

# City of Philadelphia



## Five-Year Financial and Strategic Plan For Fiscal Years 2009-2013

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

Approved by PICA June 17, 2008

Michael A. Nutter, Mayor

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

# CITY OF PHILADELPHIA

## MAYOR

Michael A. Nutter

## MAYOR'S CABINET

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Camille Cates Barnett, Ph.D..... Managing Director  
Rob Dubow ..... Director of Finance  
Shelley A. Smith..... City Solicitor  
Everett A. Gillison ..... Deputy Mayor for Public Safety  
Donald F. Schwarz, M.D. .... Deputy Mayor for Health and Opportunity and Health Commissioner  
Andrew Altman ..... Deputy Mayor for Planning and Economic Development and Commerce Director

Joan L. Markman..... Chief Integrity Officer  
Amy L. Kurland ..... Inspector General  
Lori A. Shorr, Ph.D..... Chief Education Advisor to the Mayor  
Pauline Abernathy ..... Senior Advisor to Mayor  
Teresa A. Gillen ..... Senior Advisor to the Mayor for Economic Development  
Melanie Johnson..... City Representative

## Budget Director

Stephen Agostini

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Fire Commissioner

Bernard Brunwasser  
Acting Water Commissioner

Susan Slawson  
Recreation Commissioner

Joan Decker  
Records Commissioner

John Elfrey  
Acting Licenses and Inspections Commissioner

Arthur Evans  
Director, Office of Behavioral Health/Mental Retardation Svcs.

Anne Marie Ambrose  
Director of Department of Human Services

Jonathan Farnham  
Executive Director, Historic Commission

Mark A. Focht  
Executive Director, Fairmount Park Commission

Louis Giorla  
Acting Prisons Commissioner

Gary Jastrzab  
Acting Director, Philadelphia City Planning Commission

Charles Isdell  
Acting Aviation Director

Deborah McColloch  
Acting Director, Office of Housing and Community Development

Joseph McPeak  
Interim Executive Director, Free Library of Philadelphia

Dainette Mintz  
Acting Director, Office of Supportive Housing

John Nacchio  
Acting City Treasurer

Albert D'Attilio  
Director of Human Resources

Hugh Ortman  
Procurement Commissioner

Terry Phillis  
Chief Information Officer

Charles H. Ramsey  
Police Commissioner

Keith Richardson  
Revenue Commissioner

Joseph Tolan  
Director, Office of Labor Relations

Joan Schlotterbeck  
Acting Public Property Commissioner

Clarena Tolson  
Streets Commissioner

Richard Tustin  
Director, Capital Program Office

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CITY OF PHILADELPHIA  
FIVE-YEAR FINANCIAL AND STRATEGIC PLAN

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City of Philadelphia  
Five-Year Financial Plan



Mayor's Transmittal Letter



# CITY OF PHILADELPHIA

OFFICE OF THE MAYOR  
ROOM 215 CITY HALL  
PHILADELPHIA, PENNSYLVANIA 19107-3295  
(215) 686-2181  
FAX (215) 686-2180

MICHAEL A. NUTTER  
MAYOR

February 14, 2008

Dear Citizens of Philadelphia,

I am pleased to present to you this FY2009 Strategic Plan and FY2009-2013 Five-Year Financial Plan. These documents lay out my vision and plans for the government of the City of Philadelphia.

Our government is a public trust, and as your Mayor, I am responsible for its proper management. I am aided in this effort by the more than 28,000 employees of the City. As stated in the Strategic Plan, the mission of my Administration will be to create a high performing government that produces results that matter most to the citizens of this city. In maintaining this trust, we will be guided by the values of respect, service and integrity, and we will operate under the guiding principles of efficiency, transparency, accountability, partnership, and value for investment.

This Five-Year Plan is different from those in the past. As described in the pages that follow, my Administration will structure our efforts around achieving results in six key areas. Those areas are: 1) Public Safety, 2) Education, 3) Jobs and Economic Development, 4) Healthy and Sustainable Communities, 5) Ethics, and 6) Customer Service. In each of these areas, we have adopted, and will continue to create and refine, measures by which we and the citizens of Philadelphia can assess our performance. In every area, our objective is to make Philadelphia the national leader. To fulfill these goals, my Administration will take a number of bold steps and make sound investments, including:

- Increase funding to the Philadelphia Police Department by over \$75 million over the next five years to hire more patrol officers
- Provide \$5 million annually to expand the Youth Violence Reduction Partnership
- Allocate an additional \$3.8 million to expand Emergency Medical Services and improve response times
- Provide an additional \$3 million per year to improve our City health centers
- Increase funding to Community College of Philadelphia by \$4 million per year
- Create an Office of Arts and Culture and increase funding to the Cultural Fund by \$2 million in FY09
- Increase Fairmount Park funding by \$17 million over the next five years

- Provide \$6.5 million to the Streets Department to fund weekly, single-stream recycling across the City
- Refinance the City's pension program to ensure the system's long-term stability
- Continue the reduction of the City Wage Tax
- Continue the reduction of the Business Privilege Tax
- Implement, for the first time, a reduction in the Net Profits Tax

This plan upholds our responsibility of fiscal stewardship while providing for the needs of our citizens. In producing this Plan, my Administration strives to make the tough choices necessary to meet the needs of our citizens and to make smart investments to secure the future of the City and our families.

Over the upcoming weeks, I and other members of my Administration will present in more detail this FY2009 Strategic Plan and FY2009-2013 Five-Year Financial Plan to public officials and city residents. I look forward to continuing our efforts to make the City of Philadelphia the best city in America.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael A. Nutter". The signature is stylized and cursive.

Michael A. Nutter  
Mayor

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City of Philadelphia  
Five-Year Financial Plan



Strategic Plan:  
Measuring Performance

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# Strategic Plan

Vision: The City of Philadelphia is a high performing government producing results that matter most to citizens at an affordable price.

Mission: To Provide quality leadership, partnership and services to improve public health and safety, economic vitality, education, neighborhood livability and civic engagement.

## Values

Respect

Service

Integrity

## Guiding Principles

Smarter, Faster, Better

Open Communication

Accountability

Value for Investment

Partnerships and Networks

The following core service areas will be emphasized to produce the following results in the stated time frames:

### Public Safety

*Philadelphia becomes the safest large city in the country*

- Increase feeling of safety at home, school, the neighborhood, work and play
- Reduce the city's homicide rate by 25% in 2008

### Education

*Philadelphia becomes the country's premier education city*

- Reduce the high school drop out rate by 50% in 5 to 7 years
- Double the number of residents with a 4-year bachelor degree over 5-10 years

### Jobs and Economic Development

*Philadelphia grows as a green city*

- Change the tax structure to encourage job creation and income growth
- Add 75,000 people to Philadelphia's population in 5 to 10 years

### Healthy and Sustainable Communities

*Philadelphia neighborhoods are vibrant and livable*

- Increase Recycling and decrease use of non-renewables
- Decrease litter citywide
- Improve life expectancy and the health and safety of children and adults

### Ethics

*Philadelphia demonstrates the highest standards for ethics and accountability*

- Establish and meet ethical standards
- Increase the number of citizens who believe their government is trustworthy

### Customer Service and a High Performing Government

*Philadelphia becomes a national customer service leader*

- Establish, publish and meet customer service standards for all City services, including redress for the customer when the standards are not met
- Improve citizen evaluation of effectiveness of City services, as measured by a citizen survey

## CORE VALUES & GUIDING PRINCIPLES OF THE NUTTER ADMINISTRATION

It is the responsibility of City employees to find creative solutions to the issues that matter most to our customers – the citizens of Philadelphia. As public servants of the City, citizens place their trust in us to make responsible choices, both fiscally and programmatically. It is also our job to forge relationships within and beyond the City's borders to extend our ability to solve problems. Everything we do should be clearly communicated and accurately measured so that we make ourselves accountable to the citizens of Philadelphia.

Our core values are:

*Respect:* Respecting the citizens of Philadelphia means holding them in the highest regard. We will provide service with compassion and courtesy and recognize the dignity of every person.

*Service:* The City is in the service business, but service delivery must be efficient. Our job is to improve the quality of life for all Philadelphians. We must strive for excellence and continuous improvements.

*Integrity:* Integrity means ethical, publicly accountable behavior. Decisions, government-wide, will abide by relevant laws and regulations. Our actions will be honest and transparent. Conducting ourselves with the highest integrity will rebuild the public trust in government.

Our guiding principles include:

*Accountability and Responsibility:* Every City of Philadelphia employee will be accountable for producing results. To assist members of the public in tracking our progress, we will accurately measure and publicize our results. If we fail to produce the results valued most by our citizens and customers, we will explain why we have failed, and if necessary, adjust our strategies accordingly.

*Open Communication:* Our ability to understand and respond to citizen priorities hinges on the establishment of, and continual support for, an open communications system. We are a government established by the people, and we serve for their benefit. Accordingly, there is no segment of our government that should not be conducted in a transparent manner and clearly communicated. Open communication enables us to ensure that we produce results that matter most to our citizens and customers.

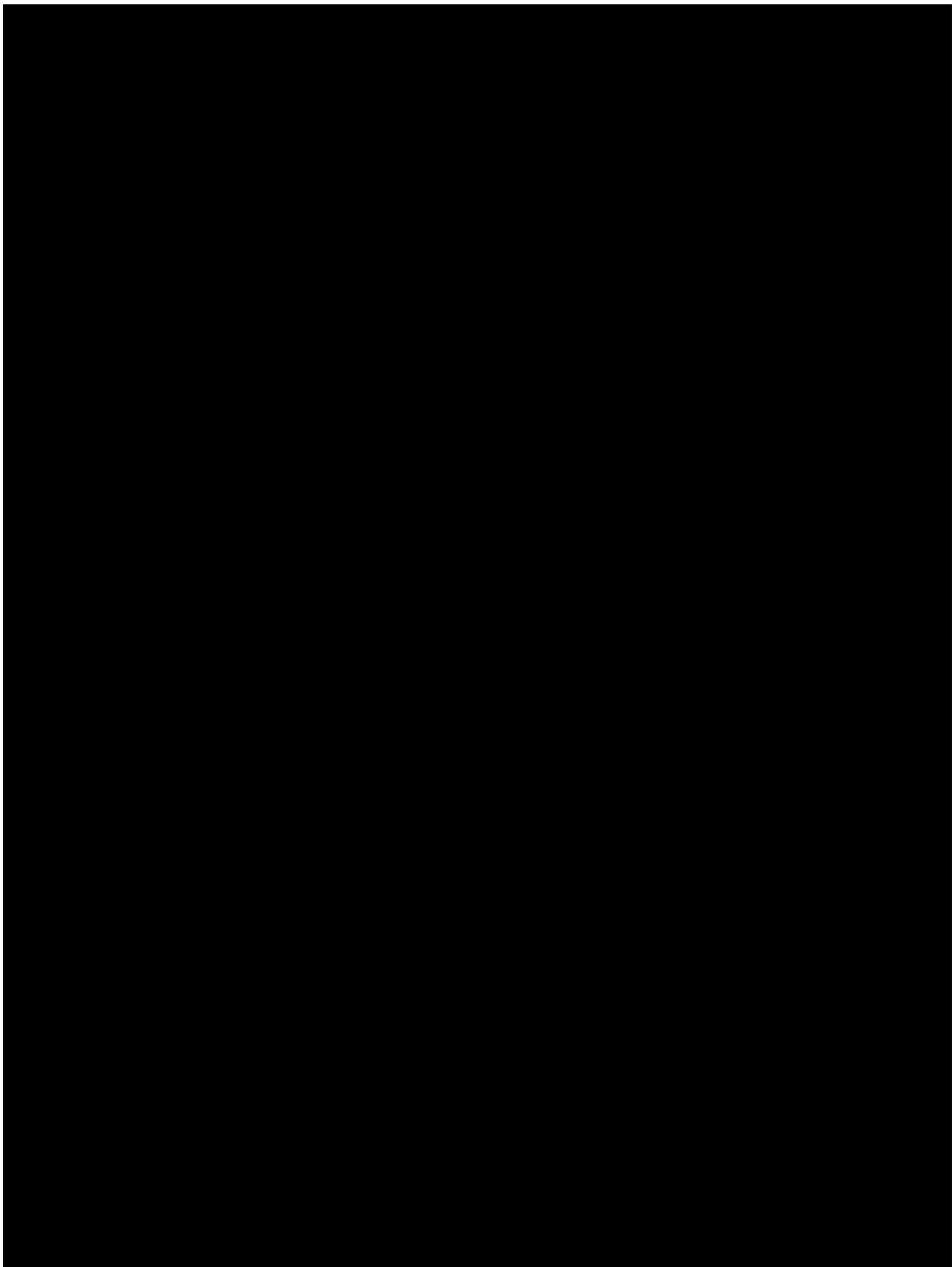
*Smarter, Faster, Better:* We must never be satisfied with the status quo, and we must always strive to push the quality of our customer service to a higher level. *Smarter* services are data driven, allocating resources where they are needed most. *Faster* services cut through unnecessary red tape and simplify bureaucratic processes. *Better* services continuously strive for improved delivery and quality and adopt innovations and best practices. Original and creative thinking towards problem solving will be encouraged and supported.

*Value for Investments:* The City of Philadelphia is a public trust, which the government manages for the benefit of the citizens. It is our responsibility to provide a level of customer service that is valued by our residents and customers. Philadelphia will be a nationally respected city, because our citizens and customers determine it to be the best value for their money.

*Partnerships and Networks:* The government cannot meet all the needs of the city by itself. We must develop and rely upon relationships with and throughout our neighborhoods. We must also develop and rely upon relationships with our neighbors in the region and the rest of the world. These relationships should be used to create economic opportunities for our residents. We will increase our ability to achieve our mission when we value and utilize these relationships.

In an effort to align our strategic plan with our resources, the Nutter Administration will focus its efforts and the City's budgetary resources on the six core areas identified above in the City's strategic plan. As explained more completely in the "Five-Year Financial Plan," incorporated herein, desired results will be identified and related standards of measurable success identified. While the Administration has recognized many goals, citizen feedback will be continually sought and incorporated into City plans. The selected measures will focus the attention of City agencies and their workers and help the Administration identify areas that need improvement. These measures are flexible, and will change and adapt according to our City's needs.

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## City Organization

The City of Philadelphia has been organized to clarify leadership roles and to enhance coordination, performance and accountability. (See Figure 1, pg 7) The City's organizational structure complements the six major results that will drive desired citywide change:

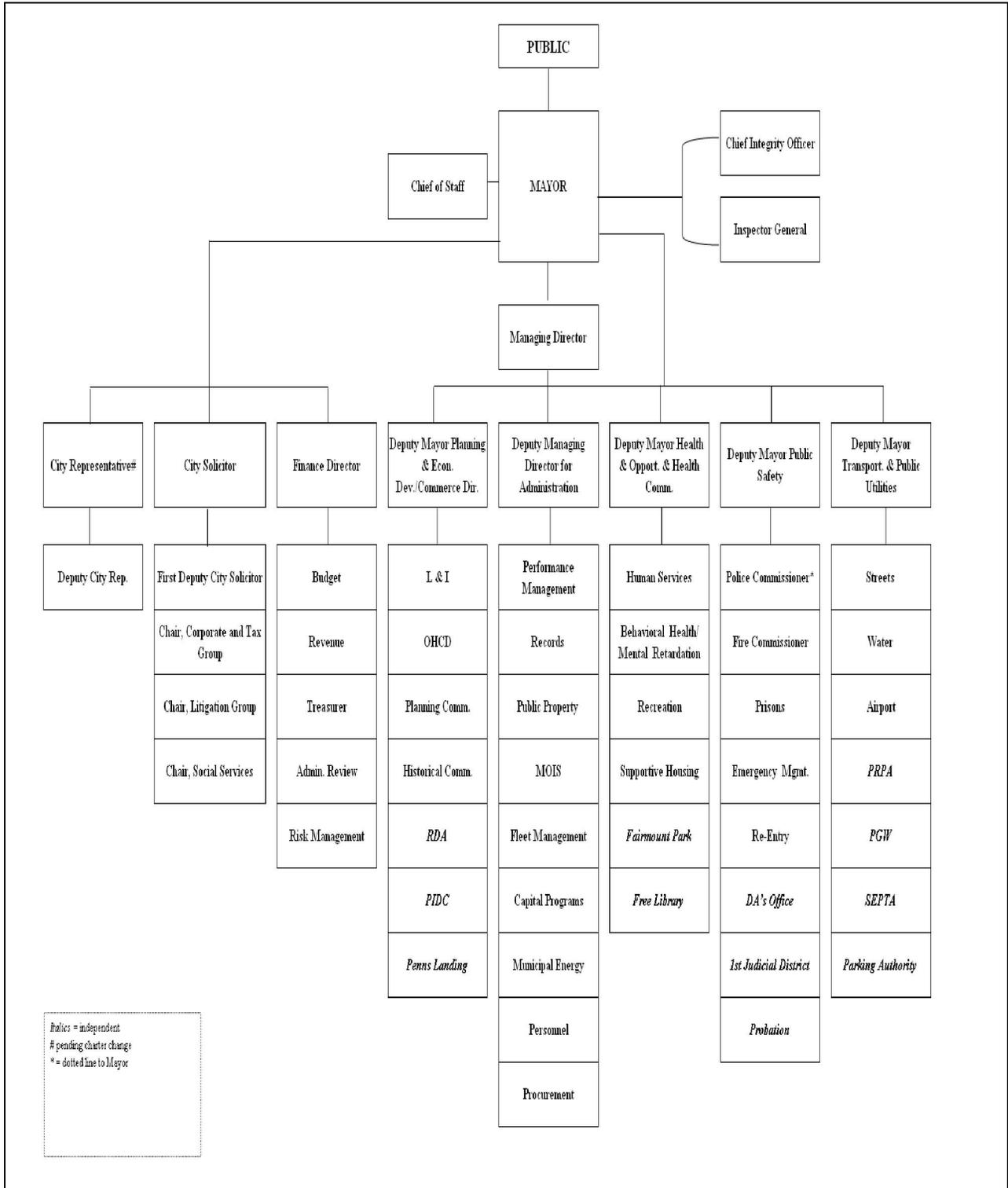
- Public Safety: Philadelphia becomes the safest large city in the country
- Education: Philadelphia becomes the country's premier education city
- Jobs and Economic Development: Philadelphia grows as a green city
- Healthy and Sustainable Neighborhoods: Philadelphia neighborhoods are vibrant and livable
- Ethics: Philadelphia demonstrates the highest ethical standards
- Customer Service and a High Performing Government: Philadelphia becomes a national customer service leader

The Mayor is charged with leading the organization to produce these six results for the citizens of Philadelphia and the customers of City government. Under the leadership of the Mayor, he and his Cabinet will provide the necessary policy direction to maintain the focus of all employees on the six major results we have committed to achieve.

The Managing Director, with support from four Deputy Mayors, is responsible for directing City operations and working with City departments and agencies to produce results. Therefore, policy development and implementation are aligned to achieve the six major results. The Deputy Mayors are:

Deputy Mayor for Public Safety  
Deputy Mayor for Transportation and Utilities  
Deputy Mayor for Health and Opportunity  
Deputy Mayor for Planning and Economic Development

As demonstrated in the City Organizational Chart, the four Deputy Mayors and Deputy Managing Director will supervise approximately 55 Commissioners and department heads to produce results. The operational responsibilities and programmatic responsibilities for each Deputy Mayor are presented in the City Organizational Chart. (See Figure 1)



Italics = independent  
# pending charter change  
\* = dotted line to Mayor

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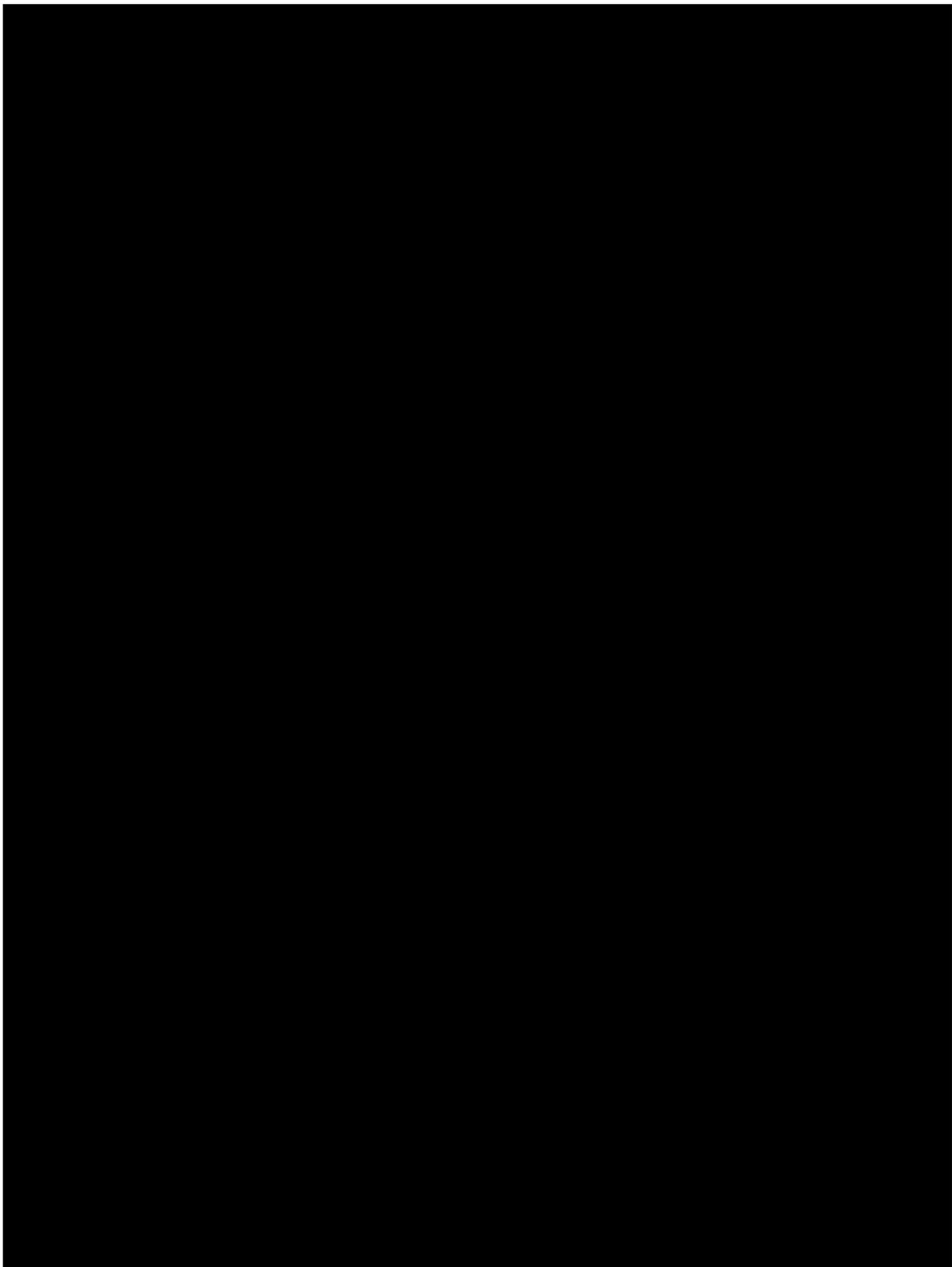
City of Philadelphia  
Five-Year Financial Plan



Fiscal Year 2009 – Fiscal Year 2013  
Seventeenth Five-Year Plan  
For the City of Philadelphia  
Pursuant to the  
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As Approved by PICA, June 17, 2008

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## Initiatives Snapshot: What's New in the Plan for FY09

In order to achieve the City's strategic plan, the Nutter Administration plans to implement several new initiatives, as well as continue many existing programs. This page highlights some of the major new commitments by the Administration.

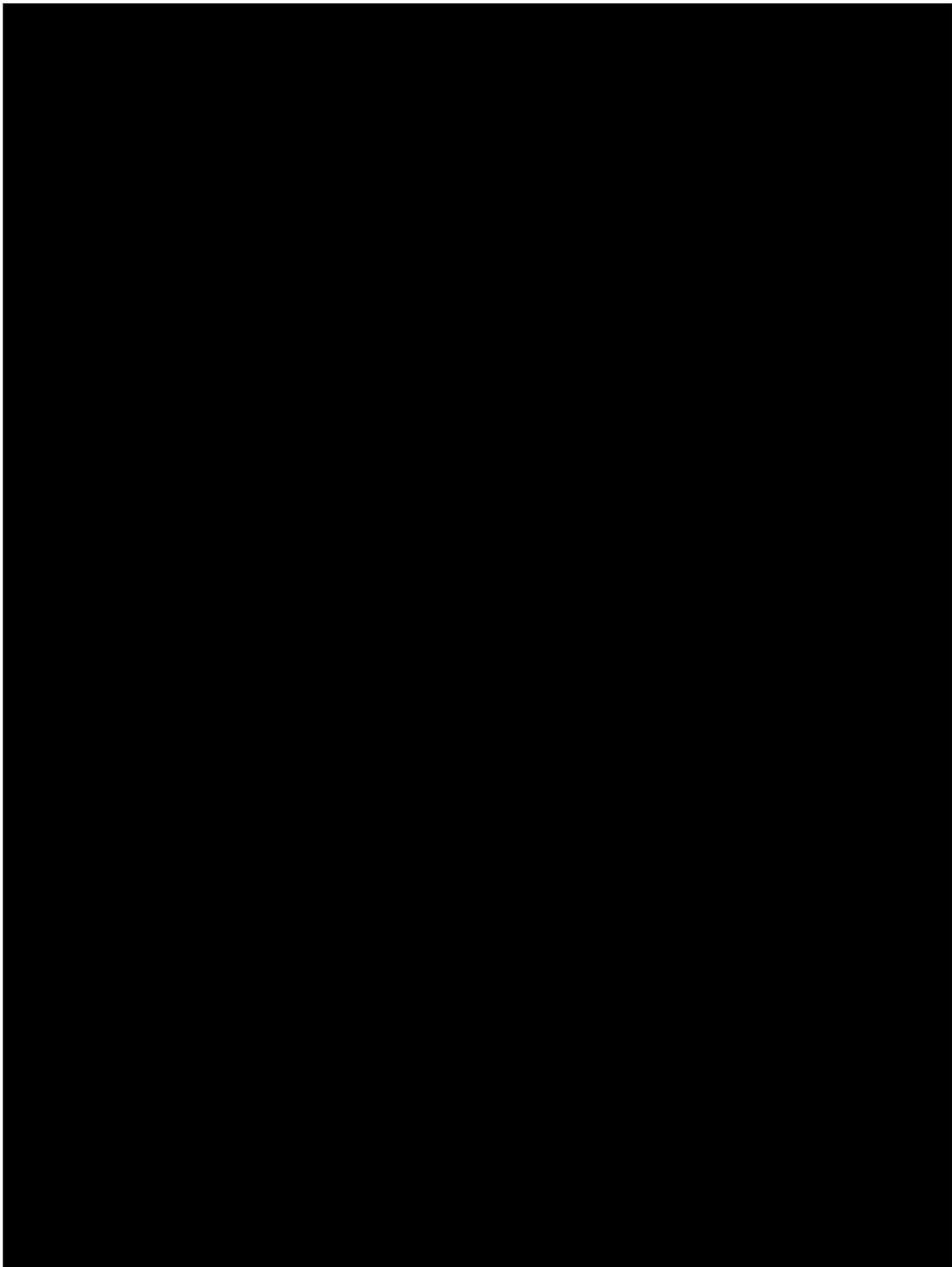
### Programmatic Investments

- \$75 million increase over 5 years to hire additional police officers
- \$25 million to the Youth Violence Reduction Partnership (YVRP) over 5 years
- \$3.8 million increase in FY2009 for Emergency Medical Services
- \$20 million increase to Community College of Philadelphia over 5 years
- \$2.5 million increase to the Department of Recreation over 5 years
- Create an Office of Sustainability
- Re-Open the Office of Arts and Culture
- \$2 million increase to the Cultural Fund in FY2009
- Create an Office of Business Services
- \$6.5 million in FY2009 to provide weekly, single-stream, recycling to all Philadelphians
- Create an Office of Transportation
- \$3 million to the Department of Public Health to improve public health services
- \$17 million increase to Fairmount Park over 5 years
- \$15 million increase to the Housing Trust Fund over 5 years
- \$2 million annually to implement PhillyStat and the 3-1-1 system

### Long Term Fiscal Investments

- Decrease the resident wage tax to rate to 3.9300% by January 1, 2009, lowering it below 4% for the first time in 30 years.
- Continue reduction in the Gross Receipts Tax to 0.1415% in FY2009, 0.08% by FY2013 leading to the elimination of the tax in 8 years
- Reduce, for the first time ever, the Net Income Tax, from 6.5% to 6.45%. By FY13, the rate will be dropped to 6.25%.
- Increase the Parking Tax from 15% to 20% to promote sustainable activities including street improvements and new trees.
- Fund the Philadelphia Employee Pension System to 90 % of its estimated liabilities to secure the financial future of the City's retirees by ensuring the stability of the Pension System.

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## Enhancing Philadelphia's Fiscal Health

Philadelphia is showing progress on several fronts, despite continued fiscal challenges that arise from the demographic and economic changes that have occurred over the last half century. After 50 years of losing residents to the suburbs and other regions of the country, the city has experienced new investment in many of its neighborhoods, stimulated, in part, by its strategic location between New York and Washington, D.C., the relative affordability of housing in the city when compared to those two cities, and the City's extensive array of cultural amenities. Many previously depressed neighborhoods have seen new development and rising property values, while continued reductions in taxes on wages and businesses promise to make the City a stronger competitor for jobs.

Still, significant challenges remain. While fewer people live and work here than in previous decades, social needs continue to grow just as the cost of providing services, driven in part by long-term obligations associated with the City workforce, are rising considerably. The City's tax base is increasingly under pressure as personal income levels remain relatively low in comparison to the region, state and nation, and poverty in the region has become increasingly concentrated in the city. These factors create the ongoing challenge to fund those public services required by a growing segment of our population with a revenue base that is unduly burdensome on the City and regional economy. This challenge to fund necessary public services is made particularly acute since, as a city and a county, Philadelphia must provide services that many of its competitor cities around the nation and the region do not provide. The rising cost of benefits for today's employees, as well as costly pension obligations for those who have retired and will retire, continue to significantly drive up the cost of government services, a situation that further adds to this challenge.

This section of the FY09-FY13 Five-Year Financial Plan provides a summary of key demographic trends that affect the City's tax base, an overview of revenue sources, and a look at future financial opportunities and challenges.

### Demographic and Economic Trends

A city of 2.1 million people in 1950, Philadelphia has steadily lost residents since that peak. The city's population loss has followed the nationwide migration of Americans from central cities to suburban areas and from the Northeast and Midwest to the South and West that has taken place over the last 50 years. Although the rate of loss has slowed since 1990, the city continues to see its population contract and Sunbelt cities approach or surpass it in size. As an illustration of this trend, the city's population is now smaller, at 1.45 million, than the rapidly growing City of Phoenix, which has surpassed Philadelphia and is now the nation's 5<sup>th</sup> most populous city.

Just as the city's population has declined, surrounding counties, along with Pennsylvania and the U.S., have experienced moderate to significant population growth. (Table 1). Jobs have followed this migration away from the city. From 2001 to 2006, while U.S. employment grew by 1.2%, the city's job base contracted by 4.5% and the Philadelphia suburbs north and west of the city saw employment gains of between 2% and 4% according to the Federal Reserve Bank of Philadelphia. On a steady decline, since 1970, employment has dropped from over 920,000 jobs in 1970 to 661, 900 jobs in 2006.

Table 1

<b>Population Change 1990-2006</b>			
<i>Philadelphia Compared to the Region, State, and Nation</i>			
<b>Jurisdiction</b>	<b>1990 Population</b>	<b>2006 Population</b>	<b>% Change</b>
Philadelphia	1,585,577	1,448,394	-8.7%
Delaware County	547,651	555,996	1.5%
Pennsylvania	11,881,643	12,440,621	4.7%
Montgomery County	678,111	775,688	14.4%
Bucks County	541,174	623,205	15.2%
United States	248,709,873	299,398,484	20.4%
Chester County	376,396	482,112	28.1%

As job and population losses continue, poverty looms larger. Philadelphia has one of the highest poverty rates among the nation's 20 most populous cities: according to U.S. Census Bureau, 25.1% of Philadelphia households were living in poverty in 2006, up from 20.9% in 1989, and more than twice the national rate of 12.3% and Pennsylvania rate of 12.1%. In sharp contrast, several counties immediately neighboring the city contain some of the nation's lowest poverty rates and highest incomes. In nearby Bucks County, for example, the poverty rate was 4.6% in 2006 and median household income was \$70,406, according to U.S. Census Bureau figures. Philadelphia's median household income in 2006 was \$33,229, much lower than that of its suburbs, as well as that of the state and the nation, according to the U.S. Census Bureau surveys.

While the city has lost jobs and population, its economy remains resilient, although smaller than it might otherwise have been. Preliminary economic modeling by the Budget Office, assisted by graduate students from the Fels Institute for Government at the University of Pennsylvania, suggests that the city's economy will experience 3.3% growth, measured in the increase to gross city product, in calendar 2009 and 4% to 4.5% growth in the remaining years of the plan. When considering inflation, however, real growth is anticipated to be minimal, averaging between 1% - 1.5% during these years.

This growth assumes that the Congressional Budget Office projections for growth in the US economy are correct. Recent evidence, anecdotal as well as preliminary data such as national job growth and the City's own tax receipts for December 2007 and January 2008, suggest that the national and local economies are displaying some weakness. While it is still too early to tell if a recession has begun, it is worth remembering that any contraction in national economic activity in 2008 or later will place many of the revenue estimates included here for the FY2009-FY2013 period, as well as some expenditure estimates, at risk.

Philadelphia's demographic trends present a fiscal challenge to the City: Service demands have increased just as the tax base has become smaller and weaker. A high poverty rate, low household income, and gradual population and employment losses have been primary causes of the City's financial stress in recent years. High poverty rates result in increased need for a variety of social services mandated by the state. Low household income levels result in a weak tax base. This point is especially salient because the municipal borders of Philadelphia are the same as those of the county. This means the City government is mandated, by the state, to provide many services traditionally provided by counties, such as the local district of the state court system, a prison system, and a child welfare system without the benefit of a broader, wealthier tax base. In many of Philadelphia's peer cities, these services are funded at the county level or with state aid; Philadelphia, however does not benefit significantly from state aid for these mandated services. A study by the Brookings Institution underscores this, finding that Philadelphia had the widest range of service mandates by state government and the lowest general revenue sharing support among its peer cities. This condition only exacerbates the fiscal challenges faced by the City.

Chart 1

Poverty Rates in Twenty Largest Cities, Comparison of 2006



Table 2

<b>Poverty Rate Comparison 1990- 2006</b> <i>Philadelphia Compared to the Region, State, and Nation</i>			
Jurisdiction	1989 Poverty Rate	2006 Poverty Rate	Rate Increase
United States	12.8%	13.3%	0.5%
Pennsylvania	10.4%	12.1%	1.7%
Philadelphia	20.9%	25.1%	4.2%
Bucks County	4.0%	4.6%	0.6%
Montgomery County	4.0%	5.7%	1.7%
Chester County	5.2%	7.0%	1.8%
Delaware County	6.6%	8.5%	1.9%

Table 3

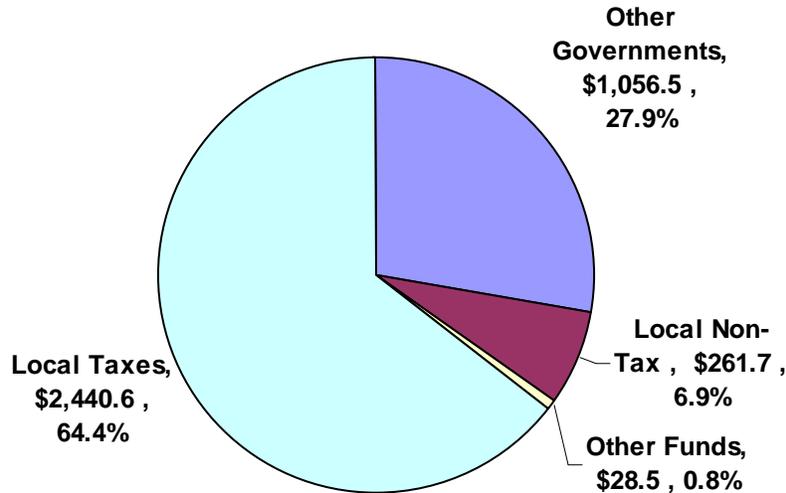
<b>Median Household Income Comparison 1990-2006</b> <i>Philadelphia Compared to the Region, State, and Nation</i>				
Jurisdiction	1989 Median Household Income	% Above/Below State Rate	2006 Median Household Income	% Above/Below State Rate
Bucks County	\$43,347	49.1%	\$70,406	52.2%
Chester County	\$45,642	57.0%	\$77,570	67.7%
Delaware County	\$37,337	28.4%	\$55,005	18.9%
Montgomery County	\$43,720	50.4%	\$71,180	53.9%
Philadelphia	\$24,603	-15.4%	\$33,229	-28.2%
Pennsylvania	\$29,069	0.0%	\$46,259	0.0%
United States	\$30,056	3.4%	\$48,451	4.7%

## General Fund Revenues

Philadelphia's projected FY08 General Fund revenues total \$3.8 billion. Local tax revenues comprise the majority of this fund, or 64% of the total. The next-largest portion comes from state and federal government transfers, and smaller shares come from local non-tax sources (such as fines and fees) and inter-fund transfers. The local tax-based portion of the General Fund comes from five major sources, each contributing at least 5% to total tax revenue: *wage tax, real estate tax, real estate transfer tax, business privilege tax, and sales tax. Other tax revenue include the amusement tax and the parking tax.* Philadelphia's tax base relies heavily on wage and income taxes: the wage tax represents about half of City tax revenues, with the business privilege tax, a tax on business net income and gross receipts, representing the next-highest portion at over 18%. Revenues from other governments comprise 28% of total revenue. Intergovernmental revenues consist primarily of federal and state reimbursements for the costs of social service programs and the PICA City account revenues, which are collected from the PICA wage, earnings, and net profits taxes, after deductions for PICA debt service. The revenues of the PICA tax secure the debt incurred when PICA borrowed money on the City's behalf in FY91, FY92 and FY93, and covers PICA debt service, with the remaining funds paid to the City.

Chart 2

**Sources of FY08 General Fund Revenues  
(\$3,787.3 billion)**



Locally generated non-tax proceeds comprised 6.9% of FY08 total revenues. Locally generated revenues include various fees, fines, and charges assessed by the City. Revenues from other funds, which primarily consists of payments to the General Fund by the Water and Aviation funds, for services performed by other City agencies, total 0.8%.

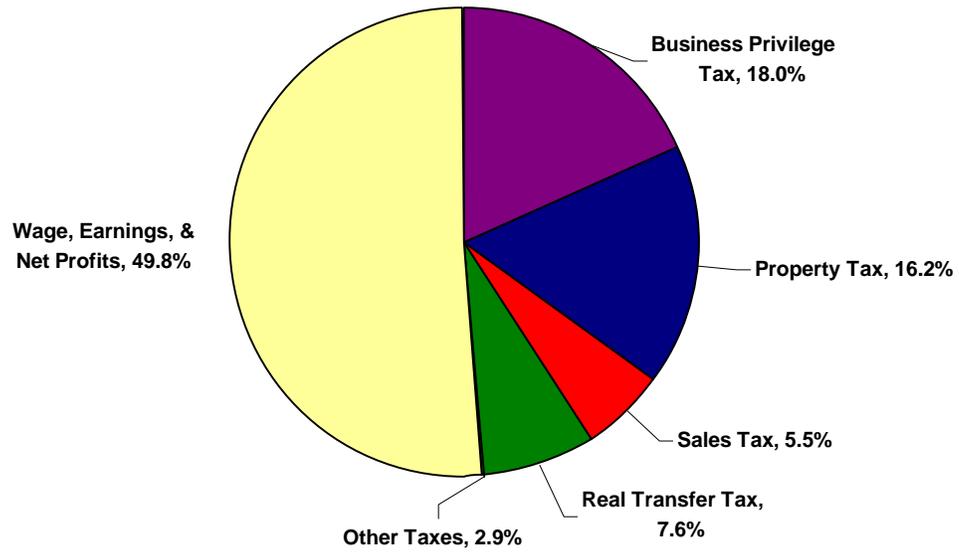
General Fund revenue growth exceeded inflation in eight of eleven fiscal years from FY97 to FY07, after adjusting for the effects of deductions for PICA debt service, tax rate reductions and non-recurring revenues. <sup>1</sup>Revenues are expected to increase by an average of 3.2% from FY08 through FY13, slightly above the average inflation rate of 2.5% forecast for the same period.

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<sup>1</sup> All revenues include PICA debt service and non-recurring revenue effects.

Chart 3

**Percentage Distribution of FY08 Major General Fund Tax Revenues (\$ 2,440.6 billion)**



## Wage Tax

Table 4

Wage Tax Collection History and Forecast (\$ in millions)										
	History					Forecast				
	FY04	FY05	FY06	FY07	FY08	FY09*	FY10	FY11	FY12	FY13
PICA Wage Tax	276.80	291.40	300.00	317.60	330.30	341.90	355.60	369.80	384.60	400.00
City Wage Tax	1,049.64	1,073.63	1,111.16	1,167.50	1,201.10	1,142.90	1,171.40	1,193.10	1,207.30	1,214.20
Total Wage Tax	1,326.44	1,365.03	1,411.16	1,485.10	1,531.40	1,484.80	1,527.00	1,562.90	1,591.90	1,614.20
Growth		2.91%	3.38%	5.24%	3.12%	-3.04%	2.84%	2.35%	1.86%	1.40%
<b>Tax Rates</b>										
Resident	4.463%	4.331%	4.301%	4.300%	4.219%	3.930%	3.890%	3.800%	3.710%	3.600%
Non-resident	3.880%	3.820%	3.772%	3.800%	3.724%	3.500%	3.460%	3.400%	3.350%	3.250%
* The table reflects resident and non-resident rates for FY09 effective January 1, 2009. A preliminary rate cut for FY09 will take effect July 1, 2008.										

The wage and earnings and net profits tax (the wage tax) is the City's largest source of tax revenue, projected to account for over half (51.3%) of major total tax revenue in FY09. The wage tax is collected from all employees working within City limits and from all city residents, regardless of their employment location. The FY08 wage tax rate for city residents is 4.219%, and the rate for non-residents is 3.724%. The resident rate includes 1.5% that is reserved for the Pennsylvania Intergovernmental Cooperation Authority (PICA) to service debt that PICA issued on behalf of the City. Since the passage of the PICA statute in 1992, when the Authority helped to remedy financial difficulties in the City with bond funds, PICA has been entitled to a "first dollar" claim on wage tax proceeds, to satisfy bond covenants. The remaining portion of revenues goes into the City's general fund. Actual wage tax collections for FY04 through FY07, as well as projections from FY08 to FY13 are presented in the Table 4.

Despite overall employment losses, highlighted earlier, aggregate wage tax collections have continued to increase annually over the last three years. Wage tax projections in this Five-Year Plan, shown in Table 4, reflect expectations for modest growth in the tax base, as described earlier, though growth could slow over the plan years because of ongoing rate reductions and potential weakness in the national economy.

Since 1995, the City has committed to annual reductions in the wage tax rate to make the Philadelphia more competitive for jobs. These reductions, which the Nutter Administration intends to continue, are displayed in Table 5 below. The rate for residents is 4.219% and 3.724% for non-residents in FY08, a 14.9% and 13.6% cut, respectively, from 1995 rates. Wage tax rates were reduced on January 1, in FY96, and from FY05 to FY13. From FY98 to FY04, the reductions were made each July 1. The rate will be further reduced for residents and non-residents by FY13, as reflected in the chart below. By FY2009, the resident wage tax rate will fall to 3.930% the first time that the resident wage tax rate will be below 4% in over 30 years. By the end of the Plan period, wage tax rates will be 3.600% for residents and 3.250% for non-residents. These projected rates are displayed in Table 5. These rate reductions include reductions made possible by the receipt of state gaming revenue. The Plan anticipates the receipt of \$86.6 million from the state in October of 2008.

This Five-Year Plan does not reflect future wage tax reductions expected under the reinstated Low Income Tax Credit Bill. The Bill was initially slated to take effect in FY13, lowering receipts in the first year of implementation and significantly in subsequent years. Under this schedule, wage tax receipts would have been lowered by \$80.8 million by FY16. Most recently, an Agreement of Implementation was made to approve new legislation for the Low Income Tax Credit Bill. The new legislation will reintroduce the Bill after the current Five-Year Plan in FY14. Under the amended Bill, wage tax rates would lower receipts in FY14 and FY15, with rates remaining at the FY15 level. The Low Income Tax Credit Bill, in conjunction with recent expansions to the Federal Earned Income Tax Credit program, will substantially benefit low-income residents and employees of Philadelphia firms.

Table 5

<b>Wage Tax Rate Reductions<sup>1</sup></b>				
<b>Fiscal Year<sup>2</sup></b>	<b>Residents</b>		<b>Non-Residents</b>	
	<b>Rate</b>	<b>Change from FY95 Rate</b>	<b>Rate</b>	<b>Change from FY95 Rate</b>
1995	4.9600%		4.3125%	
1996	4.8600%	-2.02%	4.2256%	-2.02%
1997	4.8400%	-2.42%	4.2082%	-2.42%
1998	4.7900%	-3.43%	4.1647%	-3.43%
1999	4.6869%	-5.51%	4.0750%	-5.51%
2000	4.6135%	-7.00%	4.0112%	-7.00%
2001	4.5635%	-8.00%	3.9672%	-8.00%
2002	4.5385%	-8.50%	3.9462%	-8.50%
2003	4.5000%	-9.27%	3.9127%	-9.27%
2004	4.4625%	-10.03%	3.8801%	-10.03%
2005	4.3310%	-12.68%	3.8197%	-11.42%
2006	4.3010%	-13.29%	3.7716%	-12.54%
2007	4.2600%	-14.11%	3.7557%	-12.91%
2008	4.2190%	-14.94%	3.7242%	-13.64%
2009 <sup>3</sup>	3.9300%	-20.77%	3.5000%	-18.84%
2010	3.8900%	-21.57%	3.4600%	-24.64%
2011	3.8000%	-23.39%	3.4000%	-21.16%
2012	3.7100%	-25.20%	3.3500%	-22.32%
2013	3.6000%	-27.42%	3.2500%	-24.64%
Total Reduction, 1995-2013	3.6000%	-27.42%	3.2500%	-24.64%
<sup>1</sup> Projected rates for 2006-2012 are based on legislated reductions under Bill 040607. They do not include the potential additional wage tax rate reductions made possible by state fiscal assistance for tax reform.				
<sup>2</sup> The FY96 reductions took effect January 1, 1996. The reductions for fiscal years 1997 through 2004 took effect on the first day of the fiscal year, July 1. The reduction for fiscal year 2005 took effect on January 1, 2005.				
<sup>3</sup> The table reflects residential and non-residential rates for FY09 effective January 1, 2009. A preliminary rate cut for FY09 will take effect July 1, 2008.				

## Business Privilege Tax

Table 6

Business Privilege Tax Revenue History and Forecast (\$ in millions)										
	History					Forecast				
	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13
Current	269.9	326.6	390.5	401.9	403.2	405.5	411.3	418.2	419.7	424.1
Prior	39.2	52.8	25.0	34.4	35.0	36.0	36.0	36.0	36.0	36.0
Total	309.2	379.5	415.5	436.4	438.2	441.5	447.3	454.2	455.7	460.1
Growth	8.1%	22.7%	9.5%	5.0%	0.4%	0.8%	1.3%	1.5%	0.3%	1.0%

The General Fund's second largest tax revenue source is the business privilege tax (BPT). Businesses pay the BPT, the combination of an enterprise's net income and gross receipts. FY09 rates will be 0.1415% on gross receipts, down from 0.325% before the tax reduction program began) and 6.45% on net income, although there are modified rates for financial institutions, public utilities, some manufacturers, wholesalers, and retailers. Regulated industries, such as financial institutions and public utilities, are taxed at the lesser of either 0.1900% of receipts or 6.4% of net income. Non-regulated industries—such as manufacturers, wholesalers, and retailers—can opt for an alternative tax on receipts that permits subtracting certain product and labor costs from receipts, for purposes of their tax calculation. The table above presents actual BPT collections from FY04 to FY08, and projected collections through FY13.

The BPT performance often provides a snapshot of the state of the economy at any given time. However, because the BPT is volatile, and because an accurate projection of each fiscal year's results is not possible until the end of April, its year-to-year performance is difficult to predict. Strong growth in the tax from FY05 to FY07 helped produce the City's current fund balance, but the possibility that the tax will weaken as the economy slows is one of the items that threatens to rapidly reduce the fund balance.

The City's Regional Economic Models, Inc. (REMI) model, a survey conducted by the Commerce Department, and discussions with economists have demonstrated that the gross receipts portion of the Business Privilege Tax imposes an extra burden on city businesses, particularly small businesses and new companies struggling for profitability. As a general rule, the tax cannot be "shifted" onto customers, since they can always purchase goods or services from a non-Philadelphia business, with the exception of some retail and service businesses that can shift the tax to consumers with relatively little mobility, such as low-income and senior citizen residents. High-volume, low-margin businesses are particularly penalized, as the tax can represent a significant portion of pre-tax profit margin in larger proportions than the rate imposed by the net income portion of the tax. In recognition of this hindrance, the Nutter Administration and City Council embraced the Plan to reduce the gross receipts portion of the BPT, while reserving the option to reconsider the rate each year, in response to immediate financial conditions. Changes in the gross receipts portion of the BPT tax rate from tax year TY02 to TY12 are shown in the table below.

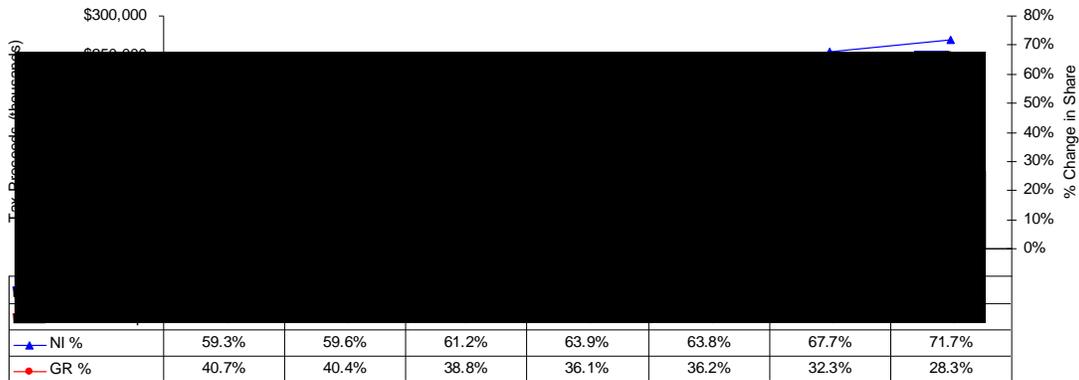
Table 7

<b>Business Privilege Tax (BPT) Rate Reductions<sup>1</sup> - Actual &amp; Proposed 2002-2012</b>			
<b>Tax Year<sup>2</sup></b>	<b>Gross Receipts Rate (TY95-TY08)</b>	<b>Change From FY95 Gross Receipts Rate</b>	<b>Reduction In Total BPT Burden<sup>3</sup></b>
2002	0.2400%	-26.15%	-12.88%
2003	0.2300%	-29.23%	-16.23%
2004	0.2100%	-35.38%	-18.11%
2005	0.1900%	-41.54%	-21.27%
2006	0.1665%	-48.77%	-24.97%
2007	0.1540%	-52.62%	-26.94%
2008	0.1415%	-56.46%	-30.52%
2009	0.1325%	-59.23%	30.13%
2010	0.1250%	-61.54%	31.30%
2011	0.1100%	-66.15%	33.65%
2012	0.1000%	-69.23%	35.22%
<b>TOTAL REDUCTION 2002-2008</b>		-69.23%	-35.22%
<sup>1</sup> The Business Privilege Tax (BPT) consists of a tax on gross receipts combined with a tax on net income. The proposed rate reductions affect only the rate of the gross receipts portion of the tax.			
<sup>2</sup> Tax years prior to the BPT transition year in 2002 are the same as the fiscal years. After 2002, tax years preceded the fiscal year by one year. For example, tax year 2003 is fiscal year 2004.			
<sup>3</sup> The percentage includes the effects of (1) the reductions in the gross receipts portion of the BPT and (2) the double weighting of the sales factor in calculating the net income portion of the BPT.			

In order to improve the City's competitiveness, the Nutter Administration is committed to eliminating the gross receipts portion of the tax and reducing the net income portion. Under the reductions proposed in this Plan, and included in a bill introduced by Councilman W. Wilson Goode, Jr., the gross receipts portion of the tax will be eliminated in eight years. In addition, the Nutter Administration proposes to reduce the net income portion of the tax from 6.45% to 6.25% by FY13. The net income portion of the tax has never been reduced before and the gross receipts portion has been in place for decades. These historic changes to the City's tax structure will make it easier for businesses to open, expand and thrive in Philadelphia.

## Chart 4

**Net Income and Gross Receipts Portions of the Business Privilege Tax (BPT): Proceeds and Share of Total BPT, 1999-2005**



Source: Revenue Department Research Unit.

## Property Tax

The property tax (or real estate tax) is expected to generate \$394.5 million in FY08, or 16.6% of major local tax revenues. This tax is levied on the assessed value of residential and commercial property in the city. The tax rate is 8.264% in FY08, and this rate is divided between the City (40%) and the School District of Philadelphia (60%). In recent years, the City has shifted increasing proportions of its property tax revenues to the District to help it avoid budget shortfalls.

Historically low mortgage rates, property tax abatements, and wage and business tax cuts have all contributed to increased property demand and value in Philadelphia. From 2001 to 2006, the sales price of existing homes in Philadelphia increased by more than 74%, averaging 11.1% increases per year. However, the property tax's performance indicates that City collections did not capture these dramatic market changes. For example, while the real estate transfer tax (a tax on real property sales, described in more detail below) nearly tripled from FY00 to FY07, real estate tax revenue never surpassed 4% in annual increases during the same period. This indicates that while the number of real estate transactions or "transfers" increased, the full value of those properties has not been added to the rolls. The table below presents real property tax collections from FY04 to FY07, and projected revenue through FY13.

Table 8

Real Estate Tax Revenue History and Forecast (\$ In millions)										
History						Forecast				
	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13
Current	332.6	353.2	354.1	367.3	358.5	375.4	392.1	406.9	422.8	440.1
Prior	45.1	39.5	41.8	30.3	36.0	36.0	36.0	36.0	35.0	35.0
Total	377.7	392.7	395.8	397.5	394.5	411.4	428.1	442.9	457.8	475.1
Growth	4.6%	4.0%	0.8%	0.4%	-0.8%	4.3%	4.1%	3.5%	3.4%	3.8%

This problem could be addressed, in part, by moving the City to a property tax system based on fair valuation of properties. In the majority of Pennsylvania counties, local property taxes are calculated using the full value of a property multiplied by the tax rate. Philadelphia, however, uses a much more complicated calculation that obscures a property's appraised value and does not reflect changes in value over time. As a result, for more than three decades, high-value properties in some areas of the City have been under-assessed, while lower value properties have been over-assessed. The City's Board of Revision of Taxes (BRT) plans to change this system to improve transparency and equity in the property tax system. The BRT also intends to equalize values across the city, which means that properties will no longer be under-assessed or over-assessed. While these changes will make the system fairer and easier to understand, they will result in substantial increases in taxes for some of the properties that are now under-assessed. The Administration is committed to working closely with BRT, City Council, and the Commonwealth to ensure strategies are in place to mitigate the effects of gentrification or undue financial hardship as a result of equalization.

Though the recent strength of the real estate market has increased home values, the nation's mortgage crisis and real estate market slowdown threaten to lower values. So far, these trends have not yet hit Philadelphia as hard as they have hit other major cities, but the combination of a slowing market place and falling home prices could mean decreases in property tax collections by the end of FY08.

Table 9

<b>Growth in Real Estate Tax Assessments, 2001-2008</b>								
<b>(\$ in millions)</b>								
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Certified Assessments	9,741	10,159	10,621	10,946	11,031	11,417	11,615	12,175
Growth Over Prior Year	3.10%	4.30%	4.50%	3.10%	0.80%	3.50%	1.70%	4.80%
Adjustments	-62	-160	-235	-250	-57	-141	NA	NA
Net Billings	9,679	9,999	10,386	10,696	10,974	11,276	NA	NA
Growth Over Prior Year	3.20%	3.30%	3.90%	3.00%	2.60%	2.80%	NA	NA

Source: Board of Revision of Taxes.

## Real Estate Transfer Tax

Table 10

<b>Realty Transfer Tax History and Forecast</b>										
<b>(\$ in millions)</b>										
	<b>History</b>					<b>Forecast</b>				
	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
Collections	141.3	192.3	236.4	217.3	185.0	186.9	191.5	196.3	201.2	206.2
Growth	36.8%	36.0%	23.0%	-8.1%	-14.9%	1.0%	2.5%	2.5%	2.5%	2.5%

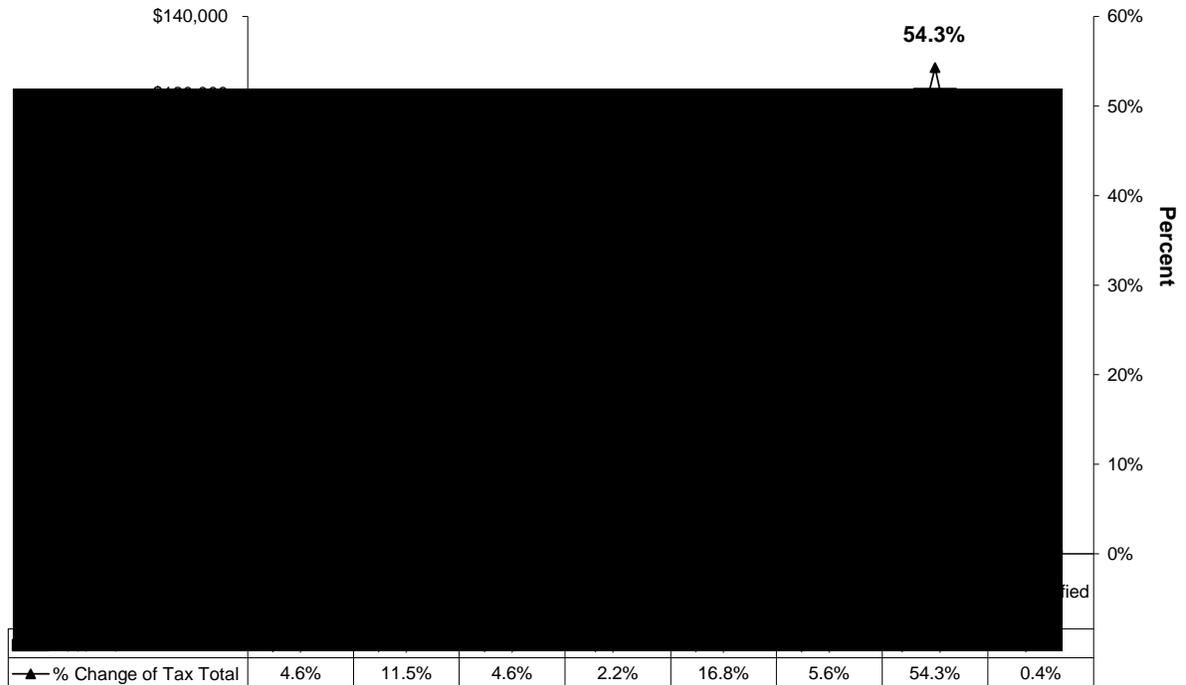
Philadelphia charges a 3% tax on every sale of real property in the city, known as the real estate transfer tax. (An additional 1% is levied by the Commonwealth of Pennsylvania for a total 4% tax on real property sales.) In FY08, the City's 3% tax is estimated to generate 7.8% of general fund tax revenue, or \$185 million. This tax has demonstrated volatility historically, though revenues have increased every year since FY01, as seen in Figure 9 below. This growth can be attributed in large part to the high volume of residential property sales, driven by favorable market conditions and the City's residential property tax abatement policy. Rapid growth in revenue from the real estate transfer tax is one of the primary reasons for the increase in the City's fund balance.

However, revenue from the real estate transfer tax decreased in FY07, followed by a marked decline in revenues year to date. The RTT is now projected to fall \$12 million short of the FY08 budget's \$197 million projection. In addition, the dramatic slowdown in the national housing market may signal a similar slowdown in Philadelphia that may constrain revenue growth over the next 5 years. The FY09-FY13 Plan projects a 14.9% decrease in FY08 followed by 1% growth in FY09. The RTT is projected to grow at the regional inflation rate (2.5%) thereafter. As noted in the chart below, a majority of RTT revenue came from residential sales.

Following residential property, which provides 54.3% of RTT revenue, are Condo properties, which produce 16.8% of the revenue.

Chart 5

RTT Revenue by Property Type, 2006-2007



Sales Tax

Table 11

Sales Tax Collections History and Forecast (\$ in millions)										
	History					Forecast				
	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13
Collections	108.0	119.9	127.8	132.6	135.9	139.3	142.8	146.3	150.0	153.7
Growth	0.0%	11.0%	6.6%	3.7%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

The sales tax accounts for 5.7% of local tax revenues in FY08. Sales tax revenue trends in the early part of this decade reflected the impact of recessionary economic conditions and employment losses on retail sales in the city. Revenues rebounded in FY05, increasing by 11% as a number of major retail developments opened in the city, and remained strong in FY06. By FY07, as growth in wage taxes began to flatten, so did the City's sales tax proceeds, which are projected to keep pace with the regional rate of inflation of 2.5%. The state legislature authorized imposition of a local 1% sales-and-use tax under the PICA Act of 1991, and the tax was first collected in October 1991. The local sales tax is collected by the state and remitted to the City monthly. The table below shows the FY04-FY07 trend in actual sales tax collections, as well as projections through FY13.

Trends in the early part of the decade reflect the impact of recessionary economic conditions and employment losses on retail sales in the City. Sales tax revenues rebounded in FY05, increasing by 11% as a number of major retail developments opened in the city, and remained strong in FY06 and FY07. The Plan projects sales tax collections growing by 2.5% annually from FY08 to FY13 (the regional inflation rate).

## Parking Tax

Table 12

Parking Tax History and Forecast (\$ in millions)										
	History					Forecast				
	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13
Collections	42.5	45.0	48.4	50.3	51.6	69.3	71.0	72.8	74.6	76.5
Growth	9.6%	6.1%	7.4%	4.0%	2.5%	34.4%	2.5%	2.5%	2.5%	2.5%

The parking tax is levied on the gross receipts from all parking transactions. The City began collecting the tax in 1952. By FY86, the parking tax rate was 20% of gross parking tax receipts, and was reduced to 15% by FY87. The City made valet parking subject to the tax in FY05, which brings an additional \$1 million in parking tax proceeds.

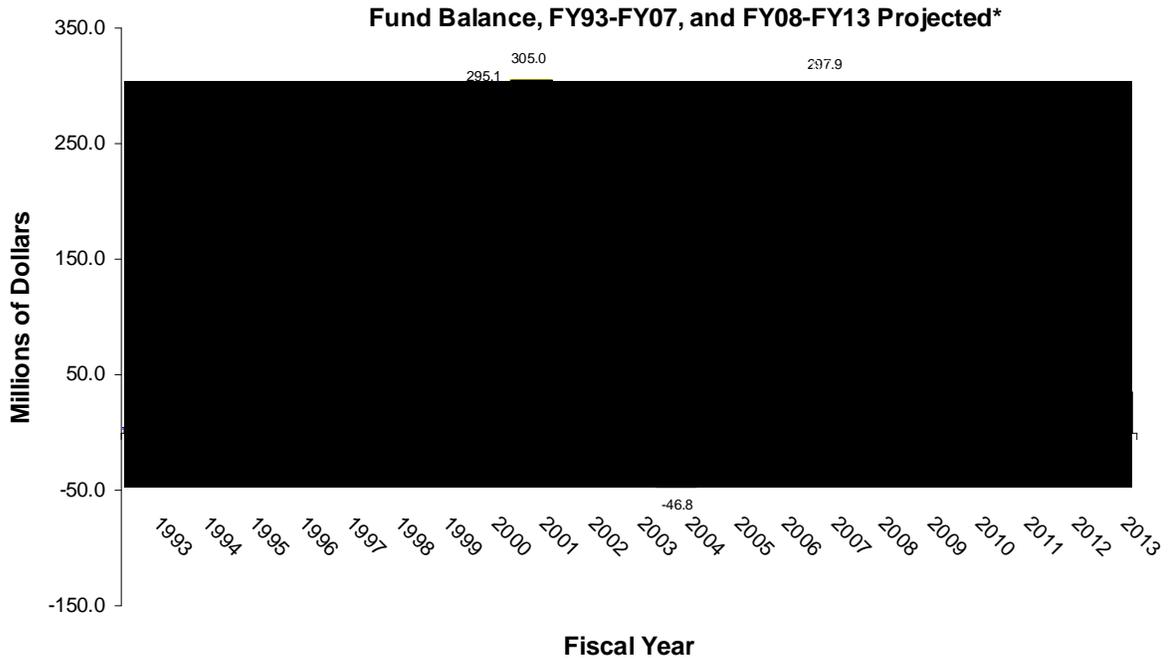
The Nutter Administration plans to increase the rate to 20%, consistent with the recommendations of the Tax Reform Commission, which will increase revenue by \$16 million in FY09. The rate increase will not only raise much needed revenue and encourage residents to use public transit, but fund badly needed improvements to Philadelphia's streets and green spaces. Of the \$16 million in additional revenue generated by the increase in FY2009, \$10 million will be used to improve the condition of Philadelphia's streets, \$2 million will be used to fund the operations of the Fairmount Park Commission and \$1 million will be used to plant new trees throughout the city.

## Fund Balance

In recent years, the City has maintained a sizable fund balance. In FY07, the fund balance was just under \$300 million. This marks a dramatic recovery from the City's \$46.8 million general fund deficit at the end of FY04. This FY04 deficit, which was the first negative fund balance experienced by the City in 12 years, underscored the increasingly limited room for error in City finances. That fund balance, however, masks underlying issues discussed in the following section that continue to endanger the City's financial stability. For example, the City's fund balance would have been substantially lower if the City had been making larger contributions to its pension system or had pursued the prudent infrastructure investments called for by PICA and the City Planning Commission.

The Nutter Administration is proposing a Five-Year Plan for FY09-FY13 Plan that anticipates a modest fund balance of \$34.8 million in FY13 while implementing significant reductions in taxes, and funding critical enhancements in City services, overdue investments in critical infrastructure, and important initiatives to ensure long-term stability of the City's finances.

Chart 6



\*The Fund Balance reduction in FY01 was primarily the result of a one-time adjustment imposed by the government Accounting Standards Board in its Statement 33, requiring the use of the full-accrual accounting method starting that year. Without this adjustment, the fund balance would have been \$305 million. A more detailed explanation of how the positive fund balance was achieved as well as a discussion of the outlook of the plan is in the Fiscal Health Chapter.

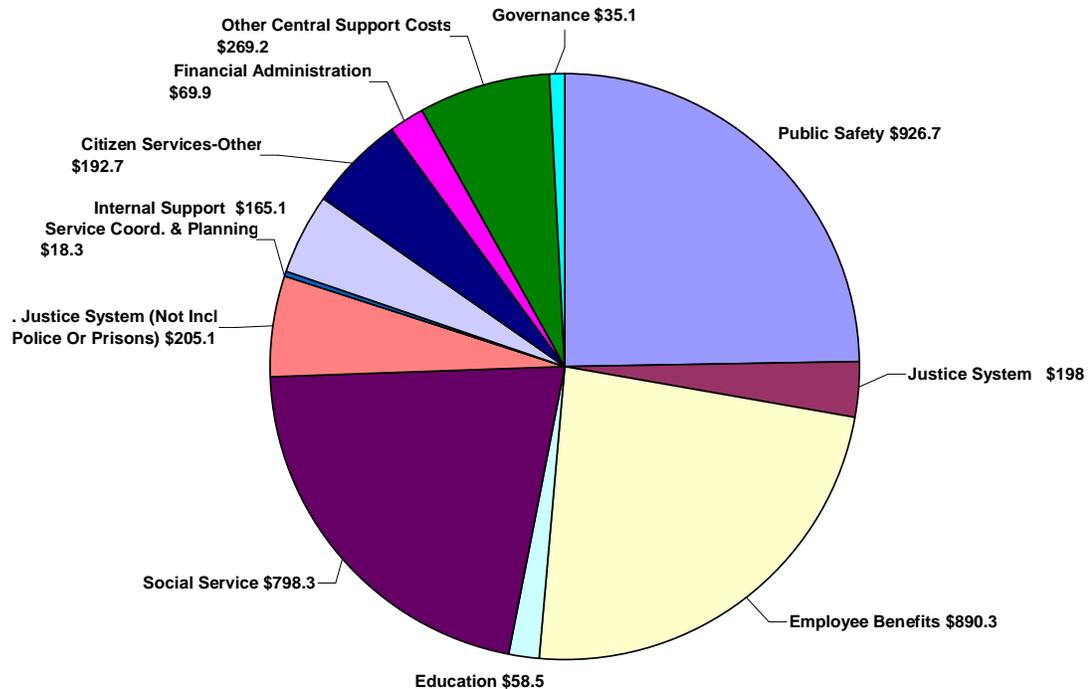
Source: Office of Budget and Program Evaluation.

## General Fund Obligations

Many of the City's budget priorities reflect not only public demand, but also a continuous effort to address basic structural challenges unparalleled among other cities or counties in Pennsylvania and across the nation. As mentioned in the demographics section, the City not only provides basic local government services, but also a significant array of social services that are typically the responsibility of state or county government elsewhere in the nation. For example, social services—encompassing Human Services, Recreation, Behavioral Health, Public Health, and the Office of Emergency Preparedness—comprised 21.4% of General Fund obligations in FY07. Public Safety—including the Police Department, Fire Department, Licenses and Inspections, Prisons, as well as functions related to criminal justice system services—including the Courts, District Attorney, Sheriff, Clerk of Quarter Sessions, Legal Services, Register of Wills, and Witness fees—comprised 30.3% of the total. Reflecting the labor-intensive nature of providing government services, employee benefits represented 23.8% of FY07 obligations.

Chart 7

**City of Philadelphia FY07 General Fund Obligations  
By Category**  
Total : \$3.74 billion



## Future Obligations and Challenges

Numerous cost drivers pose risks to the City's ability to achieve and maintain budgetary balance over the life of the FY2009-FY2013 Five-Year Plan. These drivers include certain structural obligations—such as labor health and welfare costs, and pension costs—but also service and funding obligations related to human services and criminal justice services. Several cost drivers that place this Plan at risk are highlighted in PICA's recent report, *Balancing a Budget on about 10 Million Dollars a Day: the Fiscal Situation Facing the New Mayor*. Among these challenges are:

- Containing labor costs, particularly pension and health benefit costs, while facing negotiations with all four unions
- A prison census increasing at an alarming rate
- Outstanding debt owed by Philadelphia Gas Works, contingent upon the utility making management reforms
- The potential for additional requests from the School District for financial assistance to avoid budget shortfalls
- Allocating the capital funding required to strengthen a crumbling infrastructure without causing significant increases in long-term obligations

## Wages/Benefits

Personnel salaries and benefits accounted for nearly 63% of the FY08 General Fund budget. The outcome of upcoming labor negotiations or arbitration decisions could result in salaries and benefits making up an even greater portion of the General Fund and jeopardizing the FY09-FY13 Plan. As in past plans, the FY09-FY13 Plan does not reflect wage increases beyond those previously negotiated (through FY08). In a change from previous Five-Year Plans, this plan does not include an increase for employee benefits. Instead, the plan does allocate \$402.9 million over the 5 years of the Plan in a separate line for funding wage and/or benefit increases that are still to be negotiated with the City's employee bargaining units. All four major City bargaining units are covered by contracts that are set to expire on June 30, 2008.

## Pensions

Philadelphia has 33,907 retired workers receiving pension benefits, a group expected to expand in the coming years at a faster rate than the number of active employees, according to a recent report by the Pew Charitable Trusts and the Economy League of Greater Philadelphia, *Philadelphia's Quiet Crisis: The Rising Costs of Employee Benefits*. As the title of this January 2008 report conveys, this obligation, along with other employee benefits, threatens to become a crisis for the City. Yesterday's personnel costs represent an ever-growing portion of the City's budget, limiting dollars available for today's needs.

This situation stems, in part, from past failures to appropriately fund pension obligations. In the 1970s and 1980s, the City ignored much of its future obligations in favor of at-the-moment needs. When the technology bubble burst in 2000, two years of investment losses as the market sank helped dramatically increase the Fund's unfunded liability. The City's pension system is currently funded at 53.9%; among large cities studied in the Pew report, Philadelphia's 46% unfunded liability is the highest with the exception of Pittsburgh, at 56%. This annual payment to address the unfunded liability is in addition to the normal cost payments to the system, which exceed \$80 million a year over the next 5 years.

In order to address this issue and prevent it from undermining the City's long-term fiscal health, the Nutter Administration is proposing a pension obligation bond that would fund 95% of the pension fund's obligations. The borrowing would, in essence, eliminate the City's unfunded pension liability, ensuring that current and future employees would receive their retirement payments. The City would also ensure that the unfunded liability did not recur by moving all *new* employees into a defined contribution plan, which the Administration plans to capitalize with an annual investment of \$10 million over the life of the FY09-FY13 Plan, and under which the City would guarantee the payment that it made to employees, but not the benefit that those employees would receive.

## Philadelphia Prison System (PPS)

The prison census, as of early 2008, was approximately 9,100 and is projected to continue increasing in FY08. PPS costs, projected to reach \$224 million by end of FY08, will rise with additional inmates because of often-costly medical and rehabilitative services administered through the system. The Administration intends to take a systemic approach to cut costs, keep residents safe, and address the root causes of recidivism in order to reverse this trend.

## Difficulties of the Philadelphia Gas Works (PGW)

Philadelphia Gas Works, the largest municipally owned gas utility in the nation, owes the City the \$22.5 million balance on a \$45 million loan, made in FY01 when the utility was experiencing cash flow problems and long-term financial uncertainty. PGW has already repaid nearly half of the loan and had developed a plan for improved financial stability. However, that plan depended, in part, on a rate increase, and the Public Utility Commission approved only a portion of PGW's proposed increase. As a result, the utility is developing

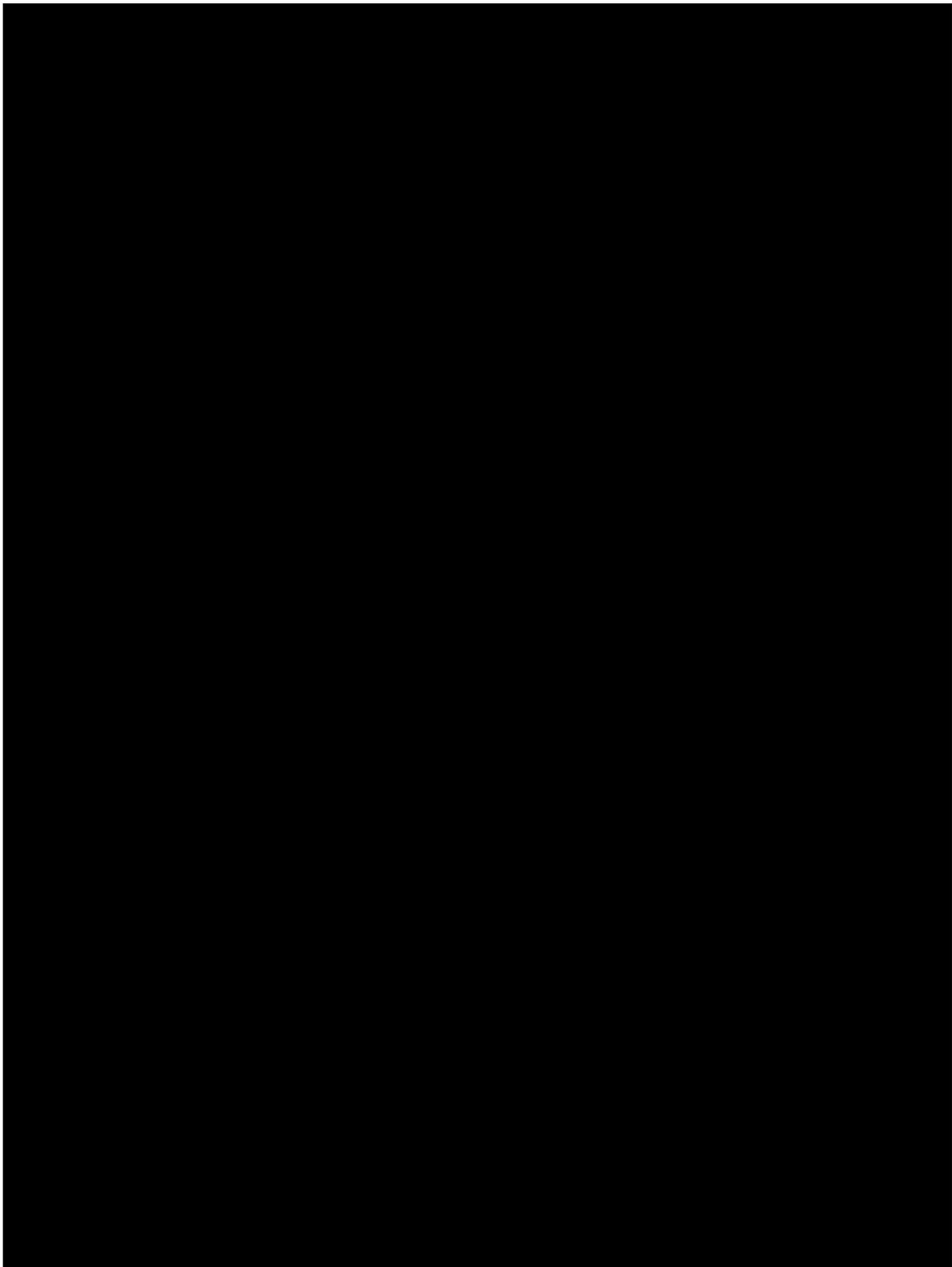
other plans to improve its finances. PGW's ability to repay the remainder of the \$45 million loan is at least partially linked to the success of these efforts.

### School District Deficit

In late 2006, it became clear that the City's School District was in severe financial distress. Without corrective action, the School District's deficit might have soared as high as \$200 million in FY08 and \$1 billion by the end of FY12. The City took steps to plug the hole in FY08, including increasing the District share of property tax proceeds from 58% to 60% of revenue, giving the District \$2 million and agreeing to assume the costs of \$8 million in contracts that had been paid for by the District. The combined value of the City's assistance was approximately \$27 million. At the same time, the Commonwealth increased its funding for the District. However, even after assistance from the City and the Commonwealth, the District still faces a possible \$30 million deficit in FY08. The District only has three primary options for addressing that deficit: Reducing costs, receiving increased funding from the Commonwealth or receiving additional funding from the City.

### Other Issues

Other significant risks to the plan include a growing homeless census, funding issues of the Southeastern Pennsylvania Transportation Authority (SEPTA), the potential for additional Federal budget cuts and volatile fuel and utility costs.



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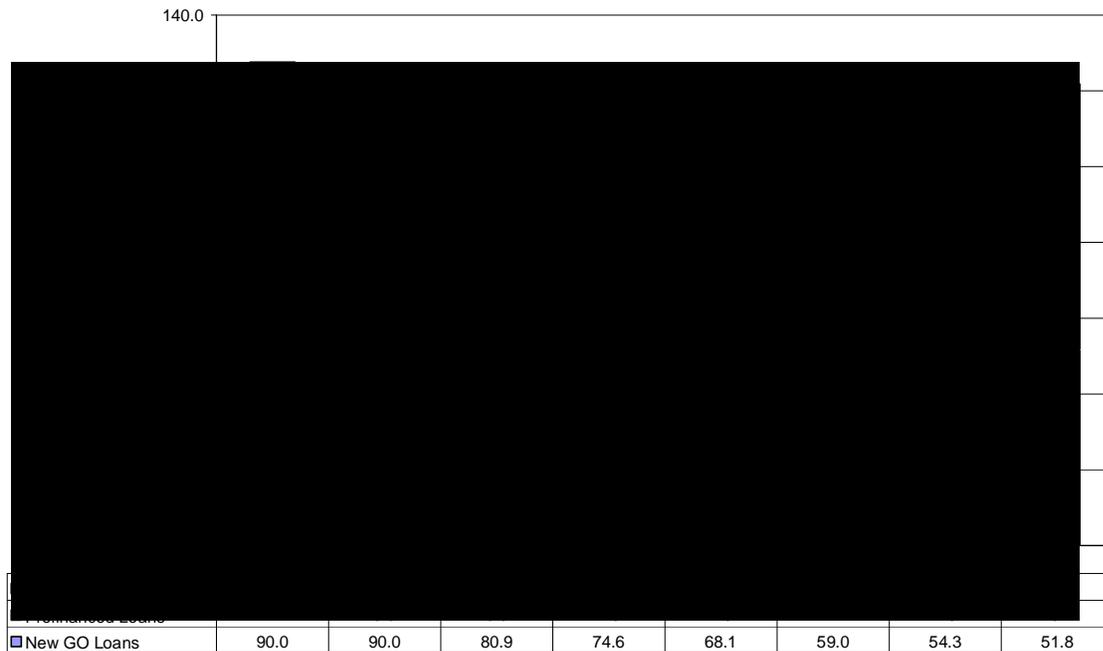
## Capital Program

The Capital Program is the City's six-year plan for the construction and renovation of public buildings, facilities, and infrastructure. The Capital Program includes projects that promote the Mayor's initiatives, including ensuring public safety, promoting economic development, positively impacting the City's neighborhoods, promoting constituent services, and promoting high-performing government.

### *City-Supported Capital Funding*

The Nutter administration is committed to investing in the City's infrastructure, which has suffered from years of neglect. To support infrastructure investment, the City has pledged to spend \$121.8 million in FY09, the largest amount since FY02. Of this amount, \$51.8 million will be funded through new GO bonds issued by the City, \$29.7 million will be funded through previously authorized capital funds, and \$40.3 million will be funded through pre-financed PICA loans. The chart below shows City support of the Capital Budget in FY09, compared to prior years:

**City-Supported Capital Funding  
FY02-FY09**



*Major Projects*

	Million		Million
City Hall exterior/life-safety improvements	\$7.4	Police Tactical Facility/Warehouse	\$3.5
Fairmount Park facility improvements	\$4.5	Police facility improvements	\$5.4
Fire facility improvements	\$5.8	PPS certified juvenile facility	\$21.4
Library facility improvements	\$10.4	Recreation facility improvements	\$10.2
Police SWAT/Bomb Squad Facility	\$5.0		

Additional information regarding projects and funding sources appears below and in the Capital Budget Appendix of the Five-Year Plan.

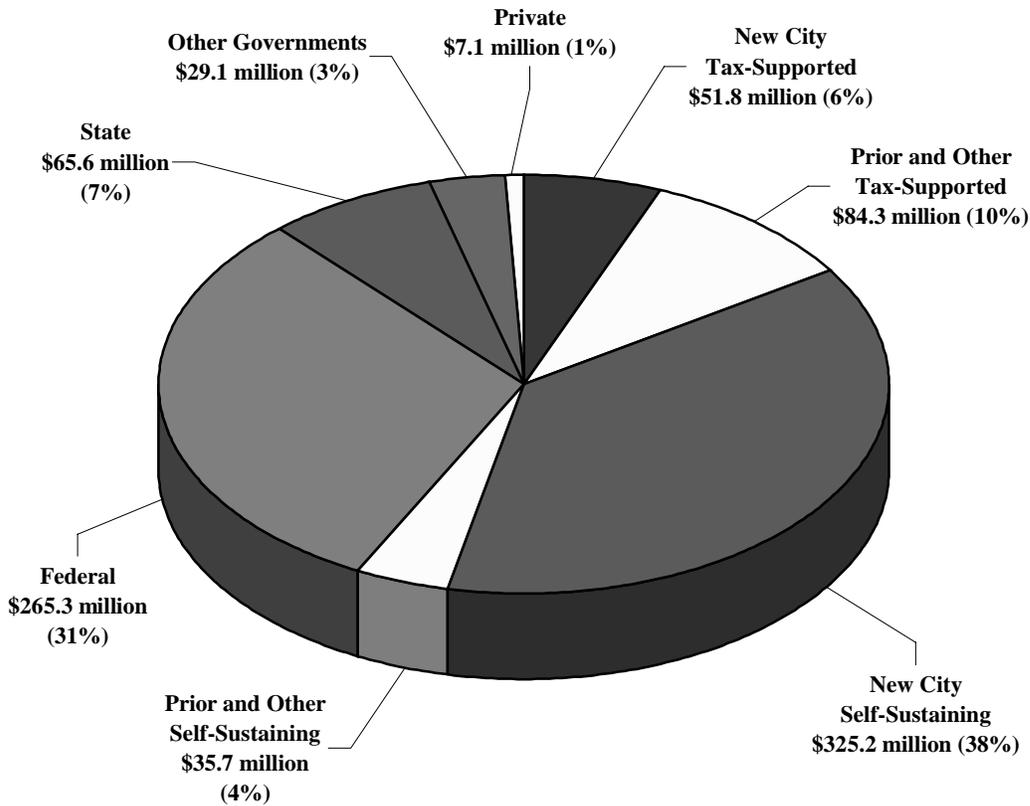
While this commitment is the largest in seven years, the City's ability to invest in infrastructure is restricted by both the Constitutional debt capacity and the City's financial capacity. Under the Pennsylvania Constitution, the City's debt is limited to 13.5% of the ten-year average of the annual assessed valuations of taxable realty in the City. As of July 1, 2007, the City's remaining debt capacity was \$112 million. The Board of Revision of Taxes, following a recommendation made by the Tax Reform Commission, is moving toward 100% assessment of real-estate properties. When assessments increase, the 10-year moving average of assessment values used to determine the constitutional debt limit also will increase. Nevertheless, the City's ratio of debt service to obligations will continue to restrict its ability to issue General Obligation (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 also could result in a reduction of the City's bond rating, thereby increasing the costs of borrowing.

To address these hurdles, the City has continued a phased, six-year initiative, begun in FY08, to transfer the salaries of CPO employees from the Capital Fund to the General Fund, transferring \$934,000 in CPO salaries in FY09, freeing up the same amount for capital projects. In addition, under-funding of Streets resurfacing in recent years has caused the backlog to grow to approximately 500 linear miles in FY08. In order to tackle the backlog, beginning in FY09 and for the duration of the program, the Nutter Administration has committed \$10 million of pay-as-you-go funding per year for street resurfacing.

*Capital Budget Sources of Funds (All)*

The proposed FY09 Capital Budget, the first year of the Capital Program, totals \$864.1 million. Of the total, \$51.8 million, or 6%, will be funded through new GO bonds issued by the City. GO bonds are repaid from the City's General Fund tax revenues. Prior-year and other tax-supported funds equal \$84.3 million, or 10%. The largest single source of FY09 funding is "self-sustaining" loan funds. Self-sustaining loans, issued as Philadelphia Airport and Water Department revenue bonds, account for 38% of proposed spending (\$325.2 million). Self-sustaining operating revenue (\$35.7 million) accounts for another 4% of the total. Federal, state, and other government sources supply \$360.1 million in funds (41%), and lastly, private sources provide \$7.1 million, or about 1%. Sources of funds are shown in the chart below:

**FY09 Capital Budget Sources of Funds**



Source: Philadelphia City Planning Commission

*Capital Budget Uses of Funds*

In keeping with the Mayor’s priorities, the Capital Budget and Program includes projects that ensure public safety, promote economic development, positively impact the City’s neighborhoods, promote constituent service, and promote high-performing government.

Public-safety projects promote the safety of all Philadelphians. Highlights for FY09 include:

- A total of \$13.5 million of funding will be requested from PICA in FY09 to support the Philadelphia Police Department’s Crime-fighting strategy: \$5 million for a combined SWAT/Bomb Squad Facility, \$3.5 million for improvements to the Police Tactical Facility and Warehouse, and \$5 million for improvements to Police facilities. Additionally, \$2 million of operating revenues will support computer and communication system improvements, and \$400,000 of new GO funding will support facility renovations.
- The FY09 budget includes \$5 million of PICA funding for improvements to Fire facilities. In addition, \$2 million of operating revenue will support computer and communication system improvements, and \$800,000 of new GO funding will support Fire facility renovations.

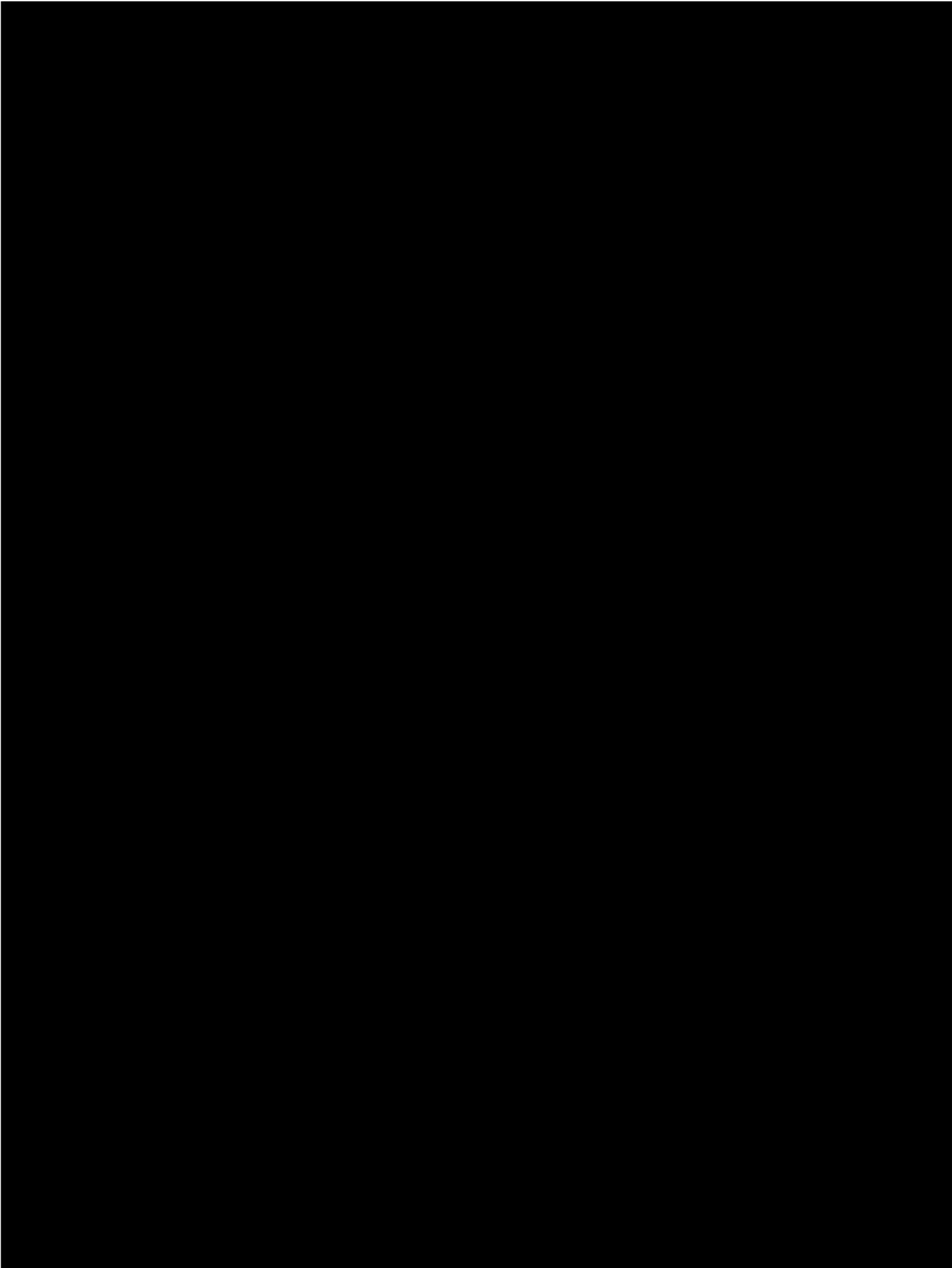
- The Philadelphia Prison System (PPS) census has continued to rise from an average of 8,796 in FY07 to around 9,100 in early FY08. Assuming PICA approval, a total of \$21.4 million of PICA and other funding will support design and construction of a dedicated 224-bed certified juvenile facility on the PPS campus. Additionally, the PPS will receive \$4.1 million for facility and communications system improvements in FY09.

Economic development projects serve to retain and attract businesses; provide jobs for residents; support projects at the City's airports, as well as commercial, industrial, port-related, and hospitality-industry development. The FY09 Capital Budget recommends more than \$1.7 million of GO funds for the Philadelphia Navy Yard, \$2.7 million for Penn's Landing improvements, \$2.2 million for Schuylkill and Delaware riverfront improvements, \$600,000 for the Philadelphia Museum of Art, and \$500,000 for the Philadelphia Zoo.

Examples of neighborhood infrastructure projects include street reconstruction and resurfacing, improvements to transportation facilities, and replacements of water and sewer mains. In FY09, a total of \$19.6 million is designated for street resurfacing; nearly triple the amount budgeted in FY08. Other City-supported neighborhood infrastructure investments include nearly \$3.7 million for the SEPTA Market Elevated reconstruction project and \$2 million for GreenPlan Philadelphia, the City's blueprint for sustainable open space.

Projects that promote constituent services include those to renew facilities that serve Philadelphians, such as recreation facilities, libraries, neighborhood parks, health centers, and City Hall. In FY09, new GO funding of \$10.2 million is recommended for Recreation facilities. Nearly \$1.4 million of GO funding is recommended for improvements to branch libraries, and \$9 million of PICA funding will support upgrades to the Central Library. Fairmount Park will receive \$4.5 million of new GO funding for improvements to parks and facilities, the Health Department will receive \$1.2 million of GO funding to upgrade its facilities, and City Hall will receive \$7.4 million for exterior and life-safety improvements.

Projects that promote high-performing government include initiatives that enhance energy efficiency and ensure continuity of service. Funding of \$1 million is recommended for energy efficiency projects in FY09, and funding of \$250,000 is allocated for design of the third phase of the City's emergency generator project, to ensure uninterrupted power in the event of an emergency.



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## City Workforce

### Overview

As a labor-intensive enterprise, City government's single largest expense is employee wages and benefits, representing nearly 63% of the FY08 General Fund budget, at a cost of over \$2.3 billion.

More than nine out of ten City workers are represented by the collective bargaining units detailed in the following chart. The workforce and their bargaining agents are crucial partners in the Administration's efforts to improve customer service and the efficiency of the City government.

City Workforce as of January 2008 <sup>1</sup> (All Funds, Excluding Court Employees)		
Union	Description	# of City Employees
AFSCME District Council 33 (DC 33)	Labor, trades, and clerical employees, including first-line supervisors	9,419
AFSCME District Council 47 (DC 47)	Professional and technical employees such as engineers, accountants, and social workers, including first-line supervisors	3,372
International Association of Fire Fighters, Local 22 (IAFF)	Uniformed fire fighters and paramedics, all ranks up to Deputy Commissioner	2,280
Fraternal Order of Police, Lodge 5 (FOP)	Sworn police officers including prosecution detectives, all ranks up to Deputy Commissioner	6,825
Fraternal Order of Police, Lodge 5 (Sheriffs)	Uniformed deputy sheriffs and clerical employees of the Register of Wills	211
Not Union Represented	Exempt employees, civil service managers, and higher-level civil service supervisors	2,471

<sup>1</sup> While the Administration is responsible for negotiations with the City's four unions, more than 3,800 of the 23,050 employees included in the FY07 General Fund Budget do not report to the Mayor. These 3,800 employees report to independently-elected officials-- the City Controller, City Council, the City Commissioners, the Clerk of Quarter Sessions, the District Attorney, the First Judicial District, the Register of Wills, and the Sheriff.

### Contract Negotiations 2008

All four major City bargaining units are now covered by contracts that are set to expire on June 30, 2008. The growing costs of contributions to the union-run health care funds, and burgeoning pension costs will be key issues for the City during the upcoming negotiation and interest arbitrations. These two costs account for 21% of the City's entire \$3.787 billion General Fund FY08 Budget.

According to the 2006 Mercer National Survey of Employer Sponsored Health Plans, increases to the City's health and welfare contributions, as ordered by arbitrators, have far exceeded the increases experienced by other employers. The average total cost of health benefits, including employer and employee contributions, was \$7,089 in 2005, and \$7,523 in 2006, an increase of 6.1%. By contrast, an arbitration award ordered the City to pay the Fraternal Order of Police (FOP) \$12,468 in FY 2005 and \$13,716 in FY 2006, a 10% increase. The International Association of Fire Fighters (IAFF) contribution was even larger. These increases to the employee health funds were so substantial that the Funds are sufficient to require little or no increase over the next few years.

The rise in the City's contribution rate over the last eight years has amounted to more than five times the percentage increase in wages and more than twice the increase in the Employer Cost Index for Health Insurance, which measures the portion of health insurance costs borne by the employer, over the same period.

Pension costs have been steadily rising as well. The City's total annual General Fund pension costs have skyrocketed from under \$200 million in FY01 to over \$459.7 million in FY09. At the same time, the City's unfunded pension liability has grown from just over 20% to 46%. Clearly, this combination of rapidly increasing costs and increasing unfunded liability is not sustainable. The Nutter Administration plans to address this problem by issuing bonds to take the pension fund from 53.9% funded to 95% funded. At the same time, the City will follow the trend of most employers and offer a defined contribution plan to new employees. Under this plan, the City will guarantee its annual payment to employees, but not their annual benefit to employees. By moving to a defined contribution plan, the City will be contributing to employees' retirement earnings, but will not face the risks associated with unfunded liabilities.

#### A Review of the Current City Compensation Package

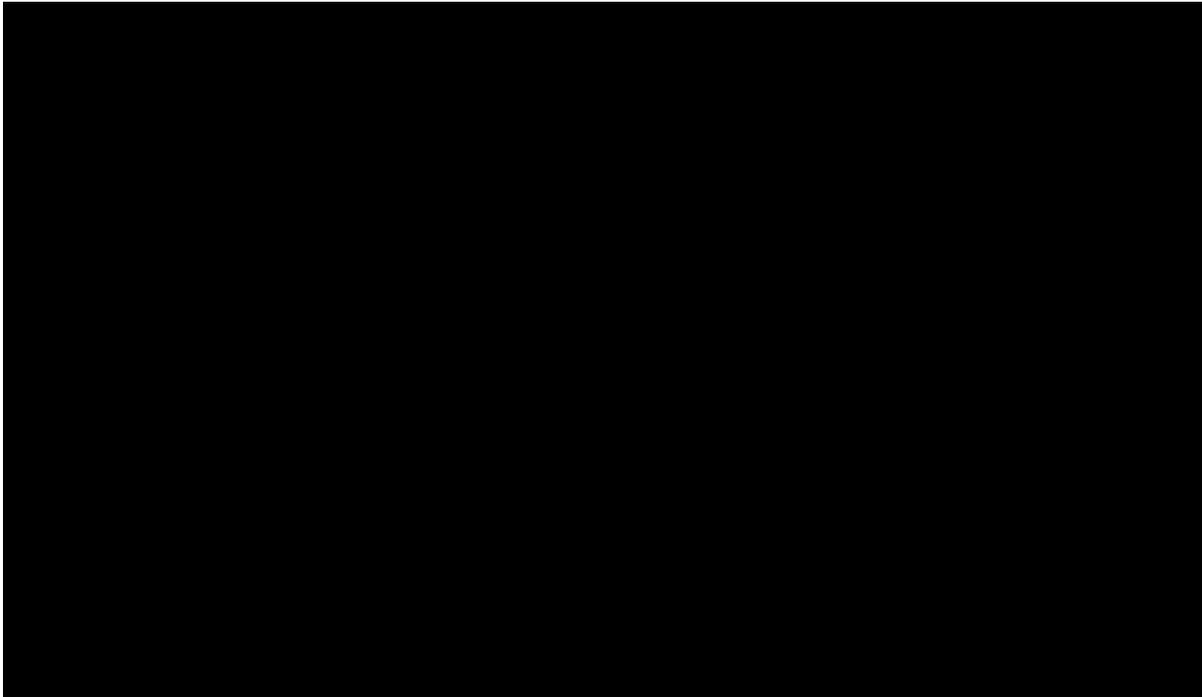
In general, Philadelphia City workers receive a highly competitive wage and benefit package. The following are among the highlights of the City's current compensation package.

#### Wages

In addition to providing benefits and job security superior to those generally found in the private sector, City jobs provide good wages. Both base pay and overtime earning opportunities for City employees are highly competitive. For FY07, the average District Council 33 member earned more than \$46,000, the average District Council 47 member earned over \$57,000, the average police officer earned over \$63,000, and the average firefighter earned more than \$69,000.

#### Health Benefits

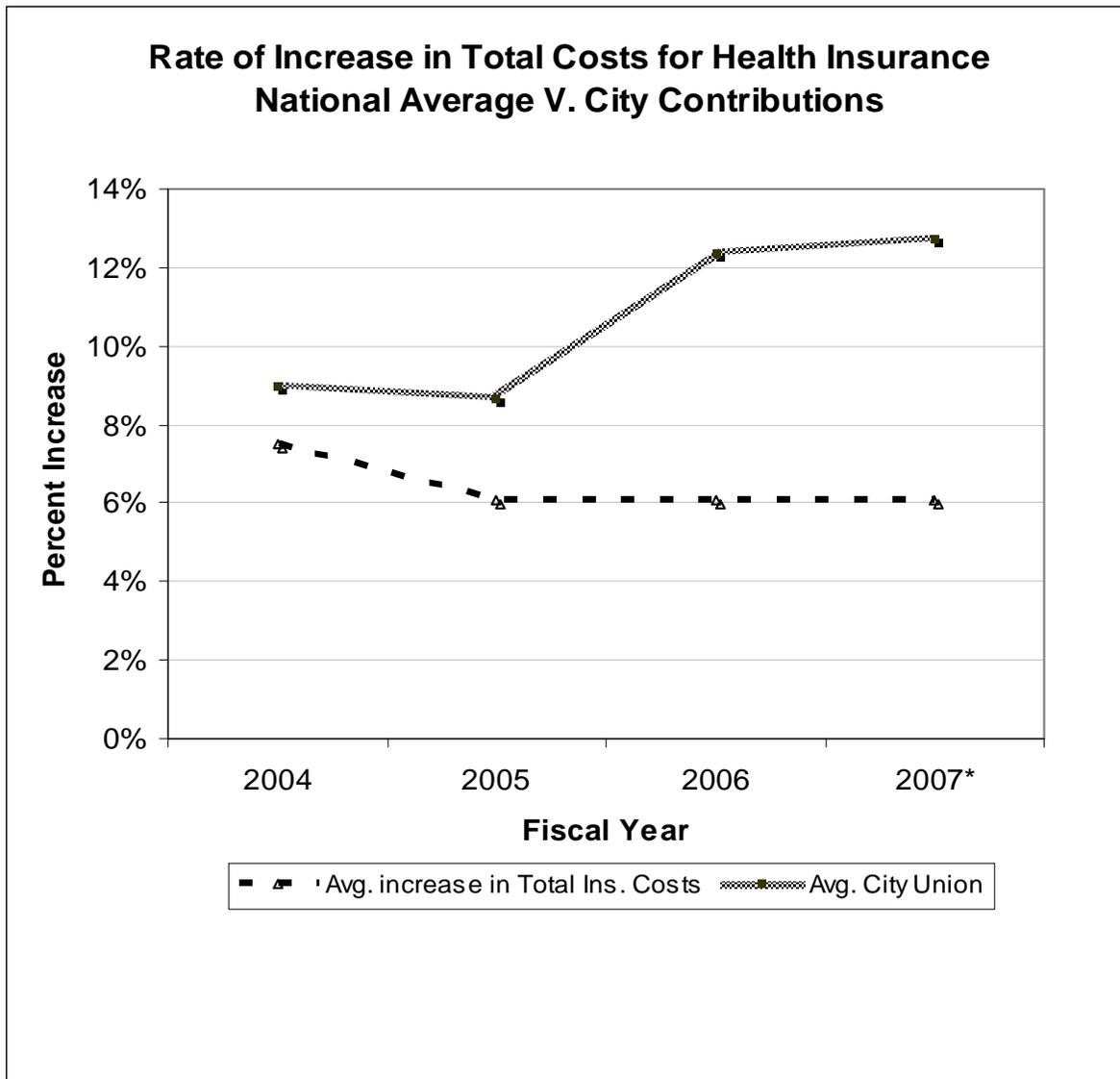
Nonunion City employees receive a first-rate health and welfare plan administered by the City. The plan includes a choice between a health maintenance organization (HMO) managed care plan, a Point of Service plan providing full family medical coverage for a small employee contribution, and a more expensive Preferred Provider Organization plan for a larger employee contribution. The plan also provides: dental, vision, and prescription plans with no employee contributions for premiums; free life and accidental death and dismemberment insurance; and annual cash bonuses for low sick leave usage. Through competitive bidding for covered services and a shift from traditional indemnity coverage into more cost-effective managed care, the City has been able to maintain the high quality of its health plan while keeping costs at a steady and affordable level.



Union members receive their health benefits through plans designed and administered by their union, but largely financed by monthly contributions for each covered employee paid by the City. Although the plans are ostensibly administered by Joint Boards composed of City and union representatives, the City has only a minority of the representatives and minimal say in how the funds are spent. The City's level of contribution is now set by negotiation or by interest arbitration award at a flat rate for each year of the contract. As of July 2007, the City's monthly contribution was set at \$975.76 per employee for AFSCME, \$1,303.00 for the FOP, and \$1,444 for the IAFF, based on the results of reopened negotiations that concluded in November 2007.

Because union members participate in union-administered plans with the City providing a set contribution per employee per month to purchase coverage, the actual benefits provided may cost more or less than the City's contribution. If benefit costs are less than the City's contribution, the unions retain the additional funds. If benefit costs are more than the City's contribution, the unions may redesign their plans, institute an employee contribution or draw on their funds' reserves. For example, District Council 47, which currently offers a preferred provider plan that is similar to the City-administered health program does, has recognized that funding those types of health plans requires some level of employee contributions. If a DC 47-represented employee chooses the Personal Choice plan the union offers, a biweekly contribution is required. However, the Police and Fire unions continue to fund the entire cost of members' health benefits from City contributions, without requiring any contribution even for the Personal Choice plan it offers.

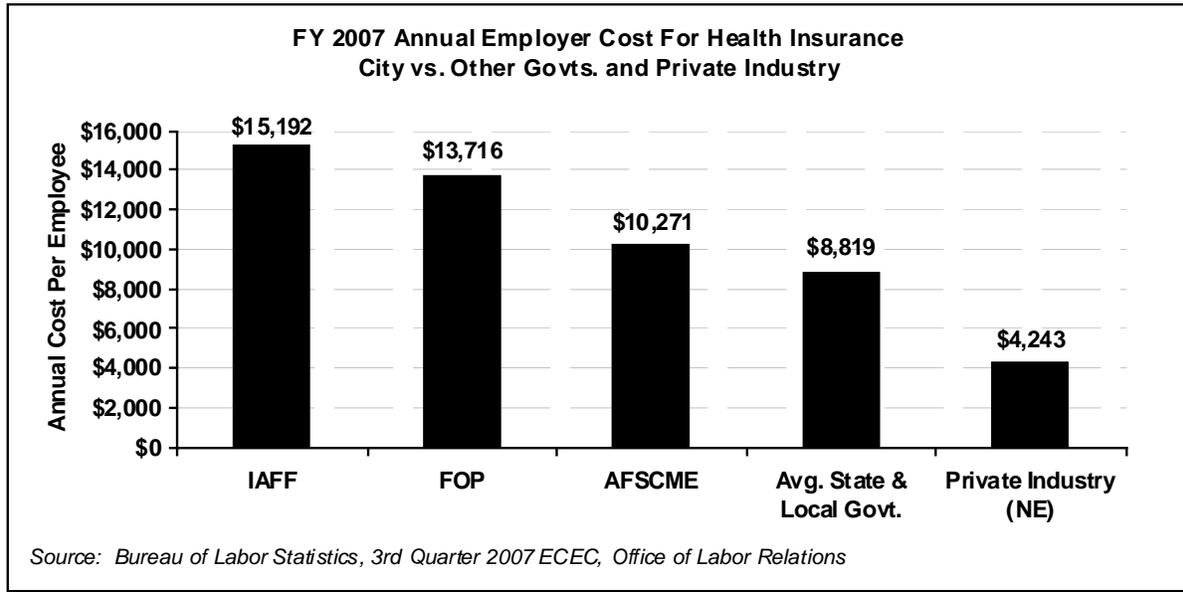
The small number of City employees making a contribution toward their own health coverage premiums contrasts sharply with national trends. According to the latest 2006 Kaiser Family Foundation/Health Research and Educational Trust Survey, overall health care premium costs for 2006 increased 7.7% over 2005, outpacing both overall inflation and increases in workers' wages by four percentage points. However, the rate of increase in the total cost of benefits has dropped considerably since 2003, in part because of plan design changes instituted by employers in response to double digit growth in costs. According to the Mercer survey, "when annual health benefit cost increases peaked (in 2002) at nearly 15%, employers responded with an unprecedented flurry of plan design changes. Increases have slowed each year since then, with the 2006 Mercer Survey showing total costs rising just 6.1% in 2005 to an average of \$7,089 per employee." The Mercer Survey indicates that costs also rose 6.1% in 2006 to \$7,523, and a similar increase - 6.1% - is predicted for 2007. In the chart that follows, it is evident that, the percentage increases granted the City's unions have far exceeded the actual and projected increases in the actual total cost of health benefits nationally.



In response to annual benefit cost increases in the last decade that peaked at 14.7% in 2002 (Mercer 2006 National Survey of Employer Sponsored Health Plans), most other employers have redesigned their plans to include higher levels of employee contribution, higher deductibles, higher medical co-payments and tiered prescription co-payments. According to the Bureau of Labor Statistics survey of employers in our region who required employee contributions for health insurance, the contribution averaged \$957.48 annually for single coverage and \$3,597.72 annually for family coverage. The average employee contribution toward the total per employee costs in the Mid-Atlantic region is 17% for single coverage and 25% for family coverage. Three of the four City union health plans require no employee contribution.

In evaluating the City's health benefits contributions, it is instructive to compare the amount paid by the City to its unions to the amount typically contributed for health coverage by other employers. According to the Bureau of Labor Statistics, and as shown in the graph below, the City contribution level for FY07 for FOP and IAFF members is well in excess of the amount contributed by government employers across the country for FY07. City contributions are almost triple the average private sector employer's share of health insurance

costs. The 2008 contribution levels for the IAFF (\$17,328), the FOP (\$15,636), and AFSCME (\$11,710.32), continue the upward spiral.



Health insurance represents both a significant cost center, and an important element in the total compensation needed to attract and retain skilled workers. Because of this dual nature, it is critical that the City have more control over the design and cost of health insurance plans. With health care increases outstripping inflation, it is imperative that the health funds be able to respond quickly to contain costs, while continuing to offer competitive benefits at the lowest possible cost. The health funds need to be reshaped in the pattern prevalent in private industry that of true joint administration of health and welfare, to better meet the needs of employees while responsibly managing costs.

#### Leave Benefits

A reasonable level of leave usage for holidays, vacation, illness, and personal emergencies is needed to maintain a productive and positive work environment. The City provides high levels of leave in almost every category, resulting in an overall paid leave package, and overall leave usage, well in excess of competitive norms. When the City benchmarks costs against those of the private sector—for example, when considering whether to contract out a municipal service—the relative generosity of the City’s leave benefits is consistently among the key factors that make City operations more costly and its workforce less competitive.

On top of generous vacation benefits, military leave, and funeral leave, City employees also receive 11 paid holidays and four personal days, or “floating holidays,” for a total of 15 additional days of leave. The most recent arbitration awards for the FOP and IAFF confer an additional holiday for the employee’s birthday, beginning in calendar 2007. According to the Bureau of Labor Statistics, nine is the average number of paid holidays provided by Middle Atlantic employers. More than three-quarters of government survey respondents provide two or fewer personal days, with one-third providing none at all.

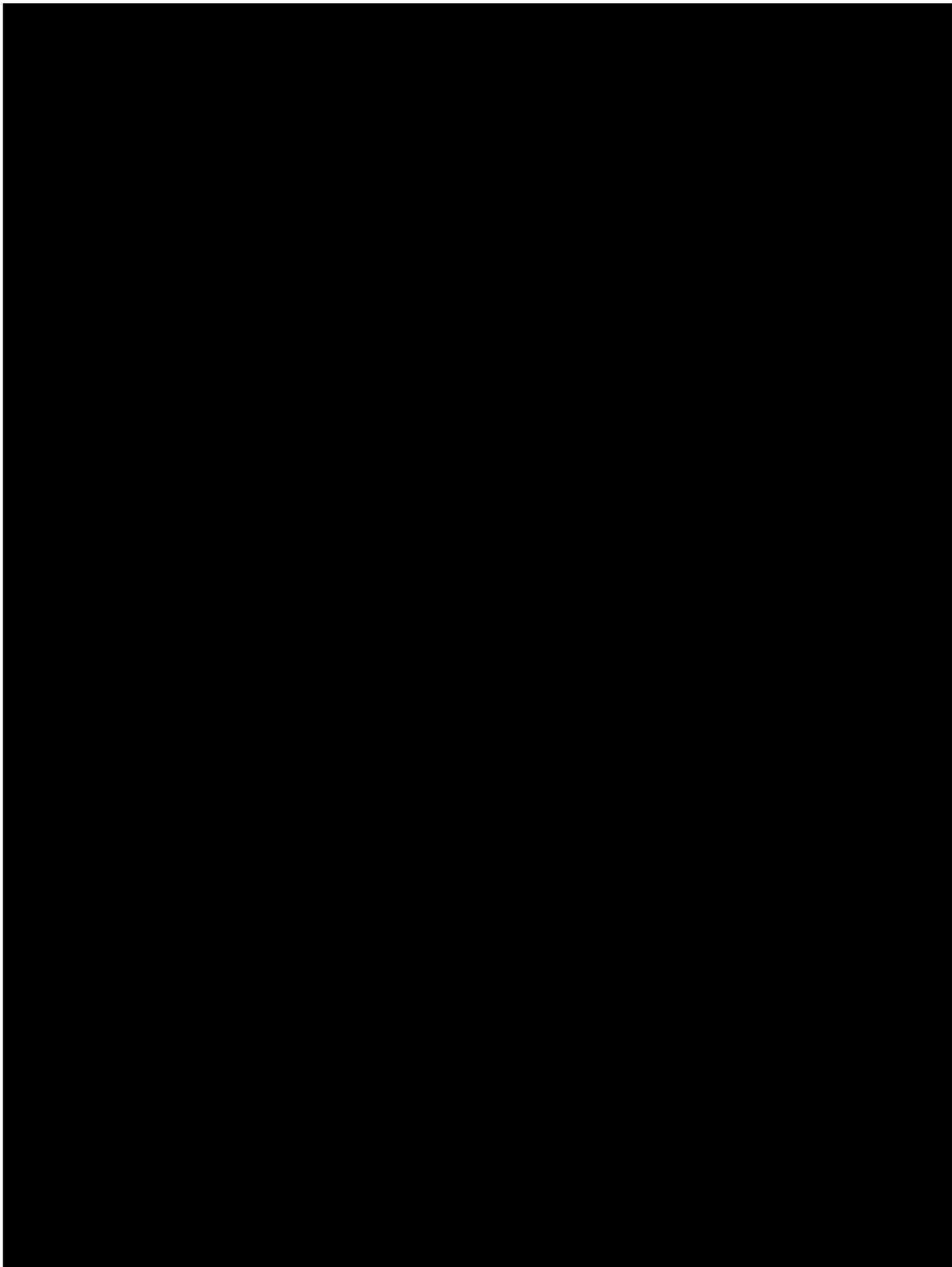
In addition, City employees hired before the implementation of the short-term disability plan receive 15 or 20 sick days per year, an extraordinary benefit that drives high leave usage and overtime replacement costs. By contrast, the 2003 Hay Group survey found that only 6% of employers provided as many as 15 days per year,

and only 4% provided more than 15 days. Of 488 employers allowing uniform accumulation of sick leave, 87% provide 12 or fewer days per year.

Although incentive schemes have been developed to address excessive use of sick leave, the City's research and experience suggests that the simplest approach would be the most effective. If the number of days available were reduced, there would be less opportunity for excessive use. During 1992 collective bargaining, the City and its unions took the first step toward this principle by reducing earned sick leave for new employees from 20 days per year to 15. In 2004, the City and the AFSCME unions took a further step by negotiating implementation of a short-term disability insurance program for new hires. Under the new plan, new hires would receive 12 sick days per year, and be eligible for up to six months disability coverage.

In addition, several other measures might be considered. For example, sick-leave abuse could be minimized by tightening the criteria for approval, regardless of whether doctors' notes are provided for absences. Similarly, it would encourage and reward good attendance if the rate of accrual of personal days were linked to attendance.

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## Public Safety

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*Make Philadelphia the Safest Large City in the Country*

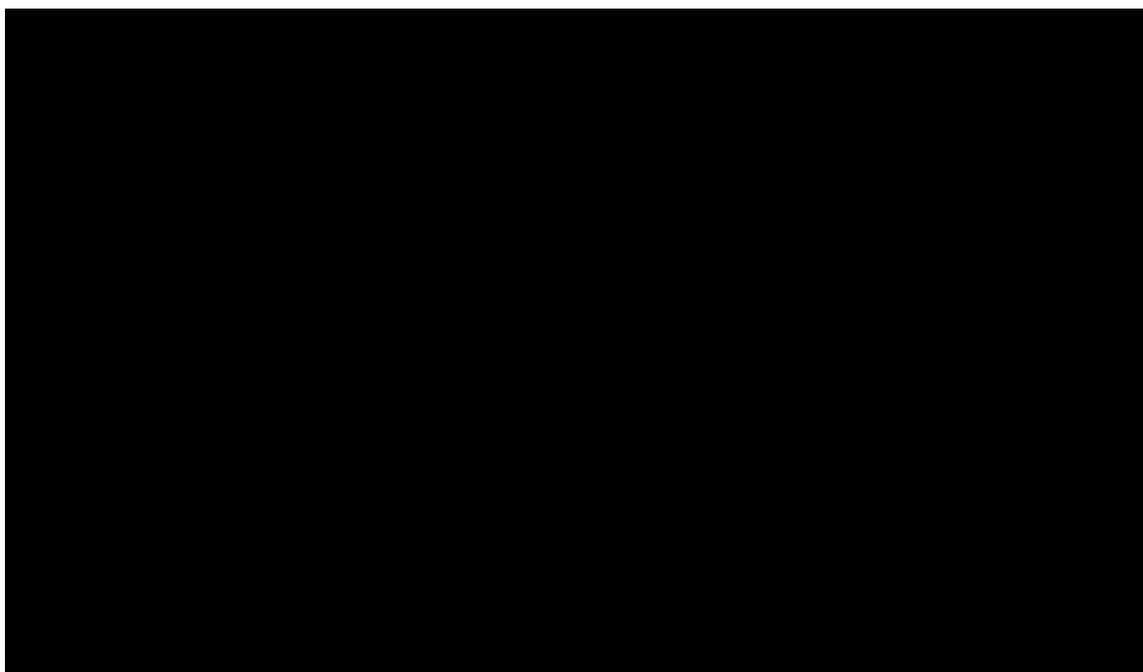
Feeling safer at home, school, the neighborhood, work, and play

Reduction in the City's homicide rate by 25% in 2008

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No community prospers or even survives long without safety. Safety is why people come together to govern themselves in the first place. Just as providing for the common defense is the fundamental obligation of our national government, it is the very first obligation of local government to protect the lives of its residents. The Nutter Administration is committed to making difficult choices regarding the allocation of resources and to making the investments necessary to ensure the long-term security of the citizens of Philadelphia. Our goal is to make our citizens feel safer at home, school, in their neighborhoods, at work, and at play. To do this, we will reduce the City's homicide rate by 25% in 2008. All public safety agencies will structure their performance around this goal.

Strategic Plan:



- Increase community participation in sharing information
- Improve office recruitment and community policing

- Improve EMS response times
- Implement "Freedom from Fire" program
- Update Emergency Operations Plan
- Support creation of FUSION Center

There are many City agencies involved in the promotion of public safety, and each has an important mission. The mission of the Philadelphia Police Department (PPD) is to fight crime and the threat of crime, including terrorism, by working with its partners to enforce laws, apprehend offenders, prevent crime from occurring,

and improve the quality of life for all Philadelphians. The Philadelphia Fire Department's (PFD) mission is to ensure public safety through quick and professional responses to fire and medical emergencies and to minimize the loss of life and property through fire prevention. The mission of the Philadelphia Prisons Systems (PPS) is to ensure public safety by providing a secure, humane correctional environment that adequately detains people accused or convicted of illegal acts and which prepares incarcerated people for reentry into society. The mission of the Mayor's Office of Reentry Services (MORE) is to provide effective and efficient reintegration services that result in the successful transition of individuals from Federal, State and local jails back into local Philadelphia communities, reducing the rate of recidivism.

Another important aspect of the City's public safety system is the Office of Emergency Management, which is responsible for ensuring the readiness of the City of Philadelphia for emergencies of any kind through an integrated and collaborative program of public education and outreach, mitigation, preparedness, response and recovery. The courts, the District Attorney's Office, the Defender Association of Philadelphia, the Sheriff and the other participants in the criminal justice system all play crucial roles in the City's efforts to promote public safety.

How will we get there?

- Reduce crime
- Improve emergency response
- Streamline public safety communications and management
- Improve confidence in the criminal justice system

Focus On:  
Philadelphia Police Department's Crime Fighting Strategy

On January 7, 2008, Mayor Nutter directed Police Commissioner Ramsey to develop a strategy to reduce violent crime. The Mayor and Commissioner Ramsey released the plan on January 30. The focus of the crime fighting strategy is a return to the basics of policing, combining what works from traditional crime fighting with the best of community policing. It is a bold, aggressive plan for a long-term, sustainable approach to reducing violent crime in Philadelphia. Crime fighting must be relentless and unwavering. The strategy is the way the Philadelphia Police Department will provide police service to all of our neighborhoods. The strategy, which is already being implemented, has the following components.

1. Put two-hundred (200) more officers on the street in Uniform Patrol by May 1. This will be accomplished through redeployment, hiring new officers, and the temporary use of overtime. With these additional forces, PPD will increase the number of foot and bike patrols.
2. Focus efforts on the nine most violent districts, establishing Targeted Enforcement Zones within those districts. PPD will immediately implement aggressive, proven tactics, including, but not limited to: lawful stop and frisk tactics, increased VUFA (violation of uniform firearm act) and aggravated assault warrant service, and increased lost and stolen gun investigations. The Department will immediately begin training officers in order to implement these tactics.
3. Expand the existing surveillance camera program from 26 to 250 cameras by December 31, 2008.
4. Reduce the number of outstanding warrants and the number of offenders on the street by prioritizing warrant service citywide down to the sector patrol officer.

This Crime Fighting Strategy is intended to achieve Mayor Nutter's goal of reducing homicides by thirty to 50% over the next three to five years. Consistent with those goals, by the end of cal

- Reduce homicides by 25%
- Decrease the number of shooting victims by 20%
- Reduce Part I violent crimes by 20%
- Increase the number of guns taken off the street by 5%
- Increase the homicide clearance rate to 65%
- Increase the clearance rate for all other violent crimes by 5%
- Significantly reduce the backlog of 5,500 pieces of ballistic evidence waiting testing.
- Significantly reduce the backlog of outstanding warrants.

Increase the number of patrol officers through new hires and redeployment: This Five-Year Plan includes an increase of \$5.6 million to hire additional officers in FY09 and a total of \$75 million in new funds over the five-year period. The PPD will also pursue several efforts to redeploy officers. The Patrol Bureau, the backbone of the police department and the unit responsible for performing the core function of patrolling the streets of Philadelphia, has suffered because of the proliferation of specialized units within the Department. By eliminating, consolidating or reducing the specialized units, the PPD will redeploy officers to patrol. In addition, the PPD currently has sworn officers performing functions such as data entry, reviewing reports for proper coding, delivering inter-departmental mail, and processing prisoners at CCTV locations. These tasks should be done by civilians, thereby allowing more sworn officers to patrol the streets and control crime. By utilizing the civilian units, an additional number of officers are added to the patrol ranks, increasing the public safety. The Administration will work to identify positions that can be performed by civilians, and, where necessary will include these matters in the upcoming labor negotiations. Redeployment and the additional funds provided in this Plan, combined with state and federal assistance will enable the PPD to increase the number of patrol officers on the street by 400 by the end of FY09. Governor Edward Rendell has pledged to provide the City with \$10 million annually for the next three years to support additional officers, with the potential that that funding will become permanent.

Improve officer recruitment and training: Under City of Philadelphia Civil Service Regulations, civilian candidates for admissions to the Police Academy must reside in the City of Philadelphia for at least one full year prior to being hired. This requirement imposes a significant obstacle to recruiting efforts outside the City and at local colleges and universities. Councilman James Kenney has introduced legislation to change this requirement. Raising educational requirements is a further step in the right direction for our police recruits. Currently, all candidates for the Department must have proof of a high school diploma or GED score; the PPD imposes no requirements and offers no incentives for candidates to have college credits or a college degree. Nor does the department have any incentive compensation program to recruit candidates who have matriculated in an accredited college or university program. The needs of policing in the 21<sup>st</sup> Century have changed, and throughout the nation, departments have responded by raising the educational standards to enhance professionalism and discipline among the officers. The Nutter Administration will seek to increase educational standards for candidates while balancing it to avoid adverse or disparate impact through the ranks. The Administration will actively support and encourage all members of the rank and file in their pursuit of meeting this new vision for the Department.

Support the Youth Violence Reduction Partnership (YVRP): This Five-Year Plan includes a budget line of \$5 million annually dedicated to YVRP. YVRP is a multi-agency collaborative designed to provide intensive services to youth ages 15-24 who have been identified as most likely to kill or be killed. The program operates in the 12th, 19th, 24th, and 25th Police Districts and has served over a thousand young Philadelphians and their families and communities. YVRP has dramatically reduced homicide rates in the neighborhoods in which it has been implemented. It powerfully demonstrates the benefits of collaboration among the Police Department, Probation and Parole, the District Attorney's Office, the School District, Behavioral Health, and others. The new funds will allow for the expansion of YVRP and dramatic increase in the number of youths served, on the way to making the program citywide. The Nutter Administration will work to secure additional state and federal support to reach this goal.

Implement the PREP program: In fall of 2007, the Philadelphia City Council created the Philadelphia Re-Entry Program (PREP) to provide incentives to businesses to employ ex-offenders. The program provides a credit against the Business Privilege Tax of up to \$10,000 per year, for up to three years, for each ex-offender hired by a Philadelphia business. When fully-implemented, the program will cover up to 1,000 employees. The law also requires City contractors and those receiving tax incentives of over \$1 million to develop a plan

for hiring ex-offenders. In addition, the law offers incentives for employers to provide training and education programs for ex-offenders that will enable them to increase their earning power and directs the Managing Director to evaluate and reform the City's rules regarding the employment of ex-offenders. The Deputy Mayor for Public Safety will work with the Managing Director to implement this program.

How will we get there? Improve emergency response time

Improve Emergency Medical Services response time and alleviate demand on the 911 system: This Five-Year Plan includes \$3.8 million to expand Emergency Medical Services (EMS). The Philadelphia Fire Department (PFD) will continue to work to improve EMS delivery. Based on the additional deployment modifications implemented in fiscal 2008, a significant improvement in service delivery resulted. PFD management will continue to expand as many units to 24/7 operation as needed to meet demand. In FY09, the Administration plans to increase the fees charged for EMS services and to dedicate all of the additional funding to expanding service. Because a large portion of 911 calls are not for emergencies, educating the public about the appropriate use of the 911 system is critical to improving emergency response times. The PFD will develop and deliver increased educational training to the public to reduce the improper use of the 911 system. The Nutter Administration will also seek to develop alternative transportation services for non-emergency issues.

Implement the Freedom from Fire Program and continue Fire Safety Representative Program (FSR): The Freedom from Fire program will canvass every block in the City using the latest in cartographic modeling to identify those homes in need of smoke alarms and supply those alarms through public partnerships and donations. Since, on average, 70% of all annual fire deaths occur in private residences without working smoke alarms, the PFD believes that saturating areas of high risk with smoke alarms and educational material will substantially reduce the number of those lost and injured. To accomplish this, the Citizens Fire Prevention Committee has recently attained 501(c) 3 tax-exempt status in order to help fund fire prevention programs and public education prevention initiatives. The goal is to improve upon the 11% decrease in fire deaths in 2007. Similar in concept to block captains, FSR is a citywide program to sign up a civilian Fire Department representative on every block. FSRs communicate by e-mail to local fire station officers and the Fire Prevention Division. In addition to receiving fire prevention literature, FSRs are able to identify those on their blocks most at risk and in need of smoke alarms and other assistance. The Administration will support this effort through existing staff and efforts to secure private funding.

Update Emergency Operations Plan (EOP): The EOP requires updates to operating policies and procedures, re-formatting to include more operational details and an expansion to include the full range of functions required for effective emergency response and hazards that may impact the City. This will include a completion of the Evacuation Routes and Tactical Evacuation Plan, the Citywide Incident Management System, and the Comprehensive Mass Casualty Plan as well as the launching of the Community Warning System, which will provide phone, e-mail, and text message alerts to the public about emergencies, and the Advance Warning system, which provides a mechanism to target outreach to vulnerable populations through existing advocacy organizations and service providers, such as visiting nurses. All of these programs are important facets of the EOP completed two years ago, and the Nutter Administration will support their completion.

Support establishment of the Delaware Valley Intelligence Center (DVIC/Fusion Center): In recognition of the need to enhance the daily flow of information and intelligence across all levels and sectors of government and private industry with the Delaware Valley, the City, in conjunction with its regional partners (representing 3 states and 11 counties), is aggressively seeking to establish a Fusion Center within the City of Philadelphia. The Fusion Center will be a 24 hours a day/7 days a week all-hazards, all threat, all-crime operation staffed by member agencies (law enforcement, public safety, public health, infrastructure,

private sector) that provides comprehensive and effective information sharing to the Delaware Valley region. The Fusion Center is focused on crime reduction; utilizing intelligence led policing in Philadelphia. By establishing a central point for the collection, analysis and dissemination of information, the region will be better able to: forecast and identify emergency crime and public health trends, support multidisciplinary proactive, risk based, and community-focused problem solving, provide a continuous flow of intelligence to officials to assist in developing a depiction of evolving threats, and improve the delivery of emergency and non-emergency services. This project will be funded through federal aid from the Department of Homeland Security.

How will we get there? Streamline management and communications
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Develop and implement a 3-1-1 System: This Five-Year Plan includes \$2 million a year to implement the 3-1-1 and PhillyStat systems. Key to proper and effective communication between the public and the City's public safety agencies is the implementation of an enhanced 3-1-1 communications system. Up to one-third of calls placed to 911 emergency lines in Philadelphia are in fact *non-emergencies* regarding illegal parking, animal complaints, loud noise, etc. Although these are important quality of life issues that add to disorder and must be dealt with in an efficient manner, they should not be handled by the 911 system. A 3-1-1 line will allow citizens to log requests for services and will create the basis for tracking performance. It is a powerful tool that creates important opportunities for improved municipal services, increased service efficiency and reduced police and fire response times. An Administration priority is developing such a system by the end of 2009.

Upgrade technology infrastructure and tools: The Philadelphia Police Department requires a major, comprehensive review and upgrade of its information technology systems and infrastructure in order to provide accurate and reliable information about crime, criminals, and other related public and officer safety issues. Many of the systems utilized by the Department are over twenty years old and some are more than thirty. The Nutter Administration has already transmitted a transfer ordinance to City Council seeking additional investment in the Department's technology and will also seek grants and other outside funding opportunities. The implementation of a surveillance camera program will provide an additional tool for the Philadelphia Police Department to detect, prevent and investigate crime, apprehend and prosecute offenders, increase quality of life for the public, provide employee safety and secure premises. The Department is currently installing 250 cameras throughout the City and an additional 250 cameras are slated for deployment in FY09. The camera surveillance system design will scale up to 1,000 cameras. A committee of City agencies presently oversees the installation of additional surveillance cameras citywide. The Police Department, in coordination with MOIS and the MDO, has recently rehabilitated space in Police Headquarters to provide video monitoring 24/7.

Reinvigorate COMPSTAT: Heralded when first introduced years ago as an innovative, effective tool to provide live information about trends in criminal activity and therefore providing commanders with staffing suggestions to effectively combat problems; COMPSTAT has become a bureaucratic requirement that doesn't seem to connect to the decision-makers within the Department. The Police Commissioner will conduct a full evaluation of COMPSTAT to ensure that it is being used in the most effective and efficient manner.

Increase capital investment: The facilities of the Police Department (PPD) and Fire Departments (FPD) are desperately in need of capital investment. The PPD and FPD occupy more than 100 buildings, most in use 24 hours a day/7 days a week. The majority of these facilities are in a serious state of disrepair, which not only presents a safety issue but significantly impacts department morale. Audits over the last numbers of years have repeatedly documented the issue. The Administration is committed to securing the resources necessary to modernize these facilities and to improve the technology available to the PPD. For example, the

Nutter Administration intends to request that PICA provide \$17 million in funding for Police facilities and \$5 million for Fire facilities.

How will we get there? Improve confidence in criminal justice system

Initiate a Charter change to improve the Police Department's performance: The Philadelphia Home Rule Charter limits the Police Commissioner (and all other department heads) to appointing two deputies from outside the civil service ranks. This hampers the Commissioner's ability to appoint key leadership positions within the department, and therefore slows the responsiveness to innovation. The Committee of Seventy recently called for a change in this policy in its report released January 3, 2008 called, The Case for Change: Increasing Flexibility in the Philadelphia Police Department. While there is a pressing need in the Police Department to increase the Commissioner's ability to appoint more than two deputies, the "two deputy limit" is a managerial impediment that has citywide implications on performance and service delivery. The Administration supports a Charter Change to eliminate this restriction and provide the Police Commissioner and other City department heads with a critical management tool necessary to ensure high performance and quality services.

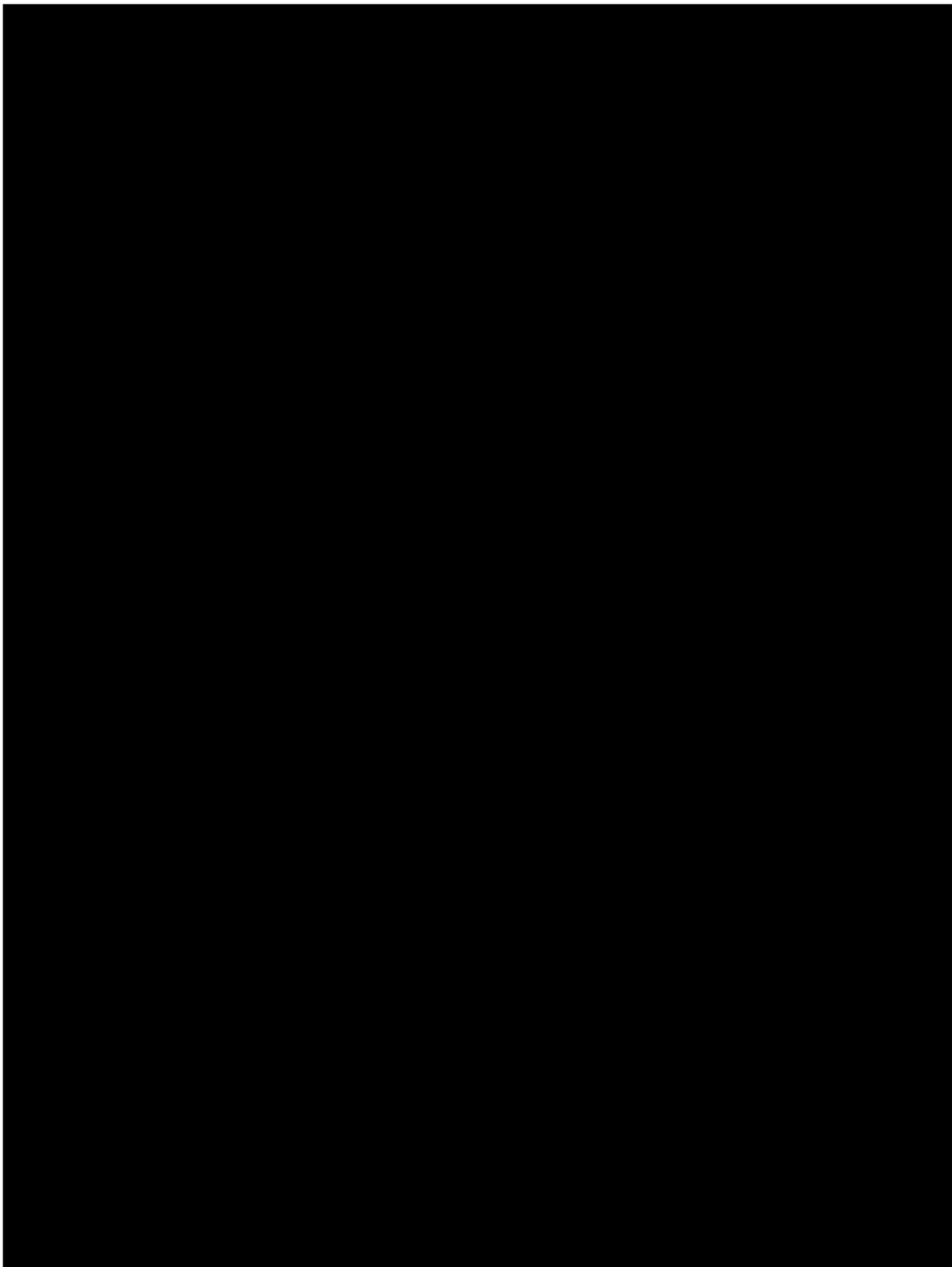
Improve prison population management: The current Prison population exceeds the capacity of the Philadelphia Prison System (PPS). Effective coordination among the criminal justice stakeholders is a critical component in transforming the prison system into one that promotes public safety in a careful, cost-effective manner. Forces outside the control of the Nutter Administration drive the management of the PPS' population. By coordinating the resources available, PPS can help inform each stakeholder in the process and deal more effectively with the problems at hand. The goal of the Administration is to meet the community's need for safety in a manner that will emphasize personal responsibility and assist ex-offenders in their re-entry into society. To do this efficiently, the establishment of a Criminal Justice Advisory Board is of the utmost importance. The Administration will emphasize cooperation among the courts, the District Attorney's office, and other stakeholders to meet the challenges of reducing the prison population.

Create Day Reporting Unit: The Nutter Administration is committed to establishing a Day Reporting Unit for non-violent, non sex offenders that will provide the programs and supervision needed to ensure the safety of the community. In conjunction with the Deputy Mayor for Public Safety, PPS will create an orderly "step-down" system to enable inmates to be placed on restrictions commensurate with their crime and behavior within the system. This initiative will incorporate the use of the technological means for monitoring (global positioning and other electronic devices), while providing off site job training, drug and alcohol programming, and other services.

Jail diversion and early release: The Nutter Administration will continue working with members of the Judiciary, the District Attorney's and Defender Association offices and the City's Adult Probation and Parole Department concerning the alignment, coordination and integration of behavioral health and criminal justice efforts for addicted and mentally ill persons. The goal of this initiative is to move more people out of prison and into treatment, providing more comprehensive assessments and case management, and ensuring a more structured approach to long term recovery and reentry into the community.

Improve coordination between stakeholders and increase public education about re-entry: Reducing the recidivism rate is crucial to improving public safety, and the Administration will make the implementation of creative and effective programs to re-integrate ex-offenders into society a priority. The Mayor's Office for Re-Entry Services (MORE) will work to coordinate the activities of the many public and private institutions involved in re-entry, including the criminal justice system, workforce development, housing providers, and social services agencies. MORE will also work to incorporate reentry into the mission statements, work plans

and organizational cultures of criminal justice and social service agencies, and to create formal processes through which an integrated delivery of services model can be effective and efficient. MORE will establish processes for oversight, information sharing, communication, and problem solving across agencies and organizations. MORE will continue its efforts to educate and reassure the public regarding the reentry population and will conduct an outreach initiative to explain the City's efforts to assist ex-offenders in a manner that promotes public safety. The City will work to secure additional federal support for this important program.



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# Education

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*Philadelphia Becomes the Country's Premier Education City*

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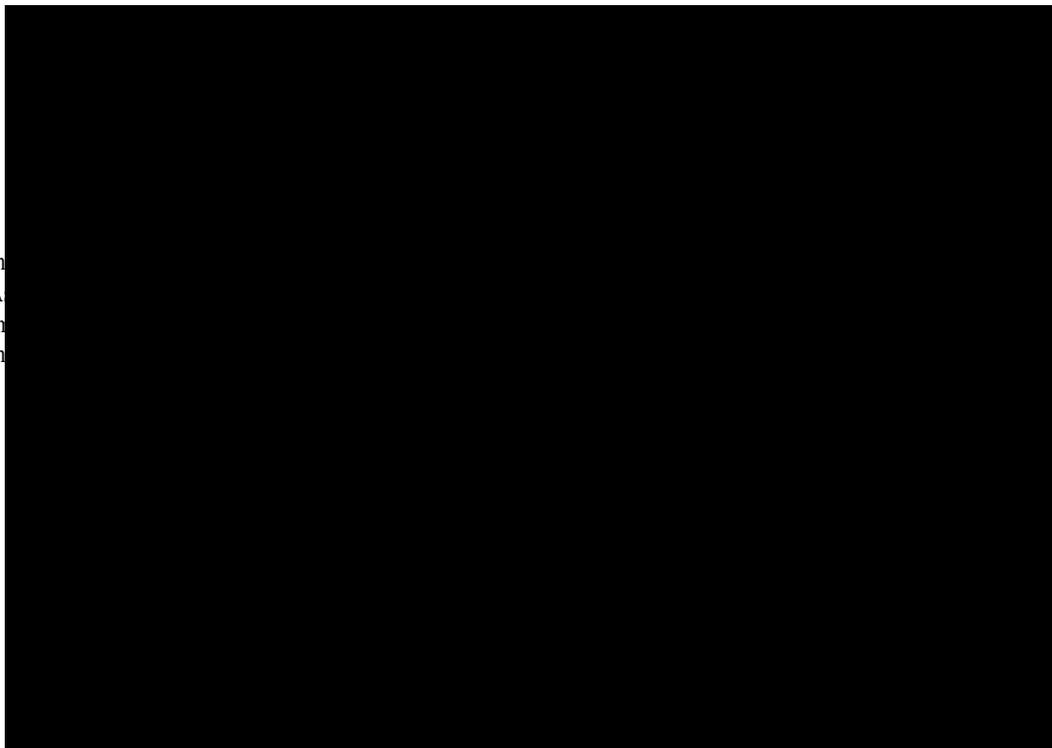
Reduce the high school drop out rate by 50% in five to seven years

Double the number of residents with four-year degrees over five to ten years

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Philadelphia has an abundance of colleges, universities and graduate schools, and yet is rarely recognized as an educational epicenter. Unacceptably high drop out rates for the City's young people coupled with unacceptably low levels of higher degree attainment for our City's adults keep Philadelphia from becoming seen as a premier educational city. Low education levels impede our ability to develop and retain a diverse and skilled workforce. Education is critical to business retention and attraction. Paramount to all of this is our ability to create and sustain a supportive environment for the City's youth to grow and prosper. This encompasses not only City schools, but supportive agencies, such as the Department of Human Services and the Department of Behavioral Health and Mental Retardation Services. Providing opportunities and environments through which all youth can succeed is a critical priority for the Administration.

Strategic Plan:



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- Increase children's arts and culture
- Provide meaningful programming for children at libraries
- Promote education and physical support centers

- Implement the Philadelphia Compact
- Spearhead DHS reforms
- Initiate processes to simplify and integrate systems
- Integrate data information systems

The Philadelphia Public Schools are operated by the School Reform Commission, but the City is a vital partner in these efforts. The City partners with the public schools in many areas, including job training, recreation, after-school programs, libraries, and social services. The Nutter Administration will work to improve cooperation between these departments and the schools. In collaboration with the Chief Education Officer, the Deputy Mayor for Health and Opportunity will also play a crucial role in creating more collaborative relationships between City agencies and the schools. The Mayor's Chief Education Officer will ensure that the City and the schools are working together to create the best possible education outcomes. The initiatives described in this chapter will play an important role in ensuring that the City meets the aggressive goals that Mayor Nutter has set.

In his Inaugural address, Mayor Nutter said that he would reduce the high school drop out rate by 50% over the course of five to seven years. He also set a goal to increase the number of residents over the age of 24 with a four-year Bachelor's degree from its current 20% to 40% over five to ten years. Getting there will not be easy, and will draw on a diverse set of stakeholders and partners. City revenues pay a large share of the school's budget, and the Administration will work with the School Reform Commission and the staff to ensure that these funds are put to the most effective use. The Administration will also work to increase state and federal funding to our schools. In addition, the Nutter Administration will partner with community colleges and universities, employers and workforce agencies to ensure that education is incentivized and accessible to all residents.

How will we get there?

- Improve education and job readiness
- Increase literacy and other educational opportunities
- Enhance initiatives for healthy kids and young adults

How will we get there? Improve education and job readiness

Increase support to Community College: The Five-Year Plan includes an increase of \$4 million per year for Community College of Philadelphia (CCP). CCP plays a crucial role in increasing the level of educational attainment for our citizens. In FY09, the Administration will work with CCP to increase its role in the City's job training efforts.

Assist dropout recovery and prevention programs: The City will complement the efforts of the School District by providing dropout prevention and recovery services in our high-risk middle and high schools in order to increase attendance, school engagement and achievement, and on-time promotion. The Nutter Administration will support youth-serving community organizations in their efforts to provide case management and job development for students in the District's new, innovative high schools, and in neighborhood schools with the highest drop out rates. Under the leadership of the Chief Education Officer and the Deputy Mayor for Health and Opportunity, the Administration will train City employees and contracted staff to identify youth at-risk of dropping out, and to re-connect them to educational programs. Finally, the Administration will support the School District's efforts to establish and staff a citywide youth re-engagement center.

Improve workforce skill development: The Nutter Administration will reorganize and strengthen the City's job training programs to better serve the needs of Philadelphia's citizens and businesses. As part of this effort, the Administration will align all workforce development systems for oversight by the Commerce Department to fully integrate them with the business community. Also, in FY09, the Department will continue to work with the Philadelphia Workforce Investment Board (PWIB) to target workforce training based on the growing sectors in Philadelphia's economy.

Increase adult educational attainment: Philadelphia's educated residents earn 60% more than their non-degreed colleagues, and in FY09 the City will ensure that adults return to the classroom. More than 80,000 adult Philadelphians have some college credits but did not stay long enough to earn their degree. Graduate! Philadelphia, an initiative of the PWIB in partnership with United Way of Southeastern Pennsylvania, will be one vehicle towards increasing the college completion rates of Philadelphia's workforce. In FY08, Graduate! Philadelphia received a \$530,000 two-year grant from the Knight Foundation and a one-year matching grant of \$250,000 from the City of Philadelphia to assist "comebackers" in making the transition back to college. The Nutter Administration will work to secure additional private funding for this initiative.

Encourage businesses to provide pre-paid tuition scholarships: Philadelphia businesses must become more active partners in educational attainment. In FY09 the Mayor will lead a campaign to encourage Philadelphia's businesses to provide tuition assistance to their workers. Strategies such as tuition pre-payment for employees will eliminate barriers to education for many low-income workers. In the long run, continuing education efforts must be led by the private sector in order to be sustainable, and this campaign will be the first step in that process.

Continue Vision for Employment 2010: This strategic planning effort will increase the number of people with mental retardation employed in the community. The goal of this initiative is for 1,000 people to be employed in the community by the year 2010. The Transition Planning Project is another component of Vision for Employment 2010 that involves teams of people from across the City gathering to explore the career possibilities of youth with mental retardation who are between the ages of 16 and 21. This initiative allows people to participate in activities designed to assist them discover and act on their preferences and interests including job interviews and community exploration activities. Vision for Employment 2010 is entirely funded with federal and state dollars.

How will we get there? Promote literacy and other educational opportunities
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Expand youth recreation: Studies have shown that children who are exposed to cognitive stimulation at the preschool age perform at a higher educational level when they enter the primary grades. The Recreation Department currently operates 35 programs that familiarize children with every concept necessary for learning preschool academics including pre-reading and pre-math. In conjunction with the School District and their early childhood collaborative the Department will strive to enhance its programming through shared curriculum and training. This Five-Year Plan includes an increase of \$500,000 per year, with a total of \$2.5 million over the length of the plan to the budget of the Recreation Department for this and other initiatives.

Promote education and physical support centers: Education and Physical Support Centers are intended to provide the DHS Children and Youth Division (CYD) staff with consultation and technical assistance regarding the education and health related services that DHS children and families need. These Centers will assist DHS staff to communicating with the Philadelphia School District and physical health providers to ensure that CYD is accessing services in as effective a manner as possible. These centers will also direct DHS policy and practice development around the areas of education and health.

Increase children's arts and culture programming: The Nutter Administration will seek outside funding to expand arts and culture offerings in after school programs at the City's recreation centers, public schools and other facilities. These venues provide an important alternative to children and adolescents who could get in trouble because they have too little to do during after school hours. The Office of Arts and Culture will also work to ensure that every child in school can have at least two arts and culture experiences each year, including a visit to the Philadelphia Museum of Art, work with box office owners, corporations and other patrons to secure tickets. The City will obtain funding for these programs from philanthropic, federal, state and corporate sources.

Elevate the Central Library to its historic importance as a center of education and culture: The Free Library is working diligently towards a FY09 groundbreaking for the much needed expansion of the Central Library. This thoughtfully planned project will replace cramped and inadequate current quarters, permit better service to branch library locations, make possible the inclusion of state-of-the-art technology, and provide more space for people and library materials. Based on the experience with new libraries in other cities, the number of visitors is projected to double to two million annually.

Provide meaningful programming for young people at libraries: The Free Library conducts numerous programs to engage young people, including LEAP, a drop-in after school program; Books Aloud, which parents and caregivers use on preparing preschoolers for school; and a variety of special summer programs, such as Summer Reading, Science in the Summer, the Unlimited Writing Project, and the Reading Olympics. More than one-half of the 20,000 educational, technology, and cultural enrichment programs offered by the Library are targeted to children and teens. The Administration is committed to securing additional funding for these programs.

How will we get there? Enhance initiatives for healthy kids and young adults

Implement The Philadelphia Compact: A citywide commitment to the healthy social and emotional development of Philadelphia's children was the impetus for the Blue Ribbon Commission (BRC) on Children's Behavioral Health. The Philadelphia Compact is a highly coordinated and collaborative effort to implement the recommendations generated by the BRC. Families, youth, educators, providers, City agencies, community leaders, elected officials and other stakeholders are actively involved in this unprecedented undertaking. The primary tenets of the Compact include allowing children and families a voice in how they are served; promoting prevention and early intervention; providing a comprehensive array of accessible services; and collaboration among those providing supports. The initial priority being addressed is the goal of moving children from distant and local residential settings to community and home-based settings. The Administration will make the implementation of this program a priority in the upcoming fiscal year.

Improve school-based services: Compared to high school graduates, dropouts are more likely to have had contact with City social services agencies at some time during their lives. The Administration will work to ensure that City social service agencies that are connected to school-age youth align their work to support graduation for all students. Working with the Deputy Mayor for Health and Opportunity, the Department of Human Services, the Department of Behavioral Health/Mental Retardation, the Courts, the School District of Philadelphia, and other agencies will collaboratively analyze how their systems can be better aligned to support stronger academic outcomes for youth. This work will include increasing the array of in-school supports to assist children with behavioral issues; establishing a cadre of full-time social workers trained in dropout prevention and recovery to work with students most at risk of dropping out; creating specialized probation officers to focus on educational outcomes for juvenile offenders; and creating a pipeline for students who have dropped out to enter state-approved career and technical programs.

Spearhead Department of Human Services reform efforts: The Mayor and Deputy Mayor for Health and Opportunity will continue to oversee the implementation of the recommendations of the May 2007 Child Welfare Review Panel report, particularly regarding issues of oversight, staff training, assessment of service provision, the integration of prevention and protective services and case conferencing. The Mayor has reconstituted the DHS Community Oversight Board that will work with the Deputy Mayor for Health and Opportunity to guide city level reform.

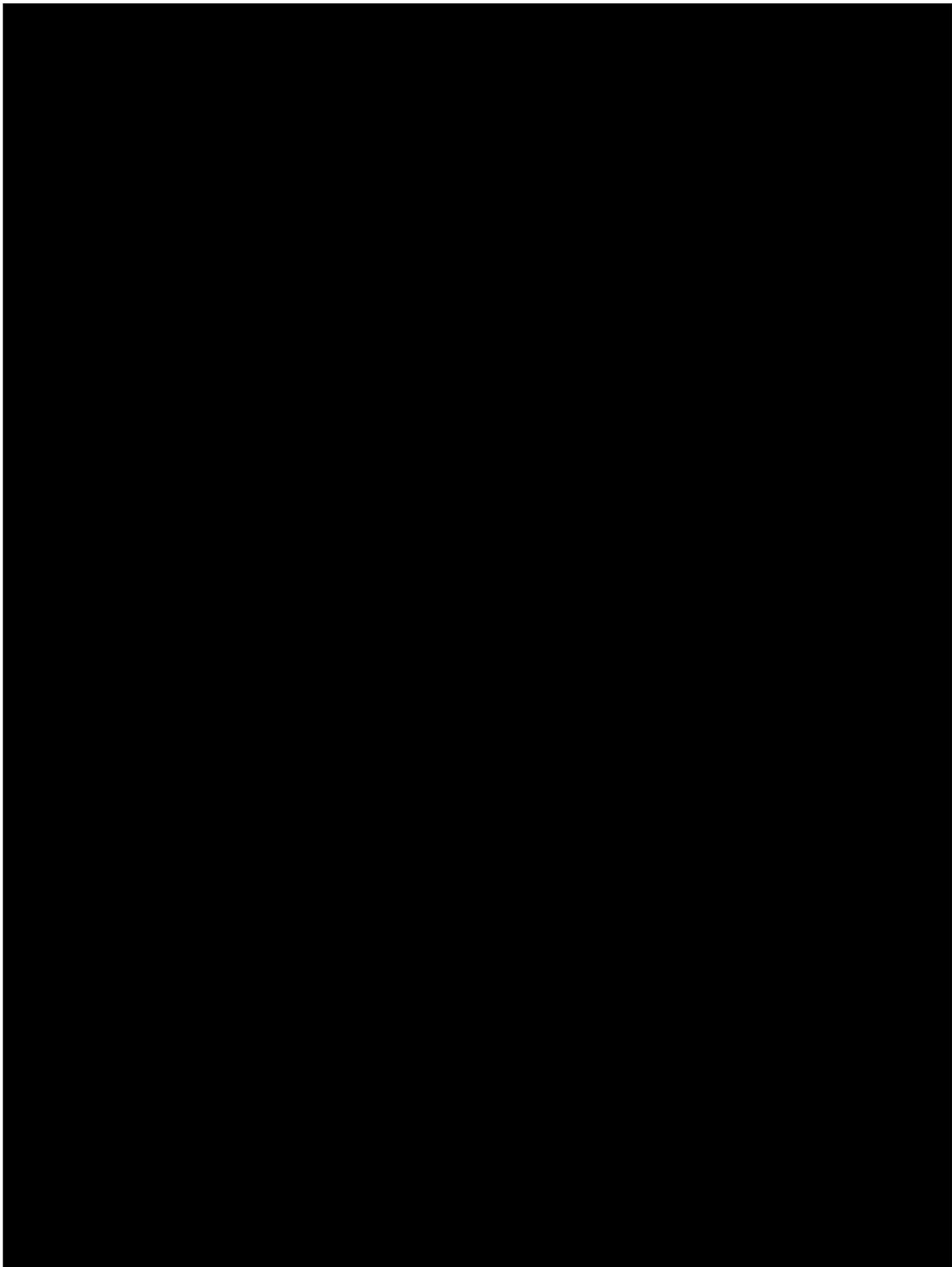
Initiate processes to simplify and integrate case management: Many of Philadelphia's families receive services and case management from more than one City agency or private provider but there is little systematic coordination of efforts. Collaboration and information sharing across agencies is severely limited

— this jeopardizes services to families. Integration of case management across the City's social service departments is a priority. This will improve educational outcomes for our children.

**Integrate data information systems:** It is vital that data and information systems allow for systematic sharing of information among all service providers that share clients. This system must include, at least, DHS, DBH, PDPH, SDOP, juvenile and criminal justice systems, housing support services (PHA, OSH) and all of their contracted providers. Analysis of the current information system, DSS CARES, to assess its benefits is an important first step in this process.

**Continue Older Youth Initiative:** The Older Youth Initiative is a DHS initiative that is designed to address the complex needs of adolescents in foster care and to assist youth who are transitioning into adulthood. This initiative includes higher service standards and additional training for provider agencies and DHS leadership that serve this population. The Nutter Administration will continue this program and also work to connect participants with educational and job training opportunities.

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# Jobs and Economic Development

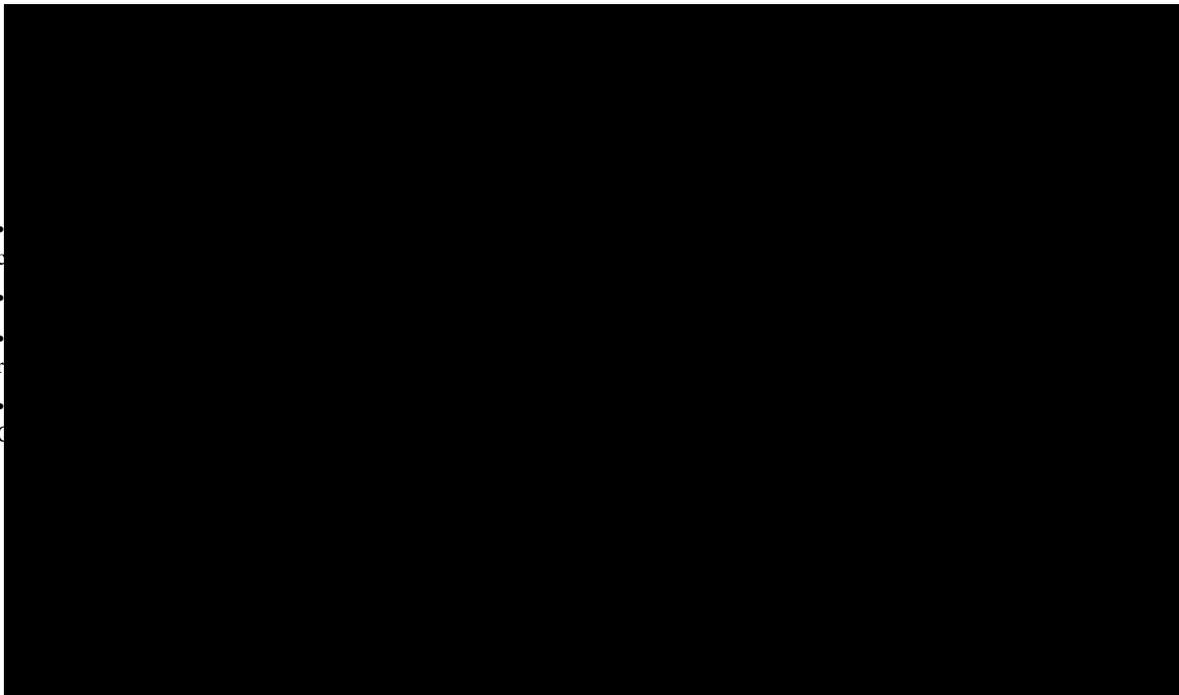
*Philadelphia Grows as a Green City*

Add 75,000 people to Philadelphia's population in five to ten years

Change the tax structure to encourage job creation and income growth

The goals of the City's planning and economic development strategies are to create and retain jobs by fostering an improved business environment, growing the City's business sector while increasing the population, and enhancing the quality of life through sustainable development within the City of Philadelphia. All of these goals will result in an increased tax base that will enable the City to provide better services to the citizens.

Strategic Plan:



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- Create an Office of Sustainability
- Continue waterfront development
- Create an Office of Transportation
- Improve performance of commercial corridor program

- Decrease the wage tax
- Continue reduction in the Gross Receipts Tax
- Reduce Net Income Tax

The Administration's strategies will be directed by the Deputy Mayor for Planning and Economic Development. Also designated as the Director of Commerce, the Deputy Mayor will manage all departments with land development-related functions, including the Office of Housing and Community Development, the Philadelphia City Planning Commission, the Office of Sustainability, the Department of Licenses and Inspections, and the Philadelphia Historical Commission. All quasi-public agencies dealing with economic development, such as the Philadelphia Industrial Development Corporation (PIDC) and the Redevelopment Authority of Philadelphia (RDA), will also report to the Deputy Mayor to ensure comprehensive planning

and coordination of the City's development resources. The initiatives described below are important parts of the Administration's agenda for Philadelphia's economic development.

How will we get there?

- Implement smart city planning and sustainable development
- Create a tax structure that encourages growth and jobs
- Attract more tourists and residents
- Provide assistance to businesses wanting to expand or locate in Philadelphia

#### How will we get there? Implement smart city planning and sustainable developments

**Support the Zoning Code Commission:** The Zoning Code Commission (ZCC) was created by a Home Rule Charter amendment in May 2007. Composed of 31 appointed members, the ZCC is charged with conducting a comprehensive analysis of the City's Zoning Code. The ZCC will make recommendations to City Council for proposed changes to the Zoning Code, including drafts of legislation and a timetable for citywide zoning remapping. The Nutter Administration will support this process through a total budget allocation of \$500,000 and support staff from the City Planning Commission.

**Create an Office of Sustainability:** The Administration will create an Office of Sustainability and hire a Director to develop and implement best practices in sustainable development and management throughout the government, particularly in the areas of green building, energy efficiency, green collar jobs, natural resource management, environmental health, and resource recovery. The Director of Sustainability will be responsible for working with and coordinating the efforts of agencies and departments whose work impacts these areas, with the goal of branding the City the national leader in smart, sustainable development. The Office will also oversee efforts to reduce the City's energy consumption by at least 10% per year over the next four years.

**Continue development of Philadelphia's 38 miles of waterfront:** This Administration will make economic and recreational development along its rivers a priority. The Administration will continue to partner and support the Schuylkill River Development Corporation (SRDC) with the ongoing expansion of the Schuylkill River greenway. SRDC is the lead agency charged with creating and implementing a long term sustainable strategy for the revitalization of the lower Schuylkill River. They have successfully reclaimed acres of abandoned industrial land, providing recreational areas that link downtown, surrounding neighborhoods, and the Fairmount Park system. The Administration will also continue to work with the Delaware River City Corporation (DRCC) to implement the North Delaware River Greenway Master Plan which will develop a sustainable riverfront corridor by reconnecting neighborhoods and businesses to the Delaware River. The Greenway Master Plan focuses on an eleven mile stretch of riverfront in Northeast Philadelphia from Allegheny Avenue north to the Poquessing Creek, including the neighborhoods of Port Richmond, Bridesburg, Wissinoming, Tacony, Holmesburg, and East Torresdale. Finally, the Administration will work with the Penn's Landing Corporation (PLC) to manage publicly-owned land on the central Delaware River waterfront.

**Continue Benjamin Franklin Parkway investments:** The Nutter Administration will work with area institutions to create and implement a strategic plan for the Benjamin Franklin Parkway. This effort will include support for the development of the Barnes Foundation, the Free Library expansion, and the development of streetscape improvements along the Parkway.

**Create an Office of Transportation:** The Administration will create an Office of Transportation to conduct formal planning, coordinate decision making, and articulate a shared vision among all entities that comprise the City's transportation structure, including the Departments of Streets, Police, Commerce, Public

Property, the City Planning Commission, the School District, Fairmount Park, the Airport, the waterfront and ports agencies, SEPTA, PATCO, PennDOT, Amtrak, and the Delaware Valley Regional Planning Commission. The new Department will save money through coordination and increase the total amount of resources going to the Philadelphia metropolitan area by developing a shared vision for regional investment.

Improve the performance of the Commercial Corridors Program: The Administration will reorganize the Commercial Corridor program to ensure that City resources are available to support investment in vibrant retail districts. During FY09, a portion of the Cultural and Commercial Corridors Bond will be utilized to support infrastructure improvements including sidewalks, crosswalks, lighting, signage, greening and street furniture. Additional funding and programmatic activities will complement streetscape enhancements, including small grants for commercial fit-out, façade improvements, and corridor cleaning and beautification. The program leverages federal, state, local, and private resources, as well as matching funds from business owners, neighborhood community development corporations (CDCs), and business associations.

#### How will we get there? Create a tax Structure that encourages growth

In this Plan, the Nutter Administration commits to taking historic steps to ease the burden on Philadelphia taxpayers and to increase the City's competitiveness. In addition to lowering the wage tax below 4% for the first time in over 30 years, the Administration has developed a plan to eliminate the gross receipts tax and to begin reducing, for the first time, the net income portion of the Business Privilege Tax. Finally, the Administration has committed to reduce the Net Income Tax to 0.6.25%. This will be the first reduction ever in that tax.

#### How will we get there? Attract more tourists and residents

Brand the City as a tourist and residential destination: The Administration has requested a change in the Philadelphia Home Rule Charter to split the positions of Commerce Director and City Representative. In accordance with this reorganization, the Office of the City Representative will focus on improving the marketing, promotion, and branding of the City. The Office will work with the Philadelphia Convention and Visitors Bureau, Welcome America!, and other stakeholders to create a coordinated marketing and branding vision for the City. The office will also develop a streamlined citywide communications plan to serve residents and visitors to the City.

Reopen Office of Arts and Culture and increase Cultural Fund: The City will reopen the Office of Arts & Culture in FY09. Originally established by Mayor Wilson Goode to coordinate the City's arts programs, the office was closed three years ago. Building on recommendations in the 2007 report of the RAND Corporation ("Art and Culture in the Metropolis"), this office will also coordinate with the City's economic development efforts by aligning arts programming with tourism efforts, neighborhood development, new business promotion and efforts to market Philadelphia.

The City will increase funding to the Cultural Fund by \$2 million in FY09: The Cultural Fund provides critical assistance to neighborhood organizations and multi-cultural arts groups that are essential to neighborhood vitality. In addition, the RAND report indicates that neighborhoods with high cultural participation flourish more than those without such participation.

Complete Convention Center expansion: The Nutter Administration will support the plan for expansion of the Pennsylvania Convention Center that was recently approved by City Council. The existing lease and service agreement obligates the City to fund the Center's operating deficit and the debt service on the bonds that were issued to construct the original facility, an annual cost that has been as high as \$22 million. The new terms require a \$17.5 million payment in FY09, and beginning in FY10 and thereafter for 23 years, the City will be obligated to pay \$15 million per year with no other financial obligation. The Administration is

committed to support this project's speedy completion, as it will bring significant economic benefits to the City.

How will we get there? Provide assistance to businesses

Augment services to the business community: To increase the number of businesses in the City, the Department of Commerce will reorganize the Mayor's Business Action Team and will establish an Office of Business Services (OBS). OBS will work with any existing or prospective business, in order to provide technical assistance and eliminate obstacles that businesses encounter in the City. OBS will have as its core mission making it easier to start-up and operate a business in the City. This includes enhanced technology such as on-line business licensing and enhanced outreach such as using new business license notifications to initiate contact with and welcome every new business start-up.

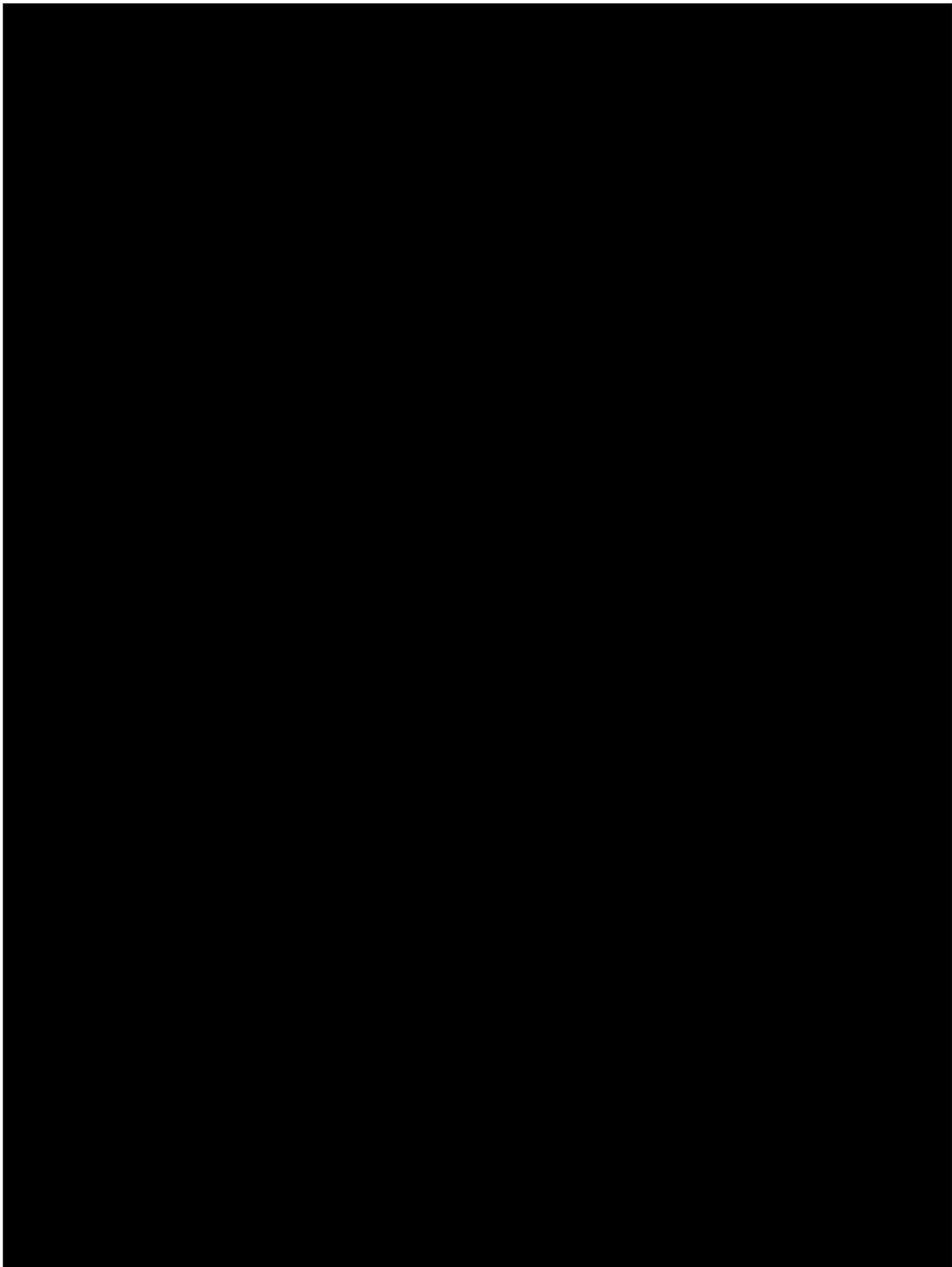
Restore the position of Development Coordinator: The Administration will restore the position of Development Coordinator to facilitate the transparency and certainty of development initiatives. The Development Coordinator will report to the Deputy Mayor for Economic Development and will serve as the point person for all development projects. The Development Coordinator will be charged with creating an efficient and transparent process that will include all of the City's development agencies and bring them to the table to make rational decisions regarding the City's investments.

Strengthen supports to Minority/Women/Disabled Residents and Businesses: In 2006, the City of Philadelphia awarded 13% of its contracts to minority-owned businesses, 6.2% to women-owned businesses and less than 1% to disabled-owned businesses. The Administration will reorganize the City's programs that promote minority, women and disabled businesses to increase their effectiveness. The Administration will create an Economic Opportunity Cabinet to oversee his plan to achieve the goal of 30% minority businesses, 15% women-owned businesses and 5% disabled businesses in FY09. The Economic Opportunity Cabinet will implement and monitor these goals. This Cabinet will consist of the relevant City departments - Commerce, Licenses and Inspections, Finance and Procurement - as well as the relevant quasi-public economic development agencies. It will be staffed by the Department of Commerce. The Economic Opportunity Cabinet will also work to ensure that all City projects have a workforce that is representative of the City's residents, at all levels, including the highest-skilled workers.

For too long, minorities and women have not been included as workers on Philadelphia's construction projects. On February 4, 2008, Mayor Nutter signed Executive Order 5-08, creating an Advisory Commission on Construction Industry Diversity. This Commission has been charged to conduct a comprehensive analysis and review of the construction industry in Philadelphia, determine the extent to which minority persons and women are utilized in the workforce, and to develop recommendations to increase their participation. In addition, a new M/W/DBE Construction Unit will monitor and track all City construction projects to ensure that the MBE and WBE participation goals are met. The Unit will also work with contractors to ensure timely payments to sub-contractors for work performed on City projects.

Create a Land Bank: The Nutter Administration will create a single Land Bank so that any developer interested in a large parcel or neighbor interested in acquiring a side lot can easily determine ownership and availability. Developing a coherent and consistent land disposition policy and creating a land bank will facilitate development of both affordable and market rate housing in Philadelphia.

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## Healthy and Sustainable Communities

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### *Philadelphia Neighborhoods are Vibrant and Livable*

Increase recycling and decrease per capita use of resources

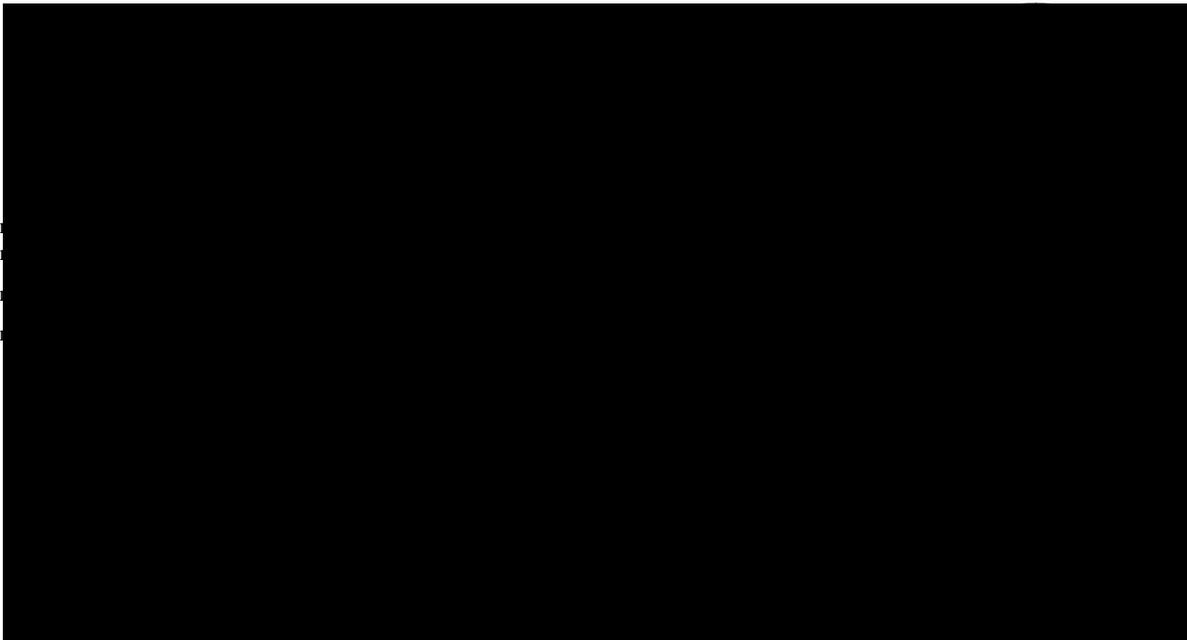
Decrease litter citywide

Increase life expectancy and the health and safety of children and adults

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Philadelphia is already known as a city of great neighborhoods, but these neighborhoods can be even better. The initiatives discussed in this chapter provide a roadmap to improve the environment for all Philadelphians, which will also make the City more attractive to newcomers. Crucial to these goals are creating coordinated systems to improve our neighborhoods, to create and manage open space, and to make the City clean, safe, and healthy. Achieving these goals will require the cooperation of all City agencies, in particular the City Planning Commission, the Streets Department, the Department of Public Health, the Department of Licenses and Inspections, and the Office of Housing and Community Development. Coordination of these and other agencies will be a primary focus of the Managing Director and all the Deputy Mayors. In implementing the initiatives described below, as well as well as others, the Nutter Administration will strive to create and implement a comprehensive vision that promotes long-term, sustainable, community and family improvement.

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- Increase Health Dept Staffing and Capacity
- Integrate and Evaluate Prevention Services
- Continue collaborative efforts to end homelessness

How will we get there?

- Plan and build livable neighborhoods
- Create clean and green streets and neighborhoods
- Assist children and adults in leading healthier lives

How will we get there? Plan and build livable neighborhoods

Implement GreenPlan Philadelphia: GreenPlan will serve as the City's blueprint for sustainable open space. An open space plan is essential to 1) ensure a balanced provision of open space resources throughout our City, 2) better coordinate efforts among agencies and organizations responsible for open space, and 3) develop continued support for projects from key funders like the Pennsylvania Department of Conservation and Natural Resources (DCNR). GreenPlan Philadelphia will be the most comprehensive open space and greening program in the nation. As GreenPlan Philadelphia is completed in spring 2008, City departments will be assigned clearly defined responsibilities for implementing the capital and operating recommendations of the plan.

Reinvigorate Fairmount Park: This Five-Year Plan includes a \$1.6 million increase for the park in FY09 and a total of \$17 million over the five years. Fairmount Park, the largest urban park system in the nation, is a crucial asset in the City and one that has been neglected. This Administration is committed to providing public resources and securing private funding to enable the Fairmount Park Commission to fulfill its mission to preserve, protect, and maintain the open space, trees, natural and cultural resources of Philadelphia's parks, for the recreation and enjoyment of citizens and visitors. With these funds, Fairmount Park will continue to educate the public on the environment, history and promote, celebrate, and enhance its economic impact on the City, region, and Commonwealth.

Implement creative pedestrian and bicycle policies: Walking and bicycling are ideal forms of urban transport. Encouraging Philadelphians to make more trips by bicycle and on foot would provide relief from traffic congestion, contribute to improved public health, lower household transportation costs, create intermodal opportunities to extend the reach of public transportation, clean the air and improve the natural environment by reducing automobile emissions. By leveraging federal funds, the Administration will create a Bicycle and Pedestrian Coordinator position to ensure that the interests of pedestrians and bicyclists in Philadelphia are adequately addressed and to coordinate the development and funding of projects related to non-motorized modes of transportation. The Bicycle and Pedestrian Coordinator will report directly to the Deputy Mayor for Transportation and Public Utilities and will work with other City departments involved with transportation, urban planning, sustainability and public health.

Increase funding to the Housing Trust Fund: The Housing Trust Fund was created in 2005 by state and City legislation and a Mayor's Executive Order. Funds generated through recording fees on real estate transactions support the goals of increasing the availability of affordable and accessible housing by creating accessible housing, preserving existing affordable housing, preventing homelessness. To date, approximately \$32 million has been deposited in the Housing Trust Fund. Funding awards are made through a Request for Proposals process. In FY09, the Nutter Administration will increase funding to the Housing Trust fund by \$3 million, increasing funding to \$15 million in five years. City housing officials will pursue the goal of producing 1,000 units per year of low and moderate income housing using the proceeds of the Trust Fund.

Expand Mural Arts Program (MAP): This Five-Year Plan increases the annual budget of MAP to \$1 million. MAP is an internationally-acclaimed program that provides youth development and neighborhood revitalization through the arts. The initiative has produced over 2,700 murals throughout Philadelphia--more murals than any other city in the world. These murals have become a cherished part of the civic landscape

and a great source of pride and motivation to residents and visitors each year. MAP's art education programs target under-served youth at neighborhood sites throughout Philadelphia, both after-school and during the summer. Art education classes use mural-making to teach art, promote self-confidence, and foster life and job skills. With professional artists serving as educators and role models, MAP's art education programs serve more than 3,000 youth. Art education classes are offered at no fee, ensuring accessibility for all youth. The Nutter Administration is committed to expanding this program and will seek additional public and private funds to support this effort.

**Improve public spaces:** The Administration will issue an RFP for a vendor to provide the City with a consolidated solution for all street furniture including bus shelters, newsstands, automatic pay toilets, benches, trash receptacles, and bike racks. The RFP will demand the use of high quality, environmentally sensitive materials in this project. In addition to generating revenue for the City's General Fund, this initiative will result in a more attractive streetscape that is also more user-friendly. At the same time, building upon the recently completed restoration of the eight colossal bronze Alexander Milne Calder sculptures on the City Hall Tower, the Administration will continue to restore and improve the City's public art jewels, while assessing underutilized public space.

#### How will we get there? Create clean and green streets and neighborhoods

**Implement citywide litter prevention strategy:** Litter detracts from the quality of life in our City and is considered one of the early signs of neighborhood decline and decay. The Nutter Administration will partner with Keep Philadelphia Beautiful and the Philadelphia More Beautiful Committee to implement programs that directly focus on litter prevention and beautification through relationships with community based organizations, businesses, non profit organizations and block captains. The Administration will continue to use the Litter Index created by Keep American Beautiful to measure and identify the conditions in local neighborhoods. The Administration will also increase the efficiency of litter enforcement programs. SWEEP (Streets and Walkways Education and Enforcement Officers) was created to educate citizens about their responsibilities under the Sanitation Code and to enforce the law against violators through intensified street patrols by uniformed officers and code violation notices. Through education and enforcement, SWEEP supports and enhances individual and community efforts to maintain a clean city.

**Dramatically increase recycling participation:** The Nutter Administration is committed to making Philadelphia a national leader in recycling. The current recycling rate is 6%. The Administration is committed to dramatically increasing this percentage by reorganizing the collection process to provide citywide, weekly, single stream recycling by the end of FY09. This Five-Year Plan includes an increase of \$6.1 million in FY09 and \$25.1 million over the Plan to enable the Streets Department to implement this plan. This approach will make the recycling process much more user friendly which will increase participation and tonnage. As part of its commitment to ensure appropriate funding for recycling, the Nutter Administration is exploring the possibility of establishing a self sustaining waste management enterprise fund. The fund would be supported by a fee imposed on trash generation.

**Promote urban greening through increased resources and partnership efforts:** The City's Local Action Plan for Climate Change recommends that Philadelphia maintain an overall 15% tree cover canopy, and other organizations recommend much higher rates. To increase the amount of tree coverage, the Administration will work closely with a variety of partner organizations that have a special interest in trees and urban greening, such as PHS Tree Tenders, the City's special service districts, and neighborhood business development organizations. The Nutter Administration is committed to securing funding to plant at least 25,000 trees over the next five years, and the Five-Year Plan includes an increase of \$1 million in the Fairmount park budget to help meet this goal.

Continue lighting modernization: The City will continue its ambitious plan to modernize the entire City-owned street lighting system. Over the past fifteen years, this modernization plan has replaced over 85,000 obsolete streetlight luminaries and 4,000 aluminum poles in the City. Innovative alternatives such as wind and solar power are being investigated. The long-term modernization of the street lighting system will provide the benefits of brighter lights, greater system reliability, and overall lower operating and maintenance costs.

Implement biosolids recycling plan: The Philadelphia Water Department (PWD) has recommended that the City enter into a long-term contract with a private consortium to upgrade the current Biosolids plant to an indoor heat-dried pelletizing process. The project would produce many benefits, including: 1) eliminating odors in the area of southwest Philadelphia; 2) eliminating 7,000 truck trips annually; 3) enabling the City to be in compliance with the Clean Air Act; and, 4) saving \$6 million annually. The Administration will consider asking City Council to introduce legislation to grant the Water Department the right to participate in the project.

Stormwater management: The Philadelphia Water Department has proposed the introduction and passage of an ordinance that would permit the reallocation of storm water costs from an equivalent meter basis to a charge based on gross and impervious area. This ordinance would also clarify the department's ability to charge parcels without a water meter. There will be a credit/incentive program for customers to retrofit properties to align with this initiative. Reallocating these fees will make the collection system more equitable and incentivize smart storm water practices such as the use of green roofs and porous pavement.

#### How will we get there? Assist children and adults in leading healthier lives

Increase Health Department staffing and capacity: The Department of Public Health (DPH) has been too long neglected by the City government. To begin to rectify this neglect, the Five-Year Plan includes an increase of \$3 million for the DPH. These funds will be support a number of initiatives. The Administration will identify staffing priorities and permanently fill acting positions within the health department. It will also explore key hiring policies that impact the City's ability to attract scarce professional personnel, such as pharmacists, nurses, dentists, and physicians, to City jobs. DPH will also concentrate funds on community health center improvements, so that operations are both streamlined and maximized. DPH will work to upgrade the software for the health center appointment system to enable patients to be seen at the earliest possible time. This will contribute to increased patient use and reimbursement. DPH will also study the implementation of an electronic medical record (EMR) system to ensure the efficient delivery of high-quality health care and enable all departments and agencies to enter pertinent patient information directly into an electronic system that can then be shared by the appropriate providers. The Commissioner will create a taskforce to review operations and help plan for a new EMR. The Department will continue to implement programs addressing obesity, diabetes asthma, and other community health issues by providing community-based programs promoting fitness and exercise, encouraging improved nutrition, and offering disease prevention and self-management information and education to individuals. DPH will also continue to improve the implementation of its Food Protection Program.

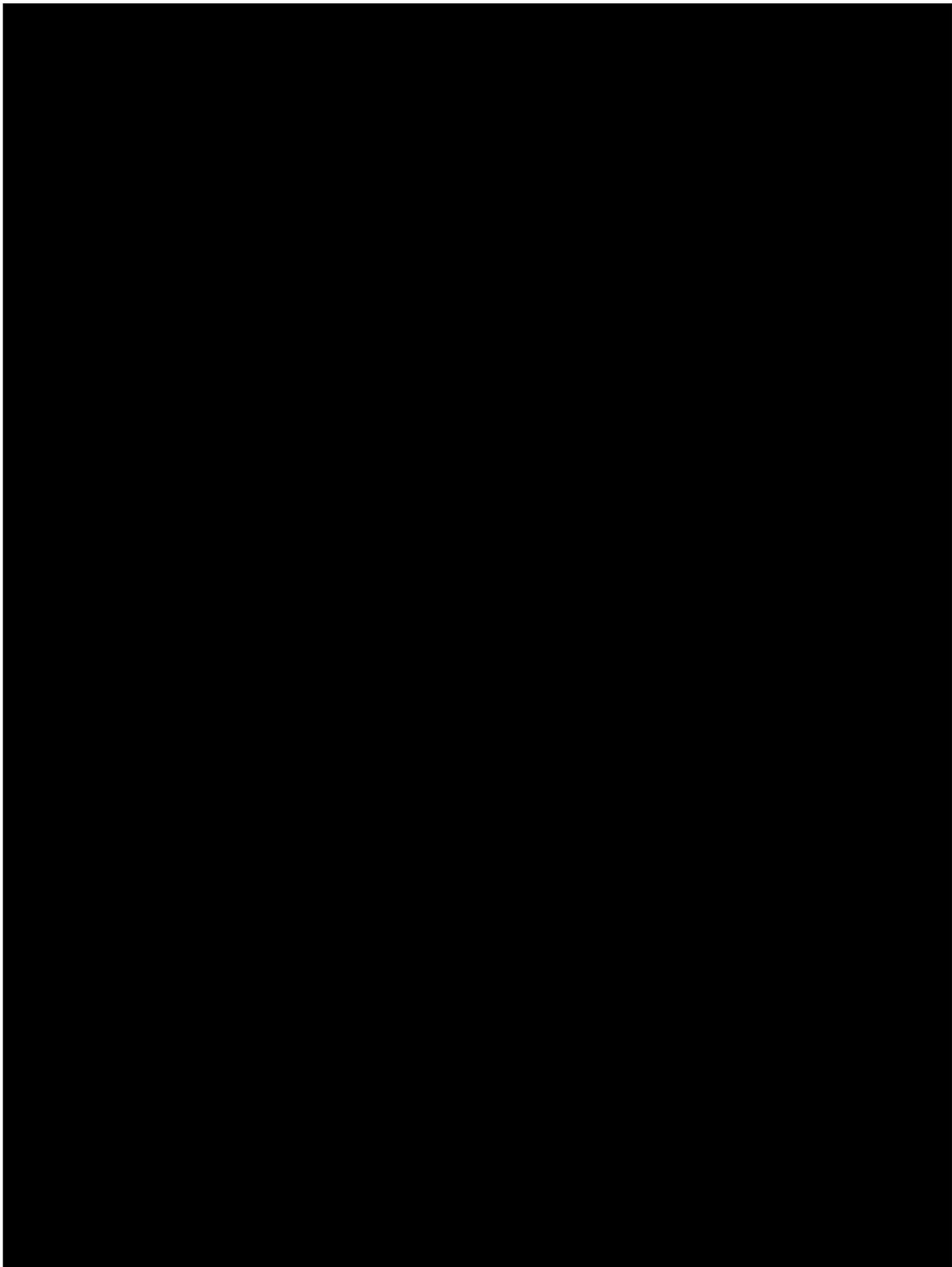
Improve prevention services integration and evaluation: The Department of Human Services' prevention division and programs in the Departments of Behavioral Health and Public Health focused on prevention have grown quickly in both budget and scope since 2000. They have developed a wide portfolio of community-based services whose mission is similar to that of other prevention programs and they use many overlapping provider agencies. Oversight and evaluation of programs is critical — it is not clear how this rich tapestry of programs fit together to achieve their fundamental purpose: promoting healthy child and family development, promoting mental hygiene, and preventing dependency and delinquency. DHS Prevention was intended to serve children and families diverted from DHS because safety risks were minimal. Prevention programs in OBH provide collaborative care across agencies and in community settings. The

Deputy Mayor for Health and Opportunity will evaluate the further growth of prevention programs, conduct a thorough, systematic evaluation of effectiveness and cost/benefit of programs in light of comprehensive goals to be set for City-funded prevention programming and assure that a fair and competitive process is used for the awarding of contracts for the provision of prevention services.

Continue the process to implement the Ten-Year Plan to End Homelessness: This plan was the result of more than a year of investigation and collaboration between public and private stakeholders. Major areas of work anticipated through the Ten-Year Plan include: Increasing the number of affordable permanent housing units available for homeless individuals and families, completing the revision of Shelter/Facility Standards, forming a Consumer Advisory Board, and beginning the phase-out of Ridge Avenue men's shelter. In addition, the Office intends to implement a public relations campaign around the problem of homelessness. The Administration is committed to securing the funding to implement the Ten Year Plan.

Reconceptualize long-term care services provided by the City at PNH and Riverview: The City owns the license for the 500-bed Philadelphia Nursing Home (PNH). With a current census of 434, the facility is undergoing rolling renovations of the facility's 11 patient wings. The City has been working for some time to determine the "right sizing" of PNH so that it is providing a safety net for those residents needing long term care while at the same time not competing with private nursing homes which provide care to other patients. The City also operates a personal care home known as Riverview, through the Office of Supportive Housing (OSH). Many residents of Riverview require and are provided a greater level of medical care than is typical for personal care homes; in fact, the level of care is greater than what the City is reimbursed for. The Pennsylvania Department of Welfare is developing a new level of care, known as assisted living, which may be more appropriate for many of the Riverview residents. The Deputy Mayor for Health and Opportunity will explore the needs of the residents at both PNH and Riverview and evaluate what options are available for them in a community setting or at one of the City-owned facilities. This evaluation would include reconceptualizing the levels and types of care provided by the City, and determining whether care for residents of both PNH and Riverview can be provided at the physical location of PNH. Such a move may allow the City to provide better care while at the same time saving the City considerable financial resources.

Increase fitness awareness for our citizens: The benefits of cardiovascular exercise have been shown to have a number of health benefits including loss of body fat, reduction of blood pressure and the control of blood sugar levels for diabetics. The benefits of weight training have been shown to increase and restore bone density, increase lean muscle mass, strength, power and endurance, all of which will increase personal fitness assist in maintaining healthy lifestyles for our citizens. The Recreation Department will create Fitness Centers at existing Recreation Centers using recreation staff and certified instructors to provide fitness training including aerobics, weight training, and yoga classes.



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## *Ethics*

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### *Philadelphia Demonstrates the Highest Standards for Ethics and Accountability*

Establish and meet ethical standards

Increase the number of citizens who believe their government is trustworthy

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Philadelphians are tired of their City's reputation as a "corrupted and contented" place where contributions and connections are the key to City contracts and jobs. A new spirit of reform is challenging Philadelphia's culture of "pay to play." We will no longer tolerate the corrosive "corruption tax" that drives away people and businesses unwilling to pay-to-play. By deterring needed investment, the "corruption tax" means fewer jobs are created and the City pays more for goods and services, resulting in less opportunity and higher taxes for all Philadelphians. This Nutter Administration is committed to demonstrating the highest standards of ethics in every area of government.

Strategic Plan:



- Implement contract reforms
- Make Inspector General Independent
- Establish Chief Integrity Office
- Clean audits
- Accountability System made public through Web, TV, & other Media
- PhillyStat, 311 and results focused budgeting

The citizens of Philadelphia deserve a government that is responsive and accountable. The Nutter Administration will establish, publish and meet the highest standards of performance from all the employees of the City and make Philadelphia a national model for government transparency. The Nutter Administration will employ the best management practices and work to ensure that City services are provided at the highest quality and lowest cost. This will include the implementation of the Citistat initiative and the creation of a 3-1-1 phone system.

How will we get there?

- Establish and meet ethical and integrity standards
- Develop and implement meaningful performance and accountability measures

Initiatives: Establish and meet ethical and integrity standards

Support the Board of Ethics: To insure the integrity of this Board, City officials, employees and appointees, paid and unpaid, will be required to abide by Board of Ethics advisory opinions, rules and enforcement decisions and to cooperate with the Board in carrying out its investigative responsibilities and implementing its rules and decisions. The Board will be encouraged to publish their enforcement decisions on the City's website, in order to inform and educate all City employees on the requirements for behavior and procedure.

Increase the independence of the Office of the Inspector General: The Office of the Inspector General's (OIG) mission is to enhance the public confidence in the integrity of the City government. The OIG has the authority to identify, investigate and prevent fraud, corruption, and abuse in all departments, agencies, commissions and boards, as well as in contracts with individuals or companies receiving City funds and doing business with the City. The OIG also provides investigative expertise to any agency or authority requesting assistance. As an operationally independent entity shielded from governmental influence, the OIG cooperates and works with the Internal Investigations Unit of the Philadelphia Police Department, federal and state law enforcement agencies, as well as federal, state and local Inspectors General when conducting criminal investigations, and serious integrity related complaints of fraud, corruption and abuse. The OIG also supervises and works with Integrity Officers (IOs) appointed to operate within each City department under the Mayor's jurisdiction. To increase its ability to bring about the highest standards of ethics in government, the Administration is seeking a Charter Change to make the OIG an independent agency and will push for the passage of this legislation.

Establish Office of the Chief Integrity Officer: To promote honesty, integrity, and transparency in City government, Mayor Nutter has established the office of the Chief Integrity Officer (CIO). The CIO will be a resource for and provide advice to City departments, agencies, boards, commissions, and City-related agencies to improve and strengthen government procedures to promote honesty, integrity, and transparency in government operations. The CIO will also proactively investigate, review, and monitor City operations to ensure accountability and compliance with the highest ethical standards, particularly in the areas of contracting, the disposition or sale of City-owned property, and overall delivery of municipal services. Where the CIO discovers conditions that render government process vulnerable to unethical or unlawful conduct, the CIO will identify those conditions and recommend to the Mayor and to City agencies, departments, boards, commissions, and City-related agencies measures to rectify those conditions. Where the CIO discovers improprieties by any person or entity that may involve unethical or unlawful conduct, the CIO will refer the matter to the City's Inspector General and/or Ethics Board for further investigation and possible sanctions, and to the City's Law Department to seek redress for damages or losses caused by unethical or unlawful conduct. The CIO will also work with the Ethics Board to formulate and conduct ethics training for City employees and for businesses seeking or doing business with the City.

Implement Financial disclosure procedures: All City officials and appointees required to do so will accurately and timely file financial disclosure information.

Ensure contract integrity: The Integrity Office will ensure compliance with the City's criteria for the award of contracts solicited by competitive sealed bid (required to be awarded to the lowest responsible bidder) and of Non-Competitively Bid Contracts (as set forth in Chapter 17-1400 of the Philadelphia Code). As part of increased transparency in government, the Integrity Office will ensure the public reporting of the awards of Non-Competitively Bid Contracts in accordance with Philadelphia Code Chapter 17-1400, including the amount of contracts, the parties to and subject matter of each contract, the provision of financial assistance and copies of political contribution disclosures made by contractors under such contracts.

How will we get there? Develop and implement meaningful performance and accountability measures
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Implement PhillyStat: This Five-Year Plan includes \$2 million to implement the PhillyStat and 3-1-1 systems. A crucial aspect of the Nutter Administration's customer service focus will be the development of tools and standards to assess and analyze the successes and challenges facing the City's operating departments. By tracking performance indicators, work orders, and citizen feedback, PhillyStat functions as both a performance measurement and a customer service tool. PhillyStat data is the basis for discussion in weekly staff meetings, enabling analysts, department heads and City leaders to identify problem areas in service provision and link them to early interventions and quick resolution. PhillyStat is a program designed around these tenets with a proven record of performance in cities such as New York, Chicago, Baltimore and Washington.

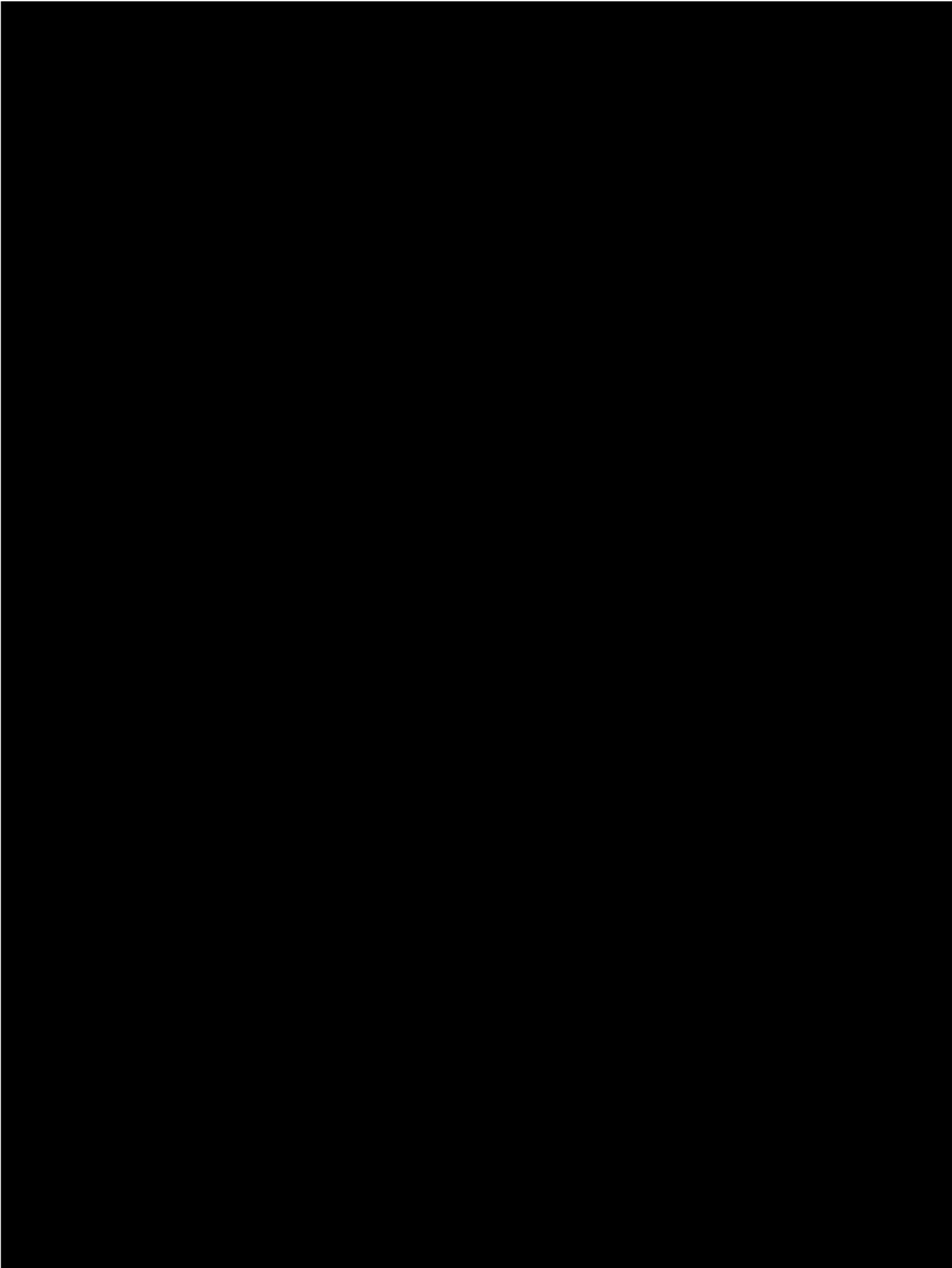
Important groundwork has already been laid, both technologically and administratively, in various City departments in anticipation of this initiative. In the early stages of the Administration, this process will be furthered through the establishment of dedicated staff to formalize the PhillyStat structure and meeting agenda. Under the supervision of the Managing Director, a PhillyStat implementation team will assess current City operations and data collection while developing priorities for the first year of the program. Citywide information technology enhancements will be an important component of a fully functional PhillyStat system. The Mayor's Office of Information Services will play an important role in improving and transforming each department's and agency's IT.

Create a 3-1-1 System: 3-1-1 is a non-emergency service system with the potential to revolutionize the way citizens and public servants experience municipal government. When the system is implemented, residents will call 3-1-1 for basic City services such as reporting abandoned vehicles, requesting pothole maintenance or finding real time traffic information. After residents place their request, their information will be logged into the PhillyStat database and a service file will be created. These service files are then tracked until the request for service is fulfilled, providing rich data on the departments responsible for handling the complaint, their functionality and efficiency.

The benefits of a 3-1-1 system include: 1) Removing the burden of non-emergency calls from our 911 system, which will allow first responders to focus their attention on real emergencies; 2) Providing a single point of contact for residents for all non-emergency calls. Residents will have a reliable, consistent method for making City service requests, eliminating the frustration of searching for City numbers, endless call transfers or long hold times; 3) Promoting financial savings across City government. By eliminating inefficiencies in service provision early, 3-1-1 will help City managers to concentrate resources appropriately; 4) consolidating and improving customer service functions; 5) early identification of trends and areas needing attention and 6) real time resolution of problems that cross department lines. New York City, Chicago, Baltimore and Detroit are just some of the many cities that have benefited from the creation of 3-1-1 systems. The Nutter Administration is committed to implementing a 3-1-1 system by the end of 2009.

Open government by inviting people in: In his first full day of office after being sworn in, Mayor Nutter held an "Open House" greeting citizens and welcoming them into City Hall – the public's building. For too long, the doors of City Hall have been closed, both literally and figuratively. Many citizens feel that in order to receive government service, they need to know "who to call" and which door to enter. The Nutter Administration will make significant reforms in order to engage, invite and involve the public in the City's business.

Televising PhillyStat sessions, Zoning Board of Adjustment and other major government agency meetings, and posting these video recordings on the City website is one way to open government to the people. Promoting greater public access to meetings and hearings convened by City departments, agencies and commissions will be facilitated by holding more sessions during evening hours and providing transcripts on the City's web site, including all City Council votes.



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## Customer Service and a High Performing Government

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### *Philadelphia Becomes a National Customer Service Leader*

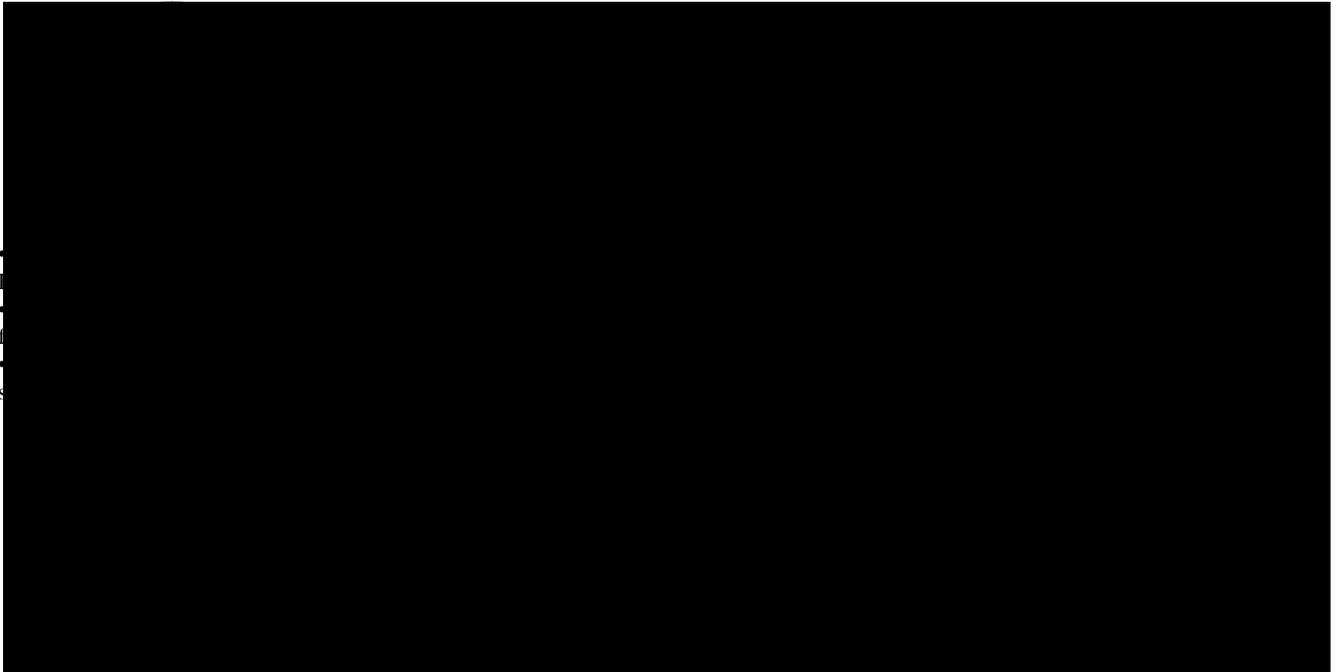
Establish, publish and meet customer service standards for all City services, including redress for the customer when the standards are not met

Improve citizen evaluation of effectiveness of City services, as measured by a citizen survey

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The citizens of Philadelphia deserve quality service from their government. The Nutter Administration will establish, publish, and meet the highest standards of customer service, and will create systems for the redress of complaints. The Administration will use customer surveys and other tools to measure performance, and will require each department to perform internal audits of their operations. The goal of these efforts is to make the City of Philadelphia a national leader in customer service.

Strategic Plan:



- Establish web-based employment system
- Complete implementation of HRIS
- Improve Management of Records and Public Facilities
- Increase environmental stewardship through fleet reduction

How will we get there?

- Improve customer service
- Reform the Department of Licenses and Inspections
- Implement internal government efficiencies

How will we get there? Improve customer service

Measure and track citizen and customer satisfaction: Citizen and customer satisfaction will be measured and tracked through a variety of mechanisms, including a general City services survey and 3-1-1 call center user survey (both given on a periodic basis) and focus groups involving citizen and customer constituencies using or benefiting from a variety of City services, including business permitting and regulation, human services, recreational, police, and fire. Survey results will be used by the Mayor's leadership team to develop and execute goals identified in this Five-Year Plan, as well as others that will be developed. This information will be publicly available and clearly communicated.

Improve City workforce effectiveness: An effective City workforce is essential to the delivery of high quality services. Department heads must be held to high standards through the establishment of performance agreements and tracking of performance measures. PhillyStat meetings will provide a venue to evaluate and discuss successes and challenges. The City of Philadelphia will work towards increasing certification and education attainment levels to ensure that our workforce is the best-trained municipal workforce. In addition, the City of Philadelphia will have the technology and support systems that support high-quality citizen and customer service, including PhillyStat and a 3-1-1 call center.

Create effective partnerships: Achieving a high-performing government will require creating effective partnerships between the City of Philadelphia and local and regional partners (governments, non-profits, quasi-governmental agencies, school districts, and businesses and industry). This will produce cost savings and increased service quality for the citizens and customers. The Nutter Administration will create and implement systems to promote cooperation among the numerous stakeholders in the City.

Consolidate Special Events: The Administration will create a Special Events Unit and establish City-wide special events policies, procedures and applications. Currently, the Department of Public Property, the Recreation Department, and Fairmount Park provide most of the staffing and equipment for the hundreds of special events, both large and small, that take place every year throughout the City. The provision of these services for the events is not part of the core mission of any of these departments. The costs to support the events are not budgeted in the departments, and yet directly impact the ability to complete each department's core mission. This unit will allow agencies to focus on core mission work, eliminate duplicated services in departments, and streamline the request/approval process.

How will we get there? Reform the Department of Licenses and Inspections

A central focus of the Nutter Administration in FY09 will be reform of the Department of Licenses and Inspections (L&I). The mission of L&I is to issue business and personal licenses and to enforce the City's code requirements for the enhancement of public safety. Over the next year, L&I will establish customer service standards, measure customer service performance and satisfaction, and reduce customer in-person interaction with departmental personnel by offering more on-line service options while streamlining available services. The Department will develop new technologies and process improvements to streamline the development process, and enhance the quality of life for all citizens through outreach, education, blight removal and code compliance enforcement. Included in this reform program are the following initiatives.

Improve housing inspection renewals: The ability to pay for a Housing Inspection Renewal License (HIL) online and via phone will be implemented in early 2008. The department currently issues 58,000 HIL's annually and collects an estimated \$6 million per year in revenue. The ability to pay online or via phone with a credit card will reduce the lines in the Municipal Services Concourse. The Department will include information with each renewal license that will explain the ease of the on-line and phone transaction processes, and encourage customers to use these features. The Department plans to place property and business information such as violation, property owners, permits and licenses on the Intranet for easy access by other City agencies that currently call us for information. Future plans include placing violation, license and permit information on the L&I website for customer information purposes. The Department also anticipates that by providing this information to the public, it will significantly reduce the 22,000 incoming phone inquiries it averages annually.

Improve L&I customer service desk: The Department will work closely with the business and development community to reorganize the Customer Service Desk in the Concourse of the Municipal Services Building. L&I completed the installation of an electronic ticket queuing system, creation of a dedicated customer service help area and provision of easier access to zoning records information. In 2008, L&I will develop a plan to more efficiently utilize the back-office space to raise the productivity level of the existing staff. L&I will also implement a pilot program to scan the zoning files which are currently located at the Customer Service Desk. The Department will electronically store historic information and make it easily available for customers and staff to access for research. At the conclusion of the pilot, L&I anticipates scanning the entire file room. Once the scanning is complete, the customers currently coming to the Concourse to review zoning files will be directed to use the on-line feature, considerably reducing the traffic in the Concourse. The Department is also conducting an analysis to determine an appropriate fee structure to offset costs. The Department will expand the use of EZ Permits, which are currently issued for simple projects for single family dwellings that do not require design plans. In several categories, L&I will issue permits without plans as long as the applicant is willing to conduct the construction within published limitations. Upon completion of the project, the homeowner will contact the Construction Division for an inspection to ensure that all standards are met. The Department will review its customer service training to improve the level of understanding of our customers' needs, and allow the Department to consistently explain departmental processes and the application of its codes. Finally, a comprehensive leadership/team building training review will be implemented to ensure that all managerial personnel clearly understand and are working towards the same departmental goals. The Department will review existing and develop additional transparent customer service measures and performance standards.

Explore technologies and process improvements available to streamline the development process: Cities and counties across the U.S. are using paperless plan check and review systems. The Department will evaluate software and web solutions to create an inter-agency, paperless plan review process. The goal is to offer a user friendly, convenient interface for citizens to submit and track plan review, as well as help City staff to manage the review and approval process quickly and efficiently. L&I will also evaluate the use of web and phone based applications to allow customers to schedule permit inspections via the web and telephone and allow customers to obtain specific information about permit application status. The Department will offer weekend homeowner services to educate homeowners unfamiliar with the permit and inspection process. L&I Plan Examiners will meet with applicants in neighborhood district offices on an appointment basis to review plans and provide direction on obtaining permits.

Enhance the quality of life for all citizens through outreach, education, blight removal and code compliance enforcement: L&I will develop a comprehensive public relations campaign to communicate about the services offered by the Department. The campaign will involve print media, outreach at community and business groups, and the distribution of fact sheets outlining services to more specifically defined groups within the City. To deal with abandoned buildings, Neighborhood Services Division will formulate a targeted demolition plan. L&I will work with operating departments, City Council and residents to coordinate efforts

to bring neighborhoods into code compliance. The Department will develop measures to monitor success and communicate achievements to City residents.

How will we get there? Implement internal governmental efficiencies

While the main goal of the City government is to provide services to the citizens of Philadelphia, that would not be possible without the support of the agencies that perform the functions necessary for the government to operate. These departments procure goods and services, manage records, property and personnel resources, and provide legal and other kinds of technical assistance that keeps the government functioning. As with the external departments, these internal departments will focus on providing their customers with high quality and efficient services. Among the initiatives the Administration will undertake are:

**Establish a web-based employment application system:** To increase the efficiency and integrity of the City's hiring process, the Personnel Department is planning a new web-based application system. This system will improve the effectiveness of recruiting efforts and keep pace with well-known sites and job search engines such as Monster, HotJobs and CareerBuilder. Highlights of this system include: expanding access to City employment, reducing potential for error or manipulation, strengthening tracking and accountability, improving efficiency and reducing redundancy. Additionally, the new system will allow interested candidates to browse job listings and apply online. If an interested candidate does not find an immediate opening, they have the option of submitting a profile with their professional background and interests. As jobs become available that meet their criteria, the system will send a message notifying the candidate to apply.

**Complete implementation of a new Human Resource Information System (HRIS):** The Personnel Office and the Mayor's Office of Information Services collaborated to replace the existing HRIS. Implementation of a modern, citywide system will enable the City to redirect the resources now consumed by quadruplicate data entry, as well as enable better service to employees and higher quality information for managers and leaders

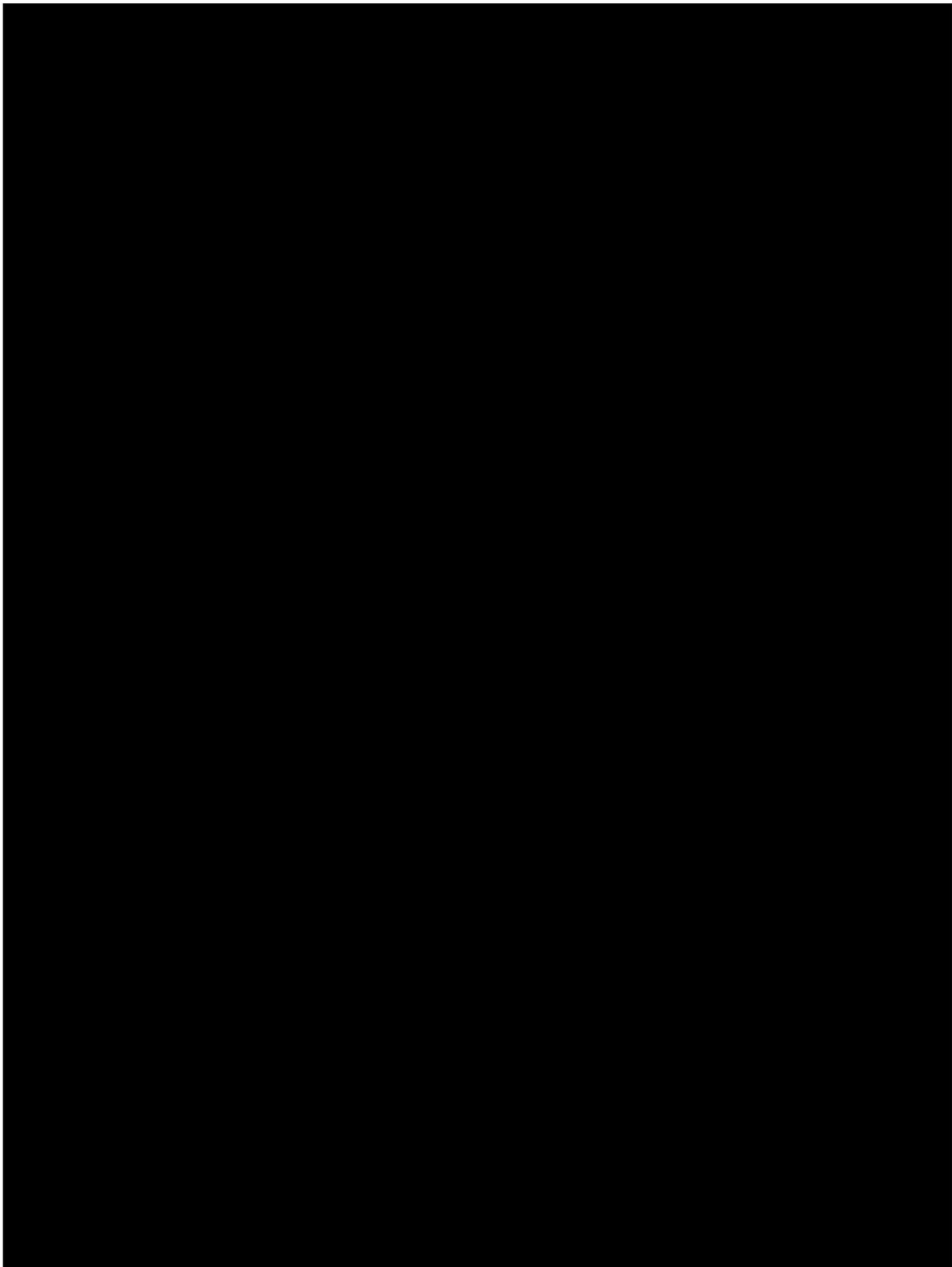
**Improve management of public records:** The Department of Records will complete a major project to annotate the City's electronic maps. The annotation will attach descriptive information including property addresses, map and parcel numbers, various feature tags such as rights of way and easements and the exact measurement of the land component of the individual property. This project will greatly improve efficiency of City government and help our citizens access accurate information more quickly. At the same time, the Department is working to increase the use of electronic documents, which reduces the cycle time of the recording process and eliminates the re-keying of data, improving the quality of the data captured in the system. The Department now accepts many documents electronically; including deeds, mortgages, assignments and other land-related documents. This on-line service provides convenient 24-hour access to citizens and eliminates the need to travel to City Hall by enabling Philadelphians to access everything from Police accident reports to land records online. Finally, the Department of Records will work to increase the number of historic photos scanned and available on the Philly history website. Since inception, approximately 50,000 entries were made available on the Photo Archives site. This is a popular site providing a glimpse into the City's rich history through photographs and has earned "Best of Philly" award.

**Improve management of public facilities and increase efficiencies:** The Department of Public Property (DPP) will continue its citywide maintenance consolidation initiative to increase efficiency, reduce costs and overtime, and better serve the various facilities and user agencies. The Department will develop a master plan to upgrade all HVAC and light control systems in the Municipal Services Building, the Criminal Justice Center, and the One Parkway Building (Triplex), as well as prepare for the replacement of the absorption chillers at the Criminal Justice Center. This will result in decreased utility costs and increased environmental returns. The Department will also identify and upgrade the controls and systems of newer buildings to a consolidated and open system that will result in administrative and maintenance efficiencies, as well as create

an open architecture providing for offsite monitoring via the internet. Finally, in an effort to reduce lease costs and consolidate space for City departments, the Department will continue to identify new opportunities for lease savings as existing leases expire.

Increase environmental stewardship through new technologies and fleet reduction: The Office of Fleet Management (OFM) will continue to implement its fleet reduction program to decrease the number of City vehicles in use. In addition, the City will continue to replace its existing fleet with more fuel efficient vehicles. Over the past two years, the City has replaced approximately 50 vehicles with more fuel-efficient hybrids, and an additional 100 hybrid vehicles (including 50 for the Water and Aviation departments) will be acquired in 2008 to replace vehicles that are less fuel efficient. In addition, 75 sedans will be replaced with smaller, less expensive and more fuel-efficient vehicles. In FY09, OFM will begin a pilot initiative to purchase Compressed National Gas (CNG) vehicles through government grants and subsidies.

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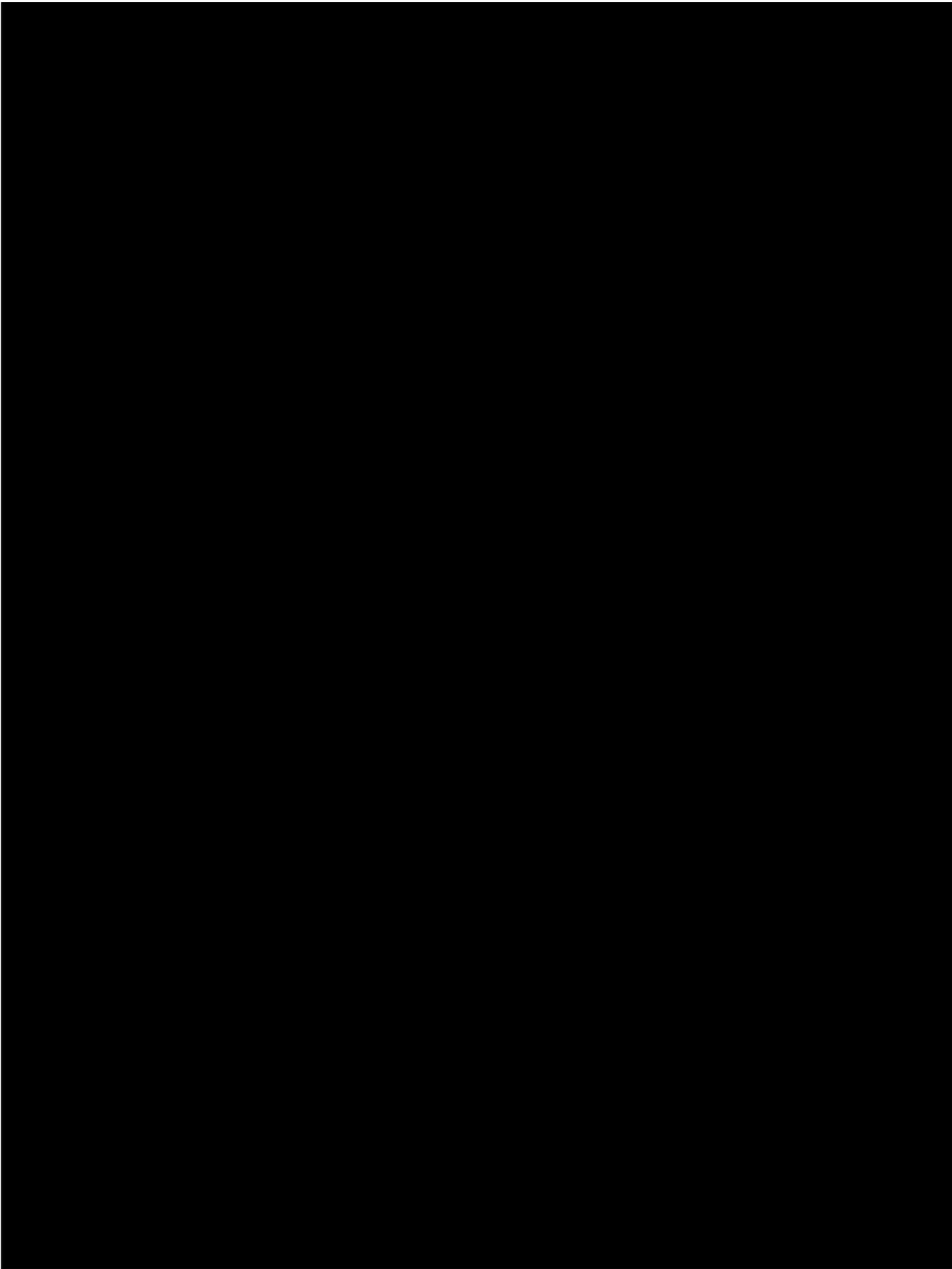
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## Conclusion

This Strategic Plan and Five-Year Financial Plan is an overarching framework and a set of goals focused on achieving results for our City. Some of the goals are far-reaching and will require significant time to attain. Others require the closing of smaller gaps and may occur sooner. Others have already begun. All of them move Philadelphia closer to becoming the City many of us believe it should be. Our vision of Philadelphia is of a City that is high performing, fiscally responsible, and responsive to its citizens. To get there, Philadelphians both employed by, and served by, the City must be prepared to make tough decisions in order to secure our collective future.

Our core service areas reflect a set of critical priorities. Public safety, education, jobs and economic development, healthy, vibrant neighborhoods must all be anchored by an ethical and responsive government. This Strategic Plan and Five-Year Financial Plan make clear that respect for the citizens of Philadelphia, service delivery that is efficient and continuously improving, and publicly accountable government decisions will be core values for City employees in the Nutter Administration.

Citizen feedback will be continually sought and incorporated into citywide goals. The measures indicated in this document are flexible and will change and adapt according to our needs. However, the guiding principles of efficiency, transparency, accountability, cooperation, and value for investment will remain constant.



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# Key Performance Measures

In the following measures for each department, columns FY05, FY06 and FY07 contain year-end actual data. The FY08 Target Projection column contains the Department's projection at the beginning of the year, while the FY08 Current Projection contains the year-end projection based on actual data through 12/31/2007.

*This FY09-FY13 Five-Year Plan's Key Performance measures do not benefit from nor reflect the significant changes that are scheduled to be implemented in via the City's new PhillyStat initiative. Since late January 2008, the Nutter Administration has been holding discussions to identify key performance measures, by result and department that will be used to determine progress in achieving the six goals of the City's strategic plan. In April 2008, the Administration began holding public PhillyStat meetings that are also televised. These early meetings have helped to refine performance measures, data sources, benchmarks, and strategies designed to move the City closer to realizing the six goals of this strategic plan. The resulting new PhillyStat performance measures will appear in the FY10-FY14 Five-Year Plan.*

## Division of Aviation

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
Enplaning (Departing) Passengers	15,490,569	15,575,318	15,851,691	16,000,000	16,800,000	17,136,000
Aircraft Operations (PHL only)	522,000	522,758	509,137	525,000	512,000	522,000
Air Cargo Activity (Tons)	599,758	598,155	571,453	592,000	596,000	608,000
Aircraft Gates	120	120	120	120	120	120

## Office of Behavioral Health and Mental Retardation Services

MEASUREMENT	FY05	FY06	FY07	FY 08 TARGET PROJECTION	FY 08 CURRENT PROJECTION	FY09 PROJECTED
Crisis Response Center Recidivism Rate <sup>1</sup>	18.0%	17.0%	15.0%	17.0%	15.5%	15.5%
D&A FIR Treatment Admissions <sup>2-3</sup>	2,478	2,531	2,502	2,531	2,328	2,531
D&A FIR Treatment Completions <sup>2-3</sup>	1,524	1,463	1,559	1,463	1,116	1,463
D&A Prison Days Saved <sup>2-3</sup>	438,606	432,355	397,103	432,355	434,355	432,355
Mental Retardation Early Intervention program	4,226	4,583	4,700	5,000	5,000	5,500
Mental Retardation Employment Job Support	719	731	655	800	800	825

<sup>1</sup>Beginning in the first quarter of FY07, Crisis Response Center (CRC) rates will reflect recidivism from an acute inpatient setting, i.e. psychiatric hospital unit, to a CRC within 30 days of discharge. FY05 and FY06 actual figures have been adjusted to reflect this revised method of measurement

<sup>2</sup>Beginning July 2005, FIR admissions, completions, and prison days saved were modified to reflect only direct prison release and diversion programs. The Coordinating Office for Drug and Alcohol Abuse Programs (CODAAP) measures not longer reflect services associated with minor summary of offenses.

<sup>3</sup>FY06 reporting included other program activity, which explains higher FY06 achievement than FY07 and FY08 projections.

## Fairmount Park

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
<b>Grass</b>						
Acres Maintained	24,144	24,727	24,986	24,603	24,603	24,603
Weeks Between Cuttings	2.4	2	2	2	2	2
<b>Street, Alley and Vacant Lot Trees</b>						
Removed	4,164	4,061	3,907	3,875	3,875	3,900
Pruned	13,325	11,160	11,552	11,654	10,000	10,000
Planted	950	1,812	869	1,600	1,600	1,600
<b>Park Trees</b>						
Removed	1,776	1,642	1,697	1,584	1,650	1,600
Pruned	1,977	1,964	2,310	1,920	2,100	2,000
<b>Ball Fields</b>						
Renovated	100	104	180	112	120	120
Maintained	637	641	500	365	350	350
Volunteer Park Cleanups	296	399	536	365	400	400
<b>Citizen Satisfaction Survey</b>						
Satisfied with Fairmount Park**	82.0%	84.0%	84.0%	85.0%	N/A	N/A
Satisfied with Neighborhood Park <sup>1</sup>	74.0%	77.0%	77.0%	80.0%	N/A	N/A

<sup>1</sup>Citizen Survey data not yet available. Citizen Surveys conducted August annually.

## Fire Department

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
Structural Fires	2,191	2,141	1,918	2,000	1,875	1,825
Non-Structural Fires	6,905	7,382	6,162	6,300	6,100	6,000
Vacant Building Fires	230	177	151	175	145	140
Average Response Time (min:sec)	4:29	4:37	4:34	4:30	4:34	4:30
Fire Fatalities (Civilians)	60	50	51	52	46	40
EMS Runs	206,670	209,654	216,606	220,000	212,000	206,000
EMS Average Response Time (min:sec)	6:53	7:09	7:19	6:53	7:25	
Citizen Survey: Percent Satisfied with Fire Protection	88.0%	90.0%	90.0%	90.0%	90.0%	90.0%
Citizen Survey: Percent Satisfied with EMS Response	88.0%	90.0%	87.0%	90.0%	90.0%	90.0%

## Office of Fleet Management

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
Total Number of Vehicles in the Fleet	6,013	6,004	5,956	6,013	5,992	5,900
Percent of Patrol Cars Required Actually Provided	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Percent of Compactors Required Actually Provided	100.0%	100.0%	100.0%	100.0%	100.0%	10.0%
Fleet Downtime – Citywide	11.0%	11.0%	10.0%	11.0%	10.0%	10.0%
Fleet Downtime – District Radio Patrol Cars	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Fleet Downtime – Curbside Compactors	21.0%	21.0%	23.0%	21.0%	22.0%	20.0%
Fleet Downtime – Medic Units	12.0%	12.0%	11.0%	12.0%	10.0%	10.0%
Fuel Cost per Gallon – Unleaded	\$1.43	\$2.04	\$2.04	\$2.10	\$2.40	\$2.40
Fuel Cost per Gallon – Diesel	\$1.41	\$2.11	\$2.11	\$2.15	\$2.45	\$2.45

## Department of Human Services

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
<b><i>Children &amp; Youth</i></b>						
Child Protective Services (abuse) Reports	4,346	4,340	4,284	4,340	4,340	4,290
General Protective Services (neglect) Reports	11,442	11,002	11,622	11,798	11,798	11,700
Total Children Receiving Services	25,787	24,918	25,754	25,500	25,500	25,000
Total Children Receiving Non-placement Services	13,721	13,310	14,165	14,000	14,000	13,500
Total Children in Placement	7,087	6,649	6,483	6,278	6,278	6,275
# of Children in Institutional Placements	1,397	1,171	939	950	906	906
Children in Care More Than Two Years	3,032	2,624	2,440	2,400	2,400	2,350
# of Adoptions Finalized	618	528	390	400	350	350
Adoption Subsidies	4,979	5,139	5,106	5,250	5,200	5,300
Subsidized Legal Guardians	767	1,212	1,407	1,750	1,650	1,800
<b><i>Community-based Prevention Services</i></b>						
Children Enrolled in DHS After School and Positive Youth Development Programs <sup>1</sup>	44,830	40,362	43,189	48,000	57,062	57,000
Parents/Caregivers Participating in Parenting Groups	6,350	6,993	8,172	8,000	8,000	9,600
Families Diverted by DHS to Community-based Case Management Services	2,681	3,069	6,211	4,500	5,700	6,840
Youth Referred to Community-based Services by Truancy Court	2,480	3,551	4,280	5,000	6,000	7,200
<b><i>Juvenile Justice Services</i></b>						
YSC Admissions	5,377	5,580	5,615	5,595	5,666	5,758
YSC Average Daily Population	101.5	112.2	115.9	118	126	136
Youth in Placement (Avg.)	1,464	1,530	1,587	1,600	1,660	1,732
Youth Placed Out of State (Avg.)	145	149	133	119	98	83

<sup>1</sup>Starting in FY05, this measure includes participants in Philadelphia Safe and Sound programs as well.

## Mayor's Office of Information Services

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
Mainframe Service Availability	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
CityNet Outage Hours	1,127	2,778	1,430	1,500	1,500	1,500
CityNet Availability - LAN <sup>1</sup>	N/A	N/A	N/A	99.0%	100.0%	100.0%
CityNet Availability - WAN <sup>1</sup>	N/A	N/A	N/A	99.0%	100.0%	100.0%
Support Requests by Telephone	20,256	15,595	14,547	17,325	14,904	16,000
Support Requests by E-mail <sup>2</sup>	28,978	28,793	33,690	N/A	N/A	N/A
All Requests Received by E-mail <sup>3</sup>	N/A	N/A	N/A	N/A	16,224	18,000
Incident Tickets: Trouble Tickets/Events/Interruptions	10,634	8,718	10,645	13,000	12,490	14,000
Incident Tickets: Service Requests	4,607	8,161	10,237	8,000	9,100	10,000
Incident Tickets: Total	15,241	16,879	20,892	21,000	21,590	24,000
Incident Tickets: Percent of Closed within Service Level (response time)	77.0%	96.0%	79.0%	97.0%	84.0%	95.0%
E-mail: Messages Received (city wide)	N/A	7,687,751	13,534,623	33,000,000	36,769,214	33,000,000
E-mail: Spam Messages Blocked (city wide)	N/A	3,002,047	1,587,206	16,960,000	23,742,788	17,000,000
ePayPhilly Transactions	30,355	78,201	119,026	116,200	144,102	187,333
ePayPhilly Revenue Collected	\$4,142,544	\$7,420,675	\$18,900,000	17,360,000	21,248,000	27,622,400
Number of Unique Visitors to <a href="http://www.phila.gov">www.phila.gov</a>	1,728,000	2,472,912	3,491,854	3,740,000	2,500,000 <sup>4</sup>	4,862,000

<sup>1</sup>Beginning in FY08, CityNet categories will be measured in % availability rather than total number of outage hours

<sup>2</sup>Inflated numbers due to software error

<sup>3</sup>Beginning in FY08, the E-mail category will be evaluated by total requests rather than support requests

<sup>4</sup>Estimate due to software problem with internet

## Law Department

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
Open Cases, All Litigation Units	1,634	1,944	2,003	2,100	2,050	1,950
New Suits Filed During the Fiscal Year	1,438	1,602	1,495	1,600	1,550	1,550
Cases Closed	1,397	1,375	1,723	1,700	1,600	1,650
Cases Closed, No Payment	791	766	758	952	960	990
Percent Closed, No Payment	56.6%	55.7%	44.0%	56.0%	60.0%	60.0%
Indemnities Cost, All Funds (\$ Millions) <sup>1</sup>	28.9	22.1	26.6	34.1	30.7	33.3
Cost of Closed Cases (Average)	\$20,681	\$16,119	\$20,548	\$20,000	\$19,188	\$20,182
# of Contracts Conformed	798	856	807	800	900	900
Days to Conformance (Average)	100	111	109	109	103	103
Days in Law Department (Average)	26	32	37	37	35	35
Revenue Collected by the Tax Unit (\$ Millions)	\$119.80	\$122.87	\$117.10	\$180.00	\$142.00	\$146.00

<sup>1</sup>Note that the higher projected Indemnities cost for FY09 includes settlement of a large matter involving the Airport, which will be paid from the Aviation Indemnity Fund.

## Free Library of Philadelphia

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
Visitors to Library	5,517,569	6,103,354	6,422,857	6,393,000	6,600,000	6,930,000
Items Borrowed	6,294,315	6,188,337	6,328,706	6,400,000	6,400,000	6,720,000
<u>Library Hours</u>						
Central	5,180	5,124	7,154	7,164	7,152	7,164
Regional	4,952	6,449	7,054	6,119	7,142	7,147
Branch	85,918	91,493	95,823	97,858	97,512	98,245
World Wide Web Hits	56,968,564	79,387,219	103,689,397	108,873,864	130,000,000	136,500,000
Electronic Virtual Visitors	2,044,518	2,594,527	3,285,380	3,449,648	3,750,000	3,937,500

## Department of Licenses and Inspections

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
Permits Issued	40,974	41,399	39,067	42,942	43,300	44,500
Business Compliance Inspections	39,868	43,302	31,805	40,190	28,110	32,247
New and Repeat Housing Inspections	139,857	77,338	49,438	57,809	41,046	60,152
Licenses Issued	140,580	94,127	N/A	N/A	N/A	N/A
Clean and Seal – Buildings Treated	1,456	1,218	942	1,000	1,000	1,000
Clean and Seal – Lots Treated	148	296	308	200	155	325

## Personnel Department

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
Hiring Lists Established	410	460	463	480	480	500
Lists Produced On Time or Early	91.0%	87.0%	88.0%	90.0%	90.0%	90.0%
Days Between Position Announcement & Creation of Hiring List (Avg.)	76	81	83	75	75	75
Job Design Requests Produced On Time or Early	95%	94%	N/A	95%	95%	95%
Critical Hiring Lists Available at Year End <sup>1</sup>	100.0%	100.0%	83.0%	100.0%	100.0%	100.0%
Candidates Hired or Promoted	2,705	2,424	2,146	2,400	2,400	2,800

<sup>1</sup>The measure was reviewed in FY05, to ensure that the job classes deemed critical are limited to classes in which turnover is constant and vacancies seriously impact City operations.

## Police Department

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
Number of Homicides	352	386	424	387	382	318
Avg No. of Police in On-Street Bureaus	5,859	5,574	5,451	5,530	5,551	5,651
Percent of Police in On-Street Bureaus	87.5%	87.1%	86.9%	87.1%	87.0%	87.2%
Priority Response Time (in min:sec)	6:20	6:38	6:34	6:39	6:27	6:22
Number of Abandoned Vehicles Towed	21,626	17,835	14,642	15,000	13,900	15,012
Number of Recovered Stolen Vehicles	9,989	9,178	9,022	9,000	8,671	8,798
Number of Arrests - up 2.5% in FY08 and up 5% in FY09	67,795	69,166	73,326	72,370	75,446	77,286
Number of Arrests - in proportion to Major Crimes	67,795	69,166	73,326	72,370	73,893	73,893
Major Crimes Offenses	81,464	83,268	86,424	83,069	82,103	77,782

## Philadelphia Prison System

MEASUREMENT	FY05	FY06	FY07	FY08 PROJECTED	FY09 PROJECTED
Average Daily Inmate Census	8,141	8,425	8,796	9,098	9,371
<b>Escapes/Walk-aways</b>					
From Confinement (including Erroneous Discharges)	3	1	2	2	1
From Trustee Status	0	3	2	6	4
From Work-Release Program (Average Monthly Total)	64	56	57	56	55
<b>Inmates Participating in Vocational Training</b>					
Jewish Employment & Vocational Service	2,634	1,729	2,389	2,381	2,400
JOBS <sup>1</sup>	400	361	410	----	----
Inmates Receiving GED/High School Diplomas	250	226	197	183	200
<b>Inmates Participating in Substance-abuse Treatment</b>					
In-house OPTIONS Program (average monthly total)	817	638	334	297	310
Community-base Forensic Intensive Recovery Program	2,478	2,531	2,250	2,318	2,518
<b>Inmate Days Saved</b>					
Forensic Intensive Recovery (FIR)	438,606	432,355	404,800	410,286	410,696
Earned Time /Good Time	27,863	26,509	14,167	28,840	14,000

<sup>1</sup>Ended the conclusion of FY07

## Department of Public Health

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
Total # of Patient Visits (Health Care Centers)	337,770	324,014	323,121	315,000	324,000	330,000
# Uninsured Visits	172,445	162,311	166,583	164,000	168,480	171,600
Uninsured-%	51.0%	50.0%	52.0%	52.0%	52.0%	52.0%
Total # of Children's Blood Screened for Lead	38,013	43,038	43,501	40,900	42,500	40,000
Total # of Children's Screening Tests > 10ug/dL ( <b>New Measure</b> )	N/A	N/A	2,700	3,294	2,900	1,800
End of Month Resident Census (PNH)	428	428	426	433	431	433
% of Food Establishments that Have Critical Violations	25.0%	26.0%	35.0%	29.0%	29.0%	29.0%
Interval Between Routine Food Establishment Inspections (months) <sup>1</sup>	15.4	16.6	12.4	12.0	12.0	12
% of Unhealthy Days as Determined Using Air Quality Index (AQI)	2.0%	3.0%	3.0%	3.0%	3.0%	3%
# of Facility Closures of 4 Hours or More Due to Maintenance	1	0	1	1	1	0
# of Postmortem Examinations Performed	2,232	2,254	2,385	2,400	2,400	2,500
% of All Homicides Having Final Report Completed within 8 Weeks	52.0%	77.0%	57.0%	85.0%	85.0%	90.0%
Total # of Newly Reported AIDS Cases	785	972	784	800	810	648
Total # of Newly Diagnosed HIV Case Reports ( <b>New Measure</b> )	N/A	N/A	4,358	1,500	1,200	1,700
% of Children 19-35 Months with Complete Immunizations 4:3:1	81.0%	81.0%	85.0%	85.0%	84.0%	85.0%
# of Patient Visits to STD Clinic	22,302	23,005	20,626	22,000	21,000	22,000
# of Women 15-24 Years of Age Reported with Chlamydia	8,233	8,307	8,881	9,200	9,000	8,800
Surveillance, Evaluation & Follow-up of New Tuberculosis	693	1,283	1,155	1,200	1,150	1,100
% of Tobacco Sales by Vendors to Minors During the Pennsylvania	N/A	8.1%	4.8%	5.3%	7.3%	7.0%

<sup>1</sup>This measure needs to be changed, as inspection frequency will vary by type of food establishments under the new federal inspections standards. With the additional proposed funds, the measure will be split into 4 separate categories based on the risk factor. Lowest risk (1) inspections will be every 12 months and the highest risk establishments will be inspected every 3 months.

## Department of Public Property

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
<b>Building Services Division</b>						
Work Order Requests Generated	10,410	11,014	14,027	14,500	12,500	12,800
Work Order Requests Completed	10,503	10,236	13,609	13,500	11,625	11,904
Percentage of Work Completed	101.0%	93.0%	97.0%	93.1%	93.0%	93.0%
<b>Contracted Services</b>						
Work Order Requests Generated	26,094	27,645	31,126	32,000	35,844	36,000
Work Order Requests Completed	24,647	26,617	27,804	28,000	33,574	34,000
Percentage of Work Completed	94.0%	96.0%	89.3%	87.5%	93.7%	94.4%
<b>Communication Division<sup>1</sup></b>						
Constituent Call Center: Calls Received	1,288,493	1,270,316	1,128,928	1,128,928	1,128,928	2,100,000
Constituent Call Center: Calls Answered	1,012,811	976,572	881,245	881,245	928,928	1,900,000

<sup>1</sup>The increase will be due to implementation and promotion of 311 calls into the center. This will also come with additional personnel.

## Records Department

MEASUREMENTS	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
Number of Documents Recorded	251,146	263,343	248,331	245,739	215,160	215,160
Number of Scanned Images of Recorded Documents	1,903,997	1,996,557	1,897,158	1,897,158	1,618,732	1,618,732
Document Recording Fees/Taxes Collected (\$000's)	242,502	328,058	323,170	331,790	284,477	284,477
# of Archives/ Records Center Reference Services	18,707	17,286	16,147	16,264	16,792	16,792
Records Center Materials Handled (cubic feet)	9,647	20,766	10,645	10,644	14,696	14,696
Police Accident Reports Copied	59,051	65,204	69,050	69,052	69,052	69,052
# Central Duplicating Services Provided <sup>1</sup>	26,478,451	23,279,274	21,213,483	21,213,483	25,635,512	25,635,512

<sup>1</sup>This measure records the actual number of copies made by Central Duplicating Services in a given fiscal year.

## Department of Recreation

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
Athletic Program Attendance	572,540	566,594	553,796	570,000	559,000	565,000
Cultural Program Attendance	88,573	97,819	87,155	95,000	90,000	92,000
After-school Program Attendance	2,454	2,235	2,358	2,300	2,470	2,550
Ice-rink Attendance	28,505	20,491	26,836	40,000	40,000	40,000
Special Events Participants	101,518	83,444	87,455	90,000	90,000	92,000
Percent of Centers in Compliance with Recreation Standards	65.0%	69.0%	68.0%	68.0%	69.0%	70.0%
Percent of Centers Providing Programmed Usage in at Least 60% of Operating Hours	73.0%	77.0%	71.0%	77.0%	76.0%	76.0%
Percent of Programs That Maintain Monthly Participation Rates of at Least 70% of Registered Participants	79.0%	78.0%	87.0%	87.0%	90.0%	90.0%
Citizen Survey: Percent Satisfied with Neighborhood Recreation Services	55.4%	55.0%	55.0%	55.0%	55.0%	56.0%
Citizen Survey: Percent Satisfied with the City's Summer Day Camp Program	81.2%	80.0%	80.0%	94.0%	93.0%	93.0%
Citizen Survey: Percent Satisfied with After-school Programs (of Those Who Participated)	90.1%	95.0%	90.0%	96.0%	94.0%	94.0%
Citizen Survey: Percent Satisfied with Physical Condition	66.1%	65.0%	65.0%	65.0%	66.0%	66.0%

## Department of Revenue

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
Number of Incoming Calls	591,590	412,067	359,819	400,000	380,000	375,000
Response Rate for Incoming Calls (Percent of calls answered)	38.0%	46.6%	51.0%	55.0%	55.0%	56.0%
Number of Walk-in Taxpayers Served	45,604	42,447	38,497	40,000	39,000	38,500
Average Waiting Time for Walk-In Customers (minutes: seconds)	27:31	23:45	34:04	34:00	33:00	25:00
Value of Audit Assessments (in Thousands of Dollars)	23,823	17,266	18,779	17,000	17,000	17,000

## Water Revenue Bureau

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
Percent of Customers Who Pay on Time (within 31 days)	60.0%	59.3%	59.6%	60.3%	59.9%	60.3%
Number of Incoming Calls	598,457	514,501	410,007	470,000	331,554	332,000
Response Rate for Incoming Calls (Percent of Calls Answered)	46.6%	65.1%	68.5%	62.0%	63.0%	65.0%
Number of Walk-In Customers Served	85,898	66,813	72,346	75,410	75,410	80,500
Average Waiting Time for Walk-In Customers (minutes: seconds)	5:34	3:55	6:26	3:46	12:15	6:26
Percent of Bills Based on Actual Reads	90.0%	88.4%	92.3%	92.0%	92.0%	95.0%

## Department of Streets

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
Street Resurfacing by City Crews (Sq. yards)	1,366,589	1,200,633	1,214,894	1,200,000	737,367	1,400,000
Potholes Repaired	20,862	18,203	12,721	25,000	25,000	25,000
Potholes- Response Time-Peak [Feb, Mar, Apr] (days)	4	3	1	1	1	1
Ditch Restorations - Number Closed	7,413	8,956	7,746	7,514	7,514	7,500
Tons of Refuse Disposed	785,125	783,018	759,623	783,509	759,252	772,509
Household Recycling Collected (tons)	41,023	40,568	46,447	47,000	50,000	58,000
Percent of Recycling Collected on Time	98.4%	98.4%	97.2%	97.0%	97.0%	97.0%
Street Cleaning - Mechanical (miles)	87,569	92,009	85,873	83,000	73,124	83,000
Street Cleaning - Block (miles)	4,966	2,541	2,395	3,780	5,213	3,780
Tons of Refuse per Sanitation Crew	14.1	14.2	13.6	15.35	14.45	15.35
Line-striping (sq. ft.)	660,084	846,772	732,599	750,000	750,000	750,000
Citizen Survey <sup>1</sup> : Percent Satisfied with Street Repair on City Roads	37.0%	38.0%	42.0%	N/A	N/A	N/A
Citizen Survey <sup>1</sup> : Percent Satisfied with Trash Collection	77.0%	78.0%	76.0%	N/A	N/A	N/A
Citizen Survey <sup>1</sup> : Percent Satisfied with Recycling Collection	75.0%	74.0%	73.0%	N/A	N/A	N/A
Citizen Survey <sup>1</sup> : Percent Satisfied with Street Cleaning	46.0%	39.0%	41.0%	N/A	N/A	N/A

<sup>1</sup>Citizen Survey data not yet available. Citizen Surveys conducted August annually.

## Office of Supportive Housing

MEASUREMENT	FY05	FY06	FY07	FY 08 TARGET PROJECTION	FY 08 CURRENT PROJECTION	FY09 PROJECTED
<b>Homeless Services / OSH</b>						
Average Daily Number of Emergency Shelter Beds <sup>1</sup>	2,479	2,781	2,677	2,830	2,690	2,750
Percent of Beds Occupied	113.0%	101.0%	98.0%	99.0%	99.0%	98.0%
Number of Households Receiving Prevention Services <sup>2</sup>	1,712	1,777	1,730	2,248	2,086	1,800
Number of Placements into Transitional Housing	597	448	404	450	450	450
Number of Placements into Permanent Housing (Subsidized or Unsubsidized) <sup>3</sup>	329	359	340	984	984	1000
Point in Time Count of Homeless Living on the Street <sup>4</sup>	429	430	698	517	608	650
<b>Riverview</b>						
Average Daily Census	187	149	130	141	143	146
Admissions	61	14	52	40	45	50
Readmissions w/in One Year of Discharge	7	3	10	0	0	0
Readmissions as a % of Total Admissions	11.0%	21.0%	19.0%	0.0%	0.0%	0.0%
<b>Discharges</b>	91	56	51	20	40	50

<sup>1</sup>The initial FY08 projection accounted for sit-ups at Ridge Center

<sup>2</sup>Projected increase for FY08 based on increased budget for eviction prevention

<sup>3</sup>FY08 increased projection based on inclusion of static number of occupied shelter plus care units

<sup>4</sup>FY09 increase in street homelessness based on anticipated closure of winter initiative sites

## Philadelphia Water Department

MEASUREMENT	FY05	FY06	FY07	FY08 TARGET PROJECTION	FY08 CURRENT PROJECTION	FY09 PROJECTED
Millions of Gallons of Treated Water	96,800	94,139	95,374	93,261	93,261	93,261
Percent of Time Philadelphia's Drinking Water Met or Surpassed State & Federal Standards	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Miles of Pipeline Surveyed for Leakage	1,279	1,104	1,024	1,260	1,260	1,260
Water Main Breaks Repaired	706	659	848	760	760	760
Average Time to Repair a Water Main Break upon Crew Arrival at Site	7.8	7.8	7.6	8.0	8.0	8.0
Percent of Hydrants Available	96.2%	98.9%	99.7%	99.6%	99.6%	99.6%
Number of Storm Drains Cleaned	76,865	76,721	78,478	99,506	99,506	109,459
Citizen Survey: Percent Satisfied with Overall PWD Services	80.0%	80.8%	80.0%	81.0%	81.0%	82.0%
Citizen Survey: Percent Satisfied with Water Overall Quality	80.2%	82.1%	80.0%	81.0%	81.0%	82.0%

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## Obligation Summaries by Department FY2009-2013 Five-Year Plan

### Art Museum

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Art Museum							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases								
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions	2,250,000	2,500,000	2,500,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	2,250,000	2,500,000	2,500,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000

### Atwater Kent

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Atwater Kent Museum							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	250,997	264,000	264,000	264,000	264,000	264,000	264,000	264,000
Class 200 - Contracts / Leases	5,436	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Class 300/400 - Supplies, Equipment	0							
Class 500 - Indemnities / Contributions			50,000	50,000	50,000	50,000	50,000	50,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	256,433	270,000	320,000	320,000	320,000	320,000	320,000	320,000

### Auditing

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Auditing							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	7,039,481	7,565,233	7,562,685	7,565,685	7,565,685	7,565,685	7,565,685	7,565,685
Class 200 - Contracts / Leases	653,800	596,944	736,944	596,944	596,944	596,944	596,944	596,944
Class 300/400 - Supplies, Equipment	92,266	92,619	92,619	92,619	92,619	92,619	92,619	92,619
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	7,785,547	8,254,796	8,392,248	8,255,248	8,255,248	8,255,248	8,255,248	8,255,248

**Obligation Summaries by Department  
FY2009-2013 Five-Year Plan**

**Board of Ethics**

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Board of Ethics							
	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
<b>Expenditure Class</b>								
Class 100 - Wages / Benefits	0	540,000	540,000	835,000	835,000	835,000	835,000	835,000
Class 200 - Contracts / Leases	0	425,000	375,000	125,000	125,000	125,000	125,000	125,000
Class 300/400 - Supplies, Equipment	0	35,000	85,000	40,000	40,000	40,000	40,000	40,000
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>0</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

**Board of Building Standards**

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Board of Building Standards							
	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
<b>Expenditure Class</b>								
Class 100 - Wages / Benefits	91,419	112,733	112,733	112,733	112,733	112,733	112,733	112,733
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	59	59	59	59	59	59	59	59
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>91,478</b>	<b>112,792</b>	<b>112,792</b>	<b>112,792</b>	<b>112,792</b>	<b>112,792</b>	<b>112,792</b>	<b>112,792</b>

**Board of L&I Review**

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Board of L & I Review							
	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
<b>Expenditure Class</b>								
Class 100 - Wages / Benefits	179,400	198,108	198,108	198,108	198,108	198,108	198,108	198,108
Class 200 - Contracts / Leases	4,203	25,969	23,722	23,722	23,722	23,722	23,722	23,722
Class 300/400 - Supplies, Equipment	627	628	628	628	628	628	628	628
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>184,230</b>	<b>224,705</b>	<b>222,458</b>	<b>222,458</b>	<b>222,458</b>	<b>222,458</b>	<b>222,458</b>	<b>222,458</b>

## Obligation Summaries by Department FY2009-2013 Five-Year Plan

### Board of Revision of Taxes

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Board of Revision of Taxes							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	7,772,791	7,894,854	8,128,256	8,128,256	8,128,256	8,128,256	8,128,256	8,128,256
Class 200 - Contracts / Leases	337,597	338,186	338,186	338,186	338,186	338,186	338,186	338,186
Class 300/400 - Supplies, Equipment	123,151	144,702	144,702	144,702	144,702	144,702	144,702	144,702
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	1,325,499							
Class 900 - Advances / Misc. Payments								
<b>Total</b>	9,559,038	8,377,742	8,611,144	8,611,144	8,611,144	8,611,144	8,611,144	8,611,144

### Camp William Penn

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Camp William Penn							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	164,382	204,548	204,548	0	0	0	0	0
Class 200 - Contracts / Leases	96,087	96,087	96,087	100,000	100,000	100,000	100,000	100,000
Class 300/400 - Supplies, Equipment	48,483	43,835	43,835	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	612	612	0	0	0	0	0
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	308,952	345,082	345,082	100,000	100,000	100,000	100,000	100,000

### Capital Program Office

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Capital Program Office							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	753,799	1,599,997	1,599,997	2,533,997	2,533,997	2,533,997	2,533,997	2,533,997
Class 200 - Contracts / Leases	347,935	349,562	323,455	323,455	323,455	323,455	323,455	323,455
Class 300/400 - Supplies, Equipment	88,373	89,184	89,184	89,184	89,184	89,184	89,184	89,184
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	572,000	572,000	572,000	572,000	572,000	572,000	572,000	572,000
Class 900 - Advances / Misc. Payments								
<b>Total</b>	1,762,107	2,610,743	2,584,636	3,518,636	3,518,636	3,518,636	3,518,636	3,518,636

## Obligation Summaries by Department FY2009-2013 Five-Year Plan

### City Commissioners

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	City Commissioners							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	4,858,835	5,345,789	5,645,789	5,345,789	5,345,789	5,345,789	5,345,789	5,345,789
Class 200 - Contracts / Leases	3,103,810	3,048,011	3,048,011	3,048,011	3,048,011	3,048,011	3,048,011	3,048,011
Class 300/400 - Supplies, Equipment	477,970	601,797	601,797	601,797	601,797	601,797	601,797	601,797
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	8,440,615	8,995,597	9,295,597	8,995,597	8,995,597	8,995,597	8,995,597	8,995,597

### City Council

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	City Council							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	10,591,117	12,003,567	12,003,567	13,283,838	13,283,838	13,283,838	13,283,838	13,283,838
Class 200 - Contracts / Leases	2,234,453	3,488,820	3,488,820	3,688,820	3,688,820	3,688,820	3,688,820	3,688,820
Class 300/400 - Supplies, Equipment	799,118	859,535	859,535	859,535	859,535	859,535	859,535	859,535
Class 500 - Indemnities / Contributions	0	12,269,000	269,000	100	100	100	100	100
Class 700 - Debt Service								
Class 800 - Payments to Other Funds				100	100	100	100	100
Class 900 - Advances / Misc. Payments				100	100	100	100	100
<b>Total</b>	13,624,688	28,620,922	16,620,922	17,832,493	17,832,493	17,832,493	17,832,493	17,832,493

### City Planning

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	City Planning							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	3,042,704	3,188,645	3,152,503	3,152,503	3,152,503	2,852,503	2,852,503	2,852,503
Class 200 - Contracts / Leases	113,234	364,813	364,813	114,813	114,813	114,813	114,813	114,813
Class 300/400 - Supplies, Equipment	58,397	60,738	60,738	60,738	60,738	60,738	60,738	60,738
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	3,214,335	3,614,196	3,578,054	3,328,054	3,328,054	3,028,054	3,028,054	3,028,054

## Obligation Summaries by Department FY2009-2013 Five-Year Plan

### Commerce

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Commerce							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	1,165,372	1,517,912	1,517,912	1,717,912	1,717,912	1,317,912	1,317,912	1,317,912
Class 200 - Contracts / Leases	6,298,086	6,294,347	6,294,347	1,544,347	1,544,347	1,544,347	1,544,347	1,544,347
Class 300/400 - Supplies, Equipment	93,773	93,895	93,895	93,895	93,895	93,895	93,895	93,895
Class 500 - Indemnities / Contributions	2,200,000	2,200,000	2,200,000	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	9,757,231	10,106,154	10,106,154	7,556,154	7,556,154	7,156,154	7,156,154	7,156,154

### City Treasury

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	City Treasurer							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	555,419	672,992	672,992	672,992	672,992	672,992	672,992	672,992
Class 200 - Contracts / Leases	63,525	73,088	73,088	73,088	73,088	73,088	73,088	73,088
Class 300/400 - Supplies, Equipment	22,639	24,224	24,224	24,224	24,224	24,224	24,224	24,224
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	641,583	770,304	770,304	770,304	770,304	770,304	770,304	770,304

### Fairmount Park Commission

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Fairmount Park Commission							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	8,641,840	9,398,560	9,170,560	10,006,560	10,845,560	11,520,560	11,520,560	12,020,560
Class 200 - Contracts / Leases	2,637,832	2,451,359	2,451,359	3,566,359	3,651,359	3,851,359	3,851,359	4,001,359
Class 300/400 - Supplies, Equipment	665,973	668,621	668,621	1,117,621	1,193,621	1,318,621	1,818,621	2,168,621
Class 500 - Indemnities / Contributions	1,850,000	850,000	850,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	13,795,645	13,368,540	13,140,540	15,740,540	16,740,540	17,740,540	18,240,540	19,240,540

**Obligation Summaries by Department  
FY2009-2013 Five-Year Plan**

**Finance**

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Finance							
	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
<b>Expenditure Class</b>								
Class 100 - Wages / Benefits	9,455,980	9,603,520	9,456,876	9,530,137	9,530,137	9,530,137	9,530,137	9,530,137
Class 200 - Contracts / Leases	8,913,902	9,043,322	9,042,742	8,042,131	7,542,742	8,042,742	7,542,742	7,542,742
Class 300/400 - Supplies, Equipment	494,518	575,555	575,555	575,555	575,555	575,555	575,555	575,555
Class 500 - Indemnities / Contributions	6,113,708							
Class 700 - Debt Service								
Class 800 - Payments to Other Funds				3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>24,978,108</b>	<b>19,222,397</b>	<b>19,075,173</b>	<b>21,147,823</b>	<b>20,648,434</b>	<b>21,148,434</b>	<b>20,648,434</b>	<b>20,648,434</b>

**Fire**

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Fire							
	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
<b>Expenditure Class</b>								
Class 100 - Wages / Benefits	175,768,344	170,848,769	169,581,307	172,281,307	172,281,307	172,281,307	172,281,307	172,281,307
Class 200 - Contracts / Leases	6,218,164	6,071,083	6,196,083	6,528,843	6,528,843	6,528,843	6,528,843	6,528,843
Class 300/400 - Supplies, Equipment	6,561,359	5,897,415	6,057,415	6,593,415	6,561,415	6,057,415	5,897,415	5,897,415
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	7,006,640	7,290,400	7,290,400	7,290,400	7,885,297	8,200,709	8,528,737	8,869,886
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>195,554,507</b>	<b>190,107,667</b>	<b>189,125,205</b>	<b>192,693,965</b>	<b>193,256,862</b>	<b>193,068,274</b>	<b>193,236,302</b>	<b>193,577,451</b>

**Fleet**

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Fleet Management							
	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
<b>Expenditure Class</b>								
Class 100 - Wages / Benefits	17,158,282	17,687,192	18,687,192	18,687,192	18,687,192	18,087,192	18,087,192	18,087,192
Class 200 - Contracts / Leases	4,266,650	4,208,252	4,208,252	4,208,252	4,208,252	4,208,252	4,208,252	4,208,252
Class 300/400 - Supplies, Equipment	25,663,070	22,687,980	27,687,980	27,187,980	27,187,980	27,187,980	27,187,980	27,187,980
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>47,088,002</b>	<b>44,583,424</b>	<b>50,583,424</b>	<b>50,083,424</b>	<b>50,083,424</b>	<b>49,483,424</b>	<b>49,483,424</b>	<b>49,483,424</b>

## Obligation Summaries by Department FY2009-2013 Five-Year Plan

### Free Library

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Free Library							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	33,995,130	35,754,920	34,871,920	34,682,920	34,682,920	34,332,920	34,332,920	34,332,920
Class 200 - Contracts / Leases	1,352,068	1,844,502	1,844,502	1,744,502	1,744,502	1,744,502	1,744,502	1,744,502
Class 300/400 - Supplies, Equipment	3,843,486	3,931,643	3,931,643	3,817,643	3,817,643	3,817,643	3,817,643	3,817,643
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	39,190,684	41,531,065	40,648,065	40,245,065	40,245,065	39,895,065	39,895,065	39,895,065

### Historical Commission

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Historical Commission							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	290,833	298,743	330,495	330,495	330,495	330,495	330,495	330,495
Class 200 - Contracts / Leases	18,188	21,084	71,084	71,084	71,084	71,084	71,084	71,084
Class 300/400 - Supplies, Equipment	5,607	6,041	6,041	6,041	6,041	6,041	6,041	6,041
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	314,628	325,868	407,620	407,620	407,620	407,620	407,620	407,620

### Human Services

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Human Services							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	90,561,664	95,733,041	98,115,946	102,382,665	102,382,665	102,382,665	102,382,665	102,382,665
Class 200 - Contracts / Leases	495,355,454	507,400,162	514,034,027	510,428,310	519,219,227	525,899,227	525,899,227	525,899,227
Class 300/400 - Supplies, Equipment	4,451,493	4,514,731	3,497,961	3,497,961	3,497,961	3,497,961	3,497,961	3,497,961
Class 500 - Indemnities / Contributions	506	0	0					
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	590,369,117	607,647,934	615,647,934	616,308,936	625,099,853	631,779,853	631,779,853	631,779,853

## Obligation Summaries by Department FY2009-2013 Five-Year Plan

### MOIS

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Technology							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	6,699,907	9,541,592	8,852,172	9,252,172	9,252,172	8,602,172	8,602,172	8,602,172
Class 200 - Contracts / Leases	6,478,564	19,062,792	21,462,792	28,557,792	19,657,792	19,657,792	19,657,792	19,657,792
Class 300/400 - Supplies, Equipment	187,752	337,634	337,634	337,634	337,634	337,634	337,634	337,634
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	287,791							
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>13,654,014</b>	<b>28,942,018</b>	<b>30,652,598</b>	<b>38,147,598</b>	<b>29,247,598</b>	<b>28,597,598</b>	<b>28,597,598</b>	<b>28,597,598</b>

### Law

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Law							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	10,091,089	9,465,522	10,561,771	11,415,383	11,415,383	10,665,383	10,665,383	10,665,383
Class 200 - Contracts / Leases	5,817,358	4,419,594	8,433,787	4,152,911	4,152,911	4,152,911	4,152,911	4,152,911
Class 300/400 - Supplies, Equipment	283,474	250,024	280,024	280,024	280,024	280,024	280,024	280,024
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>16,191,921</b>	<b>14,135,140</b>	<b>19,275,582</b>	<b>15,848,318</b>	<b>15,848,318</b>	<b>15,098,318</b>	<b>15,098,318</b>	<b>15,098,318</b>

### L&I

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Licenses and Inspections							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	16,511,531	17,637,314	17,204,314	17,204,314	17,204,314	17,204,314	17,204,314	17,204,314
Class 200 - Contracts / Leases	3,335,282	1,506,856	1,846,856	1,846,856	1,846,856	1,846,856	1,846,856	1,846,856
Class 300/400 - Supplies, Equipment	579,736	584,498	584,498	584,498	584,498	584,498	584,498	584,498
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>20,426,549</b>	<b>19,728,668</b>	<b>19,635,668</b>	<b>19,635,668</b>	<b>19,635,668</b>	<b>19,635,668</b>	<b>19,635,668</b>	<b>19,635,668</b>

**Obligation Summaries by Department  
FY2009-2013 Five-Year Plan**

**L&I Demolitions**

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Demolitions							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	8,049,417	10,000,000	10,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>8,049,417</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>8,000,000</b>

**MDO**

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Managing Director							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	8,117,286	9,426,717	10,143,679	10,643,679	10,643,679	10,643,679	10,643,679	10,643,679
Class 200 - Contracts / Leases	4,399,269	4,828,124	6,156,441	10,292,979	10,292,979	10,292,979	10,292,979	10,292,979
Class 300/400 - Supplies, Equipment	762,770	1,217,256	1,217,256	1,017,256	1,017,256	1,017,256	1,017,256	1,017,256
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>13,279,325</b>	<b>15,472,097</b>	<b>17,517,376</b>	<b>21,953,914</b>	<b>21,953,914</b>	<b>21,953,914</b>	<b>21,953,914</b>	<b>21,953,914</b>

**OBH/MRS**

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Behavioral Health / Mental Retardation Services							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	2,222,971	2,258,245	2,144,414	2,144,414	2,144,414	2,144,414	2,144,414	2,144,414
Class 200 - Contracts / Leases	12,128,834	12,003,707	12,117,538	12,117,538	12,117,538	12,117,538	12,117,538	12,117,538
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>14,351,805</b>	<b>14,261,952</b>	<b>14,261,952</b>	<b>14,261,952</b>	<b>14,261,952</b>	<b>14,261,952</b>	<b>14,261,952</b>	<b>14,261,952</b>

## Obligation Summaries by Department FY2009-2013 Five-Year Plan

### OHCD

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Housing and Community Development							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	46,341							
Class 200 - Contracts / Leases	5,899,865	4,000,000	5,200,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	371,081							
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>6,317,287</b>	<b>4,000,000</b>	<b>5,200,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>

### OSH

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Supportive Housing							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	6,828,986	6,995,905	6,707,435	6,601,227	6,601,227	6,601,227	6,601,227	6,601,227
Class 200 - Contracts / Leases	31,321,085	30,448,809	34,022,944	33,201,779	33,201,779	33,201,779	33,201,779	33,201,779
Class 300/400 - Supplies, Equipment	426,251	431,569	390,449	372,029	372,029	372,029	372,029	372,029
Class 500 - Indemnities / Contributions	32,275	35,050	35,050	35,050	35,050	35,050	35,050	35,050
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>38,608,597</b>	<b>37,911,333</b>	<b>41,155,878</b>	<b>40,210,085</b>	<b>40,210,085</b>	<b>40,210,085</b>	<b>40,210,085</b>	<b>40,210,085</b>

### Personnel

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Personnel							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	3,956,530	4,098,488	4,098,488	3,954,669	3,954,669	3,504,669	3,504,669	3,504,669
Class 200 - Contracts / Leases	781,681	722,530	722,530	722,530	722,530	722,530	722,530	722,530
Class 300/400 - Supplies, Equipment	54,297	55,609	55,609	55,609	55,609	55,609	55,609	55,609
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>4,792,508</b>	<b>4,876,627</b>	<b>4,876,627</b>	<b>4,732,808</b>	<b>4,732,808</b>	<b>4,282,808</b>	<b>4,282,808</b>	<b>4,282,808</b>

## Obligation Summaries by Department FY2009-2013 Five-Year Plan

### Police

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Police							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	478,231,611	498,865,287	498,734,514	508,468,005	509,855,739	510,549,828	511,243,916	511,706,425
Class 200 - Contracts / Leases	7,406,885	7,342,029	7,342,029	7,412,029	7,412,029	7,412,029	7,412,029	7,412,029
Class 300/400 - Supplies, Equipment	7,793,335	7,627,265	7,642,365	8,121,715	7,727,365	7,727,365	7,727,365	7,727,365
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	181,133							
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>493,612,964</b>	<b>513,834,581</b>	<b>513,718,908</b>	<b>524,001,749</b>	<b>524,995,133</b>	<b>525,689,222</b>	<b>526,383,310</b>	<b>526,845,819</b>

### Prison

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Prisons							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	115,246,659	117,006,997	122,006,997	123,158,997	123,158,997	123,158,997	123,158,997	123,158,997
Class 200 - Contracts / Leases	87,504,361	95,504,591	96,304,591	101,119,821	106,175,812	111,484,602	117,058,832	124,911,774
Class 300/400 - Supplies, Equipment	4,525,611	4,520,744	4,520,744	4,520,744	4,520,744	4,520,744	4,520,744	4,520,744
Class 500 - Indemnities / Contributions	1,124,660	1,501,757	1,201,757	1,201,757	1,201,757	1,201,757	1,201,757	1,201,757
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>208,401,291</b>	<b>218,534,089</b>	<b>224,034,089</b>	<b>230,001,319</b>	<b>235,057,310</b>	<b>240,366,100</b>	<b>245,940,330</b>	<b>253,793,272</b>

### Procurement

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Procurement							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	2,488,146	2,885,023	2,885,023	2,885,023	2,885,023	2,885,023	2,885,023	2,885,023
Class 200 - Contracts / Leases	2,369,304	2,315,891	2,263,137	2,263,137	2,263,137	2,263,137	2,263,137	2,263,137
Class 300/400 - Supplies, Equipment	75,171	74,443	74,443	74,443	74,443	74,443	74,443	74,443
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>4,932,621</b>	<b>5,275,357</b>	<b>5,222,603</b>	<b>5,222,603</b>	<b>5,222,603</b>	<b>5,222,603</b>	<b>5,222,603</b>	<b>5,222,603</b>

## Obligation Summaries by Department FY2009-2013 Five-Year Plan

### Public Health

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Public Health							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	39,900,244	42,504,060	41,602,990	44,302,990	44,302,990	44,302,990	44,302,990	44,302,990
Class 200 - Contracts / Leases	65,546,047	68,371,153	71,281,834	71,666,834	71,666,834	71,666,834	71,666,834	71,666,834
Class 300/400 - Supplies, Equipment	4,318,196	4,586,060	4,809,060	4,809,060	4,809,060	4,809,060	4,809,060	4,809,060
Class 500 - Indemnities / Contributions				1,000,000				
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	3,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>112,764,487</b>	<b>116,461,273</b>	<b>118,693,884</b>	<b>122,778,884</b>	<b>121,778,884</b>	<b>121,778,884</b>	<b>121,778,884</b>	<b>121,778,884</b>

### Public Property

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Public Property							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	9,032,956	9,191,973	8,781,812	8,814,759	8,814,759	8,064,759	8,064,759	8,064,759
Class 200 - Contracts / Leases	29,102,317	24,778,199	27,467,051	29,118,291	29,118,291	29,618,291	29,618,291	29,618,291
Class 300/400 - Supplies, Equipment	1,311,404	898,856	989,976	958,396	958,396	958,396	958,396	958,396
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	25,370,421	20,049,130	22,049,130	22,851,095	23,685,139	24,552,545	25,454,646	26,389,892
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>64,817,098</b>	<b>54,918,158</b>	<b>59,287,969</b>	<b>61,742,541</b>	<b>62,576,585</b>	<b>63,193,991</b>	<b>64,096,092</b>	<b>65,031,338</b>

### Records

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Records							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	3,550,181	3,658,731	3,658,731	3,658,731	3,658,731	3,658,731	3,658,731	3,658,731
Class 200 - Contracts / Leases	3,755,238	4,016,013	3,680,425	3,680,425	3,680,425	3,680,425	3,680,425	3,680,425
Class 300/400 - Supplies, Equipment	496,456	81,245	339,259	339,259	339,259	339,259	339,259	339,259
Class 500 - Indemnities / Contributions	2,407	1,456	1,456	1,456	1,456	1,456	1,456	1,456
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	212,896							
Class 900 - Advances / Misc. Payments								
<b>Total</b>	<b>8,017,178</b>	<b>7,757,445</b>	<b>7,679,871</b>	<b>7,679,871</b>	<b>7,679,871</b>	<b>7,679,871</b>	<b>7,679,871</b>	<b>7,679,871</b>

## Obligation Summaries by Department FY2009-2013 Five-Year Plan

### Recreation

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Recreation							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	29,330,231	32,541,508	31,853,509	33,277,509	33,277,509	33,277,509	33,277,509	33,277,509
Class 200 - Contracts / Leases	2,392,582	2,377,865	3,627,865	3,278,052	3,278,052	3,278,052	3,278,052	3,278,052
Class 300/400 - Supplies, Equipment	1,871,324	1,840,172	1,690,171	1,640,171	1,640,171	1,640,171	1,640,171	1,640,171
Class 500 - Indemnities / Contributions	2,000,000	2,000,000	2,000,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	35,594,137	38,759,545	39,171,545	40,395,732	40,395,732	40,395,732	40,395,732	40,395,732

### Revenue

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Revenue							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	12,073,257	13,002,458	12,826,474	12,826,474	12,826,474	12,826,474	12,826,474	12,826,474
Class 200 - Contracts / Leases	3,854,058	3,943,014	3,943,014	3,718,014	3,718,014	3,718,014	3,718,014	3,718,014
Class 300/400 - Supplies, Equipment	653,163	652,949	652,949	652,949	652,949	652,949	652,949	652,949
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	106,315							
Class 900 - Advances / Misc. Payments								
<b>Total</b>	16,686,793	17,598,421	17,422,437	17,197,437	17,197,437	17,197,437	17,197,437	17,197,437

### Streets

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Streets							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	20,364,041	20,486,564	20,476,564	25,746,431	25,746,431	25,746,431	25,746,431	25,746,431
Class 200 - Contracts / Leases	10,688,555	8,934,606	9,934,606	4,164,739	4,164,739	4,164,739	4,164,739	4,164,739
Class 300/400 - Supplies, Equipment	4,256,728	2,735,015	2,685,015	3,185,015	3,185,015	3,185,015	3,185,015	3,185,015
Class 500 - Indemnities / Contributions	1,577	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds				10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Class 900 - Advances / Misc. Payments								
<b>Total</b>	35,310,901	32,161,185	33,101,185	43,101,185	43,101,185	43,101,185	43,101,185	43,101,185

## Obligation Summaries by Department FY2009-2013 Five-Year Plan

### Street Sanitation

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Streets - Sanitation							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	44,468,301	46,449,179	46,449,179	47,599,945	49,335,323	49,335,323	49,335,323	49,335,323
Class 200 - Contracts / Leases	47,663,070	49,345,622	48,758,784	50,170,773	50,800,795	52,418,315	54,082,280	55,677,878
Class 300/400 - Supplies, Equipment	1,341,702	1,363,406	1,363,406	4,172,406	1,813,406	1,613,406	1,613,406	1,613,406
Class 500 - Indemnities / Contributions	48,171	48,171	48,171	48,171	48,171	48,171	48,171	48,171
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	93,521,244	97,206,378	96,619,540	101,991,295	101,997,695	103,415,215	105,079,180	106,674,778

### Zoning Code Commission

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Zoning Code Commission							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits			160,000	130,000	130,000			
Class 200 - Contracts / Leases			247,300	350,000	370,000			
Class 300/400 - Supplies, Equipment			92,700	20,000				
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	0	0	500,000	500,000	500,000	0	0	0

### Zoning Board

City of Philadelphia General Fund FY 2009 - 2013 Five Year Financial Plan Master Schedule								
DEPARTMENT	Zoning Board of Adjustment							
Expenditure Class	FY 07 Actual	FY 08 Adopted Budget	FY 08 Current Target	FY 09	FY 10	FY 11	FY 12	FY 13
Class 100 - Wages / Benefits	350,156	402,272	402,272	402,272	402,272	402,272	402,272	402,272
Class 200 - Contracts / Leases	47,870	48,041	43,538	43,538	43,538	43,538	43,538	43,538
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
<b>Total</b>	398,026	450,313	445,810	445,810	445,810	445,810	445,810	445,810

**Aviation Fund  
Five Year Financial Plan  
Fiscal Years 2009 - 2013  
All Departments**

	FY2008 Estimate	FY2009	FY2010	FY2011	FY2012	FY2013
<b>Revenues</b>						
Locally Generated Non-Tax	\$ 290,342,000	\$ 307,166,000	\$ 314,845,000	\$ 322,716,000	\$ 330,784,000	\$ 339,054,000
Passenger Facility Charges	33,000,000	35,000,000	42,000,000	42,000,000	42,000,000	42,000,000
Revenue from Other Governments	2,000,000	2,500,000	2,563,000	2,627,000	2,693,000	2,760,000
Revenue from Other Funds of the City	10,930,000	1,500,000	1,538,000	1,576,000	1,615,000	1,655,000
<b>Total Revenues</b>	<b>336,272,000</b>	<b>346,166,000</b>	<b>360,946,000</b>	<b>368,919,000</b>	<b>377,092,000</b>	<b>385,469,000</b>
<b>Obligations</b>						
100 Personal Services	\$ 101,695,000	\$ 105,560,000	\$ 107,671,000	\$ 109,824,000	\$ 113,119,000	\$ 116,513,000
200 Purchase of Services	95,053,000	99,475,000	101,465,000	103,494,000	106,599,000	109,797,000
300 Materials & Supplies	9,003,000	9,310,000	9,496,000	9,686,000	9,977,000	10,276,000
400 Equipment	4,000,000	4,000,000	4,080,000	4,162,000	4,287,000	4,416,000
500 Contrib., Indemnities & Taxes	3,712,000	4,512,000	4,602,000	4,694,000	4,835,000	4,980,000
700 Debt Service	97,065,000	114,021,000	116,301,000	118,627,000	122,186,000	125,852,000
800 Payments to Other Funds	-	-	-	-	-	-
Payments to General Fund	3,262,000	4,423,000	4,511,000	4,601,000	4,739,000	4,881,000
Payments to Water Fund	941,000	1,000,000	1,040,000	1,061,000	1,093,000	1,126,000
Payments to Capital Fund	20,000,000	20,000,000	20,400,000	20,808,000	21,432,000	22,075,000
Total Payments to Other Funds	24,203,000	25,423,000	25,951,000	26,470,000	27,264,000	28,082,000
900 Advances & Misc. Payments	-	-	-	-	-	-
<b>Total Obligations, All Departments</b>	<b>\$ 334,731,000</b>	<b>\$ 362,301,000</b>	<b>\$ 369,566,000</b>	<b>\$ 376,957,000</b>	<b>\$ 388,267,000</b>	<b>\$ 399,916,000</b>
Fund Balance from Prior Year	42,583,000	59,124,000	57,989,000	61,369,000	65,331,000	66,156,000
Commitments Cancelled	15,000,000	15,000,000	12,000,000	12,000,000	12,000,000	12,000,000
<b>Ending Fund Balance</b>	<b>\$ 59,124,000</b>	<b>\$ 57,989,000</b>	<b>\$ 61,369,000</b>	<b>\$ 65,331,000</b>	<b>\$ 66,156,000</b>	<b>\$ 63,709,000</b>

**PROJECTED REVENUE AND REVENUE REQUIREMENTS**  
(in thousands of dollars)

Line No.	Description	Fiscal Year Ending June 30,						
		2008	2009	2010	2011	2012	2013	2014
<b>OPERATING REVENUE</b>								
1	Water Service - Existing Rates	173,041	172,644	170,768	168,815	166,863	164,984	163,117
2	Wastewater Service - Existing Rates	299,070	300,181	298,591	296,731	292,820	291,019	289,232
3	Total Service Revenue - Existing Rates	472,111	472,825	469,359	465,546	459,683	456,003	452,349
Additional Service Revenue Required								
	Year	Percent Increase	Months Effective					
4	FY 2009	6.40%	12	30,261	30,039	29,795	29,420	29,184
5	FY 2010	6.40%	12		31,961	31,702	31,303	31,052
6	FY 2011	6.40%	12			33,731	33,306	33,039
7	FY 2012	6.40%	12				35,438	35,154
8	FY 2013	13.10%	12					76,561
9	FY 2014	4.40%	12					28,851
10	Total Additional Service Revenue Required	0	30,261	62,000	95,228	129,467	204,990	232,198
11	Total Water & Wastewater Service Revenue	472,111	503,086	531,359	560,774	589,150	660,993	684,547
12	Transfer From (To) Rate Stabilization Fund	35,420	23,590	33,610	25,825	18,890	(440)	(235)
Other Income (a)								
13	Other Operating Revenue (b)	19,475	19,378	19,286	19,194	19,102	19,013	18,926
14	Construction Fund Interest Income	2,329	3,554	4,738	2,702	4,553	5,474	4,114
15	Debt Reserve Fund Interest Income	0	0	0	0	0	0	0
16	Operating Fund Interest Income	1,188	1,075	604	625	754	808	821
17	Rate Stabilization Interest Income	3,381	2,785	2,207	1,607	1,448	1,214	1,223
18	Total Revenues	533,904	553,468	591,804	610,727	633,897	687,062	709,396
<b>OPERATING EXPENSES</b>								
19	Water & Wastewater Operations	272,294	291,266	302,625	319,465	340,359	358,604	377,976
20	Direct Interdepartmental Charges	52,991	55,857	57,470	59,563	62,184	64,476	66,868
21	Total Operating Expenses	325,285	347,123	360,095	379,028	402,543	423,080	444,844
22	<b>NET REVENUES AFTER OPERATIONS</b>	208,619	206,345	231,709	231,699	231,354	263,982	264,552
<b>DEBT SERVICE</b>								
Senior Debt Service								
Revenue Bonds								
23	Outstanding Bonds (c)	173,460	171,565	171,560	171,550	171,261	174,374	174,851
24	Peninvest Parity Bonds	384	384	384	384	384	384	384
25	Projected Future Bonds (d)	0	0	21,142	21,142	21,142	45,224	45,224
26	Total Senior Debt Service	173,844	171,949	193,086	193,076	192,787	219,982	220,459
27	<b>TOTAL SENIOR DEBT SERVICE COVERAGE</b>	1.20 x	1.20 x	1.20 x	1.20 x	1.20 x	1.20 x	1.20 x
Subordinate Debt Service								
28	Outstanding General Obligation Bonds	0	0	0	0	0	0	0
29	Peninvest Subordinate Bonds	1,227	1,227	1,227	1,227	1,227	1,227	1,227
30	Total Subordinate Debt Service	1,227	1,227	1,227	1,227	1,227	1,227	1,227
31	Total Debt Service on Bonds	175,071	173,176	194,313	194,303	194,014	221,209	221,686
32	<b>CAPITAL ACCOUNT DEPOSIT</b>	17,788	18,179	18,570	18,961	19,352	19,743	20,134
33	<b>TOTAL COVERAGE ((L22)/(L31+L32))</b>	1.08 x	1.07 x	1.08 x	1.08 x	1.08 x	1.09 x	1.09 x
<b>RESIDUAL FUND</b>								
34	Beginning of Year Balance	11,341	12,101	11,091	7,917	5,352	3,340	5,370
	Interest Income	0	0	0	0	0	0	0
Plus:								
35	End of Year Revenue Fund Balance	15,760	14,990	18,826	18,435	17,988	23,030	22,732
36	Deposit for Transfer to City General Fund (e)	2,355	2,568	2,782	2,782	3,790	4,096	4,254
Less:								
37	Transfer to Construction Fund	15,000	16,000	22,000	21,000	20,000	21,000	20,000
38	Transfer to City General Fund	2,355	2,568	2,782	2,782	3,790	4,096	4,254
39	End of Year Balance	12,101	11,091	7,917	5,352	3,340	5,370	8,102
<b>RATE STABILIZATION FUND</b>								
40	Beginning of Year Balance	185,069	149,649	126,059	92,449	66,624	47,734	48,174
41	Deposit From (To) Revenue Fund	(35,420)	(23,590)	(33,610)	(25,825)	(18,890)	440	235
42	End of Year Balance	149,649	126,059	92,449	66,624	47,734	48,174	48,409

- (a) Includes other operating and nonoperating income, including interest income on funds and accounts transferable to the Revenue Fund.
- (b) Includes Residual Fund interest and interest earnings on Debt Service Reserve substitution funds deposited in the Special Water Infrastructure Account.
- (c) Assumes a variable rate of 4.00% over the life of the Variable Rate Series 1997B Bonds.
- (d) Assumes term of 30 years, level annual principal and interest payments, 5.00% interest for FY 2009 and 5.5% interest for FY 2012 & FY 2014.
- (e) Transfer of interest earnings from the Bond Reserve Account must first go to the Residual Fund as shown in Line 36 to satisfy the requirements for the Transfer to the City General Fund, with the balance (if any) included in Line 15 going to the Revenue Fund.

**Sinking Fund Commission  
 General Fund Operating Budget Estimates  
 FY 2009-2013 Five Year Financial Plan**

<b>Description</b>	<b><u>FY2009</u></b>	<b><u>FY2010</u></b>	<b><u>FY2011</u></b>	<b><u>FY2012</u></b>	<b><u>FY2013</u></b>
<b>200 Purchase of Services</b>					
200 <b><u>Long Term Leases</u></b>	<b><u>91,421,364</u></b>	<b><u>86,777,413</u></b>	<b><u>89,653,642</u></b>	<b><u>90,056,157</u></b>	<b><u>95,496,596</u></b>
<b>700 Debt Service</b>					
701 Total Interest on City Debt LT	61,703,540	63,431,599	64,245,798	64,894,083	65,426,288
702 Total Principal on City Debt LT	35,505,000	40,740,000	45,060,000	46,755,000	51,655,000
703 Interest on City Debt ST	11,250,000	12,000,000	12,000,000	12,000,000	12,000,000
704 Sinking Fund Reserve Payments	1,337,700	1,335,650	1,336,900	1,336,700	1,334,700
705 Commitment Fee Expense	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
706 Arbitrage Payments	<u>350,000</u>	<u>350,000</u>	<u>350,000</u>	<u>350,000</u>	<u>350,000</u>
<b>Total Class 700</b>	<b><u>111,146,240</u></b>	<b><u>118,857,249</u></b>	<b><u>123,992,698</u></b>	<b><u>126,335,783</u></b>	<b><u>131,765,988</u></b>
<b>Total All Classes</b>	<b><u>202,567,604</u></b>	<b><u>205,634,662</u></b>	<b><u>213,646,340</u></b>	<b><u>216,391,940</u></b>	<b><u>227,262,584</u></b>

CITY OF PHILADELPHIA FY2009-2013 Five Year Financial Plan		SUMMARY OF OPERATIONS FISCAL YEARS 2007 TO 2013 (Amounts in Thousands)						
FUND General								
NO.	ITEM	F.Y. 2007 Actual	F.Y. 2008 Estimate	F.Y. 2009 Estimate	F.Y. 2010 Estimate	F.Y. 2011 Estimate	F.Y. 2012 Estimate	F.Y. 2013 Estimate
(1)	(2)	(4)	(5)	(6)	(7)	(8)	(9)	(9)
<b>OPERATIONS OF FISCAL YEAR</b>								
<b>REVENUES</b>								
1	Taxes	2,435,855	2,440,572	2,425,029	2,487,094	2,541,201	2,582,611	2,622,237
2	Locally Generated Non-Tax Revenues	247,911	261,692	262,017	254,274	267,070	278,394	278,396
3	Revenue from Other Governments	1,032,935	1,056,509	1,095,436	1,100,538	1,100,020	1,104,584	1,118,497
4	Sub-Total (1) + (2) + (3)	<b>3,716,701</b>	<b>3,758,773</b>	<b>3,782,481</b>	<b>3,841,906</b>	<b>3,908,290</b>	<b>3,965,589</b>	<b>4,019,130</b>
5	Revenue from Other Funds of City	27,417	28,519	113,238	114,868	117,246	132,292	143,531
6	Total - Revenue (4) + (5)	3,744,118	3,787,292	3,895,720	3,956,774	4,025,536	4,097,880	4,162,661
7	Revenues Forgone	0	0	0	0	0	0	0
8	<b>Total Revenue and Other Sources (6)+(7)</b>	<b>3,744,118</b>	<b>3,787,292</b>	<b>3,895,720</b>	<b>3,956,774</b>	<b>4,025,536</b>	<b>4,097,880</b>	<b>4,162,661</b>
<b>OBLIGATIONS/APPROPRIATIONS</b>								
9	Personal Services	1,327,589	1,382,321	1,415,816	1,419,778	1,416,017	1,416,711	1,417,674
10	Personal Services-Pensions	436,822	436,728	459,744	426,867	407,062	420,659	420,132
11	Personal Services-Other Employee Benefits	453,508	549,383	545,200	571,931	604,150	644,972	684,715
12	<b>Sub-Total Employee Compensation</b>	<b>2,217,919</b>	<b>2,368,432</b>	<b>2,420,760</b>	<b>2,418,576</b>	<b>2,427,229</b>	<b>2,482,342</b>	<b>2,522,521</b>
13	Purchase of Services	1,151,610	1,193,572	1,198,334	1,202,596	1,224,371	1,236,071	1,254,344
14	Materials, Supplies and Equipment	89,087	94,163	92,961	90,232	89,652	89,993	90,343
15	Contributions, Indemnities, and Taxes	118,960	114,922	123,843	121,779	121,839	121,904	121,971
16	Debt Service	89,154	101,318	111,146	118,857	123,993	126,336	131,766
17	Capital Budget Financing	0	0	0	0	0	0	0
18	Advances and Miscellaneous Payments	31,200	32,310	39,955	15,000	15,000	15,000	15,000
19	Sub-Total (11 thru 17)	3,697,930	3,904,717	3,986,999	3,967,040	4,002,084	4,071,646	4,135,945
20	Payments to Other Funds	38,727	30,912	44,713	46,143	47,325	48,555	49,832
21	<b>Total - Obligations (19+20)</b>	<b>3,736,657</b>	<b>3,935,629</b>	<b>4,031,712</b>	<b>4,013,183</b>	<b>4,049,409</b>	<b>4,120,201</b>	<b>4,185,777</b>
22	Oper.Surplus (Deficit) for Fiscal Year (8-21)	7,461	(148,337)	(135,992)	(56,409)	(23,873)	(22,321)	(23,116)
23	Prior Year Adjustments:							
24	Revenue Adjustments	0	0	0	0	0	0	0
25	Other Adjustments	35,902	24,500	24,500	24,500	24,500	24,500	24,500
26	Obligation Spending Reserve	0	0	0	0	0	0	0
27	Total Prior Year Adjustments	35,902	24,500	24,500	24,500	24,500	24,500	24,500
28	<b>Adjusted Oper. Surplus/ (Deficit) (22+27)</b>	<b>43,363</b>	<b>(123,837)</b>	<b>(111,492)</b>	<b>(31,909)</b>	<b>627</b>	<b>2,179</b>	<b>1,384</b>
<b>OPERATIONS IN RESPECT TO PRIOR FISCAL YEARS</b>								
Fund Balance Available for Appropriation								
29	June 30 of Prior Fiscal Year	254,506	297,869	174,032	62,540	30,630	31,258	33,437
30	Residual Equity Transfer	0	0	0	0	0	0	0
31	Fund Balance Available for Appropriation June 30 (28)+(29) + (30)	<b>297,869</b>	<b>174,032</b>	<b>62,540</b>	<b>30,630</b>	<b>31,258</b>	<b>33,437</b>	<b>34,822</b>

**City of Philadelphia  
General Fund  
FY 2009 - 2013 Five Year Financial Plan  
Summary by Class**

<u>Expenditure Class</u>	<u>Actual FY 07</u>	<u>Budgeted FY 08</u>	<u>Projected FY 08</u>	<u>Projected FY 09</u>	<u>Projected FY 10</u>	<u>Projected FY 11</u>	<u>Projected FY 12</u>	<u>Projected FY 13</u>
<b>Class 100 - Wages</b>	1,327,588,620	1,375,787,398	1,382,321,279	1,415,816,200	1,419,778,312	1,416,017,401	1,416,711,489	1,417,673,998
<b>Class 100 - Benefits</b>	890,330,539	923,903,498	986,110,876	1,004,944,233	998,798,308	1,011,211,679	1,065,630,882	1,104,846,824
<b>Class 200 - Contracts / Leases</b>	1,151,610,257	1,168,648,414	1,193,572,155	1,198,333,609	1,202,596,299	1,224,370,848	1,236,071,069	1,254,344,510
<b>Class 300/400 - Supplies, Equipment</b>	89,087,340	88,400,562	94,163,092	92,960,907	90,231,557	89,652,557	89,992,557	90,342,557
<b>Class 500 - Indemnities / Contributions</b>	118,960,362	119,722,106	114,922,106	123,842,594	121,778,679	121,838,679	121,903,679	121,970,679
<b>Class 700 - Debt Service</b>	89,153,916	101,035,199	101,317,643	111,146,240	118,857,249	123,992,698	126,335,783	131,765,988
<b>Class 800 - Payments to Other Funds</b>	38,726,770	28,911,530	30,911,530	44,713,595	46,142,536	47,325,354	48,555,483	49,831,878
<b>Class 900 - Advances / Misc. Payments</b>	31,199,538	32,310,293	32,310,293	39,954,622	15,000,100	15,000,100	15,000,100	15,000,100
<b>Total</b>	<u>3,736,657,342</u>	<u>3,838,719,000</u>	<u>3,935,628,974</u>	<u>4,031,712,000</u>	<u>4,013,183,040</u>	<u>4,049,409,316</u>	<u>4,120,201,043</u>	<u>4,185,776,534</u>

**City of Philadelphia**  
**FY 2009 - 2013 Five Year Financial Plan**  
**General Fund**  
**Summary by Department**

Department	Actual FY 07	Budgeted FY 08	Projected FY 08	Projected FY 09	Projected FY 10	Projected FY 11	Projected FY 12	Projected FY 13
Art Museum Subsidy	2,250,000	2,500,000	2,500,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Atwater Kent Museum Subsidy	256,433	270,000	320,000	320,000	320,000	320,000	320,000	320,000
Auditing Department (City Controller's Office)	7,785,547	8,254,796	8,392,248	8,255,248	8,255,248	8,255,248	8,255,248	8,255,248
Board of Building Standards	91,478	112,792	112,792	112,792	112,792	112,792	112,792	112,792
Board of Ethics	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Board of L & I Review	184,230	224,705	222,458	222,458	222,458	222,458	222,458	222,458
Board of Revision of Taxes	9,559,038	8,377,742	8,611,144	8,611,144	8,611,144	8,611,144	8,611,144	8,611,144
Camp William Penn	308,952	345,082	345,082	100,000	100,000	100,000	100,000	100,000
Capital Program Office	1,762,107	2,610,743	2,584,636	3,518,636	3,518,636	3,518,636	3,518,636	3,518,636
City Commissioners	8,440,615	8,995,597	9,295,597	8,995,597	8,995,597	8,995,597	8,995,597	8,995,597
City Council	13,624,688	28,620,922	16,620,922	17,832,493	17,832,493	17,832,493	17,832,493	17,832,493
City Planning Commission	3,214,335	3,614,196	3,578,054	3,328,054	3,328,054	3,028,054	3,028,054	3,028,054
Commerce Department	9,757,231	10,106,154	10,106,154	7,556,154	7,556,154	7,156,154	7,156,154	7,156,154
Commerce Department-Economic Stimulus	6,000,000	4,000,000	4,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
City Treasurer	641,583	770,304	770,304	770,304	770,304	770,304	770,304	770,304
Civil Service Commission	145,931	169,209	169,209	169,209	169,209	169,209	169,209	169,209
Clerk of Quarter Sessions	4,792,426	5,067,691	5,017,014	5,017,014	5,017,014	5,017,014	5,017,014	5,017,014
Community College Subsidy	23,467,924	24,467,924	24,467,924	28,467,924	28,467,924	28,467,924	28,467,924	28,467,924
Convention Center Subsidy	31,199,538	32,310,293	32,310,293	39,954,522	15,000,000	15,000,000	15,000,000	15,000,000
Debt Service (Sinking Fund)	173,419,509	189,792,063	187,370,336	202,567,604	205,634,662	213,646,340	216,391,940	227,262,584
District Attorney	30,318,568	31,987,373	31,987,373	31,987,373	31,987,373	31,987,373	31,987,373	31,987,373
Fairmount Park Commission	13,795,645	13,368,540	13,140,540	15,740,540	16,740,540	17,740,540	18,240,540	19,240,540
Finance Department	24,978,108	19,222,397	19,075,173	21,147,823	20,648,434	21,148,434	20,648,434	20,648,434
Finance - Contib. School Dist./Tax Cuts	35,000,000	35,000,000	37,000,000	38,490,000	38,540,000	38,600,000	38,665,000	38,732,000
Finance - Employee Benefits	890,330,539	923,903,498	986,110,876	1,004,944,233	998,798,308	1,011,211,679	1,065,630,882	1,104,846,824
Finance - PGW Rental Reimbursement	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000
Fire Department	195,554,507	190,107,667	189,125,205	192,693,965	193,256,862	193,068,274	193,236,302	193,577,451
First Judicial District	116,333,908	114,552,203	115,952,203	114,552,203	114,552,203	114,552,203	114,552,203	114,552,203
Fleet Management Office	47,088,002	44,583,424	50,583,424	50,083,424	50,083,424	49,483,424	49,483,424	49,483,424
Fleet Mgmt. - Vehicle Purchase	12,598,757	16,900,000	18,000,000	13,100,000	13,100,000	13,100,000	13,100,000	13,100,000
Free Library	39,190,684	41,531,065	40,648,065	40,245,065	40,245,065	39,895,065	39,895,065	39,895,065
Hero Scholarship Awards	26,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Historical Commission	314,628	325,868	407,620	407,620	407,620	407,620	407,620	407,620
Human Relations Commission	2,174,703	2,186,091	2,186,091	2,186,091	2,186,091	2,186,091	2,186,091	2,186,091
Human Services Department	590,369,117	607,647,934	615,647,934	616,308,936	625,099,853	631,779,853	631,779,853	631,779,853
Indemnities	26,632,868	20,113,915	25,613,915	25,613,915	24,500,000	24,500,000	24,500,000	24,500,000
Labor Relations, Mayor's Office of	547,044	549,350	549,350	549,350	549,350	549,350	549,350	549,350
Law Department	16,191,921	14,135,140	19,275,582	15,848,318	15,848,318	15,098,318	15,098,318	15,098,318

**City of Philadelphia**  
**FY 2009 - 2013 Five Year Financial Plan**  
**General Fund**  
**Summary by Department**

Department	Actual FY 07	Budgeted FY 08	Projected FY 08	Projected FY 09	Projected FY 10	Projected FY 11	Projected FY 12	Projected FY 13
Legal Services (incl. Defenders Assoc.)	35,403,767	36,710,948	36,725,660	37,506,660	38,365,760	39,310,770	40,350,281	41,493,743
Licenses and Inspections Department	20,426,549	19,728,668	19,635,668	19,635,668	19,635,668	19,635,668	19,635,668	19,635,668
Licenses and Inspections - Demolitions	8,049,417	10,000,000	10,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
Managing Director's Office	13,279,325	15,472,097	17,517,376	21,953,914	21,953,914	21,953,914	21,953,914	21,953,914
Managing Director's Office - Office of Technology	13,654,014	28,942,018	30,652,598	38,147,598	29,247,598	28,597,598	28,597,598	28,597,598
Mayor's Office	5,059,120	4,951,280	5,651,767	7,101,767	7,101,767	6,351,767	6,351,767	6,351,767
Mayor - Mural Arts Program	723,787	1,210,876	866,876	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Mayor's Office of Transportation	0	0	0	500,000	500,000	500,000	500,000	500,000
Mayor - Scholarships	199,855	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Off. of Behavioral Health/Mental Retardation Svcs.	14,351,805	14,261,952	14,261,952	14,261,952	14,261,952	14,261,952	14,261,952	14,261,952
Office of Housing & Community Development	6,317,287	4,000,000	5,200,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Office of Supportive Housing	38,608,597	37,911,333	41,155,878	40,210,085	40,210,085	40,210,085	40,210,085	40,210,085
Personnel Department	4,792,508	4,876,627	4,876,627	4,732,808	4,732,808	4,282,808	4,282,808	4,282,808
Police Department	493,612,964	513,834,581	513,718,908	524,001,749	524,995,133	525,689,222	526,383,310	526,845,819
Prisons System	208,401,291	218,534,089	224,034,089	230,001,319	235,057,310	240,366,100	245,940,330	253,793,272
Procurement Department	4,932,621	5,275,357	5,222,603	5,222,603	5,222,603	5,222,603	5,222,603	5,222,603
Public Health Department	112,764,487	116,461,273	118,693,884	122,778,884	121,778,884	121,778,884	121,778,884	121,778,884
Public Property Department	64,817,098	54,918,158	59,287,969	61,742,541	62,576,585	63,193,991	64,096,092	65,031,338
Public Property - SEPTA Subsidy	58,040,145	61,601,000	61,601,000	63,077,000	63,844,000	64,626,000	65,431,000	66,254,000
Public Property - Space Rentals	15,922,591	15,386,457	15,557,000	16,543,000	16,977,000	17,700,000	18,146,000	18,598,000
Public Property - Utilities	32,070,658	32,490,000	32,165,100	32,490,000	34,020,000	35,890,000	38,010,000	38,670,000
Public Property - Telecommunications	21,145,268	2,900,000	2,871,000	3,000,000	3,134,000	3,276,000	3,425,000	3,581,000
Records	8,017,178	7,757,445	7,679,871	7,679,871	7,679,871	7,679,871	7,679,871	7,679,871
Recreation Department	35,594,137	38,759,545	39,171,545	40,395,732	40,395,732	40,395,732	40,395,732	40,395,732
Refunds	10,411	500,000	450,000	250,000	250,000	250,000	250,000	250,000
Register of Wills	3,443,391	3,776,976	3,776,976	3,776,976	3,776,976	3,776,976	3,776,976	3,776,976
Revenue Department	16,686,793	17,598,421	17,422,437	17,197,437	17,197,437	17,197,437	17,197,437	17,197,437
Sheriff's Office	14,620,519	14,920,827	15,271,619	15,271,619	15,271,619	15,271,619	15,271,619	15,271,619
Streets Department	35,310,901	32,161,185	33,101,185	43,101,185	43,101,185	43,101,185	43,101,185	43,101,185
Streets - Sanitation Division	93,521,244	97,206,378	96,619,540	101,991,295	101,997,695	103,415,215	105,079,180	106,674,778
Witness Fees	135,024	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Youth Commission	0	0	0	100,000	100,000	100,000	100,000	100,000
Zoning Board of Adjustment	398,026	450,313	445,810	445,810	445,810	445,810	445,810	445,810
Zoning Code Commission	0	0	500,000	500,000	500,000	0	0	0
<b>Total</b>	<b>3,736,657,342</b>	<b>3,838,719,000</b>	<b>3,935,628,974</b>	<b>4,031,712,000</b>	<b>4,013,183,040</b>	<b>4,049,409,316</b>	<b>4,120,201,043</b>	<b>4,185,776,534</b>

**City of Philadelphia**  
**FY 2009 - 2013 Five Year Financial Plan**  
**General Fund**  
**Estimated Fringe Benefit Allocation**

	Actual FY 07	Budgeted FY 08	Projected FY08	Budgeted FY 09	Budgeted FY 10	Budgeted FY 11	Budgeted FY 12	Budgeted FY 13
Unemployment Compensation	2,210,813	2,525,288	2,525,288	2,547,968	2,547,968	2,547,968	2,547,968	2,547,968
Employee Disability	43,389,752	50,947,710	47,947,710	50,472,890	52,491,806	54,591,478	59,775,137	64,046,000
Pension and Pension Obligation Bonds	436,822,167	436,727,469	436,727,469	459,744,000	426,867,000	407,062,000	420,659,000	420,132,000
FICA	64,105,425	64,102,899	69,102,899	69,199,121	69,217,716	70,227,016	73,236,316	77,242,514
Health / Medical	331,479,880	356,626,568	416,833,946	385,827,854	385,827,854	385,827,854	385,827,854	385,827,854
Group Life	7,470,160	7,500,000	7,500,000	7,600,000	7,600,000	7,600,000	7,600,000	7,600,000
Group Legal	4,045,801	4,373,564	4,373,564	4,425,000	4,425,000	4,425,000	4,425,000	4,425,000
Tool Allowance	64,200	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Flex Cash Payments	742,341	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Reserve for Wage/Health Benefits Increases	0	0	0	24,027,400	48,720,964	77,830,363	110,459,607	141,925,488
<b>TOTAL</b>	<u>890,330,539</u>	<u>923,903,496</u>	<u>986,110,876</u>	<u>1,004,944,233</u>	<u>998,798,308</u>	<u>1,011,211,679</u>	<u>1,065,630,882</u>	<u>1,104,846,824</u>

City of Philadelphia  
Fiscal Year 2009 Operating Budget  
FY 2009-2013 Five Year Plan  
General Fund Full-Time Positions

Department	Filled Positions 6/30/07	FY 2008 Current Budget	FY 2009 Adopted	FY 2010 Proposed	FY 2011 Proposed	FY 2012 Proposed	FY 2013 Proposed
Atwater Kent Museum	4	5	5	5	5	5	5
Auditing	120	140	140	140	140	140	140
Board of Building Standards	2	2	2	2	2	2	2
Board of L & I Review	3	3	3	3	3	3	3
Board of Ethics	0	9	11	11	11	11	11
Bd. of Revision of Taxes	128	138	138	138	138	138	138
Camp William Penn	3	4	0	0	0	0	0
Capital Program Office	14	24	39	39	39	39	39
City Commissioners	90	88	88	88	88	88	88
City Council	187	195	195	195	195	195	195
City Planning Commission	44	49	49	49	43	43	43
City Rep. / Commerce	12	16	22	22	14	14	14
City Treasurer	11	13	13	13	13	13	13
Civil Service Commission	2	2	2	2	2	2	2
Clerk of Quarter Sessions	114	121	121	121	121	121	121
District Attorney - Total	424	442	442	442	442	442	442
<i>Civilian</i>	414	430	430	430	430	430	430
<i>Uniformed</i>	10	12	12	12	12	12	12
Fairmount Park	155	169	190	209	224	224	235
Finance	164	164	164	164	164	164	164
Fire	2,399	2,425	2,505	2,505	2,505	2,505	2,505
<i>Civilian</i>	97	110	110	110	110	110	110
<i>Uniformed</i>	2,302	2,315	2,395	2,395	2,395	2,395	2,395
First Judicial District	1,928	1,920	1,920	1,920	1,920	1,920	1,920
Fleet Management	300	321	321	321	309	309	309
Free Library	724	730	730	730	723	723	723
Historical Commission	6	6	6	6	6	6	6
Human Relations Commission	35	34	34	34	34	34	34
Human Services	1,721	1,890	1,890	1,890	1,890	1,890	1,890
Labor Relations	7	7	7	7	7	7	7
Law	193	182	220	220	205	205	205
Licenses & Inspections	351	381	374	374	374	374	374
Managing Director	102	88	88	88	88	88	88
Mayor	56	62	87	87	72	72	72
Mayor's Office of Information Serv.	112	153	156	156	143	143	143
Mayor's Office of Transportation	0	0	6	6	6	6	6
Mural Arts Program	14	16	16	16	16	16	16
Office of Behavioral Health/MR Sv	35	30	30	30	30	30	30
Office of Supportive Housing	132	138	138	138	138	138	138
Personnel	70	79	78	78	69	69	69
Police	7,424	7,508	7,735	7,735	7,735	7,735	7,735
<i>Civilian</i>	812	884	911	911	911	911	911
<i>Uniformed</i>	6,612	6,624	6,824	6,824	6,824	6,824	6,824
Prisons	2,176	2,400	2,400	2,400	2,400	2,400	2,400
Procurement	54	62	62	62	62	62	62
Public Health	664	738	790	790	790	790	790
Public Property	175	178	178	178	163	163	163
Records	70	76	76	76	76	76	76
Recreation	460	517	537	537	537	537	537
Register of Wills	69	70	70	70	70	70	70
Revenue	237	271	271	271	271	271	271
Sheriff	241	263	263	263	263	263	263
Streets	1,814	1,901	1,966	1,984	1,984	1,984	1,984
Zoning Code Commission	0	0	2	2	0	0	0
Zoning Board of Adjustment	4	5	5	5	5	5	5
<b>TOTAL GENERAL FUND</b>	<b>23,050</b>	<b>24,035</b>	<b>24,585</b>	<b>24,622</b>	<b>24,535</b>	<b>24,535</b>	<b>24,546</b>

Position estimates are preliminary and are subject to change with the preparation of the budget detail.

**FY 2008**

**OFFICE OF THE DIRECTOR OF FINANCE  
GENERAL FUND - FY2008**

**CASH FLOW PROJECTIONS  
EQUITY IN CON CASH  
Actual as of April 2008**

	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 29	Mar 31	April 30	May 31	June 30	Total	Accrued	Under Budget (Over) Revenues
<b>REVENUES</b>															
Property Taxes	9.1	7.4	5.4	7.2	4.9	13.3	31.6	210.4	74.3	21.8	5.5	3.7	384.5		5.2
Wage, Earnings, MP Tax	95.9	105.8	69.9	96.1	103.8	92.0	195.1	102.3	162.7	103.5	114.5	95.4	1,215.8		(28.7)
Ready Transfer Tax	21.8	20.6	16.3	16.2	12.4	14.4	18.6	10.2	10.1	18.0	14.3	12.8	186.0		20.0
Sales Tax	7.4	10.7	11.3	9.3	11.3	11.3	13.1	11.2	10.7	10.4	11.7	11.2	138.9		2.6
Business Privilege Tax	12.0	3.3	14.2	(1.0)	(4.1)	1.6	14.3	4.2	26.3	190.0	146.2	23.8	433.2		(28.0)
Other Taxes	5.2	7.5	6.0	6.4	6.9	4.8	4.4	4.4	4.9	5.8	5.8	6.1	71.2		1.1
Locally Generated Non-List	18.0	12.5	18.1	10.9	23.9	11.5	23.9	15.6	37.0	14.2	34.7	21.5	289.7		(2.9)
Other Governmental-Non-List	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	144.0		(7.1)
Other Governmental-PCA	18.8	53.1	14.7	26.2	16.7	17.5	30.1	15.6	38.2	28.9	22.8	11.5	267.7		(7.1)
Interfund Transfers	0.0	0.0	0.0	0.4	0.5	0.4	0.5	0.5	0.5	0.5	0.0	24.3	28.5		(3.8)
<b>Total Current Revenue</b>	<b>192.1</b>	<b>348.0</b>	<b>183.7</b>	<b>380.6</b>	<b>384.9</b>	<b>210.3</b>	<b>262.9</b>	<b>520.8</b>	<b>384.0</b>	<b>457.0</b>	<b>379.6</b>	<b>226.3</b>	<b>3,710.1</b>	<b>86.2</b>	<b>(63.9)</b>
Collection of 6-30-07 Govt. Other Fund Balance Adj.	48.3	31.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	96.3	0.0	
Non-revenue receipts	7.9											(7.9)	0.0		
Non-sluget items					(2.8)					2.8			0.0		
<b>TOTAL CASH RECEIPTS</b>	<b>248.3</b>	<b>379.0</b>	<b>193.7</b>	<b>380.6</b>	<b>384.9</b>	<b>210.3</b>	<b>262.9</b>	<b>518.2</b>	<b>384.0</b>	<b>459.8</b>	<b>379.6</b>	<b>218.3</b>	<b>3,801.4</b>		

	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 29	Mar 31	April 30	May 31	June 30	Total	Accrued	Under Budget (Over) Revenues
<b>EXPENSES AND OBLIGATIONS</b>															
Payroll	60.0	151.2	105.8	115.8	105.1	101.8	153.1	100.6	103.2	111.8	113.0	98.6	1,320.8		(8.5)
Employee Benefits	37.7	45.2	35.8	51.6	35.4	64.7	53.5	50.4	43.4	44.1	37.9	26.1	528.8		(62.2)
Pension	3.7	383.0	(2.6)	16.5	(2.1)	(2.6)	1.4	(1.5)	(2.5)	63.7	(2.7)	2.4	436.7		0.0
Purchase of Service	23.9	73.0	62.6	59.7	103.3	97.2	92.0	109.0	88.8	102.0	94.3	87.3	1,043.1		(25.0)
Materiel, Equipment	5.8	6.5	6.8	6.0	5.8	6.5	7.9	6.1	6.1	5.8	7.8	2.8	75.1		(5.6)
Contributions, Indemnities	18.1	5.3	7.8	2.4	0.1	6.2	2.2	2.4	9.3	6.1	36.3	18.7	112.9		2.0
Debt Service-Short Term	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		2.0
Debt Service-Long Term	6.1	2.3	16.8	1.4	7.2	2.3	11.5	7.5	8.7	0.9	26.4	22.2	96.3		(2.2)
Administrative Expenses	32.3	5.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	32.3		(2.0)
Advanced Payments	185.8	648.8	285.0	352.4	283.8	278.1	321.8	274.5	288.0	324.0	310.8	277.8	3,683.0		(68.9)
<b>Current Year Appropriation</b>	<b>603.3</b>	<b>377.7</b>	<b>123.3</b>	<b>115.5</b>	<b>8.0</b>	<b>31.5</b>	<b>6.1</b>	<b>2.8</b>	<b>11.7</b>	<b>8.3</b>	<b>4.0</b>	<b>4.2</b>	<b>186.2</b>	<b>0.3</b>	<b>30.0</b>
Prior Year Encumbrance	67.9	46.3	11.9	1.0	0.0								127.1		
Prior Year Vouchers Payable	313.8	730.5	279.2	294.9	271.6	298.6	327.7	277.1	289.7	340.3	314.5	202.1	4,001.3		
<b>TOTAL DISBURSEMENTS</b>	<b>(64.8)</b>	<b>(351.5)</b>	<b>(165.1)</b>	<b>(66.7)</b>	<b>(86.7)</b>	<b>(64.8)</b>	<b>(64.8)</b>	<b>(241.1)</b>	<b>(114.3)</b>	<b>(119.3)</b>	<b>(64.8)</b>	<b>(62.6)</b>	<b>(109.9)</b>		
Excess (Def) of Receipts over Disbursements	505.8	441.3	289.8	204.3	270.0	183.3	94.0	29.2	270.3	354.8	503.9	363.7	500.3		
TRANS	200.0												0.0		
<b>CLOSING BALANCE</b>	<b>441.3</b>	<b>289.8</b>	<b>304.3</b>	<b>270.0</b>	<b>183.3</b>	<b>94.0</b>	<b>29.2</b>	<b>270.3</b>	<b>354.8</b>	<b>503.9</b>	<b>363.7</b>	<b>303.9</b>	<b>303.9</b>		

	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 29	Mar 31	April 30	May 31	June 30	Total	Accrued	Under Budget (Over) Revenues
<b>EXPENSES AND OBLIGATIONS</b>															
Payroll	60.0	151.2	105.8	115.8	105.1	101.8	153.1	100.6	103.2	111.8	113.0	98.6	1,320.8		(8.5)
Employee Benefits	37.7	45.2	35.8	51.6	35.4	64.7	53.5	50.4	43.4	44.1	37.9	26.1	528.8		(62.2)
Pension	3.7	383.0	(2.6)	16.5	(2.1)	(2.6)	1.4	(1.5)	(2.5)	63.7	(2.7)	2.4	436.7		0.0
Purchase of Service	23.9	73.0	62.6	59.7	103.3	97.2	92.0	109.0	88.8	102.0	94.3	87.3	1,043.1		(25.0)
Materiel, Equipment	5.8	6.5	6.8	6.0	5.8	6.5	7.9	6.1	6.1	5.8	7.8	2.8	75.1		(5.6)
Contributions, Indemnities	18.1	5.3	7.8	2.4	0.1	6.2	2.2	2.4	9.3	6.1	36.3	18.7	112.9		2.0
Debt Service-Short Term	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		2.0
Debt Service-Long Term	6.1	2.3	16.8	1.4	7.2	2.3	11.5	7.5	8.7	0.9	26.4	22.2	96.3		(2.2)
Administrative Expenses	32.3	5.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	32.3		(2.0)
Advanced Payments	185.8	648.8	285.0	352.4	283.8	278.1	321.8	274.5	288.0	324.0	310.8	277.8	3,683.0		(68.9)
<b>Current Year Appropriation</b>	<b>603.3</b>	<b>377.7</b>	<b>123.3</b>	<b>115.5</b>	<b>8.0</b>	<b>31.5</b>	<b>6.1</b>	<b>2.8</b>	<b>11.7</b>	<b>8.3</b>	<b>4.0</b>	<b>4.2</b>	<b>186.2</b>	<b>0.3</b>	<b>30.0</b>
Prior Year Encumbrance	67.9	46.3	11.9	1.0	0.0								127.1		
Prior Year Vouchers Payable	313.8	730.5	279.2	294.9	271.6	298.6	327.7	277.1	289.7	340.3	314.5	202.1	4,001.3		
<b>TOTAL DISBURSEMENTS</b>	<b>(64.8)</b>	<b>(351.5)</b>	<b>(165.1)</b>	<b>(66.7)</b>	<b>(86.7)</b>	<b>(64.8)</b>	<b>(64.8)</b>	<b>(241.1)</b>	<b>(114.3)</b>	<b>(119.3)</b>	<b>(64.8)</b>	<b>(62.6)</b>	<b>(109.9)</b>		
Excess (Def) of Receipts over Disbursements	505.8	441.3	289.8	204.3	270.0	183.3	94.0	29.2	270.3	354.8	503.9	363.7	500.3		
TRANS	200.0												0.0		
<b>CLOSING BALANCE</b>	<b>441.3</b>	<b>289.8</b>	<b>304.3</b>	<b>270.0</b>	<b>183.3</b>	<b>94.0</b>	<b>29.2</b>	<b>270.3</b>	<b>354.8</b>	<b>503.9</b>	<b>363.7</b>	<b>303.9</b>	<b>303.9</b>		

OFFICE OF THE DIRECTOR OF FINANCE  
 CASH FLOW PROJECTIONS  
 CONSOLIDATED CASH--ALL FUNDS--FY2008

FY 2008

(Amounts in \$millions)

	Actual												Estimates				
	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	441.3	289.8	204.3	270.0	183.3	94.0	29.2	270.3	364.6	503.9	368.7	305.9					
Grants Revenue	64.7	86.5	71.8	82.4	68.6	46.3	61.8	48.8	51.4	49.7	70.0	70.0					
Community Development	(15.9)	(5.3)	(4.7)	(8.8)	(6.2)	(4.6)	(7.4)	(4.5)	1.3	(5.4)	(7.0)	0.0					
Vehicle Rental Tax	5.2	5.7	3.8	4.2	4.8	5.2	5.6	6.0	3.4	4.3	4.7	5.1					
Other Funds	8.2	10.1	8.8	11.4	15.8	11.0	11.8	12.2	11.2	9.3	9.0	9.0					
<b>TOTAL OPERATING FUNDS</b>	<b>503.5</b>	<b>386.8</b>	<b>284.0</b>	<b>359.2</b>	<b>266.3</b>	<b>153.9</b>	<b>101.0</b>	<b>332.8</b>	<b>451.9</b>	<b>561.8</b>	<b>445.4</b>	<b>390.0</b>					
Capital Improvement	154.0	148.9	136.2	136.2	137.4	128.9	121.1	108.9	105.9	100.0	94.0	88.0					
Industrial & Commercial Dev.	4.7	4.7	4.1	4.1	4.1	4.1	4.2	4.0	4.0	4.2	4.5	4.5					
<b>TOTAL CAPITAL FUNDS</b>	<b>158.7</b>	<b>153.6</b>	<b>140.3</b>	<b>140.3</b>	<b>141.5</b>	<b>133.0</b>	<b>125.3</b>	<b>112.9</b>	<b>109.9</b>	<b>104.2</b>	<b>98.5</b>	<b>92.5</b>					
<b>TOTAL FUND EQUITY</b>	<b>662.2</b>	<b>540.4</b>	<b>424.3</b>	<b>499.5</b>	<b>407.8</b>	<b>286.9</b>	<b>226.3</b>	<b>445.7</b>	<b>561.8</b>	<b>666.0</b>	<b>543.9</b>	<b>482.5</b>					

**FY 2009**

**OFFICE OF THE DIRECTOR OF FINANCE  
GENERAL FUND FY2009**

**CASH FLOW PROJECTIONS  
EQUITY IN CON CASH**

	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	Mar 31	April 30	May 31	June 30	Total	Accrued	Under (Over) Revenues	Budget
<b>REVENUES</b>																
Property Taxes	9.5	7.7	5.6	7.5	5.1	13.9	33.2	219.4	77.5	22.5	5.7	3.8	411.4		0.0	411.4
Wage, Earnings, NP Tax	91.1	100.7	90.5	86.4	98.8	87.6	110.5	97.3	97.7	98.4	108.8	89.0	1,156.6		0.0	1,156.6
Really Transfer Tax	18.8	17.8	13.0	15.4	9.5	11.5	19.8	13.3	13.2	21.2	17.4	15.9	186.8		0.0	186.8
Sales Tax	12.3	11.0	11.8	9.5	13.5	11.3	11.8	13.4	11.0	10.7	12.0	11.5	139.3		0.0	139.3
Business Privilege Tax	6.5	3.3	14.3	(1.0)	(4.1)	1.6	14.4	4.2	26.5	200.5	150.3	24.0	441.5		0.0	441.5
Other Taxes	6.5	9.4	7.5	8.0	8.0	6.2	6.0	5.5	6.2	11.9	7.0	7.7	89.5		0.0	89.5
Locally Generated Non-tax	17.0	21.2	18.0	15.9	22.2	39.1	22.5	18.6	17.9	18.1	19.4	26.2	254.0		0.0	254.0
Other Governments	4.2	140.4	68.6	175.1	9.4	33.5	43.9	141.7	89.4	30.1	6.6	11.8	730.2	82.7	0.0	812.9
Other Governments-PCA	17.2	33.7	16.7	27.3	17.7	19.6	37.8	4.4	38.8	30.1	25.2	14.1	262.5		0.0	262.5
Interfund Transfers	0.0	0.0	3.6	1.8	2.0	86.6	1.8	2.0	2.0	2.0	0.0	11.9	113.2		0.0	113.2
<b>Total Current Revenue</b>	<b>184.0</b>	<b>345.2</b>	<b>237.4</b>	<b>345.8</b>	<b>181.8</b>	<b>310.8</b>	<b>307.2</b>	<b>517.8</b>	<b>360.1</b>	<b>452.8</b>	<b>352.4</b>	<b>215.8</b>	<b>3,805.0</b>	<b>82.7</b>	<b>0.0</b>	<b>3,887.7</b>
Collection of 6-30-08/09 Govt.																
Other Fund Balance Adj.	62.2	38.0	10.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	110.8	0.0		0.0
Non-revenue receipts	7.0											(7.0)				
Non-budget items																
<b>TOTAL CASH RECEIPTS</b>	<b>253.2</b>	<b>383.2</b>	<b>248.1</b>	<b>345.8</b>	<b>181.8</b>	<b>310.8</b>	<b>307.2</b>	<b>517.8</b>	<b>360.1</b>	<b>452.8</b>	<b>352.4</b>	<b>208.8</b>	<b>3,915.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	Mar 31	April 30	May 31	June 30	Total	Accrued	Under (Over) Revenues	Budget
<b>EXPENSES AND OBLIGATIONS</b>																
Payroll	61.5	144.9	103.4	113.6	102.6	104.3	156.8	103.0	110.7	119.3	120.7	112.0	1,352.8	69.0	0.0	1,421.8
Employee Benefits	37.4	44.9	35.5	51.2	38.1	64.2	52.1	50.0	43.1	48.8	37.6	26.0	524.9	19.7	0.6	544.6
Pension	3.9	3.7	(2.7)	17.4	(2.2)	37.6	1.5	(1.6)	(2.6)	67.1	(2.8)	2.5	469.8	0.0	0.0	469.8
Purchase of Services	24.0	73.3	82.9	90.1	109.7	97.6	92.4	109.4	89.1	102.4	94.7	87.6	1,053.2	30.3	114.8	1,168.0
Materials, Equipment	5.7	6.4	5.7	5.9	5.5	8.4	7.8	8.0	6.0	5.5	7.5	2.6	74.1	4.8	0.0	79.0
Contributions, Indemnities	17.4	5.7	8.4	2.8	0.1	6.7	2.4	2.6	10.0	6.6	36.1	20.2	121.7	2.1	0.0	123.8
Debt Service-Short Term	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	11.3	11.3		0.0	11.3
Debt Service-Long Term	6.5	2.5	20.1	0.4	7.7	2.5	12.3	8.0	10.4	1.0	26.1	2.4	99.8		0.0	99.8
Interfund Charges	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.9	0.0	0.0	42.8	44.7		0.0	44.7
Advances, Subsidies	40.0												40.0			40.0
Current Year Appropriation	190.4	281.3	254.3	281.2	281.8	659.3	326.2	277.5	268.8	345.6	322.9	307.4	3,762.4	119.9	0.0	4,031.7
Prior Year Encumbrances	47.9	30.0	9.8	9.1	6.4	17.1	4.8	2.1	9.3	10.5	8.2	5.3	160.4	0.2	23.8	209.0
Prior Year Vouchers Payable	75.5	51.5	13.2	1.1	0.0								120.1		163.3	
<b>TOTAL DISBURSEMENTS</b>	<b>319.8</b>	<b>362.7</b>	<b>277.3</b>	<b>291.4</b>	<b>268.0</b>	<b>678.4</b>	<b>331.1</b>	<b>279.6</b>	<b>277.9</b>	<b>356.1</b>	<b>331.0</b>	<b>312.8</b>	<b>4,064.1</b>	<b>141.2</b>	<b>245</b>	<b>2,090.0</b>
Excess (Def) of Receipts over Disbursements	(66.6)	20.4	(23.2)	54.3	(86.4)	(265.7)	(29.8)	238.2	82.2	96.7	21.4	(103.9)	(168.4)			
Opening Balance	305.9	544.3	564.7	535.5	569.8	503.4	137.8	108.0	346.2	428.4	525.1	241.4	305.9			
TRANS	305.0												(305.0)			
<b>CLOSING BALANCE</b>	<b>544.3</b>	<b>564.7</b>	<b>535.5</b>	<b>569.8</b>	<b>503.4</b>	<b>137.8</b>	<b>108.0</b>	<b>346.2</b>	<b>428.4</b>	<b>525.1</b>	<b>241.4</b>	<b>137.5</b>	<b>137.5</b>			

OFFICE OF THE DIRECTOR OF FINANCE  
 CASH FLOW PROJECTIONS  
 CONSOLIDATED CASH--ALL FUNDS--FY2009

FY2009

(Amounts in \$millions)

	Estimate											
	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	544.3	564.7	535.5	566.8	503.4	137.8	108.0	346.2	428.4	525.1	241.4	137.5
Grants Revenue	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
Community Development	(4.0)	(4.0)	(4.0)	(4.0)	(4.0)	(4.0)	(4.0)	(4.0)	(4.0)	(4.0)	(4.0)	(4.0)
Vehicle Rental Tax	9.4	9.8	5.4	5.8	6.2	6.6	7.0	7.4	5.7	6.1	6.5	6.9
Other Funds	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
<b>TOTAL OPERATING FUNDS</b>	<b>578.7</b>	<b>599.5</b>	<b>565.9</b>	<b>620.6</b>	<b>534.6</b>	<b>169.4</b>	<b>140.0</b>	<b>378.6</b>	<b>459.1</b>	<b>566.2</b>	<b>272.9</b>	<b>169.4</b>
Capital Improvement	82.0	74.0	68.0	68.0	50.0	228.0	218.0	210.0	202.0	194.0	188.0	178.0
Industrial & Commercial Dev.	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
<b>TOTAL CAPITAL FUNDS</b>	<b>87.0</b>	<b>79.0</b>	<b>71.0</b>	<b>83.0</b>	<b>55.0</b>	<b>231.0</b>	<b>223.0</b>	<b>215.0</b>	<b>207.0</b>	<b>199.0</b>	<b>191.0</b>	<b>183.0</b>
<b>TOTAL FUND EQUITY</b>	<b>665.7</b>	<b>678.5</b>	<b>636.9</b>	<b>703.6</b>	<b>589.6</b>	<b>400.4</b>	<b>363.0</b>	<b>593.6</b>	<b>666.1</b>	<b>765.2</b>	<b>463.9</b>	<b>352.4</b>

**City of Philadelphia**  
**Principal General Fund Obligation Growth Assumptions**  
**FY 2009-2013 Five Year Financial Plan**

		<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<b>Class 100</b>	<b>Personal Services</b>					
	<i>Civilian Wages</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Uniform Wages</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<b>Employee Benefits</b>					
	<i>Unemployment Comp.</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Employee Disability</i>	5.3%	4.0%	4.0%	9.5%	7.1%
	<i>Pension &amp; Obligation Bond</i>	5.3%	-7.1%	-4.6%	3.3%	-0.1%
	<i>FICA</i>	0.0%	0.0%	1.5%	4.3%	5.5%
	<i>Health/Medical</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Group Life</i>	1.3%	0.0%	0.0%	1.3%	0.0%
	<i>Group Legal</i>	1.2%	0.0%	0.0%	0.0%	0.0%
	<i>Tool Allowance</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Flex Cash Payments</i>	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 200</b>	<b>Purchase of Services</b>	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 3/400</b>	<b>Materials, Supplies &amp; Equipment</b>	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 500</b>	<b>Contributions, Indemnities &amp; Taxes</b>	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 700</b>	<b>Debt Service</b>	See Schedule of Long Term Obligations				
<b>Class 800</b>	<b>Payments to Other Funds</b>	38.2%	3.3%	2.7%	2.7%	2.7%
<b>Class 900</b>	<b>Advances &amp; Misc. Payments</b>	23.7%	-62.5%	0.0%	0.0%	0.0%

**Note:**

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.

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2009

\$x000

**ART MUSEUM**

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2009

*ART MUSEUM COMPLEX - CAPITAL*

1	Philadelphia Museum of Art - Building Rehabilitation	600 600 CN
1A	Philadelphia Museum of Art - Building Rehabilitation-FY08	500 500 CT
1B	Philadelphia Museum of Art - Building Rehabilitation-FY07	585 585 CT
1C	Philadelphia Museum of Art - Building Rehabilitation-FY06	465 465 CT
1D	Philadelphia Museum of Art - Building Rehabilitation-FY05	440 440 CT
1E	Phila Museum of Art - Building Rehab-FY03	100 100 CT
<i>ART MUSEUM COMPLEX - CAPITAL</i>		2,690 600 CN 2,090 CT
<b>ART MUSEUM</b>		2,690 600 CN 2,090 CT

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**2009**

\$x000

**AVIATION***NORTHEAST PHILADELPHIA AIRPORT*

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2	Airfield Lighting Improvements	1,000
		950 FB
		25 SB
		25 XN
<hr/>		
2A	Airfield Lighting Improvements-FY08	1,000
		950 FB
		25 SB
		25 XT
<hr/>		
2B	Airfield Lighting Improvements-FY07	724
		674 FB
		25 SB
		25 XT
<hr/>		
3	Perimeter Sidewalk & Landscaping	250
		250 XN
<hr/>		
3A	Perimeter Sidewalk & Landscaping-FY08	250
		250 XT
<hr/>		
3B	Perimeter Sidewalk & Landscaping-FY07	250
		250 XT
<hr/>		
3C	Sidewalk Improvements-FY06	250
		250 XT
<hr/>		
4A	Taxiway Expansion Program-FY06	1,335
		1,135 FB
		100 SB
		100 XT
<hr/>		
4B	Taxiway Expansion Program-FY05	1,100
		900 FB
		100 SB
		100 XT
<hr/>		
4C	Taxiway Expansion Program-FY04	125
		25 SB
		100 XT

		<b>2009</b>
		\$x000
4D	Taxiway Expansion Program-FY03	969 818 FB 51 SB 100 XT
5A	Improvements to Existing Facilities-FY06	400 400 XT
5B	Improvements to Existing Facilities-FY05	400 400 XT
5C	Improvements to Existing Facilities-FY04	400 400 XT
<b><i>NORTHEAST PHILADELPHIA AIRPORT</i></b>		8,453 5,427 FB 351 SB 275 XN 2,400 XT
<b><i>PHILADELPHIA INTERNATIONAL AIRPORT</i></b>		
6	Terminal Expansion & Modernization Program	216,000 65,000 FB 151,000 XN
6A	Terminal Expansion & Modernization Program-FY08	68,500 50,000 PB 18,500 XT
6B	Terminal Expansion & Modernization Program-FY07	39,997 13,497 PB 26,500 XT
6C	Terminal Expansion & Modernization Program-FY06	78,900 20,000 FB 3,000 PB 55,900 XT

		<b>2009</b>
		\$x000
6D	Terminal Expansion & Modernization Program-FY05	4,550 3,500 PB 1,050 XT
6E	Passenger Terminal Expansion Program-FY03	25,884 25,884 XT
6F	Passenger Terminal Expansion Program-FY02	6,749 450 PB 6,299 XT
6G	Passenger Terminal Expansion Program-FY01	10,109 517 PB 9,592 TB
6H	Passenger Terminal Expansion Program-FY00	11,556 3,574 FB 3,556 PB 4,426 XT
6I	Terminal A Renovations-FY04	4,761 4,761 XT
6J	Terminal A - Renovations-FY03	2,756 2,756 XT
6K	Airport Security Program-FY04	74,250 74,250 XT
6L	Airport Security Program-FY03	28,750 9,100 FB 19,650 XT
7	Terminal D-E Apron Reconstruction	12,000 9,000 FB 3,000 PB
7A	Terminal D-E Apron Reconstruction-FY08	5,000 5,000 PB
7B	Terminal D-E Apron Reconstruction-FY07	10,000 4,700 FB 5,300 PB
7C	Reconstruction of Terminal D-E Apron-FY04	5,417 2,750 FB 2,657 PB 10 XT

		<b>2009</b>
		\$x000
7D	Reconstruction of Terminal D-E Apron-FY03	2,730 1,190 FB 1,200 SB 340 XT
7E	Aircraft Apron Reconstr - Term D to E-FY02	750 500 FB 250 XT
8	Runway 9R/27L Rehabilitation	10,000 7,500 FB 2,500 XN
8A	Runway 9R/27L Rehabilitation-FY08	10,000 7,500 FB 2,500 XT
8B	Runway 9R/27L Resurfacing-FY06	5,800 4,500 FB 1,300 XT
8C	Runway 9R/27L Resurfacing-FY05	16,000 12,000 FB 4,000 XT
8D	Runway 9R/27L Resurfacing-FY04	1,000 750 FB 250 XT
8E	Extended Safety Area - Runway 9R-FY03	1,000 750 FB 250 XT
8F	Extended Safety Area - Runway 9R-FY02	800 800 XT
8G	Extended Safety Area - Runway 9R-FY95	1,163 956 FB 207 XT
8H	Runway 9R Safety Area-FY08	2,000 2,000 XT
8I	Runway 9R Safety Area-FY07	2,500 1,800 FB 700 XT
9	Airfield Renovations & Additions	22,000 22,000 XN

		<b>2009</b>
		\$x000
9A	Airfield Renovations & Additions-FY08	4,054 4,054 XT
10	Improvements to Existing Facilities	20,000 3,000 FB 17,000 XN
10A	Improvements to Existing Facilities-FY08	10,000 10,000 XT
10B	Improvements to Existing Facilities-FY06	6,000 6,000 XT
10C	Improvements to Existing Facilities-FY05	6,000 6,000 XT
10D	Improvements to Existing Facilities-FY04	6,000 6,000 XT
10E	Improvements to Existing Facilities-FY03	6,008 6,008 XT
10F	Improvements to Existing Facilities-FY02	4,701 4,701 XT
10G	Improvements to Existing Facilities-FY01	3,233 3,233 XT
10H	ADA Compliance Program-FY02	100 100 XT
10I	Facility Management System-FY04	1,308 938 FB 370 XT
10J	Facility Management System-FY03	6,000 3,000 FB 3,000 XT
10K	Facility Management System Upgrade-FY02	820 696 FB 124 XT
11	Noise Compatibility Program	8,000 5,000 FB 3,000 XN

		<b>2009</b>
		\$x000
11A	Noise Compatibility Program-FY08	6,000 4,800 FB 1,200 XR
11B	Noise Compatibility Program-FY07	3,000 2,400 FB 600 XR
11C	Noise Compatibility Program-FY06	2,950 2,350 FB 600 XR
11D	Noise Compatibility Program-FY05	722 560 FB 162 XR
11E	Noise Compatibility Program-FY04	350 350 XR
12	Airport Expansion Program	10,000 10,000 XN
12A	Airport Expansion Program-FY06	15,000 15,000 XT
12B	Airport Expansion Program-FY05	6,000 6,000 XT
12C	Airport Expansion Program-FY04	5,524 2,524 PB 3,000 XT
12D	Airport Expansion Program-FY03	20,000 20,000 XT
12E	Airport Land Acquisition Program-FY01	12,600 12,600 XR
12F	Airport Expansion Program-FY00	97,056 97,056 XT
12G	Planning & Design for Future Projects-FY02	8,433 8,433 PB
13	Airfield Capacity Enhancement Program	7,000 7,000 XN
13A	Airfield Capacity Enhancement Program-FY08	7,000 7,000 XT

		<b>2009</b>
		\$x000
13B	Airfield Capacity Enhancement Program-FY06	27,984 22,500 FB 5,484 XR
13C	Airfield Capacity Enhancement Program-FY05	6,600 5,000 FB 1,600 SB
13D	Airfield Capacity Enhancement Program-FY04	6,943 6,943 FB
13E	Taxiway J and Cargo City Ramp Reconstr-FY04	2,250 1,250 FB 1,000 XT
13F	Taxiway J/Cargo City Ramp Reconstr-FY03	3,150 3,150 FB
13G	Taxiway J/Cargo Ramp Reconstruction-FY02	1,906 1,694 FB 212 XT
13H	Taxiway Improvement Program-FY07	6,000 6,000 XT
14	Airport Roadway System Modifications	2,000 2,000 XN
14A	Airport Roadway System Modifications-FY08	2,000 2,000 XT
14B	Airport Roadway System Modifications-FY07	2,000 2,000 XT
14C	Airport Roadway System Modifications-FY06	2,000 2,000 XT
14D	Airport Roadway Sign Lighting-FY02	500 500 XR
14E	Employee Parking Lot Expansion-FY07	3,000 3,000 XT
15A	Ground Transportation Facility Imps-FY04	2,500 2,500 XT

		<b>2009</b>
		\$x000
16A	DOA Maintenance Center-FY06	4,200 4,200 XT
16B	Division Of Aviation Maintenance Center-FY04	1,500 1,500 XT
16C	DOA Maintenance Center-FY03	1,500 1,500 XT
16D	DOA Maintenance Center-FY02	2,000 2,000 XT
16E	DOA Maintenance Center-FY99	3,268 3,268 XT
16F	DOA Maintenance Center-FY98	4,835 4,835 XT
16G	Snow Removal Equipment Acquisition-FY08	10,000 10,000 XT
17A	Runway 17-35 Extension-FY06	11,228 323 FB 7,000 PB 3,905 SB
17B	Runway 17-35 Extension-FY05	2,820 2,700 FB 120 XR
17C	Runway 17-35 Extension-FY04	1,500 1,500 FB
17D	Airfield Renovations and Additions-FY03	3,908 140 FB 3,768 XT
17E	Airfield Renovations and Additions-FY02	2,900 2,190 FB 710 XT
<b>PHILADELPHIA INTERNATIONAL AIRPORT</b>		1,083,273 221,704 FB 108,434 PB 6,705 SB 9,592 TB 214,500 XN 21,616 XR 500,722 XT

	<b>2009</b>
	\$x000
<b>AVIATION</b>	1,091,726
	227,131 FB
	108,434 PB
	7,056 SB
	9,592 TB
	214,775 XN
	21,616 XR
	503,122 XT

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**2009**

\$x000

**CAPITAL PROGRAM OFFICE***CAPITAL PROGRAM ADMINISTRATION*

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18	Capital Program Administration Design and Engineering	4,540 4,540 CN
18A	Capital Program Administration Design and Engineering-FY08	2,969 2,969 CT
18B	Capital Program Administration Design and Engineering-FY07	305 305 CT
18C	Capital Program Administration Design and Engineering-FY06	1,302 1,302 CT
18D	Capital Program Administration Design and Engineering-FY05	277 56 CA 221 CT
18E	CPO Administration, Design & Engineering-FY04	420 420 CT
18F	CPO Admin, Design & Engineering-FY03	652 652 CT
18G	CPO Admin, Design & Engineering-FY02	275 275 CT
18H	CPO Admin, Design & Engineering-FY01	498 498 CT
18I	CPO Admin, Design & Engineering-FY00	338 338 CT

*CAPITAL PROGRAM ADMINISTRATION*11,576  
56 CA  
4,540 CN  
6,980 CT*CAPITAL PROJECTS*

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19	Citywide Environmental Remediation	700 700 CN
19A	Citywide Environmental Remediation-FY08	400 400 CT

		<b>2009</b>
		\$x000
19B	Citywide Environmental Remediation-FY07	144 144 CT
20	Improvements to Facilities	1,572 1,000 CA 572 CR
20A	Recreation Facilities Assessment Study-FY04	119 119 CT
<b><i>CAPITAL PROJECTS</i></b>		2,935 1,000 CA 700 CN 572 CR 663 CT
<b>CAPITAL PROGRAM OFFICE</b>		14,511 1,056 CA 5,240 CN 572 CR 7,643 CT

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**2009**

\$x000

**COMMERCE***COMMERCIAL DEVELOPMENT*

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21	Neighborhood Commercial Centers - Site Improvements	36,000 10,000 FB 8,000 SB 18,000 TB
21A	Neighborhood Commercial Centers - Site Improvements-FY08	34,000 10,000 FB 8,000 SB 16,000 TB
21B	Neighborhood Commercial Centers - Site Improvements-FY07	2,000 2,000 SB
21C	Neighborhood Commercial Centers - Site Improvements-FY06	5,000 1,000 CT 4,000 SB
21D	Neighborhood Commercial Centers - Site Improvements-FY05	1,750 1,000 CT 750 SB
21E	NCC - Site Improvements-FY04	537 537 CT
21F	NCC - Site Improvements-FY03	1,200 200 CT 1,000 FB
21G	NCC - Site Improvements-FY02	524 524 CT
21H	NCC - Site Improvements-FY01	500 500 CT
21I	NCC - Site Improvements-FY00	152 152 CT
21J	Neighborhood Commercial Centers-FY99	178 178 CT
21K	Avenue of The Arts-FY04	40 40 CT
21L	Avenue of The Arts - N. Broad Street-FY03	240 110 FB 130 SB

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		<b>2009</b>
		\$x000
21M	Avenue of The Arts - N & S Broad St-FY01	500 500 CT
21N	Avenue of The Arts - N & S Broad St-FY99	2,000 2,000 TB
21O	Convention Center Area Renewal-FY00	1,701 1,701 CT
21P	Convention Center Area - Renewal-FY99	298 298 CT
21Q	Convention Center Area-Improvements-FY98	478 478 CT
21R	Cultural Corridors Capital & Infrastructure Projects-FY08	17,677 2,570 FB 5,107 SB 10,000 TB
<b>COMMERCIAL DEVELOPMENT</b>		104,775 7,108 CT 23,680 FB 27,987 SB 46,000 TB
<b>INDUSTRIAL DEVELOPMENT</b>		
22A	Environmental Assessment/Remediation-FY08	850 100 CT 250 FB 500 SB
22B	Environmental Assessment/Remediation-FY06	1,700 200 CT 500 FB 1,000 SB
23A	Neighborhood Industrial Districts-FY08	1,154 150 CT 289 FB 715 SB
23B	Neighborhood Industrial Districts-FY06	300 150 CT 150 SB
23C	Enterprise and Empowerment Zone Imps-FY04	150 150 CT

		<b>2009</b>
		\$x000
24	PIDC Landbank Acquisition & Improvements	20,000 20,000 Z
24A	PIDC - Land Acquisition And Imps-FY02	700 700 CT
24B	West Parkside Utility Relocations and Improvements-FY06	100 100 CT
24C	West Parkside Utility Relocations and Improvements-FY05	225 225 CT
25A	Grading and Paving - New and Existing Streets-FY08	100 100 CT
25B	Grading and Paving - New and Existing Streets-FY07	100 100 CT
25C	Grading and Paving - New and Existing Streets-FY06	100 100 CT
25D	Grading and Paving - New and Existing Streets-FY05	250 250 CT
25E	Grading & Paving - New/Existing Sts-FY03	38 38 CT
25F	Philadelphia Auto Mall - Improvements-FY01	1,307 1,307 CT
25G	Phila Auto Mall - Streetscape Imps-FY00	1,199 1,199 CT
25H	Food Distribution Center - Imps-FY02	850 850 CT
26	Navy Yard Infrastructure Improvements	2,741 1,741 CA 500 FB 500 SB
26A	Navy Yard Infrastructure Improvements-FY08	1,500 500 CT 500 FB 500 SB
26B	Navy Yard Infrastructure Improvements-FY07	9,000 1,000 CT 4,000 FB 4,000 SB

		<b>2009</b>
		\$x000
26C	Navy Yard Infrastructure Improvements-FY06	4,285 1,000 CT 3,000 FB 285 SB
26D	Sound Stage Development-FY08	1,500 750 CT 750 SB
26E	Sound Stage Development-FY07	500 250 CT 250 SB
26F	Sound Stage Development-FY06	1,000 250 CT 750 SB
27	PIDC Landbank Improvements, Engineering and Administration	6,000 6,000 Z
27A	Byberry Reuse Plan-FY01	100 100 CT
27B	Byberry Reuse Plan-FY99	250 250 CT
<b>INDUSTRIAL DEVELOPMENT</b>		55,999 1,741 CA 9,819 CT 9,039 FB 9,400 SB 26,000 Z
<b>PENN'S LANDING / WATERFRONT IMPS</b>		
28	Penn's Landing Improvements	2,700 2,120 CA 580 CN
28A	Penn's Landing Improvements-FY08	500 250 CT 250 TB
29	Schuylkill Riverfront Improvements	1,850 1,000 CN 500 FB 350 SB

		<b>2009</b>
		\$x000
29A	Schuylkill Riverfront Improvements-FY08	1,375 250 CT 764 FB 361 SB
29B	Schuylkill Riverfront Improvements-FY07	850 350 CT 500 SB
29C	Schuylkill Riverfront Public Improvements-FY06	750 250 CT 500 SB
29D	Schuylkill River Trail Improvements-FY05	250 250 SB
30	North Delaware Riverfront Improvements	6,890 1,200 CN 5,340 FB 350 SB
30A	North Delaware Riverfront Improvements-FY08	1,975 195 CT 1,530 FB 250 SB
<b>PENN'S LANDING / WATERFRONT IMPS</b>		17,140 2,120 CA 2,780 CN 1,295 CT 8,134 FB 2,561 SB 250 TB
<b>COMMERCE</b>		177,914 3,861 CA 2,780 CN 18,222 CT 40,853 FB 39,948 SB 46,250 TB 26,000 Z

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2009

\$x000

**FAIRMOUNT PARK COMMISSION**

*FAIRMOUNT PARK - CAPITAL*

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31	Building Improvements	1,340
		840 CA
		500 SB
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31A	Building Improvements-FY08	1,030
		1,030 CT
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31B	Building Improvements-FY07	490
		490 CT
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31C	Building Improvements-FY06	302
		302 CT
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31D	Building Improvements-FY05	695
		328 CA
		367 CT
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31E	Building Improvements-FY04	124
		124 CA
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31F	Historic Building Improvements-FY08	775
		775 CT
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31G	Historic Building Improvements-FY07	330
		330 CT
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31H	Historic Building Improvements-FY06	303
		303 CT
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31I	Historic Building Improvements-FY05	113
		113 CT
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32	Infrastructure	1,060
		60 CA
		1,000 SB
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33	Parkland - Site Improvements	14,127
		3,127 CA
		3,000 FB
		3,000 PB
		3,000 SB
		2,000 TB

		2009
		\$x000
33A	Parkland - Site Improvements-FY08	1,300 300 CT 1,000 SB
33B	Parkland - Site Improvements-FY07	126 126 CT
33C	Parkland - Site Improvements-FY05	2,434 194 CA 450 CT 1,790 FB
33D	Parkland - Site Improvements-FY04	3 3 CT
33E	Parkland - Site Improvements-FY02	1,508 30 CA 51 CT 1,427 SB
33F	Parkland - Site Improvements-FY01	15 15 CA
33G	Athletic and Play Area Improvements-FY07	200 200 CT
33H	Athletic and Play Area Improvements-FY06	250 250 CT
33I	Athletic and Play Area Improvements-FY05	361 39 CA 322 CT
33J	Facility Improvements-FY08	1,550 1,450 CT 100 SB
33K	Facility Improvements-FY07	701 701 CT
33L	Facility Improvements-FY06	315 315 CT
33M	Facility Improvements-FY05	672 254 CA 18 CT 400 SB
33N	Facility Improvements-FY04	851 501 CA 350 SB

		<b>2009</b>
		\$x000
33O	Facility Improvements-FY03	400 400 SB
33P	Manayunk Canal Improvements-FY01	318 318 SB
33Q	Manayunk Canal Restoration-FY00	2,240 2,240 SB
33R	Manayunk Recreation Path-FY00	881 81 FB 800 SB
33S	Park and Street Trees-FY07	1 1 CT
33T	Park and Street Trees-FY06	300 300 CT
33U	Schuylkill River Park-FY99	109 109 SB
34	Roadways, Footways, and Parking	480 480 CA
34A	Roadways, Footways, and Parking-FY08	250 250 CT
34B	Roadways, Footways, and Parking-FY07	450 450 CT

		<b>2009</b>
		\$x000
34C	Roadways, Footways, and Parking-FY06	1,750
		250 CT
		1,250 FB
		250 SB
<b><i>FAIRMOUNT PARK - CAPITAL</i></b>		<b>38,154</b>
		5,992 CA
		9,147 CT
		6,121 FB
		3,000 PB
		11,894 SB
		2,000 TB
<b>FAIRMOUNT PARK COMMISSION</b>		<b>38,154</b>
		5,992 CA
		9,147 CT
		6,121 FB
		3,000 PB
		11,894 SB
		2,000 TB

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**2009**

\$x000

**FIRE*****FIRE FACILITIES***

36	Fire Computer/Communications Systems Improvements	2,000 2,000 CR
36A	Fire Computer/Communications Systems Improvements-FY08	2,000 2,000 CR
36B	Fire Department Computer System Improvements-FY07	1,709 1,709 CR
36C	Fire Department Computer System Imps-FY02	161 161 CT
37	Fire Department Interior and Exterior Renovations	800 800 CN
37A	Fire Department Interior and Exterior Renovations-FY08	5,800 5,000 A 800 CT
37B	Fire Department Interior and Exterior Renovations-FY07	2,650 2,650 CT
37C	Fire Department Interior and Exterior Renovations-FY06	2,388 2,388 CT
37D	Fire Department Interior and Exterior Renovations-FY05	1,745 1,691 CT 54 FB
37E	Fire Dept Interior/Exterior Renovations-FY04	288 288 CT
37F	Fire Dept Interior/Exterior Renov-FY03	47 47 CT
37G	Fire Dept Interior/Exterior Renov-FY02	169 169 CT
37H	Fire Facilities - Critical Renovations-FY99	13 13 CT

		<b>2009</b>
		\$x000
37I	Fire Department Roof Replacements-FY01	13 13 CT
37J	Roof Replacements-FY00	5 5 CT
37K	Fire Department New Facility-FY08	500 500 SB
<b><i>FIRE FACILITIES</i></b>		20,288 5,000 A 800 CN 5,709 CR 8,225 CT 54 FB 500 SB
<b>FIRE</b>		20,288 5,000 A 800 CN 5,709 CR 8,225 CT 54 FB 500 SB

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**2009**

\$x000

**FLEET MANAGEMENT**

*CAPITAL PROJECTS*

38	Fleet Management Facilities	1,300 1,300 CN
38A	Fleet Management Facilities-FY08	929 589 CA 340 CT
38B	Fleet Management Facilities-FY07	150 150 CT
38C	Fleet Management Facilities-FY06	330 330 CT
39	Fuel Tank Replacement	1,200 800 CN 400 SB
39A	Fuel Tank Replacement-FY08	810 135 CT 675 SB
<i>CAPITAL PROJECTS</i>		4,719 589 CA 2,100 CN 955 CT 1,075 SB
<b>FLEET MANAGEMENT</b>		4,719 589 CA 2,100 CN 955 CT 1,075 SB

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**2009**

\$x000

**FREE LIBRARY***LIBRARY FACILITIES - CAPITAL*

40	Free Library Improvements	2,880 1,380 CN 1,500 SB
40A	Free Library Improvements-FY08	9,799 9,000 A 799 CT
40B	Branch Libraries - Improvements-FY07	750 750 CT
40C	Branch Libraries - Improvements-FY06	600 600 CT
40D	Branch Libraries - Improvements-FY05	231 231 CT
40E	Branch Libraries - Major Renovations-FY02	206 206 CT
40F	Central Library Renovations-FY06	200 200 CT
40G	Central Library Renovations-FY05	50 50 CT
40H	Central Library Renovations-FY04	107 107 CT
40I	Automation Upgrades and Expansion-FY02	40 40 CT
40J	Prop Acquisition - Free Library Proj-FY01	87 87 CT
<i>LIBRARY FACILITIES - CAPITAL</i>		14,950 9,000 A 1,380 CN 3,070 CT 1,500 SB
<b>FREE LIBRARY</b>		14,950 9,000 A 1,380 CN 3,070 CT 1,500 SB

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**2009**

\$x000

**HEALTH***HEALTH FACILITIES*

41	Health Department Equipment and Repairs	1,800 1,800 CR
41A	Health Department Equipment and Repairs-FY08	1,800 1,800 CR
41B	Health Department Equipment and Repairs-FY06	291 291 CT
42	Health Facility Renovations	1,211 111 CA 1,100 CN
42A	Health Facility Renovations-FY08	585 585 CT
42B	Health Facility Renovations-FY07	250 250 CT
42C	Health Facility Renovations-FY06	680 680 CT
42D	Health Facility Renovations-FY05	552 552 CT
42E	Health Facility Renovations-FY04	565 565 CT
42F	Health Facility Renovations-FY03	252 252 CT
42G	Health Facility Renovations-FY02	17 17 CT
42H	Health Facility Renovations-FY00	190 190 CT
42I	Health Administration Building-FY05	200 200 CT

		<b>2009</b>
		\$x000
42J	Health Administration Building-FY04	147 147 CT
42K	Health Administration Building-FY03	80 80 CT
42L	Medical Examiner's Office-FY05	3,300 1,500 CT 1,800 SB
42M	Medical Examiner's Office-FY04	350 350 CT
<b>HEALTH FACILITIES</b>		12,270 111 CA 1,100 CN 3,600 CR 5,659 CT 1,800 SB
<b>PHILADELPHIA NURSING HOME</b>		
43	Equipment and Renovations - Philadelphia Nursing Home	1,100 1,100 CR
43A	Equipment and Renovations - Philadelphia Nursing Home-FY08	1,100 1,100 CR
43B	Equipment and Renovations - Philadelphia Nursing Home-FY07	1,900 1,900 CR
43C	Equipment and Renovations - Philadelphia Nursing Home-FY06	1,732 1,732 CR
<b>PHILADELPHIA NURSING HOME</b>		5,832 5,832 CR
<b>HEALTH</b>		18,102 111 CA 1,100 CN 9,432 CR 5,659 CT 1,800 SB

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2009

\$x000

**HOUSING**

*HOUSING & COMMUNITY DEVEL - CAPITAL*

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44A Site Improvements-FY97

38

38 CT

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*HOUSING & COMMUNITY DEVEL - CAPITAL*

38

38 CT

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**HOUSING**

38

38 CT

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**2009**

\$x000

**HUMAN SERVICES**

*YOUTH STUDY CENTER - CAPITAL*

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45A	New Youth Study Center-FY98	11,351 11,351 TB
45B	Youth Study Center-Renovations-FY97	410 410 CT
45C	Youth Study Center-Renovations-FY96	1,043 1,043 CT
<i>YOUTH STUDY CENTER - CAPITAL</i>		12,804 1,453 CT 11,351 TB
<b>HUMAN SERVICES</b>		12,804 1,453 CT 11,351 TB

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**2009**

\$x000

**MANAGING DIRECTOR'S OFFICE**

*CAPITAL PROJECTS - VARIOUS*

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46	Citywide Facilities	6,350
		300 CA
		5,050 CN
		1,000 PB
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46A	Citywide Facilities-FY08	1,750
		1,750 CT
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46B	Citywide Facilities-FY07	1,912
		1,912 CT
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46C	Citywide Facilities-FY06	3,125
		3,125 CT
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46D	Citywide Facilities-FY05	1,482
		1,482 CT
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46E	Citywide Facilities-FY04	1,977
		279 CA
		1,698 CT
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46F	Citywide Facilities-FY03	454
		454 CT
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46G	Citywide Facilities-FY02	106
		106 CT
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46H	Citywide Facilities-FY01	302
		302 CT
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46I	Citywide Facilities-FY00	524
		524 CT
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46J	Citywide Facilities-FY99	114
		114 CT
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46K	Facilities Improvements-Citywide-FY98	9
		9 CT

		<b>2009</b>
		\$x000
46L	Facilities Improvements-Citywide-FY97	58 58 CT
46M	Local Match for Transportation Grants-FY01	200 200 CT
46N	Local Match for Transportation Grants-FY00	450 450 SB
46O	Local Match for Transportation Grants-FY95	3,164 3,164 FB
47	Energy Efficiency Improvements	1,000 1,000 CN
47A	Energy Efficiency Improvement-FY08	1,064 564 CA 500 CT
47B	Energy Efficiency Improvement-FY07	500 500 CT
47C	Energy Star Building Upgrades-FY06	26 26 CT
47D	Energy Star Building Upgrades-FY05	243 243 CT
47E	Energy Cost Reduction Program-FY97	23 23 CT
47F	Green Lights Lighting Upgrades-FY06	246 246 CT
48	Office of Emergency Management	250 250 CN
48A	Office of Emergency Management-FY08	250 250 CT
<b><i>CAPITAL PROJECTS - VARIOUS</i></b>		25,579 1,143 CA 6,300 CN 13,522 CT 3,164 FB 1,000 PB 450 SB

	<b>2009</b>
	\$x000
<b>MANAGING DIRECTOR'S OFFICE</b>	25,579
	1,143 CA
	6,300 CN
	13,522 CT
	3,164 FB
	1,000 PB
	450 SB

		<b>2009</b>
		\$x000
<b>MOIS</b>		
<i>CAPITAL PROJECTS</i>		
<hr/>		
49A	Digital Orthophotography, Planimetric, and Topographic Data-FY06	540 540 CT
<hr/>		
49B	Integrated Case Management System-FY06	256 56 CA 200 CT
<hr/>		
49C	Business and Information Continuity/Recovery Project-FY06	958 958 CT
<hr/>		
49D	Integrated Case Management System-FY07	1,000 1,000 CT
<hr/>		
<i>CAPITAL PROJECTS</i>		2,754 56 CA 2,698 CT
<hr/>		
<b>MOIS</b>		2,754 56 CA 2,698 CT

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**2009**

\$x000

**OFFICE OF SUPPORTIVE HOUSING**

*FAMILY CARE FACILITIES - CAPITAL*

50	OSH Facility Renovations	700 700 CN
50A	OSH Facility Renovations-FY08	625 625 CT
50B	OESS Facility Renovations-FY07	413 413 CT
50C	OESS Facility Renovations-FY06	196 196 CT
50D	OESS Facility Renovations-FY05	110 110 CT
50E	OESS Renovations-FY02	25 25 CT
50F	Riverview Home Renovations-FY06	300 300 CT
50G	Riverview Home Renovations-FY05	304 304 CT
50H	Riverview Home Renovations-FY04	444 444 CT
50I	Riverview Home Renovations-FY01	47 47 CT
<i>FAMILY CARE FACILITIES - CAPITAL</i>		3,164 700 CN 2,464 CT
<b>OFFICE OF SUPPORTIVE HOUSING</b>		3,164 700 CN 2,464 CT

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**2009**

\$x000

**POLICE***POLICE FACILITIES*

51	Computer and Communication System Improvements	2,000 2,000 CR
51A	Computer and Communication System Improvements-FY08	2,000 2,000 CR
51B	Computer and Communication System Improvements-FY07	2,000 2,000 CR
51C	Computer and Communication System Improvements-FY06	2,661 2,661 CR
51D	Computer/Communication Systems Imps-FY03	39 39 CT
52	Police Facilities - Renovations	400 400 CN
52A	Police Facilities - Renovations-FY08	8,900 8,500 A 400 CT
52B	Police Department Interior and Exterior Improvements-FY07	1,860 1,860 CT
52C	Police Department Interior and Exterior Improvements-FY06	1,894 1,894 CT
52D	Police Department Interior and Exterior Improvements-FY05	148 148 CT
52E	Police Dept Interior and Exterior Imps-FY04	305 305 CT
52F	SWAT/Bomb Squad Facility-FY08	7,500 5,000 A 2,500 FB
<i>POLICE FACILITIES</i>		29,707 13,500 A 400 CN 8,661 CR 4,646 CT 2,500 FB

	<b>2009</b>
	\$x000
<b>POLICE</b>	29,707
	13,500 A
	400 CN
	8,661 CR
	4,646 CT
	2,500 FB

		2009
		\$x000
<b>PRISONS</b>		
<i>CORRECTIONAL INSTITUTIONS - CAPITAL</i>		
53	Prison System - Renovations	4,120 4,120 CN
53A	Prison System - Renovations-FY08	3,008 3,008 CT
53B	Prison System - Renovations-FY07	3,295 340 CT 2,955 TB
53C	Prison System - Renovations-FY06	500 500 CT
53D	Prison System - Renovations-FY05	1,069 1,069 CT
53E	Prison System - Renovations-FY04	381 381 CT
53F	Prison System - Renovations-FY03	275 275 SB
53G	Prison Facilities - Renovations-FY01	139 139 CT
54	Certified Juvenile Detention Facility	5,390 5,390 TB
54A	Certified Juvenile Detention Facility-FY08	12,513 12,513 A
<i>CORRECTIONAL INSTITUTIONS - CAPITAL</i>		30,690 12,513 A 4,120 CN 5,437 CT 275 SB 8,345 TB
<b>PRISONS</b>		30,690 12,513 A 4,120 CN 5,437 CT 275 SB 8,345 TB

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**2009**

\$x000

**PUBLIC PROPERTY*****BUILDINGS AND FACILITIES - OTHER***

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55	Improvements to Municipal Facilities	2,000 2,000 CA
55A	Improvements to Municipal Facilities-FY08	600 300 CT 300 PB
55B	Improvements to Municipal Facilities-FY07	700 500 CT 200 PB
55C	Improvements to Municipal Facilities-FY06	1,000 1,000 CT
55D	Buildings and Facilities Improvements-FY05	616 616 CT
55E	Buildings and Facilities Improvements-FY04	25 25 CT
55F	Emergency Standby Power System-FY08	1,000 1,000 FB
55G	Family Court-FY05	1,000 1,000 CT
55H	Family Court-FY04	1,500 1,500 CA
55I	Family Court-FY03	1,811 1,730 CA 81 CT
55J	Transit Facilities Improvements-FY04	2,776 93 CT 2,220 FB 463 SB
55K	Transit Facilities Improvements-FY03	56 56 CT
55L	Transit Facilities Improvements-FY02	873 722 FB 151 SB

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		<b>2009</b>
		\$x000
55M	Eastern State Penitentiary Renov-FY99	3,743 644 CT 3,099 PB
56	Triplex Facility Improvements	125 125 CN
56A	Triplex Facility Improvements-FY08	200 200 CT
56B	Triplex Facility Improvements-FY07	200 200 CT
56C	Triplex Facility Improvements-FY06	160 160 CT
<b>BUILDINGS AND FACILITIES - OTHER</b>		18,385 5,230 CA 125 CN 4,875 CT 3,942 FB 3,599 PB 614 SB
<b>CITY HALL COMPLEX</b>		
57	City Hall	7,405 5,769 CA 1,636 CN
57A	City Hall-FY08	4,313 4,313 CT
57B	City Hall-FY07	500 500 CT
57C	City Hall-FY06	3,253 3,253 CT
57D	City Hall-FY04	18 18 CT
<b>CITY HALL COMPLEX</b>		15,489 5,769 CA 1,636 CN 8,084 CT

		<b>2009</b>
		\$x000
<b>COMMUNICATIONS PROJECTS</b>		
58	Communications Systems Improvements	11,000 11,000 CR
58A	Communications Systems Improvements-FY08	5,000 5,000 CR
58B	Communications Systems Improvements-FY07	9,933 9,933 CR
58C	Communications Systems Improvements-FY05	200 200 CT
58D	Communications Improvements-FY04	1,765 1,507 CA 258 CT
<b>COMMUNICATIONS PROJECTS</b>		27,898 1,507 CA 25,933 CR 458 CT
<b>PUBLIC PROPERTY</b>		61,772 12,506 CA 1,761 CN 25,933 CR 13,417 CT 3,942 FB 3,599 PB 614 SB

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**2009**

\$x000

**RECREATION***ITEF - VARIOUS FACILITIES*

60	Cultural Facilities Renovations	3,400 400 CN 3,000 TB
60A	Cultural Facility Improvements-FY07	40 40 CT
60B	Cultural Facility Improvements-FY06	150 150 CT
60C	Cultural Facility Improvements-FY04	1,350 350 CT 1,000 PB
60D	Cultural Facilities-FY03	446 446 CT
60E	Cultural Facilities-FY01	13 13 CT
60F	Cultural Facilities-FY00	100 100 CT
60G	Cultural Facilities-FY99	1,068 68 CT 1,000 PB
61	Improvements to Existing Recreation Facilities	9,048 1,148 CA 7,900 CN
61A	Improvements to Existing Recreation Facilities-FY08	8,000 8,000 CT
61B	Improvements to Existing Recreation Facilities-FY07	7,009 7,009 CT
61C	Improvements to Existing Recreation Facilities-FY06	6,102 6,102 CT
61D	Improvements to Existing Recreation Facilities-FY05	4,183 4,183 CT

		<b>2009</b>
		\$x000
61E	Improvements To Existing Rec Facilities-FY04	2,682 236 CA 2,446 CT
61F	Imprs To Existing Rec Facilities-FY03	1,250 265 CA 985 CT
61G	Improvements To Existing Rec Facil-FY02	1,171 1,171 CT
61H	Imps To Existing Rec Facilities-FY01	1,536 1,536 CT
61I	ITEF - Site Improvements-FY00	1,513 1,513 CT
61J	Improvements To Existing Facilities-FY99	734 734 CT
61K	Improvements To Existing Facilities-FY98	97 97 CT
61L	Improvements To Existing Facilities-FY96	10 10 CT
61M	Improvements To Existing Facilities-FY95	15 15 CT
61N	New Northeast Community Center-FY00	28 28 CT
61O	Lonnie Young Recreation Center-FY99	500 500 SB
62	Improvements to Existing Recreation Facilities - Infrastructure	100 100 CN
62A	Improvements to Existing Recreation Facilities - Infrastructure-FY08	100 100 CT
62B	Improvements to Existing Recreation Facilities - Infrastructure-FY07	100 100 CT
62C	Improvements to Existing Recreation Facilities - Infrastructure-FY06	150 150 CT
62D	Improvements to Existing Recreation Facilities - Infrastructure-FY05	123 123 CT

		<b>2009</b>
		\$x000
62E	Imps To Existing Facil - Infrastructure-FY04	7 7 CT
62F	Admin, Design & Engineering - Rec-FY02	250 250 CT
62G	Admin, Design & Engineering - Rec-FY01	148 148 CT
62H	Admin, Design & Engineering - Rec-FY00	99 99 CT
62I	Administration, Design & Engineering-FY99	40 40 CT
62J	ITEF - Outdoor Lighting-FY95	4 4 CT
62K	ITEF - Site Renovations-FY95	17 17 CT
62L	ITEF - Site Renovations-FY94	15 15 A
63	Improvements to Existing Recreation Facilities - Swimming Pools	500 500 CN
63A	Improvements to Existing Recreation Facilities - Swimming Pools-FY08	500 500 CT
63B	Improvements to Existing Recreation Facilities - Swimming Pools-FY07	500 500 CT
63C	Imps To Existing Rec Facil - Pools-FY04	17 17 CT
63D	ITEF - Swimming Pools-FY02	6 6 CT
64	Improvements to Existing Recreation Facilities - Life Safety Systems	300 300 CN
64A	Improvements to Existing Recreation Facilities - Life Safety Systems-FY08	300 300 CT
64B	Improvements to Existing Recreation Facilities - Life Safety Systems-FY07	300 300 CT

		<b>2009</b>
		\$x000
64C	Improvements to Existing Recreation Facilities - Life Safety Systems-FY06	300 300 CT
64D	Improvements to Existing Recreation Facilities - Life Safety Systems-FY05	300 300 CT
64E	Imps To Existing Facil - Life Safety Sys-FY04	400 400 CT
64F	ITEF - Life Safety Systems-FY03	51 51 CT
64G	ITEF-Fire Safety Security Systems-FY95	6 6 A
64H	ITEF-Fire Safety Security Systems-FY94	300 300 A
65	Grant Funded Recreation Improvements	3,000 1,000 CN 2,000 SB
65A	Grant Funded Recreation Improvements-FY08	3,000 1,000 CT 2,000 SB
65B	Grant Funded Recreation Improvements-FY07	4,172 1,104 CT 3,068 SB
65C	Grant Funded Recreation Improvements-FY06	1,292 669 CT 623 SB
65D	Grant Funded Recreation Improvements-FY05	1,275 700 CT 575 SB
65E	Grant Funded Recreation Improvements-FY04	884 500 CT 384 SB
65F	State Grant Funded Recreation Imps-FY03	400 400 SB
65G	State Grant Funded Recreation Imps-FY02	639 33 CT 45 FB 561 SB

	<b>2009</b>
	\$x000
<b>ITEF - VARIOUS FACILITIES</b>	70,040
	321 A
	1,649 CA
	10,200 CN
	42,714 CT
	45 FB
	2,000 PB
	10,111 SB
	3,000 TB
<b>RECREATION</b>	70,040
	321 A
	1,649 CA
	10,200 CN
	42,714 CT
	45 FB
	2,000 PB
	10,111 SB
	3,000 TB

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**2009**

\$x000

**STREETS**

**BRIDGES**

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66	Bridge Reconstruction & Improvements	9,851
		3,031 CA
		1,400 CN
		4,738 FB
		682 SB
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66A	Bridge Reconstruction & Improvements-FY08	3,330
		400 CT
		2,472 FB
		458 SB
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66B	Bridge Reconstruction & Improvements-FY07	39,200
		3,870 CT
		29,832 FB
		5,498 SB
<hr/>		
66C	Bridge Reconstruction & Improvements-FY06	18,238
		2,236 CT
		13,849 FB
		2,153 SB
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66D	Bridge Reconstruction & Improvements-FY05	5,934
		449 CT
		4,629 FB
		856 SB
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66E	Bridge Reconstruction & Improvements-FY04	3,835
		320 CT
		2,966 FB
		549 SB

		<b>2009</b>
		\$x000
66F	Bridge Reconstruction & Improvements-FY03	2,124 205 CT 1,411 FB 508 SB
66G	Bridge Reconstruction & Improvements-FY02	1,482 147 CT 539 FB 172 PB 624 SB
66H	Bridge Reconstruction & Improvements-FY01	954 814 FB 140 SB
66I	Bridge Reconstruction & Improvements-FY99	687 681 FB 6 PB
66J	Bridge Reconstruction & Improvements-FY98	476 56 CT 370 FB 50 SB
66K	Bridge Reconstruction & Improvements-FY95	343 198 FB 112 PB 33 SB
66L	Bridge Reconstruction & Improvements-FY94	7,321 6,242 FB 1,079 SB
<b>BRIDGES</b>		93,775 3,031 CA 1,400 CN 7,683 CT 68,741 FB 290 PB 12,630 SB
<b>GRADING &amp; PAVING</b>		
67	Reconstruction/Resurfacing of Streets	19,622 4,622 CA 5,000 CN 10,000 CR
67A	Reconstruction/Resurfacing of Streets-FY08	7,500 7,500 CT

		<b>2009</b>
		\$x000
67B	Reconstruction/Resurfacing of Streets-FY07	8,000 8,000 CT
67C	Reconstruction/Resurfacing of Streets-FY06	7,609 7,609 CT
67D	Reconstruction/Resurfacing of Streets-FY05	32 32 CT
67E	Reconstruction/Resurfacing Of Streets-FY04	241 241 CT
67F	Reconstruction/Resurfacing Of Streets-FY03	1,244 1,244 CT
67G	Reconstruction/Resurfacing Of Streets-FY02	370 370 CT
67H	Reconstruction/Resurfacing Of Streets-FY01	75 75 CT
67I	Reconstruction/Resurf Of Streets-FY99	100 100 CT
67J	Stadium Complex - Roadway Imps-FY94	75 75 PB
67K	"Forever Green" Program-FY08	40 40 CT
67L	"Forever Green" Program-FY07	40 40 CT
67M	"Forever Green" Program-FY06	40 40 CT
67N	"Forever Green" Program-FY05	40 40 CT
67O	Schuylkill River Park-FY98	40 40 CT
68	Historic Streets	200 200 CN
68A	Historic Streets-FY08	200 200 CT
68B	Historic Streets-FY07	200 200 CT

		<b>2009</b>
		\$x000
68C	Historic Streets-FY06	200 200 CT
68D	Historic Streets-FY05	63 63 CT
<b>GRADING &amp; PAVING</b>		45,931 4,622 CA 5,200 CN 10,000 CR 26,034 CT 75 PB
<b>IMPROVEMENTS TO CITY HIGHWAYS</b>		
69	Federal Aid Highway Program	10,200 640 CA 1,260 CN 7,800 FB 500 SB
69A	Federal Aid Highway Program-FY08	11,157 2,705 CT 7,352 FB 500 PB 600 SB
69B	Federal Aid Highway Program-FY07	10,160 2,295 CT 6,865 FB 500 PB 500 SB
69C	Federal Aid Highway Program-FY06	10,110 2,310 CT 6,300 FB 500 PB 1,000 SB
69D	Federal Aid Highway Program-FY05	12,895 1,867 CT 10,628 FB 400 SB
69E	Federal Aid Highway Program-FY04	8,226 1,596 CT 6,230 FB 400 SB

		2009
		\$x000
69F	Federal Aid Highway Program-FY03	3,192 89 CT 2,853 FB 250 SB
69G	Federal Aid Highway Program-FY02	3,135 290 CT 2,845 FB
69H	Federal Aid Highway Program-FY01	2,263 2,263 FB
69I	Federal Aid Highway Program-FY99	53 53 CT
69J	Federal Aid Highway Program-FY98	722 722 FB
69K	Federal Aid Highway Program-FY97	376 376 SB
69L	Federal Aid Highway Program-FY96	748 162 CT 586 FB
69M	Federal Aid Highway Program-FY95	4,565 1,367 FB 3,198 SB
69N	Independence Mall Gateway-FY03	3,108 3,108 FB
69O	Independence Mall Gateway-FY02	2,197 2,197 FB
69P	Independence Mall Gateway-FY01	1,836 204 CT 1,332 FB 300 TB
69Q	Philadelphia Auto Mall - Improvements-FY03	927 927 PB
69R	Philadelphia Auto Mall - Improvements-FY02	1,136 1,136 CT
69S	Broad & Erie Subway - Intermodal Imps-FY02	3,285 405 CT 2,880 FB
69T	Broad & Erie Subway - Intermodal Imps-FY01	1,620 1,440 FB 180 SB

		<b>2009</b>
		\$x000
69U	Erie Subway Station - Intermodal Imp-FY94	117 61 FB 56 SB
69V	Westbank Greenway-FY02	159 115 CT 44 FB
69W	Westbank Greenway-FY00	53 53 CT
69X	Main St/Ridge Ave - Intersection Imps-FY01	564 564 CT
69Y	Main Street/Ridge Avenue-FY98	100 100 CT
69Z	Delaware Ave Extension - Bridesburg-FY00	3,780 52 CT 3,240 FB 488 SB
<b>IMPROVEMENTS TO CITY HIGHWAYS</b>		96,684 640 CA 1,260 CN 13,996 CT 70,113 FB 2,427 PB 7,948 SB 300 TB
<b>SANITATION</b>		
70	Modernization of Sanitation Facilities	850 850 CN
70A	Modernization of Sanitation Facilities-FY08	360 360 CT
70B	Modernization of Sanitation Facilities-FY07	140 140 CT
70C	Modernization of Sanitation Facilities-FY06	795 795 CT
70D	Modernization of Sanitation Facilities-FY05	706 706 CT

		<b>2009</b>
		\$x000
70E	Modernization of Sanitation Fac-FY04	103 103 CT
70F	Modernization of Sanitation Fac-FY03	12 12 CT
70G	Sanitation Facilities-FY99	60 60 CT
70H	Sanitation Facilities-Improvements-FY98	8 8 CT
<b>SANITATION</b>		3,034 850 CN 2,184 CT
<b>STREET LIGHTING</b>		
71A	Street Lighting Improvements-FY08	250 250 CT
71B	Street Lighting Improvements-FY07	1,250 250 CT 1,000 FB
71C	Street Lighting Improvements-FY06	1,250 250 CT 1,000 FB
71D	Street Lighting Improvements-FY05	1,250 250 CT 1,000 FB
71E	Kelly Drive Street Light Moderniz-FY98	111 96 FB 15 SB
<b>STREET LIGHTING</b>		4,111 1,000 CT 3,096 FB 15 SB
<b>STREETS DEPARTMENT FACILITIES</b>		
72	Streets Department Support Facilities	500 500 CN
72A	Streets Department Support Facilities-FY08	50 50 CT

		<b>2009</b>
		\$x000
72B	Streets Department Support Facilities-FY07	50 50 CT
72C	Streets Department Support Facilities-FY06	166 166 CT
72D	Streets Department Support Facilities-FY05	60 60 CT
72E	Streets Department Support Facilities-FY04	100 100 CT
72F	Streets Department Support Facilities-FY03	175 175 CT
72G	Streets Department Support Facilities-FY02	16 16 CT
72H	Improvements to Highways Facilities-FY08	400 400 CT
<b><i>STREETS DEPARTMENT FACILITIES</i></b>		1,517 500 CN 1,017 CT
<b><i>TRAFFIC ENGINEERING IMPS</i></b>		
73	Traffic Control	1,328 100 CA 1,228 CN
73A	Traffic Control-FY08	1,420 1,420 CT
73B	Traffic Control-FY07	743 743 CT

		<b>2009</b>
		\$x000
73C	Traffic Control-FY06	549 549 CT
73D	Traffic Control-FY97	469 6 CT 463 FB
73E	Converting to LED Signal Indications-FY04	750 225 CR 525 FB
73F	Replacing LED Signal Indications-FY04	375 375 CR
73G	Center City Traffic Signals-FY08	4,000 4,000 FB
73H	Center City Traffic Signals-FY07	3,510 10 CT 3,500 FB
73I	Center City Traffic Signals - Phase 2-FY06	3,510 10 CT 3,500 FB
73J	Center City Traffic Signals - Phase 2-FY05	3,510 10 CT 3,500 FB
73K	Center City Traffic Signals - Phase 2-FY04	3,200 3,200 FB
73L	Center City Traffic Signals - Phase 2-FY02	5,150 350 CT 4,800 FB
73M	Bicycle Network Plan-FY01	11 11 CT
74	Traffic Engineering Improvements	225 150 CA 75 CN
74A	Traffic Engineering Improvements-FY08	455 455 CT

		<b>2009</b>
		\$x000
74B	Traffic Engineering Improvements-FY07	256 256 CT
74C	School/Pedestrian Crossing Signs and Signals-FY06	200 200 CT
<b><i>TRAFFIC ENGINEERING IMPS</i></b>		29,661 250 CA 1,303 CN 600 CR 4,020 CT 23,488 FB
<b>STREETS</b>		274,713 8,543 CA 10,513 CN 10,600 CR 55,934 CT 165,438 FB 2,792 PB 20,593 SB 300 TB

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**2009**

\$x000

**TRANSIT**

*TRANSIT IMPROVEMENTS - SEPTA*

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75	SEPTA Bridge, Track, Signal, and Infrastructure Improvements	4,895
		1,867 CA
		3,028 CN
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75A	SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY08	2,481
		2,481 CT
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75B	SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY07	96
		96 CT
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75C	SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY06	1,875
		1,875 CT
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76	SEPTA Station and Parking Improvements	214
		214 CN
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76A	SEPTA Station and Parking Improvements-FY08	376
		376 CT
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76B	SEPTA Station and Parking Improvements-FY07	265
		265 CT
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76C	SEPTA Station and Parking Improvements-FY06	804
		804 CT

		<b>2009</b>
		\$x000
77	SEPTA Vehicle/Equipment Acquisition and Improvement Program	700 700 CA
77A	SEPTA Vehicle/Equipment Acquisition and Improvement Program-FY08	632 632 CT
77B	SEPTA Vehicle/Equipment Acquisition and Improvement Program-FY07	147 147 CT
77C	SEPTA Vehicle/Equipment Acquisition and Improvement Program-FY06	164 164 CT
78	SEPTA Passenger Information, Communications, and System Controls	27 27 CN
78A	SEPTA Passenger Information, Communications, and System Controls-FY08	138 138 CT
78B	SEPTA Passenger Information, Communications, and System Controls-FY07	37 37 CT
78C	SEPTA Passenger Information, Communications, and System Controls-FY06	114 114 CT
<b>TRANSIT IMPROVEMENTS - SEPTA</b>		12,965 2,567 CA 3,269 CN 7,129 CT
<b>TRANSIT</b>		12,965 2,567 CA 3,269 CN 7,129 CT

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**2009**

\$x000

**WATER***COLLECTOR SYSTEMS - CAPITAL*

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79	Improvements to Collector System	26,540
		40 PB
		26,000 XN
		500 XR
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79A	Improvements to Collector System-FY08	29,550
		50 PB
		500 XR
		29,000 XT
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79B	Improvements to Collector System-FY07	14,896
		10 PB
		186 XR
		14,700 XT
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79C	Improvements to Collector System-FY06	16,214
		5,682 XR
		10,532 XT
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79D	Improvements to Collector System-FY05	19,457
		500 XR
		18,957 XT
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79E	Collector System-FY04	1,411
		1,411 XT
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79F	Collector System-FY03	6,744
		6,744 XT
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79G	Reconstruction of Collector System-FY01	20
		20 XT
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80	Storm Flood Relief / Combined Sewer Overflow	30,000
		29,000 XN
		1,000 XR
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80A	Storm Flood Relief / Combined Sewer Overflow-FY08	25,000
		1,000 XR
		24,000 XT

		<b>2009</b>
		\$x000
80B	Storm Flood Relief / Combined Sewer Overflow-FY07	9,250 9,250 XT
80C	Storm Flood Relief / Combined Sewer Overflow-FY06	2,335 2,335 XT
80D	Storm Flood Relief / Combined Sewer Overflow-FY05	4,000 4,000 XT
80E	Storm Flood Relief/Comb Sewer Ovrflo-FY04	4,000 4,000 XT
80F	Storm Flood Relief/Comb Sewer Ovrflo-FY03	4,000 4,000 XT
80G	Storm Flood Relief-FY02	6,000 6,000 XT
80H	Storm Flood Relief-FY01	2,764 2,764 XT
80I	Storm Flood Relief-FY00	5,829 5,829 XT
80J	Storm Flood Relief-FY99	3,145 3,145 XT
80K	Storm Flood Relief-FY98	738 738 XT
<b>COLLECTOR SYSTEMS - CAPITAL</b>		211,893 100 PB 55,000 XN 9,368 XR 147,425 XT
<b>CONVEYANCE SYSTEMS - CAPITAL</b>		
81	Improvements to Conveyance System	21,980 10 PB 21,470 XN 500 XR
81A	Improvements to Conveyance System-FY08	21,980 10 PB 500 XR 21,470 XT

		<b>2009</b>
		\$x000
81B	Improvements to Conveyance System-FY07	14,914 10 PB 384 XR 14,520 XT
81C	Improvements to Conveyance System-FY06	18,198 404 XR 17,794 XT
81D	Improvements to Conveyance System-FY05	12,052 2,007 XR 10,045 XT
81E	Conveyance System-FY04	2,351 335 XR 2,016 XT
81F	Conveyance System-FY03	5,740 26 XR 5,714 XT
81G	Conveyance System-FY02	60 60 XT
81H	Large Meter Replacement-FY04	13 13 XT
81I	Large Meter Replacement-FY03	300 300 XT
<b>CONVEYANCE SYSTEMS - CAPITAL</b>		97,588 30 PB 21,470 XN 4,156 XR 71,932 XT
<b>GENERAL - CAPITAL</b>		
82	Engineering and Administration	21,729 1,772 XN 19,957 XR
82A	GIS-FY99	1,790 1,790 XT
83	Vehicles	4,000 4,000 XR

		<b>2009</b>
		\$x000
83A	Vehicles-FY08	3,000 3,000 XR
83B	Vehicles-FY07	4,000 4,000 XR
83C	Vehicles-FY06	485 485 XR
83D	Vehicles-FY05	764 764 XR
83E	Vehicles-FY03	1,220 1,220 XR
<b>GENERAL - CAPITAL</b>		36,988 1,772 XN 33,426 XR 1,790 XT
<b>TREATMENT FACILITIES - CAPITAL</b>		
84	Improvements to Treatment Facilities	42,000 32,223 XN 9,777 XR
84A	Improvements to Treatment Facilities-FY08	42,000 11,067 XR 30,933 XT
84B	Improvements to Treatment Facilities-FY07	40,000 10,645 XR 29,355 XT
84C	Improvements to Treatment Facilities-FY06	38,383 6,925 XR 31,458 XT
84D	Improvements to Treatment Facilities-FY05	24,232 5,233 XR 18,999 XT
84E	Improvements to Treatment Facilities-FY04	10,070 349 XR 9,721 XT
84F	Improvements to Treatment Facilities-FY03	6,364 290 XR 6,074 XT
84G	Improvements to Treatment Facilities-FY02	91 48 XR 43 XT

		<u>2009</u>
		\$x000
84H	Improvements to Treatment Facilities-FY01	350 250 XR 100 XT
84I	Improvements to Treatment Facilities-FY00	1,462 1,462 XT
84J	Improvements to Treatment Facilities-FY99	280 280 XT
<hr/>		
<b>TREATMENT FACILITIES - CAPITAL</b>		205,232 32,223 XN 44,584 XR 128,425 XT
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<b>WATER</b>		551,701 130 PB 110,465 XN 91,534 XR 349,572 XT

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**2009**

\$x000

**ZOOLOGICAL GARDENS**

*PHILADELPHIA ZOO - CAPITAL*

85	Philadelphia Zoo Facility and Infrastructure Improvements	500 500 CN
85A	Philadelphia Zoo Facility and Infrastructure Improvements-FY08	430 430 TB
85B	Philadelphia Zoo Facility and Infrastructure Improvements-FY07	100 100 CT
85C	Philadelphia Zoo Facility and Infrastructure Improvements-FY06	400 400 CT
85D	Phila Zoo Facility & Infrastructure Imps-FY04	346 346 CT
85E	Phila Zoo Facility & Infrastructure Imps-FY03	51 51 CT
<i>PHILADELPHIA ZOO - CAPITAL</i>		1,827 500 CN 897 CT 430 TB
<b>ZOOLOGICAL GARDENS</b>		1,827 500 CN 897 CT 430 TB

## Acronym Dictionary

<b>Acronym</b>	<b>Definition</b>
<b>21 CCLC</b>	21st Century Community Learning Centers
<b>ACD</b>	Automated call distribution
<b>ACIS</b>	Automated Contracts Information System
<b>ADA</b>	Americans with Disability Act
<b>ADP</b>	Average Daily Population
<b>AFIS</b>	Automated Fingerprint Identification System
<b>AFSCME</b>	American Federation of State, County, and Municipal Employees
<b>AIC</b>	Achieving Independence Center
<b>AMD</b>	Abandoned mine drainage
<b>AMR</b>	Automatic Meter Reading
<b>ARC</b>	Achieving Reunification Center
<b>AS</b>	Adult Services
<b>ASC</b>	Administrative Service Cluster
<b>AVRP</b>	Adolescent Violence Reduction Partnership
<b>AYP</b>	Adequate Yearly Progress
<b>BAR</b>	Business Attraction and Retention
<b>BCCS</b>	Billing, collections and customer service
<b>BFTP/SEP</b>	Ben Franklin Technology Partners of Southeastern Pennsylvania
<b>BHRS</b>	Behavior Health Rehabilitative Services
<b>BHS</b>	Behavior Health Systems
<b>BIA</b>	Building Industry Association of Philadelphia
<b>BIO</b>	Biotechnology Industry Organization
<b>BLS</b>	US Bureau of Labor Statistics
<b>BPT</b>	Business privilege tax
<b>BRC</b>	Biosolids Recycling Center
<b>BRC</b>	Blue Ribbon Commission
<b>BRT</b>	Board of Revision of Taxes
<b>BRT</b>	Board of Revision of Taxes
<b>BSRP</b>	Basic Systems Repair Program
<b>BUILD</b>	Building Uniformity in Land Development

<b>CAD</b>	Computer Aided Dispatch
<b>CANS</b>	Child and Adolescent Needs and Strengths
<b>CANS-JJ</b>	Child and Adolescent Needs and Strengths Assessment for Juvenile Justice
<b>CAPTA</b>	Child Abuse and Prevention Treatment Act
<b>CBH</b>	Community Behavioral Health
<b>CCA</b>	Consular Corps Association
<b>CCD</b>	Center City District
<b>CCMS</b>	Court Case Management System
<b>CCP</b>	Community College of Philadelphia
<b>CCSP</b>	Commercial Corridor Support Program
<b>CCTV</b>	Closed Circuit Television
<b>CDBG</b>	Community Development Block Grant
<b>CDC</b>	The Centers for Disease Control and Prevention
<b>CDCs</b>	Community Development Corporations
<b>C&amp;E</b>	Consultation and Education
<b>CEOs</b>	Chief executive officers
<b>CEP</b>	Capacity Enhancement Program
<b>CEP</b>	Community Employment Project
<b>CIO</b>	Chief Integrity Officer
<b>CIS</b>	Children Investment Strategy
<b>CJCC</b>	Criminal Justice Coordinating Commission
<b>CJRC</b>	Temple University's Crime and Justice Research Center
<b>CLIP</b>	Community Life Improvement Program
<b>CLPPP</b>	Childhood Lead Poisoning Prevention Program
<b>CNG</b>	Compressed National Gas
<b>CODAAP</b>	Coordinating Office of Drug and Alcohol Abuse Programs
<b>CORE</b>	College Opportunity Resource for Education
<b>CORESTAR</b>	Correctional Outcomes Reentry Ethics Security Treatment and Accountability Review
<b>CPCMS</b>	Common Pleas Case Management System
<b>CPI-U</b>	Consumer price index for urban consumers
<b>CPO</b>	Capital Program Office
<b>CRC</b>	Crisis Response Center
<b>CRD</b>	Commercial Revitalization Deductions
<b>CRI</b>	Cities Readiness Initiative

<b>CRP</b>	Customer Responsibility Program
<b>CSBG</b>	Community Service Block Grant
<b>CSO</b>	Combined Sewer Overflows
<b>CYD</b>	DHS Children and Youth Division
<b>DBH/MRS</b>	Community Behavioral Health and the Office of Mental Retardation Services
<b>DCBPS</b>	Division of Community-Based Prevention Services
<b>DCED</b>	Pennsylvania Department of Community and Economic Development
<b>DCNR</b>	PA Department of Conservation and Natural Resources
<b>DHHS</b>	Federal Department of Health and Human Services
<b>DHS</b>	Department of Human Services
<b>DOA</b>	Division of Aviation of the City's Department of Commerce
<b>DOA</b>	Pennsylvania Department of Aging
<b>DPH</b>	Department of Public Health
<b>DPP</b>	Department of Public Property
<b>DPW</b>	Pennsylvania Department of Public Welfare
<b>DRCC</b>	Delaware River City Corporation
<b>DROP</b>	Deferred Retirement Option Program
<b>DRPA</b>	Delaware River Port Authority
<b>DSS</b>	Division of Social Services
<b>DSS CARES</b>	Department of Social Services Cross Agency Response for Effective Services
<b>DVIC / Fusion Center</b>	Delaware Valley Intelligence Center
<b>DVRPC</b>	Delaware Valley Regional Planning Commission
<b>ECI</b>	Employment Cost Index
<b>EDS</b>	Equitable Development Strategy
<b>EDS</b>	Explosive Detection System
<b>EOC</b>	Emergency Operations Center
<b>EOP</b>	Emergency Operations Plan
<b>EIS</b>	Environmental Impact Study
<b>EMOs</b>	Education Management Organizations
<b>EMR</b>	electronic medical record
<b>EMS</b>	Emergency Medical Services
<b>EPA</b>	U. S. Environmental Protection Agency
<b>EPIC</b>	Equal Partners in Change
<b>EPRC</b>	Philadelphia Emergency Preparedness Review Committee

<b>ESF</b>	Economic Stimulus Fund
<b>EvDO</b>	Evaluation Data Optimized
<b>EWS</b>	Early Warning System
<b>EZ</b>	Empowerment Zone
<b>EZ/RC</b>	Empowerment Zone / Renewal Community
<b>FAA</b>	Federal Aviation Administration
<b>FaSST</b>	Family Shelter Support Team
<b>FIR</b>	Forensic Intensive Recovery
<b>FJD</b>	First Judicial District
<b>FLP</b>	Free Library of Philadelphia
<b>FOP</b>	Fraternal Order of Police
<b>GIS</b>	Geographic Information System
<b>GO</b>	General Obligation
<b>GPIS</b>	Guaranteed Pavement Information System
<b>GPS</b>	General Protective Service
<b>GPTMC</b>	Greater Philadelphia Tourism Marketing Corporation
<b>GPUAC</b>	Greater Philadelphia Urban Affairs Coalition
<b>GRIPP</b>	Gun Recovery Reward Information Program
<b>HELPP</b>	Home Equity Loan Preservation Program
<b>HIDTA</b>	High Intensity Drug Trafficking Areas
<b>HIL</b>	Housing Inspection Renewal License
<b>HIPAA</b>	Health Insurance Portability and Accountability Act
<b>HMIS</b>	Homeless Management Information System
<b>HMO</b>	Health Maintenance Organization
<b>HRIS</b>	Personnel Human Resources Information System
<b>HRP</b>	Homeownership Rehabilitation Program
<b>HUD</b>	U. S. Department of Housing and Urban Development
<b>IAB</b>	Internal Affairs Bureau
<b>IAFF</b>	International Association of Firefighters
<b>ICC</b>	International Code Council's
<b>ICS</b>	Incident Command System
<b>ICSC</b>	International Council of Shopping Centers
<b>IDP</b>	Intensive Delinquency Prevention
<b>IOs</b>	Integrity Officers
<b>IOD</b>	City Injured-On-Duty

<b>IP</b>	Innovation Philadelphia
<b>IPDC</b>	Intellectual Property Donation and Commercialization Initiative
<b>ITGB</b>	Information Technology Governing Board
<b>ITS</b>	Intelligent Transportation Systems
<b>IVC</b>	International Visitors Council
<b>IVDP</b>	Intensive Violence Delinquency Prevention
<b>IVR</b>	Integrated Voice Response
<b>JEMS</b>	Job Education Management Specialist
<b>JPO</b>	The First Judicial District's Juvenile Probation Office
<b>JVIS</b>	Juvenile Violence Intelligence Section
<b>KIP</b>	Knowledge Industry Partnership
<b>KIZ</b>	Keystone Innovation Zone
<b>KOZ</b>	Keystone Opportunity Zones
<b>L&amp;I</b>	Department of Licenses and Inspection
<b>LARP</b>	Lead Abatement Relocation Program
<b>LAST</b>	Lead Abatement Strike Team
<b>LBE</b>	Local business entities
<b>LICA</b>	Licenses and Inspections Concerted Automation Project
<b>LIHEAP</b>	Low Income Home Energy Assistance Program
<b>LLEBG</b>	Local Law Enforcement Block Grant
<b>LNG</b>	Liquefied Natural Gas
<b>LT2ESWTR</b>	Long-Term 2 Enhanced Surface Water Treatment Rule
<b>LTSRs</b>	Long-Term Structured Residential programs
<b>M/W/DSBE</b>	Minority-owned, women owned, and/or disabled-owned business enterprise
<b>MA</b>	Medical Assistance
<b>MAG</b>	Mid-Atlantic Angel Group Fund
<b>MAP</b>	Mural Arts Program
<b>MBAT</b>	Mayor's Business Action Team
<b>MBE/WBE</b>	Minority Business Enterprise/Woman Business Enterprise
<b>MBEC</b>	Minority Business Enterprise Council
<b>MCOL</b>	Mayor's Office of Commission on Literacy
<b>MDO</b>	Managing Director's Office
<b>MIEX</b>	Magnetically Induced Ion-Exchange
<b>MMO</b>	Minimum Municipal Obligation
<b>MOCS</b>	Mayor's Office of Community Services

<b>MOIS</b>	Mayor's Office of Information Services
<b>MORE</b>	Mayor's Office of Reentry Services
<b>MOTI</b>	Mobile Outreach Training Institute
<b>MRS</b>	Mental Retardation Services
<b>MSB</b>	Municipal Services Building
<b>NCAT</b>	Neighborhood Commercial Area Transformation
<b>NCCHC</b>	National Commission on Correctional health Care
<b>NCLB</b>	No Child Left Behind
<b>NDRG</b>	North Delaware Riverfront Greenway
<b>NFIRS</b>	National Fire Incident Reporting System
<b>NSCD</b>	Natural Stream Channel Design
<b>NTI</b>	Neighborhood Transformation Initiative
<b>OAS</b>	Office of Adult Services
<b>OBH/MRS</b>	Office of Behavior Health and Mental Retardation Services
<b>OBPE</b>	Philadelphia Office of Budget and Program Evaluation
<b>OBS</b>	Office of Business Services
<b>OCIP</b>	Owner Controlled Insurance Program
<b>OFM</b>	Office of Fleet Management
<b>OHCD</b>	Office of Housing and Community Development
<b>OHDC</b>	Philadelphia Housing Development Corporation
<b>OHNP</b>	Office of Housing and Neighborhood Preservation
<b>OIG</b>	Office of the Inspector General
<b>OMH</b>	Office of Mental Health
<b>Operation KICK</b>	Keep It Code Klean
<b>OPIS</b>	Oil Price Information Service
<b>OPTIONS</b>	Opportunities for Prevention and Treatment Interventions for Offenders Needing Support
<b>OSH</b>	Office of Supportive Housing
<b>OSS</b>	Operation Safe Streets
<b>PAFA</b>	Pennsylvania Academy of Fine Arts
<b>PBC</b>	Performance-based Contracting
<b>PCA</b>	Philadelphia Corporation of Aging
<b>PCDC</b>	Philadelphia Commercial Development Corporation
<b>PCMA</b>	Professional Convention Management Association
<b>PCPC</b>	Philadelphia City Planning Commission

<b>PFD</b>	Philadelphia Fire Department
<b>PFMC</b>	Philadelphia Facilities Management Corporation
<b>PfSW</b>	Partnership for Safe Water
<b>PGATF</b>	Philadelphia Gaming Advisory Task Force
<b>PGC</b>	Philadelphia Gas Commission
<b>PGW</b>	Philadelphia Gas Works
<b>PHA</b>	Philadelphia Housing Authority
<b>PHDC</b>	Philadelphia Housing Development Corporation
<b>PHIL</b>	Philadelphia Home Improvement Loans
<b>PHL</b>	Philadelphia International Airport
<b>PHPs</b>	Partial Hospitalization Programs
<b>PHS</b>	Philadelphia Horticultural Society
<b>PICA</b>	Pennsylvania Intergovernmental Cooperation Authority
<b>PIDC</b>	Pennsylvania Industrial Development Corporation
<b>PIIN</b>	Police Integrated Information Network
<b>PIVP</b>	Phoenix IP Ventures
<b>PLC</b>	Penn's Landing Corporation
<b>PNE</b>	Northeast Philadelphia Airport
<b>PNH</b>	Philadelphia Nursing Home
<b>PNY</b>	Philadelphia Navy Yard
<b>PODs</b>	Points of Distribution
<b>PPA</b>	Philadelphia Parking Authority
<b>PPD</b>	Philadelphia Police Department
<b>PPO</b>	Preferred Provider Organization
<b>PPS</b>	Philadelphia Prison System
<b>PRIMIS</b>	Philadelphia Regional Integrated Multimodal Information
<b>Project H.O.M.E</b>	Housing, Opportunities for Employment, Medical Care, Education
<b>PSW</b>	Philadelphia Suburban Water Company
<b>PUC</b>	Pennsylvania Public Utility Commission
<b>PWD</b>	Philadelphia Water Department
<b>PWDC</b>	Philadelphia Workforce Development Corporation
<b>PWIB</b>	Philadelphia Workforce Investment Board
<b>PYN</b>	Philadelphia Youth Network

<b>RC</b>	Renewal Community
<b>RCF</b>	Riverside Correctional Facility
<b>RDA</b>	Redevelopment Authority of Philadelphia
<b>RDP</b>	Reader Development Program
<b>REMI</b>	Regional Economic Models, Inc.
<b>RET</b>	Real Estate Tax
<b>ReStore</b>	NTI's ReStore Philadelphia Corridors program
<b>RFP</b>	Request for Proposals
<b>RMS</b>	Record Management System
<b>ROW</b>	Right-of-Way
<b>RPC</b>	Radio Patrol Cars
<b>RPTT</b>	Real Property Transfer Tax
<b>RSAN</b>	Remote Secure Alert Network
<b>RTT</b>	Realty transfer tax
<b>RW</b>	Runway
<b>SAMHSA</b>	Federal Substance Abuse and Mental Health Services
<b>SAN</b>	Schuylkill Action Network
<b>SBCIP</b>	Small Business Commercial Improvement Program
<b>SBCM</b>	School-based Case Management
<b>SEPTA</b>	Southeastern Pennsylvania Transportation Authority
<b>SERT</b>	Special Event Response Team
<b>SIL</b>	supervised independent living
<b>SITE</b>	Strategic Intervention Tactical Enforcement
<b>SRC</b>	School Reform Commission
<b>SRDC</b>	Schuylkill River Development Corporation
<b>Strategy</b>	Green City Strategy
<b>SVM</b>	Schuylkill Valley Metro
<b>SVU</b>	Police Department's Special Victims Unit
<b>SWAT</b>	Special Weapons and Tactics
<b>SWEEP</b>	Streets and Walkways Education and Enforcement Officers
<b>SWP</b>	Source water protection
<b>TANF</b>	Temporary Assistance for Needy Families
<b>TBSRP</b>	Targeted Basic Systems Repair Program
<b>TCDI</b>	Transportation and Community Development Initiative

<b>TOP</b>	Technology Opportunity Program
<b>TRC</b>	Tax Reform Commission
<b>TSA</b>	Transportation Safety Administration
<b>TWIS</b>	Town Watch Integrated Services
<b>UII</b>	Urban Industry Initiative
<b>ULRS</b>	Unified Land Records System
<b>VOIP</b>	voice over internet protocol
<b>VPMIS</b>	Vacant Property Information Management System
<b>VUFA</b>	Violation of the Uniformed Firearms Act
<b>WIA</b>	Workforce Investment Act
<b>WPIP</b>	West Philadelphia Improvement Program
<b>WRB</b>	Water Revenue Bureau
<b>WRT</b>	Waterways Restoration Team
<b>YAC</b>	Youth Advocacy Center
<b>YSC</b>	Youth Study Center
<b>YVRP</b>	The Youth Violence Reduction Partnership
<b>YVRP</b>	Youth Violence Reduction Partnership
<b>ZCC</b>	Zoning Code Commission



**Five-Year Plan Drafting Committee:**

*Editorial Review and Coordination:* Stephen Agostini, Clarence Armbrister, Camille Barnett, Judi Cassel, Julia Chapman, Robert Dubow, Patricia Enright, Mark McDonald, Catherine Paster, Wendell Pritchett, Andrea Roberts, Jennie Sparandara, Peggy Van Belle, Tina Ginnett

*Authors:* Stephen Agostini, Duane Bumb, Rina Cutler, Robert Dubow, Teresa Gillen, Everett Gillison, Wendell Pritchett, Don Schwarz, Jennie Sparandara