

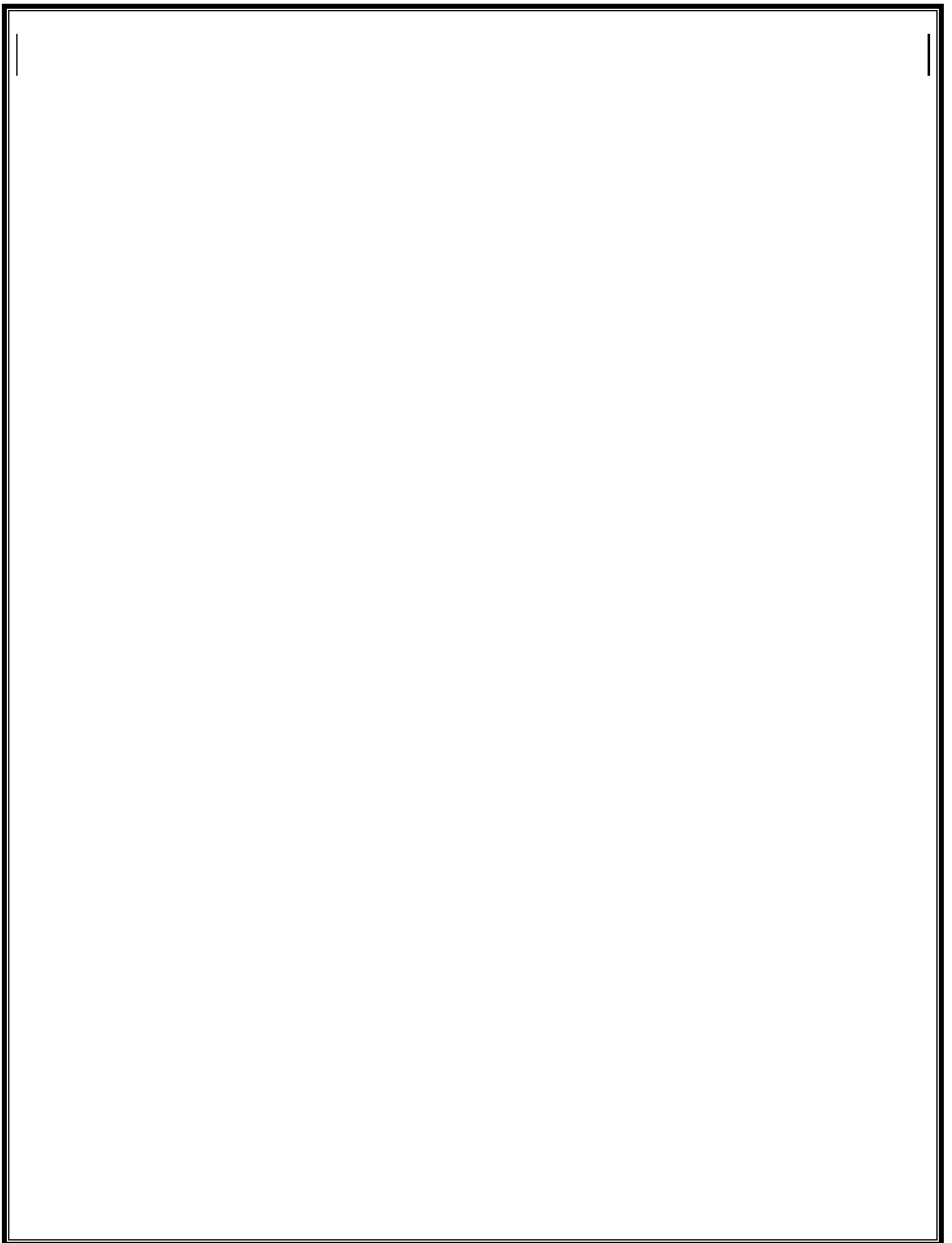
# City of Philadelphia



## Budget in Brief For Fiscal Year 2009

Michael A. Nutter, Mayor

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# CITY OF PHILADELPHIA

## MAYOR

Michael A. Nutter

## MAYOR'S CABINET

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

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

## Budget Director

Stephen Agostini

## COMMISSIONERS AND AGENCY HEADS

Lloyd Ayers  
Fire Commissioner

Bernard Brunwasser  
Acting Water Commissioner

William Carapucci  
Acting Recreation Commissioner

Joan Decker  
Records Commissioner

John Elfrey  
Acting Licenses and Inspections Commissioner

Arthur Evans  
Director, Office of Behavioral Health/Mental Retardation Svcs.  
and Acting Human Services Commissioner

Jonathan Farnham  
Executive Director, Historic Commission

Mark A. Focht  
Executive Director, Fairmount Park Commission

Louis Giorla  
Acting Prisons Commissioner

Gary Jastrzab  
Acting Director, Philadelphia City Planning Commission

Charles Isdell  
Acting Aviation Director

Deborah McColloch  
Acting Director, Office of Housing and Community Development

Joseph McPeak  
Acting President and Director, Free Library of Philadelphia

Dainette Mintz  
Acting Director, Office of Supportive Housing

John Nacchio  
Acting City Treasurer

Celia O'Leary  
Acting Personnel Director

Hugh Ortman  
Procurement Commissioner

Terry Phillis  
Chief Information Officer

Charles H. Ramsey  
Police Commissioner

Keith Richardson  
Revenue Commissioner

Joseph Tolan  
Director, Office of Labor Relations

Joan Schlotterbeck  
Acting Public Property Commissioner

Clarena Tolson  
Streets Commissioner

Richard Tustin  
Director, Capital Program Office

## A Message from the Mayor



Dear Citizens of Philadelphia,

I am pleased to present to you this FY2009 Budget. This document lays out my vision and plans for the City government.

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

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

- Increase funding to the Philadelphia Police Department by \$78 million over the next five years to hire more patrol officers
- Provide \$5 million annually to expand the Youth Violence Reduction Partnership

- Allocate an additional \$3.8 million to expand Emergency Medical Services and improve response times
- Provide an additional \$3 million per year to improve health centers
- Increase funding to Community College of Philadelphia by \$4 million per year
- Create an Office of Arts and Culture and increase funding to the Cultural Fund by \$2 million
- Increase Fairmount Park funding by \$16.5 over the next five years
- Provide \$6.5 million to the Streets Department to fund weekly, single-stream, recycling across the City
- Refinance the City's pension program to ensure the system's long-term stability
- Continue the reduction of the City Wage Tax
- Continue the reduction of the Gross Receipts portion of the Business Profits Tax, eliminating it over eight years
- Implement, for the first time, a reduction in the Net Income portion of the Business Privilege Tax

This Plan seeks to uphold our responsibility of fiscal stewardship while providing for the needs of our citizens. In producing this Plan, my administration has strived to make the tough choices to meet the needs of our citizens and to make smart investments to secure the future of the City.

Over the upcoming weeks, I and other members of my administration will present in more detail this FY2009 Budget to public officials and city residents. I look forward to continuing our efforts to make the City of Philadelphia the Next Great American City.

Sincerely,

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

Michael A. Nutter  
Mayor

# *City of Philadelphia Strategic Plan*

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

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

<u>Values</u>	<u>Guiding Principles</u>
Respect	Smarter, Faster, Better Accountability
Service	Open Communication Value for Investment
Integrity	Partnerships and Network

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

**Public Safety**

*Philadelphia becomes the safest large city in the country*

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

**Education**

*Philadelphia becomes the country’s premier education city*

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

**Jobs and Economic Development**

*Philadelphia grows as a green city*

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

**Healthy and Sustainable Communities**

*Philadelphia neighborhoods are vibrant and livable*

- Increase recycling and decrease use of non-renewables
- Decrease litter citywide

- Improve life expectancy and the health and safety of children and adults

**Ethics**

*Philadelphia demonstrates the highest standards for ethics and accountability*

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

**Customer Service and a High Performing Government**

*Philadelphia becomes a national customer service leader*

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

**CORE VALUES & GUIDING PRINCIPLES OF THE NUTTER ADMINISTRATION**

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

**Our core values are:**

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

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

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

***Our guiding principles include:***

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

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

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

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

*Partnerships and Networks:* The government cannot

meet all the needs of the City by itself. We must develop and rely upon relationships with and throughout our neighborhoods. We must also develop and rely upon relationships with our neighbors in the region and the rest of the world. These relationships should be used to create economic opportunities for our residents. We will increase our ability to achieve our mission when we value and utilize these relationships.

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

## *Philadelphia City Organization*

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

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

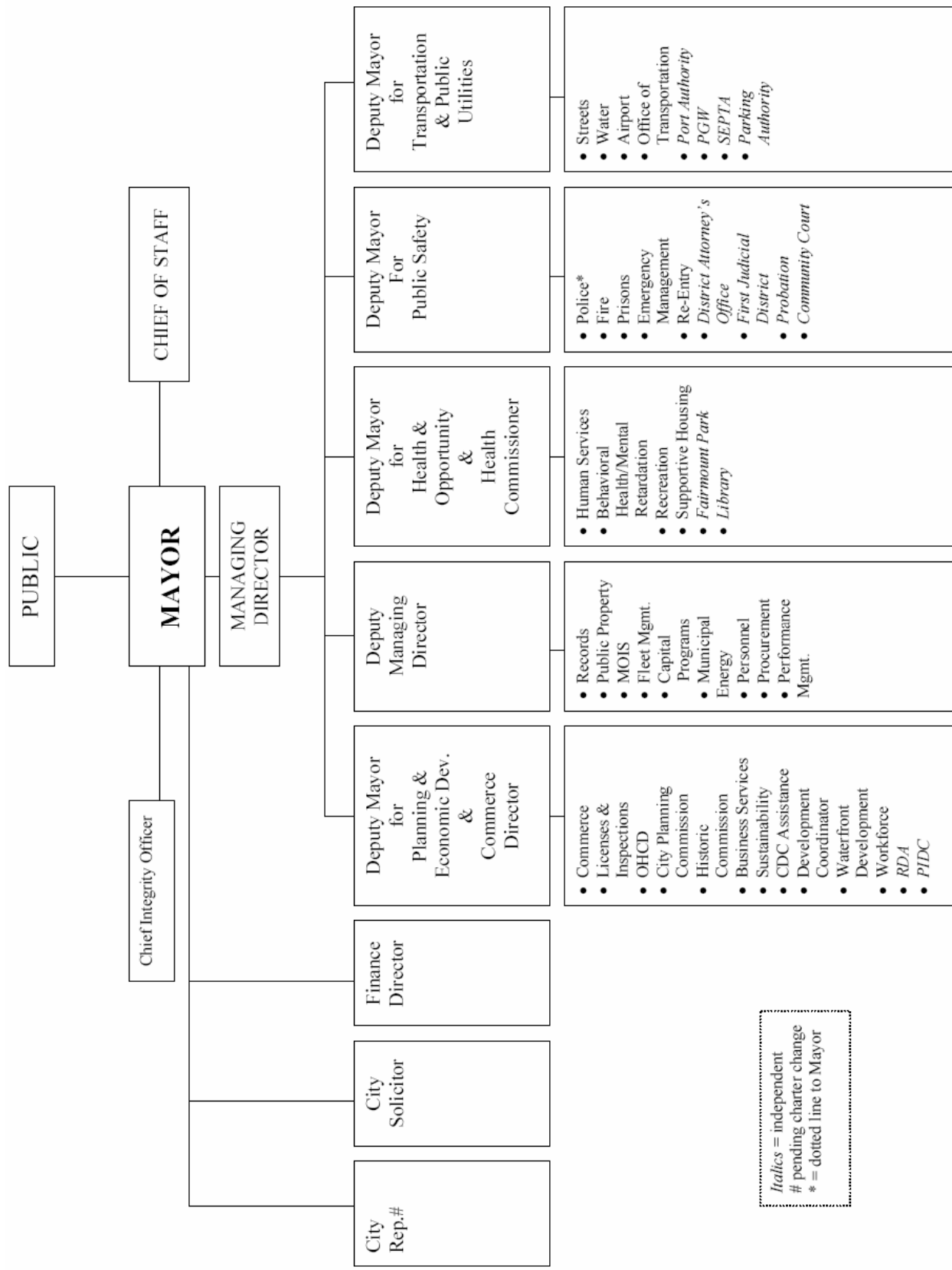
The Mayor is charged with leading the organization to produce these six results for the citizens of Philadelphia and the customers of City government. Under the leadership of the Mayor, he and his Cabinet will provide the

necessary policy direction to maintain the focus of all employees on the six major results we have committed to achieve.

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

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

As demonstrated in the City Organizational Chart, the four Deputy Mayors and Deputy Managing Director will supervise approximately 55 Commissioners and department heads to produce results. The operational responsibilities and programmatic responsibilities for each Deputy Mayor are presented in the City Organizational Chart. (*See Figure on the page 7*).



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



## ***Initiatives Snapshot: What's New in the Plan for FY2009***

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

### ***Programmatic Investments***

- *\$78 million increase over 5 years to hire additional police officers*
- *\$25 million to the Youth Violence Reduction Partnership (YVRP) over 5 years*
- *\$3.8 million increase in FY2009 for Emergency Medical Services*
- *\$20 million increase to Community College of Philadelphia over 5 years*
- *\$2.5 million increase to the Department of Recreation over 5 years*
- *Create an Office of Sustainability*
- *Re-open the Office of Arts and Culture*
- *\$2 million increase to the Cultural Fund in FY2009*
- *Create an Office of Business Services*
- *\$6.5 million in FY2009 to provide weekly, single-stream, recycling to all Philadelphians*
- *Create an Office of Transportation*
- *\$3 million to the Department of Public Health to improve public health services*
- *\$16.5 million increase to Fairmount Park over 5 years*
- *\$5 million increase to the Housing Trust Fund over 5 years*
- *\$2 million annually to implement PhillyStat and the 311 system*

### ***Long Term Fiscal Investments***

- *Decrease the resident wage tax to rate to 3.9950% by FY2011, lowering it below 4% for the first time in 30 years. The rate will be lower if the City receives tax relief funds from the Commonwealth*
- *Continue reduction in the Gross Receipts Tax of 0.1415% in FY2009, .075% by FY2013, leading to the elimination of the tax in 8 years*
- *Reduce, for the first time ever, the Net Income Tax, from 6.5% to 6.4%. By FY2013, the rate will be dropped to 6%*
- *Increase the Parking Tax from 15% to 20% to promote sustainable activities including street improvements*
- *Fund the Philadelphia Employee Pension System to 95% of its estimated liabilities to secure the financial future of the City's retirees by ensuring the stability of the Pension System.*

## *Philadelphia – A Statistical Snapshot*



### **Population**

Philadelphia is the nation's 6th most populous city with 1.45 million residents. However, fewer people live here than in previous decades. The population reached 2.1 million people in 1950, but the City has steadily lost residents since that peak. Philadelphia's population loss has followed a nationwide migration trend of the past 50 years: Americans moved from central cities to suburban areas and from the Northeast and Midwest to the South and West. In Philadelphia and other formerly industrial cities, jobs began leaving the City during these years, and residents followed.

Although the rate of population loss has slowed since 1990, the City continues to see its population contract and Sunbelt cities approach or surpass it in size.

Just as the City's population has declined, surrounding counties, along with Pennsylvania and the United States as a whole, have experienced moderate to significant population growth.

### **The Economy**

Jobs have both fueled and followed the national migration of people away from cities, and the story is no different in Philadelphia. Employment in the City has dropped from more than 920,000 jobs in 1970 to 661,900 jobs in 2006, a decline of around 28%. From 2001 to 2006, while U.S. employment grew by 1.2%, the City's job base contracted by 4.5%. Meanwhile, the Philadelphia suburbs north and west of the City saw employment gains of between 2% and 4%,

according to the Federal Reserve Bank of Philadelphia.

Philadelphia County jobs are concentrated in the Health, Education, and Financial Services industries. Health care and social services remains the strongest sector in Philadelphia, accounting for 24% of all jobs in the city, and education accounts for 10.2% of jobs in Philadelphia, with 39,922 professionals working in colleges and universities. A majority of Financial Services jobs are found in insurance and credit-related firms.

While the City has lost jobs and population, its economy remains resilient. Preliminary economic modeling by the Budget Office, assisted by graduate students at the Fels Institute of Government at the University of Pennsylvania, suggests that the Philadelphia economy will experience 3.3% growth in 2009, measured in the increase to gross city product. When considering inflation, however, real growth anticipated to be minimal, averaging between 1% - 1.5%.

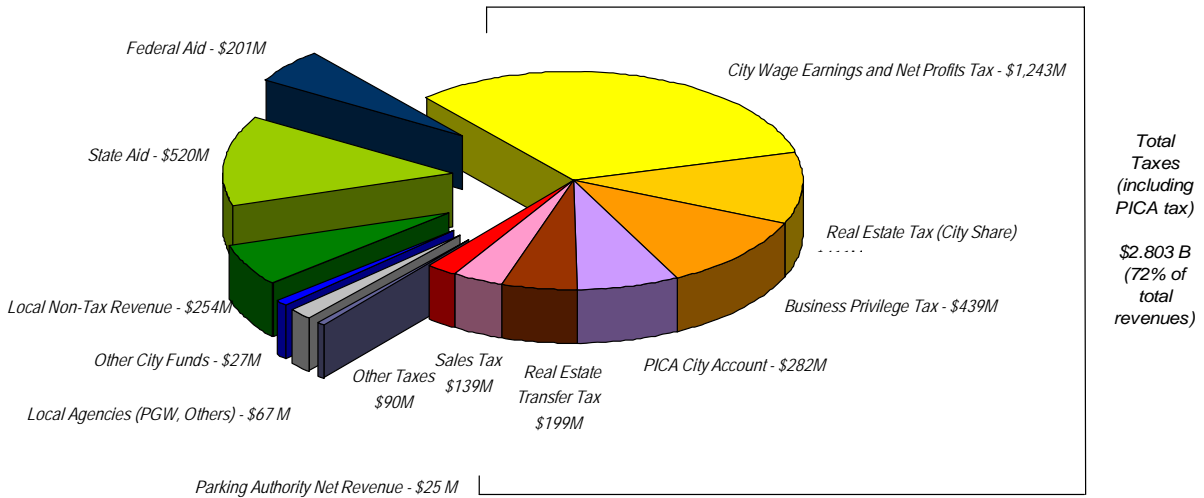
### **Poverty**

Philadelphia has one of the highest poverty rates among the nation's 20 most populous cities. According to U.S. Census Bureau, 25.1% of Philadelphia households were living in poverty in 2006, up from 20.9% in 1989, and more than twice the national rate of 12.3% and Pennsylvania rate of 12.1%. This statistic is tied to the loss of people and jobs, discussed above. As people and firms with economic opportunity elsewhere move out of the City, the concentration of poverty here has increased.

Philadelphia's median household income in 2006 was \$33,229, much lower than the national average of \$48,451 and the state average of \$46,259. In contrast, several counties immediately neighboring the City contain some of the nation's lowest poverty rates and highest incomes. In nearby Bucks County, for example, the poverty rate was 4.6% in 2006 and median household income was \$70,406, according to U.S. Census Bureau figures.

## *City of Philadelphia Budget FY2009 - Where Does the Money Come From?*

**General Fund Fiscal Year 2009 Estimated Revenues**  
**Total Amount of Funds: \$3.897 Billion**



### **General Fund Revenues**

Philadelphia's projected FY09 General Fund revenues total \$3.9 billion. Local tax revenues comprise the majority of this fund at 64.7%. The next largest portion comes from state and federal government transfers, and smaller shares come from local non-tax sources (such as fines and fees) and inter-fund transfers.

Philadelphia's tax base relies heavily on wage and income taxes: The wage tax represents nearly 50% of City tax revenues, and the business privilege tax, a tax on business net income and gross receipts, is the next highest portion at nearly 18%.

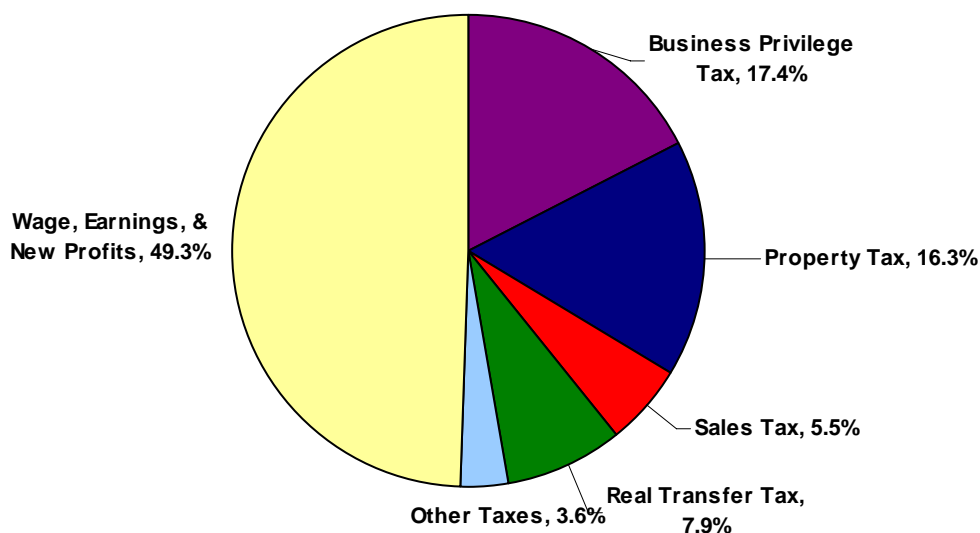
As shown in the chart above, revenues from other governments comprise 28.1% of total revenue. Locally generated non-tax proceeds comprise 6.5% of FY09 total revenues. Locally generated revenues include various fees, fines, and charges assessed by the City. Revenues from other funds, consists primarily of payments to the General

Fund by the Water and Aviation funds for services performed by other City agencies and totals 0.7 %.

Tax revenues are expected to increase by an average of 2.8% in FY09, slightly above the average inflation rate of 2.5% forecast for the same period.

In recent years, the City has been able to maintain a General Fund balance in excess of \$240 million, with the fund balance reaching nearly \$300 million in FY07. This marks a dramatic recovery from the City's \$46.8 million General Fund deficit at the end of FY04, which was the first negative fund balance in 12 years. The City is projecting a positive fund balance of \$156.3 million at the end of FY09. That fund balance, however, masks underlying weaknesses in the City's finances. Recent balances would have been far lower if the City had been making appropriate investments in its pension system and infrastructure.

## Percentage Distribution of FY09 General Fund Tax Revenues (\$ 2,520.9 million)



### Local Tax Revenues

The local tax-based portion of the General Fund comes from seven sources:

- *Wage Tax*
- *Business Privilege Tax*
- *Real Estate or Property Tax*
- *Real Estate Transfer Tax*
- *Sales Tax*
- *Parking Tax*
- *Amusement Tax*

#### *Wage Tax*

The wage and earnings and net profits tax (the wage tax) is the City's largest source of tax revenue, projected to account for almost half (48.7%) of total tax revenue in FY09. The wage tax is collected from all employees working within City limits and from all City residents, regardless of their employment location. The resident rate includes 1.5% that is reserved for the Pennsylvania Intergovernmental Cooperation Authority (PICA) to service debt that PICA issued on behalf of the City. The remaining portion of revenues goes into the City's General Fund.

Since 1995, the City has committed to annual reductions in the wage tax rate to make Philadelphia more competitive for jobs. The

Nutter Administration intends to continue, these reductions. In FY09, the rate is proposed to be 4.169% for residents and 3.685% for non-residents. The rate will be further reduced for residents and non-residents by FY13. Even without state funds, by FY2011, the resident wage tax rate will fall to 3.9950%, the first time that the resident wage tax rate will be below 4% in over 30 years. By the end of the Plan period, wage tax rates will be 3.80% for residents and 3.3994% for non-residents. These projected rates are displayed in **Table 1**.

Additional reductions in the wage tax rate are anticipated due to the Commonwealth of Pennsylvania's receipt of gaming-related revenues as seen in the two graphs below. Based on information provided by the Governor's Office, the Governor's FY09 budget would provide funds dedicated to \$94.7 million in revenues from gaming to reduce wage tax rates in Philadelphia, as well as property taxes in the rest of the Commonwealth. While the City's budget and Five-Year Plan do not include the \$94.7 million in funding, the wage tax rate would drop below 4% as noted in Tables 2a and 2b for residents in *FY09* if that funding is received.

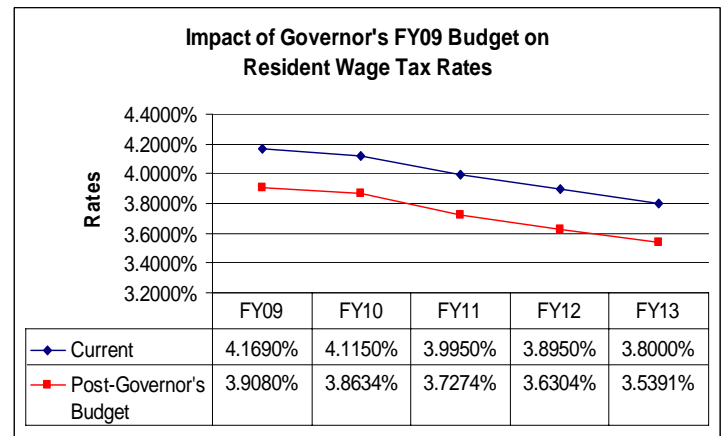
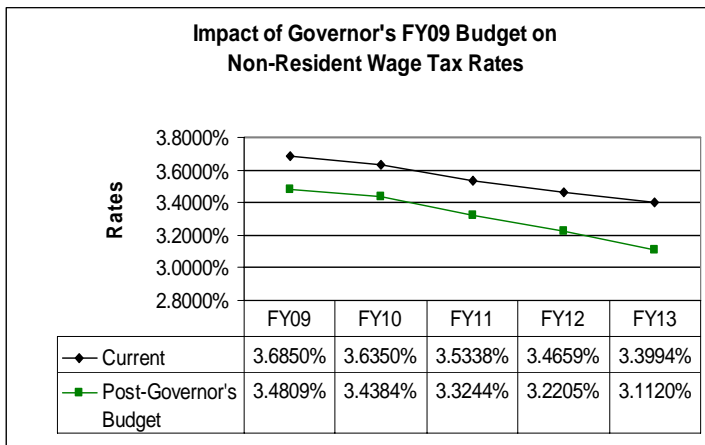
Table 1

Wage Tax Rate Reductions <sup>1</sup>				
Fiscal Year <sup>2</sup>	Residents		Non-Residents	
	Rate	Change from FY03 Rate	Rate	Change from FY03 Rate
2003	4.5000%		3.9127%	
2004	4.4625%	-0.83%	3.8801%	-0.83
2005	4.3310%	-3.76%	3.8197%	-2.38%
2006	4.3010%	-4.42%	3.7716%	-3.61%
2007	4.2600%	-5.33%	3.7557%	-4.01%
2008	4.2190%	-6.24%	3.7242%	-4.82%
2009	4.1690%	-7.36%	3.6850%	-5.82%
2010	4.1150%	-8.56%	3.6350%	-7.10%
2011	3.9950%	-11.22%	3.5338%	-9.68%
2012	3.8950%	-13.44%	3.4659%	-11.42%
2013	3.8000%	-15.56%	3.3994%	-13.12%
Total Reduction, 1995-2013	3.8000%	-15.56%	3.3994%	-13.12%

<sup>1</sup>Projected rates for 2006-2012 are based on pending legislation. They do not include the potential additional wage tax rate reductions made possible by state fiscal assistance for tax reform.

<sup>2</sup>The FY96 reductions took effect January 1, 1996. The reductions for fiscal years 1997 through 2004 took effect on the first day of the fiscal year, July 1. The reduction for fiscal year 2005 took effect on January 1, 2005.

### More Wage Rate Decreased Are Likely after the Governor's FY09 Budget Is Enacted



*Business Privilege Tax (BPT)*

The General Fund's second largest tax revenue source is the business privilege tax (BPT). Businesses pay the BPT, the combination of an enterprise's net income and gross receipts.

For FY09 rates will be 0.1415% on gross receipts, (down from .325% before the tax reduction program began) and 6.4% on net income, although there are modified rates for financial institutions, public utilities, some manufacturers, wholesalers, and retailers. Regulated industries,

such as financial institutions and public utilities, are taxed at the lesser of either .1900% of receipts or 6.4% of net income. Non-regulated industries—such as manufacturers, wholesalers, and retailers—can opt for an alternative tax on receipts that permits subtracting certain product and labor costs from receipts, for purposes of their tax calculation.

In order to improve the City's competitiveness, the Nutter Administration is committed to eliminating the gross receipts portion of the tax and reducing the net income portion. Under the reductions proposed in this Plan, and included in a bill introduced by Councilman W. Wilson Goode, Jr., the gross receipts portion of the tax will be eliminated in eight years. In addition, the Nutter Administration proposes to reduce the net income portion of the tax from 6.5% (FY08 rate) to 6% by FY13. The net income portion of the tax has never been reduced before and the gross receipts portion has been in place for decades. These historic changes to the City's tax structure will make it easier for businesses to open, expand and thrive in Philadelphia.

#### *Property Tax*

The property tax (or real estate tax) is expected to generate \$411.4 million in FY09, or 16.3% of local tax revenues. This tax is levied on the assessed value of residential and commercial property in the City.

The property tax (or real-estate tax) is expected to generate \$375.4 million in FY09. This tax is levied on the assessed value of residential and commercial property in the City. The tax rate was 8.264% in FY08, with revenues divided between the City (40%) and the School District of Philadelphia (60%). In recent years, the City has shifted increasing proportions of its property tax revenues to the District to help it avoid budget shortfalls.

#### *Real Estate Transfer Tax*

Philadelphia charges a 3% tax, known as the real estate transfer tax, on every sale of real property in the City. (An additional 1% is levied by the Commonwealth of Pennsylvania for a total 4% tax on real property sales.) In FY09, the City's 3% tax

is estimated to generate 7.9% of general fund tax revenue, or \$199 million.

However, revenue from the real estate transfer tax decreased in FY07, followed by a marked decline in revenues year to date. In addition, the dramatic slowdown in the national housing market may signal a similar slowdown in Philadelphia that may constrain revenue growth over the next 5 years. The FY09-FY13 Plan projects a 5.7% decrease in FY08 followed by a 1% growth in FY09 and growth at the regional inflation rate (2.5%) thereafter.

#### *Sales Tax*

The sales tax accounts for 5.5% of local tax revenues in FY09. The state legislature authorized imposition of a local 1% sales-and-use tax under the PICA Act of 1991, and the tax was first collected in October 1991. The local sales tax is collected by the state and remitted to the City monthly. The Plan projects sales tax collections growing by 2.5% annually from FY08 to FY13 (the regional inflation rate).

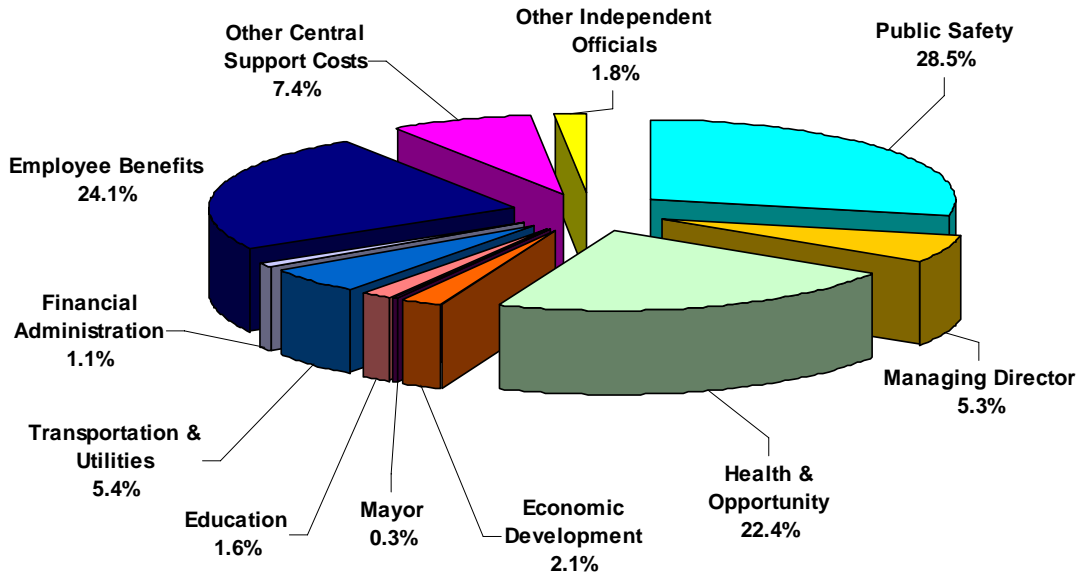
#### *Parking Tax*

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

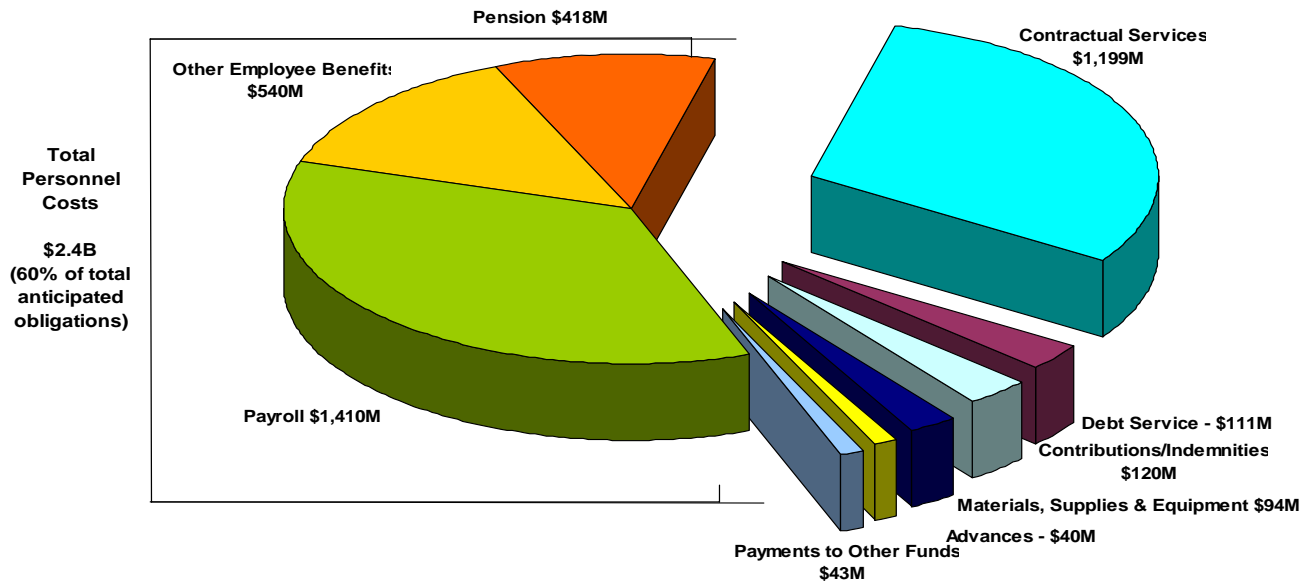
The Nutter Administration plans to increase the rate to 20%, consistent with the recommendations of the Tax Reform Commission, which will increase revenue by \$16 million in FY09. The rate increase will not only raise much needed revenue and encourage residents to use public transit, but fund badly needed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

## City of Philadelphia Budget FY2009 - Where Does the Money Go?

**City of Philadelphia Proposed FY2009 General Fund Budget ,  
Allocation By Category (\$3.975 billion)**



**General Fund Fiscal Year 2009 Obligations By Type of Expenditure  
Total Amount of Funds: \$3.975 Billion**





### ***General Fund Obligations***

Many of the City's budget priorities reflect not only public demand, but also a continuous effort to address basic structural challenges unparalleled among other cities or counties in Pennsylvania and across the nation. The City not only provides

basic local government services, but also a significant array of social services that are typically the responsibility of state or county government elsewhere in the nation (*see Box 1*).

#### ***Box 1: The County Dilemma***

In addition to local budget cost drivers, such as healthcare and pension costs, Philadelphia's high tax burden is tied to its service responsibilities as both a city and county. Urban taxpayers often fund services particular to dense and lower income populations – higher policing costs for example. County taxpayers typically finance services shared among their municipalities and unincorporated areas, such as courts and prisons. But Philadelphia taxpayers bear the cost of both types of services, and often without significant support from the Commonwealth of Pennsylvania.

A study by the Brookings Institution underscores this, finding that Philadelphia had the widest range of service mandates by state government and the lowest general revenue sharing support among its peer cities. As a result, when compared with similarly sized cities across the United States, Philadelphians pay more taxes. For example, in 1985 the State Supreme Court ordered the Commonwealth to fund the First Judicial District (FJD). Except for early attempts at implementation resulting in \$2 million in savings for the City, the Commonwealth has refused to comply with the Supreme Court's order, leaving the City to absorb well over \$100 million in annual FJD costs. With \$100 million in additional tax reductions, the City could abolish the gross receipts portion of the BPT or reduce wage rates by almost an additional 9.6 percent.

Throughout the rest of Pennsylvania, the burden of financing county-level services is spread widely across areas of high and low social need and varying fiscal capacity. Only in Philadelphia are the burdens of financing county-level services concentrated entirely on the urban population.

### ***Future Obligations and Challenges***

Numerous cost drivers pose risks to the City's ability to achieve and maintain budgetary balance over the life of the FY2009-FY2013 Five-Year Plan. These drivers include certain structural obligations—such as labor health and welfare costs, and pension costs—but also service and funding obligations related to human services and criminal justice services.

#### ***Wages/Benefits***

Personnel salaries and benefits account for nearly 59.6% of the FY09 General Fund budget. The outcome of upcoming labor negotiations or arbitration decisions could result in salaries and benefits making up an even greater portion of the General Fund, jeopardizing the FY09-FY13 Plan.

As in past plans, the FY09-FY13 Plan does not reflect wage increases beyond those previously negotiated (through FY08). In a change from previous Five-Year Plans, this plan does not include an increase for employee benefits. Instead, the plan does allocate just over \$400 million over the 5 years of the Plan in a separate line for funding wage and/or benefit increases that are still to be negotiated with the City's employee bargaining units. All four major City bargaining units are covered by contracts that are set to expire on June 30, 2008.

#### ***Pensions***

Philadelphia has 33,907 retired workers receiving pension benefits, a group expected to expand in the coming years at a faster rate than the number



of active employees, according to a recent report by the Pew Charitable Trusts and the Economy League of Greater Philadelphia, *Philadelphia's Quiet Crisis: The Rising Costs of Employee Benefits*. As the title of this January 2008 report conveys, this obligation, along with other employee benefits, threatens to become a crisis for the City. Yesterday's personnel costs represent an ever-growing portion of the City's budget, limiting dollars available for today's needs.

This situation stems, in part, from past failures to appropriately fund pension obligations. In the 1970s and 1980s, the City ignored much of its future obligations in favor of at-the-moment needs. When the technology bubble burst in 2000, two years of investment losses as the market sank helped dramatically increase the Fund's unfunded liability. The City's pension system is currently funded at 51.6%, with a \$3.9 billion unfunded liability, requiring annual payments in excess of \$350 million for the foreseeable future; among large cities studied in the Pew report, Philadelphia's 48% unfunded liability is the highest with the exception of Pittsburgh, at 56%. This annual payment to address the unfunded liability is in addition to the normal cost payments to the system, which exceed \$80 million a year over the next 5 years.

In order to address this issue and prevent it from undermining the City's long-term fiscal health, the Nutter Administration is proposing a pension obligation bond that would fund 95% of the pension fund's obligations. The borrowing would,

in essence, eliminate the City's unfunded pension liability, ensuring that current employees would receive their defined benefit payments in retirement.

The City would also ensure that the unfunded liability did not recur by moving all *new* employees into a defined contribution plan, capitalized with an annual investment of \$10 million over the life of the FY09-FY13 Plan. Under this new retirement benefit plan, the City would guarantee the payment that it made to employees, but not the benefit that those employees would receive.

In addition, several other cost drivers that place this Plan at risk are highlighted in PICA's recent report, *Balancing a Budget on about 10 Million Dollars a Day: the Fiscal Situation Facing the New Mayor*. Among these challenges are:

- A prison census increasing at an alarming rate;
- Outstanding debt owed by Philadelphia Gas Works, contingent upon the utility making management reforms;
- The potential for additional requests from the School District for financial assistance to avoid budget shortfalls; and
- Allocating the capital funding required to strengthen a crumbling infrastructure without causing significant increases in long-term obligations

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### ***Capital Program***

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

### ***City-Supported Capital Funding***

The Nutter administration is committed to investing in the City's infrastructure, which has suffered from years of neglect. To support infrastructure investment, the City has pledged to spend \$120.5 million in FY09, the largest amount since FY02. Of this amount, \$50.8 million will be funded through new general obligation (GO) bonds issued by the City, \$29.7 million will be funded through previously authorized capital funds, and \$40.3 million will be funded through pre-financed PICA loans. The chart below shows City support of the Capital Budget in FY09, compared to prior years.

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

*Capital Budget Sources of Funds (All)*

The proposed FY09 Capital Budget, the first year of the Capital Program, totals \$862.1 million. Of the total, \$50.8 million, or 6%, will be funded through new GO bonds issued by the City. GO bonds are repaid from the City's General Fund tax revenues. Prior-year and other tax-supported funds, including pre-financed PICA loans, equal \$84.3 million, or 10%. The largest single source of FY09 funding is "self-sustaining" loan funds. Self-sustaining loans, issued as Philadelphia Airport and Water Department revenue bonds, account for 38% of proposed spending (\$325.2 million). Self-sustaining operating revenue (\$35.7 million) accounts for another 4% of the total. Federal, state, and other government sources supply \$359.1 million in funds (41%), and lastly, private sources provide \$7.1 million, or about 1%. Sources of funds are shown in the chart below.

Beginning in FY09 and for the duration of the program, the Nutter Administration has committed \$10 million of pay-as-you-go funding per year for street resurfacing to address the 500

linear miles.

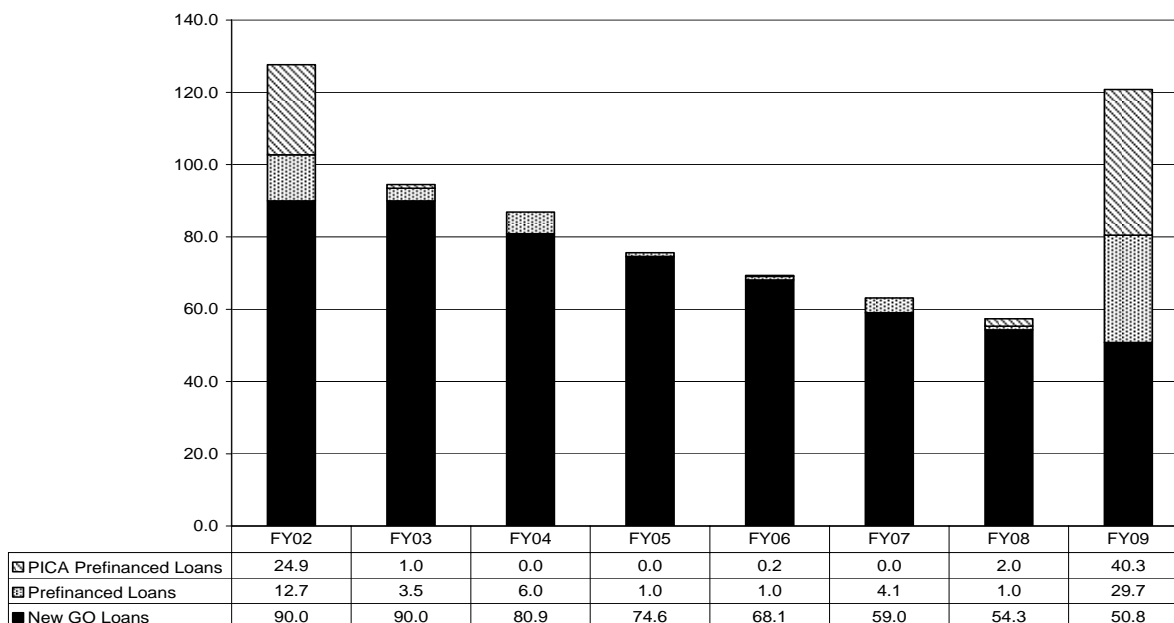
*Capital Budget Uses of Funds*

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

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

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

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



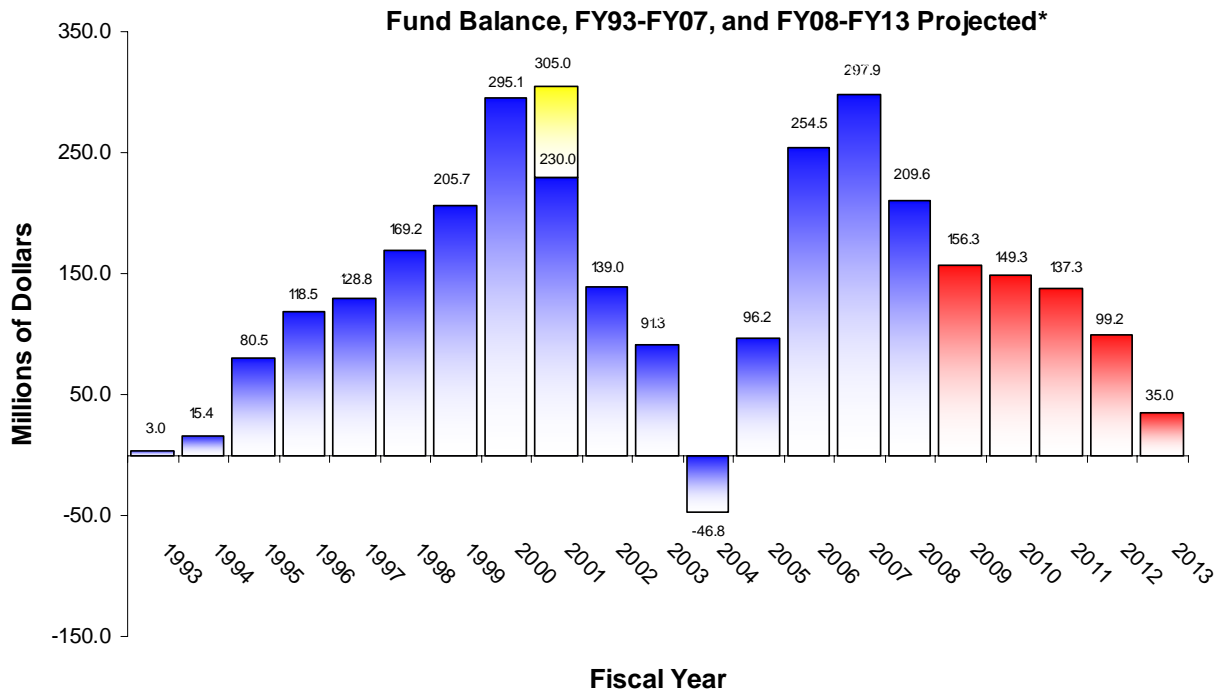
In addition, \$2 million of operating revenue will support computer and communication system improvements, and \$800,000 of new GO funding will support Fire facility renovations.

- The Philadelphia Prison System (PPS) census has continued to rise from an average of 8,796

in FY07 to almost 9,100 in early 2008. A total of \$21.4 million of PICA and other funding will support design and construction of a dedicated 224-bed certified juvenile facility on the PPS campus. Additionally, the PPS will receive \$4.1 million for facility and communications system improvements in FY09

## *City of Philadelphia Budget FY2009*

### *The Bottom Line: Fund Balances FY2009-FY2013*



#### ***Fund Balance***

In recent years, the City has maintained a sizable fund balance: in FY07, the fund balance was just under \$300 million. This marks a dramatic recovery from the City's \$46.8 million General Fund deficit at the end of FY04. The size of the current fund balance, however, masks underlying issues discussed in the following section that continue to endanger the City's financial stability.

For example, the City's fund balance would have been substantially lower if the City had been making larger contributions to its pension system or had pursued the prudent infrastructure investments called for by PICA and the City Planning Commission.

The Nutter Administration is proposing a Five-Year Plan for FY09-FY13 that anticipates a modest fund balance of \$34.97 million in FY13

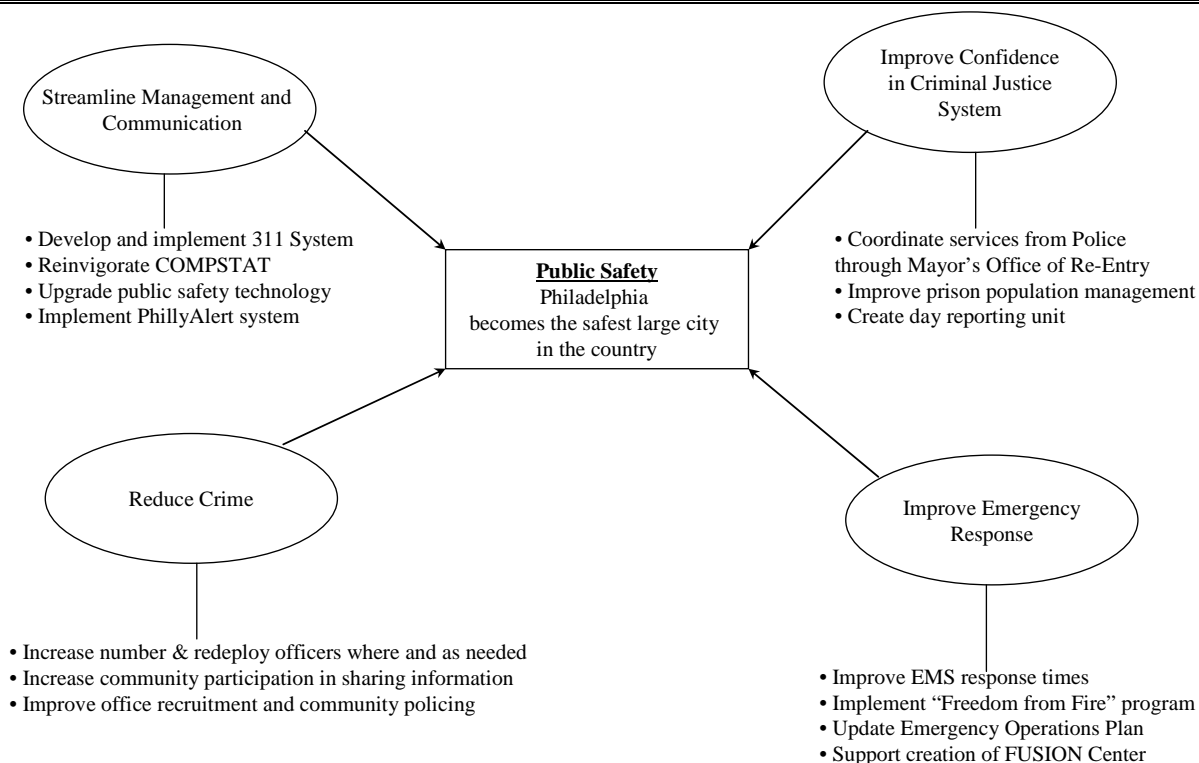
while implementing significant reductions in taxes, and funding critical enhancements in City services, overdue investments in critical infrastructure, and important initiatives to ensure long-term stability of the City's finances.

## *Public Safety*

*Make Philadelphia the Safest Large City in the Country*

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

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



Just as providing for the common defense is the fundamental obligation of our national government, it is the very first obligation of local government to protect the lives of its residents. The Nutter Administration is committed to making difficult choices regarding the allocation of resources and to making the investments necessary to ensure the long-term security of the citizens of Philadelphia. Our goal is to make our citizens feel safer at home, school, in their neighborhoods, at work, and at play. To do this, we will reduce the City's homicide rate by 25% in 2008. All public safety agencies will structure their performance around this goal.

There are many City agencies involved in the promotion of public safety, and each has an important mission. The mission of the Philadelphia Police Department (PPD) is to fight crime and the threat of crime, including terrorism,

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

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

criminal justice system all play crucial roles in the City's efforts to promote public safety.

#### **How will we get there?**

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

#### **Box 2: A Return to the Basics:**

#### **Philadelphia Police Department's Crime Fighting Strategy**

On January 7, 2008, his first day in office, Mayor Nutter asked Police Commissioner Ramsey to develop a strategy to reduce violent crime. The Mayor and Commissioner Ramsey released the plan on January 30. The crime plan takes these goals and translates them into actionable steps. The focus of the Crime Fighting Strategy is a return to the basics of policing. It combines what works from traditional crime fighting and the best of community policing. It is a bold, aggressive plan for a long-term, sustainable approach to reducing violent crime in Philadelphia. Crime fighting must be relentless and unwavering. The strategy is the way the Philadelphia Police Department will provide police service to all of our neighborhoods. The strategy, which is already being implemented, has the following priorities.

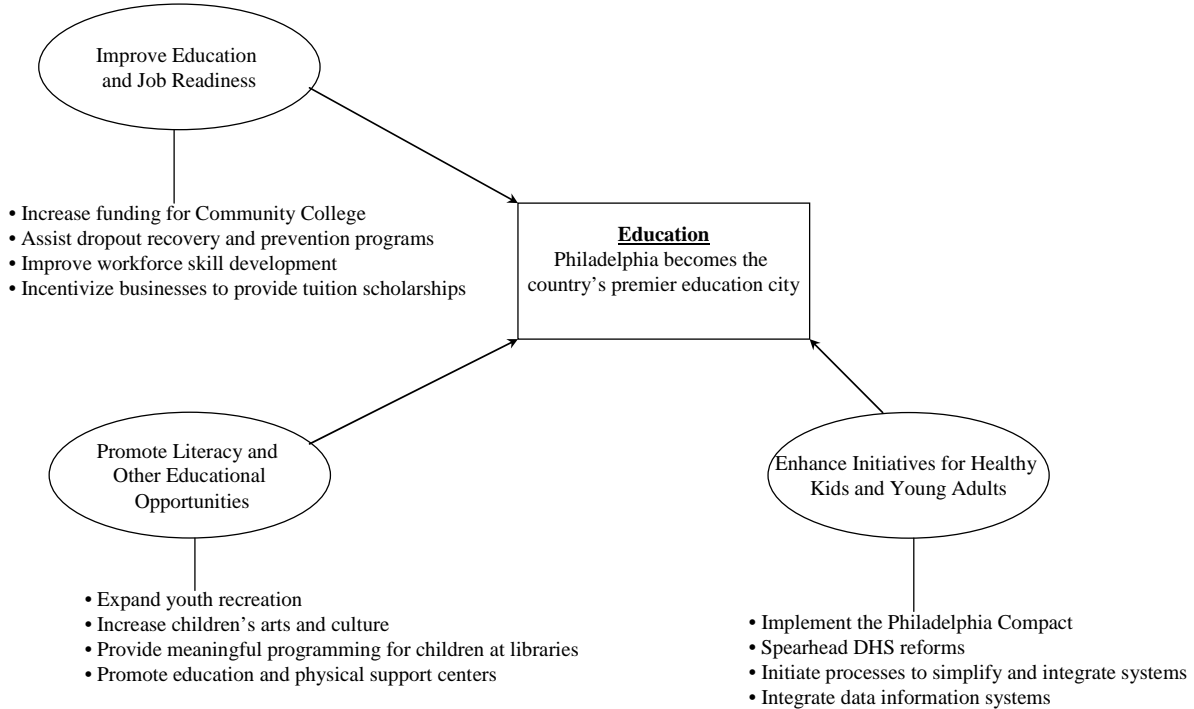
- Put 200 more officers on the street in uniform patrol by May 1<sup>st</sup> through redeployment, hiring new officers, and the temporary use of overtime.
- Focus efforts on the nine most violent districts, establishing Targeted Enforcement Zones within those districts. PPD will immediately implement aggressive, proven tactics, including, but not limited to, lawful stop and frisk tactics, increased VUFA (Violation of Uniform Firearm Act) and aggravated assault warrant service, and increased lost and stolen gun investigations.
- Expand the existing surveillance camera program from 26 to 250 cameras by December 31, 2008.

## *Education*

### *Philadelphia Becomes the Country's Premier Education City*

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

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



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

The Philadelphia public schools are operated by the School Reform Commission, but the City is a

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

In his inaugural address, Mayor Nutter said that he would reduce the high school drop out rate by 50% over the course of five to seven years. He also set a goal to increase the number of residents over the age of 24 with a four-year Bachelor's

degree from its current 20% to 40% over five to ten years. Getting there will not be easy, and will draw on a diverse set of stakeholders and partners. City revenues pay a large share of the School District's budget, and the Administration will work with the School Reform Commission to ensure that these funds are put to the most effective use. The Administration will also work to increase state and federal funding to our schools. In addition, the Nutter Administration will partner with community colleges and

universities, employers and workforce agencies to ensure that education is incentivized and accessible to all residents.

**How will we get there?**

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

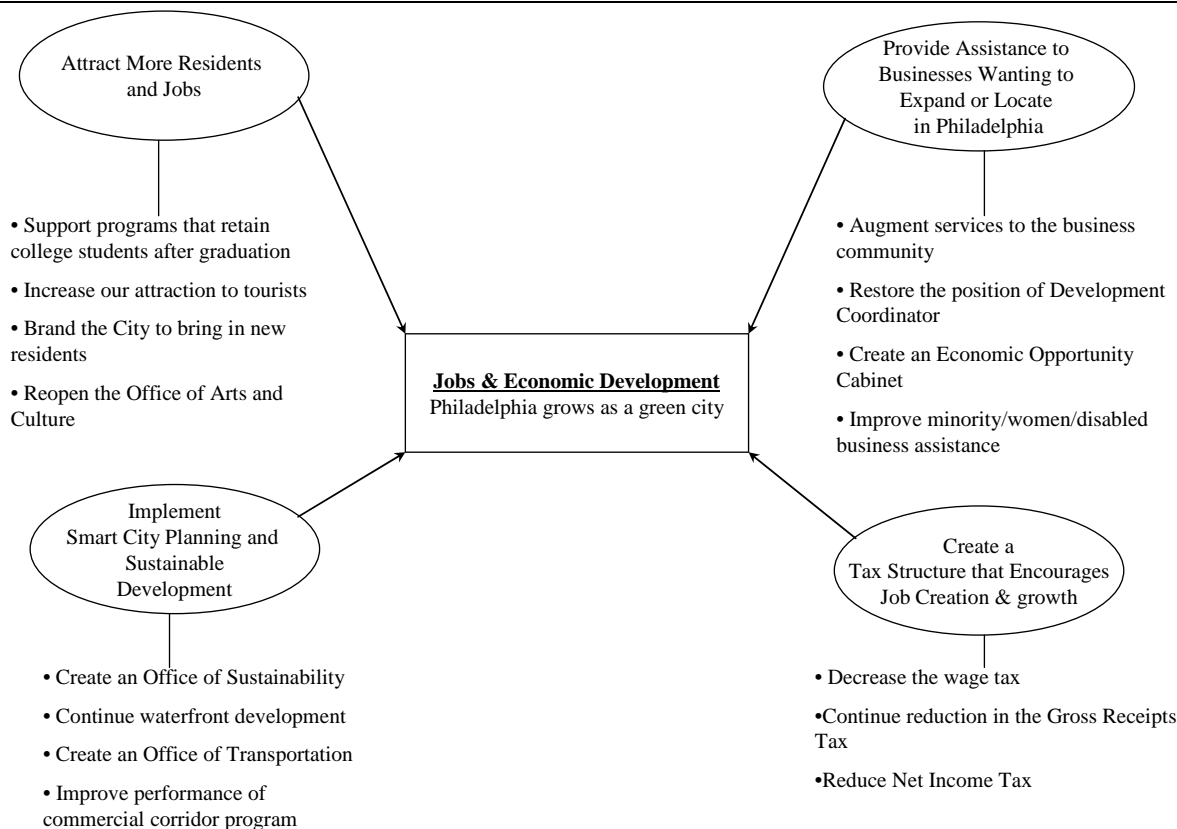


## *Jobs and Economic Development*

*Philadelphia Grows as a Green City*

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

Change the tax structure to encourage job creation and income growth



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

The Administration's strategies will be directed by the Deputy Mayor for Planning and Economic Development. Also designated as the Director of Commerce, the Deputy Mayor will manage all departments with land development-related functions, including the Office of Housing and Community Development, the Philadelphia City Planning Commission, the Office of Sustainability, the Department of Licenses and Inspections, and

the Philadelphia Historical Commission. All quasi-public agencies dealing with economic development, such as the Philadelphia Industrial Development Corporation (PIDC) and the Redevelopment Authority of Philadelphia (RDA), will also report to the Deputy Mayor to ensure comprehensive planning and coordination of the City's development resources. The initiatives described below are important parts of the Administration's agenda for Philadelphia's economic development.

### **How will we get there?**

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

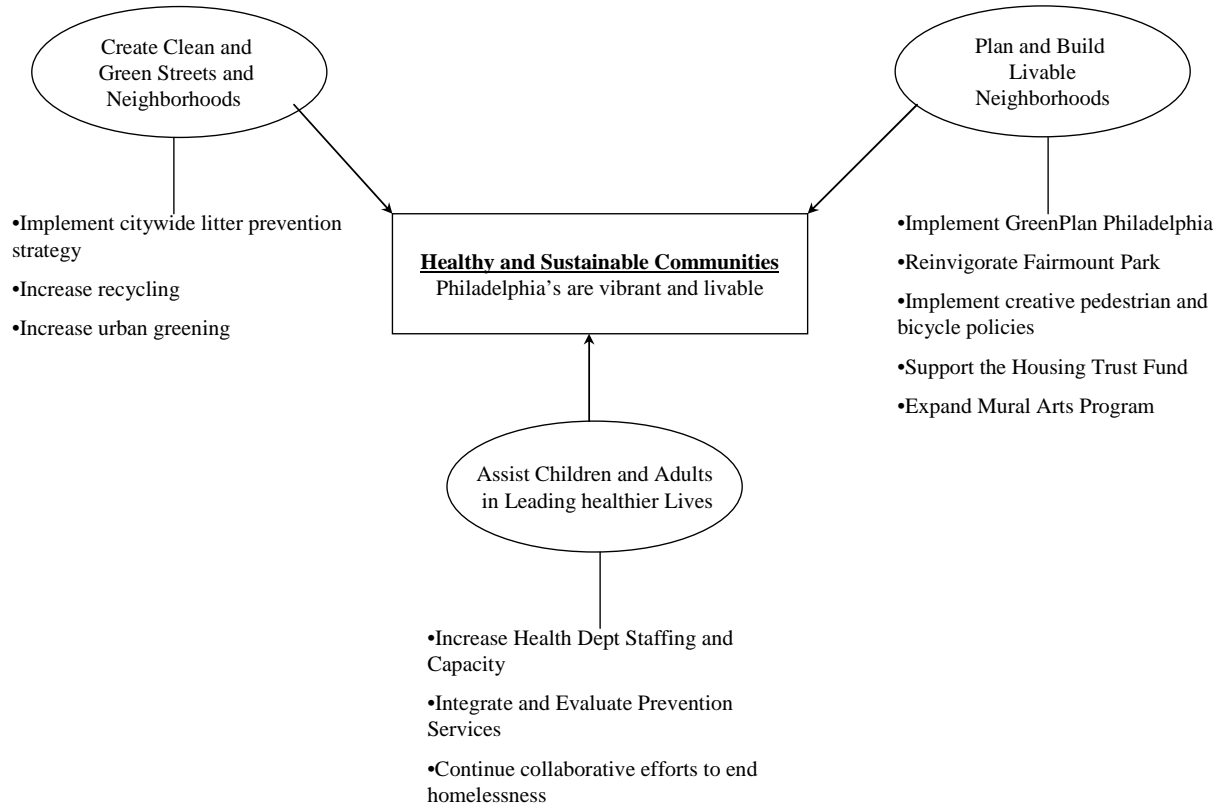
## *Healthy and Sustainable Communities*

*Philadelphia Neighborhoods are Vibrant and Livable*

Increase recycling and decrease per capita use of resources

Decrease litter citywide

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



Philadelphia is already known as a city of great neighborhoods, but these neighborhoods can be even better. The initiatives discussed in this chapter provide a roadmap to improve the environment for all Philadelphians, which will also make the City more attractive to newcomers. Crucial to these goals are creating coordinated systems to improve our neighborhoods, to create and manage open space, and to make the City clean, safe, and healthy. Achieving these goals will require the cooperation of all City agencies, in particular the City Planning Commission, the Streets Department, the Department of Public Health, the Department of Licenses and Inspections, and the Office of Housing and

Community Development. Coordination of these and other agencies will be a primary focus of the Managing Director and all the Deputy Mayors. In implementing the initiatives described below, as well as well as others, the Nutter Administration will strive to create and implement a comprehensive vision that promotes long-term, sustainable, community and family improvement.

### **How will we get there?**

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

## Ethics

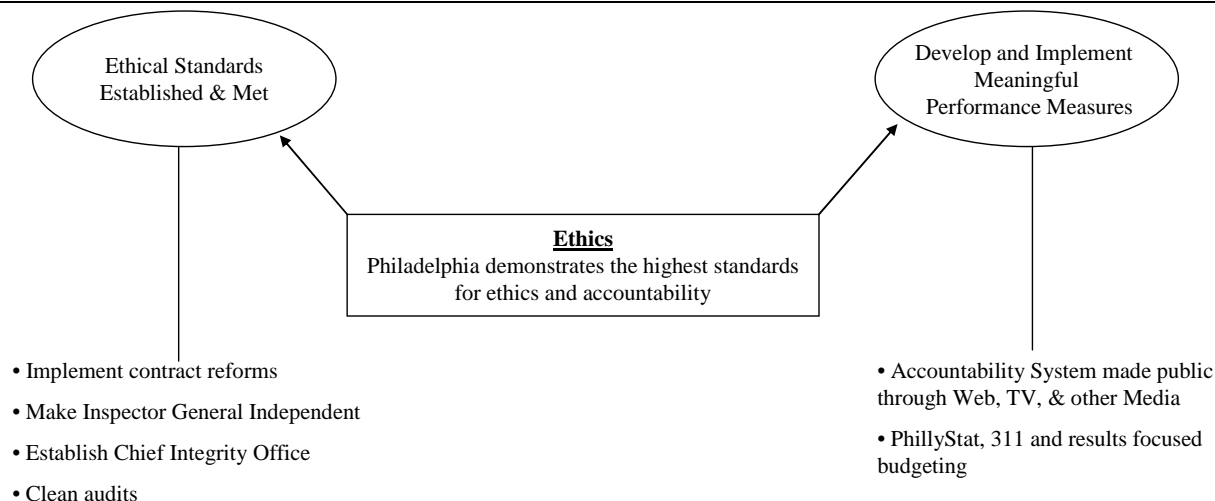
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### *Philadelphia Demonstrates the Highest Standards for Ethics and Accountability*

Establish and meet ethical standards

Increase the number of citizens who believe their government is trustworthy

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

The citizens of Philadelphia deserve a government that is responsive and accountable. The Nutter Administration will establish, publish and meet the highest standards of performance from all the employees of the City and make Philadelphia a national model for government transparency. The Nutter Administration will employ the best management practices and work to ensure that City services are provided at the highest quality and lowest cost. This will include the implementation of the Phillystat initiative and the creation of a 311-phone system.

#### **How will we get there?**

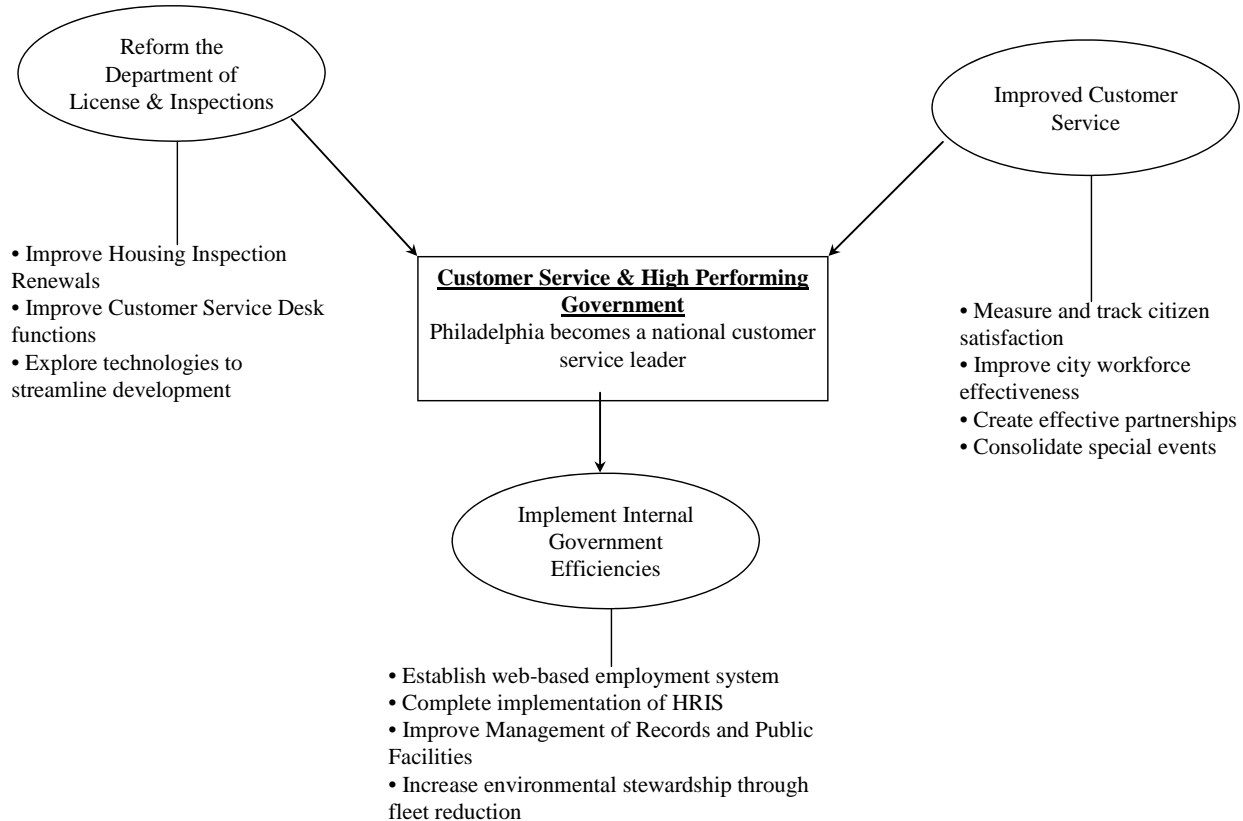
- *Establish and meet ethical and integrity standards*
- *Develop and implement meaningful performance and accountability measures*

## Customer Service and a High Performing Government

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

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

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



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

#### **How will we get there?**

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



## *Appendix #1 – Glossary of Terms*

**Balanced Budget** - when the amount of money collected equals the amount of money spent for a fiscal year. It is the assumption made when creating the budget

**Budget** – a formal estimate of revenues and expenditures for a defined period, usually one fiscal year

**Business Privilege Tax (BPT)** – composed of two parts, the net income and gross receipts (total sales) and paid by all businesses in the city

**Cap** – a legal limit on annual discretionary spending.

**Capital Program** – The City’s six-year plan for the construction and renovation of buildings, facilities, and infrastructure

**Debt Service** – the annual amount of money necessary to pay both the principal and interest on outstanding debt

**Deficit** – when the amount of money actually spent exceeds the amount of money collected in a fiscal year

**Enterprise Fund** – funds not included in the general fund, such as Water and Aviation. Each of the enterprises fund are self-reliant in terms of obligations and revenues (budgeted separately)

**Expenditure** – actual payment for goods and services received

**Fiscal Year** - the city government’s accounting period. It begins on July 1 and ends on June 30. For example, fiscal year 2009 (FY09) will begin on July 1, 2008 and end on June 30, 2009.

**General Fund** – principal operating fund of the city; represents the obligations (anticipated expenditures) and revenues of the majority of departments

**Grants Revenue Fund (Unanticipated Grants)** – grants received by the City that were previously unexpected

**Non-recurring** – an expenditure spent or revenue collected only in the given fiscal year (one-time)

**Operating Budget** – legally adopted plan for anticipated expenditures for personnel, services, supplies, current charges, and equipment in a fiscal year

**Outlays** - the amount of money the government actually spends in a given fiscal year.

**PICA** – Pennsylvania Intergovernmental Cooperation Authority, which oversees and advises the financial affairs of the city

**Receipts** - the collections of money that primarily result from taxes and similar government powers to compel payment

**Recurring** – revenues collected or expenditures spent every fiscal year

**Reserve/Rainy Day Fund** – money allocated for contingencies

**Revenue** – income actually received by the City. Can be earned in the form of various taxes, charges and fees, or from the state or federal government

**Surplus** - the amount by which money collected exceeds money spent in a fiscal year



## *Appendix #2 – Annual Budget Schedule*

### **July**

- *Fiscal year begins*
- *Meet with departments to discuss Target Budget spending levels and review performance measures*
- *Release Council-approved Budget in Brief*
- *Release PICA-approved Five-Year Plan*
- *Start annual citizen survey*
- *First drafts for Mayor's Report on City Services due from departments*

### **August**

- *Quarterly City Managers Report for 4th quarter of previous fiscal year due to PICA*

### **September**

- *Capital budget call issued by City Planning*
- *Begin planning for Five-Year Financial Plan*

### **October**

- *Hold 1<sup>st</sup> Quarter budget meetings*
- *Send requests to departments for Five-Year Plan submissions*
- *Capital budget submissions due to Planning Commission*
- *Requests for estimates of SEPTA, subsidy, rent, utilities, pensions, etc. sent*
- *Citizen survey data shared with departments and incorporated into Mayor's Report on City Services*

### **November**

- *City Planning and Budget Office meet with departments to discuss capital budget submissions*
- *Quarterly City Managers Report for 1<sup>st</sup> quarter due to PICA (November 15<sup>th</sup>)*
- *Preliminary budget levels for next fiscal year set*
- *Mayor's Report on City Services to be released by end of month*

### **December**

- *Preliminary Budget requests due in Budget Office*
- *First drafts of Five-Year Plan documents due to Budget Office*
- *Budget Office meets with departments to set spending levels for next fiscal year, reviews performance measures, and submits justification requests to Mayor's Office for approval*

- *Preliminary Capital Budget and Program recommendations are finalized and sent to Mayor's Office for approval*

### **January**

- *Five-Year Plan released*
- *Budget in Brief released*
- *Mayor makes budget address and transmits proposed operating and capital budget ordinances*
- *Final proposed budget levels given to departments*

### **February**

- *Quarterly City Managers Report for 2<sup>nd</sup> quarter due to PICA (February 15<sup>th</sup>)*
- *Budget Office meets with departments to review testimony and prepare for hearings*
- *Budget detail released and submitted to Council*
- *Council hearings begin*

### **March**

- *Budget testimony provided to City Council*
- *Coordinate information provided by departments to PICA during PICA budget review sessions, and assist/monitor departments in presentations to PICA at sessions*

### **April**

- *Budget Office meets with departments to review 3<sup>rd</sup> quarter spending and performance measures.*
- *Initiate contract scope discussions with citizen survey and graphic design firms*

### **May**

- *Quarterly City Managers Report for 3<sup>rd</sup> quarter due to PICA (May 15<sup>th</sup>)*
- *PICA provides list of departments requested for PICA hearings*
- *PICA hearings are held*
- *Target budget spending levels for next fiscal year established and materials for preparation of target budget sent to departments*

### **June**

- *Target budgets due to Budget Office*
- *Finalize contracts with citizen survey and graphic design firms*





## *Appendix #3 – Important Contacts*

### AGENCY SERVICE

Board of Revision of Taxes	(215) 686-9270
Bureau of Administrative Adjudication	(215) 686-1584
City Commissioners	(215) 686-1505
Department of Behavioral Health/Mental Retardation Services	(215) 685-5400
Fairmount Park Commission	(215) 683-0200
Fire Department	
<i>Arson hotline</i>	(215) 546-TIPS
<b><i>Emergencies</i></b>	<b>911</b>
Free Library	(215) 686-5322
Homeless Services	(215) 232-1984
Human Services	
<i>Child Abuse &amp; Neglect reports</i>	(215) 683-6100
<i>General Information</i>	(215) 683-4DHS
<i>Parenting Education</i>	(215) PARENTS
Licenses & Inspections	(215) 686-2471
Mayor's Business Action Team	(215) 683-2100
Mayor's Office of Information Services	(215) 686-8101
Mayor's Office of Neighborhood Transformation	(215) 523-9520
Minority Business Enterprise Council	(215) 686-MBEC
Personnel Department	(215) 686-0880
Philadelphia International Airport	1-800-PHL-GATE
Philadelphia Prison System	(215) 685-8394
Police Department	
24-hour Drug Hotline	215) 686-DRUG
<i>Most Wanted Tip Line</i>	(215) 683-WANT
Public Health	
<i>24-hour Suicide &amp; Crisis Intervention</i>	(215) 686-4420
<i>AIDS Hotline</i>	(215) 985-AIDS
<i>Animal Control &amp; Animal Bites</i>	(215) 685-9040
<i>Food Poisoning</i>	(215) 685-7494
<i>Infant &amp; Child Immunizations</i>	(215) 685-6748
<i>Insect Control</i>	(215) 685-9027
<i>Lead Crisis Hotline</i>	(215) 685-2797
<i>Odor, Noise &amp; Air Pollution Complaints</i>	(215) 685-7580
<i>Restaurant Complaints</i>	(215) 685-7495
Recreation Department	(215) 683-3600
Revenue Department	(215) 686-6600
Streets Department	(215) 686-5560
Traffic Court	(215) 561-3636
Water Department	(215) 685-6300
<i>Customer Information</i>	(215) 686-6880

### **CITY OF PHILADELPHIA WEBSITE**

[www.phila.gov](http://www.phila.gov)

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