Accounting Standards Board (GASB) pronouncements regarding pension reporting.

In addition, Accounting maintains the integrity of the City's financial management information system (FAMIS) and provides all City departments agencies, boards, and commissions with daily and monthly

status reports of their budgetary and operating activities. Accounting also centrally accounts for all grant-related activity in accordance with single audit requirements of the Federal Government and the Commonwealth of Pennsylvania.

The Office of Budget and Program Evaluation (OBPE): OBPE develops and manages the City's operating and capital budgets and five year financial and strategic plan; forecasts expenditures and revenues; projects the year-end fund balance for the City's operating funds; develops and monitors agency-level budgets; and evaluates the impact of programmatic investments on achieving strategic objectives.

In FY16, OBPE prepared a Five Year Financial and Strategic Plan for Fiscal Years 2017-2021 (the FY17-21 Plan) as well as a Capital Program for Fiscal Years 2017-2022 that included funding for three new initiatives of the Kenney Administration: Expanded Pre-K (PHLpreK), Community Schools, and Rebuilding Community Infrastructure (Rebuild). To pay for these new initiatives, the City proposed a new source of revenue through the Philadelphia Beverage Tax. Even with this new revenue source, the City still operates with very narrow margins through the Five Year Plan due to high fixed costs and a poverty rate that is the highest among the top 10 largest U.S. cities.

In July 2016, the City Controller recommended approval of the FY17-21 Plan, and the Pennsylvania Intergovernmental Cooperation Authority (PICA) approved it in August 2016. OBPE was awarded the Distinguished Budget Presentation Award by the GFOA for the FY17-21 Plan in November 2016.

Although the FY17-21 Plan was approved, the City's fund balances are projected to remain below the City's goal of 6-8% of revenues for the next five years. As a result, it is critical that OBPE continue to identify ways of spending efficiently and maximizing savings.

In July 2016, OBPE began the first phase of its implementation plan for program-based budgeting, which is a "best practice" municipal budgeting tool that is designed to make the budgeting process more efficient and effective. This tool enables municipalities to organize all budgetary information around the City's programs and services. Under program-based budgeting, the budget will show the costs associated with each program, along with the revenues that each program generates. The budget will also display program objectives and performance measures that will be used to evaluate each program's efficiency and effectiveness. Organizing the information in this way provides a clearer picture of the programs and services that the City delivers to Philadelphians, identifies how much money is being spent on each program, and assesses how well each program is performing. For the first year of program-based budgeting implementation, OBPE worked with 20 departments to prepare their FY18 budgets by program. When the FY18 Budget Detail is produced in March 2017, these departments' budgets will be displayed using forms that have been updated for program-based budgeting, providing greater detail and transparency to elected officials and the public.

Executive Direction: In FY17, Finance collaborated with the Mayor's Office, Law, and the Board of Pensions, and received City Council approval, to implement the pension reforms negotiated with District Council 33 (DC33). Current DC33 members will make additional contributions, with those at higher salaries paying a higher contribution rate, and new hires will participate in a stacked hybrid pension plan (additional details of the reforms are provided in the Strengthening the Pension System section of this Plan). The Administration is working with City Council to apply these reforms to exempt and non-represented employees as well as to elected officials. If passed by City Council, these pension reforms would apply to over half the City workforce, helping improve the long-term health of the pension fund. When the collective bargaining agreements for the Fraternal Order of Police Lodge 5, International Association of Fire Fighters Local 22, and District Council 47 expire on June 30, 2017, the Administration will work with the unions and City Council to expand the reforms included in the DC33 agreement to all City employees.

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

- Improving educational outcomes for all children through the award of a \$30 million Promise Neighborhoods grant to Drexel University (the prime grantee). This will benefit 6 schools within the School District of Philadelphia (partner), with matching support from the City and private philanthropies.
- Developing a diverse workforce with \$200,000 in direct funding and technical assistance over two years from Living Cities for Racial Equity Here, a design for a specific, data-driven plan to attract and retain a diverse workforce within city government.

OnePhilly Project: In FY17, OnePhilly continued efforts to replace current human resources, payroll, time and attendance, benefits, and pensions systems with one integrated system that will allow for more efficient operations and improve services for employees. The project will likely be completed during FY19.

The Office of Property Data (OPD): OPD continues to manage projects of strategic importance to Finance, in particular for the Office of Property Assessment (OPA). OPD is providing oversight and staffing for the Computer-Assisted Mass Appraisal (CAMA) system implementation project, which, when complete, will enable the OPA to conduct property assessments and revaluations quickly, consistently, and accurately. Vendor selection has been completed, and contract negotiations with the vendor are nearing completion. OPD initiated a data cleansing and migration project in February 2017 to stabilize existing databases within OPA and prepare for software implementation. Full CAMA implementation will begin in October of 2017, and the new system is scheduled to go live 24-30 months after this kick-off date.

In addition, OPD continues work to improve the accuracy and consistency in how addresses are shared across City departments and agencies. OPD is partnering with the Office of Information Technology (OIT) and its Geographic Information Systems (GIS) unit to implement 11 key recommendations from the Municipal Street Addressing Analysis Report that was completed in FY16.

The Risk Management Division: Risk's Recovery Unit actively pursues third parties - insurance companies, organizations, and private citizens - for damages they caused to City property, and actively coordinates the subrogation activities of the City's Employee Disability Program Third-Party Administrator (TPA). Through its Insurance and Contracts Unit, Risk also manages, coordinates, and actively pursues subrogation activities for the Division of Aviation and all other losses, regardless of department where an insurance policy is in place. In FY16 (as in FY15), Risk Management added \$2.2 million to the City's revenue. Risk is on track to increase risk recovery/subrogation totals by 5% in FY17.

Risk's Employee Disability Unit is responsible for maintaining a comprehensive and cohesive disability program for all employees who are injured during the course and scope of their employment with the City. In FY17, Risk aims to reduce litigation costs by reducing the number of open litigation claims by 19% over FY16. Risk plays a vital role in reducing costs that would otherwise be spent on claims and claims-related issues, making resources available for other beneficial uses throughout the City. To continue reducing the number of pending claims, Risk aggressively pursues settlement of claims by compromise and release.

Additionally, Risk's Safety and Loss Prevention program provides technical expertise, program oversight and coordination, and risk-focused training for departments and their respective internal Safety Officers.

PLANS FOR FISCAL YEARS 2018-2022:

The Accounting Bureau: Looking forward, Accounting will work to continue to achieve the Certificate of Achievement for Excellence in Financial Reporting from the GFOA. Accounting has received this GFOA award for the last 35 years. Each year, Accounting also produces the City's CAFR.

Accounting will continue to work to be in compliance with new GASB pronouncements. For the FY17 CAFR, Accounting will implement reporting requirements from pronouncements on tax abatement disclosures, postemployment benefits, external investment pools and participants, and amendments to earlier statements regarding pension reporting requirements.

To increase operational efficiency and provide for more secure payment means, Accounting aims to reduce the numbers of vendors receiving payment by paper checks and increase the number of vendors receiving payment through electronic automated clearing house (ACH). In FY17, 45.7% of vendors are enrolled (representing 72% of the value of payments to vendors) and Accounting will work toward gradually increasing this percentage to meet a long-term target of 100%.

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

FY18 Objectives				
<ul style="list-style-type: none"> Obtain the Certificate of Achievement for Excellence in Financial Reporting from GFOA annually. Implement new GASB pronouncements as required for each fiscal year CAFR. Encourage vendors to enroll in ACH for direct deposit payments by improving the vendor website. Provide timely and accurate processing of payroll and fringe benefits (employee benefits). 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Implement new GASB pronouncements by required date *	100%	N/A	100%	100%
Percentage of vendors enrolled in ACH automatic payments **	N/A	45.7%	60%	70%

* GASB pronouncements are implemented through the CAFR., which is completed at the end of February.

** Data not available prior to FY17.

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

OBPE will also continue its work to make the budgeting process more efficient and effective. The Office will complete its implementation of program-based budgeting in FY21 with approximately 10 to 15 additional departments participating each year. During the implementation process, OBPE will provide direct support to participating departments and their fiscal staff to ensure that departments are able to capture the full costs of their programs and services, along with revenues generated by those programs and services. OBPE will also work with departments to ensure that clear objectives and performance measures are developed for each program, in partnership with the Managing Director's Office and the Mayor's Office of Policy. Each program's ability to meet or exceed these objectives and performance measure targets will be considered in determining future funding and evaluating where additional resources would be effective.

OPBE will also continue to collect data and define performance measures related to the capital budget. A focus on creating departmental spending reports and finding benchmark data will be key to this effort. Additionally, research will be conducted to find best practices from across the country so that new policies and processes may be implemented and adjusted.

FY18 Objectives				
<ul style="list-style-type: none"> • Appropriately budget for all departments to ensure efficient and effective delivery of the City's services to Philadelphians, while balancing the City's short- and long-term fiscal health. • Expand program-based budgeting from 20 departments to an additional 10-15 departments in FY18 and to all departments by FY21. • Improve communication with Capital Budget partner agencies by having regular conference calls and sending out quarterly reports. • Create shared Capital Project tracking system with Public Property and measure processing times. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent change in the total dollar amount of General Fund revenue (actual) compared to budget (adopted) *	2.1%	N/A	0.8%	0 to 1%
Percent change in the total dollar amount of General Fund expenditures (actual) compared to budget (adopted) **	0.4%	N/A	1.1%	0 to 1%
Ratio of actual unreserved General Fund fund-balance to actual General Fund revenue ***	3.7%	N/A	2.4%	6 to 8%
Total number of new departments participating in program-based budgeting for upcoming fiscal year submission ****	N/A	20	20	10 to 15

* Target is \geq FY projection; dollars in thousands. This metric is calculated on an annual basis.

** Target is \leq FY projection; dollars in thousands. This metric is calculated on an annual basis.

*** This metric is calculated on an annual basis.

**** Program-based budgeting pilot began in FY17. Each year, OBPE will include additional departments until this is implemented citywide.

Executive Direction: The City now has “A” category ratings for its General Obligation (GO) debt from all three major rating agencies: A2 (Moody’s), A+ (Standard & Poor’s), and A- (Fitch). This is the first time that the City has been rated in the “A” category by all three agencies. In 2016, the outlook for the City’s general obligation credit was changed from stable to negative by both Moody’s and Standard & Poor’s, citing relatively low fund balances and weakening operating reserves due to expenditures outpacing revenue growth. During the next year, the Office of the Director of Finance will work with the Treasurer’s Office, OBPE, and other departments to address these concerns and restore the stable outlook to the City’s rating.

The Mayor’s Office of Grants: Over the next five years, the Grants Office aims to secure new public and private resources and ensure the successful implementation of existing resources to support the Mayor’s Pillars. The Grants Office consults with departments on appropriate resource development and partnership strategies, helps departments use data to support grant applications, and assists with the design of program strategies and outcomes to align with program resources. In addition to these efforts, the Grants Office also helps departments identify new resources by researching and forecasting grant opportunities, with a broader focus over the next five years on new (or lesser known) local and national funders, state funding streams, and corporate collaborations. For FY18, the Grants Office aims to increase the number of departments with which it consults by 40% %. Of the total grant applications submitted in FY18, the Grants Office aims for 25% to result in successful grant awards.

Over time, the Grants Office aims to build the capacity of City agencies and programs to efficiently secure and manage grant funds. These efforts will include updating grant policies and standards, disseminating a

grants compliance manual, and educating departments on how to search for funding sources and craft grant narratives and budgets. In coordination with the Grants Accounting Unit, the Grants Office will educate department staff on the best practices for grants compliance and management through topical trainings. In addition, the Grants Office will continue to work with the Grants Accounting Unit to develop and manage standards for administrative cost allocation and recovery of indirect costs on grants that the City applies for from state and federal government agencies and professional service contracts that the City awards to outside vendors. There is currently variation in the rate at which departments and programs account for and apply indirect costs. Establishing federal indirect cost agreements for City agencies will provide more consistency and ensure that the City's costs are consistently and accurately reimbursed. For professional service contracts that the City enters into with vendors, this work will help set consistent indirect cost rates to maximize the impact of City funding as well as state and federal funds that City departments re-grant. The Grants Office also plans to work with the Office of Diversity and Inclusion, Chief Administrative Officer, and Performance Management staff to ensure that equitable practices and inclusive policies are integrated in grant-seeking and grant management practices.

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

FY18 Objectives				
<i>Executive Direction</i> <ul style="list-style-type: none"> Maintain long-term fiscal stability of the City's finances while helping the City to achieve policy goals. 				
<i>Office of Grants</i> <ul style="list-style-type: none"> Secure new public and private resources and ensure the successful implementation of existing public and private resources to support the Mayor's policy Pillars. Build the capacity of City agencies and programs to efficiently secure and manage grant funds. Manage strategic partnerships and strengthen collaborative relationships to increase access to grant resources and to improve program delivery. 				
<i>OnePhilly</i> <ul style="list-style-type: none"> Successfully implement OnePhilly to update and modernize administrative systems and processes. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Grants: Increase number of departments consulting with Grants to pursue competitive grant applications *	N/A	12	12	20
Grants: Percentage of grant applications resulting in successful award **	N/A			25%
Executive Direction: Maintain GO credit rating while working to remove the negative outlook from Fitch and Moody's in FY18	"A" category rating	"A" category rating (negative outlook Fitch & Moody's)	"A" category rating (negative outlook Fitch & Moody's)	"A" category rating

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

** Twenty-nine applications were submitted in calendar year 2015, and 42 were submitted in CY16. Acceptance rate not yet known for all grants.

The Office of Property Data (OPD): OPD will continue its work with OPA, providing project management for the implementation of the CAMA system. As previously mentioned, the full project implementation is expected to take 24-30 months. For FY18, OPD aims to have the project implementation kick-off in October 2017 with the vendor on-site and full project development underway. Kick-off occurring as scheduled is a significant milestone as any delays in the project kick-off will result in delays to the project go-live and close-out schedule. The project is expected to go live in November 2019, at which point OPA will be able to use CAMA as its main system. Project close-out is scheduled for December 2019; close out occurs when the City has verified the functionality of the new system, all customized features are operational, and the service relationship is transferred from the vendor's implementation team to the vendor's support team for any ongoing maintenance.

In addition, OPD continues work on the addressing project to standardize address conventions across City departments and systems. In FY17, OPD began implementing three of 11 recommendations from a report compiled last fiscal year. These include the following: developing and adopting a consistent citywide address database format, implementing processes for a Unified Land Records System (ULRS) to support new address data and parcel identifying standards, and beginning to develop a process for documenting deed discrepancies and sharing this information with other City agencies.

For FY18, OPD again aims to complete two recommendations and have a third underway (25% complete) by the fiscal year end. In FY18, OPD will complete the process begun in FY17 for documenting and sharing information on deed discrepancies, develop and implement citywide address assignment policies, and begin the process of identifying a City Addressing Authority. The Addressing Authority will be responsible for the assignment of all official City addresses for taxable and non-taxable parcels, enforcing these conventions across agencies, managing sub-addresses, and assisting in the management of the spatial relationship to the underlying parcel.

Looking to FY19, OPD aims to complete the Addressing Authority recommendation begun in FY18 and define and implement unique Parcel Identification Numbers (PIN) for all City parcels. Three additional recommendations have yet to be scheduled, and two final recommendations regarding updates to legacy systems and ensuring that new systems support the addressing format will be ongoing.

FY18 Objectives				
<ul style="list-style-type: none"> To complete the addressing data project by October 2018 to ensure consistent addressing and improve the collection, maintenance, and distribution of accurate property data across City agencies. To kick-off CAMA project in FY18, working toward full implementation of the system by December 2019. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of data addressing project improvement recommendations completed as scheduled	N/A		2 complete 3 rd at 25% completion	2 complete 3 rd at 25% completion
CAMA project will kick-off with vendor on-site and full project development underway in October 2017	N/A			October 2017 kick-off

In FY17, OPD will complete two recommendations and begin implementing a third: 1) develop and adopt a consistent citywide address database format, 2) re-design and implement processes for Unified Land Records System (ULRS) to support new address data and parcel identifier standards, and 3) develop a process for documenting deed discrepancies and sharing this information with other city agencies (25% complete). In FY18, OPD will complete the process for documenting deed discrepancies (#3 above), 4) develop and implement citywide address assignment policies, and begin 5) the process of identifying the City Addressing Authority (25% complete).

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

Insurance and Contracts will continue working to reduce the City's exposure to liability claims and lawsuits arising from activities and operations of independent contractors and vendors. The Property Damage Subrogation Program and Employee Disability Program will also continue efforts to recover costs from damage to City property or worker injury caused by others. In FY17, Risk is on track to add \$2.3 million to the City's revenue, a 5% increase from FY16. In FY18, Risk seeks to increase this by another 5% (\$2.4 million).

The Third Party Claims group works to handle all non-litigated liability claims made by parties who believe the actions of the City have caused them damage. Damages can either be property damage or bodily injury. Based on known history of losses, Risk set a target of \$3 million for settlement costs for closed claims in FY18 and works to minimize the cost of claims where possible.

Additionally, within the next three to five years, Risk will work to integrate the TPA data collection system with OnePhilly to provide more efficient and comprehensive data collection. This will ensure more streamlined processing of claims and better access to significant financial and injury data.

FY18 Objectives				
<ul style="list-style-type: none"> To reduce the number of workers' injuries. To help return employees to normal function as quickly as possible. To reduce and limit the City's exposure to liability claims. To appropriately recover costs for damages caused to City property as well as costs associated with bodily injury to City workers caused by others. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Average number of police and firefighters on no duty	274	343	353	275
Number of employee injuries	2,883	1,513	2,865	2,858
Settlement cost for closed claims	\$2.5 M	\$1.76 M	\$3.17 M	\$3.0 M

FIRE

MISSION

The mission of the Philadelphia Fire Department (PFD) is to serve the public by providing comprehensive all-hazard prevention, risk reduction and emergency response and to ensure the health and safety of its members. The PFD provides direct services to residents by combatting fires, responding to medical emergencies, investigating the cause and origin of fires, enforcing conformity with the Fire Code, and educating Philadelphians on safety and prevention.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

In FY17, the PFD received a Class 1 Insurance Services Office (ISO) designation. This designation not only commends the PFD for its preparedness to provide safety and security, but also has the potential to save Philadelphia's citizens and businesses money by lowering insurance premium costs. Less than 1% of fire departments (or fewer than 150 out of 48,000 departments) receive this distinction, which is the highest recognition a fire department can receive from the ISO.

In collaboration with the International Association of Firefighters (IAFF) Local 22 and the City's Office of Risk Management, PFD implemented a biennial medical examination program. Conducting biennial medical examinations will allow the PFD to conform to NFPA standards as well as to ensure the wellness of members and thereby their ability to safely perform their job. As of January 2017, over 1,000 uniformed members have completed their exam; exams for the remainder of the Department will be completed in FY17.



The PFD responds to a working structure fire and deploys the apparatus and personnel necessary to extinguish the fire as quickly as possible.

PFD also increased staffing levels in 2016. With the assistance of a two-year SAFER (Staffing for Adequate Fire and Emergency Response) grant award, the PFD was able to train, hire and deploy two new classes of firefighters, totaling 157 members in June 2016, and a new class of paramedics, totaling 27 members in November 2016.

PFD took steps in FY17 to increase public awareness of safety precautions and educate Philadelphians on the proper use of the 911 system. Through a partnership with Community Marketing Concepts, a local marketing company, PFD launched an ambulance misuse campaign to educate communities to help decrease non-emergency medical calls. Additionally, in November 2016, the Philadelphia Fire Academy hosted its inaugural Citizens Academy, which educates citizens about the services that the Department provides, increases awareness of the dangers of fire, and promotes effective use of 911. Participants received an overview of fire, emergency medical services, and fire communications operations, saw a live burn demonstration, and participated in a question-and-answer session.



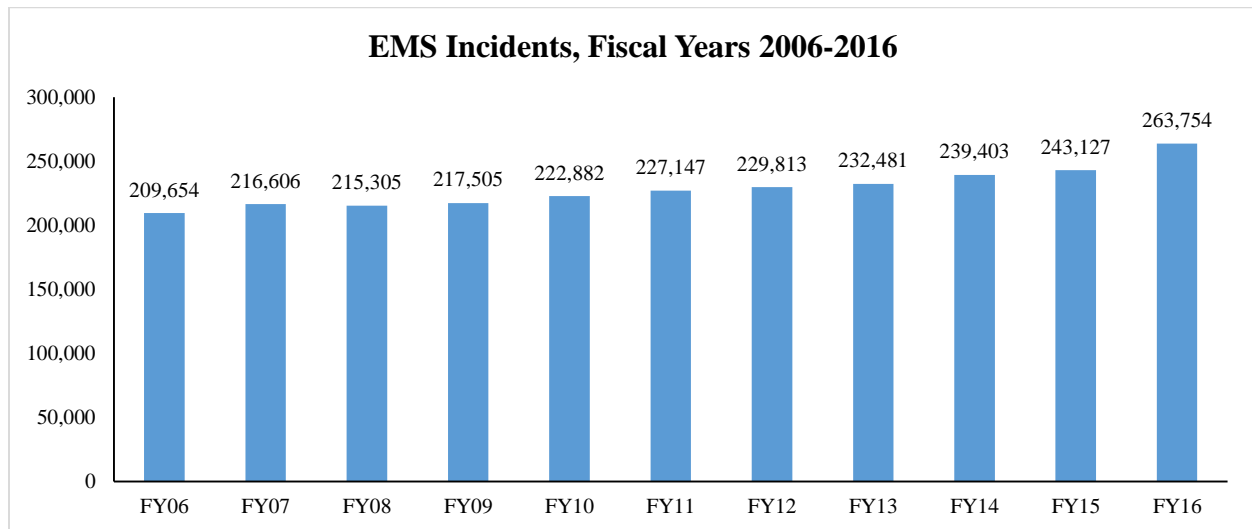
Fire Service Paramedics perform general EMS training and patient care at the Philadelphia Fire Academy.

In July 2016, the City of Philadelphia hosted the Democratic National Convention (DNC). During the convention, the PFD increased emergency response staffing to accommodate the increase of 911 calls. The PFD responded to 5,630 total calls, a 6.9% increase from the previous week. In October 2016, when Hurricane Matthew descended on states in the southern U.S., 40 PFD members were included as part of the PA-Task Force 1 (PA-TF1) deployment of a National Incident Management System (NIMS) Type 1 Urban Search & Rescue (US&R) team to South and North Carolina for ten days to provide assistance to citizens affected

by this catastrophic event. The Task Force engaged in over 1,154 residence searches, 180 civilian evacuations, and 48 animal evacuations, with a total of 1,564 contacts of varying nature.

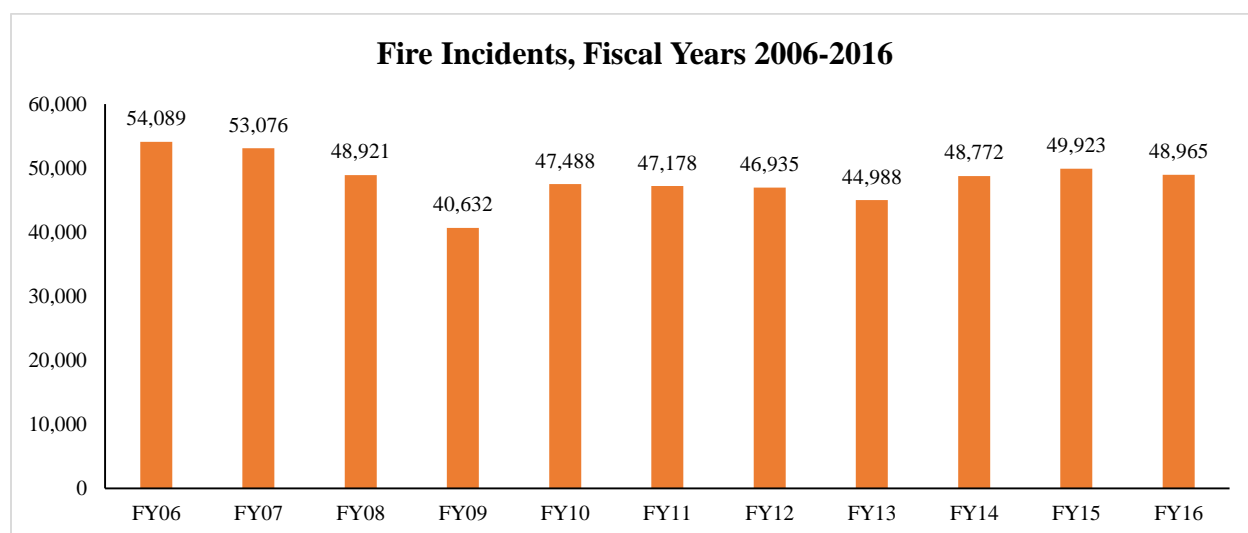
PLANS FOR FISCAL YEARS 2018-2022:

Emergency Response: In FY18-22, the PFD will continue to provide emergency response services to all hazards. In FY16, the Department responded to a total of 312,719 emergency incidents, a 1.75% increase from FY15. Of these incidents, 263,754 were emergency medical services-related, and 48,965 were fire-related. The graph below shows the trend in the annual number of EMS incidents over the past 10 years.



EMS incidents represent 84% of PFD's total incidents and a 2.67% increase over the number of EMS incidents in FY15. In FY16, PFD increased its nighttime staffing by 11 medic units to address the continued high demand for EMS services, making 50 emergency response units available 24 hours a day. However, even with these service expansions, all medic units are typically engaged. Fire companies that are staffed with firefighters also certified as Emergency Medical Technicians (EMTs) offer additional support by providing first response to 20% of all medical calls and are typically dispatched when medic units are not available, are too far away to respond in a timely fashion, or additional resources are needed to meet demand.

Structural fires and resulting injuries, deaths, and property loss also remain a problem in Philadelphia. The graph below shows the trend in the annual number of fire incidents over the past 10 years. While the 48,965 fire-related incidents in FY16 represent a 2.98% decrease from FY15, this does not translate to more down-time for fire companies, as they serve as first responders on scene for such a great proportion of medical calls. To address the ongoing demand for emergency services, this Plan is recommending that 30 paramedics and 30 firefighters be added to the Fire Department's budget, along with 5 new medic units (adding an additional 12 paramedics). The addition of these personnel and vehicles will allow the PFD to better respond to emergencies and will contribute to improving the Department's overall staffing levels and strengthening its relief factor, which will help the Department respond more effectively, as well as control overtime costs.



The Plan also recommends the addition of four dedicated uniform training staff members, in addition to the four added in FY17 as part of the Department's leadership restructuring. Currently, PFD must pull staff from the field to provide training, back-filling those positions with other staff, often through use of overtime. Starting in FY18, these dedicated staff will provide training to personnel to help the department to meet Philadelphia's growing fire suppression and EMS needs while simultaneously improving response and deployment techniques to meet its performance measure targets and national standards.

Community Risk Reduction: Second only to emergency response is PFD's commitment to promoting public awareness of fire safety through education and community risk reduction strategies with the goal of reducing civilian fire injuries and fatalities. There were 17 civilian fire deaths for calendar year 2016, marking a decrease from 2015. Despite continued efforts around community risk reduction and smoke alarm installation (discussed in more detail below), fire remains a serious problem in Philadelphia. While PFD firefighters and paramedics risked their lives to successfully extinguish 2,680 severe structural fires (an average of more than 7 per day) during FY16, in the process rescuing and treating

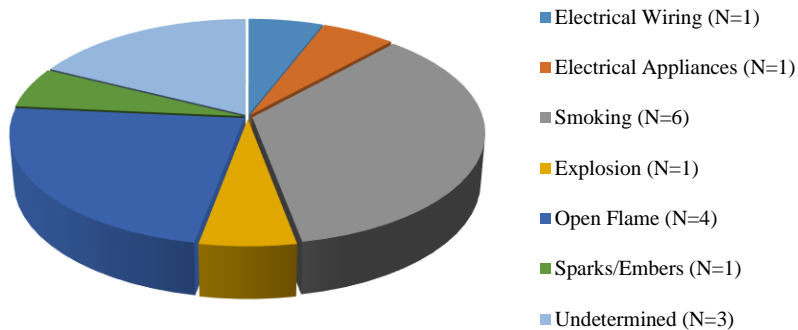


PFD members install a smoke alarm in a private residence. Donations and local contributions allow the PFD to provide these devices to households at no cost.

numerous trapped occupants, unfortunately 17 civilians died and 119 were injured from fire-related incidents over the same time period.

Causes of Fire Deaths for Fiscal Year 2016

(17 total deaths in FY16)



Key risk reduction initiatives will include providing free smoke alarm installations to Philadelphians who cannot otherwise afford to purchase them, performing home safety surveys, and developing effective media campaigns, such as the “Freedom from Fire” campaign. The PFD will continue to work with historic partners such as the American Red Cross, the Citizens for Fire Prevention Committee,

the Insurance Society of Philadelphia, the Boston Consulting Group, and the Insurance Services Office (ISO) on these initiatives.

The PFD will also continue to educate Philadelphians to limit use of the 911 system to true medical emergencies. As mentioned above, PFD launched an ambulance misuse campaign to educate communities on the proper use of the 911 system. For the three months after the placement of twelve “Ambulance Misuse May Cost Lives” billboards in high-demand locations, PFD saw a decrease in EMS calls compared to the prior year. PFD is currently planning phase two of the ambulance misuse campaign, which will focus on improving community messaging and outreach during the remainder of FY17 and beyond.

While the PFD will work diligently to reduce “misuse” or “super-use” with individuals or organizations, the total call volume across the city is unlikely to change, and new users may present new challenges.

Performance Measures: With a new Fire Commissioner appointed in May 2016, the PFD is examining its existing performance measures, definitions, and targets for appropriateness and accuracy. For example, PFD wants to set performance measures that are more in line with national standards and recommendations, especially as the City implements program-based budgeting. The PFD is considering additional performance measures such as Unit Hour Utilization (UHU) for medic units, EMS unit availability, number of civilians rescued from fires and hazardous conditions, property dollars lost, property dollars saved, etc. All of the aforementioned performance measures are still in the development stages but demonstrate PFD’s commitment to improving and modernizing its approach to goal-setting and performance management.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
EMS incidents	263,754	133,159	266,318	< FY17
Fire incidents	48,965	29,903	60,000	< FY17
Number of structure fires *	2,742	1,249	2,700	< FY17
Number of civilian fire-related injuries **	119	78	N/A	< FY17
Number of civilian fire-related deaths **	17	8	N/A	< FY17
Percent of EMS calls responded to within 9:00 minutes ***	N/A	64%	64%	≥ 90%
EMS response time (minutes:seconds) ***	N/A	8:35	8:35	≤ 9:00
Percent of fire calls responded to within 5:20 minutes ***	N/A	81%	81%	≥ 90%
Fire engine response time (minutes:seconds) ***	N/A	5:33	5:33	≤ 5:20

* A structure fire is a “working fire,” which requires the use of at least one hoseline. It has come to the PFD’s attention that prior to FY17, the Department was not utilizing the standard classifications for incident reporting and fire protection data as outlined in NFPA 901. The PFD will begin to refine how structure fires are classified in FY17. In addition, structure fires with “exposures” (i.e. when a fire in one structure spreads to an adjoining/nearby structure) typically were excluded; they will now be included.

** In the second half of FY17, PFD will continue to work to reduce the number of civil fire-related injuries and deaths.

*** Prior to FY17, this performance measure did not reflect the call processing time to transition calls from the Primary Public Safety Answering Point (PSAP) to Fire Communications (as recommended in NPFA standards). This additional step adds approximately 48 seconds to the response time. Because this policy was changed in FY17, prior year data was calculated differently and is shown as “N/A.”

FLEET MANAGEMENT

MISSION

The mission of the Office of Fleet Management (OFM) is to support City departments and agencies in delivering municipal services by ensuring that City vehicles and other automotive-related equipment are available, dependable, and safe to operate. OFM is responsible for the acquisition, repair, maintenance, and disposal of all City-owned vehicles and equipment. Currently, OFM maintains an active fleet of approximately 6,000 vehicles, including approximately 900 pieces of specialized equipment. OFM's service delivery to its customers is critical to ensuring that City services operate efficiently.

OFM accomplishes this work through the following programs:

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

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Fleet Administrative Services: In FY17, OFM implemented the first phase of its Asset Management System Project, M5. This modern, cloud-based, industry-standard system will enable OFM to operate more efficiently and effectively by capturing comprehensive vehicle information from purchase to disposal, including all repair and maintenance costs. This data will enable OFM to more accurately manage routine preventative maintenance efforts using time and mileage calculations. The database also interfaces with OFM's fuel dispensing system and parts inventory in order to more accurately track lifecycle costs for each vehicle. The database delivers automatic, real-time reports to departments regarding the availability of their vehicles so that departments can plan accordingly and are able to minimize operational impacts.

In FY17, OFM installed Global Positioning System (GPS) technology on Fire Department medic units and OFM service trucks. This technology transmits real-time maintenance data, including vehicle engine hours, mileage, and diagnostic fault codes, to the M5 database for use in determining future maintenance needs. Using GPS technology, OFM service trucks can tow disabled vehicles, administer services, and deliver parts more efficiently.

OFM offers paid internships and apprenticeships to high school students who express interest in the automotive industry. This two-year program for students in their junior and senior years of high school prepares participants for careers with OFM. Students are assigned to one of OFM's 16 repair shops where they are introduced to auto repair work and taught how to repair and maintain a diverse fleet. Upon graduation from high school, interns who have met all program requirements are promoted to Automotive

Apprentice, which is a permanent, full-time position with benefits. In FY17, OFM enrolled six high schoolers in the internship program. Additionally, six interns successfully completed the internship program and were promoted to Automotive Apprentice. Over 100 interns have completed the program since its inception in 1993: 19 still work at OFM, and five are now part of OFM's management team.

Fleet Maintenance Services: Ensuring that vehicle availability does not negatively impact the City's ability to deliver services is a priority for OFM. The Office has worked to ensure that sufficient fire fighting equipment (such as apparatus and medic units) and radio patrol cars are available at all times so that public health and safety operations are never impacted. Beyond this, the Office has maintained citywide fleet availability at 89% in FY16 and FY17 year-to-date.



Fleet Maintenance Facility: Medic Unit repair.

In order to increase vehicle availability, OFM seeks to decrease unscheduled repairs and to increase scheduled preventative maintenance. Unscheduled repairs, which result from breakdowns or unexpected failures, can result in vehicle shortages and service interruptions for departments. By contrast, scheduled repairs can be performed during off-peak times when vehicles are not needed and are not in use, ensuring that departments can maintain high levels of productivity. The new M5 system will enable OFM to track and monitor scheduled and unscheduled repairs more efficiently.

Vehicle Acquisitions and Disposal: OFM replaces older and economically infeasible vehicles and equipment with more technologically advanced and fuel-efficient items. In FY17, OFM received \$19.8 million in capital project funding to purchase vehicles and equipment costing over \$100,000 for City departments. Purchases have included \$9.62 million worth of vehicles and equipment for the Fire Department (10 Medic Units, 4 Engines / Pumpers, 3 Tiller Ladders, a Squad Pumper, and Heavy Rescue Equipment); \$7.43 million for the Streets Department (45 Compactors); and \$2.75 million for all other City departments (including Police mobile Mini Stations, Sheriff Buses, and Construction and Delivery Trucks).

Using FY17 operating funds, OFM purchased \$6.28 million in supplies for the Police Department (150 Radio Patrol Cars and 62 other specialized vehicles) and \$2.18 million in vehicles for other City departments. OFM also purchased 10 Hybrid vehicles in FY17.

OFM has continued to conduct internet auctions to relinquish vehicles and to generate revenue. During the first two quarters of FY17, OFM exceeded its General Fund revenue projection by nearly 100,000.

PLANS FOR FISCAL YEARS 2018-2022:

Fleet Administrative Services: OFM plans to implement GPS technology for Street Compactors and Snow Operations Equipment. GPS capability in fleet vehicles enables OFM to better track fleet deployment along with usage, mileage, and operating hour data. This data will be transmitted to the new M5 database, allowing for more efficient scheduled maintenance. GPS enables managers to monitor use of fleet

resources, reduce unnecessary fuel consumption, guarantee customer service by providing real-time asset and fleet tracking, and improve vehicle usage by eliminating unnecessary idle time and operating misuse.

In FY18-22, OFM will continue its high school internship and apprenticeship initiative as part of the MDO's City as Model Employer strategy aimed at creating viable pathways to permanent employment for 200 seasonal/temporary City workers over the next three years. The Plan proposes funding to continue this successful automotive apprentice program by \$200,000 annually.

Currently, the program is implemented using approved full performance-level technician positions. This prevents OFM's ability to hire experienced automotive technicians. Budgetary provisions in the Five Year Plan will enable OFM to continue the apprenticeship initiative.

FY18 Objectives				
<ul style="list-style-type: none"> Maintain accurate records for state, federal, and local government to comply with vehicle and environmental laws. Maintain service contract, adequate parts, material, and fuel inventory to support service departments' operations. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of Automotive Apprentices	2	8	8	14
Employee turnover ratio *	11.9%	N/A	10.0%	10.0%

* This measure is tabulated at year-end.

Fleet Maintenance Services: In an effort to support the administration's environmental initiatives, OFM has purchased numerous hybrid, hybrid electric, and crossover hybrid vehicles and machinery. OFM is also planning to purchase more Plug-in-Electric Hybrid vehicles (PEHV) for the Police, Streets, and Health Departments. PEHVs have the ability to travel an average of 20 miles before seamlessly switching over to conventional Gasoline Hybrid propulsion. These vehicles will be used in the Police Department for community relations and non-pursuit activities, in the Streets Department for Sanitation Enforcement purposes, and in the Health Department for daily operations.



Plug-in Hybrid Police Patrol Car.

In addition, OFM will continue to make improvements to its facilities to enable repairs to modern fleet vehicles and to accommodate new tools and equipment. In particular, the public health and safety facility (Shop 134) has outgrown its space to accommodate the demands at this facility. The facility needs expansion and a full renovation which is included in OFM's capital project. OFM also plans to consolidate vehicle administration

functions to the Center Repair Facility at Front St. and Hunting Park Ave. using capital dollars.

FY18 Objectives				
<ul style="list-style-type: none"> Provide safe and reliable vehicles and equipment to service departments. Provide up-to-date tools, training, and material to staff who perform vehicle maintenance. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Fleet availability: Citywide	89.0%	89.2%	90.0%	90.0%
Fleet availability: Trash Compactors	71.4%	73.8%	75.0%	85.0%
Fleet availability: Medic Units	81.2%	87.0%	90.0%	90.0%
Fleet availability: Police Radio Patrol Car	86.3%	86.8%	90.0%	90.0%
Fleet availability: Fire Apparatus *	N/A			90.0%
Percent of maintenance performed that is scheduled *	N/A			70.0%
Percent of maintenance performed that is unscheduled *	N/A			30.0%
Percent of vehicles repaired in one day or less	61.8%	57.8%	70.0%	70.0%

*OFM is working with its asset management system vendor to begin tracking this information by the end of FY17. FY16 actual, FY17 YTD, and FY17 estimate data are currently unavailable.

Vehicle Acquisitions and Disposal: OFM's Optimal Vehicle Replacement Strategy is expected to be implemented over the next five years and will enable OFM to support operating departments with reliable and economically-feasible vehicles and equipment for their operations. This strategy is expected to allow for the replacement of costly, older, and more unreliable vehicles in order to increase productivity through increased vehicle availability. The M5 asset management system enables OFM to properly maintain its scheduled vehicle repairs, reducing unscheduled repairs and associated maintenance costs. Newer vehicles can be maintained during off-peak hours, are more environmentally-friendly, and will decrease fuel consumption and the City's carbon footprint.

In FY18, OFM will revisit its current vehicle disposal strategy to enable a more competitive auction process. Current vehicle relinquishment auctions are limited to authorized dealers. By increasing competition, OFM aims to speed up the process and increase the amount of revenue generated through vehicle relinquishment.

FY18 Objectives				
<ul style="list-style-type: none"> Attain Optimal Vehicle Replacement Strategy. Meet revenue targets through vehicle and equipment relinquishment. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Median age of vehicle: Citywide (years)	8.2	7.3	7.0	7.0
Median age of vehicle: Trash Compactors (years)	9.2	8.7	7.0	7.0
Median age of vehicle: Medic Units (years)	5.8	5.1	4.5	4.5
Median age vehicle: Police Radio Patrol Cars (years)	4.0	3.3	3.0	3.0
Median age of vehicle: Fire Apparatus (years)	14.4	14.2	12.5	12.5
Number of Police Radio Patrol cars replaced / purchased	189	150	150	150
Number of medic units replaced / purchased	10	10	10	11
Number of trash compactors replaced / purchased	44	40	40	40

FREE LIBRARY

MISSION

The mission of the Free Library of Philadelphia (FLP) is to advance literacy, guide learning, and inspire curiosity. The FLP has nearly 60 locations citywide, including the Parkway Central Library, three regional libraries, the Library for the Blind and Physically Handicapped, 49 neighborhood libraries, the Rosenbach, three Hot Spots, and a Regional Operations Center. The FLP had more than five million in-person visits and seven million online visits in FY16.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

FY17 was a busy year for the Free Library as it took steps to advance the mission and priority objectives of its strategic plan, including children's literacy, cultural enrichment, and encouraging staff innovation. Key accomplishments include:

Cluster Library Model: The Library has fully implemented its new organizational structure focused on customer experience and community engagement. This approach groups the FLP's libraries into nine clusters. Each cluster shares staff and resources and focuses on what the community determines to be specific, neighborhood-based needs with decentralized programming. The reorganization will strengthen relationships with community groups, schools and daycares, civic associations, other city institutions, and elected officials. With all nine clusters up and running during FY17, performance measures for each cluster can now be developed, with particular emphasis on measuring and improving community engagement.

Community Health and Literacy Center: In June, the new South Philadelphia library opened as part of the Community Health and Literacy Center (CHLC) at Broad and Morris Streets. This, the first of the 21st Century Libraries to open its doors, shares a campus with a Children's Hospital of Philadelphia care clinic, a City of Philadelphia Health Center, and the DiSilvestro Playground and Recreation Center. The CHLC serves as a national model for collaborative health and literacy efforts. Along with providing traditional library services, the library also acts as a hub for health information and programming. Training for staff in these areas and assessment of the collaboration will be key objectives for measuring the success of the CHLC.



Community Health and Literacy Center at Broad and Morris Streets.

Work-based Learning Experience for Youth: This past spring, the Free Library piloted a work placement opportunity for high school students with autism at the Bustleton and Torresdale Libraries in partnership with SPIN and MaST Community Charter School. For four months, four students worked two days per week at the neighborhood libraries, putting existing skills to use and developing new ones in consult with library staff and job coaches. Students gained valuable experience, and the partnerships were so successful that a second opportunity will take place this coming year in additional libraries with more students.

American Presidency Series: Hundreds of children, adults, and teenagers deepened their civic engagement this year by taking part in the Library's timely American Presidency Series. Sold-out crowds attended the lecture series led by such speakers as historian Richard Norton Smith and *Washington Post* reporter Matea Gold; teenagers in the Philadelphia School District took part in a system-wide mock election and voting competition; and children in more than 30 branches learned about history and civics via fun, enriching programming. Among those attending the lecture series, 98% of respondents noted that they learned something valuable and interesting.

PLANS FOR FISCAL YEARS 2018-2022:

Since the launch of its strategic plan in 2012, the Free Library has been ever-more focused on fulfilling its mission and objectives. All activities and initiatives are first analyzed for fit with the plan, and efforts are aligned with areas of highest priority in mind. For FY18, the objectives of emphasis include:

- Children's literacy;
- Enabling citizens to reach a level of literacy that allows them to fully participate in the social, economic, and cultural life of the region; and
- Building a high-performing team and efficient organizational structure that facilitate the highest quality of service to the public.

Following are the core programs and services of the Free Library. They make up the activities that are central to fulfilling the Library's mission as well as addressing the Mayor's pillars. Each is complex and often encompasses a collection of additional programs, resources, or initiatives.

21st Century Libraries: This initiative aims to renovate neighborhood libraries into state-of-the-art facilities that meet the public's modern needs for technology and literacy. In the spring of 2016, renovations began on four libraries: Logan, Lovett Memorial, Lillian Marrero, and Tacony. These renovations will include physical and programmatic updates to support family literacy, community engagement, new Americans, and small businesses, respectively. As noted above, a fifth library, South Philadelphia, opened as part of the Community Health and Literacy Center in June with a focus on health literacy. The four renovated branches are expected to open in the fall of 2017.



One of the Library's new book bikes.

Rebuild: A significant portion of the Library's work in the coming years will involve participation in the Mayor's Rebuild Initiative and the renovation of neighborhood libraries in conjunction with that effort. A customer engagement plan is in development, wherein feedback from the community, City Council, and the Mayor's Office will inform the Library's strategy for selecting locations for renovation. Thirty-two libraries were included in the initial list when Rebuild was launched, though a smaller sample of locations will likely be selected to start, based on input from all entities.

Children's Literacy: READ! by 4th Collaborative: The Free Library was named the backbone organization of this citywide campaign, which is designed to make sure that all Philadelphia school children are reading on grade level by the time they enter fourth grade. More than fifty partner organizations, both public and

private, work together to achieve this objective. Over the next two years, the campaign will reevaluate the reach of its activities through a series of measures, including reading levels, parent engagement, and instructional strategies.

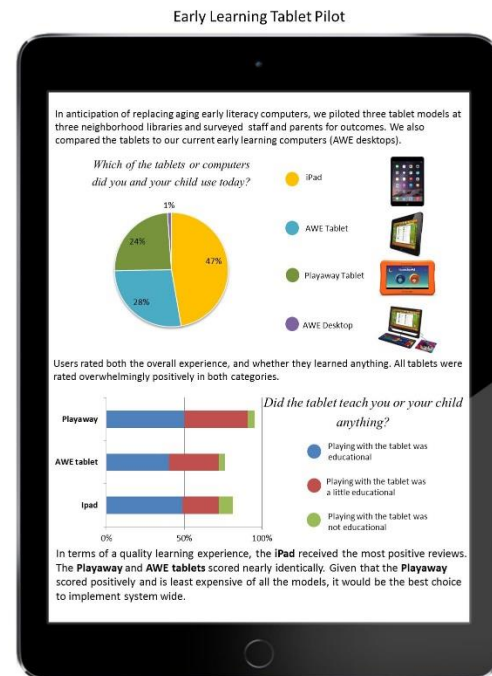
Literacy Enrichment After-school Program (LEAP): The Library's system-wide flagship after-school homework help program reaches over 3,000 children every day of the school year, providing literacy enrichment and a safe and secure environment to continue and expand learning. The Free Library participates in the Philly Building an Out-of-School Time (OST) System (BOOST) data collection effort, which measures and tracks individual attendance in Library Out-of-School Time activities.

Summer Reading: Another of the Library's most distinct and important programs, Summer Reading, encourages more than 30,000 children and teenagers to read for fun and to explore learning opportunities to help combat summer learning loss so that they return to school in the fall ready to learn. Each library also identifies an underserved population in its community and structures special outreach and programming to improve that population's access and use of library resources.

BLAST: This deep collaboration with the School District of Philadelphia aims to improve educational outcomes by Bringing Libraries and Schools Together (BLAST). The initiative will launch in two ways: by seeking methods for strengthening existing relationships between librarians and teachers, and by partnering libraries with fourth grade classes for a series of special activities in both institutions centered on social studies curriculum. The Library is working with expert assessment consultants to evaluate and measure the partnership's impact and success.

Health and Healthcare Initiatives: ***Direct Service Health Programs:*** The Library has made a particular effort in recent years to increase health information services for its customers, providing programming on a variety of topics for healthy living. A Healthcare Advisory Council of more than 30 leaders from local hospitals, universities, and provider organizations guides the Library in offering the most accurate, useful, and up-to-date information to the public. Partnerships arising from the Council have made possible the Library's foray into direct service care. Two clinically trained social workers provide social service help and resources to the homeless and other patrons in need, and a registered nurse offers blood pressure screenings, flu shots, and other health advice and programming at the Parkway Central Library. These two efforts are being evaluated for impact and customer need and will be sustained and/or grown according to outcomes.

Culinary Literacy Center: Launched in 2013 and among the first of its kind at a public library, the FLP's state-of-the-art teaching kitchen offers classes that teach basic, health, and nutrition literacy to children, teens, and adults. Programs include English-as-a-second-language (ESL) classes for restaurant workers who are primarily Spanish-speaking, cooking for teens, nutritional and healthy lifestyle food preparation, and demonstrations and workshops with regional and national chefs. The impacts and reach of these



programs are being measured through surveys and an evaluation performed by the University of Pennsylvania's Center for Public Health Initiatives.



Culinary Literacy Center: teen cooking and nutrition program.

Services to New Americans: The Free Library has made excellent strides to add and improve services, increase outreach, and create safe and welcoming environments for immigrant and refugee residents, and will continue to grow these efforts in each of the nine clusters in the coming years. “New American Corners,” which are dedicated spaces where patrons can find information about becoming a U.S. citizen, have been established in ten neighborhood libraries. The Language Access Plan has been approved, providing staff access to interpretation and translation services. Staff will receive training on the Plan and cultural competency. Vital Free Library information is

being translated into Chinese, Russian, Spanish, Vietnamese, and Arabic and will be posted on the Library's website. A voice interpretation app is being piloted in zip codes where limited English-speaking households number greater than 10%. Cultivation of English Conversation Groups and seeking opportunities to provide additional ESL classes in the neighborhood libraries will continue. Welcome signs in native languages will be prominently placed in all 21st Century Libraries. The Library will continue to work closely with the Office of Immigrant Affairs, the Welcoming Center for New Pennsylvanians, and other organizations to ensure continued engagement with new American community members and provide ongoing programs and services aligned with their needs.

Prison and Re-entry Services: In the coming years, the Free Library expects to broaden its efforts to engage incarcerated individuals, their families, and those recovering from incarceration. In recent years, a fruitful partnership with the Philadelphia Department of Prisons (PDP) has resulted in various projects to serve these populations, the most significant being Stories Alive, a Skype-style storytime between incarcerated individuals in the PDP and their children and family members in neighborhood libraries. This family interaction builds reading skills and engagement, while introducing new populations to Library services. Additionally, libraries within PDP which were established by the FLP in 2013 will be updated and grown. Surveys for participants, continual iteration with the PDP, and ongoing conversations with peer institutions doing similar work will help the Library understand how to best serve this population and grow its programming model.

Updated Strategic Plan: While much has changed in the five years since the Free Library adopted its strategic plan, many of the core programs and services it offers continue to be of great value to the public. As the life of the existing plan comes to a close, the Library will launch an assessment of its recent work in an effort to understand what best succeeded, what continues to need the staff's deepest commitment, and which additional efforts are in demand from the public. The Library will seek input from external and internal stakeholders to craft and update the plan. Children's literacy and updates to the 21st Century Libraries Initiative will likely continue to be of highest priority.

Performance Measures: The Free Library recently created a Data Strategy and Evaluation Unit within its Strategic Initiatives Department in order to centralize and improve data-driven management practices and evaluation efforts. The Unit collects and analyzes a variety of performance measures for the entire library system, evaluates the impact of individual initiatives, and collects data on each branch with the goal of improving the programs and services offered in Philadelphia’s communities.

Below are examples of system-wide performance measures. These are broad roll-ups of granular data that can be isolated by neighborhood library, age group, month of the year, material type, and program type.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target *
Virtual visits via FLP website **	8,706,041	2,510,107	5,286,571	5,330,000
In-person visits	5,836,401	2,521,646	5,244,465	5,300,000
Digital access ***	3,600,311	1,608,713	2,599,452	2,800,000
New youth library cards ****	29,266	20,246	26,385	113,000
Preschool program attendance	98,284	50,077	101,674	103,000
Children’s program attendance	328,923	104,357	220,339	240,000
Teen program attendance	46,580	18,185	38,172	42,000
Adult program attendance	203,607	97,706	209,704	210,000
Senior program attendance	8,245	4,478	8,342	8,400

* Lower target for most measures due to the closure of four libraries for renovation for all of FY17 and during four months of FY18.

** FY17 and FY18 numbers will appear lower, as FLP’s IT department rightsized how the virtual statistics are counted.

*** Includes digital reach and activities, such as Wi-Fi usage, eBook circulation, electronic resource/database use, and public PC use. FY17 target is lower than the FY16 actual, since the FLP expects lower numbers in one of the digital categories due to a change in definition.

**** Target is expected to increase, as the FLP will be registering all School District of Philadelphia students in FY18.

HOMELESS SERVICES

MISSION

The Office of Homeless Services (OHS) provides the leadership, coordination, planning and mobilization of resources to make homelessness rare, brief, and non-recurring for the City of Philadelphia.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:



In FY17, the OHS changed its name (from the Office of Supportive Housing) and updated its mission statement to more effectively communicate the Office's goals and core services. OHS also modified its management structure to increase effectiveness, eliminate silos, and strengthen internal processes.

On December 17th, OHS hosted an Open House at the Convention Center for local agencies, community groups, businesses, and others to learn how they can volunteer their time, donate supplies, or make tax-deductible charitable contributions to help end the cycle of homelessness. Nearly 200 people attended.

Addressing Chronic Homelessness: To address chronic homelessness, OHS launched a new initiative, Prime Time In Hot Spots, focused on three downtown areas with high concentrations of people experiencing homelessness: Aviator/Logan Circle, 2 Penn Centre, and Rittenhouse Square. Staff surveyed 159 people living on the street to better assess their housing, drug and mental health treatment, and social services needs and wants. This partnership with the Department of Behavioral Health and Intellectual disAbility (DBHIDS) and the Outreach Coordination Center at Project HOME has resulted in a 20% increase in engagement with people experiencing homelessness and a 17% increase in housing and/or service placements from the street. One thousand and seventy-six individuals were placed during this period, up from 919 during the same period in 2015. The initiative has also distributed 11,000 Tips for Human Kindness brochures to community members so that they can help to end homelessness.



Outreach is provided through the "Prime Time in Hot Spots" initiative.

OHS led a 100-Day Street Homelessness Challenge, which brought together public and private sector stakeholders to develop a plan to address the needs of individuals in Philadelphia who are experiencing homelessness. This effort resulted in 108 permanent housing placements, mostly for people living on the streets and experiencing chronic homelessness.

During the Democratic National Convention (DNC), OHS made 100 temporary beds available and increased worker outreach to mitigate the psychological impact of increased crowds and security on those experiencing homelessness. This "housed not hidden" strategy, focused on housing plans and case management, was praised nationwide and continues to be used by OHS.

OHS also added 450 emergency and respite beds for its Winter Initiative (December 1 – March 31) in FY17, an increase of 50 more beds than last year.

In response to the perception among businesses and residents that aggressive panhandling has increased, OHS participated in meetings with more than 100 community organizations, business groups, and civic organizations to increase awareness that panhandling is an economic activity, to clarify that most panhandlers are not homeless, and to encourage passersby not to give to panhandlers. OHS launched a new website that not only contains information for those needing help and wanting to help, but also contains a donation portal as an alternative to giving money to panhandlers: www.phillysharedstreets.org.



Youth Homelessness Initiative announced.

Targeting Youth Homelessness: In response to the homelessness crisis for youth aged 18-24, and with an additional \$700,000 provided by City Council and the Administration, OHS partnered with the Coalition to End Youth Homelessness to expand the capacity of the homeless youth system by 12%. The new coalition, consisting of The Attic Youth Center, Covenant House PA, Pathways PA, Valley Youth House, and Youth Service, Inc., will provide 25 new crisis beds, 25 rapid re-housing beds with a minimum of 6 months' rental assistance, and two slots of 24-hour crisis daycare for participants, and will add capacity for 150 youth. The coalition will also provide specialized

counseling and mentoring services to 40 LGBTQ youth and will enable 75 homeless youth to participate in job training and employment support.

Reducing Harm to Children in Families Experiencing Homelessness and Improving Their Outcomes:

Through a grant from the William Penn Foundation, OHS has partnered with Public Health Management Corporation, People's Emergency Center, developmental scientists, and emergency and transitional housing providers to improve the experience of young children entering the homeless system by increasing enrollment in high quality early education programs and enhancing the developmental friendliness of emergency housing. To date, 19 housing facilities have been assessed, with a focus on the areas of health and safety, wellness and development, standards and training, programming, and food and nutrition. Additionally, \$19,000 in grants has been awarded to these sites to purchase items that contribute to a child-friendly environment, such as rocking chairs, floor mats, safety aid kits, electrical socket covers, diaper changing tables, and toddler chairs and tables. Focus groups to discuss the barriers of enrolling children in preschool were held with parents and providers. Findings so far show that barriers include transportation, safety, appropriate educational opportunities, obtaining proper enrollment documentation, and lack of stable long-term housing. A full report of the findings will be published in May 2017 and the project's Phase II, starting in July 2017, will determine if the assessment-based changes had a positive impact.

Aligning Capital Improvement with Safety and Security Opportunities for OHS-funded Facilities: An assessment team with members from the Police Department, Department of Licenses + Inspections, Risk Management, Office of Emergency Management, and other law enforcement partners conducted a comprehensive safety and security assessment of 10 emergency housing facilities, two intake facilities, and the Emergency and Assistance Response Unit. The assessment team submitted a report for each facility. Recommendations include enhancing the safety and security of staff and clients against human-caused hazards, increasing the resilience of the facility by identifying vulnerabilities in key systems, ensuring that

staff are equipped to respond appropriately in an emergency, making sure that the facility meets building code requirements, and ensuring continuity of operations for the mission of the facility.

OHS staff persons are currently reviewing the reports to identify next steps, such as physical improvements and development of policies, procedures, and staff trainings. OHS has already taken several steps to address safety and security opportunities at OHS-funded City-owned facilities, such as requiring all emergency housing providers to complete Mental Health First Aid and verbal deescalation training.

Implementing the Homeless Management Information System (HMIS): Data is at the core of effective homeless service and system design and implementation. Therefore, an effective HMIS is essential. In the past year, OHS contracted with Eccovia Solutions to implement Client Track for Intake, Emergency, Transitional, Long-Term, and Rapid Re-housing. Phase I activities included end-user training, using the system to produce reports for the U.S. Department of Housing and Urban Development (HUD), and uploading data into other systems. In Phase II, OHS will implement a Housing Referral system.

Designing and Developing a Coordinated Entry System and Assessment-Based Housing Referral System: The Homeless Service system is in need of reengineering. New evidence suggests that a Housing First approach, based on the assessment of individual housing needs and the lightest touch intervention, is best. OHS is currently in the process of designing, developing, and planning the phased-in launch of this Coordinated Entry and Assessment Based Housing Referral System (CEA-BHRS). In FY17, OHS was awarded \$214,000 in HUD's Continuum of Care (CoC) funds to support using HMIS as the information system for its CEA-BHRS. The CoC Board also approved the proposal to follow the Order of Priority included in HUD's Notice CPD-16-11. This incorporates chronic homeless status, length of time homeless, and severity of service needs in prioritizing persons experiencing chronic homelessness and other vulnerable homeless persons in supportive housing.

In the past year, OHS took significant steps forward in planning for this new approach, including convening a session with public and private partners in Philadelphia's homeless assistance system to finalize CEA-BHRS design decisions. OHS has also begun developing standardized assessments and referral processes that will be used by all participating programs.

Creating a New Multi-Year Strategic Plan to Address Homelessness: Cities that have made significant progress in reducing homelessness and converting to Housing First have used a data-driven plan with clear, measurable metrics that drive performance. It is time for a new plan to address homelessness in Philadelphia, as the last ten-year plan ended in 2015. OHS has received funding from HUD to complete a multi-year strategic plan and has already selected a Director of Continuum of Care (CoC) Planning to conduct this work. The plan will include plans and measurable goals and will represent OHS's vision of making homelessness rare, brief, and nonrecurring.

OHS won \$33,542,976 for renewal, new, and CoC planning projects through the seventh-largest/highest competitive HUD grant in the country. This will provide for an additional 120 permanent homes using an evidence-based model for singles and families, and for renewal funding for 2,500 units occupied by formerly-homeless families and individuals who also have ongoing service needs.

Continuing Services Coordination with Health and Human Services Cabinet: OHS and the Department of Human Services (DHS) have initiated regular meetings to improve collaboration and service efficiency in preventing and reducing youth and family homelessness. The goal is to begin developing a plan to reduce

placement of DHS-involved families due to homelessness alone, reduce homelessness among youth aging out of foster care, and speed up family reunification when housing is the obstacle to their reunification.

PLANS FOR FISCAL YEARS 2018-2022:

OHS will continue to work collaboratively with the local, city, state, and federal entities that comprise Philadelphia's homeless service system and to provide homelessness prevention and diversion; emergency, transitional and rapid re-housing; permanent supportive housing; case management; supportive services; emergency response; service days (clean-up of encampments); food and commodity distribution to contracted emergency housing facilities and soup kitchens; and operation of the Riverview Home. Currently, OHS supports 24 emergency housing facilities for singles and families with a total capacity of 2,622 beds, 16 transitional housing programs, and 5,825 supportive housing units.

Emergency and Temporary Housing: OHS will continue to provide short-term housing (emergency and transitional) for vulnerable individuals and families to resolve an immediate housing crisis. Case management assistance will be provided to assist the household with obtaining appropriate permanent housing. OHS will continue its 24-hour/365-days-per-year centralized housing crisis triage and assessment approach through its diversion and intake services at Apple Tree Family Center for families and single women and at the Roosevelt Darby Center for single men.



OHS staff assists an individual at the Emergency Assistance and Response Unit (EARU).

Permanent Housing: OHS will also continue providing permanent housing for individuals and families experiencing homelessness using funds provided by HUD's CoC program to end homelessness. This pairs affordable housing that is not time-limited with wraparound supportive services for people with disabilities. Permanent housing will also be provided through the Rapid Re-housing program, which provides housing-stabilization counseling, rental assistance, security and utility deposits, and/or payments for rent or utility arrearages to enable households experiencing homelessness to move into stable housing. These contracted, cost-effective services are funded through the Federal Emergency Solutions Grant, CoC, and Pennsylvania Temporary Assistance for Needy Families (TANF). Beginning in FY18, this Plan proposes to add \$525,000 annually for Rapid Re-housing so that an additional 50 families can receive assistance. This investment of approximately \$10,500 per family will provide recipients with short-term financial assistance, which will result in fewer families returning to shelter. Additionally, the Plan proposes to add \$500,000 annually to increase the number of supportive housing opportunities in the Housing Support Center. These funds will allow 33 individuals with chronic illnesses, disabilities, mental health issues, or substance use disorders who have experienced long-term or repeated homelessness to access long-term rental assistance and support. This form of intervention has been shown to be the most effective in ending homelessness. Lastly, OHS will continue operation of the Riverview Home, a 100-bed personal care facility licensed by the

Pennsylvania Department of Human Services to provide individualized personal care services to adults requiring assistance with activities of daily living.

Prevention: OHS will continue to provide resources to help remove financial barriers to housing for those at imminent risk of homelessness. Resources include financial assistance, legal consultation, and connection to benefits. The Emergency Assistance and Response Unit (EARU) provides security deposits and delinquent rental payments to resolve an immediate housing crisis and assists those who are homeless as a result of disasters, such as fires or gas explosions.

Additional Initiatives: OHS will continue to make progress on the following major program and services initiatives: review of administrative and program processes to ensure quality, compliance, and efficiency; alignment of capital improvements with safety and security opportunities for OHS-funded facilities, services coordination with the Health and Human Services Cabinet, chronic homelessness outreach and services, youth homelessness outreach and services, reduction of harm to children in families experiencing homelessness and the improvement of their outcomes, implementation of the HMIS, design, development and implementation of CEA-BHRS, a new multi-year strategic plan to address homelessness and analysis of OHS emergency housing programs and related City processes, and analysis of OHS emergency housing programs and related City processes.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of households provided financial assistance to prevent homelessness (household means individual and/or family) *	824	500	800	650
Households provided financial assistance to end homelessness **	339	116	330	380
Number of transitional housing placements ***	495	215	395	350
New supportive housing units for people experiencing homelessness (does not include Philadelphia Housing Authority units) ****	135	N/A		193

* The target for FY17 was reduced in accordance with anticipated federal funding. Funding for this service was higher in FY16. In FY18, OHS will use Housing Trust Funds for prevention solely for rental arrearages and security deposits. This may allow more household to be served.

** OHS was awarded additional rapid rehousing funds and expects to fully meet its target.

*** The FY17 target is lower as, per HUD's preference, transitional housing providers are converting units to Rapid Rehousing units. OHS expects this to continue into FY18.

**** These numbers are tallied by HUD at the end of the year and are not available on a quarterly basis.

HUMAN RELATIONS

MISSION

Established under the Home Rule Charter, the Philadelphia Commission on Human Relations (PCHR) administers and enforces all laws prohibiting discrimination, resolves community conflicts, and promotes equality and understanding throughout the City. Since 1993, PCHR has staffed the Fair Housing Commission (FHC), which is charged with remedying unfair rental practices, and addressing unsafe and unhealthy conditions in rental properties through enforcement of the Fair Housing Ordinance. Each year, the PCHR and FHC respond to hundreds of complaints related to discrimination and unfairness, whether in the workplace, in housing, or in places of public accommodation, as well as conflicts between neighbors, and quality-of-life concerns. Cases are investigated or managed and monitored until they are closed.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:



MLK Race Dialogue, 2017.

Enforcing Anti-Discrimination and Equality Laws:

The Compliance Unit enforces a key set of laws that prohibit discrimination and promote equality and educates businesses, housing providers, and the public about these laws. When necessary, the PCHR can conduct educational hearings addressing discriminatory conduct or other issues of inequality. In particular, the Unit enforces Philadelphia's anti-discrimination law, the Fair Practices Ordinance, the Fair Criminal Record Screening Standards Law ("Ban the Box"), and the Entitlement to Leave Due to Domestic or Sexual Violence Ordinance. New provisions to the Ban the Box law went into effect in March 2016, and two new provisions were added to the Fair Practices Ordinance in FY17 to prohibit using credit and wage history reports in hiring.

The PCHR has a work-sharing agreement with the federal Equal Employment Opportunity Commission (EEOC). Under its EEOC contract, the PCHR receives \$700 for each dual-filed discrimination case it investigates and closes. All revenue goes to the General Fund. In FY16, the Unit investigated and closed 252 cases and generated \$136,000. In FY17, the EEOC has set the PCHR's contract at 191 cases. If the EEOC allows for upward modifications to the contract in FY17, the PCHR will submit additional cases. In FY17, the unit is set to generate \$139,000 from employment case closings.

Increased Outreach and Education on Rights and Responsibilities: On October 25, 2016, in response to reports of racial tension and discrimination within Philadelphia's Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ) community, the PCHR held an educational public hearing. Based on the testimony presented at the hearing and submitted in writing shortly thereafter, on January 23, 2017, the PCHR issued its report with its findings and recommendations to ensure actionable steps are taken to bring



"Know Your Rights" training.

resolutions to problems raised by LGBTQ community members. The PCHR mandated training for many bars and two nonprofits in the "Gayborhood." In FY17, the PCHR will conduct many of the trainings on the Rights and Responsibilities under the Fair Practices Ordinance and Implicit Bias.

Overall, in FY17, the Unit increased outreach to residents and businesses on the Fair Practices Ordinance and Ban the Box law. Staff created new outreach tools, such as a Fair Practices Ordinance "Know-Your-Rights" handout and new posters, which

were all translated into multiple languages, including Arabic, simplified Chinese, French, Khmer, Korean, Russian, Vietnamese, and Spanish. Staff has also been active with the Reentry Coalition, particularly on the Employment Committee. In FY16, under the original Ban the Box law, the PCHR investigated 15 cases. After the law's amendment, filings are on track to double in FY17.

Utilizing Mediation to Resolve Discrimination Cases: Launched in 2015, the Compliance Unit's Employment Discrimination Mediation Program is an essential tool to help resolve employment discrimination, housing, and public accommodations cases more efficiently through support from volunteer lawyers who are trained mediators. Case resolution through mediation makes processing more efficient by settling issues at an earlier stage and avoiding lengthy investigations. In FY16, 18 cases were resolved through mediation. So far, in FY17, 17 cases have been mediated.

Resolving Neighborhood and Community Conflicts: The Community Relations Division (CRD) provides a variety of conflict resolution and mediation services to resolve neighborhood disputes, and engages people of different backgrounds to promote intergroup harmony. The CRD also conducts skills-building workshops and serves as a general educational arm of the PCHR. Through its Dispute Resolution Program, CRD routinely responds to requests from residents, policymakers, and law enforcement to help quell neighbor disputes and other volatile situations that have not yet escalated to violence and are not being litigated in court. It is one of the most frequently accessed PCHR initiatives, helping to divert police presence or constituent services resources to more pressing matters by preventing neighborhood problems from escalating. In FY16, the CRD resolved 356 neighbor dispute cases.

Addressing Hate Crimes and Bias Incidents: After the 2016 presidential election, the number of Intergroup Conflict cases (ITGs) the CRD handled doubled. Whether it was racist or anti-Semitic graffiti, or homophobic or Islamophobic acts of hate, the CRD responded to these incidents and worked to reduce community tension. Staff partners with police, schools, community groups, City departments, and other entities to help address all issues that arise from conflicts motivated by prejudice or hate by engaging the community in dialogue, facilitated discussions, and structured programming to create long-term peace and harmony. In December 2016, staff created a new Hate Crimes and Bias Incidents handout that was translated into multiple languages, including Arabic, simplified Chinese, French, Khmer, Korean, Russian, Vietnamese, and Spanish. The handout directed people to call PCHR's new hotline if they were a victim or witness of a hate or bias incident. In January 2017, the PCHR co-hosted a Hate Crimes Conference with

the Department of Justice, the Anti-Defamation League and the Interfaith Center of Pennsylvania. Normally, the CRD handles approximately 30 ITGs a year. In FY17, the staff will likely handle 60.

The PCHR has also been using its Philadelphia Civil Rights Rapid Response Team (Response Team) in FY17. Launched in 2016, this interdisciplinary group includes civil rights leaders from city, state, and federal agencies, the School District, and advocacy groups that focus on responding to hate crimes, bias incidents, and violent acts that have bias potential. The purpose of the Response Team is to have a well-coordinated response for the city that spans key local, state, and federal agencies and community groups when these types of incidents occur. The Response Team also educates stakeholders about an array of topics, including: law enforcement procedures for investigation; the rise of violent extremism and its impact on civil rights and hate crime; and agencies' protocols in responding to bias incidents. Each month, the PCHR also convenes an Interagency Civil Rights Task Force that is made up of local, state, and federal law enforcement agencies and community partners to work on the prevention of intergroup tension and bias crimes.

Preventing Community Conflict: CRD is proactive in conflict prevention through its Prevention and Community-Building Program by participating in and leading outreach events and activities; conducting information sessions and skills workshops to community stakeholders, including churches and other groups; and organizing community dialogues, such as Community-Police Dialogues in which CRD uses facilitated dialogues to foster stronger relations between the police and community members, particularly youth. In FY16, the CRD conducted 162 prevention education and outreach activities. The number of community-police dialogues has remained steady in FY17, and PCHR's work to reduce intergroup conflicts in schools increased by 20% in FY17.



Breaking Bread, Breaking Barriers.

In FY17, as part the Changing Neighborhoods Project, PCHR partnered with Reading Terminal Market, HIAS PA (an immigrant and refugee organization), and the Penn Center for Civic Engagement on a project called Breaking Bread, Breaking Barriers. This brings together communities through a cuisine-based cultural exchange and facilitated dialogue. PCHR will continue Breaking Bread, Breaking Barriers in FY18.

PCHR is also preparing to launch its Community Conflict Resolution Certificate Program by the end of the calendar year. Through this program, PCHR will train community members to resolve neighborhood disputes in their local communities, will equip residents with conflict resolution techniques, and will facilitate positive relations-building among neighbors.

National Awareness and Change: In August 2016, the PCHR hosted 250 people from around the country for the International Association of Official Human Rights Agencies (IAOHRA) conference. The PCHR is a member of IAOHRA, which is an association of directors and commissioners of local and state human rights/relations agencies. The conference was an historic first; members voted to hold the conference in Philadelphia so they could engage in intensive learning about the LGBTQ community through panels featuring trans youth and LGBT elders and covering topics such as "From Selma to Stonewall."

Addressing Unfair Rental Practices: The Fair Housing Commission (FHC) enforces the Fair Housing Ordinance (Chapter 9-800 of the Philadelphia Code) that addresses unfair rental practices in housing, particularly when a property has been cited by the Department of Licenses + Inspections (L+I) for code violations. Each year, hundreds of tenants file complaints with the FHC, seeking redress after their landlords engage in unfair rental practices ranging from terminating a lease when property is cited for code violations to retaliating against tenants for exercising their legal rights. The FHC also conducts educational outreach to inform tenants and landlords of their legal rights and responsibilities.

Combating Systemic Issues in Rental Housing: In FY17, FHC staff played a key role in the city's collaborative effort to draft the Assessment of Fair Housing (AFH) plan it submitted to the Department of Housing and Urban Development. The FHC submitted local data and analysis on housing discrimination, neighborhood conflicts, and unfair rental practices for the city's submission to the federal housing agency. The FHC also worked with refugee and immigrant organizations to educate their staff on the rights and responsibilities for tenants and landlords, with a focus on preventing housing discrimination by landlords. The FHC and PCHR also jointly convene the (e)Quality Housing Working Group of landlord and tenant advocates, housing providers and federal, state and local fair housing agencies. The group focuses on issues of habitability, accessibility, affordability, and equal access to housing in order to create positive recommendations to address Philadelphia's housing stock and its residents. In FY17-18, the FHC/PCHR will convene the (e)Quality Housing Working Group quarterly to respond to pressing housing concerns.

PLANS FOR FISCAL YEARS 2018-2022:

The PCHR will continue to work to enforce anti-discrimination and equality laws and will increase outreach to communities throughout the city. Key initiatives will include the following:

- Additional Ban the Box outreach, with a focus on conducting outreach to returning citizens;
- Increased outreach around the Entitlement to Leave Due to Domestic or Sexual Violence Ordinance, with Domestic Violence Awareness Month social media push in October 2017;
- Increased community dialogues, with a focus on communities experiencing change; and
- New efforts to address systemic discrimination by assessing trends and working with legal services entities to combat systemic issues.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Discrimination Cases Investigated *	252	92	191	191
Ban the Box Cases Investigated	15	21	40	40
Neighbor Disputes Investigated **	356	145	340	340
Intergroup Conflict Cases Investigated	30	31	60	60
Prevention/Education Activities ***	162	74	180	180
Fair Housing Commission Investigations	273	146	260	260
Fair Housing Commission Hearings	355	269	350	350

* The FY17 estimate and FY18 target reflect the numbers in PCHR's contract with the EEOC.

** Neighbor disputes tend to increase in the spring. As a result, PCHR expects to meet the year-end estimate.

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

HUMAN RESOURCES AND CIVIL SERVICE COMMISSION

MISSION

Under the guidance of the Civil Service Commission, the Office of Human Resources (OHR) works to attract, select, and retain a qualified, diverse, and effective workforce to support the goals of the City. OHR accomplishes its mission by administering the City's Civil Service system, the purpose of which is to create and maintain workforce management programs based on merit principles governing the hire, promotion, demotion, transfer, lay-off, separation, and discipline of City employees. OHR classifies and determines equitable pay rates for all civil service jobs; develops and administers examinations for candidates for City employment; establishes ranked lists of qualified candidates for hire and promotion; creates and adjusts civil service regulations as city programs, employment law, and bargaining agreements change; leads and guides departmentally-based human resource managers; and develops and manages a competitive yet cost-effective benefits program for non-union employees.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Creating Online Job Interest Cards: On December 12, 2016, OHR implemented an online job interest notification system. Individuals who wish to apply for a job that is not currently open for application can submit a "job interest card" and be notified when the application window opens. OHR has received 2,274 interest cards for 532 job classes in the first three weeks since this feature became available. This new system will ensure that candidates do not miss out on new job postings and will assist with attracting qualified candidates for hard-to-fill jobs.

Diversity and Recruitment Efforts: OHR has increased its efforts to diversify the applicant pool for City jobs through targeted social media outreach and by attending job fairs held by diverse groups of organizations, universities, and city and state representatives throughout Philadelphia. Social media postings have been made in multiple languages including Spanish, Russian, Mandarin, and French. Spanish, French, Portuguese, Russian, Arabic, Italian, and Ukrainian were the most popular non-English languages amongst Facebook users who have connected with OHR.

In 2013, OHR partnered with the Commonwealth of Pennsylvania CareerLink, a Pennsylvania Department of Labor and Industry program that links Pennsylvania employers with Pennsylvania workers on a state-wide job board. In calendar year 2016, 133 City job announcements were posted on the CareerLink. Additionally, OHR attended 14 job fairs in 2016. These include the *HireMePhila.Gov* job fair, which was held on December 2nd. At that fair, OHR distributed promotional materials and information on how to apply for civil service jobs to more than 2,000 participants.

OHR began working with the Mayor's Digital Communications Director in October 2016 to rebrand and increase the reach of its social media postings. A rebranding on Twitter was completed in November 2016: OHR became @PHLCityJobs to re-align its Twitter account with other City Twitter accounts. OHR, with the assistance of the Mayor's Office, initiated the hashtag #PHLCityJobs in order to brand the city's social media job postings. Since November 1, 2016, more than 800 users have visited OHR's website for civil service openings through social media links.

Federal Overtime Regulations: The Department of Labor recently created a new rule increasing the salary threshold for jobs exempted from the Fair Labor Standards Act's (FLSA) overtime provisions. The new salary threshold of \$47,476 was to go into effect on December 1, 2016. To prepare for implementation of these changes, OHR reviewed all of the City's Civil Service and Civil Service Exempt classes in order to determine if they met the salary threshold and duties tests for non-FLSA-exempted positions and to identify the possible impact on the City's budget. However, on November 22, 2016, U.S. District Court Judge Amos Mazzant granted an Emergency Motion and enjoined the Department of Labor from implementing the Overtime Final Rule on December 1, 2016. This remains pending.

Indebtedness Pilot: The current indebtedness policy provides that candidates for City employment must pay any outstanding debt due to the City prior to employment or enter into a payment agreement via payroll deductions to pay all amounts due. Currently, candidates are required to either pay in full or enter into a payment agreement per the terms that the debtor agency allows. OHR hopes to begin working with the Finance Department and all debtor agencies (Revenue, Water Revenue, Office of Administrative Review, Bureau of Administrative Review) to develop the process that allows for repayment of debt through payroll deductions. It is hoped that this will ensure that employees who are hired do not default on payment agreements and also reduce the time it takes to onboard a new employee.

On-Demand Job Candidate Data: OHR has made changes to its recruitment software to enable authorized departmental human resources representatives to view the status of all candidates on hiring lists at any moment. This change allows representatives to preview candidates that would be referred for interview, should representatives decide to fill a vacancy.

Data to Support Hiring Best Practices: OHR analyzed data from its recruitment system regarding hiring cycle times for specific jobs, such as *Clerk Typist I*. The data showed that cycle times vary between departments for some of these positions. As a result, OHR met with departments to share data and discuss which steps might be contributing to delays. These discussions have resulted in hiring process efficiencies. For example, the Health Department has implemented a new process for certain positions where a group interview is conducted by all managers trying to fill vacancies for a given position at that time. This has enabled the Department to reduce the time it takes to fill vacancies and to achieve a better fit between a candidate and a specific job opening within the Department.

Benefits Administration: The Office of Health and Welfare is responsible for the strategy, legal compliance, and administration of the City-Administered Health Benefits program. In 2016, OHR met federal compliance mandates for the Affordable Care Act while also increasing benefits administration and promoting awareness of and participation in wellness programs. OHR also conducted benefits training for HR professionals and employees, launched a bimonthly newsletter, and held six "lunch-and-learn sessions" to improve wellness program enrollment rates. Employees who actively monitor their own health tend to detect issues earlier, leading to early treatment, better health outcomes, and lower costs. The division's wellness program for the City-Administered plan provides financial incentives for employees to monitor their vital statistics, perform wellness activities, and stop using tobacco products. In 2016, the second year for spousal/life partner inclusion in the City's wellness programs, OHR achieved a 43.7% full compliance total (inclusive of spouses). This represents a 11.5% change over the prior year.

Retiree Health reduced the enrollment time for retiree benefits from two months to immediate. Retiree Health also communicated to retirees that voluntary wellness participation is available to retirees who wish to reduce their health care costs, beginning in 2018.

Additional Initiatives: OHR has partnered with Risk Management to develop new procedures that ensure that disabled employees have increased opportunities for placement in alternate City jobs when they can no longer perform the essential functions of their original job assignment(s). These changes are expected to be rolled out during FY18. OHR also leads monthly meetings for departmental HR managers to communicate updates to City programs and to explain changes to HR regulations and laws. OHR also partners with Law, Risk Management, the Mayor's Office of Labor, and the Board of Pensions to provide in-depth training sessions on topics such as changes to the Fair Labor Standards Act, the results of new bargaining agreements, return-to-work strategies for injured workers, and the parameters of new pension plans.

Lastly, the City is preparing to implement an integrated human resources, benefits, pensions, and payroll system called OnePhilly. OHR has been advising the OnePhilly team regarding City regulations, practices, and procedures; ensuring that data related to employees is made accurate and kept accurate; providing monthly reports of data mismatches to human resources staff for resolution and update in the legacy systems; educating this group regarding the impacts of specific data once the new system is live; and providing ongoing oversight and guidance to ensure a successful launch.

PLANS FOR FISCAL YEARS 2018-2022:

OHR will proceed with preparing for implementation of the new FLSA rule, should it be enacted. OHR will also work with the Office of Budget and Program Evaluation to identify efficiencies for review and approval of positions as part of the hiring process. OHR also plans to list new regulations for approval in early FY18 and will guide implementation of these rules during roll-out periods in FY18 and 19.

Lastly, OHR will play an integral role in the implementation of OnePhilly. The Office will continue to improve employee data quality, assist the OnePhilly team with project design issues and data updates, support GoLive activities, and provide post-implementation support.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of civil service eligible lists produced on or before targeted date	99%	99%	95%	95%
Average number of days for producing civil service eligible list *	46	50	50	≤ 65
Percent of civil service exams administered on published and projected target date	96%	96%	95%	95%
Total cost of City-administered benefits, net benefit cost	\$79.9M	N/A	\$81.2M	\$85.3M
Percent of new hires who have satisfactory or higher performance evaluations and have not been involuntarily separated after one year of hire **	93%	96%	95%	95%
Percent of employees and spouses/life partners enrolled in wellness initiatives ***	43.7%	N/A		50%
Average turnaround days for HR transactions ****	N/A	2	2	2
Number of civil service eligible lists *****	397	215	420	400

* Goal is to maintain at 65 days of the closing of the application period.

** OHR is using this measures to assess the quality of eligibles.

*** Calculated on calendar year basis. 2017 is the second year for spousal/life partner inclusion. Enrollment data will be available in October.

**** Transactions include employee hires, promotions, transfers, leaves of absence, salary changes and separations.

***** The number of lists produced annually depends on departmental needs and requests. The number of lists typically varies from 250 to 450.

HUMAN SERVICES

MISSION

The mission of the Department of Human Services (DHS) is to provide and promote safety, permanency, and well-being for children at risk of abuse, neglect, and delinquency. DHS's primary goal is to strengthen and stabilize families. DHS provides services to children and families in Philadelphia through three primary divisions: Child Welfare Operations, Juvenile Justice Services, and Prevention.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Child Welfare Operations: DHS operates a 24-hours-per-day, 365-days-per-year hotline to respond to calls of alleged abuse and neglect. In addition, DHS social work staff conducts investigations and assesses the need for formal child welfare services. In FY16, the DHS hotline processed 29,570 referrals, and DHS investigators conducted 19,587 investigations. In addition to the Department's general intake divisions, DHS has a specialty investigations section, which includes sex abuse investigators who are collocated with the Police, the District Attorney's Office, and the Philadelphia Children's Alliance in an effort to conduct joint investigations that are less traumatizing to children who are victims.

Through seven private providers called Community Umbrella Agencies (CUAs), DHS provides ongoing services (both in-home and placement) to over 10,000 children each year. In-home services (not placement) are case management services provided to a family to stabilize family functioning and prevent placement. Out-of-home placement includes foster care, kinship care, and congregate care.²⁸ DHS retains legal and physical custody when a child is in out-of-home placement.

These services are delivered as part of DHS's system-wide transformation, Improving Outcomes for Children (IOC). IOC is based on the premise that a community neighborhood approach with clearly defined roles between county and provider staff will positively impact the safety, permanency, and well-being of DHS-involved children and families. IOC is a single case management system in which a family has one case manager who is responsible for providing ongoing services. The case manager is employed by the CUA. There are currently seven CUA organizations serving children in families in ten City regions. All cases that are accepted for DHS service are transferred to the CUAs for ongoing service delivery.

Both the CUAs and DHS work with parents to reunify them with their children who are in placement. When reunification cannot occur, the DHS Adoptions Division works to find adoptive families for children whose parental rights have been terminated.

In FY17, DHS continued to work towards accomplishing the four goals of IOC:

1. More children and youth maintained 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.

²⁸ Foster care is 24-hour substitute care for children who are placed away from their parents or guardians and for whom DHS, the county child welfare agency, has placement and care responsibility. Kinship care is a type of foster care in which a child is placed with a relative (kin). Congregate care is a type of foster care in which a child is placed in a group home setting.

During FY17, DHS saw significant accomplishments in metrics that are directly linked to these goals. The percentage of children placed with kin is at an all-time high of 46.2%, compared to 33% in 2012²⁹ and 44.8% in FY16. Living with a relative (kin) is better for children, as this arrangement allows a child to maintain family connections and is less traumatizing for children than placement with strangers. Kinship creates family alternatives and provides a level of familiarity and stability for a child experiencing the tremendous transition of being removed from a parent. Children who live in a family setting and have lifetime connections tend to have better outcomes in life.

Kinship Care also reduces the use of more restrictive placements like congregate care. Youth who live in congregate care are at greater risk for emotional problems, behavioral problems, homelessness and incarceration. As a result of the rise in kinship care, children in congregate care now comprise only 12.9% of DHS's placement population. This figure is down from 23.4% in FY12 and 14.4% in FY16. Additionally, the number of children in congregate care at the end of the first half of FY17 is down 19% from the same period in FY12.

The number of children achieving permanency is also continuing to increase. There are three kinds of permanency: reunification with a parent, adoption, and permanent legal custody. Returning a child to his or her parents is the primary goal when a child is in placement. If a child cannot be returned home, adoption is considered first, followed by permanent legal custody (in which a caregiver makes a commitment to accept legal responsibility for raising a child but is either unwilling or unable to adopt the child). It is important for children to have a permanent "forever family." This allows them to have greater stability and lifetime connections. The Department is on track to reach a permanency rate of 26% by the end of FY17. While this is down from the FY12 high of 31%, DHS continues to take steps to increase this number. In the first half of FY17, permanencies are up by 14% when compared to the first half of FY16, and permanencies were 31% higher in FY16 than in FY15.



Children celebrating at the Annual DHS National Adoption Day event. The event was standing room only and covered by print and TV media outlets. The day celebrated 20 adoptions that occurred earlier in the day with partners at Family Court.

Provisional License: DHS received its first provisional license from the Pennsylvania Department of Human Services (PA DHS) in May 2016. The provisional license was issued because of multiple compliance violations that occurred after a swell in the size of the system. DHS may receive up to four provisional licenses before the state takes over operations of DHS. In December 2016, DHS received its second provisional Certificate of Compliance from PA DHS. DHS is currently working with PA DHS on the issues raised in the most recent inspection in order to receive a Full Certificate. DHS is working to improve compliance issues related to documentation in files, development of single case plans, safety assessment implementation, and personnel records. Additionally, DHS is working to reduce the size of the child welfare system by building an array of prevention services, creating a differentiated response service

²⁹ The year 2012 was the last year before IOC was rolled out. The first CUAs were launched in January 2013.

to divert families without safety threats, increasing management oversight over placement decisions and increasing focus on bringing children and youth to timely permanency.

Reforms: In September 2016, Mayor Kenney appointed a new Commissioner, Cynthia Figueroa, to lead DHS. She has focused on better integrating the county and provider child welfare system, as well as developing a clear monitoring and rating system for provider performance. This monitoring system is called the CUA Score Card. During FY17, DHS is collecting baseline data for the CUAs in the following areas: safety, single case planning, assessment, governance, and community engagement. Baseline data will be published in September 2017. After that, a yearly scorecard that rates the CUA agencies will be published.

Additionally, since her appointment, the Commissioner has filled key leadership vacancies and restructured the Department to meet the goals of IOC. The existing Children and Youth Division, which included hotline, intake, ongoing services, and adoptions, was renamed the Child Welfare Operations Division. This new Division incorporates the CUA practice areas. Prior to the restructuring, these two practice areas were operating independently, thus creating silos and slowing the progress of IOC reform efforts. Additionally, a new operations director, who will manage all IOC operations, will be starting at DHS. This new position will replace the existing Chief Implementation Officer of IOC position, as IOC is no longer being implemented but is now operational. Additionally, the Commissioner reestablished the Prevention Division at DHS in order to highlight the importance of developing a continuum of prevention services designed to prevent entry into the formal child welfare system.

The Commissioner also created a new Performance Management and Technology Division, which is tasked with monitoring and evaluating providers that contract with DHS to provide services to children and families. She also created a Chief Learning Officer position to elevate training and technical assistance as top priorities for improving practice for the entire child welfare system. The Chief Learning Officer reports directly to the Commissioner.

As part of continued reform efforts following receipt of the provisional license, DHS is also focused on improving practice across all parts of the Child Welfare Operations Division, including both DHS and the CUAs, as well as creating more efficiency within the IOC system to reduce caseloads at the CUAs. DHS is currently funding the CUAs to have a 1:10 ratio (one case manager to 10 families), instead of 1:13. DHS is also going to centralize certain functions within DHS instead of with the CUAs, where they currently are, in time for the beginning of FY18, including: placement referrals, contracts with placement providers (they will contract directly with DHS), and placement provider monitoring.

Juvenile Justice Services: DHS also operates the Philadelphia Juvenile Justices Services Center (PJJSC), a modern detention center for youth in Philadelphia. The Center, located at the intersection of 48th Street and Haverford Avenue, provides an array of services to youth who are detained there. Services include medical and dental, education, and recreational programming. DHS also contracts with private providers to provide delinquency placement services to youth who have been adjudged delinquent in Family Court.

Additionally, the Juvenile Justice Services Division collaborates with the Police Department and the School District to safely and successfully divert hundreds of youth from the delinquency system each year through a program called the Police Diversion Program. This program diverts students who have committed low-level offenses in schools from the traumatic experience of formal arrest and processing into the juvenile justice system, affording them second chances and opportunities to avoid the collateral consequences of an adjudication and a searchable criminal record. Eligible youth are referred to contracted community-based intensive prevention programs, which are located in six geographic locations across the city. Since its

inception in May 2014, the program has diverted over 1,200 youth, less than 8% of whom committed new arrestable offenses at school after having been diverted.

Prevention: Through its Prevention Division, DHS provides thousands of children and families with services designed to divert them from entering into the formal child welfare system. These services include, but are not limited to: Out-of-School Time (OST), case management, domestic violence support services, housing support, and mentoring. OST programs are after-school programs for children and youth. In FY17, the Commissioner and the Managing Director are co-chairing efforts to develop a comprehensive strategic plan for OST. The vision for the plan was rolled out in February. Additionally, a pilot OST program, aimed at increasing educational outcomes, will begin in FY18.

PLANS FOR FISCAL YEARS 2018-2022:

The Plan proposes funding for 10 new solicitors and one legal assistant in the Child Welfare Unit of the Law Department to represent DHS in its mandate to protect abused and neglected children and youth. DHS's current staffing levels require each solicitor to handle 240 cases on average, which is significantly higher than the maximum advised by the American Bar Association. This increase would reduce the average caseload to 170 cases per solicitor. Reducing the overall caseload should result in faster movement of children and youth through the court system, increasing the number of permanencies achieved. The proposed funding for this increase, which begins at approximately \$200,000 in FY18 and grows to approximately \$300,000 annually for FY19 and for the remainder of the Plan, assumes matching funding from the state. This funding would offset approximately 60% of the annual costs.

The Plan also proposes funding of \$17.4 million over the life of the Plan to increase the per diem rate that is paid to foster parents. Parents use this per diem to cover basic expenses, such as clothing, food, school supplies, transportation, and other incidentals, for children under their care. Since 2003, this rate has increased by only \$1.25 and has not kept up with the cost of living, making it very difficult for foster parents to afford these necessary expenses. The proposed funding would increase the rate over the life of the Plan from the current rate of \$21.25 to \$35.88 by FY22. Increasing the rate will make care more affordable for foster families, improve the quality of life and well-being for DHS children and youth in foster care, and enable DHS to recruit more foster parents. The City's proposed investment assumes a match from the state, with the City's share funding approximately 20% of the total cost.

During FY18-22, DHS will continue to work toward the four goals of IOC with a focus on improving child welfare practice, holding providers accountable for their performance, and building an array of prevention services designed to divert children from placement and keep them in their own homes and communities. DHS will also continue to focus on right-sizing the child welfare system with specific goals of reducing the number of children who enter placement and safely expediting the permanency for youth in placement. DHS is collecting early data following commencement of a new "Rapid Permanency Review" initiative, and the Department anticipates being able to analyze this data to examine trends, identify barriers, and create solutions that will allow permanency to occur more quickly. This targeted permanency initiative, which started in late 2016, is expected to accelerate the pace of safe exits from placement.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Dependent placement population *	5,948	5,975	5,950	< FY17 year-end
Percent of Child Protective Services investigations that were determined within 60 days **	88.3%	97.5%	95.0%	≥ 98.0%
Percent of General Protective Services investigations that were determined within 60 days ***	64.3%	62.3%	70.0%	≥ 80.0%
Percent of children who enter out-of-home placement from in-home services ****	10.1%	4.6%	9.5%	≤ 9.0%
Percent of children in out-of-home placement who achieved permanency out of all children in placement in a given year *****	22.5%	10.7%	26.0%	28.0%
Average daily number of youth in detention at the Philadelphia Juvenile Justice Services Center (PJJSC)	99	97.3	105	100
Percent of dependent placement population in Congregate Care *	14.4%	12.9%	12.9%	≤ 13.0%
Percent of dependent placement population in Kinship Care *	44.8%	46.2%	47.0%	48.0%
Percent of dependent placement population in care more than two years *****	31.2%	34.1%	32.0%	28.0%

* As of the last day of the reporting period.

** Child Protective Service investigations are conducted pursuant to state law in order to determine whether abuse or neglect occurred. This is a lagging measure, so FY17 YTD numbers are only available through 9/30/16.

*** General Protective Service investigations are assessments conducted to determine if a family is in need of child welfare services to prevent abuse or neglect, stabilize family and to safeguard a child's well-being and development. This is a lagging measure, so FY17 YTD numbers are only available through 9/30/16.

**** This is a cumulative measure.

***** As of the last day of the reporting period. There is an increase in the percent of the dependent placement population that is in care more than two years due to delays in the adoption process. More than half of children in placements longer than 24 months are awaiting adoption finalization.

INNOVATION AND TECHNOLOGY

MISSION

The Office of Innovation and Technology (OIT) works to align information technology in support of the business of city government and to manage the City's technology assets efficiently and effectively. These efforts will enable the City of Philadelphia to become a more agile and innovative organization that is better able to provide quality services to all Philadelphians.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

In FY17, OIT won second-place in Government Technologies Magazine's Digital Cities Survey. The survey, in which all local U.S. municipalities are invited to participate, examines the overall technology programs and plans of the city.

OIT also took strides towards providing faster, more cost-effective and accessible network and internet services. In FY17, as part of Comcast's franchise renewal, the City signed a multi-year agreement with Comcast for an Institutional Network. This agreement, which covers the City of Philadelphia, will result in significant upgrades in speed and capacity to over 225 City facilities while reducing the City's overall network costs. The agreement also provides for courtesy internet accounts for the City's recreation centers presently operating without internet services. Also in FY17, OIT hired a consultant to conduct an assessment of the citywide Verizon FIOS deployment. As a result of this assessment, the City and the consultant discovered that Verizon did not meet its contractual commitment to the City. Following this finding, Verizon will donate its \$350,000 settlement to the Digital Alliance Fund, whose mission is to better close the digital divide in the City.

In 2016, OIT spearheaded improvements to the City's Geographic Information System (GIS) offerings. Improvements include facilitating a public-private partnership to fund one year of Cyclomedia custom street view image services; finalizing a model to identify vacant buildings and vacant land citywide, released as open data; and prototyping an unsafe roof detection tool using aerial imagery. OIT also developed a new address information system in order to improve property address lookups across city systems while also improving the accuracy of addresses geocoded on public applications, such as www.property.phila.gov and the polling place lookup feature on the City Commissioners' website, www.philadelphiavotes.com.

OIT bolstered its internal help desk functions through the implementation SysAid, a cloud-based help desk/service center on the Oracle Hardware Platform. This new platform creates greater efficiencies in supporting computer systems for the entire City government. OIT also merged End User Services and Service Desk staffs, consolidating remote and on-site desktop support. OIT completed a personal computer (PC) refresh project by rolling out over 1,800 PCs to user departments.

OIT made great strides in 2016 toward improving the technological backbone of City government. For example, the Enterprise Storage Project, a key component of OIT's capital improvement program, was completed. This project provides efficient, cost-effective storage for the City's data requirements. Other completed projects include implementing electrical and cooling upgrades at the Data Center for a more secure and sustainable environment in the City's primary computing facility, as well as upgrading the City's Enterprise Secure File Transfer service.

To dispose of old, outdated equipment, OIT implemented an E-waste disposal program in partnership with Police and the Office of Fleet Management. This disposal freed up warehouse space for other uses.

To encourage innovation in government, OIT initiated the fourth cohort of the City's Innovation Academy, where a local university trains municipal employees in the principles of innovation. The academy aims to create a citywide network of employees who bring a fresh approach to city challenges. OIT also supported a new initiative called Digital Skills, Bicycle Thrills through the Innovation Fund, part of the Mayor's Fund for Philadelphia. This new initiative allows adult learners to build digital literacy skills at KEYSPOT³⁰ community computer centers while learning about and using Indego, the City's bike-share provider.

In 2016, OIT conducted a second cohort of its STEM mentoring program with a local middle school. City employees designed and taught an eight-week series of classes focusing on educational and career opportunities in the technology field. OIT also kicked off the Digital Literacy Alliance, a cross-institutional advisory group formed to tackle digital literacy challenges and manage a seed fund dedicated to funding innovative programs in digital literacy.

To improve its web-related services, OIT initiated the Enterprise Web Application Hosting Migration Project. This project creates a new, secure, and stable Enterprise Web Application Hosting Environment for the City. Additionally, OIT engineers developed and launched the Police Request for Overtime Work System (ROWS). In consultation with the Revenue Department, OIT assisted in the design and deployment of the Philadelphia Beverage Tax registration portal for distributors. Lastly, OIT also designed the Unity Cup Website and redesigned the City's intranet portal, CityNet.

Public safety improvements included making substantial HVAC, power supply, and generator upgrades to the 911 facilities at Police and Fire headquarters. Structural enhancements were also made to 911 radio towers to ensure that they can withstand wind speeds of 90 miles per hour. With respect to communications, OIT purchased 3,500 new portable radios for Police, Fire, and the Office of Emergency Management, and is in the process of upgrading the existing Motorola Radio systems at Police and Fire headquarters and at the Philadelphia International Airport. OIT is also conducting a telephone line audit that involves scrutinizing billing data, along with telephone line inventory and usage, to save taxpayer dollars.

PLANS FOR FISCAL YEARS 2018-2022:

OIT has developed a five year strategic plan, which will be updated annually. The Plan outlines the following strategic priorities:

- Gain better insight into the City's long-term IT costs;
- Streamline technology solutions through best practices and standardization;
- Improve customer service and satisfaction;
- Increase digital literacy among City residents;
- Cultivate a sustainable and talented workforce; and
- Elevate IT Governance throughout the City.

³⁰ This program is a citywide network of 50+ public computing centers collaboratively managed by the Office of Adult Education, OIT, and the Philadelphia Parks and Recreation (PPR). Centers are located in PPR facilities and community organizations and are open to the public 15-20 hours/week, offering free access to technology and ensuring that clients know how to use this technology. Programming at the centers includes open access hours, training sessions, and other programs as developed by individual computer instructors.

In FY18, to better understand and plan for the City's long-term IT costs, OIT will begin using Gartner's Run, Grow and Transform (RGT) framework for IT spending. This framework will enable better communication and decision-making around existing resource needs while allowing OIT to better forecast what will be needed as City processes grow and transform. OIT will also be measuring itself against Gartner's five-level organizational maturity framework to determine areas for organizational improvement.

OIT will also focus on improving the governance and management of IT projects through its Project Management Office (PMO). This focus will lead to improved project management capabilities within the City, resulting in better-managed projects with a higher rate of success (delivering projects in a timely fashion, within budget, and to the satisfaction of key stakeholders). Specific goals include standardizing how projects are established, monitored, and reported; building the capacity and maturity to identify early intervention warning signs; and creating a knowledge library to share project management best practices.

The Plan provides almost \$24 million for OIT's support for existing systems and new systems proposed in the FY18-23 Capital Budget and Program. These critical supports will provide the necessary project management, staffing and outside contracted needs to ensure that the technology implementation is successful. This is crucial for departmental IT projects.

OIT has successfully shown over the last year that identifying and training good people, providing them a central place to work together, and developing a process through which they can be successful makes innovation possible in government. The Office has developed a governance structure and funding for innovation that includes a process for identifying, refining, resourcing, and implementing creative ideas. OIT uses this innovation infrastructure to evolve its work while also continuing to integrate it as a regular part of government. OIT has recently developed an in-government, innovation consulting model that allows the Office to draw upon graduates of the Innovation Academy to develop and facilitate sessions for city departments that wish to develop new approaches to their challenges.

OIT will also continue to address the challenge of digital literacy. Through the creation of the cross-institutional Digital Literacy Alliance and its accompanying seed fund of \$850,000, OIT plans to fund innovative digital literacy programs while also raising money to ensure the Fund's sustainability and commitment to broadband provision and digital literacy. OIT recently conducted a full technology refresh in all KEYSPOt facilities, and will continue to maintain and upgrade this infrastructure.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Gartner IT Organization Maturity scores *				
<i>Application Organization</i>	2.2	N/A	2.5	2.7
<i>Business Intelligence and Performance Management</i>	2.6	N/A	2.9	3.2
<i>Business Process</i>	2.8	N/A	3.1	3.3
<i>Enterprise Architecture</i>	2.7	N/A	3	3.2
<i>Infrastructure and Operations</i>	2.2	N/A	2.5	2.7
<i>Vendor Management</i>	2.4	N/A	2.7	3.0
<i>Information Security and Compliance</i>	2.8	N/A	3.1	3.3
Availability **	99.70%	99.66%	99.70%	99.90%
9-1-1 Availability	99.92%	99.97%	99.90%	99.90%
Volume of Service Requests ***	66,860	32,472	66,860	N/A
Percent of customer issues closed within service level for time to resolve (% obtained from survey results) ****	70%	88%	85%	85%
Percent of customers satisfied with services provided *****	92%	92%	93%	90%
Percent of modernization projects on track	88%	75%	88%	90%

* This methodology enables IT organizations to evaluate their organizational maturity and benchmark themselves against other organizations. This is tabulated on an annual basis.

** Overall availability of Wide Area Network (WAN) and Internet, Website, Platform, and Applications. Current ability only allows OIT to measure availability of WAN and Internet and is computed as the average availability for Transparent LAN Service, T1s, and Internet.

*** The volume of service requests is a workload measure. No FY18 target available.

***** OIT expects a slight drop in satisfaction of support services as staff and users adjust to a newly consolidated system.

INSPECTOR GENERAL

MISSION

The Office of the Inspector General's (OIG) mission is to enhance the public's confidence in the integrity of City government by rooting out corruption, fraud, misconduct, waste, and mismanagement. The OIG's oversight extends to all departments, agencies, boards, and commissions under the Mayor's jurisdiction, in addition to any individual, corporation, or other entity receiving City funds.

Through investigation and full-circle resolution, the OIG identifies wrongdoing and presents solutions to prevent future problems of similar character. Investigative outcomes often include corrective disciplinary measures, law enforcement action, internal policy changes for enhanced efficiency, and/or financial resolutions to recompense a loss. All of these outcomes improve the quality and efficiency of City government while serving an important safety function for the City's workforce and Philadelphia at-large.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Thus far, in the first half of FY17, the OIG has continued its efforts to identify and investigate wrongdoing. As a result of OIG investigations during this period, 22 City employees have received some form of corrective discipline for wrongdoing, including 12 who were formally terminated from City employment. OIG investigations in FY17 have also resulted in one federal criminal indictment, one federal criminal conviction, and two Policy Recommendation Reports to correct internal controls and prevent fraud.

The OIG tracks most statistical accomplishments on a calendar year basis. In calendar year 2016, OIG investigations resulted in 44 instances of employment discipline, over \$1.1 million in recovery, and six criminal arrests and/or indictments. The OIG also continued a number of specific initiatives in support of its general mission:

Pension Disqualification Program: The OIG worked with the Law Department and the Board of Pensions and Retirement to continue to implement the pension disqualification program to remove criminals from pension rolls. This collaboration has saved the City millions of dollars to date.

Targeted Enforcement for City-Funded Nonprofits: Following a marked increase in case activity related to fraud and abuse within City-supported nonprofits, the OIG has worked closely with the Pennsylvania Office of the Attorney General, the United States Attorney's Office, the Federal Bureau of Investigation, and other agencies to monitor and investigate possible wrongdoing within City-funded nonprofit entities.

Integrity Officer Program: In 35 City departments, OIG-trained Integrity Officers work with the OIG to uphold the highest ethical standards in City operations. Integrity Officers are sworn in each year at a ceremony in City Hall and collaborate with OIG investigators, alerting investigators to problems and providing invaluable on-the-ground research, support, and knowledge to assist the OIG in its work.

Contract Oversight: OIG investigates abuses of the City's contracting program, including the City's anti-discrimination rules and minority business participation requirements. Past cases have resulted in settlement revenue, fines, the removal of wrongdoers from the Office of Economic Opportunity's certified list of vendors, compliance agreements with contractors, and the City's first-ever contract or debarment hearing.

City-Wide "Bids Gone Bad" Training: The OIG's contract compliance cases have provided a wealth of lessons for detecting and preventing fraud. In 2016, the OIG partnered with the Office of the Chief Integrity

Officer (CIO) to form a City-wide training initiative called “Bids Gone Bad.” This interactive workshop taught City employees how to vet contractors and how to assess a contractor’s ability to fulfill the terms of a contract before it is awarded. Hundreds of City employees have attended the “Bids Gone Bad” program, and it is now an integral part of the City’s training curriculum.

Partnership with the School District of Philadelphia: Since January 2015, the OIG has partnered with the School District of Philadelphia to strengthen the District’s Office of the Inspector General. The OIG has actively collaborated on investigations and shared best practices and resources. In 2016, the OIG was also instrumental in assisting the District with recruiting and hiring, and the District now has a team of five full-time qualified professionals who are working to root out corruption and misconduct within the District. Thus far, the work of the City-District partnership has resulted in several instances of employment discipline and significant financial savings for Philadelphia’s schoolchildren.

PLANS FOR FISCAL YEARS 2018-2022:

Over the next five years, the OIG plans to continue to investigate allegations of fraud, corruption, and wrongdoing in City government. The OIG will also continue to focus on pension disqualifications, Integrity Officers, contract oversight, training, and partnership with the School District. Significant attention and resources will be devoted to the following long-term projects, each of which has been targeted to support the Administration’s policy priorities:

Nonprofit Enforcement: Given the Administration’s focus on neighborhood development and underserved communities, it is especially important to ensure that when City funds are used to provide services to Philadelphia’s most vulnerable citizens, the money is really reaching those in need and the services are actually being provided. Therefore, the need for strong oversight of nonprofit entities is especially important. Because the impact of fraud is real and direct, the OIG’s collaborations with other offices on local, state, and federal levels have led to criminal convictions, financial restitution, and meaningful policy change. This continues to be a major focus of the Office.

Philadelphia Beverage Tax Initiatives: With the introduction of ground-breaking new tax revenue, the City is undertaking three new strategic initiatives to improve the quality of life for every Philadelphian: 1) Rebuild, a long-term effort to repair and revitalize City parks and recreation facilities; 2) PHLpreK, a City-wide commitment to early childhood education; and 3) Community Schools, an effort to transform local schools into broader, community-based centers of activity, engagement, and resources.

As these three initiatives begin to take shape, the OIG has been working with the CIO to design and implement several oversight programs to protect their integrity. To date, the OIG and the CIO have met with each of the project teams, and several oversight schemes are currently under evaluation. Each oversight program is expected to include education and training, to help employees and contractors identify and prevent fraud; public reporting, to ensure public transparency across all spending; audit efforts, to screen for issues and identify anything that may require corrective action; and investigation and enforcement to hold potential wrongdoers accountable. As the initiatives that are funded by the Philadelphia Beverage Tax progress, the OIG and CIO will be equally committed to ensuring that these programs are operating efficiently, openly, and in the best interests of the Administration’s policy.

Joan Markman Award for Integrity: At times, there are individuals outside the OIG who provide meaningful assistance in a significant OIG investigation. The OIG strives to recognize those individuals who go above

and beyond the call of duty. Consequently, the OIG created the Joan Markman Award for Integrity in 2015, and will continue to issue this award annually.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate *	FY18 Target *
Terminations (# of cases)	28	12	N/A	
Arrests / Indictments (# of cases)	11	1	N/A	
Pension disqualification (# of cases) **	8	18	N/A	
Cases referred by City employees (# of cases)	146	33	N/A	

* No FY17 estimates or FY18 targets are available.

** Submitted to the Law Department for pension disqualification review.

From year to year, OIG investigations widely vary in scope, complexity, and character. Not every OIG investigation results in a measurable outcome, and cases often take several years to finalize, especially when the criminal enforcement process is involved. As the Office holds wrongdoers accountable and educates the public more generally about the City's commitment to integrity, taxpayers and citizens become more confident in the quality of services that the City provides. Fraud is identified more often, bad actors are deterred, the public is more encouraged to invest in City infrastructure, and government services improve as a result.

LABOR

MISSION

The mission of the Mayor's Office of Labor (MOL) is to provide a stable labor environment in Philadelphia by building effective partnerships between management and the labor organizations representing City employees; ensuring that vendors doing business with the City meet any prevailing or living wage requirements applicable to their contract; conducting outreach and enforcement related to Paid Sick Leave, Wage Theft, and related issues; and serving as the primary point of contact for the labor community.

The MOL accomplishes this work through the following programs:

- **Labor Relations:** This program coordinates between City management and the labor organizations representing City employees. This program facilitates contract negotiations and dispute resolution related to collective bargaining and labor contract administration in order to coordinate relations between management and the labor organizations representing City employees. Labor Relations works with City managers, union representatives, and their members in collective bargaining, labor contract administration, dispute resolution, and labor-management cooperation. Objectives include facilitating dispute resolution and labor management cooperation; educating managers and supervisors about labor law and 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. Labor Relations also participates in decision-making for changes that impact non-represented and exempt employees.
- **Labor Policy and Compliance:** This program includes two units:
 - The Office of Labor Standards (OLS):* OLS monitors City contracts to ensure that prevailing wage standards are met as set forth in the Bacon-Davis Act and Chapter 17-1077 of the Philadelphia Code.
 - Paid Sick Leave and Wage Theft Unit:* This Unit administers the City's Paid Sick Leave and Wage Theft Compliance Ordinance to ensure that all employees receive their earned wages and are allowed to use sick time without retaliation.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Labor Relations: In FY17, Labor Relations negotiated a successor agreement with American Federation of State, County and Municipal Employees (AFSCME), District Council 33. The agreement, which expires June 30, 2020, included key pension reforms. If the pension changes negotiated in the agreement are applied to all City employees, the pension system's funding percentage will increase from its current 45% to 80% in 13 years. Labor Relations has also been successful in providing dispute resolution for City departments and has exceeded its prior-year training projections. Since 2008, Labor Relations has typically set a goal of training 180 managers and supervisors per year. In FY16, 235 managers and supervisors were trained. The program will continue to increase opportunities for training in each year of this Plan.

Labor Policy and Compliance: *The Office of Labor Standards (OLS):* In FY17, OLS met its goal of transferring all reporting on projects to LCP Tracker, an online database used to collect, verify and manage prevailing wage certified payrolls and related labor compliance documentation. This has modernized Labor Standards' operations; prior to launching LCP Tracker, vendors could only submit paper documents.

Paid Sick Leave and Wage Theft Unit: In FY17, this Unit built relationships with stakeholders across the country and is becoming a nationally recognized for its work to push forth protective pay legislation. "Protective pay legislation" refers to laws designed to ensure employees do not lose pay, are not penalized

or are not retaliated against by an employer for utilizing leave time or pursuing fair pay for work completed. Examples of this legislation focus on paid sick leave, parental leave, wage theft, and minimum wage. With multiple protective pay laws in place, Philadelphia has been recognized as a leader among the Center for Legal and Social Policy cohort of municipalities, states, public service organizations, and other stakeholders who implement and advocate for protective pay laws. Philadelphia has also been recognized for creating an office in local government dedicated to implementing and enforcing these laws.

On February 12, 2015, the Promoting Healthy Families and Workplaces: Paid Sick Leave Ordinance was signed in to law. The ordinance went into effect in May, and employees began accruing sick leave. Under the law, companies with ten or more employees must provide one hour of paid sick leave for every 40 hours worked within the City of Philadelphia boundaries, up to a maximum of 40 hours per calendar year. Any chain establishment must provide paid sick leave regardless of employee count. Employers may also choose to allow employees to earn sick leave at a rate more generous than the minimum. In August 2015, employees started using accrued paid sick leave, provided they have been employed for ninety calendar days.

The Unit developed an outreach plan and began distributing information to employees and employers about the Paid Sick Leave Law. Regulations were published in May 2016 to guide the enforcement of the law. The Unit also trained Office of Human Resources (OHR) staff on application for qualified City employees.

The Unit also added a Compliance Associate in October 2016 to ensure effective implementation and adherence to Ordinance 141206, Promoting Healthy Families and Workplaces, and Ordinance 150741, Chapter 9-4301, Wage Theft Complaints. The associate is responsible for outreach efforts, program management tasks, and ensuring compliance with both the wage theft and paid sick leave laws. Employees, employers, third parties, and other entities can submit questions or concerns to a hotline and/or email accounts. A total of 15 complaints were submitted and investigated during the first half of FY17; four of those were substantiated and have been resolved. Additionally, 75 inquiries were submitted and received a response from the Unit.

PLANS FOR FISCAL YEARS 2018-2022:

Labor Relations: Labor Relations is tasked with negotiating successor agreements with the following unions in FY18: DC 47, Local 2187, Local 2186 and Local 810; DC 33, Local 159B (Correctional Officers) and Local 1971 (Housing); Fraternal Order of Police, Lodge 5 and Deputy Sheriffs and IAFF, Local 22.

In order to fulfill its mission, the program plans to increase the number of training opportunities for managers and supervisors to assist them in their daily interactions in a unionized environment. The program will develop a plan of action for current managers and supervisors who have yet to be trained and will work with the Office of the Chief Administrative Officer (CAO) to identify newly hired or promoted supervisors to receive labor relations training within their first three months of hire.

Labor Relations will also coordinate with the Law Department's Labor and Employment Unit to hold quarterly case study reviews for the human resources community. These reviews could detail legal wins, losses, or settlements as well as cases held in front of the Labor Board. The goal would be to use real cases as a training tool to help the community with future disciplinary actions, grievances or arbitrations. Reviews would be open to human resource professionals and departmental leaders.

FY18 Objectives				
<ul style="list-style-type: none"> Successfully negotiate contracts with the City's unionized workforce. Facilitate the ACT 111 hearings for the Uniformed Unions: FOP, Lodge 5-Police and Deputy Sheriffs, IAFF, Local 22 and Act 195 hearings for Local 159B. Increase the total number of managers and supervisors attending labor relations training, and develop a plan to target training to departments that need additional support. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Engage with OHR and the CAO in FY18 to develop a series of benchmarks for labor relations training [milestone]	N/A			OLR will do outreach to departments to target managers / supervisors to be trained in FY18

Labor Policy and Compliance: *The Office of Labor Standards (OLS):* From FY18-22, OLS will focus on education and outreach to ensure that vendors are properly trained to submit documents on the LCP Tracker platform. The goal will be to minimize minor compliance issues such as late submission of payrolls, and clerical and inputting errors. Major compliance issues, such as cases where restitution is owed to employees on projects, are an enforcement priority for OLS. OLS will work aggressively with vendors during the life of the Plan to reduce major compliance issues from approximately 12-15% to less than 10% of contracts.

Paid Sick Leave and Wage Theft Unit: From FY18-22, the Unit will implement outreach strategies to ensure that residents in every neighborhood of Philadelphia are properly informed of their rights to paid sick leave and understand how to file a complaint if those rights are violated. The Unit will also continue establishing relationships with organizations that reach communities where English is a second language; partner with current stakeholders to continuously assess data trends and identify areas where it can improve enforcement of the laws; continue its process of internal review to ensure that investigation of complaints and inquiries is managed effectively and efficiently; and maintain its membership with the Center for Legal and Social Policy in order to continue learning best practices from other states and municipalities.

FY18 Objectives				
<i>Office of Labor Standards:</i> <ul style="list-style-type: none"> Reduce major compliance issues, such as cases where restitution is owed to employees on projects, to less than 8% of projects. <i>Paid Sick Leave and Wage Theft Unit:</i> <ul style="list-style-type: none"> Administer outreach plan to educate city employers and employees of their rights under each law. Review current processes to ensure that complaints and inquiries are effectively managed. Continue to review best practices in implementation, administration, and enforcement of both Paid Sick Leave and Wage Theft laws by other states and municipalities for possible application in Philadelphia. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of prevailing wage projects with compliance issues *	12-15% (estimated)			< 10.0%
Number of paid sick leave and wage theft complaints submitted and investigated *	N/A			15
Number of paid sick leave and wage theft violations found *	N/A			7

* The office will begin tracking these measures in FY18.

LAW

MISSION

The Law Department (Law) provides timely, cost-effective, and high-quality legal advice and services to City departments, agencies, boards, and commissions. 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; represents the City in Child Welfare and Health matters; and prepares and assists in the preparation of legislation for introduction in City Council. In addition, Law is dedicated to developing and retaining a diverse workforce that is representative of the City's population.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

The Philadelphia Beverage Tax: Law spearheaded a team to defend the Philadelphia Beverage Tax in FY17. On December 19, 2016, the Court of Common Pleas dismissed the lawsuit filed by the American Beverage Association and other plaintiffs challenging the tax. This tax, if sustainable on appeal, is anticipated to raise approximately \$461.3 million in revenue over the next five years. This revenue will primarily be used to fund the City's universal pre-K initiative (PHLpreK); Community Schools; and renovations to parks, recreation centers, and libraries (Rebuild).

Affirmative and General Litigation Program: Law made significant progress during FY17 toward filing several major multi-defendant public policy-oriented lawsuits and in establishing ongoing productive relationships with various public interest advocacy groups. These relationships are likely to result in additional suits. Law also scored several significant victories in addition to the Beverage Tax litigation during FY17. Notable among these were the City's defeat of an over \$20 million claim asserted by a former lessee of property reclaimed under the City's lease for Airport expansion purposes (Victory Recycling); the dismissal of a putative class action potentially seeking the replacement of all lead water pipes in the City; dismissal of an action seeking to restrict the rights of residents convicted of a felony to vote following their release from incarceration (ACRU); post-election challenges to the integrity of the City's election process; and the release of a Fairmount Park mansion from testamentary restrictions that had resulted in its being closed to the public, meaning that it will now be able to be renovated and reopened (Loudon Mansion). In addition, Law was able to collect over \$160,000 in an outstanding judgment against a former concessionaire through creative garnishments of notes held by a third party.

Law also has sought to enhance executions on existing judgments against other parties and collections in lieu of those executions. The debts for collection activity arise from court-ordered fines, code enforcement actions, unpaid service charges, including police overtime, emergency medical transportation, excess alarm calls, penalties for air pollution violations, and business tax judgments. Although Law referred judgments to outside counsel for collection during the last fiscal year, Law entered into broader contracts with two firms for collection of additional kinds of judgments for the first time in FY17, and has already referred out more than 150 judgments for collection. The types of judgments initially selected for referral under those contracts included lead paint fines, Licenses + Inspection (L+I) Code violations, and tax claims, and Law anticipates significant results (approximately \$1 million) before the end of the fiscal year.

The Tax Unit plans to refer its smaller judgments to outside counsel for collection regularly and to make sure that all larger (Major Tax, meaning \$35,000 or more) judgments are either written off or executed upon

in house. In order to meet that goal, the Tax Unit conducted two half-day training sessions for lawyers on Execution practice in the first quarter of FY17 and filed more than twenty garnishment actions in the second quarter. It is anticipated that in-house execution will be fully in place for the second half of FY17.

This emphasis on affirmative and proactive litigation through existing and new initiatives has brought in increased revenues during its first year, and is expected to yield higher revenues as these initiatives continue through the end of FY17 and into FY18 and beyond.

Code Enforcement: During FY17, Law has increased the frequency of the City's use of administrative search warrants to improve enforcement by advising L+I on the application, issuance, and execution of those warrants for purposes of inspecting properties. Law's Code Enforcement Unit (Code) is responsible for co-administering contracts for efforts to collect outstanding liens, fees, and judgments that arise from code enforcement actions generated by L+I and the Philadelphia Department of Public Health (PDPH). In FY17, Code also expanded its staff to accommodate the requirements presented by the Building Safety Oversight Board. This increase in staffing has allowed Code to implement the Board's recommendations and increase the number of case hearings for enforcement actions.

Support for City Tax Assessments: In *Lerner v. City*, Law obtained an important precedential decision from the Pennsylvania Supreme Court, affirming the principle that a taxpayer who fails to file a timely administrative challenge to a tax assessment cannot later challenge that assessment as a defense to a collection action by the City.

Electronic Contract Signatures: Law worked extensively with the Office of the Chief Administrative Officer (CAO) and the Office of Innovation and Technology (OIT) to implement electronic signatures for professional services contracts, starting with pilot programs for OIT and the Department of Human Services (DHS). Expansion citywide is expected in the next calendar year.

eProcurement: In the first half of FY17, Law worked closely with the Procurement Commissioner and his staff to roll out PHLContracts, the electronic bidding software system that will largely eliminate paper contracts from the process of awarding competitively bid contracts. Like the electronic signatures project, eProcurement will increase the efficiency of competitive bidding in the City dramatically.

Network Services Contract: Law and OIT negotiated the network services contract with Comcast that will replace the City's wide area network, City Net, with a state-of-art, high-speed fiber optic network built and operated by Comcast at a projected cost that will save the City tens of thousands of dollars every month. The network agreement is part of the Cable Franchise renewed with Comcast in FY16.

Verizon Settlement: Law and OIT completed an extensive audit of Verizon's compliance with the requirement of its 2009 Cable Franchise to complete its FiOS system by the end of February 2016. Based on the results of the audit, OIT and Law have reached agreement with Verizon: Verizon will make a \$350,000 donation to the City to support digital inclusion, and Verizon agrees to terms for completing deployment to unserved households. The settlement is expected to be final in March 2017.

Legal Support for Improved Revenue Collections: *Real Estate Tax Collection:* The Tax Unit has continued to use both Sheriff Sale and Sequestration of delinquent properties to collect Real Estate Tax on behalf of the City and the School District. While working to increase collections, the Tax Unit has also worked with City Council and the legal services community to create and implement the Owner-Occupied Payment Agreement program that allows low-income homeowners to satisfy their tax delinquencies in an affordable manner.

Increased Scrutiny of Corporate Transaction for Realty Transfer Tax Avoidance: Law has been working with the Revenue Department's audit group to review large corporate transactions and to identify situations where the full realty transfer tax has not been paid. At the same time, Tax Unit lawyers worked with City Council to draft recently passed legislation that will close some realty transfer tax loopholes. Bill No. 160810 made two major changes to the Realty Transfer Tax (RTT): 1) creating a rebuttable presumption that when real estate is transferred through the sale of a holding entity, the value of the underlying real estate is the consideration paid for the entity, rather than the assessed value of the real estate as the tax base; and 2) if more than 75% of the interest in a real estate holding entity is transferred within six years, the tax is triggered. These changes apply primarily to very large corporate transactions. This legislation was passed by City Council on December 8th and was signed by the Mayor (enacted) on the 20th.

Water Debt Collection: The Tax Unit has conducted two pilot programs to sell properties at Sheriff Sale for water debt. Both pilots were successful. The rate of response from foreclosure actions was immediate and significant; Law received a pre-sale resolution rate of over 75%. Most of the properties either paid the bill in full, or worked with the Philadelphia Water Department's stormwater appeals team to review and correct any errors with the billings to a resolution. The next steps are to have water debts filed and collection efforts sought through Sheriff Sale.

Land Bank Foreclosure Program: As anticipated, Law has been working with the City's new Land Bank to facilitate the Land Bank's acquisition of targeted properties in order to spur development and return blighted properties to productive use. Twenty-three properties were acquired in the first half of FY17, and an estimated 325 additional properties are expected to be acquired by the end of the FY.

Uber/Lyft Agreements: Law negotiated temporary agreements and, after a change in Pennsylvania law permitted it, long-term license agreements with Transportation Network Companies Uber and Lyft to allow them to operate at the Philadelphia International Airport. During the first two quarters of FY17, the agreements have provided for a combined \$1.48 million in Aviation Fund revenue. In addition to Aviation Fund revenue, the license agreements also directly benefit funding for the School District. The School District projects that it will receive \$2 million in ridesharing revenue in FY17.

Replacement of Lead Water Lines: Law supported the Water Department in creating two new lead water line replacement programs (cost-free replacement during water main relays and interest-free loans) with the goal of lowering the number of homes in the City that are served by lead water pipes.

Legal Support for the Health Department's Mission of Protecting Air Quality: The Environmental Division provides support for PDPH (Air Management Services (AMS) program) for its investigations and enforcement activities related to air emissions and asbestos. AMS is the regulator that issues permits for air emissions and enforces the air quality laws and regulations in Philadelphia. AMS issues violation notices to businesses and institutions for failures to get permits for certain air emissions. Law gets involved when the violations are appealed or when the cited parties are unresponsive. Law has been very effective in crafting settlements to these lawsuits that bring the violators into compliance.

The Environmental Division also renegotiated a settlement with Sunoco to repurpose unspent Supplemental Environmental Project (SEP) funds. Under this new agreement, an unspent balance of \$377,163 will be redirected to conducting a localized air pollution monitoring project to be conducted by AMS.

Legal Support for HIPAA Compliance: In FY17, Law is working to create and adapt web-based Health Insurance Portability and Accountability Act (HIPAA) training tools for City employees, volunteers, and

interns to make HIPAA training more efficient, timely, and readily available as needed. Additionally, Law is developing a HIPAA intranet webpage to be used to consolidate and distribute HIPAA resources, contacts, standards, and protocols, including answers to frequently asked questions. Both initiatives are on schedule to be launched during FY17 and will contribute to making City government more efficient and effective and reducing the City's exposure to damages and civil monetary penalties.

Right to Know (RTK) Practice: FY17 efforts included RTK attorneys advising on a new initiative to respond to media requests for records outside the RTK process, when reasonably possible. In addition, Law has reduced the processing time of requests by approximately 6.4 days over the last calendar year, despite a 10% increase in the number of requests handled through the RTK process (exceeding 1,800), and a substantial increase in the guidance provided outside the RTK process.

Pensions Collections: Law worked to recover \$2.1 million in illegal trading profits taken by a brokerage firm that handled certain transactions for the Board of Pensions and Retirement and is seeking recovery of an additional \$1.9 million from the broker and related entities. Pension attorneys in Law also worked with the Treasurer's Office to submit claims on behalf of the City to recover through the Municipal Derivatives Antitrust Class Action Settlement, resulting in payment of nearly \$280,000 to date.

Legal Support for Health and Adult Services: During FY17, the Health and Adult Services Unit supported the mission of the Department of Behavioral Health and Intellectual disAbility (DBHIDS) to provide comprehensive mental health and intellectual disability services to the citizens of Philadelphia, both on a voluntary and involuntary basis at mental health court each day. Hearings are held at Albert Einstein Medical Center, Girard Medical Center, Friends Hospital, and the Detention Center. There are three court sites running on Tuesday and Friday and one site on each of the other days. The average court list is approximately 20 cases. Law attorneys represents the County Office in securing involuntary commitments for individuals who are deemed to be a danger to themselves or others. The patients are represented by the Defender Association and these matters require a full evidentiary hearing. Law attorneys work with DBHIDS in administrative appeal hearings and participate in family planning sessions to determine the appropriate level of services that can be provided on a voluntary basis to avoid the need for additional litigation. If there is no agreement, Law will litigate the service issues in the administrative forum. Law attorneys and legal assistants answer a variety of questions from patients, family, and community members about the available mental health services. Staff is often asked to explain the mental health court process to these individuals as well.

In addition, Law supported the Office of Homeless Services' (OHS) goal to provide shelter services where needed in the City and respond through the court process to transport those in need of shelter to appropriate housing when weather conditions are extreme. Law's health attorneys are also supporting the mission of PDPH in many ways, including intervening in court when involuntary treatment for communicable diseases is required, initiating court action to prevent lead hazards in the homes of the City's children, and working with the court to address the legal process necessary to respond to a pandemic or other major emergency event.

Diversity Efforts: In calendar year 2016, in conjunction with Chief Diversity Officer Nolan Atkinson, Law hired 50 new employees, 56% (28) of whom were diverse candidates. Thirty of these new hires were attorneys, and 56.67% (17) of them were diverse (African American, Asian American, Hispanic or Latino American, and Native American or Two or More Races). Law aims to continue these efforts in FY18.

PLANS FOR FISCAL YEARS 2018-2022:

Legal Support for Philadelphia's Infrastructure Program: Law will continue to support Rebuild, which will dramatically impact neighborhoods throughout Philadelphia by improving libraries, parks and recreation centers. The City is expected to spend as much as \$500 million on this initiative over the next seven years. A significant portion of this funding will come from the issuance of bonds through PAID. Law will work closely with the Treasurer's Office and Rebuild staff on the bond issue, and will provide advice on the program structure to ensure compliance with requirements for the use of tax-exempt bond proceeds.

Coordinated Tax Database: The Law Department anticipates that its portion of the case management system utilized by the Tax Unit will be improved and connected to Revenue's new Data Warehouse in FY18; both changes will improve Law's ability to select appropriate cases for prosecution and to pursue execution actions on unpaid judgments.

Legal Support of International Airport's Consolidated Rental Car (CRC) Facility: In FY18, a high level of legal activities supporting the expansion/improvement projects is expected. This may include property acquisitions, leases, advice on financing models, and ordinances. The CRC will provide construction jobs, and the facility will continue to enhance the airport for travelers and strengthen the City's economy.

Legal Support for Brownfield Redevelopment Initiative: Law is working with the Commerce Department and several other departments to facilitate the identification, assessment, and reuse of brownfield sites in the City. Law is facilitating discussions with the EPA for assistance in testing and assessing such sites to determine the nature of potential contamination at the sites.

Legal Support for Combined Sewer Overflow Consent Agreements: Law is supporting the Water Department in complying with consent agreements with both the EPA and Pennsylvania DEP for the City's \$2.4 billion plan to reduce sewer overflows. This project has been ongoing, but Law expects an increase in the quantity of legal activities in FY18 in order to continue meeting compliance requirements and to prevent the EPA from increasing the City requirements.

HIPAA Compliance Structure: During FY18-22, Law plans to further strengthen the City's HIPAA compliance infrastructure. To achieve this goal, Law plans to reconvene the citywide HIPAA steering committee, complete a privacy review of each operating function of the City covered by HIPAA, and partner with those divisions and with OIT to address identified gaps and vulnerabilities. These activities were initiated in FY17 with a unified compliance kickoff meeting in November 2016 and the distribution of a privacy tool in December 2016 for use by each division to assess the status of its HIPAA compliance. Enhancing HIPAA compliance will enable Law to better support the provision and coordination of City services to improve public health while protecting residents' privacy rights.

Lead Enforcement/Court Proceedings: Law will continue to work with PDPH to develop legislation enhancing PDPH's ability to enforce and abate lead hazards in the homes of Philadelphia residents. In addition, Law will work with PDPH and L+I to develop protocols and procedures for identifying and pursuing judgments, collections, and abatement of lead hazards in homes.

Emergency Preparedness Protocols: Law will continue to work with its clients and other stakeholders to develop emergency preparedness protocols to address threats to public safety. Health and Adult Service attorneys of the Law Department have drafted pleadings which can be modified to address a public health emergency like H1N1, SARS or Ebola and have met with the President Judge of the First Judicial District to determine that the court will assign specific judges to address these matters in order to have uniformity

in providing notice, filing and listing the cases. The court has agreed to allow City attorneys to interview necessary witnesses via teleconferencing or phone conferencing, depending on the situation. Opposing counsel will be appointed to represent any person subject to isolation or quarantine. The Law Department, the State, the Police Department and the Judiciary will work with the Office of Emergency Management as well as other City agencies to address the situation as appropriate.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD *	FY17 Estimate **	FY18 Target **
Number of incoming lawsuits (litigation)	2020	496	1,984	2,044
Number of cases closed (litigation)	1525	365	1,460	1,504
<i>With pay</i>	605	212	848	873
<i>Without pay</i>	920	153	612	630
Number of contracts (commercial law) ***	2,892	1,971	2,705	2,705
Average days to process a contract (Law and Department drafts)	33	36	N/A	
<i>Conformed Law Draft, Total Average Steps to Process</i> ***	39	44	benchmark: 30	30
<i>Conformed Department Draft, Total Average Steps to Process</i> ***	14	13	benchmark: 19	19
Number of contracts and transactions (real estate and economic development)	1,683	1,070	1,834	1,889

* This encompasses Q1 (7/1/16-9/30/16) only.

** These are projections, not targets. FY18 Year-End Forecasted is based on FY17 Year-End Forecasted, plus 3%.

*** FY17 and 18 Contract Estimated: These numbers represent the average for total contracts completed for the prior five-year period (FY12-16) since there was no clear progression either up or down from year to year upon which to base future contract totals.

LICENSES + INSPECTIONS

MISSION

The Department of Licenses + Inspections (L+I) is committed to making Philadelphia the nation's leader in building safety. The Department is the City's code enforcement agency and its mission is, first and foremost, to promote safety.

L+I accomplishes this work through the following programs:

- **Permits and Licensing:** This program issues building, plumbing, electrical, and zoning permits and business and trades licenses efficiently and in accordance with legal and code requirements.
- **Code Enforcement:** This program is responsible for enforcing the property maintenance code, cleaning and sealing vacant and abandoned properties, ensuring that businesses possess all proper licenses and comply with ordinances and regulations governing business activity, and addressing properties that pose a nuisance to the quality of life in the City through code enforcement.
- **Demolition:** This program is responsible for the demolition of imminently dangerous structures that pose a threat to Philadelphians and for responding to emergency calls related to structural collapses, fires, and related emergencies.
- **Building Inspections:** This program is responsible for conducting building inspections for all permitted activities and for patrolling construction activity to ensure that all projects are permitted and safety precautions are followed.
- **Administration:** This program is responsible for providing administrative support for the Department. Support functions include human resources, employee safety, training, payroll, labor relations, budget and accounting services, procurement, and contract administration.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

In FY17, L+I entered the second year of an implementation plan designed to strengthen the Department and sharpen its focus on public safety. L+I has begun to reorganize and establish a Division of Building Safety devoted to construction and demolitions, and hired an additional 20 Building Inspectors in February 2017. Another 35 Building Inspectors that were hired in FY15 and FY16 have completed all training and are now fully certified. Together, these new inspectors will begin to move L+I closer to optimal staffing levels and will strengthen the enforcement of construction codes from the plan review stage through final inspection. To house the growing staff of Building Inspectors, L+I has been working with the Department of Public Property (DPP) to finalize the locations of two new district offices, the first of which will be completed by the end of FY17 and will be in North Philadelphia, close to the Temple University campus. The second new district office will be located near the Point Breeze/Grays Ferry section of Philadelphia.

In addition to the aggressive hiring of Building Inspectors, L+I also focused FY17 hiring on Code Enforcement Inspectors and staff detailed to L+I from the Office of Innovation and Technology (OIT). OIT staff hired in FY17 include a new Mobile Device Analyst and a new IT Project Manager, both of whom will support the continued implementation of the eCLIPSE (electronic Commercial Licensing, Inspection and Permit Services Enterprise) Project.

Permits and Licensing: L+I has continued to see a high level of permit activity through the first half of FY17. This program provides technical reviews of building permit applications to ensure that all code provisions are enforced. L+I issued 43,977 building, electrical, and plumbing permits in FY16. In the first

half of FY17 alone, L+I issued 24,462 permits. L+I also continues to meet its service level agreement to review all residential plans within 15 days and all commercial plans within 20 days, 97% of the time.

In FY17, L+I has focused on transforming its business processes in concert with continued implementation of the capital-funded data system, eCLIPSE. Once fully implemented, eCLIPSE will replace Hansen as L+I's Enterprise Application. To date in FY17, L+I has transitioned 46% of all payments to an online process. Permits and Licensing's implementation of online payments will allow the public to transact most L+I business online, as opposed to visiting the Municipal Services Building (MSB) in person. The second phase of eCLIPSE implementation (Trade Licensing) will be fully implemented by the end of FY17.

Code Enforcement: With a higher level of permit activity, the Department has also needed to scale up its enforcement activities. To date in FY17, L+I has performed 26,022 inspections. The program aims to ensure compliance with the Philadelphia property maintenance code and all licensing and business ordinance requirements. The Department worked with the City's Office of Human Resources (OHR) to establish a new bilingual specialty for this job title, and a list of 47 total eligible candidates was produced in October 2016. The Department is awaiting the results of the oral examination that was held in December 2016 for the bilingual (Spanish) candidates on this eligible list. The Department will be hiring a total of 20 new Code Enforcement Inspectors, with the first 10 starting in late FY17.



Before and after photos of a demolition on an imminently dangerous property that was directly adjacent to a SEPTA regional rail line.

Demolition: This program's activities result in the demolition of imminently dangerous properties that pose the greatest safety threat to the citizens of Philadelphia. L+I has performed 242 residential demolitions to date in FY17. L+I began FY17 with \$8.9 million in demolition funding, which was increased by \$1 million through a mid-year transfer, bringing L+I's demolition funding up to \$9.9 million. With this additional funding, L+I will be able to demolish approximately 50 additional imminently dangerous residential properties for a total of approximately 550 properties by the end of FY17. It should be noted that no grant funds remain for demolition, as the remainder of grant funds was expended in FY16.

Building Inspections: To date in FY17, this program has performed over 97% of building inspections on time. This program performs inspections to ensure that all permitted construction projects are built according to submitted plans. This program also performs patrols to identify any unpermitted construction projects in the City. In addition, this program received funding for 24 new Building Inspectors in FY17. Seven vacancies have also occurred due to attrition, for a total of 31 inspector openings. The Department conducted a comprehensive recruitment process and translated the job announcement into Spanish, Mandarin, Korean, Polish, and Russian. This recruitment effort was timed with the job announcement

period established by OHR, and an eligible list of 56 candidates was established in September 2016. The Department is hiring the 31 new Building Inspectors in two groups: the first 20 new inspectors started in February 2017, and the remaining 11 are scheduled to start in June 2017.

Administration: This program worked with the Office of Human Resources and District Council 33, Local 696, to implement the new career progression (broadband) job titles in early FY17. The job titles, L+I Code Enforcement Inspector and L+I Building Inspector, provide a more streamlined promotional path for inspectors. In addition, the pay for both titles was increased, fulfilling a recommendation of the Special Independent Advisory Commission. The starting salary for L+I Building Inspector was increased by over \$6,000, and the top step of the pay range for L+I Code Enforcement Inspector was increased by over \$5,000. These salary adjustments are expected to address the inspector recruitment and retention issues the Department has been experiencing. Administration also worked with OHR and District Council 47, Local 2187 to increase the pay range from EP20 to EP21 civil service code levels for the L+I Construction Plans Review Specialist title, which serves as the advanced level position for plan review and building inspections. This program has been working with DPP to open the first of two new L+I District offices by the end of FY17.

PLANS FOR FISCAL YEARS 2018-2022:

In FY18, L+I will enter the third year of an implementation plan designed to increase building safety in Philadelphia. This plan was developed in response to a series of recommendations made by the Special Independent Advisory Commission (SIAC) and the Building Safety Oversight Board. The following is a breakdown of FY18 plans, organized by program. L+I will also continue to maintain its core operations in FY18 and beyond. These core operations include:

- Issuing all zoning, building, plumbing, and electrical permits as well as all business and trade licensing for the Department;
- Inspecting construction projects to ensure conformance to all plans and applicable codes;
- Enforcing business, property maintenance and fire codes;
- Coordinating 24/7 emergency responses to building and construction emergencies, and providing cleaning and sealing actions to vacant and open properties; and
- Enforcing demolition license requirements and providing enforcement of nuisance properties.

Permits and Licensing: The Plan proposes funding for a new Floodplain Manager position, beginning in FY18. This position, which was recommended by FEMA as a best practice, would be responsible for issuing floodplain permits for structures within Philadelphia floodplain areas; enforcing the requirements of the community flood damage prevention ordinance; updating flood maps, plans, and policies; and administering the National Flood Insurance Program (NFIP) for the City. Failure to enforce the NFIP could result in increased insurance rates and possible loss of federal hazard mitigation funding.

Also in FY18, the Department will continue to update its business processes in alignment with the implementation of eCLIPSE. For example, building plans and permit applications will be transitioned from paper-based forms to an online submission process. eCLIPSE will be fully implemented after the fourth phase of the project (Code Enforcement) is completed in April 2018.

L+I has increased its number of customer support staff to respond to different customer needs during this transition period. L+I will also focus on hiring and training new Plans Examiners in FY18 in order to keep up with the overwhelmingly high volume of permit applications.

In addition, this program will be implementing a new customer queuing system in the MSB concourse. This new system will allow customers to schedule their appointment online for a specific date and time.

FY18 Objectives				
<ul style="list-style-type: none"> • Increase the amount of license payments processed online by 15%. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of residential plan reviews performed within 15 days	96.8%	99.8%	99.0%	99.0%
Percent of commercial plan reviews performed within 20 days	95.1%	97.8%	97.0%	97.0%
Percent of customers served within 45 minutes *	N/A	86.0%	87.0%	90.0%
Number of building, plumbing, electrical, and zoning permits issued	43,977	26,196	48,000	48,000

* New measure. Baseline data is being collected in FY17.

Code Enforcement: For FY18, this program will continue its core function of enforcing all business, property maintenance and fire codes, as well as performing all required programmatic inspections. The continued roll-out of the new Joint Inspection Program with the Philadelphia Fire Department (PFD) will also be a significant focus during FY18. After years of informal cooperative inspection and prevention programs between the PFD and L+I, the two departments have developed a Joint Inspection Program to be carried out in each of the L+I Districts. Following orientation and training in each District, the initiative will be fully operational during the second half of FY17 with PFD Fire Inspectors assigned to provide coverage in each District in concert with L+I Inspectors. Internal monitoring and measurements are being developed and will be tracked on a monthly basis in order to evaluate the new initiative.

Code Enforcement will also focus heavily on training the two new groups of Code Enforcement Inspectors, some of whom will begin working for the department in late FY17.

FY18 Objectives				
<ul style="list-style-type: none"> • Increase the number of nuisance property inspections by 5%. • Increase the number of program audits by 5%. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of complaint inspections completed within service level agreement *	N/A			TBD
Percent of nuisance properties inspected within 7 days *	N/A	45.2%	75%	80%
Average time from referral to seal *	N/A			TBD

*Data for these measures will be available upon final implementation of Project eCLIPSE. FY18 targets will be set once baseline data is reviewed.

Demolition: In FY18 and beyond, L+I will continue to promote building safety through the management of both public (city-funded) and private demolitions, with a focus on demolishing properties that pose the greatest threat to the public. The Plan proposes to increase funding for city-funded demolitions by \$500,000 annually beginning in FY18, allowing L+I to conduct 525 demolitions each year. The Plan also proposes an additional investment of \$450,000 annually beginning in FY18 to fund several professional services contracts that will improve quality control and result in increased public safety. These investments include implementing a SIAC recommendation to contract with a crane expert to develop an inspection program for construction cranes and purchasing on-call engineering services to assist with collapse investigations.

L+I has also started and will continue to utilize new technologies that help to better identify the most dangerous properties and, in turn, prioritize them for either demolition or other enforcement measures. This technology includes LIDAR (light detection and ranging); Pictometry (aerial photography); Planimetrics (footprints and facades); and Cyclomedia (street-level imagery). This technology is particularly important because it captures data that is not observable from the street level and allows the Department to prioritize enforcement of properties that pose the greatest risk to public safety.

FY18 Objectives				
<ul style="list-style-type: none"> • Increase the number of program inspections of unsafe properties by 5%. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of demolitions performed *	557	244	550	525
Number of Program Inspections of Unsafe Properties **	N/A			TBD
Median timeframe from “imminently dangerous” designation to demolition ***	N/A			TBD

* L+I received an additional \$1 million for demolitions in FY17. In FY18 and beyond L+I will receive an additional \$500,000 annually.

** New measure. Baseline data will be collected in FY18.

*** Data for this measure will be available upon final implementation of Project eCLIPSE. FY18 target will be set once baseline data is reviewed.

Building Inspection: For FY18, this program will continue its core function of inspecting construction projects to ensure conformance to all plans and applicable codes. In addition, the program will focus heavily on managing on-the-job field training for the two groups of new Building Inspectors that will be hired by the end of FY17. Due to the length of time needed for Building Inspectors to become fully certified (up to 18 months), a detailed technical training program is being finalized along with a strategy to supplement classroom training with rotation through the Department’s various district offices. The Department recognizes that hiring 31 new building inspectors into the program poses a variety of technical and logistical challenges. As a result, the program has promoted two new supervisors who will provide quality control and field training assistance for the new group of building inspectors.

FY18 Objectives				
<ul style="list-style-type: none"> Reduce the number of permits per building inspector by 5% in FY18. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Average number of permits per inspector *	N/A			TBD
Percent of high-risk occupancies inspected annually *	N/A			TBD

**Data for these measures will be available upon final implementation of Project eCLIPSE. FY18 targets will be set once baseline data is reviewed.*

Administration: The Plan proposes a recurring investment of \$100,000 beginning in FY18 to support the development of a Strategic Plan and continued, focused support for advancing reforms. This funding would enable timely implementation of all remaining SIAC report recommendations.

The Plan also proposes adding an additional six Service Representatives and four additional Building Plans Examination Engineers to the concourse area of the Municipal Services building to improve customer service. This investment should bring the average customer wait time below 30 minutes and reduce the current plan review time by 25%.

Additionally, the Plan proposes adding two positions, a Business Process Specialist and a Change Management Analyst, to assist with the business transformation associated with eCLIPSE. These staff persons will update procedures and workflows during the implementation of the new system and will be necessary post-implementation to assist with updates to L+I's standard operating procedures.

In FY18, Administration will continue working with DPP to open the second of L+I's new District offices and to re-locate the Central District Building Inspectional Office out of its current location at 990 Spring Garden Street. In addition to these space moves, Administration will manage the relocation of inspectional staff from the 11th floor of MSB to various field points. The benefit of opening the new L+I district offices is the provision of service in the neighborhoods that are experiencing the greatest levels of construction activity. The program will also continue to strengthen the Department's training plan through continued contracted training sessions for inspector continuing education as well as leadership training for supervisors. Efforts will be made to ensure that adequate human resources and budget support is provided during the on-boarding process for all new hires.

FY18 Objectives				
<ul style="list-style-type: none"> Increase the number of training sessions for L+I personnel by 10%. Increase the number of certifications obtained by L+I Inspectors by 25%. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Net personnel gain/loss (+ new hires, - separations)	8	- 5	30	25
Number of on-the-job injuries	45	18	35	35

MANAGING DIRECTOR

MISSION

The Managing Director's Office (MDO) is the Cabinet-level executive office that oversees the City's operating departments. The MDO provides support, assistance, and coordination, both within and across departments, to ensure that quality services are delivered to the public efficiently. The MDO also develops and implements key policy initiatives; oversees departments' performance and progress; catalyzes cooperation and collaboration across departments; and houses several significant, outward-facing services.

The MDO accomplishes this work through the following programs:

- **Administration/Policy:** Through this program, MDO plans, coordinates, and implements major strategic initiatives that involve numerous departments. This program is inclusive of five clusters:
Community and Culture: This cluster supports and coordinates the work of Philadelphia Parks and Recreation, the Free Library, the Office of Arts, Culture, and the Creative Economy, Mural Arts, Animal Control, the Office of Adult Education, and the Office of Special Events. Community and Culture coordinates the activities of these entities to enhance community assets in order to reduce disparities, improve outcomes, and make Philadelphia more equitable.
Health and Human Services: This cluster supports and coordinates the work of the Departments of Public Health, Human Services, Behavioral Health and Intellectual disAbility Services, the Office of Homeless Services, the Mayor's Office of Community Empowerment and Opportunity, and the Mayor's Office of Services to the Aging. Health and Human Services is developing new strategies for greater cross-agency collaboration to ensure all Philadelphians are healthy, safe, and supported.
Public Safety and the Office of Criminal Justice (OCJ): This cluster supports and coordinates among Police, Fire, Prisons, Emergency Management, and Licenses + Inspections and also includes the Youth Violence Reduction Partnership and Police Advisory Commission. OCJ serves as the Mayor's appointee to Philadelphia's Criminal Justice Advisory Board (CJAB) and is the primary point-of-contact for local, state, and federal justice partners.
Transportation and Infrastructure (oTIS): This cluster oversees the Streets and Water Departments and coordinates policy, planning, and decision-making among the entities that manage local transportation and utilities infrastructure. These bodies include Philadelphia Gas Works (PGW), the Delaware Valley Regional Planning Commission (DVRPC), the Pennsylvania Department of Transportation (PennDOT), the Southeastern Pennsylvania Transportation Authority (SEPTA), and the Port Authority Transit Corporation (PATCO).
Community Services: This cluster oversees outward-facing service programs, including CLIP, Philly311, OCEVS, TWIS, and OIA, and coordinates multi-agency initiatives aimed at addressing neighborhood quality-of-life challenges. Each Community Services program is described below.
- **Office of Civic Engagement and Volunteer Service (OCEVS):** OCEVS increases community engagement by building relationships, soliciting input, providing information, and connecting residents to resources. OCEVS aims to foster a strong culture of volunteerism and engagement citywide and to integrate that culture into City government.
- **Community Life Improvement Program (CLIP):** CLIP addresses specific exterior property maintenance violations effectively and efficiently through education, enforcement and nuisance-abatement. CLIP coordinates with businesses, community members, and organizations to create partnerships to solve quality-of-life issues in Philadelphia's neighborhoods.
- **Philly311:** Philly311 is the City's non-emergency contact system. Residents, businesses, and travelers access information and services through its call center, website, and mobile application.

- **Office of Adult Education (OAE):** OAE, formerly the Mayor’s Commission on Literacy, works with community partners and stakeholders to ensure that all Philadelphians have access to a high-quality adult education that supports personal and career advancement and increases opportunity.
- **Office of Special Events (OSE):** OSE strengthens and expands the local and regional special event industry by serving as Philadelphia’s “one-stop shop” for special event planning, production, permitting, and licensing. OSE also distributes City-owned equipment and services for events.
- **Office of Immigrant Affairs (OIA):** OIA promotes immigrant communities’ well-being by developing policies and programs that increase access to opportunity and services. OIA facilitates the successful inclusion of immigrants in the City’s civic, economic, and cultural life, and highlights the essential role that immigrants have played and continue to play in Philadelphia.
- **Office of Emergency Management (OEM):** OEM creates a prepared and resilient Philadelphia by leading a collaborative emergency management program that engages the public, governments, nonprofit organizations, and the private sector to prepare and plan for emergencies and disasters.
- **Police Advisory Commission (PAC):** The PAC was established in 1993 as the City’s civilian police oversight agency. In 2015, the Police Department Community Oversight Board for the Implementation of the Presidential Task Force and Department of Justice Recommendations was established to monitor and assess the implementation of the recommendations made in both the President’s Task Force on 21st Century Policing report and the Department of Justice’s (DOJ’s) Office of Community-Oriented Policing Services’ report. Collectively, these recommendations provide the framework to foster strong, collaborative relationships between police and the communities they serve. The Administration recommitted to the PAC’s original ideals of openness, responsibility, and accountability when the Mayor signed a new Executive Order that combines the original PAC’s mission with that of the Community Oversight Board.
- **Youth Violence Reduction Partnership (YVRP):** YVRP is a multi-agency effort that aims to reduce youth homicide by steering participants away from violence through supervision and by providing them with the necessary supports to set them on the path to productive adulthood. YVRP focuses on individuals aged 14 to 24 who live in the City’s highest-crime, highest-need neighborhoods and who are most at-risk to kill or be killed.
- **Legal Services:** Legal Services maintains annual contracts that help fund legal representation for individuals who need, but cannot afford, an attorney. The Defender Association of Philadelphia represents approximately 70% of all persons who are arrested in Philadelphia. The Defender also has a unit that handles dependency cases. The Support Center for Child Advocates represents child victims of abuse and neglect, including new dependency cases and in criminal prosecutions of abusers. Community Legal Services (CLS) represents vulnerable populations, including indigent families and seniors, as they seek to access social service programs.
- **Animal Control (ACCT Philly):** ACCT Philly provides shelter, care, and lifesaving efforts for animals in need in order to protect the health, safety, and welfare of Philadelphia’s people and animals. The organization serves approximately 25,000 animals per year.
- **Town Watch Integrated Services (TWIS):** TWIS trains residents to patrol, observe, document, and report suspicious activity in their neighborhoods. Volunteer residents support safe corridors, town watch street patrol, crime prevention education, and community beautification projects.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Administration/Policy: *Rebuilding Community Infrastructure (Rebuild):* This initiative proposes \$500 million in public and private investments in neighborhood parks, recreation centers, and libraries citywide over seven years. Rebuild will target investments to sites that present opportunities to promote equity in underserved neighborhoods while promoting economic growth through leveraging and encouraging additional investment in communities surrounding Rebuild sites. Rebuild will seek to promote access to career opportunities in the construction trades and support the growth of minority-, women-, and disabled-

owned businesses. Rebuild will also conduct robust engagement efforts to reach a broad swath of residents and build the stewardship capacity of local groups and organizations in order to ensure that physical improvements to and programming at sites are reflective of community needs and priorities.

In FY17, the Rebuild team completed a planning and data collection process, will begin a public engagement process, and will launch the initial round of Rebuild sites in cooperation with City Council. Staff persons have engaged with minority- and women-owned businesses and workforce development organizations to create the foundation to support the program's diversity and inclusion goals. The City also raised \$100 million for Rebuild in the form of an historic grant from the William Penn Foundation.

Community and Culture: This cluster is working on a new strategic plan for Out-of-School Time (OST) programming, which refers to expanded learning opportunities offered outside of the school day, including after school, on weekends, and during the summer. This plan will support, complement, and advance Mayor Kenney's other initiatives to improve Philadelphia's neighborhoods and strengthen educational outcomes for all children, including the Read by 4th Campaign, Pre-K expansion, Community Schools, and Rebuild.

Community and Culture is also working on the Philadelphia Athletic and Cultural Event Series (PACES), which aims to consolidate oversight and coordinate management of City-directed and -supported public events, including cultural events, such as parades, and athletic events, such as the Marathon or the cycling weekend. By consolidating oversight for these events, the City can increase efficiency, drive down labor and security costs, and bundle sponsorships, cross-promotion, and branding to increase revenues.

This cluster has also supported the Animal Control team in developing its first strategic plan. That program's accomplishments and goals are outlined in greater detail below.

Health and Human Services (HHS): In FY17, HHS created two new positions: a Director of Domestic Violence Strategies, who is responsible for coordinating city efforts to combat domestic violence, setting goals to reduce domestic violence, and improving service provision; and a Policy Director, who is responsible for special projects, including aligning HHS activities and services with the ability to fund those services through PA-Medicaid. HHS also focused on combating the opioid crisis by creating an Opioid Task Force to address the epidemic of opioid abuse in the city and reduce deaths and overdoses and by supporting "El Barrio es Nuestro," an initiative that is focused on developing targeted strategies to address heroin sales, addiction, and quality-of-life issues in the Fairhill and West Kensington neighborhoods.

HHS also released a lead safety plan and created a Childhood Lead Poisoning Advisory Group to advise on its implementation; launched a Shared Public Spaces Public-Private Workgroup to ensure safety, respect, and dignity for individuals in public parks, transit stations, plazas, and streets; and established a clear agenda for HHS's Audit department, which facilitates HHS subcontractor compliance and high performance.

Public Safety and the Office of Criminal Justice (OCJ): OCJ is spearheading reform efforts to reduce the jail population, intervene early to help individuals who are most at-risk of committing or being a victim of violent crime, and improve the coordination and provision of services for returning citizens.

In April 2016, the John D. and Catherine T. MacArthur Foundation awarded Philadelphia a \$3.5 million grant as part of the Safety and Justice Challenge, a major criminal justice reform initiative aimed at safely reducing pretrial incarceration and reducing racial, ethnic, and economic disparities in the criminal justice system. As part of the Safety and Justice Challenge, Philadelphia is implementing a comprehensive reform plan that will safely reduce its jail population by 34% over three years. The plan was designed in conjunction with the First Judicial District (FJD), the Defender Association, the District Attorney's Office,

Police, Prisons, and Behavioral Health. Since the grant was awarded, Philadelphia's criminal justice partners have commenced implementation efforts in earnest, and the jail population has been reduced by approximately 16% since July 2015. Several new programs have been rolled out and more are planned in the next few years. The following initiatives are currently underway:

- *Expansion of Civil Code Violation Notices:* In July 2016, the Police Department started issuing civil code violation notices for certain types of disorderly conduct rather than issuing criminal citations. This new practice ensures that large numbers of people will no longer come into contact with the criminal justice system for low-level nuisance behavior.
- *Early Bail Review:* In July 2016, the Philadelphia Municipal Court, in collaboration with the Defender Association and the District Attorney's Office, started conducting early bail review hearings for individuals in custody on low bail amounts and no other holding matters. This new hearing process provides an early release opportunity for people who remain in custody because they cannot make bail.
- *Improved Case Processing:* In 2016, FJD, the Defender Association, and the District Attorney's Office implemented several improvements to case processing, including an expansion of the Early Resolution, Intermediate Punishment, and DUI Treatment Court Programs. These reforms improved how certain types of cases are identified for diversion, scheduled, and resolved. The Defender Association also increased its capacity to file early parole petitions, a release mechanism that was underutilized previously.
- *Treatment for Individuals on Probation:* In January 2017, the Adult Probation and Parole Department, in collaboration with the Courts, the District Attorney's Office, and the Defender Association, launched a Detainer Alternative Program providing additional treatment opportunities for individuals on probation who continue to struggle with substance abuse issues. This program is designed to meaningfully link individuals to treatment as an alternative to incarceration.
- *Expanded Felony Diversion:* In January 2017, the successful felony diversion program, The Choice is Yours, was expanded. This program provides intensive job training, education, and other services designed specifically for people who have been engaged in the sale of drugs, to help them lead a more productive life and positively contribute to their community.

In an effort to address high recidivism rates thoughtfully and holistically, OCJ continued to support the Philadelphia Reentry Coalition, adding a full-time director at the beginning of FY17. The Coalition continued oversight of the implementation of Home for Good, its five-year strategic plan to reduce recidivism in Philadelphia that was adopted in September 2015. The Coalition has been successfully laying the groundwork for stronger coordination of reentry efforts, with a focus on increasing communication, facilitating collaboration, and building capacity. More specifically, the Coalition reorganized under the leadership of a steering committee representing city, state, and federal government, service providers, and returning citizens. The Coalition expanded stakeholder engagement to represent more than 85 agencies and organizations across nine subcommittees; increased staff commitment; developed a newsletter and website; provided trainings on best practices in reentry and employment issues; and created timely partnerships, such as a highly active Working Group to support reentry needs of juvenile lifers returning to Philadelphia, and collaborating to launch Philadelphia's first Reentry Think Tank, which brings together returning citizens from across the city to work with artists, advocates, and reentry sector stakeholders to make media campaigns to combat stereotypes about returning citizens, advocate for stronger reentry services, and co-design solutions to pressing reentry challenges.

The cluster also focused on criminal record expungement, targeted policing, and gun violence reduction in FY17. In November 2016, OCJ worked with the Young Lawyers' Division of the Philadelphia Bar Association, CLS, the First Judicial District, and the District Attorney's Office to organize the first citywide Expungement Day clinic. Philadelphia Focused Deterrence, a multi-agency law enforcement strategy

modeled after the “pulling levers”³¹ approach to problem-oriented policing, is currently operating in South Philadelphia. In order to address gun violence, the City has partnered with Temple University on Philadelphia CeaseFire, a grant-funded gun violence reduction initiative in North Philadelphia. The model has three essential elements: detect and interrupt potentially violent conflicts; identify and treat the highest risk; and mobilize the community to change norms.

Lastly, Philadelphia hosted the 2016 Democratic National Convention (DNC) in July 2016, welcoming nearly 50,000 people to the City. MDO, Police, Fire, and OEM managed thousands of protesters and dozens of events during the DNC. Police did not arrest any protestors and only issued 106 citations, contributing to a week of largely peaceful protests. The DOJ awarded Philadelphia nearly \$50 million to coordinate its activities, and all other non-public-safety-related expenses were reimbursed by the DNC Host Committee.

Transportation and Infrastructure (oTIS): Mayor Kenney created the Office of Complete Streets, the Vision Zero Task Force, and the Zero Waste and Litter Cabinet, each by Executive Order. Each entity is housed within oTIS. The Office of Complete Streets will expand efforts to ensure all users of city streets, including pedestrians, bicyclists, motorists, and transit riders, have safe access. The Vision Zero Task Force will develop a plan to eliminate traffic-related deaths by 2030 through an equitable approach to education, engineering, and enforcement. The interdepartmental Zero Waste and Litter Cabinet is focused on moving Philadelphia toward its goal of becoming a cleaner, litter-free city that diverts nearly all waste from conventional landfills and incinerators by 2035.

On September 24, 2016, oTIS launched the inaugural Philly Free Streets program, which temporarily closed 10 miles of streets to vehicles and invited Philadelphians to walk, bike, and play on public streets. More than 30,000 people from across the city walked, biked, played, and danced in the streets.

In FY17, oTIS also empowered communities to reimagine the Vine Street Expressway by convening 100 community leaders, stakeholders, transportation professionals, and urban planners to make recommendations; launched the Roosevelt Boulevard “Route for Change” program to make the Boulevard safer; updated bus shelters and added digital displays; installed the City’s first protected bike lanes; expanded the Complete Streets Parklet program to a thirteenth location; continued work to reduce severe and fatal traffic crashes through transportation safety enhancement projects; expanded the City’s Indego Bike Share to serve more communities; and hosted the first-ever national Better Bike Share Conference.

Community Services: In FY17, this cluster focused on coordinating multi-agency quality-of-life initiatives, including taking steps to improve conditions near the Gurney Street railroad right-of-way in Kensington. This area suffers from severe drug, crime, illegal dumping, abandonment, and human services challenges, and the Community Services cluster is actively engaged in a multi-departmental effort to improve public services, better target human services resources, and remediate the physical conditions in the area surrounding the railroad tracks. Community Services is also working on a workforce development strategy that aims to create a more seamless pipeline to help move entry-level seasonal and temporary workers, including opportunity youth and returning citizens, into the permanent civil service municipal workforce.

Office of Civic Engagement and Volunteer Service (OCEVS): OCEVS’ activities include a Citizen Engagement Academy, service summits, educational workshops, community meetings, service projects, corporate volunteer opportunities, beautification projects, volunteer recruitment, and Coaching Cafés.

³¹ “Pulling levers” refers to focused deterrence strategies. These include selecting a particular crime problem; convening an interagency working group including justice agency officials, government, and community-based practitioners; researching offenders and patterns; and framing a comprehensive response.

Through the support of Cities of Service, a Bloomberg Philanthropies nonprofit that originally funded the office in 2010, OCEVS is working on a detailed Service Plan. Currently, OCEVS is working on promoting self-directed resource access (working with residents to learn about ways they can access resources to improve their quality of life); providing opportunities for residents to interact with and learn about City



Foster Grandparent Queenell Dixon with her students at Logan Elementary School.

government and services; and working with Out-of-School Time providers to develop an engagement strategy and ensure that volunteers are being leveraged and used to increase capacity (OST Heroes).

OCEVS also runs two national service programs: AmeriCorps VISTAs (28 VISTAs in City departments) and Foster Grandparents, a Senior Corps program pairing at-risk youth with low-income senior mentors.

Community Life Improvement Program (CLIP): CLIP continues to eradicate blight at an aggressive pace. During the first half of FY17, CLIP's Graffiti Abatement Teams

removed graffiti from more than 49,000 properties and expect to clean a total of 115,000 by the end of the fiscal year. CLIP's Community Service Program, which provides non-violent adult offenders an opportunity to complete their mandated community service hours by cleaning and beautifying the city, was responsible for 610 community clean-ups with 268 participants in the first half of FY17. The Community Partnership Program, which offers tools and supplies to volunteers who are cleaning up their neighborhoods, has loaned more than 2,400 pieces of equipment to 280 groups thus far in FY17 and expects to supply an additional 270 organizations in the second half of FY17. The Vacant Lot Program, which is responsible for the inspection, enforcement and abatement of private and public vacant lots citywide, has inspected more than 15,100 vacant lots, has abated more than 7,400 of them thus far in FY17, and expects to clean a total of 15,000 vacant lots by the end of the year. Many of the lots inspected are not in violation or come into compliance after receiving a violation; therefore, they would not need to be abated. The Exterior Property Maintenance Program boasts a 65% compliance rate among property owners in the Northwest and Northeast cleaning their properties after a violation is issued (and before the City takes punitive action). In other neighborhoods where CLIP initially started, the compliance rate is over 80%. CLIP has inspected more than 6,800 and abated more than 1,400 nuisance properties thus far in FY17 and expects to clean an additional 1,500 nuisance properties by the end of the fiscal year.

CLIP proudly employs a diverse workforce and provides employment opportunities for people in need of second chances: 68% of its workforce are minorities, and 35% of its employees are returning citizens.

Philly311: In FY17, Philly311 redesigned its goals and performance measures to focus more strongly on providing world-class customer service for residents and citizens who need city services. In prior years, Philly311's customer service metrics focused mainly on client interaction with the Philly311 center, rather than satisfactory resolution of clients' problems. Under the Kenney Administration, Philly311 has increased its focus on ensuring that problems are solved to the client's satisfaction. When an individual uses Philly311, an email survey now asks the user about the experience and how it can be improved. Philly311



Fulbright Scholars Day of Service: painting and beautifying a community garden in the Kensington neighborhood.

follows up on every negative survey response with a call for service recovery and resolution. Philly311 has also begun to proactively contact clients who have complex requests that require longer periods of time to address in order to notify the client that the City is still working on their request and to provide status updates. Philly311 has also taken steps to enhance the efficiency of system operations and make technological improvements. For example, Philly311 has implemented a new cloud-based Verizon Virtual Call Center to replace aging telephone infrastructure, and has designed an improved mobile application.

Office of Adult Education (OAE): In 2014, OAE first established myPLACE centers, which provide clients with access to Adult Basic, Adult Secondary, English-as-a-Second-Language, and career development education at neighborhood partner programs or online. OAE funds three campuses: the Community Learning Center, Congreso de Latinos Unidos, and the District 1199C Training and Upgrading Fund. In FY17, OAE added a fourth campus at the Center for Literacy and now has a total of 42 myPLACE and volunteer partners, as well as 19 enrollment sites in the adult education system. In spring 2016, OAE also launched myPREP, an online course that helps adult learners prepare for high-stakes entrance exams for training programs, employment, and community college. OAE has enrolled 55 learners since myPREP launched and is developing a system to track outcomes. Early results appear promising.

OAE manages the City's 50 KEYSPOT sites, which provide free public computing labs and access to technology and training. In FY16, two new sites, Opportunity Inc. in West Philadelphia and Temple University Center for Social Policy and Community Development in North Philadelphia, joined the network. During the first quarter of FY17, KEYSPOTs served 19,214 visitors. In fall 2016, KEYSPOT finalized its network strategic plan through 2019 and awarded grants to six established KEYSPOTs so that they can focus on longer-term, more intensive digital literacy and job-readiness training. These sites will develop and test high-quality trainings to increase digital literacy, workforce readiness, and adult education.

The Office remains committed to training its volunteers, supporting the professional development of adult educators and administrators, and convening peer providers. In FY17, OAE hosted 72 volunteers at its Tutor Institute, featuring several practice-based and participant-centered sessions, expert roundtable discussions, and hands-on workshops. OAE also trained 194 volunteers in Basic Tutor, ABE, ESL, and Mentoring. OAE supported 277 adult educators and administrators through trainings and presentations. OAE also continues to convene the Philadelphia Adult Literacy Alliance, hosted two Mayor's Office of Education panels in the spring, and hosted the New York City Coalition for Adult Literacy in the fall.

Office of Special Events (OSE): As OSE's responsibilities have grown, OSE has streamlined the special event application intake process, ensuring that stakeholders from the public and private sectors have a single point-of-contact to guide them through the process. As a front-line agency, OSE assists prospective events through in-person and remote consultations and delivers comprehensive customer service to the citizens of Philadelphia, local community groups, business associations, and event producers from around the world. OSE also contributes to Philadelphia's marketing efforts by promoting special events. As a result of these efforts, Philadelphia was named a "World Festival and Event City" by the International Festival and Events Association in 2014, 2015, and 2016.



In June 2016, the Office of Adult Education hosted the second annual Commonwealth Secondary School Diploma (CSSD) Citywide Graduation for 112 adult graduates and their families. The CSSD is a high school equivalency credential achieved by passing the GED® test or the HiSET® exam, or by completing the 30 College Credit Option.

In FY17, OSE advanced an array of special projects and initiatives, including the DNC, the 2016 Philadelphia International Cycling Classic, the 2016 Presidential Election cycle, and the 2017 NFL Draft. OSE was the lead agency in charge of all demonstrations relating to the DNC and was tasked with coordinating the municipal response, tracking costs, and meeting with organizers. These efforts earned Philadelphia national praise for its successful management of the demonstrations.

Office of Immigrant Affairs (OIA): In FY17, OIA focused on implementing the Home Rule Charter's Language Access requirements by working with departments and agencies to designate and train Language Access Coordinators, develop detailed Language Access Plans, and report on language access service provision in the preceding year. OIA also developed a process and standard for filing language access grievances and legal complaints with the Commission on Human Relations. In addition, all current Language Access Services contracts have been renewed and conformed for FY17, departments have been set up with telephonic interpretation services to meet minimum language access guidelines, RFPs for FY18 Language Services have been drafted, and Coordinators have been trained on how to submit annual reports.

OIA also worked closely with Philadelphia Parks and Recreation to launch the Philadelphia International Unity Cup, a citywide soccer tournament celebrating Philadelphia's rich cultural diversity. The tournament featured 32 teams from different countries playing in a World Cup-style soccer tournament, and it ended with a championship game at Citizens Bank Park in November 2016.

Office of Emergency Management (OEM): In FY17, OEM's Planning unit, which includes health and human services, homeland security, infrastructure, and training, revised the City's Mass Care and Shelter Plan and completed a three-part exercise series to test the validity of the plan. The unit also developed the City's disaster recovery framework; launched the first phase of revising City evacuation plans by conducting Technical Assistance analysis and completing a plan for the Sports Complex; and expanded upon the City's Hazard Mitigation Plan in accordance with federal updating requirements.

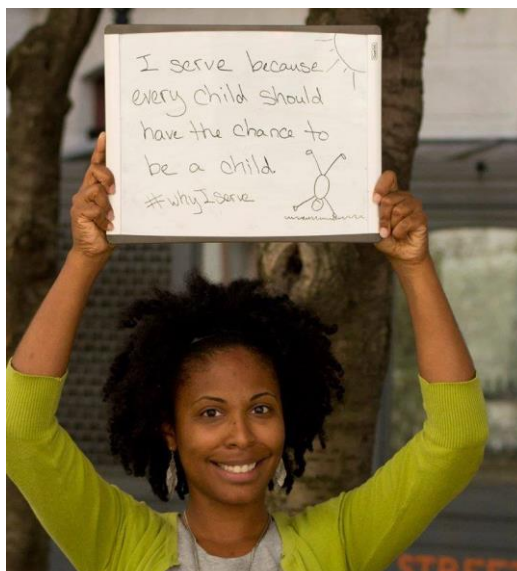
OEM's Operations unit continued to build out its logistics capabilities by making new purchases to fill capability gaps identified in OEM response plans, the region's Threat Hazard Identification and Risk Assessment, and lessons learned from disasters. Key acquisitions were made to support sheltering capabilities, emergency power missions, and access and functional needs services. In addition, in anticipation of the DNC, OEM launched a Virtual Business Emergency Operations Center (VB-EOC). This program provides greater connectivity to the private sector community during emergencies and special events. OEM has formalized plans to use the VB-EOC model again in the future.

Lastly, OEM's Public Affairs unit, which leads preparedness programming and performs public information functions during emergencies, expanded OEM's preparedness program, READY, to include community preparedness. The unit also continues to actively engage Philadelphians through training and its digital presence. OEM aims to train 500 people per month, and the Office is meeting that target.

Police Advisory Commission (PAC): The Police Department provided the PAC with over 700 police discharge reports under the terms of a new Memorandum of Understanding with the PAC. The Commission began preparing staff for an enhanced role in analyzing and monitoring officer-involved shootings and participating actively on the Police Department's Use of Force Review Board. PAC personnel are on call to respond to shooting scenes 24/7, and three PAC employees have taken training classes on police use of force, employee discipline, and internal affairs investigations offered by Americans for Effective Law Enforcement. Commissioners and staff conducted 12 monthly public meetings; conducted Know Your Rights workshops with police, community organizations, and city agencies; and participated in town hall meetings and academic symposiums on police-community relations in Philadelphia and around the U.S. PAC personnel monitored Police performance during the DNC and began reviewing the Department's body-worn camera program as the Department moves from a pilot program to full deployment.

Youth Violence Reduction Partnership (YVRP): Studies show that many murder victims and perpetrators have had extensive criminal histories and previous contact with the criminal justice system. YVRP provides a model for overseeing and supporting youth based on the principle that most crimes are committed by a small number of offenders. Partnership drives the strategy of providing intensive support and surveillance to decrease the number of murders. YVRP is a collaboration of 12 agencies, uniting Police, Adult Probation, Juvenile Probation, the District Attorney, the MDO, and the Philadelphia Anti-Drug/Anti-Violence Network and others to reduce homicides among youth aged 7-24.

Legal Services: In the past year alone, CLS has helped more than 10,500 Philadelphians, fighting consumer fraud and predatory lending, preventing homelessness, ensuring fair treatment in the workplace, and protecting women, children and the elderly. Since its inception, CLS has served well over a million individuals at what is often the most critical time of their lives.



Christin Bell, AmeriCorps VISTA for Fun Safe Philly Summer, shares why she serves for Serve Philadelphia's #WhyIServe campaign.

In FY17, the Defender Association continued to provide counsel to indigent defendants in approximately 70% of FJD criminal cases and to 60% of children in Family Court's dependent child division. In Common Pleas and Municipal Court, the Defender provided high-quality representation in approximately 35,000 cases, making an essential contribution to the fair and prompt determination of these matters. The Defender was also a vital partner in Philadelphia's successful MacArthur Safety and Justice Grant application and continues to fill that role in the implementation of the grant. Specific FY17 accomplishments include:

- Representation of most of the defendants at the Early Bail Review hearings leading to the prompt release from custody of newly arrested individuals who were unable to post bail;
- Successful filing of Early Parole Petitions for both Defender and private counsel defendants, leading to a reduction in the amount of time these individuals spent in custody;
- Preparation for a Defender bail advocate program which will provide effective representation for virtually all arrestees at the preliminary arraignment, thus significantly reducing the numbers of newly arrested people held in pre-trial custody; and
- Partnering with the courts and District Attorney in developing and expanding diversion and early disposition programs, thus reducing time spent in custody and accelerating access to treatment and rehabilitative services.

In addition, as a result of two Supreme Court decisions, approximately 300 state correctional inmates from Philadelphia serving mandatory life without parole sentences became eligible for new sentencing hearings late in FY16. The Defender Association developed a plan to represent over 200 of these inmates in an effective, timely manner. Throughout FY17, the Defender has been working with the Court of Common Pleas and the District Attorney's Office to negotiate resentencing agreements where possible and to provide effective representation for its clients at every stage of these complicated proceedings.

Animal Control (ACCT Philly): In FY17, with input from staff, volunteers, rescue partners, board members, and other stakeholders, ACCT Philly developed its first strategic plan and will focus on internal goals, such as staff development, and external goals, such as increasing fundraising, in order to enhance animal well-being while protecting Philadelphians' health, safety, and welfare. ACCT Philly has decreased animal euthanasia by 45% and has increased both the number of animals served and the number of animal adoptions performed since the organization assumed animal care and control operation functions in 2012. Currently, Animal Control boasts a life-saving rate of 80%, which marks an historic high for the organization. ACCT Philly operates the largest life-saving shelter in the region, and has garnered \$2.5 million in financial aid, in-kind support, and commitments from national funders. In coordination with other departments and external partners, ACCT Philly is implementing strategic and tactical changes, including streamlining processes for investigating animal cruelty and dangerous dog and bite incidents; enhancing enforcement and disseminating public information; and making policy and legislative recommendations.

Using FY17 Capital funds, ACCT Philly will replace outdated 15-year-old kennels in order to improve health and help control the spread of disease. In 2013, ACCT Philly received a \$1 million grant from the Petco Foundation to build an adoption center, which will be attached to the existing building at 111 W. Hunting Park Ave. and will provide the organization with a centralized location for life-saving activities in accordance with best practice recommendations.

Town Watch Integrated Services (TWIS): In FY17, TWIS began developing a strategic plan, updated its mission, and developed a performance measurement system that will enable the program to evaluate the effectiveness of programs in high-need areas. TWIS also developed a performance management database collection tool and will use data to monitor progress, generate reports, and improve management efforts.

PLANS FOR FISCAL YEARS 2018-2022:

Administration/Policy: In FY18, the MDO plans to launch a new Out-of-School Time Strategy designed to provide low-income and at-risk children with high-quality out-of-school time experience. The City proposes to invest \$180,000 annually in this initiative, which will fund a full-time manager and three program improvement coaches, as well as a data system. One initial focus of this strategy will be to ensure that these children have access to evidence-based literacy programs.

Over the next three years, the MDO will implement a new workforce development strategy titled City as Model Employer: The Apprenticeship Inclusion Program, aimed at creating viable pathways to permanent employment for 200 seasonal/temporary City workers. The initiative will focus on engaging individuals with barriers to employment, including disconnected youth and young adults, ages 16 to 29; formerly incarcerated and justice-involved individuals; and adults lacking necessary workforce skills and credentials. The City as Model Employer strategy will focus specifically on establishing bridge positions that allow seasonal/temporary workers to develop the skills required to secure and retain entry-level positions with the City or an employer partner. The MDO will support seven departments in the pilot year of this initiative, with the goal of sharing best practices across agencies and building the infrastructure required to take the strategy to scale.

Rebuilding Community Infrastructure (Rebuild): In the coming years, Rebuild plans to complete engagement, design, and construction on an estimated 150-200 sites. However, completion of this work is dependent on resolution of the litigation regarding the Philadelphia Beverage Tax. While the litigation is pending, the City will not be able to issue the borrowings for the \$300 million needed to fund this initiative. Rebuild also plans to launch programs, including bonding and cash flow assistance for M/W/DSBEs, to support diversity and inclusion goals; partner with the Building and Construction Trades Council to improve access to apprenticeship programs and provide opportunities for work on Rebuild sites; and institute a robust, third-party monitoring and enforcement system to ensure that the program achieves its diversity and inclusion goals.

Performance Management: In collaboration with the Office of the Director of Finance and the Office of the Chief Administrative Officer, the MDO will also continue to develop and administer a citywide performance management system, where meaningful data drives policy and budget decisions. The goal of performance management is to ensure that throughout every department, a culture of quality and outcomes-focused programming pervades. Performance Management is internal-facing and focused on collaborating within and across departments to solve complex issues while also highlighting best practices. When the program is fully launched, all departments will regularly report on key measures that are aligned with their programs, key objectives, program-based budgeting, and the Mayor's Pillars. The Office of Performance Management will support 10-15 departments each year to either update their strategic plans or create a performance improvement plan to affirm the departments' missions and visions, identify goals, and establish or refine meaningful performance measures. In addition, each year, one to two "deep dive" departmental processes will be selected for improvement, and the Office of Performance Management will provide intensive technical assistance to carry out these performance improvement projects. For FY18, the focus is on Infrastructure, and the two process improvement projects will be identified within the Streets Department and the Department of Licenses + Inspections.

Community and Culture: This cluster will continue to support its departments and strategic initiatives while increasing its ability to work collaboratively, efficiently, and effectively. In addition to strengthening

departments' abilities to make informed decisions and execute their missions, this cluster will also focus on increasing opportunities for collaboration, aligning and coordinating resources, strengthening pipelines to permanent employment through the City as Model Employer strategy, improving the quality of and access to out-of-school programming, and strengthening and expanding cultural and literacy initiatives.

Health and Human Services: This cluster will continue to develop strategies for greater cross-collaboration and will expand work on key issues, including increasing access to affordable housing by strengthening coordination between housing development agencies and city departments; releasing a Children's Health Agenda to promote improved health for children from birth to age five; increasing connections to housing for families in the child welfare system to improve the placement of children in permanent homes, as well as support foster youth aging out of the system; releasing an independent evaluation of how to strengthen the child welfare system and the Improving Outcomes for Children model; supporting the development of career pipelines within departments for individuals who have barriers to employment; and finalizing data-sharing agreements to simplify and improve coordination across departments.

Public Safety and the Office of Criminal Justice (OCJ): OCJ will oversee initiatives to reduce the prison population, improve public safety, and increase opportunities for returning citizens over the next five years. In FY18, OCJ will coordinate with partner agencies to implement data-driven strategies to reduce the City's overreliance on jails and focus on reducing recidivism. Goals include continuing to implement strategies and reforms for an overall 34% reduction in the jail population by the conclusion of FY19 (from the FY16 baseline) and working with the Reentry Coalition to reduce recidivism by 25% by FY21.

Additional strategies to reduce the jail population are planned for roll-out in FY18, including creating a robust system of alternatives to cash bail, implementing a pilot program for pre-arrest diversion in two police districts, launching an implicit bias training program across the justice system, and supporting expansion of the District Attorney's Office's The Choice is Yours (TCY) diversion program. The Reentry Coalition will work with the Office of Reintegration Services to bolster and enhance reentry services. Additionally, OCJ will continue to work with stakeholders to support the coordination of reentry resources for those who were sentenced to life in prison without parole as juveniles and who became eligible for resentencing and/or release following the *Montgomery v. Louisiana* Supreme Court decision in 2016. An estimated 300 individuals were sentenced to life without parole as juveniles in Philadelphia, more than in any other jurisdiction in the country, and OCJ will continue to support the creation of networks to address the challenges these individuals may face upon release. Lastly, OCJ will continue to work with the First Judicial District and representatives of the Philadelphia Bar Association to develop and implement recommendations regarding revisions to the Guaranteed Fee System, which sets payment schedules for court-appointed counsel.

Transportation and Infrastructure (oTIS): oTIS will continue to coordinate multi-agency initiatives throughout the City, the Commonwealth, and with federal policies and programs. oTIS will also continue to work to secure funding for transportation and infrastructure projects from alternative revenue sources, such as state, federal, and philanthropic grants. Planned activities for FY18-22 include pursuing grants; installing transit shelters and street furniture; supporting SEPTA's trolley modernization efforts with streetscape improvements to ensure ADA accessibility; improving safety and mobility along Roosevelt Boulevard; expanding the Indego bike share system; implementing recommendations from the Vision Zero Action Plan; expanding Philly Free Streets to include multiple programs per year; and supporting the Water Department's Green City, Clean Waters initiative to improve stormwater management.

Community Services: This cluster will continue to support its outward-facing programs, including CLIP, Philly311, OCEVS, TWIS, and OIA (plans are outlined below). Community Services is also invested in supporting the MDO's City as Model Employer workforce development strategy that aims to create a more seamless pipeline to permanent, entry-level civil service employment for seasonal and temporary workers.

FY18 Objectives				
<p><i>Administration:</i></p> <ul style="list-style-type: none"> • Ensure $\geq 50\%$ of all MDO professional services contracts are fully conformed by or before start date. • Bring processing time of all professional service invoices to ≤ 15 days from receipt to payment date. <p><i>Performance Management:</i></p> <ul style="list-style-type: none"> • Facilitate and support 15 departments through a performance improvement planning process, including the identification of key objectives and performance measure refinement. • Conclude pilot and implement redesigned performance management “deep dive” strategy to help departments identify processes to improve. Provide technical expertise/supports needed to make improvements happen. <p><i>Community and Culture:</i></p> <ul style="list-style-type: none"> • Increase opportunities for collaboration and alignment by developing a coordinated, governance structure for out-of-school time; piloting a public sector funding model for arts and culture investments; and developing a streamlined structure to attract and retain sponsorships as well as promote Philadelphia's signature athletic and cultural events. <p><i>Health and Human Services:</i></p> <ul style="list-style-type: none"> • Continue to foster the health and well-being of Philadelphians from a healthy start to a safe and supported future by completing cross-sector planning work on opioids, lead paint poisoning prevention, and shared public spaces, and beginning to implement identified recommendations. <p><i>Public Safety and the Office of Criminal Justice (OCJ):</i></p> <ul style="list-style-type: none"> • Continue to create a fairer and more effective criminal justice system through strong coordination among justice partners, reducing the prison population, reducing recidivism, and creating additional opportunities for those released from the justice system. • Reduce violent crime by reviewing anti-violence programs, developing a city-wide approach to reducing violent crime, and ensuring that public and private stakeholders are working collaboratively. <p><i>Transportation and Infrastructure (oTIS):</i></p> <ul style="list-style-type: none"> • The Office of Compete Streets and the Vision Zero Task Force will develop an action plan by fall 2017 that will establish short-term and long-term goals for reducing traffic-related fatalities and serious injuries. <p><i>Community Services:</i></p> <ul style="list-style-type: none"> • Continue to support and strengthen community service programs, including CLIP, Philly311, OCEVS, TWIS, and OIA. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of contracts conformed within 90 days of start date *		N/A		50%
Average number of days to process professional services invoices **		N/A		15
Number of departments with current strategic plans or performance improvement plans, established goals, and refined performance measures **		N/A		15

* New measure in FY18. This is part of a multi-year effort to get to a higher percentage.

** New measure in FY18.

Office of Civic Engagement and Volunteer Service (OCEVS): OCEVS will continue to focus on projects that increase residents' understanding of government and services, strengthen communities through defined projects, and increase community engagement and volunteerism with the goal of making Philadelphia a

world leader in civic engagement. OCEVS will also enhance its data collection and tracking systems, moving toward a centralized system with more efficient data entry and the ability to customize reports.

FY18 Objectives				
<ul style="list-style-type: none"> • Provide opportunities for residents to interact with and learn about City government and services. • Support residents in defining community needs and executive programs to address them. Increase number/frequency of external volunteer groups providing support for community-defined projects. • Increase civic engagement hours through activities that positively impact Philadelphia's communities. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Service hours *	57,504	49,077	98,153	147,230
Civic engagement hours **	5,374	1,985	8,702	5,954

* Service hours are when people are doing direct service work in their community. This includes participating in an OST program or a community clean-up, or painting in a recreation center or school.

** Civic engagement hours are when people participate in a community meeting, register people to vote, attend education sessions offered by OCEVS, or attend planning meetings. Two new organizers were recently hired and so far, the office has already logged 1,094 civic engagement hours for January. Based on this new rate, the Office is projecting increased civic engagement for FY17 compared to prior years.

Community Life Improvement Program (CLIP): CLIP will maintain its high levels of efficient, quality service in FY18. CLIP is also a major participant in the Zero Waste and Litter Cabinet, which was launched in December 2016 and will develop strategies to further reduce blight and enhance cleanliness citywide. CLIP expects the number of community service projects to increase as the Kenney Administration focuses on addressing litter and illegal dumping through the new Cabinet.

FY18 Objectives				
<ul style="list-style-type: none"> • To address virtually all graffiti complaints within seven business days. • Maintain the same high level of abatement activity and support for community service projects. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Graffiti removal tickets closed within SLA of seven days	98.9%	99.6%	95.0%	95.0%
Number of nuisance properties and vacant lots abated	18,135	8,885	19,000	18,500
Graffiti abatement: properties and street fixtures cleaned	113,663	59,020	115,000	115,000
Groups that received supplies	546	301	550	550
Supplies issued*	6,324	2,700	5,500	5,500
Citywide cleanup projects completed	1,259	724	1,300	1,300
Vacant lot abatements	15,060	8,601	15,000	15,000
Vacant lot compliance rate**	27.8%	25.0%	25.0%	25.0%
Exterior property maintenance violations	10,840	5,621	11,000	11,000
Exterior property maintenance compliance rate **	66.9%	63.6%	65.0%	65.0%

* Supplies issued are for community cleanups and consists of brooms, rakes, shovels etc.

** Compliance rate refers to the percent of property owners who receive a notice of violation and subsequently take action to clean up their properties within the timeframe given to address the violation.

Philly311: In 2016, 311 collected citizen comments and suggestions for how to improve its service delivery. Based on this feedback, 311 will improve agent training and inter-departmental communication, provide more proactive service status updates, and make technological enhancements to the web and mobile

platforms. Philly311 also intends to work with Prisons on a workforce development program for incarcerated women who would work at 311 upon release and partner with Animal Control to better integrate intake across both Philly311 and Animal Control.

FY18 Objectives				
<ul style="list-style-type: none"> • Lower the number of "detractor clients" in the customer service survey. • Respond to 100 percent of survey feedback within 48 hours. • Within 48 hours after ticket closure, contact customers whose tickets were closed within 24 hours. • Contact L+I customers whose Maintenance Residential Service Tickets exceed promised SLAs. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of calls answered within 20 seconds	82.7%	81.4%	80.0%	80.0%
Percent of 311 NPS survey respondents who are "service detractors"	N/A	40.0%	30.0%	< 30.0%
Percent of residents who use mobile and web applications to contact 311*	N/A	13.0%	18.0%	22.0%
Average score for tickets and phone calls monitored by 311 supervisors	N/A	87.5%	85.0%	87.0%

* This measure refers to the number of contacts using mobile and web applications to contact 311. Philly311 keeps a separate measure for repeat users. Five percent of Philly311 users generate 20% of the volume, with an average of 1.7 contacts per user per year.

Office of Adult Education (OAE): OAE is exploring collaborations with other departments to develop pathways to city employment. The Office will also maintain the City's four existing myPLACE campuses and will open a fifth campus at the Southwest Community Development Corporation. OAE will also lead efforts at the six KEYSPOT demonstration sites, each of which will develop and test high-quality trainings. OAE will work to increase engagement with volunteer tutors and mentors and, by FY18, OAE will have recruited a group of families to participate in a Family Service Learning pilot that will engage families in building content knowledge, work-based and leadership skills, self-efficacy, and community networks.

Lastly, in partnership with the X-PRIZE Foundation and the Barbara Bush Foundation for Family Literacy in 2017, OAE will launch a campaign and contest that tests mobile app solutions to the adult literacy challenge (XPRIZE). With guidance from OAE, XPRIZE will invest in a marketing campaign about adult learners' needs and will administer the CASAS literacy test³² to about 3,500 individuals. All eligible adult learners in the city will be offered one of 15 competing mobile learning apps to use for a year. After one year of use, adult learners be tested on their literacy gains, and a winning app will be identified.

³² "Comprehensive Adult Student Assessment System (CASAS) is the most widely used competency-based assessment system in the U.S. designed to assess the relevant real-world basic skills of adult learners. CASAS measures basic skills and the English language and literacy skills needed to function effectively at work and in life.

FY18 Objectives				
<ul style="list-style-type: none"> • Increase the number of new learners registering with OAE by 5% in FY18. • Increase the number of volunteers who, after completing OAE tutor training, commit to work at organizations by 10% in FY18. • Maintain total KEYSPOt digital literacy training attendance at 6,800 count, while fostering innovative quality programming in FY18. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of learners enrolling in adult education classes after completing myPLACE initial intake and assessment process	4,632	3,122	6,200	6,500
Percent of volunteers who are referred to organizations after completing Office of Adult Education volunteer training	75%	68%	75%	80%
Number of individuals who received digital literacy training through KEYSPOt training programs *	6,665	N/A	6,800	6,800

* Tabulated at year-end.

Office of Special Events (OSE): Philadelphia's special events industry is growing, and OSE will build city event capacity by continuing to streamline interagency coordination, increase community and business engagement, and lead research into international municipal best practices for inclusion into Philadelphia's event management protocols. In future years, OSE plans to strengthen its operations by creating and implementing a uniform citywide special events policy, expanding its newsletter communications and streamlining the event application process.

FY18 Objectives			
<ul style="list-style-type: none"> • Maintain a 97% or better collection rate for reimbursable special events costs. 			
FY18 Performance Measures			
Measure	CY15 Actual	CY16 Estimate	CY17 Target
Collection rate – reimbursable special event costs *	99.5%	87.2%	99.0%
Number of applications processed **	1,413	1,647	1,500

* Metric based on the calendar year, not the fiscal year. The CY16 collection rate remains a fluid number, as a number of the invoices have not yet reached their due date. The CY16 collection rate will increase throughout CY17 as event producers pay outstanding balances for annual events. Regarding the collection rate of 99.5% in CY15 (as opposed to FY16), CY15 was anomalous to the extent that the City received payment in full on an \$8.6 million invoice related to the World Meeting of Families; this drove up the rate.

** Metric based on the calendar year, not the fiscal year.

Office of Immigrant Affairs (OIA): OIA will continue to implement the Home Rule Charter's Language Access requirements, emphasizing the importance of making city services accessible to Limited English Proficiency (LEP) residents. OIA will work to ensure that all required entities have Language Access Plans in place and will provide streamlined training on language access and cultural competency. OIA will also review usage trends for language access services and conduct needs assessments; work with departments to increase the number of documents translated into different languages; increase the usage of translation services; implement language access cards to help residents demand and receive service in their language; build in-house capacity for translation and interpretation; and expand contracted translation services.

FY18 Objectives				
<ul style="list-style-type: none"> • Increase the total number of documents available in other languages citywide by 20% in FY18. • Greatly increase percentage of documents available in languages other than Spanish (currently Spanish is 60% of all translated documents, more than all other languages combined) in FY18. • Increase telephonic and in-person interpretation usage by 10% citywide in FY18. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of translated documents	data not available	412	500+	550
Number of LEP transactions	37,534	21,000	45,000	60,000

Office of Emergency Management (OEM): OEM plans to continue focusing on ensuring that Philadelphia is resilient and prepared to handle emergencies, disasters, and emerging threats. This includes developing targeted disaster recovery strategies and programs; continuing to revise evacuation plans; building out logistics capabilities; and expanding preparedness and community engagement initiatives.

FY18 Objectives				
<ul style="list-style-type: none"> • Ensure that 100% of emergency response equipment is well-maintained, in good working condition, and ready for immediate deployment in FY18. • Increase use of OEM's (internal) Corrective Action Database as a tool for improving upon/resolving lessons learned during FY18. All corrective actions will be finalized/acted on within six months of entry. • Meet, ideally exceed, target of training 500 people per month on community preparedness in FY18. • Increase percentage of actionable* departmental continuity of operations plans by 50% for FY18. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Emergency response equipment readiness (percent of equipment owned and immediately ready for deployment) *	99%	99%	99%	83%
Percentage of corrective actions completed or in process of completion within 6 months	65%	80%	80%	90%
Community Preparedness: number of people reached within 12-month period	6,000	3,000	6,000	6,000
City Government Readiness: percent of completed departmental Continuity of Operations Plans	67%	67%	67%	67%

* "Actionable" refers to plans that are completed, are trained to, and can help departments restore critical services as quickly as possible.

Police Advisory Commission (PAC): The new Executive Order establishes the PAC's role in policy, including periodic review of the Police Department's implementation of the recommendations in the March and May 2015 reports and from other authoritative bodies. The PAC will also communicate major policy revisions that are expected to impact the Police Department and the communities it serves and will provide opportunities for communities to give input on existing policies and proposed revisions. Finally, the PAC will investigate Police policy and practice and make policy recommendations in light of any findings.

FY18 Objectives				
<ul style="list-style-type: none"> In its first year, the PAC will establish three areas of activity: investigations (focusing on complaints and officer-involved shootings), audits/data analysis (focusing on systemic questions, including assaults on police, taser use, body-worn cameras, etc.), and community outreach (amplifying collaboration around police-youth relations). 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of complaints chosen for auditing	11	11	25	30
Percentage of complaint audits completed within 45 days of receiving Internal Affairs final report	100%	95%	100%	100%

Youth Violence Reduction Partnership (YVRP): As the MDO restructures violence prevention initiatives in FY18 (with the goal of adopting a citywide violence prevention strategy by FY20), YVRP will continue to work with young people who are referred through probation programs in six police districts throughout the city.

FY18 Objectives				
<ul style="list-style-type: none"> To reduce the number of homicides of youth ages 7-24 in each YVRP district overall by 4% when compared to the number of youth homicides in the prior year. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of homicides of youth ages 7-24 in each YVRP district overall *	45	no data available	4% reduction from CY2016	additional 4% reduction

** This FY16 figure is as of 11/30/2016 for calendar year 2016. This was the total for 2015 as well. As of 12/31/16, Philadelphia has had a total of 277 overall homicides – a 1% decrease compared to 2015 (280).*

Legal Services: This program will continue to facilitate the provision of legal services in FY18 and will continue to play a major role in the criminal justice partners' MacArthur implementation efforts.

Animal Control (Acct Philly): Acct Philly will continue to respond to more than 70,000 calls per year while striving to lower the shelter intake rate, increase the live release rate, and enforce public safety ordinances. Animal Control will also implement its strategic plan by making human resources investments; focusing on community engagement and trainings; relying on volunteers, adoptions, and Trap-Neuter-Return/Shelter-Neuter-Return activities; and increasing revenue streams from events, individual appeals, and grants.

FY18 Objectives				
<ul style="list-style-type: none"> To increase lifesaving outcomes and increase shelter wellness in order to provide better services to animals in care. In 2015, the life-saving rate was 76%. By 2019 (the last year of ACCT's strategic plan), the goal is to increase this rate to 84%. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Life-saving rate	76.0%	80.0%	80.0%	80.0%
Code violations issued	N/A	200	500	800
Respond to service request calls within SLA (contract)	N/A		90%	90%
Percentage of pets returned to the owner	5.0%	5.1%	5.0%	8.0%

Town Watch Integrated Services (TWIS): TWIS aims to turn six problem police service areas (PSAs), areas with high crime and low engagement, into safer and more engaged communities over the next year. TWIS will also provide support (equipment, educational materials, and staff resources) to communities so that they remain engaged and develop more patrolling groups and capacity within their neighborhoods.

FY18 Objectives				
<ul style="list-style-type: none"> Engage citizens in addressing quality-of-life issues in their community. Reduce crime in the targeted PSA. Provide training and support for Town Watch volunteers. Improve the relationship between police and citizens by involving them in PSA meetings. Collaborate with neighbors and organizations to put on community events. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Average Weighted Community Engagement Score across the 5 PSAs *	N/A	4	5	10% increase from FY17
Total membership in the 5 PSAs **	N/A	455	550	10% increase from FY17

* New measure in FY17. Methodology: Activate Town Watch Group: 3 points; Crime Rates Reduced 6 months after Town Watch process starts: 4 points; Community/TWIS events: 3 points.

** New measure in FY17.

MAYOR

MISSION

The Mayor's Office sets the goals and priorities for the Administration, oversees all departments and agencies that fall under the executive branch, and provides leadership and coordination to achieve the Administration's goals and priorities. The Office includes the Mayor's personal staff as well as multiple offices focused on key priorities of the Administration.

The Mayor's Office accomplishes this work through the following programs:

- **Mayor, Chief of Staff, and Executive Office:** This program sets and manages the overall strategy and agenda for the Administration. The Chief of Staff coordinates with senior staff within the Mayor's Office and with Cabinet members and other senior staff to carry out the Mayor's agenda. The Executive Office manages the day-to-day activities of the Mayor and his Office while also providing administrative support for the entire Mayor's Office.
- **Communication & Digital:** This program creates and implements comprehensive communications strategies to inform Philadelphians about their government, to expand access to City services, and to provide residents with critical information in times of breaking news, or of emergency. The program also works to promote Philadelphia to those beyond the City's borders. The Communications team specifically facilitates media access to the Mayor and members of his administration and also coordinates communications messaging and objectives across departments. The Digital team designs and executes a digital strategy to engage citizens and ensure that key information about the City is available to residents.
- **Public Engagement:** Mayor Kenney created the new Office of Public Engagement (OPE) to enhance the City's community outreach and engagement efforts. This Office aims to establish an infrastructure of trust between community and its government, and plays a key role in raising awareness about how the City can serve residents, particularly those who are most in need, and in facilitating opportunities for the public to provide input that helps the Administration plan work and organize its priorities. OPE works with residents to make City government accessible and to ensure that everyone's voice is heard when the City is drafting and implementing policies. The Office oversees several of the Mayor's offices and commissions, all of which serve as conduits to engage the community. These offices and commissions include the Youth Commission, the Office of Black Male Engagement (including President Obama's My Brother's Keeper initiative and the Mayor's Commission on African American Males), the Commission for Women, the Mayor's Commission on Asian American Affairs, and two new initiatives: the Millennial Advisory Committee, and the forthcoming Mayor's Commission on Religious and Civic Affairs. OPE also serves as a "first stop" for many city residents who are unable to find the correct City department for their needs and represents the Mayor and the Administration at community events citywide.
- **Policy, Legislation, and Intergovernmental Affairs:** This program develops and implements the Mayor's policy priorities in coordination with other senior members of the Administration, fostering policy innovation and the use of data-driven, evidence-based policies to maximize the impact of government resources. The Legislation team drafts and reviews all legislation, and is a close partner in working with City Council. The Intergovernmental Affairs team liaises between the City and other governmental entities and elected officials, and works to foster clear and constructive communication between and among local, state, and federal government entities.
- **Diversity & Inclusion:** This program, which oversees the Office of LGBT Affairs, reinforces the Administration's commitment to promoting diversity and inclusion both across City government and citywide. The Office works to ensure that the services provided and dollars expended by local government are a strong and vibrant model of fairness among the diverse groups that make up the

neighborhoods of Philadelphia. The Office analyzes the City's workforce, developing strategies to close disparities among different races, between genders, and wherever barriers for employee success might exist. The Office also evaluates and improves programs addressing disparities in contracting, working in close cooperation with the Office of Economic Opportunity (OEO).

- **Integrity Office:** The Office of the Chief Integrity Officer upholds the public's trust by ensuring that the City operates with fairness and integrity, uncompromised by conflicts of interest, political affiliation, favoritism, or other unfair considerations. Its responsibilities include protecting the integrity of City operations, preventing potential wrong-doing by identifying and monitoring compliance risk throughout the Executive Branch, giving advice and support to City employees, providing oversight and support to City departments, educating and coordinating training with City agencies, and ensuring transparency. The Office works closely with the Office of the Inspector General and the Board of Ethics to develop and implement training programs and other communications in order to correct systemic problems and prevent future misconduct within the Executive Branch of City government.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Mayor, Chief of Staff, and Executive Office:

- Oversaw creation of FY17 plans for all departments and offices reporting to the Mayor to establish key benchmarks, goals, and priorities.
- Established a new Mayor's Box ticket distribution system and reached agreements with Wells Fargo Center and Lincoln Financial Field to monetize Mayor's Boxes, raising \$150,000 for the School District of Philadelphia.
- Improved processes for members of the public to interact with the Mayor's Office, including public requests to reserve the Mayor's Reception Room and Conversation Hall. Standardized a system for managing incoming scheduling requests for meetings, events, and press availability for the Mayor.
- Created performance review process for the Mayor's Office focused on both professional development and improving performance and output across all offices.
- Appointed 370 members to boards and commissions with a focus on experience, qualifications, and diversity of background.

Communication & Digital:

- Developed comprehensive one-year report highlighting major accomplishments of the Kenney Administration's first year.
- Implemented successful communications strategy in preparation for the 2016 Democratic National Convention (DNC) that developed appropriate expectations among business owners, encouraged residents to stay in town, and allowed Philadelphians and visitors to navigate the city with relative ease. Communications to protestors and to the public were also successful with all demonstrations being peacefully executed.
- Instituted twice monthly opportunities for the Mayor to directly answer Philadelphians' questions. Each month, Mayor Kenney appears live on WURD to take listener questions for 30 minutes. Additionally, a different neighborhood newspaper each month hosts the Ask Kenney column, in which the Mayor responds in writing to constituent questions.
- Performed an analysis of all departments to create a record of the City's Digital accounts, and developed a comprehensive digital strategy in order to implement best practices for engaging with residents online.
- Increased following of City Twitter account by 85%, doubled Instagram account followers, and grew the number of followers on the Mayor's Facebook account by 20% while establishing a new @PhillyMayor channel on Instagram, Facebook, Twitter, and Snapchat. Hosted monthly Twitter Chats with the Mayor and 11 members of the administration to provide greater accessibility to members of the public to interact and engage with the City's senior leadership.

Public Engagement:

- The Office of Black Male Engagement launched “Community Conversations,” a partnership with the Center for Male Engagement at the Community College of Philadelphia. This partnership offers an intergenerational platform for engaged residents and dedicated civic leaders in the city of Philadelphia to discuss challenges, opportunities, and share resources that address the dismantling of inequities and impact the lives of men and boys of color in the city.
- The My Brother’s Keeper initiative worked with The Penn Center for the Study of Race and Equity in Education to host its second deep dive on the educational needs for men and boys of color in Philadelphia. Topics included K-12 education, college readiness and completion, and community-based approaches to bolstering black male academic achievement.
- The Office of the Youth Commission, through its Fun Safe Philly Summer initiative, hosted its Playstreet Book Club, a summer reading program to bring free take-home books to children participating in outdoor summer meal sites. The initiative distributed more than 1,700 books to more than 350 youth at 13 participating sites during the month-long program. Children also received the Youth Commission’s “101 Free Things to Do Over the Summer” summer guide.
- The Philadelphia Commission for Women was fully operationalized with the appointment of the Executive Director. The Commission will complete the first ever State of Women and Girls in Philadelphia Report, assessing five broad categories: Economic Empowerment, Health and Wellness, Education Opportunities, Entrepreneurship and Innovation, and Leadership and Civic Engagement to establish a baseline from which Policy recommendations will be formulated.
- The Office appointed 21 members to the new iteration of the Millennial Advisory Committee, 25 new members to the Mayor’s Commission on Asian American Affairs, 28 members to the Mayor’s Commission on African American Affairs, four members to the Youth Commission, and 27 members to the Philadelphia Commission on Women.



Mayor Kenney receives a warm welcome from students during his visit to Penrose Elementary School in January.

Policy, Legislation, and Intergovernmental Affairs:

- Created the Philadelphia Behavioral Science Initiative, a joint academic and public-sector partnership to identify what works through the implementation of randomized control trials with the goal of improving program development and service delivery.
- Issued seven Executive Orders covering topics such as: continued ethics in government, improved waste collection, safer streets for pedestrians, public safety, and additional educational opportunities for adults.
- The first half of FY17 saw 203 separate Council bills pending or newly introduced. In that time, 92 of those bills passed, went to the Mayor, and became law. Administration personnel testified and engaged Council on those bills, and testified at numerous fact-gathering hearings.
- Established weekly administration-wide legislation and policy meetings.

- Confirmed an external research partnership and began developing a study design to evaluate Philadelphia WorkReady³³ in summer 2017.

Diversity & Inclusion:

- Provided leadership on diversity and inclusion measures across City government by developing a Diversity Mission Statement and Diversity Competencies for all departments and offices, organizing and providing structure for the City's participation in the Racial Equity Here Grant, and working with the new director of OEO in setting strategic goals for the agency.
- Developed and conducted inclusion training for executive staff in 23 departments and offices under the Mayor's jurisdiction. Worked closely with the Human Resources and Talent Unit in the Office of the Chief Administrative Officer to draft guidelines for hiring candidates who will hold exempt positions as city workers.
- Produced the City's first annual workforce diversity metrics report, which outlined the diversity of the city's exempt workforce, and will serve as a guide for diversity meetings with departmental leadership. Each year, this report will provide a benchmark for the public to measure the Administration's efforts to increase the diversity of the City's exempt workforce.
- Worked with the Office of Accessibility to appoint five new members to the Mayor's Commission on People with Disabilities and to issue an Request for Information (RFI) for a consultant to review City programs and services as required under the Americans with Disabilities Act, as amended.
- Created Mayor's Commission on LGBT Affairs, appointing 22 members who reflect the diversity of the LGBT Community and who will advise the Kenney administration on ways to increase LGBT community access to government resources, share information with various LGBT communities about relevant government efforts, and assist in maintaining a regular dialogue with LGBT individuals and organizations outside the Commission or city government.



Language Access Executive Order Signing.

Integrity Office:

- Enacted new Gifts Executive Order, which expands and clarifies restrictions on gifts to City Executive branch employees. The Order is stricter than the the City's 2014 Gifts Ordinance and limits previous exceptions, expands the definition of prohibited sources, and includes registered lobbyists as prohibited sources for the first time.
- Enacted new Outside and Self-Employment Executive Order to improve the accurate reporting of outside and self-employment by members of the Executive and Administrative branch. The Order requires reporting all second jobs to the Philadelphia Board of Ethics.
- Provided advice to hundreds of City Employees and the Public, responding to over 600 inquiries in calendar year 2016, a nearly 150% increase from the previous year. Of this total, 46% of all questions dealt with gifts. These inquiries received a responses within three days or fewer, on average, a four-day decrease from seven days in calendar year 2015.

³³ The Philadelphia WorkReady summer jobs program, managed by the Philadelphia Youth Network, serves youth aged 12-24 from neighborhoods across Philadelphia and provides high-quality, career-focused work experiences in a range of business, community and public service settings.

- Hosted Integrity Week 2016, during which nearly 300 City employees and members of the public attended trainings and programs to build awareness of ethics and integrity in City government, including a Twitter chat and Continuing Legal Education program on Conflicts of Interest.
- Conducted Employee Ethics Survey, to which over 800 City employees responded. This was double the number of respondents who participated in the last survey in 2014. The survey gauges City employees' knowledge of City ethics policies and helps the Office develop compliance and ethics programming.

PLANS FOR FISCAL YEARS 2018-2022:

Over the next five years, the Mayor's Office will play a leading role in developing policies, legislation, services, and programming in support of the following priorities ("Pillars"):

- Improve educational opportunities and outcomes for all of Philadelphia's children.
- Improve economic opportunities for all Philadelphians.
- Improve public safety for all Philadelphians while treating residents with respect and dignity.
- Operate government efficiently, effectively, and always with integrity.
- Develop a diverse workforce that looks like Philadelphia and treat that workforce with respect.

Mayor, Chief of Staff, and Executive Office: This Office will continue to provide leadership to focus the Administration on the Mayor's priorities. In FY18-22, the Office will work with cabinet members to assess priorities and ensure that major goals and benchmarks are met regularly. The Office will continue to work on annual plans with departments to ensure Administration priorities are reflected in the plans and goals of individual departments, and to ensure departments work collaboratively across the Administration wherever necessary to advance common priorities. Additionally, the Office will make recommendations regarding investment of resources and overall prioritization of projects and programs that fall under the Mayor's



Malik Utendahl, Nandi O'Connor, and Vaughn Ross from the Mayor's Office.

priorities and which are focused on equitably providing quality services to all Philadelphia's residents.

As the Mayor sets the priorities for the Administration, the Chief of Staff and Executive Office also ensure that decisions and priorities are informed by the expertise of cabinet members and department heads. The Chief of Staff will continue to coordinate with the Cabinet to ensure that members have the information, guidance, and resources they need to carry out the Mayor's priorities; and also ensures that Cabinet members provide necessary information to guide the Mayor's decision-

making and enhance his ability to act effectively as Chief Executive of the City of Philadelphia. The Chief of Staff and Executive Office continue to be responsible for decisions around senior management and hiring, and will also be responsible for recommendations of internal staff policies.

The Executive Office will also continue to work on improving processes for the public to interact with the Mayor and his Administration. Through the correspondence, constituent services, and scheduling teams, the Executive Office will focus on ensuring that residents have access to communicate directly with the

Mayor, a right to timely and helpful responses, and that the Mayor visits and interacts regularly with Philadelphians in all neighborhoods and of all backgrounds.

FY18 Objectives				
<ul style="list-style-type: none"> Oversee bi-annual performance reviews to ensure 75% completion for all Mayor's Office employees by the designated deadline, and the remaining 25% completion by the required make-up date. Plan and host 12 monthly senior leadership meetings for cabinet members and department heads and develop leadership retreat for senior management. Assure all scheduling requests receive responses within two weeks. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of performance reviews completed *	N/A		100%	100%
Number of senior leadership meetings	11	7	12	12
Average response time to scheduling requests (days) **	N/A			14

* This is a new measure. Performance reviews will take place in the second half of FY17.

** This is a new measure for FY18. The department will begin tracking data on July 1, 2017.

Communication & Digital: The Office's goals for FY18-22 include ensuring that media reports accurately reflect City services and information; making sure that residents continue to receive information from the city in a timely and comprehensive manner; increasing outreach to ethnic, neighborhood and niche publications; and continuing access from mainstream press to the Administration.

As social media continues to become an increasingly important medium, the Office's focus on enhancing and improving the City's digital communications will continue. In FY18, the City will develop a coordinated emergency policy for the website, citywide and external email, and social media. This will allow for rapid response, monitoring, and systemic dissemination of information for citizens via social media in the event of emergencies or other events. Additionally, the digital team will deliver regular trainings for high-level users of social media, with a priority of training senior leadership and public-facing employees. Verifying all official accounts and creating a robust digital ambassadors program for City department accounts, department leaders, and other public figures is also a focus for FY18-22.

FY18 Objectives				
<ul style="list-style-type: none"> Respond to 80% of constituent inquiries submitted via mail, or email, within two weeks, and 95% within a month. Achieve 90% compliance among social media managers to report metrics for social media accounts that are under their supervision. Increase by 25% national television coverage promoting the City of Philadelphia. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of social media managers in compliance with reporting metrics *	N/A	40%	60%	80%
Percent of inquiries responded to within two-week timeframe**	N/A			80%
Average response time to constituent inquiries (days) **	N/A			14

* New measure for FY17. No data from FY16. Compliance is defined as reporting metrics on a monthly basis to the digital director.

** New measure for FY18. No data from FY17.

Public Engagement: OPE is actively engaged in designing strategic processes to allow the City to enhance community outreach and engagement efforts. In FY18-22, OPE will seek to embed Mayor Kenney’s major priorities within all engagement efforts. OPE is establishing an infrastructure of trust with the community by instituting a measurable, outcome-based strategic plan and through a “collective impact” model that brings people together, in a structured way, to achieve social change. This model starts with a common agenda that is driven by the Mayor’s priorities and means coming together to collectively define a problem and create a shared vision to solve it. The following collective impact model framework is currently being instituted and will continue to be built through FY18 to implement the strategic plan successfully:

- Recruit and co-create with cross-sector partners and establish common agenda.
- Establish shared measurement to track progress and use data to continuously learn, adapt, and improve.
- Foster coordinating collective efforts.
- Have continuous communication to build trust and relationships among all participants and cultivate leaders with unique system leadership skills.
- Establish a strong backbone to orchestrate the work of the group.

In FY18-22, the Office will focus on facilitating access to government and its services to the public through direct community interactions via forums and town halls and will create cross-sector roundtables and working groups with City agencies and departments. The Office will work to equip its constituency groups and commissions with the capacity to engage their target communities. These efforts will include creating effective committee structures and culturally appropriate resource toolkits. The current Office of the Youth Commission will become the Office of Youth Engagement. This new office will oversee the Youth Commission, have oversight of the new Millennial Advisory Committee, and build a more robust Fun Safe Philly Summer program. The Office of Black Male Engagement will work to solidify the leadership structure of My Brother’s Keeper (MBK) Philly and create a data dashboard to provide the public with a snapshot of how men and boys of color in the city of Philadelphia fare in challenge areas identified by MBK Philly milestones. The Women’s Commission will produce the annual State of Women and Girls in Philadelphia Report assessing five broad categories: Economic Empowerment, Health and Wellness, Education Opportunities, Entrepreneurship and Innovation, and Leadership and Civic Engagement.

FY18 Objectives				
<ul style="list-style-type: none"> • Convene with at least two new organizations/sectors monthly to implement the strategic plan using the Collective Impact Model. • Produce annual reports from all boards and commissions under the Office of Public Engagement. • Assure that each board and commission has a monthly meeting and posts meeting minutes within three weeks of each meeting. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of annual reports published *	N/A	20%	100%	100%
Percent of entities that met meeting goals **	100%	100%	100%	100%
Percent of meeting minutes posted within target timeframe ***	100%	33%	100%	100%

* No annual reports were published in FY16.

** Currently, there are approximately 7-8 boards and commissions that each have monthly or bi-monthly public meeting requirements.

*** The target timeframe is one week.

Policy, Legislation, and Intergovernmental Affairs: The Office will continue to work with the Mayor, others in the Mayor’s Office, Cabinet members, and department heads to set legislative and policy priorities, and will work towards their implementation. Additionally, the Office will partner with City Council to better coordinate the legislative process and help assure that important issues are given support necessary to pass effective legislation and implement best practices. In FY18, the Office will oversee Mayor Kenney’s major priorities and ensure that departments are on track for reaching the Mayor’s six-month and yearly goals. Over the next five years, the Office will continue to find ways to support the Mayor’s initiatives with City Council. The Office will work to ensure that the City maintains productive working relationships with representatives at the local, state, and federal levels in order to advance the priorities of the Administration and represent the interests of the people of Philadelphia.

FY18 Objectives				
<ul style="list-style-type: none"> • Achieve 75% passage of Administration bills and resolutions within the target timeframe for each bill established by the Mayor’s Office. • Achieve 75% compliance in obtaining testimony from departments four business days prior to scheduled hearing. • Increase external partnerships developed to achieve research and evaluation goals by 50%. • Maintain positive relationships with state and federal partners through bi-monthly calls with the Governor’s Office and other policy and legislative offices in both the Commonwealth and Federal governments. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of departments in compliance with submitting testimony *	N/A			75%
Number of external partnerships **	N/A	7	8	16

* New measure for FY18.

** New measure for FY17.

Diversity & Inclusion: As the City’s neighborhoods continue to grow and evolve, the Office works to advance the Mayor’s commitment to ensuring that services provided and dollars expended by local government are a strong and vibrant model of fairness among the diverse groups that make up the City’s neighborhoods. The Office will focus on promoting the value that diverse populations bring to Philadelphia and will fairly and equitably promote opportunities for everyone to be part of the government.

The Office will seek to promote diversity and inclusion across City government and citywide. It will analyze the City’s workforce and produce an annual report outlining the diversity of the city workforce, and will develop strategies to close disparities among different races, or between genders, and wherever barriers for employee success might exist. Still in its infancy, the Office will meet with stakeholders, understand differences that divide, and develop a set of priorities that serve all Philadelphians. The Office will also meet with departmental leadership to train them on inclusion practices and how leadership can best promote diversity in hiring. The Office will use two of its divisions, the Office of LGBT Affairs and the Mayor’s Commission on People with Disabilities, to reach a better understanding of how the city government can better reflect and serve those communities. Over the next five years, the Office will work with the Mayor and his Administration to develop a more diverse and inclusive workforce, a procurement system that equitably serves everyone, and a government that functions with heightened efficiency.

FY18 Objectives				
<ul style="list-style-type: none"> • Develop a strategic plan to increase the accessibility of City services that is consistent with the Americans with Disabilities Act. • Convene monthly meetings with the Mayor's Commission on People with Disabilities and assure that meetings have strategically-based outcomes. • Convene regular meetings with the Commission of LGBT Affairs meetings. • Implement inclusion trainings for departmental leadership. • Meet quarterly with all City department/office heads and evaluate their participation in the Mayor's program to increase opportunities for racial and ethnic minorities. • Develop and release the annual Workforce Profile Report. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of RFPs issued for the development of a strategic plan to increase accessibility to city services *	N/A			1
Number of monthly meetings convened by the Mayor's Commission on People with Disabilities	2	4	9	12
Regular meetings convened by the Commission of LGBT Affairs **	N/A			TBD
Percent of departmental leaders trained ***	N/A			50%
Percent of departments who submitted quarterly workforce reports to the Office of Diversity and Inclusion ****	N/A			100%
Number of annual reports released *****	N/A	1	1	1

* Measure will be tracked starting in FY18. The goal is to issue one RFP in FY18.

** "Regular" will be defined by the newly appointed Director of LGBT Affairs, who will start employment on 3/6/17. Measure will be tracked starting in FY18.

*** The goal is to have 50% of departmental leaders trained by FY18, and 100% trained by FY19. Measure will be tracked starting in FY18.

**** Measure will be tracked starting in FY18.

***** The goal is to issue one report each year.

Integrity Office: In FY18-22, the Chief Integrity Officer will focus on the following priorities:

- *Spend Taxpayers' Dollars Smartly:* Beginning in 2017, the Office of the Inspector General and the Chief Integrity Officer will work together on a multi-year project to monitor spending and ensure accountability for three of the Kenney administration's signature initiatives: Rebuild, PHLpreK, and Community Schools. Modeled after the successful Control and Compliance program the two offices established in response to the City of Philadelphia's receipt and spending of \$350 million of Federal Recovery Act grants, the joint oversight of these initiatives will include grant and contract compliance, fiscal monitoring, investigation of complaints related to the misuse of City resources, and education on procedures to prevent and report contract fraud.
- *Provide Guidance to City Employees and the Public:* The Office will continue to provide guidance and advice to employees and the public on ethics-related matters and will work to continue enhancing and improving the ways it provides regular updates and information to employees.
- *Issue a Whistleblower Protection Executive Order.* While there are existing City laws that protect employees who provide information to internal ethics watchdogs, there are no comprehensive protections from retaliation or job loss for employees in the Executive branch who have the courage to come forward and report wrongdoing.

FY18 Objectives

- Advice to City Employees: Improve response time to one day for gift-related questions by FY18.
- Annual Integrity Week: Increase participation of City employees by 5%, including at least 75% attendance by executive leadership at the annual ethics refreshers by FY18.
- Financial Disclosure: 90% timely filings by executive leadership in FY18, with 100% timely filings by FY20.
- Ethics Survey: Increased participation by 10% more City employees for the 2018 ethics survey, and an additional 20% in the 2020 ethics survey.

FY18 Performance Measures

Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Response time to gift-related questions (days)	2	3	2	1
Number of employees who participate in Integrity Week*	190	190	190	210
Number of employees who complete financial disclosures on time **	78%	78%	90%	90%
Number of employees participating in ethics survey *	809	809	809	979

* Integrity Week and the ethics survey take place during the month of November.

** FY17 YTD data not yet available; financial disclosures are due in May.

MURAL ARTS

MISSION

Mural Arts creates art with others to transform places, individuals, communities, and institutions. The process empowers artists to be change agents, to stimulate dialogue about critical issues, and to build bridges of connection and understanding. The work is created in service of a larger movement that values equity, fairness, and progress across all of society. Through beautiful collaborative art, Mural Arts provides people with the inspiration and tools to seize their own future.

Mural Arts accomplishes this work through the following programs:

- **Public Art and Civic Engagement (PACE):** Mural Arts produces or restores more than 100 public art projects each year. Projects target stakeholders of every City demographic and respond to needs and opportunities articulated by civic leaders or identified in neighborhood plans; project applications from community leaders; and topics relevant to youth and vulnerable adults enrolled in Art Education, Restorative Justice, and Behavioral Health (Porch Light) workshops. On average, participants are: 51% women, 48% men, and 1% gender unreported; 45% Black, 13% Hispanic/Latinx, 31% White, 7% Asian/Pacific Islander, 2% multi-racial, 1% Native Hawaiian or Other Pacific Islander and 1% American Indian/Alaskan Native.
- **Operations and Advancement:** This program includes public and private tours and a range of critical functions that support Mural Arts' ability to plan and deliver on projects and programs, operate in a responsible and fiscally healthy manner, and advance the organization as a whole.



Rhythm and Hues
Artist: Brad Carney

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Public Art and Civic Engagement (PACE): In the first half of FY17, Mural Arts dedicated 27 new public art projects, restored 16 murals, launched a storefront hub in Kensington, and secured the resources to continue hubs in South Philadelphia and Tacony. Approximately 1,500 youth and adults attended recurring

workshops offered through Art Education, Restorative Justice, and Porch Light programs. Thousands more attended Mural Arts' paint days, community meetings, and public events. FY17 projects include the following:

14 MOVEMENTS (Completed): Running down South Broad Street, Mat Tomezsko's *14 Movements: A Symphony in Color and Words* was a brightly colored, mile-long temporary mural that served as a vibrant gateway between City Hall and South Philadelphia during the Democratic National Convention (DNC). Presented by Mural Arts and the DNC Host Committee, *14 Movements* unfolded like a classical sonata: rippling colors and forms were introduced, developed, and then revisited as onlookers made their way up or down one of the city's busiest corridors. The work also featured words and imagery from Philadelphia Poet Laureate Yolanda Wisher's celebrated book, *Monk Eats an Afro*.

VOICES (November 2016 through June 2017): *Voices*, a project within Mural Arts' Restorative Justice program, focuses on the effects of mass incarceration. Led by artists Hank Willis Thomas and Jesse Krimes and writer Dr. Baz Dreisinger, *Voices* provides a platform for collaborative reflection on the practices, policies, and multi-level impacts of the American criminal justice system. After a series of discussions and events with impacted communities, *Voices* will culminate in an exhibit hosted by former inmates trained as docents and a mural calling for mobilization around criminal justice issues.



Familias Separadas / Eres Mi Todo (You Are My Everything)
2015 © Mural Arts Philadelphia / Michelle Ortiz
Photo by Steve Weinik

Operations and Advancement: Mural Arts has experienced growing opportunities to develop meaningful work in the past two years, primarily through support for creative place-making activities and for Mural Arts' major 2015 exhibition, *Open Source*. The revenue implications of these opportunities are visible in the rapid growth of individual and institutional giving. Mural Arts anticipates that these opportunities will continue in the coming years, allowing a deepening of investments in Southeast and Southwest Philadelphia (the focus of major place-making work) and supporting the implementation of Mural Arts' next major festival-style undertaking, *Monument Lab*.

Public and Private Tours: Delivered in a variety of formats and with routes organized by theme and location, mural tours facilitate understanding and engagement with the world's largest collection of outdoor public art. Over the years, Mural Arts' tours have garnered a reputation for excellence in Philadelphia's tourism market, drawing up to 15,000 patrons a year and generating a \$636,000 economic impact (calculated by the Greater Philadelphia Cultural Alliance). Private and experiential tours serve corporations seeking art-based team building and supporters who wish to share Mural Arts' work with their networks.

Mural Arts' FY16 financial audit was a success, and a full audit report will be presented for approval at the March 2017 Board meeting. Mural Arts' ability to leverage \$1.50 in private funds for every dollar of public funds has remained steady. Mural Arts has been awarded several significant private contributions this year for *Monument Lab* and *FloatLab* and has continued to receive critical support from individual donors and family foundations, who have given over \$820,000 to Mural Arts thus far in FY17.

In partnership with human capital management firm AchieveMission, Mural Arts has undertaken efforts to improve its culture of learning, establish stronger on-boarding and talent review processes, identify core competencies, and solidify organizational design. These activities have had a positive impact, and Mural Arts has experienced a marked decrease in turnover at the leadership level in the last year.

Mural Arts' social media following is growing, with more than 10,000 new followers gained during the first two quarters of FY17. Press impressions are on track to meet proposed FY17 levels. Mural Arts has welcomed 6,516 visitors on private and public tours since July 2016. Feedback from FY17 tour patrons has been positive, and many indicate that they would recommend tours to others and would take a tour again.

PLANS FOR FISCAL YEARS 2018-2022:

Public Art and Civic Engagement (PACE): Public art projects and programs stemming from all areas of Mural Arts' practice will look to advance Mayor Kenney's goals. Efforts in this area will include:

- Engaging residents in a collective vision for the City and activating them as citizens;
- Building bridges of understanding across social, cultural, and economic divides;
- Addressing urgent needs voiced by community leaders;
- Nurturing safe and welcoming public spaces, including parks, schools, and recreation centers;
- Improving quality of life for refugees and immigrants; and
- Drawing broad attention to Philadelphia's unique assets (place-making).

Community Murals and Special Projects: Mural Arts receives more than 200 requests for projects annually from entities such as community residents, neighborhood-based organizations, citywide institutions, city agencies, and elected officials. In FY18-22, Mural Arts will set a goal of increasing the number of projects produced annually from 75-100 to 95-120 and the number of participants engaged from 25,000 to 35,000. The Plan proposes an increase of \$100,000 in FY18 to support the development of two new murals.

Storefront Hubs on Key Commercial Corridors: In Kensington, Tacony, and Southeast Philadelphia, Mural Arts has turned vacant storefronts into hubs for artistic activity, community organizing, and creative enterprise. These vibrant spaces give people a place to gather, to think creatively together, to learn new skills, and to transform their neighborhoods through public art and other enhancements. Over the next two years, Mural Arts will sustain the presence of these storefront hubs and launch one new hub, engaging a total of more than 4,000 people. A goal is accelerated growth on these corridors, as reported by Community Development Corporations (CDCs), Business Districts, and other partners.

Restorations and Stewardship: For the past 33 years, Mural Arts has worked with communities to create a collection that has made Philadelphia "the mural capital of the world." However, murals have a lifespan of about 15 years before they begin to peel and fade. Mural Arts currently restores 20 murals each year.



The Atlas of Tomorrow
2016 © Mural Arts Philadelphia / Candy Chang
Photo by Steve Weinik

Restorative Justice: Developed in collaboration with the city’s Youth Violence Reduction Partnership (YVRP) and the Philadelphia Department of Prisons (PDP), the Guild reentry program is an innovative workforce development model for returning citizens and young adults on probation. Participants earn an hourly wage while building practical skills through training with professional instructors, apprenticeships with community public art projects, and mentorship. The Guild enrolls 60 to 100 individuals annually and sustains a program completion rate of 60%, on par with the best programs in the country. Seventy-six to 88% of its graduates are successfully placed into employment, education, or other programs. The overall employment rate for all FY16 graduates is 80.7%, and the one-year recidivism rate of 14% significantly outperforms the statewide rate of 35%. The Plan proposes an additional investment \$50,000 annually to support this impactful program. Mural Arts will increase Guild enrollment from 60 to 100 by FY20 while sustaining the 60% Guild program completion rate, the 10 to 14% one-year recidivism rate for graduates, and the 76 to 88% employment rate for graduates. Additionally, in FY18, it will open a new classroom and training facility to host more Guild participants and improve the quality of their education.



Guild members at the dedication of Rhythm & Hues (The Oval)

Porch Light: Porch Light, launched in 2007 in partnership with the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS), seeks to promote public health by visually transforming neighborhoods and enhancing recovery and resilience among individuals facing behavioral health challenges. The Yale School of Medicine recently conducted a controlled, longitudinal study on the Porch Light model and found that participation in the model increases collective efficacy and decreases social stigma relating to behavioral health disorders.

Porch Light operates in two ways. The first, a place-based approach called the “provider site model,” offers two years of engagement leading up to a public art project created collaboratively with community members, service recipients, and staff at partner sites. The second model, a thematic approach called a “signature project,” focuses on a topic with citywide relevance. DBHIDS selected trauma as the topic of this year’s signature project, which launches in the first half of calendar year 2017. Presented in close collaboration with the Children’s Crisis Treatment Center, this project advances DBHIDS’ goal of making Philadelphia the nation’s first trauma-informed city. Porch Light seeks the following outcomes related to individual and community health:

- Increased feelings of empowerment, self-efficacy, and hope for the future;
- Reduced personal and social stigma;
- Decreased social isolation and feelings of demoralization;
- Increased feelings of neighborhood safety and connectedness;
- Increased awareness around mental health and overall wellness;
- Increased access to and engagement in behavioral health services;
- Improvement in the physical environment;
- Increased community cohesion;

- Reduced violence and crime; and
- Increased commercial and business activity.

Art Education (for Youth): Annually, Mural Arts engages more than 1,500 students at approximately 30 sites in a variety of in-school, after-school, and summer class options. Mural Arts partners with the Department of Human Service (DHS) to make site decisions and to recruit young people ages 10 to 21 who are under their purview. Over 80% of Mural Arts' students live in neighborhoods with high-exposure Adverse Childhood Experiences (ACE), and 87% are economically disadvantaged. All of Mural Arts' advanced students graduate from high school, and at least 85% matriculate to college, many with significant scholarships. Over the next five years, Mural Arts plans to increase the number of participants in core Art Education programming from 1,000 to 1,500 while sustaining a 100% high school graduation rate for advanced students in the Art Education program and an 85% matriculation rate.

Additional FY18-22 goals include investing \$1.7 million or more directly into the City's creative economy annually and continuing to be a reason for artists to come to and stay in Philadelphia. The majority (75% or more) of those who partner with Mural Arts will continue to report positive experiences that accelerated progress towards their goals.

FY18 Objectives				
<ul style="list-style-type: none"> • Continue or improve one-year recidivism rate of 10% and employment rate of 73% among formerly incarcerated program participants in FY18. • Maintain high school graduation rate of 100% among open enrollment Art Education students in FY18. • Increase overall engagement across programs and projects by 3% in FY18. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of public art projects dedicated *	79	27	50	50
Number of mid- or large-scale restorations completed	23	16	20	20
Number of people engaged in a program or project **	24,680	N/A	25,000	25,000
Percent of open enrollment students who graduate from high school / attend college **	100% / 83%	N/A	100% / 85%	100% / 85%
Percent of re-entry participants taken back into custody after a year **	14.2%	N/A	10.0%	10.0%
Percent of re-entry participants employed six months after program completion **	76.3%	N/A	73.0%	73.0%

*Annual target remains at 50 in order to account for projects with multi-year timelines that result in fewer dedications in some fiscal years.

** Tallied at the end of each fiscal year.

Operations and Advancement: FY18-22 plans for operations and advancement include:

- Responding with greater urgency to needs that surface on project sites;
- Leading a formative and collaborative evaluation of murals' impact in communities;
- Implementing recommendations from human capital management firm AchieveMission;
- Increasing streams of unrestricted resources and diversify means of support;
- Improving audience's understanding of and investment in the work of the organization; and
- Generating more than \$600,000 of economic impact (per the Greater Philadelphia Cultural Alliance's Economic Impact Calculator) in purchases made by tour customers while visiting the City in FY18, with an increase to \$900,000 in five years.

FY18 Objectives				
<ul style="list-style-type: none"> • Continue to leverage every public dollar with \$1.50 in private funds in FY18. • Increase operating reserve by 10% of net assets or \$10,000, whichever is higher, in FY18. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of tour participants	11,754	6,516	13,000	13,000
Private funding leveraged (per public dollar)	\$1.50	\$1.50	\$1.50	\$1.50
Press impressions *	279,243,374	78,038,400	290,000,000	300,000,000
Social media followers	77,800	88,200	100,000	140,000
Successful annual audit **	Yes	N/A		Yes

* Press impressions are calculated based on the circulation of media outlets multiplied by the number of stories relating to Mural Arts. Press impressions during FY17 Q1-Q2 are lower than in FY16 due to a heavy media push around Open Source in Fall 2015. Mural Arts anticipates press impressions to increase during FY17 Q3-Q4 leading up to the launch of the large-scale project, Monument Lab.

** Mural Arts' audit takes place during the winter following the June 30 fiscal year end.

PARKS AND RECREATION

MISSION

The mission of Philadelphia Parks and Recreation (PPR) is to advance the prosperity of the city and the progress of Philadelphians through intentional and sustained stewardship of public land and waterways as well as through safe, stimulating recreation, and environmental and cultural centers. PPR helps Philadelphia's children and other residents grow by connecting them to the natural world, to each other, and to fun, physical, and social opportunities.

PPR accomplishes this work through the following programs:

- **Recreational Services:** This program provides a broad range of high-quality programming from professionally-trained staff to residents at low or no cost. Staff plans, organizes, and implements these programs for citizens in a safe environment.
- **Infrastructure and Property Management:** This program ensures access to safe, clean, and ready-to-use facilities through planning, development, and management of construction projects for new and existing assets while caring for and maintaining PPR's natural lands and facilities to high standards.
- **Communication and Engagement:** This program leverages PPR's assets to partner with and connect individuals, civic and nonprofit groups, and businesses to departmental staff and resources. The program promotes awareness of PPR's programs and services, expands the capacity of volunteer stewards, and provides unique, enjoyable experiences for users.
- **Executive, Administration and Performance Management:** This program provides leadership for the Department, accurately measures its impact and costs, and ensures that PPR is part of an efficient and effective government.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Recreational Services: This program provides year-round recreational services for an array of participants.

In summer 2016, PPR extended its pool season by two weeks, supporting 923,881 visits to 74 pools over the nine-week season. SwimPhilly, a program that offers redesigned pool spaces including lounge chairs, plantings, custom furniture, and painting, expanded from one pool to five this year. PPR also renovated several pools throughout its system. In addition, PPR's Youth Workforce hiring efforts resulted in over 2,000 seasonal youth hires, many of whom were part of the 780 staff persons who supported the pools.

Other major FY17 initiatives included summer meal service, older adult programming, and a new World Cup-style soccer tournament. Through summer meal service in 2016, PPR served 1.75 million meals. Social services, meals, and instructional classes were provided to seniors through PPR's Older Adult Program. Lastly, PPR hosted the first annual Philadelphia International Unity Cup. Engaging Philadelphia residents representing 32 countries, the tournament of 63 games, more than 800 players, and



DiSilvestro Playground was demolished in 2014 and reconstructed as one of the four facilities in the South Philadelphia Community Health and Literacy Center on Broad and Morris Streets.

5,000 fans set the standard for the coming years. This World Cup-style tournament showcased the rich cultural diversity of the city and highlighted participants' athleticism and sportsmanship.

Infrastructure and Property Management: This program, which ensures access to safe, clean, and ready-to-use facilities year-round, undertook several improvement initiatives in FY17. PPR launched a recycling pilot project in the Northwest region of the city. The pilot provided outdoor recycling bins to 22 recreation centers and playgrounds with funding from Keep America Beautiful and the Office of Sustainability. In addition, this program completed several notable capital projects, including upgrading an ice rink with Snider Youth Hockey, reopening DiSilvestro Playground as part of the South Philadelphia Community Health and Literacy Center, upgrading 3.5 blocks of the Benjamin Franklin Parkway, adding 1.2 miles to the K&T Trail, and breaking ground on Bartram's Mile in Southwest Philadelphia. PPR also upgraded the lighting installation at the iconic Boathouse Row on the Schuylkill River in summer 2016. This new lighting system can be programmed with specific colors for occasional special programming.

In FY17, PPR supported the Managing Director's Office in launching the Rebuilding Community Infrastructure (Rebuild) initiative. Other major initiatives included a newly installed system, EZ Office, to track PPR's supplies inventory. A new Skilled Trades Capital Squad was staffed in FY17 in order to provide quicker turnaround on important skilled trades jobs across the Department. In addition, seasonal staff in PPR's Geographic Information System (GIS) unit tagged 112,000 street trees with geolocation data, providing a robust dataset to allow for better planning and service delivery. Lastly, TreePhilly distributed more than 3,000 trees in 2016, marking an increase of 22% over calendar year 2015.

Communication and Engagement: This program includes the Stewardship Division, the Concessions Unit, and the Communications Unit, each of which saw a busy start to FY17. The Stewardship Division is supported by a community of 110 registered Park Friends Groups. The Love Your Park Fall Service Day saw 2,000 volunteers clean up 90 neighborhood parks, including the signature site at Malcolm X Park. Stewardship also hosted another successful Summer Movie Nights Series and released its Dog Regulations and Best Practices guide at the end of 2016.



Spring LOVE Your Park Service Day at Chew Playground.

The Concessions Unit helped lead the organization of Parks on Tap, a new initiative that saw 30,000 visits in 14 weeks and generated revenue for PPR. Concessions also oversaw both the implementation of boats and bike rentals out of the boathouse at FDR Park in addition to 40,000 visits to the Oval in its third year.

Lastly, the Communications Unit oversaw a total increase of two million impressions over 2015, partly stemming from PPR's more than 4,000 new Instagram followers. The Public Relations Team successfully organized 54 press events, including groundbreakings, ribbon-cuttings, and other announcements.

Executive, Administration and Performance Management: In FY17, PPR launched the first phase of a department-wide strategic plan, which included building a new leadership team, enhancing departmental functions by offering training and workforce development, and hosting a series of vision planning workshops. The Department hired a new Deputy Commissioner of Programs and a Leadership and an Organizational Development Manager, and welcomed nine new members to the Philadelphia Parks and Recreation Commission (PaRC). PPR focused on diversifying entry-level program and operations staff by expanding outreach and engagement efforts for available positions. As a



Mayor Kenney, Managing Director Mike DiBerardinis, PPR Commissioner Kathryn Ott Lovell, and Councilman Mark Squilla joined community members in Fishtown to celebrate the start of renovations to the Penn Treaty Park playground.

result, the Department held information sessions throughout the city for prospective Grounds and Facilities Maintenance Workers and Recreation Leader Trainees.

PPR launched the Recreation Leader Training Academy, which included a 12-week workshop covering topics such as Understanding Operations Standards and Work Orders, Engaging Recreation Advisory Councils and Parks Friends Groups, and Partnering with Parents and Caregivers. PPR also hosted a Customer Service Boot Camp in February 2017 for all full-time and seasonal employees. The training and subsequent workshops helped PPR to achieve its mission in providing excellent customer service. Lastly, PPR launched *My-PPR.com* in September 2016 so that staff can manage their schedules and attendance electronically. This internal system eliminated the need for four different paper forms.

PLANS FOR FISCAL YEARS 2018-2022:

Recreational Services: PPR will continue offering wide-reaching programs and initiatives in FY18 and beyond. In late 2016, PPR launched the Career Advancement Project (CAP), a career-exposure program that is designed to connect youth and young adults (14-29) to permanent careers. Program participants work for nine months or longer, and PPR will continue to employ these young people through May 2018. In FY18, CAP will support innovative Pre-Apprenticeship Career Pathways that expose young adults to one of the following options: Natural Resource Management; Youth, Health and Wellness; and Community Engagement and Support. There will be 40 participants in the first CAP Pre-Apprentice cohort.

CampPhilly, a new partnership with the YMCA, will engage 200 youth as part of its planned launch in summer 2017. This program will target existing PPR day campers with the opportunity to spend time at an overnight camp and reconnect with nature. PPR will also support the installation of Wi-Fi-ready Internet at

recreation facilities that do not have connectivity and will begin to boost speeds at the facilities that do. Installation efforts will be led by the Office of Innovation and Technology and Comcast.

PPR's After-School Program will continue to support the work extending from Philadelphia's Out-of-School (OST) Strategy to grow registration, particularly in geographic areas of greatest need. In FY18, PPR also plans to increase older adult program participation in The Philadelphia Games for Adults 50+ and expand programming to two new facilities. PPR also plans to continue managing concerts for nationally-renowned artists at the Dell Music Center in FY18. This venue, the fourth-largest performance venue in the City, offers affordable and environmentally-friendly programming and has seen a steady increase in patrons since its 2010 reopening.

FY18 Objectives				
<ul style="list-style-type: none"> Provide staff-led programming into three new locations by the end of FY18. Complete first cohort of three career pathways as CAP Pre-Apprentice Program by May 2018. <i>[milestone]</i> 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Program participation rate *	86.33%	84.42%	85.00%	86.50%
Percent increase in pool visits **	5.8%	11.6%	11.6%	2.3%
Number of programs ***	3,196	2,028	3,378	3,450
Number of unique individuals who attended programs ****	217,313	137,203	230,280	240,000
Total visits	9,651,675	5,653,948	9,914,599	10,000,000

* Program participation rate = Total Unique Program Participants / Total Unique Registered Participants. Unique Program and Registered Participants are taken from the maximum count from each program each fiscal year.

** This is a conservative FY18 target based on a target number of 940,000 engaged. This does not include the possibility of an extended season.

*** Does not include special events. Includes community-led programs at PPR facilities.

**** Does not include participants from special events. Includes participants from community-led programs at PPR facilities.

Infrastructure and Property Management: Fourteen Capital Projects staff persons who were previously part of the Department of Public Property but who worked on PPR projects transferred to PPR in February. This complement includes Landscape Architects, Architects, Engineers, and Construction Inspectors. This change will allow PPR to better coordinate the work of the Capital Special Teams with larger Capital Projects in order to make projects operate more cost-effectively and expediently. New Capital staff will also assist in providing technical oversight to Rebuild projects in order to ensure that projects comply with PPR's Construction and Maintenance Standards.

PPR will also continue to help achieve many of the goals outlined in the Greenworks 2.0 Initiative. These goals include creating and maintaining urban agriculture projects on PPR land and using the gardens to educate Philadelphians about the food system through the Department's FarmPhilly program. PPR also plans to increase water access at its facilities and to expand green infrastructure opportunities, such as using PPR land to manage stormwater and incorporate green infrastructure into renovation projects.

The Department has also begun to implement the Urban Forestry and Ecosystem Management (UFEM) Plan. The Plan describes the objectives for PPR's UFEM division's work for the next five years and reinforces PPR's mission to protect and improve the city's natural spaces.

Over the next five years, PPR will also continue to support Rebuild while also improving how PPR's assets (recreation centers, fields, parks and playgrounds) meet the needs of every community in Philadelphia.

FY18 Objectives				
<ul style="list-style-type: none"> Complete Cityworks implementation by July 2018. Cityworks is an urban forestry asset management system. Implementation will mean that the system is functional for staff by June 30, 2018. <i>[milestone]</i> 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of 311 requests closed that meet standard *	N/A	48.2%	50.4%	55.0%
Percent of Performo requests closed that meet standard **	N/A		62.6%	64.1%
New trees planted	7,476	3,287	5,287	5,300

* Prior to FY17, 311 requests were not closed against a standard number of days.

** Calendar year 2016 was the first year that Performo was measured. This measure is reported on an annual basis.

Communication and Engagement: PPR will continue to innovate and improve how people can access its public spaces for their events. Following the changes to the process for 2017, PPR plans to install a significant upgrade to the permitting system in early 2018. This system upgrade, which is already funded, will enable PPR to manage all special event permits online.

A new signage program will launch in 2017. This project, which will streamline the process of creating signs, will update outdated and damaged signage, ensure a uniform look across the entire park and recreation system, and utilize more affordable materials than previous signage standards.

New concessions projects, including a zip line and ropes adventure course in West Fairmount Park, a new restaurant in Love Park when it reopens in summer 2017, and a new catering option at Lemon Hill, are also expected in FY18.

FY18 Objectives				
<ul style="list-style-type: none"> Expand representation by volunteer groups into three new areas of the City by the end of FY18. Complete Special Events software system implementation by January 2018. <i>[milestone]</i> Complete audit of all departmental signage by January 2018. <i>[milestone]</i> 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent increase in concessions revenue *	11.7%	N/A	23.9%	12.2%
Social media impressions **	2,846,647	2,077,537	4,515,074	5,075,074
Percent increase in volunteer participation ***	5.2%	N/A	6.7%	9.0%
Percent increase in Net Promoter Score from permit holders ****	N/A			1%

* This measure marks percent changes across years, so this is calibrated on an annual basis. Two reasons for the significant increase in FY17 are Parks On Tap and Cescaphe at the Waterworks. Both of these newer concessions had nominal returns in FY16 and multiplied their returns at least once between 16 and 17.

** Includes impressions for @PhilaParkandRec on Facebook, Twitter, and Instagram.

*** This measure marks percent changes across years, so this is calibrated on an annual basis.

**** Currently building capacity to track this measure in a consistent manner. Implementing baseline in FY17. This measure marks percent changes across years, so this is calibrated on an annual basis.

Executive, Administration and Performance Management: In FY18, PPR will continue its first strategic planning effort as a merged department. The planning process will help define new performance measures to better evaluate staff and programs and tie PPR department goals into the Mayor's Pillars. Implementation of the strategic plan following its expected completion in FY18 will define PPR's work moving forward.

Over the next five years, PPR will continue to emphasize a proactive approach to recruiting, hiring, and developing a professional and diverse workforce. PPR will continue to build on its Youth Workforce efforts to play a leadership role in the design and implementation of the City as Model Employer strategy, aimed at helping seasonal and other part-time/temporary employees to transition to permanent, full-time positions. The Department will also continue to redistribute resources, including staff, to provide equitable access to facilities, programs, and services in every neighborhood.

FY18 Objectives				
<ul style="list-style-type: none"> Complete a strategic plan and begin implementation by January 2018. Provide position-specific training* to 35% of permanent staff by the end of FY18. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percentage of permanent staff attending trainings **	N/A	52.8%	90%	92%
Paper form / processes made available online ***	3	3	3	6
Net hires (full- and part-time) ****	-10	13	48	63

* Position-specific training includes cohort-based training for a certain number of Program and Park Ranger Staff in FY18. It began in FY16. This PPR academy training program occurs over several weeks and provides learning opportunities in small group settings and is offered in addition to various all-staff training opportunities. This more intensive approach to training does not allow for all PPR position types to be targeted before the end of FY18, and the model is anticipated to extend into FY19. This was included as an objective as it is a capacity builder for the department as each new group of staff are engaged. The permanent staff training performance measure is designed to ensure that professional development opportunities are being offered, and taken, by as many of PPR's permanent staff as possible each year.

** This measure is new and is calibrated annually. It gives the opportunity for all staff persons to be trained.

*** The number of total paper form processes varies from year to year.

**** PPR anticipates stable funding, and retirements through DROP are expected to decrease for FY18. The last three years have seen a decrease in staff signing up for DROP; there has been an approximate 50% reduction in staff committed to retiring through DROP in FY18 as compared to FY17.

PENSIONS

MISSION

The Board of Pensions and Retirement 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. In addition, there is one non-voting member on the Pension Board, who is appointed by the President of City Council.

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 staff and professional consultants, the Board manages assets in the pension system and develops policies and strategies consistent with its fiduciary duties. In addition, the Board is responsible for approving all benefit applications and, through the Executive Director and his staff, administering the day-to-day activities of the Retirement System, providing services to nearly 66,000 members. Among these are the payment of pension benefits; payment of contribution withdrawals; receipt of payment for service credit purchases; maintenance of member records and transactions; provision of member education programs; administration of due process hearings; and related services.

The Pension Fund is 44.8% funded as of the July 1, 2016 preliminary actuarial valuation, which was released in February 2017.

The Board accomplishes this work through the following programs:

- **Investments:** This program is responsible for managing the assets of the Pension Fund; acting with skill and care in investing the Fund's assets; arranging for safe custody of and accounting for the Fund's assets; managing the Fund on an actuarially-sound basis; selecting and retaining expert consultants for non-discretionary investment advice; adopting, and modifying as needed, investment strategies designed to achieve the Board's obligations and objectives; selecting and retaining competent external investment managers; and monitoring and reporting on investment performance.
- **Benefits:** This program is responsible for establishing, recording, and reviewing for accuracy and timeliness all pension contributions received from active employees and all benefit payments disbursed to eligible recipients.
- **Executive Direction & Administration:** The Board of Pensions and Retirement was charged under the Philadelphia Home Rule Charter with the creation and maintenance of an actuarially-sound Retirement System providing benefits for all City employees. This program is responsible for ensuring that the Board's day-to-day operations fully support this Charter-stated mission and for selecting and retaining expert consultants for actuarial analysis.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Investments: The Board reduced the ratio of manager fees to assets under management from 0.62% at the close of FY15 to 0.37% at the end of FY16, a savings of approximately \$13 million. This was accomplished by increasing the use of lower cost passive management. In FY16, the Board continued the process of reducing its exposure in certain high-cost trading strategies.

Benefits: This program continued to provide retirement education sessions to system members, reaching 1,100 employees through in-house training as well as visits to various operating departments and participating in seminars for members of the police and firefighters' unions.

Executive Direction & Administration: This program increased the percentage of monthly pension benefits received via direct deposit from 91.8% in FY15 to 92.6% in FY16 and increased the number of 457 Plan participants from 19,388 to 20,329, or 73% of employees eligible to participate. The 457 Plan allows employees to contribute a portion of their earnings into a pre-tax defined contribution program, and to self-manage the investment of these contributions within available options. Participation in the 457 Plan is encouraged as a way for employees to create retirement income in addition to their accrued defined benefit pension.

PLANS FOR FISCAL YEARS 2018-2022:

Investments: In FY18-22, the Board will continue to reduce the ratio of manager fees to assets under management from its FY16 year-end ratio of 0.37% while at least achieving returns equal to the Fund's earnings assumption. The Fund maintains a diversified asset mix designed to achieve the long-term actuarial target rate of return across a wide range of market cycles. The asset allocation and investment strategy is never static, and the Board is always seeking to improve and adjust the Fund's exposure to reflect the current market environment while maintaining core positions based on a long-term investment horizon. The Board focuses continually on maximizing returns at the lowest level of risk and for the best possible value. Core market exposure to public equities can be achieved at a very low cost via index funds and is the Board's starting point when evaluating any investment strategy. When an active investment management is appropriate, the Fund's investment partners are viewed in relation to the overall value provided in terms of performance, strategy, process, and cost. Managers who are not meeting the Fund's long-term objectives are brought to the attention of the Board for possible action including, but not limited to, a reduction of assets under management, renegotiation of fees, or termination.

FY18 Objectives				
<ul style="list-style-type: none"> Continue to reduce management fees while achieving at least the earnings assumption. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Investment Ratio (fees divided by assets under management) *	0.37%	N/A	0.35%	< 0.37%
Investment Return	-3.17%	6.99%	at least 7.7%	at least 7.7%

* The goal is to continue to reduce fees. Measure is tabulated annually.

Benefits: The Board will continue to provide retirement education sessions to system members by further expanding its outreach to operating departments and bargaining units.

FY18 Objectives				
<ul style="list-style-type: none"> Continue to provide benefit education to members. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Member Education (count of attendees) *	1,100	400	1,100	1,100

** Six of the Board's 14 educational sessions are held from September to December. The remaining sessions are held from January to June.*

Executive Direction & Administration: The Board's goal is to increase the percentage of monthly pension benefits received via direct deposit to 96% by the conclusion of FY22. Since Electronic Funds Transfer (EFT) recipients receive quarterly statements instead of monthly checks, increased EFT participation means that the Board uses less paper and saves on postage costs.

The Board also plans to increase the number of 457 Plan participants to 24,000 by the end of FY22.

Lastly, the Board will continue to develop and maintain a diverse workforce. The current Board staff is 77% female and 67% minority. While staff size is limited and primarily governed by the Civil Service Regulations, the Board is committed to further developing and maintaining a diverse workforce.

FY18 Objectives				
<ul style="list-style-type: none"> Increase the number of 457 Plan participants to 21,300 over FY16 levels. Increase direct deposit participation rate to 93.8% of monthly recipients. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of 457 Plan deferred compensation participants	20,329	20,828	21,300	21,300
Percentage of recipients receiving benefits electronically	92.6%	92.9%	93.2%	93.8%

PLANNING AND DEVELOPMENT

MISSION

The Department of Planning and Development (P&D) coordinates the city's planning, zoning, preservation, and housing functions to promote the economic health of all neighborhoods and the City as a whole. P&D includes the Division of Housing and Community Development (formerly the Office of Housing and Community Development), the Division of Planning and Zoning (City Planning Commission, Art Commission, Zoning Board of Adjustment, and the Historical Commission), and the Division of Development Services. The Department seeks to achieve its mission by:

- Guiding the orderly growth and development of the city through the preparation and maintenance of the Comprehensive Plan;
- Preparing the City's annual Capital Program and Budget, in partnership with the Office of the Director of Finance, based on this Comprehensive Plan and to recommend actions on current and proposed land use policies through zoning ordinances, amendments, and regulations concerning subdivision of land;
- Leading the City's federal and local housing and community development investment activities including: ensuring stability of housing opportunities for low- and moderate-income households and households serving special needs populations and improving economic opportunities and investment within Philadelphia low-income neighborhoods;
- Ensuring the provision of new affordable housing opportunities, the preservation of existing affordable housing, the development of housing for people with special needs, and the revitalization of Philadelphia's neighborhoods;
- Preserving and promoting Philadelphia's cultural and historic assets;
- Engaging and informing residents and the development community on the approval process for City Departments, Boards and Commissions;
- Creating forums to resolve conflicting direction from different departments, boards and commissions related to development requirements; and where possible, streamline development processes, City policies and code amendments;
- Collaborating with other City departments and quasi-governmental entities to develop publicly-owned or public spaces throughout the City; and
- Proactively identifying and promoting strategic and catalytic development opportunities that advance equitable growth throughout the city.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

P&D was established following adoption of a Charter change requiring the consolidation of the City's planning and development agencies into a single department. The consolidation is slated to occur in alignment with the start of FY18, and efforts to combine the departments have begun in FY17 in the lead-up to FY18. By combining the City's planning and development agencies, P&D has already begun to see greater cross-agency collaboration and resource-sharing.

FY18 is the first fiscal year during which P&D will operate as a single department, and where divisions and directors will have oversight over new staff and functions. In FY17, the Department's budget reflected three staff persons; in FY18, it will reflect a combined workforce of over 100. To ensure a smooth transition of all staff, functions, and services, P&D began in FY17, and will continue in FY18, to work with the Office of Human Resources to transition staff to the civil service system; determine the most efficient organizational structure; establish a unified culture and work environment for employees; and support

employee-driven opportunities to streamline and improve policies, programs, and services for citizens and businesses.

Division of Housing and Community Development (DHCD): DHCD strategically aligns housing and community development resources and programs to sustain homeownership and prevent homelessness; invests in the production of new affordable housing units; strengthens communities by eliminating blight and promoting neighborhood planning; and creates jobs by attracting and retaining businesses.

DHCD and the Philadelphia Housing Authority (PHA) submitted their Assessment of Fair Housing (AFH) to the Department of Housing and Urban Development (HUD) in December 2016. Completion of the AFH is the first step in complying with HUD's 2015 Affirmatively Furthering Fair Housing (AFFH) Rule. This effort is the first collaboration between the City and PHA on addressing barriers to fair housing through planning. The goal of the AFFH rule is to promote access to opportunity for all residents, and the AFH provides a framework for strategies and actions to overcome patterns of segregation, promote fair housing choice, and foster inclusive communities. To prepare the AFH, the City and PHA held three public hearings, surveyed residents, met with residents in small groups, and engaged advocates on housing issues.

The AFH contains 11 broad goals, and 52 strategies to reach those goals. Goals range from preserving and increasing the number of affordable and accessible housing units to expanding efforts to meet the needs of people with Limited English Proficiency; expanding Fair Housing outreach, education and enforcement; and addressing the educational, economic and income-related needs of people and neighborhoods. Public input, combined with analysis of raw data and maps from HUD as well as data developed locally, contributed to the development of AFH goals. These goals and strategies will inform future housing efforts, including DHCD's upcoming FY18 Consolidated Plan, and DHCD will report annually on its accomplishments toward achieving those goals.



Homeowners, housing counselors, nonprofit attorneys, and lender attorneys meet in Courtroom 676 every Thursday to try to reach agreements that will keep homeowners facing foreclosure in their homes.

Residential Mortgage Foreclosure Prevention Program: Initiated in April 2008, this program was one of the first of its type to offer an innovative approach to foreclosure prevention. The program postpones Sheriff Sales for owner-occupied properties in order to give homeowners an opportunity to meet with a housing counselor. Then, with their counselor/advocates, homeowners meet face-to-face with a representative of their mortgage lender to explore alternatives to foreclosure.

Affordable Housing Development: DHCD supports affordable homeownership, rental, and housing for special needs populations, including veterans, seniors, the formerly homeless, children, and people with disabilities in communities throughout Philadelphia. Since January 2008, thousands of units of affordable housing have been created or preserved, leveraging over \$675 million in investment.

The Basic Systems Repair, Weatherization, and Heater Hotline Home Improvement Programs (HIP): The Basic Systems Program provides repairs to electrical and plumbing systems, replaces heaters and roofs (when they are leaking severely), and addresses other systems problems. The program supports repairs up

to \$18,000. 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 areas, and repair and efficiency modifications. The Heater Hotline provides emergency heater repairs to income-eligible homeowners. For FY17, the HIP aims to repair approximately 5,800 homes by the HIP.

Philadelphia Land Bank: The Land Bank, which consolidates many of the City's land acquisition and disposition processes, aims to make it easier for private individuals and organizations to acquire properties that contribute to neighborhood disinvestment and turn them into community assets. The Land Bank acquires vacant, tax-delinquent properties sold through the City's tax foreclosure process and facilitates the transfer of vacant, blighted land to productive reuse while increasing property values and tax revenue; selling land for affordable, workforce and market rate rental and homeownership opportunities; assisting neighborhood-based businesses to expand by acquiring blighted properties; improving public safety by eliminating dangerous properties; and helping the City operate more efficiently by promoting the reuse of long-held City-owned vacant properties. By June 30, 2017, the Land Bank anticipates owning an estimated 2,300 properties, and the Bank anticipates acquiring an additional 1,700 properties in FY18.

In FY17, all of the properties owned by the Land Bank are maintained by the Pennsylvania Horticultural Society (PHS). Since 2003, DHCD has contracted with PHS for the clean-up and maintenance of vacant city lots (see the LandCare Program section, below). As properties have been added to the Land Bank inventory, existing PHS activities have been extended to Land Bank properties. The Land Bank also cleans and seals vacant structures in its inventory to prevent damage to adjacent properties and to keep out squatters, and proactively markets vacant structures to return them to productive use as quickly as possible.

The Land Bank has led an effort to review and correct the deed descriptions for all properties owned by the Department of Public Property (DPP), the Philadelphia Housing Development Corporation (PHDC), and the Philadelphia Redevelopment Authority (PRA). That process includes legal review of new deeds that will transfer properties into the Land Bank, so the Bank funds two attorney positions within the Law Department to perform this work.

Through discussion and collaboration with Council, other agencies, and the public, the Land Bank worked to revise the City's land disposition policies to align the policies of the Land Bank, PRA, PHDC, and DPP. These discussions led to new policies that are included in the 2017 Strategic Plan in order to increase transparency and define conditions for the sale of land based upon the proposed reuse, area needs, and market conditions. In FY18, the Land Bank will seek to reduce the steps and time required to acquire and dispose of blighted properties to responsible property owners.

Philadelphia LandCare Program: One challenge of revitalizing communities is to combat the blighting influence of vacant lots. Across Philadelphia, there are approximately 40,000 vacant lots. To address the negative influence blighted vacant lots have on their surroundings, the City entered into a partnership with the PHS in 2003 to create the LandCare Program. The LandCare Program is a national model for community development that creates jobs, raises property values, reduces crime, and promotes new development. Studies have found that there is a 20% decline in home value near blighted lots and a 17% increase in home value near stabilized lots. Research by the University of Pennsylvania shows significant declines in assaults near Philadelphia LandCare-treated sites. Over 850 treated lots have been redeveloped into new housing

and businesses. The 17 professional contractors and 18 community groups in the LandCare program employ 300 people, over 90% of whom are local residents, and 85% of whom are minorities.

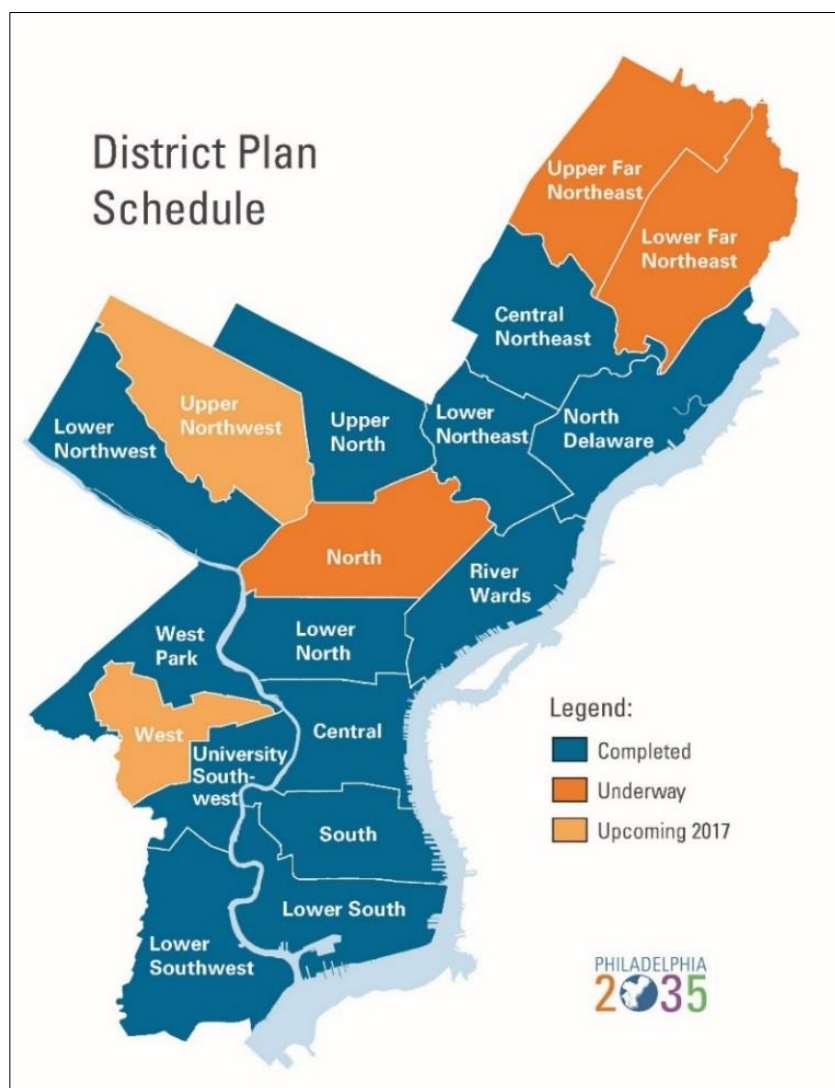
The LandCare Reentry Initiative, an element of the LandCare Program that launched in 2016, is an innovative program that assists returning citizens with skills training and job readiness while creating a new workforce pipeline to landscape services contractors and Community LandCare organizations. Seventeen professional contractors and 18 community-based nonprofits maintain vacant property through the LandCare program. Forty returning citizens will be trained, hired, and supported through this program annually.

Division of Planning and

Zoning: City Planning

Commission (PCPC):

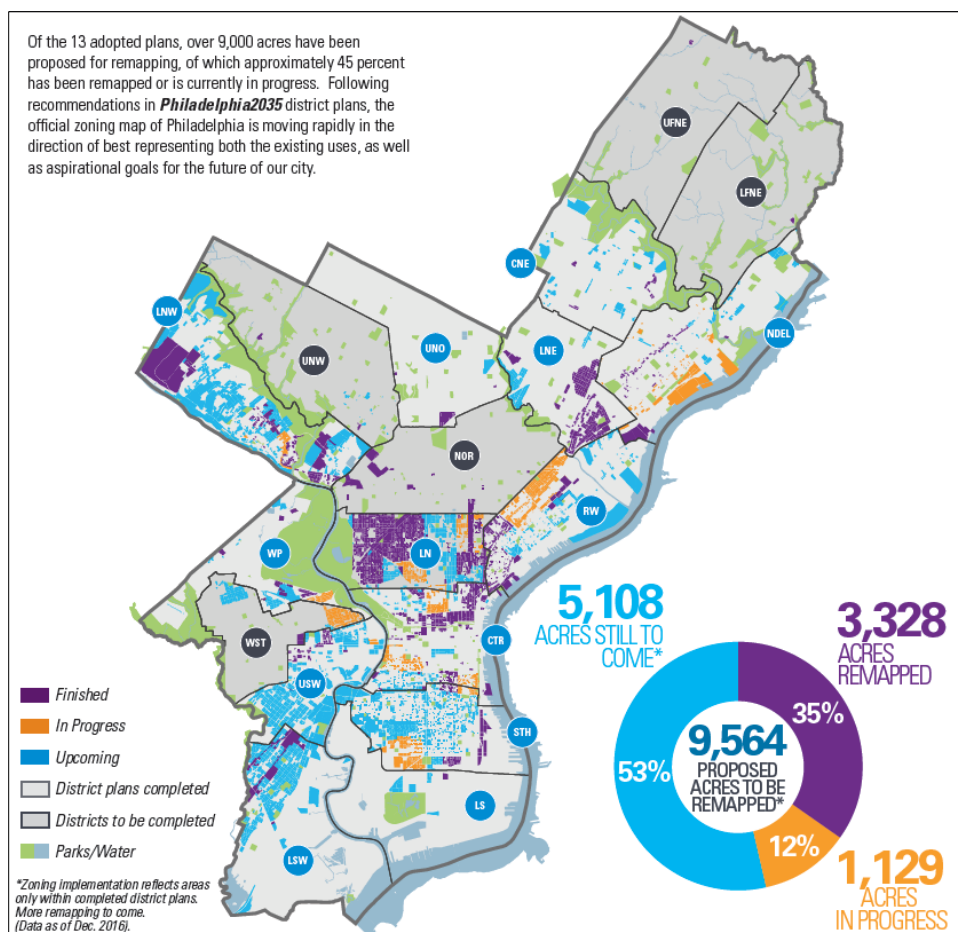
The Philadelphia Comprehensive Plan, known as Philadelphia2035, is the City's first comprehensive plan since 1960 to align municipal, private, institutional, and civic resources toward common physical development goals. The first phase of the Plan, the "Citywide Vision," was adopted in June 2011. The Commission is engaged in a series of 18 district plans to address specific land use, zoning, urban design, "healthy community," capital facility, and other physical infrastructure issues throughout the City. By the end of FY17, 15 of the 18 Philadelphia2035 district plans will have been adopted by the PCPC, with work on two others (North and West) underway. The final plan (Upper Northwest) will be completed by the end of FY18.



The Zoning Remapping Program follows from the district planning process. As of December 2016, 9,564 acres of land have been recommended for remapping to correct improper, out-of-date zoning or to advance the development vision of Philadelphia2035 district plans. Commission staff works directly with Council offices and other community stakeholders to revise and update district zoning maps by researching property data, conducting public meetings, and preparing zoning legislation for introduction by Council. Over 3,300 acres (35%) have been successfully remapped to date, with another 1,129 acres (12%) in progress.

During FY17, the Commission's Land Use Policy and Zoning Code responsibilities included preparing zoning ordinances, maps, and regulations, and transmitting legislative recommendations to the Mayor and City Council. The Commission also administered the City's subdivision and Registered Community Organization (RCO) regulations, recommended actions concerning streets and rights-of-way and real property acquisitions and dispositions, performed environmental reviews, and operated the Civic Design Review (CDR) process with a record 47 cases during calendar year 2016.

The Commission's Capital Program and Budget responsibilities included recommending to the Mayor a six-year plan for investing in its physical infrastructure, community facilities, and public buildings. The Commission seeks to align the capital program with the Philadelphia2035 Citywide Vision and adopted district plans. The Recommended FY17-22 Capital Program and Budget was adopted by the Commission in March 2016 and enacted by City Council in June 2016. In February 2017, the recommended FY18-23 Capital Program and Budget was adopted by the Commission.



In FY17, the Commission's nationally-recognized Citizens Planning Institute (CPI) completed two more "semesters" of training and civic engagement classes for City residents and community associations, graduating an additional 60 "citizen planners." Through 14 semesters to date, the CPI has graduated more than 420 citizen planners from over 125 City neighborhoods.

Art Commission: The Commission is the City's design review board, and it approves the design of all construction projects on City property or funded with City money. The Commission must also approve the design of anything constructed or installed on or over the public right-of-way, including signs, as well as all public art to be acquired by the City or placed on public property. In 2016, the Commission reviewed nearly 300 applications for new construction and repairs of City facilities, new commissions and

maintenance of City-owned works of art, encroachments into public rights of way, and commercial signs in special controls overlay areas.



Philadelphia2035 district plan meeting.

Historical Commission: The Historical Commission is the City's regulatory agency that is responsible for ensuring the preservation of the City's historically-significant buildings, structures, sites, objects, interiors, and districts. In 2015, Philadelphia was designated as the first World Heritage City in the United States, in recognition of the great value of its historic resources and of historic preservation to the city's future. Currently, the Commission regulates 11,120 historic sites and other resources listed on the Philadelphia Register of Historic Places. To protect and preserve those sites, the Commission reviews all building permit applications submitted

for them. In 2016, the Historical Commission reviewed and approved 2,123 permit applications, marking a 21% increase over 2015, when the Commission reviewed 1,750, and a 93% increase over 2009, when the Commission reviewed 1,102.

Zoning Board of Adjustment (ZBA): The ZBA is the quasi-judicial Board that is authorized to hear and decide requests for variances, special exceptions and appeals from any final order, requirement, decision or determination made by the Department of Licenses + Inspections (L+I), pursuant to the Zoning Code.

Reduce Zoning Appeals: Philadelphia adopted a new Zoning Code in August 2012. Prior to the new code, Philadelphia's zoning code process stood apart from those of other cities because of the City's extraordinarily high number and variety of ZBA cases, which resulted from the code's confusing and outdated rules. The new code clarifies these criteria for both applicants and communities to appeal and creates clear and distinct rules for use variances and dimensional variances, leading to more predictable development outcomes. As a result, the total number of refused or referred applicants has been declining from a high in 2012 of 1,686 to a low in 2015 of 1,203. This conforms with one of the goals of a new zoning code to garner fewer variances.

Division of Development Services: This Division works to educate the public and private development community on the approval process for City departments, boards, and commissions. Development Services also works to resolve novel development issues or conflicting direction from different departments, boards and commissions. Proactively, Development Services attempts to clarify the development process through process changes and code amendments where routine misunderstandings occur between the City and the Development Community. Development Services staff also work with other City departments and quasi-governmental entities to develop publicly-owned, and/or public spaces throughout the City.

In FY17, the Division held 10 full Development Services Committee Meetings, which included attendees from 12-18 City departments, boards, and commissions. Because of the significant resources involved in holding these meetings, these are scheduled for complicated projects that have a significant impact on the built environment. The Division anticipates the same level of service (10 meetings per year) each year through FY22. In FY17, 36 development-related meetings were scheduled with private, public, and

institutional developers to discuss development issues or questions with one to three City departments, boards, or commissions. The Division anticipates the same level of service (36 meetings per year) through FY22. Lastly, to date in FY17, two informational meetings were held in neighborhoods around the City and are intended to provide broad-based development information to Community Development Corporations (CDCs) and other community-based development entities. The Division anticipates holding four additional meetings in FY17, and providing the same level of service (six meetings per year) through FY22.

PLANS FOR FISCAL YEARS 2018-2022:

FY18 will be the first year during which P&D will operate as a consolidated department, although P&D anticipates that activities related to implementing this consolidation will continue throughout the life of the Plan. Over time, staff is expected to become better aligned, and functions and departments within the combined divisions will work to improve City services and better align district planning activities with services and development activities supported by DHCD.

Division of Housing and Community Development (DHCD): Residential Mortgage Foreclosure Prevention Program: For FY18 and beyond, the annual target for the number of diversions will remain constant at 1,200. DHCD will save 6,000 homes from foreclosure over five years. For FY18 and beyond, the annual target for the number of clients (homeowners and renters) receiving housing counseling will be 11,350. DHCD anticipates serving 56,750 clients over five years.

Affordable Housing Development: For FY18 and beyond, the annual target for the number of affordable housing units created will remain constant at 350, producing an anticipated 1,750 units over five years.

The Basic Systems Repair, Weatherization, and Heater Hotline Home Improvement Programs (HIP): Mayor Kenney signed a resolution in December, authorizing a \$60 million bond issuance in spring 2017 to address the backlog of residents in the Basic Systems Repair and Weatherization Program over three years. The HIP target number for FY18 is approximately 7,400 properties, and the five-year estimate is 32,000 households. The bond issuance allows for the program to grow aggressively for three years to address the backlog of cases; once bond funds are exhausted in three years, P&D will return to the Community Development Block Grant and Housing Trust Fund (CDBG/HTF) funding and size, assuming that these sources of funding remain stable.

Philadelphia Land Bank: By FY18, the Land Bank is expected to have cleared approximately 6,000 deeds on properties held by the PRA, PHDC, and the City to allow transfer of those properties to the Land Bank. Over five years, deeds will be reviewed and cleared to allow for the transfer of 7,727 properties into the Land Bank's ownership. The Land Bank anticipates acquiring an additional 1,700 properties in FY18. Over the life of the Plan, the Land Bank expects to oversee the selection and processing of approximately 1,625 properties through the tax sale process. Over the next five years, the Land Bank plans to dispose of properties to increase public open space and community gardens, create side and rear yards to minimize blight, facilitate housing and mixed-use development, and to contribute to business expansion projects. Within the first year, the Land Bank anticipates disposing of 18% (45) of its properties for Side Yards, 68% (170) of its properties for Housing and Mixed-Use Developments, 1% (3) of its properties for Business Expansion Projects, and the remainder (13%, or 33) of its properties for Gardens and Open Space. In the years that follow, the Land Bank plans to dispose of 25% of its property holdings to Side Yards, 63% to Housing and Mixed-Use Development, 2% to Business Expansion, and 10% to Gardens and Open Space.

Philadelphia LandCare Program: For FY18 and beyond, the target for the number of lots greened and cleaned will remain constant at 12,000.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of residential mortgage foreclosures diverted (Mortgage Foreclosure Prevention Program)	1,502	499	1,200	1,200
Number of clients (homeowners) receiving counseling (Mortgage Foreclosure Prevention Program)	10,428	5,463	11,350	11,350
Number of owner-occupied homes repaired (HIP)	6,080	2,573	5,000	7,395
Number of unique city lots greened and cleaned (LandCare Program)	9,227	10,574	12,000	12,000
Number of new returning citizens trained, hired and supported (LandCare Program)	40	40	40	40
Number of Affordable Housing Units Created	322	50	250	350
Acquisition of Tax Foreclosure Properties *	3	23	350	325
Deed Transfer Project **	N/A	1,600	2,161	1,392
Interagency Transfers **	N/A	1,600	2,161	1,392

* The Land Bank has identified properties to acquire and has secured board approval. The Land Bank cannot acquire properties until it has an MOU with the City and School District on terms to waive taxes. This MOU is currently being negotiated. Once that is in place, the Land Bank will be able to quickly begin to acquire properties. The Land Bank received additional investment from the PRA to acquire parcels. This year's number reflects that additional resource, while next year reflects the proposed budget allocation. The interagency transfer reduction reflects that staff will balance tax foreclosure acquisitions, dispositions, and interagency transfers.

** The Deed Transfer Project clears title on properties. There are a number of publicly owned properties that do not have clear title or deeds. This means they show a public or private lien on the property, and/or the Department of Records and the Office of Property Assessment do not currently have accurate ownership information on the parcels. With that lien in place or cloudy titles, no public entity can sell the property. Through the Deed Reconciliation process, a team of Drexel law students conducts title searches, and then Land Bank staff works with Revenue, Finance, and Records to resolve deed issues.

Division of Planning and Zoning: City Planning Commission: Ongoing initiatives that align with the Administration's goals include an updated Comprehensive Plan and the citywide zoning remapping program that have the potential to increase revenues, reduce costs, improve services, and increase government efficiency and effectiveness by making the development process in Philadelphia more predictable, transparent, and efficient for private-sector investment.



The planning process for each Philadelphia2035 district plan consists of a series of meetings in the community.

These initiatives, along with the Commission's responsibilities, aim to improve neighborhoods through economic development, land management, and improvements in housing, transportation, parks and open space, the public realm, environmental sustainability, and preservation. These goals are expected to improve economic opportunities for all Philadelphians, with collateral benefits of increased public safety and overall quality of life improvements.

The Philadelphia2035 framework was adopted in 2011. Fifteen of 18 district plans have been adopted through FY17, and the district planning process will be completed by the end of FY18. In FY18-22 period, staff will complete the zoning remapping efforts

resulting from the *Philadelphia2035* district plans. The total acreage projected to be remapped is 16,287 acres (19% of the City's total land acreage).

Annual numerical goals are dependent on the amount of development activity occurring in the City. This activity is a function of many external factors, including demographic and business trends and economic health. The number of PCPC staff plan reviews has ranged from 700-800 annually in recent years, and Charter-mandated actions required of the PCPC average about 135 per year. This level of activity is expected to continue.

CPI will continue to seek increased citizen engagement in the comprehensive planning process through education and training classes, public meeting participation, and social media outreach.



Citizens Planning Institute classroom exercises.

Art Commission: The Commission expects to see an increase in the number of applications that it processes with the implementation of the City's Rebuilding Community Infrastructure (Rebuild) Initiative.

Historical Commission: The Commission is currently pursuing legislation that will authorize the City to collect fees for the Commission's reviews of building permit applications. Revenue generated by the new fee will allow for the designations of new historic sites. Today, staff is working almost exclusively on the review of the demolitions, additions, and alteration of existing properties. If this legislation is passed, new revenue generated is projected to enable the Commission to designate 400 new sites annually over five years.

The Historical Commission also aims to plan and establish performance standards, as the Commission does not have an adopted set of performance measures. Recently, the National Trust for Historic Preservation, a nationwide preservation advocacy group, and the Preservation Alliance for Greater Philadelphia, a regional preservation advocacy group, have begun to use the percentage of the total number of properties in a city that are designated as historic and the percentage of the total number of older properties in a city that are designated as historic as benchmarks for the efficacy of municipal preservation programs.

Zoning Board of Adjustment: The ZBA anticipates that it will see approximately 1,200 cases each year for a total review of 6,000 appeals over the life of the Plan. As ZBA moves into P&D, it also seeks to improve and enhance coordination with L+I to track variances and special exceptions using L+I's new eCLIPSE system. The system should, at a minimum, provide the ability to track the number of variances and special exceptions requested by each appeal to the ZBA, along with the zoning code provision causing each variance or special exception.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of ZBA Appeal Cases	1,508	1,675	1,700	1,800

Division of Development Services:

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Development Services Meetings (Full Committee)	N/A	5	8	10
Development-Related Meetings	N/A	18	36	36
Civic Engagement Meetings with Community	N/A	2	6	6

POLICE

MISSION

The mission of the Philadelphia Police Department (PPD) is 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 City residents and visitors.
- Create a work environment in which the Department recruits, trains, and develops an exceptional team of employees.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Staffing Levels: In FY16, staffing levels for the Department reached a 20-year low as police officer retirements outpaced new hires. The department entered FY17 with a workforce of 6,923 (6,122 sworn officers). In response, PPD asked the Civil Service Commission to modify the requirements for police officer recruits, removing the rule that candidates must have 60 college credits while increasing the minimum age from 19 to 22 years. As of January 29, 2017, PPD's workforce has grown to 7,025 staff (6,211 sworn officers), and the Department anticipates ending FY17 with a workforce of 7,237 staff (6,406 sworn officers). As it expands its workforce, PPD aims to increase diversity within its ranks so that the City's police officers reflect the demographics of Philadelphia.

Homicide Reduction: PPD has set an aggressive goal of reducing homicides by 10%. In calendar year 2015, there were 280 homicides and the city ended calendar year 2016 at 277 homicides, a reduction of 2.5%. While the trend is downward, PPD has not reached its goal and continues to explore additional tactics for further reducing these numbers.

Pre-Arrest Diversion: In alignment with Mayor Kenney's goals to reduce the incarceration rate and implement criminal justice reform, PPD has begun working on several pre-arrest diversion programs:

- *MacArthur Grant:* In 2016, the City received a \$3.5 million grant from the MacArthur Foundation to reduce the City's prison population by 34% over three years. Diversion strategies outlined in the grant application include training and educating officers to use civil code violations; broadening the range of offenses that are eligible for civil, rather than criminal action; and developing a pre-arrest diversion pilot program in two adjoining districts within both high crime and addiction rates. PPD is in the early phases of planning how to implement the goals of the grant.



Bicycle officers pose in front of Independence Mall.

- *Summary Arrest to Code Violation Notice (CVN) Program:* In June 2016, City Council passed, and Mayor Kenney signed, legislation to decriminalize certain nuisance offenses. This legislation ensures that individuals who would have otherwise been given a criminal summary citation for these offenses will now be issued a lesser civil penalty, or a ticket. PPD has seen a 76.8% decrease in arrests in the first half of FY17 as compared to the first half of FY16 for Public Drunkenness, Obstruction of Public Highways, Disorderly Conduct, and Failure to Disperse. PPD also saw a 62.4% decrease in arrests from FY15 to FY16 for Possession of Marijuana.
- *Pre-Arrest Diversion:* A pilot program will launch in early FY18 in the 22nd and 39th Police Districts. Officers will be trained to identify individuals to be diverted to treatment, rather than arrest and charging, where appropriate. Specific protocols are still in development.
- *School-based Pre-Arrest Diversion Program:* In 2014, the Philadelphia Court of Common Pleas and the Family Court in the First Judicial District received a grant from the U.S. Department of Justice's (DOJ) Office of Juvenile and Justice and Delinquency Prevention. This grant is being used to support the Philadelphia School Diversion Program, which aims to reduce the number of arrests of children by 50% and eliminate the racial disparity in these arrests and related school-based disciplinary actions at the School District of Philadelphia. The first full year of the program (2014-2015 school year) showed a 54% reduction in the number of school-based arrests and a 17% reduction in the number of documented behavioral incidents from the year prior to implementation.

Implementation of the Collaborative Reform Initiative Recommendations: In 2013 and 2014, the DOJ's Office of Community-Oriented Policing Services led an interdisciplinary team of researchers, analysts, and subject matter experts in an assessment of the current and future states of deadly force policy, training, investigations, and practice in the PPD. A report that included findings and recommendations for the Department was issued. To date, the PPD has completed 85% of the recommendations made, including Reality-Based Trainings for 765 sworn personnel in the first half of FY17. An additional 800 sworn members will be trained by the end of the year.

Body-Worn Cameras: In FY16, to increase transparency and improve community trust, PPD set a goal of purchasing 4,000 body-worn cameras over the next five years. These cameras will capture video and audio recordings of interactions with citizens, encouraging respectful and proper conduct on the part of police officers and the public. To date, PPD's 22nd District and Civil Affairs units have been equipped with body-worn cameras for a total of 300 cameras deployed. In June of 2017, the 24th and 25th Districts will receive an additional 400 body-worn cameras. PPD is working with the Procurement Department and the Office of Innovation and Technology to finalize future camera purchases for the remaining years of the implementation.

Big Brothers Big Sisters: The Police Commissioner is the national spokesperson for the "Bigs in Blue" Initiative of the Big Brothers Big Sisters of America organization. This initiative pairs police officer mentors with Philadelphia youth in an effort to address the fraught relationship between officers and the communities they serve.

Police Athletic League (PAL) Centers: In FY17, PPD opened two new PAL centers, one in the Grays Ferry neighborhood, and one in West Philadelphia. Both centers are fully operational and have had steady program enrollment. There are currently 270 youth registered at the Grays Ferry location and 109 youth registered at the West Philadelphia location.

PLANS FOR FISCAL YEARS 2018-2022:

Staffing Levels: Over the course of the Five Year Plan, PPD will continue to hire new, diverse police officers who reflect the demographics of Philadelphia. The Department is encouraged by the surge in

applicants that occurred in response to the recent changes to candidate requirements. PPD's goal is to reach a full complement of 6,525 sworn members by May 2018. Reaching this level supports the PPD's mission of improving public safety, allowing for more patrols and increased visibility within neighborhoods.

Pre-Arrest Diversions: As planning for the implementation of the MacArthur Foundation Program continues, PPD will continue to utilize available non-criminal enforcement measures, including issuing civil violation notices and participating in the Philadelphia School Diversion Program. PPD will strive to reduce the number of arrests and citizens with criminal records. This will increase citizens' chances of obtaining employment.

Continued Implementation of the Collaborative Reform Initiative Recommendations: PPD will continue to implement the recommendations outlined in the Collaborative Reform Initiative report, which include providing additional Reality-Based Trainings to all personnel.

Body-Worn Cameras: PPD will continue to work towards its goal of deploying 800 body-worn cameras each year with the ultimate goal of outfitting all patrol officers by 2021.

Compliance with the Bailey v. City of Philadelphia Settlement Agreement: PPD is in compliance with the settlement terms of the Agreement and has created a system of checks and balances, in partnership with the counsel in the Bailey case. The PPD now produces a compliance report that indicates how well police units are doing in complying with the overall pedestrian investigation policy.

Big Brothers Big Sisters: PPD will pair 100 officers with at-risk youth.

Police Athletic League (PAL) Centers: PPD will continue to work to open additional PAL centers, with the goal of opening at least six PAL centers by 2021.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Shooting victims	1,311	712	1,424	A reduction from FY17
Homicides	287	151	280	A reduction from FY17
Part 1 violent crimes	15,859	8,011	1,6022	A reduction from FY17
Burglaries	7,410	3,722	7,440	A reduction from FY17
Homicide clearance rates *	49.8%	35.8%	50%	60%
Percent of police officers who are female **	21.7%	21.6%	22.0%	52.7%
Percent of police officers who are minority **	42.7%	42.6%	45.0%	58.1%

* More stringent policies and procedures have been put in place between 2012 and 2014 to safeguard all parties involved in investigations. These changes have presented challenges to meeting historic clearance rate levels.

** Target is based on census data for Philadelphia. PPD is focused on recruitment efforts with the goal of having the police force represent the demographics of the city.

PRISONS

MISSION

The mission of the Philadelphia Department of Prisons (PDP) is 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, and humane environment; and to prepare incarcerated persons for reentry into society that will facilitate their becoming law-abiding citizens.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Medical Treatment for Inmates: In FY17, nearly 300,000 medical visits will be covered for over 30,000 inmates, and the annual cost increase remains below the medical market basket Consumer Price Index (CPI) rate. PDP has kept annual medical cost increases at slightly less than one percent over the last three years, accomplishing this through a variety of cost control strategies, such as requiring Chief Medical Officer approval of brand name prescriptions when generic medications are available. PDP also collaborated with the Governor's Office to suspend rather than terminate Medical Assistance benefits upon incarceration. In addition, PDP initiated a Bridge Ordering³⁴ procedure in order to ensure that known mental health patients receive their prescriptions upon incarceration. Two pilot projects to provide Medical Assistance coverage for approximately 5,000 chronically-ill inmates upon their release were also initiated in FY17.



The Orchard Project at Philadelphia Industrial Correctional Center.

Sustainability: PDP has also made meaningful strides in sustainability. PDP's Laura Cassidy received the 2016 Dilworth Award for Innovation in Government in recognition of her achievements in reducing waste output and helping inmates learn skills to assist them in finding employment upon release. In October 2015, PDP opened an orchard at the Philadelphia Industrial Correctional Center (PICC). This orchard now includes over 200 fruit-producing trees and five berry bush beds. Eighteen chickens have been placed in the orchard to provide natural fertilization and insect control and are being used as a supplement to the educational component. PDP established a 10-week vocational training program, and the first class graduated with a vocational certificate from Temple University in December 2015. This program encompassed both the compost and the orchard in creating a comprehensive vocational training program for inmate participants.

Technological Advancements: PDP made technological advancements in FY17. Management Information Systems upgrades included records scanning; Stories Alive, where prisoners read books to their children

³⁴ A Bridge Ordering procedure is used to issue prescriptions based on previous treatment history, rather than a physical exam. This procedure is only used in certain situations, such as upon admission of behavioral health patients who have previously been medicated at PDP. The procedure shortens delivery of medications by a week, thereby decreasing patient suffering and the risk of disruptive behavior. These patients are then given a physical exam to validate the effectiveness of the Bridge Order.

using the Prisons Video Arraignment Equipment; and medical/mental health equipment upgrades. Certification, Movement, and Registration upgrades have included adoption of the OnBase data management system, electronic court document delivery, continued expansion of video arraignment, the operationalization of Megan's Law machines, improved treatment identification programs, and early bail review.

In partnership with the Criminal Justice Center (CJC), PDP also upgraded its bail walk-through program. By starting to adopt electronic Automated Clearing House payments, PDP eliminated both the need to keep a Bail Cashier stationed at PDP and to deliver physical checks from PDP to CJC. This has resulted in a more streamlined, efficient, and time-saving process overall, as inmates can now receive funds more expeditiously.

PLANS FOR FISCAL YEARS 2018-2022:

Over the next five years, the Philadelphia Department of Prisons will support the Administration's goal of criminal justice reform by continuing to offer programs and services designed to enable the successful reintegration of ex-offenders into society. This continuity of care starts while individuals are incarcerated and links them to services and support when they leave the prison system with the ultimate goal of reducing recidivism and decreasing the number of incarcerated individuals in Philadelphia.

With funding from the MacArthur Foundation, Philadelphia's criminal justice partner agencies will carry out an ambitious reform plan that aims to reduce the population at PDP by 34% over the three-year project term. Philadelphia's plan proposes substantial policy and programming changes to the pretrial process, and requires active PDP participation. In addition to sustained collaboration with the other criminal justice partners, PDP is integral to data sharing and the development of new programs for pretrial and sentenced inmates.

PDP has the following goals for FY18-22:

- Reduce the jail population by 34%;
- Ensure that 100% of inmates have a risk/needs assessment discharge plan;
- Ensure that 100% of the sentenced population is involved in at least one type of programming;
- Increase the capacity of the work release program; and
- Increase the rate of program participation for the pretrial population.

Correctional Security: PDP will continue to maintain a safe and secure environment for all inmates, minimizing inmate-to-inmate altercations. This will be achieved by continuing to hire and train staff according to the highest standards, as well as making needed infrastructure improvements and expanding video surveillance.

The Department is also committed to minimizing the sexual exploitation of all inmates regardless of sexual orientation/gender. To this end, PDP will provide ongoing training for correctional and vendor staff on the Prison Rape Elimination Act (PREA) initiatives. PDP has implemented a system that allows inmates to notify correctional officers of safety concerns as they arise so they may be quickly resolved.

Programs and Services: Over the next five years, PDP will continue to provide excellent medical and psychological care to all inmates. This includes managing ongoing health issues and providing low-cost HEP-C/HIV treatments. Additionally, inmates will have daily opportunities for exercise.

PDP will also continue to provide educational and workforce development programming to inmates so that they may obtain gainful employment when they return to society. Currently, PDP offers online GED testing, a pre-GED literacy program, and the Philacor Program. Philacor classes provide inmates with skills in woodworking, furniture making, culinary arts, clothing embroidery, and dry cleaning.



Philadelphia Department of Prisons' Re-entry Resource Center.

RISE: PDP will continue to build staff capacity of the Mayor's Office of Reintegration Services (RISE) and will support its operations to ensure pre- and post-release engagement of the population, continuity of case management, and programs and service provision.

The PDP Discharge Planning Unit will engage inmates throughout their incarceration to coordinate pre- and post-release services. The risk/needs assessment that is completed when inmates first enter PDP will inform discharge plans. Inmates released from PDP will have the opportunity to receive referral and benefit enrollment services through the PDP Reentry Trailer or through RISE.



Mayor Kenney meeting with juveniles at the Pennypack House School.

Through the PDP Work Release program, inmates will be assigned to an institutional work assignment, a training program, a job readiness placement, and/or a school placement in preparation for interviews with potential employers. With the assistance of social work services managers and employment services counselors, work release inmates will begin job searches for gainful employment before they are released from PDP.

Administration: PDP is undergoing several modernization initiatives over the

next several years. PDP will continue to take steps to upgrade its Jail Management System, which is over 30 years old and is not user-friendly. This upgrade will be state-of-the-art and will both increase the system's reporting capacity and improve data-sharing between PDP and other criminal justice system agencies. This system is expected to be fully operational by the second quarter of FY18.

PDP will continue to provide correctional staff with professional development and continuing education opportunities whenever possible. This will allow PDP to maintain the highest level of professionalism among correctional staff, ensuring that all staffpersons treat inmates with respect and dignity while following all personal safety protocols.

Before the end of FY17, PDP will begin implementation the Employee Time Management System (KRONOS) as a pilot program at CFCF. Full implementation to all facilities will be completed in FY18.

This system will help PDP better manage correctional staffing deployment, track staffing shortages due to call-outs that result in overtime usage, and reduce inefficiencies. PDP will also begin implementation of an inventory management system in the fourth quarter of FY17. This system will replace an outdated system that was established over 20 years ago that can no longer be supported. The system will provide state-of-the-art inventory management so that warehoused inventory may be reduced. It will allow for barcode scanning and integration with the maintenance unit's Prison Work Order System.

During the first quarter for FY18, PDP will begin the implementation of its Prison Work Order System that will be integrated with the Inventory Management System. This upgrade will enable PDP to improve its management of work orders, preventive maintenance, and jobs planning. It will also allow for tracking of maintenance expenses by facility.

Data collection and performance analysis will be undertaken for new initiatives and existing programming in order to measure efficacy in reducing recidivism.

Lastly, in FY18, PDP will provide inmates with debit cards from their remaining account balance upon release from prison. The debit cards will make it easier for inmates to access their cash through an ATM machine. PDP expects the debit cards to replace most checks for inmates as a mechanism for withdrawing their inmate account balances at time of release or when sending money to friends and family. Debit cards will also help reduce the risk of fraudulent checks, which have recently become an issue of concern.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Sentenced inmates participating in an educational or treatment program	80.5%	78.2%	80.0%	80.5%
Re-incarceration rate - 1 year	38.2%	37.5%	38.0%	38.0%
Percent of newly admitted inmates that are processed and housed within 24 hours of admission	100.0%	100.0%	100.0%	100.0%

PROCUREMENT

MISSION

The mission of the Procurement Department is to obtain, manage, and dispose of quality goods, services, construction, and concessions in an open, timely, and cost-effective manner. This is accomplished using a competitive, fair, and socially-responsible process in accordance with the law.

Procurement accomplishes this work through the following programs:

- **Services, Supplies, and Equipment:** This program is responsible for Philadelphia's formal and informal contracts for procurement of City services, supplies, and equipment as per the requirements of the Philadelphia Charter (Section 8-200) and Philadelphia Code.
- **Public Works:** Through this program, the City utilizes formal contracts for the procurement of its public works (construction) contracting for city-owned or leased facilities. This program also includes concessions contracts, which are public-private partnerships between the City and a business in order to generate revenue.
- **Inventory Disposal/Control:** This program tracks assets from the purchase, ownership, and disposal lifecycle, and includes random inspections to ensure vendors' compliance with contracts.
- **Vendor Engagement:** This program includes customer service and vendor outreach initiatives, including marketing city procurement contract opportunities and programs, answering questions from vendors and city employees, and registering vendors in PHLContracts, which is the City's new eProcurement system.
- **Administration:** This program is responsible for the strategic direction of all Procurement program areas and oversees training and human resource policies and procedures. This program also includes required advertising for all City departments, boards, and commissions.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Services, Supplies, and Equipment: In FY17, Procurement started conducting reverse auctions to procure services, supplies, and equipment. Reverse auctions allow vendors to bid and then re-bid against each other until the lowest price is reached. In turn, this allows the City to save money on certain purchases.

Public Works: In coordination with the Office of the Chief Administrative Officer (CAO) in FY17, Procurement has taken steps to decrease bid and contract cycle times. Steps include implementing process efficiencies to decrease average bid processing times from 90 days to 76 days, a 16% decrease.

Inventory Disposal/Control: This program posts all surplus inventory to a local vendor, which hosts online government auctions for vehicles, excess office supplies, and other surplus goods. During the first half of FY17, Procurement saw an increase in the sale of excess or obsolete inventory and attributes this increase to the promotion of auction services with new City departments and better partnering with existing stakeholders. Procurement has also exceeded its mid-year projected revenue amount.

Vendor Engagement: In partnership with the CAO and the Contracts Legislation Unit, Procurement has focused on increasing vendor outreach and engagement through modernization efforts in FY17. Procurement, together with the CAO, has accomplished the roll-out of PHLContracts and Reverse Auctions, as well as the passage of Best Value Legislation, which is discussed in greater detail under Administration, below. These modernization efforts are aimed at increasing competition and local, minority-, women-, and disabled-owned business participation in City contracting. Procurement also

implemented a robust strategy for marketing contract opportunities to local-, minority-, and women-owned businesses. This has included over 30 vendor outreach events to date in FY17.

Administration: On December 8, 2016, City Council passed “Best Value” legislation, which was subsequently signed by the Mayor on December 20th and will appear as a ballot question for voter approval in May 2017. If adopted, this proposed Charter change would enable Philadelphia to use “Best Value Procurement.” This best practice allows Procurement to evaluate vendors on factors other than price alone. The process is expected to apply to complex bids.

In addition, the roll-out of a new web-based procurement system, PHLContracts, began in the second quarter of FY17. Six departments (the Water Department, Aviation, Office of Innovation and Technology, Office of Fleet Management, Department of Licenses + Inspections, and the Department of Public Property) are participating in the phase one roll-out. PHLContracts is expected to improve process cycle times, increase competition, and increase the average number of bidders. The new system is also integrated with the Office of Economic Opportunity’s Minority/Women/Disadvantaged Business Enterprises (M/W/DSBE) Compliance Reporting System and is expected to increase participation on both informal purchases and formal contracts. To date, public works bids and service, supplies, and equipment transactions have been posted to PHLContracts.

PLANS FOR FISCAL YEARS 2018-2022:

Services, Supplies, and Equipment: Ongoing process improvements will decrease processing times, increase competition for City contract opportunities, and enhance of strategic sourcing initiatives. This will result in contracts that deliver the best value possible to the City and its stakeholders.

FY18 Objectives				
<ul style="list-style-type: none"> Improve bidding and contract processing times. Increase competition. Achieve higher level of local participation and supplier diversity in contracting. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Average number of days from bid initiation to award *	142	138	163	110
Average number of bidders per awarded contract(s)	2.76	3.31	3.50	4.00
Percentage of Service, Supply and Equipment (SSE) contracts awarded to Minority-, Women-, and Disabled-Owned Business Enterprises (M/W/DSBEs)	24.41%	36.60%	35.00%	35.00%
Percentage of Small Order Purchases (SOPs) awarded to M/W/DSBEs**	9.1%	10.9%	11.0%	20.0%

* Procurement has experienced a temporary increase in processing times as they make process changes and implement PHLContracts (the eProcurement system). Every effort is being made to decrease processing times and ensure there is no lapse in contract-related services.

** FY18 target is based on the citywide M/W/DSBE goal of 35%.

Public Works: Further development of successful process improvement initiatives, achieved in partnership with client agencies, will enable the implementation of Best Value contracting, more efficient contract performance management, and even faster bid and contract processing times.

FY18 Objectives				
<ul style="list-style-type: none"> Improve bidding and contract processing times. Increase competition. Achieve higher level of local participation and supplier diversity in contracting. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Average number of days from bid initiation to award	86	76	80	75
Average number of bidders per awarded contract(s)	4.4	3.4	4.0	5.0
Percentage of contracts awarded to Local Business Entities (LBE) *	80.0%	80.0%	80.0%	75.0%
Percentage of Public Works contracts awarded to M/W/DSBEs **	25.26%	25.50%	30.00%	35.00%

* Charter change results in fewer businesses being qualified as LBE. Consequently, goal will be lower in future years. (This metric is tracked by calendar year.)

** Metric reported for Q1 only.

Inventory Disposal/Control: Procurement will continue to implement several ongoing initiatives that will result in cost savings. These initiatives include expanding inventory-related cost avoidance strategies through surplus auctions for all client agencies. Procurement will also identify and plan to implement a new citywide inventory management system. A new system will replace antiquated technology and manual inventory-tracking processes, improve data accuracy, and lessen the amount of time it will take to manage and track inventory.

FY18 Objectives				
<ul style="list-style-type: none"> Increase revenue from surplus disposal. Measure savings related to storage and disposal cost avoidance. Identify and plan implementation for a new inventory management system. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Total revenues earned across the program *	\$424,293	\$520,257	\$850,000	\$900,000

* Dependent on vehicle replacement cycle.

Vendor Engagement: In partnership with the CAO, Procurement will continue to expand efforts to market City contracting opportunities, utilizing social media and special events to spread information about opportunities. By increasing awareness of bid announcements using various platforms, Procurement expects to encourage more vendors – with a focus on local and diverse businesses – to bid on City contracts.

FY18 Objectives				
<ul style="list-style-type: none"> Increase the number of suppliers registered in PHLContracts. Improve strategy to market contract opportunities to local and M/W/DSBEs. Create training opportunities for internal and external stakeholders. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of external survey respondents that rate customer service as Satisfactory or better *	93.0%	N/A	98.0%	98.0%

*As a result of the PHLContracts project, Procurement has not issued surveys in FY17. Procurement will be restarting its surveys and will have data for the fourth quarter of FY17.

Administration: Procurement will continue to implement initiatives that will result in cost-savings. These include strategically expanding the number of reverse auctions, enhancing and educating departmental procurement specialists about cooperative contracts, marketing contracts to local businesses, and creating a citywide contract planning document. Procurement will also develop tools to improve the efficiency and effectiveness of its workflow by developing a Procurement Guide and creating service-level agreements with each major department. In addition, the Department will work to identify contract opportunities that can either be combined or de-bundled, in order to purchase commodities more strategically.

Procurement is also committed to its employees' professional development. By the end of FY18, the Department aims to have five to 10 percent of its employees certified under professional procurement accrediting agencies. This certification will ensure that these employees have improved knowledge of both public and private sector supply chain practices and will enable the department to adopt best practices. Procurement also aims to achieve National Institute for Government Purchasing (NIGP) accreditation by FY22. This accreditation will demonstrate that the Department has met industry standards for public procurement. Additionally, completion of this rigorous self-assessment will assist the City in improving its sustainable purchasing, emergency purchasing, and documented procurement practices.

In FY18, Procurement will take steps to modernize its technology by continuing to fully roll-out PHLContracts to all departments. Included in the FY18-23 Capital Program is the replacement of Procurement's back-end mainframe system (ADPICS). Procurement is also working with OIT to assess and improve ADTRACK (the advertising tracking database), including expanding reporting and data entry functionality to better track the spend for citywide advertising costs.

FY18 Objectives				
<ul style="list-style-type: none"> Track costs related to managing advertising Improve accounts payable processing times. Achieve the objectives in all Procurement program areas. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Average invoice processing times for Citywide advertising *	N/A			
Procurement (contract) advertising vs. non-procurement (contract) advertising (percentage) *	N/A			

**Metric will be tracked starting January 2017.*

PROPERTY ASSESSMENT

MISSION

The Office of Property Assessment (OPA) is responsible for determining the value of all real property in Philadelphia and is dedicated to doing so in a fair, accurate, and understandable way. OPA's primary goal is, through ongoing assessments, to improve the accuracy and uniformity of all property values and to instill confidence in Philadelphia taxpayers regarding the fairness of the property tax system, as well as the competency and professionalism of Philadelphia's assessment office.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Appeal Processing: During the past year, OPA continued to answer appeals that were filed as a result of change of assessments that were proposed for Tax Year 2016. Most of these changes affected residential parcels in Geographic Market Areas for which the primary measurement of assessment uniformity (the Coefficient of Dispersion, or COD) was deemed unacceptably high. As a result of the 130,000 assessment changes that were proposed, 3,800 informal appeals were filed with and subsequently addressed by OPA. Another 3,700 formal appeals were filed with the Board of Revision of Taxes (BRT). (Both informal and formal appeals were filed on 419 properties.)

2017 Reassessment Initiatives: The agency is committed to conducting ongoing, regular reassessments that will improve and maintain the quality of market value estimates. For FY17, OPA's reassessment efforts included a residential-based re-valuation with a focus on vacant land and the reallocation of land to building ratios. Approximately 520,000 parcels were included in this effort that sought to reallocate the land to total market value in a manner that more closely reflects the current amount for which developed and undeveloped land would sell.

As a result of the proposed assessment changes for Tax Year 2017, 8,019 informal appeals (First Level Review applications) were filed. To date, 4,585 have been addressed by OPA. However, 4,370 formal appeals were filed with the BRT. BRT began hearing these appeals in January of 2017. (Both informal and formal appeals were filed on 1,087 properties.)

Computer-Assisted Mass Appraisal (CAMA) Acquisition: In conjunction with the Office of Innovation & Technology (OIT) and the Department of Planning and Development (P&D), OPA is in the contracting phase of acquiring a CAMA system. Ongoing comprehensive, citywide reassessments will require a CAMA system that will allow and support sophisticated mass appraisal methodology and statistical analysis as well as detailed property characteristic maintenance, and will facilitate a much more efficient assessment recertification process, resulting in the timely reissuing of property tax bills. A Request for Proposal (RFP) was issued in 2015 for a CAMA vendor, and the City expects to finalize a contract by early spring 2017.

Customer Service: The OPA installed a new phone system in FY17 that improved the efficiency of OPA's Citizen's Service Center. The number of dropped calls (calls in which the taxpayer hangs up before the call is answered) decreased from 8-10% to less than 1% of the nearly 17,000 calls the Citizen's Service Center received. The average wait time for a call to be answered also decreased to 15 seconds from 30 to 45 seconds during normal periods. Going forward, this new system will improve OPA's ability to evaluate these metrics on a year-to-year basis and to identify areas where improvement may be needed.

PLANS FOR FISCAL YEARS 2018-2022:

Reassessment of Commercial, Industrial, and Institutionally-Owned Parcels: As the local market for commercial real estate has improved substantially over the past four years, OPA has recognized the need for an overall reassessment that is focused on commercial and industrial properties so that assessments reflect what hotels, office buildings, apartment buildings, retail shopping centers, warehouses, and other commercial parcels are selling for in the open market.

In 2016, OPA began an intensive data-gathering effort that included all commercial property within the City of Philadelphia. OPA undertook this initiative in order to update its records to include current data relating to local commercial sales, income and expense data, vacancy rates, and appropriate income capitalization rates. Additionally, OPA has, at the recommendation of City Council and the Actual Value Initiative (AVI) Monitoring Group, contracted with outside commercial real estate appraisal professionals who are experienced in the local commercial real-estate market to assist in this data-gathering effort. The Plan is proposing continued funding for these services to support this project. OPA's goal is to carefully examine the accuracy of each assessment for FY18, recertifying the existing values where appropriate while also implementing revisions where necessary. Proposed values will be used to update the assessment rolls on March 31, 2017, and approximately 60,000 assessment notices will be mailed on or before April 7, 2017.

Comprehensive Reassessment Plans: For FY19, OPA will undergo the first comprehensive reassessment project since 2014, which was the first year of AVI. Beginning in mid-2017, OPA will begin data-gathering and sales validation for the purpose of reassessing all 580,000 residential, commercial, industrial, institutional, and governmental properties in Philadelphia. New proposed value changes will be used to update the assessment rolls on March 31, 2018. To accomplish this, the Plan is proposing to add over \$700,000 annually to fully fund staffing levels. While the goal will continue to be improved uniformity and accuracy, overall market value changes are not expected to be as drastic as what was proposed for 2014 because OPA has undertaken projects each year to improve the accuracy of assessments.

Subsequent (FY20-22) reassessment projects will continue to address uniformity and accuracy deficiencies in each category of property, but will also include comprehensive reassessment of all properties annually.

CAMA: The implementation of an off-the-shelf, customized CAMA system is usually a 24- to 36-month process that includes data cleansing, data conversion (for OPA, conversion from multiple database management systems), in-depth quality testing and control, and comprehensive training. If the selected vendor is under contract by spring of 2017, the implementation process should begin on the vendor's side by late 2017 or early 2018. Barring any unforeseen problems that would further hinder the process, some modules could be available for the 2020 reassessment project.

Annual reassessments will take place using the OPA's existing database management systems for FY19 and FY20. While some modules of a new CAMA system may be in place for use during the FY20 reassessment, the first reassessment project for which a new CAMA system could be used for the entire process would be in 2020 for FY21.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate *	FY18 Target **
Coefficient of Dispersion ***	0.145	0.15	N/A	≤ 0.15
Overall Single Family Price Related Differential ****	1.055	1.042	N/A	> .98 & <1.05

* The FY17 estimate for each measure must take into account all 2016 sales that have been recorded and reviewed as “arms-length” or valid. Analysis will not be completed until May 2017, after which time OPA will calculate accurate measurements.

** The FY18 estimate for each measure must take into account all 2017 sales that have been recorded and reviewed as “arms-length” or valid. Analysis will not be completed until May 2018, after which time OPA will calculate accurate measurements. FY18 targets are best guesses.

*** Some 2017 data will not be available until FY17 appeals are decided and all 2016 sales are accounted for and validated. The Coefficient of Dispersion (COD) is considered the most reliable, and therefore is the most frequently used measure of assessment uniformity in ratio studies. It is based on an average absolute deviation, but expresses it as a percentage and provides a more objective measure of uniformity that is independent of the level of appraisal. While a COD of between .14 and .15 is considered good for a jurisdiction with the number of single-family parcels and the level of parcel heterogeneity that exists in Philadelphia, in general low CODs are associated with a more uniform level of assessment.

**** This measures assessment progressivity or regressivity. Assessments are considered progressive if high-value properties are relatively over-appraised, and regressive if high-value properties are under-appraised relative to low-value properties. While no differential (a PRD of 1) is considered perfect, PRDs tend to have an upward bias due in part to assessment time lags. A PRD between .98 and 1.05 is considered acceptable.

PUBLIC HEALTH

MISSION

The mission of the Philadelphia Department of Public Health (PDPH) is to protect and promote the health of all Philadelphians and to provide a safety net for the most vulnerable.

PDPH accomplishes this work through the following programs:

- **Administration and Support:** This program provides administration and support services to the department and includes the department's fiscal, human resources, facilities, and fleet programs.
- **AIDS Activities Coordinating Office (AAO):** This program supports multiple strategies to prevent and treat HIV/AIDS. The program works to make it easier for everyone, including people who live in underserved communities, to get the HIV services they need. Services provided include HIV/AIDS case management, community education, and more.
- **Air Management Services (AMS):** This program is responsible for local air pollution control. It monitors air pollutants, enforces air quality standards, evaluates and responds to air and noise concerns, runs an air-monitoring lab, and monitors other air pollutants, like asbestos and diesel.
- **Ambulatory Health Services (AHS):** This program operates primary care and dental health centers for low-income and uninsured Philadelphians.
- **Chronic Disease Prevention:** This program pursues initiatives and policy interventions to address chronic diseases that are the city's leading causes of death. It targets the most common, costly, and preventable health problems. Activities include the Get Healthy Philly initiative and other outreach efforts on behalf of the City of Philadelphia.
- **Disease Control:** This program prevents, controls, and reports on diseases and health conditions that are contagious or affect the public's health. Staff also administer efforts around vaccines to prevent diseases, and focus on sexually-transmitted diseases, tuberculosis, and other contagious diseases. Disease Control develops and implements public health emergency response plans for the City, and works to make sure Philadelphians are prepared for any kind of public health emergency.
- **Environmental Health Services:** This program enforces statutes, provides education and training, responds to emergencies, and issues licenses and permits in order to assure a healthy environment for Philadelphians. Activities include inspections of day care centers, nursing homes, public pools, and more; inspections of restaurants; and controlling disease vectors like rats, insects, and bats.
- **Health Analysis, Information and Strategy:** This program provides analytical services to enable good public health decision-making. The program includes the department's IT services and analysis capabilities, as well as its epidemiological analysis, strategy, policy, government relations, and communications functions.
- **Health Systems:** This program provides support for health systems and health services in the Philadelphia community for those with high need and with limited access to services. Examples of services include long-term care and nursing home services.
- **Lead and Healthy Homes:** This program improves the quality, health, and safety of low-income housing in Philadelphia. It promotes healthy homes by preventing lead poisoning, provides in-home services to families, inspects homes, remediates hazards, and enforces lead laws and regulations.
- **Maternal, Child and Family Health:** This program provides health and support services targeted toward women, children, and parenting families. Specific services include home visiting, breastfeeding support, and outreach and education. This program also provides services for children with special health care needs and services to help pregnant women get health care in order to have healthy babies.
- **Medical Examiner's Office:** This program provides comprehensive death investigation services. Its pathologists assemble information to determine the cause and manner of death for Philadelphians.

- **Public Health Laboratory:** This program provides state-of-the-art laboratory functions to test for disease outbreaks, illnesses, and threats to the public health. The lab focuses on different types of laboratory analysis, including microbiology, clinical chemistry, and immunology.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Philadelphia faces complex public health issues. Some factors affecting health have been around for decades: intergenerational poverty, unemployment, poor quality housing, limited access to transportation, and lack of quality education. These challenges affect the quality of life and health outcomes of Philadelphia's most vulnerable populations. These are complicated issues lacking simple solutions.

There are other public health issues that are newer to Philadelphia and to which PDPH must respond quickly and creatively. The epidemic of opioid overdoses and deaths is an example that touches every part of the city. In FY17, PDPH joined Mayor Kenney and the Department of Behavioral Health and Intellectual disAbility Services to convene a task force on the topic. PDPH is also pursuing other strategies to prevent deaths and opioid addiction, such as working with health insurers to implement policies to help reduce the prescribing of prescription opioids. Over the life of the Plan, the Administration is proposing to invest an additional \$7.8 million to address this ongoing epidemic. Increased funding would improve the distribution and use of naloxone (the opioid overdose antidote) to over 1,000 Philadelphians at risk for overdose, allow for the development of a real-time database to track openings in additional treatment facilities, support public information campaigns, educate emergency department providers on treatment for individuals with opioid addiction, and increase PDPH's capacity to evaluate the outcomes of these initiatives.

Administration and Support: In FY17, PDPH made important achievements in addressing longstanding health issues, including implementing strategies to decrease the city's tobacco use rates. Tobacco remains a leading killer of Philadelphians, and the Department's Board of Health took action in FY17 to decrease the density of tobacco-selling establishments while also improving the enforcement against establishments that illegally sell tobacco to youth. These actions included increasing tobacco permit issuance and renewal fees to \$300, establishing a population-based limit on the number of available permits for each planning district, establishing a restriction on retailers operating within 500 feet of a K-12 school,³⁵ and establishing a standardized penalty for selling tobacco to minors.³⁶ Another FY17 success was maintaining the Department's status as an accredited department through the national Public Health Accreditation Board. This accreditation serves as recognition of the Department's ability to meet over 100 standards and measures for excellence. Maintaining this status will strengthen the Department's competitiveness in applying for grants and its intention of meeting Philadelphians' public health needs.

AIDS Activities Coordinating Office (AACO): AACO delivers and coordinates HIV/AIDS surveillance, prevention, and care services to prevent transmission of HIV in Philadelphia and to ensure care for those already infected with the disease. In FY17, AACO launched a new initiative to re-engage HIV-positive individuals who are not currently receiving care.



TakeControlPhilly at the AIDS Walk/Philly 5K.

³⁵ For population-based limit and restriction of retailers operating within 500 feet of a school, properly-issued permits will be grandfathered in.

³⁶ After a third youth sales violation in two years, tobacco sales will be suspended for a year by order of PDPH.

AACO also continued to support community agencies in order to ensure the community has access to strong prevention services and high-quality care.

Air Management Services (AMS): AMS monitors air pollutants and enforces city, state, and federal air quality standards. AMS is also responsible for the abatement of community noise and vibration nuisances and control of asbestos from building renovations and demolition projects. In FY17, AMS and the Air Pollution Control Board developed regulations to control pollutants to meet the National Ambient Air Quality Standards. In addition, the Board passed a regulation to better control dust and pollutants at construction sites around the city. AMS also continued to keep the community informed on the city's performance for air quality standards. During a SEPTA strike in FY17, AMS used the opportunity to analyze data, and shared the air quality benefits of public transportation with the community.

Ambulatory Health Services (AHS): AHS provides primary health care to the residents of Philadelphia, offering a wide range of preventive, diagnostic, and therapeutic services. The City's eight health centers, located in neighborhoods across Philadelphia, provide comprehensive medical care for adult and pediatric patients, including prenatal care, women's health services, and dental care for adults and children, as well as a range of support services. In FY17, AHS increased the percentage of insured patients, thanks to expanded Medicaid eligibility through the Federal Affordable Care Act. As of FY17 Q2, the percent of uninsured visits was 41.3%, down 8.8% from the same quarter in FY16. AHS also successfully reopened Health Center 2 in South Philadelphia as a new joint venture between the City of Philadelphia and the Children's Hospital of Philadelphia. The new service location houses a Free Library of Philadelphia branch, which includes community computer labs, meeting spaces, study rooms, and wireless internet.

Chronic Disease Prevention: In FY17, this program followed Mayor Kenney's and City Council's lead to support the Philadelphia Beverage Tax. The tax invests in the early education system for children throughout the city and in recreation and library facilities while also placing a tax on products that have contributed to Philadelphia's and the nation's obesity epidemic and poor health. Through the Get Healthy Philly initiative, the program 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 the built environment and making healthy choices easier through partnerships with schools, workplaces, and health care providers, and reinforcing those choices with messages in the mass media. In FY17, successes included media campaigns focused on tobacco use and increased work around Safe Routes to School programs across the city. The program made strides in supporting universities and employers to go smoke-free, and has supported efforts to promote smoke-free policies in the private housing market with a focus on low-income housing. The program also completed a complex analysis of obesity among schoolchildren and compared it to national data in order to inform local decisions and policies.

Disease Control: In FY17, Disease Control maintained high rates of immunization for young children by ensuring community-wide access to vaccines; conducting outreach to communities and families with low rates of childhood immunization; enforcing immunization requirements at childcare settings; and



Dedication of the Smoke-Free Philly Mural.

improving reporting on immunizations. In FY17 Q2, the percent of children aged 19-35 months with complete immunizations³⁷ was 80.8%, up 3.6% from the same quarter in FY16. Disease Control also implemented Zika virus surveillance and enhanced mosquito control along with other prevention programs.

Environmental Health Services (EHS): EHS monitors, assesses, inspects, and educates the public about vectors, food safety, and environmental engineering. EHS improved its service to restaurants and food establishments across the city by simplifying and streamlining its inspections payment processes. The program also maintained strong partnerships with the School District in FY17 in order to monitor and inspect food served in schools, and worked to prevent West Nile Virus and other disease vectors.

Health Systems: In FY17, this program provided safety net nursing home services through the Philadelphia Nursing Home, providing services to over 375 senior and vulnerable Philadelphians. The service site maintained federal and other certifications indicating high quality and conducted several process improvement efforts, including preparing for emergencies and power outages.

Lead and Healthy Homes: This program works to improve the quality, health, and safety of housing in Philadelphia. In FY17, the program released a comprehensive childhood lead poisoning surveillance report in order to understand the scope of childhood lead poisonings in the city. The program also released *Lead-Free Kids: Preventing Lead Poisoning in Philadelphia*, a report outlining the program's intent to expand its inspection, enforcement, prevention, and remediation activities to protect children throughout the city. Increased funding from the Office of Community Empowerment and Opportunity enabled this program to purchase combination carbon monoxide and smoke alarms for families in need, cleaning supplies for lead-contaminated home remediations, and to remediate five homes for families in need.

Maternal, Child and Family Health (MCFH): MCFH provides a wide range of health and support services to improve the health of women, children, and parenting families. In FY17, the program worked to prevent unintended teen pregnancy by helping teens access effective forms of contraception, including long-active reversible contraception. Issues addressed included cost, timely access to contraceptives, providers' capacity to assist adolescent women, and education about the benefits of using effective contraception.

Medical Examiner's Office (MEO): MEO is responsible for investigating deaths that are relevant to public safety and public health. MEO's death investigations include deaths that are violent, suspicious, sudden and unexpected, or unattended. The Office maintains a high level of cases completed within 90 days at over 90%, an important measure of the program's responsiveness to the courts, police, and community members who depend on MEO's expertise and experience. In FY17, MEO also invested in improved equipment that will offer enhanced analysis for its services.

Public Health Laboratory: This program performs a wide range of testing services for the City of Philadelphia and for outside agencies. It supports investigations of disease outbreaks or threats to public health. The lab protects the community by detecting organisms like HIV, syphilis, influenza, Ebola, and rabies. In FY17, the lab began implementation of a state-of-the art laboratory information system to improve the program's ability to provide quick, reliable results to providers and the community.

³⁷ Representing the 4:3:1:3:3:1 combined seven-vaccine series.

PLANS FOR FISCAL YEARS 2018-2022:

Administration and Support: This program will strengthen the Department's support functions during FY18-22 with new policies and procedures, plus accompanying training. The primary focus will be on fiscal and human resources functions, while also continuing to improve facilities and fleet units. One example of these planned improvements is the implementation of new and/or improved human resources systems to strengthen PDPH's recruitment efforts. The Department employs a wide range of positions, many of which are hard to fill. An improved applicant tracking system will enable PDPH to more quickly interview and hire applicants, bringing PDPH more in line with its workforce competitors.

FY18 Objectives				
<ul style="list-style-type: none"> Implement improved fiscal performance dashboards for use by each of the department's programs. Issue a Request for Proposal for an improved HR applicant tracking system and review applicants. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of fleet vehicles compliant with preventive maintenance schedule *	90.8%	95.0%	95.0%	85.0%
Median number of days to conform department draft contract	73	65	64	70

* PDPH expects to increase vehicle numbers for increased lead poisoning prevention outreach and restaurant inspections. This may result in a slight decrease in compliance.

AIDS Activities Coordinating Office: The AIDS Activities Coordinating Office will strengthen its efforts around HIV/AIDS prevention for men who have sex with men, and will expand access to pre-exposure prophylaxis. The program will also continue its partnerships with agencies to prevent and treat HIV/AIDS.

FY18 Objectives				
<ul style="list-style-type: none"> Develop and implement a condom campaign targeted for men who have sex with men in order to decrease HIV and STD infection rates. Expand availability of pre-exposure prophylaxis in 1-3 underserved city areas. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of clients served by department-funded Ryan White outpatient ambulatory health system in Philadelphia	11,715	11,834	11,850	11,850

Air Management Services: This program will maintain its efforts around local air pollution control and strengthen its monitoring efforts by expanding monitoring sites across the city. The program will also work with the Air Pollution Control Board to strengthen regulations and conduct a detailed air pollution survey to help with advocacy for clean air policies.

FY18 Objectives				
<ul style="list-style-type: none"> Collect data for at least three seasons in a detailed air pollution survey. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of calendar days with air quality index rating of 100 or below *	346	180	340	345

* Cumulative (Q1 + Q2) in FY17 YTD. AQI is influenced negatively by high temperatures, and the Department is not able to predict with certainty if higher temperatures will be sustained in FY18.

Ambulatory Health Services: This program will complete implementation of the electronic health records system across its primary care service sites and will improve several facilities to better meet patient needs. AHS will monitor possible state and federal changes to Pennsylvania's Medical Assistance, or Medicaid, programs, and will take appropriate action where needed. This Plan proposes funding for AHS to implement Patient-Centered Medical Home (PCMH) improvements and achieve PCMH certification. This investment would be offset with revenue generated from Medicaid, Medicare, and private insurance. Implementing this team-based care delivery model will increase the PDPH's eligibility for grants and financial incentives.

FY18 Objectives				
<ul style="list-style-type: none"> Complete full implementation of the primary care electronic health record system. Provide 310,000 visits for patients to meet the community's need for primary care and dental services. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of patient visits at department-run ambulatory health centers *	314,129	168,631	310,000	310,000
Percent of patients ages 18-84 with a diagnosis of hypertension who have controlled blood pressure	62.0%	65.2%	64.0%	60.0%

* Cumulative (Q1 + Q2) in FY17 YTD.

Chronic Disease Prevention: This program will fully implement new tobacco regulations as passed by the Philadelphia Board of Health. The City is proposing funding for two additional staff persons to ensure that tobacco retailers are in compliance with the new regulations implemented by the Board of Health. This investment will be fully offset by revenue generated from permit fees. This program will also maintain partnerships with community organizations and will strengthen programs that address the city's leading causes of preventable deaths.

FY18 Objectives				
<ul style="list-style-type: none"> By the end of FY18, fully implement new tobacco regulations as passed by the Board of Health. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Youth tobacco sales compliance (%)	75.3%	78.5%	75.0%	77.5%

Disease Control: This program will strengthen its ability to protect the community from contagious health conditions, ensuring that Philadelphia is protected by strong public health emergency response plans. In FY18-22, Disease Control will implement a new electronic health records system in its STD clinics and will strengthen its support of citywide childhood vaccination efforts through improved reporting and coordination with pediatric and primary care providers. It will also draft a plan to prepare the City for public health consequences of climate change, following the Center for Disease Control's best practices framework.

FY18 Objectives				
<ul style="list-style-type: none"> By the end of FY18, develop, publish, and disseminate a guidance for Philadelphia's pre-K facilities on the public health importance of the control of communicable and non-communicable conditions. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of patient visits to department-run STD clinics *	26,430	12,866	25,732	25,000
Number of high school students who are tested for a sexually transmitted disease through the school screening program	10,941	2,982	9,500	10,000

* In FY18, Health Center 1 is planning to begin implementing an Electronic Health Record system and thus expects a decline in patient visits.

Environmental Health Services: This program will strengthen its ability to inspect and permit retailers of tobacco products, following changes implemented by the Board of Health, so that children are protected from harmful products and their negative health consequences. The City is proposing to increase the number of restaurant and food inspection staff by 15 sanitarians and five sanitarian supervisors, an investment that will result in more frequent restaurant and food establishment inspections in the short term and a reduction in foodborne illness over the longer term. This investment, which is fully offset by revenue generated from fees, would reduce the number of months between food establishment inspections from 15.3 to 12 months.

FY18 Objectives				
<ul style="list-style-type: none"> By the end of FY18, update inspection and permit violations for retailers who are selling tobacco products illegally to enforce new Board of Health regulations. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of months between food establishment inspections	15	15.2	15.3	12

Health Analysis, Information and Strategy: This new program will seek to better support good public health decision-making. The program combines the Department's information technology, policy, analytical, and government relations functions with communications so that the community is well-informed about the importance of public health and associated policies and programs.

FY18 Objectives				
<ul style="list-style-type: none"> By the end of FY18, produce recommendations for city's opioid crisis with specific actions relevant for PDPH. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of department digital media views per month	366,678	520,126	520,000	520,000

Health Systems: Health Systems operates the Philadelphia Nursing Home and Riverview, both of which provide services for vulnerable Philadelphians. During FY18-22, this program will strengthen performance auditing and implement facility improvements to improve the resident experiences.

FY18 Objectives				
<ul style="list-style-type: none"> By the end of FY18, the Philadelphia Nursing Home will participate in 1-2 performance audits to identify areas for improvement for the benefit of residents. By the end of FY18, develop an active shooter plan for the Philadelphia Nursing Home to assure good safety practices for the benefit and safety of residents. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Philadelphia nursing home average daily census *	389	386	380	380

**FY18 target is lower than FY16 actual due to the fact that the nursing home population has declined for several years.*

Lead and Healthy Homes: This program will expand efforts to prevent childhood lead poisoning during FY18-22. The City is proposing an additional investment of \$4.8 million over the life of the Plan to improve enforcement, education, and outreach, along with remediation of properties with lead contamination. If funded, this would allow for 300 homes, or 75% of homes with children who have elevated blood levels, to receive lead remediation in FY18, an increase of approximately 130 homes over FY17 levels. The program will support and implement City Council's ordinances on improved daycare and school lead prevention enforcement efforts over the life of the Plan.

FY18 Objectives				
<ul style="list-style-type: none"> By the end of FY18, improve enforcement of housing disclosure law to prevent childhood lead poisoning, in partnership with other city agencies. By the end of FY18, incorporate education about lead risks into various infant home visiting programs. By the end of FY18, increase door-to-door outreach to an additional 400 families per year in neighborhoods with the highest prevalence of lead poisoning cases in the city. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Reported number of children under age 6 years with new lead poisoning, defined as elevated blood level of 5 micrograms per deciliter (µg/dL) *	2,257	1,002	2,004	2,500

** PDPH projects a higher number in FY18 due to improved screening processes. The goal is for fewer children to be exposed to lead poisoning.*

Maternal, Child and Family Health: This program will continue to provide important services to support women, children and families in Philadelphia. During FY18-22, the program will strengthen its newborn home visiting programs, work with community partners to centralize newborn referrals and intakes, and initiate a safe sleep campaign to educate parents, caretakers, and families.

FY18 Objectives				
<ul style="list-style-type: none"> By the end of FY18, revise the department's newborn home visiting program to incorporate home safety and environmental hazards in addition to mother and baby health. By the end of FY18, initiate a safe sleep public education campaign. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of women initiating breastfeeding *	80.1%	80.2%	80.0%	70.0%

** This is a rolling average and tracks the percent of women within the City who indicated their child was ever breastfed or fed breast milk prior to hospital discharge. While the goal is to maintain or increase the percentage, FY16 represented an unusually high rate, so the FY18 target represents an improvement over prior years, but is more in line with the multi-year trend. Unknown and missing values are excluded from calculation.*

Medical Examiner's Office: The MEO will continue to provide death investigation services. In FY18-22, the program will improve its accessibility by updating its website to enable improved ability to check the status of cases online, and to enable online payment of fees for copies of records. The MEO will also analyze and issue reports on child deaths and homeless deaths in the city, to better inform leaders and policymakers.

FY18 Objectives				
<ul style="list-style-type: none"> By the end of FY18, enable online payment of fees for copies of records. By the end of FY18, issue a Child Death Review Report. By the end of FY18, issue a Homeless Death Review Report. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of death cases investigated *	2,832	1,570	N/A	

** This is a workload measure reflecting required death investigations over which MEO has no control. Cases investigated by the MEO are determined by statute as cases in which a person has died suddenly and unexpectedly; of trauma or violence; under suspicious circumstances; while not under care of a physician; of a suspected yet unconfirmed public health threat; while held in a public institution such as a prison; or in situations where the body is unidentified or unclaimed by family.*

Public Health Laboratory: The lab will continue to provide core, state-of-the-art laboratory functions to test for disease outbreaks, illnesses, and threats to public health. During FY18-22, the program will implement a lab information services system to more efficiently and quickly process lab results and share them throughout the community, while protecting patient privacy at all times. The program will also improve molecular diagnostic testing to provide faster diagnoses to Philadelphians who seek lab testing.

FY18 Objectives				
<ul style="list-style-type: none"> Issue a Request for Proposal (RFP) for a new lab information services system and review vendor proposals. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of diabetes blood sugar tests performed *	17,043	7,003	14,006	16,000

** FY18 target is lower than FY16 actual due to continued decline in patient volume. Hemoglobin A1C tests are performed by Philadelphia Public Health Laboratory for both internal and external health care providers.*

PUBLIC PROPERTY

MISSION

The Department of Public Property (DPP) is responsible for the professional management of the infrastructure that supports City government operations. This is achieved through the acquisition, disposition, lease, design, construction, renovation, and maintenance of City properties.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:



New Sport-Court at Markward Playground.

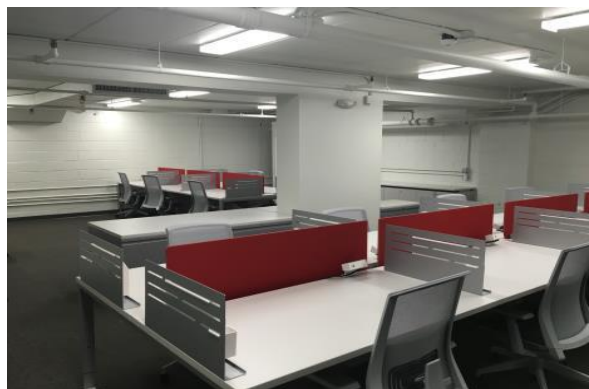
The DPP's Facilities Management Division ensures that the City of Philadelphia's working environments are clean, safe, and habitable for employees and citizens. Responsibilities include maintenance, renovations, janitorial services, special events, and building security. Major facilities under DPP's jurisdiction include Police Headquarters, the Fire Administration Building, all police and fire stations, City Hall, and the Triplex, which consists of the One Parkway Building, Municipal Services Building, and Criminal Justice Center.

In FY17, the Facilities Management Division continued its work to preserve and improve City Hall's exterior and interior, including issuing a contract to perform a complete assessment of the portal areas. This assessment will produce a master plan and cost estimate for the cleaning, conservation, restoration and brightening of the portal areas in FY17.

DPP's Real Estate and Planning Divisions are responsible for the lease negotiations for the City as a tenant and as a landlord, the disposition of vacant land, the purchase of property for City-sponsored projects, strategic planning for conveyance of City-owned property to facilitate development, and the use of space. In FY17, these Divisions partnered with the Fire and Police Departments to develop a Public Safety Facilities Master Plan with a final report to be issued in September 2017. This plan will identify operational, facility and location needs, along with methods for meeting those needs through strategic capital investments over the next capital program cycle.

DPP is also in the process of procuring asset and space management systems. Upon the implementation of these systems, DPP will be able to make strategic decisions that will impact space allocation, life cycle equipment replacement, and capital planning decisions more effectively. DPP anticipates that the asset management system will be fully operational in the third quarter of FY17, and the space management system will be fully operational during the first half of FY18. Once the systems are in place, DPP will be able to more thoughtfully measure the amount of space leased, make space and occupancy decisions on City-owned properties in areas of high market desirability, and decrease the time that it takes to design and fit out space, thus saving human capital resources and funding.

In FY17, DPP moved the functions of the Northeast Municipal City Hall from leased space to owned space on Castor Avenue. The new location also includes the 10th Council District office. The space is modern, is more welcoming to the public, and was outfitted with gender neutral bathrooms, one of the first municipal buildings under new construction to do so. The Mayor attended the grand opening, and the building has been well-received in the community.



The New Northeast Municipal City Hall.

DPP's Capital Projects Division is responsible for maximizing the value of capital investment in public facilities through careful budget planning, proper financial controls, and effective project management of design and construction initiatives. Capital projects are classified as major construction, renovation, and rehabilitation projects exceeding \$15,000 and having a useful life of a minimum of five years. In an effort to address imminent issues in Police and Fire facilities more expediently, DPP has partnered with the Philadelphia Redevelopment Authority (PRA) to complete over 30 smaller projects that are paid for with City capital funds. These projects are also coordinated with the Facilities Division so that facility improvements can be made using operating dollars from the General Fund. Some of the smaller projects include kitchens, bathrooms, handicapped-accessible ramps, and site work.

DPP is also in the process of assessing capital project management and budgeting systems. To date, all projects have been tracked manually, making the tracking of schedules cumbersome. Upon installation of a new system over the next few years, the Capital Programs Division will be able to increase the timeliness of completing projects based on the baseline year as well as allocate funding in a more strategic manner.

In FY17, DPP was honored by the Philadelphia Preservation Alliance with a 2016 Grand Jury Award for the design and installation of the City Hall portal gates. DPP also received a Southwest Airlines Heart of the Community grant in partnership with the City Planning Commission and the Water Department. This grant will enable continued improvements and amenities in City Hall's courtyard.

PLANS FOR FISCAL YEARS 2018-2022:

In FY18, DPP's Facilities Management Division will begin implementation of the City Hall master plan while also continuing to follow the maintenance plan as outlined in the City Hall exterior master plan from the early 2000s. DPP will design and construct elevators for the Triplex, with elevator modernization projects slated for each of the three buildings.

Over the course of the Five Year Plan, the Facilities Management field division will continue to renovate and maintain all fire and police stations throughout the City, based on a full assessment of each facility. Priority lists have been established for installing new kitchens in fire stations, replacing windows and doors

in both police and fire stations, and also making exterior improvements for both. In FY18-19 for example, 22 new kitchens are expected to be installed in fire stations across the city. These projects will coincide with larger capital projects to modernize mechanical, electrical, and plumbing systems.

Major projects for the Real Estate and Planning divisions in FY18 will include the move of the Records Archives and Register of Wills Archives from 30th Street to 5th and Spring Garden. This is a specialized move, due to the nature of the archived materials. Another major project will be the renovation of space at 1101 Market Street to accommodate new initiatives Health and Water department initiatives.



Police Tow Squad renovations in progress.

In FY17, DPP transferred responsibility of parks and recreation capital projects to Philadelphia Parks and Recreation (PPR). This will allow for greater efficiency over the life of the Plan, as PPR is directly responsible for the planning and maintenance of these projects. The Plan also proposes adding three new staff persons to support public safety capital projects. These changes will enable DPP to focus more effectively on the departments for which it bears full maintenance responsibility: Police, Fire, Public Property, and Prisons.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of substantially completed construction projects *	72	18	40	40
Facilities division work order volume	13,563	7,503	13,500	13,500
Percent of work orders completed within service level	81.9%	86.0%	85.0%	90.0%
Percent of customer service survey respondents who rate DPP's service a 3 out of 5 or higher **	N/A			95%

* DPP's Parks and Recreation Team (and its workload) was moved to Philadelphia Parks and Recreation (PPR) on 2/1/17. As a result, DPP is expected to complete fewer projects than originally anticipated. As a result of this change (and the resultant reduction in projects completed within in DPP), Q1 has been adjusted from 21 to 12, and the target for the year has been adjusted from 80 to 40. As a result, numbers for the full FY will reflect DPP's project completions, PPR's projects notwithstanding.

** New measure for FY17. Data only collected once per year.

RECORDS

MISSION

The mission of the Department of Records (DOR) is to provide efficient and effective service to City agencies and the public in the management of City records in the following areas: recording and maintenance of all land title documents in the City of Philadelphia, including the collection of local and state realty transfer taxes and recording fees; management and operation of the City Records Storage Center, which contains the inactive physical business records of all City agencies; copying and form management services for City agencies in the City's Central Duplication facility and photographic services for City agencies by the City's official photographer; and public access to records, including campaign finance filings, financial disclosure forms, public safety reports, land records, City Archives, and City regulation public notices.

DOR accomplishes this work through the following programs:

- **Document Recording:** This program consists of the examination, recording, indexing and mapping of all land title documents in the City and County of Philadelphia, the collection of the local and state real estate transfer taxes, and the collection of recording fees.
- **Records Management:** This program consists of the management and operation of the City's Records Storage Center (RSC), which contains the inactive physical records of all City departments, offices, boards, and commissions.
- **Imaging:** This program consists of Central Duplication, which provides a full range of copying, printing, and binding services to all City agencies and is also responsible for reviewing, cataloguing and maintaining all City forms. This program also includes photography. The City's official photographer is available to all City agencies for events and for photographing conditions of City property for departments such as Water, Streets, and the Department of Public Property (DPP).
- **Public Access to Records:** This program includes six major activities, each of which is centered around making City records available to the public and promoting government transparency:
 - Campaign Finance:* As set forth in City and State campaign finance laws, DOR manages electronic and physical campaign finance filings during each filing cycle throughout the year.
 - Financial Disclosures:* As required annually by state and local law, DOR manages electronic and physical filings of City, State, and Mayoral financial disclosure forms.
 - Public Safety Reports:* DOR provides public safety incident reports to the public for a fee and to City agencies such as Streets and Risk Management.
 - Land Records:* DOR makes all land title records for real estate located in Philadelphia available to the public. These are available electronically, through fee-based web applications, and in hard copy in a public research room that DOR maintains.
 - City Archives:* DOR manages and preserves the City Archives, which is open to the public and provides access to City records of historical and cultural significance that are permanently maintained and stored in approximately 10,000 cubic feet of warehouse space.
 - Regulations.* DOR receives and manages the public filing of all regulations proposed by City offices, departments, boards and commissions, and all bonds required to be filed by any officer or employee of the City. DOR also is responsible for the public advertisement of proposed regulations and for receiving public requests for hearings on such regulations. DOR makes proposed regulations available for public inspection on its website and in paper form.
- **Department Administration:** This program reflects the day-to-day operational management of all DOR programs. It includes the Department's executive office, which consists of the Commissioner, Deputy Commissioner, Budget Officer, Records Operations Manager, and other senior staff.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

The Department's FY17 accomplishments described below all align with the Administration's goal to operate the government efficiently and effectively.

Document Recording: In FY17, DOR, in cooperation with DPP, successfully completed security improvements to the Document Recording Room in City Hall. These improvements, which enhance the safety of DOR employees, include new and replacement countertops and protective glass.



*Document Recording Room, City Hall Room 111
Renovated Customer Service Area*



*Document Recording Room, City Hall Room 111
Renovated Document Intake Area*

Records Management: DOR has continued the effective and efficient management and operation of the City's Records Storage Center, which contains the inactive physical business records of all City Departments, offices, boards, and commissions. A critical part of this operation is the creation, maintenance, and updating of departmental record retention schedules which govern the life cycle of each type of record created and maintained by agencies. Additionally, DOR is purchasing barcode scanners in FY17 in order to significantly modernize the management of the physical records located at the Records Storage Center.

Imaging: DOR successfully maintained a one- to three-day completion rate for all routine and complex duplication assignments in FY17.

Public Access to Records: The Department continued to record Campaign Finance Filings, issue public safety incident reports, and file financial disclosures in FY17. During the first half of the year, 421 Campaign Finance Filings were made; 21,920 public safety incident reports, including Accident Reports, Incident Reports, Police Record Checks, Letters of Good Conduct, and Fire/Rescue Reports were issued; and 82 financial disclosures were filed.

PLANS FOR FISCAL YEARS 2018-2022:

Document Recording: Records will continue to provide a high level of customer service by continuing its goal of recording 100 percent of documents within 24 hours of receipt, and by increasing the percentage of land records recorded electronically from 77 percent to 80 percent. The efficient recording of documents is critical to the collection of City and state revenues and the maintenance of accurate and up-to-date records for the City's land title system, relied upon by the public and City agencies.

FY18 Objectives				
<ul style="list-style-type: none"> • Increase the percent of land records electronically filed (deeds, mortgages, etc.) from 77% to 80%. • Continue to record 100% of documents within 24 hours. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percentage of land records electronically filed (deeds, mortgages, etc.)	75%	77%	77%	80%
Percentage of documents recorded within 24 hours	100%	100%	100%	100%

Records Management: In FY18, DOR will complete a two-year effort to relocate the Records Storage Center and City Archives to a more modern facility, which is scheduled to open in December 2017. A lease for the new space has been signed, and the design, planning and procurement for the move have begun. The new City Archives, which will contain the City's permanent historical and cultural records, will be open to the public and will include programming and exhibition space. The Records Storage Center will contain the City's storage space for inactive business records.

DOR, in cooperation with the Office of Innovation and Technology (OIT), is exploring how to better utilize an existing component of the City's current records management software that allows for electronic records management. To date, DOR has used the software to manage the storage and retrieval of paper records. DOR and OIT have also begun exploring opportunities to collaborate on identifying additional opportunities for moving toward electronic records management and reducing reliance on paper records.

FY18 Objectives				
<ul style="list-style-type: none"> • Destroy remaining 4,000 expired boxes in Records Storage Center from backlog of 12,000 boxes. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of expired boxes destroyed *	N/A	5,000	8,000	4,000

* This is a new measure for FY17.

Imaging: DOR will continue to provide a high level of customer service to City offices through printing, binding, and photographic services, with a goal of increasing the percentage of print jobs turned around in one day from 65 percent to 68 percent. The efficient operation of this program is critical to the operations of City offices that rely on print media.

FY18 Objectives				
<ul style="list-style-type: none"> • Increase the percentage of print jobs turned around in one day to 68%. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percentage of print jobs turned around in one day	63.9%	65.0%	65.0%	68.0%

Public Access to Records: DOR, in coordination with OIT, plans to issue a Request for Proposal (RFP) in FY17 for the development of a new e-Commerce web portal to process traffic accident report requests from the public. This site will replace a portal that is no longer functional. Completion of the portal is targeted

for the second quarter of FY18. This portal will allow for more efficient processing of traffic accident report requests from the public. In addition, in cooperation with DPP, DOR plans to commence and complete installation of security improvements to the Police Report Unit Room located in City Hall, Room 168. These will include new countertops and protective glass, and will enhance DOR employees' safety.

FY18 Objectives				
<ul style="list-style-type: none"> • Increase the percentage of financial disclosures electronically filed (e.g., campaign finance filings, financial disclosures, etc.) from 92% (FY16 year-end actual) to 95%. • Continue to turn around requests for public land requests within one day. • Eliminate the backlog of major customer mail requests for police traffic accident reports. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percentage of financial disclosures electronically filed *	91.80%	63.33%	93.00%	95.00%
Percentage of public land requests turned around within one day	100%	100%	100%	100%
Backlog of major customer mail requests for police traffic accident reports **	N/A		25% reduction	eliminate backlog

* The bulk of financial disclosure filings in FY17 is expected to be filed in April 2017, given the elections occurring in May 2017. There are seven filing cycles in each calendar year.

** This is a new measure for FY17. DOR has added additional staff to help eliminate backlog.

Department Administration:

FY18 Objectives				
<ul style="list-style-type: none"> • Increase percentage of contracts conformed within 30 days after the contract start date to 80%. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percentage of contracts conformed within 30 days after contract start date	79%	77%	77%	80%

REVENUE

MISSION

The Department of Revenue collects tax and non-tax revenue due to the City and tax revenue due to the School District of Philadelphia promptly and efficiently by increasing on-time payments and decreasing delinquency.

Revenue accomplishes this work through the following programs:

- **Policy, Analysis, Executive Direction & Administration:** This program provides leadership for the department as a whole, conducts analyses, sets and informs policy, and ensures that Revenue has the resources it needs, including fiscal and information technology functions and a mailroom.
- **Tax Billing, Accounting, and Customer Service:** This program determines what taxes, fees, and fines people owe, lets people know how much to pay, and processes payments received.
- **Delinquent Tax Collection:** Revenue, in partnership with the Law Department, uses an array of enforcement tools to encourage and compel payment of delinquent taxes, fees, and fines. These tools include placement of accounts with collection agencies, closure of non-compliant business, sale of property through Sheriff's Sales, filing suit in both municipal and common plea courts, sequestration of the rents from delinquent properties, and administration of payment programs.
- **Taxpayer Assistance & Credit Programs:** Revenue provides tax relief to individual homeowners and business taxpayers through this program.
- **Water Billing, Accounting, and Customer Service:** This program determines what water and sewer charges people owe, lets people know how much to pay, and processes payments received.
- **Delinquent Water Collections:** Revenue uses an array of tactics to encourage and compel payment of delinquent water and sewer charges. Enforcement tools include making phone calls, sending letters, placing liens on property, referring accounts to municipal court, placement of accounts with collection agencies, shut-off of delinquent accounts, sale of property through the Sheriff's Office, and administration of payment programs.
- **Water Assistance Programs:** Revenue provides discounted bills to vulnerable residential customers through the Senior Water Discount and, starting in July 2017, a new discount program for low-income customers.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Policy, Analysis, Executive Direction & Administration: In FY17, the Department improved the productivity of the Mail Center by adding new business processes to log and track jobs, realigning staff, optimizing utilization of equipment, and reducing overtime. This achievement was made possible through the creation of a dedicated business improvement unit. The unit, acting akin to an internal consultant and using best practices for process improvement, will be replicating the achievements in the Mail Center across Revenue's operating units.

Department leadership has also worked on two transformative initiatives that are launching in the second half of FY17, the Data Warehouse and the Philadelphia Beverage Tax. The Data Warehouse and Case Management System brings information from internal Revenue systems for Tax, Water, Law, and Collection Agency systems into one place, linking individual and business account information and improving name, address, and contact information. The System will combine account information from City departments, the Commonwealth of Pennsylvania, and the IRS.

With the Philadelphia Beverage Tax (PBT), Philadelphia will become the second jurisdiction in the nation and the first major city with a tax on sweetened drinks. The PBT, effective January 1, 2017, is expected to generate about \$46 million in the second half of FY17 and \$92 million annually to support investments in Pre-K, community schools, and the Rebuild initiative for capital improvements in recreation centers, libraries, and parks. Implementing the tax has required internal and external coordination to ensure that systems are in place to administer the tax and process payment, regulations are developed, and effective outreach to businesses is conducted.

Tax Billing, Accounting, and Customer Service: To encourage on-time payment, the Department has focused on making transactions easier through improved customer service and increased self-service opportunities (such as accessing account information, filing and amending returns, and making payments). In FY17, the Department of Revenue expanded and enhanced eFile and ePay. Improvements include:

- *Adding market-leading tax professional software packages:* Tax Year 2016 returns may be completed using numerous programs, enabling practitioners to complete federal, state, and local Philadelphia taxes in a single step rather than having to prepare Philadelphia in a separate program or on paper.
- *New tax types added to eFile:* In FY17, the Department added the Earnings Tax and the ability to print coupons and pay online, providing an alternative to paper returns. The Department also plans to resolve issues preventing taxpayers from eFiling in certain web browsers in FY17.
- *Free eCheck:* In past years, the Department of Revenue has expanded payment options beyond cash and check to include credit and debit card, ACH, and eCheck. In FY17, to further encourage electronic payment, the Department has eliminated the fee for eCheck.
- *New Cashiering System:* In FY17, the Department will complete installation of a new cashiering system, which will enable quicker deposits with fewer errors.
- *Earlier Billing:* Based on feedback from taxpayers, the Department will continue to provide opportunities for earlier payment of tax bills. For example, Real Estate tax bills were mailed earlier than in prior years to assist taxpayers seeking to take advantage of 2016 federal tax deductions.

Customer service improvements in FY17 include:

- *New Website:* The Department of Revenue launched a new website in December 2016 that is organized based on taxpayer needs, uses plain language, and improves access for those with visual impairments and limited English proficiency.
- *Kiosks for In-Person Service:* In FY17, kiosks were added to the Municipal Services Building concourse, allowing users to access wait times for various services, receive text updates on their status, and request more time if needed.
- *Trauma-Informed Customer Service:* Last year, the Department of Revenue received over 700,000 phone calls and served over 130,000 walk-in customers. Trauma-Informed Customer Service Training is a program designed to help staff understand the impact of trauma and how it affects behavior, provide them with the tools to address difficult customer situations, and practice trauma-informed techniques for customer service and self-care. It will be rolled out to all staff by the end of FY17.

Delinquent Tax Collection: Between FY11 and FY16, the number of delinquent tax accounts shrunk by 25% and the amount of outstanding principal declined from \$402 million to \$328 million, a 20% improvement. Although some of this improvement can be attributed to a recovering economy, the Department also employs a variety of effective enforcement approaches depending on the size and age of the debt and characteristics of the delinquent taxpayer. These include:

- *Increased Sheriff Sales:* In FY16, \$70 million was collected in delinquent Real Estate Tax, \$40 million by co-counsel and \$30 million by Law Department staff, based on the ability to bring properties to Sheriff Sale for failure to pay.

- *Commercial Activity License Revocation (CAL Rev)*: Businesses that repeatedly fail to meet their obligations to the City are not permitted to continue operating with a Commercial Activity License from the Department of Licenses + Inspections (L+I). Most taxpayers opt to comply rather than close. CAL Rev resulted in \$17 million in collections in FY16, a \$1 million increase from FY15.
- *Sequestration*: The Sequestration program identifies delinquent properties with rent-paying tenants and collects back taxes from tenants through a court-appointed Sequestrator (receiver) who will collect rents and manage the property until the debt is repaid. Since its introduction in FY14, Sequestration has collected over \$54 million for the City and School District of Philadelphia.
- *Liens in Other Counties*: Following state legislation enabling the transfer of liens on Philadelphia properties to properties with the same owner in other Pennsylvania counties, a successful pilot, which resulted in the transfer of 250 liens by November 2016, was conducted. The project is being taken to full scale with another 800 properties in the pipeline.
- *Lender Payments for Delinquencies*: In FY17, a pilot with Wells Fargo identified tax delinquent mortgage customers who either do not escrow their Real Estate Taxes or have other property debts. Under this program, the mortgage company made payments on customers' behalf to avoid losing the property and then followed up separately with the customer for repayment. To date, the Department has received approximately \$125,000 in Real Estate Taxes and \$1.5 million in commercial refuse fees. Expansion to other lenders is being explored.
- *Expanded Communications*: Using behavioral science best practices and partnering with academics, the Department is testing the content, methods, and frequency of communications designed to encourage payment. For example, in conjunction with researchers from the University of Pennsylvania, the Department tested six different messages to include in letters to first-time tax delinquents and two letter formats to determine what worked best.

Taxpayer Assistance & Credit Programs: Over the past three years, the Department has expanded the type of tax relief programs it administers. The Department currently provides over \$100 million in tax relief to homeowners through its programs, including the Homestead Exemption, Longtime Owner-Occupants Program, and the Senior Citizen Tax Freeze. In FY17, the Department created a new position, the Administrator of Taxpayer Assistance Programs, to ensure the success of these programs. The Administrator is overseeing the third year of the City's Earned Income Tax Credit (EITC) program, which provides 25,000 Philadelphians with free tax preparation services and encourages Philadelphians to take advantage of the Federal EITC, which offers an average refund of \$2,500. The Department has partnered with academics to test the best content and mechanisms to encourage enrollment.

Revenue also provides relief to business taxpayers through the administration of certain business tax credits, including the Job Creation, Green Roof, and the Community Development Corporation tax credits. In FY17, the Department improved its website and tax credit applications to make applying easier and works both with tax practitioners and businesses to ensure they know how to take advantage of the programs.

Water Billing, Accounting, and Customer Service: As with efforts to improve on-time payment of taxes, encouraging on-time payment of water and sewer charges is dependent upon the ability of the Department to provide high-quality customer service, to communicate clearly what is due and how to pay, and to make the payment process as easy as possible. In FY17, this program accomplished this through the efforts described above, including: the new website, the addition of kiosks for in-person service, the new northeast location, trauma-informed customer service and free eCheck.

To ensure that water customers understand what is due and when, the Department redesigned the water bill in FY17, making the bill easier to understand while still including required language.

Delinquent Water Collections: In FY17, Revenue and Law conducted two pilots to test increased utilization of the Sheriff Sale process as a path to collection, both of which were successful. Additionally, Water delinquency data was successfully integrated into the Data Warehouse so that the Department can efficiently route accounts to the most effective enforcement action. This case management functionality will be used in the second half of FY17.

Also in FY17, the Department restructured the informal water hearing process to allow customers to resolve billing disputes more quickly and easily with an impartial hearing officer. Approximately 25 hearings are held each week, either in person or by phone, with decisions issued within 35 days.

Water Assistance Programs: The Department provides discounted bills to vulnerable residential customers through the Senior Water Discount, which offers age- and income-qualified residential water customers a 25% discount on their bill, and the new Tiered Assistance Program (TAP). This was developed in collaboration with the Water Department and will be replacing the Water Revenue Assistance Program (WRAP). TAP will offer income-qualified residential water customers a discount on their bill, tying their monthly payment to their household income and size. This is the first time that low-income customers without a past due balance will be eligible for a reduced charge. Behavioral science has been utilized to increase enrollment in the Senior Water Discount program and will be incorporated into the launch of TAP to promote enrollment to existing WRAP customers.

PLANS FOR FISCAL YEARS 2018-2022:

Policy, Analysis, Executive Direction & Administration: In the coming year, and over the life of the Five Year Plan, this program will continue providing the leadership necessary to maintain and grow the City and School District's revenue streams. Additionally, in FY18, a major objective will be to maximize the impact of the new Data Warehouse and Case Management system. If this system were a race car, it would be leaving the factory in FY17, and in FY18, Revenue will be training its drivers to produce top results and bringing on expert mechanics to make after-market improvements and additions to continuously improve performance. These drivers and mechanics are actually statisticians, programmers, and other professionals who will ensure that the operating units of the Department are using the new system to its greatest potential. By FY22, the Data Warehouse and Case Management systems will have generated sufficient revenues to pay for its installation, paying the vendor 25% of increased collections until the project cost of \$7.5 million is paid. Revenue expects an increase in collections as a result of this project.

The Department will continue looking for opportunities to maximize revenue collections at the lowest possible administrative cost. In FY18, Revenue will begin efforts to replace the decades-old computer system used to track taxpayer balances and payments; a modern system will be more efficient for users, will be easier to teach to new employees, and is expected to offer self-service options to taxpayers to view account information.

FY18 Objectives				
<ul style="list-style-type: none"> The Department will collect 100% of budgeted tax and water revenues on behalf of the City and School District in FY18. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of revenue projection collected (General Fund)	101%	102.2%	100%	100%
Percent of revenue projection collected (School District)	98%	96.7%	100%	100%
Percent of revenue projection collected (Water Fund)	101.9%	100.5%	100%	100%
Cost per dollar collected – General Fund and School District *	\$0.01	N/A	\$0.01	\$0.01
Cost per dollar collected – Water Fund	\$0.03	\$0.03	\$0.03	\$0.03
Percent of positions filled	89%	86%	97%	97%

* Data tabulated on an annual basis.

Tax Billing, Accounting, and Customer Service: By analyzing data from the Data Warehouse and Case Management system, the analytics team and compliance staff will identify opportunities for generating revenue, either by identifying unregistered accounts and adding them to the tax rolls or making assessments when underreporting is discovered.

By FY22, electronic tax return filing and payment will be available for all tax types. To support this effort, the Plan proposes an investment of \$150,000 annually, which will ensure that all systems related to eFiling and ePayment are continuously updated and that taxpayers have uninterrupted access to payment sites. In FY18, any new tax or fee types added will be implemented with electronic filing and payment, at least one tax type that is currently paper-only will be converted to electronic filing, and an assessment of the usability of existing electronic filing options will be undertaken. The Department will continue efforts to expand the number of commercial tax preparation software packages that include the City of Philadelphia.

Accurate contact information is essential for communicating with taxpayers about their account status and upcoming bills. Pilot projects with electronic payment reminders have been successful, leading the DOR to seek universal availability of email addresses for taxpayers and acquire technology allowing mass and customized communications via text message in FY18. These efforts will be bolstered by the Data Warehouse which will consolidate information about taxpayers and water customers into a single location.

Starting in FY18, the Department will move towards replacing its 32-year-old computer system for tracking tax payments due and owed. The age and technical limitations of the existing system hinder Revenue's ability to quickly respond to legislative changes or make operational improvements, a situation worsened by a shrinking universe of programmers familiar with this outdated language. In FY18, the Department will work with an outside vendor to develop requirements for the new system, and anticipates completion of the new system by the end of FY22.

FY18 Objectives				
<ul style="list-style-type: none"> In FY18, the Department will increase the percent of Real Estate Taxes paid within the calendar year of levy to 94.4%. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of real estate tax collected within calendar year *	94.2%	Data not yet available	94.4%	94.6%
Current year dollar amount collected (General Fund)	\$2,624,251,308	\$1,008,061,395	\$2,750,656,000	\$2,899,376,000
Current year dollar amount collected (School District)	\$866,223,351	\$883,039,000	\$883,039,000	To Be Determined
Client satisfaction with customer service **	Baseline data not available	55.6%	57.0%	58.0%

* This number is for Calendar Year 2015, the most recent year for which 12 months of data is available. The FY17 YTD figure will represent Calendar Year 2016 when 12 months of data are available.

** This measure is the percent of respondents to email and paper surveys who reported either being very satisfied or somewhat satisfied with their service experience. Surveys were begun at the end of FY16, so FY16 actuals not available.

Delinquent Tax Collection: In addition to continuing the programs that have been successful in FY17 and that resulted in collection of more than \$150 million in delinquent tax revenue, Revenue will continue to develop and deploy new enforcement tactics. These will include:

- Utilize the Data Warehouse and Case Management System:* Data developed by the analytics team will be used to predict the likelihood of collection for accounts given different collection tools. Collection staff will be able to maximize collections by routing accounts to the most effective enforcement path.
- Tax Lien Sale Securitization:* In FY18, Revenue will complete a tax lien securitization, designed to accelerate payments to the City and to change the behavior of taxpayers to increase the percentage of Real Estate Taxes collected within the year they are due. One or two subsequent securitizations may be completed by the end of FY22 based on the experience with the FY18 securitizations.
- New Collections Contracts:* In FY18, the Department, in partnership with Law, will utilize existing and newly selected collection agencies and co-counsel to expand the types of debts placed for collections. The Law Department entered into broader contracts with two firms for collection of many kinds of judgments for the first time in FY17. The types of judgments initially selected for referral under those contracts included lead paint fines, L+I Code violations, and tax claims. Law's Tax Unit intends to regularly refer its smaller judgments to outside counsel for collection and to make sure all larger (Major Tax, meaning \$35,000 or more) judgments are either written off or executed in-house.

FY18 Objectives				
<ul style="list-style-type: none"> In FY18, the Department will aim to collect at least \$200 million in delinquent City and School District Taxes and fees. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Dollar amount of delinquent taxes collected (General Fund)	\$107,895,372	\$38,594,642	\$103,884,000	\$106,142,000
Dollar amount of delinquent taxes collected (School District)	\$85,320,032	\$32,778,763	88,290,000	TBD
Percent change in delinquent principal outstanding *	-13.6%	N/A		-10.0%
Percent delinquent Real Estate Tax accounts in “not actionable” status (e.g. in payment agreements, bankruptcy, established within last 90 days, or under appeal) **	27.7%	N/A	27.5%	27.5%
Percent delinquent Real Estate Tax accounts in payment agreements **	25.5%	N/A	25.5%	25.5%

* This measure is reported annually. Historically, this measure has only been reported as an actual. No projections were made for FY17.

** This measure is reported annually.

Taxpayer Assistance & Credit Programs: To increase enrollment in taxpayer assistance programs and maintain participation in payment agreements, the Department plans to expand outreach efforts in FY18 by partnering with other City agencies, such as the Office of Community Empowerment and Opportunity, the Internal Revenue Service, social and financial service providers, and community organizations. The Department also plans to streamline enrollment and add new mechanisms for signing up and receiving reminders, such as text messaging.

FY18 Objectives				
<ul style="list-style-type: none"> The Department will increase the percentage of eligible taxpayers enrolled in assistance programs by 1% in FY18, estimated to deliver an additional \$1 million in relief to Philadelphia homeowners. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of assistance applications processed	17,377	8,965	22,734	25,000
Percent of homeowners receiving relief	78%	78%	78%	79%
Dollar amount of homeowner relief	\$102,943,687	\$101,452,147	\$102,943,687	\$103,000,000
Number of Free Federal Tax Returns prepared to support the Earned Income Tax Credit *	17,224	0	25,600	25,600

*Tax season and EITC tax preparations begin on January 23rd, so the YTD number is 0.

Water Billing, Accounting, and Customer Service: In FY18, Revenue will remain committed to communicating clearly with customers about their upcoming payments and continuing to remove friction from the payment process. To achieve this, the Department will institute:

- *eBilling:* In FY18, Revenue will begin offering electronic bill delivery to all water and sewer customers as an alternative to mailed monthly statements. This added convenience will result in reduced postage and paper processing costs for the Department, estimated to be about \$8 million annually. Additional, the Department expects that eBilling will result in increased electronic payments, which allow for more accurate and timely processing.
- *Water Customer Contact Improvements:* The Department will seek universal availability of email addresses for water customers and acquire technology allowing mass and customized communications via text message. These efforts will be bolstered by the Data Warehouse, which will consolidate information about taxpayers and water customers into a single location.

FY18 Objectives				
<ul style="list-style-type: none"> • In FY18, the Department will increase the percent of Water bills paid on time by 1% to 87%. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of water bills paid in 90 days	86%	86%	86%	87%
Dollar amount of current water bills collected *	\$558,886,280	\$234,400,034	\$581,951,080	N/A
Calls responded to within 24 hours **	99%	99%	99%	N/A

*FY18 estimate not available at time of publication of Five Year Plan.

*The Water Revenue Bureau (WRB) Call Center will be transferred to the Philadelphia Water Department (PWD) and merged with their Call Center in FY18. This will no longer be a Revenue performance measure.

Delinquent Water Collections: Each dollar not collected from past due water bills adds a burden to other customers. In addition to continuing existing enforcement programs, efforts to reduce the burden in FY18 and beyond will include:

- *Placement with Co-counsel & Increasing Sheriff Sales for Water Debts:* Following two successful pilot projects, Law plans to have water liens filed electronically with the Office of Judicial Records and to arrange for attorney fees to be attached to water debt that is collected through Sheriff Sale. As soon as those steps are completed, water debt can be referred to outside counsel for Sheriff Sale, giving a significant boost to collections.

FY18 Objectives				
<ul style="list-style-type: none"> • In FY18, the Department will collect \$34.8 million in delinquent water and sewer charges. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Dollar amount of delinquent payments owed to the Water Fund that are collected *	\$43,614,353	\$24,814,758	\$36,844,740	\$34,800,000
Percent change in delinquent principal outstanding **	-3%	Calculated at year-end	N/A	
Percent of Water accounts in payment agreements**	9%	9%	N/A	

* In FY18 a new low-income assistance program called the Tiered Assistance Program (TAP) will be launched

** Historically, this measure has only been reported as an actual. No projections were made for FY17. Revenue is still determining FY18 target.

Water Assistance Programs: In FY18 and throughout the life of this Five Year Plan, Revenue will continue its efforts to maximize the number of eligible water customers receiving the relief they are entitled to while ensuring that no discounts are fraudulently received. These efforts will include:

- *Launch the Tiered Assistance Program (TAP):* In July 2017, enrollment in TAP will begin. FY18 will be focused on helping existing Water Revenue Assistance Program (WRAP) customers convert to the new program when it is financially beneficial and enrolling eligible, non-WRAP customers in TAP.
- *Expand Senior Water Discount Enrollment:* Working in concert with other departmental efforts to increase utilization of discount programs by low-income seniors, Revenue will continue its efforts to increase enrollment by employing best practices in human-centered design, community engagement, and behavioral science. With the launching of TAP, Revenue will be consolidating enrollment for water assistance programs into a single application, making relief easier to obtain and ensuring customers are offered the best discount for their household.

FY18 Objectives				
<ul style="list-style-type: none">In FY18, the Department will seek to enroll at least 30,000 water customers in the new Tiered Assistance Program.				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of water assistance applications processed *	17,766	9,599	N/A	
Number of water applications approved *	10,865	4,828	N/A	
Number of water applications denied *	6,478	3,165	N/A	
Percent of eligible water customers receiving relief *	N/A			
Dollar amount of water discounts *	\$3,679,307	\$1,639,409	N/A	

* Revenue does not conduct projections for these measures. In FY18, a new low-income assistance program called the Tiered Assistance Program (TAP) will be launched. An estimated 60,000 customers will be eligible. City Grants will no longer be provided. The existing low-income program Water Revenue Assistance Program (WRAP) will not accept any new enrollment.

STREETS

MISSION

The Streets Department provides clean, green, and safe streets in a cost-effective and efficient manner. The Department delivers a number of City services that are critical to maintaining the public health and safety in Philadelphia's neighborhoods. Key services include curbside trash and recycling collection from over 540,000 households; maintenance of 2,225 miles of roadways, including paving, traffic control devices, street lighting and snow and ice removal; and construction and maintenance of 320 bridges.

Streets accomplishes this work through the following programs:

- **Solid Waste Collection and Disposal:** This program is responsible for residential and commercial solid waste collection and disposal, along with street cleaning.
- **Recycling Promotion and Processing:** This program maximizes collection and processing of recyclable materials. Diverting these materials from the solid waste stream reduces solid waste tonnage and increases cost-effectiveness and efficiency. The Department also develops and coordinates education and outreach programs to bolster recycling rates.
- **Sanitation Education, Enforcement and Compliance:** The Department monitors commercial and residential areas to enforce compliance with sanitation code and regulations, and performs outreach to neighborhoods and their representatives to conduct cleaning and beautification efforts.
- **Paving and Roadway Maintenance and Repair:** This program maintains streets, ADA ramps, and roadways by repaving and repairing deteriorating road conditions, including potholes. This program also removes snow and ice and scales back overgrown vegetation that affects traffic flow.
- **Right-of-Way Management:** This program ensures the safe egress of traffic, including vehicles, bicycles, and pedestrians, when streets and sidewalks are closed or detoured due to construction work. This program is also responsible for determining the location, time, method, and manner for openings or excavations of City streets for utility construction and repair.
- **Traffic Engineering, Maintenance and Management:** This program identifies problematic intersections and develops solutions to ensure traffic safety and efficiency in these areas. This program also oversees the installation and operation of traffic control devices and signage.
- **Street Lighting Maintenance and Repair:** This program is responsible for Philadelphia's 100,000 streetlights. Contractors respond to service complaints, inspect lights that are not working, and replace lamps and photo-controls. PECO powers all streetlights and repairs utility lines. City workers repair downed streetlight poles and broken luminaries and replace obsolete equipment.
- **Engineering Design and Construction:** This program coordinates, reviews, and approves private development and roadway, signal, and streetscape projects. Projects are opportunities to develop systemic efficiencies, reduce fuel consumption, and expand bike and pedestrian pathways.
- **City Street Plans and Surveying:** This program studies and revises the City's general street system plans while also maintaining maps of land use, the general system, and street names. This program also maintains street and surveying plans, which are available upon public request.
- **General Administrative Support:** This program is responsible for agency-wide management, including finance, human resources, occupational health and safety, and planning and analysis.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

The Streets Department made significant strides towards achieving strategic objectives in FY17. The Department is meeting or has exceeded expectations for goals outlined as part of last year's Plan, including reduced waste disposal tonnage rates, increased resurfacing miles, and actualization of Vision Zero traffic safety accomplishments and strategic Right-of-Way initiatives.



New and improved BigBelly design with foot pedal.

Solid Waste Collection and Disposal:

As a result of improved waste management efforts, Streets has decreased solid waste disposal tonnage by 2.5% in FY17 compared to the first two quarters of FY16. This has largely been achieved through added emphasis on recycling measures in previously low-performing recycling market sectors and increased use of sanitation convenience centers.

In addition, a new BigBelly advertising contract is being established and will provide dedicated funding for both maintenance of existing BigBelly units and the purchase of new units to expand the network.

Sanitation Education, Enforcement and Compliance: Streets has increased its educational focus by partnering with city elementary and secondary schools to perform student outreach on anti-littering efforts.

Recycling Promotion and Processing: Streets has achieved a 1% increase in the recycling rate thus far in FY17, due to increased processing of electronics, autumn leaves, and hazardous waste materials.

Paving and Roadway Maintenance and Repair: Streets is building on enhanced road resurfacing capacity to reach 131 miles of annual resurfacing by FY24. A total of 63 resurfacing miles has been achieved for calendar year 2016, including 53 miles through City forces and 10 through paving contracts. Approximately 36 miles of the Department's overall total resurfacing miles can be attributed to new, high-performing equipment. Success is also attributable to Fleet Management's efforts to maintain older equipment. In line with the Administration's commitment towards sustainability and alternative transportation, the Department completed installation of 16 miles of new bike lanes and reestablished painted crosswalks and other critical traffic markings throughout the city to promote safety and accessibility. Streets also completed the first segment of the city's first protected bike lanes along Ryan Avenue.

Right-of-Way Management: Streets has increased Right of Way (ROW) Unit staff and activated an online system for web-based submission of ROW permit applications. This has improved productivity and efficiency, allowing for an increased focus on ROW inspections and plan design work. In addition, new street closure fee protocols have been initiated with the objective of incentivizing improved safe multi-modal traffic egress in and around construction and building development sites.

Traffic Engineering, Maintenance and Management: The Department continues to significantly improve traffic, pedestrian, and bicycle safety as part of the City's Vision Zero initiative. It has expanded the use and capabilities of the Traffic Operations Center (TOC) to more fully realize centralized traffic control by connecting signalized intersections to the operations center. The Department reached a milestone of close to one-third of signalized intersections connected to the operations center during this fiscal year.

Traffic calming measures have also been part of Vision Zero. During FY17, the Department has worked to mitigate community safety concerns by focusing on the impacts of traffic speeds and volume. The Department piloted the use of modular removal speed cushions, which allow for the application of speed reduction strategies, along the 2nd and 5th Street corridors in Northern Liberties.

Street Lighting Maintenance and Repair: The Department added roughly 1,500 LED lights over the year. These lights provide significant energy savings compared to traditional sources for the same amount of light. Most demonstrated pilot programs using LED street lights record a 40% to 60% reduction in energy consumption. Assessments indicate that LED lighting installed in city street lights result in at least 10% to 40% less power consumption. In addition, good visibility in both daytime and nighttime conditions is important for most aspects of traffic safety and a sense of overall public safety.

Engineering Design and Construction: Reconstruction of the 41st Street Bridge was completed in FY16, and the bridge was subsequently reopened to the public. The community has embraced the architecturally innovative design, which was developed with community input and reflects adherence to safe and complete streets principles. The Department received the prestigious ACEC/PA Diamond Award for Engineering Excellence and the Chestnut Hill Historical Society Preservation Award for the Willow Grove Bridge Reconstruction and Delaware Avenue Extension projects.

City Street Plans and Surveying: This program continued its partnership with the Department of Licenses + Inspections in making accurate property boundary determinations for issuing building code violation notifications.

General Administrative Support: This program established a new employee limited-duty process to consolidate management of all limited-duty work assignments within one unit, thereby creating a more efficient and effective system. Preliminary indications show that this is increasing safety and decreasing injury costs.

PLANS FOR FISCAL YEARS 2018-2022:

Solid Waste Collection and Disposal: The Department is continually working to improve operations through systematic assessment of alternative methods and technologies in order to maximize long-term operational, economic, and environmental sustainability. The Department joined an interdepartmental Zero-Waste Litter Cabinet task force, which aims to reduce litter and increase waste diversion. These efforts will serve as the basis for a ten-year update to the City's Municipal Waste Plan.

The Department continues to enhance and expand its approach to trash disposal by focusing on sanitation convenience center and BigBelly unit accessibility. New waste management contracts, which are due to be completed in FY19, will focus on alternative waste disposal technologies. The Department will also begin to use an improved litter index system to measure citywide litter cleanliness and to better target areas for proactive waste management. The Philadelphia More Beautiful Program will also expand to establish affiliate agreements with community and business groups, increasing the network and building a unified program that is geared towards community-based litter management, beautification and green initiatives.

FY18 Objectives				
<ul style="list-style-type: none"> Reduce solid waste tonnage by 2.5% in FY18 as a result of innovative waste management improvement efforts. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Tons of refuse collected and disposed	574,330	277,640	571,145	565,500
On-time collection (by 3 PM): trash	84.3%	80.4%	93.0%	96.0%

Recycling Promotion and Processing: As the recycling market has stabilized in recent years, the Department has been challenged to increase the City's recycling rate. The Department will target property owners, landlords, and residents in lower-performing neighborhoods with educational outreach materials.

FY18 Objectives				
<ul style="list-style-type: none"> Maintain the recycling rate average at 21% during FY18 by capitalizing on opportunities to expand the recycling market. This is a challenging objective considering changes to the composition of recycling materials and market impacting the recycling rate. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Recycling rate *	20.5%	21.2%	20.0%	21.0%
On-time collection (by 3 PM): recycling	95.8%	95.3%	97.0%	97.0%

* There is a seasonality component to this rate. Leaf collections in the fall inflate the tonnage, which then normalizes in the remaining months.

Sanitation Education, Enforcement and Compliance: The Department is enhancing its Streets and Walkways Education and Enforcement Program (SWEEP) by upgrading mobile electronic ticketing devices. This will allow the Department to communicate in real time, make data-driven decisions, and enhance citizen engagement in order to enhance enforcement impact and reduce the number of violations.

FY18 Objectives				
<ul style="list-style-type: none"> Reduce the number of sanitation violations by 2% by the end of FY18 as a result of new SWEEP enforcement mobile devices that will provide enhanced citizen engagement and result in proactively addressing concerns before code violations occur. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of citations issued	88,075	38,333	111,905	147,144
Number of contacts and warnings	51,113	18,623	57,023	76,800

Paving and Roadway Maintenance and Repair:

Streets plans to continue to augment roadway resurfacing capacity with the long-term objective of resurfacing 131 miles annually in order to maintain the local street network in a state of good repair. The Department is also enhancing winter storm operations by expanding brining, establishing brining deployment operations for each district, and experimenting with anti-skid roadway surfaces designed to hold brine and salt more effectively than asphalt.



Snow plowing operations in a residential neighborhood.

FY18 Objectives				
<ul style="list-style-type: none"> Resurface a total of 75 miles (1,293,750 square yards) of streets and roadways in the city during FY18 by increasing staff and equipment dedicated to resurfacing. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Miles resurfaced (1 mile = 17,250 sq. yds)	43.0	37.0	55.0	75.0
Pothole response time (days) *	2.0	2.0	3.0	3.0

** Following investment in repaving efforts, performance is expected to improve in future years.*

Right-of-Way Management: As part of overall safe and complete streets initiatives, Streets is focusing strategically on right-of-way (ROW) management efforts for the safe and efficient egress of multi-modal traffic when roads and sidewalks are closed or obstructed. The Department is actively reviewing ROW management codes and regulations and intends to move forward in developing a comprehensive package of reforms that balance construction and development needs with the safe and efficient egress of traffic in the public right-of-way. New enforcement policy changes will also be implemented, resulting in increased assumption of responsibility for review and inspection of commercial property and private development plans. These changes will help to increase the Department's focus on public safety.

FY18 Objectives				
<ul style="list-style-type: none"> Increase the overall number of ROW inspections performed by 10% as a result of new ROW permitting policy changes. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of permits issued	21,646	13,460	23,500	24,000
Number of ROW inspections *	13,865	6,234	12,000	13,200

** Inspections have been increasing annually. If the Department tracks lower in the spring/summer of on calendar year and that carries into fall/winter of the next year, it can impact the FY amount versus the calendar year amount.*

Traffic Engineering, Maintenance and Management: The Department remains a vital component of the City's strategic Vision Zero approach to the overall safe and complete streets transportation network.

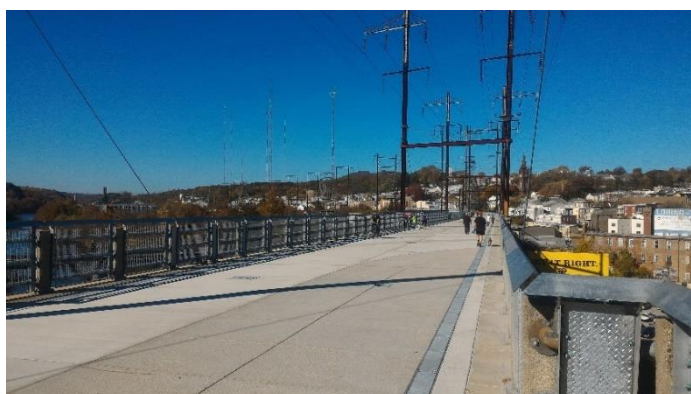
Solutions that focus on the City's most dangerous and problematic intersections and corridors are being developed and are expected to implement traffic calming and redesign measures to prevent speeding and to provide greater refuge to pedestrians and bicyclists. The TOC, which will centralize traffic control and intelligent transportation systems throughout the city, will continue to expand and become integrated with more signalized intersections. This interconnectivity allows for more real-time signal adjustments to improve driver and pedestrian safety and increase street system efficiency.

FY18 Objectives				
<ul style="list-style-type: none"> • Increase the number of signalized intersections connected to the TOC by 2% during FY18. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Average days to repair traffic light	1.0	1.0	1.0	1.0
Average days to repair traffic sign	27	31	29	29

Street Lighting Maintenance and Repair: Streets continues its ambitious plan to modernize the entire City-owned street lighting system with energy-efficient LED lighting components, which consume less power and increase public safety. The Department will continue to move forward with converting streetlights to LED technology and will test new lighting designs in order to maximize output and coverage while also reducing energy consumption and increasing public safety. In addition, the Department will establish a citywide lighting control system in order to minimize maintenance costs and become more proactive with respect to lighting and power loss issues across the city.

FY18 Objectives				
<ul style="list-style-type: none"> • Increase the number of streetlights converted to LED lighting by 2,000 lights during FY18. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Percent of repairs to knock down poles completed within 3 days	95.0%	95.0%	95.0%	95.0%
Percent of repairs to defective luminaries within 13 days	95.0%	95.0%	95.0%	95.0%

Engineering Design and Construction: Streets maintains a highly effective and successful capital program by completing an increasing number of innovative projects in close alignment with the City's Vision Zero and safe and complete streets initiatives. Streets coordinates, reviews, and approves roadways, bridges, signal, and streetscape projects around the city, in addition to private developments. Streets is working proactively to restore multi-modal access to neighborhoods and to close gaps to providing safe egress for pedestrians and bicyclists in key breaks to the city's multi-modal network. In addition, with



Pedestrian and bicycle access bridge depicting the Manayunk bridge trail project near Green Lane.

the average age of City-maintained bridges at 77 years, Streets is increasing its proactive bridge inspections in order to identify structural deficiencies and initiate rehabilitation efforts in order to help prevent costly emergency repairs.

FY18 Objectives				
<ul style="list-style-type: none"> Develop additional expertise of engineering staff in order to decrease reliance on contract work. This is targeted to reduce contractor services by 5% during FY18. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of ongoing construction projects *	N/A	18	15	15
Number of ongoing designs *	N/A	32	20	20

* Lower FY17 estimates and FY18 targets indicate that the Department is completing projects. FY18 targets represent a more optimal workload.

City Street Plans and Surveying: Streets is installing survey control markers throughout the city in order to mark key land surveying property boundary points. Survey control markers are small brass disks that are used in geodetic and land surveying and the Department plans to install a sufficient quantity to provide private surveyors official land reference points from which to mark property corners. Streets intends to install 200 markers during FY18 along designated property line areas, typically along sidewalk curbs, and to continue to install increasing quantities going forward in future fiscal years. The installation of survey markers is significant as these objects were commonly found and used in Philadelphia many years ago and ensured private surveyors could accurately and efficiently determine property boundary lines. Unfortunately, over time, development and deterioration has resulted in markers being lost, thereby impacting the quality and accuracy of private surveying today. This initiative will restore the ability of private surveyors to make consistently accurate property boundary determinations.

FY18 Objectives				
<ul style="list-style-type: none"> Increase revenue for private surveying services by \$1.5 million as a result of planned staffing increases which will allow the program to resume private surveying work. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Average days survey district response time *	34.0	35.0	40.0	50.0
Total cost of survey services provided to others **	\$2,409,317	\$1,291,437	\$2,120,000	\$1,800,000

* The workload volume for this program is expected to increase substantially going forward as a result of increased Streets construction projects. This is projected to significantly increase the overall response time.

** This represents survey services performed for developers and the general public. The variations are as a result of the workload volume increasing and insufficient staffing in the surveying districts to handle it. Streets plans to increase staffing in the program going into FY18 which is why there is a slight increase for that fiscal year.

General Administrative Support: The Department is currently working on enhancing its FUTURE Track Program, which was established in 2013 to help provide work experience for low-income young adults and to help them obtain work skills, learn positive work attitudes, and develop professional work habits. This program has also shown success in transitioning participants to civil service employment through a pilot initiative in 2014. As one of seven departments committed to participate in the first year of the MDO's City as Model Employer strategy, Streets is expanding this concept to establish transitional civil service classes

that will formally bridge FUTURE Track and civil service employment. Streets will also continue to drive process improvements in its fiscal work.

FY18 Objectives				
<ul style="list-style-type: none"> Successfully hire a minimum of three participants of the Department's FUTURE Track workforce development program into civil service employment in FY18. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of operating invoices processed	N/A	2,104	5,000	5,000
Average days to process operating invoices	N/A	4.0	4.0	4.0

SUSTAINABILITY

MISSION

The mission of the Office of Sustainability (OOS) is to coordinate the implementation of Greenworks, Philadelphia's comprehensive sustainability plan, in order to create a healthy, vibrant, and resilient city for all residents, communities, and businesses.

The Office of Sustainability accomplishes this work through the following programs:

- **Greenworks:** Greenworks is the City's comprehensive sustainability plan, covering topics such as climate change, natural resources, air quality, waste management, food access, transportation, and green jobs. OOS works with partners around the city to improve quality of life for all Philadelphians, reduce the City's carbon emissions, and prepare for a wetter, hotter future.
- **Energy Office:** The City of Philadelphia's Energy Office, housed within OOS, manages City government energy operations; strategically procures cost-effective, reliable energy; promotes energy conservation and efficiency within City facilities; and develops and implements projects and programs that promote the efficient use of energy and reduce the City's environmental impact.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Greenworks: In FY17, OOS launched an updated version of the Greenworks sustainability plan entitled, *Greenworks: A Vision for a Sustainable Philadelphia*. Building on progress over the last decade, the updated plan sets eight long-term visions to create a healthier, greener, and more sustainable Philadelphia for all. The plan outlines the City's commitments around healthy food and drinking water access; clean air; clean affordable energy; climate change; quality natural resources; safe and affordable transportation; waste and litter; and sustainability education, stewardship and economic opportunity. A new set of *Greenworks on the Ground* resource guides helps individuals, communities, and institutions take action, while the new online *Greenworks Dashboard* provides up-to-date data on progress.



Launch of Greenworks: A Vision for a Sustainable Philadelphia.

OOS has also supported the development of other sustainability plans. In May 2016, the School District released its first-ever sustainability plan, *GreenFutures*. OOS staff served in an advisory role during the creation of this plan and will continue to provide technical support to the District as the plan is implemented.

Over the last year, OOS collaborated with City departments to further sustainability goals. This work includes partnering with Procurement to advance sustainable procurement of goods, including lighting, paper, and food. The two departments are working on a larger sustainable procurement strategy informed

by best practices in other cities. In partnership with the Department of Public Health (PDPH), OOS received funding to hire a full-time Good Food Procurement Coordinator, who will be housed within Procurement. This coordinator will help create and implement a sustainable food procurement strategy for the City. OOS has also provided support to City departments participating in the capital planning process by developing guidance for incorporating climate science into planning and decision-making. This guidance is outlined in the report, *Growing Stronger: Towards a Climate Ready Philadelphia*.

In FY17, OOS supported the development of policy and legislation to advance the vision set by *Greenworks*. In collaboration with City Council and the Commerce Department, OOS worked to pass two pieces of legislation to promote good corporate citizenship. The first bill revised the Sustainable Business Tax Credit to expand the number of businesses that are eligible and to extend the credit's applicability to include the net income portion of the Business Income and Receipts Tax (BIRT). The second bill built on the existing "Jump Start BIRT" abatement program by offering qualifying sustainable businesses an additional year of exemption from BIRT liabilities. Both were signed into law.

OOS has also continued to implement the program established by Philadelphia's Energy and Benchmarking Disclosure Law (Philadelphia Code section 9-3402), which requires commercial and multi-family buildings 50,000 square feet and larger to report their energy and water usage annually to the City of Philadelphia. For the 2016 reporting period, Philadelphia achieved a 90% compliance rate among commercial buildings. On Earth Day, Mayor Kenney recognized the winners of the year-long Energy Reduction Race, in which benchmarked buildings competed to reduce their energy consumption by at least five percent. The winning buildings are the Iroko Pharmacaeutics Building at 150 Rouse Boulevard (at The Navy Yard), Two Logan Square, and the Comcast Center at 1701 JFK Boulevard.

OOS also manages the Food Policy Advisory Council (FPAC), which worked with the Food Access Collaborative to support the use of the "Food Connect" app at the Democratic National Convention. The application connected hungry residents to more than 11,000 pounds of excess food during the event. FPAC also worked with Parks and Recreation (PPR) to donate excess summer meals to emergency food providers. In partnership with PDPH, PPR, and the Land Bank, FPAC provided project management for a soil safety and urban gardening grant awarded to PDPH from the U.S. Department of Health and Human Services' Agency for Toxic Substances and Disease Registry (ATSDR). The grant supported soil safety workshops educating attendees on simple gardening best practices to reduce exposure to potential contaminants in soil.

Energy Office: In FY17, OOS and the Energy Office began development of an energy master plan for Philadelphia. This plan is designed to increase energy efficiency, renewable energy generation, and energy resiliency in municipal buildings and the built environment. The completed plan is expected to be completed by the end of the first quarter of FY18 and will include strategies for carbon reduction, energy procurement, energy management, financing, resilience, and sustainability co-benefits.

Philadelphia was among the first 22 cities recognized by the U.S. Department of Energy with a SolSmart Bronze designation,³⁸ rewarding Philadelphia's efforts to make installing solar energy in the city faster, easier, and cheaper. These efforts include OOS's work with the Department of Licenses + Inspections and stakeholders to update the expedited solar PV permit standard,³⁹ which was posted in early December 2016.

³⁸ SolSmart is a US Department of Energy program that provides recognition and no-cost technical assistance to help local governments reduce barriers to solar energy growth. SolSmart is a tiered program with three levels of designation in ascending order of distinction: Bronze, Silver and Gold. These correspond to the number and types of actions taken by a locality to reduce solar soft costs.

³⁹ The expedited solar PV permit standard provides a shortened permit process (5 days) for smaller residential solar installations that meet certain criteria. The goal is to make it easier and faster to get a permit for residential solar projects, encouraging more solar development in the city.

The City of Philadelphia and the Delaware Valley Regional Planning Commission were also awarded a joint SolSmart Advisor, who will provide technical assistance to both entities to make additional improvements toward achieving a SolSmart Gold designation.

The Quadplex project was the City's first ever Guaranteed Energy Savings Project, in which the City entered into a contract with an Energy Service Company (ESCO) to install energy conservation measures in City Hall, the Municipal Services Building, One Parkway, and the Criminal Justice Center. This project completed its first year of performance, achieving verified savings of \$1,449,611 and exceeded the project guarantee. The Energy Office monitors building performance and works with building operators to address issues as they arise.

OOS also allocated \$533,000 of its budget to support other City departments' energy efficiency and sustainability projects through Energy Efficiency and Sustainability Funding. Projects funded include LED lighting retrofits at the Philadelphia Industrial Correction Center, recreation centers, fire stations and fleet shops; an expansion of the prison's compost system; and HVAC improvements at Department of Public Health and Office of Homeless Services facilities.

PLANS FOR FISCAL YEARS 2018-2022:

Greenworks: Over the next five years, OOS will work with City agencies, City Council, and other partners to carry out the goals outlined in the new Greenworks plan. This includes implementation of the Greenworks Equity Index, a data-driven approach to identifying areas that have received fewer sustainability benefits and then focusing on context-specific, community-identified interventions to improve outcomes. To begin, OOS will focus on one or two neighborhoods that experience hotter-than-average surface temperatures to work on short-term coping strategies and long-term cooling interventions.

OOS will support the Rebuilding Community Infrastructure initiative by developing energy efficiency, sustainability, and resilience standards for projects and working with the project team to evaluate sites and identify opportunities to incorporate sustainability into each project.

OOS will also work with departments to implement the actions outlined in *Growing Stronger: Toward a Climate-Ready Philadelphia* and advance policies that support climate adaptation. These efforts will include working with the Office of Emergency Management and operating departments to identify critical facilities that are exposed to climate risk and complete resilience audits that identify the changes needed to allow those facilities to function in a hotter, wetter future.

OOS will continue to work with the Procurement Department to advance sustainable procurement policies, including providing guidance and support to the Good Food Procurement Coordinator.

OOS's work with stakeholders in the real estate, environmental advocacy, and energy services sectors to implement the City's energy benchmarking and disclosure law will continue.

FPAC will host a neighborhood-scale composting vessel design competition, promote its good food catering guide, and maintain www.PhillyFoodFinder.org. OOS will also work with FPAC, funders, non-profits and academics to create a shared vision for the Philadelphia regional food system, map out pathways to achieve that vision, and assign metrics to measure progress on those pathways.

New projects include undertaking an alternative fuel vehicle study in partnership with the Office of the Chief Administrative Officer, the Office of Fleet Management, and others. The study will identify what

types of alternative fuel vehicles are appropriate for certain uses, explore additional infrastructure such as charging or fueling stations, and outline financial implications.

In addition, the recent announcement of a \$300 million investment from the state into the Port of Philadelphia creates opportunities to green and clean port activities. Intended improvements include electric cranes to help reduce air pollution. OOS will work with the Port of Philadelphia, Air Management Services, and other partners to identify sustainability measures that the port upgrade can include.

FY18 Objectives				
<ul style="list-style-type: none"> Achieve a 15% increase in outreach touchpoints (social media and people reached). Complete five resiliency audits of city facilities. Achieve a 15% increase in food waste composted and recovered through city activities. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Social media touchpoints *	N/A	179	1,161	1,335
People reached *	N/A	4,345	5,709	6,565
Number of resiliency audits of city facilities completed *	N/A	0	0	5
Food waste composted and recovered through city activities (tons) *	N/A	5.77	7.43	8.5

* New measure in FY17. Baseline data is being collected in FY17.

Energy Office: The Energy Office will continue to support *Greenworks* energy reduction goals through the use of data-driven strategies designed to increase awareness of energy usage and maximize energy savings. These strategies include continued use of the Office’s web-based utility bill management database, where energy use data is collected and shared with City departments. Armed with the ability to track energy use through the database, agencies better understand the opportunities and benefits of energy efficiency. Through its Building Monitoring Pilot Program, the Energy Office monitors building activity for the City’s four largest downtown buildings and communicates with operations personnel to highlight energy waste, help troubleshoot building controls, and highlight operations practices that need attention.

The Office also manages the City’s participation in energy load management programs, like demand response, which allows the City to save money by reducing energy consumption at key times throughout the year, most notably during heat waves when energy use is at a peak. By responding to these events, the City is rewarded with lower energy costs and additional revenue.

OOS continues to measure and verify the City’s first guaranteed energy savings project at the City’s four largest downtown office buildings. The Energy Office has identified additional opportunities for energy efficiency retrofit projects at the Philadelphia Museum of Art (PMA) and will work with partners on an energy performance contract for PMA. OOS will also work with the Streets Department and others to pursue a contract to switch all City street lights to LEDs, which would save energy and money, in addition to contributing to public safety.

Ensuring that the City of Philadelphia is able to purchase energy at an affordable rate is another goal of the Energy Office, which oversees electricity, natural gas and vehicle fuel in its supply portfolio. The Office will continue to monitor this supply and work to minimize price volatility throughout the Plan.

Through the Energy Efficiency and Sustainability Fund, funding will continue to be made available to departments on a competitive basis to support energy efficiency and sustainability projects within City-owned facilities.

With support from the Budget office, OOS piloted an energy incentive pilot program with Fire, Police, Parks and Recreation, Public Property, and Public Health. Through this pilot, departments are rewarded for reducing their energy consumption through shared savings. OOS plans to run another phase of the pilot in FY18.

Over the next five years, once the Energy Master Plan is complete, OOS will work to implement projects, policy actions or other recommendations identified through the plan.

As noted above, Philadelphia and the Delaware Valley Regional Planning Commission were awarded a joint SolSmart Advisor by the U.S. Department of Energy who will provide technical assistance to both entities in order to make additional improvements toward achieving SolSmart Gold designation. OOS will work with the Advisor over a six-month period to implement the City's SolSmart work plan aimed at reducing solar "soft costs" and driving greater solar deployment.

Finally, in conjunction with the Energy Reduction Incentive Pilot, the Energy Office will create a curriculum for City employees to educate them on the energy efficiency work previously conducted in City buildings and how employees can assist in achieving greater efficiency for the projects. OOS plans to participate in new hire orientations, conduct sessions after an energy reduction project has been completed, and assist employees who would like to be more engaged in sustainable practices.

FY18 Objectives				
<ul style="list-style-type: none"> Achieve a 3% reduction in City of Philadelphia facility energy use and cost, including General, Aviation and Water Funds (MBTUs and \$). Achieve a rate of 60% of General Fund square footage participating in energy management practices supported by the Municipal Energy Master Plan. Achieve a rate of 75% of identified City departments engaged in energy management practices supported by the Municipal Energy Master Plan. 				
FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
City of Philadelphia facility energy consumption, including General, Aviation and Water Funds (Million British Thermal Units) *	3.83	0.76	3.68	3.88
City of Philadelphia facility energy cost including General, Aviation and Water Funds (\$ million) *	\$80.8	\$15.5	\$63.8	\$78.3
Percentage of General Fund square footage participating in energy management practices supported by Municipal Energy Master Plan **	N/A	33%	33%	60%
Percentage of identified City departments engaged in energy management practices supported by Municipal Energy Master Plan **	N/A	40%	40%	75%

* Target is based on a 5% reduction in usage from 3-year average for FY14-16. This is a lagging measure; FY17 YTD data is for FY17 Q1 only.

** New measures for FY17. Baseline data is being collected in FY17.

WATER

MISSION

The Philadelphia Water Department (PWD) supports public health by planning for, operating, and maintaining the infrastructure and organization necessary to reliably provide an uninterrupted supply of high-quality drinking water for its customers; meeting household, commercial and firefighting needs; and sustaining and enhancing the region's watersheds and quality of life by treating wastewater to high standards and effectively managing stormwater.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Policy and Public Health: In the first quarter of FY17, PWD instituted the Lead Loan program, which offers customers with lead water service lines a five-year, interest-free loan to cover replacement of those pipes. In addition, during water main relays in the first quarter of FY17, PWD began fully replacing customer-owned lead service lines between the main and the property's water meter. As of August 2016, PWD began advertising contracts that include this work. Previously, PWD replaced customers' lead service pipes from the main to the curbstop and advised customers to replace the remaining pipe between the curbstop and the meter. In October 2016, PWD began notifying customers by mail about impending water main relays in their blocks, alerting customers to the lead service line replacement program's availability.

Water Treatment: PWD's three drinking water treatment plants and three wastewater treatment plants continued to achieve 100% compliance with the Safe Drinking Water Act and National Pollutant Discharge Elimination System permit requirements, respectively.

Water Affordability: In collaboration with Revenue, PWD has begun work on the development and implementation of the Tiered Assistance Program (TAP), which is an income-based water affordability program. The program, mandated by City ordinance, will offer discounted water charges to low-income customers and customers with qualifying special hardships. As of mid-FY17, important milestones include development of customer application forms, partnership with human services agencies to ensure program promotion and awareness, and significant progress on technology and customer service employee ramp-up.

Infrastructure Investment: The Department's FY17 capital budget is \$301 million, with ongoing focus on infrastructure upgrades and maintenance through pipeline monitoring and other methods. In FY16, PWD replaced 27.3 miles of water mains and 10.1 miles of sewers, in addition to improvements to PWD facilities and installation of green stormwater infrastructure. In FY16, PWD also bid, awarded, and began construction of two, 30-million-gallon tanks at the East Park reservoir, at a cost of \$78 million.

Financial Health: In October 2016, PWD successfully issued a series of revenue refunding bonds, which will deliver a net present value savings of \$2.15 million annually of \$29 million through 2035. The Department also earned a rating upgrade from Standard & Poor's in FY17, from A to A+ (Stable). The ratings from the other agencies remained the same at A1/Stable from Moody's and A+/Stable from Fitch.

Consent Order Compliance, CSO/Storm Floor Relief: In June 2016, PWD successfully reached the first five-year milestone in its 25-year implementation of the City's CSO Long Term Control Plan Update, also known as Green City Clean Waters. Under a Consent Order and Agreement with the Pennsylvania Department of Environmental Protection, the City is required to reduce the amount of pollution, including raw sewage, entering rivers and creeks during wet weather. Much of the City's plan is aimed at reducing

the volume of stormwater in the sewer system during critical periods in order to help prevent combined sewer overflows. To date, Green City Clean Waters and other drivers have added nearly 838 greened acres to the city, which help keep 1.5 billion gallons of polluted water out of local rivers and streams each year.

While the first five years of Green City Clean Waters have been successful, significant challenges lie ahead in reaching PWD's 10-, 15-, 20- and 25-year milestone targets. In addition, the Environmental Protection Agency has expressed a desire to make serious changes to PWD's carefully negotiated Consent Order with the State. This will likely result in PWD challenging the EPA's actions in federal court, in order to prevent the EPA from taking such actions.

Customer Service: PWD and Water Revenue Bureau (WRB) Call Centers Merger: The overarching goal of this PWD and WRB merger project is to improve customer service by reducing wait times, reducing the confusion related to having multiple call centers, and strengthening the skill and professionalism of customer service agents. The project includes refining the Water Customer Service Representative (WCSR) job, developing training processes and associated materials, specifying clear performance standards with respect to employee tasks, and identifying performance metrics and associated reports.

Customer Satisfaction Survey: PWD reached out to all of its customers to request their participation in the survey as means for PWD to hear from customers regarding their experiences with PWD's services, water quality, programs, and their interactions with PWD's employees. Approximately 2,000 customers responded, providing the following feedback:

- 76% of PWD ratepayers are satisfied or very satisfied with their experience as a PWD customer.
- 67% of PWD customers are satisfied with the accuracy of their bills and bill-paying experiences.
- 88% of PWD customers report having positive experiences when contacting the PWD customer service team by phone.
- 77% of respondents reported satisfaction with PWD's repair and maintenance work and the efficiency of PWD staff.

Intra-City Street Opening Committee: PWD continues to coordinate with the Streets Department and all other utilities for work in the street, from the capital project design phase to post-project street repairs and repaving. PWD is also working with Streets and Licenses and Inspections to update the sewer connection and inspection process for plumbers, resulting in better connections and long-term sewer and street conditions. This work will help preserve the structural integrity of both City streets and PWD water and sewer infrastructure. Development of the new process is projected for completion by the end of FY17.

PLANS FOR FISCAL YEARS 2018-2022:

Updated Metering Infrastructure: PWD recently issued a Request for Proposal (RFP) to replace its current water metering infrastructure. PWD anticipates entering a 20-year contract, which requires City Council approval and routing through an authority. The age of the current metering transmitters makes their replacement urgent, in order to mitigate risk of interruption of meter-reading capabilities and related provision of service to more than 1.57 million residents. New advanced metering infrastructure (AMI) will allow PWD to deliver more cost-effective service and improved service to customers. The system will offer real-time management for more complete monitoring of the entire system in order to increase operational efficiencies. In addition, new functionality, including tamper and leak detection and meter failure notification will support greater overall system reliability. The current contract expires in September 2017. Therefore, PWD must have a new contract in place by the first quarter of FY18 to maintain service delivery.

Water Affordability: PWD will need to ensure readiness for the implementation of the TAP affordability program by July 2017, as mandated by City ordinance. In addition to the continued work on technology and employee training, it will be critical to ensure that prospective enrollees are aware of the program and understand eligibility requirements and the application process. This will require the development and execution of a public communications and engagement campaign before the end of FY17.

Strategic Plan Update: PWD has begun the process of updating its utility-wide Strategic Plan in order to refine Key Performance Indicators and goals while also supporting the highest standards of customer service and increased operational efficiency. PWD completed its first strategic plan three years ago in 2014 and is completing work to update the original plan by the end of FY17.

Water & Waste Water Master Planning: PWD updated its Wastewater Master Plan to improve its wet weather capacity by planning capital projects to enhance the function of its system. The Master Plan concluded that the current facilities are adequate for projected population growth over the next 25 years. The Master Plan is expected to be updated every five years to ensure that the wastewater system meets regulatory requirements and any changes in population projections. As such, the Department's proposed capital program captures the necessary improvements to our wastewater facilities. From FY18-22, PWD is projecting \$200 million in improvements to its wastewater facilities.

PWD also launched development of a Water Master Plan, which incorporates inputs from employees in science, business, law, and finance, in order to help to safeguard uninterrupted customer access to services.

Finalizing Call Centers Merger: PWD anticipates completion of the physical merger of the call centers by the fourth quarter of FY17, pending approval of the City's Space Committee.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Millions of gallons of treated water	84,573	42,777	97,721	97,721
Percent of time Philadelphia's drinking water met or surpassed state and federal standards	100%	100%	100%	100%
Miles of pipeline surveyed for leakage	682	562	1,110	1,110
Water main breaks repaired	703	411	905	905
Average time to repair water main break upon crew arrival at site (hours)	6.8	6.9	< 8.0	< 8.0
Percent of hydrants available	99.6%	99.6%	99.7%	99.7%
Number of storm drains cleaned	98,105	53,229	100,000	100,000
Constructed greened acres	205.3	76.2	205.0	360.0
Design complete greened acres *	N/A	102.1	426.0	300.0

**This is a new measure for FY17.*

INDEPENDENT/ELECTED AGENCIES

BOARD OF ETHICS

MISSION

The mission of the Board of Ethics is to promote public confidence in City government through its implementation, administration, and enforcement of the City's Campaign Finance, Ethics, Lobbying, and Financial Disclosure Laws. These Public Integrity Laws advance honesty, integrity, and transparency in City government. The Board also serves the public and promotes transparency in government by making detailed campaign finance and lobbying information easily accessible to the public on its website.

The five-member, independent Board of Ethics was established by ordinance, approved by the voters in May 2006, and began work on November 27, 2006. At the core of its mission are training and advice concerning compliance with the Public Integrity Laws so that City officers and employees, candidates and their treasurers, political committees, and entities and individuals involved in lobbying can avoid violations of the Public Integrity Laws. When necessary, the Board investigates complaints and enforces these laws to protect the public interest in a fair and effective City government.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Because of the importance placed on ethics training, the Board has worked to increase its training activity in FY17. The number of classes conducted in all of FY16 was 45. Through December 2016, the Board has already conducted 28 classes and has 24 more scheduled through the end of FY17, for a total of 52 this year. The Board expects that more classes will be added to this number by the end of FY17, bringing the anticipated total number of classes to 60.

During the first half of FY17, the Board completed a major revision of its Regulation 9 on Lobbying. This revision condensed and clarified the lobbying rules and increased the lobbying registration fee from \$100 to \$200 per year. The result is a more accessible and helpful guide to compliance with Philadelphia's Lobbying Law. The Board also completed amendments to its Regulation 1 on Campaign Finance to include changes to the disclosure and reporting requirements in the Campaign Finance Law.

The Board continues to provide informal guidance to requesters on a daily basis. To date in FY17, the Board has responded to 339 requests. It is difficult to predict the volume of these requests in any year because outside factors dictate this workload.

PLANS FOR FISCAL YEARS 2018-2022:

The Board believes that compliance with the Public Integrity Laws is best promoted through training, outreach and easily accessible educational materials. The Board will therefore work during the next five years to maintain and expand the frequency and variety of its training and outreach activity and to continue to be responsive to all formal and informal requests for advice. The Board also plans to enact new regulations to offer clear rules in plain language for compliance with the Public Integrity Laws and to continue offering educational materials and content on its website.

The Home Rule Charter mandates (§ 4-1100) that the Board of Ethics "administer and enforce . . . [the City's] ordinances pertaining to ethical matters." The Board is therefore responsible for the City's Public Integrity Laws, which include the Campaign Finance, Ethics, Lobbying, and Financial Disclosure Laws. The Board manages all components of these four major City laws by deploying its staff efficiently and

effectively to provide training, advice, and compliance assistance to the members of each regulated community and to the public, and, when necessary, to engage in enforcement activity.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of Ethics Training Classes Conducted	45	28	60	60
Informal Guidance Contacts *	2,056	339	1,500	1,500
Penalties Collected **	\$93,950	\$13,150	\$45,000	\$40,000
Lobbying Registrations	196	36	175	175
Lobbying Registration Fees Collected ***	\$24,900	\$3,600	\$42,000	\$42,000

* The volume of informal guidance requests increased from 1,761 in FY15 to 2,056 in FY16. The increase may be the result of an increase in new City employees with the new Administration and the need for guidance to comply with the City's Public Integrity Laws. It is difficult to predict the volume of these requests in any year because outside factors dictate this workload.

** Board staff cannot know when it starts an investigation whether violations will be found and penalties will be imposed. Enforcement actions completed in FY17 may therefore not reach the \$45,500 target. The Board also wishes to note that a higher-than-normal amount of penalties collected in FY16 is related to the fact that there were 22 City elective offices on the ballot in the May 2015 primary election with more than 80 candidates and hundreds of political committees filing campaign finance reports during that election. Most of the penalties imposed were for failure of candidates and political committees to file campaign finance reports as required by the Campaign Finance Law. It is reasonable to assume that the total amount of penalties received in years with no election or with a smaller election will be lower. For example, the amount of penalties collected in FY17 and FY18 for violations of the Campaign Finance Law in the 2017 primary election may be lower because there are only two elective offices on the 2017 primary election ballot and there will be far fewer candidates and committees subject to the Campaign Finance Law.

*** The annual lobbying registration fee was increased by regulation from \$100/year to \$200/year, effective 1/3/2017. Therefore, the total of lobbying fees received in FY17 is expected to increase, but the number of registrations may not increase.

BOARD OF REVISION OF TAXES

MISSION

The Board of Revision of Taxes (BRT) is charged with the function of hearing appeals on real property valuations and addressing exceptions and inequities in those values.

The BRT is an independent, seven-member board appointed by the Board of Judges of the Philadelphia Common Pleas Court. The Board is required to hear assessment appeals. The Board only determines the value for a property when there is an appeal. The Appeals Board hears and renders decisions for real property assessment appeals, unique nonprofit applications, Homestead Exemption appeals, and nunc pro tunc petitions (“nunc pro tunc” means “now for then” and allows property owners to file a petition at the present time for a previous deadline or tax year). The Board of View, an independent, three-member Board appointed by the Board of Judges, hears and renders decisions for condemnation (eminent domain) appeals.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Since the 2014 citywide reassessment, the volume of market value appeals has returned to normal levels. Approximately 4,000 appeals were filed for tax year 2017. Non-oral hearings began in November 2016, and oral hearings began in January 2017. Appeals filed for tax year 2017 will have hearing dates scheduled before the end of the calendar year.

PLANS FOR FISCAL YEARS 2018-2022:

The BRT is looking forward to the new Computer-Assisted Mass Appraisal (CAMA) Software being purchased by the Office of Innovation and Technology. Although the new software is for the OPA, BRT will benefit greatly, since the program comes with an “appeal module” which will improve workflow tracking of appeals and allow those who file appeals to track the status online. The implementation of the new software will streamline BRT’s currently antiquated processes and will increase efficiencies between BRT and OPA. The ways that OPA and the BRT share information are expected to be simplified following implementation of the CAMA system.

CITY COMMISSIONERS

MISSION

The Office of the City Commissioners sets and enforces department policies to administer voter registration and conduct elections in accordance with federal and state voter registration and election laws.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

The Office of the City Commissioners successfully administered the 2016 Presidential Election in the first half of FY17. Presidential Election years are the busiest years of a four-year election cycle. Every function of the Office works to its fullest capacity to serve hundreds of thousands of voters, political campaigns, and advocacy groups.

Increased Output: The 728,577 voters who cast ballots in the 2016 General Election constituted the second highest number of voters in a single election since 1984. The Office processed a record 514,185 voter registration applications during calendar year 2016, including 342,587 applications between July 1 and December 31. This annual registration application total exceeds all prior years for which the Office has reliable records, including the 2008 Presidential Election. The Office mailed out 18,955 absentee/alternative ballots of which 14,914 ballots were returned.

Outreach: The City Commissioners instituted an aggressive outreach program to help mitigate voter confusion prior to the 2016 General Election. The City Commissioners and staff attended events throughout the City and held information sessions to provide voters with pertinent information, register voters, and distribute absentee ballot applications. The Office conducted mock elections so new voters could familiarize themselves with Philadelphia's voting machines. Particular attention was paid to high school students turning 18 and senior citizens who recently moved into care facilities. Election Notices and Polling Place Reminders were mailed to every registered voter to help mitigate confusion on Election Day. The Office also worked with third parties to provide information to voters through non-traditional methods, including placing notices on Philadelphia Gas Works (PGW) and Philadelphia Water Department (PWD) billing statements and producing a public service announcement through Comcast.

Machine Inspectors: The Office's effort to recruit and fill Machine Inspector positions has resulted in the fewest Election Board vacancies since at least FY11. The 127 vacancies year-to-date puts the Office on pace to outperform its original FY17 end-of-year target of 375. There were a total of 1,849 available machine inspector positions in the previous election.

Language Access: The Office of the City Commissioners created a language access plan as required by all City agencies to address language barriers to City services. The Office initiated aspects of the plan in September 2016 with full implementation scheduled for June 2017. Language identification cards have been posted in public-facing offices, supplemental posters and language guides have been distributed to polling places for use on Election Day, staff interpreters have been trained, and the Office now utilizes Language Line Services for year-round telephonic interpretation services. Prior to FY18, staff will be trained on language access procedures and new public guides will be produced in various languages.

Transparency and Open Data: PhiladelphiaVotes.com continues to be a valuable resource for voters, Election Board workers, candidates, and anyone interested in election data. The number of people using the City Commissioners' website continues to grow as features are expanded and as the Office continues its

outreach efforts promoting the website's utility. New features in FY17 include a Machine Inspector Sign-Up Form and electronic nomination petitions. The Office is on track to meet or surpass its goal of 155,000 unique website users in FY17, marking an increase from the 141,959 website users in FY16. Page views during the 2016 General Election increased from 288,125 in the 2016 Primary Election to 359,604 in the 2016 General Election. There was a slight decrease in overall users on Election Day, however: on April 26, 2016 (the date of the Pennsylvania Primary Election), the website was accessed by 22,563 users, while on November 8, 2016 (the date of the General Election), the website was accessed by 20,225 users.

Provisional Ballot Usage: The Office of the City Commissioners took a number of steps to reduce the need for voters to use provisional ballots. Turnout in Presidential Elections is significantly higher than in other election years. Voters who may not have voted in many years participate in Presidential Elections. Voters may have moved or may have had their polling places move since the last time they voted. To combat voter confusion that may lead to the use of a provisional ballot, the Office mailed notices to all registered voters in Philadelphia providing them with their polling place information. The Office also conducted an ambitious voter outreach effort to ensure that residents could register to vote and would, as a result, appear in the voter rolls on Election Day. In FY13, which was the most recent Presidential Election year, 2.54% of votes were cast by provisional ballot. This percentage decreased to 1.22% in the first half of FY16 and is expected to continue to decrease. The Office will be better able to predict usage moving forward as more data is collected.

PLANS FOR FISCAL YEARS 2018-2022:

Efforts to modernize the Office, increase efficiencies, and ensure that the election process is open to everyone will continue to be at the forefront of the Office's efforts throughout FY18-22.

Modernization efforts include, but are not limited to, analyzing the benefits of procuring new voting machines, electronic poll books, and tabulation systems.

The Office will continue to explore best practices for administering elections to ensure that its functions are carried out in a timely yet cost-effective manner. A review of Office processes and administrative rules is being conducted and will lead to the implementation of administrative reforms during FY18-22.

Providing the public with election-related information by way of the City Commissioners' website has been a major focus of the Office. This website allows everyone to have access to the same election data. The Office will continue this work throughout the next five years by taking steps to provide additional data and information in new formats, such as mobile applications.

CITY CONTROLLER

MISSION

The mission of the Philadelphia City Controller's Office is to promote honest, efficient, effective, and fully accountable city government by:

- Providing timely and objective analysis on the availability of funds for all City contracts.
- Preventing inappropriate spending of public funds.
- Providing objective, timely, and relevant information to City officials, the public, and other interested parties about financial operations of the City, and on ways to improve City operations and the use of public resources.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Through the City Controller's reports, investigations, policy initiatives and community outreach, the Office has accomplished several target goals in the first half of FY17 that have made the City of Philadelphia more efficient and effective, including:

Mail Center Investigation: After exposing overtime abuse, improper mail processing and overall wasted funds, the Controller's findings prompted the Department of Revenue to make immediate changes within the Mail Center. As a result, the overtime was reduced significantly, the mail is being processed on time and in an efficient manner, and security measures were taken for inside and outside of the facility.

Contract Compliance: The Pre-Audit's Technical Unit identified savings by finding contractors who attempted to overcharge or misrepresent payments for work they completed on several projects around the city. In addition, the team has continued to provide training to other city departments to help them recognize contractors' overbillings before the payments reach the Controller's Office.

Employee Tuition Program: The Post-Audit Unit pioneered an audit of the complex Tuition Program that found the City failed to collect almost \$100,000 from employees who left employment prior to their two-year commitment. As a result, the Office of Human Resources has utilized the Controller's audit to make necessary changes to the program to ensure it is not abused.

Pension Conversion Plan: The City Controller serves on the Philadelphia Pension Board. After he proposed the innovative Employee Pension Income Conversion (EPIC) Plan that could reduce the Pension Fund's liability by \$1 billion, the Philadelphia Pension Board took steps to request that the Board's actuary examine the impact of the City Controller's plan and for the Law Department to examine its legality. In addition, the Controller presented it to the various municipal union leaders.

Retirement Security Initiative: In what stemmed from a report issued by the Policy Unit about Philadelphia's Retirement Outlook, the Controller's Office has become the national leader on the discussion of retirement strategies and plans for employees who do not have access to a plan through their employer. The Office hosted a symposium with AARP and the University of Pennsylvania where the City Controller's proposals were analyzed by industry experts across the country. In addition, the Controller's Office hosted an event through Young Involved Philadelphia that engaged the City's millennial population to start thinking about the future of their retirement.

Anchor Procurement Initiative: The Policy Unit continued its work to provide support across several industries that can benefit by providing resources to the City’s large Education and Medical institutions. Recently, the Policy Unit connected Metropolis Farms with city leaders and education institutions in an effort to boost the availability of fresh local produce as well as help create a new green-tech industrial cluster with nearly limitless demand.

Financial Education in the Community: The Community Affairs Division coordinated Financial Wellness Fairs in Rhawnhurst and Frankford that provided educational resources directly to these communities. Resources included housing counseling, retirement planning, and credit counseling, among others. In addition, the Office coordinated a financial literacy program for an assembly of students at Edison High School. The program included music and instruction.

Fraud Awareness Outreach: The Community Affairs Division provided 34 sessions of fraud awareness presentations at various community events and senior housing facilities across the city. Hundreds of attendees received free information regarding the latest financial scams targeting Philadelphians of all ages.

Student Mentor Program: The Office continued its mentor program with students from Philadelphia Electrical and Technology Charter School. This ongoing program is an opportunity for students to gain real-life experience conducting a mock audit and learning about various careers in government.

PLANS FOR FISCAL YEARS 2018-2022:

The City Controller’s Office will continue to conduct annual audits for all City departments as well as produce the Comprehensive Annual Financial Report, conduct a Single Audit of grants revenues, and provide opinion on the City’s Five Year Financial Plan. In addition, the Controller’s Office will continue to conduct performance audits, investigations, and policy reviews.

FY18 Performance Measures – <i>Post-Audit Division</i>				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Staff utilization (Chargeable hours* / Total available hours)	100%	100%	100%	100%
<i>Staff utilization chargeable audit hours *</i>	74%	72%	76%	76%
<i>Staff utilization chargeable administrative hours *</i>	26%	28%	24%	24%
Number of audit engagements completed	49	N/A	49	51
Number of special outside requests for audits	3	2	4	4
Number of annual hours of training per auditor	47	20	40	40
Percentage of staff with CPA license	32%	31%	32%	33%
Number of recommendations made **	244	N/A	260	260
Number of financial statement errors identified ***	37	N/A	35	35

* An hour is “chargeable” if it can be charged to an audit.

** Includes all types of audits and special reviews.

*** Includes both the City and School District CAFR Audits.

FY18 Performance Measures – <i>Pre-Audit Division</i>				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Staff utilization	100%	100%	100%	100%
Number of payment vouchers examined *	25,997	24,966	N/A	
Dollar value of payment vouchers *	\$4,581,584,880	\$2,337,915,121	N/A	

* Unable to project estimates for FY17 year-end and FY18 target because the data is based on external departments' budgets and expenditures.

FY18 Performance Measures – <i>Fraud Unit</i>				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Number of annual hours of training per investigator/auditor	N/A			20
Investigation Resolution Rate	N/A			75%
Investigation ROI (Identified losses & savings / unit salary costs) *	N/A			50%
Number of cases of significant public interest or legal actions (Major Cases)	4	2	4	5
Professional Certification Rate (number of certs / employees) **	0.4	0.6	0.5	0.75

* 30% unit turnover will impact investigation ability until personnel are fully trained.

** 30% unit turnover to date affected rate.

FY18 Performance Measures – <i>Policy Division</i>				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Staff utilization	100%	100%	100%	100%
Average number of years of policy experience	5	6	6.5	N/A
Percent of staff with advanced degrees	40%	67%	67%	N/A
Percentage of projects closed *	50%	75%	75%	N/A
Percent of projects completed within expected time goal	100%	100%	N/A	
Dollars of cost savings/revenue generating ideas identified **	\$89.0 M	N/A		

* Several projects are multiyear initiatives, such as Anchor Procurement.

** \$89 million in revenues from fully realized Anchor Procurement Initiative (API); difficult to quantify impact on revenues of Retirement Security Initiative. API is a multi-year initiative.

CITY COUNCIL

MISSION

The 1951 Home Rule Charter established City Council to serve as the legislative arm of Philadelphia municipal government. City Council consists of seventeen Members. Ten Councilmembers are elected by District, and seven are elected by the City at-large. Each Member is elected for a term of four years with no limitations to the number of terms that may be served.

DESCRIPTION OF MAJOR SERVICES

City Council is the City's legislative body, with the power to make law by enacting ordinances. City Council is responsible for reviewing and adopting the Mayor's proposed annual operating and capital budgets and the six-year Capital Program. Through its review process, City Council may amend the proposed budgets, either during the budget process itself, or later by separate legislation.

City Council also authorizes the issuance of bonds that the City or some of its related agencies may sell from time to time. City Council determines its own rules of procedure and its hearings and meetings are open to the public. City Council is also responsible for making or confirming certain appointments.

DISTRICT ATTORNEY

MISSION

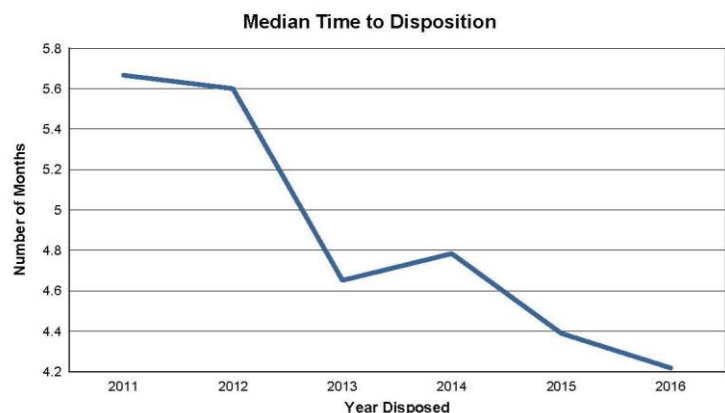
The Philadelphia District Attorney's Office (DAO) provides a voice for victims of crime and protects the community through zealous, ethical, and effective investigations and prosecutions. The Office is the largest prosecutor's office in Pennsylvania and one of the largest in the nation, serving more than 1.5 million citizens of Philadelphia. The Office employs over 600 individuals, including approximately 300 attorneys, and is responsible for handling around 200,000 cases annually. The Office is organized into seven divisions: Trial, Pre-Trial, Juvenile, Law, Administration & Technology, Investigations, and Gun Trafficking & Community Engagement.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Diversion: The DAO continues to offer diversion in a significant number of misdemeanor cases as an alternative to traditional prosecution. In addition, SMART rooms provide an early resolution of felony cases prior to their being scheduled in a trial room. In SMART rooms, the DAO turns over mandatory discovery (police paperwork) and makes reasonable negotiated guilty plea offers to the defendants through counsel. The offer is the lowest and best offer that the defendant will receive. The defense then has a limited time to accept or reject those offers. If the offer is accepted, the defendant enters a plea and is sentenced immediately, negating the need for a trial listing. If the offer is rejected, the rejection is placed on the record and absent extenuating circumstances no further negotiations occur. This process disposes of felony cases efficiently and prevents a backlog of cases in the trial courtrooms and on the judges' calendars. As a result of these efforts, the DAO has saved taxpayer money, decreased pretrial incarceration, as well as arrest to disposition times, helped to ensure that the right people are incarcerated, and restored efficiencies in the criminal justice system for victims of crime.

MacArthur Grant: The DAO continues to work collaboratively with its criminal justice partners within each of the seven Implementation Team subcommittees in achieving the MacArthur Safety and Justice Challenge's goal of a 34% reduction in the jail population. Specifically, the DAO expanded criteria to dispose of felony cases in the Early Resolution program, increased eligibility for felony drug offenders in The Choice is Yours program and DUI Treatment Court, supported efforts to readdress bail for offenders unable to pay due to economic circumstances, and continues working with the courts towards improving case flow and management throughout the criminal justice process, including during an offender's probation period.

Misdemeanor Docket Outcomes



The Early Resolution (ER) program was an initiative created to resolve felony level cases quickly. Although these cases technically met the statutory requirements of a felony charge they often would be resolved by a misdemeanor conviction. Rather than proceed directly with a preliminary hearing and all of the associated logistics of prosecuting a felony crime, in these types of cases the DAO extends an offer to resolve the case by a misdemeanor plea at a special ER listing. The ER listing is held directly after arraignment. If the defendant rejects the offer, then the case proceeds to a preliminary hearing. Within the last year, the DAO has added additional felony cases to the program. In these cases, although a higher level felony is charged initially, the DAO will offer a negotiated plea to a lower-graded felony.

The Choice Is Yours is an alternative to incarceration program that diverts – before trial -- first-time nonviolent offenders who sell drugs. Instead of being sent to prison, the defendants are provided with services and support designed to address their criminogenic needs. Services include assistance in securing job training and placement, preparation for GED exams and other educational opportunities. The program provides mentoring and other assistance as dictated by participant need such as help with housing, child support and public benefits. Support is offered during a multi-week orientation and throughout the program.

The DAO made changes to the eligibility of DUI Treatment Court allowing for an increased number of offenders to participate. The program focuses on providing substance abuse treatment and case management services for DUI offenders facing mandatory periods of incarceration ranging from ninety days to one year in custody due previous drunk driving convictions. Rather than serving the entire mandatory sentence in custody, a significant portion is served on house-arrest while also participating in rehabilitative services. Individuals who would normally have been disqualified for having ineligible prior offenses are now permitted to participate through a joint DUI Treatment Court – Intermediate Punishment tier. DUI-IP requires additional days in custody but is still significantly below the mandatory period while providing additional probation oversight. Additionally, the DAO added an extra layer of case review to better identify eligible participants to both Treatment Court and DUI-IP.

Expungement Petitions: The DAO has devoted significant resources to better facilitate expungements in Philadelphia. To further achieve this goal, several staff members participated in a major weekend workshop. In addition, the Office has dedicated many hours to this endeavor.

Juvenile Life Without Parole Resentencing: In conjunction with support from the City, the Office's staff is working to further this important project. In addition, the DAO's staff developed review and resentencing protocols that are being requested and used by jurisdictions throughout the country. Significant staff hours have been required for reviewing, consulting, comforting the family members of the victims. This also includes requesting and reviewing, in many cases, over 30 years of department of corrections records on each of the defendants. In addition to the actual homicide Assistant District Attorneys and staff working on the resentencing of each juvenile life without parole defendant, the DAO's Post Conviction Relief Act (PCRA) Unit and Federal Litigation Unit's caseload have increased significantly due to their handling of an additional 300 PCRA petitions and Federal Habeas petitions from juvenile defendants serving life sentences and seeking resentencing hearings.

PCRA Unit: The DAO's PCRA Unit has seen a dramatic increase in its normal caseload. In addition to the increase resulting from the Juvenile Life Without Parole petitions, the Unit continues to review the 1,352 post-conviction petitions filed by the public defender involving arrests made by any of six indicted officers and anticipates receipt of an additional 400+ PCRA petitions that represent the backlog from the First Judicial District.

The Office has continued to enhance public safety by reducing median case time from arrest to disposition and furthering the development of Focused Deterrence, for which staff members also contribute volunteer hours. The Office continues to seek innovative, dynamic, and meaningful initiatives based on best practices.

PLANS FOR FISCAL YEARS 2018-2022:

Enhanced Conviction Review Unit: The DAO is committed to conviction review and is in the process of increasing the number of staff assigned to this independent Unit of the Office. A senior attorney has recently been named Director of the Unit, and another prosecutor with several years of investigatory and prosecutorial experience has joined the Unit full-time.

Expansion of EDiscovery Capabilities: The Office implemented eDiscovery throughout the criminal justice system in Philadelphia. This allows for the electronic transfer of discovery materials through a portal developed by the First Judicial District (FJD) and that can be accessed by defense counsel. The process moves the City closer to the goal of a more paperless environment. Electronic discovery has been utilized in the majority of criminal trial cases for several years, with the exception of homicide cases, although, the paperless transfer of homicide discovery has been included recently in the DAO's eDisco system. Due to the complex and voluminous discovery materials inherent in homicide investigations, further enhancements are required to incorporate large files into the system and allow transfers between the parties. Discovery materials often include video or other digital evidence. Working internally and with the FJD, DAO anticipates having the capability to fully incorporate large file cases into the eDiscovery system within the next few months.

Body-Worn Cameras: The Police Department is expected to increase its use of body-worn cameras over the next few years. As a result, the DAO expects an increased volume of discovery, especially large file eDiscovery.

Technology in the Courtroom: As technology becomes more sophisticated and the court's and public's expectations require the increased use of technology during trials, the DAO's equipment needs are greater than they were in the past. Not only must the Office maintain existing equipment, but the Office must also keep up with evolving upgrades as well as additional demands from the trial division for projectors, screens, laptops, iPads, and applicable software.

FY18 Performance Measures			
Measure	Calendar Year 2015	Calendar Year 2016	Calendar Year 2017 [Projection]
Median time to disposition for felony Common Pleas dockets (months)	8	7.5	7.5
Median time to disposition for misdemeanor Municipal Court dockets (months)	4.4	4.2	4.2
Percent of misdemeanor cases resolved through diversion programs	29.2%	27.6%	28.0%
Percent of cases diverted out of Charging Unit *	20%	20%	20%
Percent of felony Common Pleas cases resolved through early offer disposition in a Smart Room	19%	20%	20%

** The Charging Unit is responsible to review police investigations including all available discovery, and assess incoming cases for criminal charges. The unit identifies cases for early diversion, handles arraignments, and argues conditions of bail.*

FIRST JUDICIAL DISTRICT OF PENNSYLVANIA

MISSION

The mission of the courts of the First Judicial District of Pennsylvania (FJD) is to adjudicate cases according to their jurisdiction and ensure fair, timely, and accessible justice to the citizens and litigants in the City and County of Philadelphia. The First Judicial District of Pennsylvania is composed of two courts which make up the Philadelphia County Court System: the Court of Common Pleas and Municipal Court.

The Court of Common Pleas is made up of the following divisions: Trial Division, Family Division, Orphans' Court, and the Office of the President Judge. The Municipal Court includes the Criminal and Civil Division and the Traffic Division.

PLANS FOR FISCAL YEARS 2018-2022:

The FJD requests that readers of this Five Year Plan view FJD's 2015 Annual Report⁴⁰ using the link to the FJD's website, www.courts.phila.gov/reports. This comprehensive document details accomplishments, performance measures, and goals and objectives for each court and division, along with the services and programs provided to the citizens of Philadelphia. Additionally, the FJD is pursuing its own Strategic Plan and Five Year Plan, and highlights of that report will be included here when completed.

Below are some of the highlights and divisional overviews of the court system.

Court of Common Pleas: The Civil Trial Division continues to further its pursuit of excellence in case management in an efficient and productive manner. The Civil Section's ongoing effort to provide access to justice was actualized by the implementation of innovative and progressive case flow management systems, continuous education for judges and support staff, and the creation of appropriate pre-trial forums and technological advancements. The following accomplishments confirm the strong judicial leadership, the high level of judicial productivity and the commitment of the civil judges to the goals and objectives of the various civil case management programs.

- Ninety percent of all civil cases were disposed or were otherwise resolved within the case processing time standards established by the American Bar Association (ABA).
- A compliance rate of 96% for commercial cases disposed of within the ABA 24-month standard.
- Ninety-three percent of mortgage foreclosure cases disposed or otherwise resolved within ABA time standards.

The Criminal Trial Division continued its commitment to the administration of justice and reform by partnering with other justice stakeholders to achieve measurable outcomes. Pretrial and case management restructuring is reducing the percentage of incarcerated individuals awaiting trial to reflect national averages. Increasing collaboration across the criminal justice system aims to reduce the overall prison population and address racial- and economic-based biases across the system.

The Family Court Division consists of the Juvenile Branch and Domestic Relations Branch. FJD's annual report provides a detailed listing of the numerous day-to-day operations, initiatives, programs and outcomes

⁴⁰ At the time of publication, FJD data was only available for calendar year 2015. More recent data is expected to be available in late winter/early spring 2017.

of the Philadelphia Family Court. Philadelphia continues to be a model court in both the Juvenile Branch and Domestic Relations Branch by implementing widespread reforms that are both physically and socially responsible. The Juvenile branch has jurisdiction over delinquency, dependency, truancy, termination of parental rights and adoption proceedings. The Domestic Relations Branch has jurisdiction over paternity establishment; child and spousal support order establishment, order modification and enforcement; custody; divorce and domestic violence matters.

Jurisdiction in the Orphan's Court Division covers a wide range of matters including, but not limited to, guardianships of minors and incapacitated persons and their estates, descendants' estates, marriage licenses, powers of attorney, and nonprofit corporations committed to a charitable purpose. In addition, the Orphans' Court oversees appeals from the Register of Wills, including will contest, as well as matters involving both inter vivos and testamentary trusts. These matters constitute the more traditional jurisdiction of the Court and are performed with such efficiency that this litigation goes mostly unnoticed by the general bar and public, but to the litigants and society, the Court provides reasonable expectation, closure of extremely contentious matters and vindication of the rule of law.

Municipal Court: The Criminal Division continues its reform initiatives by proactively participating in the MacArthur Foundation Safety and Justice Challenge. The Criminal Division also continues to collaborate with FJD's justice partners to bring about additional reforms.

Statistical review: Case dismissal rates have declined by 56% from 2007 to 2015 and cases Held for Court have increased to 60.7% in 2015. Annual clearance rates of felonies and misdemeanor cases have consistently exceeded 100% since 2007. A clearance rate over 100% means that more cases are being disposed than are filed (new cases) for the same period, thereby reducing the overall inventory

Goals: The Criminal Division continues its involvement in the expanded FJD reformation project and is actively involved in the Preliminary Arraignment System (PARS) Rewrite / Renovation, the Bail Reform project, and continued reviews of measuring case flow management and performance.

The Civil Division continues to enhance access to justice with technological advancements highlighting the Division's commitment to serve the citizenry.

Statistics: The Civil Division processed 85,670 Landlord/Tenant, Small Claims, Code Enforcement, and Transfer of Judgment cases and Dispositions totaled 98,829.

Goals: The Civil Division continued to provide access to justice by making Municipal Court Civil Litigation Automated Internet Information Management System (CLAIMS) available to pro se litigants and offering a comprehensive training session and training materials. The Division convened a working group of landlord and tenant representatives to explore additional avenues to ensure access to justice for unrepresented individuals, and implemented a pilot program to address consumer credit card debt.

The Traffic Division was established by Act 17 of 2013 of the Pennsylvania General Assembly. Act 17 transferred the jurisdiction of the Philadelphia Traffic Court to the Philadelphia Municipal Court. In 2015, over 6,770 individuals walked through the public entrance of the Traffic Division on a weekly basis, for a total of 352,128 annually.

REGISTER OF WILLS

MISSION

The mission of the Register of Wills is 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. The Register of Wills is an elected official.

The Office is comprised of the Register of Wills Division and the Clerk of Orphans' Court Division.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

The Register of Wills' public strategic plan is achieved by the following:

- The efficient probating of estates and granting of letters testamentary and letters of administration.
- The issuance of short certificates and collection of additional estate fees and research fees.
- The collection of probate fees.
- The collection of inheritance taxes for the Commonwealth of Pennsylvania.
- The jurisdiction over decedent, trust, and guardian accounts filed.
- The issuance of marriage licenses.

Starting in August 2016, the Register of Wills and the Clerk of Orphans' Court had a fee schedule increase.

Effective January 2017, the Register of Wills started the exploration of a restoration project to restore original files that are in need of repairs. The office is working with the Office of Chief Administrative Officer and the City's Chief Grant Officer to find sources of funding, donations, and grants to assist in the cost and implementation of this project. Additionally, the Register of Wills is exploring a Restoration Fee for all new filings to assist with this expense.

PLANS FOR FISCAL YEARS 2018-2022:

By having a full complement of staff, the office can continue its Strategic Plan and its outstanding reputation of efficiency and customer and user friendly services for all citizens. All citizens seeking services will continue to be treated in a fair, respectful, and understanding manner. The Register of Wills will maintain a professional atmosphere with outstanding customer service. The Office will also continue its history of having a diverse workforce.

FY18 Performance Measures				
Measure	FY16 Actual	FY17 YTD	FY17 Estimate	FY18 Target
Probable estates	5,462	2,597	5,394	5,394
Mail-in research	5,312	2,162	4,870	4,870
Walk-in research	3,517	1,252	2,306	2,306
Title Co. research	16,352	7,540	15,646	15,646
Inheritance tax receipts	9,726	4,758	9,656	9,656
Short certificates for probate	16,331	7,647	16,088	16,088
Issuing of marriage licenses	9,906	5,259	10,087	10,087
Accounts filed - Trust, Guardian, Decedent	164	52	123	123

SHERIFF

MISSION

The Office of the Sheriff of the City and County of Philadelphia is responsible for providing safety to all who enter Philadelphia's eight court facilities, including judges, jurors, defendants, witnesses, courtroom personnel, and the public. Courts are secured by 300 deputies, including bicycle and K9 units. The Office manages all First Judicial Court-ordered foreclosures of property, including mortgage and tax sales, and carries out orders of the Court, including protection from abuse, confiscation of property, and evictions.

ACCOMPLISHMENTS FOR FISCAL YEAR 2017:

Through Sheriff Sales, the Sheriff has increased delinquent tax and fee revenues. Among other accomplishments, the Sheriff instituted an internal investigations unit and significantly reduced the time it takes to purchase a property through Sheriff's Sale. To protect the public interest, the Sheriff created an internal investigations unit, produced written policies and procedures, and requires that all expenditures be audited each month.

PLANS FOR FISCAL YEARS 2018-2022:

Court System Protection: The Sheriff is the primary enforcement arm of the County's court system. On behalf of the First Judicial District, the Sheriff provides protection for the judges, juries, and other participants in Philadelphia's Court System. Deputies are assigned to at least 80 courtrooms and security posts in the criminal, civil, municipal, and family courts. The bicycle unit, which began as a three-bike unit, has expanded to 14 bikes. The K9 unit featuring explosive- and drug-sniffing dogs continues to protect court facilities and perimeters.

Prisoner Transport: The Office transports 93,000 prisoners from County jails to the courts annually.

Writs and Warrants: The Sheriff serves writs and warrants at the direction of the Courts. These include writs for confiscation of property and evictions. At the request of the City and the First Judicial System, the Sheriff assumed control of the 40-member Warrant Unit. In FY16, the Warrant Unit made 4,412 arrests, executing 6,678 warrants. Of these, 908 were for non-payment of child support, 640 were for protection from abuse, and 1,680 were for probation violations.

Sheriff's Sales: The Office conducts Sheriff's Sales on mortgage- and tax-delinquent properties. A fifth Sale was added in FY16. Each month, over 2,000 properties are put up for sale in Mortgage Foreclosure, Tax Delinquent, and Tax Lien Sales. In FY16, 7,026 properties were sold at auction. In addition, the length of time that a purchaser of a property must spend waiting for a deed has been reduced from over 60 days to an average of 15 days. The Sheriff's website provides real-time data on all properties in Sheriff Sales. In FY16, over 195,000 people accessed this information.

Asset Recovery: After a property is sold, settled, and all liabilities and debts have been paid and recorded, a defendant (the owner of record at the time the court ordered the sale) may recover any excess balance remaining on the account through the Sheriff's Defendant Asset Recovery Team (DART). In FY16, a total of \$2.2 million was refunded. Since its inception, the DART unit has refunded over \$10 million.

Community Assistance: To help citizens avoid having their property put into Sheriff Sales, the Sheriff has held over 28 English and Spanish seminars for homeowners. In addition, in order to help protect children, the Sheriff has distributed 2,000 free gun locks.

HOW PHILADELPHIA BUDGETS

BUDGET OVERVIEW AND PROCESS

THE OFFICE OF THE DIRECTOR OF FINANCE

The Director of Finance is the chief financial and budget officer of the City and is responsible for the financial functions of the City, including the development of the annual operating budget, the capital budget, and capital program; the City's program for temporary and long-term borrowing; supervision of the operating budget's execution; the collection of revenues through the Department of Revenue; the development of accurate and fair property tax assessments through the Office of Property Assessment; and the oversight of pension administration as Chairperson of the Board of Pensions and Retirement. The Office of Budget and Program Evaluation (OBPE) within the Office of the Director of Finance oversees the preparation of the operating and capital budgets. Once the operating and capital budgets are adopted, OBPE is responsible for monitoring operating spend by expenditure class code and department and capital budgets, including projects, budget lines, funding, historical records of bid awards, cost overruns, as well as other fiscal and project information.

OPERATING BUDGET

Submitted on an annual basis, the Operating Budget is comprised of a consolidated budget of all the operating obligations and expected revenues of the City. The Home Rule Charter requires the Operating Budget to be adopted by City Council at least thirty days before the end of the fiscal year. The City's fiscal year begins July 1st and ends on June 30th of the following calendar year.

The operating funds of the City, consisting of the General Fund, nine Special Revenue Funds (County Liquid Fuels Tax, Special Gasoline Tax, Health Choices Behavioral Health, Hotel Room Rental Tax, Grants Revenue, Community Development, Car Rental Tax, Acute Care Hospital Assessment and Housing Trust Funds) and two Enterprise Funds (Water and Aviation) which make payments into and receive payments from the General Fund, are subject to annual operating budgets adopted by City Council. Included with the Water Fund is the Water Residual Fund. These budgets appropriate funds for all City departments, boards, and commissions by major class of expenditure within each department. Major classes are defined as: personal services (Class 100); purchase of services (Class 200); materials, supplies, and equipment (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 that does not have a probable useful life to the City of at least five years are deemed to be ordinary expenses provided for in the annual operating budget ordinance. Appropriations for the use of any departmental board or commission are made to the department with which it is connected.

Expenditure Classes	
Class 100	Personal Services
Class 200	Purchase of Services
Class 300	Materials & Supplies
Class 400	Equipment
Class 500	Contributions, Indemnities, Taxes
Class 700	Debt Service
Class 800	Payments to Other Funds
Class 900	Advances; Other Miscellaneous Payments

The appropriation amounts for each fund are supported by revenue estimates and take into account the elimination of accumulated deficits and the re-appropriation of accumulated surpluses to the extent necessary. All transfers between major classes (except for materials and supplies and equipment, which are

appropriated together) must have City Council approval. Appropriations that are not expended or encumbered at year-end are lapsed.

The annual review process for the operating budget has several stages. The process begins with the gathering of information on exogenous variables. This is followed by the Budget Call, where departments are required to submit their budget requests, including the following information: previous fiscal year actual expenditures, current estimates, the proposed current budget, the Five Year Plan estimates, and information on personnel projections. The information is also sorted by major class and fund as legally required. Departments submit their budget requests, which are compiled and used by OBPE to discuss departmental requests with the departments (including potential areas of expenditure reductions or revenue measures) and make budgetary recommendations to the Mayor.

At least 90 days before the end of the fiscal year, the operating budget for the next fiscal year is prepared by the Mayor and must be submitted to City Council for adoption. Once the budget review process is over, OBPE assembles the proposed budget which is submitted to Council in the form of a budget ordinance. Once the budget ordinance is introduced in City Council, the Operating Budget Detail is prepared and distributed in time for the annual City Council budget hearing process.

CAPITAL BUDGET AND CAPITAL PROGRAM

The capital program serves as a blueprint for capital expenditures and facilitates long-range planning for capital improvements in the City's physical and technology infrastructure, community facilities, and public buildings. The capital program is prepared annually by the City Planning Commission and OBPE to present the capital expenditures planned for each of the six ensuing fiscal years, including the estimated total cost of each project and the sources of funding (local, State, Federal, and private) estimated to be required to finance each project. The capital budget ordinance, authorizing in detail the capital expenditures to be made or incurred in the ensuing fiscal year, is adopted by City Council concurrently with the capital program. The capital budget must be in full conformity with that part of the capital program applicable to the fiscal year that it covers.

The capital funds of the City consist of General Obligations bonds and self-sustaining revenue bonds, funding from other sources, including Federal and State government, and private sources. These funds are appropriated by department and project through the major class real property (Class 600).

Expenditure Class	
Class 600	Real Property

The first year of the Capital Program, the Budget year, reflects funds to be appropriated by City Council. Years two through six of the Capital Program represent the plans of the City and its partners to continue necessary capital investment activities and, in significant instances, to begin to prepare for investment in new facilities and major rehabilitations.

The annual review process for capital spending requests and recommendations has several stages. All departments requesting capital funding must submit a formal annual request to the City Planning Commission. In addition to their annual capital requests, the agencies are required to present their capital needs over a six-year period. After the submission period is over, the City Planning Commission and OBPE meet with each agency, analyze the capital requests, and recommend projects for the Six Year Capital Program. According to the City Charter, at least 120 days before the end of the fiscal year, the City Planning Commission shall prepare and submit to the Mayor a recommended capital program for the ensuing six

years and a recommended capital budget for the ensuing fiscal year. The capital program is reviewed by the Mayor and transmitted to City Council for deliberation and adoption. The Home Rule Charter requires the Capital Budget and Program to be adopted by City Council at least thirty days before the end of the fiscal year.

The chart below notes the differences between the operating budget versus the capital budget:

Operating Budget and Five Year Plan	Capital Program and Budget
Annual Budget, which is included in five year Plan for longer-term fiscal stability	Annual Budget, which is included in six-year Program for future planning purposes
Funding does not carry forward from prior years	Carryforward funding from year to year
Includes all City departments	Only includes City departments with capital projects
Funding by expenditure classes as well as fund types (for example, General Fund and Grants Revenue Fund)	One class with different funding sources (for example, GO funds and private funds)

Recommendations for the operating budget and capital budget are made in concert. For example, in order to support the purchase of specialized vehicles in the Streets Department for repaving within the capital program, the Five Year Plan provides additional specialized mechanics for the Office of Fleet Management to ensure these vehicles are maintained. Moreover, additional vehicles are recommended to be purchased for the Fire Department and the Streets Department to support their operating needs, and should reduce overtime challenges from vehicle shortages.

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.

COUNCIL APPROVAL AND ADOPTION

The Charter requires that, at least 30 days before the end of each fiscal year, City Council must adopt by ordinance an operating budget and capital budget for the ensuing fiscal year and a capital program for the next six years. The operating budget and capital budget bills must be signed into law by the Mayor like any other ordinance, although the Charter does authorize a line item veto for budget bills.

A sample timeline is shown below:

Month	Stage	Description of Tasks	Parties Involved
November 15	Normal Operations	First Quarterly Budget Report due to PICA.	OBPE, PICA
Mid-November	Budget Call	Send out exogenous memos requesting five year projections for fixed costs (SEPTA, Utilities, Disposal, Space Rental, Debt Service, Pensions).	OBPE, City Departments
November – December	Budget Call	Internal deliberations on revenue options and budget levels for departments to establish preliminary levels for FY18-22 budget call.	OBPE
Mid-December	Budget Call	Fixed cost estimates due.	OBPE, City Departments
Late December	Budget Call	Initial proposed budget levels sent out to departments as well as excel forms for departments to request additional funding.	OBPE, City Departments
January 12	Normal Operations	Second Quarterly Budget Update due.	OBPE, Departments

Month	Stage	Description of Tasks	Parties involved
Mid-January	Budget Call	Preliminary Budgets due.	City Departments
Late January	Budget Meetings	Preliminary budgets reviewed.	OBPE
January 25 – February 15	Budget Meetings	Meetings with departments on preliminary budgets and second Quarterly Budget updates.	OBPE, City Departments
Early February	Budget Discussions	Internal deliberations on results from departmental meetings. Recommendations for Mayor prepared.	OBPE
February 15	Normal Operations	Second Quarterly City Manager’s Report due to PICA.	OBPE, PICA
Late February	Budget Discussions	Meetings with Mayor/Chief of Staff to review recommendations and make final decisions on the Mayor’s proposed operation budget.	OBPE
Early March	Budget Address & 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
Late March – May	Council Hearings	City Council Hearings on the Five Year Plan and Operating Budget.	OBPE, City Departments
April 11	Normal Operations	Third Quarterly Budget Update due.	OBPE, Departments
May 15	Normal Operations	Third Quarterly Report due to PICA.	OBPE, PICA
May – June	Council Hearings	City Council holds two readings, and passes the budget.	OBPE, City Council
June	Budget Signed into Law	Mayor reviews and acts on bills.	Mayor

A sample timeline for the capital budget is shown in the following chart:

Month	Stage	Description of Tasks	Parties involved
October – November	Budget Call	OBPE and City Planning Commission (CPC) send Budget Call Memo to all Departments for new FY Budget. Memo includes guidelines and instructions on how to submit Department budget requests. Departments submit request information. OBPE meets internally to discuss Department requests relative to carry-forward amounts.	OBPE, CPC, City Departments
Mid-November – Mid-December	Budget Meetings	Capital budget meetings with departments. Departments present project requests for a six-year program to the OBPE, CPC, and other interested stakeholders.	OBPE, CPC, City Departments
December 15-26	Budget Formulation	OBPE compiles information into a consolidated budget.	OBPE
January	Budget Discussions	OBPE, CPC, and the Department of Public Property meet to discuss requests. OBPE compiles the carry-forward Budget Requests to be included in the new Budget.	OBPE, CPC, City Departments
January – February	Budget Formulation	Revisions to the budget are made to balance the budget and program.	OBPE
Mid-February	Budget Formulation	Recommendations for the Mayor are prepared.	OBPE, CPC

Month	Stage	Description of Tasks	Parties involved
February 16-23	Budget Formulation	Meetings with Mayor/Chief of Staff to review draft recommended capital program and budget.	OBPE, Mayor's Office, CPC
Late February	Budget Formulation	Prepare recommended capital program and budget.	OBPE, CPC
Early March	Budget Address and Delivery	Prepare Recommended Capital Program and Budget ordinances. Transmit Ordinances to Mayor and City Council.	Mayor's Office, City Council, OBPE, CPC
March	Council Hearings	City Council holds hearings in regard to the budget. Budget Office, City Planning and Departments respond to City Council's inquiries.	City Council, OBPE, CPC
April – June	Budget adjustments (if necessary)	Make changes to recommended Capital Budget and Program. Prepare and transmit final ordinance amendments to Mayor and City Council.	City Council, OBPE, CPC
May – June	Normal Capital Operations	City Council holds two readings and passes the budget.	City Council, OBPE, CPC
July	Normal Capital Operations	Prepare, produce, and distribute Final Capital Program document.	OBPE, City Departments

BASIS OF BUDGETING AND FINANCIAL POLICIES

BASIS OF BUDGETING

Each Financial Plan reflects balanced budgets for each fiscal year of the City. All revenue and appropriation estimates are on a modified accrual basis in accordance with generally accepted standards.

Revenues are recognized as soon as they are both measurable and available. The City considers tax revenues to be available if they are collected within 60 days of the end of the current fiscal year. Expenditures are generally recorded when a liability is incurred, as in the case of full accrual accounting. Debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due; however, those expenditures may be accrued if they are to be liquidated with available resources.

The City, through the Office of Budget and Program Evaluation (OBPE) estimates General Fund revenues. OBPE provides forecasts of the six major taxes, as well as the estimates for the other categories. OBPE employs a number of approaches to developing its forecasts of local revenues:

- Forecasts of economic activity provided by several sources including the Congressional Budget Office and the Blue Chip Economic Indicators;
- Continuous evaluation of national and local economic data on employment, inflation, interest rates, and economic growth;
- Continuous monitoring of the City's current tax receipts;
- Tax revenue forecasts provided by a revenue forecasting consultant;
- Discussions with economists at the Federal Reserve Bank of Philadelphia; and
- The extensive experience of its staff within the Office of the Director of Finance and OBPE.

OBPE's tax projections for the Five Year Plan are developed in conjunction with a revenue forecasting consultant, which created econometric models that include variables such as wage and salary disbursements in the metropolitan statistical area (MSA) and the city, personal income in the city, the unemployment rate, house prices in the city, real estate transaction growth, and national corporate profits. These models, together with their forecasts, are used by the consultant to project tax revenues for the City with a focus on six taxes – Wage and Earnings Tax, Parking Tax, Business Income and Receipts Tax, Real Estate Transfer Tax, Sales Tax, and Net Profits Tax. These projections are refined by OBPE after discussions with the Revenue Commissioner, Chief Assessor, and Finance Director, and with economists at a meeting hosted by the Federal Reserve Bank of Philadelphia.

Estimates of revenues to be received from the Commonwealth are based on historical patterns, currently available levels, and on levels proposed in a budget by the Governor. Likewise, estimates of revenues to be received from the Federal Government are based on historical patterns, currently available levels, and on levels proposed in a budget by the President of the United States or in a Congressional budget resolution. Non-tax revenues are based on current or proposed rates, charges or fees, historical patterns, and generally recognized econometric models. Expense estimates include, at a minimum, all obligations incurred during the fiscal year and estimated to be payable during the fiscal year or in the 24-month period following the close of the current fiscal year, and all obligations of prior fiscal years not covered by encumbered funds from prior fiscal years.

All cash flow projections provide for operations of the City to be conducted within the resources projected and are based upon assumptions as to sources and uses of cash. These assumptions include, but are not limited to, assumptions as to the timing of receipt and expenditure of cash and the issuance of tax or revenue anticipation notes of the City. All estimates take into account past and anticipated collections, expenditure and service demand experience of the City, and current and projected economic conditions.

Budget schedules prepared on the legally enacted basis differ from the General Accepted Accounting Principles (GAAP) basis in that both expenditures and encumbrances are applied against the current budget, adjustments affecting activity budgeted in prior years are accounted for through fund balance or as reduction of expenditures, and certain inter-fund transfers and reimbursements are budgeted as revenues and expenditures. A difference between the City's fund balance on a GAAP and budgetary, or legally enacted, basis can arise when, for example, taxes are collected mid-year (e.g., April 2017) 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 (FY17), on a GAAP basis only half of the revenue can be accounted for in that fiscal year (FY17). The other half of the tax revenue would need to be accounted for in the next fiscal year (FY18). 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").⁴¹ 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

⁴¹ Philadelphia is the only city of the first class in the Commonwealth.

estimates of revenues, expenditures, and cash flows by covered funds compared to budgeted revenues, expenditures, and cash flows by covered funds for each month in the previous quarter and for the year-to-date period from the beginning of the then-current fiscal year of the City to the last day of the fiscal quarter or month, as the case may be, just ended. Each such report is required to explain any variance existing as of such last day.

PICA may not take any action with respect to the City for variances if the City (i) provides a written explanation of the variance that PICA deems reasonable; (ii) proposes remedial action that PICA believes will restore overall compliance with the then-current Five Year Plan; (iii) provides information in the immediately succeeding quarterly financial report demonstrating to the reasonable satisfaction of PICA that the City is taking remedial action and otherwise complying with the then-current Five Year Plan; and (iv) submits monthly supplemental reports as required by the PICA Act.

Under the PICA Act, any such certification of non-compliance would require the Secretary of the Budget of the Commonwealth to withhold payments due to the City from the Commonwealth or any of its agencies (including, with certain exceptions, all grants, loans, entitlements and payment of the portion of the PICA Tax, hereinafter described, otherwise payable to the City).

EXPENDITURE POLICIES

Balanced Budget: Under the Charter, the budget must be balanced. This means that the total amount appropriated in the budget must not exceed the projected revenues to be raised by taxes and other measures. While Council is free to amend the budget, the Mayor's estimate of the value of anticipated revenues is binding, and the budget cannot exceed it. If actual revenues fall short and a deficit occurs, the shortfall must be made up in the next fiscal year. The budget is not effective, and no funds may be spent under it, until it is balanced (refers to budget, not to variances during the year).

Debt Issuance: The City can issue general obligation debt, backed by the full faith, credit, and taxing power of the City, subject to voter approval and subject to adherence to the Commonwealth Constitution. The Constitution limits the amount of the City's outstanding general obligation debt (not including self-supporting general obligation bonds for revenue producing facilities) to 13.5% of the immediately preceding 10-year average of assessed value of taxable real property, with debt greater than 3% of the immediately preceding 10-year average of assessed value of taxable real property having to get voter approval. The City also issues tax-supported obligations through its related authorities (Philadelphia Authority for Industrial Development, The Philadelphia Municipal Authority, and the Redevelopment Authority of the City of Philadelphia), which is repaid through annual rental payments (appropriated each fiscal year) from the City's General Fund to the related authorities to cover debt service. The City Treasurer also oversees the issuance of revenue bonds for the Water and Sewer Department, the Aviation Department, and Philadelphia Gas Works (PGW), which are not included in the City's calculations of General Fund fixed costs. The Office of the City Treasurer and the City Solicitor's Office coordinate their activities to ensure that all debt is issued in compliance with federal, state, and local laws. The City intends to follow general principles for debt issuance, including the following:

- Other than for refunding, general obligation debt should only be issued for capital projects that are authorized in the Capital Program.
- The life of debt should not exceed the projected average life of the asset with a maximum of 30 years.
- Principal should generally be amortized to achieve approximately level debt service; however, principal repayment can be structured to result in more rapid amortization (front-loaded debt service).

- For tax-supported debt, principal amortization should generally be structured to reach a target of 50% of all outstanding principal scheduled to be repaid within 10 years. Consideration for a longer scheduled principal repayment percentage should be given if asset life is significantly longer than 30 years.
- Long-term debt obligations should generally be callable in no later than 10 years to allow flexibility to refund bonds if interest rates decline.
- Debt should generally be limited to serial and term maturities but can be sold in the form of capital appreciation bonds (CABs) or other forms if market conditions warrant.
- Any premium above par received from the sale of bonds should be used to pay the costs of issuance or be deposited into the Sinking Fund Account for payment of debt service.
- The City will aim to fund a portion of routine capital projects in each year's capital program with pay-as-you-go financing.

Debt Management: In order for the City to monitor the City's debt levels and overall financial flexibility (balance between fixed costs and available resources), the Office of the City Treasurer monitors and manages to certain self-imposed ratios related to debt service and other fixed costs as a percentage of budget. The largest fixed cost in the City's General Fund budget is the payment to amortize the City's unfunded pension liability. The Executive Director of the Sinking Fund Commission is responsible for making debt service payments.

- Tax Supported Debt Service plus Long Term Obligations as a percentage of General Fund and Debt Service Fund Expenditures should not exceed 15%.⁴²
- Tax Supported Debt Service as a percentage of General Fund and Debt Service Fund Expenditures should not exceed 12%.⁴³
- 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%.⁴⁴
- 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%.⁴⁵

⁴² Tax-Supported Debt Service is defined as debt service on general obligation bonds and other tax-supported debt (including PICA debt service) less any self-supporting general obligation debt. Long-Term Obligations include the MMO (excluding Normal Costs), amounts payable by the City under the Convention Center Operating Agreement among the City, the State, and the Pennsylvania Convention Center Authority (\$15 million annually), and other fixed costs such as the Eagles Stadium Operating and Expense Reimbursement (\$7 million to \$12 million annually).

⁴³ This ratio is looked at without pension obligation debt service because by issuing pension obligation bonds, the City substitutes one fixed liability (pension costs) for another (debt service).

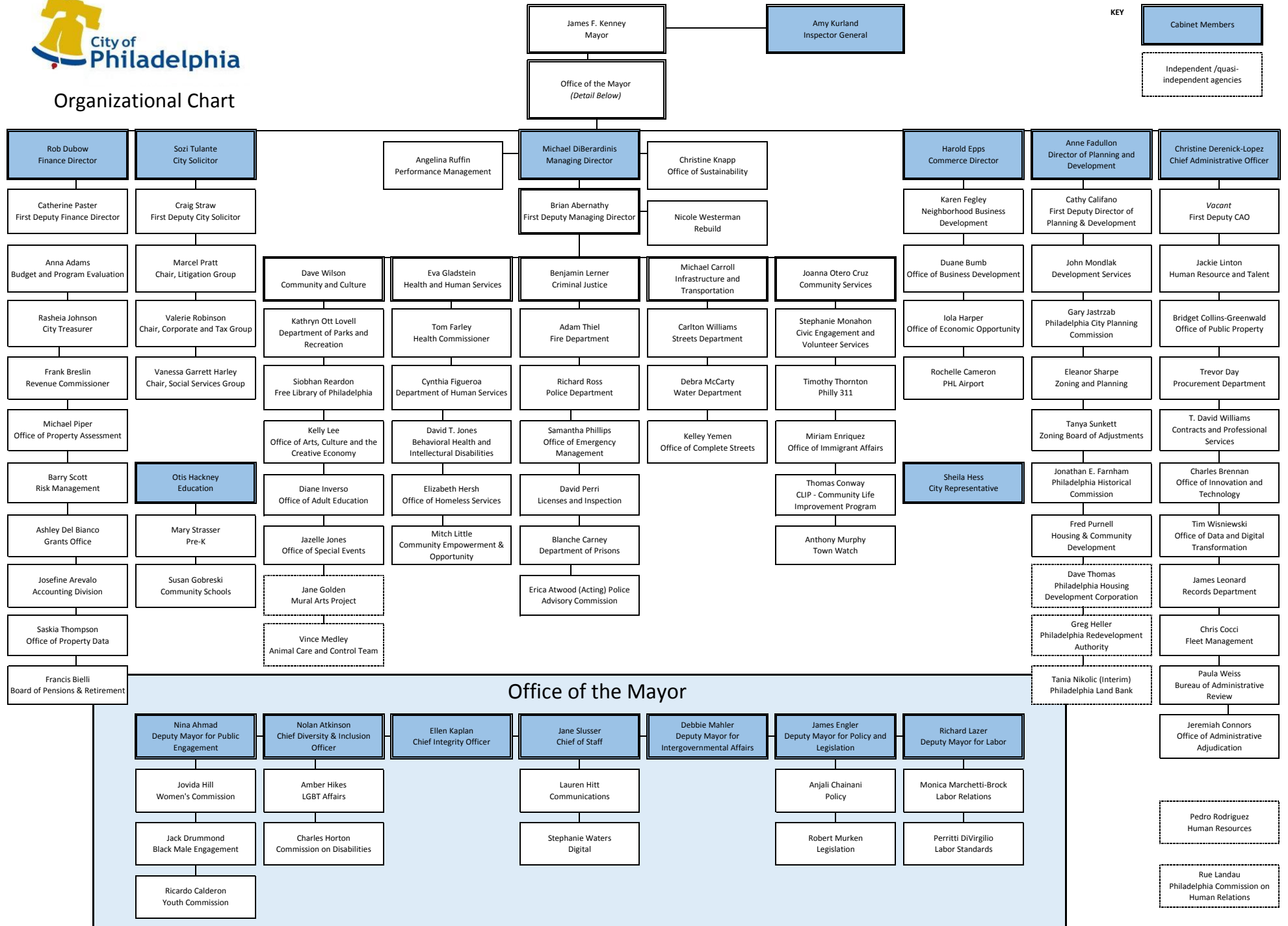
⁴⁴ According to Moody's, debt service as a percentage of expenditures frequently ranges from 5% to 15%; S&P states that 8% to 15% represents a moderate debt burden, and Fitch Ratings states that debt service above 10% of budget for cities and counties can create budgetary competition.

⁴⁵ This limitation should be calculated separately for General Fund-supported debt, Airport Revenue Bonds, Water and Wastewater Revenue Bonds, and Gas Works Revenue Bonds. When deciding whether to issue any variable rate debt, historic averages of cash balances should be evaluated to confirm that the financial flexibility is available if interest rates rise or in the case of hedged variable rate debt, if there is a dislocation between the swap rate and the bond rate.

CITY OF PHILADELPHIA ORGANIZATIONAL CHART



Organizational Chart



GLOSSARY

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 representing the adopted budget and supporting information.

Appropriation – The total funds allocated to a department, as approved by City Council, to make expenditures and incur obligations for specific purposes. An appropriation is usually limited in amount and duration (usually one fiscal year for the operating budget and six fiscal years for the capital budget).

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 2018 (FY18) will begin July 1, 2017 and ends June 30, 2018.

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.

General Obligation Debt – A general obligation bond (GO) is a municipal bond backed by the credit and taxing power of the issuing jurisdiction rather than the revenue from a given project. General obligation bonds are issued with the belief that a municipality will be able to repay its debt obligation through taxation or other revenues. No assets are used as collateral.

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 nonprofit organizations.

Long-term Obligations – Commitments the City has made that require the expenditure of funds after the current fiscal year. These commitments include outstanding debt, long-term leases, and pension payments to retirees.

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

GENERAL FUND SUMMARY TABLES

**City of Philadelphia
General Fund
FY 2018- 2022 Five Year Financial Plan
Summary by Class**

<u>Expenditure Class</u>	<u>Actual FY 16</u>	<u>Budgeted FY 17</u>	<u>Projected FY 17</u>	<u>Projected FY 18</u>	<u>Projected FY 19</u>	<u>Projected FY 20</u>	<u>Projected FY 21</u>	<u>Projected FY 22</u>
Class 100 - Wages	1,562,629,197	1,565,831,450	1,592,989,529	1,621,032,633	1,632,543,866	1,640,324,180	1,640,877,667	1,641,269,449
Class 100 - Benefits	1,181,264,999	1,229,793,961	1,258,611,363	1,307,799,345	1,362,296,257	1,412,002,343	1,452,484,691	1,495,290,173
Class 200 - Contracts / Leases	822,159,379	896,925,892	899,599,786	932,688,678	937,192,117	961,397,728	979,409,171	999,558,741
Class 300/400 - Supplies, Equipment	92,086,073	109,127,541	108,259,709	107,926,199	109,438,498	110,844,020	112,347,191	111,237,879
Class 500 - Indemnities / Contributions	192,728,861	189,394,917	189,444,917	194,679,581	193,371,841	194,372,219	193,615,091	195,107,709
Class 700 - Debt Service	132,089,447	153,950,119	153,950,119	157,322,070	183,295,370	203,473,353	211,435,822	220,880,842
Class 800 - Payments to Other Funds	32,838,888	32,064,020	32,278,020	36,026,394	37,657,080	39,369,391	41,167,533	43,055,937
Class 900 - Advances / Misc. Payments	0	10,000,100	100	20,000,100	30,000,100	40,000,100	50,000,100	60,000,100
Total	4,015,796,844	4,187,088,000	4,235,133,543	4,377,475,000	4,485,795,129	4,601,783,334	4,681,337,266	4,766,400,830

<p align="center">City of Philadelphia FY 2018 - 2022 Five Year Financial Plan General Fund Summary by Department</p>								
Department	Actual FY 16	Budgeted FY 17	Projected FY 17	Projected FY 18	Projected FY 19	Projected FY 20	Projected FY 21	Projected FY 22
Art Museum Subsidy	2,620,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
Atwater Kent Museum	273,470	294,817	298,444	301,897	302,912	304,161	304,161	304,161
Auditing	8,411,871	8,431,962	8,492,547	8,949,215	8,967,735	8,990,515	8,990,515	8,990,515
Board of Ethics	924,707	1,071,403	1,082,118	1,095,489	1,096,517	1,097,782	1,097,782	1,097,782
Board of Revision of Taxes	995,224	955,554	968,712	1,048,926	1,050,852	1,053,221	1,053,221	1,053,221
City Commissioners	10,095,472	10,039,785	10,679,262	9,911,167	9,477,355	9,765,596	9,765,596	9,584,596
City Council	15,512,500	16,725,293	16,884,565	17,107,546	17,107,546	17,107,546	17,107,546	17,107,546
City Planning Commission	2,390,786	2,539,728	2,537,796	0	0	0	0	0
City Representative	1,068,844	1,125,111	1,005,906	1,217,420	1,218,372	1,219,543	1,219,543	1,219,543
City Treasurer	1,114,956	1,180,726	1,188,766	1,203,537	1,205,536	1,207,995	1,207,995	1,207,995
Civil Service Commission	179,973	179,476	181,205	196,970	198,056	199,392	199,392	199,392
Civil Service Comm - Provision for Future Labor Obligations	0	10,000,000	0	20,000,000	30,000,000	40,000,000	50,000,000	60,000,000
Commerce	4,668,598	4,809,700	4,914,026	5,402,596	4,904,485	4,906,808	4,906,808	4,906,808
Commerce - Convention Center Subsidy	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Commerce - Economic Stimulus	3,294,448	3,354,448	3,354,448	2,794,448	2,794,448	2,794,448	2,794,448	2,794,448
District Attorney	35,698,216	36,944,070	37,022,160	37,810,487	37,857,423	37,286,570	37,286,570	37,286,570
Finance	20,034,815	12,979,577	12,957,841	14,151,198	13,702,744	14,991,547	13,741,547	14,991,547
Finance - Community College Subsidy	30,309,207	29,909,207	29,909,207	29,909,207	29,909,207	29,109,207	29,109,207	29,109,207
Finance - Employee Benefits	1,183,853,805	1,229,793,961	1,258,611,363	1,307,799,345	1,362,296,257	1,412,002,343	1,452,484,691	1,495,290,173
Finance - Hero Awards	18,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Finance - Indemnities	0	40,675,000	40,675,000	44,920,000	44,920,000	44,920,000	44,920,000	44,920,000
Finance - Refunds	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Finance - School District Contribution	104,184,673	104,263,617	104,263,617	104,348,281	104,770,541	105,270,919	105,763,791	106,006,409
Finance - Witness Fees	136,175	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Fire	246,241,653	221,812,329	235,485,337	247,546,034	250,515,541	251,342,176	252,173,629	252,853,268
First Judicial District	117,886,691	110,303,140	109,365,577	111,442,508	111,442,508	111,442,508	111,442,508	111,442,508
Fleet Management	44,454,602	48,180,887	48,366,466	49,576,866	49,915,920	50,332,956	50,332,956	50,332,956
Fleet Management - Vehicle Lease/Purchases	17,297,984	12,965,000	13,120,000	13,965,000	13,965,000	13,965,000	13,965,000	13,965,000
Free Library	39,764,426	40,080,990	40,591,645	40,937,562	41,303,298	41,753,154	41,753,154	41,753,154
Historical Commission	343,279	431,732	431,732	0	0	0	0	0
Human Relations Commission	1,901,754	2,190,207	2,195,115	2,204,279	2,207,959	2,212,485	2,212,485	2,212,485
Human Services	98,108,341	103,219,500	105,692,876	108,485,530	109,983,935	110,937,253	111,590,944	112,122,069
Labor Relations	509,434	1,096,229	1,095,229	1,567,396	1,567,396	1,567,396	1,567,396	1,567,396
Law	14,573,200	16,592,715	16,686,279	15,593,191	15,609,669	15,629,936	15,629,936	15,629,936
Licenses & Inspections	30,606,285	33,612,119	34,817,528	35,755,266	36,005,730	36,313,801	36,313,801	36,313,801
L&I: Board of Building Standards	67,890	75,419	75,419	75,419	75,419	75,419	75,419	75,419
L&I: Board of L-I Review	150,198	169,637	171,195	171,785	172,720	173,870	173,870	173,870
L&I: Zoning Board of Adjustment	361,362	372,290	378,673	0	0	0	0	0
Managing Director	37,253,573	39,048,607	39,251,669	39,205,836	39,011,508	39,079,984	39,079,984	39,079,984
Managing Director - Legal Services	44,695,131	45,793,831	46,490,831	47,414,381	47,478,431	46,542,131	46,542,131	46,542,131
Mayor	5,326,597	4,261,140	4,348,883	4,494,141	4,494,141	4,494,141	4,494,141	4,494,141
Mayor - Scholarships	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Mayor - Office of Chief Administrative Officer	0	5,616,490	5,652,201	5,655,653	5,613,471	5,623,087	5,623,087	5,623,087
Mayor - Office of Community Schools & Pre-K	0	27,469,925	27,139,948	42,551,677	50,128,227	56,554,927	69,304,927	69,304,927
Mayor - Planning and Development	0	1,016,000	1,170,197	0	0	0	0	0
Mayor's Office of Community Empowerment and Opportunity	938,500	2,525,318	2,525,318	1,740,000	1,740,000	1,740,000	1,740,000	1,740,000
Mayor's Office of Transportation and Utilities	691,258	0	0	0	0	0	0	0
Mural Arts Program	1,650,828	1,679,016	1,685,510	1,824,602	1,724,602	1,724,602	1,724,602	1,724,602
Office of Arts and Culture and the Creative Economy	4,151,022	4,172,855	4,137,217	4,179,966	4,179,966	4,179,966	4,179,966	4,179,966
Office of Behavioral Health and Intellectual Disabilities	13,970,663	14,136,076	14,131,779	14,218,574	14,220,459	14,222,778	14,222,778	14,222,778
Planning & Development (OHCD)	3,589,647	2,865,000	3,365,000	7,695,882	7,125,618	7,134,443	7,134,443	7,134,443
Office of Human Resources	6,230,345	6,425,580	6,447,445	6,011,608	5,875,516	6,069,382	5,907,382	6,069,382
Office of Innovation and Technology	57,323,026	52,072,341	56,882,073	63,531,494	63,961,587	64,641,456	66,322,627	67,906,315
Office of Innovation and Technology - 911	10,842,547	43,239,878	32,704,398	20,596,014	26,248,052	24,613,379	23,110,208	24,188,520
Office of Inspector General	1,646,572	1,668,811	1,680,622	1,648,011	1,648,011	1,648,011	1,648,011	1,648,011
Office of Property Assessment	12,254,032	12,794,865	12,888,532	13,923,826	13,973,144	14,033,805	13,783,805	13,783,805
Office of Homeless Services	45,692,125	46,657,206	46,886,207	47,847,957	47,911,271	47,989,147	47,989,147	47,989,147
Office of Sustainability	718,292	835,327	837,635	969,138	969,138	969,138	969,138	969,138
Parks and Recreation	59,692,793	59,882,081	60,252,494	61,156,041	61,528,908	61,987,534	61,987,534	61,987,534
Police	658,913,434	650,176,870	650,835,941	652,106,097	653,020,081	654,144,281	654,144,281	654,144,281
Prisons	252,998,325	258,831,670	262,508,195	258,958,360	258,997,724	259,046,141	259,046,141	259,046,141
Procurement	5,368,006	4,869,720	4,905,328	4,932,053	4,952,902	4,978,546	4,978,546	4,978,546
Public Health	121,477,480	123,844,038	128,196,504	134,895,567	135,070,322	135,603,028	135,662,977	135,724,726
Public Property	64,005,967	61,696,310	62,378,568	65,448,723	66,930,931	68,515,023	70,014,272	71,593,322
Public Property - SEPTA Subsidy	74,215,000	79,720,000	79,720,000	82,749,000	86,838,000	90,877,000	95,366,000	99,685,000
Public Property - Space Rentals	20,228,737	20,875,402	20,875,402	19,566,102	19,890,736	20,208,319	20,523,955	21,229,592
Public Property - Utilities	31,611,391	30,656,047	30,656,047	24,655,024	25,286,773	26,135,016	27,011,783	27,918,038
Records	4,682,635	4,767,214	4,790,990	4,878,928	4,924,419	4,980,373	4,980,373	4,980,373
Register of Wills	3,670,375	3,672,195	3,774,522	4,244,282	4,244,282	4,244,282	4,244,282	4,244,282
Revenue	25,030,624	30,203,839	30,442,007	30,492,518	30,423,513	30,667,785	30,667,785	30,667,785
Sheriff	23,430,787	20,142,275	22,161,490	23,071,824	23,080,052	23,090,172	23,090,172	23,090,172
Sinking Fund Commission (Debt Service)	224,730,664	275,339,734	275,339,734	296,019,214	315,271,976	350,504,632	358,295,570	376,822,547
Streets	145,412,435	125,560,192	128,374,284	137,107,424	136,289,769	139,370,760	140,166,789	140,979,825
Youth Commission	101,194	0	0	0	0	0	0	0
Total	4,015,796,844	4,187,088,000	4,235,133,543	4,377,475,000	4,485,795,129	4,601,783,334	4,681,337,266	4,766,400,830

City of Philadelphia
General Fund
FY 2018 - 2022 Five Year Financial Plan
Major Taxes (\$ in Millions) with Percentage Change from Previous Year

Tax	Actual FY16	Projected FY17	Projected FY18	Projected FY19	Projected FY20	Projected FY21	Projected FY22
Wage & Net Profits - Current & Prior	1,398.4	1,450.1	1,494.3	1,524.9	1,548.5	1,571.3	1,610.8
% change from prior year	n.a.	3.7%	3.0%	2.0%	1.5%	1.5%	2.5%
Real Property - Current & Prior	571.6	584.4	600.6	632.9	640.9	666.4	683.3
% change from prior year	n.a.	2.2%	2.8%	5.4%	1.3%	4.0%	2.5%
Business Income & Receipts - Current & Prior	474.2	465.1	489.9	506.3	512.9	518.0	527.9
% change from prior year	n.a.	-1.9%	5.3%	3.3%	1.3%	1.0%	1.9%
Sales	169.4	186.6	198.1	209.1	219.8	229.8	239.5
% change from prior year	n.a.	10.2%	6.2%	5.6%	5.1%	4.5%	4.2%
Real Property Transfer	237.3	232.9	242.9	251.2	257.7	264.1	272.0
% change from prior year	n.a.	-1.9%	4.3%	3.4%	2.6%	2.5%	3.0%
Parking	92.7	96.7	103.7	111.3	119.1	127.0	135.3
% change from prior year	n.a.	4.3%	7.2%	7.3%	7.0%	6.6%	6.5%
Other Taxes	23.0	24.4	25.5	26.7	27.7	28.9	29.9
% change from prior year	n.a.	6.1%	4.5%	4.7%	3.7%	4.3%	3.5%
Philadelphia Beverage	0.0	46.2	92.4	92.5	92.6	92.1	91.7
% change from prior year	n.a.	n.a.	100.0%	0.1%	0.1%	-0.5%	-0.4%
Total Taxes	<u>2,966.6</u>	<u>3,086.4</u>	<u>3,247.4</u>	<u>3,354.9</u>	<u>3,419.2</u>	<u>3,497.6</u>	<u>3,590.4</u>
% Change from prior year	n.a.	5.6%	4.8%	4.6%	2.3%	2.3%	2.1%

Note: Wage & Net Profits Taxes include rate reductions that resumed in FY14. Business Income & Receipts Tax incorporate rate reductions and changes in recently passed legislation that began in FY13. Wage tax does not include the PICA portion. Real Property Transfer Tax includes the rate increase from 3.0% to 3.1% effective January 1, 2017.

City of Philadelphia
General Fund
FY 2018 - 2022 Five Year Financial Plan
Estimated Fringe Benefit Allocation

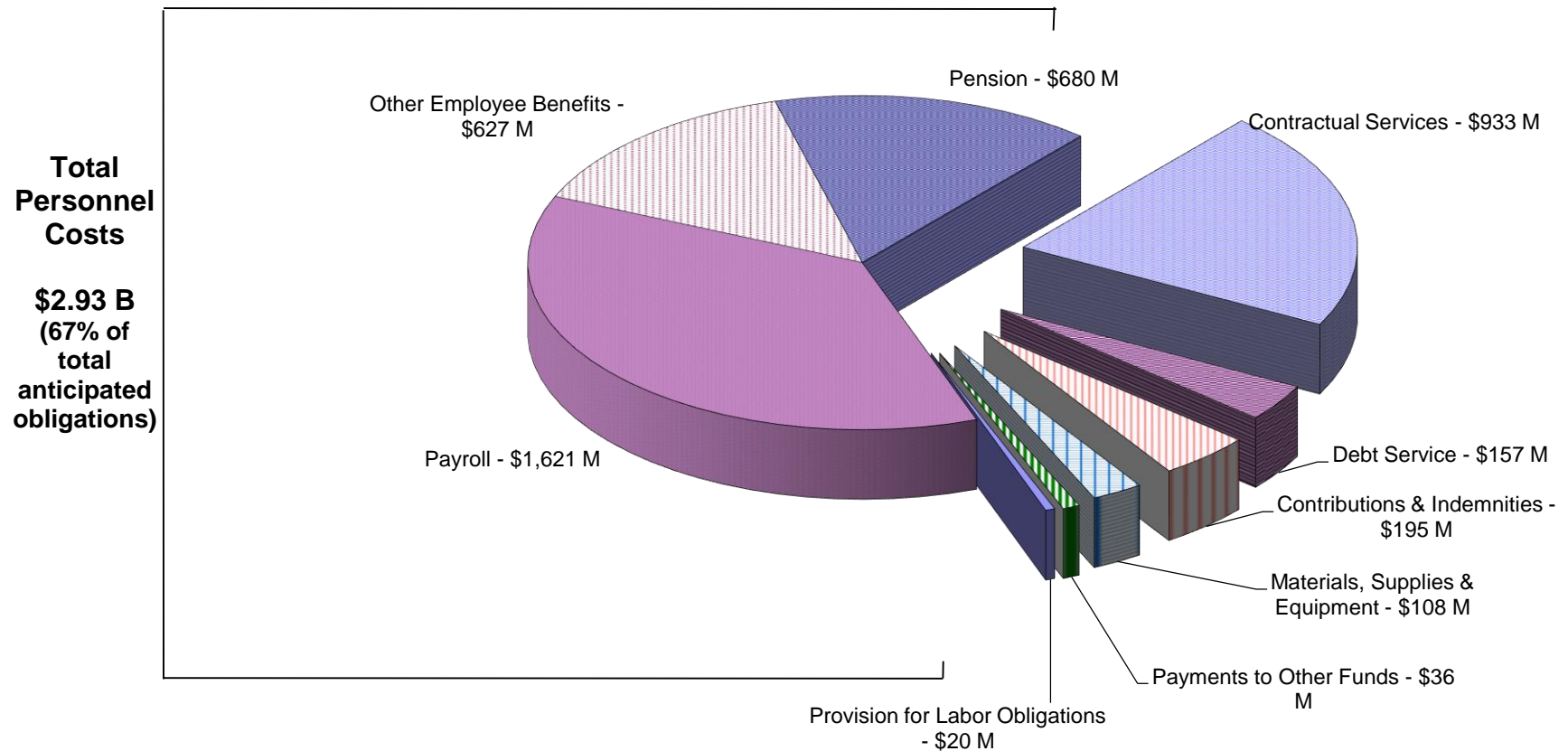
<u>Expenditure Category</u>	Actual FY 16	Budgeted FY 17	Projected FY 17	Projected FY 18	Projected FY 19	Projected FY 20	Projected FY 21	Projected FY 22
Unemployment Comp.	2,367,934	4,580,260	4,580,260	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260
Employee Disability	62,904,761	65,669,340	65,669,340	67,087,798	68,536,894	70,017,291	71,529,665	73,074,705
Pension	502,491,103	510,978,618	521,892,018	544,877,667	562,430,050	581,150,383	589,665,650	598,942,983
Pension Obligation Bonds	109,940,160	110,791,652	110,791,652	111,330,520	111,330,520	111,330,520	111,330,520	111,330,520
FICA	71,705,312	74,590,495	75,366,262	76,057,992	76,512,450	76,859,730	76,859,730	76,859,730
Health / Medical	411,452,807	435,547,675	448,123,258	466,427,163	480,950,145	504,775,578	530,206,452	557,355,369
Group Life	7,922,115	8,100,386	8,100,386	8,100,386	8,100,386	8,100,386	8,100,386	8,100,386
Group Legal	4,672,858	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842
Tool Allowance	110,925	146,267	146,267	146,267	146,267	146,267	146,267	146,267
Flex Cash Payments	594,405	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Pension Relief - Sales Tax	9,691,425	13,739,426	18,292,078	24,041,450	44,559,443	49,892,086	54,915,919	59,750,111
Total	1,183,853,805	1,229,793,961	1,258,611,363	1,307,799,345	1,362,296,257	1,412,002,343	1,452,484,691	1,495,290,173

REVENUES AND EXPENDITURES

City of Philadelphia				SUMMARY OF OPERATIONS				
Five Year Financial Plan FY2018-2022				FISCAL YEARS 2016 TO 2022				
				(Amounts in Thousands)				
FUND								
General								
NO.	ITEM	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	OPERATIONS OF FISCAL YEAR							
	REVENUES							
1	Taxes	2,966,648	3,086,401	3,247,439	3,354,852	3,419,171	3,497,612	3,590,393
2	Locally Generated Non-Tax Revenues	290,990	290,249	296,579	290,366	291,651	291,393	295,862
3	Revenue from Other Governments	689,076	711,656	736,607	763,137	780,645	807,881	826,562
4	Sub-Total	3,946,714	4,088,306	4,280,625	4,408,355	4,491,467	4,596,886	4,712,817
5	Revenue from Other Funds of City	42,253	75,426	64,191	64,697	65,228	65,787	66,374
6	Total - Revenue	3,988,967	4,163,732	4,344,816	4,473,052	4,556,695	4,662,673	4,779,191
7	Other	0	0	0	0	0	0	0
8	Total Revenue and Other Sources	3,988,967	4,163,732	4,344,816	4,473,052	4,556,695	4,662,673	4,779,191
	OBLIGATIONS/APPROPRIATIONS							
9	Personal Services	1,562,628	1,592,990	1,621,033	1,632,544	1,640,324	1,640,878	1,641,269
10	Personal Services-Pensions	612,422	632,684	656,208	673,761	692,481	700,996	710,274
11	Personal Services-Pensions - Sales Tax	9,691	18,292	24,041	44,559	49,892	54,916	59,750
12	Personal Services-Other Employee Benefits	559,152	607,635	627,550	643,976	669,630	696,573	725,266
13	Sub-Total Employee Compensation	2,743,893	2,851,601	2,928,832	2,994,840	3,052,327	3,093,363	3,136,559
14	Purchase of Services	822,159	899,600	932,689	937,192	961,399	979,409	999,559
15	Materials, Supplies and Equipment	92,086	108,260	107,926	109,439	110,844	112,347	111,238
16	Contributions, Indemnities, and Taxes	192,729	189,445	194,680	193,372	194,372	193,615	195,108
17	Debt Service	132,089	153,950	157,322	183,295	203,473	211,436	220,881
18	Payments to Other Funds	32,839	32,278	36,026	37,657	39,369	41,168	43,056
19	Advances & Misc. Pmts. / Labor Reserve	0	0	20,000	30,000	40,000	50,000	60,000
20	Sub-Total	4,015,795	4,235,134	4,377,475	4,485,795	4,601,784	4,681,338	4,766,401
21	Payment to Budget Stabilization Reserve Fund	0	0	0	0	0	0	0
22	Total - Obligations	4,015,795	4,235,134	4,377,475	4,485,795	4,601,784	4,681,338	4,766,401
23	Oper.Surplus (Deficit) for Fiscal Year	(26,828)	(71,402)	(32,659)	(12,743)	(45,089)	(18,665)	12,790
	Prior Year Adjustments:							
24	Revenue Adjustments	0	0	0	0	0	0	0
25	Other Adjustments	23,612	23,741	19,500	19,500	19,500	19,500	19,500
26	Total Prior Year Adjustments	23,612	23,741	19,500	19,500	19,500	19,500	19,500
27	Adjusted Oper. Surplus/ (Deficit)	(3,216)	(47,661)	(13,159)	6,757	(25,589)	835	32,290
	OPERATIONS IN RESPECT TO PRIOR FISCAL YEARS							
	Fund Balance Available for Appropriation							
28	June 30 of Prior Fiscal Year	151,531	148,315	100,654	87,495	94,252	68,663	69,498
29	Residual Equity Transfer	0	0	0	0	0	0	0
	Fund Balance Available for Appropriation							
30	June 30	148,315	100,654	87,495	94,252	68,663	69,498	101,788

City of Philadelphia Fiscal Year 2018 Obligations By Type of Expenditure General Fund

Total Amount of Funds: \$4.377 Billion

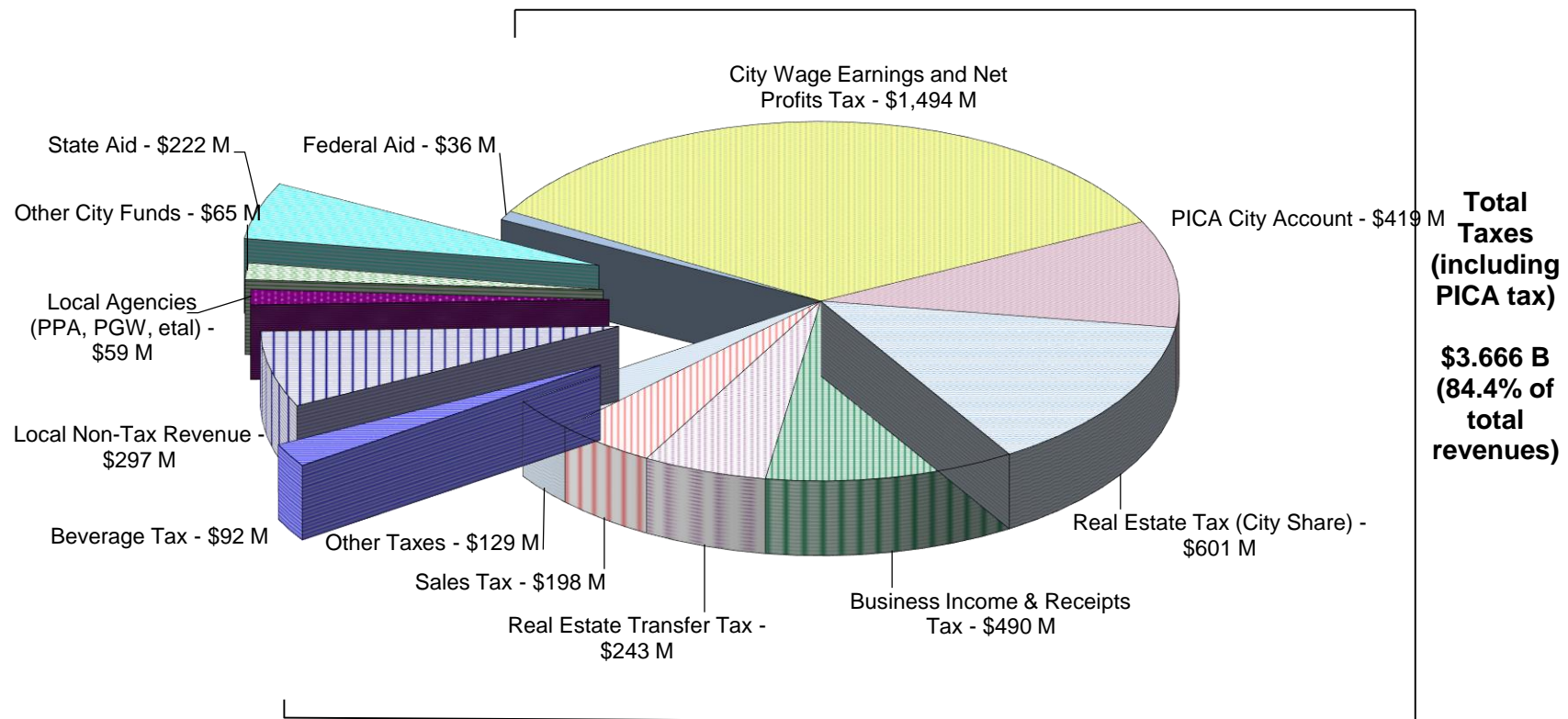


City of Philadelphia

Fiscal Year 2018 Estimated Revenues

General Fund

Total Amount of Funds: \$4.345 Billion



**City of Philadelphia
Fiscal Year 2018 Proposed All Funds Operating Budget**

Department	Acute Care Hospital	Aviation Fund	Car Rental Tax Fund	Community Development Fund	County Liquid Fuels Tax Fund	General Fund	Grants Revenue Fund	HealthChoices Behavioral Health Fund	Hotel Room Rental Tax Fund	Housing Trust Fund	Special Gasoline Tax Fund	Water Fund	Water Residual Fund	Total
Art Museum						2,550,000								2,550,000
Atwater Kent Museum						301,897								301,897
Auditing						8,949,215	249,999							9,199,214
Board of Ethics						1,095,489								1,095,489
Board of Revision of Taxes						1,048,926								1,048,926
City Commissioners						9,911,167	900,000							10,811,167
City Council						17,107,546								17,107,546
City Representative						1,217,420								1,217,420
City Treasurer						1,203,537								1,203,537
Civil Service Commission						196,970								196,970
Civil Service Commission - Provision for Labor						20,000,000								20,000,000
Commerce		181,321,283		9,088,312		5,402,596	10,150,000		70,350,000					276,312,191
Commerce - Convention Center Subsidy						15,000,000								15,000,000
Commerce - Economic Stimulus						2,794,448								2,794,448
District Attorney						37,810,487	16,243,469							54,053,956
Finance	75,000	4,146,000				14,151,198								18,372,198
Finance - Community College Subsidy						29,909,207								29,909,207
Finance - Employee Benefits	268,236	62,129,873		4,275,040		1,307,799,345					1,000,000	122,132,283		1,497,604,777
Finance - Hero Awards						25,000								25,000
Finance - Indemnities		2,512,000				44,920,000						6,500,000		53,932,000
Finance - Provision for Other Grants				10,000,000		0	200,001,455							210,001,455
Finance - Refunds						250,000								250,000
Finance - School District Contribution						104,348,281								104,348,281
Finance - Witness Fees						171,518								171,518
Fire		8,935,157				247,546,034	20,024,062							276,505,253
First Judicial District						111,442,508	50,023,584							161,466,092
Fleet Management		8,288,759				63,541,866						8,825,836		80,656,461
Free Library						40,937,562	8,824,915							49,762,477
Human Relations Commission						2,204,279								2,204,279
Human Services						108,485,530	590,034,300							698,519,830
Labor Relations				195,573		1,567,396								1,567,396
Law		2,020,599		514,818		15,593,191						3,240,830		21,050,193
Licenses & Inspections						35,755,266								36,270,084
L&I-Board of Building Standards						75,419								75,419
L&I-Board of L & I Review						171,785								171,785
Managing Director						39,205,836	46,430,064					138,550		85,774,450
Managing Director - Legal Services						47,414,381								47,414,381
Mayor						4,494,141	985,935							5,480,076
Mayor - Scholarships						200,000								200,000
Mayor - Office of the Chief Administrative Officer						5,655,653								5,655,653
Mayor - Office of Community Schools & Universal Pre-K						42,551,677								42,551,677
Mayor's Office of Community Empowerment and Opportunity						1,740,000	19,677,519							21,417,519
Mural Arts Program						1,824,602								1,824,602
Office of Arts and Culture & the Creative Economy						4,179,966	25,000							4,204,966
Office of Behavioral Health and Intellectual disAbility						14,218,574	271,017,674	1,300,000,000						1,585,236,248
Office of Homeless Services						47,847,957	46,880,308							94,728,265
Office of Human Resources						6,011,608								6,011,608
Office of Innovation & Technology		12,020,163				84,127,508	55,264,101					29,000,705		180,412,477
Office of Inspector General						1,648,011								1,648,011
Office of Property Assessment						13,923,826								13,923,826
Office of Sustainability		93,873				969,138	50,000					93,874		1,206,885
Parks & Recreation						61,156,041	12,531,554							73,687,595
Planning & Development				58,105,257		7,695,882	88,576,222			27,500,000				181,877,361
Police		15,892,170				652,106,097	20,583,079							688,581,346
Prisons						258,958,360	250,000							259,208,360
Procurement						4,932,053						89,261		5,021,314
Public Health	161,138,764					134,895,567	114,458,760							410,493,091
Public Property		26,900,000				65,448,723						4,256,817		96,605,540
Public Property - Septa Subsidy						82,749,000								82,749,000
Public Property - Space Rentals						19,566,102								19,566,102
Public Property - Utilities						24,655,024								24,655,024
Records						4,878,928								4,878,928
Register of Wills						4,244,282	200,000							4,444,282
Revenue	45,000					30,492,518	26,425,000					16,240,700		73,203,218
Sheriff						23,071,824								23,071,824
Sinking Fund Commission (Debt Service)		159,426,123	7,000,000			296,019,214						240,267,536		702,712,873
Streets					6,253,000	137,107,424	32,628,000				38,000,000			213,988,424
Water						0						394,476,608	37,000,000	431,476,608
Water, Sewer & Stormwater Rate Board												970,000		970,000
TOTAL	161,527,000	483,686,000	7,000,000	82,179,000	6,253,000	4,377,475,000	1,632,435,000	1,300,000,000	70,350,000	27,500,000	39,000,000	826,233,000	37,000,000	9,050,638,000

OTHER STATUTORY REQUIREMENTS

City of Philadelphia

Principal General Fund Obligation Growth Assumptions

FY 2018 - 2022 Five Year Financial Plan

		<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>
Class 100	Personal Services					
	<i>Civilian Wages - DC#47/NR</i>	0.00%	0.0%	0.0%	0.0%	0.0%
	<i>Civilian Wages - DC#33</i>	3.00%	2.5%	3.0%	0.0%	0.0%
	<i>Civilian Wages - Other</i>	0.00%	0.0%	0.0%	0.0%	0.0%
	<i>Uniform Wages - Local #159</i>	0.00%	0.0%	0.0%	0.0%	0.0%
	<i>Uniform Wages - F.O.P.</i>	0.00%	0.0%	0.0%	0.0%	0.0%
	<i>Uniform Wages - I.A.F.F.</i>	0.00%	0.0%	0.0%	0.0%	0.0%
	Employee Benefits					
	<i>Employee Disability</i>	2.2%	2.2%	2.2%	2.2%	2.2%
	<i>Pension</i>	4.4%	3.2%	3.3%	1.5%	1.6%
	<i>Pension Obligation Bond</i>	0.5%	0.0%	0.0%	0.0%	0.0%
	<i>FICA</i>	0.9%	0.6%	0.5%	0.0%	0.0%
	<i>Health/Medical</i>	4.1%	3.1%	5.0%	5.0%	5.1%
	<i>Group Life</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Group Legal</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Tool Allowance</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Flex Cash Payments</i>	0.0%	0.0%	0.0%	0.0%	0.0%
Class 200	Purchase of Services	0.0%	0.0%	0.0%	0.0%	0.0%
Class 3/400	Materials, Supplies & Equipment	0.0%	0.0%	0.0%	0.0%	0.0%
Class 500	Contributions, Indemnities & Taxes	0.0%	0.0%	0.0%	0.0%	0.0%
Class 700	Debt Service	See Schedule of Long Term Obligations (Appendix VI)				
Class 800	Payments to Other Funds	0.0%	0.0%	0.0%	0.0%	0.0%
Class 900	Advances &					
	Misc. Payments	N.A.	N.A.	N.A.	N.A.	N.A.

Note 1:

The above Personal Services assumptions do not include the amount set aside in the Civil Service Commission budget for potential future labor obligations.

Note 2:

Obligation levels in the current plan have been established for most departments and cost centers based upon specific issues concerning desired service levels, management and productivity initiatives underway, anticipated competitive contracting issues, existing and anticipated contractual obligations, and a host of other factors. The growth assumptions set forth above provide only the underlying foundations for the specific proposed obligation levels which have been established for departments in the current plan.

Note 3:

The Pension growth does not include additional payments attributable to the Sales Tax.

GENERAL FUND FULL TIME POSITIONS

**City of Philadelphia
Fiscal Year 2018 Operating Budget
FY 2018-2022 Five Year Plan
General Fund Full-Time Positions**

Department	Filled Positions 6/30/16	FY 2017 Adopted Budget	December 2016 Actual	FY 2018 Proposed Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget	FY 2022 Proposed Budget
Atwater Kent Museum	4	4	4	4	4	4	4	4
Auditing	137	140	131	140	140	140	140	140
Board of Ethics	11	12	11	12	12	12	12	12
Board of Revision of Taxes	13	15	14	16	16	16	16	16
City Commissioners	98	104	99	102	102	102	102	102
City Council	187	195	188	195	195	195	195	195
City Planning Commission	31	32	29	0	0	0	0	0
City Representative	7	8	6	8	8	8	8	8
City Treasurer	15	16	14	16	16	16	16	16
Civil Service Commission	2	2	2	2	2	2	2	2
Commerce	33	28	29	30	30	30	30	30
<i>District Attorney Civilian</i>	464	489	460	489	489	489	489	489
<i>District Attorney Uniform</i>	11	36	33	36	36	36	36	36
District Attorney - Total	475	525	493	525	525	525	525	525
Finance	147	116	110	118	118	118	118	118
<i>Fire Civilian</i>	110	123	112	120	120	120	120	120
<i>Fire Uniform</i>	2,206	2,167	2,184	2,486	2,486	2,486	2,486	2,486
Fire - Total	2,316	2,290	2,296	2,606	2,606	2,606	2,606	2,606
First Judicial District	1,835	1,908	1,866	1,877	1,877	1,877	1,877	1,877
Fleet Management	261	287	269	316	316	316	316	316
Free Library	634	692	637	692	692	692	692	692
Historical Commission	5	6	6	0	0	0	0	0
Human Relations Commission	32	34	33	34	34	34	34	34
Human Services	486	410	385	517	517	517	517	517
Labor Relations	6	16	14	22	22	22	22	22
Law	148	153	158	153	153	153	153	153
Licenses & Inspections	334	411	333	429	429	429	429	429
L&I-Board of Building Standards	1	1	1	1	1	1	1	1
L&I-Board of L & I Review	2	2	2	2	2	2	2	2
L&I-Zoning Board of Adjustment	5	5	5	0	0	0	0	0
Managing Director	281	279	293	300	300	300	300	300
Mayor	49	44	47	45	45	45	45	45
Mayor - Office of the Chief Administrative Officer	0	62	59	60	60	60	60	60
Mayor - Office of Community Schools & Universal Pre-K	0	26	30	36	48	48	48	48
Mayor's Office of Community Empowerment and Opportunity	0	1	0	3	3	3	3	3
Mayor's Office of Transportation and Utilities	10	0	0	0	0	0	0	0
Mayor - Planning & Development	0	3	3	0	0	0	0	0
Mural Arts Program	11	11	11	11	11	11	11	11
Office of Arts and Culture	3	4	4	4	4	4	4	4
Office of Behavioral Health and Intellectual disAbility	16	16	16	16	16	16	16	16
Office of Human Resources	83	90	86	81	81	81	81	81
Office of Innovation & Technology	273	284	271	296	296	296	296	296
Office of Inspector General	19	19	17	19	19	19	19	19
Office of Property Assessment	201	223	198	223	223	223	223	223
Office of Homeless Services	148	162	152	157	157	157	157	157
Office of Sustainability	8	8	8	8	8	8	8	8
Parks & Recreation	590	720	593	743	743	743	743	743
Planning & Development	0	0	0	47	47	47	47	47
<i>Police Civilian</i>	796	846	819	846	846	846	846	846
<i>Police Uniform</i>	6,115	6,525	6,106	6,525	6,525	6,525	6,525	6,525
Police - Total	6,911	7,371	6,925	7,371	7,371	7,371	7,371	7,371
Prisons	2,286	2,325	2,326	2,325	2,325	2,325	2,325	2,325
Procurement	43	51	46	51	51	51	51	51
Public Health	651	773	675	826	826	826	826	826
Public Property	135	159	149	158	158	158	158	158
Records	56	63	53	63	63	63	63	63
Register of Wills	67	71	71	74	74	74	74	74
Revenue	345	438	354	436	436	436	436	436
Sheriff	336	380	347	408	408	408	408	408
Streets	1,679	1,801	1,687	1,819	1,819	1,819	1,819	1,819
Youth Commission	1	0	0	0	0	0	0	0
TOTAL GENERAL FUND	21,427	22,796	21,556	23,397	23,409	23,409	23,409	23,409

Note: The Adopted and Proposed Budget position counts represent the maximum level of positions during the year.

Attrition lowers the position count throughout the year.

CASH FLOW REQUIREMENTS

CASH FLOW PROJECTIONS
GENERAL FUND - FY2017

OFFICE OF THE DIRECTOR OF FINANCE

Projection as of January 31, 2017

Amounts in Millions

	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30	Total	Accrued	Not Accrued	Estimated Revenues
REVENUES																
Real Estate Tax	7.8	9.5	6.1	7.0	7.3	14.4	48.9	329.0	110.8	25.2	10.5	8.0	584.4			584.4
Total Wage, Earnings, Net Profits	109.9	131.7	110.1	125.7	114.5	96.7	157.2	113.5	121.8	143.8	116.4	108.6	1450.0			1450.0
Realty Transfer Tax	25.6	19.0	17.8	22.8	16.8	20.0	19.5	13.6	18.7	19.3	18.9	21.0	232.9			232.9
Sales Tax	25.1	27.3	11.7	11.8	13.8	11.9	11.3	15.2	10.7	11.9	13.8	18.4	182.7	3.9		186.6
Business Income & Receipts Tax	1.9	5.9	11.6	16.2	4.0	14.5	12.7	8.2	47.7	228.8	105.7	7.7	465.1			465.1
Beverage Tax	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.8	6.3	7.7	7.7	7.7	35.2	11.0		46.2
Other Taxes	9.9	12.7	9.2	10.2	9.7	9.5	9.8	10.5	7.3	13.5	10.0	8.9	121.2			121.2
Locally Generated Non-tax	25.0	28.0	23.5	21.7	28.7	21.2	28.9	24.2	24.4	19.7	22.3	22.6	290.2			290.2
Total Other Governments	11.9	57.3	78.7	56.1	7.5	6.5	12.0	25.0	11.5	13.6	17.8	26.2	324.2	(7.2)		316.9
Total PICA Other Governments	29.7	33.8	31.8	17.8	31.3	39.0	31.8	38.4	32.8	31.1	37.9	39.3	394.7			394.7
Interfund Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	30.5	30.5		44.9	75.4
Total Current Revenue	246.7	325.1	300.5	289.4	233.6	233.8	332.1	583.5	392.0	514.6	361.0	298.9	4111.1	7.7	44.9	4163.7
Collection of prior year(s) revenue	24.7	0.0	0.0	5.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	30.0			
Other fund balance adjustments																
TOTAL CASH RECEIPTS	271.4	325.1	300.5	294.7	233.7	233.8	332.1	583.5	392.0	514.6	361.0	298.9	4141.2			
EXPENSES AND OBLIGATIONS																
Payroll	72.3	178.4	118.0	122.1	127.0	120.8	120.8	121.1	168.1	121.1	121.1	130.7	1521.6	67.9	3.5	1593.0
Employee Benefits	57.1	43.5	53.1	47.0	43.3	42.4	46.1	45.8	66.0	46.8	46.8	51.3	589.1	18.0	0.5	607.6
Pension	3.7	(7.8)	4.5	60.4	(6.3)	(2.5)	(7.0)	(5.6)	485.4	108.5	(3.1)	(2.6)	627.5	23.5		651.0
Purchase of Services	38.2	34.9	64.9	97.6	46.0	76.9	57.8	63.9	79.8	85.9	64.9	82.3	793.2	24.3	82.1	899.6
Materials, Equipment	3.1	2.5	8.1	6.0	5.8	4.7	6.9	7.7	9.8	9.9	9.2	11.0	84.6	4.5	19.1	108.3
Contributions, Indemnities	13.9	2.3	11.9	6.2	2.0	14.1	7.7	5.3	11.5	5.5	104.4	4.5	189.4			189.4
Debt Service-Short Term	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.5	0.0	4.5			4.5
Debt Service-Long Term	92.3	0.5	0.0	0.0	13.2	8.5	22.9	0.5	0.1	0.0	0.0	11.4	149.5			149.5
Interfund Charges	0.0	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.6	5.0	5.9	26.4		32.3
Advances & Misc. Pmts. / Labor Obligations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			0.0
Current Year Appropriation	280.6	254.6	260.6	339.3	231.0	264.8	255.2	238.7	820.8	377.8	348.5	293.7	3965.4	164.4	105.3	4235.1
Prior Yr. Expenditures against Encumbrances	32.6	22.7	10.8	5.0	2.9	2.9	2.8	5.8	5.4	2.5	0.9	1.8	96.1			
Prior Yr. Salaries & Vouchers Payable	63.3	(11.1)	57.6	21.7	(1.8)	10.4	(21.5)	21.5	0.0	0.0	0.0	0.0	140.2			
TOTAL DISBURSEMENTS	376.5	266.2	329.0	366.0	232.1	278.2	236.5	266.0	826.1	380.3	349.4	295.5	4201.7			
Excess (Def) of Receipts over Disbursements	(105.1)	58.9	(28.5)	(71.3)	1.6	(44.4)	95.6	317.5	(434.2)	134.4	11.7	3.4				
Opening Balance	447.2	342.1	401.0	372.5	476.2	477.8	433.4	528.9	846.4	412.3	546.6	383.3				
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	342.1	401.0	372.5	476.2	477.8	433.4	528.9	846.4	412.3	546.6	383.3	386.7				

CASH FLOW PROJECTIONS
CONSOLIDATED CASH - ALL FUNDS - FY2017

OFFICE OF THE DIRECTOR OF FINANCE

Projection as of January 31, 2017

	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	342.1	401.0	372.5	476.2	477.8	433.4	528.9	846.4	412.3	546.6	383.3	386.7
Grants Revenue	(123.7)	(63.2)	(55.9)	(116.6)	(180.8)	(271.3)	(246.3)	(259.8)	(287.4)	(296.8)	(212.1)	(119.4)
Community Development	(4.1)	(3.4)	(4.7)	(1.6)	(4.4)	(5.4)	(5.3)	(4.4)	(5.9)	(3.6)	(2.7)	(6.4)
Vehicle Rental Tax	6.4	7.0	1.6	2.1	2.6	3.0	3.4	4.4	4.8	5.2	5.7	6.1
Hospital Assessment Fund	11.2	26.5	34.0	12.6	12.5	15.1	14.3	8.9	21.0	9.2	26.2	12.4
Housing Trust Fund	25.9	26.8	27.7	28.7	29.4	30.1	30.0	19.8	19.5	19.1	19.3	18.2
Other Funds	8.7	9.0	7.8	7.9	7.9	7.6	7.5	14.9	7.2	9.8	13.5	19.3
TOTAL OPERATING FUNDS	266.5	403.7	383.1	409.4	345.0	212.5	332.4	630.3	171.5	289.7	233.2	316.9
Capital Improvement	114.2	114.6	105.2	98.5	89.6	78.6	71.0	61.5	52.0	42.5	33.0	23.5
Industrial & Commercial Dev.	5.1	5.1	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4
TOTAL CAPITAL FUNDS	119.3	119.7	110.7	104.0	95.0	84.0	76.4	66.9	57.4	47.9	38.4	28.9
TOTAL FUND EQUITY	385.8	523.4	493.7	513.3	440.0	296.5	408.8	697.3	228.9	337.6	271.6	345.9

CASH FLOW PROJECTIONS
GENERAL FUND - FY2018

OFFICE OF THE DIRECTOR OF FINANCE

Projection

Amounts in Millions

	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30	Total	Accrued	Not Accrued	Estimated Revenues
REVENUES																
Real Estate Tax	9.2	8.2	7.9	7.6	7.1	14.1	48.9	337.3	113.9	26.8	11.7	7.8	600.6			600.6
Total Wage, Earnings, Net Profits	126.2	115.4	109.0	127.1	121.1	114.4	146.2	119.6	127.5	150.9	122.6	114.5	1494.3			1494.3
Realty Transfer Tax	21.7	21.7	20.1	18.9	17.7	20.2	19.2	15.4	21.2	21.8	21.3	23.6	242.9			242.9
Sales Tax	26.8	28.8	13.6	13.1	14.5	13.3	13.7	16.0	12.6	12.4	14.8	16.4	195.9	2.2		198.1
Business Income & Receipts Tax	4.1	4.0	16.3	13.3	1.6	5.5	14.1	8.9	51.5	248.1	114.0	8.3	489.9			489.9
Beverage Tax	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	92.4			92.4
Other Taxes	10.4	13.4	9.9	9.6	10.2	9.7	9.6	11.7	8.2	15.8	11.0	9.8	129.2			129.2
Locally Generated Non-tax	25.1	25.2	21.4	22.3	23.9	21.3	25.9	25.2	28.8	22.9	27.8	26.8	296.6			296.6
Total Other Governments	11.9	50.1	78.7	56.1	7.5	6.5	12.0	25.0	11.5	13.6	17.8	26.2	317.0	0.4		317.4
Total PICA Other Governments	30.6	28.2	32.6	30.6	37.3	27.9	33.5	36.7	42.8	36.8	49.6	32.5	419.2			419.2
Interfund Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	30.5	30.5		33.7	64.2
Total Current Revenue	274.0	302.7	317.2	306.2	248.6	240.5	330.8	603.6	425.7	556.7	398.3	304.0	4308.5	2.6	33.7	4344.8
Collection of prior year(s) revenue	36.9	0.0	0.0	7.9	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	44.9			
Other fund balance adjustments																
TOTAL CASH RECEIPTS	310.9	302.7	317.2	314.1	248.7	240.5	330.8	603.6	425.7	556.7	398.3	304.0	4353.4			
EXPENSES AND OBLIGATIONS																
Payroll	83.1	177.9	121.0	121.0	132.6	121.0	121.0	121.0	170.1	121.0	132.6	124.8	1546.7	70.8	3.5	1621.0
Employee Benefits	32.8	70.3	47.8	47.8	52.4	47.8	47.8	47.8	67.2	47.8	52.4	49.3	611.0	16.1	0.5	627.6
Pension	3.7	(7.8)	4.5	60.4	(6.3)	(2.5)	(7.0)	(5.6)	503.9	108.5	(3.1)	(2.6)	646.0	34.3		680.3
Purchase of Services	48.8	45.2	66.4	118.3	80.7	64.5	57.3	60.9	76.8	77.9	57.3	75.4	829.5	23.8	79.4	932.7
Materials, Equipment	3.9	6.0	10.7	8.6	6.9	7.1	7.3	6.3	7.3	7.4	6.7	9.5	87.7	4.0	16.2	107.9
Contributions, Indemnities	18.3	6.4	9.4	5.0	14.0	3.1	4.4	5.4	11.8	5.7	106.2	4.9	194.7			194.7
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	5.3	5.3			5.3
Debt Service-Long Term	16.4	76.9	0.5	0.0	0.0	13.2	8.3	21.3	0.5	0.0	0.0	14.7	152.1			152.1
Interfund Charges	2.4	1.4	0.0	0.0	0.0	1.4	0.1	1.8	0.0	0.1	0.9	5.9	14.0	22.1		36.0
Advances & Misc. Pmts. / Labor Obligations	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	20.0			20.0
Current Year Appropriation	211.0	377.9	261.9	362.7	281.9	257.2	240.9	260.6	839.5	370.0	354.6	288.7	4106.8	171.1	99.6	4377.5
Prior Yr. Expenditures against Encumbrances	40.6	20.1	13.2	7.7	4.3	2.6	5.9	3.9	3.6	1.7	0.6	1.2	105.3			
Prior Yr. Salaries & Vouchers Payable	73.6	42.9	29.6	18.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	164.4			
TOTAL DISBURSEMENTS	325.2	440.9	304.6	388.7	286.3	259.7	246.7	264.5	843.1	371.7	355.2	289.9	4376.5			
Excess (Def) of Receipts over Disbursements	(14.3)	(138.2)	12.6	(74.6)	(37.6)	(19.2)	84.1	339.1	(417.3)	185.1	43.1	14.1				
Opening Balance	386.7	372.4	234.2	246.8	297.2	259.6	240.4	324.5	663.6	246.3	431.3	349.5				
TRAN	0.0	0.0	0.0	125.0	0.0	0.0	0.0	0.0	0.0	0.0	(125.0)	0.0				
CLOSING BALANCE	372.4	234.2	246.8	297.2	259.6	240.4	324.5	663.6	246.3	431.3	349.5	363.6				

CASH FLOW PROJECTIONS
CONSOLIDATED CASH - ALL FUNDS - FY2018

OFFICE OF THE DIRECTOR OF FINANCE

Projection	Amounts in Millions											
	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30
General	372.4	234.2	246.8	297.2	259.6	240.4	324.5	663.6	246.3	431.3	349.5	363.6
Grants Revenue	(92.6)	(36.1)	(41.2)	(106.9)	(154.5)	(213.8)	(179.6)	(199.8)	(227.4)	(236.8)	(212.1)	(119.4)
Community Development	(5.7)	(5.1)	(4.2)	(1.0)	(4.6)	(3.5)	(5.8)	(4.6)	(6.8)	(3.4)	(3.0)	(6.1)
Vehicle Rental Tax	6.7	7.3	3.2	3.7	4.2	4.6	5.0	5.4	4.8	5.3	5.7	6.2
Hospital Assessment Fund	11.3	13.7	22.2	10.8	10.5	16.1	10.8	8.8	23.2	9.4	27.1	15.4
Housing Trust Fund	18.6	19.2	19.7	19.2	20.8	21.9	20.8	18.9	18.6	18.4	18.5	17.7
Other Funds	7.2	7.4	6.6	6.6	7.3	7.1	7.0	7.4	7.6	7.4	7.2	7.2
TOTAL OPERATING FUNDS	318.0	240.6	253.3	229.7	143.3	72.8	182.8	499.8	66.4	231.6	192.9	284.6
Capital Improvement	12.0	293.5	282.0	270.5	259.0	247.5	236.0	220.5	209.0	197.5	182.0	170.5
Industrial & Commercial Dev.	4.2	4.2	4.4	4.3	4.6	4.6	4.6	4.6	4.6	4.4	4.4	4.3
TOTAL CAPITAL FUNDS	16.2	297.7	286.4	274.8	263.6	252.1	240.6	225.1	213.6	201.9	186.4	174.8
TOTAL FUND EQUITY	334.2	538.4	539.6	504.5	406.9	324.8	423.3	724.8	279.9	433.6	379.4	459.4

ENTERPRISE FUNDS: AVIATION AND WATER

Aviation Fund Five Year Financial Plan Fiscal Years 2018 - 2022 All Departments							
	FY2017						
	Estimate	FY2018	FY2019	FY2020	FY2021	FY2022	
Revenues							
Locally Generated Non-Tax	\$ 384,660,000	\$ 405,545,000	\$ 429,878,000	\$ 455,671,000	\$ 478,455,000	\$ 502,378,000	
Passenger Facility Charges	31,500,000	31,500,000	32,500,000	33,500,000	34,500,000	35,500,000	
Revenue from Other Governments	4,500,000	4,500,000	4,635,000	4,774,000	4,917,000	5,065,000	
Revenue from Other Funds of the City	1,500,000	1,600,000	1,640,000	1,681,000	1,723,000	1,766,000	
Total Revenues	\$ 422,160,000	\$ 443,145,000	\$ 468,653,000	\$ 495,626,000	\$ 519,595,000	\$ 544,709,000	
Obligations							
100 Personal Services	\$ 75,106,661	\$ 77,787,345	\$ 79,343,000	\$ 80,930,000	\$ 82,549,000	\$ 84,200,000	
100 Employee Benefits	60,130,176	62,129,873	63,372,000	64,639,000	65,932,000	67,251,000	
200 Purchase of Services	144,337,618	141,862,102	143,281,000	144,714,000	146,161,000	147,623,000	
300 Materials & Supplies	12,040,357	10,226,257	10,329,000	10,432,000	10,536,000	10,641,000	
400 Equipment	9,109,800	9,091,800	9,183,000	9,275,000	9,368,000	9,462,000	
500 Contrib., Indemnities & Taxes	6,717,000	8,514,500	8,600,000	8,686,000	8,773,000	8,861,000	
700 Debt Service	139,626,331	159,426,123	162,615,000	165,867,000	169,184,000	172,568,000	
800 Payments to Other Funds							
Payments to General Fund	4,648,000	4,648,000	4,694,000	4,741,000	4,788,000	4,836,000	
Payments to Water Fund	5,000,000	5,000,000	5,050,000	5,101,000	5,152,000	5,204,000	
Payments to Capital Fund	15,000,000	5,000,000	5,050,000	5,101,000	5,152,000	5,204,000	
<i>Total Payments to Other Funds</i>	<i>24,648,000</i>	<i>14,648,000</i>	<i>14,794,000</i>	<i>14,943,000</i>	<i>15,092,000</i>	<i>15,244,000</i>	
900 Advances & Misc. Payments	-	-	-	-	-	-	
Total Obligations, All Departments	\$ 471,715,943	\$ 483,686,000	\$ 491,517,000	\$ 499,486,000	\$ 507,595,000	\$ 515,850,000	
Fund Balance from Prior Year	71,231,000	36,675,057	11,134,057	4,270,057	17,410,057	47,410,057	
Commitments Cancelled	15,000,000	15,000,000	16,000,000	17,000,000	18,000,000	19,000,000	
Ending Fund Balance	\$ 36,675,057	\$ 11,134,057	\$ 4,270,057	\$ 17,410,057	\$ 47,410,057	\$ 95,269,057	

TABLE 1

PROJECTED REVENUE AND REVENUE REQUIREMENTS (in thousands of dollars)									
Line No.	Description			2017	2018	2019	2020	2021	2022
OPERATING REVENUE									
1	Water Service - Existing Rates			265,726	266,600	265,742	264,498	263,242	262,126
2	Wastewater Service - Existing Rates			407,746	408,380	406,746	404,559	402,354	400,423
3	Total Service Revenue - Existing Rates			673,472	674,979	672,488	669,056	665,596	662,548
	Additional Service Revenue Required								
	Year	Percent Increase	Months Effective						
4	FY 2018	3.88%	12		26,172	26,075	25,941	25,806	25,687
5	FY 2019	2.00%	12			13,971	13,900	13,828	13,765
6	FY 2020	4.53%	12				32,106	31,939	31,791
7	FY 2021	4.53%	12					33,421	33,266
8	FY 2022	5.18%	12						39,714
9	Total Additional Service Revenue Required			0	26,172	40,046	71,947	104,993	144,223
10	Total Water & Wastewater Service Revenue			673,472	701,152	712,534	741,004	770,589	806,772
	Other Income (a)								
11	Other Operating Revenue			33,786	26,522	5,900	5,049	4,197	5,170
	Build America Bond Reimbursement			0	0	0	0	0	0
12	Construction Fund Interest Income			0	0	0	0	0	0
13	Debt Reserve Fund Interest Income			0	0	0	0	0	0
14	Operating Fund Interest Income			359	347	357	369	361	385
15	Rate Stabilization Interest Income			736	688	646	653	642	624
16	Transfer to Debt Service Account			(11,000)	(19,872)	0	0	0	
17	Total Revenues			697,353	708,837	719,436	747,074	775,789	812,950
OPERATING EXPENSES									
18	Water & Wastewater Operations			(268,582)	(278,827)	(284,749)	(293,223)	(301,839)	(310,727)
19	Direct Interdepartmental Charges			(172,244)	(175,236)	(182,186)	(187,095)	(193,298)	(199,750)
20	Total Operating Expenses			(440,826)	(454,062)	(466,935)	(480,317)	(495,137)	(510,477)
NET REVENUES									
21	Transfer From/(To) Rate Stabilization Fund			2,600	24,200	(900)	(3,000)	9,200	900
22	NET REVENUES (L 17 + L 20 + L 21)			259,127	278,974	251,601	263,756	289,852	303,373
DEBT SERVICE									
Senior Debt Service									
Revenue Bonds									
23	Outstanding Bonds			(195,363)	(194,886)	(144,306)	(133,385)	(133,571)	(122,477)
24	Pennvest Parity Bonds			(11,877)	(12,262)	(12,456)	(12,410)	(12,410)	(12,410)
	Commercial Paper								
25	Projected Future Bonds			(0)	(14,175)	(36,734)	(55,471)	(73,538)	(93,148)
26	Total Senior Debt Service			(207,240)	(221,324)	(193,497)	(201,265)	(219,519)	(228,034)
27	TOTAL SENIOR DEBT SERVICE COVERAGE (L22/L26)			1.25 x	1.26 x	1.30 x	1.31 x	1.32 x	1.33 x
Subordinate Debt Service									
28	Outstanding General Obligation Bonds			0	0	0	0	0	0
29	Pennvest Subordinate Bonds			0	0	0	0	0	0
30	Total Subordinate Debt Service			0	0	0	0	0	0
31	Total Debt Service on Bonds			(207,240)	(221,324)	(193,497)	(201,265)	(219,519)	(228,034)
32	CAPITAL ACCOUNT DEPOSIT			(22,034)	(22,585)	(23,150)	(23,729)	(24,322)	(24,930)
33	TOTAL COVERAGE (L22/((L31+L32))			1.13 x	1.14 x	1.16 x	1.17 x	1.18 x	1.19 x

(Continued)

PROJECTED REVENUE AND REVENUE REQUIREMENTS
(in thousands of dollars)

Line No.	Description	2017	2018	2019	2020	2021	2022
RESIDUAL FUND							
34	Beginning of Year Balance	15,189	15,196	15,216	15,225	15,142	15,207
35	Interest Income	55	55	55	55	55	55
	Plus:						
36	End of Year Revenue Fund Balance	29,853	35,065	34,955	38,763	46,011	50,409
37	Deposit for Transfer to City General Fund (b)	769	714	678	710	760	813
	Less:						
38	Transfer to Construction Fund	(29,900)	(35,100)	(35,000)	(38,900)	(46,000)	(50,500)
39	Transfer to City General Fund	(769)	(714)	(678)	(710)	(760)	(813)
40	Transfer to Debt Service Reserve Fund	0	0	0	0	0	0
41	End of Year Balance	15,196	15,216	15,225	15,142	15,207	15,171

(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.

LONG-TERM OBLIGATIONS

**Sinking Fund Commission
General Fund Operating Budget Estimates
FY 2018-2022 Five Year Plan**

<u>Description</u>	<u>FY 17 Estimate</u>	<u>FY 18 Estimate</u>	<u>FY 19 Estimate</u>	<u>FY 20 Estimate</u>	<u>FY 21 Estimate</u>	<u>FY 22 Estimate</u>
<u>Purchase of Services - Class 200</u>						
Long Term Leases	\$ 121,389,615	\$ 138,697,144	\$ 131,976,606	\$ 147,031,279	\$ 146,859,748	\$ 155,941,705
Total - Class 200	\$ 121,389,615	\$ 138,697,144	\$ 131,976,606	\$ 147,031,279	\$ 146,859,748	\$ 155,941,705
<u>Debt Service - Class 700</u>						
Interest on City Debt - Long Term	\$ 75,124,826	\$ 78,817,395	\$ 82,248,108	\$ 97,655,553	\$ 91,764,535	\$ 93,483,117
Principal on City Debt - Long Term	67,890,000	70,820,000	92,060,000	95,180,000	108,035,000	114,760,000
Interest on City Debt - Short Term	7,500,000	5,250,000	6,000,000	8,000,000	9,000,000	10,000,000
Sinking Fund Reserve Payments	1,335,293	1,334,675	1,337,262	1,337,800	1,336,287	1,337,725
Commitment Fee Expense	2,000,000	1,000,000	1,550,000	1,200,000	1,200,000	1,200,000
Arbitrage Payments	100,000	100,000	100,000	100,000	100,000	100,000
Total - Class 700	\$ 153,950,119	\$ 157,322,070	\$ 183,295,370	\$ 203,473,353	\$ 211,435,822	\$ 220,880,842
Total - All Classes	\$ 275,339,734	\$ 296,019,214	\$ 315,271,976	\$ 350,504,632	\$ 358,295,570	\$ 376,822,547

FIVE YEAR OBLIGATION SUMMARY BY DEPARTMENT

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: ART MUSEUM SUBSIDY								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 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	2,620,000	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
Total	2,620,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: ATWATER KENT MUSEUM								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	223,470	244,817	248,444	251,897	252,912	254,161	254,161	254,161
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
Total	273,470	294,817	298,444	301,897	302,912	304,161	304,161	304,161

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: AUDITING								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	7,994,175	8,009,512	8,070,097	8,426,765	8,445,285	8,468,065	8,468,065	8,468,065
Class 200 - Contracts / Leases	392,741	397,450	397,450	497,450	497,450	497,450	497,450	497,450
Class 300/400 - Supplies, Equipment	24,955	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	8,411,871	8,431,962	8,492,547	8,949,215	8,967,735	8,990,515	8,990,515	8,990,515

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: BOARD OF ETHICS								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	862,716	961,403	972,118	985,489	986,517	987,782	987,782	987,782
Class 200 - Contracts / Leases	50,982	96,000	96,000	96,000	96,000	96,000	96,000	96,000
Class 300/400 - Supplies, Equipment	11,009	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
Total	924,707	1,071,403	1,082,118	1,095,489	1,096,517	1,097,782	1,097,782	1,097,782

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: BOARD OF REVISION OF TAXES								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	890,697	819,627	832,785	942,999	944,925	947,294	947,294	947,294
Class 200 - Contracts / Leases	18,953	120,200	120,200	90,200	90,200	90,200	90,200	90,200
Class 300/400 - Supplies, Equipment	14,075	15,727	15,727	15,727	15,727	15,727	15,727	15,727
Class 500 - Indemnities / Contributions	71,499	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	995,224	955,554	968,712	1,048,926	1,050,852	1,053,221	1,053,221	1,053,221

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: CITY COMMISSIONERS								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	5,514,242	5,638,818	5,793,295	5,872,200	5,959,388	6,066,629	6,066,629	6,066,629
Class 200 - Contracts / Leases	3,864,760	3,797,350	4,097,350	3,497,350	2,976,350	3,126,350	3,126,350	2,976,350
Class 300/400 - Supplies, Equipment	716,470	603,617	788,617	541,617	541,617	572,617	572,617	541,617
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	10,095,472	10,039,785	10,679,262	9,911,167	9,477,355	9,765,596	9,765,596	9,584,596

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: CITY COUNCIL								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	12,842,195	14,309,858	14,469,130	14,692,111	14,692,111	14,692,111	14,692,111	14,692,111
Class 200 - Contracts / Leases	1,626,341	1,904,485	1,904,485	1,904,485	1,904,485	1,904,485	1,904,485	1,904,485
Class 300/400 - Supplies, Equipment	452,964	510,650	510,650	510,650	510,650	510,650	510,650	510,650
Class 500 - Indemnities / Contributions	591,000	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
Total	15,512,500	16,725,293	16,884,565	17,107,546	17,107,546	17,107,546	17,107,546	17,107,546

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: CITY PLANNING								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	2,211,557	2,369,484	2,370,957	0	0	0	0	0
Class 200 - Contracts / Leases	139,357	129,592	126,187	0	0	0	0	0
Class 300/400 - Supplies, Equipment	39,872	40,652	40,652	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	2,390,786	2,539,728	2,537,796	0	0	0	0	0

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: CITY REPRESENTATIVE								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	453,196	589,381	595,176	601,690	602,642	603,813	603,813	603,813
Class 200 - Contracts / Leases	561,726	481,730	356,730	561,730	561,730	561,730	561,730	561,730
Class 300/400 - Supplies, Equipment	53,922	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	1,068,844	1,125,111	1,005,906	1,217,420	1,218,372	1,219,543	1,219,543	1,219,543

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: CITY TREASURER								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	985,689	1,040,058	1,050,911	1,062,869	1,064,868	1,067,327	1,067,327	1,067,327
Class 200 - Contracts / Leases	107,442	118,444	115,631	118,444	118,444	118,444	118,444	118,444
Class 300/400 - Supplies, Equipment	21,825	22,224	22,224	22,224	22,224	22,224	22,224	22,224
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	1,114,956	1,180,726	1,188,766	1,203,537	1,205,536	1,207,995	1,207,995	1,207,995

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: CIVIL SERVICE COMMISSION								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	150,173	148,882	150,611	166,376	167,462	168,798	168,798	168,798
Class 200 - Contracts / Leases	29,500	29,500	29,500	29,500	29,500	29,500	29,500	29,500
Class 300/400 - Supplies, Equipment	300	1,094	1,094	1,094	1,094	1,094	1,094	1,094
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	179,973	179,476	181,205	196,970	198,056	199,392	199,392	199,392

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: CIVIL SERVICE COMMISSION - PROVISIONS FOR FUTURE LABOR AGREEMENTS								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 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	10,000,000	0	20,000,000	30,000,000	40,000,000	50,000,000	60,000,000
Total	0	10,000,000	0	20,000,000	30,000,000	40,000,000	50,000,000	60,000,000

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: COMMERCE								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	2,351,610	2,107,565	2,265,934	2,200,461	2,202,350	2,204,673	2,204,673	2,204,673
Class 200 - Contracts / Leases	1,780,385	2,175,481	2,121,438	2,675,481	2,175,481	2,175,481	2,175,481	2,175,481
Class 300/400 - Supplies, Equipment	36,603	26,654	26,654	26,654	26,654	26,654	26,654	26,654
Class 500 - Indemnities / Contributions	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	4,668,598	4,809,700	4,914,026	5,402,596	4,904,485	4,906,808	4,906,808	4,906,808

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: COMMERCE - CONVENTION CENTER SUBSIDY								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: COMMERCE - ECONOMIC STIMULUS								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	3,294,448	3,354,448	3,354,448	2,794,448	2,794,448	2,794,448	2,794,448	2,794,448
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
Total	3,294,448	3,354,448	3,354,448	2,794,448	2,794,448	2,794,448	2,794,448	2,794,448

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: DISTRICT ATTORNEY								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	32,810,833	33,800,485	33,878,575	34,686,670	34,733,606	34,294,377	34,294,377	34,294,377
Class 200 - Contracts / Leases	2,391,233	2,597,257	2,597,257	2,594,296	2,594,296	2,467,172	2,467,172	2,467,172
Class 300/400 - Supplies, Equipment	491,150	546,328	546,328	529,521	529,521	525,021	525,021	525,021
Class 500 - Indemnities / Contributions	5,000	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	35,698,216	36,944,070	37,022,160	37,810,487	37,857,423	37,286,570	37,286,570	37,286,570

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: FINANCE								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	8,230,613	6,911,556	7,002,480	7,328,177	8,359,723	8,398,526	8,398,526	8,398,526
Class 200 - Contracts / Leases	4,097,942	3,029,912	2,967,252	3,029,912	2,829,912	2,829,912	2,829,912	2,829,912
Class 300/400 - Supplies, Equipment	104,341	103,109	103,109	103,109	103,109	103,109	103,109	103,109
Class 500 - Indemnities / Contributions	7,601,919	2,935,000	2,885,000	3,690,000	2,410,000	3,660,000	2,410,000	3,660,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	20,034,815	12,979,577	12,957,841	14,151,198	13,702,744	14,991,547	13,741,547	14,991,547

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: FINANCE - COMMUNITY COLLEGE SUBSIDY								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	30,309,207	29,909,207	29,909,207	29,909,207	29,909,207	29,109,207	29,109,207	29,109,207
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	30,309,207	29,909,207	29,909,207	29,909,207	29,909,207	29,109,207	29,109,207	29,109,207

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: FINANCE - EMPLOYEE BENEFITS								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Unemployment Comp. (0196)	2,367,934	4,580,260	4,580,260	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260
Employee Disability (0151,0187,0188)	62,904,761	65,669,340	65,669,340	67,087,798	68,536,894	70,017,291	71,529,665	73,074,705
Pension (0191)	502,481,202	510,978,618	521,892,018	544,877,667	562,430,050	581,150,383	589,665,650	598,942,983
Pension Obligation Bonds (0190)	109,940,160	110,791,652	110,791,652	111,330,520	111,330,520	111,330,520	111,330,520	111,330,520
FICA (0189,0192)	71,705,312	74,590,495	75,366,262	76,057,992	76,512,450	76,859,730	76,859,730	76,859,730
Health / Medical (0193)	411,452,807	435,547,675	448,123,258	466,427,163	480,950,145	504,775,578	530,206,452	557,355,369
Life (0194)	7,922,115	8,100,386	8,100,386	8,100,386	8,100,386	8,100,386	8,100,386	8,100,386
Group Legal (0195)	4,672,858	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842
Tool Allowance (0197)	110,925	146,267	146,267	146,267	146,267	146,267	146,267	146,267
Flex Cash Payments (0186)	594,405	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Pension Relief - Sales Tax (0191)	9,691,425	13,739,426	18,292,078	24,041,450	44,559,443	49,892,086	54,915,919	59,750,111
Pension - Plan 10 (0198)	9,901	0	-	-	-	-	-	-
Total	1,183,853,805	1,229,793,961	1,258,611,363	1,307,799,345	1,362,296,257	1,412,002,343	1,452,484,691	1,495,290,173

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: FINANCE - HERO AWARDS								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 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
Total	18,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: FINANCE - INDEMNITIES								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 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	40,675,000	40,675,000	44,920,000	44,920,000	44,920,000	44,920,000	44,920,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	0	40,675,000	40,675,000	44,920,000	44,920,000	44,920,000	44,920,000	44,920,000

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: FINANCE - REFUNDS								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: FINANCE - SCHOOL DISTRICT CONTRIBUTION								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	104,184,673	104,263,617	104,263,617	104,348,281	104,770,541	105,270,919	105,763,791	106,006,409
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	104,184,673	104,263,617	104,263,617	104,348,281	104,770,541	105,270,919	105,763,791	106,006,409

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: FINANCE - WITNESS FEES								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	136,175	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	136,175	171,518	171,518	171,518	171,518	171,518	171,518	171,518

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: FIRE								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	219,101,252	201,369,162	214,118,673	225,242,832	228,872,186	229,407,459	229,937,314	230,304,754
Class 200 - Contracts / Leases	6,615,496	5,375,153	5,998,650	5,789,667	5,792,121	5,794,697	5,797,402	5,800,243
Class 300/400 - Supplies, Equipment	9,690,432	7,421,014	7,721,014	8,541,535	7,600,214	7,600,214	7,600,214	7,600,214
Class 500 - Indemnities / Contributions	2,672,473	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	8,162,000	7,647,000	7,647,000	7,972,000	8,251,020	8,539,806	8,838,699	9,148,053
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	246,241,653	221,812,329	235,485,337	247,546,034	250,515,541	251,342,176	252,173,629	252,853,264

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: FIRST JUDICIAL DISTRICT								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	97,017,514	97,254,698	96,788,135	99,505,601	99,505,601	99,505,601	99,505,601	99,505,601
Class 200 - Contracts / Leases	17,650,649	10,656,574	10,185,574	9,545,039	9,545,039	9,545,039	9,545,039	9,545,039
Class 300/400 - Supplies, Equipment	2,391,505	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	827,023	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	117,886,691	110,303,140	109,365,577	111,442,508	111,442,508	111,442,508	111,442,508	111,442,508

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: FLEET MANAGEMENT								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	17,275,918	16,613,280	17,114,535	18,009,259	18,348,313	18,765,349	18,765,349	18,765,349
Class 200 - Contracts / Leases	5,150,508	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	22,000,170	26,463,211	26,147,535	26,463,211	26,463,211	26,463,211	26,463,211	26,463,211
Class 500 - Indemnities / Contributions	28,006	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	44,454,602	48,180,887	48,366,466	49,576,866	49,915,920	50,332,956	50,332,956	50,332,956

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: FLEET MANAGEMENT - VEHICLE LEASE/PURCHASE								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 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	0	0	0	0
Class 300/400 - Supplies, Equipment	12,814,792	8,465,000	8,620,000	9,465,000	13,965,000	13,965,000	13,965,000	13,965,000
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	17,297,984	12,965,000	13,120,000	13,965,000	13,965,000	13,965,000	13,965,000	13,965,000

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: HISTORICAL COMMISSION								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	341,606	429,943	429,943	0	0	0	0	0
Class 200 - Contracts / Leases	887	980	980	0	0	0	0	0
Class 300/400 - Supplies, Equipment	786	809	809	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	343,279	431,732	431,732	0	0	0	0	0

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: FREE LIBRARY								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	34,808,182	35,454,254	36,057,444	36,310,826	36,676,562	37,126,418	37,126,418	37,126,418
Class 200 - Contracts / Leases	2,315,621	2,324,077	2,324,077	2,324,077	2,324,077	2,324,077	2,324,077	2,324,077
Class 300/400 - Supplies, Equipment	2,275,393	2,302,659	2,210,124	2,302,659	2,302,659	2,302,659	2,302,659	2,302,659
Class 500 - Indemnities / Contributions	365,230	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	39,764,426	40,080,990	40,591,645	40,937,562	41,303,298	41,753,154	41,753,154	41,753,154

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: HUMAN RELATIONS COMMISSION								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	1,837,948	2,127,519	2,124,681	2,141,591	2,145,271	2,149,797	2,149,797	2,149,797
Class 200 - Contracts / Leases	41,700	34,657	42,403	34,657	34,657	34,657	34,657	34,657
Class 300/400 - Supplies, Equipment	22,106	28,031	28,031	28,031	28,031	28,031	28,031	28,031
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	1,901,754	2,190,207	2,195,115	2,204,279	2,207,959	2,212,485	2,212,485	2,212,485

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: HUMAN SERVICES								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	21,714,429	23,454,344	25,740,699	24,201,560	24,546,596	24,846,222	24,846,222	24,846,222
Class 200 - Contracts / Leases	75,253,378	78,896,204	79,163,571	83,415,018	84,568,387	85,222,079	85,875,770	86,406,895
Class 300/400 - Supplies, Equipment	937,302	868,952	788,606	868,952	868,952	868,952	868,952	868,952
Class 500 - Indemnities / Contributions	203,232	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	98,108,341	103,219,500	105,692,876	108,485,530	109,983,935	110,937,253	111,590,944	112,122,069

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: LABOR RELATIONS								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	496,053	1,082,792	1,072,792	1,538,459	1,538,459	1,538,459	1,538,459	1,538,459
Class 200 - Contracts / Leases	5,248	5,277	11,277	17,277	17,277	17,277	17,277	17,277
Class 300/400 - Supplies, Equipment	8,133	8,160	11,160	11,660	11,660	11,660	11,660	11,660
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	509,434	1,096,229	1,095,229	1,567,396	1,567,396	1,567,396	1,567,396	1,567,396

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: LAW								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	7,405,269	7,934,005	8,200,743	8,334,481	8,350,959	8,371,226	8,371,226	8,371,226
Class 200 - Contracts / Leases	6,628,250	8,410,034	8,236,860	7,010,034	7,010,034	7,010,034	7,010,034	7,010,034
Class 300/400 - Supplies, Equipment	226,030	248,676	248,676	248,676	248,676	248,676	248,676	248,676
Class 500 - Indemnities / Contributions	313,651	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	14,573,200	16,592,715	16,686,279	15,593,191	15,609,669	15,629,936	15,629,936	15,629,936

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: LICENSES AND INSPECTIONS								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	18,606,512	21,272,576	21,601,380	23,019,730	23,398,194	23,706,265	23,706,265	23,706,265
Class 200 - Contracts / Leases	10,401,930	11,053,079	12,011,947	11,823,061	11,823,061	11,823,061	11,823,061	11,823,061
Class 300/400 - Supplies, Equipment	1,437,228	1,286,464	1,204,201	912,475	784,475	784,475	784,475	784,475
Class 500 - Indemnities / Contributions	160,615	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	30,606,285	33,612,119	34,817,528	35,755,266	36,005,730	36,313,801	36,313,801	36,313,801

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: L+I - BOARD OF BUILDING STANDARDS								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	67,890	75,419	75,419	75,419	75,419	75,419	75,419	75,419
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	67,890	75,419	75,419	75,419	75,419	75,419	75,419	75,419

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: L+I - BOARD OF L+I REVIEW								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	139,762	159,201	160,759	161,349	162,284	163,434	163,434	163,434
Class 200 - Contracts / Leases	10,436	10,436	10,436	10,436	10,436	10,436	10,436	10,436
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	150,198	169,637	171,195	171,785	172,720	173,870	173,870	173,870

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: L+I - ZONING BOARD OF ADJUSTMENT								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	326,821	337,749	344,132	0	0	0	0	0
Class 200 - Contracts / Leases	34,541	34,541	34,541	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	361,362	372,290	378,673	0	0	0	0	0

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: MANAGING DIRECTOR								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	17,601,829	19,115,427	19,444,428	19,776,006	19,831,678	19,900,154	19,900,154	19,900,154
Class 200 - Contracts / Leases	19,040,574	19,129,401	18,994,164	18,662,351	18,412,351	18,412,351	18,412,351	18,412,351
Class 300/400 - Supplies, Equipment	610,965	803,779	813,077	767,479	767,479	767,479	767,479	767,479
Class 500 - Indemnities / Contributions	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
Total	37,253,573	39,048,607	39,251,669	39,205,836	39,011,508	39,079,984	39,079,984	39,079,984

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: MANAGING DIRECTOR - LEGAL SERVICES								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	44,695,131	45,793,831	46,490,831	47,414,381	47,478,431	46,542,131	46,542,131	46,542,131
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
Total	44,695,131	45,793,831	46,490,831	47,414,381	47,478,431	46,542,131	46,542,131	46,542,131

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: MAYOR								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	3,960,415	3,742,849	3,790,958	3,735,550	3,735,550	3,735,550	3,735,550	3,735,550
Class 200 - Contracts / Leases	950,822	464,046	503,680	703,046	703,046	703,046	703,046	703,046
Class 300/400 - Supplies, Equipment	33,284	54,245	54,245	55,545	55,545	55,545	55,545	55,545
Class 500 - Indemnities / Contributions	382,076	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	5,326,597	4,261,140	4,348,883	4,494,141	4,494,141	4,494,141	4,494,141	4,494,141

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: MAYOR - SCHOLARSHIPS								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 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
Total	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: MAYOR - OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	0	3,962,776	4,016,561	3,986,939	3,994,757	4,004,373	4,004,373	4,004,373
Class 200 - Contracts / Leases	0	1,637,049	1,618,975	1,652,049	1,602,049	1,602,049	1,602,049	1,602,049
Class 300/400 - Supplies, Equipment	0	16,665	16,665	16,665	16,665	16,665	16,665	16,665
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	0	5,616,490	5,652,201	5,655,653	5,613,471	5,623,087	5,623,087	5,623,087

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: MAYOR - OFFICE OF COMMUNITY SCHOOLS & PRE-K								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	0	1,704,925	2,529,867	2,679,927	3,399,927	4,119,927	4,119,927	4,119,927
Class 200 - Contracts / Leases	0	25,115,000	24,089,449	39,407,000	46,181,700	51,823,000	64,573,000	64,573,000
Class 300/400 - Supplies, Equipment	0	400,000	270,632	364,750	396,600	412,000	412,000	412,000
Class 500 - Indemnities / Contributions	0	250,000	250,000	100,000	150,000	200,000	200,000	200,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	0	27,469,925	27,139,948	42,551,677	50,128,227	56,554,927	69,304,927	69,304,927

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: MAYOR - PLANNING AND DEVELOPMENT								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	0	416,000	482,197	0	0	0	0	0
Class 200 - Contracts / Leases	0	40,000	36,500	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	60,000	51,500	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	500,000	600,000	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	0	1,016,000	1,170,197	0	0	0	0	0

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: MAYOR'S OFFICE OF COMMUNITY EMPOWERMENT & OPPORTUNITY								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	90,000	90,000	90,000	295,000	295,000	295,000	295,000	295,000
Class 200 - Contracts / Leases	835,000	2,435,318	2,435,318	1,445,000	1,445,000	1,445,000	1,445,000	1,445,000
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	13,500	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	938,500	2,525,318	2,525,318	1,740,000	1,740,000	1,740,000	1,740,000	1,740,000

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: MAYOR'S OFFICE OF TRANSPORTATION & UTILITIES								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	473,894	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	217,364	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	691,258	0	0	0	0	0	0	0

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: MURAL ARTS PROGRAM								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	495,213	533,401	539,895	548,987	548,987	548,987	548,987	548,987
Class 200 - Contracts / Leases	1,155,615	1,145,615	1,145,615	1,275,615	1,175,615	1,175,615	1,175,615	1,175,615
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	1,650,828	1,679,016	1,685,510	1,824,602	1,724,602	1,724,602	1,724,602	1,724,602

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: OFFICE OF ARTS AND CULTURE AND THE CREATIVE ECONOMY								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	308,789	312,767	227,129	319,878	319,878	319,878	319,878	319,878
Class 200 - Contracts / Leases	467,620	482,400	532,400	482,400	482,400	482,400	482,400	482,400
Class 300/400 - Supplies, Equipment	3,925	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Class 500 - Indemnities / Contributions	3,370,688	3,370,688	3,370,688	3,370,688	3,370,688	3,370,688	3,370,688	3,370,688
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	4,151,022	4,172,855	4,137,217	4,179,966	4,179,966	4,179,966	4,179,966	4,179,966

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: OFFICE OF BEHAVIORAL HEALTH AND INTELLECTUAL DISABILITY								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	995,153	1,010,566	1,006,269	1,093,064	1,094,949	1,097,268	1,097,268	1,097,268
Class 200 - Contracts / Leases	12,975,510	13,125,510	13,125,510	13,125,510	13,125,510	13,125,510	13,125,510	13,125,510
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	13,970,663	14,136,076	14,131,779	14,218,574	14,220,459	14,222,778	14,222,778	14,222,778

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: OFFICE OF HOMELESS SERVICES								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	8,241,791	8,636,443	8,738,297	8,802,194	8,865,508	8,943,384	8,943,384	8,943,384
Class 200 - Contracts / Leases	37,058,057	37,644,215	37,844,215	38,669,215	38,669,215	38,669,215	38,669,215	38,669,215
Class 300/400 - Supplies, Equipment	325,044	344,127	271,274	344,127	344,127	344,127	344,127	344,127
Class 500 - Indemnities / Contributions	67,233	32,421	32,421	32,421	32,421	32,421	32,421	32,421
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	45,692,125	46,657,206	46,886,207	47,847,957	47,911,271	47,989,147	47,989,147	47,989,147

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: PLANNING & DEVELOPMENT (OHCD, L+I-ZBA, Hist. Comm., City Planning Comm.)								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	0	0	0	3,899,308	3,904,044	3,909,869	3,909,869	3,909,869
Class 200 - Contracts / Leases	3,587,000	2,865,000	3,365,000	2,845,113	2,770,113	2,773,113	2,773,113	2,773,113
Class 300/400 - Supplies, Equipment	0	0	0	101,461	101,461	101,461	101,461	101,461
Class 500 - Indemnities / Contributions	2,647	0	0	850,000	350,000	350,000	350,000	350,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	3,589,647	2,865,000	3,365,000	7,695,882	7,125,618	7,134,443	7,134,443	7,134,443

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: OFFICE OF HUMAN RESOURCES								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	5,313,085	5,403,578	5,445,883	4,983,106	5,009,014	5,040,880	5,040,880	5,040,880
Class 200 - Contracts / Leases	863,348	952,070	931,630	959,070	797,070	959,070	797,070	959,070
Class 300/400 - Supplies, Equipment	53,912	69,932	69,932	69,432	69,432	69,432	69,432	69,432
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	6,230,345	6,425,580	6,447,445	6,011,608	5,875,516	6,069,382	5,907,382	6,069,382

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: OFFICE OF INNOVATION AND TECHNOLOGY								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	19,517,549	19,782,918	20,061,838	20,512,309	20,555,558	20,608,754	20,608,754	20,608,754
Class 200 - Contracts / Leases	31,023,641	29,198,764	33,298,686	37,751,295	38,241,712	37,458,712	37,636,712	40,298,712
Class 300/400 - Supplies, Equipment	3,539,793	3,090,659	3,521,549	5,267,890	5,164,317	6,573,990	8,077,161	6,998,849
Class 500 - Indemnities / Contributions	3,242,043	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	57,323,026	52,072,341	56,882,073	63,531,494	63,961,587	64,641,456	66,322,627	67,906,315

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: OFFICE OF INNOVATION AND TECHNOLOGY - 911								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	289,453	306,800	306,800	886,800	886,800	886,800	886,800	886,800
Class 200 - Contracts / Leases	8,594,498	23,931,679	13,581,199	11,644,815	17,296,853	15,662,180	14,159,009	15,237,321
Class 300/400 - Supplies, Equipment	1,958,596	19,001,399	18,816,399	8,064,399	8,064,399	8,064,399	8,064,399	8,064,399
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	10,842,547	43,239,878	32,704,398	20,596,014	26,248,052	24,613,379	23,110,208	24,188,520

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: OFFICE OF THE INSPECTOR GENERAL								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	1,373,644	1,390,611	1,407,986	1,444,811	1,444,811	1,444,811	1,444,811	1,444,811
Class 200 - Contracts / Leases	268,120	272,975	267,411	197,975	197,975	197,975	197,975	197,975
Class 300/400 - Supplies, Equipment	4,808	5,225	5,225	5,225	5,225	5,225	5,225	5,225
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	1,646,572	1,668,811	1,680,622	1,648,011	1,648,011	1,648,011	1,648,011	1,648,011

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: OFFICE OF PROPERTY ASSESSMENT								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	10,675,256	10,434,139	10,527,806	11,313,100	11,362,418	11,423,079	11,423,079	11,423,079
Class 200 - Contracts / Leases	1,242,200	1,578,126	1,578,126	1,828,126	1,828,126	1,828,126	1,578,126	1,578,126
Class 300/400 - Supplies, Equipment	336,576	782,600	782,600	782,600	782,600	782,600	782,600	782,600
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	12,254,032	12,794,865	12,888,532	13,923,826	13,973,144	14,033,805	13,783,805	13,783,805

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: OFFICE OF SUSTAINABILITY								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	488,757	537,979	546,234	557,790	557,790	557,790	557,790	557,790
Class 200 - Contracts / Leases	221,618	279,508	273,561	393,508	393,508	393,508	393,508	393,508
Class 300/400 - Supplies, Equipment	7,917	17,840	17,840	17,840	17,840	17,840	17,840	17,840
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds		0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments		0	0	0	0	0	0	0
Total	718,292	835,327	837,635	969,138	969,138	969,138	969,138	969,138

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: PARKS AND RECREATION								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	42,943,935	45,386,251	45,960,006	46,660,211	47,033,078	47,491,704	47,491,704	47,491,704
Class 200 - Contracts / Leases	9,235,890	9,294,525	9,381,100	9,294,525	9,294,525	9,294,525	9,294,525	9,294,525
Class 300/400 - Supplies, Equipment	2,715,992	2,673,805	2,383,888	2,673,805	2,673,805	2,673,805	2,673,805	2,673,805
Class 500 - Indemnities / Contributions	4,796,976	2,527,500	2,527,500	2,527,500	2,527,500	2,527,500	2,527,500	2,527,500
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
Total	59,692,793	59,882,081	60,252,494	61,156,041	61,528,908	61,987,534	61,987,534	61,987,534

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: POLICE								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	626,772,728	629,443,111	630,787,182	631,372,338	632,286,322	633,410,522	633,410,522	633,410,522
Class 200 - Contracts / Leases	7,061,763	7,462,807	7,462,807	7,462,807	7,462,807	7,462,807	7,462,807	7,462,807
Class 300/400 - Supplies, Equipment	12,271,267	13,270,952	12,585,952	13,270,952	13,270,952	13,270,952	13,270,952	13,270,952
Class 500 - Indemnities / Contributions	12,807,676	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	658,913,434	650,176,870	650,835,941	652,106,097	653,020,081	654,144,281	654,144,281	654,144,281

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: PRISONS								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	141,068,023	147,301,168	148,377,693	147,427,858	147,467,222	147,515,639	147,515,639	147,515,639
Class 200 - Contracts / Leases	104,913,016	105,455,001	108,055,001	105,455,001	105,455,001	105,455,001	105,455,001	105,455,001
Class 300/400 - Supplies, Equipment	4,752,060	4,773,744	4,773,744	4,773,744	4,773,744	4,773,744	4,773,744	4,773,744
Class 500 - Indemnities / Contributions	2,265,226	1,301,757	1,301,757	1,301,757	1,301,757	1,301,757	1,301,757	1,301,757
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	252,998,325	258,831,670	262,508,195	258,958,360	258,997,724	259,046,141	259,046,141	259,046,141

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: PROCUREMENT								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	2,278,649	2,504,399	2,545,007	2,566,732	2,587,581	2,613,225	2,613,225	2,613,225
Class 200 - Contracts / Leases	3,040,829	2,316,267	2,311,267	2,316,267	2,316,267	2,316,267	2,316,267	2,316,267
Class 300/400 - Supplies, Equipment	48,528	49,054	49,054	49,054	49,054	49,054	49,054	49,054
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	5,368,006	4,869,720	4,905,328	4,932,053	4,952,902	4,978,546	4,978,546	4,978,546

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: PUBLIC HEALTH								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	49,832,624	50,960,468	51,553,821	54,454,436	55,082,358	55,579,803	55,603,435	55,627,777
Class 200 - Contracts / Leases	64,896,705	66,892,802	70,567,515	73,597,713	73,289,896	73,325,157	73,361,474	73,398,881
Class 300/400 - Supplies, Equipment	5,371,564	5,490,768	5,575,168	6,343,418	6,198,068	6,198,068	6,198,068	6,198,068
Class 500 - Indemnities / Contributions	876,587	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	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
Total	121,477,480	123,844,038	128,196,504	134,895,567	135,070,322	135,603,028	135,662,977	135,724,726

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: PUBLIC PROPERTY								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	8,347,891	8,318,847	8,605,478	8,547,886	8,678,428	8,838,995	8,838,995	8,838,995
Class 200 - Contracts / Leases	28,979,811	28,122,008	28,517,635	28,008,008	28,008,008	28,008,008	28,008,008	28,008,008
Class 300/400 - Supplies, Equipment	1,304,121	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535
Class 500 - Indemnities / Contributions	1,197,256	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	24,176,888	23,916,920	23,916,920	27,554,294	28,905,960	30,329,485	31,828,734	33,407,784
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	64,005,967	61,696,310	62,378,568	65,448,723	66,930,931	68,515,023	70,014,272	71,593,322

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: PUBLIC PROPERTY - SEPTA SUBSIDY								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	74,215,000	79,720,000	79,720,000	82,749,000	86,838,000	90,877,000	95,366,000	99,685,000
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	74,215,000	79,720,000	79,720,000	82,749,000	86,838,000	90,877,000	95,366,000	99,685,000

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: PUBLIC PROPERTY - SPACE RENTALS								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	20,228,737	20,875,402	20,875,402	19,566,102	19,890,736	20,208,319	20,523,955	21,229,592
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	20,228,737	20,875,402	20,875,402	19,566,102	19,890,736	20,208,319	20,523,955	21,229,592

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: PUBLIC PROPERTY - UTILITIES								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	31,611,391	30,656,047	30,656,047	24,655,024	25,286,773	26,135,016	27,011,783	27,918,038
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	31,611,391	30,656,047	30,656,047	24,655,024	25,286,773	26,135,016	27,011,783	27,918,038

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: RECORDS								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	2,943,408	3,083,221	3,155,677	3,194,935	3,240,426	3,296,380	3,296,380	3,296,380
Class 200 - Contracts / Leases	1,595,451	1,538,779	1,490,099	1,538,779	1,538,779	1,538,779	1,538,779	1,538,779
Class 300/400 - Supplies, Equipment	142,776	143,758	143,758	143,758	143,758	143,758	143,758	143,758
Class 500 - Indemnities / Contributions	1,000	1,456	1,456	1,456	1,456	1,456	1,456	1,456
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	4,682,635	4,767,214	4,790,990	4,878,928	4,924,419	4,980,373	4,980,373	4,980,373

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: REGISTER OF WILLS								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	3,550,052	3,563,499	3,665,826	3,979,046	3,979,046	3,979,046	3,979,046	3,979,046
Class 200 - Contracts / Leases	55,519	75,486	75,486	75,486	75,486	75,486	75,486	75,486
Class 300/400 - Supplies, Equipment	64,804	33,210	33,210	189,750	189,750	189,750	189,750	189,750
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	3,670,375	3,672,195	3,774,522	4,244,282	4,244,282	4,244,282	4,244,282	4,244,282

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: REVENUE								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	18,570,671	21,657,214	21,235,848	22,231,193	22,379,788	22,624,060	22,624,060	22,624,060
Class 200 - Contracts / Leases	5,823,985	7,523,149	8,292,683	7,350,349	7,132,749	7,132,749	7,132,749	7,132,749
Class 300/400 - Supplies, Equipment	603,334	1,023,476	913,476	910,976	910,976	910,976	910,976	910,976
Class 500 - Indemnities / Contributions	32,634	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	25,030,624	30,203,839	30,442,007	30,492,518	30,423,513	30,667,785	30,667,785	30,667,785

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: SHERIFF								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	22,280,203	19,008,101	21,027,316	21,522,650	21,530,878	21,540,998	21,540,998	21,540,998
Class 200 - Contracts / Leases	695,864	715,267	715,267	1,105,267	1,105,267	1,105,267	1,105,267	1,105,267
Class 300/400 - Supplies, Equipment	413,445	418,907	418,907	443,907	443,907	443,907	443,907	443,907
Class 500 - Indemnities / Contributions	41,275	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	23,430,787	20,142,275	22,161,490	23,071,824	23,080,052	23,090,172	23,090,172	23,090,172

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: SINKING FUND COMMISSION (DEBT SERVICE)								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	92,641,217	121,389,615	121,389,615	138,697,144	131,976,606	147,031,279	146,859,748	155,941,705
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	132,089,447	153,950,119	153,950,119	157,322,070	183,295,370	203,473,353	211,435,822	220,880,842
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	224,730,664	275,339,734	275,339,734	296,019,214	315,271,976	350,504,632	358,295,570	376,822,547

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: STREETS								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	76,874,569	72,707,604	75,383,679	78,481,768	80,440,437	82,788,099	82,788,099	82,788,099
Class 200 - Contracts / Leases	51,875,823	48,989,455	48,897,434	49,726,261	48,651,244	49,430,624	50,226,653	51,039,689
Class 300/400 - Supplies, Equipment	3,751,732	3,809,962	3,826,000	8,846,224	7,144,917	7,098,866	7,098,866	7,098,866
Class 500 - Indemnities / Contributions	12,910,311	53,171	53,171	53,171	53,171	53,171	53,171	53,171
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	214,000	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	145,412,435	125,560,192	128,374,284	137,107,424	136,289,769	139,370,760	140,166,789	140,979,825

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Master Schedule								
Department: YOUTH COMMISSION								
Expenditure Class	FY16 Actual	FY17 Adopted Budget	FY17 Current Target	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate
Class 100 - Wages	92,488	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	8,439	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	267	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	101,194	0	0	0	0	0	0	0

CAPITAL FUNDING CODES

Funding Source Codes—City Sources

City sources identified with the prefix “C” represent tax-supported funding. The prefix “X” represents self-sustaining City amounts – projects that generate sufficient revenue from user charges to cover their debt service.

CN, XN – New loans are financed either through tax-supported general obligation bonds (CN) or through revenue bonds (XN).

CT, XT – Carried-Forward Loans are funds for the same or equivalent project carried forward from FY2014 to FY2015.

CR, XR – Operating Revenue appropriated to the Capital Budget from the Operating Budget.

CA – Prefinanced Loans are funds that the electorate or City Council has already authorized.

A – Previously Authorized PICA Funds are provided through loans obtained on behalf of the City by the Pennsylvania Intergovernmental Cooperation Authority (PICA).

Z – Revolving Funds are replenished through proceeds from the sale of property acquired in the past through the use of Capital funds.

Funding Source Codes—Non-City Sources

For the non-City funding sources listed below, the suffix “B”—Budget—represents funds that are appropriated in the Capital Budget and for which the City will be responsible for accounting and spending. The suffix “O”—Off-Budget—is used for amounts that are not appropriated in the Capital Budget, but rather are the responsibility of other agencies, such as SEPTA, to budget and spend. These funds are shown in the Capital Program in order to provide complete information on the scope and cost of City-supported projects. The suffix “T” represents funds for the same or equivalent project carried forward from FY2014 to FY2015.

FB, FO, FT – Federal sources.

PB, PT – Private sources.

SB, SO, ST – State sources.

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

SIX YEAR CAPITAL PROGRAM

EXHIBIT A

		2018	2019	2020	2021	2022	2023	2018 - 2023
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
City Funds-Tax Supported								
CT	Carried Forward Loans	426,560						426,560
CR	Operating Revenue	22,216	2,250	2,250	2,250	2,000	2,000	32,966
CN	New Loans	162,206	179,942	159,200	155,728	158,695	155,785	971,556
CA	Prefinanced Loans	4,653						4,653
A	PICA Prefinanced Loans	4,947						4,947
City Funds-Self Sustaining								
XT	Self Sustaining Carry Forward Loans	419,075						419,075
XR	Self Sustaining Operating Revenue	139,345	59,522	56,045	75,048	82,091	82,162	494,213
XN	Self Sustaining New Loans	638,804	636,897	645,134	629,803	643,934	650,701	3,845,273
Other City Funds								
Z	Revolving Funds	9,000	3,000	3,000	3,000	3,000	3,000	24,000
Other Than City Funds								
TT	Carried Forward Other Govt	4,884						4,884
TO	Other Governments Off Budget	1,338	1,639	1,435	1,744	1,717	1,580	9,453
TB	Other Governments/Agencies	2,300						2,300
ST	Carried Forward State	165,951						165,951
SO	State Off Budget	209,147	200,791	195,945	205,504	204,846	202,860	1,219,093
SB	State	34,350	30,259	30,266	29,763	29,787	22,849	177,274
PT	Carried Forward Private	115,108						115,108
PB	Private	87,270	77,351	73,140	73,678	78,591	71,358	461,388
FT	Carried Forward Federal	262,013						262,013
FO	Federal Off Budget	26,819	39,636	69,612	9,324	3,497		148,888
FB	Federal	139,934	123,324	141,938	121,961	122,460	116,336	765,953

Off budget amounts are shown in this FY 2018-23 Capital Program Ordinance but they are not shown in the FY 18 Capital Budget Ordinance.

TOTAL - ALL FUNDS	2,875,920	1,354,611	1,377,965	1,307,803	1,330,618	1,308,631	9,555,548
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		2018	2019	2020	2021	2022	2023	2018 - 2023
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
ART MUSEUM								
<i>ART MUSEUM COMPLEX - CAPITAL</i>								
1	Philadelphia Museum of Art - Building Rehabilitation	4,500	5,000	5,000	6,000	6,000	6,000	32,500
		4,500 CN	5,000 CN	5,000 CN	6,000 CN	6,000 CN	6,000 CN	32,500 CN
1A	Philadelphia Museum of Art - Building Rehabilitation-FY17	7,000						7,000
		7,000 CT						7,000 CT
<i>ART MUSEUM COMPLEX - CAPITAL</i>		11,500	5,000	5,000	6,000	6,000	6,000	39,500
		4,500 CN	5,000 CN	5,000 CN	6,000 CN	6,000 CN	6,000 CN	32,500 CN
		7,000 CT						7,000 CT
ART MUSEUM		11,500	5,000	5,000	6,000	6,000	6,000	39,500
		4,500 CN	5,000 CN	5,000 CN	6,000 CN	6,000 CN	6,000 CN	32,500 CN
		7,000 CT						7,000 CT

		2018	2019	2020	2021	2022	2023	2018 - 2023
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
AVIATION								
<i>NORTHEAST PHILADELPHIA AIRPORT</i>								
2A	Airfield Improvements-FY17	3,500 1,550 FT 150 ST 500 XR 1,300 XT						3,500 1,550 FT 150 ST 500 XR 1,300 XT
3A	Improvements to Existing Facilities-FY17	2,000 1,000 FT 1,000 XT						2,000 1,000 FT 1,000 XT
<i>NORTHEAST PHILADELPHIA AIRPORT</i>		5,500 2,550 FT 150 ST 500 XR 2,300 XT						5,500 2,550 FT 150 ST 500 XR 2,300 XT
<i>PHILADELPHIA INTERNATIONAL AIRPORT</i>								
4	Airfield Area	129,530 21,000 FB 15,000 PB 800 SB 90,730 XN 2,000 XR	130,290 21,123 FB 15,088 PB 805 SB 91,262 XN 2,012 XR	131,700 21,352 FB 15,251 PB 813 SB 92,250 XN 2,034 XR	131,049 21,246 FB 15,176 PB 809 SB 91,795 XN 2,023 XR	133,725 21,680 FB 15,486 PB 826 SB 93,668 XN 2,065 XR	134,636 21,828 FB 15,591 PB 832 SB 94,306 XN 2,079 XR	790,930 128,229 FB 91,592 PB 4,885 SB 554,011 XN 12,213 XR

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
5A Airfield Improvements-FY17	27,500						27,500
	500 PT						500 PT
	1,000 ST						1,000 ST
	1,000 XR						1,000 XR
	25,000 XT						25,000 XT
6A Improvements to Existing Facilities-FY17	85,150						85,150
	400 FT						400 FT
	20,000 PT						20,000 PT
	3,000 ST						3,000 ST
	1,750 XR						1,750 XR
	60,000 XT						60,000 XT
7 Terminal Area	151,255	151,250	152,225	153,750	153,224	154,225	915,929
	10,000 FB	10,000 FB	10,064 FB	10,165 FB	10,130 FB	10,196 FB	60,555 FB
	22,000 PB	21,999 PB	22,141 PB	22,363 PB	22,287 PB	22,432 PB	133,222 PB
	800 SB	800 SB	805 SB	813 SB	810 SB	816 SB	4,844 SB
	116,455 XN	116,451 XN	117,202 XN	118,376 XN	117,971 XN	118,742 XN	705,197 XN
	2,000 XR	2,000 XR	2,013 XR	2,033 XR	2,026 XR	2,039 XR	12,111 XR
8A Airport Safety & Security Projects-FY17	15,000						15,000
	500 FT						500 FT
	6,500 PT						6,500 PT
	1,000 XR						1,000 XR
	7,000 XT						7,000 XT
9 Outside Terminal Area (OTA)	63,563	63,313	63,541	63,250	63,775	64,125	381,567
	1,000 FB	996 FB	1,000 FB	995 FB	1,003 FB	1,009 FB	6,003 FB
	15,000 PB	14,941 PB	14,995 PB	14,926 PB	15,050 PB	15,133 PB	90,045 PB
	250 SB	249 SB	250 SB	249 SB	251 SB	252 SB	1,501 SB
	47,313 XN	47,127 XN	47,296 XN	47,080 XN	47,471 XN	47,731 XN	284,018 XN

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
10A Capacity Enhancement Program-FY17	58,100						58,100
	5,000 FT						5,000 FT
	25,000 PT						25,000 PT
	1,600 ST						1,600 ST
	3,500 XR						3,500 XR
	23,000 XT						23,000 XT
11 Other Airport Services	129,268	129,551	129,125	128,776	129,251	132,126	778,097
	25,000 FB	25,055 FB	24,972 FB	24,905 FB	24,997 FB	25,553 FB	150,482 FB
	15,000 PB	15,033 PB	14,983 PB	14,943 PB	14,998 PB	15,332 PB	90,289 PB
	2,200 SB	2,205 SB	2,198 SB	2,192 SB	2,200 SB	2,249 SB	13,244 SB
	85,068 XN	85,254 XN	84,974 XN	84,744 XN	85,056 XN	86,948 XN	512,044 XN
	2,000 XR	2,004 XR	1,998 XR	1,992 XR	2,000 XR	2,044 XR	12,038 XR
PHILADELPHIA INTERNATIONAL AIRPORT	659,366	474,404	476,591	476,825	479,975	485,112	3,052,273
	57,000 FB	57,174 FB	57,388 FB	57,311 FB	57,810 FB	58,586 FB	345,269 FB
	5,900 FT						5,900 FT
	67,000 PB	67,061 PB	67,370 PB	67,408 PB	67,821 PB	68,488 PB	405,148 PB
	52,000 PT						52,000 PT
	4,050 SB	4,059 SB	4,066 SB	4,063 SB	4,087 SB	4,149 SB	24,474 SB
	5,600 ST						5,600 ST
	339,566 XN	340,094 XN	341,722 XN	341,995 XN	344,166 XN	347,727 XN	2,055,270 XN
	13,250 XR	6,016 XR	6,045 XR	6,048 XR	6,091 XR	6,162 XR	43,612 XR
	115,000 XT						115,000 XT
AVIATION	664,866	474,404	476,591	476,825	479,975	485,112	3,057,773
	57,000 FB	57,174 FB	57,388 FB	57,311 FB	57,810 FB	58,586 FB	345,269 FB
	8,450 FT						8,450 FT
	67,000 PB	67,061 PB	67,370 PB	67,408 PB	67,821 PB	68,488 PB	405,148 PB
	52,000 PT						52,000 PT
	4,050 SB	4,059 SB	4,066 SB	4,063 SB	4,087 SB	4,149 SB	24,474 SB
	5,750 ST						5,750 ST
	339,566 XN	340,094 XN	341,722 XN	341,995 XN	344,166 XN	347,727 XN	2,055,270 XN
	13,750 XR	6,016 XR	6,045 XR	6,048 XR	6,091 XR	6,162 XR	44,112 XR
	117,300 XT						117,300 XT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
COMMERCE							
COMMERCIAL DEVELOPMENT							
12 Neighborhood Commercial Centers - Site Improvements	1,299 1,299 CA	1,000 1,000 CN	1,500 1,500 CN	1,500 1,500 CN	1,500 1,500 CN	1,500 1,500 CN	8,299 1,299 CA 7,000 CN
12A Neighborhood Commercial Centers - Site Improvements-FY17	12,500 12,500 CT						12,500 12,500 CT
12B Neighborhood Commercial Centers - Site Improvements-FY16	11,289 6,100 CT 1,850 PT 3,339 ST						11,289 6,100 CT 1,850 PT 3,339 ST
12C Neighborhood Commercial Centers - Site Improvements-FY15	5,200 5,200 CT						5,200 5,200 CT
12D Neighborhood Commercial Centers - Site Improvements-FY14	2,867 2,867 CT						2,867 2,867 CT
12E Neighborhood Commercial Centers - Site Improvements-FY13	336 336 CT						336 336 CT
12F Neighborhood Commercial Centers - Site Improvements-FY12	110 110 CT						110 110 CT
COMMERCIAL DEVELOPMENT	33,601 1,299 CA 27,113 CT 1,850 PT 3,339 ST	1,000 1,000 CN	1,500 1,500 CN	1,500 1,500 CN	1,500 1,500 CN	1,500 1,500 CN	40,601 1,299 CA 7,000 CN 27,113 CT 1,850 PT 3,339 ST

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
INDUSTRIAL DEVELOPMENT							
13 Industrial Districts		500	500				1,000
		500 CN	500 CN				1,000 CN
13A Industrial Districts-FY17	3,000						3,000
	800 FT						800 FT
	2,200 ST						2,200 ST
13B Industrial Districts-FY16	2,000						2,000
	1,000 CT						1,000 CT
	1,000 ST						1,000 ST
14 Navy Yard Infrastructure Improvements	1,000	2,000	500	500	500	500	5,000
	1,000 CN	2,000 CN	500 CN	500 CN	500 CN	500 CN	5,000 CN
14A Navy Yard Infrastructure Improvements-FY17	9,200						9,200
	1,000 CT						1,000 CT
	3,900 FT						3,900 FT
	4,300 ST						4,300 ST
14B Navy Yard Infrastructure Improvements-FY16	1,400						1,400
	1,400 CT						1,400 CT
14C Navy Yard Infrastructure Improvements-FY15	1,000						1,000
	1,000 CT						1,000 CT
15 Environmental Assessment/Remediation			400		400		800
			400 CN		400 CN		800 CN
15A Environmental Assessment/Remediation-FY15	400						400
	400 CT						400 CT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
15B Environmental Assessment/Remediation-FY13	400 400 CT						400 400 CT
16 PIDC Landbank Improvements, Engineering and Administration	3,000 3,000 Z	3,000 3,000 Z	3,000 3,000 Z	3,000 3,000 Z	3,000 3,000 Z	3,000 3,000 Z	18,000 18,000 Z
17 PIDC Landbank Acquisition & Improvements	9,000 3,000 CN 6,000 Z	3,000 3,000 CN					12,000 6,000 CN 6,000 Z
INDUSTRIAL DEVELOPMENT	30,400 4,000 CN 5,200 CT 4,700 FT 7,500 ST 9,000 Z	8,500 5,500 CN	4,400 1,400 CN	3,500 500 CN	3,900 900 CN	3,500 500 CN	54,200 12,800 CN 5,200 CT 4,700 FT 7,500 ST 24,000 Z
WATERFRONT IMPROVEMENTS							
18 Central Delaware River Waterfront	7,640 7,640 CN	6,000 6,000 CN	15,000 15,000 CN	15,000 15,000 CN	25,000 25,000 CN	25,000 25,000 CN	93,640 93,640 CN
18A Central Delaware River Waterfront-FY17	20,160 4,000 CT 5,110 PT 11,050 ST						20,160 4,000 CT 5,110 PT 11,050 ST
18B Central Delaware River Waterfront-FY16	25,854 854 CT 25,000 FT						25,854 854 CT 25,000 FT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
19 Schuylkill River Waterfront	1,000 1,000 CN	1,000 1,000 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	4,000 4,000 CN
19A Schuylkill River Waterfront-FY17	18,050 1,500 CT 4,500 FT 12,050 ST						18,050 1,500 CT 4,500 FT 12,050 ST
19B Schuylkill River Waterfront-FY16	4,500 3,000 CT 500 FT 1,000 ST						4,500 3,000 CT 500 FT 1,000 ST
20 North Delaware River Waterfront			500 500 CN	500 500 CN	500 500 CN	500 500 CN	2,000 2,000 CN
20A North Delaware River Waterfront-FY17	3,670 250 CT 2,470 FT 350 PT 600 ST						3,670 250 CT 2,470 FT 350 PT 600 ST
20B North Delaware River Waterfront-FY16	1,350 500 CT 500 FT 350 ST						1,350 500 CT 500 FT 350 ST
20C North Delaware River Waterfront-FY15	485 250 CT 235 FT						485 250 CT 235 FT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
20D North Delaware River Waterfront-FY14	300 300 CT						300 300 CT
20E North Delaware River Waterfront-FY13	500 500 CT						500 500 CT
20F North Delaware River Waterfront-FY10	496 496 CT						496 496 CT
WATERFRONT IMPROVEMENTS	84,005 8,640 CN 11,650 CT 33,205 FT 5,460 PT 25,050 ST	7,000 7,000 CN	16,000 16,000 CN	16,000 16,000 CN	26,000 26,000 CN	26,000 26,000 CN	175,005 99,640 CN 11,650 CT 33,205 FT 5,460 PT 25,050 ST
COMMERCE	148,006 1,299 CA 12,640 CN 43,963 CT 37,905 FT 7,310 PT 35,889 ST 9,000 Z	16,500 13,500 CN 3,000 Z	21,900 18,900 CN 3,000 Z	21,000 18,000 CN 3,000 Z	31,400 28,400 CN 3,000 Z	31,000 28,000 CN 3,000 Z	269,806 1,299 CA 119,440 CN 43,963 CT 37,905 FT 7,310 PT 35,889 ST 24,000 Z

2018	2019	2020	2021	2022	2023	2018 - 2023
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

FINANCE

CAPITAL PROJECTS

21	Improvements to Facilities	7,600 7,600 CN	5,100 5,100 CN	5,100 5,100 CN	5,100 5,100 CN	5,100 5,100 CN	33,100 33,100 CN
21A	Improvements to Facilities-FY17	6,100 6,100 CT					6,100 6,100 CT
21B	Improvements to Facilities-FY16	4,687 4,687 CT					4,687 4,687 CT
21C	Improvements to Facilities-FY15	3,847 3,847 CT					3,847 3,847 CT
21D	Improvements to Facilities-FY14	3,537 3,537 CT					3,537 3,537 CT
21E	Improvements to Facilities-FY13	3,336 3,336 CT					3,336 3,336 CT
21F	Improvements to Facilities-FY12	1,189 1,189 CT					1,189 1,189 CT
21G	Improvements to Facilities-FY11	2,216 1,284 CT 932 PT					2,216 1,284 CT 932 PT
21H	Improvements to Facilities-FY10	3,536 3,536 CT					3,536 3,536 CT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
21I Citywide Facilities-FY00	87 87 CT						87 87 CT
21J Citywide Facilities-FY09	463 463 CT						463 463 CT
21K Citywide Facilities-FY08	127 127 CT						127 127 CT
21L Citywide Facilities-FY06	257 257 CT						257 257 CT
21M Citywide Facilities-FY05	53 53 CT						53 53 CT
21N Citywide Facilities-FY04	568 568 CT						568 568 CT
21O Citywide Facilities-FY03	45 45 CT						45 45 CT
21P Citywide Facilities-FY01	87 87 CT						87 87 CT
21Q Citywide Facilities-FY99	4 4 CT						4 4 CT
21R Facilities Improvements-Citywide-FY97	58 58 CT						58 58 CT
22 New Voting Machines		22,000 22,000 CN					22,000 22,000 CN
CAPITAL PROJECTS	37,797 7,600 CN 29,265 CT 932 PT	27,100 27,100 CN	5,100 5,100 CN	5,100 5,100 CN	5,100 5,100 CN	5,100 5,100 CN	85,297 55,100 CN 29,265 CT 932 PT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
FINANCE	37,797	27,100	5,100	5,100	5,100	5,100	85,297
	7,600 CN	27,100 CN	5,100 CN	5,100 CN	5,100 CN	5,100 CN	55,100 CN
	29,265 CT						29,265 CT
	932 PT						932 PT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
FIRE							
<i>FIRE FACILITIES</i>							
23 Fire Department Interior and Exterior Renovations	6,600 500 CA 6,100 CN	4,500 4,500 CN	4,500 4,500 CN	7,000 7,000 CN	5,000 5,000 CN	5,000 5,000 CN	32,600 500 CA 32,100 CN
23A Fire Department Interior and Exterior Renovations-FY17	7,580 7,580 CT						7,580 7,580 CT
23B Fire Department Interior and Exterior Renovations-FY16	1,946 1,946 CT						1,946 1,946 CT
23C Fire Department Interior and Exterior Renovations-FY15	1,433 1,433 CT						1,433 1,433 CT
23D Fire Department Interior and Exterior Renovations-FY14	140 140 CT						140 140 CT
23E Fire Department Interior and Exterior Renovations-FY13	46 46 CT						46 46 CT
23F Fire Department Interior and Exterior Renovations-FY12	4 4 CT						4 4 CT
23G Fire Department Interior and Exterior Renovations-FY08	835 835 A						835 835 A

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<i>FIRE FACILITIES</i>	18,584	4,500	4,500	7,000	5,000	5,000	44,584
835 A							835 A
500 CA							500 CA
6,100 CN	4,500 CN	4,500 CN	7,000 CN	5,000 CN	5,000 CN	32,100 CN	
11,149 CT						11,149 CT	
FIRE	18,584	4,500	4,500	7,000	5,000	5,000	44,584
835 A							835 A
500 CA							500 CA
6,100 CN	4,500 CN	4,500 CN	7,000 CN	5,000 CN	5,000 CN	32,100 CN	
11,149 CT						11,149 CT	

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
FLEET MANAGEMENT							
<i>CAPITAL PROJECTS</i>							
24 Fleet Management Facilities	5,000	650	450	450	450	450	7,450
	5,000 CN	650 CN	450 CN	450 CN	450 CN	450 CN	7,450 CN
24A Fleet Management Facilities-FY17	2,500						2,500
	2,500 CT						2,500 CT
24B Fleet Management Facilities-FY16	682						682
	682 CT						682 CT
24C Fleet Management Facilities-FY15	173						173
	173 CT						173 CT
25 Fuel Tank Replacement	400	400	900	900	900	900	4,400
	400 CN	400 CN	900 CN	900 CN	900 CN	900 CN	4,400 CN
25A Fuel Tank Replacement-FY17	700						700
	700 CT						700 CT
25B Fuel Tank Replacement-FY16	649						649
	649 CT						649 CT
25C Fuel Tank Replacement-FY15	301						301
	301 CT						301 CT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
26 Vehicle Purchases	25,316	19,600	12,500	12,500	12,500	12,500	94,916
	2,854 CA						2,854 CA
	20,078 CN	19,600 CN	12,500 CN	12,500 CN	12,500 CN	12,500 CN	89,678 CN
	384 FB						384 FB
	2,000 TB						2,000 TB
26A Vehicle Purchases-FY17	19,800						19,800
	19,800 CT						19,800 CT
26B Vehicle Purchases-FY16	4						4
	4 CT						4 CT
CAPITAL PROJECTS	55,525	20,650	13,850	13,850	13,850	13,850	131,575
	2,854 CA						2,854 CA
	25,478 CN	20,650 CN	13,850 CN	13,850 CN	13,850 CN	13,850 CN	101,528 CN
	24,809 CT						24,809 CT
	384 FB						384 FB
	2,000 TB						2,000 TB
FLEET MANAGEMENT	55,525	20,650	13,850	13,850	13,850	13,850	131,575
	2,854 CA						2,854 CA
	25,478 CN	20,650 CN	13,850 CN	13,850 CN	13,850 CN	13,850 CN	101,528 CN
	24,809 CT						24,809 CT
	384 FB						384 FB
	2,000 TB						2,000 TB

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
FREE LIBRARY							
<i>LIBRARY FACILITIES - CAPITAL</i>							
27 Free Library Improvements	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN		5,000 5,000 CN
27A Free Library Improvements-FY17	1,000 1,000 CT						1,000 1,000 CT
27B Free Library Improvements-FY16	5,900 3,900 CT 2,000 PT						5,900 3,900 CT 2,000 PT
27C Free Library Improvements-FY15	1,631 1,631 CT						1,631 1,631 CT
27D Free Library Improvements-FY14	3,110 1,110 A 2,000 PT						3,110 1,110 A 2,000 PT
27E Free Library Improvements-FY13	2,717 717 CT 2,000 PT						2,717 717 CT 2,000 PT
27F Free Library Improvements-FY12	350 350 CT						350 350 CT
27G Free Library Improvements-FY11	31 31 CT						31 31 CT
27H Free Library Improvements-FY10	1 1 CT						1 1 CT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
271 Free Library Improvements-FY09	49						49
	49 CT						49 CT
28 HVAC and Infrastructure Upgrades	600	200					800
	600 CN	200 CN					800 CN
LIBRARY FACILITIES - CAPITAL	16,389	1,200	1,000	1,000	1,000		20,589
	1,110 A						1,110 A
	1,600 CN	1,200 CN	1,000 CN	1,000 CN	1,000 CN		5,800 CN
	7,679 CT						7,679 CT
	6,000 PT						6,000 PT
FREE LIBRARY	16,389	1,200	1,000	1,000	1,000		20,589
	1,110 A						1,110 A
	1,600 CN	1,200 CN	1,000 CN	1,000 CN	1,000 CN		5,800 CN
	7,679 CT						7,679 CT
	6,000 PT						6,000 PT

2018	2019	2020	2021	2022	2023	2018 - 2023
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

HEALTH

HEALTH FACILITIES

29A	Health Centers 2 & 10 Major Interior/ Exterior Renovations-FY13	580 580 CT						580 580 CT
30	Health Department Equipment and Improvements	750 750 CR	750 750 CR	750 750 CR	750 750 CR	500 500 CR	500 500 CR	4,000 4,000 CR
30A	Health Department Equipment and Improvements-FY17	2,250 2,250 CR						2,250 2,250 CR
30B	Health Department Equipment and Improvements-FY16	3,000 3,000 CR						3,000 3,000 CR
30C	Health Department Equipment and Improvements-FY13	4,200 4,200 CR						4,200 4,200 CR
31	Health Facility Renovations	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	6,000 6,000 CN
31A	Health Facility Renovations-FY17	955 955 CT						955 955 CT

[illegible]

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
HEALTH	24,166	2,750	2,750	2,750	2,500	2,500	37,416
	1,000 CN	1,000 CN	1,000 CN	1,000 CN	1,000 CN	1,000 CN	6,000 CN
	19,500 CR	1,750 CR	1,750 CR	1,750 CR	1,500 CR	1,500 CR	27,750 CR
	3,666 CT						3,666 CT

2018	2019	2020	2021	2022	2023	2018 - 2023
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

MDO

CAPITAL PROJECTS - VARIOUS

33	Citywide Facilities	15,000	13,750	11,800	11,900	11,900	100	64,450
	850 CN	450 CN	100 CN	100 CN	100 CN	100 CN		1,700 CN
	4,800 FB	5,900 FB	4,300 FB	4,400 FB	4,400 FB			23,800 FB
	3,250 PB	2,900 PB	2,900 PB	2,900 PB	2,900 PB			14,850 PB
	6,100 SB	4,500 SB	4,500 SB	4,500 SB	4,500 SB			24,100 SB
33A	Citywide Facilities-FY17	2,050						2,050
	1,000 CT							1,000 CT
	250 PT							250 PT
	800 ST							800 ST
33B	Citywide Facilities-FY16	238						238
	238 CT							238 CT
33C	Citywide Facilities-FY15	7,500						7,500
	4,000 PT							4,000 PT
	3,500 ST							3,500 ST

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
33D Citywide Facilities-FY14	2,506 6 CT 2,500 PT						2,506 6 CT 2,500 PT
33E Citywide Facilities-FY13	1,000 1,000 CT						1,000 1,000 CT
33F Citywide Facilities-FY12	370 370 CT						370 370 CT
33G Citywide Facilities-FY11	151 151 CT						151 151 CT
34A Office of Sustainability-FY16	500 500 CT						500 500 CT
34B Office of Sustainability-FY15	500 500 CT						500 500 CT
34C Office of Sustainability-FY14	590 590 CT						590 590 CT
34D Office of Sustainability-FY13	602 602 CT						602 602 CT
34E Office of Sustainability-FY12	209 209 CT						209 209 CT
34F Office of Sustainability-FY11	26 26 CT						26 26 CT
34G Office of Sustainability-FY10	36 36 CT						36 36 CT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<i>CAPITAL PROJECTS - VARIOUS</i>	31,278	13,750	11,800	11,900	11,900	100	80,728
850 CN	450 CN	100 CN	100 CN	100 CN	100 CN	100 CN	1,700 CN
5,228 CT							5,228 CT
4,800 FB	5,900 FB	4,300 FB	4,400 FB	4,400 FB			23,800 FB
3,250 PB	2,900 PB	2,900 PB	2,900 PB	2,900 PB			14,850 PB
6,750 PT							6,750 PT
6,100 SB	4,500 SB	4,500 SB	4,500 SB	4,500 SB			24,100 SB
4,300 ST							4,300 ST
MDO	31,278	13,750	11,800	11,900	11,900	100	80,728
850 CN	450 CN	100 CN	100 CN	100 CN	100 CN	100 CN	1,700 CN
5,228 CT							5,228 CT
4,800 FB	5,900 FB	4,300 FB	4,400 FB	4,400 FB			23,800 FB
3,250 PB	2,900 PB	2,900 PB	2,900 PB	2,900 PB			14,850 PB
6,750 PT							6,750 PT
6,100 SB	4,500 SB	4,500 SB	4,500 SB	4,500 SB			24,100 SB
4,300 ST							4,300 ST

2018	2019	2020	2021	2022	2023	2018 - 2023
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

OFFICE OF HOMELESS SERVICES

FAMILY CARE FACILITIES - CAPITAL

35	OHS Facility Renovations	1,015 1,015 CN	1,229 1,229 CN	860 860 CN	2,168 2,168 CN	862 862 CN	1,000 1,000 CN	7,134 7,134 CN
35A	OSH Facility Renovations-FY17	1,370 1,370 CT						1,370 1,370 CT
35B	OSH Facility Renovations-FY16	930 930 CT						930 930 CT
35C	OSH Facility Renovations-FY15	708 708 CT						708 708 CT
35D	OSH Facility Renovations-FY13	604 604 CT						604 604 CT
35E	OSH Facility Renovations-FY12	235 235 CT						235 235 CT
35F	OSH Facility Renovations-FY11	271 271 CT						271 271 CT
35G	OSH Facility Renovations-FY09	37 37 CT						37 37 CT
<i>FAMILY CARE FACILITIES - CAPITAL</i>		5,170 1,015 CN 4,155 CT	1,229 1,229 CN	860 860 CN	2,168 2,168 CN	862 862 CN	1,000 1,000 CN	11,289 7,134 CN 4,155 CT
OFFICE OF HOMELESS SERVICES		5,170 1,015 CN 4,155 CT	1,229 1,229 CN	860 860 CN	2,168 2,168 CN	862 862 CN	1,000 1,000 CN	11,289 7,134 CN 4,155 CT

2018	2019	2020	2021	2022	2023	2018 - 2023
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

OFFICE OF SUSTAINABILITY

OFFICE OF SUSTAINABILITY

36	Sustainability and Energy Improvements	500 500 CN	500 500 CN	300 300 CN	300 300 CN	300 300 CN	300 300 CN	2,200 2,200 CN
36A	Sustainability and Energy Improvements-FY17	1,075 1,075 CT						1,075 1,075 CT
OFFICE OF SUSTAINABILITY		1,575 500 CN 1,075 CT	500 500 CN	300 300 CN	300 300 CN	300 300 CN	300 300 CN	3,275 2,200 CN 1,075 CT
OFFICE OF SUSTAINABILITY		1,575 500 CN 1,075 CT	500 500 CN	300 300 CN	300 300 CN	300 300 CN	300 300 CN	3,275 2,200 CN 1,075 CT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
OIT							
<i>CAPITAL PROJECTS</i>							
37 Citywide Technology Improvements & Enhancements	21,320	20,769	20,564	23,569	19,556	18,803	124,581
	21,320 CN	20,769 CN	20,564 CN	23,569 CN	19,556 CN	18,803 CN	124,581 CN
37A Citywide Technology Improvements & Enhancements-FY17	14,647						14,647
	14,647 CT						14,647 CT
37B Citywide Technology Improvements & Enhancements-FY16	27,513						27,513
	27,513 CT						27,513 CT
37C Citywide Technology Improvements & Enhancements-FY15	13,255						13,255
	13,255 CT						13,255 CT
37D Citywide Technology Improvements & Enhancements-FY14	464						464
	464 CT						464 CT
37E Citywide Technology Improvements & Enhancements-FY13	482						482
	482 CT						482 CT
<i>CAPITAL PROJECTS</i>	77,681	20,769	20,564	23,569	19,556	18,803	180,942
	21,320 CN	20,769 CN	20,564 CN	23,569 CN	19,556 CN	18,803 CN	124,581 CN
	56,361 CT						56,361 CT
OIT	77,681	20,769	20,564	23,569	19,556	18,803	180,942
	21,320 CN	20,769 CN	20,564 CN	23,569 CN	19,556 CN	18,803 CN	124,581 CN
	56,361 CT						56,361 CT

2018	2019	2020	2021	2022	2023	2018 - 2023
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

PARKS AND RECREATION

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
42 Natural Lands / Large Manicured Parks/Buildings	8,615	9,670	7,583	6,970	6,900	6,900	46,638
	3,315 CN	4,850 CN	2,783 CN	2,670 CN	2,600 CN	2,600 CN	18,818 CN
	3,000 FB	3,000 FB	3,000 FB	3,000 FB	3,000 FB	3,000 FB	18,000 FB
	1,300 PB	320 PB	300 PB	300 PB	300 PB	300 PB	2,820 PB
	1,000 SB	1,500 SB	1,500 SB	1,000 SB	1,000 SB	1,000 SB	7,000 SB
42A Natural Lands/Large Manicured Parks-FY16	5,740						5,740
	3,140 CT						3,140 CT
	1,000 FT						1,000 FT
	600 PT						600 PT
	1,000 ST						1,000 ST
42B Natural Lands/Large Manicured Parks-FY15	1,008						1,008
	758 CT						758 CT
	100 PT						100 PT
	150 ST						150 ST

[illegible]

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
44A Improvements to Existing Recreation Facilities-FY17	7,900 7,900 CT						7,900 7,900 CT
44B Improvements to Existing Recreation Facilities-FY16	6,998 6,998 CT						6,998 6,998 CT
44C Improvements to Existing Recreation Facilities-FY15	4,273 4,273 CT						4,273 4,273 CT
44D Improvements to Existing Recreation Facilities-FY14	3,186 3,186 CT						3,186 3,186 CT
44E Improvements to Existing Recreation Facilities-FY13	3,406 3,406 CT						3,406 3,406 CT
44F Improvements to Existing Recreation Facilities-FY12	2,987 2,987 CT						2,987 2,987 CT
44G Improvements to Existing Recreation Facilities-FY11	1,901 1,901 CT						1,901 1,901 CT
44H Improvements to Existing Recreation Facilities-FY10	1,308 1,308 CT						1,308 1,308 CT
44I Improvements to Existing Recreation Facilities-FY09	1,382 1,382 CT						1,382 1,382 CT
44J Improvements to Existing Recreation Facilities-FY08	1,863 1,863 CT						1,863 1,863 CT
44K Improvements to Existing Recreation Facilities-FY07	549 549 CT						549 549 CT
44L Improvements to Existing Recreation Facilities-FY06	337 337 CT						337 337 CT
44M Improvements to Existing Recreation Facilities-FY05	238						238

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
	238 CT						238 CT
44N Improvements to Existing Rec Facilities-FY04	316						316
	316 CT						316 CT
44O Improvements to Existing Rec Facilities-FY03	393						393
	393 CT						393 CT
44P Improvements to Existing Rec Facilities-FY02	138						138
	138 CT						138 CT
44Q Imps to Existing Rec Facilities-FY01	802						802
	802 CT						802 CT
44R Improvements to Existing Facilities-FY99	545						545
	545 CT						545 CT
44S Improvements to Existing Facilities-FY96	9						9
	9 CT						9 CT
44T ITEF-Site Improvements-FY00	286						286
	286 CT						286 CT
45 Cultural Facilities Improvements	4,000	1,000	600	600	600	600	7,400
	1,000 CN	1,000 CN	600 CN	600 CN	600 CN	600 CN	4,400 CN
	3,000 FB						3,000 FB
45A Cultural Facilities Improvements-FY14	3,524						3,524
	324 CT						324 CT
	3,200 PT						3,200 PT
45B Cultural Facilities Improvements-FY13	9,413						9,413
	13 CT						13 CT
	9,400 PT						9,400 PT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
46A Building Improvements-FY14	727 627 CT 100 PT						727 627 CT 100 PT
46B Building Improvements-FY13	1,802 102 CT 1,700 PT						1,802 102 CT 1,700 PT
46C Building Improvements-FY12	651 651 CT						651 651 CT
46D Building Improvements-FY10	420 420 CT						420 420 CT
47A Infrastructure-FY14	85 85 CT						85 85 CT
47B Infrastructure-FY12	113 113 CT						113 113 CT
48A Parkland - Site Improvements-FY14	5,024 2,164 CT 2,421 PT 439 ST						5,024 2,164 CT 2,421 PT 439 ST
48B Parkland - Site Improvements-FY13	1,205 875 CT 165 PT 165 ST						1,205 875 CT 165 PT 165 ST
48C Parkland - Site Improvements-FY12	750 750 CT						750 750 CT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
48D Parkland - Site Improvements-FY11	1,466 966 CT 500 ST						1,466 966 CT 500 ST
48E Parkland - Site Improvements-FY10	7,191 83 CT 1,858 FT 3,800 PT 1,450 ST						7,191 83 CT 1,858 FT 3,800 PT 1,450 ST
48F Parkland - Site Improvements-FY09	5,965 512 CT 374 FT 1,000 PT 3,195 ST 884 TT						5,965 512 CT 374 FT 1,000 PT 3,195 ST 884 TT
48G Parkland - Site Improvements-FY08	14 14 ST						14 14 ST
49A Roadways, Footways, and Parking-FY14	1,910 710 CT 1,200 ST						1,910 710 CT 1,200 ST
49B Roadways, Footways, and Parking-FY13	2,178 1,261 CT 917 ST						2,178 1,261 CT 917 ST
49C Roadways, Footways, and Parking-FY12	88 88 CT						88 88 CT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
49D Roadways, Footways, and Parking-FY11	1,810 110 CT 1,000 FT 700 ST						1,810 110 CT 1,000 FT 700 ST
49E Roadways, Footways, and Parking-FY10	45 45 CT						45 45 CT
50A Improvements to Existing Recreation Facilities - Infrastructure-FY14	264 264 CT						264 264 CT
50B Improvements to Existing Recreation Facilities - Infrastructure-FY13	355 355 CT						355 355 CT
50C Improvements to Existing Recreation Facilities - Infrastructure-FY12	624 624 CT						624 624 CT
50D Improvements to Existing Recreation Facilities - Infrastructure-FY11	2,217 2,217 CT						2,217 2,217 CT
50E Improvements to Existing Recreation Facilities - Infrastructure-FY10	14 14 CT						14 14 CT
50F Improvements to Existing Recreation Facilities - Infrastructure-FY09	16 16 CT						16 16 CT
51A Improvements to Existing Recreation Facilities - Swimming Pools-FY14	500 500 CT						500 500 CT
51B Improvements to Existing Recreation Facilities - Swimming Pools-FY13	500 500 CT						500 500 CT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
51C Improvements to Existing Recreation Facilities - Swimming Pools-FY12	896						896
	896 CT						896 CT
52A Improvements to Existing Recreation Facilities - Life Safety Systems-FY14	76						76
	76 CT						76 CT
52B Improvements to Existing Recreation Facilities - Life Safety Systems-FY12	42						42
	42 CT						42 CT
52C Improvements to Existing Recreation Facilities - Life Safety Systems-FY11	105						105
	105 CT						105 CT
53A Grant Funded Recreation Improvements-FY14	870						870
	370 CT						370 CT
	500 ST						500 ST
53B Grant Funded Recreation Improvements-FY13	1,455						1,455
	455 CT						455 CT
	1,000 ST						1,000 ST
53C Grant Funded Recreation Improvements-FY12	807						807
	278 CT						278 CT
	529 ST						529 ST
53D Grant Funded Recreation Improvements-FY11	2,699						2,699
	230 CT						230 CT
	1,100 PT						1,100 PT
	1,369 ST						1,369 ST
53E Grant Funded Recreation Improvements-FY10	1,759						1,759
	58 CT						58 CT
	1,701 ST						1,701 ST

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
53F Grant Funded Recreation Improvements-FY09	1,174 1,174 ST						1,174 1,174 ST
53G Grant Funded Recreation Improvements-FY08	1,665 127 CT 1,538 ST						1,665 127 CT 1,538 ST
53H Grant Funded Recreation Improvements-FY07	1,054 1,019 CT 35 ST						1,054 1,019 CT 35 ST
PARKS AND RECREATION	178,467 26,549 CN 2,216 CR 79,124 CT 7,000 FB 6,232 FT 2,900 PB 29,586 PT 4,500 SB 19,476 ST 884 TT	31,070 21,750 CN	28,583 19,283 CN	27,970 19,170 CN	27,900 19,100 CN	25,900 17,100 CN	319,890 122,952 CN 2,216 CR 79,124 CT 27,000 FB 6,232 FT 11,920 PB 29,586 PT 20,500 SB 19,476 ST 884 TT
PARKS AND RECREATION	178,467 26,549 CN 2,216 CR 79,124 CT 7,000 FB 6,232 FT 2,900 PB 29,586 PT 4,500 SB 19,476 ST 884 TT	31,070 21,750 CN	28,583 19,283 CN	27,970 19,170 CN	27,900 19,100 CN	25,900 17,100 CN	319,890 122,952 CN 2,216 CR 79,124 CT 27,000 FB 6,232 FT 11,920 PB 29,586 PT 20,500 SB 19,476 ST 884 TT

2018	2019	2020	2021	2022	2023	2018 - 2023
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

POLICE

POLICE FACILITIES

54	Police Facilities - Renovations	1,500 1,500 CN	2,900 2,900 CN	7,550 7,550 CN	2,050 2,050 CN	2,000 2,000 CN	2,900 2,900 CN	18,900 18,900 CN
54A	Police Facilities - Renovations-FY17	12,550 12,550 CT						12,550 12,550 CT
54B	Police Facilities - Renovations-FY16	4,300 4,300 CT						4,300 4,300 CT
54C	Police Facilities - Renovations-FY15	1,413 1,413 CT						1,413 1,413 CT
54D	Police Facilities - Renovations-FY14	2,005 1,810 A 195 CT						2,005 1,810 A 195 CT
54E	Police Facilities - Renovations-FY13	3,923 3,923 CT						3,923 3,923 CT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
54F Police Facilities - Renovations-FY12	1,458 1,458 CT						1,458 1,458 CT
54G Police Facilities - Renovations-FY10	96 96 CT						96 96 CT
54H Police Facilities - Renovations-FY08	992 925 A 67 CT						992 925 A 67 CT
POLICE FACILITIES	28,237 2,735 A 1,500 CN 24,002 CT	2,900	7,550	2,050	2,000	2,900	45,637 2,735 A 18,900 CN 24,002 CT
POLICE	28,237 2,735 A 1,500 CN 24,002 CT	2,900	7,550	2,050	2,000	2,900	45,637 2,735 A 18,900 CN 24,002 CT

2018	2019	2020	2021	2022	2023	2018 - 2023
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

PRISONS

CORRECTIONAL INSTITUTIONS - CAPITAL

55	Prison System - Renovations	1,500 1,500 CN	1,300 1,300 CN	5,700 5,700 CN	4,200 4,200 CN	3,700 3,700 CN	1,700 1,700 CN	18,100 18,100 CN
55A	Prison System - Renovations-FY17	7,200 7,200 CT						7,200 7,200 CT
55B	Prison System - Renovations-FY16	6,866 3,166 CT 3,700 TT						6,866 3,166 CT 3,700 TT
55C	Prison System - Renovations-FY15	5,613 5,613 CT						5,613 5,613 CT
55D	Prison System - Renovations-FY14	4,102 4,102 CT						4,102 4,102 CT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
55E Prison System - Renovations-FY13	2,047 2,047 CT						2,047 2,047 CT
55F Prison System - Renovations-FY12	68 68 CT						68 68 CT
55G Prison System - Renovations-FY10	385 385 CT						385 385 CT
<i>CORRECTIONAL INSTITUTIONS - CAPITAL</i>	27,781 1,500 CN 22,581 CT 3,700 TT	1,300 1,300 CN	5,700 5,700 CN	4,200 4,200 CN	3,700 3,700 CN	1,700 1,700 CN	44,381 18,100 CN 22,581 CT 3,700 TT
PRISONS	27,781 1,500 CN 22,581 CT 3,700 TT	1,300 1,300 CN	5,700 5,700 CN	4,200 4,200 CN	3,700 3,700 CN	1,700 1,700 CN	44,381 18,100 CN 22,581 CT 3,700 TT

2018	2019	2020	2021	2022	2023	2018 - 2023
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

PUBLIC PROPERTY

BUILDINGS AND FACILITIES - OTHER

56	Improvements to Municipal Facilities	19,150	9,800	5,800	3,300	3,800	3,800	45,650
		17,500 CN	8,200 CN	4,200 CN	1,700 CN	2,200 CN	2,200 CN	36,000 CN
		500 CR	500 CR	500 CR	500 CR	500 CR	500 CR	3,000 CR
		50 FB	50 FB	50 FB	50 FB	50 FB	50 FB	300 FB
		1,100 PB	1,050 PB	1,050 PB	1,050 PB	1,050 PB	1,050 PB	6,350 PB
56A	Improvements to Municipal Facilities-FY17	7,100						7,100
		7,100 CT						7,100 CT
56B	Improvements to Municipal Facilities-FY16	2,104						2,104
		2,104 CT						2,104 CT
56C	Improvements to Municipal Facilities-FY15	2,207						2,207
		2,207 CT						2,207 CT
56D	Improvements to Municipal Facilities-FY14	1,087						1,087
		1,087 CT						1,087 CT
56E	Improvements to Municipal Facilities-FY13	367						367
		367 CT						367 CT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
56F Improvements to Municipal Facilities-FY12	171 171 CT						171 171 CT
56G Improvements to Municipal Facilities-FY11	43 43 CT						43 43 CT
57 Citywide Asbestos Abatement & Environmental Remediation	500 500 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	3,000 3,000 CN
57A Citywide Asbestos Abatement & Environmental Remediation-FY17	400 400 CT						400 400 CT
57B Citywide Asbestos Abatement & Environmental Remediation-FY16	42 42 CT						42 42 CT
BUILDINGS AND FACILITIES - OTHER	33,171 18,000 CN 500 CR 13,521 CT 50 FB 1,100 PB	10,300 8,700 CN 500 CR 50 FB 1,050 PB	6,300 4,700 CN 500 CR 50 FB 1,050 PB	3,800 2,200 CN 500 CR 50 FB 1,050 PB	4,300 2,700 CN 500 CR 50 FB 1,050 PB	4,300 2,700 CN 500 CR 50 FB 1,050 PB	62,171 39,000 CN 3,000 CR 13,521 CT 300 FB 6,350 PB

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
PUBLIC PROPERTY - CAPITAL PROG ADMIN							
58 Capital Program Administration Design and Engineering	4,500 4,200 CN 300 TB	4,200 4,200 CN	4,200 4,200 CN	4,200 4,200 CN	4,200 4,200 CN	4,200 4,200 CN	25,500 25,200 CN 300 TB
58A Capital Program Administration Design and Engineering-FY17	5,300 5,000 CT 300 TT						5,300 5,000 CT 300 TT
58B Capital Program Administration Design and Engineering-FY16	2,250 2,250 CT						2,250 2,250 CT
58C Capital Program Administration Design and Engineering-FY15	114 114 CT						114 114 CT
58D Capital Program Administration Design and Engineering-FY14	194 194 CT						194 194 CT
58E Capital Program Administration Design and Engineering-FY13	112 112 CT						112 112 CT
58F Capital Program Administration Design and Engineering-FY12	518 518 CT						518 518 CT
58G Capital Program Administration Design and Engineering-FY11	430 430 CT						430 430 CT
PUBLIC PROPERTY - CAPITAL PROG ADMIN	13,418 4,200 CN 8,618 CT 300 TB 300 TT	4,200 4,200 CN	4,200 4,200 CN	4,200 4,200 CN	4,200 4,200 CN	4,200 4,200 CN	34,418 25,200 CN 8,618 CT 300 TB 300 TT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
PUBLIC PROPERTY	46,589	14,500	10,500	8,000	8,500	8,500	96,589
	22,200 CN	12,900 CN	8,900 CN	6,400 CN	6,900 CN	6,900 CN	64,200 CN
	500 CR	500 CR	500 CR	500 CR	500 CR	500 CR	3,000 CR
	22,139 CT						22,139 CT
	50 FB	50 FB	50 FB	50 FB	50 FB	50 FB	300 FB
	1,100 PB	1,050 PB	1,050 PB	1,050 PB	1,050 PB	1,050 PB	6,350 PB
	300 TB						300 TB
	300 TT						300 TT

2018	2019	2020	2021	2022	2023	2018 - 2023
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

RECORDS

CAPITAL PROJECTS

59	Records Improvements	225 225 CN					225 225 CN
59A	Records Improvements-FY17	7,585 7,585 CT					7,585 7,585 CT
59B	Records Improvements-FY15	195 195 CT					195 195 CT
59C	Records Improvements-FY14	32 32 CT					32 32 CT
59D	Records Improvements-FY13	11 11 CT					11 11 CT
59E	Records Improvements-FY11	4 4 CT					4 4 CT
<i>CAPITAL PROJECTS</i>		8,052 225 CN 7,827 CT					8,052 225 CN 7,827 CT
RECORDS		8,052 225 CN 7,827 CT					8,052 225 CN 7,827 CT

		2018	2019	2020	2021	2022	2023	2018 - 2023
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
STREETS								
BRIDGES								
60	Bridge Reconstruction & Improvements	43,250	34,000	33,500	33,500	33,500	33,500	211,250
		1,750 CN	2,000 CN	1,500 CN	1,500 CN	1,500 CN	1,500 CN	9,750 CN
		32,000 FB	24,000 FB	24,000 FB	24,000 FB	24,000 FB	24,000 FB	152,000 FB
		9,500 SB	8,000 SB	8,000 SB	8,000 SB	8,000 SB	8,000 SB	49,500 SB
60A	Bridge Reconstruction & Improvements-FY17	42,000						42,000
		2,500 CT						2,500 CT
		26,265 FT						26,265 FT
		1,260 PT						1,260 PT
		11,975 ST						11,975 ST
60B	Bridge Reconstruction & Improvements-FY16	27,500						27,500
		2,000 CT						2,000 CT
		16,000 FT						16,000 FT
		1,000 PT						1,000 PT
		8,500 ST						8,500 ST

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
60C Bridge Reconstruction & Improvements-FY15	28,947 1,447 CT 12,000 FT 1,000 PT 14,500 ST						28,947 1,447 CT 12,000 FT 1,000 PT 14,500 ST
60D Bridge Reconstruction & Improvements-FY14	15,258 803 CT 8,475 FT 5,980 ST						15,258 803 CT 8,475 FT 5,980 ST
60E Bridge Reconstruction & Improvements-FY13	14,757 9,156 FT 5,601 ST						14,757 9,156 FT 5,601 ST
60F Bridge Reconstruction & Improvements-FY12	1,947 1,640 FT 307 ST						1,947 1,640 FT 307 ST
60G Bridge Reconstruction & Improvements-FY11	2,359 2,028 FT 331 ST						2,359 2,028 FT 331 ST
60H Bridge Reconstruction & Improvements-FY10	847 838 FT 9 ST						847 838 FT 9 ST
60I Bridge Reconstruction & Improvements-FY09	2,611 2,494 FT 117 ST						2,611 2,494 FT 117 ST
60J Bridge Reconstruction & Improvements-FY08	1,155 972 FT 183 ST						1,155 972 FT 183 ST

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
60K Bridge Reconstruction & Improvements-FY07	5,432 1,898 FT 3,534 ST						5,432 1,898 FT 3,534 ST
BRIDGES	186,063 1,750 CN 6,750 CT 32,000 FB 81,766 FT 3,260 PT 9,500 SB 51,037 ST	34,000 2,000 CN	33,500 1,500 CN	33,500 1,500 CN	33,500 1,500 CN	33,500 1,500 CN	354,063 9,750 CN 6,750 CT 152,000 FB 81,766 FT 3,260 PT 49,500 SB 51,037 ST
GRADING & PAVING							
61 Reconstruction/Resurfacing of Streets	13,300 13,300 CN	27,590 27,590 CN	30,240 30,240 CN	33,894 33,894 CN	33,894 33,894 CN	36,032 36,032 CN	174,950 174,950 CN
61A Reconstruction/Resurfacing of Streets-FY17	22,822 22,822 CT						22,822 22,822 CT
61B Reconstruction/Resurfacing of Streets-FY16	13,525 13,525 CT						13,525 13,525 CT
61C Reconstruction/Resurfacing of Streets-FY15	205 205 CT						205 205 CT
61D Reconstruction/Resurfacing of Streets-FY14	517 267 A 250 CT						517 267 A 250 CT
61E Reconstruction/Resurfacing of Streets-FY13	1 1 CT						1 1 CT
62 Modernization of Transportation Facilities	1,200 1,200 CN	1,100 1,100 CN					2,300 2,300 CN

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
63A Historic Streets-FY16	250 250 CT						250 250 CT
63B Historic Streets-FY15	200 200 CT						200 200 CT
63C Historic Streets-FY14	236 236 CT						236 236 CT
64A Rehabilitation of Stairways in Manayunk and Citywide-FY16	171 171 CT						171 171 CT
GRADING & PAVING	52,427 267 A 14,500 CN 37,660 CT	28,690 CN	30,240 CN	33,894 CN	33,894 CN	36,032 CN	215,177 267 A 177,250 CN 37,660 CT
IMPROVEMENTS TO CITY HIGHWAYS							
65 Federal Aid Highway Program	35,000 2,500 CN 32,500 FB	30,250 4,250 CN 26,000 FB	52,500 6,500 CN 46,000 FB	27,500 1,500 CN 26,000 FB	27,500 1,500 CN 26,000 FB	27,500 1,500 CN 26,000 FB	200,250 17,750 CN 182,500 FB

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
65A Federal Aid Highway Program-FY17	43,250 5,050 CT 37,200 FT 1,000 PT						43,250 5,050 CT 37,200 FT 1,000 PT
65B Federal Aid Highway Program-FY16	20,364 1,864 CT 16,500 FT 500 PT 1,500 ST						20,364 1,864 CT 16,500 FT 500 PT 1,500 ST
65C Federal Aid Highway Program-FY15	45,989 189 CT 22,400 FT 1,000 PT 22,400 ST						45,989 189 CT 22,400 FT 1,000 PT 22,400 ST
65D Federal Aid Highway Program-FY14	14,869 1,841 CT 13,028 FT						14,869 1,841 CT 13,028 FT
65E Federal Aid Highway Program-FY13	23,283 161 CT 14,473 FT 8,649 ST						23,283 161 CT 14,473 FT 8,649 ST
65F Federal Aid Highway Program-FY12	540 1 CT 539 FT						540 1 CT 539 FT
65G Federal Aid Highway Program-FY11	227 227 FT						227 227 FT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
65H Federal Aid Highway Program-FY09	18 18 FT						18 18 FT
65I Federal Aid Highway Program-FY08	105 105 FT						105 105 FT
65J Federal Aid Highway Program-FY07	102 102 FT						102 102 FT
IMPROVEMENTS TO CITY HIGHWAYS	183,747 2,500 CN 9,106 CT 32,500 FB 104,592 FT 2,500 PT 32,549 ST	30,250 4,250 CN	52,500 6,500 CN	27,500 1,500 CN	27,500 1,500 CN	27,500 1,500 CN	348,997 17,750 CN 9,106 CT 182,500 FB 104,592 FT 2,500 PT 32,549 ST
SANITATION							
66 Modernization of Sanitation Facilities	2,300 2,300 CN	800 800 CN		572 572 CN	572 572 CN	572 572 CN	4,816 4,816 CN
66A Modernization of Sanitation Facilities-FY17	3,050 3,050 CT						3,050 3,050 CT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
66B Modernization of Sanitation Facilities-FY16	1,864 1,864 CT						1,864 1,864 CT
66C Modernization of Sanitation Facilities-FY15	189 189 CT						189 189 CT
66D Modernization of Sanitation Facilities-FY14	38 38 CT						38 38 CT
SANITATION	7,441 2,300 CN 5,141 CT	800 800 CN		572 572 CN	572 572 CN	572 572 CN	9,957 4,816 CN 5,141 CT
STREET LIGHTING							
67 Street Lighting Improvements		1,400 1,400 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	3,400 3,400 CN
67A Street Lighting Improvements-FY17	250 250 CT						250 250 CT
67B Street Lighting Improvements-FY16	450 450 CT						450 450 CT
67C Street Lighting Improvements-FY15	200 200 CT						200 200 CT
67D Street Lighting Improvements-FY14	200 200 CT						200 200 CT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
67E Alley Lighting Improvements-FY12	358 358 CT						358 358 CT
STREET LIGHTING	1,458	1,400 1,400 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	4,858 3,400 CN 1,458 CT
STREETS DEPARTMENT FACILITIES							
68A Streets Department Support Facilities-FY16	500 500 CT						500 500 CT
68B Streets Department Support Facilities-FY15	250 250 CT						250 250 CT
68C Streets Department Support Facilities-FY14	300 300 CT						300 300 CT
STREETS DEPARTMENT FACILITIES	1,050 1,050 CT						1,050 1,050 CT
TRAFFIC ENGINEERING IMPS							
69 Traffic Control	12,000 2,000 CN 5,000 FB 5,000 SB	12,500 2,500 CN 5,000 FB 5,000 SB	12,250 2,250 CN 5,000 FB 5,000 SB	12,250 2,250 CN 5,000 FB 5,000 SB	12,250 2,250 CN 5,000 FB 5,000 SB	7,250 2,250 CN 2,500 FB 2,500 SB	68,500 13,500 CN 27,500 FB 27,500 SB

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
69A Traffic Control-FY17	11,300 1,300 CT 5,000 FT 5,000 ST						11,300 1,300 CT 5,000 FT 5,000 ST
69B Traffic Control-FY16	13,746 946 CT 6,800 FT 1,000 PT 5,000 ST						13,746 946 CT 6,800 FT 1,000 PT 5,000 ST
69C Traffic Control-FY15	9,022 622 CT 4,600 FT 3,800 ST						9,022 622 CT 4,600 FT 3,800 ST
69D Traffic Control-FY14	3,944 426 CT 3,518 FT						3,944 426 CT 3,518 FT
TRAFFIC ENGINEERING IMPS	50,012 2,000 CN 3,294 CT 5,000 FB 19,918 FT 1,000 PT 5,000 SB 13,800 ST	12,500 2,500 CN	12,250 2,250 CN	12,250 2,250 CN	12,250 2,250 CN	7,250 2,250 CN	106,512 13,500 CN 3,294 CT 27,500 FB 19,918 FT 1,000 PT 27,500 SB 13,800 ST

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
STREETS	482,198	107,640	128,990	108,216	108,216	105,354	1,040,614
	267 A						267 A
	23,050 CN	39,640 CN	40,990 CN	40,216 CN	40,216 CN	42,354 CN	226,466 CN
	64,459 CT						64,459 CT
	69,500 FB	55,000 FB	75,000 FB	55,000 FB	55,000 FB	52,500 FB	362,000 FB
	206,276 FT						206,276 FT
	6,760 PT						6,760 PT
	14,500 SB	13,000 SB	13,000 SB	13,000 SB	13,000 SB	10,500 SB	77,000 SB
	97,386 ST						97,386 ST

TRANSIT

TRANSIT IMPROVEMENTS - SEPTA

		2018	2019	2020	2021	2022	2023	2018 - 2023
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
TRANSIT								
TRANSIT IMPROVEMENTS - SEPTA								
70	SEPTA Bridge, Track, Signal, and Infrastructure Improvements	145,403	155,051	119,980	124,063	114,016	131,919	790,432
		2,984 CN	2,838 CN	2,469 CN	2,695 CN	2,474 CN	2,999 CN	16,459 CN
		23,782 FO	29,354 FO	10,775 FO	4,044 FO	3,497 FO		71,452 FO
		117,699 SO	121,641 SO	105,683 SO	116,149 SO	106,953 SO	127,666 SO	695,791 SO
		938 TO	1,218 TO	1,053 TO	1,175 TO	1,092 TO	1,254 TO	6,730 TO

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
70A SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY17	2,740						2,740
	2,740 CT						2,740 CT
70B SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY16	3,060						3,060
	3,060 CT						3,060 CT
70C SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY15	1						1
	1 CT						1 CT
70D SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY12	70						70
	70 CT						70 CT
70E SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY11	62						62
	62 CT						62 CT
71 SEPTA Station and Parking Improvements	62,701	44,475	38,053	36,020	36,545	43,954	261,748
	950 CN	1,291 CN	1,174 CN	1,135 CN	1,178 CN	1,417 CN	7,145 CN
	15 FO	1,318 FO	603 FO	168 FO			2,104 FO
	61,617 SO	41,768 SO	36,243 SO	34,694 SO	35,367 SO	42,537 SO	252,226 SO
	119 TO	98 TO	33 TO	23 TO			273 TO

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
71A SEPTA Station and Parking Improvements-FY17	653 653 CT						653 653 CT
71B SEPTA Station and Parking Improvements-FY16	685 685 CT						685 685 CT
72 SEPTA Passenger Information, Communications, and System Controls	7,455 118 CN 3,022 FO 4,289 SO 26 TO	22,113 350 CN 8,964 FO 12,723 SO 76 TO	83,192 1,317 CN 33,724 FO 47,864 SO 287 TO				112,760 1,785 CN 45,710 FO 64,876 SO 389 TO
72A SEPTA Passenger Information, Communications, and System Controls-FY17	29 29 CT						29 29 CT
72B SEPTA Passenger Information, Communications, and System Controls-FY16	29 29 CT						29 29 CT
73 Rail Vehicle / Equipment Acquisition and Improvement Program	26,324 527 CN 25,542 SO 255 TO	25,481 575 CN 24,659 SO 247 TO	30,870 143 CN 24,510 FO 6,155 SO 62 TO	61,594 1,275 CN 5,112 FO 54,661 SO 546 TO	64,610 1,459 CN 62,526 SO 625 TO	33,745 762 CN 32,657 SO 326 TO	242,624 4,741 CN 29,622 FO 206,200 SO 2,061 TO
73A Rail Vehical/Equip Aquistns & Imp Pgm-FY17	1,081 1,081 CT						1,081 1,081 CT
73B Rail Vehical/Equip Aquistns & Imp Pgm-FY16	36 36 CT						36 36 CT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
TRANSIT IMPROVEMENTS - SEPTA	250,329	247,120	272,095	221,677	215,171	209,618	1,416,010
4,579 CN	5,054 CN	5,103 CN	5,105 CN	5,111 CN	5,178 CN	30,130 CN	8,446 CT
8,446 CT	26,819 FO	39,636 FO	69,612 FO	9,324 FO	3,497 FO	148,888 FO	209,147 SO
209,147 SO	200,791 SO	195,945 SO	205,504 SO	204,846 SO	202,860 SO	1,219,093 SO	1,338 TO
1,338 TO	1,639 TO	1,435 TO	1,744 TO	1,717 TO	1,580 TO	9,453 TO	
TRANSIT	250,329	247,120	272,095	221,677	215,171	209,618	1,416,010
4,579 CN	5,054 CN	5,103 CN	5,105 CN	5,111 CN	5,178 CN	30,130 CN	8,446 CT
8,446 CT	26,819 FO	39,636 FO	69,612 FO	9,324 FO	3,497 FO	148,888 FO	209,147 SO
209,147 SO	200,791 SO	195,945 SO	205,504 SO	204,846 SO	202,860 SO	1,219,093 SO	1,338 TO
1,338 TO	1,639 TO	1,435 TO	1,744 TO	1,717 TO	1,580 TO	9,453 TO	

2018	2019	2020	2021	2022	2023	2018 - 2023
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

WATER

COLLECTOR SYSTEMS - CAPITAL

74	Improvements to Collector System	107,900	107,900	107,900	128,160	143,950	143,950	739,760
	1,000 FB	1,000 FB	1,000 FB	1,000 FB	1,000 FB	1,000 FB	1,000 FB	6,000 FB
	10 PB	10 PB	10 PB	10 PB	10 PB	10 PB	10 PB	60 PB
	5,000 SB	5,000 SB	5,000 SB	5,000 SB	5,000 SB	5,000 SB	5,000 SB	30,000 SB
	101,390 XN	101,390 XN	101,390 XN	112,658 XN	122,618 XN	123,824 XN		663,270 XN
	500 XR	500 XR	500 XR	9,492 XR	15,322 XR	14,116 XR		40,430 XR
74A	Improvements to Collector System-FY17	88,128						88,128
	3,050 FT							3,050 FT
	10 PT							10 PT
	3,050 ST							3,050 ST
	6,629 XR							6,629 XR
	75,389 XT							75,389 XT
74B	Improvements to Collector System-FY16	19,852						19,852
	1,410 XR							1,410 XR
	18,442 XT							18,442 XT
74C	Improvements to Collector System-FY15	1,960						1,960
	1,410 XR							1,410 XR
	550 XT							550 XT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
74D Improvements to Collector System-FY14	1,019 719 XR 300 XT						1,019 719 XR 300 XT
COLLECTOR SYSTEMS - CAPITAL	218,859 1,000 FB 3,050 FT 10 PB 10 PT 5,000 SB 3,050 ST 101,390 XN 10,668 XR 94,681 XT	107,900 1,000 FB 10 PB 5,000 SB 101,390 XN 500 XR	107,900 1,000 FB 10 PB 5,000 SB 101,390 XN 500 XR	128,160 1,000 FB 10 PB 5,000 SB 112,658 XN 9,492 XR	143,950 1,000 FB 10 PB 5,000 SB 122,618 XN 15,322 XR	143,950 1,000 FB 10 PB 5,000 SB 123,824 XN 14,116 XR	850,719 6,000 FB 3,050 FT 60 PB 10 PT 30,000 SB 3,050 ST 663,270 XN 50,598 XR 94,681 XT
CONVEYANCE SYSTEMS - CAPITAL							
75 Improvements to Conveyance System	75,060 100 FB 10 PB 100 SB 74,350 XN 500 XR	77,060 100 FB 10 PB 100 SB 76,350 XN 500 XR	79,060 100 FB 10 PB 100 SB 78,350 XN 500 XR	61,060 100 FB 10 PB 100 SB 60,350 XN 500 XR	63,060 100 FB 10 PB 100 SB 62,350 XN 500 XR	65,060 100 FB 10 PB 100 SB 64,350 XN 500 XR	420,360 600 FB 60 PB 600 SB 416,100 XN 3,000 XR
75A Improvements to Conveyance System-FY17	40,859 100 FT 100 ST 500 XR 40,159 XT						40,859 100 FT 100 ST 500 XR 40,159 XT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
75B Improvements to Conveyance System-FY16	619 500 XR 119 XT						619 500 XR 119 XT
75C Improvements to Conveyance System-FY15	4,070 89 XR 3,981 XT						4,070 89 XR 3,981 XT
75D Improvements to Conveyance System-FY14	17 17 XT						17 17 XT
CONVEYANCE SYSTEMS - CAPITAL	120,625 100 FB 100 FT 10 PB 100 SB 100 ST 74,350 XN 1,589 XR 44,276 XT	77,060 100 FB 10 PB 100 SB 76,350 XN 500 XR	79,060 100 FB 10 PB 100 SB 78,350 XN 500 XR	61,060 100 FB 10 PB 100 SB 60,350 XN 500 XR	63,060 100 FB 10 PB 100 SB 62,350 XN 500 XR	65,060 100 FB 10 PB 100 SB 64,350 XN 500 XR	465,925 600 FB 100 FT 60 PB 600 SB 100 ST 416,100 XN 4,089 XR 44,276 XT
GENERAL - CAPITAL							
76 Engineering and Material Support	50,698 4,411 XN 46,287 XR	51,769 51,769 XR	52,872 4,372 XN 48,500 XR	54,008 54,008 XR	55,178 55,178 XR	56,384 56,384 XR	320,909 8,783 XN 312,126 XR
76A Engineering and Material Support-FY17	28,433 28,279 XR 154 XT						28,433 28,279 XR 154 XT
76B Engineering and Material Support-FY16	2,804 2,804 XR						2,804 2,804 XR

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
76C Engineering and Material Support-FY15	1,124 1,124 XR						1,124 1,124 XR
76D Engineering and Material Support-FY14	2,848 2,848 XR						2,848 2,848 XR
76E Engineering and Material Support-FY13	6,000 6,000 XR						6,000 6,000 XR
GENERAL - CAPITAL	91,907 4,411 XN 87,342 XR 154 XT	51,769 51,769 XR	52,872 4,372 XN 48,500 XR	54,008 54,008 XR	55,178 55,178 XR	56,384 56,384 XR	362,118 8,783 XN 353,181 XR 154 XT
TREATMENT FACILITIES - CAPITAL							
77 Improvements to Treatment Facilities	120,000 100 FB 100 SB 119,087 XN 713 XR	120,000 100 FB 100 SB 119,063 XN 737 XR	120,000 100 FB 100 SB 119,300 XN 500 XR	120,000 100 FB 100 SB 114,800 XN 5,000 XR	120,000 100 FB 100 SB 114,800 XN 5,000 XR	120,000 100 FB 100 SB 114,800 XN 5,000 XR	720,000 600 FB 600 SB 701,850 XN 16,950 XR
77A Improvements to Treatment Facilities-FY17	92,144 2,000 XR 90,144 XT						92,144 2,000 XR 90,144 XT
77B Improvements to Treatment Facilities-FY16	70,714 14,969 XR 55,745 XT						70,714 14,969 XR 55,745 XT
77C Improvements to Treatment Facilities-FY15	20,750 3,975 XR 16,775 XT						20,750 3,975 XR 16,775 XT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
77D Improvements to Treatment Facilities-FY14	4,339						4,339
	4,339 XR						4,339 XR
TREATMENT FACILITIES - CAPITAL	307,947	120,000	120,000	120,000	120,000	120,000	907,947
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
119,087 XN	119,063 XN	119,300 XN	114,800 XN	114,800 XN	114,800 XN	701,850 XN	
25,996 XR	737 XR	500 XR	5,000 XR	5,000 XR	5,000 XR	42,233 XR	
162,664 XT						162,664 XT	
WATER	739,338	356,729	359,832	363,228	382,188	385,394	2,586,709
1,200 FB	1,200 FB	1,200 FB	1,200 FB	1,200 FB	1,200 FB	7,200 FB	
3,150 FT						3,150 FT	
20 PB	20 PB	20 PB	20 PB	20 PB	20 PB	120 PB	
10 PT						10 PT	
5,200 SB	5,200 SB	5,200 SB	5,200 SB	5,200 SB	5,200 SB	31,200 SB	
3,150 ST						3,150 ST	
299,238 XN	296,803 XN	303,412 XN	287,808 XN	299,768 XN	302,974 XN	1,790,003 XN	
125,595 XR	53,506 XR	50,000 XR	69,000 XR	76,000 XR	76,000 XR	450,101 XR	
301,775 XT						301,775 XT	

2018	2019	2020	2021	2022	2023	2018 - 2023
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

ZOOLOGICAL GARDENS

PHILADELPHIA ZOO - CAPITAL

78	Philadelphia Zoo Facility and Infrastructure Improvements	13,000	5,000	500	1,000	5,500	500	25,500
			500 CN	500 CN	500 CN	500 CN	500 CN	2,500 CN
		13,000 PB	4,500 PB		500 PB	5,000 PB		23,000 PB
78A	Philadelphia Zoo Facility and Infrastructure Improvements-FY17	2,430						2,430
		850 CT						850 CT
		1,580 PT						1,580 PT
78B	Philadelphia Zoo Facility and Infrastructure Improvements-FY16	2,280						2,280
		1,200 CT						1,200 CT
		1,080 PT						1,080 PT
78C	Philadelphia Zoo Facility and Infrastructure Improvements-FY15	3,950						3,950
		850 CT						850 CT
		3,100 PT						3,100 PT
78D	Philadelphia Zoo Facility and Infrastructure Improvements-FY14	567						567
		567 CT						567 CT
78E	Philadelphia Zoo Facility and Infrastructure Improvements-FY13	124						124
		124 CT						124 CT

	2018	2019	2020	2021	2022	2023	2018 - 2023
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
78F Philadelphia Zoo Facility and Infrastructure Improvements-FY11	19 19 CT						19 19 CT
78G Philadelphia Zoo Facility and Infrastructure Improvements-FY10	22 22 CT						22 22 CT
PHILADELPHIA ZOO - CAPITAL	22,392	5,000	500	1,000	5,500	500	34,892
		500 CN	500 CN	500 CN	500 CN	500 CN	2,500 CN
	3,632 CT						3,632 CT
	13,000 PB	4,500 PB		500 PB	5,000 PB		23,000 PB
	5,760 PT						5,760 PT
ZOOLOGICAL GARDENS	22,392	5,000	500	1,000	5,500	500	34,892
		500 CN	500 CN	500 CN	500 CN	500 CN	2,500 CN
	3,632 CT						3,632 CT
	13,000 PB	4,500 PB		500 PB	5,000 PB		23,000 PB
	5,760 PT						5,760 PT