

City of Philadelphia



Five Year Financial and Strategic Plan for Fiscal Years 2014-2018

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

Presented to City Council March 14, 2013

Michael A. Nutter, Mayor

This report is available online at www.phila.gov

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My Fellow Philadelphians:

As Mayor I am intensely focused on improving the lives of all Philadelphians. Our goal is to ensure that every resident lives in a safe and healthy community, has opportunities to obtain a quality education, and secures a dependable source of livelihood and a place they can call home. It is my job as Mayor to lead City government toward fulfilling these goals.



After facing some of the toughest fiscal years in our great city's long history, Philadelphia is on the way back to recovery. While we still face severe fiscal challenges, our tax receipts are again growing moderately, new residents are moving into the city and businesses continue to invest and create jobs in Philadelphia. We must keep this progress going. In a time of continuing limited resources, as tax revenues increase modestly and savings from efficiencies are realized, the Administration is faced with important choices about how to invest taxpayer dollars. This Five Year Plan makes clear our priorities. It includes modest funding increases for investments in our neighborhoods; reduces wage and business taxes to spur job growth; and sets aside funding for future labor agreements that are fair to both employees and taxpayers by pairing pay raises with essential reforms that will strengthen the health of the City's pension system, common sense changes to overtime rules and the ability to use furloughs instead of laying off employees should we face future financial distress. At the same time, my Administration will continue to invest in public safety and higher education, which are both essential to the growth of the City.

Our first priority has to be public safety. We must continue to drive down the crime rate in Philadelphia. Last year, I announced a major investment in the Philadelphia Police Department by allocating funding for an additional 400 police officers to bring the sworn strength to 6,525 officers. While violent crime has declined during the first half of Fiscal Year 2013, there is still much to do to bring the level of violence down even further. This Five Year Plan assumes the continuation of our investment to tackle violence in this city by maintaining a sworn strength of 6,525 officers throughout the Plan.

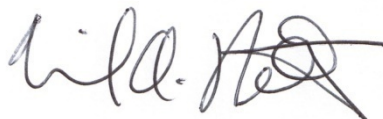
Making this a safer city will help us attract new private sector investments, but we must also be relentless in our efforts to become more business friendly so that even more jobs are created. Beginning in Fiscal Year 2014, we will reinstate the wage tax cuts that the recession forced us to suspend. This – together with measures passed by City Council in 2011 to help small businesses and businesses located in Philadelphia – will result in a tax cut of more than \$325 million over the next five years to workers and businesses in Philadelphia. This is more than double the amount of tax cuts included in last year's Five Year Plan, showing our commitment to create jobs and help even more Philadelphians get back to work. In addition to wage and business tax cuts, a main priority must be to ensure that our tax system is accurate and fair. To this end, the City plans to implement the Actual Value Initiative (AVI) in Fiscal Year 2014. Under AVI, what had been a broken, confusing and unfair property tax system will be transformed into a system that is fair, understandable and produces

accurate assessments. I also understand that even though we are proposing a tax rate that will produce the same amount of revenue in FY14 as was collected in FY13, the move to a new property tax system will lead to increases in taxes for some Philadelphians. As a result, this Plan proposes that we implement relief measures to help those who may face hardships as a result of the changes caused by AVI.

And as relentless as we must be in attracting new investment to our city, we must also collect taxes owed to the city. Recently, I announced a robust tax collection strategy that will use new technology, greatly improved analytical capabilities, new expert staff and new legislative authority to dramatically increase tax collections in the next five years. Providing high quality services to residents and supporting our public schools demands no less.

As we work to create jobs and make this a safer Philadelphia, we also must continue to invest in communities throughout this City. This Five Year Plan includes additional funding for the Free Library to expand hours in its neighborhood branches; new investments in the KEYSPOTS program which was previously funded by the federal American Reinvestment and Recovery Act and addresses Philadelphia's digital divide by providing computer access in underserved neighborhoods throughout the city; and additional funding to the Community College of Philadelphia to keep higher education affordable to citizens of this city. We will also invest in neighborhoods by renovating police stations and firehouses, rebuilding recreation centers and libraries, and by carrying out major projects such as the new police headquarters, morgue, and health offices to be co-located at 4601 Market Street and constructing a new South Philadelphia Health Center, Recreation Center and Library in partnership with the Children's Hospital of Philadelphia.

Join me as we continue to move Philadelphia in the right direction. As citizens of this great city you have been patient and understanding as we managed our way through recent tough times. It is because of your commitment that we are now in a position to make these investments in you and your communities. There is still much work to do, but if we continue to strive forward in partnership there is nothing that we cannot achieve for our city.

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

Mayor Michael A. Nutter

EXECUTIVE SUMMARY

Mayor Michael A. Nutter has laid out a vision for Philadelphia, focusing his Administration around five key goals designed to make the city more competitive. This Five Year Plan makes critical investments to further each of these goals. Some of the most significant investments are as follows:

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

- Hire additional officers to maintain a sworn strength of 6,525 officers in the Philadelphia Police Department.
- Replace basic equipment the City's fire fighters use every day to protect their safety.
- Increase surveillance technology personnel to combat crime in the city's highest crime areas.
- Add space in the prison system to ensure adequate facilities and safety for inmates.

Goal 2: The education and health of Philadelphians improves

- Extend opening hours of neighborhood libraries.
- Sustain KEYSPTS locations that provide access to broadband internet for low income communities.
- Pay doctors in community health clinics a competitive wage so that the City can maintain quality care and serve the needs of communities.
- Expand the graduation coaches campaign and work with partners to increase graduation rates and college attainment.
- Contribute additional funding to the Community College to ensure that tuition remains affordable.
- Continue the City's successful anti-tobacco and anti-obesity efforts through the City's *Get Healthy Philly* program.

Goal 3: Philadelphia is a place of choice

- Reduce tax rates to make Philadelphia more competitive with other jurisdictions.
- Expand the number of airlines and destinations served by the Philadelphia International Airport.
- Implement a new zoning code to promote more livable, walk-able communities.
- Invest in neighborhood commercial centers.
- Reduce blight and redevelop vacant land and properties.
- Attract and support small businesses.
- Continue to support and promote Philadelphia's national appeal as a destination for art.
- Complete Dilworth Plaza – a new iconic central square for Philadelphia.

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

- Implement a bicycle sharing program to start in the summer of 2014.
- Expand the City's tree canopy.

- Create newly designed green spaces such as Love Park, along Benjamin Franklin Parkway, and along the Schuylkill and Delaware Rivers.
- Invest in green infrastructure to better manage storm water and prevent pollution.
- Support the newly created Philadelphia Energy Authority to improve energy sustainability and affordability in the City and educate consumers about their energy choices.

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

- Implement a number of initiatives to more effectively collect taxes owed to the City.
- Invest in critical information technology infrastructure and new business applications necessary to modernize how the City operates.
- Ensure all property owners have a fair, accurate and understandable property tax assessment through the City's Actual Value Initiative.
- Conduct preventative maintenance on key City facilities in order to save money and energy.
- Prepare for and recruit the next generation of City government leaders as many of City employees become eligible to retire.
- Further strengthen the City's performance management practices through PhillyStat, the Center for Excellence, and program-based budgeting.
- Reduce the cost of City contracts.
- Implement additional pension reform to ensure the health of the fund and contain costs.

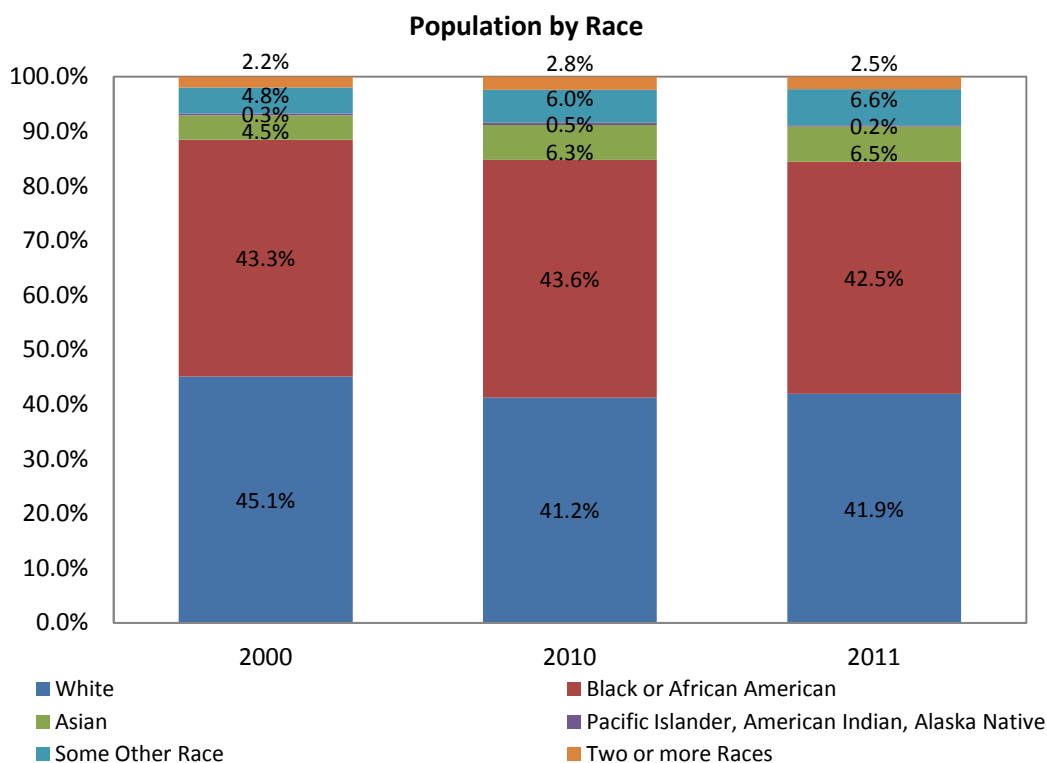
The Plan describes the current state of the city in terms of its demographics and economy and the Administration's proposed Fiscal Years 2014-2018 revenues and expenditures and six-year Capital program. This Plan describes key accomplishments and initiatives for each department in alignment with the Mayor's five goals listed above. As part of an effort to better inform the City's budgetary decisions and align budget and performance data, this Plan also reports on budget trends and performance metrics for almost all departments for the first time.

I. REVENUE OUTLOOK

PHILADELPHIA DEMOGRAPHICS

Population: After decades of decline, Philadelphia has begun to witness slow but steady growth in population, a positive trend for the city. According to the American Community Survey 3-Year estimate for 2009-2011, the population in Philadelphia is 1,536,471, a 0.7% increase over the 2010 census estimate of 1,526,006. Given that the city's population grew on average at an annual rate of 0.06% between 2000 and 2010, the 0.7% increase over a single year represents a persistent and increasing pattern of population growth for the city after decades of decline.

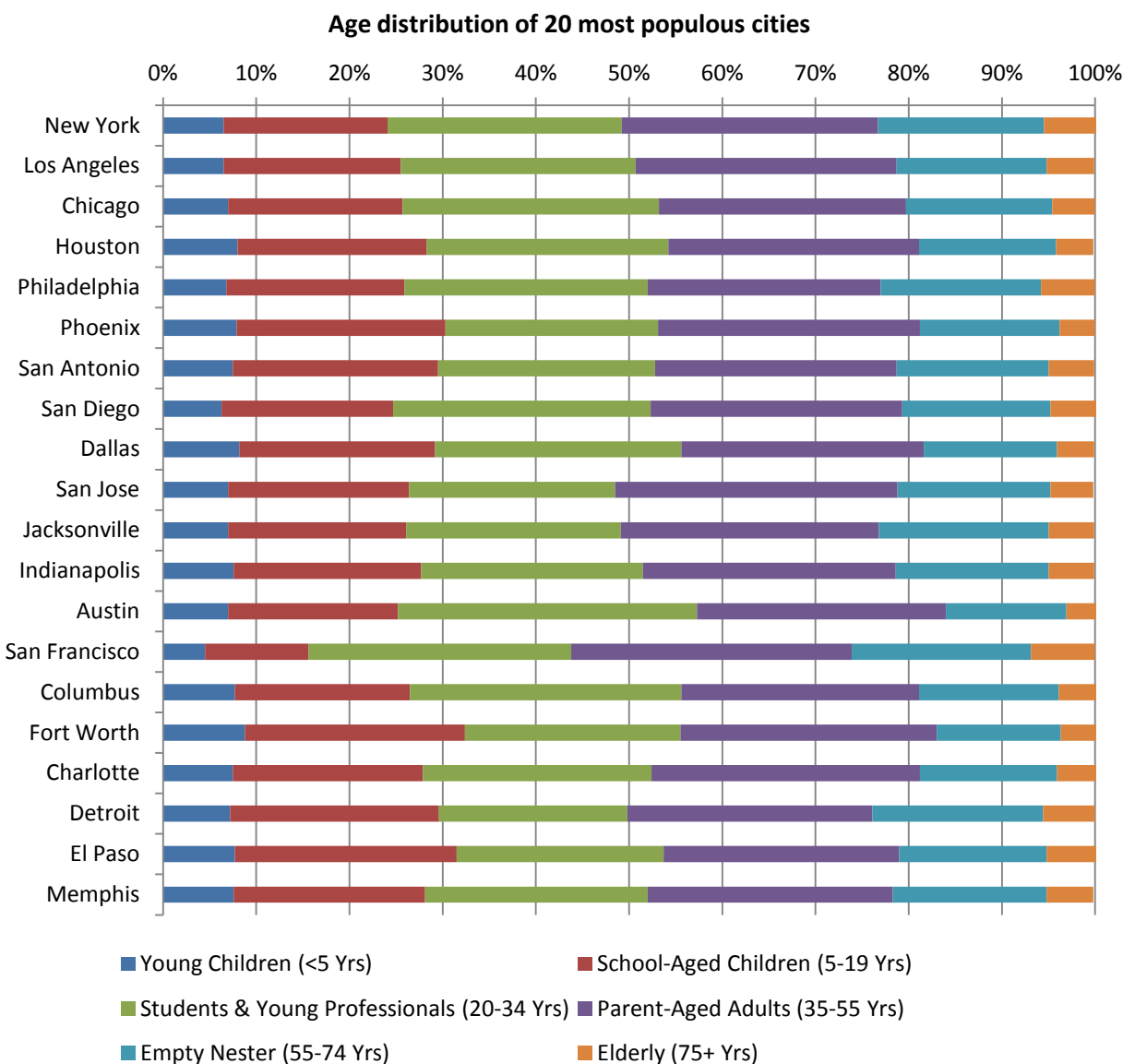
The population in Philadelphia continues to be diverse.¹ In 2011, 42.5% of the population was Black or African American and 41.9% of the city's population was White. Since 2010, Philadelphia has gained 17,007 more White residents (Hispanic and non-Hispanic), 10,639 more residents of some other race and 2,749 more Asians. Since 2010 Philadelphia has lost 10,147 Black or African American residents, 5,335 residents of two or more races, and 4,448 American Indians, Alaska Natives and Pacific Islanders. The Hispanic and Asian groups experienced the largest growth in population from 2000 to 2010 growing by 46% (58,683 people) and 43% (28,751 people) respectively.² Over the last year, the Hispanic population has grown by 3.2% or 5,923 people, and the Asian population has grown by 2.9% or 2,749 people.



¹ American Community Survey, 3 year estimate, 2009-2011.

² US Census Bureau, 2000 and 2010 US Census.

Philadelphia's population is fairly similar to the other 20 most populous cities in the nation in terms of average age. Philadelphia is gaining traction among young professionals, young families and empty nesters. Of the 8,165 people Philadelphia gained between 2010 and 2011, the number of children less than five years old grew by 3,910 people (3.9%), the number of students and young professionals (20-34 years) grew by 7,294 people (1.9%), and empty nesters (55-74 years) grew by 6,401 (2.5%).³ Meanwhile the city lost 5,693 (1.9%) school-aged children (5-19 years) and 2,373 (0.6%) parent-aged adults (35-55 years), as well as 2,598 (2.9%) elderly (75+ years).⁴ Philadelphia is now among the bottom five cities for children under 5 and parent-aged adults (35-55 years) and among the top five cities in terms of empty nesters (55-74 years) and elderly (75+ years). This suggests that the City is becoming a more compelling place for people to start their careers, their families and their retirements.

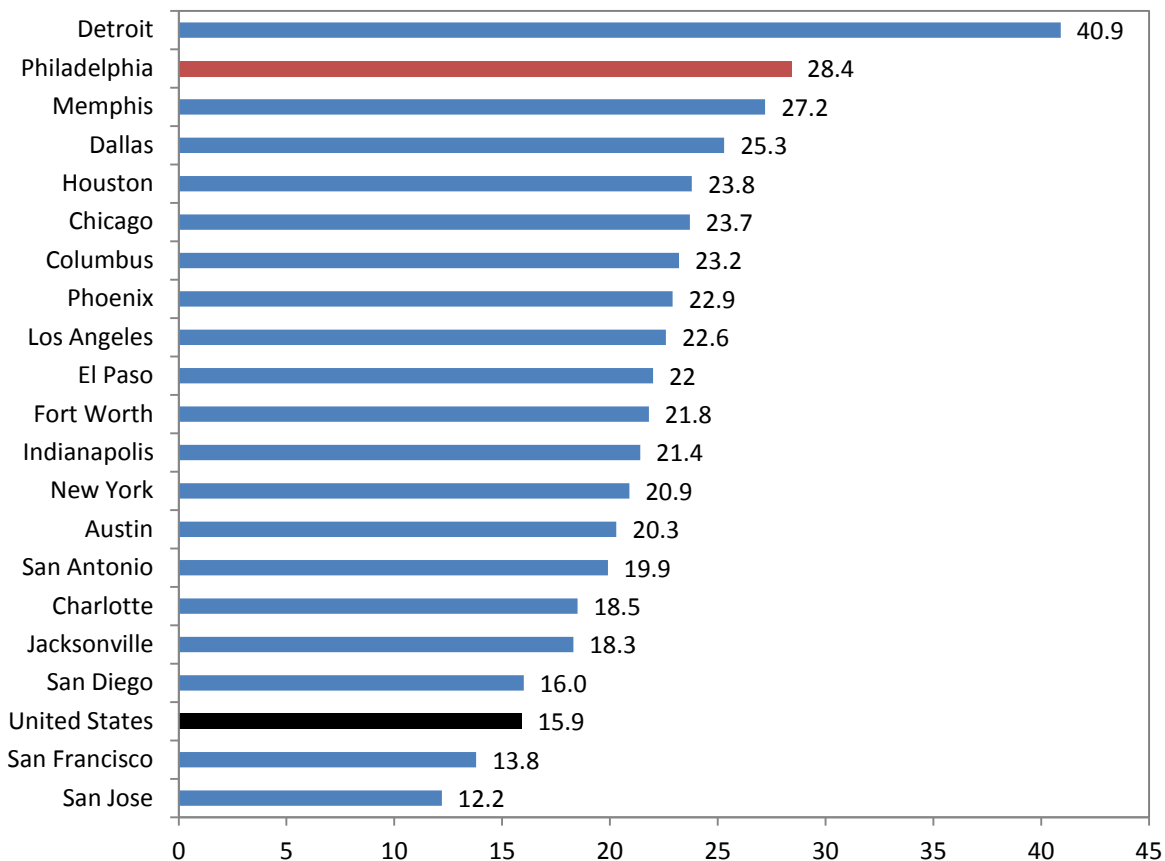


³ American Community Survey, 3 year estimate, 2009-2011.

⁴ American Community Survey, 3 year estimate, 2009-2011.

Poverty: The national poverty threshold represents the percent of people living below a certain annual amount of income, which varies by family size (\$22,811 for a family of four).⁵ Philadelphia has the second highest rate of poverty among the top twenty most populous cities and continues to be the poorest of the top ten most populous cities.⁶ The national average poverty rate is 15.9%.⁷ Philadelphia's poverty rate is 79% higher than the national average at a rate of 28.4%.

Poverty Rates (percentage), 20 Most Populous US Cities & National Average



Philadelphia also has the second lowest median household income of the top 20 most populous cities.⁸ The median household income in Philadelphia is \$34,207, 32% lower than the national average of \$50,502. The city's high poverty rate indicates that many residents are dependent on City services and that the City's tax base is relatively weak. The Administration continues to focus on anti-poverty and workforce development efforts so that more Philadelphians are able to transition from poverty and into stable employment.

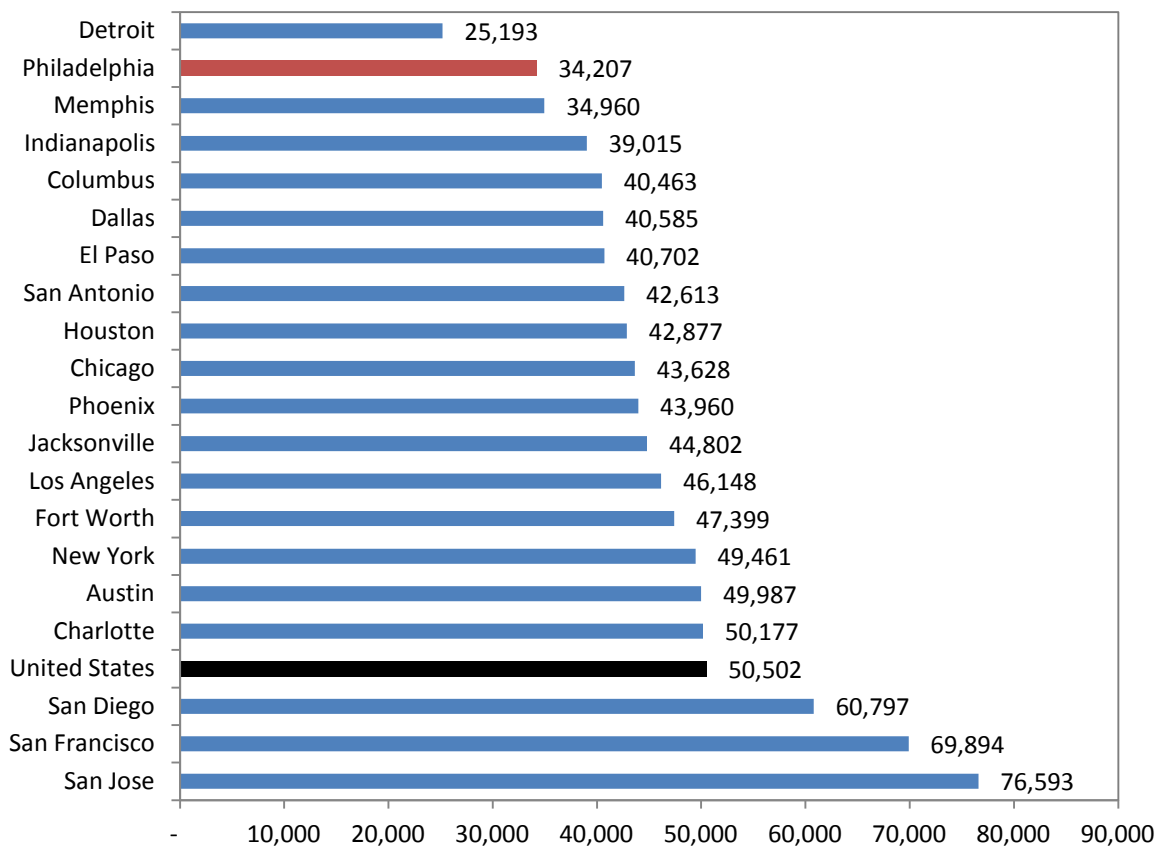
⁵ According to the US Census Bureau, the weighted average poverty thresholds for 2011, measured in annual income, are: \$11,702 for a person under 65 years; \$15,504 for two people with one child; and \$22,811 for a family of four including two children. More information on poverty thresholds can be found at: <http://www.census.gov/hhes/www/poverty/about/overview/measure.html>.

⁶ American Community Survey, 3 year estimate, 2009-2011.

⁷ American Community Survey, 1 year estimate, 2011.

⁸ American Community Survey, 3 year estimate, 2009-2011.

**Median household income (dollars),
20 Most Populous US Cities & National Average**



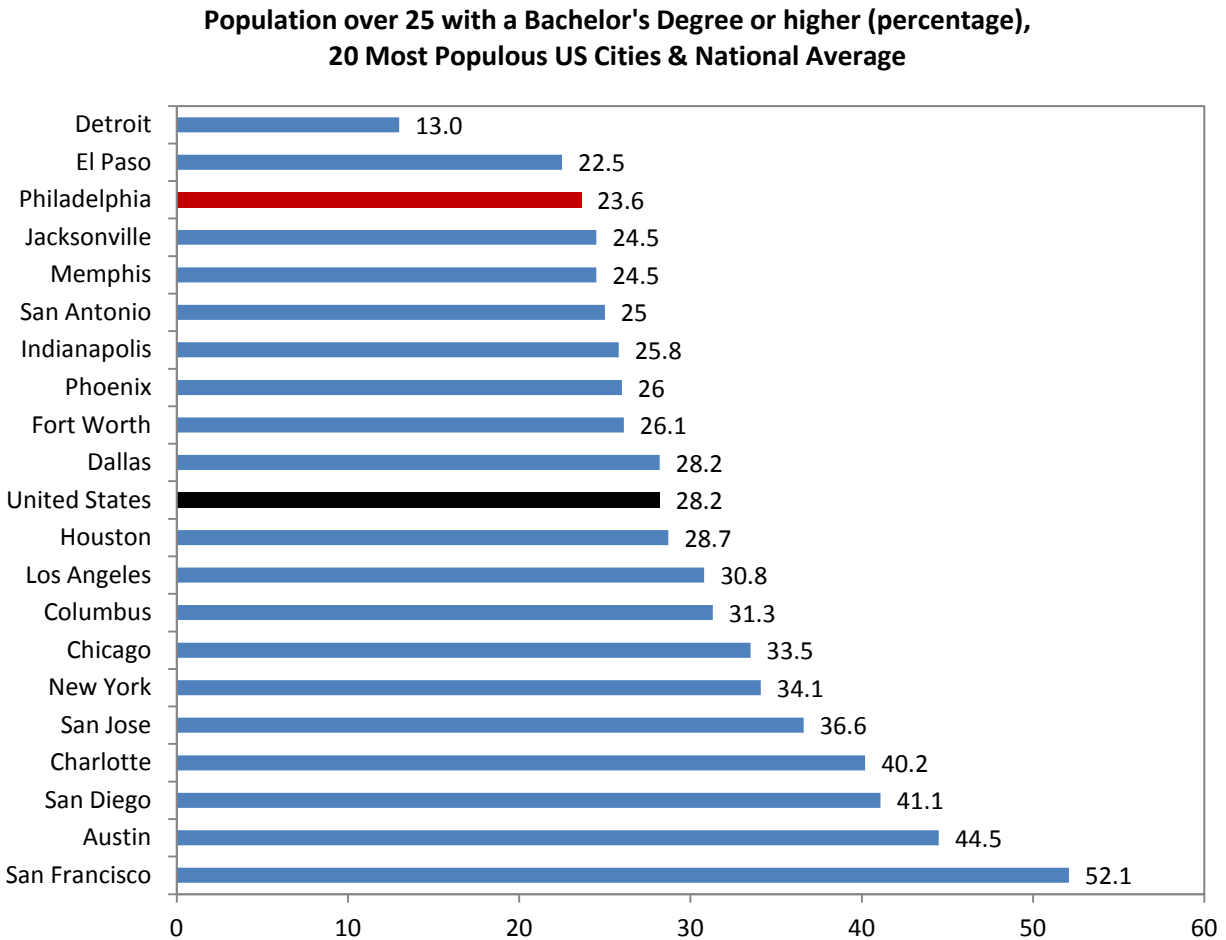
Education: Between 2010 and 2011 the population over the age of 25 with a Bachelor's Degree or higher has increased from 22.6% in 2010 to 23.6% in 2011.^{9,10} This is consistent with evidence that Philadelphia is doing a better job at retaining its college graduates. Despite this significant positive progress, Philadelphia remains below the Pennsylvania state average of 27.0% and the national average of 28.2% of residents over the age of 25 with a Bachelor's degree. Philadelphia still ranks as the third lowest city with a percentage of population over the age of 25 with a Bachelor's degree or higher among the top 20 cities. The city with the highest rate is San Francisco, at 52.1%.¹¹ In terms of the percent of population over 25 years with a Graduate degree, Philadelphia ranks 9th out of the top 20 most populous cities, indicating the bi-polar nature of the education outcomes in our City.¹² Philadelphia simultaneously has relatively high proportions of residents with no college degree and residents with a graduate degree.

⁹ American Community Survey, 1 year estimate, 2010.

¹⁰ American Community Survey, 1 year estimate, 2011.

¹¹ American Community Survey, 3 year estimate, 2009-2011.

¹² American Community Survey, 3 year estimate, 2009-2011.



As described in subsequent chapters, these demographic trends have important impacts on the city. A growing population helps stimulate the local economy and housing market. The 4.4% growth in the percent of population with a Bachelor's degree is a positive trend in making Philadelphia an attractive city for businesses to start, stay and grow. The high poverty rates in Philadelphia underscore the importance of maintaining City services to the city's neediest populations.

THE NATIONAL AND LOCAL ECONOMIC FORECAST

In order to forecast revenues throughout fiscal years 2014 to 2018, the Office of Budget and Program Evaluation analyzed national, regional, and local economic trends to estimate growth rates for each tax. This chapter provides an overview of the current state of the national and City economy which serve as the foundation for tax revenue estimates.

National Economic Forecast

The strength of the economy is a key determinant of the fiscal health of the City since tax revenues, which are directly tied to the economy's strength, and account for 83% of the City's General Fund revenue. The national economic recovery after the recession and related fiscal crisis continues to be slow. The Blue Chip consensus forecast, for US Real Gross Domestic Product (GDP) which provides a forecast based on combining multiple leading separate economic forecasts, shows a growth of 1.9% for 2013, slightly lower than the 2.2% growth in 2012. Growth is expected to be stronger in the second half of 2013 and to accelerate in 2014 to 2.8%.¹³ The consensus forecast projects pre-tax corporate profits to grow 4.0% in 2013 and 6.3% in 2014, compared to a consensus estimate of 6.5% for 2012.^{13,14}

Households are starting to show more confidence through spending; real personal consumption expenditures are estimated to grow by 1.9% in 2013, on par with 2012, and increase to 2.6% in 2014, with growth expected in light vehicles and household appliances. Nevertheless, disposable personal income is expected to grow by only 1.1% in 2013 compared to 1.5% in 2012, limited in part by the tax increases on high-income households and the impact of the loss of the payroll cut and sustained high unemployment rates.¹⁵ Unemployment is expected to decline only slightly from 8.1% in 2012 to 7.7% in 2013 and then to 7.2% in 2014. The brightest spot in the economic forecast is that the housing market appears to be recovering, with 27% more housing starts expected in 2013 (990,000) than in 2012 (780,000) and 21% growth expected in 2014 (1,200,000). Nationally, house prices were up 5.6% in November 2012 compared to November of 2011.¹⁶ IHS Global Insight (IHS) projects a 1.5% increase in house prices in 2013 nationally.

Although the American Taxpayer Relief Act appears to have averted the fiscal cliff, the sequestration that took effect on March 1, 2013 reduces government spending by \$1.2 trillion over 10 years through across the board cuts of roughly 8% on non-defense spending and 12% on defense spending. Sequestration is expected to result in cuts to Pennsylvania totaling \$85 billion in 2013 alone.¹⁷ These cuts include \$157.1 million in reduced gross pay for civilian Department of Defense employees and army base operations; \$47.5 million to primary and secondary education; \$7.1 million for environmental and wildlife protection; \$6.3 million in public health funding for children's vaccines, HIV testing, nutrition assistance for seniors, grants to prevent and treat substance abuse, programs to stop violence against

¹³ Blue Chip Economic Indicators. Volume 38, Number 2, February 10, 2013.

¹⁴ Blue Chip Economic Indicators. Volume 37, Number 1, January 10, 2013.

¹⁵ City of Philadelphia Budget Outlook, January 2013. IHS Global Insight.

¹⁶ Federal Housing Finance Agency House Price Index, January 23, 2013 Release.

¹⁷ Impact on March 1st Cuts on Middle Class Families, Jobs and Economic Security: Pennsylvania. Retrieved on March 8, 2013 from: <http://www.whitehouse.gov/sites/default/files/docs/sequester-factsheets/Pennsylvania.pdf>

women, and infrastructure to respond to public health threats; and \$0.9 million in job search assistance for the unemployed. The sequester could have a substantial impact on grants the City receives from the federal government, but would only have an indirect impact on the City's General Fund.

Philadelphia Employment Market

Philadelphia's economic recovery has been slower than the national average, and the city maintains a higher than average unemployment rate. IHS projects that the gross county product will grow at 1.4% in 2013, compared to 1.6% in 2012 for Philadelphia and 2.2% for the nation. The number of people employed dropped from 584,300 in December 2007 to a low of 569,500 in February 2011, a decline of 2.5% and has increased slightly over the last year, from an average of 573,800 in 2011 to 586,500 in December 2012.^{18,19} At the same time, unemployment in Philadelphia has declined only slightly from an average of 10.8% in 2011 to 10.6% in December 2012.

At the sector level, Philadelphia has lost 6,900 nonfarm jobs over the last year, with losses concentrated in the professional and business services, and leisure and hospitality sectors. Despite continued growth in tourism, the cancellation of Flyers games during the National Hockey League strikes may have temporarily depressed employment in the leisure and hospitality sectors. On the other hand, job growth is expected in construction and manufacturing as the Point Breeze oil refinery prepares to start importing and refining oil from Bakken shale in North Dakota, which will require expansions to the rail infrastructure and oil refinery plant.²⁰ Employment levels are particularly important for Philadelphia's budget because of its dependence upon wage tax receipts, which represent 52% of the City's General Fund revenue.

Philadelphia Housing Market

Philadelphia had 576,429 occupied housing units in 2011, an increase of 1,016 units or 1% from last year.²¹ Given a population growth rate of 0.7% in the last year this suggests a shift towards smaller households in Philadelphia. Of the total, 54% are owner-occupied and 46% are renter-occupied.⁸ Compared to the top 20 most populous cities, Philadelphia ranks 9th in terms of percentage of occupied housing units that are owner-occupied. In Philadelphia, 42% of owners with mortgages and 58% of renters spent 30% or more of their household income on housing, an indication of housing affordability, compared to the national average of 38% for owners with mortgages and 53% for renters. This may suggest that, although housing in Philadelphia has been seen as relatively inexpensive compared to other East Coast cities, the lower income levels of Philadelphians continues to create economic challenges for large portions of the city's population.

Philadelphia's housing market values declined only 18% from peak prices in 2007 to the trough in 2011, compared to roughly 25% in New York, 33% in Washington, DC, 37% in Chicago, and over 40% in San

¹⁸ Pennsylvania Department of Labor and Industry, Monthly Seasonally Adjusted Unemployment Rates, December 2012 (preliminary).

¹⁹ Bureau of Labor Statistics. Retrieved on February 20, 2013 from: http://www.bls.gov/xg_shells/ro3fx9532.htm

²⁰ City of Philadelphia Budget Outlook, January 2013. IHS Global Insight.

²¹ American Community Survey, 1 year estimate, 2011.

Diego, Los Angeles and San Francisco.²² Currently, there are signs that the real estate market is rebounding within Philadelphia, particularly in Center City and its surrounding areas. Although the home price index in Philadelphia declined by 3.8% in FY11 and 2.4% FY12, the number of home sales increased by 10% in FY12, and median residential sale prices (not quality or seasonally adjusted) increased by 14% between the fourth quarters of 2011 and 2012.^{23,24} Sale prices and new housing construction have been particularly strong in the core Center City.^{25,26} In contrast, home sales volumes have been very low and median sale prices are continuing to drop in lower income neighborhoods in North, Northwest and Northeast Philadelphia.^{8,27} Housing market trends are important for Philadelphia's budget because they determine real estate tax and the real estate transfer tax receipts, which combined represent roughly 22% of the City's General Fund revenue.

As will be discussed in later chapters, the City has begun a significant reform of the City's real estate tax system with the Actual Value Initiative (AVI). AVI involves a comprehensive reassessment of all properties in the city to correct outdated and unfair assessments. Although tax assessments will change for many property owners as a result of AVI, the impact of the shifts in tax burden on the real estate market is expected to be minimal, according to IHS.

²² Philadelphia House Price Indices, January 28, 2013. Retrieved on February 28, 2013 from:

http://www.fels.upenn.edu/sites/www.fels.upenn.edu/files/fels_phpi_2012q4.pdf

²³ IHS Global Insight, 2013.

²⁴ Real Estate Value Trends Philadelphia – 2012 Q4, Econsult Solutions, Inc.

²⁵ Center City Housing: The Rebound Continues. Center City Reports, Central Philadelphia Development Corporation and the Center City District, November 2012.

²⁶ http://www.philly.com/philly/classifieds/real_estate/20121127_Home_sales_prices_rise_in_Center_City.html and

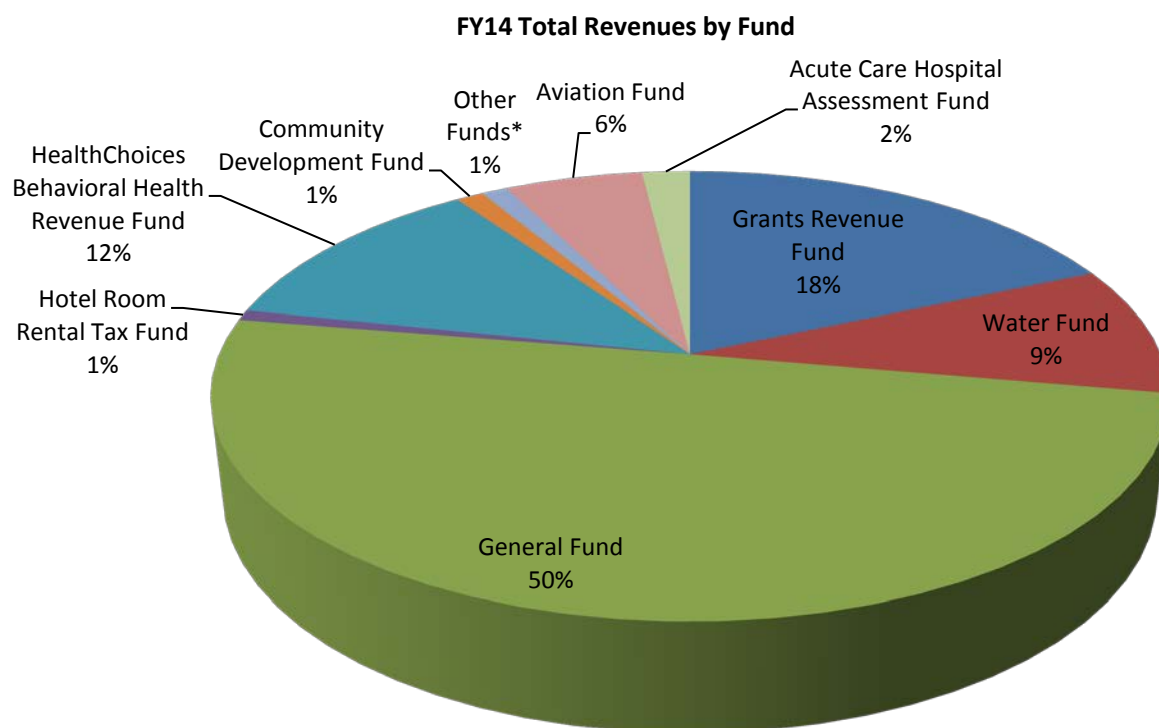
http://www.centercityphila.org/docs/CCR12_housing.pdf

²⁷ "Housing market beyond Center City is not as vibrant". Philadelphia Inquirer, November 29, 2012. Retrieved from:

http://www.philly.com/philly/classifieds/real_estate/20121128_Housing_market_beyond_Center_City_is_not_as_vibrant.html

THE CITY'S FY14 REVENUES

Revenues for the City from all sources of funding total \$7.404 billion for FY14. As shown in the chart below, the General Fund represents roughly half of the funding for total City operations. The General Fund is the City's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in other funds. As shown in Appendix II, roughly half of the City's departments are funded exclusively out of the General Fund. The other half relies on funding from a variety of sources. The sources of revenue for the General Fund are described in detail below. Other major sources of funding are the Grants Revenue Fund (18%), the HealthChoices Behavioral Health Revenue Fund (12%), the Water Fund (9%), and the Aviation Fund (6%).



*Includes the Special Gasoline Fund (0.4%), the Housing Trust Fund (0.3%), the Car Rental Tax Fund (0.1%), the County Liquid Fuels Tax Fund (0.1%) and the Water Residual Fund (0.3%).

The Grants Revenue Fund is a major source of funding for Departments and is comprised of state funding (9% of total revenue), federal funding (6%) and local and other grants (3%) for a total of 19% of total revenue. The Health Choices Behavioral Health Fund, which is restricted to providing managed behavioral health care to City residents and exclusively funds the Office of Behavioral Health and Intellectual disabilities, is also entirely State funded and represents 12% of total revenue for the City. In addition, the Community Development Fund is almost entirely funded by the Federal Government, representing 1% of total City revenue. As described in the previous chapter, the sequestration that took effect on March 1, 2013 will result in across the board cuts of roughly 8% on non defense funding and 12% on defense spending and thus could have a significant impact on the Grants Fund, the

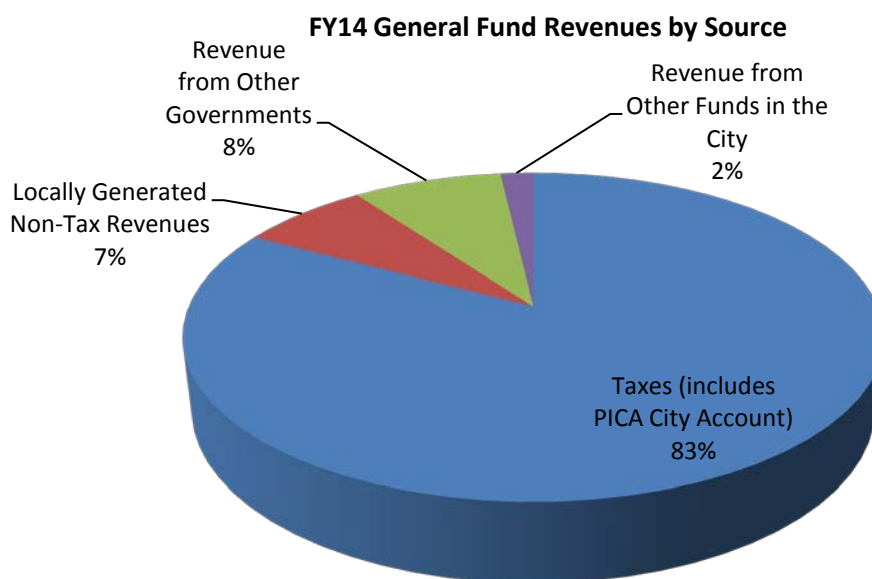
HealthChoices Behavioral Health Revenue Fund, and the Community Development Fund. The departments that receive the most funding from federal grants are the Department of Human Services (\$138 million), the Office of Housing and Community Development (\$80 million), the Department of Public Health (\$67 million), Office of Behavioral Health and Intellectual Disability (\$42 million), Office of Supportive Housing (\$41 million) and the Philadelphia Police Department (\$31 million), all of which could see up to a 8% cuts in federal grant funding.

The Water Fund represents 9% of total funding for City operations and accounts for the activities related to the operation of the City's water delivery and sewage systems. It primarily funds the Philadelphia Water Department (PWD) but also internal services departments that support PWD, such as the Office of Fleet Management, the Law Department, the Procurement Department, and the Office of Innovation and Technology.

The Aviation Fund accounts for 6% of the City's total operating budget and represents the activities of the City's airports. Similar to the Water Fund, it primarily funds the Aviation Division within the Commerce Department but also internal services departments that support the Aviation Division.

General Fund

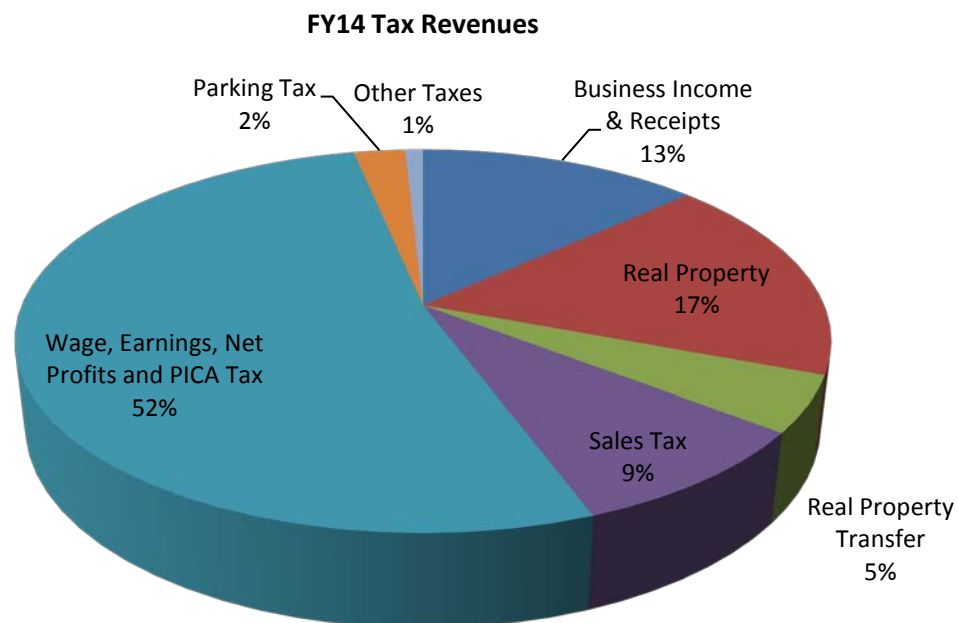
The City's General Fund revenues for FY14 total \$3.713 billion. For FY14, the Administration projects that 83% of its revenues will be generated from tax revenues paid by residents, workers and visitors to Philadelphia. 8% from other governments, largely state and federal funding; 7% of the City's budget is projected to come from locally generated non-tax revenues; and the remaining 2% will come from revenue from other funds. The chart below shows the breakdown of these revenue sources.



As was the case in municipalities across the country, the City experienced significant revenue declines during the deep recession of 2007-2009. While tax revenues have rebounded somewhat, some tax revenue receipts have not yet returned to their pre-recession levels. Each major tax is described below.

Major Taxes

The chart below shows the breakdown of the tax revenue sources for FY14. At 52% of the overall tax revenue, Wages and Earnings and Net Profits taxes (including the Pennsylvania Intergovernmental Cooperation Authority portion of Wage Tax) make up the majority of tax revenues received by the City. The second largest source of tax revenue is the Real Property Tax (17%). The Business Income and Receipts Tax (BIRT) revenue is the third largest source of tax revenue at 13% of the total. Sales Tax revenue consists of 9% of the total tax revenue received by the City, 5% is from the Real Property Transfer Tax, and 2% is from Parking Tax.



Tax revenues in FY13 are generally performing better than budgeted to date; signifying continued, but slow, economic improvement. FY14's tax revenue forecasts project moderate levels of growth from FY13. As discussed in the previous chapter, most national forecasters are expecting US economic growth to improve in the second half of FY13 and in FY14. Consistent with those forecasts and receipt trends described above, the Five Year Plan has revised upwards its growth projections for the Wage Tax, BIRT and Real Estate Transfer Tax. The City's tax base growth projections were developed in conjunction with a revenue forecasting consultant, IHS Global Insight, and further refined after discussions with leading economists at a meeting at the Federal Reserve Bank of Philadelphia hosted by PICA. As noted in previous Five Year Plans, these forecasts, and the revenue estimates that they inform, are subject to revision given the uncertainty and volatility that continue to characterize the economic situation in the

United States and globally. The tax rates and revenue growth rate projections for the major taxes are detailed below. In addition the tax revenue estimates from FY14 to FY18 are shown in Appendix II, along with the percentage change from the prior year.

Wage Tax: As the largest source of tax revenue, the Wage, Earnings and Net Profit Tax is collected from all employees working within city limits, and all city residents regardless of work location. Currently, the Wage Tax rate is 3.9280% for residents and 3.4985% for non-residents. The resident rate includes 1.5% that is reserved for the PICA and is counted as revenue from other governments. PICA has overseen the City's finances since 1992, when the State oversight board was first established. The PICA statute permits the Authority to a "first dollar" claim on its portion of Wage Tax proceeds, which are used to pay debt service on bonds issued by PICA for the benefit of the City. Excluding the PICA portion, the Wage Tax is projected to bring in \$1.3 billion in FY14. This Plan includes a planned resumption in FY14 of City-funded wage tax cuts that were suspended with the economic downturn in FY10. These Wage Tax cuts are intended make the City more competitive and lead to job growth. The proposed Wage Tax rates for FY14 are 3.9240% for residents and 3.4950% for nonresidents. The level of cuts to the Wage Tax rates increase over the course of the plan as the economy is projected to continue to recover. By FY18, the rates will be 3.7568% for residents and 3.3460% for non-residents. The value of the Wage Tax cuts total \$167 million over the course of the plan, more than double the amount of cuts in last year's Plan.

Wage Tax receipts for FY12 were 3.65% above FY11 and year-to-date receipts for FY13 through January were up 5.50% compared with the same period in FY12. Wage and Earnings Tax revenue was originally projected to grow at a rate of 3.40% in FY13 and is now projected to grow at 4.50% in FY13 and slowly taper off to 2.95% by FY18 as economists project that the economy will begin to slow down.

Wage and Earnings Tax

Fiscal Year	Tax Rate FY14-18 Residents	Tax Rate FY14-18 Non-Residents	Proposed Estimated Growth in Tax Revenue
			FY14-18
2013	3.9280%	3.4985%	4.50%
2014	3.9240%	3.4950%	3.59%
2015	3.9200%	3.4915%	3.20%
2016	3.8700%	3.4470%	3.32%
2017	3.8140%	3.3970%	3.17%
2018	3.7568%	3.3460%	2.95%

Real Property (Property) Tax: The Property Tax is the City's second largest source of tax revenue, estimated to contribute 17% (or \$536.1 million) of total FY14 tax revenues. This tax is levied on the assessed value of residential and commercial property in the city.

As described in the previous chapter, the City has recently released the new property values as part of the Actual Value Initiative (AVI) after reassessing every property in the City to ensure fair and accurate assessments. As properties were previously assessed at only a fraction of their actual value, and

assessments have often not kept up with changes in value, this process has resulted in a substantial increase in citywide property assessed value. The Administration is proposing to collect the same amount of current year revenue in FY14 as was collected in FY13; therefore a lower tax rate needs to be set to collect the same amount of revenue. The Administration is proposing a combined City/School District property tax rate for FY14 of 1.3204%, down from 9.7710% in FY13 in order to generate the same current year revenue in FY14 as in FY13. The City portion of the tax is proposed to be 0.6029% (down from 4.4620% in FY13) and the School District portion is proposed to be 0.7175% (down from 5.3090% in FY13).

The proposed rate is set to ensure that AVI collects the same amount of current year revenue in FY14 and FY14. Nonetheless, there will be changes in property taxes for many individual property owners. Under the old assessment system, some properties were valued closer to their actual value than other properties. Properties that had been valued closer to their actual value will see smaller increases in assessments and when those assessment changes are coupled with the much lower proposed property tax rate, they will produce tax decreases. On the other hand, properties that were relatively undervalued will see increases, a small percent of which could be substantial. In order to mitigate the hardship that could be created by those large increases, the Administration is proposing a homestead exemption of \$15,000 for all property owners and relief measures equal to \$30 million. The proposed new property tax rates take into account these relief measures. The estimated current property tax revenue for the City is projected to be \$500.1 million in FY14 (excluding delinquent collections), the same amount as in FY13.

Business Income and Receipts Tax (formerly the Business Privilege Tax): The Business Income and Receipts Tax (BIRT) is expected to produce 13% (or \$410.0 million) of total tax revenue in FY14, which is still \$27 million lower than FY07 collections. Under current rates, businesses pay 6.45% of net income and 0.1415% on gross receipts toward BIRT. There are modified rates for financial institutions, public utilities, some manufacturers, wholesalers and retailers. The City reduced BIRT rates each year from FY96 through FY09 until the economic collapse forced it to freeze those rates. In FY12, BIRT reform legislation was signed by the Mayor which incorporated several changes intended to help businesses grow in Philadelphia. These tax changes intend to help businesses in Philadelphia by eliminating disincentives to locate in Philadelphia, and by lowering costs associated with starting a new business. The tax changes total more than \$160 million of foregone revenue under the Five Year Plan. Under Bill 110548, the business privilege license fee for all businesses will be eliminated in FY14. In addition, business taxes were eliminated beginning in FY13 for the first two years of operations for all new businesses that employ at least three employees in their first year and six in their second. Bill 110554 provides for across the board exclusions on the gross receipts portion for all businesses scaled in over a three year period beginning in FY15 and reductions in the net income portion of the BIRT. The first reduction of the net income portion of the BIRT will occur in FY14 when the rate is reduced to 6.43%. By FY18, the rate will be reduced to 6.30%. When the exclusions are fully phased in, the first \$100,000 of receipts will be excluded. Lastly, the bill calls for implementation of single sales factor apportionment. This enables businesses to pay BIRT based solely on sales, not on property or payroll. By taxing property and payroll, the BIRT previously had provided disincentives to firms to locate in the city. BIRT tax

revenues grew by 3.3% in FY12, above the projection of 2.5% and are anticipated to increase 3.0% annually.

Business Income and Receipts Tax

Fiscal Year	Net Income Tax Rate	Gross Receipts Rate	Proposed Estimated Growth in Tax Revenue
			FY14-18
2013	6.45%	0.1415%	3.00%
2014	6.43%	0.1415%	3.00%
2015	6.41%	0.1415%	3.00%
2016	6.39%	0.1415%	3.00%
2017	6.35%	0.1415%	3.00%
2018	6.30%	0.1415%	3.00%

Sales Tax: For FY14, the Sales Tax is expected to produce 9% (or \$272.6 million) of total tax revenue. In October 2009, a temporary increase raising the local share of the sales tax from 1% to 2% was passed by the Commonwealth. The temporary increase will sunset on June 30, 2014, which is reflected in this Five-Year Plan. Sales tax revenue is projected to decline to \$143.5 million in FY15.

The Sales Tax grew by 3.65% in FY12 compared to a forecast of 2.29%, but is showing slower growth to date in FY13. The Sales Tax forecast for FY13 was revised downward from 3.50% to 2.26% based on receipts to date, forecasts from the revenue consultant, and conversations with experts convened by PICA at the Federal Reserve Bank of Philadelphia. Consumer spending is expected to be tempered by the loss of the payroll tax cut, showing the fragility of the economic recovery. Sales Tax growth is projected to ramp up to 5.26% in FY15 before tapering off to 2.97% by FY18. The stronger projected growth of 5.26% in Sales Tax in FY15 is based on the expectation that consumer spending has been restrained by consumer confidence more than wages, which should return after several years of economic recovery and lead to stronger sales growth.

Sales Tax

Fiscal Year	Local Tax Rate	Proposed Estimated Growth in Tax Revenue
		FY14-18
2013	2.00%	2.26%
2014	2.00%	5.03%
2015	1.00%	5.26%
2016	1.00%	5.17%
2017	1.00%	3.47%
2018	1.00%	2.97%

Real Estate Transfer Tax (RTT): The City imposes a 3% tax on real property sales, and an additional 1% is charged by the Commonwealth of Pennsylvania, for a 4% total Real Estate Transfer Tax (RTT). The RTT is

estimated to provide 51% of total revenue for a total of \$144.4 million in FY14, down from a high of \$236 million in FY06.

Reflecting the recent turnaround in the housing market, the Real Estate Transfer Tax grew by 2.3% in FY12 compared to a forecasted decline of -0.68%, and year-to-date receipts through January for FY13 show 17% growth over the same period in FY12. Real estate transfer tax was originally projected to grow at 5.2% and is now projected to grow at 10.0%. Real Estate Transfer Tax is expected to have growth rates of 10.0% through FY15 and ramp down to 3% by FY18. This level of growth is more conservative than forecast by the City's revenue forecasting consultant and results in a projection of Real Estate Transfer Tax revenues of \$186 million by FY18, still well below the \$236 million in transfer tax revenues collected in FY06.

Real Estate Transfer Tax		
Fiscal Year	Tax Rate	Proposed Estimated Growth in Tax Revenue
		FY14-18
2013	3.00%	10.00%
2014	3.00%	10.00%
2015	3.00%	10.00%
2016	3.00%	8.00%
2017	3.00%	5.00%
2018	3.00%	3.00%

Parking Tax: The Parking Tax is levied on the gross receipts from all parking transactions. In FY09, the tax rate was raised from 15% to 20%. Parking Tax revenue is projected to total \$75.0 million in FY14.

Revenues from Other Governments

After taxes second largest portion of the City's General Fund revenues comes from the State and Federal governments, representing 8% of total General Fund revenues. The FY14 budget projects that revenue from other governments will total \$630.6 million in FY14 compared to \$650.9 million in FY13 and \$715.9 million in FY12. The FY14 contributions include \$325 million of Wage Tax funds from PICA, \$210.4 million from the Commonwealth of Pennsylvania and \$32.1 million from the Federal government. Most of the funding from the Commonwealth is Wage Tax Relief (\$86.3 million) and Pension Aid (\$66.0 million), as well as reimbursement for programs in the Department of Public Health. The main reason for the decline in revenue from other governments in FY14 was the elimination of one-time General Fund reimbursement revenue for the Department of Human Services (DHS) which was received in FY13. Reimbursed obligations and associated revenues for DHS were moved to the Grants Fund in FY12, so no additional revenue is anticipated in the general fund budget.

The largest source of Federal funding in the General Fund is reimbursements for the Philadelphia Nursing Home and totals \$20.5 million in FY14. Although most of the impact of the sequestration is likely

to be on the Grants Fund, minor effects could be seen on revenues from the federal government in the General Fund.

Locally Generated Non-Tax Revenues

Locally generated non-tax revenues generate 7% of the FY14 budget. Locally generated revenues include various fees, fines, permits and other charges assessed by the City. In FY14 the City is projecting to collect \$264.5 million compared to a current estimate of \$254.4 million in FY13 and \$256.7 in FY12. The \$10 million increase in non-tax revenues is partially the result of FTI recommendations to billing and collection strategies for the Fire Department's emergency medical services fee and Streets Department's commercial property collection fee which are expected to increase revenue.

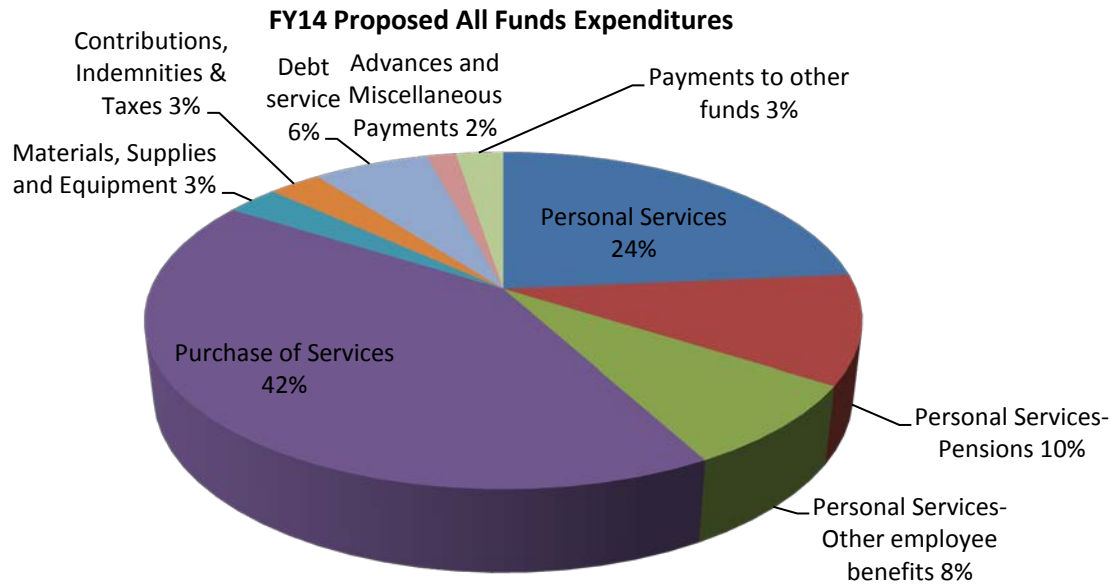
Revenue from Other Funds

Revenues from other funds primarily consists of payments to the General Fund by the Grants Fund (911 Surcharge) and Enterprise funds (Water and Aviation funds) for services performed by other City agencies. This makes up a small percentage of the revenues at 2% and is projected to be \$67.2 million in FY14 compared to \$58.6 million in FY13 and \$48.3 million in FY12. The \$8.6 million increase revenue from other funds is primarily due to an increase in reimbursements from 911 revenues.

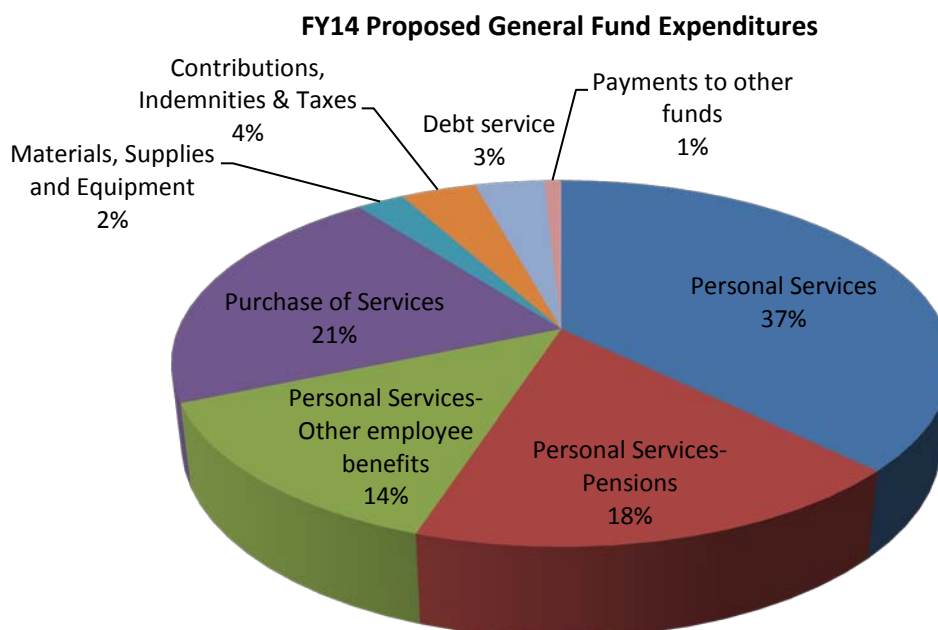
II. EXPENDITURE OUTLOOK

THE CITY'S FY14 EXPENDITURES

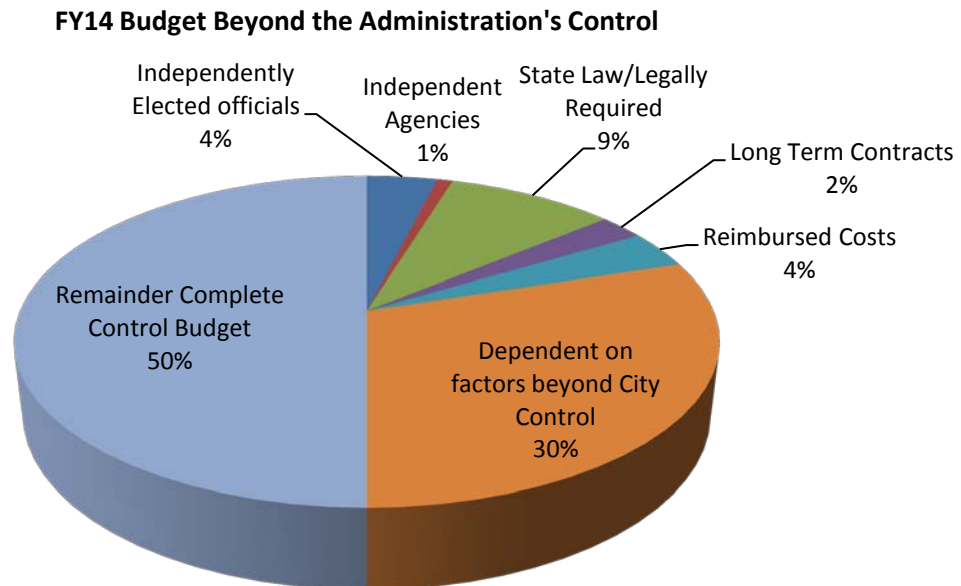
The proposed FY14 expenditures for all operating funds total \$7.537 billion, up from \$7.171 billion in FY13. The chart below shows a breakdown of total FY14 expenditures by class. Purchase of services represents the largest share (42%), followed by personal services (24%), pensions (10%) and other employee benefits (8%).



The proposed FY14 General Fund expenditures total \$3.755 billion, increasing to \$3.848 billion in FY18. While pensions, other employee benefits and debt service are projected to grow by over 6% over the life of the Plan, the rest of the budget largely remains flat. The chart below shows the breakdown of these expenditures by class.



As with prior years, the largest costs to the City's budget pay for City employees, who design, manage, and implement the programs and services upon which residents depend. The combined personal services and employee benefits categories account for \$2.577 billion, or 69% of the total budget. Over the last five years, the employee benefits portion of the budget has grown by 19%, while the remainder of the budget decreased by 1.3%.



As shown in the chart above, approximately 63% of the proposed FY14 budget is out of the Administration's direct control, which gives limited flexibility when balancing the City's budget. The costs that are out of the Administration's direct control include: required annual payments either through State Law (such as the School District) or legal requirements (such as debt service), long term contracts (such as leases), independently elected officials (such as First Judicial District), reimbursed costs for expenses, and employee benefits. Employee benefits, which make up the largest portion of costs that are out of the Administration's control, are largely employee health benefits contributions and pensions. The chart above reflects these costs.

The largest portion of these fixed costs is categorized as Dependent on Factors Beyond City Control. This category is comprised of two significant expenses: employee benefits and the prison system.

Over 31% of the City's General Fund budget goes to pay for fringe benefits for City employees. Portions of those employee costs – in particular, pensions and healthcare – have grown much more quickly than the City's revenues and other expenditures, which has meant that more and more of the City's budget has to be diverted to pay for employee benefits instead of to pay for services.

In designing proposals for collective bargaining agreements, the City has balanced providing fair contracts to employees with the need to have labor costs that are fair to the taxpayers of the City and to

ensure that the City is able to provide quality services. A key to those proposals is slowing the rising costs of benefits.

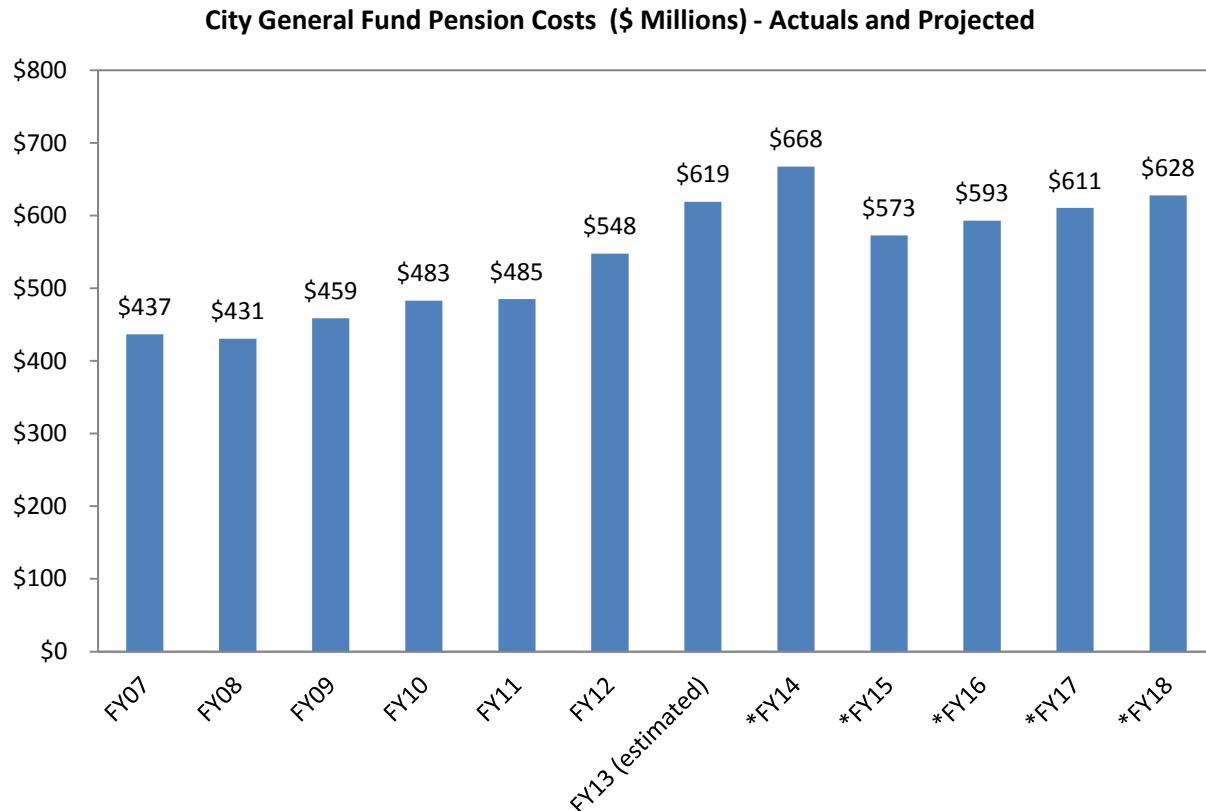
The rapidly escalating costs of pensions, combined with the Pension Fund's declining health – it is now less than 50 percent funded – make pensions perhaps the most significant financial challenge facing the City. It is crucial that the City's collective bargaining agreements address this issue. See the "Labor" chapter for a further discussion of the collective bargaining agreements.

The City's Pension Fund has undergone several changes during this Administration. On September 18, 2009, Governor Rendell signed Act 44, which modified the Municipal Pension Funding Standard and Recovery Act (Act 205 of 1984). This legislation governs funding issues and actuarial reporting of municipal pensions in Pennsylvania. Act 44 made significant changes to Philadelphia's pension funding, including:

- Re-amortized the pension fund's unfunded actuarial accrued liability over a 30-year period using level-dollar amortization payments;
- Deferred payment of a portion of its Minimum Municipal Obligation (MMO) to be repaid with 8.25% interest (which was the fund's earnings assumption rate at the time of legislation) by the end of FY2014. Over two years, the City deferred about 20% of its pension costs: \$150 million for FY10 and \$80 million for FY11. The deferral was repaid over a year earlier than scheduled;
- Temporarily imposed an additional 1% local sales and use tax with revenue dedicated toward pension payments. The temporary sales tax will expire at the end of FY14;
- Creation of a Special Pension Commission. The Commission's responsibilities include providing the legislature with a Benefit Plan Study, within two years of the effective date of the legislation and every two years thereafter. The Commission's first report was issued in the summer of 2011 and the second report is due late this year.

The Board also increased the smoothing period for actuarial losses and gains from five years to ten years, thus reducing the impact that any particular year will have on the Pension Fund's funded status and on the City's required payments. The result is to reduce the volatility of pension payments.

The Pension Board, in conjunction with the above changes, has lowered the assumed rate of interest rate to 8.1% from 8.75% during the Nutter Administration. A proposal is expected to be voted on at the next Pension Board meeting to further lower the assumed rate of return to 7.95%. The costs associated with this assumption are included in this Five Year Plan. The reductions in earnings assumptions allow funds to moderate risk of the investments, which can also reduce the likelihood of losses.



* FY14-FY18 data are projected pension costs.

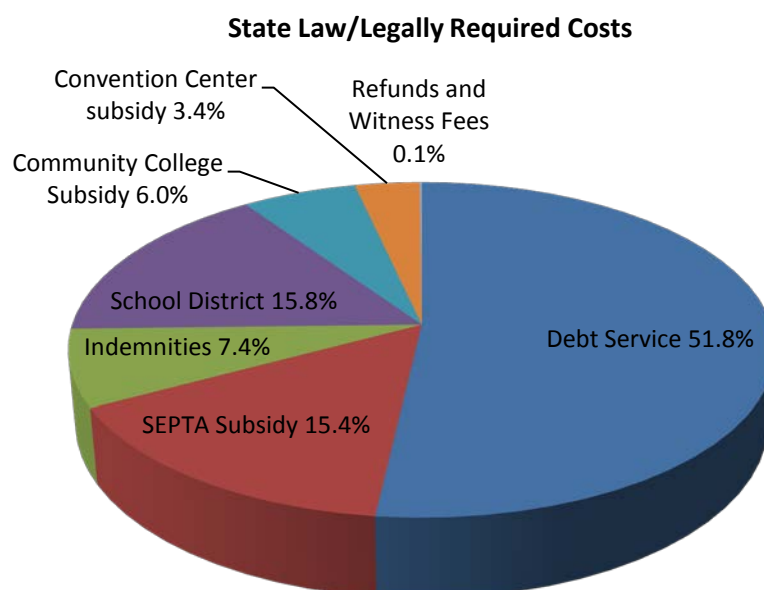
Note: this includes the repayment of the deferred payments to the Pension Fund in FY13 and FY14.

Additionally, pension changes were made under an interest arbitration award with the Fraternal Order of Police (FOP), Lodge 5, which gives new employees the option to participate in the current defined benefit pension plan with an increase to their contribution from 5% to 6% or to participate in a hybrid plan which comprises both a defined benefit plan and a voluntary defined contribution plan. While various provisions of the International Association of Firefighters (IAFF), Local 22 interest arbitration award are under appeal, the pension changes provision is not under appeal and has been implemented for new IAFF members hired after October 15, 2010. The pension changes in the Local 22 award are the same as those in the FOP award. See the "Labor" chapter for a further discussion of the collective bargaining agreements. An additional award gave the same pension provision for new Deputy Sheriffs and required that all new employees of the Register of Wills enter a hybrid plan. Awards for Correctional Officers and Probation Officers required that all new employees go into the hybrid plan. In addition, the Correctional Officer award required all employees to increase their contribution to the Pension Fund.

Also related to the City's Pension Fund were changes made in December 2011 to the Deferred Option Retirement Plan (DROP). Ordinance 110443 relates to employees who do not meet the requirements to enter DROP by December 13, 2011. The key points are: the interest rate paid on DROP accounts was changed and will be the lesser of the yield on one (1) year United State Treasury Bonds or one-half of

the Board's actuarially assumed interest rate; non-uniformed employees will be required to wait two additional years past their normal retirement date to enter DROP; and employees have the opportunity to take a partial lump sum benefit at the time of retirement in exchange for a reduction in monthly lifetime pension benefits.

State Law and Legally Required costs make up 12% of the budget, and are the second largest cost out of the Administration's direct control. The City is required under Act 46 to maintain an annual contribution to the School District of Philadelphia, which is set for FY14 at \$69.0 million. The City will contribute \$26.4 million to the Community College of Philadelphia. The City is legally required under contract to make a \$15 million payment to the Convention Center in FY14. The City also pays \$67.1 million to the Southeastern Pennsylvania Transportation Authority (SEPTA). The largest obligation in this category is debt service which equals \$226.3 million.



While confronting substantial fiscal challenges, the City is faced with important choices about how to invest taxpayer dollars as the economy begins to recover and savings from efficiencies are realized. The FY14 budget proposes some moderate investments, the largest of which is for employee contracts. Approximately \$20 million in additional funding is included in the FY14 budget for the arbitration award for the Fraternal Order of Police wage reopener. In addition to the total expenditures \$3.755 billion, the Administration has set aside \$26 million of reserved fund balance as a provision for future labor obligations related to District Council 33, District Council 47, IAFF 22 and the Deputy Sheriffs. The funds are being set aside to fund future labor agreements that would include the Administration's proposed reforms to lower pension and healthcare costs and that are fair to employees and taxpayers.

In addition to this, approximately \$18 million of additional investments (0.5% of expenses) are included in the FY14 budget. The most significant investment is one-time funding of \$4.7 million to the Fire

Department for Self Contained Breathing Apparatus equipment (\$4 million) as well as air bottles and 35 new Jaws of Life. The second largest investment is to the Office of Property Assessment (\$1.7 million) to fully fund the department's complete overhaul of the City's property assessment function. \$1.2 million is being added to the Revenue Department to improve delinquent tax collections. The Free Library's budget is being increased by \$1.0 million largely to expand hours at library branches throughout the City. Additionally, the Community College of Philadelphia's budget is being increased by \$1.0 million to help offset tuition increases. The Office of Innovation and Technology will see a \$2.5 million increase to fund several items including increased maintenance and departmental application costs, new positions necessary to implement court mandates related to public safety, and to fund positions previously funded through grants. An important investment with regard to the Department of Public Property will be to increase funding for the maintenance team to prevent deferred maintenance on City-owned facilities and keep facilities up to standard. The increase of \$622,000, in addition to the \$734,000 added in FY13, will bring the Department's funding for this purpose up to industry standards. Lastly, the City is adding \$624,000 to continue funding of the KEYSPTS program to provide computing access in neighborhoods across the City. These public computing centers had been funded through the American Recovery and Reinvestment Act (ARRA).

LABOR

The City is committed to reaching collective bargaining agreements with each of its unions that are fair to both employees and taxpayers. Those agreements need to balance pay increases for employees with essential reforms that will allow the City to bolster its Pension Fund, make common sense changes to overtime and provide the City with the flexibility to furlough employees rather than lay them off during times of economic distress. Pension reforms are essential, as pension costs have soared from 6% of the budget to 16% in a decade, diverting funds from key services to pension costs. At the same time, the Fund's health weakened, with its funding percent dropping from well over 70% to under 50%. The City's proposed overtime changes are also essential, as they would bring common sense to the City's work rules. For example, employees would only be able to receive overtime if they worked 40 hours in a week. In this Five Year Plan, \$83.5 million is being set aside to fund future labor agreements for District Council 33, District Council 47, IAFF 22, and the Deputy Sheriffs. These agreements need to include the Administration's proposed reforms and need to be fair to employee taxpayers.

As of January, 2013 the City employed 29,555 employees, of whom 23,995 were represented by one of the City's five municipal unions as follows: 6,776 uniformed police officers and 306 employees of the Sheriffs' Office are represented by the Fraternal Order of Police, Lodge No. 5, in two separate bargaining units; 2,170 fire fighters and paramedics are represented by the International Association of Fire Fighters, Local 22; 10,686 employees are represented by American Federation of State, County and Municipal Employees (AFSCME) District Council 33; and 4,057 employees are represented by AFSCME District Council 47. Non-uniformed employees bargain under Act 195 of 1972, which allows for the right to strike over collective bargaining impasses. Certain employees, including employees of the Sheriff's Office and the Register of Wills, corrections officers who are represented by District Council 33, and employees of the First Judicial District represented by District Council 47, are not permitted to strike, but may proceed to interest arbitration under Act 195. Uniformed employees bargain under Pennsylvania Act 111 of 1968, which provides for final and binding interest arbitration to resolve collective bargaining impasses. They are not permitted to strike.

Just as it has for businesses and other governments across the world, long term financial planning for the City has been made much more challenging by the sudden, dramatic and sustained deterioration in the economy over the past four and a half years. The City managed through the fiscal crisis by making \$118 million in annual General Fund expenditure cuts, representing a 3% decrease and eliminating more than 1,211 General Fund funded positions across almost all departments and services. The City also temporarily reduced its contributions to the Pension Fund, but those deferrals have been paid back with interest.²⁸ The City also temporarily increased the City portion of the Sales tax from 1% to 2% (for a total of 8%), which is scheduled to return to the original 1% in FY15.

Nonetheless, the largest and fastest growing expenditures in the City's budget include employee health and pension benefits. In FY14, employee benefits (including pensions) will comprise 31% of the

²⁸ The City repaid \$230 million pension payment deferral in October of 2012 with proceeds from a publically offered bond issue that saved the City \$9.8 million in FY13 and \$9.8 million in interest costs in each of FY13 and FY14. The final payment on this bond is due April 1, 2014.

proposed budget expenditures. In order to address the challenges these long term structural costs present, the City has made cost-saving changes in the City-administered benefit programs and sought changes to its labor contracts in the areas of health and pension benefits to reduce costs and risk to the General Fund. These changes include introducing hybrid pension plans with defined benefit and defined contribution components, increasing employee contributions to pensions, moving to self-insurance for health benefits and increasing co-pays. In order to reduce or eliminate the need for layoffs in future economic downturns, the City has also sought increased flexibility in its personnel rules. Specifically, the Administration is seeking to secure the right to furlough employees, when economic circumstances warrant, and mitigate overtime costs through changes in overtime rules.

The Fraternal Order of Police received a five year interest arbitration award for uniformed police department employees on December 18, 2009 covering the period FY10 through FY14. Interest arbitration awards covering employees of the Sheriff's Office and Register of Wills, corrections officers and youth detention counselors and court employees through FY14 were issued in 2011 and 2012.

Agreements with the four major bargaining units - the International Association of Fire Fighters Local 22, American Federation of State, County and Municipal Employees District Council 33 (DC 33) and District Council 47 (DC 47), and the Fraternal Order of Police expired on June 30, 2009. Negotiations with DC 47, as well as interest arbitration proceedings with Local 22 are continuing. The City issued a final offer to District Council 33 in January 2013, which DC 33 rejected. The Administration has asked the Courts for permission to impose the terms of this offer, citing the impasse between the two sides.

The information below summarizes the interest arbitration awards that have been issued and provides an update on the status of negotiations for the other bargaining units.

Fraternal Order of Police (FOP) Lodge No. 5

The 2009 FOP interest arbitration award introduced a new hybrid pension plan with defined benefit and defined contribution components for police officers and gave new hires the option of participating in this new plan or paying an additional 1% of pay to enter the existing plan. The December 2009 award covering uniformed employees of the Police Department included the following key components:

- Three percent pay increases for each of FY11 and FY12, along with a re-opener for FY13 and FY14 which yielded an additional 3% raise in both years.
- The FOP's health plan moved to self-insurance in FY11. Under self-insurance, the health fund pays for the actual cost of services provided to members, instead of paying a premium to an insurance carrier based on expected claims. The FOP's change is similar to the change the City made in FY10 with the City-administered health insurance plan. The award also ordered increases in the co-pays for doctor's visits and prescription drugs. Changes in the health care provisions in 2008 and 2009 awards have resulted in savings to the City in excess of \$50 million.
- Pension changes for new hires - FOP members now choose between either increasing their pension contribution from 5% to 6% of pay or enrolling in a new hybrid pension plan. The hybrid pension plan combines a traditional defined benefit plan with a more sustainable level of benefits, and a voluntary 401(k)-like defined contribution plan. The plan reduces the risk to the

City's Pension Fund of poor market returns and is unprecedented for uniformed employees in any major city in the country. Meanwhile, increased employee pension contributions provide general fund savings for the City.

- The City gained the right to furlough (a day off without pay) employees up to 30 days each fiscal year.

FOP Deputy Sheriff and Register of Wills

A five year interest arbitration award with the FOP covering the unionized employees of the Sheriff's Office and Register of Wills was issued on June 21, 2011, covering FY10 through FY14. This award introduced a new hybrid pension plan with defined benefit and defined contribution components for new hires as well. For employees of the Register of Wills, this new plan is mandatory for new hires, while employees of the Sheriff's Office have a choice between the existing plan with a higher employee contribution or the new plan. Other important financial components of the award include:

- A 2.5% increase for Deputy Sheriffs in FY11 and FY12 and a re-opener for FY13 and FY14. Wage increases for Register of Wills employees, if any, will be based on increases negotiated between the City and District Council 33.
- Step and longevity increments, which had been frozen by the City in July 2009, were restored for employees of the Sheriff's Office retroactive to the start of the freeze. Increments for Register of Wills employees were restored prospectively as of the date of the award.
- Employees of the Sheriff's Office participate in the FOP's health plan. This award continued that arrangement, along with the same funding terms and benefit plan changes as the police award. Register of Wills employees will continue to participate in the City-administered health plan.
- Pension changes for new hires. New employees of the Sheriff's Office will have to choose between entering into the existing municipal pension Plan 87 and increasing their contribution to 50% of normal cost from 30% of normal cost, or going into a new hybrid plan, which is similar to the new hybrid plan put in place for police employees under that award. Register of Wills employees hired after the date of the award must enter the hybrid plan. The award was the first that required City employees to enter the hybrid plan.

International Association of Fire Fighters (IAFF), Local 22

A four-year interest arbitration award with the IAFF was issued on October 15, 2010. Although the award took a crucial step toward reform by establishing a hybrid pension system, it would have imposed more than \$200 million in new costs over the Five-Year Plan without giving the City the required tools to manage these costs. As a result, the City appealed the award, with the exceptions of the revisions to the pension plan and a change related to vacations. The award violated the PICA Act because it failed to give substantial weight to the City's approved Five Year Plan and ability to pay, and, as a result, granted increases in pay and benefits in excess of what the City can afford. On November 16, 2011, the Philadelphia Court of Common Pleas vacated the entire award, with the exception of the pension and vacation provisions, which have been implemented, and remanded it to the arbitration panel to issue an award that complies with the PICA Act. On July 2, 2012, the arbitration panel issued an award following

the remand. This award followed the same pattern as the vacated award on economic terms with the exception of health insurance. Under the 2012 award, the City's required contributions to the IAFF-controlled health fund were substantially increased from \$1,270 per employee per month at the start of the award to \$1,679 as of July 1, 2012 and included more than \$20 million in retroactive payments. For the period October 1, 2012 through June 30, 2013, the City's required monthly contribution was set at \$1,619.64 per member per month, which is significantly higher than the monthly per employee contributions for DC33 and DC47 (\$975.76) and the FOP (\$1,135). The award also gave the City the option to have the health fund move to self-insurance effective October 1, 2012. However, to do so, the City would still have to pay the retroactive contributions in excess of \$20 million and bear the costs of the benefits and administration of the health fund, regardless of the cost, with no employee contribution, after the health fund pays the first \$5 million. This award would have added over \$200 million in costs over the Five Year Plan and was appealed by the City. On November 19, 2012, the Common Pleas Court denied the City's appeal. The City has appealed the denial to Commonwealth Court, and as of March 2013 no briefing schedule has been set.

Because the appealed contract would have expired on June 30, 2013, negotiations are underway for a new contract to begin on July 1, 2013. The IAFF has declared impasse and requested interest arbitration but no arbitration dates have yet been scheduled.

AFSCME District Council 33

After having spent nearly four years in negotiations, including multiple bargaining sessions in the past few months, the City has been unable to reach an agreement with AFSCME District Council 33 (DC 33) that is affordable and provides the type of short-term and long-term reforms the City needs. DC 33 has consistently sought pay raises and more tax dollars for the union-controlled health and welfare fund and considered the pension reforms and changes in work rules the Administration was proposing as "concessions" they were unwilling to make. The Union did not make any counter offers to the City's proposals for pension and work rule changes to help the Administration provide pay increases offered to DC 33 members, forcing the parties to a stalemate.

On January 16, 2013, the City made a final offer to District Council 33, which included wage increases and restoration of step and longevity increments prospectively following ratification, along with \$25 million in additional payments to the union managed health fund. In order to ensure the long term sustainability of the Pension Fund and slow the dramatic increase in City pension costs, the City proposed to require all new employees to enter the new hybrid pension plan put in place by the award covering the employees of the Sheriff's Office and Register of Wills and increased pension contributions from current employees as was ordered for corrections officers represented by District Council 33 (discussed below). Additionally, the Administration requested changes in overtime rules based on the changes that the Administration made in FY13 for non-represented employees and those represented by Local 2187 of District Council 47 (discussed below) and the right to furlough employees when economic circumstances warrant, similar to the FOP award, as part of an overall contract package that the City can afford. When District Council 33 rejected this offer, the Administration gave DC 33 two weeks to reconsider its refusal, but subsequent discussions were unproductive.

Facing a stalemate after four years of negotiation, on February 1, 2013 the Mayor filed an action in the Court of Common Pleas, asking the Court for a declaration that the City has the right to implement its final offer this contract. On February 5, 2013, the City asked the Pennsylvania Supreme Court to assume immediate jurisdiction over the matter to speed a final resolution. Groups representing all 3,000 elected local governments in Pennsylvania filed a brief in the Pennsylvania Supreme Court on February 19, 2013 in support of the City's request. During the period of litigation, the City is maintaining the status quo on all the issues that separate the parties.

The Administration is committed to having reasonable collective bargaining agreements that are fair to both taxpayers and the City's employees in place as early as possible. Those contracts must, however, be affordable in the short-term and provide long-term reform.

District Council 33 Corrections' Officers and Youth Detention Counselors

On March 16, 2012, an arbitration panel issued an award for FY09 through FY14 covering approximately 2,100 prison guards and related employees of the City who are part of District Council 33 which provided the City with significant savings opportunities similar to those the City is seeking in its negotiations with District Council 33. Important financial components of the award include:

- A one-time \$1,100 lump sum bonus, equivalent to that received by the larger unit of District Council 33 in 2008, and wage increases of 2.5% effective July 1, 2012 and July 1, 2013. If the City agrees to any wage increases in the District Council 33 negotiations described in the preceding section for years prior to July 1, 2012, the prison guards and related City employees would also receive these increases.
- All new hires are required to enter into the new hybrid pension plan. Additionally, current employees will be required to make increased contributions for their pension plans effective July 1, 2013. It is estimated that employees covered under Plan 87 (further described under "Municipal Pension Fund") will see an increase from 30% of normal cost to 50% of normal cost, which will increase the employee contribution by over 1% of salary. Employees in Plan 67 (further described under "Municipal Pension Fund") will also pay 50% of normal cost, but will no longer receive an offset while contributing toward FICA, which will increase the employee contribution by 2% of salary.
- Paid leave hours other than vacation no longer count as hours worked when determining when overtime is due.

The union has filed a petition to vacate portion of the award, which is still pending. The pension changes awarded await approval by City Council to be implemented.

AFSCME District Council 47

Negotiations are on-going with District Council 47 for employees represented by Local 2187 with the City seeking similar changes to those it is seeking in its negotiations with District Council 33.

In September 2012, the Mayor announced changes in wages and benefits for supervisors in DC 47 Local 2186 (for whom the City may impose terms of employment), effective October 1, 2012, along with civil service non-represented and exempt employees. These changes included: (1) a 2.5% pay increase; (2) prospectively restored step and longevity increments (but no back pay); (3) changes restricting overtime including the elimination of double time. In addition, the Mayor asked City Council to pass legislation placing new employees in the City's new hybrid municipal pension plan, Plan 10, and requiring other employees to contribute, on average, 1% to 2.25% more to their pension, as was awarded in interest arbitration with the City's corrections officers (discussed above). Also, in connection with these changes, the City is able to furlough these employees when economic circumstances warrant.

District Council 47 Court Employees

On July 11, 2012, an interest arbitration was issued governing economic terms of employment for a bargaining unit comprised of 532 professional employees of the First Judicial District, primarily in the job series of Probation Officer. The award ordered general wage increases of 2.5% on July 1, 2012 and July 1, 2013. Additionally, employees in the classification of Probation Officer 2 were awarded a one-range increase within the First Judicial District pay schedule. The First Judicial District has not implemented the classification adjustment, as ordering a promotion infringes on the exclusive authority of the courts. Under the award, new hires are required to enter the City's new municipal pension plan, Plan 10. Implementation of the pension provision is awaiting City Council approval.

Employee Wage Increases FY06-FY14

The following table presents employee wage increases for FY06 through FY14 for each bargaining unit.

Fiscal Year	AFSCME District Council 33	AFSCME District Council 47	Fraternal Order of Police Lodge No. 5	International Association of Fire Fighters Local 22	AFSCME District Council 33 Correctional Officers	APTA District Local 810 Probation Officers	APTA District Council 47 Local 2186 Court Employees
2006	2.0%	2.0%	3.0%	3.0%	2.0%	2.0%	2.0%
2007	3.0% ⁽¹⁾	3.0% ⁽¹⁾	3.0%	3.0%	3.0% ⁽¹⁾	3.0%	3.0%
2008	4.0% ⁽²⁾	4.0% ⁽²⁾	4.0%	4.0%	4.0% ⁽²⁾	4.0%	4.0%
2009	No increase ⁽³⁾	No increase ⁽³⁾	4.0% ⁽⁴⁾	4.0% ⁽⁴⁾	No increase	⁽³⁾	No increase ⁽³⁾
2010	⁽⁵⁾	⁽⁵⁾	0.0% ⁽⁶⁾	0.0% ⁽⁷⁾	⁽⁸⁾	⁽⁹⁾	0.00%
2011	⁽⁵⁾	⁽⁵⁾	3.0% ⁽⁶⁾	⁽⁷⁾	⁽⁸⁾	⁽⁹⁾	3.0%
2012	⁽⁵⁾	⁽⁵⁾	3.0% ⁽⁶⁾	⁽⁷⁾	⁽³⁾ ⁽⁸⁾	⁽⁹⁾	3.0%
2013	⁽⁵⁾	⁽⁵⁾	3.0% ⁽⁶⁾	⁽⁷⁾	2.5%	2.5%	2.5%
2014	⁽⁵⁾	⁽⁵⁾	3.0% ⁽⁶⁾	⁽⁷⁾	2.5%	2.5%	

(1) Third year of a four year contract: 3% effective July 1, 2006.

(2) Fourth year of a four year contract: 4% effective July 1, 2007.

(3) Cash bonus of \$1,100 paid 15 days after ratification.

- (4) One year contract: 2% effective July 1, 2008 and 2% effective January 1, 2009.
- (5) Contract expired on June 30, 2009, and negotiations are currently underway. An increase of 2.5% for 2012 and 2013 was awarded to certain prison guards and related employees which are part of District Council 33.
- (6) Five year contract: 0% effective July 1, 2009, 3% effective July 1, 2010, 3% effective July 1, 2011, and re-openers on wages in Fiscal Years 2013 and 2014; 3% effective July 1, 2012, 3% effective July 1 2013, and a 1% increase in stress differential pay effective July 1, 2013.
- (7) Four year contract: 0% effective July 1, 2009, 3% effective July 1, 2010, 3% effective July 1, 2011, 3% effective July 1, 2012. The contract award was appealed by the City. Negotiations for a contract beginning July 1, 2013 are underway.
- (8) Depends on DC33 negotiation for that time period.
- (9) Depends on DC47 negotiation for that time period.

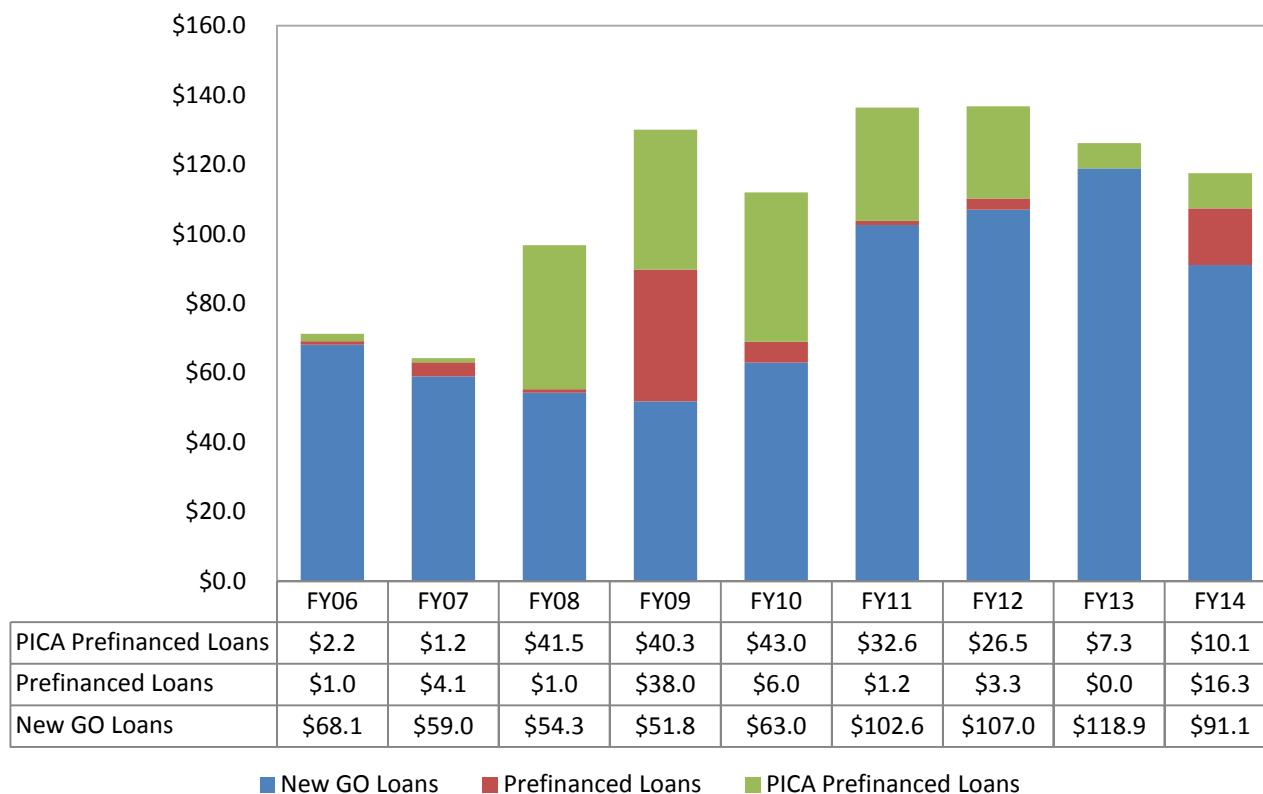
THE CITY'S CAPITAL BUDGET

The Capital Program is the City of Philadelphia's six-year plan for investing in its physical and technology infrastructure, community facilities and public buildings. The Capital Program supports the overall goals of the City: to become one of the safest cities in America; to improve the education and health of Philadelphians; to make Philadelphia a place of choice; to become the greenest city and most sustainable city in America; and for City government to work efficiently and effectively, with integrity and responsiveness. The Recommended FY14-19 Capital Program allocates nearly \$10 billion over this six-year period to advance these initiatives and address critically needed public improvements.

City-Supported Capital Funding

The Administration is committed to a continued investment in the City's infrastructure. To support this infrastructure investment, the City has pledged in FY14 to spend \$91.1 million of City-supported capital funding through new General Obligation (GO) bonds issued by the City, \$16.3 million of prefinanced GO loans, and \$10.1 of PICA prefinanced loans.²⁹ The chart below shows City support of the Capital Budget in FY14, compared to prior years.

Capital Funding, FY06-FY14 (\$ millions)



²⁹ Prefinanced loans are loans that the electorate and City Council have already authorized, but the capital dollars remain unspent.

FY14 Significant Investments

As shown in the chart above, the City's investments in capital projects financed by General Obligation bonds steadily increased from FY09 through FY13. Limited by the debt capacity of the City, the FY14 capital investment financed through general bonds fell below \$100 million for the first time since FY11. To increase the amount of capital funding available, for the first time since FY09, the City reprogrammed significant amount of capital dollars (\$16.3 million) that had been appropriated prior to FY08 but remained unspent. Furthermore, the FY14 capital budget includes \$10.1 million of PICA prefinanced loans for specific capital projects.

Key projects in the FY14 capital budget for neighborhood investments include:

- \$14 million for the Departments of Parks and Recreation and Finance capital budgets which fund capital improvements and upgrades to existing facilities throughout city neighborhoods.
- \$12 million for the Streets Department for Reconstruction/Resurfacing and ADA Ramp Reconstruction on neighborhood streets.
- \$5 million in FY14 for improvements at Neighborhood Commercial Centers. The improvements include upgrade curbs, sidewalks, lighting, landscaping and parking in commercial corridors to complement public and private reinvestment.
- \$3 million in FY14 for the infrastructure for a Bikeshare Infrastructure Program. The City will contribute \$3 million in new City bonds in FY14, and leverage \$4.5 million in federal funds and additional \$2.5 million in private funding to pay for the upfront \$8-10 million capital investment to pay for the bicycles, docking stations and kiosks.
- \$2.8 million in FY14 for improvements to neighborhood branch libraries in addition to \$2.9 million in FY13. The City anticipates leveraging these dollars with private support.
- \$2.1 million in FY14 for improvements and structural renovations at Fire facilities throughout the city.
- \$1.8 million in FY14 for police facilities renovations including exterior, mechanical, electrical and plumbing renovations and roof replacements at various police stations.
- \$1.6 million in FY14 for improvements and upgrades to cultural facilities located throughout the City.
- \$1.2 million in each of FY14 and FY15 for improvements at the Benjamin Franklin Parkway.
- \$1 million in FY14 in addition to \$1 million in FY13 for the outfit of Health Center 2. The new Health Center 2 will be built on the site of the current Health Center 2 and paid for by Children's Hospital of Philadelphia (CHOP) through a partnership between the City and CHOP.
- \$1 million in each FY14 and FY15 for Bartram's Mile. As part of the Green2015 Plan, this project will provide over 1.5 miles of publically accessible riverfront access connecting the Gray's Ferry Crescent south to 68th Street. The City will contribute \$1 million in each of FY14 and FY15 in City capital dollars to this project, which will be matched by \$3 million in private and state funding.

Other key projects in the FY14 capital budget include:

- \$14 million in FY14 for the Office of Innovation and Technology for technology improvements. This is part of a \$120 million multiyear commitment to improve the City's technology.
- \$8 million in FY14 for the Police Department for various facility improvements. Of this amount,
- \$6 million is for the new facilities from the Base Realignment and Closure (BRAC) program. Funding will be used to design and renovate the facilities for police use. Funding was also appropriated in the FY12 and FY13 capital budgets for this project. \$2 million is for a Police Mounted Patrol Unit Facility to design and construct the expansion, addition and renovation of the existing Krewstown stables which will serve as a remote site for the mounted unit. The headquarters for this unit will be located at Chamonix Drive.
- \$2.3 million in FY14 for land acquisition as a part of the Prison System's Master Plan to expand the prison system.
- \$2.2 million in FY14 for security system improvements at the Philadelphia Industrial Correctional Center for the Prisons System. Work includes upgrades in telecommunication, video surveillance, and improvements to general control systems.
- \$430,000 in FY14 for renovations to the Fire Administration Building.

In addition to these key projects, funding is being added to the operating budget for debt service for a new police headquarters, city morgue, and health offices co-located at 4601 Market Street. This is a consolidation which will provide urgently needed improvements to these facilities, allow the sale of existing City assets and revitalize part of West Philadelphia in need of investment.

The City's ability to invest in its infrastructure is restricted by both the State Constitutional debt capacity and the City's financial capacity. Under the Pennsylvania Constitution, the City's total debt capacity 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, 2013, the City's remaining debt capacity is estimated to be \$101.7 million. The Actual Value Initiative will result in a total assessment value of \$98.6 billion in FY14 compared to \$12.2 billion in FY13; this allows the constitutional debt limit to increase, which is based on the 10-year moving average of assessment values. Nevertheless, the City's ratio of debt service to total expenses will continue to restrict its ability to issue general obligation debt. A relatively high ratio of debt service to obligations will not only crowd out other operating expenditures, but if the ratio gets too high, it could also result in a reduction of the City's bond rating, thereby increasing the costs of borrowing. Rating agencies have consistently cited the City's high level of fixed costs as a reason for its relatively low bond rating.

At the same time that the City has limits on the amount that it can borrow, it also has noticeable infrastructure needs. By committing \$578.2 million in new City-backed borrowing over the next six years, this Capital Program will help to address those needs.

GOAL 1: PHILADELPHIA BECOMES ONE OF THE SAFEST CITIES IN AMERICA: OVERVIEW OF INITIATIVES AND KEY ACCOMPLISHMENTS

Mayor Nutter has made it a central priority of his administration to make Philadelphia a safer city, and since 2008, Philadelphia has become safer in both absolute and relative terms compared to other cities in the US. According to FBI statistics, between 2008 and 2012, the violent crime rate dropped by 15% from 1,405 to 1,190 per 100,000 people and the property crime rate dropped by 9% from 4,288 to 3,894 per 100,000 people respectively.³⁰ Philadelphia's ranking among cities with populations above 250,000 has improved from 6th to 12th in the violent crime rate and 41st to 47th in the property crime rate between 2008 and 2011.³¹

Goal 1, becoming one of the safest cities in America, focuses on achieving three main outcomes. The first is that adults and children are safer. The second is that people feel safer, and the third outcome is that residents feel a greater responsibility to keep their neighborhoods safe. Below is a snapshot of how the city is performing relative to its target performance on select targets. Since FY08, Philadelphia has not only reduced the violent crime and property crime rates, but also the re-incarceration rate at the Philadelphia Prisons System. In terms of fire related outcomes, structural fires have increased relative to the baseline, but in FY12, Philadelphia reached a record low number of fire deaths.

Goal 1: Performance relative to targets

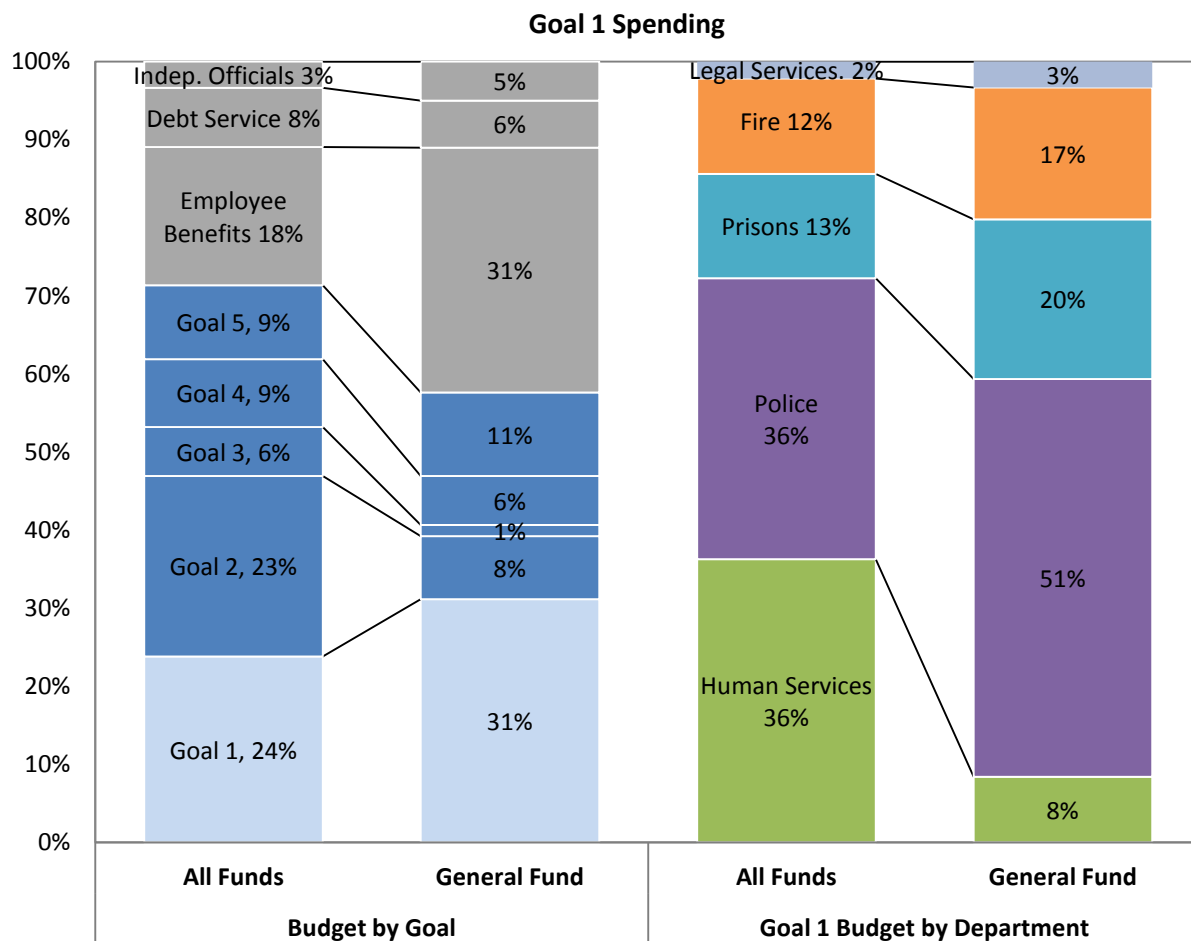


* Baseline refers to FY08 for all metrics except for the Property crime rate which reflects calendar year 2007 and structural fires which is based on FY11.

³⁰ Philadelphia Police Department, 2013.

³¹ Data comes from Uniform Crime Reports FBI available at: <http://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s>. Rankings are not comparable for 2012 data because data from the first half of 2012 do not include all cities. 2008 and 2011 rankings do not include Chicago for violent crimes or Tucson and Toledo for property crimes due to incomparability of data measures. The FBI cautions against comparing statistical crime data from cities solely on the basis of their population without examining all the variables that affect crime in city.

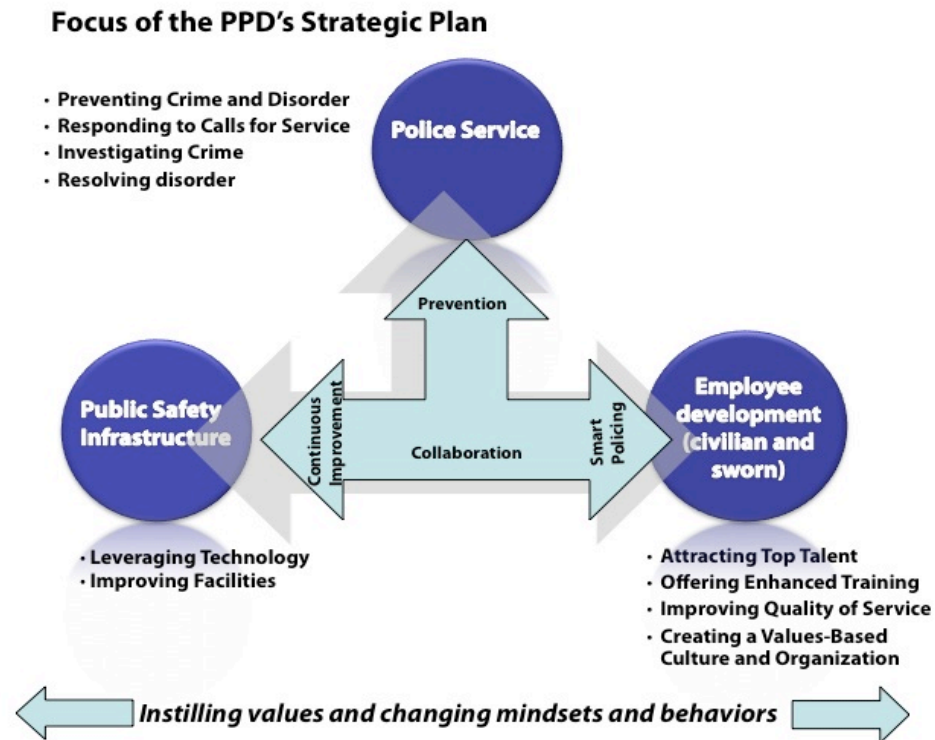
Public Safety, which has been one of the Mayor's primary areas of focus, comprises 24% of the City's total operating budget and 31% of the General Fund budget. It is by far the largest area of spending in the budget over which the Mayor has complete control. In absolute terms, the City spends almost \$1.2 billion from the General Fund and an additional \$626 million from other fund sources on this goal for a total investment of almost \$1.8 billion. The departments and agencies that are primarily focused on achieving the outcomes under this goal are the Department of Human Services (36% of total Goal 1 spending), the Police Department (36%), the Prisons System (13%), the Fire Department (12%), Legal services (2%), as well as select activities within the Managing Director's Office and the Department of Licenses and Inspections.



POLICE DEPARTMENT

The Philadelphia Police Department (PPD) focuses on fighting crime, enforcing laws, and safeguarding the constitutional rights of all people in the city as well as providing quality service to residents and visitors. The mission of the Philadelphia Police Department is to demonstrate excellence in policing by working in partnership with the community and others to fight and prevent crime, the fear of crime, and terrorism; enforce laws while safeguarding the constitutional rights of all people; provide quality service to all residents and visitors; and create a work environment in which PPD recruit, train and develop an exceptional team of employees.

In FY12, PPD updated its strategy, revised its mission statement, and recommitted itself to becoming a model of excellence in the law enforcement profession. The Department's strategy focuses on three main areas: police service, public safety infrastructure, and employee development.



Budget Trends: The Philadelphia Police Department has seen a \$47.7 million increase from FY08 to the FY13 Current Projection. The funding increase was largely due to the arbitration awards, which granted wage increases of 4% in FY09 and 3% in FY11, FY12 and FY13, increased overtime costs associated with Occupy Philadelphia as well as increased police presence to combat crime in the summer months when crime is higher.³² The FY14 Proposed budget increases the General Fund allocation to the PPD by 4.2%. This \$23.9 million increase pays for the 3% wage increase (and 1% stress pay) in FY14, continues funding the ARRA funded officers and the General Fund required match for the 25 COPS grant funded officers, and allows PPD to hire additional police classes to bring the uniform officers to a level of 6,525. In terms of other operating funds, the PPD has seen a significant increase in other operating funds largely due to growth of federal funding from the Department of Homeland Security for large equipment purchases and from the Department of Justice for forensic sciences. The FY13 and FY14 proposed budgets for other operating funds provide allowances for uncertainty in grant funding. Actual grant funding in FY14 is not expected to be significantly higher than FY13.

³² The 3% wage increases in FY08 and FY09 include a 2% uniform wage increase and a 1% stress differential payment.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	523,981,438	552,292,087	556,818,243	571,657,128	47,675,690 9.1%	595,593,755	23,936,627 4.2%
Other operating funds	21,884,011	29,240,663	46,579,226	31,752,020	9,868,009 45.1%	50,712,151	18,960,131 59.7%
Total operating budget	545,865,449	581,532,750	603,397,469	603,409,148	57,543,699 10.5%	646,305,906	42,896,758 7.1%

Performance Trends: Across the board, performance measures improved, and crime statistics declined in 2012. Due to a previous increase in crime before FY12, certain crime fighting measures were taken, including increased overtime during the summer to improve coverage particularly in high crime areas and tougher gun enforcement and bail requirements in conjunction with the courts. Crime statistics have since seen tremendous improvements in the first half of FY13. After a 1.6% increase in the number of shooting victims between FY11 and FY12, the number dropped 30% in the first half of FY13. Homicides increased by 10.1% between FY11 and FY12, but, with 147 homicides in the first half of FY13, FY13 is on track to achieve more than an 11.4% reduction in homicides relative to FY12. Part I violent crimes, which include homicides, sexual assault, robbery and aggravated assault, have steadily declined since FY08, with a 1.2% reduction between FY12 and FY11 and a 23.6% reduction between the first halves of FY13 and FY12. The PPD is on track to meet its target of 17,500 Part 1 violent crimes in FY13, which would represent a 14% decrease since 2008. Burglaries increased by 8.6% in FY12 but have decreased again by 3.5% in the first half of FY13. The PPD aims to decrease burglaries by 10% in FY13 to 11,000. The homicide clearance rate, the rate at which homicide cases are resolved, dropped from 67.9% in FY11 to 64.4% in FY12, but has increased to 68.1% in the first half of FY13. Philadelphia's clearance rate is comparable to the national average for 2011 of 64.8%, but below that of some of the nation's largest police departments, such as New York City (75%) and Houston (70%). Although several factors pose limitations on the clearance rate, such as the unwillingness of shooting victims and witnesses to cooperate with investigations, the PPD continually strives to improve the homicide clearance rate and considers 80% to be a stretch goal.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Shooting Victims	1,575	1,521	1,545	1.6%	896	627	-30.0%	1,000	950
Homicides	351	318	350	10.1%	166	147	-11.4%	275	250
Part 1 Violent Crime	20,247	18,446	18,224	-1.2%	9,553	7,295	-23.6%	17,500	17,000
Burglaries	12,019	11,271	12,241	8.6%	6,662	6,427	-3.5%	11,000	10,000
Homicide Clearance Rate	66.6%	67.9%	64.4%	-5.2%	56.7%	68.1%	20.1%	80.0%	80.0%
Other Violent Crime Clearance Rate	N/A	49.8%	49.1%	-1.4%	46.3%	46.9%	1.2%	53.0%	53.0%

Key Accomplishments

Guided by its principles of smart policing, prevention, collaboration and continuous improvement, the Police Department has made significant progress in reducing violent crime since FY08 and adopting a neighborhood-based approach to policing.

Police service: The PPD continues to focus on crime in high crime areas. In the summer of 2012, the PPD worked with federal partners to identify, arrest, and bring federal prosecution against prolific violent offenders. In conjunction with the District Attorney's Office, state and local probation and parole, PPD began GunStat focusing on the most violent areas (22nd, 25th and 26th police districts) and the most violent offenders within those areas. The PPD is also working with Temple University in implementing the Chicago Model "Cure Violence" (formerly Ceasefire) in these same districts. The PPD also moved two intelligence officers into the highest crime districts to work with district officers and the Criminal Intelligence Unit to identify and intervene with offenders and organized criminal groups. The PPD piloted a national model of Data-driven Approaches to Crime and Traffic Safety to reduce traffic crashes and crime in the 25th Police District. The PPD worked with PhillyRising (described in more detail below) in fifteen neighborhoods, with 311 to get needed services to support problem-solving efforts, and with Federal Law Enforcement partners on a summer surge that focused on gun and violent offenses that could be prosecuted in federal court. Finally, a burglary response team was created in the Southwest Police Division with goals of reducing burglaries, coordinating patrol and detectives in response and investigation of burglaries, and improving police service to burglary victims. These efforts have contributed to the 30% reduction in shooting victims, the 11.4% reduction in homicides and the 3.5% reduction in burglaries between the first halves of FY12 and FY13. In addition, the number of homicides and shooting victims were reduced by 61% in the 22nd, 25th and 26th police districts in a 12 month period.

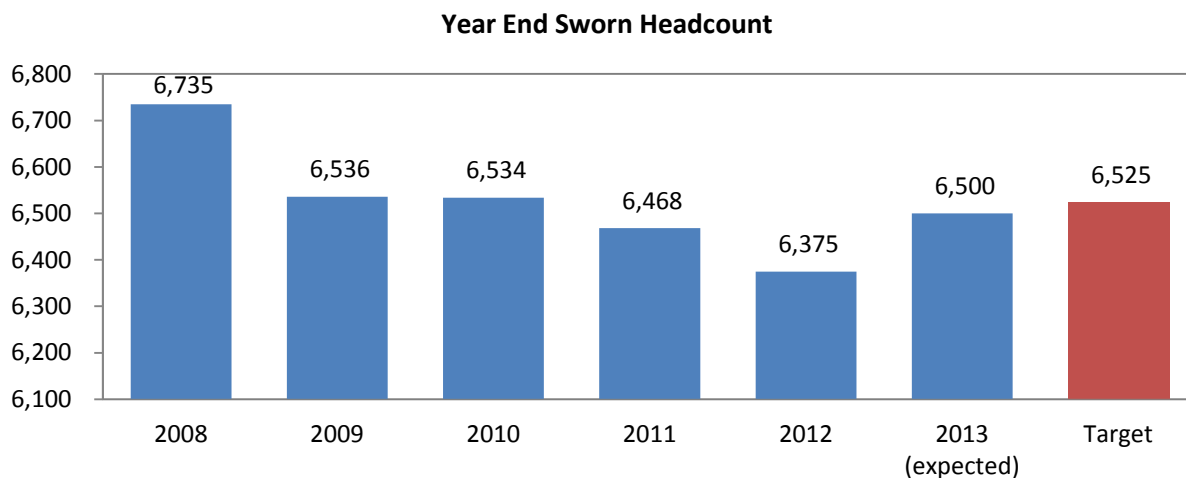
Public Safety Infrastructure: The PPD has expanded and enhanced its automated systems and analytical capability. The Real Time Crime Center (RTCC) became operational in January 2012, a center open 24-7 that supports responding officers and detectives to shootings and on-going events and monitors the City's CCTV system as well as all tips and automated license plate readers. The RTCC has the ability to do a simultaneous search of 17 different databases, reducing the amount of time to obtain information from hours to minutes. The automated license plate readers have led to 143 recovered stolen autos and 20 felony arrests alone in the second quarter of FY13. Already the RTCC has demonstrated its usefulness in crime intervention and investigation by providing investigative leads, forwarding tips for follow-up and supporting barricade situations. In 2012, the PPD began working with the Pennsylvania State Police Lab on using familial DNA for selected cases and tested a new protocol for processing ballistic evidence in the GunStat areas.

The Department, working with the Department of Licenses and Inspections, also implemented LeadsOnline, an automated system that pawn shops and precious metal dealers are now required to use to document their purchases. This system allows detectives to check for stolen items with the hope of returning them to the victims. In November 2012, the PPD launched a new crime mapping capability

which is one of largest public safety GIS programs in the country and has already proved beneficial in understanding crime, finding crime patterns, and making deployment decisions.

The PPD has taken steps to improve both its internal and external communications. The Office of Innovation and Technology is receiving over \$500,000 in additional police-related funding in FY14 to increase video surveillance and implement a Court mandated system to better record and track instances when a police officer stops, questions and frisks a pedestrian. In addition, every member of the Police Department has been given email. The Police Department expanded its presence on the intranet with its own Twitter account, YouTube channel, Facebook page, Blog, and Pinterest. As of January 2013, the PPD had 50,820 ‘Likes’ on Facebook, the highest number of likes for any police department in the country. The PPD has 16,434 Twitter followers and 2,785,146 YouTube views.

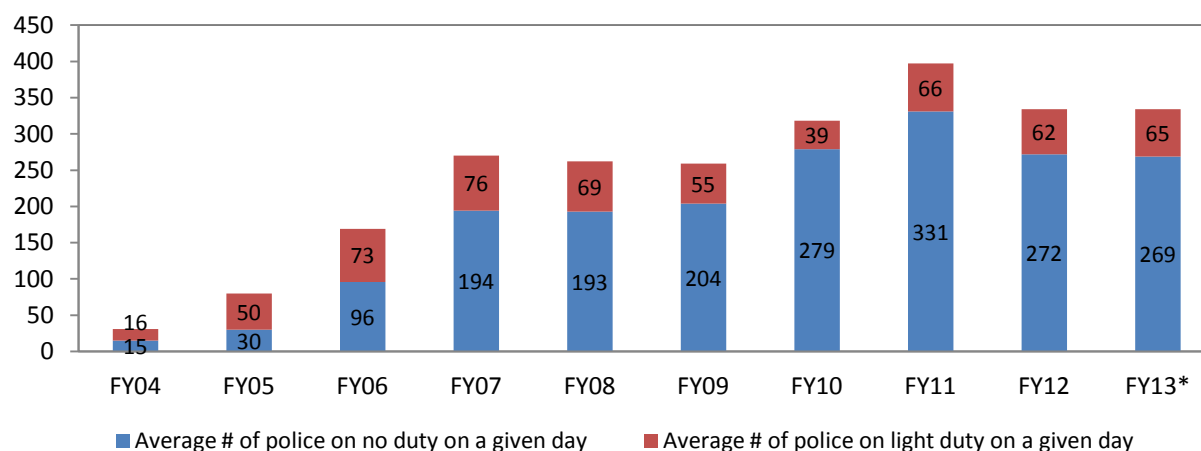
Employee Recruitment: Staffing is and will be the biggest challenge facing the Philadelphia Police Department. The following chart shows the recent sworn staffing history at the end of each calendar year and demonstrates the loss of headcount for the department as a result of a hiring freeze in 2009 and 2010 during the recession and because of the increasing number of officers leaving in part because of the Deferred Retirement Option Plan (DROP).



As the City’s finances stabilized, funds have been added to the Police Department’s budget in FY13 and FY14 to hire officers to reach and maintain headcount at the target level of 6,525. This requires ongoing hiring, since between FY13 and FY15, the Department will lose 495 sworn members to retirement as a result of DROP, which allows employees to choose a mandatory retirement date four years in the future and accumulate monthly service retirement benefit in an interest bearing account at the Board of Pensions for up to four years and continue to be employed by the City. This plan facilitates succession planning by creating certainty around when employees will retire, but, due to the advantageous pension benefit, may cause employees to retire earlier than they otherwise would have. The PPD is working with the Office of Human Resources to address this issue and to match hiring with attrition. To date in FY14, the PPD has hired 36 officers and expects to bring on an additional 255 to bring the force up to 6,500 by the end of FY13. To compensate for retirements and attrition in FY14, the PPD expects to hire an additional 215 officers to bring the force up to the target level of 6,525 by the end of FY14.

In addition to losing experienced officers, the number of officers unavailable for full-duty is still a challenge. The Department is averaging 445 officers a month unavailable for duty, the equivalent of the entire South Division which consists of three police districts and divisional detectives. This is due in large part to claims resulting from the Heart and Lung Act of Pennsylvania. This Act requires that public safety personnel who are temporarily disabled from an injury that occurs during the performance of duty be fully compensated and continue to receive their employee salary and benefits without paying taxes. The average number of police officers unavailable for full duty on any given day due to "Heart and Lung" claims dropped by 16% from 397 in FY11 to 334 in FY12. The total number of police officers unavailable for full-duty remains at 334 year to date in FY13, although slightly more officers are available for light duty as opposed to being off duty all together. In FY12, the Department was able to reduce the number of officers on "Heart and Lung" by working with the Office of Risk Management to ensure employees are not abusing the system by having bi-weekly meetings between the Department and the Fraternal Order of Police to identify and rectify problems as they arise.

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



* FY13 data estimates as of 2/26/2013.

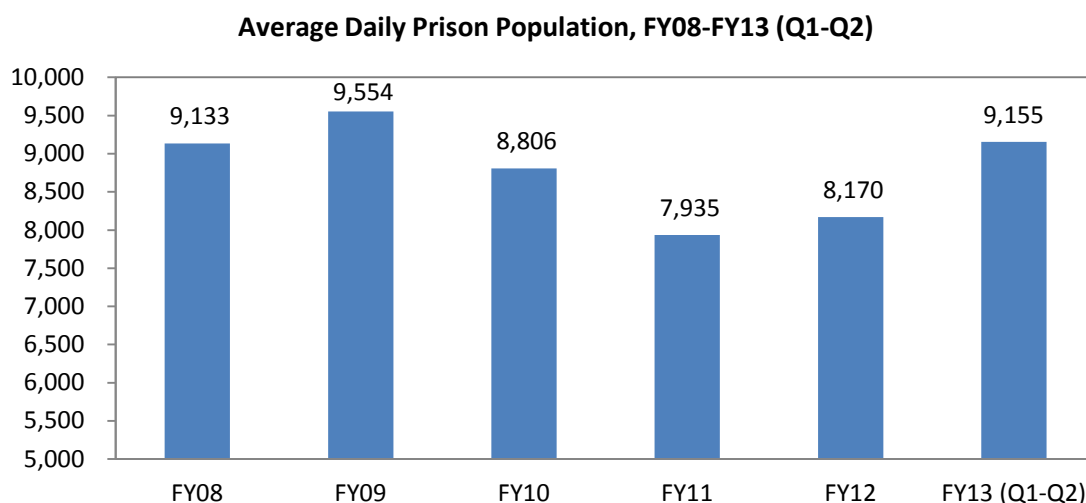
Employee development: In addition to recruiting addition staff, the PPD took a number of steps to develop current staff. With the support from a Federal Department of Justice grant and collaboration with Temple University, the PPD piloted in four districts training police officers as crime analysts. The SMART policing Analysis Coordinators were selected based on qualities that made them good candidates to learn how to analyze crime data. Analysis Coordinators attended training classes provided by Temple University's Center for Security and Crime Science on problem solving, situational crime prevention, data analysis using Excel, GIS crime mapping, hot spot mapping and creating analytical products and crime bulletins in PowerPoint. Each officer works steady weekdays in the District office and has become an integral part of operations at the District level. Officers are responsible for gathering information, developing analyses and disseminating information to their commanders. The work of the Analysis Coordinator is being used by Captains, Lieutenants, and Sergeants to help build Action Plans and deployment strategies. These first four Districts each have successfully integrated analysis into

operations, which shows the value that the Captain has placed on their work. The success is already evident in that demand for crime analysts has grown in the Department. Analyst Coordinators have done presentations at Crime Briefings, resulting in other Captains and the Deputy Commissioners asking for the program to be expanded. The PPD plans on expanding this training into additional districts.

The PPD also worked with the District Attorney's Office and the Courts System to improve the quality of cases and testimony Police Officers present, through training, and improved protocols. The PPD implemented new approaches to improve problematic behavior in a small proportion of officers, such as reducing verbal abuse, and provided Equal Employment Opportunity (EEO) training to all command level personnel.

PHILADELPHIA PRISON SYSTEM

Established in 1683, the Philadelphia Prison System (PPS) has evolved into a penal system in which prisoners serve their sentences for crimes committed while being rehabilitated to increase successful re-entry into society. For nearly 20 years, the Prison census grew at an alarming but fairly predictable rate. However, as the result of local justice agency reforms and new legislation in 2008, the census was reduced by nearly 20% as shown in the chart below. Since early 2010, the trend is reversing as a result of stricter gun laws and bail requirements as well longer stay for pre-trial inmates due to the increased length of time between arrest and trial. The average daily population to date for the first half of FY13 is 9,155. Although recent reductions in crime and the improving economy may combine to provide relief in the medium term, in the meantime the City is working to increase capacity in the prisons and engaging the First Judicial District on efforts to reduce the Prison census particularly among pre-trial inmates.



Budget Trends: The Philadelphia Prisons System has seen a \$16.5 million increase from FY08 to the FY13 Current Projection, as shown below, of which \$15.7 million came from an additional General Fund allocation and \$830,000 came from additional grant funds. Part of this funding increase went to pay for

a 2.5% wage increase in FY12 for Correctional Officers. The FY13 Current Projection is 4% higher than FY12 Actual Obligations largely as a result of increased staff overtime expenditures due to the significant increase in the Prisons census. The FY14 Proposed Budget allocates \$914,000 less from the General Fund to PPS to reflect a slight reduction in overtime costs with the expectation that the inmate census will decrease. In addition the PPS is losing roughly \$257,000 in grant funding due to the end of a grant for re-entry services for ex-offenders.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	224,019,360	231,522,589	227,850,603	239,718,506	15,699,146 7.0%	238,804,784	-913,722 -0.4%
Other operating funds	75,025	656,173	1,311,112	907,000	831,975 1108.9%	650,000	-257,000 -28.3%
Total operating budget	224,094,386	232,178,762	229,161,715	240,625,506	16,531,120 7.4%	239,454,784	-1,170,722 -0.5%

Performance Trends: Since FY08, the Department has significantly increased the percent of sentenced inmates provided with an opportunity to participate in a vocational, training, educational and vocational and/or treatments program during confinement. Nonetheless, the PPS has flattened out in its performance on this measure, showing no improvement between FY12 and FY11 or between the first half of FY13 and the same period of FY12. The increase in the prison population has filled bed space normally reserved for general population inmates, resulting in a larger population of inmates who do not participate, such as individuals who are in special management programs (for example, disciplinary, administrative segregation, protective custody or are severely mentally unstable) or are waiting to be placed or transferred to an appropriate facility. In addition the PPS is in the process of reallocating program staff to make additional program slots available. The FY13 goal is to provide programming to 78% of sentenced inmates. As of the second quarter of FY13, the Department has provided this service to 74% of sentenced inmates. The Department has continued to maintain 100% of newly admitted inmates that are processed within 24 hours of admission in FY11 and aims to maintain this performance in FY13 and FY14. Re-incarceration rates have improved slightly since 2008. It is important to note that there is a significant lag in the data; the one year re-incarceration in 2012 is the percentage of inmates released in 2011 who returned to prison within one year of release. The three year re-incarceration rate reflects the outcomes of inmates released in 2009. The one-year re-incarceration rate was 40.6% in 2008 and has improved very slightly to 39.5% in FY11 and 40.0% in FY12, but has risen to 42.4% in the first half of FY13. This is likely due to the decrease in programming available in FY12 which preliminary data suggests improves recidivism.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Percent of sentenced inmates provided with the opportunity to participate in a vocational, training, educational and/or treatment program during confinement	57.0%	76.5%	74.9%	-2.1%	75.3%	74.0%	-1.8%	78.0%	80.0%
Percent of newly admitted inmates that are processed and housed within 24 hours of admission	100.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%
Re-incarceration Rate - 1 year**	40.6%	39.5%	40.0%	1.4%	40.5%	42.4%	4.7%	N/A	N/A
Re-incarceration Rate - 2 year**	53.4%	51.7%	52.0%	0.5%	52.5%	N/A	N/A	N/A	N/A
Re-incarceration Rate - 3 year**	59.3%	58.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

** Re-incarceration rates are calculated based on the release date of an inmate. For example, the 1 year recidivism rate in FY12 is based on inmates released in 2011.

Accomplishments

Prison operations and staff

Master planning: In FY13, the Prisons System initiated a master planning process for Prisons facilities. Accommodating the City's prison population into the future requires significant improvement to the Prisons State Road complex. The six existing major facilities range in age from nine to 150 years. The average daily population exceeds the current number of permanent cell spaces. A three staged master planning process commenced in August 2012 that will, first, calculate a ten year prison population projection identifying the total beds needed through 2022. Second, it will validate the current inmate classification system to determine the most likely custody level of the required beds and, third, prepare a recommended sequence to replace the aging facilities. The final report will be issued before the end of FY13 and will serve as the basis for site selection, acquisition and design of a new Prisons Systems facility. The Prisons System expects to deliver design proposals and seek funding for a new facility during FY14.

Enhancing existing facilities: The Department has taken efforts to make maximum use of existing facilities to accommodate the increase of inmates. It instituted a weekly maintenance monitoring and reduced the number of inoperable cells by over 50%. In FY13, the PPS reopened the Cannery, a low custody women's correctional facility that had been closed due to reduced female census. The PPS renovated and repopulated the juvenile unit housing areas at the Philadelphia Industrial Correctional Center. In addition, the Department applied for and was awarded an Environmental Protection Agency grant to implement a composting program in FY13 beginning at Riverside Correctional Facility.

Two way radio replacement: The Prisons System is upgrading the current two way radio system to accommodate changes made by the Federal Communications Commission to enhance public safety agency interoperability following the 9/11 terrorist attacks. The PPS project is part of a citywide emergency operations system communications upgrade managed by the Office of Innovation and Technology. To date cabling has been completed and Prisons is awaiting the acquisition of the hardware and peripheral equipment necessary to train staff and complete implantation which is anticipated to occur by the end of March 2013. The project requires the upgrade of the Police and Fire Department's equipment prior to Prisons. The goal is to equip all on duty staff with a two-way radio by FY14 in order to improve the safety of employees, visitors, and inmates.

Succession Planning: The number of Prisons employees in the DROP (Deferred Retirement Option Program) and the positions they hold will necessitate a broad transition of duties to new hires and newly promoted employees during the next four years. At least ten critical command and administrative staff must be replaced through FY15. Preparation for this transition began in FY11 with the use of dual incumbencies for retiring employees in critical positions. The goal is to fill positions identified as critical 90 days before the incumbent employee leaves to ensure adequate training and a seamless transition for the new hire. Using this strategy, Prisons has replaced three Wardens, a Fiscal Officer, an Administrative Services Director and four Deputy Wardens over the last two years without a detrimental impact on operations.

Professional certification for Prison staff: To help ensure the long-term success of staff, a professional certification program, which began in FY12, is being continued and expanded. Staff at all ranks and disciplines are sponsored for certification with the American Correctional Association and ongoing professional education. Recertification is necessary every three years and is based on the knowledge and experience of the employee. To date, more than 25 staff, mostly at command level, have obtained certification. Preparation for the certification allows staff to stay up to date on current best practices and legal obligations of corrections staff. The goal is to have all staff above the rank of Lieutenant certified by FY15.

PREA Implementation: The Prison Rape Elimination Act (PREA) of 2003 requires that Prisons, Jails, Community Corrections, Police lockups and Juvenile Detention Agencies enact proactive measures to address and prevent the incidence of sexual assault or harassment of inmates by other inmates and staff. Regulatory requirements adopted in August 2012 are scheduled for full implementation by August of 2013 with a goal of full compliance by the end of FY14. Although the PPS is substantially in compliance, there are additional steps needed to complete implementation. The Act requires a full time position of PREA Coordinator in jails with an average daily population over 1,000. The Act also requires video surveillance capability in inmate areas that are not constantly observed (except areas where personal privacy or medical treatment is necessary). By the completion of FY13, the PPS will hire or select in-house staff to perform the duties of PREA Coordinator who will report to the Chief Counsel and conduct an assessment of compliance with recommendations by August 2013. Planning for video saturation of the PPS facilities began in FY12. Additional video equipment is being installed in the Curran-Fromhold facility, and video installation has been added to the current security systems upgrade

underway at the Philadelphia Industrial Correctional Center. All new facilities will be designed to be compliant with the Act.

Inmate enrichment and rehabilitation: The PPS initiated pre-literacy and college level education classes for inmates to deliver a complete spectrum of educational opportunities. The fifth cohort of college classes is underway, and to-date in FY13, 200 inmates have earned General Equivalency Diploma (GED) certificates while in PPS custody. In FY13, the PPS instituted Tests of Adult Basic Education (TABE) proficiency testing (math and reading assessment) for inmates, which will replace inmate self-reports and improve the educational placements. The PPS expanded the Prisons' Horticulture program's partnership with the Pennsylvania Horticultural Society to double the number of inmates placed in landscape training and also the Inmate Dog Training to four cohorts per year. The Inmate Dog Training program (see picture above) trains, and facilitates the adoption of, rescue dogs; offers post release internships to inmates at local animal shelters; and, beginning this year, several of the canine graduates will have additional training as service dogs after completing the program. PPS has just started measuring the impact of participation in these enrichment programs on recidivism. Very preliminary data suggests that re-incarceration rates are, in fact, lower among program participants than the total inmate population. For the total inmate population re-incarceration rates are roughly 40% one year after release (for inmates released in FY11) and cumulatively 58% three years after release (for inmates released in FY08). For program participants the average percent of inmates re-incarcerated to date (i.e. after having been released between FY10 and FY13) is only 35%, which compares favorably to the benchmarks of 40% and 58%.



Secure internet access on the Inmate Computer Network: The Prisons Inmate computer network is the backbone of the institutional education program. In 2014, the testing process for the GED issued by the State of Pennsylvania will become entirely web-based. Additionally, the computer based educational service and GED prep program used by the PPS, known as PLATO, will switch from local operation to a web based platform. Prisons will develop restricted internet access on the inmate local area network with the Office of Innovation and Technology. Approval, planning and testing are targeted for completion prior to January 1, 2014.

Improving health services: Health services, both physical and behavioral, comprise a large part of the treatment services delivered by the Prison System, and the PPS continually drives to improve the quality of care. In FY12, the Department attained renewed medical accreditation from the National Commission on Correctional Healthcare at all five PPS facilities due for renewal. In FY13, the sixth major facility, Riverside Correctional Facility, was re-accredited by the National Commission on Correctional Healthcare, such that all Philadelphia Prisons sites now carry this accreditation.

Enhancing behavioral health diagnostics: The physical and behavioral healthcare provided to inmates is often the catalyst for improved behavior. In FY12, the Department initiated urine drug testing of select

inmates at intake to enhance behavioral health diagnostic accuracy and treatment. This testing will serve as an additional diagnostic tool to determine whether symptoms are drug induced, or drug use may be masking more serious mental illness.

Implementing electronic health records: Over the last three years, Prisons has worked with the Health Department and the Office of Innovation and Technology to implement an electronic health records system for use by both agencies. The goal is to have a comprehensive, easy to access record which improves the quality of care for patients treated in the public health system, would allow input from any treating practitioner and establish electronic continuity of care with the Pennsylvania Department of Corrections, area university faculty practices and neighborhood health centers. Thus far, a contract with the software vendor eClinical Works (eCW) was executed, and workflow design to determine electronic protocols for services and providers is complete. The necessary software configuration of eCW interfaces were initiated and are being tested, and infrastructure improvements including cabling, new hardware and device installation will be completed by FY14. The electronic record will be piloted at female facilities in FY14 with full implementation at all Prisons facilities scheduled for FY15.

Ensuring adequate healthcare providers: Over the next three years, there will be increased competition for primary care providers (PCP) as a result of PCP retirements, the Affordable Care Act's extension of insurance to 30 million citizens and the rebounding of the economy. In order to attract and retain an adequate staff of qualified providers, the PPS will establish additional university affiliations to increase the number of medical student, medical and psychiatric Resident, Fellow, Nurse Practitioner and Physician Assistants exposed to and recruited into correctional medicine. The PPS now has four such affiliations in place. Finally, the PPS is taking steps to secure federal designation as a Healthcare Provider Shortage Area (HPSA). Federal law allows medical professionals to write off federal loans for service in a HPSA and will provide an inducement to attract new healthcare graduates to work in the Philadelphia Prisons. The goal is to achieve this designation in FY15 or sooner.

PHILADELPHIA FIRE DEPARTMENT

The Philadelphia Fire Department (PFD) is the oldest serving fire department in the nation. Its mission is to provide efficient and effective fire protection, emergency rescue and emergency medical services to the citizens and visitors of Philadelphia. The Department strives to fulfill its mission by employing strategies conducted such as fire abatement and extinguishment; comprehensive fire prevention programs throughout the community; fire investigation services to determine the origin and cause of fire; and the delivery of high quality, pre-hospital emergency medical care and transportation in a timely and professional manner.

Budget Trends: The Fire Department's General Fund FY13 Current Projection is 3.9% higher than its FY08 funding. After city-wide cuts that affected the Fire Department in FY10, the FY12 budget was significantly higher than previous years because the Department was prevented from hiring fire fighters by a Court decision that rendered the fire fighters hiring test invalid, which in turn led to reduced staffed levels and increased overtime costs. In FY13 the Current Projection is more than \$7 million over the FY13 Adopted Budget due to delays in hiring after the new test was put in place, again resulting in

overtime costs. The Department plans to hire two new classes of fire fighters starting in FY13 so overtime is anticipated to begin declining in the spring of FY13. The FY14 Proposed Budget shows a \$632,000 increase in General Fund allocation to the Department, which reflects the net effect of a \$3.5 million savings in overtime as the Department hires additional firefighters as well as over \$4 million in new equipment costs. Other operating funds have increased by 229% (\$13.2 million) due to an increase in Federal Emergency Management Agency (FEMA) funding as a result of the Department assuming Task Force One responsibilities for responding to emergencies (\$6.1 million in FY13 from FEMA). Other operating funds in FY14 are projected to be \$2.9 million higher than the FY13 Current Projection due to an increase in contingency for emergencies.

	FY08 Actual*	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	189,138,098	195,049,508	189,305,204	196,548,110	7,410,012 3.9%	197,180,578	632,468 0.3%
Other operating funds	5,789,962	7,651,628	14,618,993	19,038,892	13,248,930 228.8%	21,971,780	2,932,888 15.4%
Total operating budget	194,928,060	202,701,136	203,924,197	215,587,002	20,658,942 10.6%	219,152,358	3,565,356 1.7%

Performance Trends: The Department continues to handle an increase in Emergency Medical Service (EMS) related calls with 231,510 EMS incidents in 2012, an increase of 0.8% over 2011 and an almost 7% increase over FY08. According to the National Fire Protection Association, the industry standard is that EMS response times are required to be within 9 minutes 90% of the time. In FY12, the response times occurred within 9 minutes 68% of the time, compared to 74% in FY08 and are still below the target of 90%. As of the second quarter of FY13, EMS response times are occurring within 9 minutes 66% of the time. This increase in response times is due to the overall increase in volume of EMS calls. The Department is working to develop an EMS prevention plan that involving increased public education and a potential paramedicine project in order to contain the growth of EMS call volume, currently 2-5% per year. In addition, the Department is putting in priority dispatching function to ensure that their units are available and can respond faster for more serious calls.

Since FY08, the Department has experienced a 25 second increase in average response times to structural fires. As of the second quarter of FY13, the Department has responded to structural fires within 4 minutes and 57 seconds, with a goal to stay below 5 minutes and 20 seconds. The number of fires increased from 3,041 in FY11 to 3,108 in FY12, but structural fires have decreased by 5% between the first halves of FY12 and FY13, putting the City on track to meet its goal of reducing the number of fires by 5% in FY13 to 2,953. Despite the increase in fires, FY12 closed marking Philadelphia's history with the lowest recorded fire fatality rate of 24 fire fatalities, a 41% drop from 2011, with a long term trend to significantly reduce the number of fires in the City. As of the second quarter of FY13, there were 8 fire deaths. Civilian fire-related injuries decreased between FY11 and FY12 by 24%, but the measure has increased by 17% between the first halves of FY12 and FY13. This is consistent with a

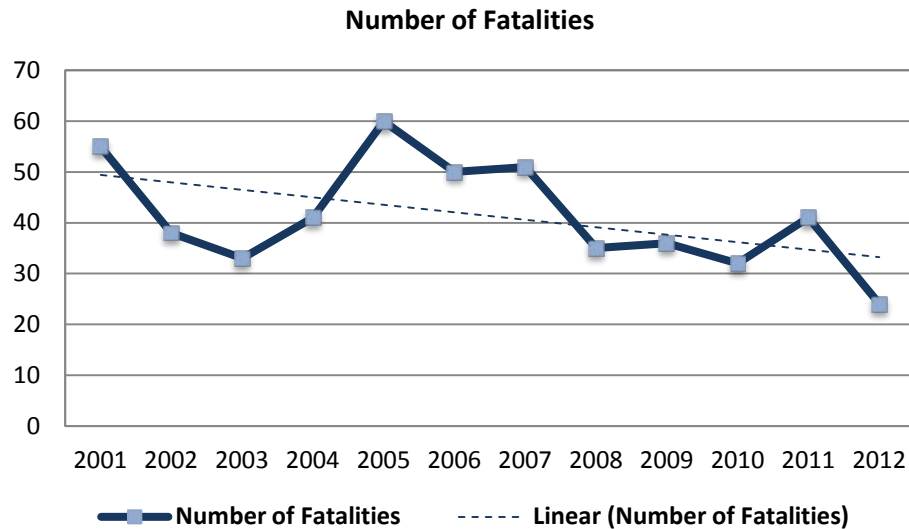
national trend, whereby civilian fire-related injuries are increasing while fire deaths are decreasing potentially because victims are surviving fires more often.³³

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
EMS Response Time (within 9 minutes)	74%	69%	68%	-1%	71%	66%	-6%	90%	90%
EMS Incidents	215,305	227,147	229,813	1%	115,316	117,023	1%	218,322	207,406
EMS Response Time - Dispatch to On Scene (Average)	7:05	7:46	7:48	0%	7:32	8:00	6%	< 7:00	< 7:00
Fire Response Time (minutes: seconds)	4:32	4:57	4:57	0%	4:57	4:57	0%	5:00	5:00
Number of Structural Fires	1,791	3,041	3,108	2%	1,502	1,425	-5%	2,953	2,805
Fire Deaths	33	41	24	-41%	7	8	14%	23	22
Civilian Fire-Related Injuries (in numbers)	227	210	159	-24%	72	84	17%	229	218

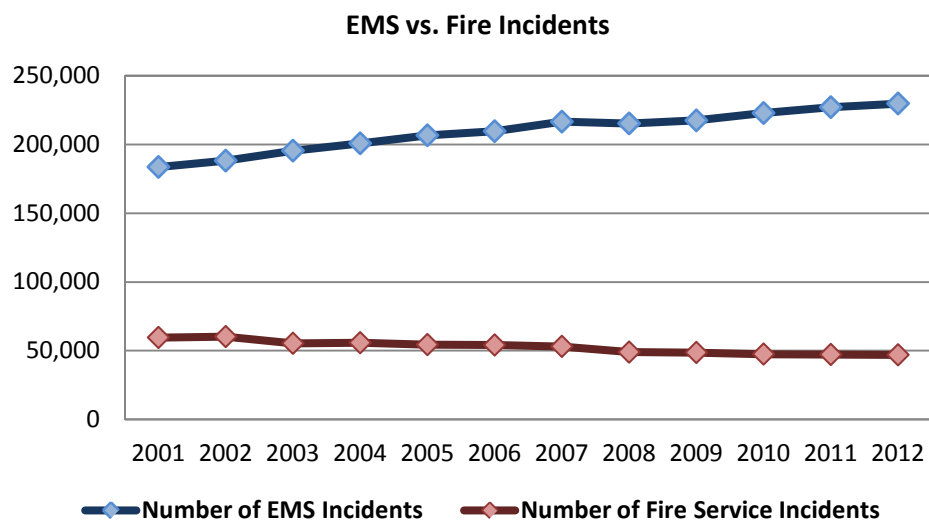
Accomplishments

Historic low in fire deaths: The PFD has seen fire fatalities decrease over the past 10 years with FY12 having the lowest number of fire fatalities ever recorded due in large part to increased resident education and deployment of working smoke alarms. With development assistance from Drexel University, the PFD released a new Fire Safety App that provides fire and safety tips, tools and planning exercises to citizens. In partnership with Councilman Curtis Jones, Jr., a new mandate was signed into law for the use of 10-year lithium battery smoke detectors in all multifamily dwellings. The Department successfully completed a \$600,000 FEMA grant used to install 22,734 10-year lithium battery powered smoke alarms and 210 adaptive smoke alarms for the hearing impaired in 14,280 residences. Working smoke alarms continue to be the most effective way of preventing fire fatalities. As the Department has been able to invest in smoke alarm and fire prevention activities, fire fatalities have decreased. Civilian fire fatalities have dropped on average 11.9% every fiscal year from FY01 to FY12 and the number of civilian fatalities dropped 129.2% from FY01 to FY12, with FY12 having the lowest number of civilian fatalities on record.

³³ Residential and Nonresidential Building Fire Estimates. Retrieved on March 10, 2013 from <http://www.usfa.fema.gov/statistics/estimates/index.shtml>.



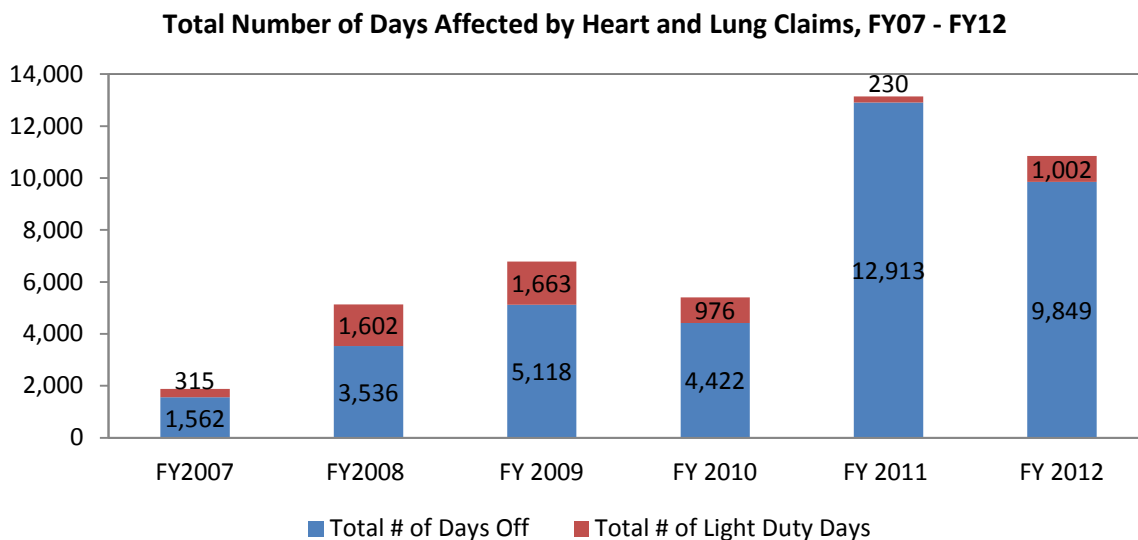
Responding to growing EMS needs: EMS incidents have grown by 20.1% from FY 2001 to FY 2012 while total fire related incidents have gradually decreased by 26.9% during this same time period. The Department additionally continues to handle an increase in EMS related calls with 229,813 EMS incidents in FY12, an increase of 1% over FY11. As a percentage of services requested from the department, 83% of the services needed are EMS related. The PFD is working at reducing and preventing EMS calls through prioritization of calls and public education for how to use the system properly. In addition, a new Community Risk Reduction program has been established in the PFD that works with communities to reduce the risk of fire, injuries, and fatalities by informing communities about hazards in and around their homes.



In addition, the Department is working to find the most effective and efficient means to meet the growing need for EMS services while working with partners to develop alternatives for health care services and balancing fire protection services in the field units. Specifically, the PFD is creating an EMS

Deputy Commissioner position to assist in developing the most effective and efficient service delivery model for EMS and Fire Service and develop partnerships needed to reduce call/transport volume. The PFD will use 911 funding to execute an EMS priority dispatch system to prioritize by need, the calls coming into the Communication Center. Through improved business intelligence, this system will additionally allow the PFD to determine the types of calls that may be better served through alternative service models. The PFD will use 911 funding to implement a (Geographical Information System) GIS deployment software program that will assist with operation management in real time and provide planning simulations for potential future operation models.

Maintaining a strong workforce: As with the Police Department, the Fire Department faces the major challenge of large numbers of firefighters who are unavailable for full duty because of “Heart and Lung” claims. The FDP is working on reducing injuries and accidents that lead to serious conditions through training exercises and reduction plans that stations are required to comprise and practice. As a result of these efforts the total number of days off and light duty days resulting from “Heart and Lung” claims are down by 17% from a total of 13,143 days in FY11 to 10,851 days in FY12 (see chart below).



The Department also has been faced with high overtime costs over the past few years. One contributor to these overtime costs are the 138 current vacancies due to the Department’s aging workforce and regular turnover. The Department is expecting to lose approximately 95 members by June 2013 to retirement and approximately 60 members in FY14 due to retirement and normal attrition. To mitigate overtime costs and maintain a strong workforce, to date in FY13 the Department has trained 180 new members and is expecting to hire a class of 160 firefighters by the end of FY13.

DEPARTMENT OF HUMAN SERVICES

The Department of Human Services' (DHS) mission is to provide and promote safety, permanency, and well-being for children and youth at risk of abuse, neglect and delinquency. The Department also focuses on juvenile justice and provides community protection, offender accountability and competency development. Additionally, the Department assists older youth in achieving their goals of self-sufficiency.

Budget Trends: A large portion of the Department of Human Services' budget was transferred from the General Fund to the Grants Revenue Fund in FY12 resulting in a significant reduction in DHS's General Fund budget. During this same period, other operating funds appear to have increased (beyond the \$452 million transfer and associated fringe benefits of \$43 million), but this is simply due to providing additional appropriations for the possibility of obtaining additional grant revenue during the year. The General Fund allocation to DHS in the FY14 Proposed Budget is \$3.3 million lower mostly due to a \$1.2 million decrease in staff costs for juvenile justice services as a result of significant reductions in the dependent placement population (described below) and the elimination of a one-time increase in debt service costs in FY13 due to the delayed opening of the new Youth Studies Center. The delayed opening caused debt service to rise in FY13 because the Commonwealth reimburses 50% of debt service costs on the facility only after it opened, which has now occurred. DHS will see almost an \$18 million increase in other operating funds largely due to allowances for possible increases in federal and state grant funding.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	614,890,032	101,748,737	111,037,535	101,660,912	-513,229,120 -83.5%	98,338,951	-3,321,961 -3.3%
Other operating funds	10,902,987	462,673,881	544,774,305	534,274,655	523,371,668 4800.3%	552,239,129	17,964,474 3.4%
Total operating budget	625,793,018	564,422,618	655,811,840	635,935,567	10,142,549 1.6%	650,578,080	14,642,513 2.3%

Performance Trends: Since 2008, DHS has made great strides in reducing the dependent placement population, providing permanency for more children either in their own homes or through adoption. The number of children in placement declined from 5,740 in FY08 to 4,030 in FY12, a 30% reduction. In addition, the number of dependent children in care for more than two years declined from 5,283 in FY08 to 1,843 in FY12, an 82% reduction. As these numbers decline, there are fewer children to transfer from care to permanency which is a large reason for the recent decline in the number of permanency discharges and adoptions. Over the last year DHS has seen a decline in the number of permanency discharges by 26% and adoptions over the last year from 213 in the first half of FY12 to 176 in the first half of FY13. DHS expects permanency discharges to decline, which explains the targets of 1,500 for FY13 and 1,200 for FY14.

From FY08- FY12, out-of-state dependent placements were reduced by 69% and out-of-state delinquent placements declined by 94%, which are significant achievements. Having fewer children and youth placed out of Pennsylvania indicates that more children are being placed in locations close to home to facilitate and support reunification or integration. Additionally, social workers can better monitor safety and children can maintain better contact with biological families as appropriate. The average daily Youth Studies Center population has decreased by 13% over the last year, due in part to the enhanced collaboration between DHS and the Courts and a commitment to ensure that secure detention is only used for youth who pose threats to public safety.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Permanency discharges (all types)	2,140	2,130	1,633	-23.3%	830	612	-26.3%	1,500	1,200
Adoptions (subset of permanency discharges)	356	654	480	-26.6%	213	176	-17.4%	350	403
Average daily Youth Studies Center population	133	118	119	0.9%	119	104	-13.0%	Total Population less than 105***	Total Population less than 105***
Dependent children in care more than two years	5,283	2,246	1,843	-17.9%	1,835	1,306	-28.9%	1,247	1,122
Performance Measure	End of Fiscal Year*	End of Fiscal Year*	End of Fiscal Year*	FY12- FY11 Change	FY12 Q1-Q2**	FY13 Q1-Q2**	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Dependent placement population	5,740	4,182	4,030	-3.6%	4,101	4,115	0.3%	3,950	3,752
Delinquent placement population	1,657	1,413	1,198	-15.2%	1,203	1,181	-1.8%	1,000	1,000
Dependent out-of-state population	143	45	45	0.0%	43	45	3.5%	40	38
Delinquent out-of-state population	101	17	6	-64.7%	8	4	-50.0%	0	0
Total out-of-state population	244	62	51	-17.7%	51	49	-4.9%	40	38

* The numbers for these performance measures represent a point in time: last day of fiscal year (June 30th)

** The numbers for these performance measures represent a point in time: last day of Q2 (December 31st)

*** Goal is based on the maximum allowable population as set forth in Section XXII of the Santiago Consent Decree

Key Accomplishments

The Improving Outcomes for Children (IOC) initiative aims to decentralize the provision of direct case management services through a network of Community Umbrella Agencies (CUAs) that demonstrate the capacity and ability to provide child protection and child welfare services based within the community. This initiative began in July 2012 with the selection of the first two CUAs to be based in the 24th, 25th and 26th police districts, and full implementation of IOC is anticipated by 2015. Additionally, the Department is in the process of strengthening its Hotline and Investigation Services, developing capacity to integrate

a family teaming process to support CUA direct case management, and enhancing its performance management and accountability structures.

In December 2012, construction of the Department's new secure juvenile detention center, the Philadelphia Juvenile Justice Services Center (PJJSC), was completed. At a cost of \$97.5 million, the new center is located at the intersection of 48th Street and Haverford Avenue. The 166,000 square foot facility is the City's first LEED (Leadership in Energy and Environmental Design) certified building. Among its many outstanding attributes is a state-of-the-art school area with ten classrooms, two full courtrooms, a fully outfitted gymnasium, a healing garden, and outdoor running track. The new center will offer an array of services to the young people detained there, among them medical and dental services, education, recreational programming and court services.



DHS was the recipient of two federal grants from the Administration for Children and Families during FY12. The first grant was awarded to DHS in the amount of \$250,000 per year over a two-year time period and is designed to increase the socio-emotional and behavioral well-being of children aged 5 and under who are involved in the child welfare system by increasing enrollment and ongoing participation in high quality early care and education. The second grant was awarded to the Health Federation of Philadelphia for \$600,000 for over five years and will benefit families involved with DHS and enrolled in its Achieving Reunification Center. The grant is designed to improve overall caregiver and child well-being by providing Child Parent psychotherapy to children whose parents are affected by substance abuse and in out of home placement.

DHS supports a variety of programs that use out of school time (OST) as their point of entry to fill children's unstructured time with activities that promote health, wellbeing and achievement. These programs provide safe, supervised places where children and youth can get academic help and participate in activities that aid the development of new interests and skills. Philadelphia is one of nine cities funded by The Wallace Foundation's Next Generation OST Initiative receiving a \$765,000 Wallace Foundation grant to strengthen its efforts to provide children and youth with high-quality out-of-school time programs. The funds will help improve the quality of after-school programs available to children and teens by formalizing collaboration between the municipal agencies, schools, nonprofit youth programs, and other institutions vital to providing these services and obtaining reliable information with the goal of improving planning, policy development and evaluation.

MANAGING DIRECTOR – PUBLIC SAFETY

The Managing Director's Office's (MDO) mission is to be the City of Philadelphia's standard bearer for innovation and the catalyst for change; to engage and service Philadelphia's citizens with focus, dedication, efficiency and flexibility; and to lead while developing staff, coordinating stakeholders and maintaining the people's trust. While most of MDO activities relate to Goal 5 and will be discussed in the Goal 5 chapter, the MDO does oversee some important programs that help meet the City's goal of making Philadelphia safer. Specifically the MDO oversees the PhillyRising program, the Office of Emergency Management, the Criminal Justice Coordination Office, and, as of FY13, the Legal Services fund. The MDO's budget trends are described in the Goal 5 chapter.

Accomplishments

PhillyRising: The PhillyRising program focuses on neighborhoods throughout Philadelphia that are plagued by chronic crime and quality of life concerns and establishes partnerships with community members to address these issues. The PhillyRising Team coordinates the actions of City agencies to help neighbors realize their vision for their community through sustainable, responsive, and cost-effective solutions. Since beginning as a pilot in February 2010, PhillyRising has expanded to 15 neighborhoods and all six Police Divisions. The four PhillyRising neighborhoods with one full year of data tracking show on average a 4% decrease in Part 1 crimes and a 9.5% decrease in Part 2 crimes, compared to an average 1% decrease in Part 1 crimes (serious crimes such as homicide, sexual assault, robbery, and arson) and 8% increase in Part 2 crimes (less serious crimes such as drug offenses, fraud, stolen property, and vandalism) over the same period in four comparable "control" neighborhoods where PhillyRising is not present. PhillyRising has had a major positive impact on quality of life in target neighborhoods and has been responsible for coordinating the following services and programs:

- Aided in the creation of 3 public computer labs (Hartranft, Frankford, & Kensington);
- Held 3 Citizens' Engagement Academies (Hartranft, Swampoodle/Strawberry Mansion, & Point Breeze) graduating a total of 65 residents;
- Re-opened the Hartranft Community Pool and brought the Police Athletic League to Hartranft Elementary School;
- Held community health events, including fairs and flu shot giveaways, and other events, such as "Career Boot Camps" and summer camp expos to inform residents of youth services already available in their communities;
- Facilitated outdoor music through "Market East Live!" and regular talent performances along Market Street through the last two summers;
- Helped develop the Philadelphia Youth Music Partnership at the Wilson Park Homes which has served more than 100 youth, many of whom were referred through the Juvenile Probation System; and
- Supported operations of other City departments including Streets, Licenses and Inspections, and Parks and Recreation in PhillyRising neighborhoods as follows: abated 329 graffiti hits; cleaned 234 lots and 24 alleys; cleaned and sealed 77 buildings and demolished 38 imminently dangerous buildings; hosted clean ups of Parks & Recreation facilities; facilitated trainings for 51

new Philly311 Neighborhood Liaisons; established and recruited new members for 'Friends Of' groups, New Town Watch groups and PBMC Block Captains; designated several community locations as CareerLink Community Outreach Centers; and leveraged over 2,200 volunteers for community projects.

In FY14 and beyond, PhillyRising intends to codify, expand, and ensure sustainability and permanence of its impact. First, it aims to identify and replicate programs that have been successful in one PhillyRising neighborhood throughout other PhillyRising neighborhoods. Second, PhillyRising will implement a formal "Graduation Strategy" that will allow PhillyRising Coordinators to transition their leadership and coordination roles to community members in order to promote the development of sustainable solutions (rather than rely on coordinators to maintain momentum), as well as allow the PhillyRising staff to attend to more neighborhoods. Third, PhillyRising will hold a Conference to improve the visibility of PhillyRising achievements and share smart practices learned in neighborhoods thus far.

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

Preparedness Workshops: OEM offers a comprehensive public education program to engage Philadelphians and help them prepare for emergencies, both natural and human-caused. In 2012, OEM conducted 25 workshops on Personal and Family Preparedness and two Business Continuity Workshops with the Philadelphia Bar Association and the American Red Cross. In 2012, OEM launched a Youth Preparedness Program in partnership with the School District of Philadelphia, teaching personal and family preparedness to 16 classes of students (5th and 8th grades). As part of its public outreach efforts, OEM has preparedness brochures available in English and six other languages, and has developed materials in large print and Braille and audio CDs for the visually impaired.

ReadyNotifyPA: In April 2008, the Southeast Pennsylvania region launched ReadyNotifyPA, an emergency text and email alert messaging service that keeps the public informed during large-scale emergencies. In 2012, 8,903 new users registered on ReadyNotifyPA, 6,259 of whom registered during Hurricane Sandy in October 2012. 2012 saw a 33.9% increase in registrants bringing the total number of registrants to 30,202.

Training and Exercises: Since 2008, the City has conducted a total of 120 exercises testing various systems and response, such as Philadelphia's evacuation plans, mass care and sheltering capabilities, mass casualty response, integration and coordination of non-municipal EMS resources, the city's ability to move lifesaving medications to local hospitals, and its ability to receive medical evacuees as a participant in the National Disaster Medical System. In June 2012, OEM, in conjunction with the Philadelphia Police Department's Bomb Disposal Unit, coordinated Operation Edge, a full-scale exercise which simulated an improvised explosive device on SEPTA's Broad/Ridge subway spur and tested the capabilities of first responders from the Police Department and Fire Department to respond to an event

similar in scope to those experienced by London, Madrid, Moscow, and other metropolitan areas. In October 2012, OEM coordinated the first Community Emergency Response Team (CERT) train the trainer course in the Southeast region in many years, which will serve as the foundation for the development of CERT teams in Philadelphia. In December 2012, OEM conducted a seminar related to electricity and natural gas disruption in December, which drew over 40 participants from City and partner agencies. Finally, Mayor Nutter and approximately forty-five members of the executive team participated in an Executive Education Seminar on Homeland Security, a comprehensive program designed to prepare the City's Executive Team for any kind of emergency.

Emergency response: OEM serves an important role in managing and operating the City's Emergency Operations Center and coordinating emergency response activities. In December 2012, the City unveiled a new and enhanced Emergency Operations Center (EOC). The new facility includes updated technology and can house up to thirty agencies during citywide emergencies. The EOC was the central coordinating location for OEM's activation and response to Hurricane Sandy. All OEM personnel were mobilized during Hurricane Sandy which included full staffing of the EOC for 72 hours, placement of an OEM liaison at three evacuation shelters, and two personnel dedicated to field response. In total, OEM responded to 53 events in 2012, compared to 70 in 2008 and 67 in 2011. These events included 21 fires, 5 events involving hazardous materials, 2 structural problems (e.g. building collapses), 8 utility-related events (e.g. carbon monoxide leaks), 12 special events, and 4 other events (e.g. smaller weather events).

LICENSES AND INSPECTIONS

The Department of Licenses and Inspections (L&I) is charged with enforcing the Philadelphia code and educating residents about the code's requirements. The core services of L&I are to inspect properties and businesses for compliance to fire and property maintenance, trades and profession codes; inspect/clean and seal vacant properties; conduct demolition program for imminently dangerous buildings; and review plans, inspect and issue permits according to building, zoning, plumbing and electrical codes. The Development Division (described in the Goal 3 chapter) is responsible for administering the zoning code and issuing licenses for various trades and business activities and locations. Budget trends for the L&I are discussed in the chapter on Goal 3.

Performance Trends: Between FY11 and FY12, the Department increased the number of properties cleaned and sealed (10%), the number of building permits issued (1%), and the number of inspections conducted in the operations divisions (4%). The number of residential buildings demolished declined by 5% in FY12 compared to FY11 but increased by 63% between the first halves of FY12 and FY13 as a result of the wind down of roughly \$1.3 million remaining in NSP2 ARRA funds, which had to be fully expended by the end of January 2013 in low income census tracts of the City (mainly Mantua and Point Breeze). L&I currently has a list of approximately 375 properties that have been designated imminently dangerous, some of which could be demolished by the property owners themselves. L&I expects to perform fewer demolitions in the second half of FY13, due to the end of NSP2 funding, which explains the lower year-end target of 500 demolitions for FY13 and 475 for FY14. While those numbers are below FY11's level, they are higher than FY08's number. Operations inspections increased by 4% between FY11 and FY12 but are down by 6% in the first half of FY13 largely due to fluctuations in service

requests received through 311. Additional funding (\$781,000) has been allocated to L&I in FY14 to increase proactive code enforcement efforts. In addition, L&I intends to increase compliance rates through its initiative to begin issuing Code Violation Notices (CVN) rather than Notices of Violation (NOV) for minor offenses (see explanation below).

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Total Number of Properties clean and sealed	1,416	1,488	1,632	10%	786	762	-3%	1,500	1,500
Total Number of Residential Buildings demolished	405	567	540	-5%	223	364	63%	500	475
Total Number of Building Permits Issued	16,060	16,448	16,672	1%	8,178	8,544	4%	16,500	16,500
Total Number of Operations Division Inspections*	113,405	82,490	85,947	4%	43,396	40,818	-6%	85,000	85,000

*During FY08, operations inspection activity was counted differently. This is not a reduction in service, just a different definition.

Accomplishments

Demolitions: Appropriated as part of the American Recovery & Reinvestment Act of 2009 (ARRA), NSP2 funds were awarded to the City, of which \$4 million was allocated to L&I. The larger grant was administered through the Philadelphia Redevelopment Authority and the Office of Housing & Community Development. L&I was a partner by executing a demolition program, which was focused on demolition of blighted structures for old residential, commercial or industrial buildings. The programmatic demolitions were focused on the most dangerous structures which posed threats to public safety. L&I's \$4 million portion of NSP2 funds was fully expended by the grant deadline. Below are two pictures of properties that were recently demolished.



Demolitions directly improve public safety. The program was able to fund 64 demolitions in FY11, 123 demolitions in FY12 and 83 demolitions in FY13. Targeted areas in the Point Breeze, Mantua and Wayne Junction sections of the city directly benefited from the NSP2 program, due to the demolition of dangerous properties.

Resolving minor code violations more quickly: L&I is undertaking an effort to reduce the volume of property maintenance cases that end up in court by issuing Code Violation Notices rather than Notices of Violation in the case of minor code violations, such as high weeds, inoperable cars in the exterior lot or exterior paint needed. Currently L&I only issues Notices of Violation, which, if the violation is not addressed, end up in court and thereby result in more inspections. A Code Violation, on the other hand, allows the recipient to correct the violation by addressing the issue and paying a fine. Addressing these minor violations with a Code Violation Notice rather than a Notice of Violation will dramatically decrease the number of cases processed in court and lead to more rapid resolution. Training for staff and finalization of agreement with the Office of Administrative Review in the Finance Department for processing fines has already begun and enforcement is expected to begin September 2013.

International Accreditation Services (IAS) accreditation: IAS is a subsidiary of the International Code Council (ICC), a professional membership association that develops the codes and standards used to construct residential and commercial buildings, including homes and schools. IAS accreditation, based on recognized national and international standards, certifies that an organization operates at the highest level of ethical, legal, and technical standards. Benefits of accreditation include the prestige of having this designation, being held to a higher standard of work product, learning and implementing “best practices”, and positioning L&I as one of the nation’s leading code enforcement agencies. L&I is currently in the midst of the application process and expects a determination from IAS in the October 2013. When accreditation is achieved, Philadelphia will be the largest city in the nation to hold this honor.

CAPITAL BUDGET TRENDS AND HIGHLIGHTS

Capital budget trends: Capital investment in Goal 1 related departments consist of the Police Department, the Philadelphia Prisons System, the Fire Department and the Department of Human Services. The total FY14 Capital budget allocates \$53.5 million in City funding consisting of General Obligation bonds, prefinanced loans, and PICA funds for capital improvements.³⁴ The Police Department experienced a 24.5% (\$3.9 million) decrease in City funding. There were \$15.7 million of City investments for police facilities made in FY13. However \$11.9 million of investments are still continuing through FY14. The Prisons System experienced a 98.6% (\$3.5 million) increase in City funding. This increase is largely attributable to the land acquisition. The Fire Department experienced a decrease of 11.8% (\$450,000) of City funding. The Department of Human Services capital improvements for the new Juvenile Justice Services Center were financed through the Philadelphia Municipal Authority; funding for the FY14-FY19 capital budget and program was not requested.

³⁴ Prefinanced loans are loans that the electorate or City Council has already authorized.

Department	Source of funding*	FY13 Budget \$ Thousand	FY13-FY18 Budget \$ Thousand	FY14 Proposed Budget \$ Thousand	FY14-FY19 Proposed Budget \$ Thousand	FY14-FY13 change** \$ Thousand
Police	City funding	15,724	24,904	11,868	33,348	-3,856
	Total	46,101	55,281	48,042	69,522	1,941
Prisons	City funding	3,600	18,750	7,150	21,100	3,550
	Total	21,346	36,496	32,513	46,463	11,167
Fire	City funding	3,809	9,837	3,359	19,029	-450
	Total	11,002	17,030	12,399	28,069	1,397
Human Services	City funding	0	0	0	0	0
	Total	16,328	16,328	4,129	4,129	-12,199
Total	City funding	23,133	53,492	22,377	73,477	-756
	Total	94,777	125,135	97,083	148,183	2,306

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

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

Key projects

Police

4601 Market Street: The City will be acquiring 4601 Market Street, a former insurance building in West Philadelphia, and rehabilitating it into a new police headquarters, city morgue, and health offices. The renovation is anticipated to cost \$195 million and will be funded through a bond financing. This is a consolidation which could provide needed upgrades to City facilities and allow the City to potentially sell existing assets located in Center City (e.g. the existing Police Administration Building).³⁵ In addition, this project will redevelop a vacant building and help revitalize a part of West Philadelphia in need of investment.

New SWAT/Bomb Squad/K-9 Facility: Construction continues for the new SWAT/Bomb Squad/K-9 Facility and is expected to be completed in August 2013. This facility, which will be co-located with the Police Department's gun range on the Philadelphia Police Academy's grounds, will provide a place for the Department to conduct tactical training in shooting and explosives for Philadelphia officers as well as surrounding law enforcement communities. The total cost of the facility is estimated to be \$14.1 million funded by \$4 million of City capital funding, \$5.1 million in federal and state forfeiture funds, and \$5 million provided by PICA.

BRAC Facilities: In 2011, the US Department of Defense, as part of its Base Realignment and Closure (BRAC) program, closed the Philadelphia Memorial Armed Forces Reserve Center located on Woodhaven Road and the Germantown Veterans Memorial United States Army Reserve Center on Wissahickon Avenue. The Woodhaven facility is being renovated as a multipurpose site to house the Police Training Academy, Advanced Training, the Philadelphia Crime Information Center, Standards and

³⁵ Proceeds from the future potential sales of assets are not reflected in this Five Year Plan.

Accountability, Audits and Inspections, Overtime Management, 911 training, and storage of homeland security vehicles. This facility is being designed to be LEED Certified, and will include a new main access roadway. Capital improvements for Woodhaven facility are expected to begin September 2013.

Philadelphia Prison System

Security System Improvements: Opened in 1986, the Philadelphia Industrial Correctional Center has been undergoing a series of capital improvements; this year, the Correctional Center is entering its Phase 4 of Security System Improvements. In FY14, the Six Year Capital Program allocates \$2.2 million for this phase of improvements. Work includes upgrades in telecommunication, video surveillance, and improvements to general control systems.

Land Acquisition: As part of the Prison System's Master plan to create a new facility to expand the overall prison system the FY14 capital budget allocates \$2.35 million for this initiative. The \$2.35 million will be used as payment to acquire the former Northern Shipping site for expansion. The shipping site is located next to the Curran-Fromhold Correctional Facility.

Fire Department

Fire Engine 38: Construction for the new Fire Engine 38 building in Tacony was completed at a cost of \$6.7 million. The new facility, located at 4931 Magee Street, opened in January 2013, representing the Fire Department's first new facility in 15 years. The pre-existing facility was torn down to make way for a new I-95 ramp. Funding mostly came from the City's capital budget, with the Commonwealth of Pennsylvania contributing \$2 million.

Fire Facilities: In FY14, the Six Year Capital Program allocates \$1.75 million for structural improvements at various fire stations throughout the City. As fire equipment has progressed, equipment has become larger and heavier, requiring structural improvements to a variety of fire stations on both an interior and exterior level. Structural improvements include structural assessments, design work, widening of openings, increasing capacity of load bearing floors and a variety of other improvements to maintain and house fire station apparatus. There is also \$730,000 being programmed in FY14 for improvements to the Fire Administration Building.

GOAL 2: THE EDUCATION AND HEALTH OF PHILADELPHIANS IMPROVES:

OVERVIEW OF INITIATIVES AND KEY ACCOMPLISHMENTS

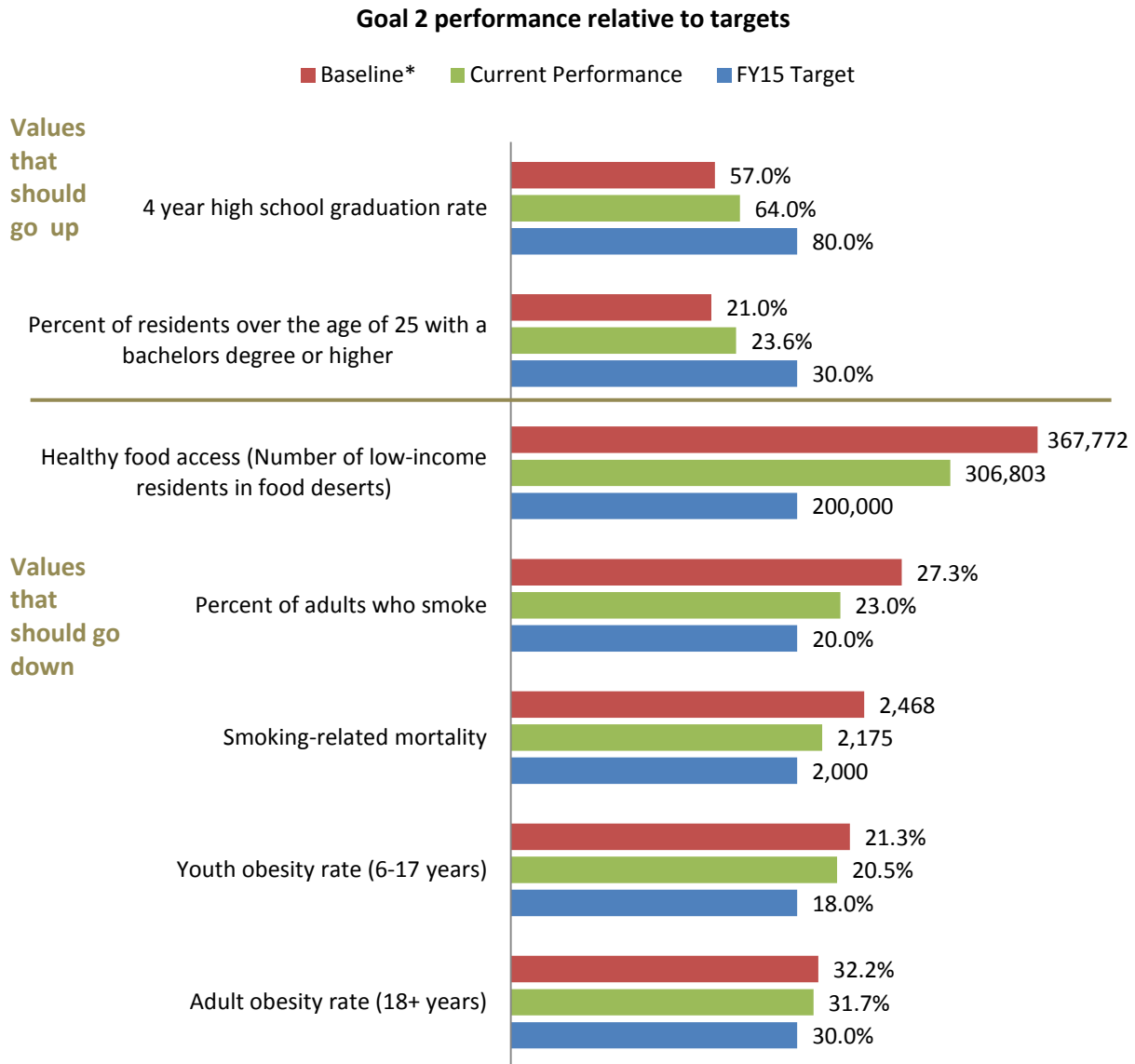
The Mayor's second goal focuses on two main outcomes: first, Philadelphians are better educated, and, second, Philadelphians are healthier. As will be detailed in this chapter, the City has taken a number of steps to meet those goals.

Philadelphia has historically performed below the national average in terms of education and health outcomes; it also falls short of outcomes in other large metro areas. As mentioned in the Philadelphia Demographics chapter, Philadelphia has the third lowest percentage of population (23.6%) over the age of 25 with at least a Bachelor's degree or higher among the top 20 largest US cities.³⁶ Philadelphia is below the Pennsylvania state average of 27% and the national average of 28.5%.³⁷ In terms of health statistics, the 2011 Gallup-Healthways Well-Being Index, which is a composite of physical health, life evaluation, emotional health, healthy behavior, work environment and basic access to food, shelter and health, ranks the Philadelphia metro area in the lowest 60 out of 190 metro areas. The 2011 national Youth Risk Behavior Survey, which surveyed 21 large urban school districts, found that Philadelphia had the third highest rate of obesity among high school students. Philadelphia also has the highest rate of adult smoking among the 10 largest US cities, at 25.2%.

Recognizing the challenges Philadelphia faces in terms of education and health outcomes, Mayor Nutter has established an aggressive set of targets to improve these outcomes by the end of his term, and these efforts are already showing positive results. The chart below displays the outcome metrics tracked by the City against Goal 2. Specifically, education outcomes are measured by the 4-year high school graduation rate and the percent of residents over the age of 25 with a Bachelor's degree or higher; and health outcomes are measured by smoking rates among adults and youth and smoking-related mortality, obesity rates among adults and youth, and access to healthy food. As shown in the chart, significant progress has been made on all indicators towards the stated goals, particularly in the areas of smoking reduction and improving access to healthy food.

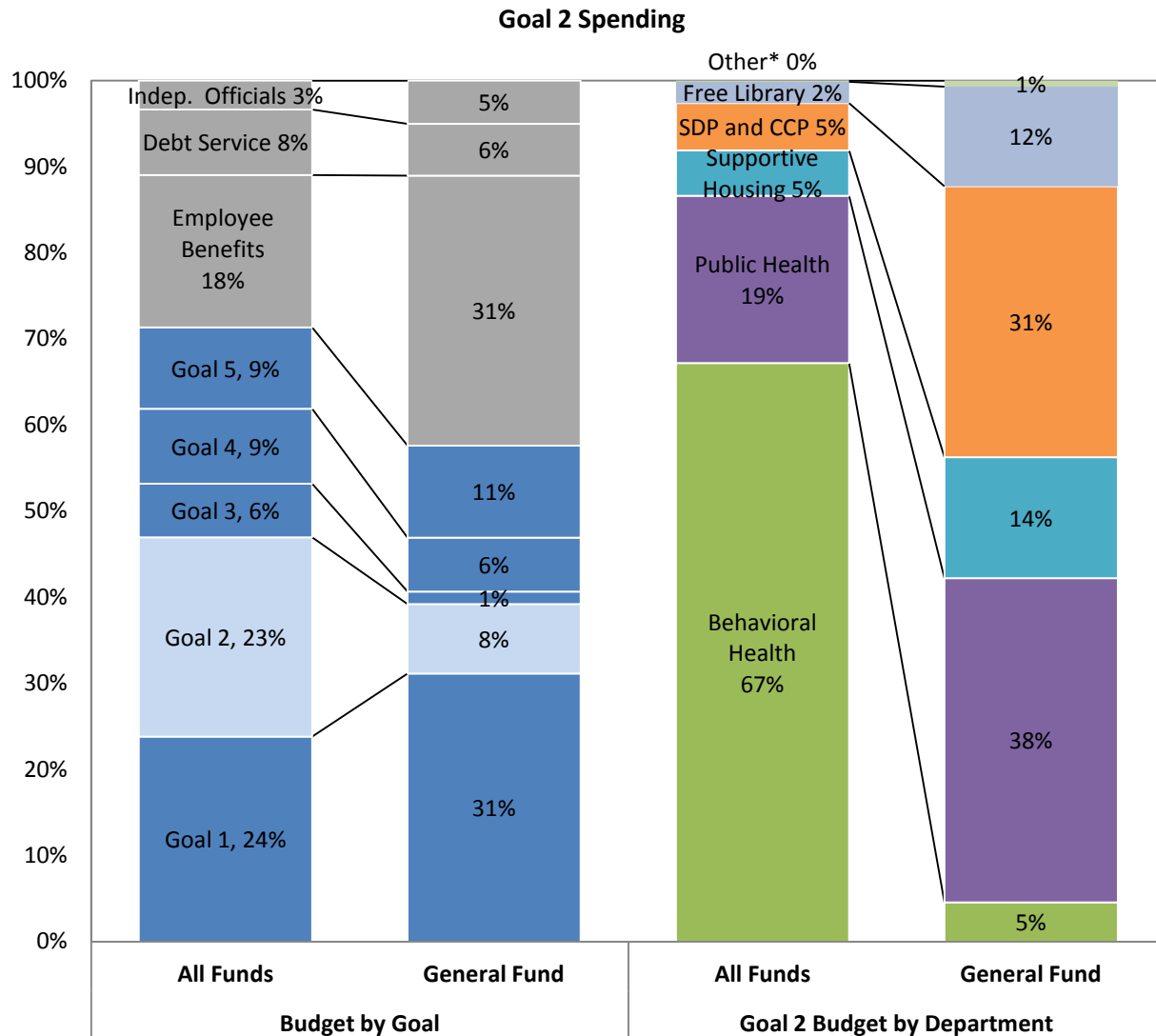
³⁶ American Community Survey, 3 year estimate, 2009-2011.

³⁷ American Community Survey, 1 year estimate, 2011.



* Baseline refers to calendar year 2007 for smoking-related mortality; Academic Year 2007-2008 for youth obesity rate; FY08 for 4-year high school graduation rate; 2008 for percent of residents over 25 with a bachelors degree; and calendar year 2010 for healthy food access and the adult obesity rate.

As shown in the chart below, Goal 2 spending on education and health comprises 23% (\$1.7 billion) of the City's total operating funds and roughly 8% (\$303 million) of the City's general fund budget. The right side of the chart below shows the distribution of Goal 2 spending by department. The departments and agencies that are primarily focused on achieving the outcomes under this goal are the Department of Behavioral Health/Intellectual disAbility (67% of total Goal 2 spending), the Department of Public Health (19%), the Office of Supportive Housing (5%), contributions to the School District of Philadelphia and the Community College of Philadelphia (5%), the Free Library (2%), the Human Relations Commission (<1%), and the Youth Commission (<1%).



*Other departments include the Human Relations Commission and the Youth Commission.

THE MAYOR'S OFFICE OF EDUCATION

In 2008, Mayor Nutter established the Mayor's Office of Education (MOE) to work on the related goals of increasing high school graduation rates and raising the rate of Philadelphia residents with a college degree. The MOE has built networks for communication and collaboration and identified common ground on which all stakeholders, including K-12 schools, the business community, higher education, and the non-profit sector can achieve a few key outcomes: to help the School District of Philadelphia (SDP) establish financial stability and increase educational outcomes, improve parent and community engagement efforts, provide all Philadelphians access to high-quality educational options, and increase the number of youth who graduate from high school ready for post-secondary success. The MOE also works with K-12 schools and area higher education institutions to strengthen the educational pipeline from high school through college completion.

Budget Trends: FY12 and FY13 were challenging years for the School District of Philadelphia (SDP). Federal stimulus money, which had provided much needed support to local schools in FY10 and FY11, has ended. Pennsylvania decreased its basic education and other funding to local school districts, including Philadelphia, which saw its revenues decrease by the hundreds of millions of dollars. The District was forced to make significant budget cuts and closed down eight schools in the summer of 2012 in order to begin to right-size the District, which has approximately 70,000 fewer children enrolled now than it did a decades ago. Earlier this month, the School Reform Commission voted to close an additional 23 schools. The District's financial challenges are so large that it had to borrow \$300 million from the bond market to cover operating expenses in FY13. The Commonwealth has continued to cut funding, including significant cuts to adult literacy funding. SDP is projecting to receive \$839 million in FY13 in local tax revenue, up from \$828 million in FY12 and \$768 million in FY11. In addition, in FY13, the City contributed \$69 million to SDP, a \$20 million increase over the FY12 contribution as a result of an increase in the real estate tax rate from 4.12% to 4.46%. This tax increase was applied only to the City's portion of the real estate tax, and the funds generated by the increase were transferred to the District. Funding for the Community College in FY13 was almost \$1 million higher than FY08's level. The proposed FY14 budget includes an additional \$1 million to help offset tuition increases to keep higher education affordable to citizens of this city.

City contributions	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
School District of Philadelphia	\$37,000,000	\$48,930,000	\$48,990,000	\$68,990,000	\$31,990,000 86.5%	\$69,050,100	\$60,100 0.1%
Community College of Philadelphia	\$24,467,924	\$25,409,207	\$25,409,207	\$25,409,207	\$941,283 3.8%	\$26,409,207	\$1,000,000 3.9%

Performance trends: Despite the financial challenges facing the SDP, the 4-year cohort high school graduation rate increased from 61% in FY11 to 64% in FY12. At the same time, the percentage of residents over the age of 25 with a Bachelor's degree increased from 21% in 2008 to 23.2% in 2011 and by 4% from 22.6% 2010 to 2011. While progress is being made, the City is still working to reach its goal of increasing the high school graduation rate to 80% by 2015 and the percentage of residents with 4-year college degree to 30% by 2015.

Performance Measure	FY08	FY11	FY12	FY12-FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13-FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
4-year high school graduation rate	57.0%	61.0%	64.0%	4.9%	N/A	N/A	N/A	70.0%	75.0%
Performance Measure	2008	2011	2012	2012-2011 Change	2012 Q1-Q2	2013 Q1-Q2	2013-2012 Change	2013 Goal	2014 Goal
Percent of residents over the age of 25 with a Bachelor's degree or higher	21.0%	23.6%	N/A	N/A	N/A	N/A	N/A	25.0%	27.0%

Key Accomplishments

Strengthening K-12 Educational Systems: In June 2011, a Memorandum of Understanding (MOU) improving information sharing and coordination among the City, Commonwealth and the SDP was signed. This Education Accountability Agreement requested documents in a variety of areas including financial oversight, funding, programming, facilities, vendors, personnel and senior staff. These documents allow for greater transparency, openness, and understanding of the issues facing the SDP. In October 2011, another MOU was signed by all three parties, and Dr. Lori Shorr, the Chief Education Officer for the City of Philadelphia, became an Executive Advisor to the SDP. Since that time she has been advising and supporting the District's administration and served on the search committee for the new superintendent, Dr. William Hite. Dr. Hite began at the School District of Philadelphia in September 2012.

Great Schools Compact: In December 2011, the Great Schools Compact was signed by the City, the Commonwealth of Pennsylvania, the SDP, the Pennsylvania Coalition of Public Charter Schools (PCPCS), the Philadelphia Charters for Excellence (PCE) and the Archdiocese. The agreement is designed to increase cooperation among Philadelphia K-12 education providers, establish and share consistent academic metrics, and expand high-quality educational options available to students. The Great Schools Compact was awarded \$2.5 million by the Bill and Melinda Gates Foundation in December 2012 to improve teacher effectiveness, create an Urban Leadership Academy for District and Charter principals, and align benchmark assessments to the Common Core standard. The Common Core standard is a federal effort to define the knowledge and skills that students receive during their K-12 education careers so that they will graduate high school able to succeed in entry-level jobs, credit bearing academic college courses and in workforce training programs.

Incentivizing youth: The Mayor's Very Impressive Program (VIP) is in its 5th year of rewarding Philadelphia high school (Archdiocese, Charter, District and Private) students with good attendance records and high GPAs with tickets to sporting events. Students are selected by their schools on the basis of school attendance and academic performance. Since the program's inception, over 6,000 tickets have been distributed and more than 90 high schools have participated in the program, with 580 students receiving tickets in FY11 and 1,385 students in FY12.

College Access and Success:

Community College of Philadelphia: The Nutter administration is focused on increasing the high school and college graduation rate, continuing to strengthening the K-through-16 pipeline, and developing a local labor force for the 21st Century. A vital partner in that work is the Community College of Philadelphia (CCP). The College is the largest institution of higher education in Philadelphia and the sixth largest in the state, with 37,658 students. The Nutter administration is working with CCP to ensure that The Community College is a regional and national leader in educational opportunity and workforce preparation. This meant that the College will ensure that, through high quality academic programs and strategic support services, students are trained to develop the knowledge and skills they need to

succeed in the 21st century economy. The CCP will serve employers by providing rigorous training programs that equip future jobseekers and current employees with the knowledge and skills they need to be successful within their career. The CCP will be a premier open access learning institution in the region, and that embraces innovation, efficiency and transparency in all of its work. The Mayor demonstrated this commitment to Community College by joining the Board.

PhillyGoes2College: In February 2010, the City launched PhillyGoes2College, a program designed to help Philadelphians go to college. The effort includes a one-stop office in City Hall and a companion website that provides comprehensive guidance and referral information to students of any age who are interested in attending or completing college. PhillyGoes2College sponsors programs that pair college students with high school students to help complete college and scholarship applications. Through workshops, school visits and large scale college-promoting events, PhillyGoes2College has reached over 25,000 citizens since it opened in 2010, including 8,160 individuals in FY11 and 11,373 in FY12. The program hopes to reach 12,000 individuals in FY13. In addition, the PhillyGoes2College website (<http://www.phillygoes2college.com>) has been accessed more than 166,000 times providing much needed college information to thousands of residents of Philadelphia. PhillyGoes2College is an important strategy to address Mayor Nutter's goal to double the percentage of Philadelphians who attend and complete college in the next five to ten years and it has received the Outstanding Achievement Award from the U.S. Conference of Mayors.

The Graduation Coach Campaign: The Graduation Coach Campaign is a grassroots effort to engage adults in taking on a more robust role in helping young people in their lives graduate from high school, get into college, and plan for a career. Originally housed at the Philadelphia Youth Network, the Graduation Coach Campaign was brought under the umbrella of PhillyGoes2College in March 2011. Since September 2010, the Campaign has trained over 4,300 Coaches through 315 workshops - 1,517 coaches in 96 workshops in FY11, and 2,153 coaches in 175 workshops in FY12. The Graduation Coach Campaign estimates it will train 2,000 coaches through 65 workshops in FY13. This year, the campaign has implemented a neighborhood-focused approach with a goal of reaching 10% of adults in each selected neighborhood. Neighborhoods are expected to be chosen by May 2013 by the Graduation Coach Campaign staff. This year, eight Anchor Agencies, all community-based organizations, are engaged to recruit adults to be trained as Coaches. Additional outreach to system partners, such as faith-based and mentoring organizations are planned in an effort to reach as many adults who are working with youth as possible. The Mayor's budget includes an additional \$155,000 in new funding in FY14 for the expansion of the Graduation Coach campaign.



Other partnerships: The Mayor's Returning to Learning Partnership allows City employees to pursue a college education by taking advantage of the tuition discount program offered by 12 area colleges and

universities. Employees receive a 25% discount on tuition for each course for which they enroll and in some cases may also receive a full or partial scholarship to attend select institutions.

The MOE continues to convene education stakeholders to develop strategies to decrease the citywide dropout rate, to improve academic and financial preparation for college and to increase college matriculation and completion. The MOE is involved with cross-sector collaborations such as the College Prep Roundtable, the Gates Millennium Scholarship Program, the College Completion Committee and the Mayor's Council for College and Career Success.

The College Prep Roundtable is an organization representing over 100 school-based, non-profit and community-based, and college-based college preparation programs to coordinate citywide events addressing aspects of the college going process. Examples of the programs include Philadelphia Academies, Inc., GEAR UP, Upward Bound, and Student Access Centers. The two signature campaigns focus on issues related to college affordability, financial aid and FAFSA completion, and have resulted in a 21.7% increase in completed FAFSA's from 2008 through 2012 (from 94,082 in 2008 to 114,540 in 2012). The FAFSA campaign trained over 100 counselors in FY12 and expects to double that number in FY13. Students who complete the FAFSA are more likely to matriculate to college.

The MOE partners with the national Gates Millennium Scholarship Program to offer orientation to competitive scholarship programs to high achieving seniors who commit to completing the application (which includes eight essays). In FY11, fewer than 100 students submitted applications. In its second year, as a result of a citywide campaign hosted by Saint Joseph's University, close to 500 applications were received, the second highest in the country, and five out of seven Pennsylvania recipients were Philadelphians. Students are offered essay writing support from English teachers, graduate students and college prep program staff on Friday afternoons and Saturday mornings. Over 60 students, referred to as Philly Scholars, participate in the coaching sessions. These students are currently in the 12th grade and have all been accepted to at least one college.

The MOE convenes the College Completion Committee which includes "retention officers" from area colleges and universities and senior leadership from the SDP. Each month representatives from 10-12 institutions meet to review institutional data on graduation rates and discuss strategies for increasing the number of Philadelphians graduating from their institutions. The Committee engages SDP on developing common definition of college readiness, strategies for improving academic preparation, and curriculum alignment to Pennsylvania Common Core Standards and college expectations of first year students. Participating institutions also support the citywide college access campaigns. In 2009, the OMG Center for Collaborative Learning produced the report "Philadelphia Students Pathways to Completion". The report shared finding from their analysis of data submitted by 21 area colleges and universities on Philadelphia student enrollment, persistence and completion rates over a six-year period. Two findings have influenced the work of the College Completion Committee. First, the number of college applications has significantly increased over time; however, the number of students actually matriculating has remained the same. The second finding described the persistence and completion trends over six years. Data shows institutions were successfully retaining almost 80% of their first year

class. Students completing the second year dropped to 70%. However, the number of students on track to graduate in four years (good academic standing and having earned enough credits to be considered a junior in the third year) dropped to 53%. The College Completion Committee has been identifying, through individual institutional data, factors impacting both trends. Lack of financial aid is one of the primary factors for students not completing on time. Therefore, as part of the Financing College Campaign, colleges and universities have increased outreach efforts to assist families in completing their financial aid packages. Since the Committee has been organizing citywide Financing College Campaigns, there has been a 10% increase in completed the Free Application for Federal Student Aid. The Committee continues to attempt to identify factors impacting student persistence and completion rates, with a particular assessment of students "off-track" to graduation.

The MOE leads the Mayor's Council for College and Career Success – comprised of leaders from government, K-12 and higher education, employers, foundations and youth-focused community organizations – to organize and lead city-wide efforts to achieve the Mayor's education goals. Major areas of focus for this Council are dropout prevention, baccalaureate attainment, postsecondary preparation and college completion. The Council has undertaken an effort to track and analyze Philadelphia students' postsecondary progress and develop strategies that promote increased college enrollment and completion and seeks to integrate its work with the College Completion Committee.

THE PHILADELPHIA YOUTH COMMISSION

The Philadelphia Youth Commission represents Philadelphia's youth in public hearings and gives testimony that reflects the youth perspective. Commissioners represent a diversity of ethnicity, race, gender and sexual orientation and serve as a representative voice of all youth in the Philadelphia. The proposed FY14 budget increased the Commission's funding by almost \$50,000 to \$140,080 to add programming and administrative support.

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

During the 2012 election year, the Youth Commission registered over 4,500 new voters and hosted a variety of events to engage young people in a dialogue on issues that affect their neighborhoods. Commissioner Deion Jordan provided the youth perspective on a panel on WHYY radio as part of the

Ignite 2012 campaign to encourage youth to participate in the political process. The Commission will continue efforts to educate citizens on the importance of voting.

Projecting Youth Voices: Over the last five years, the Commission has commented or advised the Mayor, City Council, and City departments on legislative matters or policies that are of concern to the City's youth. The Commission will continue to comment via testimonies before Council, through letters to the Mayor, in recommendations to other City Agencies and in opinion articles.

THE FREE LIBRARY OF PHILADELPHIA

The Free Library of Philadelphia's objectives are to advance literacy, guide learning and inspire curiosity. The Free Library is a valuable partner in the efforts to improve the educational attainment of Philadelphians. With the Central Library and 56 branches citywide, including three larger regional libraries and the Library for the Blind and Physically Handicapped, the Free Library serves as a resource to thousands of Philadelphia residents.

Budget Trends: The Free Library, like many departments, has seen a decrease in funding since FY08 as a result of budget cuts in FY09 and FY10 during the economic and fiscal crisis. These cuts took place both in the General Fund and in Federal and State funding for local library services, causing reductions in staff, library hours, and library materials. The Free Library's General Fund budget was increased slightly in FY13, and the FY14 budget will further increase the General Fund appropriation to the Free Library by \$1.1 million to restore hours of service to branches throughout the City. Additionally, in FY14 other operating funds will remain roughly on par with FY13 levels.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	40,458,971	33,268,796	33,682,773	33,998,189	-6,460,782 -16.0%	35,103,328	1,105,139 3.3%
Other operating funds	13,962,896	9,290,051	9,102,092	7,953,437	-6,009,459 -43.0%	8,418,657	465,220 5.8%
Total operating budget	54,421,866	42,558,848	42,784,865	41,951,626	-12,470,240 -22.9%	43,521,985	1,570,359 3.7%

Performance Trends: Despite budget reductions during the recession, the Free Library has achieved positive performance. The circulation of library materials from FY08 to FY12 increased by 4% and the FY13 goal is to circulate 6.8 million materials. The decrease in circulation in the first half of FY13 compared to the first half of FY12 is largely the result of a change in service at the Library for the Blind (LBPH): in FY12 LBPH circulated approximately 1.2 million or 16% of the Free Library's total circulation, but in October 2012, the State transferred circulation of LBPH audio tapes to Pittsburgh resulting in a projected loss of circulation of about 900,000. In FY14, the Free Library is planning on expanding partnerships with other states in circulating Braille materials and increasing the number of renewals

customers are allowed in all of the collections to meet standards set by other urban libraries. The visits to the Library decreased by 1% over the last year, but virtual visits increased by 9% since last year and 40% since FY08, suggesting the possibility that residents could be using library services virtually rather than in person. The hours open of library branches decreased by 7% in the last year due to closures caused by Hurricane Sandy and by temporary closures at three branches (Santore, Holmesburg, and Bushrod, which are all now open) for building repairs. With the completion of these renovations and \$1.1 million increase in General Fund allocation to increase staffing, library hours open are expected to improve in FY14.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Circulation of library materials	7,037,694	7,210,217	7,503,031	4.1%	3,842,897	3,499,495	-8.9%	6,800,000	7,500,000
Visits	6,648,998	6,103,528	5,961,777	-2.3%	3,046,610	3,015,458	-1.0%	6,000,000	6,200,000
Virtual visits via FLP website	4,912,403	6,131,726	6,886,339	12.3%	3,314,997	3,625,234	9.4%	7,506,109	7,890,000
Hours open*	110,224	99,999	97,804	-2.2%	49,673	46,340	-6.7%	96,000	100,000
Computer use	1,023,577	1,299,648	1,358,890	4.6%	693,895	691,517	-0.3%	1,372,478	1,427,377

* The drop in hours for FY12 is attributed to an internal organization change in the way hours were previously recorded. Adjustments were made so that duplicate hours are not reported.

Key Accomplishments

Strengthening the customer experience: During FY12, the Free Library adopted and began implementing a new strategic plan to advance literacy, guide learning and inspire curiosity. Under the strategy, the Library has developed a new organizational structure focused on customer experiences that will be implemented this year. In order to increase customer satisfaction by gathering information on customer needs at different locations, the Free Library initiated ongoing customer satisfaction surveys on the Free Library website asking customers questions relating to how they use the library, their level of satisfaction with service, and many other topics that will enable the Free Library to continuously improve programming and hone services to customer needs. The Free Library completed renovations to the popular Parkway Central library, opening up 2,500 square feet of space to the public, installing new check-in units, and upgrading the wireless system to increase customer access.

Bridging the digital divide: The Free Library continued efforts to be the city's number one provider of computer access, internet service and training to underserved populations by launching a "techmobile", opening a 5th Hot Spot at Audenried Charter School, offering "pop up" Hot Spots in the Parkway Central library, and increasing broadband speed in seven neighborhood libraries.³⁸ The Free Library also created six Verizon Smart Technology Centers at six branch libraries and the Central Library; these centers offer smart boards, laptops, and iPads to the public with programming geared specifically to teens and new

³⁸ Hot Spots are sites that offer internet access over a wireless local area network using Wi-Fi technology.

Americans. Additionally, in order to increase the awareness of Library services, the Free Library launched a free Wi-Fi in Terminal E of the Philadelphia International Airport.

MAYOR'S COMMISSION ON LITERACY

The Mayor's Commission on Literacy's mission is to ensure quality literacy education is available for adult learners and envisions Philadelphia as one of the most literate cities in the United States by 2016. The Mayor's Commission on Literacy laid the foundations for robust, city-wide workforce literacy, improved quality of teaching, greater efficiency in use of shrinking instructional resources, and consistency and quality of services in the city's neighborhoods by offering professional development services and workforce development systems.

Engaging the City: The Commission will launch a campaign for volunteers in the summer of 2013, called "Literacy Match," to significantly increase the numbers of adult literacy tutors and mentors. The Commission will reach out to businesses, faith organizations, and community-based organizations, to encourage employees, congregants, and neighborhood residents to each pledge at least 50 hours of their time over the course of 6 months to tutor or mentor an adult job seeker. With a goal of 1,000 new tutors and mentors identified and trained, the Mayor's Commission seeks to improve the job-readiness skills of at least 1,000 learners. Job-readiness includes reading, writing, math, problem solving, digital skills, and soft skills.

Engaging the Learner: Over the past year the Commission has been working on creating systems that engage, retain, and promote persistence among learners. Some systems that have already been created and implemented include electronic referrals and enrollment software and a learning management system for courses. The Commission is seeking private funding at this time to create online, actively facilitated, cohort-based courses that can be used for fully-online or blended learning, and will set the standard for face to face instruction and outcomes as well. At least three courses will be built for learners by September 2013: an intermediate (5th-6th grade levels equivalent) reading and writing course; an intermediate math course called CareerLinks, to serve the 82% of job seekers who are testing at this level in our employment bureaus; and a tenth-grade math course at the high intermediate (8th grade) level to accelerate preparation for employer and community college placement tests.

Increased professionalism: In order to help learners become part of the digital/knowledge economy, the Commission has rewritten and updated the three tutor trainings (Basic, GED and ESL) to incorporate the use of technology into learning. The Commission is partnering with KEYSPOTS and the Mayor's Office of Civic Engagement on a grant-funded project to assure that Tech Tutors are actively helping low-literate adults become fluent users of technology. The Commission has been the major provider of professional development in workforce literacy in the city, with 535 attendees including professional teachers, administrators and tutors, at single-session, multi-session, and day-long offerings on workforce literacy, technology in instruction, and related topics. With a grant from the United Way, the Commission is also developing first-ever teaching standards for workforce literacy to be applied for adult educator's teaching practices.

Career Services: During the past year, the Commission introduced a pilot program to incorporate career pathways into the CareerLinks process. PA CareerLink is a collaborative project operated under the direction of the Pennsylvania Department of Labor and Industry and brings together multiple agencies to provide career services to Pennsylvania employers, potential employees and others. The Commission is currently working on bridging employees with diploma/GED to postsecondary learning.

DEPARTMENT OF PUBLIC HEALTH

The Philadelphia Department of Public Health (PDPH) aims to protect the health of all Philadelphians and to promote an environment that allows residents to lead healthy lives. The Department of Public Health is comprised of thirteen divisions that provide the infrastructure and programming for disease prevention, food safety, environmental health and health care services. PDPH also works with a broad network of community, hospital, academic and business partners throughout Philadelphia and the Delaware Valley to make Philadelphia a healthier place to live, work and play.

Budget Trends: PDPH funding from the General Fund in FY13 has returned to FY08 levels with the current FY13 projection at \$112.3 million after budget cuts in FY10 and FY11. The FY14 Proposed budget provides an additional \$1.8 million in General Fund allocation to bring doctor salaries in line with market rates in order to prevent and fill physician vacancies in health centers. In terms of other operating funds, PDPH started receiving receipts from the General Acute Care Hospital Assessment in FY09 which totaled \$145 million in FY13, all but \$11 million (\$8 million for operating expenses and \$3 million for capital investment in electronic health records) of which are passed through to the State. Between FY08 and FY13 PDPH's grant funding increased from \$83 million in FY08 to \$95 million in FY12 and has fallen back down to \$79 million in FY13 largely as a result of the influx and now end in American Reinvestment and Recovery Act funding from the Centers for Disease Control for initiatives to reduce tobacco use and obesity. Other operating funds in FY14 are projected to be roughly on par with FY13 levels.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	112,754,608	107,184,796	111,646,321	112,285,909	-468,699 -0.4%	114,132,597	1,846,688 1.6%
Other operating funds	83,034,017	226,259,688	223,924,404	225,420,407	142,386,390 171.5%	224,701,164	-719,243 -0.3%
Total operating budget	195,788,625	333,444,484	335,570,725	337,706,316	141,917,691 72.5%	338,833,761	1,127,445 0.3%

Performance Trends: PDPH has seen a decrease in the total number of patient visits to health care centers. However, the number of uninsured visits has steadily increased by 5.9% from FY11 to FY12 and by 2.5% over the last year. The percentage of uninsured visits also increased by 3% between FY11 and FY12 and an additional 3.5% in the first half of FY13. The Department has seen an increase in unemployed patients visiting health centers who, as a result of being jobless, do not have health

insurance. Patients without insurance visit with a benefits counselor to review medical insurance options, and those counselors process applications to attempt to increase the number of insured individuals in the City. The resident census of the Philadelphia Nursing Home showed a decline in enrollment of roughly 1% between FY11 and FY12 and almost 5% in the first half of FY13. This is consistent with admissions trends in other nursing homes in the region as well as demographic trends described earlier showing a 2.9% decrease in the elderly population (75 years or older).

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Total number of patient visits (Health Care Centers)	334,139	339,032	348,472	2.8%	173,769	171,975	-1.0%	320,000	325,000
Number of uninsured visits	171,846	168,294	178,190	5.9%	90,607	92,868	2.5%	164,800	169,000
Percentage of uninsured visits	52.1%	49.6%	51.1%	3.0%	52.2%	54.0%	3.5%	51.5%	52.0%
End of month resident census - Philadelphia Nursing Home	430	427	424	-0.7%	430	409	-4.9%	429	409
Inspection interval for food establishments in risk category 1 (measured in months)	N/A	17.6	15.0	-14.8%	12.8	17.1	33.6%	13.0	13.0
Total number of newly diagnosed HIV case reports	1,438	820	792	-3.4%	345	367	6.4%	800	650
Percent of all homicides having final report completed within 60 days	80.0%	70.0%	65.0%	-7.1%	70.0%	93.5%	33.6%	95.0%	95.0%
Percent of children 19-35 months with complete immunizations 4:3:1:3:3:1*	80.0%	80.0%	74.0%	-7.5%	74.0%	75.0%	1.4%	75.0%	77.0%

* The 'Percentage of children 19-35 months with complete immunizations 4:3:1:3:3:1' is children 19-35 months who receive 4 DTaP (Diphtheria, Tetanus, Acellular Pertussis), 3 polio, 1 MMR (Measles, Mumps, Rubella), 3 Hib (Haemophilus influenza type B), 3 HepB (Hepatitis B), 1 Varicella dose.

PDPH has expanded its performance metrics to monitor delivery against important public health goals and is showing strong performance on a number of new dimensions. Specifically, PDPH decreased the inspection interval of routine food establishments by almost 15% from roughly 18 months in FY11 to 15 months in FY12. The number of newly diagnosed HIV case reports declined by 3% between FY11 and FY12, and, although there has been an increase in cases in the first half of FY13 relative to FY12, DPH is still on track to meet its target of 800 or fewer cases by the end of the year, a 44% decline since FY08. After a decrease from FY11 to FY12 of 7.1%, the percent of homicides with a final report from the Medical Examiner's Office within 60 days (a measure of how quickly reports are processed) has increased by 34% in the first half of FY13 relative to FY12, and the City is nearly on target to meet its aggressive goal of 95%. Finally, the Department has established a goal of increasing the percentage of children 19-35 months who receive complete immunizations. Although this percent had fallen from

80% in FY08 to 74% in recent years largely as a result of change in methodology, there has been a 1 percentage point gain in the first half of FY13.³⁹

Key Accomplishments

Reducing obesity and smoking – *Get Healthy Philly*: Through *Get Healthy Philly*, the Department of Public Health and its partners are making the healthy choice the easy choice for city residents. Based on these efforts, rates of smoking have dropped by nearly 15% over the last four years and levels of childhood obesity declined by 5% from 2006 to 2010. *Get Healthy Philly's* initiatives have resulted in:

- Increased access to healthy foods for 60,000 residents of low-income neighborhoods.
- Training and support for over 650 corner stores to sell healthier products, such as produce, water, and low-fat dairy.
- Opening of ten new farmers' markets in low-income communities resulting in a 120% increase in SNAP (food stamp) redemption at farmers' markets from \$25,577 in FY10 to \$56,496 in FY11 and \$63,282 in FY12 through the Philly Food Bucks program.
- Installation of 12.9 miles of conventional bicycle lanes, 11.5 miles of new buffered bike lanes, 2.0 miles of Green bicycle lanes and 10.2 miles of "sharrows" or shared bicycle lanes (in collaboration with the Streets Department).
- Integration of healthy living and health impact assessments into Philadelphia2035, the City's new comprehensive plan by the Planning Commission.
- Establishment of active School Wellness Councils in 171 public schools serving over 100,000 students to incorporate physical activity into the school day and remove junk foods from classrooms, school stores, and fundraisers.
- Implementation of food and fitness standards for over 200 Out-of-School Time afterschool programs and 100 after-school recreation programs serving 20,000 children annually.
- Increased parents' awareness about the sugar content of beverages like soda, fruit drinks, and sweet teas through a media education initiative that was seen or heard over 40 million times.
- A reduction in the percentage of adults who drink one or more sugary drinks per day from 37.4% in 2010 to 35.4% in 2012.
- Requiring 4,000-plus retailers in the city to obtain a permit to sell tobacco.
- Continued reductions in the rate of illegal tobacco sales to minors by 10% from 30% in FY12 to 27% in FY13.
- A multi-media campaign encouraging smokers to quit with help, which was seen or heard 24 million times.
- Increased use of the PA Free Quitline (1-800-QUIT-NOW) by 12.6% from 5,764 users in FY10 to 6,488 users in FY11 by promoting its availability and providing one month of free nicotine patches to more than 9,000 Philadelphia smokers.

³⁹ The decline is result of changes in the measurement methodology: Hepatitis B is not considered complete unless three full doses are received by the patient. Previously, a record of receiving one dose was considered valid if given by maternal or physician report. New procedures require obtaining hospital documentation, which has been less easy for patients to obtain.

- Expanded access to quit-smoking medications for 70,000 low-income smokers covered by Medicaid. Over the last year, 16.7% more low-income smokers were covered.

PDPH will expand its healthy eating initiatives by continuing to remove junk food and beverages from school classrooms, stores, fundraisers and vending machines; improve nutritional quality and taste of cafeteria food in public schools; and reduce sodium content in 200 takeout Chinese restaurants in low-income communities. PDPH will also implement a mass media campaign to reduce salt consumption and continue to enforce Philadelphia's menu labeling law.

To date, PDPH has converted 220 beverage vending machines in municipal buildings to meet healthier standards. These vending machines are now filled two-thirds with healthier beverages, including water, 100% fruit juice, and non-caloric drinks. Additionally, healthier options are placed at eye level and calorie labeling is provided on machines. All items except for water are offered in 12-ounce cans rather than 20-ounce bottles, and water is cheaper per ounce than sugary drinks. The Department has also begun the conversion of 100 snack vending machines so that two thirds of all items meet USDA guidelines for calories, sodium, fat, and sugar.

PDPH plans to expand active living initiatives by working with schools to incorporate physical activity before, during and after class; making small-scale safety improvements to 50 intersections with high-rates of pedestrian, bike and automobile accidents in conjunction with the Streets Department; making worksites healthier by increasing access to stairs, bicycle parking and activity breaks; and implementing a mass media campaign called *Make Philly Your Gym* to get City residents more physically active.

The expansion of tobacco control initiatives is also a key priority. The PDPH plans to assist in increasing smoke-free environments of colleges/universities and multi-family public housing sites; launch a mass media campaign to prevent teens and young adults from smoking; recruit and train 100 youth tobacco control leaders to educate peers and civic leaders on how tobacco products are sold and marketed to youth and communities of color; and continue cessation efforts through the procurement of additional grants. PDPH implemented a Mayoral Executive Order making 183 recreation centers, playgrounds, and outdoor pools smoke-free, affecting over 3.7 million annual visits, mostly made by children and adolescents.

The sustainability of the *Get Healthy Philly* program is an important priority for the PDPH as the loss of temporary federal funding available through the American Recovery and Reinvestment Act (ARRA) will have a direct impact on the program. With the completion of the ARRA grants, *Get Healthy Philly* will be left with \$4.6 million annually (compared to \$13.6 million in ARRA grants received annually between 2010 and 2012) for tobacco control and obesity prevention initiatives, equaling only \$3 per capita. Because of this funding reduction, *Get Healthy Philly* has had to scale back some of its efforts, particularly school wellness programs, breastfeeding promotion in hospitals, worksite wellness initiatives, and tobacco and sugary drinks media education campaigns until additional funding can be raised.

Disease Control: In April 2011, PDPH's Division of Disease Control launched a sexual health campaign in response to the rising numbers of sexually transmitted diseases (STDs) among youth. As a part of the campaign, PDPH promoted a custom-labeled Philadelphia condom ("The Freedom Condom"); expanded the number, location, and type of venues providing free condoms to teens; implemented a mail-order program for condoms; and developed a social media presence for the campaign. Since April 2011, PDPH has distributed over four million free condoms through local community centers, health centers, barber shops, retail stores, clinics, and the mail. As a result of this aggressive multi-faceted adolescent STD prevention campaign, the epidemic appears to be waning. Cases of Chlamydia in teens, which had been steadily increasing since 2007, showed a decline of 5% over the last year. Gonorrhea, which had shown a 52% increase in adolescent case counts from 2009 to 2011, declined by 6% among teens in 2012, even while the number of cases in adults continued to rise (20%). The PDPH plans to continue working on obtaining support and involvement for the Adolescent STDs/Condom Campaign from individuals and organizations that frequently interact with adolescents, including parents, schools, community organizations, and retailers.

The AIDS Activities Coordinating Office's (AACO) Enhanced Comprehensive HIV Prevention Planning (ECHPP) project aims to complete an updated comprehensive plan for the implementation of HIV prevention activities in Philadelphia that include evidence-based, structural interventions to prevent HIV transmission within Philadelphia's highest risk communities. ECHPP is funded by the Centers for Disease Control and Prevention (CDC) for the 12 municipalities with the highest number of people living with AIDS in the United States; Philadelphia is ranked 7th. The Department received grant awards for this program of \$902,000 in FY11, \$1,523,725 in FY12, and \$948,190 in FY13. The sustainability of the ECHPP program may be in jeopardy after September 2013 when the grant ends; however, PDPH aims to continue the Condom and Testing initiatives through the General CDC Prevention Grant. Through collaboration with the CDC, AACO developed and initiated a new strategy to find partners of people 18 to 24 years of age who test positive for HIV. People under 24 years old currently account for 25% of new HIV infections. AACO is also monitoring CD4 data (information that indicates the stage of HIV disease) from laboratories to evaluate linkage to and retention in HIV medical care, as well as estimate unmet healthcare needs in Philadelphia.

Human Papilloma Virus (HPV) is the most common sexually transmitted virus in the United States. Although some strains of the virus are transient (and therefore could go away on their own), other strains persist, causing cervical cancer and genital warts. HPV immunization can prevent infection with the strains of HPV that most commonly cause cancer and is routinely recommended for 11 and 12 year old girls and boys. Nationally, uptake of this vaccine has been slow, with only 53% of adolescent girls and 8% of adolescent boys having received a dose. However, Philadelphia has been a leader in immunizing teens against HPV, with 76% and 19% of adolescent girls and boys, respectively, having received the vaccine. HPV immunization in Philadelphia is higher than in any other large urban area and shows no disparities across racial, ethnic, socioeconomic, or geographic boundaries. Local success is the result of a strong partnership between providers, insurers, and the PDPH and offering vaccine through non-traditional venues. The PDPH is also working on identifying those adolescents who were

unimmunized or under-immunized for HPV who would benefit most from outreach efforts to encourage vaccinations.

Strengthening the City's health system: The Department continues work on implementing its innovative Electronic Health Record (EHR) that will improve clinical outcomes for patients, integrate health services across the eight city health care centers and provide a knowledge base for public health policy. The Department is increasing data exchange between the Immunization Information System, known as KIDS Plus, and local healthcare providers who are capable of such exchanges through their Electronic Health Records. KIDS Plus informs over 1,000 health care providers in the city about required and missing immunizations for their patients. Increasing this data exchange will significantly improve the timeliness and completeness of patient immunization histories available in KIDS. A goal of the PDPH is to increase the proportion of children younger than 36 months of age who are up-to-date with routine childhood immunizations.

Philadelphia's network of eight health centers provide primary-care services to the city's neediest people. About half the almost \$350,000 visits in FY12 were from patients with no insurance at all; most of the rest were covered by Medicaid or Medicare. As described in the Capital section of this chapter, the Department is partnering with The Children's Hospital of Philadelphia (CHOP) to rebuild Health Center 2, one of PDPH's largest health centers located in South Philadelphia, into a state of the art health care facility that will increase pediatric patient access to care (see the Capital section of this chapter for more detail).

Healthy Environments: In support of the *Greenworks* goal of improving air quality toward attainment of federal standards, the Air Management Services division of PDPH, in partnership with the Office of Fleet Management, has added clean diesel technology in the form of diesel retrofits to all eligible City vehicles, including nearly 400 fire trucks, street sweepers, waste haulers, sewage maintenance trucks, airport vehicles, and other heavy duty vehicles owned by the City.⁴⁰ The Air Management Services division aims to maintain National Ambient Air Quality Standards by setting forth requirements for clean diesel technology on heavy duty diesel vehicles used in public work projects through the Public Works Clean Vehicles Program. The requirements are expected to begin in June 2013.

The Environmental Health Services division of PDPH is rolling out a new initiative to become more business-friendly. The first phase is the "Starting a Food Business" component, which will help increase customer knowledge and service through creation of a manual, website, a training program for the food industry, and a new application process. The second component will focus on a comprehensive approach for improvement of staff customer service skills and standardized training for the inspection process. Finally, the third component will allow customers to pay food-related fees on-line. These new initiatives began in January 2013.

⁴⁰ Greenworks Philadelphia is the city's first comprehensive sustainable strategy. More information on this strategy can be found in the Chapter titled "Goal 4: Philadelphia Becomes the Greenest and Most Sustainable City in America".

The Healthy Homes Healthy Kids Program is a new initiative of the Department of Public Health to prevent and correct significant health and safety hazards and improve energy efficiency in homes of pediatric asthma patients at St. Christopher's Hospital for Children (SCHC). This three year program, which is funded by the US Department of Housing and Urban Development, will enroll, educate and remediate homes of 150 low-income pediatric asthma patients of SCHC in Philadelphia. Families referred from SCHC receive several visits in their home by a PDPH Community Health Worker, who provides supplies and information on recognizing and reducing asthma triggers and other home safety hazards. Each family receives specific information about the environmental health hazards found in their home, and the actions the family can take to remove or reduce the hazard. In addition, PDPH staff or its contractors remediate hazards. Thus far, 109 families have been enrolled, and 77 homes have received remediation.

DEPARTMENT OF BEHAVIORAL HEALTH AND INTELLECTUAL DISABILITY SERVICES

The Department of Behavioral Health and Intellectual disAbility Services (DBHIDS) supports a vision of recovery, resilience, and self-determination. The Department provides comprehensive behavioral health and intellectual disability services through a provider network made up of four components: the Office of Addiction Services, the Office of Mental Health, Philadelphia's Medicaid managed care behavioral health program, and Community Behavioral Health and Intellectual disAbility Services.

Budget Trends: The vast majority of funds for the DBHIDS (over \$900 million) are received from the State to provide managed behavioral health care to residents of the City receiving medical assistance benefits. General fund support for DBHIDS is used as a match to receive ten times the investment in state and federal funds. DBHIDS saw a slight 1% increase in General Fund support from FY08 to the FY13 Current Projection, as shown below. The FY14 Proposed Budget reduces the General Fund allocation to DBHIDS by \$455,000. Although total funding has decreased since FY08, the Department's total budget for FY14 is anticipated to be greater than the FY13 estimate. The Department received an additional \$21.5 million in other operating funds in FY13, which will again increase by \$69.8 million in FY14. The total budget provides service to 120,000 individuals annually.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	14,136,399	14,239,814	14,271,572	14,287,453	151,054 1.1%	13,832,747	-454,706 -3.2%
Other operating funds	1,352,711,949	1,065,916,539	1,158,385,064	1,087,442,788	-265,269,161 -19.6%	1,157,238,329	69,795,541 6.4%
Total operating budget	1,366,848,349	1,080,156,353	1,172,656,636	1,101,730,241	-265,118,108 -19.4%	1,171,071,076	69,340,835 6.3%

Performance Trends: DBHIDS has increased the percent of claims paid within 45 days from FY11 to FY12 by 1% and, as of the second half of FY13, is on target to meet its goal of paying 100% of claims

within 45 days. The increased compliance is important because DBHIDS is mandated to pay interest to providers if claims are not paid in a timely manner. Furthermore, because the service delivery for approximately 130,000 (112,000 are Medicaid) individuals is contingent on supporting providers who deliver these services, timely payment of Medicaid claims allows for better financial stability of the provider network. It is also a requirement under the Medicaid HealthChoices contract, and is therefore an important contractual obligation as well for the department. DBHIDS also decreased the number of clients served out-of-state by 56% between FY11 and FY12 and by an additional 22% between the first halves of FY12 and FY13, which indicates that clients are staying closer to home when receiving treatment. The percent of BHR Packets processed within 2 days of receipt (a measure of timely access to care) increased by 3% between FY13 and FY12. This measure was selected as a critical step in providing timely access to care by making timely decisions for the approximately 6,000 children the Department serves in Behavioral Health Rehabilitation Services (BHRS). As of FY13, the Department has met this goal 93% of the time, with a goal of 98%. DBHIDS has steadily increased the percent of follow-up within 30 days of discharge from an inpatient psychiatric facility, but at 69% is still significantly below its goal of 90% for FY13 and FY14. This measure is a national standard reported broadly for all Inpatient providers who serve Medicaid recipients. The national Medicaid average is approximately 70% of individuals discharged receiving behavioral health follow-up within 30 days.

Performance Measure	FY08*	FY11	FY12	FY12- FY11 Change	FY12 Q1- Q2	FY13** Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Percent of claims paid within 45 days	98.7%	99.3%	99.9%	0.6%	99.9%	99.9%	0.0%	100.0%	100.0%
Number of clients served in out of state residential treatment facilities**	233	63	28	-55.6%	16	15	-6.3%	19	18
Percent of BHRS Packets processed within 2 days of receipt***	90.0%	99.3%	92.8%	-6.5%	90.9%	93.1%	2.5%	98.0%	Retire this measure
Number of children served in Residential Treatment Facilities	1,844	1,043	862	-17.4%	862	708	-17.9%	700	700
Percent of follow-up within 30 days of discharge from an Inpatient psychiatric facility	62.4%	67.9%	68.5%	1.0%	67.5%	68.5%	1.4%	90.0%	90.0%
Percent of readmission within 30 days to Inpatient Psychiatric facility (SA & Non-SA)	21.4%	21.7%	14.9%	-31.5%	15.7%	17.6%	12.5%	15.0%	13.5%

* FY08 statistics for Out of State Clients included duplicated count of individuals. From FY11 forward this measure has been reset to reflect unique individuals. Therefore FY08 are not a comparable benchmark.

** Due to follow-up period (30 days post discharge) and claims lag (i.e. providers have up to 90 days from date of service to submit claims for payment), data for FY13Q2 & FY13Q1 is not complete.

*** The BHRS (Behavioral Health Rehabilitation Services) "packet" is comprised of the following documents: Comprehensive Biopsychosocial Evaluation, Treatment Plan, MA97, Interagency Summary and Sign-in Sheet and Plan of Care. All BHRS packets are date stamped upon receipt at CBH. A clinical care manager completes an administrative review to verify that all required documents are present and reviews the information to assess for medical necessity. CBH makes a medical necessity determination within 2 business days from receipt of the complete packet.

The Inpatient population is one of Philadelphia's high-risk populations, and continuity of care is a critical component of appropriate service/linkages for these individuals. From FY11 to FY12, the percent of readmission within 30 days to inpatient psychiatric facilities decreased by 32% to below the target of 15% which is a positive development. The decrease is a result of improved linkages between providers of outpatient services and inpatient treatment. Although FY13 has seen this number increase again slightly to 18%, this metric is reporting Q1 results only thus far due to the 90 day lag in claims submission. Psychiatric readmission within a short time of discharge is recognized nationally as an adverse event. The national gold standard for this measure is 10%; while Philadelphia overall currently has an approximately 14% readmission rate, several Inpatient providers meet or exceed the national gold standard. It is anticipated that continued emphasis on this measure as a pay-for-performance indicator will prompt progressive improvement and result in more providers achieving readmission rates of or below 10%. The Centers for Medicaid and Medicare Services consider this metric so critical for providers of physical healthcare that they will not pay for readmissions.

Key Accomplishments

Investing in outcomes: Over the last year, DBHIDS has continued to expand throughout Philadelphia's behavioral healthcare system the introduction and ongoing utilization of evidence-based practices (EBPs), which are typically under-deployed in publicly funded systems. Since 2007, The Beck Initiative has provided cognitive therapy training to over 250 therapists, supervisors, psychiatrists, persons in recovery, and outreach workers across 30 agencies. In 2012, the initiative added new, diverse populations including persons with severe mental illness, children in school settings, and people experiencing chronic homelessness. Trauma training was provided to 169 personnel from 16 agencies during FY11 and FY12. In addition, in February 2013, 40 therapists and psychologists from 7 agencies will graduate from an intensive Dialectical Behavior Therapy training program led by Dr. Marsha Linehan, the founder of this EBP.

DBHIDS continued to implement and expand the Pay-for-Performance (PFP) initiative that is designed to improve recovery outcomes for adults and resilience outcomes for children and adolescents. Pay-for-performance contracts give incentives to providers for meeting pre-determined outcomes and are paving a new way for the City to increase the impact of public dollars. In 2012, more levels of care were added to PFP including mental health and drug and alcohol outpatient treatment. Notable improvements prompted by this initiative in 2012 included increased follow-up rates for individuals discharged from Drug and Alcohol Residential Rehabilitation and higher rates of contact between Targeted Case Managers and individuals using Inpatient Psychiatric services. In 2012, 219 out of 345 (63.5%) eligible programs earned a Pay-for-Performance award.

Expanding supported housing options: DBHIDS continues to dedicate significant resources to ending street homelessness and expanding permanent supported housing options for persons recovering from behavioral health challenges. This effort involves extensive collaboration with other City departments, the Philadelphia Housing Authority (PHA), and nonprofit agencies. Since July 2008, DBHIDS, and its City partners, including the Office of Supportive Housing, have placed 759 people into permanent supported

housing with behavioral health supports. Ninety-one percent of these individuals continue to live successfully in the community. DBHIDS invested \$37.4 million in initiatives focused on supports to those who are, or are at risk of being, homeless in FY12. Funds budgeted for FY13 total \$38.5 million.

Crisis prevention and response: DBHIDS, in collaboration with the Mayor's Office, launched the Mental Health First Aid (MHFA) initiative in January 2012. This initiative is a groundbreaking public education and early intervention program that helps the public identify, understand and respond to signs of behavioral health challenges. Initial funding for MHFA was derived from a Pennsylvania Crime and Delinquency Grant in combination with community mental health dollars. These funds were used to train 950 people, including 80 trainers, from February 2012 through January 2013. Starting in FY14, MHFA is projected to cost up to \$1.1 million annually to train as many as 21,000 individuals per year. The Department hopes to use community mental health funds to sustain MHFA, potentially in combination with federal grant dollars. Recently Mental Health First Aid Act legislation was introduced in Congress, and with bipartisan support, the legislation would potentially provide \$20 million in FY14 for grants to provide this training. Philadelphia is the largest metropolitan area to launch a campaign designed to educate and support the general public in responding to behavioral health crisis and non-crisis situations.

DBHIDS, in partnership with the Mental Health Association of Southeastern Pennsylvania, introduced the Philadelphia Warmline in FY12, which is a resource for Philadelphia residents who are experiencing anxiety, depression, loss, relationship difficulties, or other life challenges. In addition to providing a "listening ear", Warmline workers link callers to resources, teach coping skills, instill hope, and help to reduce the unnecessary use of crisis and inpatient services. Over the period from November 2011 through November 2012, the Warmline received 490 calls answered by Certified Peer Specialists.

DBHIDS also established a new Crisis Response Center in Northeast Philadelphia, an area of the city where this service had not previously been available. The center is located at Friends Hospital and is available on a 24/7 basis to persons experiencing serious mental health challenges and their families. The Crisis Response Center is based on the Department's recovery model and has a range of clinical staff, including peer specialists, who work closely both with individuals and families.

During FY12, the Department was able to secure competitive grants that will support the following valuable programs:

- SAMHSA Center for Mental Health Services - Child Traumatic Stress Grant (\$1.6 million over four years). This federal grant provides training and services using evidence-based modalities to treat children recovering from trauma and their families, including a focus on veterans' families, and train children's service providers.
- SAMHSA Center for Substance Abuse Treatment - Veteran's Court Expansion (\$750,000 over three years). A major goal of the project is to divert veterans from the criminal justice system by providing needed behavioral health care services, HIV care, life skills training, family support groups and peer mentors for those who are not willing or able to obtain services through the

Veteran's Administration and who have symptoms of substance use, mental health challenges or trauma related issues.

- Pennsylvania Department of Health, Bureau of Drug and Alcohol Programs - Problem and Pathological Gambling Prevention and Treatment Services (\$1.7 million for one year). This State grant develops and funds a range of gambling related prevention and treatment services offered by addiction service providers.

OFFICE OF SUPPORTIVE HOUSING

The Office of Supportive Housing's (OSH) mission is to assist individuals and families in moving towards independent living and self-sufficiency in safe and stable housing through Philadelphia's homeless continuum care and Riverview Home. OSH is also responsible for the policy, planning and coordination of the City's response to homelessness. Major areas of work include the coordination of the Homeless Continuum of Care and the implementation of Philadelphia's recalibrated Ten Year Plan to End Homelessness. OSH offers a wide array of services including emergency, transitional, and supportive housing to individuals, couples, and families.

Budget Trends: The Office of Supportive Housing has seen a \$1.1 million increase in General Fund allocation from FY08 to the FY13 Current Projection. In FY13, OSH received an additional \$3 million to create 100 emergency housing beds for victims of domestic violence. Between FY08 and FY13 grant funding has increased significantly largely due to an increase in federal funding from the Department of Housing and Urban Development for rental assistance and support services for individuals with disabilities and their families and to provide rent and housing stabilization services to prevent homelessness. However, roughly \$17 million of this additional grant funding since FY12 (roughly \$30 million total) is passed through to nonprofit organizations that provide and sustain homeless housing. These increases are due to federal adjustments for cost of living and fair market rent. Since FY08 other operating funds have increased by 63%, and total funds have increased by 28%. The FY14 Proposed Budget maintains the General Fund allocation to OSH and other operating funds at roughly the same level as FY13. However, OSH anticipates that sequestration is likely to cause a 5% reduction in federal homeless housing funding.

			FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	FY08 Actual	FY12 Actual	39,640,736	42,695,555	1,097,926	42,613,828	-81,727
					2.6%		-0.2%
Other operating funds	29,930,902	35,698,025	49,588,030	48,690,751	18,759,849	49,352,513	661,762
					62.7%		1.4%
Total operating budget	71,528,531	74,045,640	89,228,766	91,386,306	19,857,775	91,966,341	580,035
					27.8%		0.6%

Performance Trends: In FY12, OSH provided financial assistance to prevent homelessness for 809 households and to end homelessness for 82 families. These numbers have dropped dramatically since FY11 as a result of the end of the American Recovery and Reinvestment Act funding (over \$23.5 million over a three year period) for these programs. The federal Department of Housing and Urban Development continues to fund these programs but at significantly lower levels (\$2 million in FY12). OSH anticipates this funding will continue to drop and has incorporated this decrease in funding in their goals for FY13 and FY14; OSH continues to seek and utilize all available local, state and federal homeless prevention funding. The number of permanent supportive housing beds for people experiencing homelessness increased by 49% from FY11 to 179 beds in FY12. In addition, OSH completed 558 transitional housing placements in FY12, 9% more than in FY11. Placements continue to rise in the first half of FY13.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Prevent homelessness by providing financial assistance (HPRP & HTF) # of households*	336	1,943	809	-58.4%	135	105	-22.2%	178	75
End homelessness by providing financial assistance (HPRP) # of households*	N/A	1,330	82	-93.8%	11	38	245.5%	135	100
New permanent supportive housing units for people experiencing homelessness (Non-PHA)**	76	120	179	49.2%	N/A	N/A	N/A	118	119
Number of transitional housing placements	435	510	558	9.4%	249	272	9.2%	490	500

* HPRP is the Homeless Prevention and Rapid Re-housing Program. HTF is the Housing Trust Fund program.

** This measure is tabulated annually through the HUD Continuum of Care competition (Housing Inventory Chart) and is dependent upon the amount of funding HUD has available.

Key Accomplishments:

The overall homeless housing inventory has increased by 50% during the Nutter Administration to more than 4,500 new housing units through construction, rehabilitation, and leased units, including the City's partnership with the Philadelphia Housing Authority (PHA). Since July 2008 through December 24, 2012, with PHA's assistance, 996 families moved from emergency and transitional housing to permanent PHA housing and 759 individuals moved into permanent PHA housing. 98% of families and 91% of singles have remained in their PHA housing. The system works best to end homelessness when households are able to stabilize and move rapidly out of shelter and into affordable housing. This requires a variety of housing types and options to be made available, including rental assistance as described below, and for new permanent housing opportunities to increase.

In FY12, OSH completed its three year \$23.5 million American Reinvestment and Recovery Act Homeless Prevention and Rapid Re-housing Program (HPRP) Grant to provide rental assistance and housing focused services to prevent and end homelessness. The Prevention component of the program assisted households already housed to maintain their housing and avoid homelessness; the program has serviced 10,844 persons since October 2009. The Rapid Re-housing component assisted homeless households residing in emergency or transitional housing to relocate back into the community. In the three years of operation, 1,385 households moved out of homelessness and into housing through the Rapid Re-housing component; 4,828 households received financial assistance with back rent, utility bills and security deposits in order to prevent homelessness; 2,900 referrals/linkages were provided to Rapid Re-housing households for employment and financial management and 100 single males were housed as part of the Ridge Avenue phase-out project. The Ridge Avenue phase-out is a result of the closure of the Ridge Center on June 30, 2012. In anticipation of the closing, OSH reduced the census at the Ridge Center by moving eligible males into long term housing under the HPRP program. To date, the recidivism rate (the percentage of those who requested shelter after receiving assistance) has been 9.6% for those receiving rapid re-housing assistance and 3.5% for those receiving prevention assistance. HUD also cited the program for three exemplary Best Practices. The low recidivism rates support the theory that the Rapid Rehousing program can enable homeless households (those residing in emergency or transitional housing) to move out of emergency or transitional housing and, with time-limited financial assistance, housing stability focused counseling and referral for other supportive services, to maintain independent living.

CAPITAL BUDGET TRENDS AND HIGHLIGHTS

Capital budget trends: Capital investment in Goal 2 related departments consist of the Free Library, the Department of Public Health, and the Office of Supportive Housing. The Free Library experienced a decrease of 3.3% (\$95,000) in City funding due to a smaller amount programmed in FY14 for HVAC and infrastructure projects than in FY13. However, library interior and exterior renovation projects experienced a slight increase. The Department of Public Health experienced a decrease of 39.5% (\$850,000) in City funding. This \$850,000 was an investment made to Health Center 10 renovations in FY13. The Office of Supportive Housing did not request new capital funding for FY14 and therefore experienced a decrease of 100% (\$610,000) in City funding for capital improvements.

Department	Source of funding*	FY13 Budget \$ Thousand	FY13-FY18 Budget \$ Thousand	FY14 Proposed Budget \$ Thousand	FY14-FY19 Proposed Budget \$ Thousand	FY14-FY13 change** \$ Thousand
Free Library	City funding	2,905	11,105	2,810	10,460	-95
	Total	10,980	23,180	15,061	24,711	4,081
Health	City funding	2,150	5,923	1,300	4,285	-850
	Total	32,879	46,252	23,008	36,393	-9,871
Office of Supportive Housing	City funding	610	3,010	0	3,185	-610
	Total	3,936	6,336	3,568	6,753	-368
Total	City funding	5,665	20,038	4,110	17,930	-1,555
	Total	47,795	75,768	41,637	67,857	-6,158

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

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

Key projects

Department of Public Health

Health Care Center 2: The City and the Children's Hospital of Philadelphia (CHOP) are planning to join forces to provide health care to South Philadelphia adults and children in a unique arrangement that could include a new library and recreation center. The plan relocates two existing clinics, a pediatric primary care practice in South Philadelphia that is owned by CHOP and a city health center that mainly serves adults, into one building that would be constructed by the hospital on city land and outfitted by both. The new health center will allow the City to expand its provision of dental care, mammography, prenatal care, and a wide range of other children's and adult health care services. Additionally, integrating health centers, a library, and a recreation center, would allow the City and CHOP to create a complex that offers clinical care, wellness, prevention, and literacy services to improve health outcomes for children and adults. Under the conceptual agreement, the hospital and other philanthropic sources will fully fund the construction of the complex to house its own existing services and the City's services, in addition to providing a benefit to the community by way of building a new recreation center and library. The City will charge CHOP a nominal fee to lease the land. Outfitting of the health center will be funded by CHOP and the City. The City will outfit the health center through a \$2 million capital allocation (\$1 million in FY13 and in FY14). The City hopes to open the health center, library and recreation center by late 2015.

Free Library

Library Branches: The City is contributing \$2.8 million in FY14 for improvements to neighborhood branch libraries in addition to \$2.9 million in FY13. The City anticipates leveraging these dollars with private support.

GOAL 3: PHILADELPHIA IS A PLACE OF CHOICE: OVERVIEW OF INITIATIVES AND KEY ACCOMPLISHMENTS

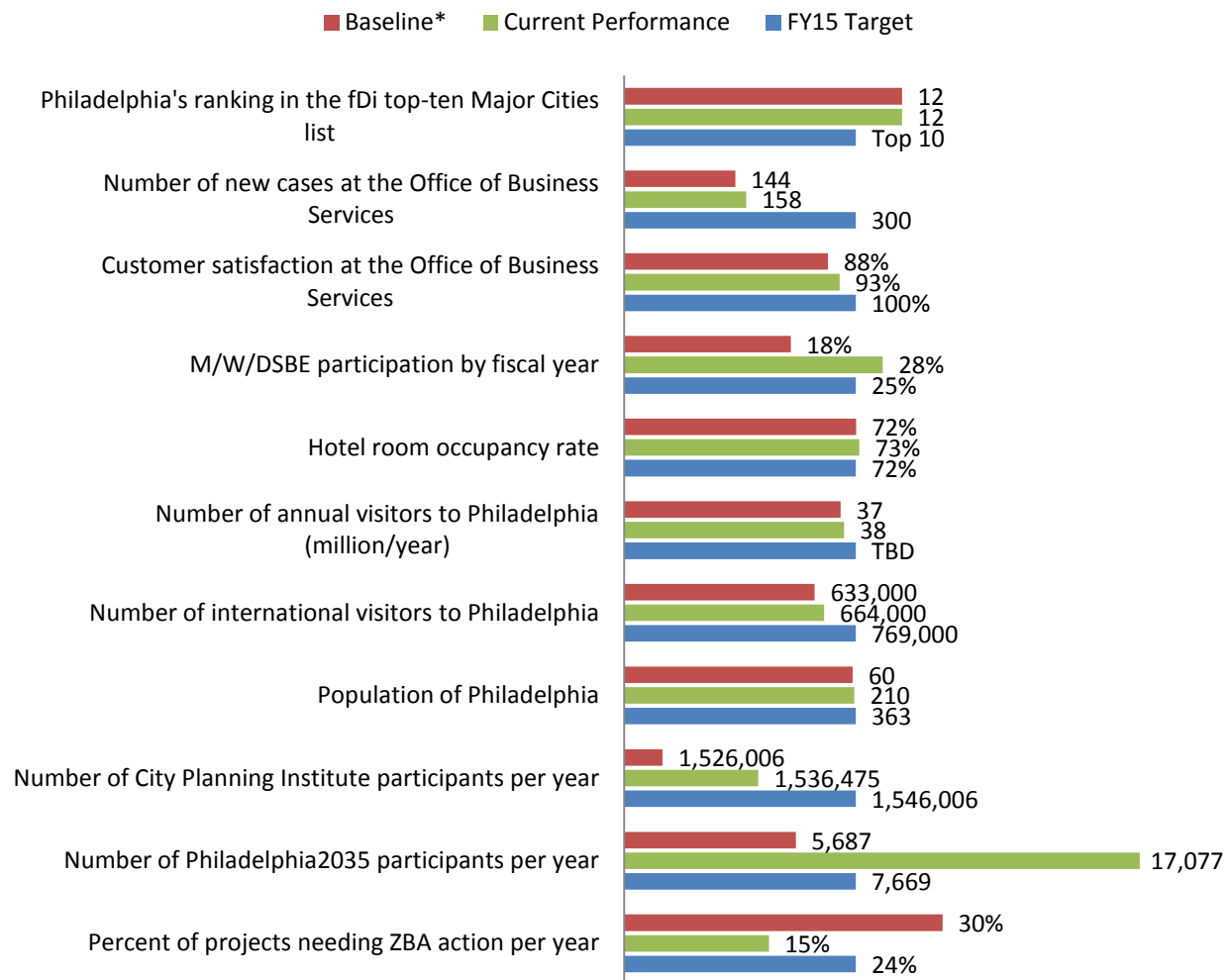
The Nutter Administration has taken a number of steps to make Philadelphia a place of choice for businesses, residents and visitors. Goal 3 tracks two key outcomes that show how successful those steps have been. The first outcome is to make Philadelphia business friendly, and the second is to encourage people to live and stay in Philadelphia. Relative to the nation, Philadelphia's business climate and quality of life measures rank high. The fDI Intelligence's bi-annual ranking of American cities according to economic potential, cost effectiveness, human resources, quality of life, infrastructure, business friendliness, and foreign direct investment promotion, ranked Philadelphia 12th among US major cities in 2011. Philadelphia performs similarly on other US city rankings. For example, the Forbes ranking of best places for businesses and careers ranked Philadelphia 62nd out of the top 200 cities, with Philadelphia performing best in the education component due to the presence of high quality universities and high education attainment in the region.⁴¹ The Bloomberg Businessweek ranking of 50 best cities to live in ranked Philadelphia 24th, giving Philadelphia high praise for its entertainment, nightlife, restaurants and art scene, but discounting Philadelphia due its crime rate, and air quality.⁴² In a recent exciting development, Lonely Planet named Philadelphia 4th on its Top Ten US Destinations for 2013, citing Philadelphia as a major art capital with many new bars and restaurants.⁴³

The City tracks progress against Goal 3 based on a range of business and quality of life metrics, listed below, that measure the attractiveness of Philadelphia as a destination for businesses, residents and tourists. As described in the Demographics chapter, in a historic reversal first quantified in the 2010 Census, Philadelphia is now experiencing persistent positive population growth. The City grew by 0.7% between 2011 and 2012 alone, with much of the growth credited to young professionals, young families and empty nesters choosing to locate here. Even as the number of hotel rooms increases, the City is exceeding its target hotel room occupancy rate of 72%. In 2012, the City attained 28% participation of minorities, women and disabled-owned businesses in City contracts, surpassing its goal of 25%, which helps these businesses thrive in Philadelphia.

⁴¹ Best Places for Business and Careers. Forbes. Retrieved on March 22, 2013 from: <http://www.forbes.com/best-places-for-business/list/>

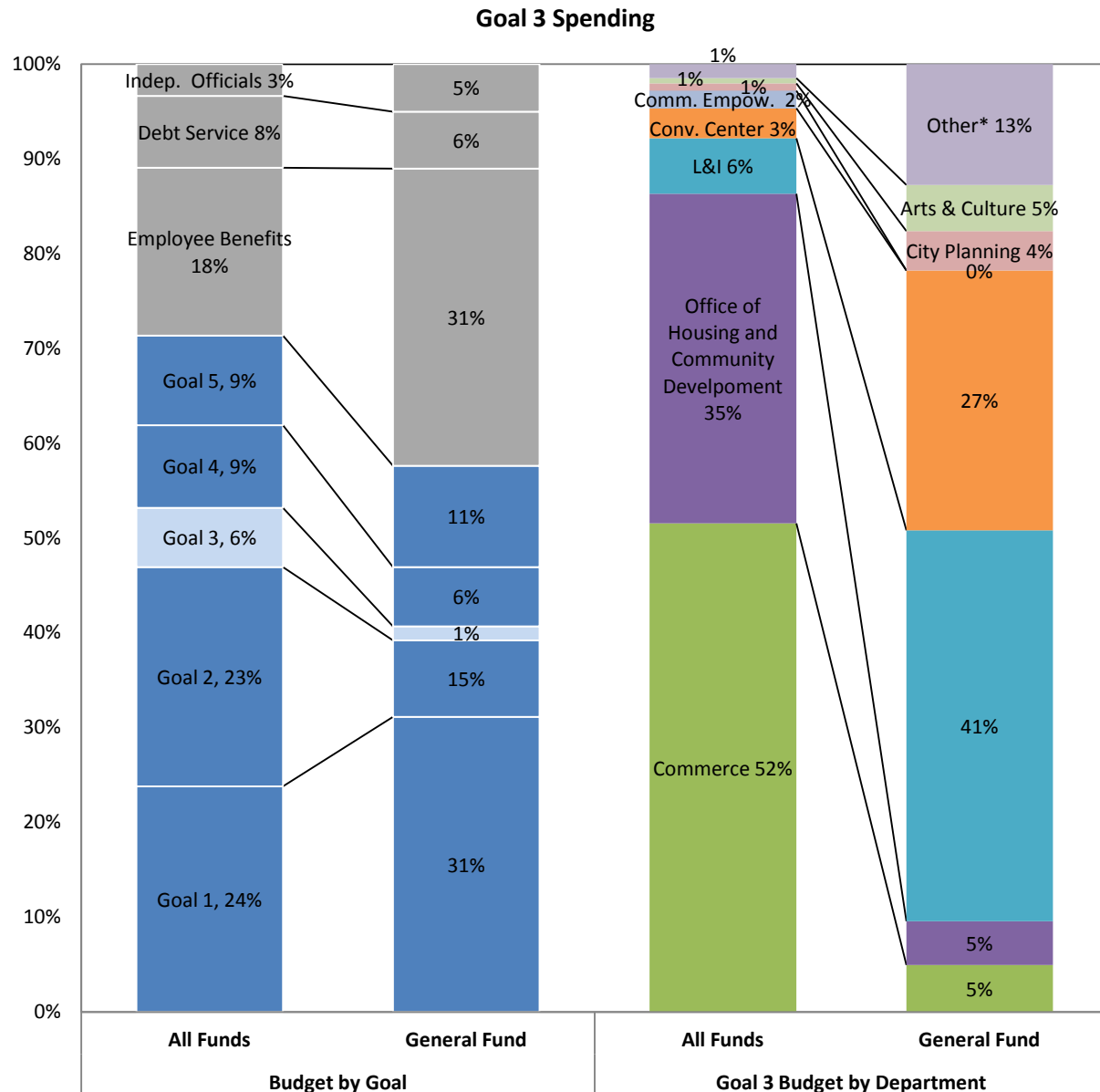
⁴² <http://images.businessweek.com/slideshows/2012-09-26/americas-50-best-cities#slide28>

⁴³ Reid, R. "Top 10 US Travel Destinations for 2013", *Lonely Planet*, December 25, 2012. <
<http://www.lonelyplanet.com/usa/travel-tips-and-articles/77583>>

Goal 3: Philadelphia is a Place of Choice

* Baseline is from FY08 for hotel room occupancy; FY09 for M/W/DSBE participation; calendar year 2010 for Office of Business Services metrics, annual number of visitors to Philadelphia, population of Philadelphia, and percent of projects needing ZBA action; FY11 for number of City Planning Institute participants and Philadelphia2035 participants; and calendar year 2011 for ranking in fDI top-ten major cities list and number of international visitors.

As shown in the chart below, Goal 3 comprises roughly 6% of the City's total operating funds and 1% of the City's General Fund budget. In absolute terms, the City spends \$55 million in General Funds and an additional \$416 million from other fund sources for a total estimated investment of \$471 million. The right side of the chart below shows the distribution of Goal 3 total spending and General Fund spending by department. In terms of total operating funds, the largest contributors to this goal are the Department of Commerce (52% of total Goal 3 spending), the Office of Housing and Community Development (35%), and the Department of Licenses and Inspections (6%), the City's contribution to the Convention Center (3%), the newly created Office of Community Empowerment and Opportunity (2%), the City Planning Commission (1%), and the Mayor's Office of Arts, Culture and the Creative Economy (1%).



*Other Goal 3 related departments and expenditures include the City's contribution to the Art Museum, Economic Stimulus funds contributed to Philadelphia Industrial Development Corporation, the Mural Arts Program, City Representative, Zoning Board of Adjustment, Atwater Kent Museum, Board of Licenses and Inspections Review, Historical Commission, and the Board of Building Standards.

DEPARTMENT OF COMMERCE

The Philadelphia Department of Commerce is the umbrella organization for all economic development activity in the city. Coordinating the work of related agencies, including the Philadelphia Industrial Development Corporation (PIDC) and the Philadelphia Redevelopment Authority (PRA), the Department leads efforts to develop business-friendly strategies to help both small businesses and major

corporations in Philadelphia thrive. The Department of Commerce aims to make Philadelphia a global city where businesses choose to start, stay and grow.

Budget Trends: The Department of Commerce includes the Aviation division, which is described again in later detail below. The Department of Commerce has seen a 71% decrease in its General Fund appropriation and a 23% increase in other funds between FY08 and FY13, resulting in a net growth of almost \$30 million (16%) in total operating funds as shown below. This is largely due to a growth in revenue from the Grants Fund (e.g. ARRA Energy Efficiency Community Block Grants for energy retrofits) and in the Aviation Fund which finances the Aviation Division (described below). The FY14 Proposed Budget maintains General Fund allocation to the Department at roughly its FY13 funding level. Other operating funds are projected to increase in FY14 mostly as a result of a \$28 million increase in funding from the Aviation Fund for the Aviation Division. There is also a \$5.8 million increase in funding from the Hotel Room Tax Fund due to growth in hotel room bookings and an increase in the hospitality promotion tax rate from 1.2% to 1.5%, but this additional funding is more than offset by a decrease in federal grant funding for environmental assessment and remediation of brown fields.

	FY08 Actual*	FY12 Actual**	FY13 Adopted Budget**	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	13,629,152	3,361,701	3,976,261	3,970,725	-9,658,427 -70.9%	4,004,637	33,912 0.9%
Other operating funds	174,812,804	187,013,568	233,631,009	214,347,588	39,534,784 22.6%	240,093,864	25,746,276 12.0%
Total operating budget	188,441,956	190,375,269	237,607,270	218,318,313	29,876,357 15.9%	244,098,501	25,780,188 11.8%

* Excludes Minority Business Enterprise Council within Office of the Director of Finance (\$1.1 million), which was moved to Commerce Department. Excludes the \$32.3 million subsidy to the Convention Center. Includes City Representative which was separated out from Commerce.

** Excludes the \$15 million subsidy to the Convention Center.

Performance Trends: As shown in the chart below, the Office of Economic Opportunity (OEO) continues to increase participation of Minority/Women/Disabled-owned Business Enterprises (M/W/DSBE) businesses in City contracts. This participation rate increased from 25% to 28% between FY11 and FY12 and has remained steady in the first half of FY13 compared to FY12 which indicates the City is continuing to support M/W/DSBE businesses. The Office of Business Services (OBS) has had a lower level of activity in FY13 compared to FY12. This is a due to a strategic shift in focus on quality over quantity in service delivery to Philadelphia businesses. In addition, the Department is focusing more on proactive projects to make the City more business friendly, such as forming several business associations and cross functional teams from various City agencies to address process constraints faced by businesses, rather than reactive case management. As a result OBS has maintained customer satisfaction levels above 90% in FY11 and FY12. The dip in customer satisfaction in FY13 Q1-Q2 was the result of isolated incidents which have been addressed through staff coaching. Finally, tourism metrics appear strong. In the first half of FY13 there was a 4% growth in the number of hotel rooms to 10,992, and strong visitation

allowed the City to maintain a hotel occupancy rate of 72%; the number of hotel rooms is expected to reach 11,238 in early FY14 when the Home2Suites opens at 12th and Arch, adding 246 hotel rooms. This is consistent with reports from the Barnes Museum where their records show the museum has had 216,953 visitors since its opening, 8.5% more than expected, and according to the Greater Philadelphia Tourism Marketing Corporation, attendance at all institutions along the Benjamin Franklin Parkway are up by 28% compared to last year.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Number of New Business Contacts in DB	N/A	2,418	2,011	-16.8%	1,147	1,015	-11.5%	2,000	2,000
Number of OBS Cases	N/A	729	801	9.9%	396	263	-33.6%	800	800
Percent of Customers Satisfied with OBS Services	N/A	94%	93%	-1.1%	96%	86%	-10.4%	100%	100%
Annual M/W/DSBE Participation	18.0%	25.0%	28.0%	12.0%	24.6%	25.1%	1.9%	29.0%	30.0%
Number of Hotel Rooms	10,045	10,586	10,992	3.8%	10,586	10,992	3.8%	12,000	12,000
Hotel Occupancy	72.1%	71.8%	73.1%	1.8%	71.9%	72.4%	0.7%	72.0%	72.0%

Key Accomplishments

The City has developed an economic development strategy for the remainder of the second term that will focus on initiatives and investments that help businesses start, stay, and grow in Philadelphia.

Start here. This strategy aims to support entrepreneurs starting businesses, alleviate tax burden on new businesses, attract domestic and international businesses and increase investment capital in the City.

Attracting new businesses: Philadelphia attracted almost 60 new firms since 2008 creating 2,800 new jobs, including First Round Capital, one of the most active venture capital firms in the US. In partnership with PIDC, the Department of Commerce launched a “Gateway” attraction strategy to encourage firms in the region to establish and expand a ‘gateway office’ in the city in order to access highly sought talent from the City’s colleges and universities. So far, Bentley Systems and Fiberlink, two technology companies from the Philadelphia suburbs, are opening gateway offices in Center City, creating more than 100 new jobs in Philadelphia. The City has also strengthened its international business attraction efforts, working with partners such as Select Greater Philadelphia, the World Trade Center of Greater Philadelphia, the Philadelphia Convention and Visitors Bureau, and the Commonwealth of Pennsylvania. Mayor Nutter made a major international visit to China in December 2012 and plans are underway for a series of trade missions and regional trips to expand the number of countries with a consul presence in Philadelphia.

Supporting start-ups: Startup PHL was launched in October of 2012 as a new joint initiative between the Department of Commerce and PIDC to support startups and entrepreneurs in Philadelphia. Initial

components include a \$3 million public/private venture fund that will make investments in Philadelphia-based startups and a 'Call for Ideas' grant program offering \$500,000 for proposals that support entrepreneurs and startups in Philadelphia. The City and PIDC plan to announce the first round of grant recipients and a private partner to match and manage the fund later this spring.

Tax reform: The City is taking steps to make the city more tax-friendly for new businesses. The changes in the Business Income and Receipts Tax (formerly known as the Business Privilege Tax) to lessen the tax burden on small and medium size businesses is described in more detail in the chapter titled, The City's FY14 Revenues. The Department of Commerce supported Jump Start Philly, a series of tax reform and reduction measures sponsored by City Council which changed several of the business licensing/registration fees and taxes in the city to encourage the growth of small business and to give advantages to locating a business in the city. This effort aims to reduce wage and business taxes, and lessen the tax burden on new and small businesses. Some of the changes are:

- As of January 1, 2012, new business and entrepreneurs will be fully exempt from the Business Income and Receipts Tax (BIRT) for the first two years of operations, if a minimum number of new jobs are created.
- As of January 1, 2012, all fees will be waived for qualifying new businesses for a variety of licenses and registrations, including the commercial activity license (formerly known as the business privilege license).
- Starting January 2014, the commercial activity fee will be eliminated for all businesses.
- Exemption of the first \$100,000 in gross receipts and \$50,000 of net income from the business income and receipts tax will start in 2014 and be fully implemented by 2016, providing substantial tax relief to all businesses.
- The net income portion of the tax moves from being based on the amount of sales, property and payroll a company has in the city to a computation only on Philadelphia-based sales. This reform, known as single sales factor apportionment, lowers the tax burden on Philadelphia-based businesses across all industry sectors, including manufacturing, wholesaling and professional services. Single sales factor apportionment will be implemented as early as 2013 and no later than 2015. This is expected to remove the "disincentive" to remain in the City.
- \$5,000 tax credit will be available for each qualifying new job effective January 2013.
- \$4,000 tax credit will be for certified sustainable businesses for tax years 2012 through 2017.
- The wage tax rate will be lowered to 3.75% for residents and 3.35% for non-residents by FY18.
- The net portion of the BIRT will be lowered to 6.3% by FY18.

In addition, businesses are increasingly taking advantage of the Job Creation Tax Credit, enacted in 2003, expanded in 2009 and 2013, to allow businesses to claim a tax credit of \$5,000 or 2% of annual wages for each new full-time job created.

International Outreach: The Department of Commerce works with PHLCVB (the Convention and Visitors Bureau), the official tourist promotion agency for the City, to build Philadelphia's brand globally. Philadelphia is currently ranked 12th in terms of international visitation to the U.S., according to the U.S. Dept. of Commerce. As of 2011, the city had 633,000 international visitors. The goal is to reach 664,000

visitors in 2013 and 769,000 visitors by 2015. A key strategy to accomplish this goal has been the Global Messaging Project facilitated by the PHLCVB in 2012, which developed an identity for Philadelphia intended to attract travelers and business from around the globe. Through this project, Philadelphia's global elevator speech was written – built on the short code PHL – about a modern day renaissance city that celebrates freedom and democracy, values innovation and education, nurtures the creative spirit, celebrates outdoor life and sport, and features a vibrant street life. Corporate, government and non-profit partners are using the PHL brand to attract global customers and businesses. While in China, the Mayor used the twitter hashtag #PHLinChina, and Startup PHL and Shop PHL are two City programs that are already incorporating the messaging.

Another key strategy to boosting international visitation has been on-the-ground marketing overseas and direct flights from Europe, which impact Philadelphia's top feeder markets and emerging markets. Adding direct flights from markets in Asia and South America are critical to capitalize on the fastest-growing travel markets. The City supports the efforts of Philadelphia International Airport to secure new direct flights from countries such as China, Korea, and Japan and are encouraged by the recent addition of Brazil. The recent American Airlines/US Airways merger is expected to bring new business opportunities to Philadelphia. Increasing international tour operator and travel agent product offerings and room night production, as well as international visitation to conventions (currently 30% of total attendance) are other key components to increasing international visitation.

Furthermore, two major global tourism programs for 2013 will help drive international visitation. Philadelphia will host the Active America China Summit this March. As the host city for this key international travel event, the PHLCVB will have the opportunity to showcase the City to important travel decision makers from China, one of the fastest growing inbound tourism markets for the United States. The summit will be attended by influential Chinese tour operators and travel agents, as well as important US-based operators who work with Chinese tour operators. This will be the first trip to Philadelphia for many of the attendees and the PHLCVB will provide tours of the City and offer sponsorships to local businesses that want to promote themselves to this lucrative market. Secondly, PHLCVB President & CEO Jack Ferguson, along with international tourism sales manager Natalia Gamarra, will represent Philadelphia during the Governor's Trade Mission to Brazil and Chile in April to promote Philadelphia as a world class destination and modern renaissance city. Travel to the U.S. from Brazil has had double-digit growth for eight consecutive years, and visitation from Chile has also been increasing. Brazil is a key emerging market for Philadelphia and will remain a focus for the remainder of 2013 with the US Airways recently announcing plans for a direct service to Sao Paulo.

Stay here: This strategy includes continued reform to make it easier for businesses to operate and invest in Philadelphia and implementing the Philadelphia2035 Comprehensive Plan and the City's new zoning code, described in detail under the City Planning Commission section.

Business retention: The Department helped retain major companies considering a move out of Philadelphia, including Janney Montgomery Scott, a major financial services firm, retaining 550 existing jobs and adding 100 new jobs over the next three years; and Philadelphia Media Network, owners of the

city's two major daily newspapers and the electronic news site, philly.com, keeping 500 jobs located on Market Street East. GlaxoSmithKline just opened a state of the art new facility at the Philadelphia Navy Yard, representing a major new commitment to Philadelphia and taking the number of employees working at the Navy Yard to 10,000. Through PIDC, the City provided financial assistance to almost 800 businesses totaling \$2.8 billion, creating or retaining more than 30,000 jobs since January 2008.

Real estate development: There is currently an unprecedented level of real estate development activity in Philadelphia with approximately 40 projects representing almost \$3 billion in construction, including a major residential development by the Chicago-based Buck Company at 21st and Chestnut and a new Family Court Building at 15th and Arch. Many of these developers have worked through the newly created Developer Services Committee, established to guide development through City processes. Early implementation of the Delaware River Waterfront Master Plan includes a bike trail network, new public spaces such as the Race Street Pier and the Race Street Connector, the adaptive reuse of the historic fire pumping station on Race Street as a new contemporary art center of the Philadelphia Live Arts Festival and Philly Fringe, and proposed new residential and mixed-use development. In the next five years the Department of Commerce will continue to promote the physical development of the city. Specifically, the Divine Lorraine on North Broad Street, the Gallery on Market East, and development along the Delaware River waterfront are key priorities.

Improving City services for businesses: The Department of Commerce has made great strides in improving City services for businesses. The Office of Business Services (OBS) and the online Business Services Center were established to provide a concierge service to businesses to help them start and grow. Since 2011, OBS has sustained a 91% satisfaction rate, hitting 96% in the third quarter of 2012 with a goal of sustaining a satisfaction rate of 95% by 2014. OBS assisted 2,359 businesses since 2009, resulting in almost 100 newly-created businesses. Working with the Department of Licenses and Inspections, Commerce plans to create a true one-stop-shop for businesses that integrates into a single point of entry all interactions and transactions businesses have with various City departments. In an effort to streamline the sale of city-owned land for redevelopment, the Philadelphia Redevelopment Authority launched the “Front Door” for land disposition in 2012, a website of featured city properties, powered by a sophisticated Land Management database system.

Supporting neighborhood businesses: Through the Office of Neighborhood and Economic Development (ONED), the City has made strategic investments in neighborhood commercial corridors in order to create safe, vibrant shopping destinations. The Storefront Improvement Program (SIP) awarded storefront rebates totaling \$1.9 million, leveraging an additional \$3.4 million, to 262 businesses employing 1,289 people. The Targeted Corridor Manager Program (TCMP) has provided \$4.5 million to pay for a Corridor Manager to lead revitalization activities, such as storefront improvements and the creation of business associations, on 12 commercial corridors throughout the City. The Corridor Cleaning Program has funded 18 organizations to carry out regularly scheduled litter-removal on neighborhood commercial corridors. ONED developed a training program and ‘How To’ guide on how to start a Business Improvement District (BID) and has supported 14 BIDs with getting started, renewing and/or operating effectively. Through the Cultural and Commercial Corridors Bond Program, ONED

provided \$59 million in grants to support nearly 100 construction projects on neighborhood commercial corridors, from streetscape to demolition to business fit-out. ONED is planning to launch a strategy to attract 20 new businesses annually on neighborhood commercial corridors by providing support to Community Development Corporations (CDCs) and 10 fit-out grants for commercial locations. ONED manages the expanded Community Development Corporation Tax Credit Program, championed by City Council, which incentivizes strategic partnerships between private companies and CDCs and has now funded up to 35 CDCs. ONED allocated \$5 million to CDC commercial and mixed-use development projects to support job creation and blight removal. Projects underway include a new sustainable office building for Community Legal Services in North Philadelphia, an educational center and art office for Nueva Esperanza in Hunting Park, and a mixed-use development (residential, commercial and retail) in Fairmount.

Grow here: This strategy involves building capacity in small businesses to help them grow, expanding opportunities for M/W/DSBE owned businesses and aligning the workforce development system with the needs of our economy.

Helping small businesses grow: In January 2013, Mayor Nutter announced a partnership between the City and the Goldman Sachs 10,000 Small Businesses initiative to help create jobs and economic growth by providing small businesses in the Philadelphia region with practical business education, business support services and access to capital. The Community College of Philadelphia will deliver the business education portion of the program, and PIDC will make loans to small businesses. Goldman Sachs and the Goldman Sachs Foundation are committing \$20 million to the program, and PIDC and the Department of Commerce will work with local partners including the Community College, Chamber of Commerce, Hispanic Chamber of Commerce and the Urban League to implement this new program.

The Department of Commerce also supports small businesses through its Office of Economic Opportunity (OEO) and the Business Technical Assistance Program (BTAP). OEO seeks to increase the participation of minorities, women and disabled-owned businesses (M/W/DBEs) with City, Quasi-city and Federal contracts. Contracts awarded to M/W/DSBEs reached 28% in 2011, surpassing the City's 25% participation goal, with contracts awarded up 17%, reaching \$280 million.⁴⁴ The OEO Registry now includes over 2,000 M/W/DSBEs, an increase of 50% over January 2010. OEO has also set a goal of increasing M/W/DSBEs bidding as primes by 15% by 2015. BTAP contracts with service providers to support their work with small businesses. Since 2011, BTAP providers have served 654 entrepreneurs and made 158 loans to small businesses totaling \$1.27 million. Businesses served by BTAP providers have created 92.5 jobs since 2011, 66 of which were retained. In the next year, the City aims to increase the micro-lending capacity of BTAP providers by developing a Micro-Loan Fund which will make two to three one-time grants through a competitive Request for Proposals. The Department aims to fund the program using remaining funds from the Philadelphia Commercial Development Corporation (PCDC).

⁴⁴ The 25% goal adopted by the Mayor in 2010 is considered the minimum for M/W/DSBE participation and was determined after researching a combination of local M/W/DBE market share and annual City contract expenditures. The 25% goal continues to be OEO's baseline, although OEO always attempts to surpass this goal.

Developing the city's workforce: The merger of the Philadelphia Workforce Investment Board (PWIB) and the Philadelphia Workforce Development Corporation (PWDC) into a single new organization, Philadelphia Works, Inc., more closely links job training and counseling programs to employers and job opportunities. Philadelphia Works funds and provides technical assistance on career guidance, job training, and job placement services offered by one-stop centers; offers employers wage subsidies, employee training and re-training assistance; works with employers to help employees who have been laid off; conducts research on employment and workforce trends; and promotes public policy that meets the needs of jobseekers and employers. Philadelphia Works is supported by federal, state, city, and privately-raised employment and training funds and is in the process of completing a three-year strategic plan, including more sector-based strategies to connect under-served populations with job opportunities. The Department also actively participated in the Mayor's Jobs Commission, which published a final report in February 2013 containing 15 recommendations for bolstering Philadelphia's workforce. Finally, the City Council approved a "First Source" policy, requiring businesses that receive City contracts over a certain dollar amount to seek out employees on the Philadelphia Works database first before using other venues. The Department of Commerce will work in conjunction with Philadelphia Works, Inc. to implement this program.

DIVISION OF AVIATION

The Division of Aviation is comprised of the Philadelphia International Airport (PHL) and the Northeast Philadelphia Airport. The mission of the Division of Aviation is to improve, operate, and develop premier air transportation facilities to serve the Greater Philadelphia region that deliver superior standards of customer service and excellence while maintaining the highest levels of safety, security, convenience, and efficiency. The Division of Aviation operates PHL as a self-sustaining entity and is therefore responsible for the granting of all leases and licenses in the operation and use of its facilities.

Budget Trends: The Aviation Division, which is part of the Department of Commerce budget but reports to the Deputy Mayor for Transportation and Utilities, is entirely funded by the Aviation Fund. Funding has grown by 33% since FY08 largely as a result of increase in federal funding for noise reduction and taxiway and runway rehabilitations and expansions. In FY14, Aviation funding is expected to increase by \$28.4 million (7.8%) to pay for increased maintenance and operations costs on new and expanded facilities that are coming off warrantee and to cover an increase in the cost of weather-related supplies.

	FY08 Actual*	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	0	0	0	0	0	0	0
Other operating funds	114,154,522	123,637,232	152,234,000	135,700,000	38,079,478 33.4%	164,075,423	28,375,423 7.8%
Total operating budget	114,154,522	123,637,232	152,234,000	134,655,000	38,079,478 33.4%	11,017,768 8.9%	-123,637,232 -92.8%

Performance Trends: Relative to FY11, FY12 saw single digit declines in the number of passengers, operations and cargo, which has continued into the first half of FY13, indicating a slight down-tick in overall airport activity as a result of the current economic conditions.⁴⁵ Given the decrease in airport activity, the high fixed costs of operations, combined with the addition of new airlines and flights in FY13, the cost per enplanement increased 10% in the first half of FY13 relative to FY12. Despite the decline in passengers, non-airline revenue and retail / beverage sales both increased by 3% in FY12 relative to FY11 and continued this upward trend in the first half of FY13.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Enplaned passengers (million)	16.05	15.61	15.34	-1.7%	7.86	7.67	-2.4%	15.39	15.44
Cost per enplanement*	\$8.31	\$10.23	\$9.65	-5.7%	\$9.65	\$10.65	10.4%	\$10.65	\$10.81
Operations	499,281	458,832	447,388	-2.5%	226,893	221,458	-2.4%	445,000	458,000
Cargo	597,821	473,620	443,882	-6.3%	222,602	215,842	-3.0%	448,000	452,000
Non-airline revenue (\$ million)	\$121.13	\$107.80	\$111.20	3.2%	\$51.74	\$52.81	2.1%	\$111.84	\$114.07
Retail/beverage sales (\$ million)	\$149.74	\$159.68	\$164.47	3.0%	\$67.07	\$67.43	0.5%	\$166.12	\$169.44
Airline gates	120	126	126	0.0%	126	126	0.0%	126	126

* Cost per enplanement is the service charge PHL charges to the airline per takeoff or landing.

Key Accomplishments

Air Service: In 2012, four airlines announced the start of service to PHL. In April, Virgin America became the first new airline to begin service at PHL in eight years with flights to San Francisco and Los Angeles, California. In June, Alaska Airlines began service to Seattle, Washington. Spirit Airlines and JetBlue Airways announced plans to begin flights to Dallas, Texas and Boston, Massachusetts in 2013. US Airways introduced new daily nonstop service between Philadelphia and Austin and San Antonio, Texas as well as seasonal international service to Shannon, Ireland. These services provide more options for business and leisure travelers and create dozens of new jobs at the airport. With the merger of US Airways and American Airlines, it is expected that more possibilities will open up for direct flights to Latin America and Asia, potentially further expanding the number of flights and destinations for PHL. Although the number of enplaned passengers has declined in the first half of FY12 and FY13, the addition of these new airlines and destinations creates the potential for more passengers going forward.

Advancing PHL's Capacity Enhancement Program (CEP): In June 2012, the Airport selected a Program Management Office (PMO) to manage the CEP, a complex, long-term multi-billion dollar effort to expand the capacity, improve efficiency, and modernize the facility of the airport in order to maintain Philadelphia's competitive position in the region. The Division of Aviation took significant steps towards implementing CEP, by hiring and securing a financing mechanism for the CEP. The PMO contract was

⁴⁵ Bureau of Transportation Statistics, Passenger Data for all US Carriers. Accessed on March 4, 2013. Retrieved from http://www.transtats.bts.gov/Data_Elements.aspx?Data=1

awarded to Global Program Partners (GPP), a tri-venture led by CH2MHill and disadvantaged business enterprise certified partner firms, Delon Hampton & Associates and CMTS, which both have established Philadelphia offices in December 2012. The PMO office will be providing construction management services for the CEP program. The Federal Aviation Authority (FAA) issued a Letter of Intent to contribute \$466.5 million over the life of the program toward the CEP, making it the agency's second-largest single award ever made. In addition to Federal funds, the \$6.4 billion CEP will be financed by Airport Revenue Bonds, which will constitute two-thirds of the funding, and a variety of other funding sources such as user fees and additional grants.

Leadership in Diversity & Inclusion: In 2012, for the first time the Airport exceeded all three of its established disadvantaged business enterprise (DBE) participation goals: 32.3% of City-funded contracts compared to a goal of 32%, 15.4% of Federally-funded contracts were awarded to DBEs compared to a goal of 14.9%, and 25.7% of airport concession contracts compared to a goal of 6.3%. This achievement represents \$26.3 million in City contract awards, \$10.7 million in Federal contracts and \$54.1 million in total concession sales going to DBE operators. In 2012, the Airport hosted three Economic Opportunity Forums to enable DBEs to learn more about business opportunities at Philadelphia International Airport. Two of the Forums were targeted for specific business opportunities (Concessions and Energy Services Companies, better known as ESCOS), while the Forum held in the fall, which attracted 342 attendees representing 272 companies and 26 exhibitors, provided a broader view of both near and longer-term business opportunities and an opportunity for DBEs to network with potential prime vendors. In recognition of these achievements in supporting DBEs, the Airport was presented with the Philadelphia Chapter's first Ambassador Award by the Conference of Minority Transportation Officials (COMTO), and Airport CEO Mark Gale received the COMTO Executive of the Year for his leadership and accomplishments in COMTO service; hiring and promoting minorities in executive management and supervisory positions; ensuring growth in contracting opportunities for DBEs, and supporting equal opportunity and increased access for minorities.

DEPARTMENT OF LICENSES AND INSPECTIONS

The Department of Licenses and Inspections (L&I) is charged with enforcing the Philadelphia code and educating residents about the code's requirements. The core services of L&I are to inspect properties and businesses for compliance to fire and property maintenance, trades and profession codes; inspect/clean and seal vacant properties and conduct demolition program for imminently dangerous buildings; review plans, inspect and issue permits according to building, zoning, plumbing and electrical codes, and issue licenses for various trades and business activities and locations.

Budget Trends: The budget for the Department of Licenses and Inspections reflects activities that relate to public safety (Goal 1) as well as making Philadelphia a place of choice for businesses and residents (Goal 3). The Department of Licenses and Inspections General Fund allocation has decreased since FY08, as a result of budget cuts in FY09, FY10 and FY11 during the economic recession. Some funding was restored (from a low of \$18 million) to \$21.2 million in FY12 and has increased slightly since then. L&I's General Fund allocation in FY14 will be increased by \$780,000 to pay for 20 new code enforcement

inspectors and building inspectors which are anticipated to generate revenue for the City. Grant funding has fluctuated significantly from FY08 to FY13 as a result of the Neighborhood Transformation Initiative funding from the Redevelopment Authority (\$3.5 million) in FY08 becoming available again in FY13 (\$6.6 million). Starting in FY11 L&I received a significant increase in ARRA-related grant funding from the Neighborhood Stabilization Program II (NSP2) program, which provides funds to restore foreclosed properties into productive use through selected demolitions as well as rehabilitation and new construction. NSP2 funding ends in FY13. Other operating funds in FY14 are \$1.5 million lower than in FY13 due to the end of NSP2 funding.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	30,096,364	21,176,304	21,660,905	21,770,548	-8,325,816 -27.7%	22,588,074	817,526 3.8%
Other operating funds	4,347,491	2,740,838	9,410,061	6,489,003	2,141,512 49.3%	5,017,647	-1,471,356 -22.7%
Total operating budget	34,443,855	23,917,142	31,070,966	28,259,551	-6,184,304 -18.0%	27,605,721	-653,830 -2.3%

Performance Trends: L&I has improved its service delivery to businesses almost across the board. Notable improvements have been the servicing times for over-the-counter services to license, zoning, and building customers and to process zoning and building applications, which all improved in FY12 and year to date in FY13. Service improvements for more time consuming activities such as reviewing commercial and residential building plans, as well as plumbing, electrical and zoning plans, have generally trended upwards, and L&I is now delivering all of these services within the target service time more than 95% of the time.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Service license customers within 30 minutes	N/A	84.0%	96.0%	14.3%	97.0%	98.8%	1.9%	100.0%	100.0%
Service zoning customers within 30 minutes	N/A	94.0%	98.0%	4.3%	99.0%	100.0%	1.0%	100.0%	100.0%
Service building customers within 30 minutes	N/A	90.0%	96.0%	6.7%	97.0%	99.7%	2.8%	100.0%	100.0%
Process over-the-counter zoning applications within 30 minutes	0	85.0%	88.0%	3.5%	86.0%	92.7%	7.8%	100.0%	100.0%
Process over-the-counter building applications within 30 minutes	0	95.0%	96.0%	1.1%	97.0%	99.5%	2.6%	100.0%	100.0%
Review commercial building plans within 30 days	0	90.0%	94.0%	4.4%	97.0%	94.5%	-2.6%	100.0%	100.0%
Review residential building plans within 15 days	N/A	95.0%	98.0%	3.2%	91.0%	98.3%	8.1%	100.0%	100.0%
Review plumbing plans within 20 days	N/A	99.0%	99.0%	0.0%	99.0%	97.3%	-1.7%	100.0%	100.0%
Review electrical plans within 20 days	0	96.0%	92.0%	-4.2%	89.0%	99.8%	12.2%	100.0%	100.0%
Review zoning plans within 20 days	0	98.0%	98.0%	0.0%	98.0%	97.0%	-1.0%	100.0%	100.0%
Perform building permit inspections within 2 business days	N/A	97.0%	98.0%	1.0%	98.0%	98.7%	0.7%	100.0%	100.0%
Perform plumbing permit inspections within 2 business days	0	97.0%	98.0%	1.0%	97.0%	99.0%	2.1%	100.0%	100.0%
Total number of development division inspections	82,421	93,103	101,041	9%	48,493	48,569	0%	100,000	90,000

Key Accomplishments

Expanding the vacant property strategy citywide: L&I began the Vacant Strategy Initiative in the fall of 2011, as part of a larger program led by the Managing Director's Office and the Finance Department to address how City and privately owned property is bought, sold and maintained. The initiative seeks to make private owners accountable for the maintenance of their vacant property thereby improving the neighborhood in accordance with the vision of residents and community groups. The Department identified approximately 25,000 structures in its database that were believed to be vacant because the owner had either obtained a vacant property license, or had been cited for violations that are the likely indicators of vacancy. The initiative seeks to make private owners accountable for the maintenance of their vacant property by incenting owners to repair or sell their properties thereby improving the neighborhood in accordance with the vision of residents and community groups. Realizing that identifying vacant buildings is fluid and changes year to year, L&I is actively mapping these properties.

These maps give a visual status of the overall neighborhood, which helps determine which methods of enforcement will enhance the recovery or stabilization of these neighborhoods. Having identified these properties, L&I's current initiative is characterized by three main objectives:

- **Finding the Right Owners.** The City faced difficulties in holding private property owners responsible for the conditions of their blighted or vacant properties as a result of inconsistent or incomplete ownership information. The Department is using a dedicated team of researchers to cross-reference several databases to find names and addresses for the owners of vacant properties. Over 9,371 properties have been inspected, and 662 vacant property licenses have been obtained through the program. This effort has brought the compliance rate of vacant building violations from a 4.5% to almost 30%.
- **Dedicating Court Time.** L&I is working alongside the Law Department and Judge Bradley Moss to dedicate court dates exclusively to address vacant cases to ensure that these cases flow through the legal process quickly. A total of 366 properties have entered the court process, with an 88% compliance rate of those that exit the process.
- **Utilizing New Enforcement Measures.** The Department is aggressively enforcing a "doors and windows" ordinance passed by City Council in 2010 that allows the Department to ask the court to fine owners \$300 per day per opening that is not covered with a functional door or window. Properties in violation of this ordinance are posted with a bright pink poster. Over 43% of properties cited for doors and windows in marketable neighborhoods, or owned by large land owners, are taking action to register, sell or rehabilitate the property. Approximately 494 properties have installed new doors and windows through the program. Also, State Act 90, sponsored by Representative John Taylor, allows the Department to ask the court to attach these potentially high dollar fines to owner's personal property. The pictures below show a before and after view of a property that has been improved under this program.



The Vacant Strategy initiative won the *America's Crown Communities Award* from American City and County Magazine for Excellence in Local Government in December 2011. To date, this initiative has generated over \$555,000 in revenue from permits, licenses, and property certificates.

L&I's Vacant Strategy Unit (VSU) continues to expand its strategic, three-pronged blight reduction effort, with measurable and increasing success since its inception in April 2011. First, VSU has focused on improved internal processes, including researching and addressing thousands of properties, creating new data collection and reporting procedures, and implementing targeted vacant property inspections in all districts citywide. From its inception through February 28, 2013, VSU has:

- Inspected 10,878 properties and cited 6,598 properties for various property maintenance code violations, including doors and windows violations. Approximately 29% of all cited properties have since complied.
- Collected \$617,570 in permit and licensing fees directly related to citations written through VSU.

Second, VSU has continued to partner with the Law Department's Code Enforcement Unit to administer the City's innovative "Blight Court," which allows the City to seek fines against owners of vacant properties that are in violation of the City's "doors and windows" ordinance.

- VSU has cited 2,270 vacant properties that are in violation of the doors and windows ordinance. Of these, 1,605 properties are in areas with a low density of vacant properties or are owned by target owners. VSU focuses enforcement efforts on this population and has achieved a 47% compliance rate – which means that nearly half of owners repair the violation, obtain building permits, or sell the property.
- Of the 1,605 properties, 391 have been sent to Blight Court. More than 59% of properties that enter this court program have since complied.
- Blight Court has resulted in the imposition of \$388,967 in absolute fines on property owners and the assessment of an additional \$1.43 million in default judgments, which can be executed upon and collected with the sale of the subject properties at sheriff sale.

Third, VSU's full-time policy, operations, and research staff continue to work with other City agencies, including Revenue and 311, to further reduce blight through targeted sheriff sales, improved service requests, and other partnerships. VSU staff also works with community development corporations, civic associations, and neighborhood groups to fight blight through education and outreach.

Implementing a new zoning code: The City marked Day One of its first comprehensive rewrite of the zoning code (described below under the City Planning Commission) in more than 50 years on August 22, 2012. The Department of Licenses and Inspections implements the new code and has worked diligently to not only inform the public about the changes but to monitor the impact of the code changes. Additionally, L&I and the City Planning Commission, in collaboration with the Office of Innovation and Technology, have been developing new websites and mapping applications to ensure a smooth transition to the new zoning code. Over the next year, L&I plans to update other city codes such as the

Philadelphia Property Maintenance Code and the Administrative Code to ensure that codes are timely and relevant to the citizens of Philadelphia.

Delinquent License Program: Over the past few years, L&I, with the support of City Council, has successfully reduced the number of licenses required by about 73% from 130 licenses to 35 licenses. Following that effort to reduce the burden of administering licenses, the Department uncovered upwards of 60,000 business licenses with unpaid fees more than one year past due and established a plan to bring those license holders into compliance. L&I has collected \$3.3 million in fees from the Delinquent License Program and simultaneously improved data quality on those respondents that renew their licenses as well as with those who choose to discontinue their license.

Creation of the Construction Site Task Force: Established in September 2012, this effort will allow L&I to use specific inspectors to address construction site and construction licensing issues. By dedicating specific inspectors to this task force, L&I is able to focus on these issues without negatively impacting core service of inspecting sites for safety purposes. A long term solution is being considered with having one inspector in each District dedicated to clean and safe sites and license audits for all sub-contractors.

Project eCLIPSE (Electronic Commercial Licensing and Inspection Permit System Enterprise): L&I embarked on a Request for Proposals for a new database system provider. After a rigorous process that included participation from OIT and the Philadelphia City Planning Commission, L&I has selected a vendor to replace the current database, Hansen. Carrying property history including licenses, permits, violations, liens, etc., Hansen serves as a data collection resource for not only L&I but the City as a whole. With the replacement system, L&I will be able to revolutionize the way L&I currently functions. The public will be able to apply and pay for, as well as, receive licenses and permits online. Internally, the Department's inspectors will have handheld devices while out on the field, making the inspection and written violation processes much more efficient. Management of staff will also become much more efficient with reporting, auditing and performance measurement tools available to the department with the new system. Work on this project is anticipated to begin in late FY13.

Launch of New L&I Website

(www.phila.gov/li): L&I provides its extensive collection of data in a way that can be easily searched, mapped, and analyzed by any user with internet access. The website's interactive features allow users to see the complete history of L&I's activities at any address. Users are able to quickly view all construction and demolition permits, zoning and use permits and variances, business and rental licenses, code violations, enforcement actions, and City-owned and privately held vacant properties. The website's powerful mapping tool will



help residents and businesses not only monitor the work the Department does in their neighborhoods, but also identify and report problems to the Department in order to make their neighborhoods safer.

Improving the L&I brand: After almost a full year of preparation and negotiation, in May 2012, all L&I Field Inspectors, totaling approximately 120 employees, were issued professional attire with which to clearly identify an inspector's affiliation with L&I. In addition, working with Dale Carnegie Training and partnering with LevLane, a local public relations and media firm, L&I will create a new logo and tagline that will begin to change the image of L&I to present a customer-focused department that has integrity and passion to ensure that codes are being met. L&I has allocated \$50,000 for this project which is currently underway. The new logo and tagline is expected to be released June 2013.

CITY PLANNING COMMISSION

The City Planning Commission is responsible for guiding the orderly growth and development of the City of Philadelphia and for preparing a Comprehensive Plan and its modifications, the Capital Program and Budget, proposed zoning ordinances and amendments, and regulations concerning the subdivision of land.

Budget Trends: The City Planning Commission has seen a 33% drop in its General Fund appropriation since FY08 due to budget cuts in FY09 and FY10. Grant funding in FY13 increased significantly from FY12 actual obligations in part due to funding obligated in FY13 to revise the Zoning Code and complete the Philadelphia2035 District Plan and Callowhill Area Plan. The City Planning Commission's FY14 General Fund allocation will remain roughly constant with FY13 funding levels, but the Commission will see a \$203,000 drop in other operating funds now that the Philadelphia2035 District Plan and Callowhill Area Plan are complete.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	3,348,132	2,209,210	2,212,057	2,257,415	-1,090,717 -32.6%	2,272,534	15,119 0.7%
Other operating funds	746,723	385,492	1,041,126	1,504,646	757,923 101.5%	1,301,930	-202,716 -13.5%
Total operating budget	4,094,855	2,594,702	3,253,183	3,762,061	-332,794 -8.1%	3,574,464	-187,597 -5.0%

Performance Trends: Despite a decrease in funding, the Commission has managed to increase citizen engagement in the city planning process. The number of participants in Philadelphia2035 and in the Citizens Planning Institute has grown tremendously. Year to date in FY13, more than 17,000 people now receive information from, or provide input into, Philadelphia2035 across all media outlets, and 280 people participated in the Citizens Planning Institute.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Number of Philadelphia2035 participants per year*	N/A	5,687	10,245	80.1%	7,365	17,077	131.9%	6,256	6,881
Number of CPI participants per year**	N/A	60	210	250.0%	30	280	833.3%	252	302

* *Philadelphia2035* participants across all civic outreach platforms, including public meeting attendance, unique visits to the *phila2035.org* website and *Planeto* blog, Facebook and Twitter followers

** Citizens Planning Institute (CPI) class registrants and individuals attending training sessions for the new Zoning Code

Key Accomplishments

In FY12 and FY13, short-term elements of making Philadelphia a place of choice have been achieved through the Commission's "Integrated Planning and Zoning Process," for which it has been awarded the 2013 *National Planning Excellence Award for a Best Practice* by the American Planning Association. The Integrated Planning and Zoning Process is composed of three interrelated components: zoning code reform, the preparation of a new citywide comprehensive plan, and the creation of the Citizens Planning Institute. Each of these is described below.

Philadelphia2035 Comprehensive Plan: *Philadelphia2035* is the City's first citywide comprehensive plan in 50 years, intended to align municipal, private, institutional, and civic resources toward common physical development goals. As part of the Integrated Zoning and Planning Process, the Commission has sought to institutionalize the City's comprehensive planning process, so that it is updated, maintained, and renewed on a continuing cycle. The first phase of *Philadelphia2035*, the *Citywide Vision*, was adopted in June 2011. The Commission is now engaged in a series of 18 district plans, addressing land use, zoning, urban design, "healthy community," capital facility, and other physical infrastructure issues. Each district plan involves extensive civic outreach and public participation. The first three district plans (Lower South, West Park, and Lower Northeast) were adopted by the Commission in 2012. Four additional district plans (Central, University/Southwest, Central Northeast, and Lower North) are scheduled for adoption in 2013. In addition to these *Philadelphia2035* district plans, the Commission adopted the Central Delaware Riverfront Master Plan as part of the City's comprehensive plan in March 2012. Adoption of the Lower Schuylkill Master Plan is projected for early 2013. Finally, as part of its Charter-mandated responsibility to recommend an annual Capital Program and Budget to the Mayor and City Council, the Commission seeks to align the City's annual capital program with the *Philadelphia2035* Citywide Vision and adopted district plans.

Creation and Implementation of a New Zoning Code: In December 2011, Mayor Nutter signed into law the first comprehensive revision of the City's Zoning Code in 50 years that has been passed unanimously by City Council. The new Code, which became effective in August 2012, enables the City Planning Commission to move forward on implementing recommendations of *Philadelphia2035*, the City's adopted comprehensive, or physical-development plan. Designed to preserve the past and anticipate the future, the new zoning code updates and codifies the City's regulations for development,

modernizes the City's land use and subdivision regulations, streamlines and promotes predictability in development approval procedures, and transforms the way developers and the community work together towards common goals of achieving smart, job-creating and sustainable growth. The new zoning code preserves Philadelphia's vibrant neighborhoods by incorporating an open and transparent "civic design review" process and codifying the role of citizens in the development approval process. The new Code was also reorganized to be more "user-friendly" and easier to understand. The Commission is closely monitoring the operation and effectiveness of the new Code and will issue a one-year report in collaboration with the Department of Licenses and Inspections, the Department of Commerce, and the Zoning Board of Adjustment, recommending any needed "fine-tuning" adjustments. The Commission substantially revised its departmental regulations in anticipation of the effective date of the new Zoning Code. Adopted in July 2012, these regulations affirmed long-standing Commission procedures and operations and added new procedures for Zoning Code requirements, including the administration of a "Registered Community Organizations" (RCOs) registry and conducting a public civic design review process.

Citizens Planning Institute: The Citizens Planning Institute (CPI) was created with grant funding in fall 2010 as the City Planning Commission's education, training, and civic engagement arm to empower Philadelphians to take a more proactive and informed role in shaping the future of their city through a better understanding of planning, zoning, and the development process. Each spring and fall, the CPI offers three "core" courses, and a series of electives focusing on specific planning and urban design topics. The CPI averages 30 course registrants per semester, and over five semesters has now graduated 145 "Citizen Planners" who are members of community organizations throughout the City. A sixth semester of classes will be offered in spring 2013. In addition, community workshops and technical training for the new Zoning Code, which became effective in August 2012, were offered through the CPI. Since the new Zoning Code was signed into law in December 2011, over 450 municipal employees, land use attorneys, developers, and citizens received zoning code training through the CPI.

OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT

The Office of Housing and Community Development (OHCD)'s mission is to develop comprehensive strategies and programs for creating viable urban neighborhoods through the coordination of programs for housing assistance and development, economic development, and site improvements including vacant land management and community planning. The Office of Housing and Community Development administers the federally funded Community City Block Grant program, manages the inventory of vacant and surplus City-owned properties and land, and provides a range of employment and housing related services to assist low income residents.

Budget trends: The General Funds made available by the City constitute a small portion (approximately 2%) of OHCD's overall annual budget, which is comprised mainly of federal and state grant funding in the form of Community Development Block Grants. OHCD's General Fund budget was cut in FY09 and FY10, but has been maintained level since then. The biggest challenge OHCD faces is continued

reductions in federal and state funding. In FY13, the City had a \$25.1 million dollar reduction in federal funding for FY13 compared to FY12, \$14.5 million of which was a reduction in Community Development Block Grant funding and \$6 million of which was a drop in HOME Investment Partnerships Program.⁴⁶ This reduction is a continuation of a 10-year trend in reductions that results in 46% less available funding to the City of Philadelphia in FY13 compared to 10 years ago. The challenge with reductions of this magnitude is to continue to administer the department's core programs and improve the operations of the housing agencies and sub-recipients with substantially less funding. The General Fund allocation for OHCD will remain the same in FY14 as it was in FY13, but OHCD is expecting a 14% cut in other operating funds in part due to the sequester.

	FY08 Actual*	FY12 Actual*	FY13 Adopted Budget*	FY13 Current Projection*	FY13-FY08 Change	FY14 Proposed Budget**	FY14-FY13 change
General Fund	5,200,000	2,520,000	2,520,000	2,520,000	-2,680,000 -51.5%	2,520,000	0 0.0%
Other operating funds	194,382,000	153,680,000	133,957,000	133,957,000	-60,425,000 -31.1%	114,862,000	-19,095,000 -14.3%
Total operating budget	199,582,000	156,200,000	136,477,000	136,477,000	-63,105,000 -31.6%	117,382,000	-19,095,000 -14.0%

* Numbers reflect actual funding receipts rather than expenditures and are based on the Consolidated Plan for the Office of Housing and Community Development

** Based on projected funding receipts.

Performance trends: During FY12, OHCD prevented 1,423 mortgage foreclosures, 14% fewer than in FY11, largely as a result of a drop in grant funding. The goal for FY13 is to divert 1,600 mortgage foreclosures and maintain this level of foreclosure diversions until the federal government finalizes its budget, and the Office has a better idea of the level of funding it will receive. The number of owner-occupied homes repaired during the last year decreased by 33%, largely due a decrease in funding. As of the first half of FY13, 2,557 homes have been repaired with a goal of repairing 6,120 homes by the end of the fiscal year. The number of clients who received counseling in FY12 was 11,768. The goal is to reach 11,350 clients in FY13 and FY14. The number of homebuyer grants awarded decreased by 35% from FY11 to FY12. This is a direct result of having less funding available to provide grants.

⁴⁶ Year 38 Consolidated Plan. Retrieved from:

<http://www.phila.gov/ohcd/conplan38/Year%2038%20Consolidated%20Plan%20for%20web.pdf>.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Mortgage foreclosures diverted	0	1,647	1,423	-13.6%	840	510	-39.3%	1,600	1,600
Owner-occupied homes repaired (BSRP, Weatherization & Heater Hotline)*	8,232	8,232	7,129	-13.4%	3,835	2,557	-33.3%	6,120	6,120
City lots greened & cleaned	7,130	8,417	11,034	31.1%	8,300	8,515	2.6%	8,500	8,500
Clients receiving counseling	11,591	12,900	11,768	-8.8%	5,751	5,287	-8.1%	11,350	11,350
Homebuyer grants awarded*	939	307	200	-34.9%	92	113	22.8%	200	200

* This measure is driven by available program funding.

Key Accomplishments

The Residential Mortgage Foreclosure Program: Initiated in April 2008, the Residential Mortgage Foreclosure Diversion Program (“Foreclosure Diversion Program”) was one of the first programs of its type to offer an innovative approach to foreclosure prevention. The program works by postponing Sheriff Sales for owner-occupied properties to give homeowners both an opportunity to meet with a housing counselor, and then with their counselor/advocate, to meet face to face with a representative of their mortgage lender in order to negotiate alternatives to foreclosure. OHCD continues to manage this program, which includes:

- The SaveYourHomePhilly Hotline, which serves as the central scheduling agent that connects eligible homeowners to housing counseling resources;
- A door-to-door outreach campaign to increase awareness of the program and homeowner participation;
- OHCD funded housing counseling at community based organizations; and
- Technical assistance for counselors which includes counselor training and help from either a City funded attorney or pro bono attorneys to assist in the negotiations.

Approximately 14,492 households have participated in this program with over 6,000 homes saved from mortgage foreclosure via diversion or pre-foreclosure counseling action through December 2012.

The Basic Systems Repair & Weatherization Programs: The Basic Systems Repair Program (BSRP) provides repairs to electrical and plumbing systems; heater replacements; roofs which are leaking severely; and walls or dangerous structural problems. The program has two Tiers: Tier 1 provides funds up to \$4,500 and Tier II provides funds up to \$17,500. The Weatherization Program provides free weatherization and energy-efficiency improvements to owner-occupied and rental units. Services include air-sealing measures; window and door repair or replacement; wrapping of hot water heaters; heating pipes and ducts; sealing of basement openings, crawlspaces and chase ways; insulating and air sealing of room area; repair and efficiency medications to central heating systems. These programs in

FY12 and FY13 to-date made repairs to 1,298 renter-occupied units and 420 owner-occupied properties, as well as weatherized 1,110 renter-occupied units and 47 owner occupied units. Reviews of these programs have indicated that a current average investment of \$7,000 per repair to “save” a property potentially prevents \$22,000 in City demolition costs for that unit and another \$225,000 in the cost to the City to rebuild that unit. This projected return is \$35 for every \$1 of current repair money spent.

Affordable Housing Development: OHCD supports affordable homeownership, rental and housing for special needs populations, including veterans, seniors, the formerly homeless, children and people with disabilities, in communities throughout Philadelphia. Since January 2008, 80 affordable housing developments have been completed, which have:

- Created 2,800 new affordable housing units in Philadelphia's communities;
- Leveraged nearly \$450 million in investment; and
- Employed more than 12,000 construction workers.

Currently under construction at 9th and Berks Streets is Paseo Verde, a \$47 million mixed-use, mixed-income transit-oriented development. Paseo Verde will help advance Mayor Nutter’s sustainability, housing and transportation goals, and formed the cornerstone of Philadelphia’s Choice Neighborhood grant application to HUD, in which Philadelphia was one of nine finalists out of 42 applicants. Incorporating both private and public investment, Paseo Verde is the culmination of the City’s investment in Eastern North Philadelphia, much of which has happened since 2008.

Vacant Lot Stabilization: The City has long recognized the positive impact that “cleaned-and-greened” lots have on a neighborhood. Research studies have found that cleaning and greening of vacant lots increases property values, decreases crime and increases neighborhood health. Toward that end, OHCD has worked with the Pennsylvania Horticultural Society (PHS) to stabilize vacant lots through cleanup, tree planting and fencing, and then through the maintenance of stabilized and unstabilized lots by both nonprofit and for-profit organizations. Philadelphia’s LandCare Program was recognized in 2011 by Harvard’s Kennedy School as a “Bright Idea” for addressing a pressing public issue with creative and innovative programming which supports approximately 200 jobs each year. PHS has stabilized, cleaned and greened a total of 8,500 vacant lots as part of a larger community development strategy in Philadelphia. In the second quarter of FY12, Dr. Charles Branas, associate professor of epidemiology at the Perelman School of Medicine at the University of Pennsylvania, published a major study on the health and safety effects of the Philadelphia LandCare Program in the American Journal of Epidemiology. Dr. Branas and his research team found that greening of vacant land was linked to significant reductions in certain crimes, such as gun assaults, as well as other indicators such as stress and low exercise. PHS now maintains approximately 7 million square feet of previously stabilized land. In consultation with several City agencies and City Council, PHS has identified ten vacant land “hot spots”. These neighborhoods have more than 2 million square feet of vacant land. PHS has created a two-year plan that will dramatically change the appearance of these communities, improve public safety and set the stage for future development.

OFFICE OF ARTS, CULTURE AND THE CREATIVE ECONOMY

In 2008, Mayor Nutter opened the Office of Arts, Culture and the Creative Economy (OACCE) by appointing Gary P. Steuer as the Chief Cultural Officer. The mission of the OACCE is to improve access to the arts for both residents and visitors; support the growth and development of the City's arts, culture and creative economy by promoting public and private investments; and serve as a liaison between the City's many cultural institutions. In addition to the OACCE's focus on the nonprofit arts sector, it also focuses on the many aspects of the larger arts and culture industry including individual artists, design industries, music clubs and other entertainment ventures.

Budget Trends: OACCE became an individually funded department in FY10. Its budget remained roughly constant between FY12 and FY13. For the last three years over 76% (\$2,070,688) of the General Fund allocation to OACCE were dispensed in the form of grants to the cultural sector, of which \$1.84 million was awarded to the Philadelphia Cultural Fund and \$230,688 to the African American Museum of Philadelphia. The remaining 24% of the General Fund allocation supports OACCE programming. Not reflected below, the OACCE raised approximately \$750,000 in FY12 and an additional \$700,000 in FY13 from private and other public sources to support its programs. The General Fund allocation to OACCE and other operating funds in the FY14 proposed budget are roughly on par with FY13 funding levels.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	0	2,661,728	2,670,238	2,670,975	2,670,975	2,671,288	313 0.0%
Other operating funds	0	35,000	35,000	35,000	35,000	0	-35,000 -100.0%
Total operating budget	0	2,696,728	2,705,238	2,705,975	2,705,975	2,671,288	-34,687 -1.3%

Key Accomplishments

Exhibitions & Performances: In FY12, there were over ten exhibits in the Art Gallery at City Hall and the Art in City Hall program, highlighting local artists, major arts festivals and community art. They included *Philadelphia Yarnbombing 101*, with Ishknits, Meta-Fiber in partnership with *FiberPhiladelphia2012*, *Artist Exchange*, collaboration between the HMS School for Children with Cerebral Palsy in celebration of National Intellectual and Developmental Disabilities month. The OACCE partnered with the West Collection, a private family collection in the Art Gallery at City Hall dedicated to collecting contemporary art, to award an additional \$100,000 (in addition to their usual competition purse of \$300,000) to Philadelphia artists and showcase their work in the Art Gallery at City Hall for six months. FY13 exhibits thus far have included an annual student show *A-Plus Art* with the School District of Philadelphia; *Dialogo 365: Carpe Diem*, featuring 31 Philadelphia artists with roots throughout Latin America; and the 13th annual National Arts Program Employee show with over 167 works from employees and their family members. In partnership with the Office of the City Representative, OACCE created a Jazz Coalition and

celebrated Jazz Month and Jazz Day during April 2012. OACCE also completed the first year of *City Hall Presents*, a year-round series of 22 free performance events in City Hall's indoor and outdoor spaces funded with private support from the Knight Foundation and the William Penn Foundation.

Public Art: Established in 1959, the Percent for Art Ordinance requires up to 1% of the total dollar amount of any City-funded construction contract to be devoted to Fine Arts in order to commission artists to create outstanding and enduring work in public spaces. Percent for Art projects completed in the last year include: The Philadelphia International Airport by Ava Blitz and Benjamin Volta (December, 2012); Juvenile Justice Services Center by Leroy Johnson and Sara McEneaney (December, 2012), and the Engine 38 Suikang Zhao project (December 2012), and *Marquee*, the City's first LED video project from artists Richard Torchia and Greenhouse Media and a partnership with the Delaware River Waterfront Corporation.

With Art Philadelphia represents an unprecedented partnership between the resident cultural institutions of the City's Museum District along the Benjamin Franklin Parkway, as well as other cultural organizations throughout the city to further showcase Philadelphia as an international destination for art, culture and hospitality in a dynamic, unified promotion. In January 2012, participating institutions and galleries began offering special exhibits and programs leading up to and continuing beyond the opening of the Barnes Foundation in May of 2012. Just four years following the Mayor's pledge to make Philadelphia a "number one city for arts and culture in the United States," came the announcement by *Travel + Leisure Magazine* that Philadelphia was voted the top city for culture in its "America's Favorite Cities" on-line reader's poll.

Cultural Policy & Research: In partnership with Econsult, OACCE released a *Research Brief: Philadelphia's Creative Economy Employment* (June, 2012), which demonstrates that the creative sector is large, robust and growing. The creative sector includes 1 in every 15,000 workers, 48,900 jobs, and has shown a 6.3% growth over the last ten years and is the rank 4th largest sector of the economy after Healthcare, Education and Retail. OACCE plans to launch the beta version of CultureBlocks in February 2013, a comprehensive creative mapping database with \$500,000 of private funding (National Endowment for the Arts and ArtPlace) that will drive policy and investment in the creative sector, in partnership with The Reinvestment Fund, the University of Pennsylvania's Social Impact of the Arts Project and the Commerce Department.

OFFICE OF THE CITY REPRESENTATIVE

The Office of the City Representative (OCR) serves as the main vehicle to promote and market the City of Philadelphia. Through partnerships with the city's tourism and convention agencies (the Greater Philadelphia Tourism Marketing Corporation, the Philadelphia Convention and Visitors Bureau, and the Greater Philadelphia Hotels Association), the OCR actively seeks to increase attraction to leisure and business visitors and ensure that a unified Philadelphia marketing message is received by regional, national and global audiences.

Budget Trends: The Office of City Representative was part of the Department of Commerce in FY08 and was funded as its own department starting in FY09. Funding has remained relatively constant over the last two years. The General Fund allocation to OCR in the FY14 proposed budget will be decreased by \$35,000 to reflect the net changes of an accounting transfer to the Mayor's budget for staff who report to the Mayor and additional funding to support increased activities.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	0	878,647	889,611	1,012,690	1,012,690	977,917	-34,773 -3.4%
Other operating funds	0	0	0	0	0	0	0 0.0%
Total operating budget	0	878,647	889,611	1,012,690	1,012,690	977,917	-34,773 -3.4%

Key Accomplishments

Signature Philadelphia Events

Philadelphia Jazz Month was promoted during the month of April for the second year in a row, in conjunction with the Mayor's Office of Arts, Culture and the Creative Economy. Events to highlight the City's jazz heritage and identify Philadelphia as a destination for jazz fans and aficionados took place throughout the City, including a walking tour of landmark plaques honoring Philadelphia's jazz greats, jazz classes and seminars, and live music performances at cafes, restaurants and the Philadelphia Clef Club of Jazz and Performing Arts. OCR aims to grow Philadelphia Jazz Month to attract more visitors and position Philadelphia a destination as a premier jazz city.

Wawa Welcome America hosted annually in July, brought over a million people to ten days of events in celebration of Independence Day, culminating with the Philly 4th of July Jam featuring The Roots. A study conducted by the Temple University School of Tourism and Hospitality Management estimated the 2011 Wawa Welcome America generated a total economic impact of \$63 million including \$23 million in additional wages and salaries for Philadelphia residents. Approximately 257,000 visitors attended the festival paying for roughly 3,000 room nights and spending roughly \$375 per person. Under the second year banner sponsorship of Wawa, Inc. OCR expanded the Go 4th & Learn series of educational events and reading activities, which, along with the Philly at the Movies series, yielded an approximate 30% increase in attendance in FY12. Audience satisfaction rating stated that 68% are likely to return for the 2012 festival and that 45% would likely return to Philadelphia for a vacation, creating the potential for new tourists to the City in the future. This year a live broadcast of the July 4, 2013 evening concert will take place through a partnership with VH1.

Made in America was a brand new outdoor festival in 2012 held over Labor Day weekend on the Benjamin Franklin Parkway and featuring Jay-Z. As a new paid event, this festival represented a major change in how events are produced by external partners. The festival generated at least \$10 million in economic impact for Philadelphia's economy, covered all municipal costs associated with the event and netted hundreds of thousands of dollars in tax revenues for the City. The event gained global recognition for Philadelphia and showed what the City could do in partnership with the private sector. In addition, Festival promoters estimated that 78,655 people attended the Festival and 1.5 million viewers live-streamed the event.

The Philadelphia Marathon celebrated its 19th year in 2012. The Marathon has grown in size and stature under the Nutter administration. In 2012, the field size of the three races (8K, 13.1 and 26.2 miles) increased to 30,000 participants from 27,000 in 2011. The race sold out and welcomed runners from all 50 states and 40 countries. Approximately 75% of registered runners came from outside of Philadelphia and, in 2011, spent an average of \$375 per person while taking up more than 5,000 hotel room nights. Nearly 1,500 participants poised to race the New York Marathon entered the Philadelphia Marathon, filling slots made available to them after their race was cancelled due to Hurricane Sandy. These runners paid an entry fee of \$200, half of which was reserved for the American Red Cross relief efforts for Hurricane Sandy and collectively raised \$145,000. More than 77% of all registered runners surveyed say they would return to compete in future Philadelphia Marathons, and 40% indicated that they would also be likely to return to Philadelphia for a vacation. The Philadelphia Marathon also implemented an aggressive, eco-friendly strategy in 2012 to reduce the carbon footprint of the 30,000 runners, over 60,000 fans, and 3,000 volunteers. In 2012 the race diverted more than 85% of waste away from landfills through recycling 5.4 tons of waste and composting 3.25 tons of waste. OCR's goal is to get the Philadelphia Marathon certified by the Council on Responsible Sport in 2013, gain the highest possible certification level and position the Philadelphia Marathon as a leader among green marathon/endurance. OCR aims to grow the race without compromising the safety or quality of experience for runners and to secure a title or presenting sponsor for a minimum 3-year commitment.



Other initiatives

Through the newly formed **Mayor's Cycling Advisory Committee**, OCR aims to accomplish the goal of adding new cycling events for the professional, the amateur, and the recreational riders. A new proposed event is being planned for June, in partnership with USA Cycling and the international governing body, the UCI.

The Philadelphia Collection launched in 2010 as a promotional partnership led by OCR and the Center City District/Philadelphia Retail Marketing Alliance to raise awareness of the City as a vibrant shopping destination and the its local design community. In 2011 and 2012, additional retailers came on board to

participate, such as Nicole Miller, Macy's Center City, Boyd's and Jones New York, as well as Philadelphia independents such as Paula Hian, Sa Va and Bus Stop. The Philadelphia Collection increased its producer participation by over 35% to offer approximately 100 fashion-themed events.

The Philadelphia Fashion Incubator at Macy's Center City, launched March 1, 2012, represents a partnership between OCR, the Center City District/Retail Marketing Alliance, and Macy's Center City Philadelphia, along with the city's prominent design schools—Drexel University, Moore College of Art and Philadelphia University – to select four aspiring designers who will be provided for one year with workspace and the essential mentoring and business resources needed to run and sustain successful fashion companies in Philadelphia. This program supports student retention and recognizes the value of Philadelphia's vital creative sector in job creation and small business development.

MURAL ARTS PROGRAM

The City of Philadelphia Mural Arts Program is the largest public art program in the United States. The Mural Arts Program unites artists and communities through a collaborative process, rooted in the traditions of mural-making, to create art that transforms public spaces and individual lives.

Budget Trends: In accordance with budget cuts over the last several years, the Mural Arts Program has seen a 17% reduction in its General Fund appropriation from FY08 to the Adopted Budget in FY13; however, a \$200,000 increase in FY13 raised funding to FY08 levels. The General Fund allocation to the Mural Arts Program in the FY14 proposed budget is roughly on par with the FY13 allocation.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	1,128,875	996,477	940,800	1,148,769	19,894 1.8%	1,151,425	2,656 0.2%
Other operating funds	0	0	0	0	0	0	0
Total operating budget	1,128,875	996,477	940,800	1,148,769	19,894 1.8%	1,151,425	2,656 0.2%

Key Accomplishments

Advancing the Work and Re-Engaging the Collection: At the heart of the Mural Arts Program during the last year were 46 murals and other public art projects. These projects ranged in scale from small murals created in close collaboration with specific neighborhoods to major civic initiatives that engaged thousands of city residents and garnered attention from a national audience. In 2009, an Econsult study found the city's murals to be one of the *top five* investments that can be made on Philadelphia's commercial corridors to increase retail sales and property values. Each project involved close partnership with public, non-profit and for-profit entities in the conception and creation of every piece. Collaborations with developer Tony Goldman and the Commerce Department brought renowned street

artists to the city's 13th Street corridor and Dutch artists Haas and Hahn to the Germantown Avenue corridor. These projects have offered employment to local residents and improved coordination between developers, merchants, and residents. A series of projects called *Restored Spaces* effectively advanced the City's innovative environmental strategy articulated in *Green2015* and offer communities and public agencies the



opportunity to work together towards greater sustainability. Working more frequently “off the wall”, 25% of projects in FY12 included temporary components.

The Mural Arts Program continues to expand its Tours program creating opportunities for thousands of people from around the world to see and learn about works in the city's mural collection, introducing patrons to businesses and institutions in off-the-beaten path neighborhoods, cultivating new donors, and creating a stable revenue stream for Mural Arts. In FY08, 8,480 people participated in a tour compared to more than 20,000 in FY12. The Mural Arts program has also made preservation a larger piece of its work. In 2009, the Program began to use a database to record incidences of fading, peeling, and graffiti on murals. The Mural Arts Program is currently able to finance the restoration or replacement of approximately 10 murals each year out of a live collection of over 2,000 murals. Over the next several years, the program aims to establish policies for preservation and develop a consistent financing strategy for maintenance.

Art Education Programs: In FY12, the Art Education program provided more than 1,500 underserved Philadelphia youth with access to quality out-of-school art education courses at school and community sites. Through a long-term partnership with the Department of Human Services, this program targets youth with the greatest need in Philadelphia. The project-based curriculum integrates thematically-relevant content, opportunities for critical and creative thinking and collaboration with communities, learning around technology, and development of life skills. FY12- FY13 highlights include:

- 100% of seniors in the advanced track graduated from high school in 2012.
- More than 70% of students reported improvements in their art-making abilities and pro-social skills (voluntary behavior intended to benefit another person) in 2011 and 2012.
- Lead instructors were promoted to part-time employees with benefits, a status that has helped them commit to being long-term mentors for the students.

Workforce development and restorative justice: In FY12, Mural Art's Restorative Justice Program provided art education classes to 200 inmates as well as an innovative arts-based work readiness program to 50 individuals reentering the community. The Guild program gives individuals coming out of

prison marketable skills in carpentry, wall repair, painting, tiling, landscaping, and construction in order to combat the city's high recidivism rates. Participants were compensated for up to 20 hours per week, which typically included a combination of skill-building workshops, job-readiness mentoring, and work on mural projects. FY12 -FY13 Restorative Justice highlights include:

- The re-incarceration rate is 16% for participants coming from the Philadelphia Prison System and 6% for participants coming through the Youth Violence Reduction Partnership (YVRP), compared to a citywide rate of 66% re-arrested and 40% re-incarcerated (after one year of release).
- In post-assessments with YVRP participants, 90% strongly agreed that they have good job skills, compared to only 57% in the pre-assessment.
- Through a new partnership with PhillyRising, re-entry projects in FY13 will take place in neighborhoods that are most plagued by crime and quality of life concerns.
- The Mural Arts Program hosted a regional symposium on the arts in criminal justice in April 2012 in order to share their model with leaders in the field.

Integrating art into behavioral health treatment: The Mural Arts Program partnered with public clinics to place art-making and self-expression at the heart of the behavioral health treatment process. The program, which served more than 300 people, was designed to improve health outcomes for individuals, build stronger alliances between clinics and communities, reduce stigma directed towards those in treatment, and increase utilization of the clinics. The Department of Behavioral Health and Intellectual disAbility Services now recognizes the Mural Arts Program as an alternative therapeutic model, which will be one of the first arts programs to be evaluated through a rigorous, quasi-experimental study led by the Yale School of Medicine.

CAPITAL BUDGET TRENDS AND HIGHLIGHTS

Capital budget trends: Capital investment in Goal 3 related departments consist of Department of Commerce, the Division of Aviation, the Art Museum, and the Zoo. During FY14, funding for cultural facilities was transferred from the Department of Commerce to the Department of Parks of Recreation. Net of this change the department experienced a decrease of 9.3% (\$1.3 million) in City funding in FY14 compared to FY13. The Division of Aviation finances capital improvements through self-sustaining revenue bonds and self-sustaining operating revenue in the capital budget. The Art Museum experienced a decrease of 65.5% (\$950,000) of City funding and a decrease of 27.1% (\$950,000) in FY14 total funding compared to FY13 due to improvements and upgrades in FY13 at the Rodin Museum. The Zoo experienced a decrease of 37.5% (\$450,000) of City funding due to a large investment in FY13 in Zoo infrastructure and facility renovations.

Department	Source of funding*	FY13 Budget \$ Thousand	FY13-FY18 Budget \$ Thousand	FY14 Proposed Budget \$ Thousand	FY14-FY19 Proposed Budget \$ Thousand	FY14-FY13 change** \$ Thousand
Commerce (excluding cultural facilities)	City funding	14,230	59,180	12,900	63,150	-1,330
	Total	159,004	223,854	167,106	229,956	8,102
Aviation	City funding	0	0	0	0	0
	Total	1,924,597	5,283,023	1,560,682	5,150,392	-363,915
Art Museum	City funding	1,450	5,350	500	4,300	-950
	Total	3,500	7,400	2,550	6,350	-950
Zoological Gardens	City funding	1,200	4,500	750	4,630	-450
	Total	5,451	8,751	7,327	13,307	1,876
Total	City funding	16,880	69,030	14,150	72,080	-2,730
	Total	2,092,552	5,523,028	1,737,665	5,400,005	-354,887

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

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

Key projects

Philadelphia International Airport (PHL)

On January 22, 2013, the City and US Airways announced an agreement on the terms of a two-year lease extension for Philadelphia International Airport (PHL) that runs through June 30, 2015. This extension reflects the objectives agreed upon by Mayor Nutter and Doug Parker, US Airways Chairman and CEO, which includes a road map for agreed upon projects to modernize PHL, including several of those under the Capacity Enhancement Program (CEP). The agreement between the City and the airline will allow for \$734 million in new capital investments at PHL. These projects will create a better customer experience throughout the airport that serves as US Airways' largest international gateway. The enhancements include:

- A 1,500 foot extension of runway 9L-27R that increases the total runway length to 12,000 feet, providing the capability to accommodate large, long-haul aircraft flying to any point on the globe;
- A redesigned and enhanced Terminal B and C ticketing area, which will include a new, automated baggage handling and screening system and a new, more spacious, centralized passenger security screening checkpoint to provide for greater efficiency and enhanced passenger flow;
- Replacement of the current rental car facility surface lots with a new, multi-story consolidated rental car facility;
- An initial design for an automated people-mover system between concourses that will make it easier for passengers to connect to other flights;

- Airside improvements to include new taxiway/aircraft holding bays/apron to better queue for departure; and
- Continued rehabilitation of other existing airport infrastructure projects to include security upgrades, roof and window replacements, escalator upgrades, airport restrooms, roadways, concession programs and flight information display systems.

In addition, moving ahead with these major projects will have a significant impact on the regional economy through job creation and construction opportunities at the airport. Both the City and US Airways continue working together to identify areas of mutual agreement that advances the CEP in a responsible manner and supports the vitality of the Philadelphia region.

Department of Commerce

Dilworth Plaza: Dilworth Plaza is in the process of being transformed through a \$50 million reconstruction managed by the Center City District (CCD) in collaboration with the Department of Public Property, which will provide a large public green space surrounded by trees, a café with extensive outdoor seating and fountain area, all easily accessible from street level without stairs or ramps. The fountain area is designed to convert easily into a flexible space for outdoor markets, concerts and winter ice-skating. A unique public art component within the fountain, created by internationally-known artist Janet Echelman, will trace the paths of the trains below in real time. New glass-enclosed stairways, accessible elevators and a redesigned concourse level will connect to all of SEPTA's public



transportation routes. The Dilworth Plaza project is funded by a \$15 million Federal Transportation Investment Generating Economic Recovery (TIGER) Grant, as well as \$15.5 million from the Commonwealth's Redevelopment Assistance Capital Program, \$5 million in capital funds from the City, \$6 million from the CCD, \$4.3 million from SEPTA, and contributions from local foundations and businesses. By completion in the late spring of 2014, the project will have generated 1,060 construction jobs and more than \$780,000 in City taxes.

Neighborhood Commercial Centers: In order to promote jobs and economic development, as well as healthy and sustainable communities through increased appeal of an area, revitalizing commercial corridors is crucial to the City becoming a place of choice. The FY14 capital budget includes a \$5 million allocation for site improvements at citywide neighborhood commercial centers. Some of the improvements include curb and sidewalk upgrades, lighting, landscaping and parking in commercial corridors to complement public and private investment.

GOAL 4: PHILADELPHIA BECOMES THE GREENEST AND MOST SUSTAINABLE CITY IN AMERICA

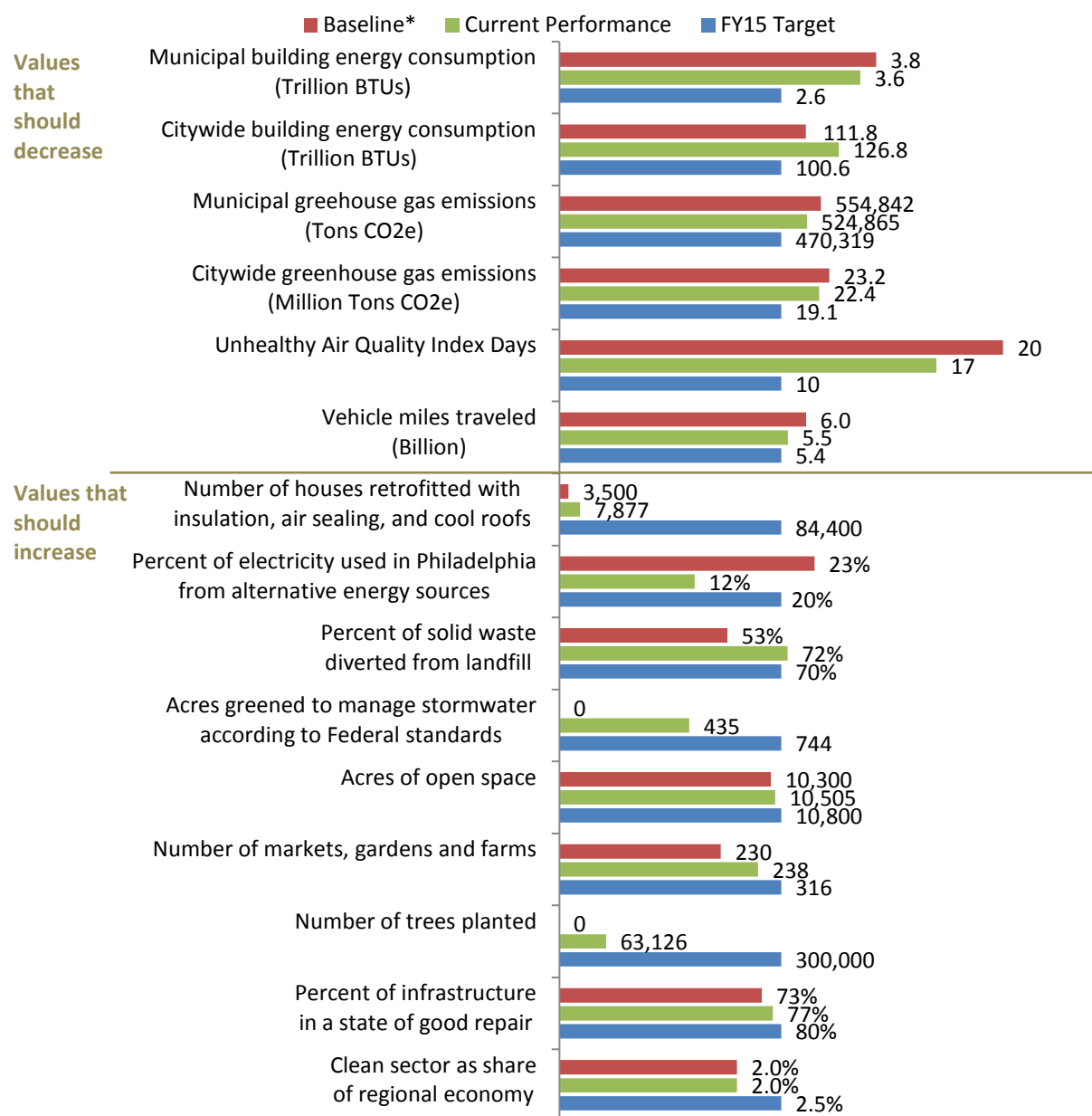
The Mayor has made great strides in putting Philadelphia on the map of green cities. As of 2011, Philadelphia ranked 10th in the US on the Siemens Green City Index, with top five performances in the categories of Land Use (i.e. population density and availability of green spaces), Air Quality (i.e. low levels of air pollution) and Environmental Governance (i.e. existence of a comprehensive environmental strategy).⁴⁷ Goal 4 tracks progress against the City's four *Greenworks* goals of reducing Philadelphia's vulnerability to rising energy prices, reducing the City's environmental footprint, delivering more equitable access to healthy neighborhoods and creating a competitive advantage from sustainability.

The City is well on its way to achieving many of the *Greenworks* goals. The Mayor's Office of Sustainability reports progress on 15 measurable targets annually (shown below). At roughly the halfway point to its 2015 goals, the City has already exceeded its target of diverting 70% of solid waste from landfill and is more than 50% of the way there to achieving targets in electricity generated from alternative energy sources; municipal greenhouse gas emissions; the number of markets, gardens and farms available to the public; vehicle miles traveled, the number of acres greened to manage stormwater and the percent of infrastructure in a state of good repair.⁴⁸ Since 2009, the City has reduced its municipal energy use by 5%; more than tripled curbside residential recycling rates; opened 24 new farmers markets and 29 new farms or gardens to increase access to healthy, affordable food for more than 200,000 Philadelphians; planted over 60,000 trees; created more than 205 additional acres of open space; and reduced the number of vehicle miles traveled by more than 7%.

In addition, *Greenworks* is tracking the progress of a total of 167 initiatives the City is pursuing to move the needle on each one of these metrics. For example, to reduce citywide building energy consumption, the City developed EnergyWorks, a program to help residential, commercial and industrial building owners to reduce their building's energy use through information and low-interest loans to pay for energy efficient upgrades. To reduce the number of vehicle miles traveled, the City is investing in its bicycle infrastructure, implementing a bicycle sharing program, and working with SEPTA to improve and expand public transit service delivery. Many of these initiatives are described in more detail below.

⁴⁷ US and Canada Green City Index, 2011. Siemens AG.

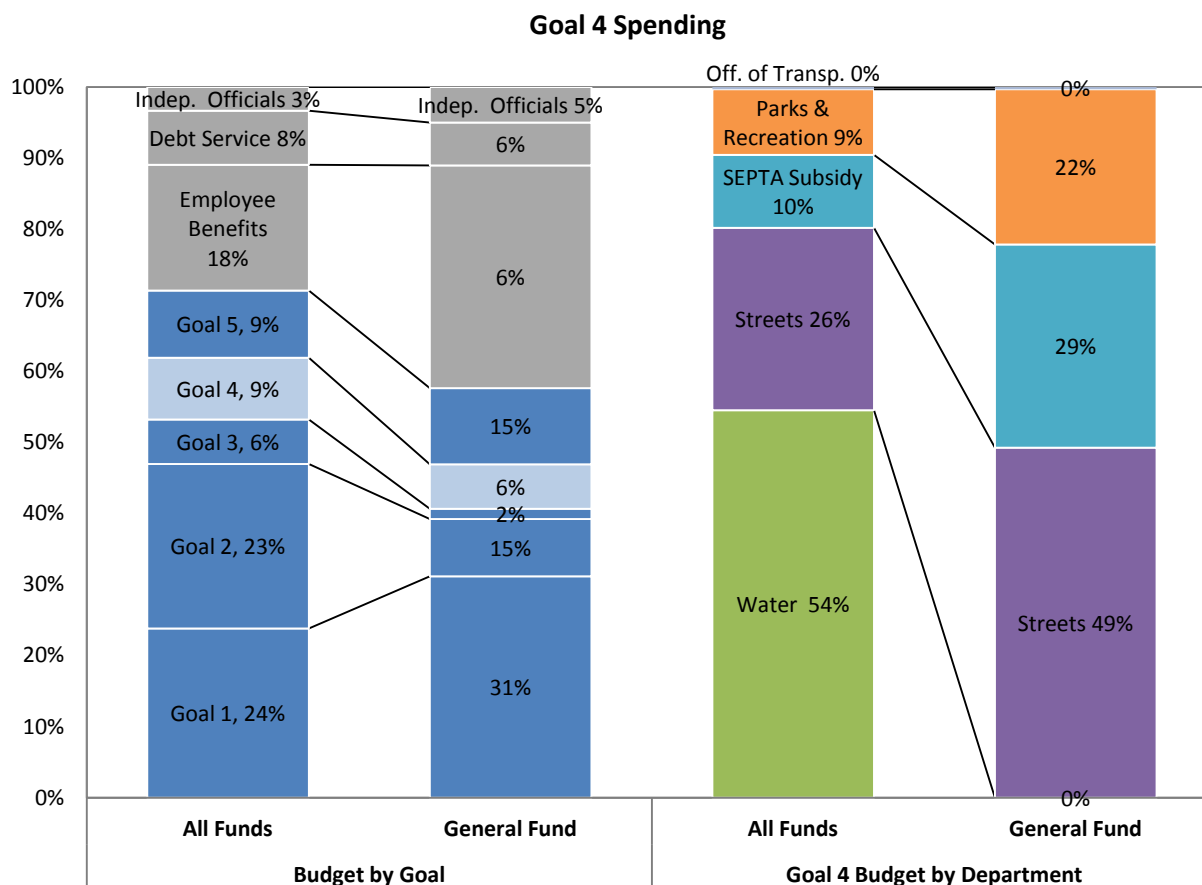
⁴⁸ Infrastructure is considered in state of good repair (SOGR) "when no backlog of needs exists and no component is beyond its useful life", the definition used by SEPTA. Infrastructure includes streets, buildings, utility mains and public transit lines, which are managed by the Streets Department, the Department of Public Property, PWD, and SEPTA respectively. To determine an aggregate state of good repair for all infrastructure, *Greenworks* draws on data from each of the four entities. Specifically, *Greenworks* multiplies the total estimated capital value of assets in each category by the percent that is in a state of good repair. For example, Public Property reported \$6.3 billion in assets x 52% SOGR = \$3.28 billion SOGR. Thus the current performance implies that 77% of the more than \$65 billion in infrastructure assets are in a state of good repair.

Goal 4: Performance relative to targets

* The baseline refers to 2008 data except for the following: 2005 data for vehicle miles traveled; 2006 data for acres greened to manage stormwater and citywide building energy consumption, municipal greenhouse gas emissions, and citywide greenhouse gas emissions; FY08 for number of trees planted; and 2010 data for clean sector as share of regional economy.

As shown in the graph below, Goal 4 comprises 9% of the City's total operating budget and 6% of the General Fund budget. In absolute terms, the City invests \$655 million in total funds, including \$235 million in General Fund appropriations in making Philadelphia a sustainable city. This includes a subsidy of roughly \$67 million to the Southeastern Pennsylvania Transportation Authority (SEPTA) which is leveraged with \$712 million in other local, state, and federal funds to provide bus, transit and regional rail service. The right side of the graph displays the distribution of Goal 4 related total spending and

General Fund spending by department. The departments and expenditures that primarily contribute to achieving outcomes under this goal are the Water Department (54% of total Goal 4 spending), which is funded outside the General Fund, the Streets Department (26%), the Department of Parks and Recreation (9%) and the Mayor's Office of Transportation and Utilities (<1%). The City's signature sustainability agenda – *Greenworks* – is led by the Mayor's Office of Sustainability, which is funded out of the Managing Director's Office.



MAYOR'S OFFICE OF SUSTAINABILITY

The Mayor's Office of Sustainability (MOS) leads *Greenworks*, Philadelphia's ambitious plan to make Philadelphia the greenest city in the country. *Greenworks* has become a model for other organizations around the city, including SEPTA, the Philadelphia Housing Authority, and the University City District, to create their own sustainability plans, and the *Greenworks* goals and brand have been useful to efforts beyond City government. Halfway through the *Greenworks* implementation timeline, work on 148 of 167, or 89%, of the *Greenworks* initiatives is completed or started. Representative examples of *Greenworks* progress across all 15 *Greenworks* targets and 167 initiatives are outlined below. Each year the *Greenworks* progress report provides additional metric data, narratives, and examples of how MOS is fulfilling the City's commitment to maintaining sustainability work well beyond the 2015 timeline of *Greenworks*.

Tracking Greenhouse Gas Emissions: With the 2012 report, *Greenworks* is using improved data to adjust previously reported 1990 and 2006 inventories for municipal government and citywide emissions, as well as establish new benchmarks for 2010. Municipal greenhouse gas GHG emissions decreased by 11% between 1990 and 2010, with more than half of this reduction coming between 2006 and 2010. Citywide, GHG emissions have increased 5.4% since 1990, well below the national increase of 10% for the same period, and citywide emissions have decreased 3.7% since 2006. Going forward, MOS will publish a municipal GHG inventory annually and a citywide inventory every two years.

A new framework for a Climate-Resilient Philadelphia: Increased susceptibility to flooding, sea-level rise, land subsidence, and higher temperatures requires the City to consider adaptive measures to manage risks from natural hazards, including long-term environmental risks associated with climate change. Enhancing the resilience of key infrastructure and services in the face of a changing climate is essential as City departments strive to build and maintain infrastructure that will support and strengthen Philadelphia's growing economy. In 2012, MOS initiated a comprehensive planning effort to leverage existing efforts to reduce Philadelphia's vulnerability and to identify opportunities for adaptation across City departments. The City aims to publish a climate adaptation plan in 2013.

Building Energy Benchmarking and Disclosure: In 2012, Mayor Nutter signed Bill No. 120428 which amends the 'Energy Conservation' portion of the Philadelphia Code to require large commercial buildings to benchmark and report energy and water usage data. The Bill's purpose is to not only make organizations aware of their energy use, but also identify opportunities for improvement and assist in establishing energy consumption baselines that will help set future goals. MOS will issue regulations and has begun reaching out to stakeholders in advance of the first reporting deadline in October 2013. Owners of commercial buildings 50,000 square feet or larger will need to benchmark their buildings using Energy Start Portfolio Manager and report the results to the City. In 2014, the City will make this information available to the public. In 2012 the City led by example by benchmarking all City facilities over 10,000 square feet – nearly 300 buildings – using Portfolio Manager. MOS will publish an annual report with building profiles and scores beginning in 2013.

Establishing a New Clean Economy Baseline: *Greenworks* seeks to sustain the recent growth of new and existing clean industries and to increase the relative share of this sector in the local and regional economy, with the goal of the clean sector growing from 2% to 2.5% of the overall regional economy by 2015. In 2012, MOS conducted the clean economy workforce survey of thousands of businesses of different sizes and industries in Bucks, Chester, Delaware, Montgomery, and Philadelphia counties to gauge the size and scale of clean economy activity in the region and identify the most common clean economy occupations and industries. MOS plans to issue a report summarizing survey results in June 2013 and use it to guide next steps.

Expanding Food Access: To increase Philadelphians' access to local food, *Greenworks* sets a goal of adding 86 new gardens, farms, and farmers markets by 2015. Ten of the 24 new farmers markets were opened between 2010 and 2012 by the Philadelphia Department of Public Health and The Food Trust in low-income communities as part of the *Get Healthy Philly* initiative. In 2013, MOS will continue to convene the Philadelphia Food Policy Advisory Council (FPAC), a group of external food system

stakeholders who advise the City on how to promote a functional regional food system and will continue to collaborate with the Department of Public Health and the Commerce Department on supporting the establishment of food businesses such as fresh food processing and packaging facilities, shared commercial kitchens, and retail markets offering fresh produce in Philadelphia.

MAYOR'S OFFICE OF TRANSPORTATION & UTILITIES

The Mayor's Office of Transportation and Utilities (MOTU) is charged with building a shared vision and coordinating decision-making among agencies and departments that manage the City's transportation and utilities infrastructure - Streets, Commerce, Public Property, Traffic Police, City Planning, the School District, Parks and Recreation, the Airport, the waterfront and port agencies, SEPTA, PATCO, PennDOT, Amtrak, and the Delaware Valley Regional Planning Commission (DVRPC). MOTU works to make sure that Philadelphians can get where they are going, no matter how they choose to get there, that Philadelphia's water, electricity, and gas systems are of the highest caliber, and that investments and plans that affect the city's infrastructure, and the people who use it, have a shared vision of increased mobility and sustainability.

Budget Trends: MOTU was first appropriated \$500,000 as an independent department in FY09 after it absorbed the Municipal Energy Office within the Managing Director's Office. Funding for MOTU has increased significantly between FY13 and FY09 largely due to an influx of federal grant funding, such as the Energy Efficiency and Conservation Block Grant (EECBG). General Fund allocation will be increased in FY14 by roughly \$155,000 to fully fund the newly created Philadelphia Energy Authority and to pay for advisory services on hedging for fuel purchases. In addition, not reflected in MOTU's budget, the City provides a subsidy out of the General Fund to SEPTA, which was \$61.4 million in FY08, \$66.4 million in FY12 and FY13, and will be increased to \$67.0 million in FY14.⁴⁹

			FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	FY08 Actual	FY12 Actual					
	0	498,499	545,915	633,569	633,569	788,817	155,248 24.5%
Other operating funds	0	612,866	1,610,739	942,497	942,497	1,356,082	413,585 43.9%
Total operating budget	0	1,111,366	2,156,654	1,576,066	1,576,066	2,144,899	568,833 36.1%

Key Accomplishments

As the coordinating body in the City's transportation and utilities infrastructure, MOTU played a central role in conceptualizing and implementing many of the accomplishments described below under the Streets Department, the Water Department, and the Department of Parks and Recreation. In this section we describe some of the new initiatives led by MOTU for the coming years.

⁴⁹ This subsidy is appropriated to, and transferred from, the Department of Public Property.

Bringing bicycle share to Philadelphia in 2014: Bike share programs have long provided convenient, safe and affordable public transportation in European and Asian cities and, in the last few years, have been successfully launched in a number of North American cities including Washington DC, Montreal, Toronto, Minneapolis and Boston. In 2010, a feasibility study determined that a bike share system was feasible for Philadelphia. Since then, the City has taken a number of steps to prepare Philadelphia for a bike share program. MOTU, in collaboration with the Streets and Parks and Recreation Departments has undertaken a major expansion of cycling infrastructure. In 2012, the William Penn Foundation provided funding to the Pennsylvania Environmental Council to work with the City and the Bicycle Coalition of Greater Philadelphia to develop a business plan for bike share, and MOTU received PennDOT funding for transportation safety campaign targeting drivers, cyclists and pedestrians. In December 2012, the Mayor announced his intention to bring bike share to Philadelphia in 2014. MOTU will lead this effort with the goal of selecting a Bike Share provider by the end of 2013 and opening the system in 2014. This program, with an \$8-10 million upfront capital investment (\$3 million from the City), will leverage private sponsorships and user fees to pay for its ongoing operating costs of roughly \$2.3-2.8 million per year (assuming a network of 1,000-1,200 bicycles at 100-120 locations).

Expand bus shelters and reduce the number of honor boxes in Center City: The City controls approximately 300 bus shelters located across Philadelphia. The shelters are typical more than 20 years old and well beyond their useful life. MOTU, in coordination with the Department of Public Property, will invite qualified firms to submit proposals for a maximum term of twenty 20 years to design, construct, install, maintain and replace the existing 200 transit shelters and add an additional approximately 250 shelters. This will be done at no cost to the City and will additionally generate non-tax revenue over the life of the contract.

Advance planning studies for Philadelphia2035 Plan transit expansion priorities: The City's Comprehensive Plan, Philadelphia2035, identifies three significant transit expansion priorities: riverfront light rail, bus rapid transit along Roosevelt Boulevard and extending the Broad Street Line to the Navy Yard. All of these projects will take a decade or more to plan and construct. An Alternatives Analysis (AA) has already been completed for the Water Front Light Rail and funding has been secured for an AA for Broad Street Line extension. The plan is to advance AAs for each project, teeing them up for implementation by future administrations.

STREETS DEPARTMENT

Budget Trends: The Streets Department's General Fund appropriation has decreased by 11% between FY08 and FY13. FY13's funding level was slightly lower than FY12's due to weather related cost savings – due to the mild winter in FY12 the Department was able to use its FY12 salt supply for the FY13 season. Between FY08 and FY13, the Streets department received almost \$20 million more (a 75% increase) in other operating funds, principally from the growth in federal grant funding associated with ARRA grants as well as the PennDOT's Automatic Red Light Enforcement (ARLE) funding program, established in 2010, which uses revenue generated from red light traffic violations at 19 camera-monitored intersections within the City to fund safety improvements within the City and around the State. In FY13 alone, the City received \$12 million in ARLE funding to support a range of traffic improvement efforts,

such as traffic light retiming and modifications at dangerous intersections to reduce accidents. In FY14 the General Fund allocation to the Streets Department will be increased by over \$1 million to pay for increased waste disposal costs. Other operating funds will increase by \$6 million due to additional increases in ARLE state funding.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	128,574,056	115,877,110	111,818,101	114,297,592	-14,276,464 -11.1%	115,560,689	1,263,097 1.1%
Other operating funds	26,785,160	31,282,756	46,753,133	46,854,402	20,069,242 74.9%	52,858,111	6,003,709 12.8%
Total operating budget	155,359,216	147,159,866	158,571,234	161,151,994	5,792,778 3.7%	168,418,800	7,266,806 4.5%

Performance Trends: Under the Nutter administration the City has experienced the greatest rise in recycling participation in its history, rising from just over 8% in FY08 to a projected rate of close to 20% for FY13. The increase has been fueled by changes the Department has made in both the process of collection, implementation of single stream city wide, and addition of materials such as plastics, cardboard and various cartons, and offering Philadelphia Recycling Rewards. The Streets Department is on track to hit its FY13 targets for on-time recycling collection (97%) and pothole response time (under 2 days). Additionally, it has shown a 3% improvement in on-time trash collections between the first halves of FY12 and FY13 nearly reaching its target of 96%.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Recycling Rate	8%	19%	19%	0%	20%	20%	0%	21%	23%
On-Time Collections Recycling	98%	96%	97%	1%	97%	97%	0%	97%	97%
On-Time Collections Trash	98%	94%	94%	0%	92%	95%	3%	96%	96%
Pothole Response Time (days)	0.79	1.55	1.43	-8%	1.45	1.32	-9%	3	2

Key Accomplishments

Creating and maintaining complete streets: In 2009, Mayor Michael Nutter issued an executive order, ensuring that the City's streets would accommodate "all users of the transportation system, be they pedestrians, bicyclists, public transit users, or motor vehicle drivers." In doing so he made a promise that all of the City's streets would be designed, built, and maintained as "Complete Streets." In 2012, City Council passed legislation introducing a complete streets approach into the City Code. The Streets Department, in collaboration with MOTU, finalized The Philadelphia Complete Streets Design Handbook,

which provides City and State agency staff, design professionals, and others involved in the planning and design of streets an illustration of preferred multimodal street design, policies and management practices, and project review checklists to ensure these designs and practices are applied to new, reconstructed or redesigned City streets.

The Streets Department, with a combination of federal, state and local funding, completed construction of 12 projects worth over \$44,000,000 in 2012. Projects included the completion of the 40th St Bridge, the South Street Bridge Tower Lighting system, and Schuylkill River Park Pedestrian Bridge. In 2012, the Department began using micro-surfacing on residential streets to improve the roadway surface conditions at a reduced cost, and traffic signals were retimed on six corridors providing smoother traffic flows for drivers and transit riders. The Department continues to integrate the Administration's focus on complete and green streets into the design and review process for new capital projects and, to this end, has implemented on-call consultant contracts designed to provide just-in-time expertise in support of major capital projects.

Street lighting: The Department, in collaboration with MOTU, is continually working to improve the city's street lighting. The Alley Light System Restoration project, developed in partnership with City Council and community groups, aims to improve quality of life, especially in areas of high crime, while improving lighting infrastructure. In January 2012, work began to repair the entire system of lighting in over 5,800 alleys across the city, upgrade over 2000 of the alleys in areas identified as high crime to higher voltage lighting, and install energy efficient LED lighting in 60 of the alleys. To facilitate access to alleys that have accumulated years of debris, trash, and overgrowth, the Department has partnered with the community groups who provide labor to clear the alleys. In addition, to support "Greenworks" energy savings objectives, the Department is investigating new technologies for the City's street lighting system that will minimize light pollution and energy usage and provide for improved livability of neighborhoods. The new lighting standards will be established in FY13 with implementation beginning in FY14.

Traffic Operations Center: The Streets Department and MOTU are in the process of establishing a fully integrated Traffic Operations Center (TOC) that will centralize traffic control and Intelligent Transportation Systems throughout the City of Philadelphia. The TOC will allow for real time adjustments to improve driver and pedestrian safety, increase the efficiency of the City's street system and lead to reduced fuel consumption. The design and operation of the TOC will cost \$2.3 million, including \$1.9 million in Federal funding and \$500,000 in new City funding in FY14 capital budget. Work on this goal has been initiated with the beginning of signal integration and the expansion of the City's fiber network. The design is expected to be completed in 2013 with construction completed in 2014.

Pedestrian safety and spaces: To improve the pedestrian experience across Philadelphia, the Department installed 422 pedestrian countdown signals at 68 intersections in 2012 and designed, installed and tested a variety of traffic calming strategies, including raised cross walks and extended sidewalks at curbs. In addition, the Department is creating new pedestrian spaces to improve the quality of life in Philadelphia's neighborhoods and commercial corridors. The Department expanded its Parklet Pilot program, featured in Governing Magazine's June 2012 issue, which transforms parking lots into

mini-parks by installing tables and seats that allow people to stop, sit and enjoy their neighborhood street life. In collaboration with MOTU, parklets were brought to neighborhoods across Philadelphia in 2012. The Department also completed the Woodland Avenue Pedestrian Plaza, the first completed project of the City's Pedestrian Plaza Program, which seeks to reclaim these unused swathes of asphalt and concrete by turning them into new public parks. In September 2012, the Department, in partnership with MOTU and the University City District, transformed a bleak traffic triangle at 42nd Street into vibrant, verdant urban oasis complete with trees, planters, bistro tables and umbrellas. The City committed \$30,000 from the General Fund to fund six parklets and \$340,000 to fund three pedestrian plazas to be built between FY11 and FY13. To date \$14,500 for the parklets and \$60,000 for the pedestrian plazas have been raised from external partners as matching funds.

Strengthening bicycle infrastructure: To

accommodate and encourage the growing number of Philadelphians who travel by bicycle and prepare the City for a Bicycle Sharing Program, the Streets Department has worked in partnership with MOTU, the Health Department and the City Planning Commission over the past three years, to install 500 new bicycle racks, eight in-street bike parking corrals, more than 300 directional signs



for cyclists, 12.9 new miles of conventional bike lanes, 11.5 miles of buffered bike lanes, 2.0 miles of green bike lanes, and 10.2 miles of “sharrows” (shared lane markings). Philadelphia now boasts a total of 428 miles of bike lanes. The City will be installing many more miles of sharrows this year. In 2013 and beyond the Streets Department will be working hard to keep the bicycle network in good condition, with over 75 miles of bike lanes scheduled for repainting over the next five years.

Improving waste management: The Streets Department is continually innovating to improve the cost efficiency and sustainability of the city's waste management. The Department issued new disposal contracts that will nearly eliminate landfilling of waste and include a \$22 million investment by Waste Management, Inc. to build a new facility to process waste and create an Engineered Fuel Product. These contracts will exceed the *Greenworks* goal of diverting 70% of solid waste from landfill while creating more than two dozen new jobs in Philadelphia and reducing the cost of disposal by 13%, saving approximately \$6 million in FY13. In addition, in order to meet the future needs of the city, the Streets Department will embark on a systematic assessment of alternative waste processing technologies that promise long term operational, economic and environmental sustainability, which will serve as a basis to a 10-year update of the City's Municipal Waste Management Plan. Numerous innovative technologies emerging in the market focus on biological or chemical waste treatment and the use of trash for energy processes and could be integrated into the City's Municipal Solid Waste Plan.

The Department also led the 5th annual Philadelphia Spring Clean Up which collects more than 1 million pounds of trash. 2012 saw a record breaking number of 348 community groups participate in the event

with an estimated 12,000 volunteers joining the clean up. The City also formed a partnership with DOW Chemical that provided over 1,200 gallons of paint for graffiti removal.

WATER DEPARTMENT

The Philadelphia Water Department (PWD) and the Water Revenue Bureau (WRB) serve the Greater Philadelphia region by providing integrated water, wastewater, and stormwater services. The utility's primary mission is to plan for, operate, and maintain both the infrastructure and the organization necessary to purvey high quality drinking water, provide an adequate and reliable water supply for all household, commercial, and community needs, and sustain and enhance the region's watersheds and quality of life by managing wastewater and stormwater effectively.

Budget Trends: The Water Department is entirely funded by the revenue collected by the Water Department for clean water and wastewater treatment. Between FY08 and FY13 PWD's operating budget has decreased by 3.8%. This change reflects the net effect of a one-time \$63 million transfer from the debt reserve fund to the residual fund in FY08, which artificially inflated the FY08 budget, and steady budgetary increases of roughly 2-5% per year as a result of new programs including stormwater management, as well as increased pensions costs and inflation.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	0	0	0	0	0	0	0
Other operating funds	396,868,302	299,120,228	408,468,350	381,698,050	-15,170,252 -3.8%	357,010,850	-24,687,200 -6.5%
Total operating budget	396,868,302	299,120,228	408,468,350	381,698,050	-15,170,252 -3.8%	357,010,850	-24,687,200 -6.5%

Performance Trends: The Water Department operates three drinking water plants which treat and deliver about 236 million gallons per day of top quality drinking water that meets or exceeds all federal, state and local regulations, 100% of the time. Additionally, it operates three water pollution control plants that treat approximately 490 million gallons of wastewater per day at a level that meets or exceeds federal and state standards, protecting and preserving our vital waterways. Gallons of water treated decreased by 7% between FY11 and FY12 but increased again by 3% in the first half of FY13 compared to FY12. These plants have each received multiple national awards for achieving 100% compliance with environmental regulations, and, as shown below, the Department's operations continues to support this level of compliance. Additionally, the PWD is currently meeting the target of ensuring 99.7% of hydrants are available. The PWD surveyed 1,137 miles of pipeline for leakage in FY12, 14% more miles than in FY11. The Department surveyed 15% fewer miles in the first half of FY13 compared to FY12 but expects to meet its end of year target of 1,130. The variation in miles of pipeline survey is partly explained by the trends in water main breaks, as the same crew and equipment are used to conduct the survey and locate active leaks. The PWD repaired 563 water main breaks in FY12, 41%

fewer than in FY11 due to milder weather conditions in FY12 compared to FY11. The number of water main breaks is 3% higher in the first half of FY13 compared to the first half of FY12. With fewer main breaks to locate in FY12, the crews were able to survey more miles of pipeline for leakage. The Department continues to repair water main breaks in roughly 7.7 hours, below the 8 hour target. Additionally, the PWD cleaned 17% more storm drains in FY12 than in FY11 and again 22% more in the first half of FY13 compared to the first half of FY12 as a result of increased operational efficiencies and staffing. As described below, the Department is pursuing an aggressive plan to reduce stormwater overflows through greening its infrastructure. The Department completed plans for 264 acres in FY12 and an additional 124 acres in the first half of FY13. As a result of this work, the watershed stormwater flow reduced 46% from 461 million gallons in FY08 to 249 million gallons in FY12 and has reduced an additional 34% between the first halves of FY12 and FY13.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Millions of Gallons of Treated Water	93,679	93,886	87,341	-7%	44,150	45,578	3%	94,170	93,261
Percent of Time Philadelphia's Drinking Water Met or Surpassed State & Federal Standards	100%	100%	100%	0%	100%	100%	0%	100%	100%
Miles of Pipeline Surveyed for Leakage	1,113	995	1,137	14%	595	504	-15%	1,130	1,130
Water Main Breaks Repaired	687	954	563	-41%	308	316	3%	905	905
Average Time to Repair a Water Main Break upon Crew Arrival at Site (Hours)	7.6	7.7	7.7	0%	7.7	7.7	0%	8.0	8.0
Percent of Hydrants Available	99.7%	99.6%	99.7%	0.1%	99.6%	99.7%	0.1%	99.7%	99.7%
Number of Storm Drains Cleaned	75,804	71,771	83,870	17%	40,197	49,217	22%	111,444	111,444
Acres of Watershed Plans Approved	485	265	264	0%	187	124	-34%	240	240
Resultant Watershed Stormwater Flow Reduction (Million Gallons)	461	252	249	-1%	176	116	-34%	228	228

Key Accomplishments

Green City Clean Waters: In April 2012, the US Environmental Protection Agency (EPA) Administrator Lisa Jackson and Mayor Nutter signed the historic *Green City, Clean Waters Partnership Agreement*, the first of its kind and a model for U.S. cities to implement green infrastructure to address stormwater. The Agreement symbolizes how far the City has come in gaining support and recognition for its green approach to solving water pollution problems. The EPA has embraced Philadelphia's program to restore the City's waterways through the use of cost effective and community beautification green stormwater infrastructure practices to manage stormwater runoff. The EPA is funding \$3 million in grants to

partners to study green infrastructure and \$250,000 for greening practices at G.W. Nebinger Elementary School schoolyard in South Philly.

Green City, Clean Waters has become a national model that saves the City billions of dollars by investing in stormwater management tools that avoid the higher cost of constructing and maintaining additional traditional water and sewage infrastructure. The PWD measures stormwater management progress by the number of greened acres created, where each greened acre represents an acre within the combined sewer system (the 60% of the city area where the same pipes collect sewage and stormwater) that can manage at least the first inch of rain water by allowing it to flow into the ground where soil and plants recycle it back into the atmosphere, thereby preventing 80% to 90% of the runoff from flowing into the sewage system.

Since 2006, 594 greened acres have been constructed citywide on a mixture of public and private lands. Within the combined sewer areas, 435 green acres have been constructed, 58% of the way towards the 2016 target of 744 greened acres in the combined sewer area of the City. Over 68 green roofs (21 acres) and 117 porous pavement systems (54 acres) are planned or have been built and an additional 80 green infrastructure projects have been designed or constructed on or near public streets. These efforts are estimated to reduce runoff by over 500 million gallons per year. Upcoming milestones for this program include completing the Green Streets Design Manual in 2013 in coordination with Streets Department, which will guide when and how to apply green stormwater infrastructure (e.g. tree trenches, planters, and porous pavement) on street-related projects; continuing to implement green infrastructure projects in coordination with Philadelphia Parks and Recreation's Green2015 plan and construct greened acres within the combined sewer system drainage area of the City; and completing a Green Stormwater Infrastructure Maintenance Manual in 2014.

The Department has received concurrence from the EPA for a combined sewer overflow (CSO), long-term control plan (LTCP), which will reduce CSOs by 85%. The 25-year, \$2.5 billion LTCP, which will be funded through a number of sources including \$296 million in capital funding from revenue bonds, highlights the innovative use of green and sustainable infrastructure to accomplish this goal. The construction phase of the CSO control program will be required to ramp up and move from a planning and design phase to the full-scale construction phase. This project will be a major undertaking, requiring city-wide implementation and coordination.

Energy conservation: Construction was begun in Spring of 2012 on the Northeast Biogas Cogeneration Facility to transition the Northeast Water Pollution Control Plant (NEWPCP) to the use of green power. The \$45 million facility – which will feature gas cleaning equipment, four 1.4 MW reciprocating engines, and state-of-the-art air pollution control equipment – will use methane (biogas) produced by existing digesters to safely generate power and heat for the facility. Upon its completion at the end of 2013, this conversion will result in green energy accounting for more than 80% of the NEWPCP's power consumption (approximately 44MWh/year).

Environmental Protection – “Class A” Biosolids Facility Opens in Philadelphia: “Class A” Biosolids production began in February 2012 at the newly constructed, \$75M Pelletization Facility, at the Biosolids

Recycling Center. This facility converts sewage treatment waste into pellets which are suitable for farm application as fertilizer and sold in Pennsylvania, Maryland, Virginia, and Florida. In the process, vital nutrients are recovered from the waste stream and sewage gases are reused as a fuel for the facility. The Water Department's private operator for the facility, PBS/Synagro, continues to meet or exceed all contractual requirements and monetary targets for Class A Biosolids production, including reducing the costs to rate payers of sewage treatment and reducing the impacts on the community by nearly eliminating odors associated with sewage treatment.

Rate adjustments: New water and wastewater rates became effective January 1, 2013, which will be followed by additional increases in July 2013 and July 2014, respectively, to cover revenue requirements for the period of FY13 to FY15. These new rates will meet the requirements of the Department's new Financial Plan, directed at maintaining or improving the Department's credit rating, and supporting the new Capital Improvement Plan, which is re-investing in the City's aging water and sewer infrastructure and completing the transition of storm water billing to a parcel system basis. The rates decision, which was endorsed by an Independent Hearing Officer, was based on two complex settlement agreements that reflected the interests of residents, businesses and stormwater experts. The agreement includes provisions for improvements to customer assistance programs, increased efficiencies in customer service, reductions in costs of the revenue collection process, a cap on increases to customers highly impacted by the changes to the stormwater fee system, and improved stormwater credit policies, including recognition of surface water discharges. The rate settlement resulted in the withdrawal of litigation related to the 2008 rate process, and there have been no appeals to the current rate process. Despite these adjustments, the Department's rates remain among the lowest in the region. In order to keep rates as low as possible, while meeting increasing environmental regulations – especially requirements related to CSOs – the Department will need to re-examine its complex operations to ensure that effective cost control and revenue enhancement strategies are identified and implemented.

Water Department's Pilots Heat Recovery System: A large-scale pilot heat recovery system was installed and is operational at the Southeast Water Pollution Control Plant, and it is the first of its kind in the country. The system extracts heat from wastewater and uses it for facility heating. The project was accomplished at no cost to the City via grant funding and was installed by NovaThermal Energy. Detailed cost analyses and scale-up feasibility are pending the outcomes from the 2012/2013 heating season.

DEPARTMENT OF PARKS AND RECREATION

The Department of Recreation was created in 1951 for the comprehensive and coordinated program of cultural and physical recreation activities to be instituted and conducted in all city recreation facilities. In 2011 the Recreation Department and the Fairmount Park Commission were consolidated into a single department.

Budget Trends: Overall, the Department of Parks and Recreation has seen a \$4 million decrease in funding from FY08 to the FY13 adopted budget; however, \$2.6 million was added into the Department's budget in December 2012 to provide largely for increased maintenance at recreation centers throughout the City. This additional funding brings the FY13 projection for spending in line with the FY08 spending level. From FY12 to FY13, the Department's budget was adjusted by 3% to \$47.8 million due to a transfer of funds for tree maintenance from the Managing Director's Office, as well as to show an accounting change which brought certain permit fee revenues into the General Fund and added equal appropriations to the Department's budget to increase transparency in budgeting for these fees. Other operating funds have increased by \$2 million since FY08 due primarily to an ARRA grant from the Forest Service to restore ecosystems in Fairmount Park and plant 11,000 trees and shrubs around the City, and to another federal grant to plant 2,500 trees at 39 parks and recreation centers around the City. In FY14 the General Fund allocation to the Department of Parks and Recreation and other operating funds will remain roughly on par with FY13 funding levels.

	FY08 Actual*	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	51,812,554	45,369,290	47,781,231	51,271,555	-540,999 -1.0%	51,165,537	-106,018 -0.2%
Other operating funds	7,239,875	8,927,554	9,330,082	9,150,718	1,910,843 26.4%	9,394,621	243,903 2.7%
Total operating budget	59,052,429	54,296,843	57,111,313	60,422,273	1,369,844 2.3%	60,560,158	137,885 0.2%

* FY08 Actual data reflects both the Recreation Department and the Fairmount Park Commission which were consolidated into a single department in 2011.

Performance Trends: The Department of Parks and Recreation increased the number of programs available to the community by 6%, or 226 programs, from FY11 to FY12. In FY13, the Department plans to host 4,075 programs for the community. Total visits are based on the weekly attendance in programs as well as pool visits (i.e. they do not include park visits) and were consistent at 6.6 million between FY11 and FY12 but have decreased by 9% between the first halves of FY12 and FY13. This is due to a reduction in part-time seasonal staff from 70 in FY12 to 40 in FY13 resulting in programs being offered on fewer days per week. The Department of Parks and Recreation has increased the number of trees it has planted each year and is on track to meet its record goal of planting 24,000 trees in FY13. The FY11 decline in the number of acreage mowed is a result of reduced mowing cycles to compensate for budget cuts. Due to drier weather, the less frequent mowing caused minimal service disruptions. The Department is on track to meet its FY13 goals in both acres mowed and trees planted.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Sum number of programs	2,515	3,824	4,050	6%	3,099	4,313	39%	4,150	4,150
Sum of unique attended	218,626	276,064	295,060	7%	203,496	271,172	33%	300,000	300,000
Total visits	2,258,238	6,573,971	6,604,159	0%	4,912,566	4,492,362	-9%	6,700,000	6,700,000
Number of acreage mowed	40,671	37,477	35,984	-4%	22,213	22,184	0%	31,477	42,705
Number of new trees planted	9,879	18,328	20,282	11%	7,774	12,689	63%	24,761	28,547

Key Accomplishments

Youth Development: The Department of Parks and Recreation partnered with the Philadelphia Phillies and Major League Baseball to create the Philadelphia Urban Youth Academy, which started programming the summer of 2012. This partnership will utilize renovated fields and facilities at both Franklin Delano Roosevelt (FDR) Park and Marian Anderson Recreation Center to help inner-city youth reach their fullest potential on and off the field by providing quality instruction and training and educational assistance through a variety of year-round programs. Working towards the Mayor's goal of sending more Philadelphia residents to college, the Philadelphia Urban Youth Academy will also offer college placement assistance and career development through experiential learning opportunities.

The Summer Outdoor Adventure Club engages youth in various outdoor recreation activities, offers sessions on career and personal development and participates in community service projects. In 2012, the Department launched a new multi-dimensional seven week program for 44 teens. In addition, 532 youth participated in a kayaking program at Penn's Landing, a 77% increase compared to last year. The Department kicked-off a high-tech scavenger hunt called Geocoaching both at city-wide special events and within the Department's after school and Outdoor Adventure Club programs. A total of 225 participants learned to use hand-held GPS units to plot coordinates and navigate to those coordinates in an attempt to locate the hidden cache. Selected after school programs hide a "travel bug" in a cache and track its movements during the school year. This helps children learn geography and research different cities to learn where their "travel bug" has visited.

The KEYSPTS program has developed into a groundbreaking initiative, serving thousands of Philadelphia residents in need of technology access and digital literacy training in order to become well-trained and engaged citizenry. With the initial investment made from ARRA funding, the Department of Parks and Recreation currently operates approximately a quarter of the City's public computer centers (19 centers out of a total of 80) serving over 100,000 people to date. While KEYSPTS serve as hubs for computer and technology access, they also help to advance three key public policy objectives - workforce development, literacy, and community engagement - to help develop 21st century skills in underserved communities. With federal grant funding for public computer centers available until June 2013, the City will contribute over \$600,000 annually for the next five years to fund the 19 centers run

by the Department, and in partnership with private funders, support the other 61 public computer centers.

Improving the Health of Philadelphians: The Department of Parks and Recreation continues to support a wide variety of programming and initiatives, including outdoor recreational activities, for children, youth, teens, and families. Youth participation in summer Neighborhood Day Camps at 129 recreation facilities located throughout Philadelphia increased 13% to approximately 8,800 overall camp participants, the highest number since 2008. Camps operate at a minimum 5 days per week, 6 hours per day, for 6 weeks. Additionally, nearly 1,300 youth participated in Parks and Recreation specialty camps at 40 locations this summer, which included visual and performing arts, athletics, conflict resolution theatre, environmental, teen, rowing, and special needs. Parks and Recreation set up a skateboard competition series from May-October at four different skate parks around the city. A total of 150 youth, teens, and adults competed against others throughout Philadelphia. The Department is looking to repurpose underused areas of some recreation centers into neighborhood skate parks to meet the additional demand for youth to skateboard in a safe environment. The Department hosted three youth triathlons and duathlons in different sections of Fairmount Park for over 200 participants, a 40% increase compared to last year. Finally, Parks and Recreation ran 56 outdoor basketball leagues at 48 locations 2-3 nights per week. Approximately 4,500 adults and youth participated in these basketball leagues last summer.

With the support of numerous community and business partners through the Mayor's "Splash and Summer FunD," and the Department of Parks and Recreation opened all 70 operational outdoor pools and 5 indoor pools for the past three summer seasons. Over the last three years, the Mayor's "Splash and Summer FunD" raised approximately \$1.7 million to keep pools open during the summer seasons to cover expenses during budget shortfalls due to the economic and fiscal crisis. In addition to providing outdoor recreation for children, youth, teens, and families, the Department also employed approximately 800 seasonal staff as part of operating and programming. There were 1,034,864 visits during the eight-week pool season and over 3,000 swim lessons provided, representing a 11% increase over the previous summer.

The Department of Parks and Recreation has partnered internally and externally to make significant investments in each City ice rink facility. The Department's lead partner is the Ed Snider Youth Hockey Foundation which will make a four-year capital and programmatic commitment to each City ice rink facility. The Department continues to run a seven-day a week operation at all ice rinks to expand public skating. This represents an additional full-day of public and community skating at City ice rinks.

Expanding "Out of School" programming: The Department of Parks and Recreation and Drexel University will jointly lead a collaborative project to expand youth development opportunities for children and youth living in the Mantua community. The parties' goals are to create more program choices during out of school (OST) time hours, to improve the quality of those choices, and to identify and support adult leadership in Mantua that can work with the parties in order to accomplish these

goals. Ultimately, the parties hope to build a sustainable and energized youth development system in Philadelphia as well as an organizational model and coordinating organization able to lead the work.

The Wallace Foundation is helping the Department, in coordination with the Deputy Mayor for Health and Opportunity and support from the Department of Human Services (DHS), build an “out of school time” system. Their support will build a coordinated information system to unite existing DHS systems, create common outcome measures, and provide high quality and up-to-date information to families, providers, and other stakeholders about the system as a whole. With such a system in place, Parks and Recreation will work to increase the amount of programs on the ground and improve their quality while working in collaboration with public and non-profit providers and community leadership.

Strengthening park safety: As a department, Parks and Recreation takes the security and safety of citizens and staff very seriously. After a number of violent incidents two summers ago, Parks and Recreation deepened its relationship with the Police Department to increase its presence at recreation facilities across the City. These combined actions have resulted in zero major incidents and significantly reduced negative behaviors associated with staffed programs, pools, and athletic leagues for the past two summers. The Department is also working to install security cameras at over 30 recreation centers and facilities across the City. Many of these cameras will be installed by spring 2013. This initiative is being funded with departmental and City Council capital funds. The Department is also working with the Police Department to target and seize illegal ATV and dirt bike riders whose use of ATVs in parks deter residents from using and enjoying the city’s natural habitat. Recently, Parks and Recreation, along with the Police Department, worked with City Council to enact a stricter law so that no person can operate, park, stop, stand, place or maintain any ATV on any public sidewalk or any public property, including any park or recreation facility. Lastly, the Parks and Recreation Commission has spent the past year surveying community members and holding meetings about safety concerns. They have also been studying best practices in other urban parks and recreation systems. The Commission hosted a workshop in October 2012 to develop solutions to safety and security challenges and will publish a report of its findings in the summer of 2013.

Greening and enhancing open spaces: The Department, in collaboration with the Water Department and the national non-profit Trust for Public Lands, undertook a greening pilot initiative to transform underutilized parks, recreation facilities and schoolyards into viable public green spaces in neighborhoods lacking green spaces. The high impact greening treatment not only increases the green acreage in the city but also treats neighborhood stormwater run-off. As part of the School District’s facilities master plan, schoolyards will be considered and linked programmatically through green streets to nearby parks and recreation facilities. With this pilot, supported by the William Penn Foundation and other external funders, groundbreaking is planned for three sites in 2013, and an additional seven to ten recreation facilities and schoolyards will receive treatment by 2015. Total cost for the initial ten sites will be \$9 million. To date, the public and private sector partners have committed almost \$7 million, including \$2 million in City-funded capital dollars, \$2.2 million in capital from the Water Department, \$350,000 from the School District, and \$2.4 million from the Trust for Public Lands.

The Neighborhood Park Stewardship Program is a partnership between Parks and Recreation, the Fairmount Park Conservancy, the Philadelphia Water Department and the Pennsylvania Horticultural Society to support the sustainability and renewal of neighborhood parks as versatile, multifunctional vehicles that provide significant social, cultural, and environmental benefits to the city and region. With initial support from the William Penn Foundation, the program will engage surrounding communities to make substantial improvements in landscape management and horticultural design in six parks, which can be expanded across the neighborhood parks system.

As described in the Capital Section below, the Department of Parks and Recreation is making major investments in a number of parks around the City, including along the Benjamin Franklin Parkway and the banks of the Schuylkill and Delaware rivers.

Trees: The Department is working to support the Mayor's goal of achieving 30% tree coverage throughout the city and planting 300,000 trees by the end of 2015. In 2012 the Department launched a neighborhood-based campaign "TreePhilly" to engage citizens, businesses, and communities in tree plantings around the city. A yard tree giveaway, funded by Wells Fargo, provided 4,000 free yard trees in the spring of 2012 and fall tree planting seasons to Philadelphia property owners. Working in neighborhoods throughout the city, TreePhilly aims to plant an additional 10,000 trees over the next two years to benefit communities for years to come. In addition, with support from William Penn Foundation, Parks and Recreation has engaged the consulting firm Biohabitats to prepare a forest management plan to be completed in 2013. The plan scope will include the Philadelphia's Park system, including those in neighborhood parks with a focus on tree planting/restoration opportunities, training of Parks and Recreation staff, and engaging new and existing users around our upland forests, riparian forests, trail network, shrub lands, meadows and wetlands.

Urban agriculture: To support the Mayor's goal of having farmers markets, gardens and farms accessible to Philadelphians, the Department currently hosts 26 community gardens/farm training sites at Parks and Recreation facilities and centers across the city. This helps to advance not only the *Greenworks* targets, but also the Department's mission to connect communities to the outdoors, encourage healthy behaviors, and provide high-quality programming. For the 2012 growing season, the Department offered support and infrastructure resources to create six expanded or new community gardens/farm training projects at facilities. In 2013, the Department aims to expand this model to include 12 new sites hosted at Parks and Recreation facilities. These gardens help to achieve the City's goal of creating an additional 86 markets, gardens and farms around the City between 2008 and 2015 for a total of 316 markets, gardens and farms by 2015.

Energy conservation: To help advance the energy conservation targets outlined in *Greenworks*, the Department, with support from the Delaware Valley Green Building Council, engaged with local students and young design professionals in the 2012 Sustainable Design Competition. This competition focused on re-imaging recreation centers to better serve the community, while decreasing energy usage and promoting sustainability. In coordination with the Mayor's Office of Sustainability and the Department of Public Property, throughout 2012, Parks and Recreation retrofitted parks and recreation centers according to LEED standards while making athletic field lighting renovations.

CAPITAL BUDGET TRENDS AND HIGHLIGHTS

Capital budget trends: Capital investment in Goal 4 related departments consists of the Managing Director's Office, the Department of Parks and Recreation, the Office of the Director of Finance, the Water Department, the Streets Department, and the Transit division (SEPTA). The Managing Director's Office experienced an increase of 84.6% (\$1.65 million) in City funding in FY14 compared to FY13 largely due to the funding of the new Bikeshare Infrastructure Program. During FY14, funding for improvements at cultural facilities was transferred from the Department of Commerce to the Department of Parks and Recreation. Net of this change, the Department of Parks and Recreation experienced a 24.4% decrease in City funding in FY14 compared to FY13. This is largely due to the \$9 million allocated to the Love Park project in the FY13 budget. The funding for capital improvements for existing facilities in parks, recreation centers and other neighborhood facilities is shared by the Department of Parks and Recreation and the Finance Department. The Finance department did not experience a change in City funding for capital improvements in FY14 compared to FY13. The Water Department finances capital improvements through self-sustaining revenue bonds and self-sustaining operating revenue in the capital budget. The Streets Department experienced a decrease of 6.0% (\$1.8 million) in City funding in FY14 compared to FY13. SEPTA experienced a decrease of 51.9% (\$1.6 million) of City funding in FY14 compared to FY13 due to less matching funds requested for projects.

Department	Source of funding*	FY13 Budget \$ Thousand	FY13-FY18 Budget \$ Thousand	FY14 Proposed Budget \$ Thousand	FY14-FY19 Proposed Budget \$ Thousand	FY14-FY13 change** \$ Thousand
Managing Director's Office	City funding	1,950	5,950	3,600	7,400	1,650
	Total	7,177	11,177	17,526	21,326	10,349
Parks and Recreation (including cultural facilities)	City funding	24,300	108,780	18,360	107,360	-5,940
	Total	166,001	264,281	167,996	266,496	1,995
Finance	City funding	5,100	20,600	5,100	20,600	0
	Total	33,486	48,986	33,341	48,841	-145
Water Department	City funding	0	0	0	0	0
	Total	849,895	2,129,081	856,019	2,293,879	6,124
Streets	City funding	30,050	160,226	28,233	154,191	-1,817
	Total	243,487	504,009	240,855	506,726	-2,632
Transit	City funding	3,143	21,905	1,512	18,345	-1,631
	Total	103,361	1,111,978	158,239	1,054,055	54,878
Total	City funding	64,543	317,461	56,805	307,896	-7,738
	Total	1,403,407	4,069,512	1,473,976	4,191,323	70,569

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

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

Key projects

Department of Parks and Recreation

Delaware River Wetlands Park: The Delaware River Waterfront Corporation (DRWC) and the City are extending the Washington Avenue Green, a waterfront park at the base of Pier 53 which opened in 2010, onto Pier 53 with a boardwalk, viewing platform, interpretive signage and a kayak launch. The Pier 53 construction, currently underway, is a model for habitat restoration, creating intertidal wetlands which enhance vegetation, flood



control, and water quality. When completed the Delaware River Wetlands Park will be a signature public space on the Delaware River, extending from this area to Pier 72. The plan includes significant wetland restoration utilizing the degraded piers. Additionally, a 50-foot waterfront trail and linear park on the adjacent upland will run the same length as the wetlands park. In 2012, DRWC acquired 16 acres of property at Piers 64 – 70, which will form the southern terminus of the permanent waterfront trail in future phases.

Bartram's Mile: The Department of Parks and Recreation, along with the Philadelphia Industrial Development Corporation (PIDC), as part of the Green2015 Action Plan, have identified a dynamic greening and open space opportunity along the western bank of the Schuylkill River, immediately adjacent to PPR's historic Bartram's Garden, that would provide over 1.5 miles of publically accessible riverfront access connecting the Gray's Ferry Crescent south to 68th Street. The Department, in collaboration with Schuylkill River Development Corporation and PennPraxis, engaged in a public planning process in 2012 to create an action plan for greening Bartram's Mile based on broad public outreach and best planning/design practices. The action plan will serve as a guide for making Bartram's Garden and the surrounding area a premier destination by the end of 2015. The City will contribute \$1 million in each of FY14 and FY15 in new City capital dollars to this project, which will be matched by \$2 million in private, state and federal funding. This project aims to break ground in 2014.

Benjamin Franklin Parkway Improvements: Working with numerous public and private partners, in 2012 Parks and Recreation completed or began work on the Benjamin Franklin Parkway streetscape, the Rodin Museum landscape, and Sister Cities Plaza as part of \$21 million in public space improvements. Construction along the 2000-2200 blocks was completed in June 2012 at a cost of \$6 million, which included walkways, lighting, a bicycle lane and streetscape. This section of the Parkway runs adjacent to the newly renovated Rodin Sculpture Garden and Barnes Museum, thus completing an enhanced pedestrian and cyclist experience along the parkway. In addition, with support from the Lenfest Foundation and Pew Charitable Trusts, the Department, working with PennPraxis, developed an action plan called "More Park, Less Way" to transform Benjamin Franklin Parkway into a cultural boulevard and public-friendly community park that integrates newly designed parks and more public art, improves

bicycle and pedestrian access, increase programming, and encourages all Philadelphians to use the Parkway on a regular basis. The City committed \$300,000 in the FY13 capital budget and an additional \$1.2 million in FY14. This project will leverage additional funding from philanthropic and federal funding, including \$3.5 million in federal funding from the US Department of Transportation for the 1600-1800 blocks.

Sister Cities Park: On May 10, 2012, the ribbon was cut on a renovated Sister Cities Park, located at Logan Square immediately in front of the Basilica of Saints Peter and Paul. The public park, currently managed and maintained by the Center City District, includes a pavilion housing a café and visitor center, an outdoor children's discovery garden and play area, a boat pond and an interactive fountain that pays tribute to Philadelphia's ten global sister cities. The new renovation, which cost \$5 million in private, state and federal funding, includes a pavilion that incorporates contemporary green building systems including geothermal technologies and a green roof. New trees, water features, walkways and lighting will improve the park's landscape, providing attractive amenities for all users.⁵⁰

Love Park: JFK Plaza, more familiarly known as Love Park, was constructed in 1964 to function as an introduction to Fairmount Park and to mark an end of the Benjamin Franklin Parkway. The City has committed \$16.5 million in the capital program to enhance JFK Plaza. The new design will preserve beloved aspects of the existing park, including the diagonal pedestrian path that extends from the Benjamin Franklin Parkway, circular fountain, the annual planting bed, the Welcome Center building, the "Love" sculpture with the vista of the Parkway behind it. However the new design aims to significantly improve pedestrian access into the park along the JFK Boulevard and 15th Street and integrate with repairs and improvements to the Love Park Garage. Design work expected to begin in 2013 and construction is expected to be completed in FY16.

Schuylkill River Boardwalk and South Street Ramp: The Schuylkill River Development Corporation (SRDC), in collaboration with the City, is extending the Schuylkill Banks trail an additional 2,000 feet south of Locust Street. The Streets Department and SRDC are building a concrete boardwalk running parallel to the eastern shore of the river from Locust Street to the new stair tower on the south side of the South Street Bridge. Additionally, a 460' long ramp will be built on the north side of the new South Street Bridge and will link to the boardwalk, providing ADA access and a



connection for people with bicycles, and accommodate emergency and maintenance vehicles. The boardwalk's 15' wide pathway will be supplemented by four widened overlooks allowing people to rest and enjoy the views along the boardwalk without blocking the trail. The project provides an important

⁵⁰ Center City District. http://www.centercityphila.org/life/sister_cities.php. (Accessed February 15, 2013)

link to the Schuylkill River Trail and Center City from University City and West Philadelphia. This project will cost \$17.1 million – \$14 million in federal funding and \$3.1 million in state funding – and will be completed in summer 2014.

Franklin's Paine Skate Park: The long awaited Franklin's Paine Skate Park broke ground in October, 2012. This project, scheduled to open in May, 2013, is adjacent to the Schuylkill Banks Trail just south of the Philadelphia Museum of Art. Designed by Anthony Bracali and Brian Nugent, Franklin's Paine Park will be a mixed-use public space, designed with skateboarding in mind. Since the project was first conceptualized in 2002, it has become a model for a dialogue between skateboarding, landscape architecture, and city planning. The project costs a total of \$4.5 million, \$2.5 million of which is coming from State funding, and the remaining \$2.0 million from the City.



Water Department

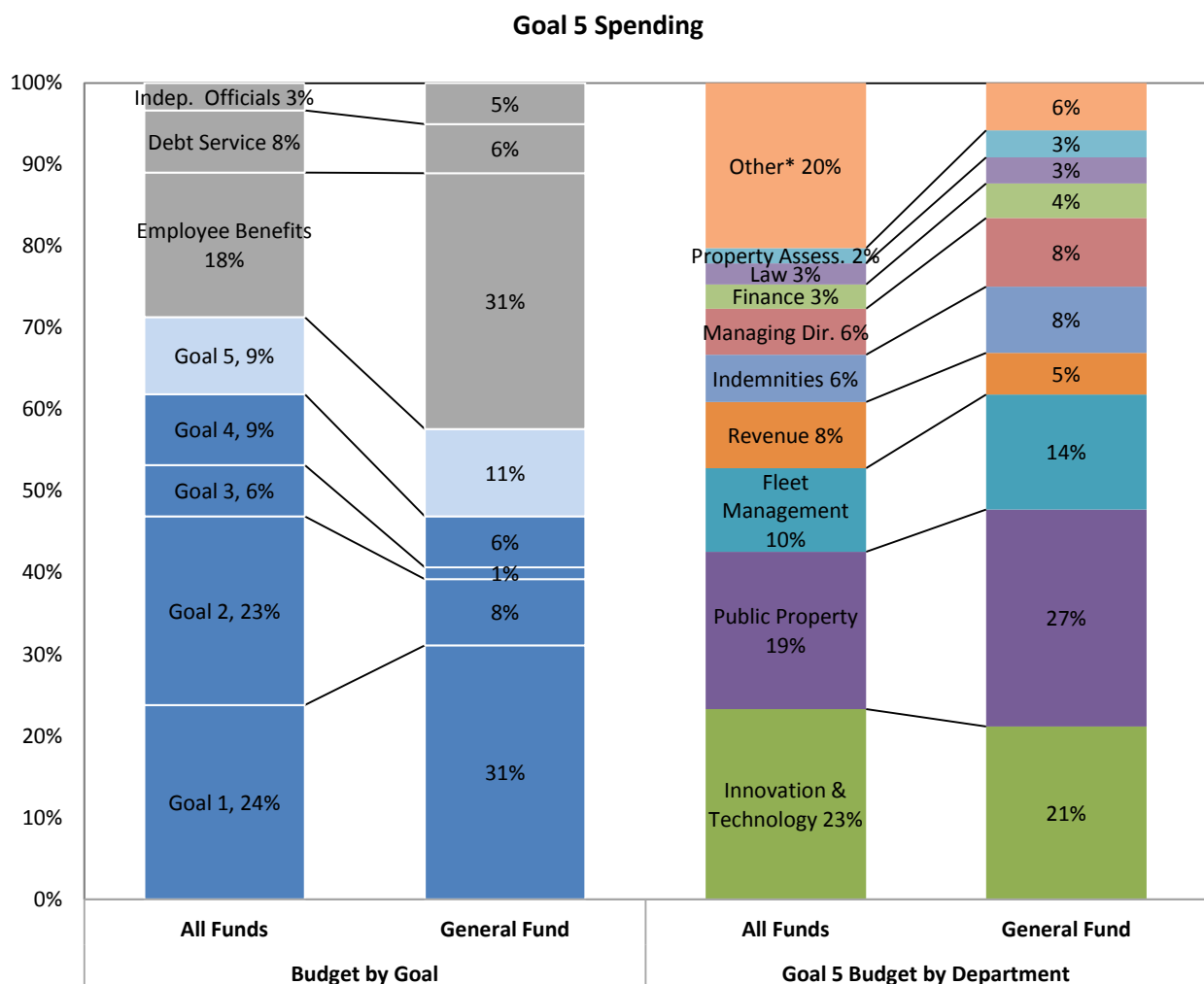
Expanded Investment in Infrastructure Stability: The Water Department is increasing its re-investment in its infrastructure and has taken steps to do so in a more effective and efficient manner. The Department initiated a new capital planning program aimed at aligning key infrastructure needs with financial planning. The largest Capital Planning Prioritization Model of a water distribution system in the world was completed to prioritize and replace pipes based on risk and consequence of failure which will be implemented starting in 2013. A cutting-edge Contaminant Warning System was implemented to protect the drinking water supply and distribution system of the City. The Water Department designed \$145 million in capital projects in 2012 and renewed or replaced 25 miles of new water and sewer pipes. Despite some high profile and destructive water main breaks in 2012, the Department realized a 58-year low in total annual breaks. Major new sewer projects were initiated, including the \$47 million Venice Island project, and other major sewer projects were completed, including the \$48 million State Road project. Beginning this year, the Department is ramping up its capital program from \$170 million per year to \$250 million per year. Prioritization of large capital projects will include extensive project and alternatives analysis.

Mayor's Office of Transportation and Utilities (funded through Managing Director's Office)

Bikeshare Infrastructure Program: As described above, MOTU is working to bring bike share to Philadelphia in 2014. The City will contribute \$3 million in new City bonds in FY14, and leverage \$4.5 million in federal funds and additional private funding to pay for the upfront \$8-10 million capital investment to pay for the bicycles, docking stations and kiosks. The program is set to launch in the summer of 2014 and eventually grow to 100-120 stations. Once fully implemented, the program will cost roughly \$2.3-2.8 million annually which will be funded through user fees and private sponsorships.

GOAL 5: PHILADELPHIA GOVERNMENT WORKS EFFICIENTLY AND EFFECTIVELY, WITH INTEGRITY AND RESPONSIVENESS: OVERVIEW OF INITIATIVES AND KEY ACCOMPLISHMENTS

The Administration has made significant progress in improving the way government works and will make even more progress in the next three years. Goal 5 tracks three key outcomes related to improving how government operates. The first outcome is about making the City government work more efficiently and effectively. The second outcome is about making City government more responsive. The third outcome is about ensuring that the City government operates with integrity. This chapter describes the City's accomplishments as they relate to each of these three outcomes. This chapter includes a number of performance and operational metrics for most departments and initiatives that fall under Goal 5. Outcome measures are under development and will be included in next year's Five Year Plan.



*Other departments and expenditures contributing to Goal 5 include the Provisions for Other Grants, Mayor's Office, Office of Human Resources, Procurement Department, Department of Records, Office of Inspector General, City Treasurer, Mayor's Office of Labor Relations, Refunds, Mayor's Scholarship Fund, Witness Fees, Civil Service Commission and the Hero Award.

As shown in the graph above, spending on Goal 5 comprises 9% of the City's total operating budget and 11% of the City's General Fund budget. In absolute terms, the City spends \$714 million in total funds, including \$402 million in General Fund appropriations on Goal 5. The right hand side of the chart above displays the allocation of Goal 5 spending by department. The departments and offices primarily focused on achieving the outcomes under Goal 5 are the Office of Innovation and Technology (23% of total Goal 5 spending), the Department of Public Property (19%), the Office of Fleet Management (10%), the Revenue Department (8%), the Managing Director's Office (6%), the Office of the Director of Finance (3%), the Law Department (3%), the Office of Property Assessment (2%), the Mayor's Office (1%), the Office of Human Resources (1%), the Procurement Department (1%), the Records Department (1%), the Office of the City Treasurer (<1%) and the Office of the Inspector General (<1%).

OUTCOME 1: WORKING MORE EFFICIENTLY AND EFFECTIVELY

Initiatives to reduce costs: The City has made important strides towards becoming more efficient under the Nutter Administration. Since 2009, excluding pensions and debt service, the City has reduced its budget by \$118 million (a decrease of 3%) and its head count by 1,211 positions; the City continues to closely monitor all new hires. To further this goal of efficiency, the City hired FTI Consulting (FTI), a global business consulting firm, to get an outside perspective on improving the efficiency and effectiveness of revenue collection processes and overhead costs. FTI found potential savings of up to \$85 million over the next five years through cost reduction and revenue collection improvements. The City will be implementing many of FTI's recommendations, including reducing charges on the City's phone bills, hedging fuel costs instead of solely buying in the spot market, and decreasing the City's space footprint and lease costs. This Five Year Plan already reflects approximately \$63 million in estimated savings (as a more conservative estimate than the total potential of \$85 million) over the next five years from these initiatives.

In addition to these savings listed above, FTI had several findings which could have a significant impact on efficiency and costs going forward. One of the major findings was that revenue collection is spread across many different departments and is a secondary duty to their core mission. As a result, collection rates of certain fees are well below acceptable levels – a couple of examples are the commercial trash collection fee, which has a 55% collection rate and the Fire emergency transport fee, which has a 13% collection rate. To create a culture of accountability around collections, FTI recommends creating a Chief Collections Officer who will have a dual report to the Mayor and the Finance Director. Under the Chief Collections Officer structure, all collectors of revenue will report to one person, whose sole duty will be to maximize collections through efficient practices. The Chief Collections Officer will quickly identify negative trends in collections for corrective action, develop central reporting using dashboards, share best practices among departments and third party vendors, and develop structures to incent departments to increase collections.

Another major finding by FTI is that there may be a significant opportunity to reduce the cost of purchased goods by re-engineering the City's purchasing process. FTI's recommendations in this area include expanding the use of major category buyers – individuals responsible for overseeing all

purchases within a specific product category (e.g. IT, energy, office supplies) who know the key players and trends in that industry – with the goal of procuring the highest quality of goods and services at the lowest price, establishing key performance metrics for major vendors, implementing better technology, increasing the number of vendors that bid on City contracts.

Leveraging technology to work more effectively: The Office of Innovation and Technology (OIT) is currently working to replace old and deteriorating systems that are critical to the missions of departments. The top eight departmental Business Application projects identified as being the most critical for replacement are listed in the table below.

Project	Department	Description	Status
Cashiering	Revenue Department	Automation of revenue collection and bill-tracking processes	Software application contract awarded. Expected completion in FY14.
CAMA/OPD	Office of Property Assessment/Office of Property Data	Support real estate appraisals and property tax calculations	On hold pending AVI.
Workforce Management	Office of the Director of Finance/Office of Human Resources	Enterprise solution to support modern workforce management processes	In Planning Stage. Implementation RFP to procure software is expected in FY14.
Project eCLIPSE	Licenses and Inspections	Application to manage municipal code enforcement processes	Final stages of awarding software contract. Implementation is expected to be 36 months from contract award.
311 Customer Relationship Management	Managing Director's Office	Application to create, assign and manage requests made by customers	Final stages of awarding software contract. Implementation is expected to be 24 months from contract award.
Inmate Management	Philadelphia Prison System	Inmate management application replacement/renovation	In Planning Stage. Software and implementation RFP is expected in FY14.
Revenue Modernization	Revenue Department	Warehouse revenue data and business intelligence	In Planning Stage. Software and implementation RFP is expected in FY14.
Offender System (Police, DA, Courts)	Philadelphia Police Department, District Attorney's Office, Courts	Track offenders from arrest to arraignment (PARS renovation)	RFP under development. Software and implementation RFP is expected in FY14.

These projects will benefit the City and departmental operations in many ways: improvement in access to information, standardization in data, processes, centralization and reporting, and a gain in operational efficiencies. These improvements will also help increase the performance measurement and business intelligence tools available to departments. As departments face increased demand and regulatory requirements, the improvements will also enhance customer service both internally and externally.

The new Workforce Management system, listed above, represents the first phase of Administrative Systems Modernization Project, a major initiative undertaken by the Office of the Director of Finance in cooperation with OIT and agencies throughout the government, to replace and integrate all of the City's major administrative systems with an integrated technology solution. This Administrative Systems Modernization Project aims to replace aging technology and improve current processes in line with best practices. Phase I includes the City's workforce management processes and systems, including human

resources, payroll, time and attendance, benefits administration, and pensions administration. Work is well underway, with much of the detailed system review work and process mapping complete. It is anticipated that a vendor will be selected in the fall of 2013 to implement a new workforce management system.

Improving the City's Security Infrastructure: In order to advance public safety and improve the security and integrity of information, OIT has installed a new video code environment that is segregated from the Citynet system and allows video capabilities at more locations. OIT also installed and configured additional servers for the storage of exported video feed on newly configured storage area network (SAN). This environment is being actively utilized by the Police Department with the capacity to maintain video information for a longer period of time than current standards. Additionally, OIT installed and configured new servers to archive video feed. The 800Mhz project to upgrade the citywide radio system has been accelerated and will be finished by the end of FY13. OIT has completed over 95% of all activities required to move forward with meeting the federal re-banding mandate and programmed over 900 new radios for the Fire Department and over 1,700 new radios for the Police Department.

An enhanced tax collection strategy: The Revenue Department has developed a collections strategy that will deploy a combination of new technology, improved analytical capability, strategic staffing additions, and new legislative authority to implement best practices and substantially increase collections. While those increases will not come without a cost - about \$38 million in investments in both the operating and capital budget combined – they are expected to yield additional revenues above the investment and create new a culture of compliance among the city's taxpayers. Specific initiatives that Revenue will implement include:

- Expanding capacity for more proactive tax collection: Hiring additional staff for the research unit to work on compliance projects and conduct collection analyses; creating a bankruptcy unit to proactively manage the bankruptcy caseload and implement a formalized bankruptcy work process; creating an Execution Unit that will allow the City to transfer judgments to other jurisdictions; and more frequently pursue pro-active remedies such as filing liens against liquor licenses to satisfy judgments won in Liquor Tax cases.
- Improving the taxpayer's experience and knowledge: Expanding the opportunity for taxpayers to file tax returns and make payments on-line by strengthening the platform and browser functionality of the e-pay and e-file site for taxes; revising tax notices in order to ensure that taxpayers understand their obligations to the City and what they need to do to meet their obligations; and hiring a Public Relations Coordinator to implement a communications strategy regarding tax compliance requirements, enforcement efforts, payment options for low income households, and penalties for failure to maintain tax compliance;
- Strengthening internal processes: Using newly acquired secure and temporary space during tax season to open, batch, and prep checks and returns for faster processing; managing collection agency contracts better by hiring additional staff and creating smarter reporting requirements for the collection agencies; and implementing a data warehouse that will allow different data

sources to be combined and utilized to develop a better profile of the taxpayer, locate individuals and businesses, score an account's likeliness to pay, segment accounts based on enforcement efforts most likely to result in payment, and strengthen audit cases.

- Enhancing legislative authority: Proposed legislation would increase the City's ability to lien, garnish wages and attach bank accounts.

Improving delinquent tax collection: Even before the new collection strategy was designed, the Revenue Department had been taking aggressive steps to improve collections from City employees and vendors. Revenue has conducted several successful effort efforts to ensure that current and prospective City employees, as well as all City Board and Commission members, are tax compliant. In FY10, Revenue worked cooperatively with the City Controller's Office to determine the tax status of all city employees and to enforce collection, either voluntarily or through non-voluntary payroll deductions in cases where an employee did not comply. This process netted \$3.8 million in additional revenue. Additionally, a process has been put in place to check the tax status of all prospective City employees, requiring them to come into compliance before hire. Revenue also worked with the Board of Pensions to ensure pensioners' tax compliance. In total, \$2.7 million has been collected to date through this effort.

For vendors, the City Controller has had a long standing process in place to withhold payment from vendors who are tax delinquent. Revenue has built on the process by requiring tax compliance of all vendors before the City enters into a contract with them. The Department checks the vendors a second time prior to issuing payment. Vendors are not paid until they come into tax compliance. Additionally, Revenue is working with quasi-City agencies and area Universities to request their cooperation in employing a similar policy to check tax status of their vendors. In FY12, the Department launched a process for vendors to obtain compliance certificates on-line to submit with the proposals/bids for City business. Additionally, to further the employee collection initiative, Revenue launched the next phase of on-line tax clearances for persons seeking employment with the City. The on-line application allows potential vendors and hires to check for any tax debt issues and advises them who to contact in order to resolve tax issues before they are hired.

In May 2012, the Department referred real estate accounts that had only 2012 real estate tax outstanding to two collection agencies for outbound calling. Out of the \$57 million referred to the collection agencies, \$9 million was collected as a result of outbound phone calls. An additional \$26 million was collected that may have been encouraged by other efforts. Furthermore, the City issued a Request for Proposals (RFP) focused on outbound calling for early aged delinquencies for all taxes and water/sewer fees during the first half of FY13. From that RFP, the City now has two new firms under contract. One firm will strictly make early outbound phone calls for taxes, and the other will work with water delinquencies. The collection agency for taxes received their first round of referrals in November 2012.

The Water Revenue Bureau (WRB) launched multiple campaigns to increase tax collection. The WRB ran a warning letter campaign for accounts with outstanding balances that would be sent to Municipal Court for legal action. The WRB sent 51,000 warning letters and collected \$1.3 million in the second half of FY12 and sent 14,000 letters and collected \$353,000 in the first quarter of FY13. Since Q3 of FY12, WRB

has made 11,048 phone calls to accounts that had outstanding agency receivables or had breached payment agreements and collected \$473,000.

The Law Department's Tax Unit, now working more closely with the Revenue Department as a unit within that department, assisted in better managing outside collection agencies and co-counsel that resulted in more than \$10 million of additional collections from those sources. In addition, revenue payment agreements negotiated by the Law Department for any type of tax liability (e.g. delinquent taxes or appeals regarding any type of tax) are now entered into the Revenue Department's system. This allows taxpayers to receive payment coupons so that payments can be processed automatically by Revenue machines upon receipt. Taxpayers can now check their tax compliance status themselves by going to the Revenue Department website. Moreover, Revenue has established a unit to help delinquent taxpayers understand their liabilities and become compliant.

More effective talent management: The Center for Excellence operates as a resource and business partner to City departments and agencies to support their delivery of best in class services to the citizens of Philadelphia. During FY13, MDO hired the Deputy Managing Director for Organizational Development and Talent Management and held a retreat for senior administration officials to discuss succession planning. The program aims to improve recruitment strategies, develop and implement an employee evaluation process, and develop training for various classes of employees. Additionally, MDO aims to develop and implement an Emerging Leaders Program to prepare identified staff for Leadership positions in the City. The City has contributed \$500,000 annually starting in FY14 to fund the Center for Excellence and succession planning efforts.

With 36% of the City's workforce eligible for retirement in the next five years, the City is embarking on a major succession planning effort to ensure that the City has an adequate talent pipeline to fill critical positions and develop a knowledge management strategy to address the loss of knowledge when an employee leaves. The FY14 budget includes \$500,000 to pay for training and additional staff. Elements of this initiative include providing training for supervisors, middle managers and emerging leaders; conducting a market-based salary survey for key civil service and exempt positions to be filled; and strengthening the City's knowledge management processes. In addition, as described below in the budget and performance trends of the Office of Human Resources, the City is improving its time to hire and investing resources to accelerate hiring of police officers.

Accelerating sheriff sales: The City has also undertaken efforts to accelerate sheriff sales. The Law Department's tax unit increased new properties offered for Sheriff sale from an average of 50 new properties a month before amnesty to an average of 100 new properties a month. The Law and Revenue Departments worked with the Department of Licenses and Inspection (L&I) to flag delinquent properties with Code violations or that belong to negligent landlords to prevent the owners entering into payment agreements. Under new procedures, the Law Department's Tax Unit sends the lists of properties about to begin the Sheriff Sale process to L&I for review. If L&I identifies the property or landlord as a problem, the property will be flagged for no payment agreement and will proceed through the Sheriff Sale process unless the owner pays in full. Also, in partnership with L&I, the Sheriff sale unit

was also able to secure L&I's liens, so that properties with code violations can be brought to Sheriff sale without any other City claim. Sheriff sales by co-counsel also are steadily increasing. Total collection of delinquent real estate tax by co-counsel increased in FY12 to \$35.7 million from \$18.4 million in FY11 and \$22 million in FY10.

OUTCOME 2: MAKING CITY GOVERNMENT MORE RESPONSIVE

Working innovatively with communities and residents: The City has recently won a series of national awards recognizing its best practices and creative engagement with citizens. On September 25, 2012 the White House named Chief Innovation Officer Adel Ebeid a Local Champion of Change for leading Philadelphia's innovation strategy to advance the City's digital quality of life, through partnerships with community organizations, higher learning institutions and residents to positively influence social outcomes in underserved neighborhoods. The City as a whole is constantly working to enhance the City's interactions with residents. Through the Philly311 contact center; mobile applications, including the Philly 311 mobile app, the MyPhillyRising app, and the Election Widget; and an Open Data Portal that has released at least 18 high value city data sets including crime data, OIT has put City information and services literally at citizens' fingertips. OIT is continuously working on the next and best practices for interacting with constituents.

Promoting digital inclusion and literacy through

KEYSPOTS: The Freedom Rings Partnership, a citywide coalition of community-based groups working together to bring Internet access, training, and technology to all Philadelphia communities, has established a network of technology-enabled community centers to develop 21st century skills and promote technology access and adoption in underserved communities. The centers are known as KEYSPTS, and they are equipped not only with the latest technology but also with expert educators who can focus on community members' goals and learning needs through engaging content and innovative teaching practices. While KEYSPTS serve as hubs for computer and technology access, they also serve as safe community spaces where goal-driven, learner-centered education happens. Although each center is geared toward the interests of the particular populations that it serves, the partnership unites around the belief that strengthening relationships through purposeful learning is central to building community, forming relationships, and engaging citizenry. To date, the City and its partners have opened 80 KEYSPTS, five Free Library Hotspots and over 800 computer workstations serving 280,536 Philadelphians through computer training and open access hours.⁵¹ The program is currently funded via two Recovery Act grants for Public Computing



⁵¹ Partners include the Department of Parks and Recreation, Office of Innovation & Technology, Community College of Philadelphia, Drexel University, Free Library of Philadelphia, Media Mobilizing Project, One Day At A Time, People's Emergency Center, Philadelphia FIGHT's Critical Path Project, Philadelphia Housing Authority, Philadelphia OIC, Rutgers University School of

Centers and Sustainable Broadband Adoption, but those grants will expire. Beginning in FY14, KEYSPOTS will be funded with \$624,000 from the City as well as private sector partners.

Improving the City's Web Presence: In efforts to provide the citizens of Philadelphia with a more comprehensive and stable web-site for information on city services, OIT has been working on improving the City's website: www.phila.gov. Throughout the last year, OIT has designed and deployed a single, consolidated Citywide mapping website: www.phila.gov/map to increase information on the City's geography available to residents; new aerial imagery was captured in April of 2012, which includes high definition, high accuracy, and full color aerial imagery of the entire City and is now available for use throughout the City and by the public. Additionally, spatial data can be found on the website for the first time, including information on Historic Sites National Registry and Philadelphia Registry; bicycle infrastructure such as racks; lanes and trails, registered community organizations; zoning hydrology; voting locations (Ward Divisions with Polling place); and crime data (Part 1 Crimes from 2006 to the present). In order to increase community involvement and promote City services online, OIT launched a real time civic engagement platform with a mobile 311 application empowering Philadelphians to report neighborhood issues directly from their smart phone.

Increasing language accessibility: In the summer of 2003, the Office of the Managing Director launched Global Philadelphia to unify the City's efforts to strengthen the relationship between diverse linguistic communities and the City by improving Philadelphia's language accessibility. Some of the program accomplishments include:

- Since the start of FY13 over 100 Licenses and Inspections staff have been trained in cultural sensitivity. Training of Licenses and Inspections will continue through March 2013.
- In November 2012 a video was created for the Police Department regarding the importance of using language access services. The video is currently shown to officers during roll call and includes information on how to use the language access services.
- The MDO worked with the City's Commissioner's office during the November 2012 election to ensure language access services were accessible at polling places. Since this election involved significant communication regarding photo identification, language access services were crucial for document translation and proper communication.

Office of Immigrant and Multi-Cultural Affairs: On March 7, 2013, Mayor Nutter signed an Executive Order establishing the Mayor's Office of Immigrant and Multi-Cultural Affairs, which will work to promote the well-being of the immigrant community in Philadelphia by improving access to city services, engaging community-based organizations, developing economic resources and assisting with educational opportunities. The Office of Immigrant and Multi-Cultural Affairs will provide guidance to all City departments, agencies, boards and commissions regarding access to City programs and activities for individuals with limited English proficiency. The Office will promote the full participation of Philadelphia's diverse cultural and linguistic communities in the economic, civic, social and cultural life

Communication and Information, Urban Affairs Coalition, Wilco Electronic Systems Inc., and Youth Outreach Adolescent Community Awareness Program (YOACAP).

of the City by strengthening the relationship between those communities and the City. The Office will work with the Philadelphia Police Department and the Office of the Deputy Mayor for Public Safety to promote police-community relations, and it will also work with the Philadelphia School District and the Mayor's Office of Education to promote cultural understanding in classrooms and develop resources for students with limited English proficiency. The Executive Order also transferred all functions, projects, contracts and personnel of the Global Philadelphia program to the Office of Immigrant and Multi-Cultural Affairs.

Repurposing land more quickly: All publicly owned property has been consolidated into one "virtual" land bank in the Philadelphia Redevelopment Authority's Land Management Asset System (LAMA) with the goal of putting publicly owned land back into productive use in a streamlined, more efficient manner. LAMA is the foundation of a process that provides the public with easy-to-find information as to which publicly owned properties are for sale and the size, zoning and price of those properties, all of which support a one-stop purchase application process. Many departments across the City, including MDO, Finance, and the Department of Public Property also participated in the development of consistent procedures for the purchase of all publicly owned property and the creation of a new website that enables citizens to submit an online application to purchase publicly owned property (www.phillylandworks.com).

OUTCOME 3: ENSURING THAT THE CITY OPERATES WITH INTEGRITY

Ensuring fair taxes through the Actual Value Initiative: Over the last two years, the Office of Property Assessment (OPA), with the assistance of agencies throughout the government, has been working to overhaul the property tax assessment system, under a program known as the Actual Value Initiative (AVI). AVI involves two key components: a comprehensive reassessment of all 579,000 parcels in the city to ensure that they are fair and accurate, and simplifying the tax calculation to make the system easier to understand. New assessment notices were mailed to property owners in February and March 2013. The process began with a sales analysis and validation of 86,000 arms-length transactions, going back several years. Preliminary statistics were also calculated, relevant permits were checked and inspected, and field inspections began in the fall of 2011. Trained evaluators were deployed around the city, inspecting and recording all relevant property characteristics into the assessment system. Property valuation models were developed with thorough statistical testing and validation to ensure accuracy and consistency.

Although getting accurate assessment values is the most significant goal of AVI, communicating a significant program change across the city has been another focus. For approximately one year, a team within Finance, the Mayor's Office, and OPA have been speaking at community events, describing the changing assessment process, and the potential impact on property owners across the City. A new call center was established to allow property owners to call with any questions, new online features were established on the City's websites (in multiple languages), and the City is holding a series of community drop-ins that allow property owners to ask questions about their assessments and available relief measures.

With an understanding that most properties were not only inaccurately valued, but were also valued at an amount lower than they would sell for, most properties have seen an increased assessment. The Administration intends to maintain the same amount of current year tax revenue in 2014 as in 2013. As a result, the tax rate will need to be significantly reduced. Most property owners will see a change in their real estate taxes. Properties that had been assessed closer to their actual value may see a decrease in property taxes with the significantly lower tax rates, while properties that were relatively under-assessed will have an increase in property taxes.

Before AVI was implemented, commercial properties were valued much closer to their actual values than were residential properties. As a result, the accurate values produced by AVI will shift some of the tax burden from large commercial buildings to other property owners. In order to provide relief from some of the increases in residential property taxes caused in part by this shift in tax burden, the Administration has proposed a Homestead Exemption. The Homestead Exemption would allow property owners to deduct \$15,000 from their assessed value. The OPA has been administering this new program since June, including mailing all residential property owners a brochure describing the new program and a pre-populated application, as well as providing other application methods, including online forms and an ability to call an OPA hotline to complete the application. Alongside the other community forums that the team has attended, specialized “homestead workshops” were established in communities that are typically harder-to-reach with traditional media. OPA, the Mayor’s Office, Law, Records, and Finance have also been working to ensure that property owners who have “tangled title” issues are able to take advantage of the homestead exemption relief.

The Administration is also proposing to include \$30 million in additional targeted relief to property owners. Of that amount \$20 million would be used specifically to protect residential property owners from large increases in their tax bills. Another \$10 million would be dedicated to providing relief to those small commercial property owners who would see large tax increases with the new, accurate, assessments. During the spring of 2013, the Administration will continue working with City Council and the State Legislature to develop policies and legislation that can ensure that the goals of fairness, equity and transparency of AVI are accomplished, while helping to mitigate some of the potential impact that the changes could bring for some taxpayers.

Recognizing the potential for increased assessment appeals, OPA has amended the appeal process to allow property owners to have a “first level” review with the evaluator of record to discuss why they feel the value of the property is not correct. If the owner is not satisfied with the outcome of the review, they can formally present their case to the Board of Revision of Taxes (BRT), and then if not satisfied with the BRT ruling, file a legal petition in the Court of Common Pleas.

Managing grant funding with fidelity: The Mayor’s Office of Grants was established by Executive Order 2-12 on July 17, 2012 with the goal of increasing the City’s viability to compete for federal, state and philanthropic sector grants and to manage grant dollars with integrity and transparency. The Mayor’s Office of Grants has established City-wide policies and procedures for competitive federal, state and philanthropic grant applications that seek to improve the coordination and competitiveness of grant

applications submitted by the City. All City agencies must notify and gain the approval of the Mayor's Office of Grants before they submit a competitive grant application and/or a letter of support from the Mayor. In the short time the Office has been in place, it has directly helped City departments apply for 15 competitive grants, which, to date have brought \$4.7 million in grant funding to the City. In addition the City is now a finalist in the highly competitive Bloomberg Philanthropies Mayors Challenge. Over the next year, the Mayor's Office of Grants hopes to increase the quality and quantity of the City's competitive grant applications in accordance with the Mayor's Goals. It also hopes to improve coordination and increase collaboration within City government and with public or private organizations so that Philadelphia is more competitive and innovative in its grant applications.

The Recovery Office manages the oversight of \$278 million in federal American Reinvestment and Recovery Act (ARRA) funds that were awarded to the City as of December 31, 2012, as well as an additional \$76 million that were awarded to quasi-City agencies such as the Philadelphia Housing Development Corporation and Philadelphia Workforce Investment Board. These Recovery Act funds were strategically directed at creating jobs and laying the foundation for future economic growth. ARRA-funded projects include repaving Center City and neighborhood streets, creating miles of pedestrian and bike trails, bringing broadband access to low income communities through the opening of 80 KEYSLOT computer labs, investing \$25 million in energy efficiency retrofits saving homeowners and businesses energy and money, and increasing healthy foods for over 200,000 low income residents and 200 public schools.

Preventing abuse of provisions for Minority, Woman and Disabled-Owned Businesses: Under Executive Order 3-12 and the Philadelphia Code, the City has made significant efforts to promote and foster the growth of minority, woman and disabled-owned business entities (M/W/DSBEs). The OIG is working with the Office of Economic Opportunity (OEO) to level the playing field for traditionally disadvantaged groups through investigation and oversight. In the past two years, OIG investigations into abuses of the program have led to the recovery of over \$2 million in restitution, fines and settlements. OIG investigations in this area also led to the City's first ever professional services contract debarment hearing and the removal of two companies from the City's certified minority business registry. During the next two years, the OIG will focus on initiatives to strengthen public awareness about contract fraud in this area through community outreach and education; increase the number of active investigations through case and source development; bolster back-end deterrents, such as fines and debarment; and work with M/W/DSBEs to ensure that they understand City contracting rules and regulations.

DEPARTMENTAL BUDGET AND PERFORMANCE TRENDS

MAYOR'S OFFICE

Budget Trends: The Mayor's Office has seen a 34.5% decrease in General Fund appropriation from FY08 to the FY13 Current Projection as the result of cuts in FY10 and FY11 to reflect the transfer of employees to the Commerce Department, the creation of a separate department for the Office of the Inspector General (OIG), and the consolidation of information technology services under OIT. There was a 7.6% increase in other operating funds over the same period, resulting in a net reduction of \$1.9 million (28%) in total operating funds as show below. The FY14 Proposed Budget for the Mayor's Office will be increased by roughly \$1.4 million, primarily to reflect the transfer to the Mayor's Office budget of staff that had been reflected in other department's budgets. The added funds will also pay for the expansion of the Graduation Coaches Campaign to promote high school graduation as well as a new Office of Immigrant and Multicultural Affairs.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	5,657,925	3,513,955	3,711,177	3,704,129	-1,953,796 -34.5%	5,141,881	1,437,752 38.8%
Other operating funds	956,345	976,253	1,550,200	1,029,041	72,696 7.6%	1,029,041	0 0.0%
Total operating budget	6,614,270	4,490,208	5,261,377	4,733,170	-1,881,100 -28.4%	6,170,922	1,437,752 30.4%

MANAGING DIRECTOR'S OFFICE

The Office of the Managing Director (MDO) is responsible for the coordination and administration of a variety of City services and supervising several City operating departments and functions, including the Office of Innovation and Technology, the Records Department, Public Property, Human Resources, Fleet Management, Procurement, Performance Management and the 311 Contact Center. These tasks are accomplished by prioritizing and communicating key administrative initiatives, monitoring and analyzing the department's performance and progress, and by serving as a catalyst to encourage cooperation and collaboration. In addition, this office is responsible for organizing and supervising major interdepartmental initiatives and special events.

Budget Trends: The MDO's budget includes funding for activities that relate to each of the Mayor's five goals, including Philly Rising (Goal 1), Animal Control (Goal 2), the Mayor's Office of Community Empowerment and Opportunity (Goal 3), the Mayor's Office of Sustainability (Goal 4), and general administration of the 311 Call Center (Goal 5). Overall the MDO has seen its total operating funds more than triple mostly due to the transfer of funds and programs to and from other Departments. The largest change is due to the transfer of the legal services contract with the Defender Association of

Philadelphia and Community Legal Services (\$37 million) from the Office of the Director of Finance to the Office of Public Safety in the MDO in FY13. In addition, IT activities were transferred to OIT in FY11; animal control was transferred from the Department of Public Health in FY12; counsel fees (\$8.8 million) were transferred from the First Judicial District to MDO in FY13; and the Re-Entry program, RISE, was transferred to the MDO from Prisons in FY13. New programs have also been created, such as Philly Rising, 311 and the Mayor's Office of Sustainability, which received General Fund appropriations and also brought in grant funding. As a result, the General Fund allocation for FY13 is not comparable to prior years. Nonetheless overall funding for public safety within the MDO has increased since FY08, especially in the form of grant funding, which has increased almost seven-fold from \$658,444 in FY08 to over \$5 million in FY13. Recent grants include over \$3 million in federal grants to reduce youth violence and \$1.65 million from the Department of Homeland Security for the Delaware Valley Intelligence Center, a state-of-the-art anti-terrorism center. Between FY13 and FY14 the total General Fund allocation for MDO will be decreased by \$828,000. This reflects the net effect of investments in succession planning and the Center for Excellence, a reduction in counsel fees (to reverse a one-time additional expense in FY13 of \$1.2 million) and the transfer of personnel costs for staff who report to the Mayor to the Mayor's budget. In addition, MDO is projecting to receive \$2.1 million less in other operating funds due to the end of ARRA funding which was supporting the programs in the Mayor's Office of Sustainability.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	15,734,860	21,752,694	69,476,562	73,705,089	57,970,229 368.4%	72,877,212	(827,877) -1.1%
Other operating funds	2,348,572	4,246,962	12,225,941	8,297,253	5,948,681 253.3%	6,214,580	(2,082,673) -25.1%
Total operating budget	18,083,432	25,999,656	81,702,503	82,002,342	63,918,910 353.5%	79,091,792	(2,910,550) -3.5%

OFFICE OF THE DIRECTOR OF FINANCE

The Office of the Director of Finance is charged with overseeing the City's financial, accounting and budgetary functions, including establishing fiscal policy guidelines; overseeing the City's budget and financial management programs; and recording and accounting all City financial activities. In addition, the Office of the Director of Finance administers the City's payroll activities and risk management functions; adjudicates appeals on parking violations, city code violations, water/sewer charges, and interest and penalties on delinquent taxes; oversees expenditures and reports on all grants through the newly created Mayor's Office of Grants; and monitors the City's professional services contracting process to ensure an open, transparent and fair process.

Budget Trends: The Office of the Director of Finance's budget includes the budget for all employee benefits costs, which represent \$1.118 billion of its FY13 budget, as well as the City's contribution to the School District of Philadelphia and the Community College of Philadelphia. Thus the total budget for the Office of the Director of Finance was \$1.1273 billion in FY13. The table below reflects the direct allocation to the Office of the Director of Finance for its operating expenses. The Office saw a \$6.7 million (32.4%) reduction in funding between FY08 and FY13, due to cuts during the recession. The FY14 Proposed Budget for the Office of the Director of Finance will be increased by 22% to \$17.1 million when compared to the FY13 Current Projection to include \$2.4 million worth of contributions to external entities that were previously accounted for elsewhere in the budget and to fund the creation of a Chief Collections Officer. Other operating expenses will not change between FY13 and FY14.

			FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	FY08 Actual	FY12 Actual	12,980,135	13,994,697	-6,708,561	17,074,592	3,079,895
	20,703,258	15,395,169			-32.4%		22.0%
Other operating funds	5,014,725	4,211,000	4,221,000	4,221,000	-793,725	4,221,000	0
					-15.8%		0.0%
Total operating budget	25,717,983	19,606,169	17,201,135	18,215,697	-7,502,286	21,295,592	3,079,895
					-29.2%		16.9%

Performance Trends: Finance uses a number of metrics to track the operations of the Office of Administrative Review (OAR), Professional Services Contracting, and Risk Management and is in the process of developing performance metrics for all other areas. OAR has successfully improved operations relating to handling Code Violation Notices (CVNs). Notifications of code violations are now being mailed within a month, down from six months in FY11. The wait time to schedule a hearing to appeal a CVN has been reduced from a high of 10 months (40 weeks) in FY11 to three weeks in the first half of FY13. Additionally, OAR's call center's response time has decreased from a high of 7 minutes, 4 seconds in FY11 to one minute, 18 seconds in the first half of FY13. The wait time to schedule a hearing to appeal a red light camera violation increased from two to four months between FY11 and FY12 and remains at four months in Q2 of FY13. This is due to a spike in demand for hearings that occurred after the Philadelphia Parking Authority quickly processed a large backlog of tickets that had built up in FY12.

The Contract Legislation Unit, which oversees professional services contracting, is focused on improving four key measures. The average number of vendors responding to professional services contract opportunity increased from FY08 to FY11, but decreased from 6 to 5 from FY11 to FY12, and as of the second quarter of FY13 the number of vendors has decreased to 4. The Contract Legislation Unit will begin outreach to vendors began but did not complete the application submission process, while continuing to work with departments to identify and increase the number of respondents to opportunities. The average number of days to fully execute a contract from the time of RFP origination (typically a few days before RFP release) has increased from 103 days in FY11 to 114 days in the second quarter of FY13 for contracts drafted by departments (generally health and community services

contracts) and from 120 days in FY11 to 122 days in the second quarter of FY13 for contracts that are drafted by the Law Department. Finally, the percent of contracts that are fully executed by contract start (or renewal) date has increased from 5% in FY11 and FY12 to 11% in the second quarter of FY13. This measure reflects the quality of planning as well as operational delays. The contract start date is the initial date the contract was planned to start when the opportunity was uploaded into the procurement system. Delays in the public posting of the opportunity and the vendor selection process can cause work to begin long after the initial contract start date. The Unit is working on new reporting tools to enable departments to better track their contracts so Departments can better plan for new contracts, amendments and renewals.

The Office of Risk Management has shown significant improvements in its performance measures. Over the last few years, the number of employee injuries has decreased by 19% from 3,872 in FY11 to 3,152 in FY13 and by an additional 8% between the first halves of FY13 and FY12. Finally, the time it takes to intake claims has decreased from 16 weeks in FY11 to 2 weeks in the second half of FY13.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
OAR – Time to mail first notification for CVNs (Months)	N/A	6	1	-83.3%	2	1	-50.0%	1	1
OAR - Wait time to schedule a hearing to appeal a CVN (weeks)	12	40	4 – 6	-85%	6	3	-50.0%	3	3
OAR - Call center response time (minutes: seconds)	N/A	7:40	4:00	-47.8%	3:54	1:18	-66.7%	1:48	1:30
OAR - Wait time to schedule a red light camera hearing (months)	N/A	2	4	100.0%	2	5	150.0%	3	2
Contracting - Average number of vendors responding to professional services contract opportunities*	4	6	5	-16.7%	4	4	0.0%	5	6
Contracting – Number of days to fully execute a contract from RFP origination (for contracts drafted by Departments)**	112	103	110	6.8%	106	114	7.5%	114	107
Contracting – Number of days to fully execute a contract from RFP origination (for contracts drafted by Law Dept)**	126	120	122	1.7%	119	122	2.5%	124	117
Contracting -Percent of contracts fully executed by contract start date*	2.0%	5.0%	5.0%	0.0%	8.0%	11.0%	37.5%	6.0%	8.0%
Risk Mgmt – Number of Departments with formal safety and health goals	N/A	76.0%	81.0%	6.6%	78.5%	82.0%	4.5%	85.0%	85.0%
Risk Mgmt – Number of employee injuries	N/A	3,872	3,152	-18.6%	2,529	2,325	-8.1%	3,379	3,295
Risk Mgmt – Weeks to intake claims*	N/A	16	1	-93.8%	N/A	2	N/A	2	2

* FY12 Q1-Q2 and FY13 Q1-Q2 data reflect Q2 only.

** FY12 Q1-Q2 data reflect Q2 only.

OFFICE OF INNOVATION & TECHNOLOGY

The Office of Innovation and Technology's (OIT) mission is to increase the effectiveness of the information technology infrastructure and to manage the City's technology assets efficiently and effectively and modernize city government in order to improve all service to Philadelphians. OIT oversees all major information and communications technology initiatives for the City and is responsible for identifying the most effective approach for implementing new information technology directions throughout the City, improving the value of the City's technology assets and the return on the City's technology investments, ensuring data security continuity, planning for continuing operations in the event of disruption of IT or communications services, and supporting accountable, efficient and effective government across every City department and independent body.

Budget Trends: OIT has seen a 111% increase in General Fund appropriation from FY08 to the FY13 current projection due to the growth in 911 spending as well as the centralization of information technology services formerly residing within departments in accordance with the Mayor's Executive Order 12-11 on August 22, 2011. However, the size of the consolidation was larger than the \$13 million OIT received in transfers from departments. The consolidation also accounts for part of the \$59 million increase in other operating funds between FY08 and FY13, as OIT currently receives about \$13M in Water funds and \$6M in Aviation funds under the consolidated Departmental Services Division for personnel, the purchases of services and major equipment for the Water Department and Philadelphia International Airport respectively. OIT receives another \$41.5M in Grant funded appropriations, providing the ability to spend almost \$38.7M in accumulated 911 surcharge revenues, and another \$2.8M in ARRA related grant obligations. As a result OIT has seen a net growth of \$97 million (265%) in total operating funds as shown below between FY08 and FY13. The FY14 Proposed Budget increased the General Fund allocation to OIT by \$13.8 million (19%); the largest reason for the increase in 911 fund spending which is cost neutral as revenues are received by the City. Net of the 911 expenses, OIT's proposed FY14 budget includes \$2.5 million of investments to fund maintenance and departmental application costs, new positions necessary to implement court mandates related to public safety, and positions previously funded through grants. In addition, OIT's FY14 budget includes cost savings of over \$1.0 million to reflect recommendations by the City's efficiency consultant that include conducting comprehensive audits on phone bills and charging the Pension and Aviation Funds for telecom expenses.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	33,193,733	63,271,541	70,044,250	71,199,170	38,005,437 114.5%	84,994,181	13,795,011 19.4%
Other operating funds	3,607,294	47,485,951	63,339,650	62,946,157	59,338,863 1645.0%	81,345,589	18,399,432 29.2%
Total operating budget	36,801,027	110,757,492	133,383,900	134,145,327	97,344,300 264.5%	166,339,770	32,194,443 24.0%

Performance Trends: OIT uses the Gartner IT score as a measure of its maturity as a provider of IT services and the enterprise as a consumer of information technology. During FY12, OIT received a Gartner IT score of 2.0 out of 5.0. The goal for FY13 is to reach a score of 3.0 in FY14 and, ultimately, to reach a score of 5.0. A score of 2.0 indicates that City departments independently leverage IT when they consider necessary; 3.0 means that City departments view IT as critical to achieving performance goals; and 5.0 means that IT is a primary driver of service model innovation for the City. OIT also measures the overall availability of Wide Area Network (WAN) and internet, website, platform and applications by the percent of time these networks the City relies on to conduct business are up and running. OIT currently only has the ability to collect information on WAN & Internet, which was available 99.2% of the time in FY12, and 99.7% of the time in Q2 of FY13.⁵² OIT has a goal of addressing 90% of customer issues within the target service level for time to resolve, which varies significantly according to the severity of the issue (e.g. major incident that causes major service disruption, versus a desk phone not working). Finally, as described above OIT has eight major business application modernizations underway, 7 of which are on track for delivery.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY13- FY12 Q1-Q2 Change	FY13 Goal	FY14 Goal
Gartner IT Organization Maturity score	N/A	N/A	2.0	N/A	N/A	N/A	N/A	2.5	3.0
Availability*	N/A	99.3%	99.2%	-0.1%	N/A	99.7%	N/A	99.9%	99.9%
Percent of customer issues closed within service level for time to resolve****	N/A	74%	65%	N/A	70.0%	79.5%	14%	90.0%	90.0%
Percent of customers satisfied with services provided	N/A	96.8%	96.6%	-0.2%	97.0%	96.0%	-1%	96.0%	97.0%
Number of modernization projects on track	N/A	N/A	8**	N/A	N/A	7	N/A	8	8

* Current ability only allows OIT to measure availability of WAN & Internet and is computed as the average availability for TLS, T1s and Internet. FY13 Q1-Q2 data shows Q2 only.

** During FY12, OIT was in the process of establishing the modernization projects.

*** FY12 Q1-Q2 data shows Q2 only

DEPARTMENT OF PUBLIC PROPERTY

The Department of Public Property (DPP) manages the physical infrastructure that supports City government operations. To this end, the Department is responsible for the acquisition, disposition, lease, design, construction, renovation, and maintenance of hundreds of City-owned facilities.

Budget Trends: The Department of Public Property has seen a 2.6% increase in General Fund appropriation from FY08 to the FY13 Current Projection, which included an increase to pay for a \$3.5 million increase in the City's water bill. The FY13 adopted budget reflected an increase of \$734,000 to fund a 16 person preventative maintenance team. After several years of cuts, the City made an

⁵² The department hopes to start measuring the availability of website, platform and applications starting in 2014.

investment in City buildings by implementing the preventive maintenance program in FY13 and will continue adding to this investment in FY14. The FY14 Proposed Budget for Public Property will increase the General Fund allocation for the maintenance team by \$622,000 to bring the department's funding for this purpose up to industry standards. Between FY08 and FY13 there was a 2.3% decrease in other operating funds, resulting in a net growth of about \$1.9 million (1.4%) in total operating funds as shown below.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund*	103,433,555	101,121,358	114,310,999	106,117,876	2,684,321 2.6%	106,843,165	725,289 0.7%
Other operating funds	31,373,076	30,619,360	30,639,360	30,639,360	-733,716 -2.3%	30,686,428	47,068 0.2%
Total operating budget	134,806,631	131,740,718	144,950,359	136,757,236	1,950,605 1.4%	137,529,593	772,357 0.6%

* Excludes SEPTA subsidy which was \$61,339,000 in FY08 and \$66,360,000 in FY12 and FY13.

Performance Trends: Total lease expense increased 3% between FY11 and FY12, and there was an increase of 13% in the first quarter of FY13 due to costs associated with the Delaware Valley Intelligence Center. The Mayor established a Facilities Task Force by Executive Order in August 2011 with a three pronged mission: (1) to analyze lease data for potential savings and make recommendations on how to more effectively utilize our space as well as streamline our RFP process when looking for leased space; (2) to analyze our utility payment process and determine where energy efficiency fits into our leasing agreements; and (3) to take a more comprehensive look at our city-managed facilities for useful life cycle and usage, including capital costs per square footage; utility cost per square footage; life span and location. The DPP is working closely with the Task Force and will work to implement recommendations once a final report is issued in August 2013.

The DPP is responsible for overseeing major capital improvements to City owned facilities and has seen an increase in the number of substantially completed construction projects from 51 in FY11 to 72 in FY12 and has substantially completed 39 construction projects in the first half of FY13. There was a slight increase in staff and a difference in project size that has led to the increase in substantially completed projects. In addition to the metrics provided below, in FY12, the DPP sold 21 surplus properties, for a total of \$1,737,590, and completed 49 space-planning projects that included design, construction and project management for 26 City departments.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2*	FY13 Q1-Q2*	FY12- FY13 Q1-Q2 Change	FY13 Goal	FY14 Goal
Facilities division work order volume	N/A	6,746	9,035	34%	1,949	6,421	229%	TBD	TBD
Percent of work orders completed within service level**	N/A	N/A	N/A	N/A	N/A	80%	N/A	TBD	TBD
Number of square feet managed	1,354,714	1,427,539	1,430,539	0%	1,427,539	1,442,539	1%	TBD	TBD
Total lease expense	\$22,300,003	\$23,874,900	\$24,563,432	3%	3,797,132	4,275,021	13%	TBD	TBD
Number of substantially completed construction costs	N/A	51	72	41%	29	39	34%	TBD	TBD

* Represents Q1 data only

** In FY13 DPP established service levels for each type of work order (e.g. 1 day for emergency work orders versus 12 days for normal work orders). FY11 and FY12 data represent the percent of work orders completed, where as FY13 data represent the percent of workorders completed within the service level.

OFFICE OF FLEET MANAGEMENT

The Office of Fleet Management (OFM) is a centralized agency responsible for strategic planning, acquisition and maintenance of 5,855 vehicles and equipment to support city-wide operations. The OFM supports 43 departments and agencies in the delivery of municipal services by ensuring that City vehicles, including City cars, radio patrol cars, medic units, trash compactors, and other automotive equipment, are available, dependable, and safe to operate. The OFM operates 16 repair and maintenance facilities located throughout Philadelphia and 60 fuel sites city-wide.

Budget Trends: The OFM has seen an 9.9% decrease in General Fund appropriation from FY08 to the FY13 Current Projection as a result of budget cuts during the recession in funds to purchase new vehicles. In FY12, the City borrowed \$28 million over seven years as part of a new lease financing program to purchase new vehicles. Debt service on this loan paid out of the General Fund was \$4.3 million in FY12 and \$4.5 million in FY13. There was a 36% increase (\$4 million) in other operating funds over the same period primarily from the Aviation Fund, resulting in a net reduction in total operating funds of over \$2.3 million (2.9%). The FY14 general fund budget for the Office of Fleet Management will be decreased by \$4.5 million, which is the result of a \$2.5 million decrease in fuel costs from the FY13 projection due to an expected new hedging program to be instituted in FY14 and a \$2 million decline in the vehicle purchase budget as a result of the elimination of a one-time increase in vehicle purchase funding in FY13. The OFM is currently working with the Office of Budget and Program Evaluation to develop a financially feasible vehicle replacement cycle going forward.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	67,602,972	55,915,620	55,374,814	60,927,288	-6,675,684 -9.9%	56,444,779	-4,482,509 -7.4%
Other operating funds	12,246,682	10,874,074	16,618,199	16,618,199	4,371,517 35.7%	16,618,199	0 0.0%
Total operating budget	79,849,654	66,789,694	71,993,013	77,545,487	-2,304,167 -2.9%	73,062,978	-4,482,509 -5.8%

Performance Trends: City-wide vehicle availability increased by 3% from FY11 to FY12 mainly due to addition of new vehicle and equipment through the lease finance program. This trend has continued with fleet availability city-wide increasing by 1% in the first half of FY13. In the first two quarters of FY13, radio patrol car availability decreased again by 2% due to mechanical problems in some vehicles. OFM is working to bring availability back up again by returning to normal maintenance schedules. Over the last year, availability for medic units has increased by 5% as a result of influx of new equipment. The median age of the roughly 4,500 vehicles that are funded by the General Fund is currently 9 years, up from 8 years in FY08. Median vehicle age has also increased from 8 years in FY12 to 9 years in FY13 for the vehicles funded by the Water Fund (roughly 1,000 vehicles) and from 10 years in FY12 to 11 years in FY13 for vehicles purchased by the Aviation Fund (roughly 370 vehicles). These increases result from insufficient new vehicle purchases. OFM is currently developing a vehicle replacement schedule to bring The OFM more in line with government standards for vehicle replacement cycles. OFM is responsible for repairing vehicles, and in FY09 OFM repaired 72% of vehicles in 1 day or less. This metrics worsened slightly as OFM faced an \$11 million cut to its vehicle purchase funding in FY09, which was sustained until FY12, making fewer new vehicles available. Starting in FY12, the City contributed \$28 million over seven years to a lease financing program to enable OFM to replace aged vehicles and reduce the median age of aged vehicles (see description below). Since then the percentage of vehicles repaired within 1 day has increased slightly from 68% in FY12 to 69% in the first half of FY13.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY12- FY13 Q1-Q2 Change	FY13 Goal	FY14 Goal
Fleet availability - citywide	89%	89%	92%	3%	92%	93%	1%	90%	90%
Radio patrol car availability	90%	87%	89%	2%	91%	89%	-2%	90%	90%
Medic units availability	88%	95%	92%	-3%	85%	89%	5%	90%	90%
Compactors availability	80%	75%	80%	7%	78%	82%	5%	90%	90%
Median Age of Vehicle: General Fund	8	9	9	0%	9	9	0%	N/A	N/A
Median Age of Vehicle: Water Fund	6	8	8	0%	9	9	0%	N/A	N/A
Median Age of Vehicle: Aviation Fund	8	9	10	11%	10	11	10%	N/A	N/A
Percent of vehicles repaired in 1 day or less	72%	69%	68%	-1%	69%	69%	0%	70%	70%

DEPARTMENT OF REVENUE

The Department of Revenue is responsible for promptly collecting all tax revenue due to the City and the School District of Philadelphia.

Budget Trends: The Department of Revenue has seen an 18.5% increase in General Fund appropriations from FY08 to the FY13 Current Projection, largely due to the Tax Law unit move over to Revenue. During this same time frame, the Revenue Department has seen an \$18 million increase in other operating funds, mostly accounted for by \$21 million appropriation in FY12 to pay the collection agency a percentage of what they collect for the City. The Department of Revenue will receive a \$1.2 million increase in its General Fund allocation in FY14 to provide resources for the delinquent tax revenue initiative (described above). Other operating funds in FY14 will remain roughly at their FY13 levels.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	16,372,024	18,821,178	19,337,750	19,396,778	3,024,754 18.5%	20,560,621	1,163,843 6.0%
Other operating funds	18,836,380	25,539,187	36,892,456	36,892,456	18,056,076 95.9%	37,273,970	381,514 1.0%
Total operating budget	35,208,403	44,360,365	56,230,206	56,289,234	21,080,831 59.9%	57,834,591	1,545,357 2.7%

Performance Trends: The Revenue Department's Tax Unit and Water Revenue Bureau each have their own performance measures to meet.

The resolution of the Taxpayer Amnesty program that was offered at the end of FY10, led to a decrease in the number of taxpayer calls and walk-ins in FY11 compared to FY12. In the first half of FY13, the incoming calls have decreased by 15% compared to the same period in FY12. With the volume of taxpayer contact more consistent with pre-amnesty levels in FY12, the response rate for incoming calls in FY12 was 65% compared to 84% in FY11. In the first half of FY13, as the volume of calls has declined, the average response rate has improved to 75%. As the number of walk-in taxpayers has declined by 22% in the first half of FY13, the average wait time has dropped by 57% to below 15 minutes. Assessments generated from audits of tax accounts in the first half of FY12 is almost three times greater than the assessments generated in the first half of FY13. The decrease in the amount of assessments is due to severely reduced audit staffing levels, by almost half, which the Department is working to build back up.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY12- FY13 Q1-Q2 Change	FY13 Goal	FY14 Goal
Incoming calls offered	298,644	179,448	233,839	30%	113,952	96,592	-15%	220,000	TBD
Incoming calls - average response rate	62%	84%	65%	-23%	63%	75%	19%	70%	TBD
Walk-in taxpayers	36,026	34,141	42,237	24%	20,376	15,963	-22%	40,000	TBD
Walk-in taxpayers average wait time	30:29	16:57	33:56	100%	33:30	14:17	-57%	30:00	TBD
Tax compliance audits - value of audit assessments	\$15,313,403	\$30,130,469	\$28,895,946	-4%	\$18,925,617	\$6,787,696	-64%	\$15,000,000	TBD

Water Revenue Bureau: The Water Revenue Bureau (WRB) received 304,474 calls in FY12, an increase of 11% from FY11. Over the last year, the WRB has received 4% fewer calls. This is due to the fact that the Department now offers callers the option to have a WRB representative call them back, thereby reducing the need for residents to call multiple times to reach a representative if they cannot wait. Despite this fluctuation in call volume the call response rate remained constant between FY11, FY12 and the first half of FY13 at around 83-84%. The WRB had seen an increase in walk-in customers of 14% between FY11 and FY12 and 3% between the first halves of FY12 and FY13. The average waiting timing decreased from over 17 minutes to 8 minutes and 34 seconds in FY12 but has increased again to 14 minutes in the first half of FY13 due to reduced staffing. The Department is working to hire and train additional staff. The percentage of customers paying their water bill within 30 days has remained at 70% over the last year, up from 68% in FY11.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13* Q1-Q2	FY12- FY13 Q1-Q2 Change	FY13 Goal	FY14 Goal
Incoming calls offered	316,107	274,955	304,474	11%	147,394	140,856	-4%	290,939	TBD
Incoming calls - average response rate	71%	84%	84%	0%	82%	83%	1%	85%	TBD
Walk-in customers	81,840	89,969	102,445	14%	51,763	53,482	3%	99,738	TBD
Walk-in average waiting time	17:37	11:54	8:34	-28%	8:11	14:01	71%	7:11	TBD
30 day pattern payment	N/A	68%	70%	3%	70%	70%	0%	70%	TBD

LAW DEPARTMENT

The City of Philadelphia Law Department is responsible for providing legal advice to all officers, departments, boards, and commissions within the City concerning any matter arising in connection with the exercise of their official powers. Included within this responsibility is the collection of all fines, taxes and other debts owed the City, the representation of the City and its officers in litigation, the preparation of ordinances for introduction in City Council, and the preparation of City contracts.

Budget Trends: The Law Department has seen a 28.5% decrease in General Fund appropriation from FY08 to the FY13 Current Projection. There was a 71% decrease in other operating funds over the same period, resulting in a net reduction of over \$20 million (50.1%) in total operating funds as show below. This is primarily because of the transfer of funding from the Law Department to the Revenue Department as mentioned above. The FY14 Proposed Budget for the Law Department maintains its budget at roughly the FY13 Adopted Budget level, as cost overruns reflected in the FY13 Current Projections are not expected to be ongoing. The Law Department is expecting a slight decrease in other operating funds due to a reduction in grant funding.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	20,682,071	14,349,764	12,770,544	14,777,401	-5,904,670 -28.5%	12,822,255	-1,955,146 -13.2%
Other operating funds	20,930,074	5,165,705	6,078,096	5,978,096	-14,951,978 -71.4%	5,627,343	-350,753 -5.9%
Total operating budget	41,612,144	19,515,469	18,848,640	20,755,497	-20,856,647 -50.1%	18,449,598	-2,305,899 -11.1%

OFFICE OF PROPERTY ASSESSMENT

The Office of Property Assessment (OPA) conducts property assessments to determine the value of properties within the City of Philadelphia and has been responsible for the City's Actual Value Initiative. OPA also offers property information through its property search application, allowing the public access to property valuation data in the city of Philadelphia, and manages abatement and exemption programs that may reduce a property's Real Estate Tax bill.

Budget Trends: OPA was created in FY11 and has seen a significant increase in funding to prepare for and implement the Actual Value Initiative (AVI), the comprehensive change to the property tax system. The more than \$4 million increase between FY12 and FY13 Adopted budget was to hire all of the property assessors to assess each property in the City. The FY13 Current Projection reflects additional resources to pay for communication (mailings and a call center) to educate the public about the changes to the property tax system and promote the Homestead exemption and to pay for staff to process Homestead exemption applications. The FY14 proposed General Fund budget for OPA is slightly lower than the FY13 Current Projection because some of the start-up resources for the Actual Value Initiative are no longer necessary.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	0	7,967,720	11,714,752	13,575,595	13,575,595	13,326,276	-249,319 -1.8%
Other operating funds	0	0	0	0	0	0	0
Total operating budget	0	7,967,720	11,714,752	13,575,595	13,575,595	13,326,276	-249,319 -1.8%

OFFICE OF HUMAN RESOURCES

The Office of Human Resources (OHR) works with City departments, agencies, boards and commissions to attract and maintain a competitive and diverse workforce.

Budget Trends: The Office of Human Resources has seen a 17.4% increase in General Fund appropriations from FY08 to the FY13 Current Projection. Funding was increased in FY11 when the Medical Evaluation Unit was moved from the Health Department to OHR (\$625,000) and the Shared Services Pilot project was launched. The pilot required the consolidation of 13 human resources/payroll employees from their original departments into OHR (\$600,000). In FY12, funds were provided for purchase of a commercially available Firefighter examination that complied with all applicable employment law and was designed to mitigate adverse impact against any population segment. In FY13, funding was increased to support a benefits eligibility audit and establish a benefits data warehouse for claims analysis and cost oversight. In FY08, OHR had \$3.3 million in grant funding from the productivity loan bank to modernize HR systems. The FY14 Proposed budget for the Office of Human Resources will be increased by \$137,000 to accommodate a change in the testing schedule to facilitate more rapid and coordinated hiring and promotion of uniformed Police staff.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	4,685,644	4,945,223	5,347,459	5,498,778	813,134 17.4%	5,636,218	137,440 2.5%
Other operating funds	3,250,311	0	0	0	-3,250,311 -100.0%	0	0
Total operating budget	7,935,955	4,945,223	5,347,459	5,498,778	-2,437,177 -30.7%	5,636,218	137,440 2.5%

Performance Trends: Cost of health benefits is provided on a net basis and includes medical, prescription drug, dental and vision benefit expenditures for active and 5 year or less retirees of the City Administered (non-union) benefits program less employee payroll contributions and applicable credits, such as COBRA premiums. OHR has worked to contain health benefits costs through implementation of

self-insurance for medical benefits, competitive bidding and plan design changes. In addition, in November 2011, OHR implemented a Health and Wellness program to incentivize employees to more actively manage and improve their health (described below). As a result of these measures, the net cost of health benefits decreased by 19% between FY09 and FY11 and increased 6% between FY11 and FY12 and 2% between the first halves of FY12 and FY13. These rates compare favorably to health care cost trends in the Philadelphia region, which are increasing 8-12% annually.

OHR is responsible for posting job opportunities, testing applicants, and producing lists of qualified candidates for job openings and has improved processing times tremendously. The percentage of tests held on the target date has increased from 30% in FY11 to 91% in the first half of FY13, and the percent of lists established by the target date has increased from 25% in FY11 to 78% in the first half of FY13, currently exceeding the Department's goals on both metrics of 70%. The average time between the closure of a job announcement and the list establishment has declined from 162 in FY11 to 64 days in the first half of FY13. The total number of lists produced increased from FY11 to FY12 by 15% to a total of 394 lists in FY12 as a result of increased hiring after layoffs in FY09 and FY10 and to increase public safety officials in the Police Department, Prison System and Fire Department. In the first half of FY13, 202 lists were created; a 4% decrease over the previous year as hiring started to stabilize again. The Department's goal is to create 400 lists in FY13.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY12- FY13 Q1-Q2 Change	FY13 Goal	FY14 Goal
Net cost of health benefits (\$ million)*	\$98.40	\$75.0	\$79.5	6%	\$38.4	\$39.0	2%	\$76.4	\$76.4
Percent of tests held on target date	N/A	30%	79%	167%	71%	91%	28%	70%	70%
Percent of lists established by target date	N/A	25%	54%	121%	45%	78%	73%	70%	70%
Average days between close of job announcement and list establishment	85	162	87	-46%	94	64	-32%	75	75
Total number of lists produced	518	342	394	15%	210	202	-4%	400	400

* FY08 column is from FY09 and is an estimate based on a gross cost of \$101.4 minus an estimated \$3 million worth of deductions to reflect the net cost of health benefits.

OFFICE OF THE CITY TREASURER

The Office of the City Treasurer (CTO) manages new and outstanding City debt in accordance with the City's Debt Management Policies, maximizing the value received from new financings and minimizing interest and transaction costs. The Office also manages the custodial banking of all City funds by encouraging standards and practices consistent with safeguarding City funds. The CTO serves as the disbursing agent for payments from the City. The CTO also aims to maximize the amount of cash available for investment after meeting daily cash requirements, thereby providing a source of revenue to support the City's financial commitments.

Budget Trends: The Office of the City Treasurer has seen a 23.4% increase in General Fund appropriation from FY08. This is primarily due to a transfer of funds in FY12 to move staff responsible for debt issuance from the Office of the Director of Finance to the City Treasurer. The FY14 Proposed budget maintains the General Fund allocation for the City Treasurer at roughly the same levels as FY13.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	718,384	825,035	886,605	896,096	177,712 24.7%	899,260	3,164 0.4%
Other operating funds	0	0	0	0	0	0	0
Total operating budget	718,384	825,035	886,605	896,096	177,712 24.7%	899,260	3,164 0.4%

Performance Trends: As described in the Expenditures Chapter, debt service represents 4% of the proposed General Fund expenditures. The Office of the Director of Finance and the City Treasurer's Office continue to decrease the city's debt service costs through careful management of the City's debt financing structures across all City funds. The Treasurer's Office actively negotiates new fee structures across banking arrangements that have resulted in debt service cost savings of \$3.0 million in FY12 and \$14.3 million in FY13 and total life of bond transactions General Fund Savings of over \$81 million. CTO has saved \$7.0 million in debt service costs related to the Aviation Fund, Philadelphia Gas Works, and the Water Fund in FY12 and an additional \$8.3 million in FY13. Over the life of the bonds these savings will total \$59.7 million. Additionally, the CTO has obtained reductions in banking costs of \$82,000 per year. The CTO hopes to continue to procure all banking services competitively and to improve the investment return within the city's investment policies. Additionally, the CTO hopes to improve performance and generate savings through the procurement of a debt management software, which will significantly improve all aspects of debt management (payment, issuance, oversight) and enable staff focus on higher-value-added work.

The City Treasurer's Office also works to reduce the City's debt service costs by leading the effort to obtain Standard and Poor General Obligation bond rating upgrade to BBB+ from BBB in April 2012. The City's General Obligation bond ratings are currently A2 (Moody's Investors Service, BBB+ (Standard & Poor's) and A- (Fitch). The City's has the second lowest rating of the 25 most populous cities in the country, and the 4th lowest rating of the 50 most populous cities in the Country. The average US city is rated AA. The Treasurer's Office estimates that for every \$100 million bonds sold in the future, the difference in debt service over the life of the issue would be \$10 million if the City was rated single A by all rating agencies and \$15 million if the city were rated the average rating of most Cities in the US of Aa/AA. In order to improve the its bond ratings, The City needs to build and maintain a fund balance of at least 3% (well over \$100 million) of total General Fund plus the Grants Fund revenues and establish a policy to replenish the fund balance in the event it is drawn upon. Balancing the need to pay for critical services with higher fund balances remains a constant challenge.

DEPARTMENT OF RECORDS

The Department of Records ensures that Philadelphia's municipal records are appropriately controlled and managed. The Department sets records management standards and procedures for all City departments, boards, commissions, and agencies, and manages records operations and services such as the City Archives, the Records Storage Center, the Recorder of Deeds, and central reprographic services. The Department also manages public access to municipal records and establishes and collects fees to cover the cost of providing copies of records. As an agent for the Commonwealth and the City Revenue Department, the Records Department also collects realty transfer taxes and document recording fees and, as the official City tax registry, maintains the city's real property database and tax maps.

Budget Trends: The Department of Records has seen a 47.1% decrease in General Fund appropriation from FY08 to the FY13 Current Projection as a result of the recession. The FY14 Proposed budget for the Department of Records will be roughly maintained at the FY13 Current Projection level.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	7,596,150	3,840,761	4,009,212	4,022,041	-3,574,109 -47.1%	4,026,317	4,276 0.1%
Other operating funds	0	0	0	0	0	0	0
Total operating budget	7,596,150	3,840,761	4,009,212	4,022,041	-3,574,109 -47.1%	4,026,317	4,276 0.1%

Performance Trends: The percent of documents electronically filed during FY12 was 54.5%, a 10.3% increase from FY11. During the first half of FY13, 57.0% of documents have been electronically filed, a 6.1% increase over the last year. The percent of public records electronically filed, such as financial disclosures per calendar year) was 86.2% in FY12, an increase of 2.9% from FY11. The percent of documents recorded within 24 hours was 100% over the last year. The turnaround time in responding to requests for public records has remained steady at 1 day.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY12- FY13 Q1-Q2 Change	FY13 Goal	FY14 Goal
Percent of documents electronically filed	31.1%	49.4%	54.5%	10.3%	53.8%	57.0%	6.1%	58%	60%
Percent of public records electronically filed (financial disclosures/calendar year)	46.7%	83.8%	86.2%	2.9%	N/A	N/A	N/A	88%	88%
Percent of documents recorded within 24 hours	100.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100%	100%
Turnaround time in responding to requests for public records (in days)	1	1	1	0%	1	1	0%	1	1
Turnaround time in duplicating services routine and complex jobs in 1 to 3 days (percent of work)*	N/A	100.0%	95.2%	-4.8%	96.3%	98.9%	2.6%	100%	100%

* A simple job is a job that can be fed into the high speed copier and produced with minimal manual manipulation. A complex job requires specialized binding or requires insertion of specialized tab separator sheets, lamination or a complex color ink.

BOARD OF PENSIONS AND RETIREMENT

The Board of Pensions and Retirement is responsible for the creation and maintenance of an actuarially sound Retirement System for the benefit of all current and future benefit recipients. The Board of Pensions and Retirement (Board) is composed of the Director of Finance, who serves as chairperson, the Managing Director, the City Solicitor, the Human Resources Director, the City Controller and four members who are elected by the Civil Service employees of the City Philadelphia. The Executive Director administers the day-to-day activities of the Retirement System, providing services to over 64,000 members.

Budget Trends: The Pension Board is entirely funded by the Pension Fund. Between FY08 and FY13 the Board's costs increased by 12.1%. The Board has taken steps to decrease costs. In FY12, the Board reduced its salary expenditures for the second consecutive year and reduced its overtime and temporary staff expenses for the third consecutive year, by delaying the filling of vacancies and eliminating the use of overtime and temporary employees. The Board's overall Class 100 expenditures for FY12 were nearly \$200,000 less than in FY08. During FY12 the Board also reduced its Class 200 expenditures by about \$1.5 million, 12% less than in FY11. The FY14 proposed budget for the Pension Board is on par with FY13.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	0	0	0	0	0	0	0
Other operating funds	7,866,597	8,242,210	8,776,000	8,818,000	951,403 12.1%	8,776,000	-42,000 -0.5%
Total operating budget	7,866,597	8,242,210	8,776,000	8,818,000	951,403 12.1%	8,776,000	-42,000 -0.5%

Performance Trends: The Board aims to increase the percent of pension payments that are made through Electronic Fund Transfers (EFT). In FY12, 87.6% payments were made via EFT, an increase of 2% from FY11. During the first half of FY13, 88.1% of pension payments were made via EFT, representing a 1% increase. The goal is to make 89.6% of pension payments via EFT in FY13 and 90.8% in FY14.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY12- FY13 Q1-Q2 Change	FY13 Goal	FY14 Goal
Increase percent of EFT Payments	84.2%	86.1%	87.6%	2%	86.8%	88.1%	1%	89.6%	90.8%

PROCUREMENT DEPARTMENT

The Procurement Department is responsible for all purchasing of services, supplies and equipment and construction at the lowest cost to the City and management of materials.

Budget Trends: The Procurement Department has seen a 7.1% decrease in General Fund appropriation from FY08 to the FY13 Current Projection. The difference between the FY13 Adopted Budget and Current Projection is largely due to a \$450,000 allocation to Procurement to address a structural imbalance in the Department's budget for advertising costs. There was a 63.2% decrease in other operating funds over the same period, resulting in a net reduction of about \$474,000 (9.1%) in total operating funds as show below. The FY14 Proposed budget for the Procurement Department will roughly maintain the FY13 Current Projection funding level.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	4,987,524	4,664,361	4,151,574	4,632,730	-354,794 -7.1%	4,643,115	10,385 0.2%
Other operating funds	187,759	45,856	69,028	69,028	-118,731 -63.2%	69,028	0 0.0%
Total operating budget	5,175,283	4,710,217	4,220,602	4,701,758	-473,525 -9.1%	4,712,143	10,385 0.2%

Performance Trends: Performance metrics related to Service Supplies and Equipment (SSE) department contracts show an increase in processing times in the last two years largely as a result of significant turnover and reductions in staff availability: 14 of the 31 positions (45%) are new to their positions since June 2011. The percentage of bids processed within 90 days for SSE contracts was 40% in FY12. In the last year, the percentage of bids for SSE contracts processed within 90 days has decreased by 9% to 32%. The percentage of SSE contracts in place prior to contract expiration was 63% in FY12. In the last year, the percentage has decreased by 27% to 49%. The percentage of bids with single responses for SSE contracts in FY12 was 29%. Over the last year, 28% of SSE bids had single response, up 4% from a year ago. The average number of responses per SSE bid in FY12 was 3, and has remained the same in the first half of FY13. The last two measures apply to the Public Works bids that the Procurement

Department manages: the average number of days from initiation to award was 119 days in FY12. Over the last year, the number of days has increased by 11% to 128 days. The department goal in FY13 is an average of 125 days. The average number of responses per bid for the public works contracts was 6, up 20% from FY11. Over the last year, the average number of responses has been 4.5, a decrease of 18%. The Department hopes to receive an average of 5 responses per public works bid in FY13. The Department, led by its senior management in collaboration with its internal partners, is continuously reviewing all business processes, personnel needs, financial needs, and technology needs to improve performance and is confident it will meet, and possibly exceed, all goals set for this fiscal year as well as future years. In addition, as new employees hired gain experienced, the Department expects to see performance improve.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change	FY12 Q1-Q2	FY13 Q1-Q2	FY12- FY13 Q1-Q2 Change	FY13 Goal	FY14 Goal
SSE Contracts: Percentage of bids processed within 90 days	N/A	N/A	40%	N/A	35%	32%	-9%	50%	65%
SSE Contracts: Percentage of contracts in place prior to contract expiration	N/A	96%	63%	-34%	66%	49%	-27%	75%	95%
SSE Contracts: Percentage of bids with single responses	N/A	31%	29%	-6%	27%	28%	4%	25%	20%
SSE Contracts: Average number of responses per bid	N/A	2	3	50%	2.5	3	20%	3	4
Public works contracts: Average number of days from initiation to award	N/A	114	119	4%	116	128	11%	125	110
Public works contracts: Average number of response per bid	N/A	5	6	20%	5.5	4.5	-18%	5	5

OFFICE OF THE INSPECTOR GENERAL

The Office of the Inspector General (OIG) investigates fraud, corruption and misconduct across all city departments in order to make City government more honest and efficient.

Budget trends: In FY08, when Mayor Nutter came into office, the OIG was a single person within the Mayor's office. Reflecting Mayor Nutter's commitment to good government and ethics reform, the OIG function has seen a large increase in resources and stature. The OIG was established as a separate department in FY10 with a budget of \$1.3 million funded entirely out of the general fund. FY14 funding will sustain the OIG at the FY13 Current Projection level to pay for additional staff added in FY13.

	FY08 Actual	FY12 Actual	FY13 Adopted Budget	FY13 Current Projection	FY13-FY08 Change	FY14 Proposed Budget	FY14-FY13 change
General Fund	0	1,239,132	1,255,822	1,460,507	1,460,507	1,462,069	1,562 0.1%
Other operating funds	0	0	0	0	0	0	0
Total operating budget	0	1,239,132	1,255,822	1,460,507	1,460,507	1,462,069	1,562 0.1%

Performance Trends: In FY 2012, the OIG's total savings and recovery from investigations and proactive initiatives was \$13.2 million. This is approximately 13 times its budget and almost a six-fold increase over FY11, due largely to the significant increase in pension disqualifications from two in FY11 to 27 in FY12. As a result of a collaborative effort with the Board of Pensions and Retirement and the Law Department to process pension disqualifications for terminated employees convicted of a crime, 27 pension-disqualification requests were reviewed and approved, generating over \$12 million in savings in FY12. In FY12, the OIG's investigations led to 31 terminations, 13 suspensions and two demotions, resulting in an estimated \$2.7 million in savings for the City and three criminal prosecutions. The OIG's performance in these areas has strengthened with OIG investigations leading to 24 terminations, 6 suspensions, and one demotion, resulting in an estimated additional \$2 million in savings for the City, and four criminal prosecutions in the first half of FY13 alone. The downward trends between FY11 and FY12 in terminations and arrests/indictments and between the first halves of FY12 and FY13 in savings and pension disqualification requests reflect natural aberrations in case volume. Overall the OIG has seen a significant increase in complaints from City employees reporting significant misconduct, which it views as a positive indication that people are more aware of, and comfortable reporting concerns to, the OIG. In FY13, the OIG also redesigned its website to make it easier for people to report concerns online.

Performance Measure	FY08	FY11	FY12	FY12- FY11 Change*	FY12 Q1-Q2	FY13 Q1-Q2	FY12- FY13 Q1-Q2 Change*	FY13 Goal**	FY14 Goal**
Savings and Recovery (\$ Million)	\$0.07	\$1.91	\$13.21	592%	\$6.09	\$2.72	-55%	N/A	N/A
Terminations	32	36	31	-14%	10	24	140%	N/A	N/A
Arrests & Indictments	2	11	3	-73%	2	4	100%	N/A	N/A
Pension Disqualification	2	2	27	1250%	18	1	-94%	N/A	N/A
Complaints from City Employees	NA	71	104	46%	47	41	-13%	N/A	N/A

* The percentage changes are divergent and large because the OIG does not measure its statistics or investigate its cases based upon the fiscal year but the calendar year. Cases are closed at different points during the calendar year based upon the nature of each investigation. The fiscal year performance measure does not capture the required flexibility of OIG cases or those cases that the OIG closes to free resources at the end of the calendar year. When looking at calendar years 2011 and 2012, the OIG shows stability and growth in performance measures. Over calendar year 2011 and 2012, terminations rose 62.5% (24 terminations in 2011 to 43 terminations in 2012) and arrests remained unchanged (5 for both 2011 and 2012). The OIG's savings (\$9,240,267 in 2011 and \$9,221,987.46 in 2012) were almost equal for calendar year 2011 and 2012. Pension disqualification requests went up 33.3% in calendar year 2012 (18 pension disqualification requests in 2011 to 24 in 2012) and complaints from City employees went up 13.95% (86 complaints in 2011 to 98 in 2012).

** The OIG cannot comment on FY 13 and FY 14 goals as part of its performance measures. Given the required objective nature of OIG investigations, it would be inappropriate for the OIG to state a goal for the number of complaints, arrests, terminations, or pension disqualifications it targets on a yearly basis.

CAPITAL BUDGET TRENDS AND HIGHLIGHTS

Capital budget trends: Capital investment in Goal 5 related departments consists of the Department of Public Property, the Records Department, the Office of Fleet Management and the Office of Innovation and Technology. The Department of Public Property experienced an increase of 2.3% (\$170,000) of City funding in FY14 compared to FY13 for improvements to municipal facilities. The Records Department experienced an increase of 0.7% (\$2,000) of City funding in FY14 compared to FY13. The new capital funding for FY14 will be for upgrades and renovations to the security system in City Hall. The Office of Fleet Management experienced an increase of 29.2% (\$200,000) of City funding due to additional funding for improvements to Fleet management facilities. The Office of Innovation and Technology experienced an increase of 86.7% (\$6.5 million) of City funding due to funds for citywide and departmental applications in FY14 compared to FY13.

Department	Source of funding*	FY13	FY13-FY18	FY14	FY14-FY19	FY14-FY13
		Budget	Budget	Proposed	Proposed	change**
		\$ Thousand	\$ Thousand	\$ Thousand	\$ Thousand	\$ Thousand
Public Property	City funding	7,504	34,254	7,674	46,194	170
	Total	29,419	58,814	27,999	67,839	-1,420
Records	City funding	298	298	300	300	2
	Total	711	711	727	727	16
Fleet Management	City funding	685	4,810	885	5,550	200
	Total	3,599	9,724	4,451	11,116	852
Office of Innovation and Technology (OIT)	City funding	7,500	92,500	14,000	84,000	6,500
	Total	47,982	136,482	49,575	119,575	1,593
Total	City funding	15,987	131,862	22,859	136,044	6,872
	Total	81,711	205,731	82,752	199,257	1,041

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

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

Key projects

Office of Innovation and Technology

The Office of Innovation and Technology received \$7.5 million in new City funding in FY13 and \$14 million in FY14. This is all part of a \$120 million multiyear commitment to improve the City's technology.

Infrastructure investments: OIT is receiving \$5.5 million in FY14 (\$35.0 million over FY14-FY19) to stabilize and enhance the City's information technology network infrastructure, including the equipment, systems, software, and services used across City departments, regardless of mission, program, or project. End users will see the impact of these infrastructure projects through increased application availability and reliability, faster application speeds, and the ability to run more applications at once. Specific projects underway include improvements to OIT's datacenter; expanding and improving the City's network to increase speed and availability and reach more locations; implementing new systems to become compliant with the Criminal Justice Information Services Security Policy to ensure the security of data throughout City government; upgrading and expanding public safety video surveillance and implementing systems to strengthen the security posture of the City; and expanding the server virtualization environment; increasing storage capacity; and migrating email to Microsoft Exchange.

Business applications: OIT is receiving \$6.5 million in FY14 (including \$47.0 million over FY14-FY19) to replace legacy business applications that are critical to the mission of departments and the City as a whole with new applications that improve business processes, increase operational efficiency and reduce cost. Specific business applications that have been prioritized are listed earlier in this chapter and include a citywide fully-integrated workforce management system that incorporates human resources, payroll, time and attendance, benefits administration, and pensions administration; a

cashiering system to automate revenue collection and bill tracking; and systems to track and manage offenders and inmates.

Public Property

City Government Buildings: The Department of Public Property received \$3.950 million of new City funds in the FY13 capital budget and will receive an additional \$3.720 million in FY14 and is programmed over \$23 million over FY14-FY19 to continue making functional and safety improvements to City government buildings including City Hall and the Municipal Services Building.

III. HOW PHILADELPHIA BUDGETS

BUDGET OVERVIEW AND PROCESS

The Office of the Director of Finance

The Office of the Director of Finance is the chief financial and budget officer of the City and is responsible for the financial functions of the City including development of the annual operating budget, the capital budget, and capital program; the City's program for temporary and long-term borrowing; supervision of the operating budget's execution; the collection of revenues through the Department of Revenue; and the oversight of pension administration as Chairperson of the Board of Pensions and Retirement. The Office of Budget and Program Evaluation (OBPE) within the Office of the Director of Finance oversees the preparation of the operating and capital budgets. Once the operating and capital budgets are adopted, OBPE is responsible for monitoring operating spend by class code and department and capital budgets, including projects, budget lines, funding, historical records of bid awards, cost over runs, as well as other fiscal and project information.

Operating Budget

Submitted on an annual basis, the operating budget is comprised of a consolidated budget of all the operating obligations and expected revenues of the City. The Home Rule Charter requires the Operating budget to be adopted by City Council at least thirty days before the end of the fiscal year. The City's fiscal year begins July 1 and ends on June 30th of the following calendar year.

The operating funds of the City, consisting of the General Fund, nine Special Revenue Funds (County Liquid Fuels Tax, Special Gasoline Tax, Health Choices Behavioral Health, Hotel Room Rental Tax, Grants Revenue, Community Development, Car Rental Tax, Acute Care Hospital Assessment and Housing Trust Funds) and two Enterprise Funds (Water and Aviation Funds), are subject to annual operating budgets adopted by City Council. Included with the Water Fund is the Water Residual Fund. These budgets appropriate funds for all City departments, boards and commissions by major class of expenditure within each department. Major classes are defined as: personal services; purchase of services; materials and supplies; equipment; contributions, indemnities and taxes; debt service; payments to other funds; and advances and other miscellaneous payments. Expenditures for the repair of any property, the repaving or repairing of streets, and the acquisition of any property, or for any work or project which does not have a probable useful life to the City of at least five years are deemed to be ordinary expenses provided for in the annual operating budget ordinance. Appropriations for the use of any departmental board or commission are made to the department with which it is connected.

The appropriation amounts for each fund are supported by revenue estimates and take into account the elimination of accumulated deficits and the re-appropriation of accumulated surpluses to the extent necessary. All transfers between major classes (except for materials and supplies and equipment, which are appropriated together) must have City Council approval. Appropriations that are not expended or encumbered at year-end are lapsed.

The annual review process for the operating budget has several stages. The process begins with the Budget Call, where departments are required to submit their budget requests, including the following information: previous fiscal year actual expenditures, current estimates, the proposed current budget, the five year plan estimates and information on personnel projections. The information is also sorted by major class and fund which is the legal requirement. Departments submit their budget requests which are compiled and used by OBPE to discuss departmental requests and make budgetary recommendations.

At least 90 days before the end of the Fiscal Year the operating budget for the next Fiscal Year is prepared by the Mayor and must be submitted to City Council for adoption. Once the budget review process is over, OBPE assembles the proposed budget which is known as the Mayor's Operating Budget in Brief. Once the budget ordinance is introduced in City Council, the Operating Budget Detail is prepared and distributed in time for the annual operating budget City Council hearing process.

Capital Program and Capital Budget

The capital program serves as a blueprint for capital expenditures and makes possible long range planning for capital improvements in the City's physical and technology infrastructure, community facilities, and public buildings. The capital program is prepared annually by the City Planning Commission and OBPE to present the capital expenditures planned for each of the six ensuing fiscal years, including the estimated total cost of each project and the sources of funding (local, state, Federal, and private) estimated to be required to finance each project. The capital budget must conform with the applicable capital program so that long range planning will not be upset.

The annual review process for capital spending requests and recommendations has several stages. All departments requesting capital funding must submit a formal annual request to the City Planning Commission. In addition to their annual capital requests, the agencies are required to present their capital needs over a six year period. After the submission period is over, the City Planning Commission and OBPE schedule meetings with each agency, analyze the capital requests, and recommend projects for the Six Year Capital Program. The capital program is reviewed by the Mayor and transmitted to City Council for adoption.

Council Approval and Adoption

The Charter requires that at least 30 days before the end of each fiscal year, City Council must adopt by ordinance an operating budget and a capital budget for the ensuing fiscal year and a capital program for the next six years. If the Mayor disapproves the bill, he or she must return it to City Council with the reasons for his or her disapproval at the first meeting thereof held not more than ten days after receiving it. If the Mayor does not return the ordinance within the time required, it becomes law without his or her approval. If City Council passes the bill by a vote of two-thirds of all of its members within seven days after the bill has been returned with the Mayor's disapproval, it becomes law without the Mayor's approval.

The City's capital budget is appropriated by project for each department. Requests to transfer appropriations between projects must be approved by City Council. Any appropriations that are not obligated at year-end are either lapsed or carried forward to the next fiscal year. The capital budget ordinance, authorizing in detail the capital expenditures to be made or incurred in the ensuing fiscal year from City Council appropriated funds, is adopted by City Council concurrently with the capital program. The capital budget must be in full conformity with that part of the capital program applicable to the fiscal year that it covers. The timeline for the FY14 operating budget and Five Year Plan is below:

Month	Stage	Description of Tasks	Parties Involved
Oct 10	Normal Operations	First Quarterly Budget Update due.	OBPE
Nov 15	Normal Operations	First Quarterly Budget Report due to PICA.	OBPE, PICA
Nov 19	Budget Call	Send out exogenous memos requesting five year projections for fixed costs (SEPTA, Utilities, Disposal, Space Rental, Debt Service, Pensions).	OBPE, City Departments
Nov – Dec	Budget Call	Internal deliberations on revenue options and budget levels for departments to establish preliminary levels for FY14-FY18 budget call.	OBPE
Dec 14	Budget Call	Fixed cost estimates due.	OBPE, City Departments
Jan 2	Budget Call	Initial proposed budget levels sent out to departments as well as excel forms for departments to request additional funding.	OBPE, City Departments
Jan 10	Normal Operations	Second Quarterly Budget Update due.	OBPE, Departments
Jan 16	Budget Call	Preliminary budgets due.	City Departments
Jan 17-25	Budget Meetings	Preliminary budgets reviewed.	OBPE
Jan 28 – Feb 1	Budget Meetings	Meetings with departments on preliminary budgets and second Quarterly Budget updates.	OBPE, City Departments
Feb 4 – 8	Budget Negotiations	Internal deliberations on results from departmental meetings. Recommendations for Mayor prepared.	OBPE
Feb 15	Normal Operations	Second Quarterly City Manager's Report due to PICA.	OBPE, PICA
Feb 13-18	Budget Delivery	Meetings with Mayor/Chief of Staff to review recommendations and make final decisions on Mayor's proposed operating budget.	OBPE
March 11	Budget Delivery	Five-Year Plan and Budget in Brief sent for printing.	OBPE, Central Duplication
March 14	Budget Delivery	Departments given final budget levels and prepare budget detail for submission to OBPE.	OBPE, Departments
March 14	Budget Address	Mayor delivers his Proposed Operating Budget, Five Year Plan, and Capital Budget and Program and makes his or her address on the budget and State of the City to City Council.	All City Departments
March 18	Council Hearings	City Council hearings on the Five Year Plan.	OBPE, City Departments
March 21	Budget Delivery	Budget Detail due back in OBPE.	OBPE, City Departments
March 29	Budget Delivery	Budget Detail sent to printer.	OBPE, Central Duplication
April 3	Budget Delivery	Budget Detail returned from the printer.	OBPE, Central Duplication
April 8 – May 9	Council Hearings	City Council hearings on the Operating Budget.	OBPE, City Departments
April 10	Normal Operations	Third Quarterly Budget Update due.	OBPE, Departments
May 15	Normal Operations	Third Quarterly Report due to PICA.	OBPE, PICA
May 23	Council Hearings	First reading of final Operating Budget ordinance.	OBPE, City Council
May 30	Council Hearings	Second reading and final passage of the Operating Budget.	OBPE, City Council

The timeline for the FY14 capital budget below:

Month	Stage	Description of Tasks	Parties Involved
Oct 9-26	Budget Call	OBPE and CPC send Budget Call Memo to all Departments for new FY Budget. Memo includes guidelines and instructions on how to submit Department budget requests. Departments submit request information. OBPE meets internally to discuss Department requests relative to carry-forward amounts.	OBPE, CPC, City Departments
Nov 19-Dec 12	Budget Meetings	Capital budget meetings with departments. Departments present project requests for a six-year program to the OBPE, CPC, and other interested stakeholders.	OBPE, CPC, City Departments
Week of Dec 23rd	Budget formulation	OBPE compiles information into a consolidated budget.	OBPE
Jan	Budget Negotiations	OBPE, CPC, and the Department of Public Property meet to discuss requests. OBPE compiles the carry-forward Budget Requests to be included in the new Budget.	OBPE, CPC, City Departments
Jan - Feb	Budget formulation	Revisions to the budget are made to balance the budget and program.	OBPE
Feb 4	Budget formulation	Recommendations for the Mayor are prepared.	OBPE, CPC
Feb 13-22	Budget formulation	Meetings with Mayor / Chief of Staff to review draft recommended capital program and budget.	OBPE, Mayor's Office, CPC
Week of Feb 18	Budget formulation	Prepare recommended capital program and budget.	OBPE, CPC
Week of Mar 11	Budget Delivery	Prepare Recommended Capital Program and Budget ordinances. Transmit Ordinances to Mayor and City Council	OBPE, CPC
March 14	Budget Address	Mayor's Budget Address. Recommendations are given to the City Council.	City Council, OBPE, CPC
Week of Mar 18	Council Hearings	City Council holds hearings in regard to the budget. Budget Office, City Planning and Departments respond to City Council's inquiries.	City Council, OBPE, CPC
April – May	Budget adjustments (if necessary)	Make changes to recommended Capital Budget and Program. Get changes approved. Prepare and transmit final ordinance amendments to Mayor and City Council	City Council, OBPE, CPC
May	Normal Capital Operations	City Council holds 2 readings, and passes the budget.	City Council, OBPE, CPC
July	Normal Capital Operations	Prepare, produce and distribute Final Capital Program document	OBPE, City Departments

BASIS OF BUDGETING AND FINANCIAL POLICIES

Basis of Budgeting

Each Financial Plan reflects balanced budgets for each fiscal year of the City. All revenue and appropriation estimates are on a modified accrual basis in accordance with generally accepted standards.

Revenues are recognized as soon as they are both measurable and available. The City considers tax revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures are generally recorded when a liability is incurred, as in the case of full accrual accounting. Debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due; however, those expenditures may be accrued if they are to be liquidated with available resources.

The City, through the Office of Budget and Program Evaluation (OBPE) provides estimates general fund revenues, 83% of which come from local taxes, 8% from other governments, 7% from locally generated non-tax revenues (fees, fines and permits) and 2% from revenue from other funds in the City. The OBPE provides forecasts of the six major taxes, as well as the estimates for the other categories. OBPE employs a number of approaches to developing its forecasts of local revenues:

- Forecasts of economic activity provided by several sources including the Congressional Budget Office and the Blue Chip Economic Indicators;
- Continuous evaluation of national and local economic data on employment, inflation, interest rates, and economic growth;
- Ongoing examination of the City's current tax receipts;
- Economic forecasting of tax revenues provided by a revenue forecasting consultant;
- Discussions with economists at the Federal Reserve Bank of Philadelphia; and
- The extensive experience of its staff within the Office of the Director of Finance and OBPE.

OBPE's tax projections for the Five Year Plan are developed in conjunction with a revenue forecasting consultant, which created econometric models that include variables such as wage and salary disbursements in the metropolitan statistical area (MSA) and the county, personal income in the county, the unemployment rate, house prices in the county, real estate transaction growth, and national corporate profits. These models, together with their forecast of the Philadelphia economy, are used by the consultant to project tax revenues for the City with a focus on four taxes – Wage and Earnings Tax, Business Privilege Tax, Real Estate Transfer Tax, and Sales Tax. These projections are refined by OBPE after discussions with economists at the Federal Reserve Bank of Philadelphia.

Estimates of revenues to be received from the Commonwealth are based on historical patterns, currently available levels, or on levels proposed in a budget by the Governor. Estimates of revenues to be received from the Federal Government are based on historical patterns, currently available levels, or on levels proposed in a budget by the President of the United States or in a Congressional budget

resolution. Nontax revenues are based on current or proposed rates, charges or fees, historical patterns and generally recognized econometric models. Appropriation estimates include, at a minimum, all obligations incurred during the fiscal year and estimated to be payable during the fiscal year or in the 24 month period following the close of the current fiscal year, and all obligations of prior fiscal years not covered by encumbered funds from prior fiscal years.

All cash flow projections provide for operations of the City to be conducted within the resources projected and are based upon assumptions as to sources and uses of cash. These assumptions include, but are not limited to, assumptions as to the timing of receipt and expenditure of cash and the issuance of tax or revenue anticipation notes of the City. All estimates take into account the past and anticipated collection, expenditure and service demand experience of the City and current and projected economic conditions.

Budget schedules prepared on the legally enacted basis differ from the General Accepted Accounting Principles basis in that both expenditures and encumbrances are applied against the current budget, adjustments affecting activity budgeted in prior years are accounted for through fund balance or as reduction of expenditures and certain inter-fund transfers and reimbursements are budgeted as revenues and expenditures. A difference between the City's fund balance on a GAAP and budgetary, or legally enacted, basis can arise when, for example, taxes are collected midyear (e.g. April 2013) for the current calendar year. While legally these revenues are collected for and accounted for during that fiscal year (FY14), on a GAAP basis only half of the revenue can be accounted for in that fiscal year (FY14). The other half of the tax revenue would need to be accounted for in the next fiscal year (FY15). Thus differences can arise between fund balance estimates on a GAAP basis versus a budgetary basis as a result of the timing of receipts.

Financial Policies

Relationship and Reporting to PICA: The Pennsylvania Intergovernmental Cooperation Authority was created on June 5, 1991 by the PICA Act for Cities of the First Class (the "PICA Act"). PICA was established to provide financial assistance to cities of the first class. The City is the only city of the first class in the Commonwealth. Each of the Governor of Pennsylvania, the President pro tempore of the Pennsylvania Senate, the Minority Leader of the Pennsylvania Senate, the Speaker of the Pennsylvania House of Representatives and the Minority Leader of the Pennsylvania House of Representatives appoints one voting member of PICA's board. The Secretary of the Budget of the Commonwealth and the Director of Finance of the City serve as ex officio members of PICA's board with no voting rights.

The PICA Act provides that, upon request by the City to PICA for financial assistance and for so long as any bonds issued by PICA remain outstanding, PICA shall have certain financial and oversight functions. The PICA Act requires the City to annually develop a five-year financial plan and obtain PICA's approval of it. PICA has the power, in its oversight capacity, to exercise certain advisory and review procedures with respect to the City's financial affairs, including the power to review and approve five-year financial plans prepared at least annually by the City, and to certify non-compliance by the City with the then-existing five-year plan adopted by the City pursuant to the PICA Act.

PICA is also required to certify non-compliance if, among other things, no approved five-year plan is in place or the City has failed to file mandatory revisions to an approved five-year plan. The PICA Act requires the City to prepare and submit quarterly reports to PICA so that PICA may determine whether the City is in compliance with the then-current Five-Year Plan. Under the PICA Act, a “variance” is deemed to have occurred as of the end of a reporting period if (i) a net adverse change in the fund balance of a covered fund of more than 1% of the revenues budgeted for such fund for that fiscal year is reasonably projected to occur, or (ii) the actual net cash flows of the City for a covered fund are reasonably projected to be less than 95% of the net cash flows of the City for such covered fund for that fiscal year originally forecasted at the time of adoption of the budget. The Mayor is required to provide a report to PICA that describes actual or current estimates of revenues, expenditures, and cash flows by covered funds compared to budgeted revenues, expenditures, and cash flows by covered funds for each month in the previous quarter and for the year-to-date period from the beginning of the then-current fiscal year of the City to the last day of the fiscal quarter or month, as the case may be, just ended. Each such report is required to explain any variance existing as of such last day.

PICA may not take any action with respect to the City for variances if the City (i) provides a written explanation of the variance that PICA deems reasonable; (ii) proposes remedial action that PICA believes will restore overall compliance with the then-current Five-Year Plan; (iii) provides information in the immediately succeeding quarterly financial report demonstrating to the reasonable satisfaction of PICA that the City is taking remedial action and otherwise complying with the then-current Five-Year Plan; and (iv) submits monthly supplemental reports as required by the PICA Act.

Under the PICA Act, any such certification of non-compliance would require the Secretary of the Budget of the Commonwealth to withhold payments due to the City from the Commonwealth or any of its agencies (including, with certain exceptions, all grants, loans, entitlements and payment of the portion of the PICA Tax, hereinafter described, otherwise payable to the City).

Expenditure policies

Balanced Budget: The operating budget, as adopted, must be balanced and provide for discharging any estimated deficit from the current fiscal year and make appropriations for all items to be funded with City revenues. Not later than the passage of the operating budget ordinance, City Council must enact such revenue measures as will, in the opinion of the Mayor, yield sufficient revenues to balance the budget. For this purpose the Mayor is responsible for estimating the value that new sources of revenue or increased rates from existing sources of revenue not proposed by the Mayor will yield in the ensuing fiscal year. The Mayor’s budgetary estimates of revenues for the ensuing fiscal year and projection of surplus or deficit for the current fiscal year may not be altered by City Council. The annual operating budget ordinance does not become effective and the City Controller cannot approve any order for any expenditure thereunder until the Council has balanced the budget.

Budget Stabilization Reserve: In April 2011, the City adopted an Amendment to the Home Rule Charter to establish a Budget Stabilization Reserve, to be maintained by the Director of Finance as a separate fund (not to be commingled with any other funds of the City). The Budget Stabilization Reserve Fund

requires appropriations of 0.75% of taxes and locally generated non-tax revenue when the Projected General Fund Balance for the end of the fiscal year equals or exceeds 3% of the General Fund appropriations for the upcoming fiscal year, provided that total appropriations to the Budget Stabilization Reserve do not exceed 5% of General Fund Appropriations. For FY14 proposed budget this would imply that these appropriations would need to be put into the reserve when the Fund Balance reaches or exceeds roughly \$110 million.

Debt issuance: The City can issue general obligation debt, backed by the full faith, credit and taxing power of the City, subject to voter approval and subject to adherence to the Commonwealth Constitution. The Constitution limits the amount of the City's outstanding general obligation debt (not including self-supporting general obligation bonds for revenue producing facilities) to 13.5% of the immediately preceding 10-year average of assessed value of taxable real property, with debt greater than 3% of the immediately preceding 10-year average of assessed value of taxable real property having to get voter approval. The City also issues tax-supported obligations through its related authorities (Philadelphia Authority for Industrial Development, The Philadelphia Municipal Authority, and the Redevelopment Authority of the City of Philadelphia), which is repaid through annual rental payments (appropriated each fiscal year) from the City's General Fund to the related authorities to cover debt service. The City Treasurer also oversees the issuance of revenue bonds for the Water and Sewer Department, the Aviation Department, and PGW, which are not included in the City's calculations of General Fund fixed costs. The City intends to follow general principles for debt issuance, including the following:

- Debt should only be issued for capital projects that are authorized in the Capital Program.
- The life of debt should not exceed the projected average life of the asset with a maximum of 30 years.
- Principal should generally be amortized to achieve approximately level debt service; however, principal repayment can be structured to result in more rapid amortization (front-loaded debt service).
- For tax supported debt, principal amortization should generally be structured to reach a target of 50% of all outstanding principal scheduled to be repaid within 10 years. Consideration for a longer scheduled principal repayment percentage should be given if asset life is significantly longer than 30 years.
- Long-term debt obligations should generally be callable in no later than 10 years to allow flexibility to refund bonds if interest rates decline.
- Debt should generally be limited to serial and term maturities but can be sold in the form of capital appreciation bonds (CABs) or other forms if market conditions warrant.
- Any premium above par received from the sale of bonds should be used to pay the costs of issuance or be deposited into the Sinking Fund Account for payment of debt service.
- The City will aim to fund a portion of routine capital projects in each year's capital program with pay-as-you-go financing.

Debt management: In order for the City to monitor the City's debt levels and overall financial flexibility (balance between fixed costs and available resources), the City monitors and manages to certain self-

imposed ratios related to debt service and other fixed costs as a percentage of budget. The largest fixed cost in the City's general fund budget is the payment to amortize the City's unfunded pension liability.

- Tax Supported Debt Service plus Long Term Obligations as a percentage of General Fund and Debt Service Fund Expenditures should not exceed 15%.⁵³
- Tax Supported Debt Service as a percentage of General Fund and Debt Service Fund Expenditures should not exceed 12%.⁵⁴
- Tax Supported Debt Service excluding Pension Obligation Bond Debt Service as a percentage of General Fund and Debt Service Fund Expenditures should not exceed 10%.⁵⁵
- Amount of Total Variable Rate Debt as a percentage of Debt should not exceed 35%.
- Amount of Un-hedged Variable Rate Debt as a percentage of Debt should not exceed 15%.⁵⁶

Program-based budgeting and cost-benefit analysis

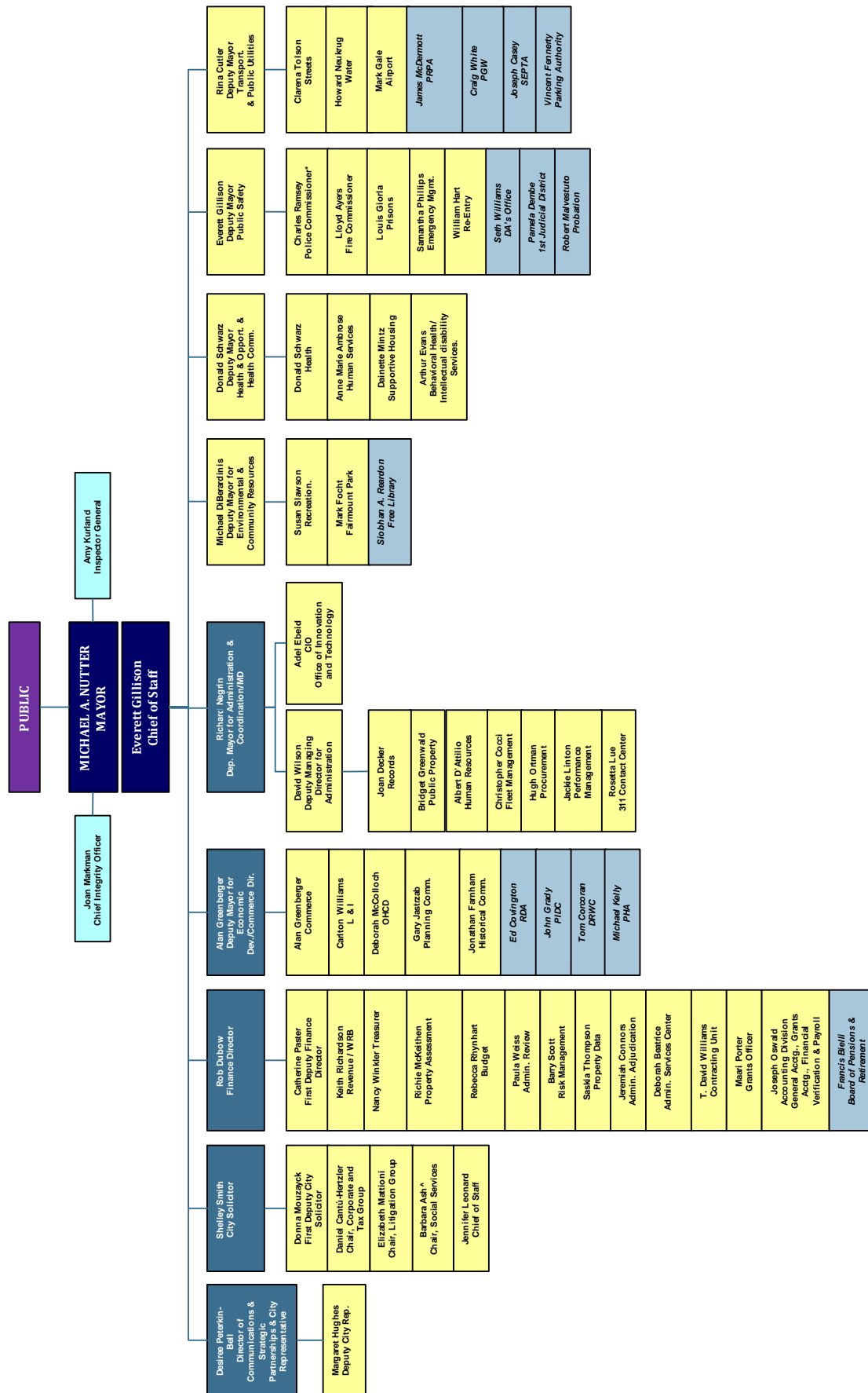
In 2012, Philadelphians voted overwhelmingly to amend the Philadelphia Home Rule Charter, by ordinance, to authorize the creation of requirements for additional information to be submitted with the annual operating budget, annual capital budget, and capital program, including, but not limited to, information about the cost of performing specific functions, the effectiveness of such functions, and the return on investment for proposed capital expenditures. City Council is in the process of developing two separate ordinances that will require a stronger link between budgeting and performance management for the operating budget and the capital budget respectively.

⁵³ Tax Supported Debt Service is defined as debt service on general obligation bonds and other tax-supported debt (including PICA debt service) less any self-supporting general obligation debt. Long Term Obligations include the MMO (excluding Normal Costs), amounts payable by the City under the Convention Center Operating Agreement between the City, the State, and the Pennsylvania Convention Center Authority once the agreement has been signed (\$15 million annually), and other fixed costs such as the Eagles Stadium Operating and Expense Reimbursement (\$7 million to \$12 million annually).

⁵⁴ This ratio is looked at without pension obligation debt service because by issuing pension obligation bonds, the City is substituting one fixed liability (pension costs) for another (debt service).

⁵⁵ According to Moody's, debt service as a percentage of expenditures frequently ranges from 5% to 15%,¹ S&P states that 8% to 15% represents a moderate debt burden, and Fitch Ratings states that debt service above 10% of budget for cities and counties can create budgetary competition.

⁵⁶ This limitation should be calculated separately for general fund supported debt, Airport Revenue Bonds, Water and Wastewater Revenue Bonds, and Gas Works Revenue Bonds. When deciding whether to issue any variable rate debt, historic averages of cash balances should be evaluated to confirm that the financial flexibility is available if interest rates rise or in the case of hedged variable rate debt, if there is a dislocation between the swap rate and the bond rate.



GLOSSARY

Adopted Budget – A plan of financial operation legally adopted by the City Council on an annual basis which provides an estimate of expenditures for a given fiscal year and projections for revenues. The legal requirements for adopting a budget are set forth in the Philadelphia Home Rule Charter.

AFSCME – American Federation of State, County and Municipal Employees. One of the bargaining units for City employees.

Allocation – A part of a lump-sum appropriation which is designated for expenditure by specific organizational units.

Annual Operating Budget – The document prepared by the Office of Budget and Program Evaluation and supporting staff which represents the adopted budget and supporting information.

Appropriation – The total funds allocated to a department, as approved by City Council, to make expenditures and incur obligations for specific purposes. An appropriation is usually limited in amount and duration (usually one fiscal year for the operating budget and six fiscal years for the capital budget).

Bill – Proposed law under consideration by City Council. Once a bill is passed by City Council, it becomes an ordinance.

Capital Budget – a one year plan for financing long-term capital projects that lead to the physical development for the City. The capital budget is enacted as part of the complete annual budget which includes the operating budget.

Current Projection – Current projection of revenues, expenditures, and cash flows by covered funds compared to budgeted revenues, expenditures, and cash flows by covered funds.

Debt Service – Interest and principal payments on City bonds and payments to other government entities that issue bonds on behalf of the City, including the Philadelphia Municipal Authority, Philadelphia Authority for Industrial Development, and the Redevelopment Authority. The repayment of bonds issued by these organizations is secured by a lease or contract requiring the City to make payments sufficient to finance interest and principal payments on the debt.

Deferred Retirement Option Program (DROP) – The City's retirement plan that allows City employees to accumulate their monthly service retirement benefit in an interest bearing account at the Board of Pensions for up to four years and continue to be employed by the City of Philadelphia. The deferred retirement benefit accrues on a monthly basis until the employee formally retires from the City of Philadelphia. Upon formal retirement the employee receives the accumulated retirement benefit in a lump sum. Any City employee who has attained the normal retirement age of their Pension Plan and has ten years of credited pension service is eligible for the program. The service pension is calculated based on an employee's average final compensation and credited pension service at the date he/she elects to participate in DROP.

Expenditures – Monies spent by the City in the course of operations during a fiscal year.

Fiscal Year – A twelve-month period of time to which the annual budget applies and at the end of which the City determines its financial position and the results of its operations. The City’s fiscal year begins July 1 and ends June 30. For instance, fiscal year 2014 (FY14) begins July 1, 2013 and ends June 30, 2014.

FOP – Fraternal Order of Police. One of the bargaining units for unionized City employees.

Fund Balance – The amount of money remaining at the end of the fiscal year after accounting for all of the revenues and expenditures of the completed fiscal year.

General Fund – The primary fund supporting the operations of City government. This fund is primarily financed through tax revenue. It accounts for all revenues and expenditures of the City government except those for which a dedicated fund has been created.

Hiring freeze – A temporary restriction on hiring in order to achieve financial savings.

IAFF – International Association of Fire Fighters. One of the bargaining units for unionized City employees.

Internal Services – Services provided administrative agencies to other City agencies, including the Office of Fleet Management, Department of Public Property, City Controller’s Office, Office of Innovation and Technology, Finance Department, Law Department, Managing Director’s Office, Office of Human Resources, and Revenue Department.

Locally-Generated Non-Tax Revenue – Revenue received from sources other than taxes, grants from federal and state government, and inter-fund transfer payments. Includes user fees, fines, rents, proceeds of asset sales, interest earnings, and payments in lieu of taxes from non-profit organizations.

Long-term Obligations – Commitments the City has made that require the expenditure of funds after the current fiscal year. These commitments include outstanding debt, long-term leases, and pension payments to retirees.

Ordinance - An ordinance is a law enacted by a municipal body, such as City Council. Ordinances govern matters not already covered by state or federal laws such as zoning, safety and building regulations.

PICA – Pennsylvania Intergovernmental Cooperation Authority.

Quarter (Q) – The three month period on a financial calendar that acts as a basis for reporting. The four quarter breakdown for the City of Philadelphia is July 1 through September 30 (Q1), October 1 through December 31 (Q2), January 1 through March 31 (Q3), and April 1 through June 30 (Q4).

Quarterly City Manager’s Report (QCMR) – A summary report on the finances and management of the City. The purpose of the report is to provide senior management of the City with a clear and timely summary of the City’s progress in implementing the financial and management goals of the current

fiscal year of the City's Five-Year Financial Plan, both on a "To to Date Actual" bases and on a "Forecast for Full Year" basis. Sections of the QCMR include general fund revenues and obligations; departmental full-time positions, leave-usage, and service delivery reports; water, aviation and grants fund reports; and a cash flow forecast.

Request for Proposal (RFP) – A solicitation often made through a bidding process by the City for the procurement of a commodity or service. Potential suppliers submit business proposals that are evaluated on pre-determined requirements.

Revenue – Funds collected by the City to finance operations during a fiscal year. All types of General Fund revenue are classified into one of four categories: Taxes, locally-generated non-tax revenue, revenue from other governments, and revenue from other funds.

Revenue from Other Funds – Payments to the General Fund from the Water Fund, Aviation Fund, Grants Revenue Fund, and other City funds. These payments are reimbursements for costs incurred by the General Fund to support operations primarily financed through other funds, such as operations of the Philadelphia Water Department, the city's two airports, and activities financed by grants from the federal or state government.

Revenue from Other Governments – Financial assistance received from the federal government, the Commonwealth of Pennsylvania, or other governmental units such as the Philadelphia Parking Authority. This assistance is used to finance specific programs or reimburse specific costs that are paid by the General Fund.

Six Year Capital Program – A six-year plan for financing long-term capital projects that lead to the physical development and serves as the blueprint for capital improvements for the City. Included in the program is the name of each project and the amount forecasted to be expended in each year as well as the proposed method of financing the projects.

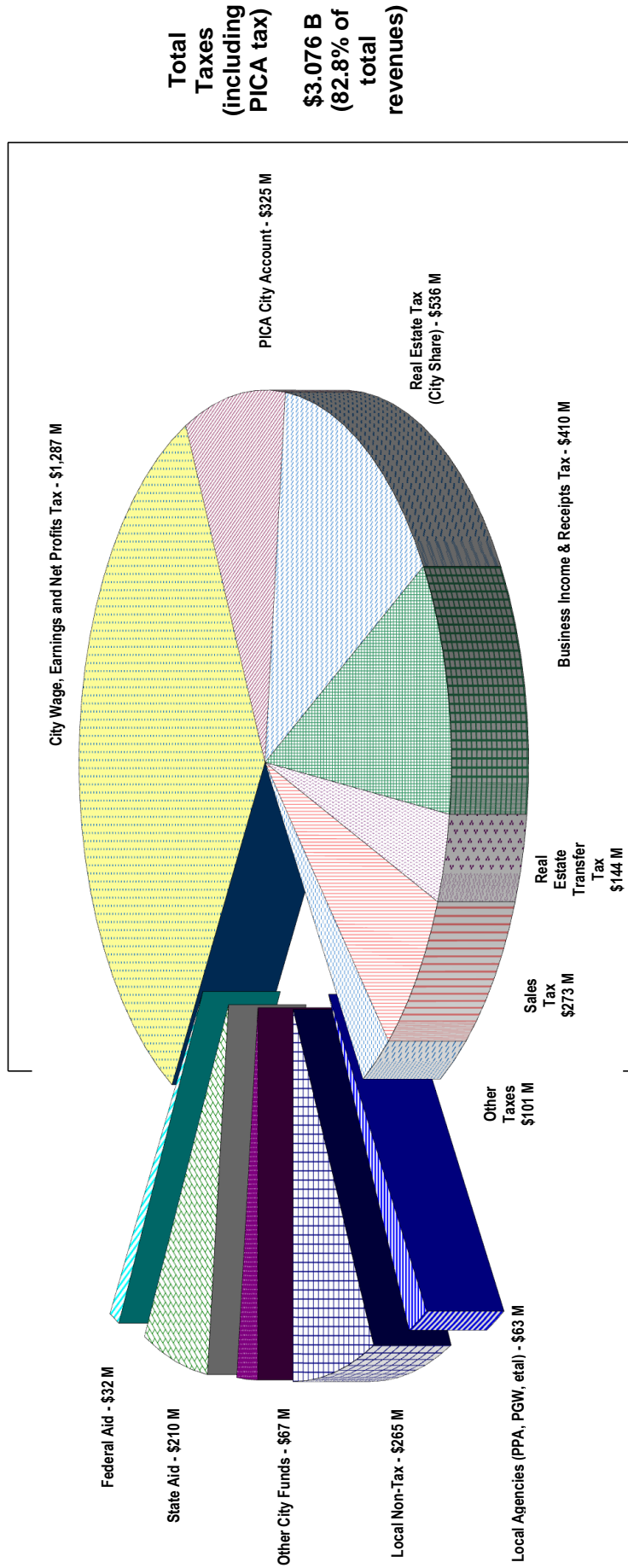
Target budget – Current target of revenues, expenditures, and cash flows by covered funds compared to budgeted revenues, expenditures, and cash flows by covered funds. This is the budget amount departments anticipate spending, given their total appropriations. Targets are set by departments and the Office of Budget and Program Evaluation in partnership after the annual budget is adopted.

Unfunded Pension Liability – An actuarial calculation of the difference between accrued costs for pension benefits payable to past and current City employees and the value of Pension Fund assets.

IV. APPENDICES

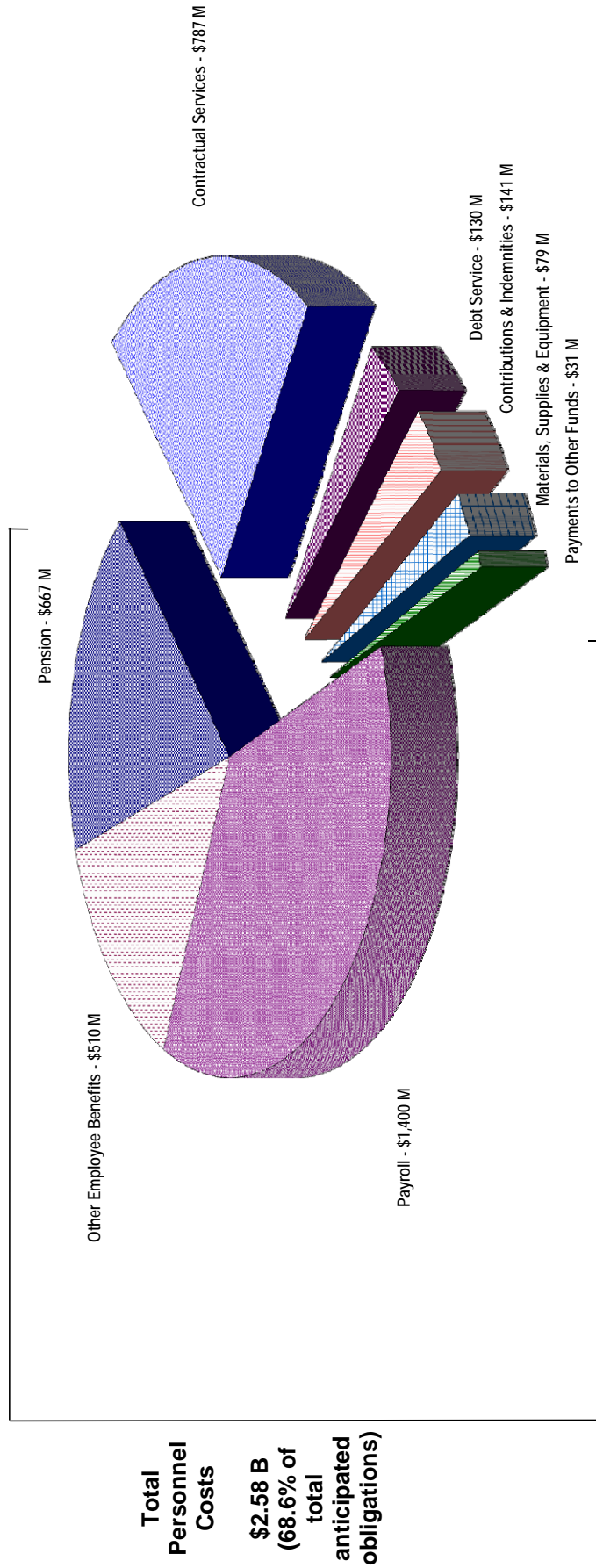
City of Philadelphia				SUMMARY OF OPERATIONS				
Five Year Financial Plan FY2014-2018				FISCAL YEARS 2012 TO 2018				
				(Amounts in Thousands)				
FUND								
General								
NO.	ITEM	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
(1)	(2)	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	OPERATIONS OF FISCAL YEAR							
	<u>REVENUES</u>							
1	Taxes	2,570,445	2,667,511	2,750,990	2,683,538	2,732,048	2,788,421	2,840,214
2	Locally Generated Non-Tax Revenues	256,694	254,356	264,528	264,440	268,277	270,999	273,755
3	Revenue from Other Governments	715,873	650,864	630,570	640,780	654,347	668,540	690,498
4	Sub-Total (1)+(2)+(3)	3,543,012	3,572,731	3,646,088	3,588,758	3,654,672	3,727,960	3,804,467
5	Revenue from Other Funds of City	48,341	58,583	67,249	63,317	63,817	64,328	64,753
6	Total - Revenue (4)+(5)	3,591,353	3,631,314	3,713,337	3,652,075	3,718,489	3,792,288	3,869,220
7	Other	0	0	0	0	0	0	0
8	Total Revenue and Other Sources (6)+(7)	3,591,353	3,631,314	3,713,337	3,652,075	3,718,489	3,792,288	3,869,220
	<u>OBLIGATIONS/APPROPRIATIONS</u>							
9	Personal Services	1,318,984	1,363,400	1,399,789	1,397,276	1,397,812	1,399,303	1,405,718
10	Personal Services-Pensions	547,804	619,306	667,530	572,815	593,123	610,698	627,889
11	Personal Services-Other Employee Benefits	518,446	505,279	509,775	525,031	542,572	562,649	587,075
12	Sub-Total Employee Compensation	2,385,234	2,487,985	2,577,094	2,495,122	2,533,507	2,572,650	2,620,682
13	Purchase of Services	760,819	789,640	787,422	789,724	785,608	791,235	799,171
14	Materials, Supplies and Equipment	79,917	88,368	88,439	88,959	84,562	84,566	85,567
15	Contributions, Indemnities, and Taxes	118,048	138,537	141,035	138,346	139,657	138,968	139,781
16	Debt Service	111,334	120,433	129,530	142,388	146,399	158,369	165,113
17	Capital Budget Financing	0	0	0	0	0	0	0
18	Advances and Miscellaneous Payments	0	0	0	0	0	0	0
19	Sub-Total (12 thru 18)	3,455,352	3,624,963	3,723,520	3,654,539	3,689,733	3,745,788	3,810,314
20	Payments to Other Funds	29,523	31,138	31,644	33,038	34,567	36,176	37,868
21	Total - Obligations (19+20)	3,484,875	3,656,101	3,755,164	3,687,577	3,724,300	3,781,964	3,848,182
22	Oper.Surplus (Deficit) for Fiscal Year (8-21)	106,478	(24,787)	(41,827)	(35,502)	(5,811)	10,324	21,038
23	Prior Year Adjustments:							
24	Revenue Adjustments	0	0	0	0	0	0	0
25	Other Adjustments	40,184	17,725	19,388	19,388	19,388	19,388	19,388
27	Total Prior Year Adjustments	40,184	17,725	19,388	19,388	19,388	19,388	19,388
28	Adjusted Oper. Surplus/ (Deficit) (22+27)	146,662	(7,062)	(22,439)	(16,114)	13,577	29,712	40,426
	<u>OPERATIONS IN RESPECT TO</u>							
	<u>PRIOR FISCAL YEARS</u>							
	Fund Balance Available for Appropriation							
29	June 30 of Prior Fiscal Year	92	146,754	128,059	80,034	44,806	45,022	62,006
30	Funding for Potential Future Labor Obligations	0	(11,633)	(25,586)	(19,114)	(13,361)	(12,728)	(12,728)
31	Fund Balance Available for Appropriation							
	June 30 (28)+(29)+(30)	146,754	128,059	80,034	44,806	45,022	62,006	89,704

City of Philadelphia Fiscal Year 2014 Estimated Revenues General Fund Total Amount of Funds: \$3.713 Billion



Major Taxes (\$ in Millions) with Percentage Change from Previous Year									
Tax	FY12 Actual	FY13 Estimate	FY14 Estimate	FY15 Estimate	FY16 Estimate	FY17 Estimate	FY18 Estimate		
Wage & Net Profits - Current & Prior	1,211.4	1,244.2	1,286.9	1,326.1	1,347.8	1,364.5	1,377.1		
% change from prior year	n.a.	2.7%	3.4%	3.0%	1.6%	1.2%	0.9%		
Real Property - Current & Prior	500.7	535.1	536.1	548.7	564.0	578.7	594.4		
% change from prior year	n.a.	6.9%	0.2%	2.3%	2.8%	2.6%	2.7%		
Business Income & Receipts - Current & Prior	389.4	400.0	410.0	403.1	392.1	400.8	411.6		
% change from prior year	n.a.	2.7%	2.5%	-1.7%	-2.7%	2.2%	2.7%		
Sales	253.5	259.3	272.6	143.5	150.9	156.1	160.7		
% change from prior year	n.a.	2.3%	5.1%	-47.4%	5.2%	3.5%	3.0%		
Real Property Transfer	119.4	131.3	144.4	158.9	171.6	180.2	185.6		
% change from prior year	n.a.	10.0%	10.0%	10.0%	8.0%	5.0%	3.0%		
Parking	70.9	73.2	75.0	76.9	78.8	80.8	82.8		
% change from prior year	n.a.	3.1%	2.5%	2.5%	2.5%	2.5%	2.5%		
Other Taxes	25.1	24.5	25.9	26.4	26.9	27.4	27.9		
% change from prior year	n.a.	-2.4%	6.0%	1.9%	1.9%	1.9%	1.9%		
Total Taxes	2,570.4	2,667.5	2,751.0	2,683.5	2,732.0	2,788.4	2,840.2		
% Change from prior year	n.a.	3.8%	3.1%	-2.5%	1.8%	2.1%	1.9%		
Note: Wage & Net Profits Taxes include rate reductions that will resume in FY14. Business Income & Receipts Tax incorporate rate reductions and changes in recently passed legislation that began in FY13. The reduced estimate for the Sales Tax in FY15 is due to the sunseting of the temporary 1% increase that began in FY10. Other Taxes include the Amusement Tax and miscellaneous taxes. Wage tax does not include the PICA tax.									

**City of Philadelphia
Fiscal Year 2014 Obligations
By Type of Expenditure
General Fund
Total Amount of Funds: \$3.755 Billion**



City of Philadelphia
General Fund
FY 2014 - 2018 Five Year Financial Plan
Summary by Class

<u>Expenditure Class</u>	<u>Actual FY 12</u>	<u>Budgeted FY 13</u>	<u>Projected FY 13</u>	<u>Projected FY 14</u>	<u>Projected FY 15</u>	<u>Projected FY 16</u>	<u>Projected FY 17</u>	<u>Projected FY 18</u>
Class 100 - Wages	1,318,984,279	1,341,312,717	1,363,399,833	1,399,789,174	1,397,275,583	1,397,811,821	1,399,302,892	1,405,717,827
Class 100 - Benefits	1,066,249,915	1,118,256,727	1,124,584,538	1,177,304,676	1,097,845,901	1,135,695,141	1,173,346,781	1,214,964,336
Class 200 - Contracts / Leases	760,819,077	768,574,046	789,640,203	787,421,594	789,724,297	785,608,349	791,234,703	799,170,736
Class 300/400 - Supplies, Equipment	79,916,338	79,290,269	88,367,844	88,438,922	88,958,908	84,561,576	84,566,476	85,566,476
Class 500 - Indemnities / Contributions	118,048,491	137,862,400	138,537,400	141,035,400	138,345,600	139,656,600	138,968,500	139,781,330
Class 700 - Debt Service	111,333,976	127,432,925	120,432,925	129,530,143	142,387,896	146,399,296	158,368,939	165,113,020
Class 800 - Payments to Other Funds	29,522,549	31,137,816	31,137,816	31,643,991	33,038,492	34,567,590	36,176,071	37,868,106
Class 900 - Advances / Misc. Payments	0	100	100	100	100	100	100	100
Total	<u>3,484,874,625</u>	<u>3,603,867,000</u>	<u>3,656,100,659</u>	<u>3,755,164,000</u>	<u>3,687,576,777</u>	<u>3,724,300,473</u>	<u>3,781,964,462</u>	<u>3,848,181,931</u>

City of Philadelphia
FY 2014 - 2018 Five Year Financial Plan
General Fund
Summary by Department

Department	Actual FY 12	Budgeted FY 13	Projected FY 13	Projected FY 14	Projected FY 15	Projected FY 16	Projected FY 17	Projected FY 18
Art Museum Subsidy	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
Atwater Kent Museum Subsidy	265,694	268,630	270,163	270,674	270,674	270,674	270,674	270,674
Auditing Department (City Controller's Office)	7,288,507	7,449,931	7,665,486	7,696,397	7,696,397	7,696,397	7,696,397	7,696,397
Board of Building Standards	57,935	70,169	70,941	71,198	71,198	71,198	71,198	71,198
Board of Ethics	682,572	898,000	908,942	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Board of L & I Review	124,443	152,607	159,296	162,034	162,034	162,034	162,034	162,034
Board of Revision of Taxes	539,709	708,540	715,175	935,387	717,387	717,387	717,387	717,387
City Commissioners	8,535,361	8,847,093	8,878,534	8,889,014	8,889,014	8,889,014	8,889,014	8,889,014
City Council	13,758,182	35,549,272	15,635,737	15,814,559	15,814,559	15,814,559	15,814,559	15,814,559
City Planning Commission	2,209,210	2,212,057	2,257,415	2,272,534	2,272,534	2,272,534	2,272,534	2,272,534
City Representative	878,647	889,611	1,012,690	977,917	977,917	977,917	977,917	977,917
City Treasurer	825,035	886,605	896,096	899,260	899,260	899,260	899,260	899,260
Commerce Department	2,067,253	2,681,813	2,676,277	2,710,189	2,710,189	2,710,189	2,710,189	2,710,189
Commerce - Convention Center Subsidy	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Commerce - Economic Stimulus	1,294,448	1,294,448	1,294,448	1,294,448	1,294,448	1,294,448	1,294,448	1,294,448
Civil Service Commission	166,720	166,903	167,682	167,942	167,942	167,942	167,942	167,942
District Attorney	30,632,240	31,054,996	31,489,711	31,634,616	31,634,616	31,634,616	31,634,616	31,634,616
Finance Department	15,395,169	12,980,135	13,994,697	17,074,592	14,324,592	15,574,592	14,824,592	15,574,592
Finance - Community College Subsidy	25,409,207	25,409,207	25,409,207	26,409,207	26,409,207	26,409,207	26,409,207	26,409,207
Finance - Contrib. School Dist./Tax Cuts	48,930,000	48,990,000	68,990,000	69,050,100	69,110,300	69,171,300	69,233,200	69,296,030
Finance - Employee Benefits	1,066,249,915	1,118,256,727	1,124,584,538	1,177,304,676	1,097,845,901	1,135,695,141	1,173,346,781	1,214,964,336
Finance - Hero Scholarship Awards	28,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Finance - Indemnities	32,606,842	32,457,600	32,457,600	32,500,000	32,500,000	32,500,000	32,500,000	32,500,000
Finance-Legal Services	37,066,187	0	0	0	0	0	0	0
Finance - Refunds	382	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Finance - Witness Fees	140,479	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Fire Department	195,049,508	189,305,204	196,548,110	197,180,578	196,408,949	192,830,076	193,273,524	193,740,473
First Judicial District	116,949,256	101,370,322	108,273,911	104,973,196	104,973,196	104,973,196	104,973,196	104,973,196
Fleet Management Office	49,626,911	44,909,814	49,962,288	47,479,779	47,479,779	47,479,779	47,479,779	47,479,779
Fleet Mgmt. - Vehicle Purchase	6,288,709	10,465,000	10,965,000	8,965,000	9,965,000	9,965,000	9,965,000	10,965,000
Free Library	33,268,796	33,682,773	33,998,189	35,103,328	35,103,328	35,103,328	35,103,328	35,103,328
Historical Commission	358,585	387,784	394,574	396,837	396,837	396,837	396,837	396,837
Human Relations Commission	1,829,869	1,998,475	2,004,933	2,013,747	2,013,747	2,013,747	2,013,747	2,013,747
Human Services Department	101,929,326	111,037,535	101,660,912	98,338,951	98,338,951	98,338,951	98,338,951	98,338,951
Labor Relations, Mayor's Office of	516,883	541,368	550,432	553,453	553,453	553,453	553,453	553,453
Law Department	14,349,764	12,770,544	14,777,401	12,822,255	12,822,255	12,822,255	12,822,255	12,822,255
Licenses and Inspections Department	21,176,304	21,660,905	21,770,548	22,588,074	22,588,074	22,588,074	22,588,074	22,588,074
Managing Director's Office	21,722,694	32,410,375	34,960,992	33,821,145	33,821,145	33,821,145	33,821,145	33,821,145
Managing Director's Office - Legal Services	0	37,066,187	38,744,097	39,056,067	39,056,067	39,056,067	39,056,067	39,056,067

City of Philadelphia
FY 2014 - 2018 Five Year Financial Plan
General Fund
Summary by Department

Department	Actual FY 12	Budgeted FY 13	Projected FY 13	Projected FY 14	Projected FY 15	Projected FY 16	Projected FY 17	Projected FY 18
Mayor's Office	3,513,955	3,711,177	3,704,129	5,141,881	5,141,881	5,141,881	5,141,881	5,141,881
Mayor's Office - Scholarships	184,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Mayor - Mural Arts Program	996,477	940,800	1,148,769	1,151,425	1,151,425	1,151,425	1,151,425	1,151,425
Mayor's Office of Transportation	498,499	545,915	633,569	788,817	788,817	788,817	788,817	788,817
Off. of Arts and Culture and the Creative Economy	2,661,728	2,670,238	2,670,975	2,671,288	2,671,288	2,671,288	2,671,288	2,671,288
Off. of Behavioral Health/Intellectual disAbility Svcs	14,239,814	14,271,572	14,287,453	13,832,747	13,832,747	13,832,747	13,832,747	13,832,747
Office of Housing & Community Development	4,213,107	2,520,000	2,520,000	2,520,000	2,520,000	2,520,000	2,520,000	2,520,000
Office of Human Resources	4,945,223	5,347,459	5,498,778	5,636,218	5,474,218	5,636,218	5,474,218	5,636,218
Office of Innovation and Technology	63,271,541	70,044,250	71,199,170	84,994,181	76,873,317	76,273,317	76,273,317	76,273,317
Office of the Inspector General	1,239,132	1,255,822	1,460,507	1,462,069	1,462,069	1,462,069	1,462,069	1,462,069
Office of Property Assessment	7,967,720	11,714,752	13,575,595	13,326,276	11,851,276	11,851,276	11,851,276	11,851,276
Office of Supportive Housing	38,347,615	39,640,736	42,695,555	42,613,828	42,613,828	42,613,828	42,613,828	42,613,828
Parks and Recreation	45,369,290	47,781,231	51,271,555	51,165,537	51,165,537	51,165,537	51,165,537	51,165,537
Police Department	552,292,087	556,818,243	571,657,128	595,593,755	591,974,920	592,104,466	592,570,510	598,985,445
Prison System	231,522,589	227,850,603	239,718,506	238,804,784	238,804,784	238,804,784	238,804,784	238,804,784
Procurement Department	4,460,528	4,151,574	4,632,730	4,643,115	4,643,115	4,643,115	4,643,115	4,643,115
Public Health Department	107,184,796	111,646,321	112,285,909	114,132,597	114,132,597	114,132,597	114,132,597	114,132,597
Public Property Department	53,167,614	65,028,173	55,835,050	57,454,961	58,471,091	59,579,062	60,744,095	61,969,181
Public Property - SEPTA Subsidy	66,360,000	66,360,000	66,360,000	67,062,000	67,924,000	69,229,000	70,573,000	71,957,000
Public Property - Space Rentals	16,795,777	17,267,661	18,267,661	19,074,780	19,485,132	19,673,552	20,102,288	20,564,090
Public Property - Utilities	31,157,967	32,015,165	32,015,165	30,313,424	28,323,204	29,125,764	30,114,101	31,077,105
Records	3,840,761	4,009,212	4,022,041	4,026,317	4,026,317	4,026,317	4,026,317	4,026,317
Register of Wills	3,311,831	3,331,292	3,332,829	3,403,341	3,333,341	3,333,341	3,333,341	3,333,341
Revenue Department	18,821,178	19,337,750	19,396,778	20,560,621	21,578,231	21,578,231	22,640,658	22,640,658
Sheriff's Office	15,445,690	14,088,657	15,597,046	14,099,842	14,099,842	14,099,842	14,099,842	14,099,842
Sinking Fund Commission (Debt Service)	201,045,528	222,473,567	215,473,567	226,258,358	251,172,659	248,439,819	262,600,400	273,493,691
Streets Department	24,063,025	27,248,278	30,148,769	30,257,266	31,257,266	31,257,266	31,257,266	31,257,266
Streets - Sanitation Division	91,814,084	84,569,823	84,148,823	85,303,423	86,070,930	86,850,602	87,654,445	88,470,462
Youth Commission	41,737	94,080	93,139	140,080	140,080	140,080	140,080	140,080
Zoning Board of Adjustment	366,353	355,501	356,923	357,397	357,397	357,397	357,397	357,397
Zoning Code Commission	216,237	0	0	0	0	0	0	0
Total	3,484,874,625	3,603,867,000	3,656,100,659	3,755,164,000	3,687,576,777	3,724,300,473	3,781,964,462	3,848,181,931

City of Philadelphia
FY 2014 - 2018 Five Year Financial Plan
General Fund
Estimated Fringe Benefit Allocation

	Actual FY 12	Budgeted FY 13	Projected FY 13	Budgeted FY 14	Budgeted FY 15	Budgeted FY 16	Budgeted FY 17	Budgeted FY 18
Unemployment Compensation	5,164,594	5,580,260	5,580,260	5,580,260	5,580,260	5,580,260	5,580,260	5,580,260
Employee Disability	54,291,538	58,294,301	58,294,301	63,316,041	66,811,087	70,499,059	74,390,607	78,496,968
Pension	447,700,184	522,007,030	512,207,030	562,169,000	463,280,000	480,486,000	498,061,000	515,252,000
Pension Obligation Bonds	100,103,959	107,099,189	107,099,189	105,350,670	109,535,351	112,637,282	112,637,282	112,637,282
FICA	67,180,975	64,893,903	64,893,903	65,003,402	64,858,502	64,884,588	64,907,260	64,907,260
Health / Medical	379,419,925	357,440,044	368,507,855	362,876,303	374,771,701	388,598,952	404,761,372	425,081,566
Group Life	7,758,985	7,750,000	7,750,000	7,750,000	7,750,000	7,750,000	7,750,000	7,750,000
Group Legal	3,871,727	4,134,000	4,134,000	4,134,000	4,134,000	4,134,000	4,134,000	4,134,000
Tool Allowance	91,825	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Flex Cash Payments	666,203	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Anticipated Workforce Savings	0	(10,067,000)	(5,007,000)	0	0	0	0	0
TOTAL	<u>1,066,249,915</u>	<u>1,118,256,727</u>	<u>1,124,584,538</u>	<u>1,177,304,676</u>	<u>1,097,845,901</u>	<u>1,135,695,141</u>	<u>1,173,346,781</u>	<u>1,214,964,336</u>

City of Philadelphia
Fiscal Year 2014 Operating Budget
FY 2014-2018 Five Year Plan
All Funds

Department	General Fund	Acute Care Hospital Assessment	Aviation Fund	Car Rental Tax Fund	Community Development Fund	County Liquid Fuels Tax Fund	Grants Revenue Fund (Note1)	Health Choices Behavioral Health Revenue Fund	Hotel Room Rental Tax Fund	Housing Trust Fund	Special Gasoline Tax Fund	Water Fund	Water Residual Fund	Total Funds
Art Museum Subsidy	2,300,000													2,300,000
Atwater Kent Museum	270,674													270,674
Auditing (City Controller's Office)	7,946,396						249,999							7,946,396
Board of Building Standards	71,198													71,198
Board of Ethics	1,000,000													1,000,000
Board of L & Review	162,034													162,034
Board of Revision of Taxes	935,387													935,387
City Commissioners (Election Board)	8,989,014						100,000							8,989,014
City Council	15,814,559													15,814,559
City Planning Commission	2,272,534				278,182		1,023,748							3,574,464
City Representative	977,917													977,917
City Treasurer	899,260													899,260
Civil Service Commission	167,942													167,942
Commerce	2,210,189		164,075,423		9,184,090		10,513,351		56,321,000					242,804,053
Commerce-Economic Stimulus	1,294,448													1,294,448
Community College Subsidy	26,409,207													26,409,207
Convention Center Subsidy	15,000,000													15,000,000
District Attorney	31,634,616													31,634,616
Finance	17,074,592	75,000	4,146,000		20,000,000		18,222,444							21,256,592
Finance - Provision of Other Grants	0													0
Finance - Contribution to the School District	69,050,100						100,000,796							69,050,100
Finance - Employee Benefits	1,177,304,678	258,168	48,814,000		4,225,697						1,000,000	102,530,000		1,394,132,541
Fire	197,180,578		6,203,000											197,180,578
First Judicial District	104,973,196						15,768,780							120,741,976
Fleet Management	47,479,779		3,108,573				46,044,860							219,152,358
Fleet Management - Vehicle Purchases	8,965,000		5,000,000									8,509,626		151,018,056
Free Library	35,103,328													35,103,328
Hero Award	25,000						8,418,657							8,443,657
Historical Commission	396,837													396,837
Human Relations Commission	2,013,747													2,013,747
Human Services	98,338,951						552,239,129							650,578,080
Indemnities	32,500,000		2,512,000		153,334		335,987					6,500,000		41,512,000
Law	12,822,255		1,971,311									3,166,711		18,449,598
Legal Services (cl. Defender Association)	39,056,067						4,500,000							39,056,067
Licenses & Inspections	22,588,074				517,647									27,605,721
Managing Director's Office	33,821,145						6,214,580							40,035,725
Mayor	5,141,881						1,029,041							6,170,922
Mayor - Office of Arts and Culture	2,671,288						8,690,533							2,671,288
Mayor - Office of Community Empowerment	0													0
Mayor - Office of Labor Relations	553,453													553,453
Mayor - Office of the Inspector General	1,462,069													1,462,069
Mayor - Scholarships	200,000													200,000
Mayor's Office of Transportation	788,817		230,370				815,212					310,500		2,144,899
Mural Arts Program	1,151,425													1,151,425
Mural Arts Program	13,832,747						253,738,329	903,500,000						1,171,071,076
Off. of Behavioral Hlth & Intellectual Disability	2,520,000				49,236,050		90,601,000			21,500,000				163,857,050
Office of Housing and Comm. Developmt.	5,636,218													5,636,218
Office of Human Resources	84,994,181		7,268,577				56,455,880					17,621,132		166,339,770
Office of Innovation and Technology	13,326,276													13,326,276
Office of Property Assessment	42,613,828						49,352,513							91,966,341
Office of Supportive Housing	51,165,537						9,394,631							60,560,168
Parks and Recreation	595,593,755		14,632,054				36,080,097							646,305,906
Police	228,804,784						650,000							229,454,784
Prisons	4,643,115											69,028		4,712,143
Procurement	114,132,597	145,556,832					79,144,332							338,833,761
Public Health	57,454,061													57,454,061
Public Property	67,062,000													67,062,000
Public Property - SEPTA Subsidy	19,074,780											3,786,428		22,861,208
Public Property - Space Rentals	30,313,424		26,900,000											57,213,424
Public Property - Utilities	4,026,517													4,026,517
Records	250,000													250,000
Refunds	3,403,341													3,403,341
Register of Wills	20,560,621	45,000					21,150,000					16,078,970		57,834,591
Revenue	14,099,842													14,099,842
Sheriff	226,258,358													226,258,358
Sinking Fund (Debt Service)	30,257,266		135,848,692	5,000,000			4,950,000					205,354,755		572,461,805
Streets	85,303,423						16,635,111				23,450,000			75,401,377
Streets - Sanitation	0						5,804,000				2,010,000			93,117,423
Water	171,518											336,270,850	20,740,000	357,010,860
Witness Fees	140,080													140,080
Youth Commission	357,397													357,397
Zoning Board of Adjustment	3,755,164,000	145,935,000	420,710,000	5,000,000	83,595,000	4,950,000	1,383,274,000	903,500,000	56,321,000	21,500,000	26,460,000	700,198,000	20,740,000	7,537,356,000
Total														

Note 1: The Grants Revenue Fund and Community Development Fund contain excess appropriations for unanticipated grants that are received throughout the fiscal year.

City of Philadelphia
Fiscal Year 2013 Operating Budget
FY 2014-2018 Five Year Plan
General Fund Full-Time Positions

Department	Filled Positions 6/30/12	FY 2013 Adopted Budget	December 31, 2012 Actual	FY 2014 Proposed Budget	FY 2015 Proposed Budget	FY 2016 Proposed Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget
Atwater Kent Museum	4	4	4	4	4	4	4	4
Auditing	111	124	112	123	123	123	123	123
Board of Building Standards	1	1	1	1	1	1	1	1
Board of Ethics	8	11	9	12	12	12	12	12
Board of L & I Review	2	2	2	2	2	2	2	2
Bd. of Revision of Taxes	8	10	9	9	9	9	9	9
City Commissioners	91	98	89	98	98	98	98	98
City Council	175	195	175	195	195	195	195	195
City Planning Commission	34	33	33	33	33	33	33	33
City Representative	6	6	7	7	7	7	7	7
City Treasurer	14	14	14	14	14	14	14	14
Civil Service Commission	2	2	2	2	2	2	2	2
Commerce	18	24	24	27	27	27	27	27
District Attorney - Total	414	411	434	419	419	419	419	419
<i>Civilian</i>	400	399	417	405	405	405	405	405
<i>Uniformed</i>	14	12	17	14	14	14	14	14
Finance	156	156	153	170	170	170	170	170
Fire	2,072	2,327	2,186	2,328	2,328	2,328	2,328	2,328
<i>Civilian</i>	103	110	99	112	112	112	112	112
<i>Uniformed</i>	1,969	2,217	2,087	2,216	2,216	2,216	2,216	2,216
First Judicial District	1,957	1,948	1,957	1,953	1,953	1,953	1,953	1,953
Fleet Management	268	283	271	283	283	283	283	283
Free Library	608	638	608	654	654	654	654	654
Historical Commission	4	6	5	6	6	6	6	6
Human Relations Commission	29	33	29	34	34	34	34	34
Human Services (1)	804	804	442	442	442	442	442	442
Labor Relations	8	8	8	8	8	8	8	8
Law	105	140	137	147	147	147	147	147
Licenses & Inspections	298	306	295	320	320	320	320	320
Managing Director	145	156	156	277	277	277	277	277
Mayor	33	36	32	47	47	47	47	47
Mayor's Office of Community Svcs	0	20	20	0	0	0	0	0
Mayor's Office of Transportation	8	12	8	15	15	15	15	15
Mural Arts Program	11	11	11	11	11	11	11	11
Office of Arts and Culture	2	2	2	2	2	2	2	2
Office of Behavioral Health	19	20	19	18	18	14	13	13
Office of Human Resources	80	86	80	84	84	84	84	84
Office of Innovation & Technology	255	289	256	298	298	298	298	298
Office of Inspector General	17	18	16	21	21	21	21	21
Office of Property Assessment	157	218	168	218	218	218	218	218
Office of Supportive Housing	147	157	145	157	157	157	157	157
Parks & Recreation	574	609	574	692	692	692	692	692
Police	7,225	7,371	7,193	7,371	7,371	7,371	7,371	7,371
<i>Civilian</i>	812	846	814	846	846	846	846	846
<i>Uniformed (2)</i>	6,413	6,525	6,379	6,525	6,525	6,525	6,525	6,525
Prisons	2,144	2,310	2,140	2,310	2,310	2,310	2,310	2,310
Procurement	45	48	45	49	49	49	49	49
Public Health	669	749	665	762	762	762	762	762
Public Property	122	144	126	161	161	161	161	161
Records	64	63	61	63	63	63	63	63
Register of Wills	61	65	62	63	63	63	63	63
Revenue	286	310	271	328	328	328	328	328
Sheriff	226	245	220	245	245	245	245	245
Streets	1,682	1,789	1,649	1,789	1,789	1,789	1,789	1,789
Youth Commission	1	1	1	2	2	2	2	2
Zoning Board of Adjustment	5	5	5	5	5	5	5	5
TOTAL GENERAL FUND	21,175	22,318	20,931	22,279	22,279	22,275	22,274	22,274

- The Adopted Budget position counts represent the maximum level of positions during the year. Attrition lowers the position count throughout the year.

(1) In FY12, all positions were transferred to the Grants Revenue Fund. Position levels shown represent the prorated number of positions supported by the General Fund. Non-reimbursed expenditures will be transferred to the General Fund during the fiscal year. Proposed position levels are subject to change.

(2) Increase of 25 Grant Funded Positions FY14-18

CASH FLOW PROJECTIONS
GENERAL FUND - FY2013

OFFICE OF THE DIRECTOR OF FINANCE

Projection as of February 28, 2013

Amounts in Millions

	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30	Total	Accrued	Estimated Revenues
REVENUES															
Real Estate Tax	7.5	7.2	6.1	5.5	6.1	14.1	51.8	316.1	81.3	22.1	8.1	9.2	535.1		535.1
Total Wage, Earnings, Net Profits	103.5	94.8	92.5	95.9	106.2	101.6	127.9	91.3	103.6	123.1	105.4	98.5	1244.2		1244.2
Realty Transfer Tax	12.8	10.2	8.7	12.6	11.5	14.0	12.9	8.9	8.2	9.5	10.5	11.5	131.3		131.3
Sales Tax	21.0	23.7	20.6	19.8	20.8	21.9	20.0	25.0	20.0	23.7	21.0	21.9	259.3		259.3
Business Income & Receipts Tax	1.1	3.9	12.6	7.2	5.8	6.7	12.9	4.2	35.6	191.7	110.7	7.6	400.0		400.0
Other Taxes	7.3	9.6	7.5	7.4	7.1	7.1	7.3	7.0	6.6	13.9	8.6	8.2	97.6		97.6
Locally Generated Non-tax	22.5	24.1	19.4	21.4	21.2	16.3	23.7	28.3	21.1	16.1	20.5	19.8	254.4		254.4
Total Other Governments	3.1	54.0	70.2	66.4	7.8	19.6	8.1	37.4	9.1	8.2	24.5	6.4	314.6	24.6	339.3
Total PCA Other Governments	23.6	26.3	22.0	22.5	28.6	21.6	25.8	18.6	38.1	29.6	27.2	27.7	311.6		311.6
Interfund Transfers	0.0	8.4	0.3	(0.3)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	14.0	25.4	33.2	58.6
Total Current Revenue	202.3	262.2	259.8	258.5	215.1	222.8	290.4	536.7	323.5	435.1	353.3	213.8	3573.5	57.8	3631.3
Collection of prior year(s) revenue	26.2	12.2	0.0	13.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	51.7		51.7
Other fund balance adjustments															
TOTAL CASH RECEIPTS	228.5	274.5	259.8	271.8	215.1	222.8	290.4	536.7	323.5	435.1	353.3	213.8	3625.2		

Amounts in Millions

	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30	Total	Vouchers Payable	Encumbrances	Estimated Obligations
EXPENSES AND OBLIGATIONS																
Payroll	71.0	113.0	102.2	101.4	142.8	100.4	116.5	99.2	113.6	102.8	143.0	103.3	1309.1	54.3		1363.4
Employee Benefits	34.8	42.7	36.1	37.7	45.9	43.5	48.1	29.4	43.5	40.0	44.1	40.2	485.8	19.4		505.3
Pension	3.7	(4.2)	6.4	59.4	(4.8)	(8.2)	(1.3)	104.5	360.7	106.1	(1.5)	(1.5)	619.3			619.3
Purchase of Services	46.8	46.3	61.4	66.9	61.9	47.4	65.2	76.4	61.5	61.5	53.0	51.4	689.7	23.1	76.9	789.6
Materials, Equipment	3.9	4.7	7.9	5.8	5.5	5.3	7.0	4.2	6.8	7.5	7.2	6.0	71.9	4.6	11.9	88.4
Contributions, Indemnities	13.0	3.3	4.5	10.5	40.0	8.9	5.3	1.8	7.7	4.2	3.5	30.7	133.4	5.2		138.5
Debt Service-Short Term	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0		1.0	1.0
Debt Service-Long Term	8.4	62.9	0.0	0.0	5.1	4.7	30.6	0.9	0.4	0.8	5.6	0.0	119.4			119.4
Interfund Charges	0.0	0.5	0.0	0.0	0.0	0.5	0.0	0.0	0.0	0.5	1.3	6.2	9.0	22.1		31.1
Current Year Appropriation	181.6	269.2	218.5	281.7	296.2	202.5	271.2	291.7	609.1	323.3	256.3	237.3	3438.6	128.8	88.8	3656.1
Other Adj. - Provision for Labor Obligations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.8	0.8	11.6			
Prior Yr. Expenditures against Encumbrances	28.0	11.0	6.6	2.8	2.9	1.9	1.6	5.4	3.4	2.5	2.0	1.5	69.6			
Prior Yr. Salaries & Vouchers Payable	31.3	49.6	(22.4)	34.7	(36.5)	42.5	(33.2)	20.5	(13.5)	27.6	(12.5)	27.5	115.5			
TOTAL DISBURSEMENTS	240.8	329.8	202.7	319.2	262.7	247.0	239.6	317.5	599.0	363.4	246.6	267.1	3635.4			
Excess (Def) of Receipts over Disbursements	(12.4)	(55.3)	57.2	(47.4)	(47.6)	(24.2)	50.8	219.2	(275.5)	71.7	106.7	(53.3)				
Opening Balance	280.7	268.3	213.0	270.2	222.7	175.1	278.0	328.7	547.9	272.4	344.1	323.8				
TRAN	0.0	0.0	0.0	0.0	0.0	127.0	0.0	0.0	0.0	0.0	(127.0)	0.0				
CLOSING BALANCE	268.3	213.0	270.2	222.7	175.1	278.0	328.7	547.9	272.4	344.1	323.8	270.5				

OFFICE OF THE DIRECTOR OF FINANCE

CASH FLOW PROJECTIONS
CONSOLIDATED CASH - ALL FUNDS - FY2013

Projection as of February 28, 2013

	Amounts in Millions											
	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30
General	268.3	213.0	270.2	222.7	175.1	278.0	328.7	547.9	272.4	344.1	323.8	270.5
Grants Revenue	(80.8)	34.0	41.6	(8.6)	(69.7)	(114.5)	(87.0)	(155.3)	(130.1)	(162.0)	(198.3)	(127.7)
Community Development	(7.6)	(5.1)	(4.4)	2.6	(5.9)	(1.9)	(3.2)	(5.6)	(5.5)	(4.1)	(6.4)	(7.4)
Vehicle Rental Tax	6.4	7.0	7.5	7.9	8.4	8.8	9.3	9.6	5.3	5.7	4.9	5.4
Hospital Assessment Fund	10.3	9.6	11.4	10.8	10.4	30.8	9.1	8.5	16.5	8.7	26.3	16.6
Housing Trust Fund	12.2	12.5	13.0	13.6	14.1	14.3	14.6	15.1	13.9	13.4	13.3	13.7
Other Funds	25.2	30.9	28.3	39.3	25.2	27.9	12.9	(4.0)	4.4	12.4	11.7	25.3
TOTAL OPERATING FUNDS	234.1	301.8	367.6	288.3	157.6	243.4	284.4	416.2	176.9	218.2	175.3	196.4
Capital Improvement	96.8	91.5	90.1	74.6	65.7	63.7	50.5	42.0	35.0	28.0	21.0	14.0
Industrial & Commercial Dev.	3.8	3.8	3.8	4.1	4.1	4.1	4.1	4.1	3.5	3.5	3.5	3.6
TOTAL CAPITAL FUNDS	100.6	95.3	93.9	78.7	69.8	67.8	54.6	46.1	38.5	31.5	24.5	17.6
TOTAL FUND EQUITY	334.7	397.1	461.5	367.0	227.3	311.2	339.0	462.3	215.4	249.7	199.8	214.0

CASH FLOW PROJECTIONS
GENERAL FUND - FY2014

OFFICE OF THE DIRECTOR OF FINANCE

Projection	Amounts in Millions													Estimated Revenues	
	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30	Total		Accrued
REVENUES															
Real Estate Tax	8.1	8.4	6.4	5.5	5.8	14.9	43.1	289.3	116.1	20.3	7.8	10.4	536.1		536.1
Total Wage, Earnings, Net Profits	106.1	114.3	91.8	101.9	112.8	99.0	124.0	106.0	107.3	114.8	112.3	96.6	1286.9		1286.9
Realty Transfer Tax	16.5	15.2	12.2	11.7	10.5	12.9	11.4	8.1	9.9	10.5	11.8	13.7	144.4		144.4
Sales Tax	20.9	23.9	20.7	19.7	21.8	21.7	23.1	27.1	21.3	22.6	26.2	23.6	272.6		272.6
Business Income & Receipts Tax	2.3	7.0	12.4	8.9	(1.5)	9.2	11.2	6.1	38.6	197.1	112.9	5.9	410.0		410.0
Other Taxes	7.8	10.5	8.0	7.3	8.6	7.6	7.3	7.9	6.3	13.6	8.3	7.7	100.9		100.9
Locally Generated Non-tax	20.9	23.4	23.5	17.9	23.3	20.2	20.7	24.0	25.9	17.2	23.1	24.4	264.5		264.5
Total Other Governments	3.0	54.0	70.8	65.8	5.4	12.9	8.1	9.6	9.6	7.7	24.0	9.5	280.6	24.9	305.5
Total PICA Other Governments	27.1	23.9	20.4	27.1	28.5	25.1	32.1	25.1	36.7	28.8	27.9	22.4	325.1		325.1
Interfund Transfers	8.4	0.0	0.5	0.0	0.0	0.5	0.0	0.0	0.5	0.0	14.0	3.0	26.9	40.3	67.2
Total Current Revenue	221.1	280.6	266.7	265.8	215.2	224.0	281.0	503.3	372.2	432.6	368.3	217.2	3648.1	65.2	3713.3
Collection of prior year(s) revenue	8.1	16.5	33.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	57.8		
Other fund balance adjustments															
TOTAL CASH RECEIPTS	229.2	297.1	299.9	265.8	215.2	224.0	281.0	503.3	372.2	432.6	368.3	217.2	3706.0		
EXPENSES AND OBLIGATIONS															
Payroll	82.8	103.8	103.8	145.8	103.8	103.8	113.7	103.8	103.8	113.7	145.8	123.3	1347.9	51.9	1399.8
Employee Benefits	39.3	44.2	39.3	39.3	44.2	39.3	39.3	44.2	39.3	39.3	44.2	39.3	491.2	18.6	509.8
Pension	3.7	(1.5)	(1.5)	71.2	(1.5)	(1.5)	3.7	123.5	362.1	112.4	(1.5)	(1.5)	667.5		667.5
Purchase of Services	24.3	43.4	49.1	74.8	70.0	59.7	52.6	59.1	64.3	79.8	53.1	55.0	685.2	23.5	787.4
Materials, Equipment	3.9	4.3	8.3	6.0	5.6	5.7	6.6	4.9	5.8	7.4	5.9	6.1	70.5	4.7	88.4
Contributions, Indemnities	12.4	3.8	29.5	4.9	1.8	9.7	3.3	3.4	9.2	4.1	20.5	33.2	135.8	5.2	141.0
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	5.0	5.0		5.0
Debt Service-Long Term	8.0	64.1	0.8	0.3	0.0	5.5	11.5	29.5	0.5	0.3	0.0	4.0	124.5		124.5
Interfund Charges	2.8	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3	5.6	9.5	22.1	31.6
Current Year Appropriation	177.2	262.9	229.3	342.3	223.9	222.2	230.7	368.4	585.0	357.0	268.3	270.0	3537.2	126.0	3755.2
Other Adj. - Provision for Labor Obligations	1.3	1.3	1.3	1.3	1.3	1.3	2.9	2.9	2.9	2.9	2.9	2.9	25.5		
Prior Yr. Expenditures against Encumbrances	33.1	15.0	10.0	8.4	3.0	4.7	3.0	4.2	2.7	2.0	1.6	1.2	88.8		
Prior Yr. Salaries & Vouchers Payable	47.2	25.4	(11.1)	36.8	(44.3)	45.9	(33.0)	25.7	(45.9)	57.4	(8.4)	33.1	128.8		
TOTAL DISBURSEMENTS	258.8	304.6	229.5	388.8	183.9	274.1	203.6	401.2	544.7	419.3	264.4	307.2	3780.3		
Excess (Def) of Receipts over Disbursements	(29.6)	(7.5)	70.4	(123.0)	31.3	(50.2)	77.4	102.1	(172.5)	13.3	103.9	(90.0)			
Opening Balance	270.5	240.9	233.4	303.8	180.8	212.1	262.0	339.4	441.4	269.0	282.3	286.2			
TRAN	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	(100.0)	0.0			
CLOSING BALANCE	240.9	233.4	303.8	180.8	212.1	262.0	339.4	441.4	269.0	282.3	286.2	196.2			

CASH FLOW PROJECTIONS
OFFICE OF THE DIRECTOR OF FINANCE

CONSOLIDATED CASH - ALL FUNDS - FY2014

Projection	Amounts in Millions													
	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30		
General	240.9 (36.0)	233.4	303.8	180.8	212.1	262.0	339.4	441.4	269.0	282.3	286.2	196.2		
Grants Revenue		97.1	18.1	(20.7)	(51.5)	(119.3)	(108.6)	(158.8)	(190.5)	(137.8)	(175.9)	(122.3)		
Community Development	(8.1)	(4.1)	(4.1)	(3.9)	(4.1)	(2.3)	(3.7)	(4.7)	(5.5)	(4.1)	(6.4)	(7.4)		
Vehicle Rental Tax	5.8	6.4	5.0	5.4	5.8	6.2	6.6	6.9	5.3	5.7	4.9	5.4		
Hospital Assessment Fund	5.9	5.6	14.3	12.7	6.8	13.3	7.9	7.5	16.5	8.7	26.3	16.6		
Housing Trust Fund	15.3	15.6	15.7	15.9	15.4	14.6	14.4	14.6	13.9	13.4	13.3	13.7		
Other Funds	19.4	20.3	19.2	19.5	23.3	27.0	11.5	17.3	4.4	12.4	11.7	25.3		
TOTAL OPERATING FUNDS	243.2	374.3	372.0	209.7	207.8	201.5	267.5	324.2	113.1	180.6	160.1	127.5		
Capital Improvement	232.0	224.5	217.0	209.5	202.0	194.5	187.0	179.5	172.0	164.5	157.0	149.5		
Industrial & Commercial Dev.	3.7	3.6	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.6		
TOTAL CAPITAL FUNDS	235.7	228.1	220.5	213.0	205.5	198.0	190.5	183.0	175.5	168.0	160.5	153.1		
TOTAL FUND EQUITY	478.9	602.4	592.5	422.7	413.3	399.5	458.0	507.2	288.6	348.6	320.6	280.6		

**Aviation Fund
Five Year Financial Plan
Fiscal Years 2014 - 2018
All Departments**

	FY2013 Estimate	FY2014	FY2015	FY2016	FY2017	FY2018
Revenues						
Locally Generated Non-Tax	\$ 290,225,000	\$ 375,550,000	\$ 386,817,000	\$ 402,290,000	\$ 432,462,000	\$ 467,059,000
Passenger Facility Charges	32,000,000	32,800,000	32,800,000	32,800,000	32,800,000	32,800,000
Revenue from Other Governments	3,100,000	3,500,000	3,588,000	3,678,000	3,770,000	3,864,000
Revenue from Other Funds of the City	2,575,000	2,675,000	2,742,000	2,811,000	2,881,000	2,953,000
Total Revenues	327,900,000	414,525,000	425,947,000	441,579,000	471,913,000	506,676,000
Obligations						
100 Personal Services	\$ 108,049,000	\$ 114,416,000	\$ 117,848,000	\$ 120,205,000	\$ 122,609,000	\$ 126,287,000
200 Purchase of Services	106,184,000	122,386,000	126,058,000	128,579,000	131,151,000	136,397,000
300 Materials & Supplies	7,322,000	8,100,000	8,343,000	8,510,000	8,680,000	9,027,000
400 Equipment	8,812,000	9,769,000	10,062,000	10,263,000	10,468,000	10,887,000
500 Contrib., Indemnities & Taxes	6,212,000	8,217,000	8,464,000	8,633,000	8,806,000	9,158,000
700 Debt Service	108,599,000	135,849,000	152,335,000	167,766,000	183,163,000	205,212,000
800 Payments to Other Funds						
Payments to General Fund	4,423,000	4,523,000	4,659,000	4,752,000	4,847,000	5,041,000
Payments to Water Fund	3,550,000	4,450,000	4,584,000	5,042,000	5,143,000	5,349,000
Payments to Capital Fund	8,400,000	13,000,000	13,000,000	13,000,000	13,000,000	13,000,000
Total Payments to Other Funds	16,373,000	21,973,000	22,243,000	22,794,000	22,990,000	23,390,000
900 Advances & Misc. Payments	-	-	-	-	-	-
Total Obligations, All Departments	\$ 361,551,000	\$ 420,710,000	\$ 445,353,000	\$ 466,750,000	\$ 487,867,000	\$ 520,358,000
Fund Balance from Prior Year	64,679,000	41,028,000	49,843,000	45,437,000	35,266,000	34,312,000
Commitments Cancelled	10,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Ending Fund Balance	\$ 41,028,000	\$ 49,843,000	\$ 45,437,000	\$ 35,266,000	\$ 34,312,000	\$ 35,630,000

**Water & Sewer
Flow of Funds**

Line	Description	2013	2014	2015	2016	2017	2018	2019
OPERATING REVENUE								
1	Water Service - Existing Rates	233,779	232,371	230,661	228,940	227,222	225,496	224,744
2	Wastewater Service - Existing Rates	332,935	331,599	330,215	328,823	327,434	326,044	325,707
3	Total Service Revenue - Existing Rates	566,714	563,970	560,876	557,763	554,656	551,539	550,451
	Additional Service Revenue Required							
	Fiscal Year Percent Increase Months Effective							
4	2013 4.48% 6	9,546	25,266	25,127	24,988	24,849	24,709	24,660
5	2014 4.48% 12		26,398	26,253	26,107	25,962	25,816	25,765
6	2015 4.48% 12			27,429	27,277	27,125	26,972	26,919
7	2016 5.75% 12				36,578	36,374	36,170	36,098
8	2017 5.75% 12					38,466	38,249	38,174
9	2018 5.75% 12						40,449	40,369
10	2019 4.20% 6							15,591
27	Total Additional Service Revenue Required	9,546	51,664	78,809	114,950	152,776	192,365	207,576
28	Total Water & Wastewater Service Revenue	576,260	615,634	639,685	672,713	707,432	743,904	758,027
29	Transfer From (To) Rate Stabilization Fund	43,935	19,060	2,920	16,395	(7,070)	(4,350)	(38,475)
	Other Income							
30	Other Operating Revenue	19,622	19,676	19,631	19,486	19,440	19,395	19,545
31	Construction Fund Interest Income	788	1,101	989	1,014	1,141	1,244	1,394
32	Debt Reserve Fund Interest Income & Transfer	0	0	0	0	0	0	0
33	Operating Fund Interest Income	354	354	354	366	363	374	349
34	Rate Stabilization Interest Income	720	562	507	459	436	464	571
35	Revenues	641,678	656,387	664,086	710,433	721,741	761,031	741,411
OPERATING EXPENSE								
36	Water & Wastewater Operations	(344,790)	(354,720)	(357,560)	(369,133)	(378,803)	(388,901)	(407,180)
37	Direct Interdepartmental Charges	(51,331)	(51,511)	(50,878)	(52,014)	(52,551)	(53,097)	(55,593)
38	Total Operating Expense	(396,122)	(406,231)	(408,438)	(421,147)	(431,354)	(441,999)	(462,772)
39	NET REVENUES AFTER OPERATIONS	245,557	250,156	255,648	289,286	290,388	319,033	278,639
DEBT SERVICE								
	Senior Debt Service							
	Revenue Bonds							
40	Outstanding Bonds	(181,244)	(175,601)	(167,448)	(174,149)	(115,363)	(115,444)	(93,601)
41	Pennvest Parity Bonds	(10,211)	(11,839)	(12,175)	(12,175)	(12,310)	(12,843)	(12,880)
42	Projected Future Bonds	(11,483)	(17,606)	(28,220)	(46,970)	(104,634)	(124,910)	(112,919)
43	Total Senior Debt Service	(202,938)	(205,045)	(207,843)	(233,294)	(232,307)	(253,198)	(219,400)
44	Total Senior Debt Service Coverage	1.21 x	1.22 x	1.23 x	1.24 x	1.25 x	1.26 x	1.27 x
	Subordinate Debt Service							
45	Outstanding General Obligation Bonds	0	0	0	0	0	0	0
46	Pennvest Subordinate Bonds	0	0	0	0	0	0	0
47	Total Subordinate Debt Service	0	0	0	0	0	0	0
48	Total Debt Service on Bonds	(202,938)	(205,045)	(207,843)	(233,294)	(232,307)	(253,198)	(219,400)
49	CAPITAL ACCOUNT DEPOSIT	(19,380)	(19,865)	(20,361)	(20,870)	(21,392)	(21,927)	(22,475)
50	TOTAL COVERAGE (L40/(L49+L50))	1.10 x	1.11 x	1.12 x	1.14 x	1.14 x	1.16 x	1.15 x
RESIDUAL FUND								
51	Beginning of Year Balance	44,644	1,106	6,852	13,796	14,918	15,607	15,215
52	Interest Income	223	0	0	0	0	0	0
	Deposits							
53	End of Year Revenue Fund Balance	23,239	25,246	27,445	35,122	36,689	43,908	36,764
54	Deposit for Transfer to City General Fund	828	1,240	1,289	1,335	1,350	1,351	1,408
	Less							
55	Transfer to Construction Fund	0	(19,500)	(20,500)	(34,000)	(36,000)	(44,300)	(36,000)
56	Transfer to City General Fund	(828)	(1,240)	(1,289)	(1,335)	(1,350)	(1,351)	(1,408)
57	Transfer to Debt Service Reserve Fund	(67,000)	0	0	0	0	0	0
58	End of Year Balance	1,106	6,852	13,796	14,918	15,607	15,215	15,979
RATE STABILIZATION FUND								
59	Beginning of Year Balance	165,907	121,972	102,912	99,992	83,597	90,667	95,017
60	Deposit From (To) Revenue Fund	(43,935)	(19,060)	(2,920)	(16,395)	7,070	4,350	38,475
61	End of Year Balance	121,972	102,912	99,992	83,597	90,667	95,017	133,492

Sinking Fund Commission
General Fund Operating Budget Estimates
FY 2014-2018 Five Year Plan

<u>Description</u>	<u>FY 14 Estimate</u>	<u>FY 15 Estimate</u>	<u>FY 16 Estimate</u>	<u>FY 17 Estimate</u>	<u>FY 18 Estimate</u>
<u>Purchase of Services - Class 200</u>					
Long Term Leases	\$ 96,728,215	\$ 108,784,763	\$ 102,040,523	\$ 104,231,461	\$ 108,380,671
Total - Class 200	<u>\$ 96,728,215</u>	<u>\$ 108,784,763</u>	<u>\$ 102,040,523</u>	<u>\$ 104,231,461</u>	<u>\$ 108,380,671</u>
<u>Debt Service - Class 700</u>					
Interest on City Debt - Long Term	\$ 72,246,943	\$ 75,521,996	\$ 79,136,896	\$ 82,593,639	\$ 84,158,320
Principal on City Debt - Long Term	50,735,000	58,720,000	58,605,000	67,130,000	70,520,000
Interest on City Debt - Short Term	4,000,000	5,000,000	6,000,000	6,000,000	7,000,000
Sinking Fund Reserve Payments	1,336,200	1,335,900	1,339,400	1,335,300	1,334,700
Commitment Fee Expense	950,000	1,710,000	1,210,000	1,210,000	2,000,000
Arbitrage Payments	<u>262,000</u>	<u>100,000</u>	<u>108,000</u>	<u>100,000</u>	<u>100,000</u>
Total - Class 700	<u>\$ 129,530,143</u>	<u>\$ 142,387,896</u>	<u>\$ 146,399,296</u>	<u>\$ 158,368,939</u>	<u>\$ 165,113,020</u>
Total - All Classes	<u>\$ 226,258,358</u>	<u>\$ 251,172,659</u>	<u>\$ 248,439,819</u>	<u>\$ 262,600,400</u>	<u>\$ 273,493,691</u>

City of Philadelphia
Principal General Fund Obligation Growth Assumptions
FY 2014 - 2018 Five Year Financial Plan

		<u>FY 14</u>	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
Class 100	Personal Services					
	<i>Civilian Wages</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Uniform Wages - F.O.P.</i>	4.0%	0.0%	0.0%	0.0%	0.0%
	<i>Uniform Wages - I.A.F.F.</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	Employee Benefits					
	<i>Unemployment Compensation</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Employee Disability</i>	8.6%	5.5%	5.5%	5.5%	5.5%
	<i>Pension</i>	9.8%	-17.6%	3.7%	3.7%	3.5%
	<i>Pension Obligation Bond</i>	-1.6%	4.0%	2.8%	0.0%	0.0%
	<i>FICA</i>	0.2%	-0.2%	0.0%	0.0%	0.0%
	<i>Health/Medical</i>	-1.5%	3.3%	3.7%	4.2%	5.0%
	<i>Group Life</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Group Legal</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Tool Allowance</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Flex Cash Payments</i>	0.0%	0.0%	0.0%	0.0%	0.0%
Class 200	Purchase of Services	0.0%	0.0%	0.0%	0.0%	0.0%
Class 3/400	Materials, Supplies & Equipment	0.0%	0.0%	0.0%	0.0%	0.0%
Class 500	Contributions, Indemnities & Taxes	0.0%	0.0%	0.0%	0.0%	0.0%
Class 700	Debt Service	See Schedule of Long Term Obligations (Appendix VI)				
Class 800	Payments to Other Funds	1.6%	4.4%	4.6%	4.7%	4.7%
Class 900	Advances & Misc. Payments	N.A.	N.A.	N.A.	N.A.	N.A.

Note 1:

The above Personal Services assumptions do not include the amount set aside in Fund Balance for funding for potential future labor obligations for the District Council 33, District Council 47, IAFF 22 and Deputy Sheriffs.

Note 2:

Obligation levels in the current plan have been established for most departments and cost centers based upon specific issues concerning desired service levels, management and productivity initiatives underway, anticipated competitive contracting issues, existing and anticipated contractual obligations, and a host of other factors. The growth assumptions set forth above provide only the underlying foundations for the specific proposed obligation levels which have been established for departments in the current plan.

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Art Museum							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases								
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>2,300,000</u>	<u>2,300,000</u>	<u>2,300,000</u>	<u>2,300,000</u>	<u>2,300,000</u>	<u>2,300,000</u>	<u>2,300,000</u>	<u>2,300,000</u>

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Atwater Kent Museum							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	215,694	218,630	220,163	220,674	220,674	220,674	220,674	220,674
Class 200 - Contracts / Leases								
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions	50,000	50,000	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								
Total	<u>265,694</u>	<u>268,630</u>	<u>270,163</u>	<u>270,674</u>	<u>270,674</u>	<u>270,674</u>	<u>270,674</u>	<u>270,674</u>

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Auditing							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	6,600,290	6,927,481	7,143,036	7,173,947	7,173,947	7,173,947	7,173,947	7,173,947
Class 200 - Contracts / Leases	688,217	497,450	497,450	497,450	497,450	497,450	497,450	497,450
Class 300/400 - Supplies, Equipment	0	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>7,288,507</u>	<u>7,449,931</u>	<u>7,665,486</u>	<u>7,696,397</u>	<u>7,696,397</u>	<u>7,696,397</u>	<u>7,696,397</u>	<u>7,696,397</u>

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Board of Building Standards							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	57,935	70,169	70,941	71,198	71,198	71,198	71,198	71,198
Class 200 - Contracts / Leases								
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	57,935	70,169	70,941	71,198	71,198	71,198	71,198	71,198

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Board of Ethics							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	657,532	788,000	798,942	890,000	890,000	890,000	890,000	890,000
Class 200 - Contracts / Leases	17,123	96,000	96,000	96,000	96,000	96,000	96,000	96,000
Class 300/400 - Supplies, Equipment	7,917	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	682,572	898,000	908,942	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Board of L & I Review							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	117,161	140,645	148,860	151,598	151,598	151,598	151,598	151,598
Class 200 - Contracts / Leases	7,282	11,962	10,436	10,436	10,436	10,436	10,436	10,436
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	124,443	152,607	159,296	162,034	162,034	162,034	162,034	162,034

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Board of Revision of Taxes							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	503,932	672,613	679,248	759,460	681,460	681,460	681,460	681,460
Class 200 - Contracts / Leases	20,185	20,200	20,200	110,200	20,200	20,200	20,200	20,200
Class 300/400 - Supplies, Equipment	15,592	15,727	15,727	65,727	15,727	15,727	15,727	15,727
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	539,709	708,540	715,175	935,387	717,387	717,387	717,387	717,387

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	City Commissioners							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	4,948,351	5,329,126	5,360,567	5,371,047	5,371,047	5,371,047	5,371,047	5,371,047
Class 200 - Contracts / Leases	3,050,843	2,976,350	2,976,350	2,976,350	2,976,350	2,976,350	2,976,350	2,976,350
Class 300/400 - Supplies, Equipment	536,167	541,617	541,617	541,617	541,617	541,617	541,617	541,617
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								0
Class 900 - Advances / Misc. Payments								
Total	8,535,361	8,847,093	8,878,534	8,889,014	8,889,014	8,889,014	8,889,014	8,889,014

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	City Council							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	11,817,917	13,283,837	13,370,302	13,399,124	13,399,124	13,399,124	13,399,124	13,399,124
Class 200 - Contracts / Leases	1,600,959	1,654,485	1,654,485	1,804,485	1,804,485	1,804,485	1,804,485	1,804,485
Class 300/400 - Supplies, Equipment	339,306	610,650	610,650	610,650	610,650	610,650	610,650	610,650
Class 500 - Indemnities / Contributions	0	20,000,100	100	100	100	100	100	100
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	0	100	100	100	100	100	100	100
Class 900 - Advances / Misc. Payments	0	100	100	100	100	100	100	100
Total	13,758,182	35,549,272	15,635,737	15,814,559	15,814,559	15,814,559	15,814,559	15,814,559

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	City Planning							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits	2,091,813	2,091,813	2,137,171	2,152,290	2,152,290	2,152,290	2,152,290	2,152,290
Class 200 - Contracts / Leases	77,649	79,592	79,592	79,592	79,592	79,592	79,592	79,592
Class 300/400 - Supplies, Equipment	39,748	40,652	40,652	40,652	40,652	40,652	40,652	40,652
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	2,209,210	2,212,057	2,257,415	2,272,534	2,272,534	2,272,534	2,272,534	2,272,534

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	City Representative							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits	328,571	338,082	461,161	362,187	362,187	362,187	362,187	362,187
Class 200 - Contracts / Leases	505,266	506,529	506,529	561,730	561,730	561,730	561,730	561,730
Class 300/400 - Supplies, Equipment	44,810	45,000	45,000	54,000	54,000	54,000	54,000	54,000
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	878,647	889,611	1,012,690	977,917	977,917	977,917	977,917	977,917

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	City Treasurer							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits	717,071	745,937	755,428	758,592	758,592	758,592	758,592	758,592
Class 200 - Contracts / Leases	102,015	118,444	118,444	118,444	118,444	118,444	118,444	118,444
Class 300/400 - Supplies, Equipment	5,949	22,224	22,224	22,224	22,224	22,224	22,224	22,224
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	825,035	886,605	896,096	899,260	899,260	899,260	899,260	899,260

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Civil Service Commission							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	136,782	136,309	137,088	137,348	137,348	137,348	137,348	137,348
Class 200 - Contracts / Leases	29,500	29,500	29,500	29,500	29,500	29,500	29,500	29,500
Class 300/400 - Supplies, Equipment	438	1,094	1,094	1,094	1,094	1,094	1,094	1,094
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	166,720	166,903	167,682	167,942	167,942	167,942	167,942	167,942

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Commerce							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	1,594,665	1,821,678	1,816,142	1,850,054	1,850,054	1,850,054	1,850,054	1,850,054
Class 200 - Contracts / Leases	452,041	333,481	333,481	333,481	333,481	333,481	333,481	333,481
Class 300/400 - Supplies, Equipment	20,547	26,654	26,654	26,654	26,654	26,654	26,654	26,654
Class 500 - Indemnities / Contributions	0	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	2,067,253	2,681,813	2,676,277	2,710,189	2,710,189	2,710,189	2,710,189	2,710,189

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Commerce - Economic Stimulus							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	1,294,448	1,294,448	1,294,448	1,294,448	1,294,448	1,294,448	1,294,448	1,294,448
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	1,294,448	1,294,448	1,294,448	1,294,448	1,294,448	1,294,448	1,294,448	1,294,448

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Community College Subsidy							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases								
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions	25,409,207	25,409,207	25,409,207	26,409,207	26,409,207	26,409,207	26,409,207	26,409,207
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>25,409,207</u>	<u>25,409,207</u>	<u>25,409,207</u>	<u>26,409,207</u>	<u>26,409,207</u>	<u>26,409,207</u>	<u>26,409,207</u>	<u>26,409,207</u>

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Commerce - Convention Center Subsidy							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>15,000,000</u>	<u>15,000,000</u>	<u>15,000,000</u>	<u>15,000,000</u>	<u>15,000,000</u>	<u>15,000,000</u>	<u>15,000,000</u>	<u>15,000,000</u>

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	District Attorney							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	28,495,977	28,907,203	29,341,918	29,486,823	29,486,823	29,486,823	29,486,823	29,486,823
Class 200 - Contracts / Leases	1,638,672	1,645,672	1,645,672	1,645,672	1,645,672	1,645,672	1,645,672	1,645,672
Class 300/400 - Supplies, Equipment	497,591	502,121	502,121	502,121	502,121	502,121	502,121	502,121
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>30,632,240</u>	<u>31,054,996</u>	<u>31,489,711</u>	<u>31,634,616</u>	<u>31,634,616</u>	<u>31,634,616</u>	<u>31,634,616</u>	<u>31,634,616</u>

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Finance							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	8,807,264	7,888,400	8,102,962	8,382,857	8,382,857	8,382,857	8,382,857	8,382,857
Class 200 - Contracts / Leases	4,134,423	4,230,961	4,387,961	4,430,961	4,430,961	4,430,961	4,430,961	4,430,961
Class 300/400 - Supplies, Equipment	134,622	110,774	153,774	110,774	110,774	110,774	110,774	110,774
Class 500 - Indemnities / Contributions	2,318,860	750,000	1,350,000	4,150,000	1,400,000	2,650,000	1,900,000	2,650,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments								
Total	15,395,169	12,980,135	13,994,697	17,074,592	14,324,592	15,574,592	14,824,592	15,574,592

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Finance - Contribution to the School District							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases								
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions	48,930,000	48,990,000	68,990,000	69,050,100	69,110,300	69,171,300	69,233,200	69,296,030
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	48,930,000	48,990,000	68,990,000	69,050,100	69,110,300	69,171,300	69,233,200	69,296,030

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Fire							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	173,513,212	170,191,934	176,234,840	173,249,142	172,749,142	172,749,142	172,749,142	172,749,142
Class 200 - Contracts / Leases	6,766,957	4,945,593	4,945,593	4,945,593	4,900,593	4,900,593	4,900,593	4,900,593
Class 300/400 - Supplies, Equipment	7,818,339	6,687,414	7,887,414	11,418,414	10,813,414	6,813,414	6,813,414	6,813,414
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	6,951,000	7,480,263	7,480,263	7,567,429	7,945,800	8,366,927	8,810,375	9,277,324
Class 900 - Advances / Misc. Payments								
Total	195,049,508	189,305,204	196,548,110	197,180,578	196,408,949	192,830,076	193,273,524	193,740,473

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	First Judicial District							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits	89,990,406	85,869,031	91,872,620	92,760,968	92,760,968	92,760,968	92,760,968	92,760,968
Class 200 - Contracts / Leases	24,146,489	13,155,430	14,055,430	10,320,360	10,320,360	10,320,360	10,320,360	10,320,360
Class 300/400 - Supplies, Equipment	2,812,361	2,345,861	2,345,861	1,891,868	1,891,868	1,891,868	1,891,868	1,891,868
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	116,949,256	101,370,322	108,273,911	104,973,196	104,973,196	104,973,196	104,973,196	104,973,196

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Fleet Management							
25	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits	15,307,822	15,582,207	15,634,681	15,652,172	15,652,172	15,652,172	15,652,172	15,652,172
Class 200 - Contracts / Leases	4,861,835	4,864,396	4,864,396	4,864,396	4,864,396	4,864,396	4,864,396	4,864,396
Class 300/400 - Supplies, Equipment	29,457,254	24,463,211	29,463,211	26,963,211	26,963,211	26,963,211	26,963,211	26,963,211
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	49,626,911	44,909,814	49,962,288	47,479,779	47,479,779	47,479,779	47,479,779	47,479,779

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Fleet Management - Vehicle Lease/Purchase							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	4,324,135	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Class 300/400 - Supplies, Equipment	1,964,574	5,965,000	6,465,000	4,465,000	5,465,000	5,465,000	5,465,000	6,465,000
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	6,288,709	10,465,000	10,965,000	8,965,000	9,965,000	9,965,000	9,965,000	10,965,000

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Free Library							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	28,981,009	29,283,037	29,598,453	30,453,592	30,453,592	30,453,592	30,453,592	30,453,592
Class 200 - Contracts / Leases	2,360,191	2,597,077	2,597,077	2,847,077	2,847,077	2,847,077	2,847,077	2,847,077
Class 300/400 - Supplies, Equipment	1,927,596	1,802,659	1,802,659	1,802,659	1,802,659	1,802,659	1,802,659	1,802,659
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	33,268,796	33,682,773	33,998,189	35,103,328	35,103,328	35,103,328	35,103,328	35,103,328

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Hero Awards							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases								
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions	28,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	28,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Historical Commission							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	357,778	385,995	392,785	395,048	395,048	395,048	395,048	395,048
Class 200 - Contracts / Leases	0	980	980	980	980	980	980	980
Class 300/400 - Supplies, Equipment	807	809	809	809	809	809	809	809
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	358,585	387,784	394,574	396,837	396,837	396,837	396,837	396,837

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Human Relations Commission							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	1,787,026	1,950,787	1,957,245	1,966,059	1,966,059	1,966,059	1,966,059	1,966,059
Class 200 - Contracts / Leases	31,763	34,657	34,657	34,657	34,657	34,657	34,657	34,657
Class 300/400 - Supplies, Equipment	11,080	13,031	13,031	13,031	13,031	13,031	13,031	13,031
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	1,829,869	1,998,475	2,004,933	2,013,747	2,013,747	2,013,747	2,013,747	2,013,747

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Human Services							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	23,237,096	40,492,544	20,098,590	18,937,840	18,937,840	18,937,840	18,937,840	18,937,840
Class 200 - Contracts / Leases	78,163,844	69,343,226	80,339,167	78,220,484	78,220,484	78,220,484	78,220,484	78,220,484
Class 300/400 - Supplies, Equipment	528,386	1,201,765	1,223,155	1,180,627	1,180,627	1,180,627	1,180,627	1,180,627
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	101,929,326	111,037,535	101,660,912	98,338,951	98,338,951	98,338,951	98,338,951	98,338,951

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Finance - Indemnities							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases								
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions	32,606,842	32,457,600	32,457,600	32,500,000	32,500,000	32,500,000	32,500,000	32,500,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	32,606,842	32,457,600	32,457,600	32,500,000	32,500,000	32,500,000	32,500,000	32,500,000

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Law							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	6,370,891	6,511,834	6,518,691	6,563,545	6,563,545	6,563,545	6,563,545	6,563,545
Class 200 - Contracts / Leases	7,732,543	6,010,034	8,010,034	6,010,034	6,010,034	6,010,034	6,010,034	6,010,034
Class 300/400 - Supplies, Equipment	246,330	248,676	248,676	248,676	248,676	248,676	248,676	248,676
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	14,349,764	12,770,544	14,777,401	12,822,255	12,822,255	12,822,255	12,822,255	12,822,255

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Legal Services							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases		37,066,187	38,744,097	39,056,067	39,056,067	39,056,067	39,056,067	39,056,067
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	0	37,066,187	38,744,097	39,056,067	39,056,067	39,056,067	39,056,067	39,056,067

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Licenses and Inspections							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	13,919,022	14,244,790	14,354,433	15,171,959	15,171,959	15,171,959	15,171,959	15,171,959
Class 200 - Contracts / Leases	6,953,682	7,112,502	7,112,502	7,112,502	7,112,502	7,112,502	7,112,502	7,112,502
Class 300/400 - Supplies, Equipment	303,600	303,613	303,613	303,613	303,613	303,613	303,613	303,613
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	21,176,304	21,660,905	21,770,548	22,588,074	22,588,074	22,588,074	22,588,074	22,588,074

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Managing Director							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	13,338,302	15,206,524	15,189,493	15,149,646	15,149,646	15,149,646	15,149,646	15,149,646
Class 200 - Contracts / Leases	7,903,020	16,677,032	19,244,680	18,144,680	18,144,680	18,144,680	18,144,680	18,144,680
Class 300/400 - Supplies, Equipment	481,372	526,819	526,819	526,819	526,819	526,819	526,819	526,819
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	21,722,694	32,410,375	34,960,992	33,821,145	33,821,145	33,821,145	33,821,145	33,821,145

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Mayor							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	2,965,371	3,090,676	3,083,628	4,151,380	4,151,380	4,151,380	4,151,380	4,151,380
Class 200 - Contracts / Leases	529,822	590,336	590,336	940,336	940,336	940,336	940,336	940,336
Class 300/400 - Supplies, Equipment	18,762	30,165	30,165	50,165	50,165	50,165	50,165	50,165
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	3,513,955	3,711,177	3,704,129	5,141,881	5,141,881	5,141,881	5,141,881	5,141,881

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Mayor - Office of Labor Relations							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	508,600	529,931	538,995	542,016	542,016	542,016	542,016	542,016
Class 200 - Contracts / Leases	1,160	3,277	3,277	3,277	3,277	3,277	3,277	3,277
Class 300/400 - Supplies, Equipment	7,123	8,160	8,160	8,160	8,160	8,160	8,160	8,160
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	516,883	541,368	550,432	553,453	553,453	553,453	553,453	553,453

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Mayor - Mural Arts Program							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	441,677	439,000	446,969	449,625	449,625	449,625	449,625	449,625
Class 200 - Contracts / Leases	554,800	501,800	701,800	701,800	701,800	701,800	701,800	701,800
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	996,477	940,800	1,148,769	1,151,425	1,151,425	1,151,425	1,151,425	1,151,425

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Mayor - Scholarships							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases								
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions	184,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	184,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Mayor's Office of Transportation							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	467,898	464,515	477,169	498,887	498,887	498,887	498,887	498,887
Class 200 - Contracts / Leases	30,601	81,400	156,400	289,930	289,930	289,930	289,930	289,930
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	498,499	545,915	633,569	788,817	788,817	788,817	788,817	788,817

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Arts and Culture and the Creative Economy							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	198,750	198,750	199,487	199,800	199,800	199,800	199,800	199,800
Class 200 - Contracts / Leases	391,640	393,800	393,800	393,800	393,800	393,800	393,800	393,800
Class 300/400 - Supplies, Equipment	650	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Class 500 - Indemnities / Contributions	2,070,688	2,070,688	2,070,688	2,070,688	2,070,688	2,070,688	2,070,688	2,070,688
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	2,661,728	2,670,238	2,670,975	2,671,288	2,671,288	2,671,288	2,671,288	2,671,288

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Behavioral Health and Intellectual Disability							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	1,360,503	1,341,311	1,357,192	1,239,264	1,239,264	1,239,264	1,239,264	1,239,264
Class 200 - Contracts / Leases	12,879,311	12,930,261	12,930,261	12,593,483	12,593,483	12,593,483	12,593,483	12,593,483
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	14,239,814	14,271,572	14,287,453	13,832,747	13,832,747	13,832,747	13,832,747	13,832,747

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Housing and Community Development							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	2,661,242	2,520,000	2,520,000	2,520,000	2,520,000	2,520,000	2,520,000	2,520,000
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	1,551,865							
Class 900 - Advances / Misc. Payments								
Total	4,213,107	2,520,000	2,520,000	2,520,000	2,520,000	2,520,000	2,520,000	2,520,000

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Human Resources							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits	4,141,604	4,400,457	4,551,776	4,602,216	4,602,216	4,602,216	4,602,216	4,602,216
Class 200 - Contracts / Leases	758,749	882,070	882,070	964,070	802,070	964,070	802,070	964,070
Class 300/400 - Supplies, Equipment	44,870	64,932	64,932	69,932	69,932	69,932	69,932	69,932
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	4,945,223	5,347,459	5,498,778	5,636,218	5,474,218	5,636,218	5,474,218	5,636,218

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Innovation and Technology							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits	16,408,093	17,614,280	17,801,128	19,309,536	19,309,536	19,309,536	19,309,536	19,309,536
Class 200 - Contracts / Leases	41,255,920	46,640,550	47,608,622	57,204,148	49,083,284	48,483,284	48,483,284	48,483,284
Class 300/400 - Supplies, Equipment	5,607,528	5,789,420	5,789,420	8,480,497	8,480,497	8,480,497	8,480,497	8,480,497
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	63,271,541	70,044,250	71,199,170	84,994,181	76,873,317	76,273,317	76,273,317	76,273,317

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Inspector General							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits	1,128,064	1,132,622	1,262,307	1,338,869	1,338,869	1,338,869	1,338,869	1,338,869
Class 200 - Contracts / Leases	95,112	115,375	190,375	115,375	115,375	115,375	115,375	115,375
Class 300/400 - Supplies, Equipment	15,956	7,825	7,825	7,825	7,825	7,825	7,825	7,825
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	1,239,132	1,255,822	1,460,507	1,462,069	1,462,069	1,462,069	1,462,069	1,462,069

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Property Assessment							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	7,014,594	10,187,072	10,136,677	10,158,928	10,158,928	10,158,928	10,158,928	10,158,928
Class 200 - Contracts / Leases	594,675	1,425,748	3,006,801	2,309,748	909,748	909,748	909,748	909,748
Class 300/400 - Supplies, Equipment	358,451	101,932	432,117	857,600	782,600	782,600	782,600	782,600
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	7,967,720	11,714,752	13,575,595	13,326,276	11,851,276	11,851,276	11,851,276	11,851,276

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Supportive Housing							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	7,556,596	7,652,567	7,707,386	7,725,659	7,725,659	7,725,659	7,725,659	7,725,659
Class 200 - Contracts / Leases	30,415,823	31,611,621	34,611,621	34,511,621	34,511,621	34,511,621	34,511,621	34,511,621
Class 300/400 - Supplies, Equipment	342,854	344,127	344,127	344,127	344,127	344,127	344,127	344,127
Class 500 - Indemnities / Contributions	32,342	32,421	32,421	32,421	32,421	32,421	32,421	32,421
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	38,347,615	39,640,736	42,695,555	42,613,828	42,613,828	42,613,828	42,613,828	42,613,828

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Parks and Recreation							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	35,492,911	36,239,901	38,217,225	40,215,707	40,215,707	40,215,707	40,215,707	40,215,707
Class 200 - Contracts / Leases	4,934,902	5,776,525	6,114,525	6,214,525	6,214,525	6,214,525	6,214,525	6,214,525
Class 300/400 - Supplies, Equipment	2,111,477	2,293,805	3,393,805	2,593,805	2,593,805	2,593,805	2,593,805	2,593,805
Class 500 - Indemnities / Contributions	2,830,000	3,471,000	3,546,000	2,141,500	2,141,500	2,141,500	2,141,500	2,141,500
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	45,369,290	47,781,231	51,271,555	51,165,537	51,165,537	51,165,537	51,165,537	51,165,537

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Police							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits	536,548,353	540,116,495	554,955,380	579,668,096	575,689,495	576,225,733	576,691,777	583,106,712
Class 200 - Contracts / Leases	7,056,759	7,197,427	7,197,427	7,252,307	7,260,587	7,251,227	7,251,227	7,251,227
Class 300/400 - Supplies, Equipment	8,686,975	9,504,321	9,504,321	8,673,352	9,024,838	8,627,506	8,627,506	8,627,506
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	552,292,087	556,818,243	571,657,128	595,593,755	591,974,920	592,104,466	592,570,510	598,985,445

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Prisons							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits	121,476,307	118,602,295	127,970,198	128,556,476	128,556,476	128,556,476	128,556,476	128,556,476
Class 200 - Contracts / Leases	104,039,021	103,177,807	105,677,807	104,177,807	104,177,807	104,177,807	104,177,807	104,177,807
Class 300/400 - Supplies, Equipment	4,768,519	4,768,744	4,768,744	4,768,744	4,768,744	4,768,744	4,768,744	4,768,744
Class 500 - Indemnities / Contributions	1,238,742	1,301,757	1,301,757	1,301,757	1,301,757	1,301,757	1,301,757	1,301,757
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	231,522,589	227,850,603	239,718,506	238,804,784	238,804,784	238,804,784	238,804,784	238,804,784

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Procurement							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits	2,107,515	2,236,253	2,267,409	2,277,794	2,277,794	2,277,794	2,277,794	2,277,794
Class 200 - Contracts / Leases	2,312,434	1,866,267	2,316,267	2,316,267	2,316,267	2,316,267	2,316,267	2,316,267
Class 300/400 - Supplies, Equipment	40,579	49,054	49,054	49,054	49,054	49,054	49,054	49,054
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	4,460,528	4,151,574	4,632,730	4,643,115	4,643,115	4,643,115	4,643,115	4,643,115

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Public Health							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits	39,076,424	40,217,036	40,669,624	47,275,905	47,275,905	47,275,905	47,275,905	47,275,905
Class 200 - Contracts / Leases	62,997,156	66,057,548	65,579,548	60,865,924	60,865,924	60,865,924	60,865,924	60,865,924
Class 300/400 - Supplies, Equipment	4,611,216	4,871,737	5,536,737	5,490,768	5,490,768	5,490,768	5,490,768	5,490,768
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Class 900 - Advances / Misc. Payments								
Total	107,184,796	111,646,321	112,285,909	114,132,597	114,132,597	114,132,597	114,132,597	114,132,597

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Public Property							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits	6,496,367	7,307,104	7,068,981	7,920,956	7,920,956	7,920,956	7,920,956	7,920,956
Class 200 - Contracts / Leases	25,166,100	33,404,008	24,449,008	24,669,008	24,669,008	24,669,008	24,669,008	24,669,008
Class 300/400 - Supplies, Equipment	985,463	1,159,608	1,159,608	1,288,535	1,288,535	1,288,535	1,288,535	1,288,535
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	20,519,684	23,157,453	23,157,453	23,576,462	24,592,592	25,700,563	26,865,596	28,090,682
Class 900 - Advances / Misc. Payments								
Total	53,167,614	65,028,173	55,835,050	57,454,961	58,471,091	59,579,062	60,744,095	61,969,181

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Public Property - Space Rentals							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	16,795,777	17,267,661	18,267,661	19,074,780	19,485,132	19,673,552	20,102,288	20,564,090
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	16,795,777	17,267,661	18,267,661	19,074,780	19,485,132	19,673,552	20,102,288	20,564,090

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Public Property - SEPTA Subsidy							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	66,360,000	66,360,000	66,360,000	67,062,000	67,924,000	69,229,000	70,573,000	71,957,000
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>66,360,000</u>	<u>66,360,000</u>	<u>66,360,000</u>	<u>67,062,000</u>	<u>67,924,000</u>	<u>69,229,000</u>	<u>70,573,000</u>	<u>71,957,000</u>

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Public Property - Utilities							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	31,157,967	32,015,165	32,015,165	30,313,424	28,323,204	29,125,764	30,114,101	31,077,105
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>31,157,967</u>	<u>32,015,165</u>	<u>32,015,165</u>	<u>30,313,424</u>	<u>28,323,204</u>	<u>29,125,764</u>	<u>30,114,101</u>	<u>31,077,105</u>

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Records							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	2,679,728	2,845,219	2,823,048	2,862,324	2,862,324	2,862,324	2,862,324	2,862,324
Class 200 - Contracts / Leases	1,081,534	1,083,779	1,083,779	1,083,779	1,083,779	1,083,779	1,083,779	1,083,779
Class 300/400 - Supplies, Equipment	78,242	78,758	113,758	78,758	78,758	78,758	78,758	78,758
Class 500 - Indemnities / Contributions	1,257	1,456	1,456	1,456	1,456	1,456	1,456	1,456
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>3,840,761</u>	<u>4,009,212</u>	<u>4,022,041</u>	<u>4,026,317</u>	<u>4,026,317</u>	<u>4,026,317</u>	<u>4,026,317</u>	<u>4,026,317</u>

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Refunds							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases								
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions	382	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	382	250,000	250,000	250,000	250,000	250,000	250,000	250,000

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Register of Wills							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	3,223,922	3,222,596	3,224,133	3,224,645	3,224,645	3,224,645	3,224,645	3,224,645
Class 200 - Contracts / Leases	54,721	75,486	75,486	75,486	75,486	75,486	75,486	75,486
Class 300/400 - Supplies, Equipment	33,188	33,210	33,210	103,210	33,210	33,210	33,210	33,210
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	3,311,831	3,331,292	3,332,829	3,403,341	3,333,341	3,333,341	3,333,341	3,333,341

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Revenue							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	14,544,961	15,241,875	15,180,903	16,387,696	17,430,706	17,430,706	18,455,733	18,455,733
Class 200 - Contracts / Leases	3,772,938	3,568,349	3,568,349	3,570,349	3,576,449	3,576,449	3,608,949	3,608,949
Class 300/400 - Supplies, Equipment	503,279	527,526	647,526	602,576	571,076	571,076	575,976	575,976
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	18,821,178	19,337,750	19,396,778	20,560,621	21,578,231	21,578,231	22,640,658	22,640,658

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Sheriff							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits	14,816,967	13,322,083	14,830,472	13,333,268	13,333,268	13,333,268	13,333,268	13,333,268
Class 200 - Contracts / Leases	307,905	445,042	445,042	445,042	445,042	445,042	445,042	445,042
Class 300/400 - Supplies, Equipment	320,818	321,532	321,532	321,532	321,532	321,532	321,532	321,532
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	15,445,690	14,088,657	15,597,046	14,099,842	14,099,842	14,099,842	14,099,842	14,099,842

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Sinking Fund Commission (Debt Service)							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	89,711,552	95,040,642	95,040,642	96,728,215	108,784,763	102,040,523	104,231,461	108,380,671
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service	111,333,976	127,432,925	120,432,925	129,530,143	142,387,896	146,399,296	158,368,939	165,113,020
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	201,045,528	222,473,567	215,473,567	226,258,358	251,172,659	248,439,819	262,600,400	273,493,691

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Streets							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits	19,834,401	20,315,190	20,715,681	20,824,178	21,824,178	21,824,178	21,824,178	21,824,178
Class 200 - Contracts / Leases	1,642,995	4,726,338	7,226,338	7,226,338	7,226,338	7,226,338	7,226,338	7,226,338
Class 300/400 - Supplies, Equipment	2,585,629	2,201,750	2,201,750	2,201,750	2,201,750	2,201,750	2,201,750	2,201,750
Class 500 - Indemnities / Contributions	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	24,063,025	27,248,278	30,148,769	30,257,266	31,257,266	31,257,266	31,257,266	31,257,266

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Streets - Sanitation							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits	46,123,890	45,145,923	45,145,923	45,145,923	45,145,923	45,145,923	45,145,923	45,145,923
Class 200 - Contracts / Leases	44,044,511	37,767,517	37,283,517	38,501,117	39,268,624	40,048,296	40,852,139	41,668,156
Class 300/400 - Supplies, Equipment	1,597,512	1,608,212	1,671,212	1,608,212	1,608,212	1,608,212	1,608,212	1,608,212
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								
Total	91,814,084	84,569,823	84,148,823	85,303,423	86,070,930	86,850,602	87,654,445	88,470,462

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Witness Fees							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	140,479	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	140,479	171,518	171,518	171,518	171,518	171,518	171,518	171,518

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Youth Commission							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
Expenditure Class								
Class 100 - Wages / Benefits	24,694	50,000	50,000	90,000	90,000	90,000	90,000	90,000
Class 200 - Contracts / Leases	14,432	40,000	39,059	46,000	46,000	46,000	46,000	46,000
Class 300/400 - Supplies, Equipment	2,611	4,080	4,080	4,080	4,080	4,080	4,080	4,080
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	41,737	94,080	93,139	140,080	140,080	140,080	140,080	140,080

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Zoning Board of Adjustment							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	333,162	320,960	322,382	322,856	322,856	322,856	322,856	322,856
Class 200 - Contracts / Leases	33,191	34,541	34,541	34,541	34,541	34,541	34,541	34,541
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	366,353	355,501	356,923	357,397	357,397	357,397	357,397	357,397

City of Philadelphia General Fund FY 2014 - 2018 Five Year Financial Plan Master Schedule								
DEPARTMENT	Zoning Code Commission							
	FY 12 Actual	FY 13 Adopted Budget	FY 13 Current Target	FY 14	FY 15	FY 16	FY 17	FY 18
<u>Expenditure Class</u>								
Class 100 - Wages / Benefits	119,408	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	96,579	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	250	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	216,237	0	0	0	0	0	0	0

EXHIBIT A

SOURCES OF FUNDS

	2014	2015	2016	2017	2018	2019	2014-2019
	(in thousands)	(in thousands)	(in thousands)	(in thousands)	(in thousands)	(in thousands)	(in thousands)
City Funds--Tax Supported							
CT Carried-Forward Loans	\$ 303,897	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 303,897
CR Operating Revenue	\$ 29,855	\$ 3,464	\$ 2,964	\$ 1,764	\$ 1,764	\$ 1,764	\$ 41,575
CN New Loans	\$ 91,097	\$ 90,367	\$ 95,720	\$ 95,037	\$ 94,978	\$ 111,024	\$ 578,223
CA Prefinanced Loans	\$ 16,346	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,346
A PICA Prefinanced Loans	\$ 12,858	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,858
City Funds--Self Sustaining							
XT Self-Sustaining Carried-Forward Loans	\$ 1,138,430	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,138,430
XR Self Sustaining Operating Revenue	\$ 163,289	\$ 59,017	\$ 69,163	\$ 74,066	\$ 76,227	\$ 78,639	\$ 520,401
XN Self Sustaining New Loans	\$ 765,680	\$ 756,431	\$ 692,412	\$ 1,036,669	\$ 897,243	\$ 840,328	\$ 4,988,763
Other City Funds							
Z Revolving Funds	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,000
Other Than City Funds							
TT Carried-Forward Other Government	\$ 19,485	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,485
TO Other Governments Off Budget	\$ 634	\$ 724	\$ 949	\$ 934	\$ 1,050	\$ 1,217	\$ 5,508
TB Other Governments/Agencies	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60
ST Carried-Forward State	\$ 93,978	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93,978
SO State Off Budget	\$ 74,904	\$ 90,059	\$ 135,981	\$ 136,936	\$ 140,022	\$ 148,083	\$ 725,985
SB State	\$ 29,973	\$ 23,138	\$ 20,375	\$ 20,125	\$ 21,925	\$ 15,300	\$ 130,836
PT Carried-Forward Private	\$ 141,896	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 141,896
PB Private	\$ 61,670	\$ 34,470	\$ 32,120	\$ 28,370	\$ 33,370	\$ 20,370	\$ 210,370
FT Carried-Forward Federal	\$ 265,307	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 265,307
FO Federal Off Budget	\$ 77,140	\$ 63,838	\$ 57,251	\$ 41,998	\$ 41,943	\$ 17,998	\$ 300,168
FB Federal	\$ 128,614	\$ 74,550	\$ 87,550	\$ 81,750	\$ 66,975	\$ 55,100	\$ 494,539
TOTAL--ALL FUNDS	\$ 3,433,113	\$ 1,196,058	\$ 1,194,485	\$ 1,517,649	\$ 1,375,497	\$ 1,289,823	\$ 10,006,625

Note: Off-budget amounts are shown in this FY2014-2019 Capital Program ordinance, but they are *not* shown in the FY2014 Capital Budget ordinance.

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
ART MUSEUM							
<i>ART MUSEUM COMPLEX - CAPITAL</i>							
1 Philadelphia Museum of Art - Building Rehabilitation	500	500	600	700	800	1,200	4,300
	500 CN	500 CN	600 CN	700 CN	800 CN	1,200 CN	4,300 CN
1A Philadelphia Museum of Art - Building Rehabilitation-FY13	1,450						1,450
	1,450 CT						1,450 CT
1B Philadelphia Museum of Art - Building Rehabilitation-FY12	600						600
	600 CT						600 CT
<i>ART MUSEUM COMPLEX - CAPITAL</i>							
	2,550	500	600	700	800	1,200	6,350
	500 CN	500 CN	600 CN	700 CN	800 CN	1,200 CN	4,300 CN
	2,050 CT						2,050 CT
ART MUSEUM	2,550	500	600	700	800	1,200	6,350
	500 CN	500 CN	600 CN	700 CN	800 CN	1,200 CN	4,300 CN
	2,050 CT						2,050 CT

AVIATION**NORTHEAST PHILADELPHIA AIRPORT**

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
Airfield Improvements							
2	2,500	2,500	3,000	2,000	1,000	750	11,750
	2,000 FB	750 FB	1,000 FB	500 FB	250 FB	250 FB	4,750 FB
		500 SB	500 SB	500 SB			1,500 SB
	250 XN	750 XN	1,000 XN	500 XN	500 XN	250 XN	3,250 XN
	250 XR	500 XR	500 XR	500 XR	250 XR	250 XR	2,250 XR
Airfield Improvements-FY13							
2A	38						38
	38XT						38XT
Airfield Pavement & Rehabilitation Program-FY12							
2B	201						201
	51FT						51 FT
	75ST						75 ST
	75XT						75 XT
Taxiway Expansion & Rehabilitation Program-FY11							
2C	84						84
	59ST						59 ST
	25XT						25 XT
Taxiway Expansion & Rehabilitation Program-FY10							
2D	174						174
	124 FT						124 FT
	50 ST						50 ST
Improvements to Existing Facilities							
3	2,250	1,750	1,000	1,000	1,000	1,000	8,000
	250 FB			100 FB	250 FB	200 FB	800 FB
	100 SB	25 SB	25 SB	25 SB			175 SB
	1,150 XN	1,475 XN	725 XN	875 XN	650 XN	700 XN	5,575 XN
	750 XR	250 XR	250 XR		100 XR	100 XR	1,450 XR

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
3A Improvements to Existing Facilities-FY13	2,000 2,000 XT						2,000 2,000 XT
3B Perimeter Sidewalk & Landscaping-FY12	750 750 XT						750 750 XT
3C Perimeter Sidewalk & Landscaping-FY11	500 500 XT						500 500 XT
NORTHEAST PHILADELPHIA AIRPORT	8,497	4,250	4,000	3,000	2,000	1,750	23,497
	2,250 FB	750 FB	1,000 FB	600 FB	500 FB	450 FB	5,550 FB
	175 FT						175 FT
	100 SB	525 SB	525 SB	525 SB			1,675 SB
	184 ST						184 ST
	1,400 XN	2,225 XN	1,725 XN	1,375 XN	1,150 XN	950 XN	8,825 XN
	1,000 XR	750 XR	750 XR	500 XR	350 XR	350 XR	3,700 XR
	3,388 XT						3,388 XT
PHILADELPHIA INTERNATIONAL AIRPORT							
4 Airfield Improvements	52,935	36,900	33,800	33,000	26,000	15,000	197,635
	20,000 FB	9,000 FB	8,500 FB	9,500 FB	8,500 FB	4,500 FB	60,000 FB
	5,000 PB	7,000 PB	9,000 PB	5,000 PB	7,000 PB	1,500 PB	34,500 PB
	800 SB	800 SB	800 SB	800 SB	800 SB	800 SB	4,800 SB
	22,135 XN	16,100 XN	10,500 XN	13,700 XN	6,700 XN	6,200 XN	75,335 XN
	5,000 XR	4,000 XR	5,000 XR	4,000 XR	3,000 XR	2,000 XR	23,000 XR
4A Airfield Improvements-FY13	25,600						25,600
	800 ST						800 ST
	2,000 XR						2,000 XR
	22,800 XT						22,800 XT
4B Airfield Renovations & Additions-FY12	300						300
	300 ST						300 ST

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
4C Terminal D-E Apron Reconstruction-FY11	6,250 6,250 PT						6,250 6,250 PT
4D Terminal D-E Apron Reconstruction-FY09	3,000 3,000 PT						3,000 3,000 PT
4E Airport Roadway System Modifications-FY11	4,000 4,000 XT						4,000 4,000 XT
4F Airport Roadway System Modifications-FY10	2,248 2,248 XT						2,248 2,248 XT
4G Runway 9L/27R Rehabilitation-FY11	1,258 1,258 XT						1,258 1,258 XT
4H Airfield Renovations & Additions-FY11	16,929 8,230 FT 8,699 XT						16,929 8,230 FT 8,699 XT
4I Airfield Renovations & Additions-FY10	2,489 2,200 XR 289 XT						2,489 2,200 XR 289 XT
5 Improvements to Existing Facilities	94,123 2,500 FB 9,000 PB 4,000 SB 73,623 XN 5,000 XR	47,450 1,000 FB 2,250 PB 1,000 SB 41,700 XN 1,500 XR	18,400 1,000 FB 1,000 SB 15,150 XN 1,250 XR	12,500 1,250 PB 250 SB 9,500 XN 1,500 XR	16,000 1,000 FB 1,750 PB 1,000 SB 10,150 XN 2,100 XR	17,500 1,000 FB 1,250 PB 1,000 SB 13,250 XN 1,000 XR	205,973 6,500 FB 15,500 PB 8,250 SB 163,373 XN 12,350 XR

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
5A Improvements to Existing Facilities-FY13	28,000						28,000
	7,000 FT						7,000 FT
	1,000 ST						1,000 ST
	20,000 XT						20,000 XT
5B Improvements to Existing Facilities-FY12	5,000						5,000
	4,000 FT						4,000 FT
	1,000 ST						1,000 ST
5C Improvements to Existing Facilities-FY11	7,448						7,448
	6,459 FT						6,459 FT
	989 ST						989 ST
5D Improvements to Existing Facilities-FY10	9,053						9,053
	9,050 XR						9,050 XR
	3 XT						3 XT
5E Noise Compatibility Program-FY12	2,000						2,000
	1,000 FT						1,000 FT
	1,000 XR						1,000 XR
6 Airport Safety and Security Projects	33,100	38,000	10,000	14,000	8,000	3,000	106,100
	3,000 FB	2,000 FB		1,000 FB		1,000 FB	7,000 FB
	5,000 PB	3,500 PB	3,000 PB	2,000 PB	1,500 PB	500 PB	15,500 PB
	500 SB	500 SB					1,000 SB
	20,600 XN	29,500 XN	6,000 XN	10,500 XN	6,000 XN	1,000 XN	73,600 XN
	4,000 XR	2,500 XR	1,000 XR	500 XR	500 XR	500 XR	9,000 XR
6A Airport Safety & Security Projects-FY13	14,000						14,000
	14,000 XT						14,000 XT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
6B Airport Security Improvements-FY12	4,104						4,104
	3,750 FT						3,750 FT
	354 XT						354 XT
6C Airport Security System Improvements-FY11	5,000						5,000
	3,750 FT						3,750 FT
	1,250 XT						1,250 XT
6D Airport Security System Improvements-FY10	8,240						8,240
	7,500 FT						7,500 FT
	740 XT						740 XT
7 Capacity Enhancement Program	550,989	543,409	550,937	857,254	677,925	615,635	3,796,149
	39,800 FB	37,400 FB	47,500 FB	38,000 FB	33,000 FB	33,000 FB	228,700 FB
	30,000 PB	15,000 PB	20,000 PB	20,000 PB	23,000 PB	17,000 PB	125,000 PB
	15,000 SB	12,500 SB	10,000 SB	10,000 SB	12,500 SB	7,250 SB	67,250 SB
	452,189 XN	468,509 XN	466,437 XN	777,254 XN	602,425 XN	549,385 XN	3,316,199 XN
	14,000 XR	10,000 XR	7,000 XR	12,000 XR	7,000 XR	9,000 XR	59,000 XR
7A Capacity Enhancement Program-FY13	195,411						195,411
	21,800 FT						21,800 FT
	35,000 PT						35,000 PT
	1,200 ST						1,200 ST
	137,411 XT						137,411 XT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
7B Airport Expansion Program-FY12	145,000 20,000 FT 125,000 XT						145,000 20,000 FT 125,000 XT
7C Airport Expansion Program-FY11	20,000 10,000 PT 10,000 XR						20,000 10,000 PT 10,000 XR
7D Airfield Capacity Enhancement Program-FY12	71,000 15,000 PT 2,000 ST 4,000 XR 50,000 XT						71,000 15,000 PT 2,000 ST 4,000 XR 50,000 XT
7E Airfield Capacity Enhancement Program-FY11	13,887 13,700 PT 187 XT						13,887 13,700 PT 187 XT
7F Airfield Capacity Enhancement Program-FY10	1,204 1,204 XR						1,204 1,204 XR
7G DOA Maintenance Facilities-FY12	10,000 10,000 XT						10,000 10,000 XT
7H DOA Maintenance Facilities-FY10	1,000 1,000 XR						1,000 1,000 XR
7I Snow Removal Equipment Acquisition-FY08	6,171 6,171 XT						6,171 6,171 XT
7J Ground Transportation Center-FY10	5,000 5,000 XT						5,000 5,000 XT
7K Terminal Expansion and Modernization Program-FY12	170,000 20,000 FT 150,000 XT						170,000 20,000 FT 150,000 XT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
7L Terminal Expansion and Modernization Program-FY11	17,784						17,784
	12,743 PT						12,743 PT
	5,041 XT						5,041 XT
7M Terminal Expansion and Modernization Program-FY10	19,662						19,662
	4,992 FT						4,992 FT
	10,975 XR						10,975 XR
	3,695 XT						3,695 XT
PHILADELPHIA INTERNATIONAL AIRPORT	1,552,185	665,759	613,137	916,754	727,925	651,135	5,126,895
	65,300 FB	49,400 FB	57,000 FB	48,500 FB	42,500 FB	39,500 FB	302,200 FB
	108,481 FT						108,481 FT
	49,000 PB	27,750 PB	32,000 PB	28,250 PB	33,250 PB	20,250 PB	190,500 PB
	95,693 PT						95,693 PT
	20,300 SB	14,800 SB	11,800 SB	11,050 SB	14,300 SB	9,050 SB	81,300 SB
	7,289 ST						7,289 ST
	568,547 XN	555,809 XN	498,087 XN	810,954 XN	625,275 XN	569,835 XN	3,628,507 XN
	69,429 XR	18,000 XR	14,250 XR	18,000 XR	12,600 XR	12,500 XR	144,779 XR
	568,146 XT						568,146 XT
AVIATION	1,560,682	670,009	617,137	919,754	729,925	652,885	5,150,392
	67,550 FB	50,150 FB	58,000 FB	49,100 FB	43,000 FB	39,950 FB	307,750 FB
	108,656 FT						108,656 FT
	49,000 PB	27,750 PB	32,000 PB	28,250 PB	33,250 PB	20,250 PB	190,500 PB
	95,693 PT						95,693 PT
	20,400 SB	15,325 SB	12,325 SB	11,575 SB	14,300 SB	9,050 SB	82,975 SB
	7,473 ST						7,473 ST
	569,947 XN	558,034 XN	499,812 XN	812,329 XN	626,425 XN	570,785 XN	3,637,332 XN
	70,429 XR	18,750 XR	15,000 XR	18,500 XR	12,950 XR	12,850 XR	148,479 XR
	571,534 XT						571,534 XT

		2014	2015	2016	2017	2018	2019	2014 - 2019
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
COMMERCE								
<i>COMMERCIAL DEVELOPMENT</i>								
8	Neighborhood Commercial Centers - Site Improvements	5,000 1,114 CA 3,886 CN	1,000 1,000 CN	1,500 1,500 CN	1,500 1,500 CN	1,500 1,500 CN	1,500 1,500 CN	12,000 1,114 CA 10,886 CN
8A	Neighborhood Commercial Centers - Site Improvements-FY13	24,650 9,150 CT 15,000 PT 500 ST						24,650 9,150 CT 15,000 PT 500 ST
8B	Neighborhood Commercial Centers - Site Improvements-FY12	35,477 5,477 CT 15,000 FT 15,000 ST						35,477 5,477 CT 15,000 FT 15,000 ST
8C	Neighborhood Commercial Centers - Site Improvements-FY10	3,000 1,000 FT 2,000 ST						3,000 1,000 FT 2,000 ST
8D	Neighborhood Commercial Centers - Site Improvements-FY06	4,000 4,000 ST						4,000 4,000 ST
8E	Neighborhood Commercial Centers - Site Improvements-FY05	750 750 ST						750 750 ST
8F	Avenue of the Arts-N. Broad Street-FY03	240 110 FT 130 ST						240 110 FT 130 ST

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
8G Cultural Corridors Capital and Infrastructure Projects-FY08	4,048						4,048
	4,048 TT						4,048 TT
COMMERCIAL DEVELOPMENT							
	77,165	1,000	1,500	1,500	1,500	1,500	84,165
	1,114 CA						1,114 CA
	3,886 CN	1,000 CN	1,500 CN	1,500 CN	1,500 CN	1,500 CN	10,886 CN
	14,627 CT						14,627 CT
	16,110 FT						16,110 FT
	15,000 PT						15,000 PT
	22,380 ST						22,380 ST
	4,048 TT						4,048 TT
INDUSTRIAL DEVELOPMENT							
9 Industrial Districts	500	2,000	2,600	2,300	3,400	2,300	13,100
	500 CN	1,000 CN	1,500 CN	1,000 CN	2,000 CN	1,500 CN	7,500 CN
		1,000 SB	1,100 SB	1,300 SB	1,400 SB	800 SB	5,600 SB
9A Industrial Districts-FY12	325						325
	325 CT						325 CT
10 Navy Yard Infrastructure Improvements	12,850	750	2,700	2,700	4,050	3,500	26,550
	429 CA						429 CA
	1,221 CN	750 CN	2,700 CN	2,700 CN	4,050 CN	3,500 CN	14,921 CN
	11,200 FB						11,200 FB
10A Navy Yard Infrastructure Improvements-FY13	8,200						8,200
	1,500 CT						1,500 CT
	6,700 FT						6,700 FT
10B Navy Yard Infrastructure Improvements-FY11	2,900						2,900
	2,900 FT						2,900 FT
10C Navy Yard Infrastructure Improvements-FY10	6,350						6,350
	5,800 FT						5,800 FT
	550 ST						550 ST

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
10D Navy Yard Infrastructure Improvements-FY09	1,000 500 FT 500 ST						1,000 500 FT 500 ST
10E Navy Yard Infrastructure Improvements-FY08	1,000 500 FT 500 ST						1,000 500 FT 500 ST
11 Environmental Assessment/Remediation				1,000 400 CN 200 FB 400 SB		1,000 400 CN 200 FB 400 SB	2,000 800 CN 400 FB 800 SB
11A Environmental Assessment/Remediation-FY13	1,000 400 CT 200 FT 400 ST						1,000 400 CT 200 FT 400 ST
11B Environmental Assessment/Remediation-FY08	754 4 CT 250 FT 500 ST						754 4 CT 250 FT 500 ST

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
11C Environmental Assessment/Remediation-FY06	1,500						1,500
	500 FT						500 FT
	1,000 ST						1,000 ST
12 PIDC Landbank Improvements, Engineering and Administration	6,000						6,000
	6,000 Z						6,000 Z
13 PIDC Landbank Acquisition & Improvements	12,000						12,000
	12,000 Z						12,000 Z
INDUSTRIAL DEVELOPMENT	54,379	2,750	5,300	6,000	7,450	6,800	82,679
	429 CA						429 CA
	1,721 CN	1,750 CN	4,200 CN	4,100 CN	6,050 CN	5,400 CN	23,221 CN
	2,229 CT						2,229 CT
	11,200 FB			200 FB		200 FB	11,600 FB
	17,350 FT						17,350 FT
		1,000 SB	1,100 SB	1,700 SB	1,400 SB	1,200 SB	6,400 SB
	3,450 ST						3,450 ST
	18,000 Z						18,000 Z
WATERFRONT IMPROVEMENTS							
14 Central Delaware River Waterfront	7,500	2,000	2,000	1,500	1,500	4,500	19,000
	4,450 CN	2,000 CN	2,000 CN	1,500 CN	1,500 CN	4,500 CN	15,950 CN
	1,030 FB						1,030 FB
	710 PB						710 PB
	1,250 SB						1,250 SB
	60 TB						60 TB
14A Central Delaware River Waterfront-FY13	2,993						2,993
	1,680 CT						1,680 CT
	200 FT						200 FT
	650 PT						650 PT
	463 ST						463 ST

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
14B Central Delaware River Waterfront-FY12	1,000						1,000
	1,000 PT						1,000 PT
14C Central Delaware River Waterfront-FY11	1,000						1,000
	1,000 PT						1,000 PT
15 Schuylkill River Waterfront	1,850	1,100	2,350	2,850	1,000	3,000	12,150
	1,000 CN	250 CN	1,500 CN	2,000 CN	1,000 CN	3,000 CN	8,750 CN
	500 FB	500 FB	500 FB	500 FB			2,000 FB
	350 SB	350 SB	350 SB	350 SB			1,400 SB
15A Schuylkill River Waterfront-FY13	1,850						1,850
	1,000 CT						1,000 CT
	500 FT						500 FT
	350 ST						350 ST
15B Schuylkill River Waterfront-FY12	1,800						1,800
	950 CT						950 CT
	500 FT						500 FT
	350 ST						350 ST

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
15C Schuylkill River Waterfront-FY11	915						915
	565 FT						565 FT
	350 ST						350 ST
15D Schuylkill Riverfront Improvements-FY10	648						648
	648 ST						648 ST
15E Schuylkill Riverfront Improvements-FY09	133						133
	133 FT						133 FT
15F Schuylkill Riverfront Improvements-FY08	187						187
	187 FT						187 FT
16 North Delaware River Waterfront	760	1,350	1,350	1,350	1,200	500	6,510
	300 CN	500 CN	500 CN	500 CN	500 CN	500 CN	2,800 CN
	365 PB	500 FB	500 FB	500 FB	350 FB		1,850 FB
	95 SB	350 SB	350 SB	350 SB	350 SB		365 PB
							1,495 SB
16A North Delaware River Waterfront-FY13	1,350						1,350
	500 CT						500 CT
	500 FT						500 FT
	350 ST						350 ST
16B North Delaware River Waterfront-FY12	850						850
	500 FT						500 FT
	350 ST						350 ST
16C North Delaware River Waterfront-FY11	1,200						1,200
	350 CT						350 CT
	500 FT						500 FT
	350 ST						350 ST

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
16D North Delaware Riverfront Improvements-FY10	2,925						2,925
	540 CT						540 CT
	2,160 FT						2,160 FT
	225 ST						225 ST
16E North Delaware Riverfront Improvements-FY09	6,735						6,735
	1,045 CT						1,045 CT
	5,340 FT						5,340 FT
	350 ST						350 ST
16F North Delaware Riverfront Improvements-FY08	1,866						1,866
	86 CT						86 CT
	1,530 FT						1,530 FT
	250 ST						250 ST
WATERFRONT IMPROVEMENTS	35,562	4,450	5,700	5,700	3,700	8,000	63,112
	5,750 CN	2,750 CN	4,000 CN	4,000 CN	3,000 CN	8,000 CN	27,500 CN
	6,151 CT						6,151 CT
	1,530 FB	1,000 FB	1,000 FB	1,000 FB	350 FB		4,880 FB
	12,615 FT						12,615 FT
	1,075 PB						1,075 PB
	2,650 PT						2,650 PT
	1,695 SB	700 SB	700 SB	700 SB	350 SB		4,145 SB
	4,036 ST						4,036 ST
	60 TB						60 TB
COMMERCE	167,106	8,200	12,500	13,200	12,650	16,300	229,956
	1,543 CA						1,543 CA
	11,357 CN	5,500 CN	9,700 CN	9,600 CN	10,550 CN	14,900 CN	61,607 CN
	23,007 CT						23,007 CT
	12,730 FB	1,000 FB	1,000 FB	1,200 FB	350 FB	200 FB	16,480 FB
	46,075 FT						46,075 FT
	1,075 PB						1,075 PB
	17,650 PT						17,650 PT
	1,695 SB	1,700 SB	1,800 SB	2,400 SB	1,750 SB	1,200 SB	10,545 SB
	29,866 ST						29,866 ST
	60 TB						60 TB
	4,048 TT						4,048 TT
	18,000 Z						18,000 Z

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
FINANCE							
<i>CAPITAL PROJECTS</i>							
17 Improvements to Facilities	5,100	3,100	3,100	3,100	3,100	3,100	20,600
	5,100 CN	3,100 CN	3,100 CN	3,100 CN	3,100 CN	3,100 CN	20,600 CN
17A Improvements to Facilities-FY13	5,100						5,100
	5,100 CT						5,100 CT
17B Improvements to Facilities-FY12	4,163						4,163
	3,163 CT						3,163 CT
	1,000 PT						1,000 PT
17C Improvements to Facilities-FY11	5,766						5,766
	4,766 CT						4,766 CT
	1,000 PT						1,000 PT
17D Improvements to Facilities-FY10	6,524						6,524
	5,524 CT						5,524 CT
	1,000 PT						1,000 PT
17E CPO Admin, Design & Engineering-FY00	298						298
	298 CT						298 CT
17F Citywide Facilities-FY09	2,850						2,850
	1,850 CT						1,850 CT
	1,000 PT						1,000 PT
17G Citywide Facilities-FY08	977						977
	977 CT						977 CT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
17H Citywide Facilities-FY07	734						734
	734 CT						734 CT
17I Citywide Facilities-FY06	257						257
	257 CT						257 CT
17J Citywide Facilities-FY05	55						55
	55 CT						55 CT
17K Citywide Facilities-FY04	896						896
	896 CT						896 CT
17L Citywide Facilities-FY03	91						91
	91 CT						91 CT
17M Citywide Facilities-FY02	44						44
	44 CT						44 CT
17N Citywide Facilities-FY01	157						157
	157 CT						157 CT
17O Citywide Facilities-FY00	267						267
	267 CT						267 CT
17P Citywide Facilities-FY99	4						4
	4 CT						4 CT
17Q Facilities Improvements-Citywide-FY97	58						58
	58 CT						58 CT
CAPITAL PROJECTS	33,341	3,100	3,100	3,100	3,100	3,100	48,841
	5,100 CN	3,100 CN	3,100 CN	3,100 CN	3,100 CN	3,100 CN	20,600 CN
	24,241 CT						24,241 CT
	4,000 PT						4,000 PT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
FINANCE	33,341	3,100	3,100	3,100	3,100	3,100	48,841
	5,100 CN	3,100 CN	3,100 CN	3,100 CN	3,100 CN	3,100 CN	20,600 CN
	24,241 CT						24,241 CT
	4,000 PT						4,000 PT

FIRE***FIRE FACILITIES***

		2014	2015	2016	2017	2018	2019	2014 - 2019
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
18	Fire Department Interior and Exterior Renovations	2,480 1,112 A 938 CA 430 CN	1,100 1,100 CN	1,100 1,100 CN	3,350 3,350 CN	3,370 3,370 CN	6,750 6,750 CN	18,150 1,112 A 938 CA 16,100 CN
18A	Fire Department Interior and Exterior Renovations-FY13	2,890 2,890 CT						2,890 2,890 CT
18B	Fire Department Interior and Exterior Renovations-FY12	3,194 3,194 CT						3,194 3,194 CT
18C	Fire Department Interior and Exterior Renovations-FY11	22 22 CT						22 22 CT
18D	Fire Department Interior and Exterior Renovations-FY09	138 138 CT						138 138 CT
18E	Fire Department Interior and Exterior Renovations-FY08	879 879 A						879 879 A
18F	Fire Department New Facility-FY12	680 680 CT						680 680 CT
18G	Fire Department New Facility-FY11	2,000 2,000 CR						2,000 2,000 CR
18H	Fire Department New Facility-FY10	116 116 CT						116 116 CT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<i>FIRE FACILITIES</i>							
	12,399	1,100	1,100	3,350	3,370	6,750	28,069
1,991 A							1,991 A
938 CA							938 CA
430 CN		1,100 CN	1,100 CN	3,350 CN	3,370 CN	6,750 CN	16,100 CN
2,000 CR							2,000 CR
7,040 CT							7,040 CT
<i>FIRE</i>							
	12,399	1,100	1,100	3,350	3,370	6,750	28,069
1,991 A							1,991 A
938 CA							938 CA
430 CN		1,100 CN	1,100 CN	3,350 CN	3,370 CN	6,750 CN	16,100 CN
2,000 CR							2,000 CR
7,040 CT							7,040 CT

FLEET MANAGEMENT***CAPITAL PROJECTS***

		2014	2015	2016	2017	2018	2019	2014 - 2019
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<i>CAPITAL PROJECTS</i>								
19	Fleet Management Facilities	500 7 CA	215	675	610	640	600	3,240 7 CA
		493 CN	215 CN	675 CN	610 CN	640 CN	600 CN	3,233 CN
19A	Fleet Management Facilities-FY12	130						130
		130 CT						130 CT
19B	Fleet Management Facilities-FY11	355						355
		355 CT						355 CT
19C	Fleet Management Facilities-FY09	136						136
		136 CT						136 CT
20	Fuel Tank Replacement	785	785	785	785	785	785	4,710
		385 CN	385 CN	385 CN	385 CN	385 CN	385 CN	2,310 CN
		400 SB	400 SB	400 SB	400 SB	400 SB	400 SB	2,400 SB
20A	Fuel Tank Replacement-FY13	1,085						1,085
		685 CT						685 CT
		400 ST						400 ST

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
20B Fuel Tank Replacement-FY12	660						660
	260 CT						260 CT
	400 ST						400 ST
20C Fuel Tank Replacement-FY11	400						400
	400 ST						400 ST
20D Fuel Tank Replacement-FY10	400						400
	400 ST						400 ST
CAPITAL PROJECTS	4,451	1,000	1,460	1,395	1,425	1,385	11,116
	7 CA						7 CA
	878 CN	600 CN	1,060 CN	995 CN	1,025 CN	985 CN	5,543 CN
	1,566 CT						1,566 CT
	400 SB	400 SB	400 SB	400 SB	400 SB	400 SB	2,400 SB
	1,600 ST						1,600 ST
FLEET MANAGEMENT	4,451	1,000	1,460	1,395	1,425	1,385	11,116
	7 CA						7 CA
	878 CN	600 CN	1,060 CN	995 CN	1,025 CN	985 CN	5,543 CN
	1,566 CT						1,566 CT
	400 SB	400 SB	400 SB	400 SB	400 SB	400 SB	2,400 SB
	1,600 ST						1,600 ST

FREE LIBRARY*LIBRARY FACILITIES - CAPITAL*

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
21 Free Library Improvements	4,810 1,310 A	4,000	1,000	1,000	1,450	2,200	14,460 1,310 A
	1,500 CN	2,000 CN	1,000 CN	1,000 CN	1,450 CN	2,200 CN	9,150 CN
	2,000 PB	2,000 PB					4,000 PB
21A Free Library Improvements-FY13	4,905 2,905 CT 2,000 PT						4,905 2,905 CT 2,000 PT
21B Free Library Improvements-FY12	1,535 1,535 CT						1,535 1,535 CT
21C Free Library Improvements-FY11	1,024 1,024 CT						1,024 1,024 CT
21D Free Library Improvements-FY10	792 792 CT						792 792 CT
21E Free Library Improvements-FY09	1,957 957 CT 1,000 ST						1,957 957 CT 1,000 ST
21F Free Library Improvements-FY08	38 38 CT						38 38 CT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<i>LIBRARY FACILITIES - CAPITAL</i>							
	15,061	4,000	1,000	1,000	1,450	2,200	24,711
1,310 A							1,310 A
1,500 CN		2,000 CN	1,000 CN	1,000 CN	1,450 CN	2,200 CN	9,150 CN
7,251 CT							7,251 CT
2,000 PB		2,000 PB					4,000 PB
2,000 PT							2,000 PT
1,000 ST							1,000 ST
	15,061	4,000	1,000	1,000	1,450	2,200	24,711
FREE LIBRARY							
	15,061	4,000	1,000	1,000	1,450	2,200	24,711
1,310 A							1,310 A
1,500 CN		2,000 CN	1,000 CN	1,000 CN	1,450 CN	2,200 CN	9,150 CN
7,251 CT							7,251 CT
2,000 PB		2,000 PB					4,000 PB
2,000 PT							2,000 PT
1,000 ST							1,000 ST

		2014	2015	2016	2017	2018	2019	2014 - 2019
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
HEALTH								
<i>HEALTH FACILITIES</i>								
22	Health Center #2	1,000						1,000
		1,000 CA						1,000 CA
22A	Health Centers 2 & 10 Major Interior/ Exterior Renovations-FY13	1,850						1,850
		1,850 CT						1,850 CT
23	Health Department Equipment and Improvements	2,700	2,200	1,700	500	500	500	8,100
		2,700 CR	2,200 CR	1,700 CR	500 CR	500 CR	500 CR	8,100 CR
23A	Health Department Equipment and Improvements-FY13	4,200						4,200
		4,200 CR						4,200 CR
23B	Health Department Equipment and Improvements-FY12	3,500						3,500
		3,500 CR						3,500 CR
23C	Health Department Equipment and Improvements-FY11	1,094						1,094
		1,094 CR						1,094 CR
24	Health Facility Renovations	300	300	475	600	745	865	3,285
		300 CA						300 CA
			300 CN	475 CN	600 CN	745 CN	865 CN	2,985 CN

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
24A Health Facility Renovations-FY13	300						300
	300 CT						300 CT
24B Health Facility Renovations-FY12	601						601
	601 CT						601 CT
24C Health Facility Renovations-FY11	727						727
	727 CT						727 CT
24D Health Facility Renovations-FY10	630						630
	630 CT						630 CT
24E Health Facility Renovations-FY09	1,211						1,211
	1,211 CT						1,211 CT
24F Health Facility Renovations-FY08	585						585
	585 CT						585 CT
24G Health Facility Renovations-FY07	32						32
	32 CT						32 CT
24H Health Facility Renovations-FY06	78						78
	78 CT						78 CT
HEALTH FACILITIES	18,808	2,500	2,175	1,100	1,245	1,365	27,193
	1,300 CA						1,300 CA
	11,494 CR	300 CN	475 CN	600 CN	745 CN	865 CN	2,985 CN
	6,014 CT	2,200 CR	1,700 CR	500 CR	500 CR	500 CR	16,894 CR
							6,014 CT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
PHILADELPHIA NURSING HOME							
25 Equipment and Renovations - Philadelphia Nursing Home	1,000	1,000	1,000	1,000	1,000	1,000	6,000
	1,000 CR	1,000 CR	1,000 CR	1,000 CR	1,000 CR	1,000 CR	6,000 CR
25A Equipment and Renovations - Philadelphia Nursing Home-FY13	1,000						1,000
	1,000 CR						1,000 CR
25B Equipment and Renovations - Philadelphia Nursing Home-FY12	1,100						1,100
	1,100 CR						1,100 CR
25C Equipment and Renovations - Philadelphia Nursing Home-FY11	1,100						1,100
	1,100 CR						1,100 CR
PHILADELPHIA NURSING HOME							
	4,200	1,000	1,000	1,000	1,000	1,000	9,200
	4,200 CR	1,000 CR	1,000 CR	1,000 CR	1,000 CR	1,000 CR	9,200 CR
HEALTH							
	23,008	3,500	3,175	2,100	2,245	2,365	36,393
	1,300 CA						1,300 CA
		300 CN	475 CN	600 CN	745 CN	865 CN	2,985 CN
	15,694 CR	3,200 CR	2,700 CR	1,500 CR	1,500 CR	1,500 CR	26,094 CR
	6,014 CT						6,014 CT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
HUMAN SERVICES							
<i>YOUTH STUDY CENTER - CAPITAL</i>							
26A New Youth Study Center-FY12	4,000						4,000
	2,843 CT						2,843 CT
	1,157 TT						1,157 TT
26B New Youth Study Center-FY98	129						129
	129 TT						129 TT
<i>YOUTH STUDY CENTER - CAPITAL</i>	4,129						4,129
	2,843 CT						2,843 CT
	1,286 TT						1,286 TT
HUMAN SERVICES	4,129						4,129
	2,843 CT						2,843 CT
	1,286 TT						1,286 TT

		2014	2015	2016	2017	2018	2019	2014 - 2019
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
MDO								
<i>CAPITAL PROJECTS - VARIOUS</i>								
27	Citywide Facilities	10,000						10,000
		3,000 CN						3,000 CN
		4,500 FB						4,500 FB
		2,500 PB						2,500 PB
27A	Citywide Facilities-FY13	1,000						1,000
		1,000 CT						1,000 CT
27B	Citywide Facilities-FY12	1,430						1,430
		1,430 CT						1,430 CT
27C	Citywide Facilities-FY11	1,651						1,651
		1,651 CT						1,651 CT
27D	Citywide Facilities-FY10	10						10
		10 CT						10 CT
28	Office of Sustainability	600	500	700	800	800	1,000	4,400
		21 CA						21 CA
		579 CN	500 CN	700 CN	800 CN	800 CN	1,000 CN	4,379 CN
28A	Office of Sustainability-FY13	950						950
		950 CT						950 CT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
28B Office of Sustainability-FY12	700						700
	700 CT						700 CT
28C Office of Sustainability-FY11	500						500
	500 CT						500 CT
28D Office of Sustainability-FY10	500						500
	500 CT						500 CT
28E Energy Efficiency Improvements-FY09	185						185
	185 CT						185 CT
CAPITAL PROJECTS - VARIOUS	17,526	500	700	800	800	1,000	21,326
	21 CA						21 CA
	3,579 CN	500 CN	700 CN	800 CN	800 CN	1,000 CN	7,379 CN
	6,926 CT						6,926 CT
	4,500 FB						4,500 FB
	2,500 PB						2,500 PB
MDO	17,526	500	700	800	800	1,000	21,326
	21 CA						21 CA
	3,579 CN	500 CN	700 CN	800 CN	800 CN	1,000 CN	7,379 CN
	6,926 CT						6,926 CT
	4,500 FB						4,500 FB
	2,500 PB						2,500 PB

OFFICE OF SUPPORTIVE HOUSING***FAMILY CARE FACILITIES - CAPITAL***

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
29 OSH Facility Renovations	600	400	500	550	300	1,435	3,785
	600 SB	400 CN	500 CN	550 CN	300 CN	1,435 CN	3,185 CN
							600 SB
29A OSH Facility Renovations-FY13	610						610
	610 CT						610 CT
29B OSH Facility Renovations-FY12	600						600
	600 CT						600 CT
29C OSH Facility Renovations-FY11	560						560
	560 CT						560 CT
29D OSH Facility Renovations-FY10	500						500
	500 CT						500 CT
29E OSH Facility Renovations-FY09	528						528
	528 CT						528 CT
29F OSH Facility Renovations-FY08	161						161
	161 CT						161 CT
29G Riverview Home Renovations-FY01	9						9
	9 CT						9 CT
<i>FAMILY CARE FACILITIES - CAPITAL</i>	3,568	400	500	550	300	1,435	6,753
		400 CN	500 CN	550 CN	300 CN	1,435 CN	3,185 CN
	2,968 CT						2,968 CT
	600 SB						600 SB

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
OFFICE OF SUPPORTIVE HOUSING							
	3,568	400	500	550	300	1,435	6,753
	2,968 CT	400 CN	500 CN	550 CN	300 CN	1,435 CN	3,185 CN
	600 SB						2,968 CT
							600 SB

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
OIT							
<i>CAPITAL PROJECTS</i>							
30 Citywide Technology Improvements & Enhancements	14,000 1,364 CA 12,636 CN	15,000 15,000 CN	21,000 21,000 CN	15,000 15,000 CN	12,000 12,000 CN	7,000 7,000 CN	84,000 1,364 CA 82,636 CN
30A Citywide Technology Improvements & Enhancements-FY13	7,500 7,500 CT						7,500 7,500 CT
30B Citywide Technology Improvements & Enhancements-FY12	9,920 9,920 CT						9,920 9,920 CT
30C Citywide Technology Improvements & Enhancements-FY11	12,250 12,250 CT						12,250 12,250 CT
30D Network Infrastructure Stabilization & Enhancement-FY10	8 8CT						8 8CT
31A Communications System Improvements-FY13	5,318 5,318 CR						5,318 5,318 CR
31B Communications System Improvements-FY12	579 579 CR						579 579 CR
<i>CAPITAL PROJECTS</i>	49,575 1,364 CA 12,636 CN 5,897 CR 29,678 CT	15,000 15,000 CN	21,000 21,000 CN	15,000 15,000 CN	12,000 12,000 CN	7,000 7,000 CN	119,575 1,364 CA 82,636 CN 5,897 CR 29,678 CT
OIT	49,575 1,364 CA 12,636 CN 5,897 CR 29,678 CT	15,000 15,000 CN	21,000 21,000 CN	15,000 15,000 CN	12,000 12,000 CN	7,000 7,000 CN	119,575 1,364 CA 82,636 CN 5,897 CR 29,678 CT

PARKS AND RECREATION***CULTURAL FACILITIES***

		2014	2015	2016	2017	2018	2019	2014 - 2019
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<i>CULTURAL FACILITIES</i>								
32	Cultural Facilities Improvements	4,800 73 CA	1,250	250	250	250	250	7,050 73 CA
		1,527 CN	1,250 CN	250 CN	250 CN	250 CN	250 CN	3,777 CN
		3,200 PB						3,200 PB
32A	Cultural Facilities Improvements-FY13	11,800						11,800
		2,400 CT						2,400 CT
		9,400 PT						9,400 PT
32B	Cultural Facilities Renovations-FY12	374						374
		374 CT						374 CT
<i>CULTURAL FACILITIES</i>								
		16,974	1,250	250	250	250	250	19,224
		73 CA						73 CA
		1,527 CN	1,250 CN	250 CN	250 CN	250 CN	250 CN	3,777 CN
		2,774 CT						2,774 CT
		3,200 PB						3,200 PB
		9,400 PT						9,400 PT

		2014	2015	2016	2017	2018	2019	2014 - 2019
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
FAIRMOUNT PARK								
33	Building Improvements	1,170	960	990	1,040	1,040	1,240	6,440
	398 CA							398 CA
	672 CN		860 CN	890 CN	940 CN	940 CN	1,140 CN	5,442 CN
	100 PB		100 PB	100 PB	100 PB	100 PB	100 PB	600 PB
33A	Building Improvements-FY13	2,840						2,840
	940 CT							940 CT
	1,700 PT							1,700 PT
	200 ST							200 ST
33B	Building Improvements-FY12	720						720
	720 CT							720 CT
33C	Building Improvements-FY11	1,078						1,078
	78 CT							78 CT
	1,000 ST							1,000 ST
33D	Building Improvements-FY10	1,211						1,211
	1,211 CT							1,211 CT
33E	Building Improvements-FY09	438						438
	23 CT							23 CT
	415 ST							415 ST

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
33F Building Improvements-FY08	4						4
	4CT						4 CT
33G Facility Improvements-FY08	676						676
	576CT						576CT
	100 ST						100 ST
33H Facility Improvements-FY07	105						105
	105CT						105CT
33I Facility Improvements-FY05	50						50
	50ST						50 ST
33J Facility Improvements-FY03	400						400
	400 ST						400 ST
34 Infrastructure	1,150		1,150	100	100	100	2,600
	1,150 CN		1,150 CN	100 CN	100 CN	100 CN	2,600 CN
34A Infrastructure-FY12	113						113
	113CT						113CT
34B Infrastructure-FY11	25						25
	25CT						25CT
34C Infrastructure-FY09	1,000						1,000
	1,000 ST						1,000 ST
35 Parkland - Site Improvements	6,620	16,800	1,800	2,580	1,540	2,660	32,000
	85 CA						85 CA
	3,435 CN	13,800 CN	1,800 CN	2,580 CN	1,440 CN	2,560 CN	25,615 CN
	2,500 PB	2,500 PB					5,000 PB
	600 SB	500 SB			100 SB	100 SB	1,300 SB

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
35A Parkland - Site Improvements-FY13	9,170						9,170
	8,840 CT						8,840 CT
	165 PT						165 PT
	165 ST						165 ST
35B Parkland - Site Improvements-FY12	3,000						3,000
	3,000 CT						3,000 CT
35C Parkland - Site Improvements-FY11	1,945						1,945
	1,445 CT						1,445 CT
	500 ST						500 ST
35D Parkland - Site Improvements-FY10	11,519						11,519
	979 CT						979 CT
	5,000 FT						5,000 FT
	4,000 PT						4,000 PT
	1,450 ST						1,450 ST
	90 XT						90 XT
35E Parkland - Site Improvements-FY09	10,252						10,252
	1,123 CT						1,123 CT
	2,600 FT						2,600 FT
	2,289 PT						2,289 PT
	3,000 ST						3,000 ST
	1,240 TT						1,240 TT
35F Parkland - Site Improvements-FY08	737						737
	737 ST						737 ST
35G Parkland - Site Improvements-FY05	1,280						1,280
	1,280 FT						1,280 FT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
35H Parkland - Site Improvements-FY02	1,177						1,177
	1,177 ST						1,177 ST
35I Manayunk Canal Improvements-FY01	318						318
	318 ST						318 ST
35J Manayunk Canal Restoration-FY00	2,240						2,240
	2,240 ST						2,240 ST
35K Schuylkill River Park-FY99	109						109
	109 ST						109 ST
36 Roadways, Footways, and Parking	2,020	990	690 CN	1,130	1,640	1,640	7,420
	920 CN	690 CN	830 CN	1,040 CN	1,040 CN	1,040 CN	4,520 CN
	1,100 SB	300 SB	300 SB	600 SB	600 SB	600 SB	2,900 SB

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
36A Roadways, Footways, and Parking-FY13	2,970						2,970
	1,670 CT						1,670 CT
	1,300 ST						1,300 ST
36B Roadways, Footways, and Parking-FY12	140						140
	140 CT						140 CT
36C Roadways, Footways, and Parking-FY11	1,838						1,838
	138 CT						138 CT
	1,000 FT						1,000 FT
	700 ST						700 ST
36D Roadways, Footways, and Parking-FY10	45						45
	45 CT						45 CT
36E Roadways, Footways, and Parking-FY06	1,385						1,385
	1,135 FT						1,135 FT
	250 ST						250 ST
36F Manayunk Recreation Path-FY00	581						581
	81 FT						81 FT
	500 ST						500 ST
FAIRMOUNT PARK	68,326	17,760	4,930	4,850	4,320	5,640	105,826
	483 CA						483 CA
	6,177 CN	14,660 CN	4,530 CN	4,450 CN	3,520 CN	4,840 CN	38,177 CN
	21,175 CT						21,175 CT
	11,096 FT						11,096 FT
	2,600 PB	2,600 PB	100 PB	100 PB	100 PB	100 PB	5,600 PB
	8,154 PT						8,154 PT
	1,700 SB	500 SB	300 SB	300 SB	700 SB	700 SB	4,200 SB
	15,611 ST						15,611 ST
	1,240 TT						1,240 TT
	90 XT						90 XT

		2014	2015	2016	2017	2018	2019	2014 - 2019
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
RECREATION								
37	Improvements to Existing Recreation Facilities	7,900	7,900	7,900	7,900	7,900	7,900	47,400
		7,900 CN	7,900 CN	7,900 CN	7,900 CN	7,900 CN	7,900 CN	47,400 CN
37A	Improvements to Existing Recreation Facilities-FY13	7,900						7,900
		7,900 CT						7,900 CT
37B	Improvements to Existing Recreation Facilities-FY12	7,703						7,703
		7,703 CT						7,703 CT
37C	Improvements to Existing Recreation Facilities-FY11	6,577						6,577
		6,577 CT						6,577 CT
37D	Improvements to Existing Recreation Facilities-FY10	5,506						5,506
		5,506 CT						5,506 CT
37E	Improvements to Existing Recreation Facilities-FY09	5,076						5,076
		5,076 CT						5,076 CT
37F	Improvements to Existing Recreation Facilities-FY08	3,631						3,631
		3,631 CT						3,631 CT
37G	Improvements to Existing Recreation Facilities-FY07	3,127						3,127
		3,127 CT						3,127 CT
37H	Improvements to Existing Recreation Facilities-FY06	2,667						2,667
		2,667 CT						2,667 CT
37I	Improvements to Existing Recreation Facilities-FY05	1,308						1,308
		1,308 CT						1,308 CT
37J	Improvements to Existing Rec Facilities-FY04	764						764
		764 CT						764 CT
37K	Improv to Existing Rec Facilities-FY03	544						544
		544 CT						544 CT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
37L Improvements to Existing Rec Facilities-FY02	122						122
	122 CT						122 CT
37M Imps to Existing Rec Facilities-FY01	862						862
	862 CT						862 CT
37N Improvements to Existing Facilities-FY99	585						585
	585 CT						585 CT
37O Improvements to Existing Facilities-FY98	3						3
	3 CT						3 CT
37P Improvements to Existing Facilities-FY96	9						9
	9 CT						9 CT
37Q ITEF-Site Improvements-FY00	685						685
	685 CT						685 CT
38 Improvements to Existing Recreation Facilities - Infrastructure	900	750	750	750	750	750	4,650
	410 CA						410 CA
	490 CN	750 CN	750 CN	750 CN	750 CN	750 CN	4,240 CN
38A Improvements to Existing Recreation Facilities - Infrastructure-FY13	750						750
	750 CT						750 CT
38B Improvements to Existing Recreation Facilities - Infrastructure-FY12	1,250						1,250
	1,250 CT						1,250 CT
38C Improvements to Existing Recreation Facilities - Infrastructure-FY11	3,706						3,706
	3,706 CT						3,706 CT
38D Improvements to Existing Recreation Facilities - Infrastructure-FY10	100						100
	100 CT						100 CT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
38E Improvements to Existing Recreation Facilities - Infrastructure-FY09	100						100
	100 CT						100 CT
38F Improvements to Existing Recreation Facilities - Infrastructure-FY08	100						100
	100 CT						100 CT
38G Improvements to Existing Recreation Facilities - Infrastructure-FY05	21						21
	21 CT						21 CT
38H ITEF-Outdoor Lighting-FY95	3						3
	3 CT						3 CT
39 Improvements to Existing Recreation Facilities - Swimming Pools	500	500	1,000	2,000	1,500	1,000	6,500
	24 CA						24 CA
	476 CN	500 CN	1,000 CN	2,000 CN	1,500 CN	1,000 CN	6,476 CN
39A Improvements to Existing Recreation Facilities - Swimming Pools-FY13	500						500
	500 CT						500 CT
39B Improvements to Existing Recreation Facilities - Swimming Pools-FY12	1,000						1,000
	1,000 CT						1,000 CT
39C Improvements to Existing Recreation Facilities - Swimming Pools-FY09	500						500
	500 CT						500 CT
39D Improvements to Existing Recreation Facilities - Swimming Pools-FY08	157						157
	157 CT						157 CT
40 Improvements to Existing Recreation Facilities - Life Safety Systems	300	300	300	300	300	300	1,800
	162 CA						162 CA
	138 CN	300 CN	300 CN	300 CN	300 CN	300 CN	1,638 CN

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
40A Improvements to Existing Recreation Facilities - Life Safety Systems-FY13	300						300
	300 CT						300 CT
40B Improvements to Existing Recreation Facilities - Life Safety Systems-FY12	300						300
	300 CT						300 CT
40C Improvements to Existing Recreation Facilities - Life Safety Systems-FY11	300						300
	300 CT						300 CT
40D Improvements to Existing Recreation Facilities - Life Safety Systems-FY10	300						300
	300 CT						300 CT
40E Improvements to Existing Recreation Facilities - Life Safety Systems-FY09	300						300
	300 CT						300 CT
40F Improvements to Existing Recreation Facilities - Life Safety Systems-FY08	251						251
	251 CT						251 CT
40G Improvements to Existing Recreation Facilities - Life Safety Systems-FY07	40						40
	40 CT						40 CT
40H Improvements to Existing Recreation Facilities - Life Safety Systems-FY06	32						32
	32 CT						32 CT
40I Improvements to Existing Recreation Facilities - Life Safety Systems-FY05	68						68
	68 CT						68 CT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
41 Grant Funded Recreation Improvements	1,000	1,000	1,000	2,000	2,000	2,000	9,000
	366 CA						366 CA
	134 CN	500 CN	500 CN	1,000 CN	1,000 CN	1,000 CN	4,134 CN
	500 SB	500 SB	500 SB	1,000 SB	1,000 SB	1,000 SB	4,500 SB
41A Grant Funded Recreation Improvements-FY13	2,000						2,000
	1,000 CT						1,000 CT
	1,000 ST						1,000 ST
41B Grant Funded Recreation Improvements-FY12	1,801						1,801
	1,000 CT						1,000 CT
	801 ST						801 ST
41C Grant Funded Recreation Improvements-FY11	3,538						3,538
	917 CT						917 CT
	1,100 PT						1,100 PT
	1,521 ST						1,521 ST
41D Grant Funded Recreation Improvements-FY10	1,856						1,856
	155 CT						155 CT
	1,701 ST						1,701 ST
41E Grant Funded Recreation Improvements-FY09	1,174						1,174
	1,174 ST						1,174 ST
41F Grant Funded Recreation Improvements-FY08	1,837						1,837
	299 CT						299 CT
	1,538 ST						1,538 ST
41G Grant Funded Recreation Improvements-FY07	1,018						1,018
	1,018 ST						1,018 ST
41H Grant Funded Recreation Improvements-FY06	623						623
	623 ST						623 ST

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
41I Grant Funded Recreation Improvements-FY04	171						171
	171 ST						171 ST
41J State Grant Funded Recreation Imps-FY03	370						370
	370 ST						370 ST
41K State Grant Funded Recreation Imps-FY02	561						561
	561 ST						561 ST
RECREATION	82,696	10,450	10,950	12,950	12,450	11,950	141,446
	962 CA						962 CA
	9,138 CN	9,950 CN	10,450 CN	11,950 CN	11,450 CN	10,950 CN	63,888 CN
	60,518 CT						60,518 CT
	1,100 PT						1,100 PT
	500 SB	500 SB	500 SB	1,000 SB	1,000 SB	1,000 SB	4,500 SB
	10,478 ST						10,478 ST
PARKS AND RECREATION	167,996	29,460	16,130	18,050	17,020	17,840	266,496
	1,518 CA						1,518 CA
	16,842 CN	25,860 CN	15,230 CN	16,650 CN	15,220 CN	16,040 CN	105,842 CN
	84,467 CT						84,467 CT
	11,096 FT						11,096 FT
	5,800 PB	2,600 PB	100 PB	100 PB	100 PB	100 PB	8,800 PB
	18,654 PT						18,654 PT
	2,200 SB	1,000 SB	800 SB	1,300 SB	1,700 SB	1,700 SB	8,700 SB
	26,089 ST						26,089 ST
	1,240 TT						1,240 TT
	90 XT						90 XT

		2014	2015	2016	2017	2018	2019	2014 - 2019
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
POLICE								
POLICE FACILITIES								
42	Police Facilities - Renovations	9,810	1,350	1,670	2,450	4,910	11,100	31,290
		1,810 A						1,810 A
		1,636 CA						1,636 CA
		6,364 CN	1,350 CN	1,670 CN	2,450 CN	4,910 CN	11,100 CN	27,844 CN
42A	Police Facilities - Renovations-FY13	11,566						11,566
		9,500 CT						9,500 CT
		2,066 TT						2,066 TT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
42B Police Facilities - Renovations-FY12	13,497						13,497
	6,000 CR						6,000 CR
	6,927 CT						6,927 CT
	570 FT						570 FT
42C Police Facilities - Renovations-FY11	4,869						4,869
	2,369 CT						2,369 CT
	2,500 FT						2,500 FT
42D Police Facilities - Renovations-FY10	335						335
	335 CT						335 CT
42E Police Facilities - Renovations-FY08	1,804						1,804
	1,725 A						1,725 A
	79 CT						79 CT
42F SWAT/Bomb Squad Facility-FY08	2,500						2,500
	2,500 FT						2,500 FT
43 Port Security Program	3,661						3,661
	333 CN						333 CN
	3,328 FB						3,328 FB

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<i>POLICE FACILITIES</i>							
	48,042	1,350	1,670	2,450	4,910	11,100	69,522
3,535 A							3,535 A
1,636 CA							1,636 CA
6,697 CN		1,350 CN	1,670 CN	2,450 CN	4,910 CN	11,100 CN	28,177 CN
6,000 CR							6,000 CR
19,210 CT							19,210 CT
3,328 FB							3,328 FB
5,570 FT							5,570 FT
2,066 TT							2,066 TT
<i>POLICE</i>							
	48,042	1,350	1,670	2,450	4,910	11,100	69,522
3,535 A							3,535 A
1,636 CA							1,636 CA
6,697 CN		1,350 CN	1,670 CN	2,450 CN	4,910 CN	11,100 CN	28,177 CN
6,000 CR							6,000 CR
19,210 CT							19,210 CT
3,328 FB							3,328 FB
5,570 FT							5,570 FT
2,066 TT							2,066 TT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
PRISONS							
<i>CORRECTIONAL INSTITUTIONS - CAPITAL</i>							
44 Prison System - Renovations	7,150 48 CA	3,550	1,700	2,900	3,300	2,500	21,100 48 CA
	7,102 CN	3,550 CN	1,700 CN	2,900 CN	3,300 CN	2,500 CN	21,052 CN
44A Prison System - Renovations-FY13	3,600						3,600
	3,600 CT						3,600 CT
44B Prison System - Renovations-FY12	3,750						3,750
	3,750 CT						3,750 CT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
44C Prison System - Renovations-FY11	10,345						10,345
	2,000 CT						2,000 CT
	8,345 TT						8,345 TT
44D Prison System - Renovations-FY10	3,035						3,035
	3,035 CT						3,035 CT
44E Prison System - Renovations-FY09	2,468						2,468
	2,468 CT						2,468 CT
44F Prison System - Renovations-FY08	1,501						1,501
	1,501 CT						1,501 CT
44G Prison System - Renovations-FY06	389						389
	389 CT						389 CT
44H Prison System - Renovations-FY03	275						275
	275 ST						275 ST
CORRECTIONAL INSTITUTIONS - CAPITAL	32,513	3,550	1,700	2,900	3,300	2,500	46,463
	48 CA						48 CA
	7,102 CN	3,550 CN	1,700 CN	2,900 CN	3,300 CN	2,500 CN	21,052 CN
	16,743 CT						16,743 CT
	275 ST						275 ST
	8,345 TT						8,345 TT
PRISONS	32,513	3,550	1,700	2,900	3,300	2,500	46,463
	48 CA						48 CA
	7,102 CN	3,550 CN	1,700 CN	2,900 CN	3,300 CN	2,500 CN	21,052 CN
	16,743 CT						16,743 CT
	275 ST						275 ST
	8,345 TT						8,345 TT

		2014	2015	2016	2017	2018	2019	2014 - 2019
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
PUBLIC PROPERTY								
BUILDINGS AND FACILITIES - OTHER								
45	Improvements to Municipal Facilities	3,484 25 CA	2,114	5,934	4,314	3,614	3,364	22,824 25 CA
		3,195 CN	1,850 CN	5,670 CN	4,050 CN	3,350 CN	3,100 CN	21,215 CN
		264 CR	264 CR	264 CR	264 CR	264 CR	264 CR	1,584 CR
45A	Improvements to Municipal Facilities-FY13	3,450 3,450 CT						3,450 3,450 CT
45B	Improvements to Municipal Facilities-FY12	2,073 2,073 CT						2,073 2,073 CT
45C	Improvements to Municipal Facilities-FY11	710 710 CT						710 710 CT
45D	Improvements to Municipal Facilities-FY10	2,300 2,300 ST						2,300 2,300 ST

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
45E Improvements to Municipal Facilities-FY08	331						331
	31 CT						31 CT
	300 PT						300 PT
45F Improvements to Municipal Facilities-FY06	18						18
	18 CT						18 CT
45G Quadplex Facilities Improvements-FY10	234						234
	154 A						154 A
	80 CT						80 CT
45H City Hall-FY08	552						552
	552 CT						552 CT
45I Triplex Facility Improvements-FY09	125						125
	125 CT						125 CT
45J Eastern State Penitentiary Renov-FY99	3,099						3,099
	3,099 PT						3,099 PT
45K Emergency Standby Power System-FY08	1,000						1,000
	1,000 FT						1,000 FT
45L Transit Facilities Improvements-FY04	45						45
	45 CT						45 CT
45M Transit Facilities Improvements-FY02	873						873
	722 FT						722 FT
	151 ST						151 ST

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
46 Citywide Asbestos Abatement & Environmental Remediation	500	300	300	300	300	300	2,000
	500 CN	300 CN	300 CN	300 CN	300 CN	300 CN	2,000 CN
46A Citywide Asbestos Abatement & Environmental Remediation-FY13	500						500
	500 CT						500 CT
46B Citywide Environmental Remediation-FY10	41						41
	41 CT						41 CT
46C Citywide Environmental Remediation-FY08	11						11
	11 CT						11 CT
BUILDINGS AND FACILITIES - OTHER	19,346	2,414	6,234	4,614	3,914	3,664	40,186
	154 A						154 A
	25 CA						25 CA
	3,695 CN	2,150 CN	5,970 CN	4,350 CN	3,650 CN	3,400 CN	23,215 CN
	264 CR	264 CR	264 CR	264 CR	264 CR	264 CR	1,584 CR
	7,636 CT						7,636 CT
	1,722 FT						1,722 FT
	3,399 PT						3,399 PT
	2,451 ST						2,451 ST
PUBLIC PROPERTY - CAPITAL PROG ADMIN							
47 Capital Program Administration Design and Engineering	3,800	3,800	3,800	3,800	3,800	3,800	22,800
	2,835 CA						2,835 CA
	965 CN	3,800 CN	3,800 CN	3,800 CN	3,800 CN	3,800 CN	19,965 CN
47A Capital Program Administration Design and Engineering-FY13	2,020						2,020
	2,020 CT						2,020 CT
47B Capital Program Administration Design and Engineering-FY12	1,209						1,209
	1,209 CT						1,209 CT
47C Capital Program Administration Design and Engineering-FY11	885						885
	885 CT						885 CT

	2014	2015	2016	2017	2018	2019	2014 - 2019
47D Capital Program Administration Design and Engineering-FY10	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
	739						739
	739 CT						739 CT
PUBLIC PROPERTY - CAPITAL PROG ADMIN							
	8,653	3,800	3,800	3,800	3,800	3,800	27,653
	2,835 CA						2,835 CA
	965 CN	3,800 CN	3,800 CN	3,800 CN	3,800 CN	3,800 CN	19,965 CN
	4,853 CT						4,853 CT
PUBLIC PROPERTY							
	27,999	6,214	10,034	8,414	7,714	7,464	67,839
	154 A						154 A
	2,860 CA						2,860 CA
	4,660 CN	5,950 CN	9,770 CN	8,150 CN	7,450 CN	7,200 CN	43,180 CN
	264 CR	264 CR	264 CR	264 CR	264 CR	264 CR	1,584 CR
	12,489 CT						12,489 CT
	1,722 FT						1,722 FT
	3,399 PT						3,399 PT
	2,451 ST						2,451 ST

		2014	2015	2016	2017	2018	2019	2014 - 2019
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
RECORDS								
<i>CAPITAL PROJECTS</i>								
48	Records Improvements	300						300
		300 CN						300 CN
48A	Records Improvements-FY13	298						298
		298 CT						298 CT
48B	Records Improvements-FY12	49						49
		49 CT						49 CT
48C	Records Improvements-FY11	80						80
		80 CT						80 CT
<i>CAPITAL PROJECTS</i>								
		727						727
		300 CN						300 CN
		427 CT						427 CT
RECORDS								
		727						727
		300 CN						300 CN
		427 CT						427 CT

STREETS**BRIDGES**

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
BRIDGES							
49 Bridge Reconstruction & Improvements	16,053	16,911	19,140	14,580	10,000	5,500	82,184
	3,000 CA						3,000 CA
	200 CN	2,298 CN	1,640 CN	1,080 CN	1,000 CN	2,000 CN	8,218 CN
	8,475 FB	10,200 FB	12,750 FB	9,350 FB	5,525 FB	850 FB	47,150 FB
	4,378 SB	4,413 SB	4,750 SB	4,150 SB	3,475 SB	2,650 SB	23,816 SB
49A Bridge Reconstruction & Improvements-FY13	16,466						16,466
	10,366 FT						10,366 FT
	6,100 ST						6,100 ST
49B Bridge Reconstruction & Improvements-FY12	2,557						2,557
	610 CT						610 CT
	1,640 FT						1,640 FT
	307 ST						307 ST
49C Bridge Reconstruction & Improvements-FY11	2,545						2,545
	2,177 FT						2,177 FT
	368 ST						368 ST
49D Bridge Reconstruction & Improvements-FY10	995						995
	838 FT						838 FT
	157 ST						157 ST

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
49E Bridge Reconstruction & Improvements-FY09	3,661						3,661
	183 CT						183 CT
	3,102 FT						3,102 FT
	376 ST						376 ST
49F Bridge Reconstruction & Improvements-FY08	3,200						3,200
	270 CT						270 CT
	2,472 FT						2,472 FT
	458 ST						458 ST
49G Bridge Reconstruction & Improvements-FY07	9,778						9,778
	4,920 FT						4,920 FT
	4,858 ST						4,858 ST
BRIDGES	55,255	16,911	19,140	14,580	10,000	5,500	121,386
	3,000 CA						3,000 CA
	200 CN	2,298 CN	1,640 CN	1,080 CN	1,000 CN	2,000 CN	8,218 CN
	1,063 CT						1,063 CT
	8,475 FB	10,200 FB	12,750 FB	9,350 FB	5,525 FB	850 FB	47,150 FB
	25,515 FT						25,515 FT
	4,378 SB	4,413 SB	4,750 SB	4,150 SB	3,475 SB	2,650 SB	23,816 SB
	12,624 ST						12,624 ST
GRADING & PAVING							
50 Reconstruction/Resurfacing of Streets	12,250	12,000	13,000	15,000	18,000	21,000	91,250
	5,868 A						5,868 A
	1,513 CA						1,513 CA
	4,869 CN	12,000 CN	13,000 CN	15,000 CN	18,000 CN	21,000 CN	83,869 CN
50A Reconstruction/Resurfacing of Streets-FY13	18,000						18,000
	18,000 CT						18,000 CT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
50B Reconstruction/Resurfacing of Streets-FY12	11,051						11,051
	11,051 CT						11,051 CT
50C Reconstruction/Resurfacing of Streets-FY11	4						4
	4 CT						4 CT
50D Reconstruction/Resurfacing of Streets-FY03	142						142
	142 CT						142 CT
50E Forever Green Program-FY08	40						40
	40 CT						40 CT
51 Historic Streets	260	200	200	200	200	200	1,260
	260 CN	200 CN	200 CN	200 CN	200 CN	200 CN	1,260 CN
51A Historic Streets-FY09	108						108
	108 CT						108 CT
52 Rehabilitation of Stairways in Manayunk and Citywide	250	200					450
	250 CN	200 CN					450 CN
GRADING & PAVING	42,105	12,400	13,200	15,200	18,200	21,200	122,305
	5,868 A						5,868 A
	1,513 CA						1,513 CA
	5,379 CN	12,400 CN	13,200 CN	15,200 CN	18,200 CN	21,200 CN	85,579 CN
	29,345 CT						29,345 CT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
IMPROVEMENTS TO CITY HIGHWAYS							
53 Federal Aid Highway Program	35,414	15,500	18,750	26,000	21,000	17,000	133,664
114 CA							114 CA
7,169 CN		3,600 CN	4,250 CN	5,200 CN	4,200 CN	4,200 CN	28,619 CN
28,131 FB		11,900 FB	14,500 FB	20,800 FB	16,800 FB	12,800 FB	104,931 FB
53A Federal Aid Highway Program-FY13	71,300						71,300
6,800 CT							6,800 CT
50,500 FT							50,500 FT
11,500 ST							11,500 ST
2,500 TT							2,500 TT
53B Federal Aid Highway Program-FY12	11,463						11,463
1,880 CT							1,880 CT
9,583 FT							9,583 FT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
53C Federal Aid Highway Program-FY11	459 459 FT						459 459 FT
53D Federal Aid Highway Program-FY10	62 62 FT						62 62 FT
53E Federal Aid Highway Program-FY09	3,824 1,274 CT 2,050 FT 500 ST						3,824 1,274 CT 2,050 FT 500 ST
53F Federal Aid Highway Program-FY08	1,621 521 CT 500 PT 600 ST						1,621 521 CT 500 PT 600 ST
53G Federal Aid Highway Program-FY07	2,755 241 CT 2,514 FT						2,755 241 CT 2,514 FT
53H Federal Aid Highway Program-FY06	96 96 CT						96 96 CT
IMPROVEMENTS TO CITY HIGHWAYS	126,994 114 CA 7,169 CN 10,812 CT 28,131 FB 65,168 FT 500 PT 12,600 ST 2,500 TT	15,500 3,600 CN 11,900 FB	18,750 4,250 CN 14,500 FB	26,000 5,200 CN 20,800 FB	21,000 4,200 CN 16,800 FB	17,000 4,200 CN 12,800 FB	225,244 114 CA 28,619 CN 10,812 CT 104,931 FB 65,168 FT 500 PT 12,600 ST 2,500 TT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
SANITATION							
54 Modernization of Sanitation Facilities	2,550	2,050	2,850	150	150		7,750
	2,550 CN	2,050 CN	2,850 CN	150 CN	150 CN		7,750 CN
54A Modernization of Sanitation Facilities-FY13	2,250						2,250
	2,250 CT						2,250 CT
54B Modernization of Sanitation Facilities-FY12	132						132
	132 CT						132 CT
54C Modernization of Sanitation Facilities-FY08	7						7
	7 CT						7 CT
SANITATION							
	4,939	2,050	2,850	150	150		10,139
	2,550 CN	2,050 CN	2,850 CN	150 CN	150 CN		7,750 CN
	2,389 CT						2,389 CT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<i>STREET LIGHTING</i>							
55 Street Lighting Improvements	450	450	900	1,300	900	500	4,500
	450 CN	450 CN	900 CN	1,300 CN	900 CN	500 CN	4,500 CN
55A Alley Lighting Improvements-FY12	2,171						2,171
	2,171 CT						2,171 CT
<i>STREET LIGHTING</i>	2,621	450	900	1,300	900	500	6,671
	450 CN	450 CN	900 CN	1,300 CN	900 CN	500 CN	4,500 CN
	2,171 CT						2,171 CT
<i>STREETS DEPARTMENT FACILITIES</i>							
56 Streets Department Support Facilities	300						300
	300 CN						300 CN
56A Streets Department Support Facilities-FY11	378						378
	378 CT						378 CT
56B Streets Department Support Facilities-FY06	111						111
	111 CT						111 CT
<i>STREETS DEPARTMENT FACILITIES</i>	789						789
	300 CN						300 CN
	489 CT						489 CT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
TRAFFIC ENGINEERING IMPS							
57 Traffic Control	5,290	2,000	2,090	2,930	2,090	2,930	17,330
	1,690 CN	1,000 CN	1,090 CN	1,930 CN	1,090 CN	1,930 CN	8,730 CN
	3,600 FB	1,000 FB	1,000 FB	1,000 FB	1,000 FB	1,000 FB	8,600 FB
57A Traffic Control-FY12	486						486
	486 CT						486 CT
57B Traffic Control-FY11	1,755						1,755
	250 CT						250 CT
	1,505 FT						1,505 FT
57C Traffic Control-FY10	58						58
	58 CT						58 CT
57D Traffic Control-FY09	250						250
	250 CT						250 CT
57E Traffic Control-FY08	98						98
	98 CT						98 CT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
57F Traffic Engineering Improvements-FY09	76						76
	76CT						76CT
57G Traffic Engineering Improvements-FY08	139						139
	139CT						139CT
TRAFFIC ENGINEERING IMP							
	8,152	2,000	2,090	2,930	2,090	2,930	20,192
	1,690 CN	1,000 CN	1,090 CN	1,930 CN	1,090 CN	1,930 CN	8,730 CN
	1,357 CT						1,357 CT
	3,600 FB	1,000 FB	1,000 FB	1,000 FB	1,000 FB	1,000 FB	8,600 FB
	1,505 FT						1,505 FT
STREETS							
	240,855	49,311	56,930	60,160	52,340	47,130	506,726
	5,868 A						5,868 A
	4,627 CA						4,627 CA
	17,738 CN	21,798 CN	23,930 CN	24,860 CN	25,540 CN	29,830 CN	143,696 CN
	47,626 CT						47,626 CT
	40,206 FB	23,100 FB	28,250 FB	31,150 FB	23,325 FB	14,650 FB	160,681 FB
	92,188 FT						92,188 FT
	500 PT						500 PT
	4,378 SB	4,413 SB	4,750 SB	4,150 SB	3,475 SB	2,650 SB	23,816 SB
	25,224 ST						25,224 ST
	2,500 TT						2,500 TT

TRANSIT**TRANSIT IMPROVEMENTS - SEPTA**

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
TRANSIT IMPROVEMENTS - SEPTA							
58 SEPTA Bridge, Track, Signal, and Infrastructure Improvements	133,973	124,700	133,766	107,700	119,700	140,688	760,527
	484 CA						484 CA
	885 CN	1,565 CN	2,060 CN	1,996 CN	2,267 CN	2,741 CN	11,514 CN
	62,059 FO	54,238 FO	41,251 FO	17,998 FO	17,998 FO	17,998 FO	211,542 FO
	69,925 SO	68,187 SO	89,530 SO	86,808 SO	98,421 SO	118,732 SO	531,603 SO
	620 TO	710 TO	925 TO	898 TO	1,014 TO	1,217 TO	5,384 TO

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
58A SEPTA Bridge, Track, Signal, and Infrastructure Improvements	1,037						1,037
-FY13	1,037 CT						1,037 CT
58B SEPTA Bridge, Track, Signal, and Infrastructure Improvements	195						195
-FY12	195 CT						195 CT
58C SEPTA Bridge, Track, Signal, and Infrastructure Improvements	70						70
-FY11	70 CT						70 CT
59 SEPTA Station and Parking Improvements	8,217	20,200	44,000	45,800	37,000	30,329	185,546
	80 CN	651 CN	1,420 CN	1,478 CN	1,193 CN	978 CN	5,800 CN
	5,481 FO						5,481 FO
	2,656 SO	19,549 SO	42,580 SO	44,322 SO	35,807 SO	29,351 SO	174,265 SO
59A SEPTA Station and Parking Improvements-FY13	2,000						2,000
	2,000 CT						2,000 CT
59B SEPTA Station and Parking Improvements-FY12	65						65
	65 CT						65 CT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
59C SEPTA Station and Parking Improvements-FY11	32						32
	32 CT						32 CT
59D SEPTA Vehicle/Equipment Acquisition and Improvement Program-FY10	58						58
	58 CT						58 CT
60 SEPTA Passenger Information, Communications, and System Controls	12,000	12,000	20,000	30,000	29,933		103,933
	63 CN	63 CN	105 CN	158 CN	158 CN		547 CN
	9,600 FO	9,600 FO	16,000 FO	24,000 FO	23,945 FO		83,145 FO
	2,323 SO	2,323 SO	3,871 SO	5,806 SO	5,794 SO		20,117 SO
	14 TO	14 TO	24 TO	36 TO	36 TO		124 TO
60A SEPTA Passenger Information, Communications, and System Controls-FY13	106						106
	106 CT						106 CT
60B SEPTA Passenger Information, Communications, and System Controls-FY10	486						486
	486 CT						486 CT
TRANSIT IMPROVEMENTS - SEPTA	158,239	156,900	197,766	183,500	186,633	171,017	1,054,055
	484 CA						484 CA
	1,028 CN	2,279 CN	3,585 CN	3,632 CN	3,618 CN	3,719 CN	17,861 CN
	4,049 CT						4,049 CT
	77,140 FO	63,838 FO	57,251 FO	41,998 FO	41,943 FO	17,998 FO	300,168 FO
	74,904 SO	90,059 SO	135,981 SO	136,936 SO	140,022 SO	148,083 SO	725,985 SO
	634 TO	724 TO	949 TO	934 TO	1,050 TO	1,217 TO	5,508 TO
TRANSIT	158,239	156,900	197,766	183,500	186,633	171,017	1,054,055
	484 CA						484 CA
	1,028 CN	2,279 CN	3,585 CN	3,632 CN	3,618 CN	3,719 CN	17,861 CN
	4,049 CT						4,049 CT
	77,140 FO	63,838 FO	57,251 FO	41,998 FO	41,943 FO	17,998 FO	300,168 FO
	74,904 SO	90,059 SO	135,981 SO	136,936 SO	140,022 SO	148,083 SO	725,985 SO
	634 TO	724 TO	949 TO	934 TO	1,050 TO	1,217 TO	5,508 TO

WATER**COLLECTOR SYSTEMS - CAPITAL**

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
61 Improvements to Collector System							
	106,860	109,960	109,960	141,960	146,960	146,960	762,660
	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	600 FB
	10 PB	10 PB	10 PB	10 PB	10 PB	10 PB	60 PB
	100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	600 SB
	105,150 XN	108,250 XN	108,250 XN	140,250 XN	145,250 XN	145,250 XN	752,400 XN
	1,500 XR	1,500 XR	1,500 XR	1,500 XR	1,500 XR	1,500 XR	9,000 XR
61A Improvements to Collector System-FY13							
	102,950						102,950
	1,500 XR						1,500 XR
	101,450 XT						101,450 XT
61B Improvements to Collector System-FY12							
	72,939						72,939
	1,500 XR						1,500 XR
	71,439 XT						71,439 XT
61C Improvements to Collector System-FY11							
	45,453						45,453
	1,000 XR						1,000 XR
	44,453 XT						44,453 XT

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
61D Improvements to Collector System-FY10	46,002						46,002
	46,002 XT						46,002 XT
61E Storm Flood Relief/Combined Sewer Overflow-FY10	56,450						56,450
	1,000 XR						1,000 XR
	55,450 XT						55,450 XT
61F Storm Flood Relief/Combined Sewer Overflow-FY09	17,658						17,658
	1,000 XR						1,000 XR
	16,658 XT						16,658 XT
COLLECTOR SYSTEMS - CAPITAL	448,312	109,960	109,960	141,960	146,960	146,960	1,104,112
	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	600 FB
	10 PB	10 PB	10 PB	10 PB	10 PB	10 PB	60 PB
	100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	600 SB
	105,150 XN	108,250 XN	108,250 XN	140,250 XN	145,250 XN	145,250 XN	752,400 XN
	7,500 XR	1,500 XR	1,500 XR	1,500 XR	1,500 XR	1,500 XR	15,000 XR
	335,452 XT						335,452 XT
CONVEYANCE SYSTEMS - CAPITAL							
62 Improvements to Conveyance System	36,085	36,060	36,060	36,060	84,060	84,060	312,385
	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	600 FB
	10 PB	10 PB	10 PB	10 PB	10 PB	10 PB	60 PB
	100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	600 SB
	35,375 XN	35,350 XN	35,350 XN	35,350 XN	83,350 XN	83,350 XN	308,125 XN
	500 XR	500 XR	500 XR	500 XR	500 XR	500 XR	3,000 XR

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
62A Improvements to Conveyance System-FY13	30,744						30,744
	500 XR						500 XR
	30,244 XT						30,244 XT
62B Improvements to Conveyance System-FY11	500						500
	500 XR						500 XR
62C Improvements to Conveyance System-FY10	52,075						52,075
	52,075 XT						52,075 XT
CONVEYANCE SYSTEMS - CAPITAL	119,404	36,060	36,060	36,060	84,060	84,060	395,704
	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	600 FB
	10 PB	10 PB	10 PB	10 PB	10 PB	10 PB	60 PB
	100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	600 SB
	35,375 XN	35,350 XN	35,350 XN	35,350 XN	83,350 XN	83,350 XN	308,125 XN
	1,500 XR	500 XR	500 XR	500 XR	500 XR	500 XR	4,000 XR
	82,319 XT						82,319 XT
GENERAL - CAPITAL							
63 Engineering and Material Support	32,208	33,264	34,363	35,506	36,695	37,932	209,968
	9,104 XN	9,471 XN	9,853 XN	10,250 XN	10,663 XN	11,092 XN	60,433 XN
	23,104 XR	23,793 XR	24,510 XR	25,256 XR	26,032 XR	26,840 XR	149,535 XR
63A Engineering and Material Support-FY13	6,000						6,000
	6,000 XR						6,000 XR
63B Engineering and Material Support-FY12	6,000						6,000
	6,000 XR						6,000 XR
63C Vehicles-FY11	500						500
	500 XR						500 XR

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
63D Vehicles-FY10	826						826
	826 XR						826 XR
63E Vehicles-FY09	2,617						2,617
	2,617 XR						2,617 XR
63F Vehicles-FY08	1,017						1,017
	1,017 XR						1,017 XR
GENERAL - CAPITAL	49,168	33,264	34,363	35,506	36,695	37,932	226,928
	9,104 XN	9,471 XN	9,853 XN	10,250 XN	10,663 XN	11,092 XN	60,433 XN
	40,064 XR	23,793 XR	24,510 XR	25,256 XR	26,032 XR	26,840 XR	166,495 XR
TREATMENT FACILITIES - CAPITAL							
64 Improvements to Treatment Facilities	60,000	60,000	67,000	67,000	67,000	67,000	388,000
	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	600 FB
	100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	600 SB
	46,104 XN	45,326 XN	39,147 XN	38,490 XN	31,555 XN	29,851 XN	230,473 XN
	13,696 XR	14,474 XR	27,653 XR	28,310 XR	35,245 XR	36,949 XR	156,327 XR
64A Improvements to Treatment Facilities-FY13	38,738						38,738
	1,909 XR						1,909 XR
	36,829 XT						36,829 XT
64B Improvements to Treatment Facilities-FY12	51,341						51,341
	7,942 XR						7,942 XR
	43,399 XT						43,399 XT
64C Improvements to Treatment Facilities-FY11	11,650						11,650
	11,650 XR						11,650 XR

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
64D Improvements to Treatment Facilities-FY10	57,959						57,959
	57,959 XT						57,959 XT
64E Improvements to Treatment Facilities-FY09	4,498						4,498
	4,498 XR						4,498 XR
64F Improvements to Treatment Facilities-FY08	13,871						13,871
	4,101 XR						4,101 XR
	9,770 XT						9,770 XT
64G Improvements to Treatment Facilities-FY07	1,078						1,078
	1,078 XT						1,078 XT
TREATMENT FACILITIES - CAPITAL	239,135	60,000	67,000	67,000	67,000	67,000	567,135
	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	600 FB
	100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	600 SB
	46,104 XN	45,326 XN	39,147 XN	38,490 XN	31,555 XN	29,851 XN	230,473 XN
	43,796 XR	14,474 XR	27,653 XR	28,310 XR	35,245 XR	36,949 XR	186,427 XR
	149,035 XT						149,035 XT
WATER	856,019	239,284	247,383	280,526	334,715	335,952	2,293,879
	300 FB	300 FB	300 FB	300 FB	300 FB	300 FB	1,800 FB
	20 PB	20 PB	20 PB	20 PB	20 PB	20 PB	120 PB
	300 SB	300 SB	300 SB	300 SB	300 SB	300 SB	1,800 SB
	195,733 XN	198,397 XN	192,600 XN	224,340 XN	270,818 XN	269,543 XN	1,351,431 XN
	92,860 XR	40,267 XR	54,163 XR	55,566 XR	63,277 XR	65,789 XR	371,922 XR
	566,806 XT						566,806 XT

ZOOLOGICAL GARDENS***PHILADELPHIA ZOO - CAPITAL***

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
65 Philadelphia Zoo Facility and Infrastructure Improvements	2,025 750 CN 1,275 PB	2,680 580 CN 2,100 PB	600 600 CN	700 700 CN	800 800 CN	1,200 1,200 CN	8,005 4,630 CN 3,375 PB
65A Philadelphia Zoo Facility and Infrastructure Improvements-FY13	1,200 1,200 CT						1,200 1,200 CT
65B Philadelphia Zoo Facility and Infrastructure Improvements-FY12	1,000 1,000 CT						1,000 1,000 CT
65C Philadelphia Zoo Facility and Infrastructure Improvements-FY11	2,475 2,475 CT						2,475 2,475 CT
65D Philadelphia Zoo Facility and Infrastructure Improvements-FY10	327 327 CT						327 327 CT
65E Philadelphia Zoo Facility and Infrastructure Improvements-FY09	300 300 CT						300 300 CT
<i>PHILADELPHIA ZOO - CAPITAL</i>	7,327 750 CN 5,302 CT 1,275 PB	2,680 580 CN 2,100 PB	600 600 CN	700 700 CN	800 800 CN	1,200 1,200 CN	13,307 4,630 CN 5,302 CT 3,375 PB
ZOOLOGICAL GARDENS	7,327 750 CN 5,302 CT 1,275 PB	2,680 580 CN 2,100 PB	600 600 CN	700 700 CN	800 800 CN	1,200 1,200 CN	13,307 4,630 CN 5,302 CT 3,375 PB

	2014	2015	2016	2017	2018	2019	2014 - 2019
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000