

City of Philadelphia



Five Year Financial and Strategic Plan for Fiscal Years 2017-2021

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

Presented to City Council March 3, 2016

James F. Kenney, Mayor

This report is available online at www.phila.gov

CONTENTS

Contents	3
Letter from the Mayor.....	6
Executive Summary	9
Strategic Initiatives of the Kenney Administration.....	13
Expanded Pre-Kindergarten	14
Community Schools.....	16
Rebuilding Community Infrastructure.....	17
Energy Campaign.....	18
Revenue Outlook.....	19
Philadelphia Demographics.....	20
Local Economic Conditions.....	26
The City’s FY17 Revenues	29
Governor’s Proposed Budget	39
Expenditure Outlook	41
The City’s FY17 Expenditures	42
Labor.....	45
The City’s Capital Budget.....	49
Agency Outlook	53
Art Museum.....	54
Board of Pensions.....	60
City Treasurer	62
Civil Service Commission	63
Commerce Department.....	64
Division of Aviation.....	68
Office of the Director of Finance	70
Fire Department	74
Office of Fleet Management	77
Free Library of Philadelphia.....	79
Commission on Human Relations.....	82
Department of Human Services	85
Department of Licenses and Inspections	87
Law Department.....	89

Managing Director’s Office.....	93
Mayor’s Office	100
Mayor’s Office of Community Empowerment & Opportunity.....	104
Mural Arts Program	107
Office of Arts, Culture and the Creative Economy	110
Department of Behavioral Health and Intellectual disAbility	113
Office of Human Resources	116
Office of Innovation and Technology	118
Office of Planning and Development	120
Office of Property Assessment	126
Office of Supportive Housing.....	128
Office of the Chief Administrative Officer	130
Office of the City Representative	135
Office of the Inspector General	138
Department of Parks and Recreation.....	141
Police Department.....	145
Prisons System.....	148
Procurement Department	151
Department of Public Health.....	153
Department of Public Property	157
Department of Records	158
Department of Revenue	159
Streets Department.....	164
Water Department	167
Independent/Elected Agencies	171
Board of Ethics.....	172
Board of Revision of Taxes	173
City Commissioners	174
City Controller.....	175
City Council.....	176
District Attorney	177
First Judicial District of Pennsylvania.....	179
Register of Wills.....	182
Sheriff	183
Debt Management	184

Debt Management	185
Fund Balance Results and Projections.....	191
Fund Balance Results and Projections.....	192
How Philadelphia Budgets.....	195
Budget Overview and Process.....	196
Basis of Budgeting and Financial Policies	202
City of Philadelphia Organizational Chart.....	207
Glossary	208
Appendix.....	211
1.1 Revenues and Expenditures	212
1.2 Other Statutory Requirements.....	220
1.3 General Fund Full Time Positions	221
1.4 Cash Flow Projections.....	222
1.5 Enterprise Funds- Aviation and Water	224
1.6 Long Term Obligations.....	226
1.7 Five Year Obligation Summary by Department.....	227
1.8 Capital Budget Crosswalk- New and Previously Used Index Codes.....	246
1.9 Six Year Capital Program	247

LETTER FROM THE MAYOR

I am pleased to present to you this Fiscal Year 2017-2021 Five Year Financial Plan. These documents lay out my vision and plans for the government of the City of Philadelphia. In developing this Five Year Plan, my Administration and I are guided by the values of service, integrity, respect, and we will operate under the guiding principles of accountability, collaboration, communication, and results.

As described in the pages that follow, my Administration will structure our efforts around achieving results in five key areas. Those areas are: 1) Education, 2) Economic Opportunity, 3) Public Safety, 4) Effective and Efficient Government and 5) Diverse Workforce.

It is our objective to make Philadelphia a national leader in all five key areas. Several of the most significant priorities are outlined as follows:



Goal 1: Improve educational opportunities and outcomes for all of Philadelphia’s children

Quality pre-K and community schools are the foundation for a holistic and guiding pathway for our children’s future. The Administration is committed to providing quality pre-K seats to those highest in need, and ensuring that schools support the neighborhood beyond the school day. These initiatives will help prepare Philadelphia’s children to succeed in the 21st century economy and society. Our priorities include the following:

- Implement a funding plan to invest local dollars into quality pre-K
- Enroll students in new, quality, pre-K seats
- Support the improvement of the STARS quality rating system
- Transition select schools to community schools, targeting high-need neighborhoods, and already existing programs
- Develop an integrated data system to aide community schools

Goal 2: Improve economic opportunities for all Philadelphians

It is essential that all Philadelphians have access to economic improvement opportunities. My Administration will focus on ensuring that our city’s returning citizens, youth, and neighborhoods have the resources they need to succeed. The Administration will value the local power of small businesses to develop the strength of our neighborhood commercial corridors. We will also seek to attract international, suburban, and manufacturing investments to bring a variety of jobs back to our city. Our priorities include the following:

- Coordinate resources that support returning citizens with efficiency and effectiveness
- Create a pilot job pipeline project involving high school students and unemployed young adults
- Develop a sustainable plan which includes identifying economic development priorities for small businesses and commercial corridors
- Support the small business community in becoming informed and gaining access to small business programs and capital

- Develop a plan to expand the City’s support for manufacturing businesses and investments in building a skilled workforce for industrial and manufacturing jobs
- Align development programs with economic development and education initiatives
- Leverage international activities to create business opportunities for Philadelphians
- Implement a recruitment plan for businesses located in Philadelphia suburbs
- Continue to reduce wage taxes to improve the city’s economic competitiveness
- Continue to implement legislative changes related to BIRT to encourage businesses to remain and locate in Philadelphia

Goal 3: Improve public safety for all Philadelphians while treating residents with respect and dignity

It is my focus to continue to keep Philadelphians safe while maintaining a high sense of mutual respect between police, other safety personnel, and the communities they serve. This Administration is committed to reforming Philadelphia’s criminal justice system and to strengthening public trust, improving public safety, and promoting better opportunities for our returning citizens. Furthermore, we will work to expand programs targeted to keeping victims of domestic violence and street harassment safe. Our priorities include the following:

- Implement Focused Deterrence Policing and Gun Violence Prevention policies
- Develop an implementation strategy for Vision Zero
- Retrain officers on what constitutes reasonable suspicion and promote accountability for officers and commanders
- Address the issues of case processing times for pretrial defendants
- Establish alternatives to cash bail and pretrial incarceration for nonviolent offenses
- Commit to work with the MacArthur Foundation to determine goals and metrics for reducing Philadelphia’s Prison population
- Inventory domestic violence programming across Philadelphia and establish a timetable to increase victim services
- Ensure the discontinuation of brownouts
- Develop public education campaign in partnership with community and public stakeholders to reduce street harassment

Goal 4: Operate government efficiently and effectively

When the City runs efficiently, Philadelphians and visitors have the ability to get to where they need to be. It is my vision to use the public’s resources smartly and efficiently and to provide consistently high-quality, safe, and customer-focused services. Our government will operate on the highest levels of transparency, professionalism, and ethics. Our government will focus on ensuring that resources will reach neighborhoods and residents who need them the most. My priorities include the following:

- Improve Philadelphia’s 311 system to ensure its effectiveness for Philadelphians
- Ensure City agencies such as the Department of Human Services' (DHS) and Community Behavioral Health's (CBH) resources are reaching those residents who need them the most
- Invest in Philadelphia’s public infrastructure; specifically, those facilities in neighborhoods that have traditionally not seen high levels of investment, either public or private
- Ensure accountability in the performance of government departments through implementation of Program-Based Budgeting

Goal 5: Develop a diverse workforce that looks like Philadelphia and treat that workforce with respect

The government workforce and partners of government should be diverse and representative of the city as a whole. This Administration values diversity and will treat everyone with the dignity and respect they deserve regardless of race, gender, religion, national origin, disability, sexual orientation, or age. Our priorities include the following:

- Develop a plan to increase the number of registered Minority and Women-owned businesses in the OEO registry by 50% and the participation level to 35% by the end of 2019
- Improve cooperation and collaboration between the City and Philadelphia Works to establish proper oversight and achieve shared workforce objectives
- Form a Talent Development unit to work closely with Philadelphia Works and workforce partners in order to better connect job seekers to employment opportunities
- Complete the strategic plan for World Heritage Philadelphia and begin implementation to promote Philadelphia nationally and internationally
- Collect data from each City agency and department to conduct a needs assessment and inform the development of trainings for language access and cultural competency
- Develop a Language Access Training Program that will include increasing cultural competency of service providers in each City department and agency

This plan upholds our responsibility to be fiscally accountable while providing quality services for our citizens. In producing this plan, my Administration strives to make the choices necessary to meet the needs of all Philadelphians, while making smart investments to move Philadelphia forward and secure a better future for our families and neighborhoods.

Over the coming weeks, my Administration and I will present in more detail this FY17-21 Five Year Financial Plan to public officials and residents. I look forward to serving as your Mayor and working with you to make Philadelphia a leading city in America.



James F. Kenney

EXECUTIVE SUMMARY

The Mayor's proposed FY17 Budget and FY17-21 Five Year Plan (FYP) focus on the key goal of ensuring that City services run better, more efficiently, and provide enduring results. The choices within the proposed budget and FYP show the Administration's clear priorities: this Administration will make investments that have long-term value to City residents, and will impact children, families, and neighborhoods across Philadelphia.

Despite recovering from the recession of 2009, the City still operates with very narrow margins, and any moderate change in revenues or expenditures creates real challenges within the City's budget. Each fiscal year of this FYP ends with much lower fund balances than recommended by government experts. The fund balance reaches a low of \$37.7 million - 0.9% of revenues in FY18 -- and peaks in FY21 at \$127 million -- 2.8% of revenues -- still millions of dollars below the City's 6-8% policy. Having a healthy fund balance would allow the City to have greater flexibility, mitigate current and future financial risks, and ensure predictability of services. With high fixed costs such as the City's contribution to the Pension Fund, the School District of Philadelphia, debt service, and indemnities, all other important services and programs upon which residents depend are squeezed for resources.

The proposed budget found efficiencies throughout the City, to provide the ability to make important investments, and to ensure that the City remains fiscally responsible. Each investment has a high impact both in the short- and long-term, and balances strong demand for services with taxpayers' ability to pay for them.

Finding efficiencies to stretch taxpayer funds:

- The proposed FYP includes plans to reduce projected overtime across the City, through careful management and focused planning around employee deployment. The Police Department's overtime budget is proposed to be reduced by \$10 million across the FYP, and the Fire Department's, the Streets Department's, and the Prisons System's overtime costs by \$2.5 million each over the same five years. Other departments, such as Parks and Recreation, the Free Library, and Public Property, are also cutting overtime costs by a combined \$5.75 million over the FYP. Use of overtime is often a necessary tool to manage workload, but through concentrated efforts on hiring and retention, as well as modifications to current practices, the Administration plans to curtail unessential use of overtime across the City.
- Other efficiencies include reducing un-used vacant position slots within certain departments, and saving costs through lower fuel prices.
- The City will also invest \$100 million in energy projects on City-owned buildings for the Philadelphia Energy Campaign through two bond issues. The Campaign, proposed by Council President Clarke, will work to reduce the cost of utilities within municipal government. This includes a wide range of building types, from City Hall and the other larger municipal office buildings to the many small buildings including recreation centers, branch libraries, police stations, and firehouses.

Increasing Collection and Revenue Efforts:

- The proposed budget emphasizes continued improvement in revenue collections as getting every dollar owed to the City is essential. In FY15, the Revenue Department brought in about \$43 million in delinquent taxes for the City's General Fund. Through some strategic investments, the Department will build on a \$5.6 million increase in real estate delinquent collections projected for FY16, with an additional \$8 million annually each year of the plan. These investments include doubling the number of billings to inform taxpayers on a more frequent basis, increasing the number of services representatives assisting taxpayers, and adding technical programming to their IT system. Revenue also plans to increase collection activities by more broadly publicizing the list of top business tax delinquents and not just hosting it on the City's website. Another tax lien sale is planned for FY17, which builds off the prior two highly successful sales.

In total, the initiatives will help bring in \$69 million more in revenues from FY17 through FY21 than if collections had stayed at their FY15 base.

- The proposed budget also projects an additional \$600,000 in revenue from the Department of Records' accident reporting system, through an investment in additional features. The overall objective is to provide convenient online access to users, recover costs in the form of fees for service, and reduce the amount of manual handling of reports by staff, providing for greater efficiency. The programs and services that have received additional or new funding in this proposed budget are based around the following priorities.

Investments in Children and Families:

Through a new revenue source, a Sugary Drinks Tax of 3 cents per ounce that is projected to generate approximately \$95 million annually, the Administration proposes to invest in families around the city through programs that will provide long-term value. These investments include:

- New funding for quality pre-Kindergarten, growing from \$26 million in FY17 to \$60 million annually beginning in FY19. This investment will have a significant long-term impact on educational outcomes across the city, and will leverage state, federal, and philanthropic funding to expand access to quality pre-K, stabilize the financial situation of providers, and help develop the workforce to support quality.
- The creation of 25 community schools, with a proposed cost of \$4 million in FY17 growing to \$10 million annually beginning in FY20. These schools will improve upon the social and economic factors that negatively impact a child's environment, while also serving the community as a resource. The community schools strategy will work to improve the way we reach children to meet their needs. Schools will act as centers of activity, improving the equitable accessibility of services in the neighborhoods and serving as a broader resource for families and neighbors. The Administration maintains a core belief that strengthening schools will help strengthen neighborhoods across the city.
- By leveraging private and philanthropic revenues, the City's proposed investment in Rebuilding Community Infrastructure will dramatically improve community assets across Philadelphia, providing safe havens for children, and wonderful amenities for residents throughout every neighborhood. Mayor Kenney believes that these facilities should be clean, safe, ready, and energy efficient. Over the next eight years, the City will undertake an ambitious campaign to renew civic assets of parks, playgrounds, recreation centers, and libraries, so that every resident and neighborhood has access to high quality amenities. Funding for the project will include almost \$350 million from the City and hundreds of millions in philanthropic, state and federal funding.

Investments in the City's Workforce:

- The FYP sets aside \$200 million for costs related to labor contracts and employee raises. The Administration is committed to working with our labor partners for collective bargaining agreements that are fair to employees and other taxpayers.
- The City's Pension Fund remains one of the City's major financial challenges. Since FY01, the City's General Fund contribution has grown from \$194 million or 6.7% of expenditures to \$641 million or 15.4% of expenditures in FY17. This growth squeezes out resources that could be used for enhancing programs for residents. At the same time, the fund has seen its unfunded liability increase and its funded percent drop to 45%. The Administration is committed to working with unions, City Council, and the Controller to address the fund's issues. The Administration intends to allocate \$26 million in additional revenue from the Sugary Drinks Tax to the pension fund. In addition, the Pension Board's recent vote to lower the fund's assumed earnings rate will mean that the City will contribute \$5 million more each year to the fund. In total, the City's pension costs over the course of the FYP will be more than \$3.4 billion.

- Through the newly-created Office of the Chief Administrative Officer, the Administration intends to investment in training, retention, and recruitment Citywide. The FYP sets aside additional resources to ensure that City employees are better prepared for their work, have the ability to grow and thrive in the workplace, and to continue to attract bright and motivated individuals to public service.

Improving Public Safety

- The Mayor's proposed budget sets aside additional funds to develop a strategy around implementation of Vision Zero. Vision Zero takes the approach that traffic crashes are not accidents; they are preventable incidents. Cities around the world are starting to unify the resources and expertise of public health, law enforcement, and transportation officials towards a simple vision: eliminating all traffic fatalities and serious injuries. The Administration plans to focus efforts to prevent traffic fatalities in Philadelphia.
- The FYP proposes \$550,000 annually, which, when matched with philanthropic and private support, will allow the Police Department to purchase 4,000 body-worn cameras over five years for police officers and the necessary storage space that accompanies them. The body-worn camera program will enhance officer safety, enhance public trust by preserving factual representations of officer-citizen interactions through video and audio recordings, and will provide an impartial measurement for self-critique and field evaluations during officer training.
- The FYP ensures that firefighters have the necessary tools to combat fires and return safely to their families through annual investment in critical fire breathing apparatus. EMS paramedics will also have the pharmaceutical supplies and medications to ensure that patients are well-cared for.
- The Streets Department, through enhanced Right of Way activities, process efficiencies, technology improvements, and increased fees (with an estimated value of \$1.5 million annually), plans to ensure that traffic can safely and efficiently move through streets and sidewalks.

Improving Economic Opportunities

- This FYP proposes \$1 million more annually than was included in the FY16-FY20 FYP for the Commerce Department's Economic Stimulus program, a critical vehicle for the city's attraction and retention of businesses in Philadelphia.
- This FYP continues the reform of the Business Income and Receipts Tax, with the exemption of \$100,000 of receipts, single sales factor apportionment, and a reduction in the net income rate from the current rate of 6.39% to 6.15% by the end of the FYP. These changes are expected to eliminate disincentives to locate businesses within the city, and also to lower the overall tax burden of businesses, to allow them to grow and prosper, and to continue to add jobs as a result.
- This FYP also continues to reduce the Wage Tax rates, to help make the city more competitive and lead to job growth. Although modest for the first three years of the FYP, the rates decrease further in FY19 as the City's budget can afford them. By FY21, the resident wage tax rate will have dropped to 3.72%, its lowest rate in more than 40 years. Moreover, the FYP shows the impact of the proposed bipartisan plan to amend the Uniformity Clause of the Pennsylvania Constitution, to allow for a bifurcated property tax. The plan shows the change in wage tax rates due to an incremental increase in the commercial property tax rate, assuming a pay-as-you-go methodology for reducing the wage tax. This FYP shows the impact of that plan going into effect in FY20 as, under this plan, the residential wage tax rate would drop to 3.6% in FY21
- The proposed budget and FYP adds additional staff to the Mayor's Office of Labor to monitor wage tax theft and enforce the City's paid sick leave laws, ensuring that workers in Philadelphia receive the protections under the City's recently enacted legislation.

Improving our Neighborhoods

- This FYP proposes \$600,000 annually for the Storefront Improvement Program, one of the Commerce Department's most successful commercial corridor revitalization programs. The program provides an incentive and design assistance to businesses on targeted neighborhood commercial corridors to improve their storefronts. This funding will leverage \$700,000 of private investment with 70 projects completed around the city.
- The FYP also proposes to restore reductions that were previously included in last year's FYP, with an additional increase of \$450,000 to the Community Life Improvement Program (CLIP), which will increase vacant lot and exterior property abatements by 5,000 and add an additional \$100,000 through the collection activities of CLIP employees.
- This FYP proposes investing in additional paving resources, which will allow the Streets Department to pave 131 miles annually by FY21.
- The FYP proposes providing funding for two additional district offices for the Department of Licenses and Inspections (L+I), to be strategically located in areas of the city that are experiencing the most construction activity. By locating additional district offices in these areas, L+I will not only be able to house new inspections staff, but will also be able to increase oversight of construction projects and lessen the permit loads of inspectors that are currently overtaxed.

STRATEGIC INITIATIVES OF THE KENNEY ADMINISTRATION

EXPANDED PRE-KINDERGARTEN

Improving educational outcomes for all Philadelphia children is one of Mayor Kenney's top priorities. To meaningfully change the academic outcomes of our schools, the single most important investment the City can make is in pre-Kindergarten (pre-K). Children who participate in quality pre-K face far fewer barriers to achievement throughout their academic careers than those who do not. Additionally, this investment is one that saves the City money in the long term, from four to sixteen dollars saved¹ in future costs of social services, special education, remediation, and more for every dollar invested in quality preschool.

Mayor Kenney believes that expanding access to quality pre-K is a proactive way to invest in our children while also improving economic opportunities for working families and local childcare providers.

Over the course of the Five Year Plan, the Kenney Administration will dedicate \$256 million to this ambitious effort, leveraging state, federal, and philanthropic funding to expand access to quality pre-K, stabilize the financial situation of providers, and help develop the workforce to support quality.

As informed by the Commission on Universal pre-K, two public hearings, roundtables with providers, and community input from more than 150 members of the public, the Mayor's proposal seeks to address two major issues with the current landscape:

- **Expand the number of affordable, quality seats in Philadelphia:** Only half of all children who qualify for publicly funded pre-K programs are able to access this care currently. This means more than 19,000 of our most vulnerable children are not enrolled in quality pre-K. Many neighborhoods are underserved, with few to no affordable, quality providers available for families.
- **Fund the cost of quality:** While the actual cost of quality pre-K is well over \$13,000 per child, depending on how much time the child spends in care, current state and federal funding is well below that, and combining multiple streams of funding is a challenge for many families and providers. Insufficient funding limits the ability to provide the basic tenets of quality pre-K: a stable workforce with adequate training, quality facilities in convenient locations, and recurrent funding for families who cannot otherwise afford quality pre-K.

Over a three-year period, the City plans to fund 6,500 quality slots, matching the state rate for the pre-K Counts program (currently set at \$8,500 per child, for the length of the school day and school year). To create a partnership with the state and avoid duplicating efforts, the City will utilize as much of the existing state guidelines, administrative structures, and monitoring as possible. The City's investment – combined with existing and projected state and federal funding – would bring the total number of quality slots in Philadelphia from around 15,100 to almost 25,000 by FY19.

In FY17, the City will work with existing stakeholders to develop a governing structure and intermediary organization to implement the program. The intermediary would administer a competitive selection process to identify and fund quality providers in underserved neighborhoods across the city and support providers in pursuit of and retention of quality. In partnership with the Pennsylvania Office of Childhood Development and Early Learning (OCDEL), the City will work to match selected providers with Child Care Subsidy funding for eligible families to ensure that providers receiving City funds would be able to combine resources to fully fund slots. This combination of funding will allow providers to cover the cost of quality care and, over time, improve the compensation of staff and educators.

¹ National Institute for Early Education Research, "Getting the Facts Right on Pre-K and the President's Pre-K Proposal"

After the initial three-year period, the City will evaluate the program outcomes and determine if any adjustments to the model are necessary.

As part of these efforts to support expanded pre-K and access to quality early learning opportunities, the City, OCDEL, the School District of Philadelphia, and other stakeholders have begun to develop a one-stop system to screen for eligibility and enroll children in programs to provide free or reduced-cost child care. This initiative would determine families' eligibility for publicly funded early learning services across multiple local, state, and federal funding sources. Parents and caregivers will be able to apply for Head Start, Pre-K Counts, Child Care Subsidy, and Philadelphia's pre-K program simultaneously (including support with documentation and follow-up steps), get information about all programs for which they qualify, and obtain advice on how to make child care choices that meet the unique needs of their families.

Additionally, the City will partner with the business and philanthropic communities for additional support with start-up costs related to facility improvements, the online enrollment and access system, workforce development, and additional supports for providers who rank lower on or who do not participate in the state's quality rating system.

By coordinating investments, expanding access to quality pre-K will provide deep and lasting benefits for the families and residents of Philadelphia.

COMMUNITY SCHOOLS

Mayor Kenney believes that when community members and institutions are involved and engaged in supporting young people's educational pursuits, children have a higher chance for success. Many students lack the resources necessary to succeed in their learning environments and all too many communities go without access to vital social and government services. The development of community schools is crucial to Mayor Kenney's vision for education in Philadelphia because these schools will improve upon the social and economic factors that negatively impact a child's environment, while also serving the community as a resource.

The community schools strategy will work to improve the way we reach children to meet their needs. Schools in turn will act as centers of activity, improving the equitable accessibility of services in the neighborhoods and serving as a broader resource for families and neighbors. This Administration maintains a core belief that strengthening schools will help strengthen neighborhoods across the city. Driven by the values of service, integrity, and respect, we will operate under the guiding principles of accountability, collaboration, communication, and results to provide the best educational experience for Philadelphians in every zip code.

Mayor Kenney has pledged to create 25 community schools over the course of the next four years. This will be a collaborative effort, requiring the support of City Council, the School District, several City departments, and nonprofit service providers. Community schools will provide a myriad of services ranging from health services and expanded career training to enhanced learning and support services. As expressed in his report on School Based Family Service Centers, Council President Darrell Clarke is supportive of having a range of medical, behavioral, and social services in schools and of having an efficient means of matching services to students. The decision on the specific service priority needs will come from the school communities themselves, including families, educators and stakeholders. Each community school will get a site-based coordinator who will facilitate the delivery of services and daily operations, coordinating community engagement, City departments, service providers, and working with the school community. In an effort to form an approach that works from the bottom-up instead of the top-down, the site-based coordinator will meet with members of the community regularly to foster two-way communication that determines school needs and constituent concerns.

To ensure student and community success, the progress of the community schools initiative will be measured and reported. The Kenney Administration will develop an integrated data system to aid the community school effort and provide accountability. The system will track key indicators of well-being, access to services, and participation. Information will be shared with the public in the form of a progress report so that community members are informed and engaged in what the City is doing and what progress is being made on creating and improving conditions that allow children to reach their potential.

With an all-hands-on-deck approach, community schools can change the lives of countless Philadelphians.

REBUILDING COMMUNITY INFRASTRUCTURE

Philadelphia has a vast civic infrastructure, with 460 parks, playgrounds, recreation centers, libraries, and other assets located across the city. Parts of this infrastructure are aging or no longer serve the public's needs. Mayor Kenney believes that these facilities should be clean, safe, ready, and energy efficient. Over the next eight years, the City will undertake an ambitious campaign to renew these civic assets so that every resident and neighborhood has access to high quality amenities. The Kenney Administration will dedicate \$350 million to this ambitious effort, \$300 million of which will be funded through borrowings and \$50 million of which will be capital funded. The Administration intends to raise another \$250 million from various government and private sources.

This investment supports Mayor Kenney's goals of improving educational opportunities and outcomes for children while also improving the safety of Philadelphia's neighborhoods. The Parks and Recreation Department is the largest provider of after-school programming for Philadelphia's children, providing an opportunity for learning and development between the hours of 3 p.m. and 7 p.m. Offering this programming in safe and clean environments is critical to the success of this programming and to keeping children off the streets.

The City is currently in the process of collecting data on the location and condition of existing facilities, with the goal of identifying the best locations for investment. Over the next year, the Administration will work with City Council to refine the approach and determine a set of guiding values for the project. The City will then begin a public engagement process, seeking feedback from all Philadelphians, with the goal of launching an initial round of projects in the second half of FY17.

Each strategic investment will be decided with the consideration of several factors. These include the current conditions of facilities and the cost to return them to good working order. Investments will address the specific needs of each community, including how the infrastructure is currently used and whether additional programs or facilities are needed. The process will also take into account alignment with recent capital investments as well as relationships to other planned initiatives, like Choice Neighborhoods, *Green City/Clean Waters*, and *Philadelphia2035*. Finally, opportunities to co-locate neighborhood facilities, such as parks and playgrounds, with other community assets, such as other recreational facilities, schools, pre-K facilities, and health centers, will also be identified. This will help to identify where there is opportunity to maximize impact through coordinated investments and create true neighborhood centers.

This project will make Philadelphia a national leader in civic reinvestment, bringing more people and jobs to the city and attracting additional outside investors. Rebuilding Community Infrastructure will also benefit our residents by creating workforce development and employment opportunities as well as contracting opportunities for Minority/Women/Disabled-owned business enterprises.

ENERGY CAMPAIGN

The City spends approximately \$78 million a year to heat, cool, and operate its facilities. Reducing energy costs by 20% through energy efficiency retrofits would save \$16 million a year. These dollars can be shifted from avoidable building operating costs to other critical needs.

The Philadelphia Energy Campaign (PEC), a partnership between the Philadelphia Energy Authority and the Office of Sustainability, will work to reduce the cost of utilities within municipal government. The Campaign defines “municipal buildings” as all of the buildings for which the City pays the utility bill. This includes a wide range of building types, from City Hall and the other larger municipal office buildings to the many small buildings including recreation centers, branch libraries, police stations, and firehouses.

This initiative will leverage \$1 billion in public and private financing over 10 years to tackle energy efficiency projects in five key sectors: City buildings, Schools, Low-Income Residential, Small Businesses, and Manufacturing in Philadelphia, to create 10,000 new jobs, stabilize communities, lower utility costs in all sectors, and reduce our carbon footprint.

For the Municipal Buildings segment of the Campaign, the preliminary analysis has identified approximately \$150 million worth of energy projects on City properties that need to be completed. Through private funding wherever possible, the City will focus on supporting the completion of \$150 million worth of energy projects on City properties. During the first phase of implementing projects on City properties, the PEC will continue to develop the scope of a second phase of projects during the same period, to be implemented subsequently. For the first phase of this project, this Plan assumes that two \$50 million bonds will be issued by the City to cover these costs. A detailed strategic plan, built with extensive stakeholder engagement, will be released later this year.

These investments, managed by the Office of Sustainability with support from the PEC, are anticipated to result in \$5-8 million in annual energy savings to the City.

PEC’s model for the municipal building sector is the City’s Quadplex Guaranteed Energy Savings project. Under the leadership of the Office of Sustainability and Energy Office, the City installed energy conservation measures in four buildings: City Hall, the Municipal Services Building, the Criminal Justice Center, and One Parkway. These buildings made up roughly 7% of municipal energy spend (or roughly \$5.2 million). Annual savings are guaranteed by the ESCO partner at \$1.4 million per year or better (or roughly 11% of spend). The project is on track to be cash flow positive in Year 1 of the performance period. It was financed using a combination of Qualified Energy Conservation Bonds (QECCBs) and Revenue Bonds.

The PEC will rely on a strong partnerships and support from multiple City departments including the Managing Director’s Office, the Office of Sustainability, the Energy Office, and Department of Public Property. These departments will provide support, resources, and engagement as needed. The Philadelphia Energy Authority will continue to partner with the City and key stakeholders, and to develop projects. With this work, Philadelphia will become a national model for using energy efficiency to reduce poverty, drive social equity, stabilize neighborhoods, and create jobs.

REVENUE OUTLOOK

PHILADELPHIA DEMOGRAPHICS

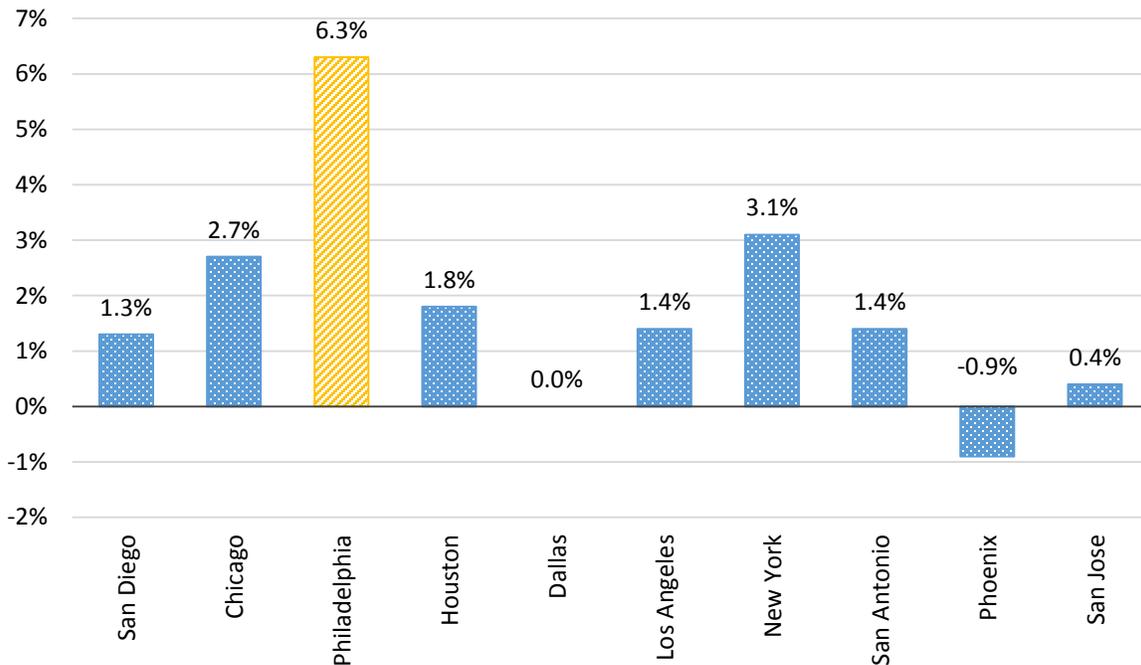
The City’s budget and Five Year Plan are centered around providing services and amenities to Philadelphia’s residents and visitors. The demographic composition of Philadelphia dramatically influences both the types of services that the City provides, as well as the ability to pay for them. This chapter compares Philadelphia’s population to the nation’s most populous cities and describes how each trait affects decisions in the budget.

Population Changes

Philadelphia’s population continues to grow, for the 7th year in a row, and is now estimated to be 1,560,297.² With a 2.2% growth since 2010, Philadelphia is growing at a faster rate than the rest of the Commonwealth of Pennsylvania (0.7%), growth that is mostly attributable to the increase of young adults or millennials (aged between 20-34).³

Philadelphia's Millennial Population is Growing Faster than the Other Top 10 Cities

Change from 2006 to 2014



The growth in young adults is perhaps reflective of Philadelphia’s increasing attractiveness to this age cohort, with a growing technology scene, highly rated restaurants, quality cultural amenities, and a relatively affordable housing market. According to analysis by Jones Lang LaSalle, the millennial share of Philadelphia’s population is increasing fastest among the ten largest U.S. cities.⁴

² <http://quickfacts.census.gov/qfd/states/42/42101.html>

³ American Community Survey, 1-Year Estimates, 2014; U.S. Census Bureau

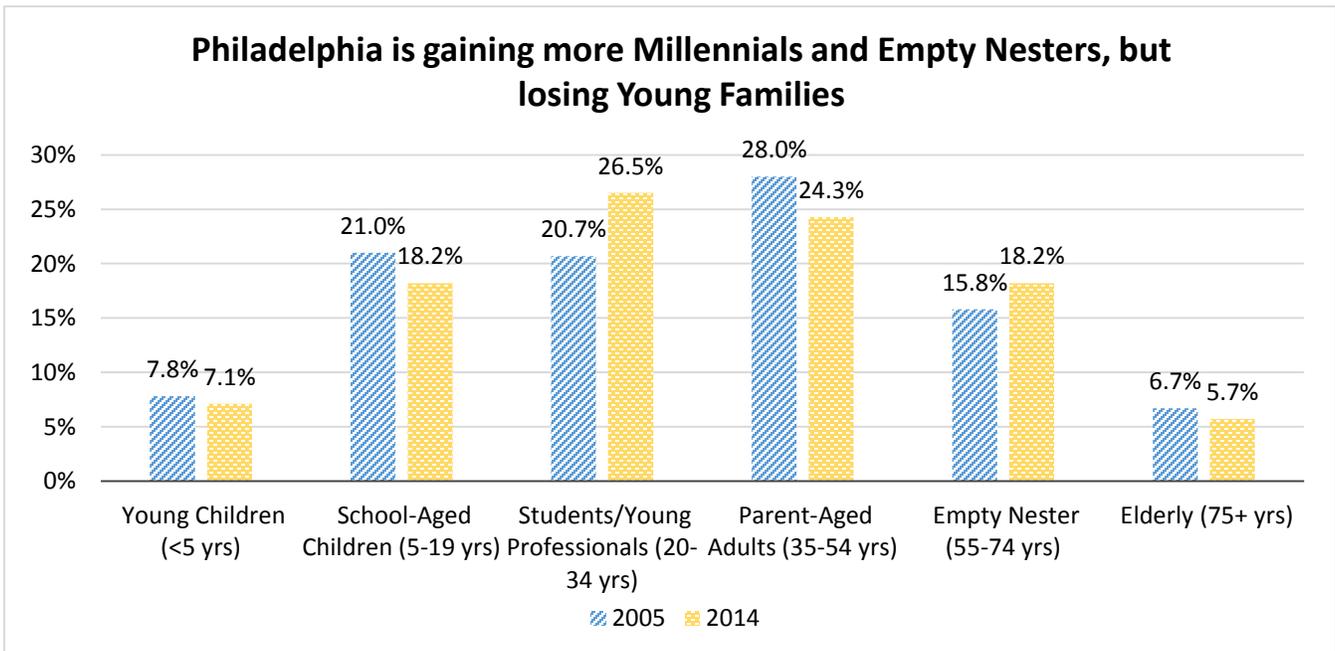
⁴ JLL Research, U.S. Census Bureau, October 29, 2015

Philadelphia's Millennial Population is Growing Faster than the Other Top Ten Cities

	Share of 2006 Population	Share of 2012 Population	Share of 2014 Population	Change
San Diego	26.3%	27.3%	27.6%	1.3%
Chicago	24.6%	26.9%	27.3%	2.7%
Philadelphia	20.2%	26.4%	26.5%	6.3%
Houston	24.5%	25.6%	26.3%	1.8%
Dallas	26.0%	26.5%	26.0%	0.0%
Los Angeles	23.9%	25.1%	25.3%	1.4%
New York	22.0%	25.1%	25.1%	3.1%
San Antonio	22.6%	23.5%	24.0%	1.4%
Phoenix	23.9%	23.1%	23.0%	-0.9%
San Jose	21.9%	22.2%	22.3%	0.4%
Top 10 Cities Average	23.2%	25.3%	25.4%	2.2%

Retaining these young adults is critical, not only to the future wealth of the city, but also to ensure continued vibrancy of all the city's neighborhoods. But in spite of this positive gain, there have been declines in the number of parent-aged adults (aged 34-54 years) alongside a reduction in school-aged children (aged 5-19 years). This is particularly concerning, not only as these are generally people in their peak earning years, negatively affecting the tax base, but also perhaps reflects the concerning state of the city's schools.

Philadelphia is gaining more Millennials and Empty Nesters, but losing Young Families



Philadelphia's Proportion of Parent-Aged Adults Decreased More than the Other Age Cohorts from 2005 to 2014			
Age Cohort	2005	2014	Change
Young Children (<5 years)	7.8%	7.1%	-0.7%
School-Aged Children (5-19 years)	21.0%	18.2%	-2.8%
Students/Young Professionals (20-34 years)	20.7%	26.5%	5.8%
Parent-aged Adults (35-54 years)	28.0%	24.3%	-3.7%
Empty Nesters (55-74 years)	15.8%	18.2%	2.4%
Elderly (75+ years)	6.7%	5.7%	-1.0%

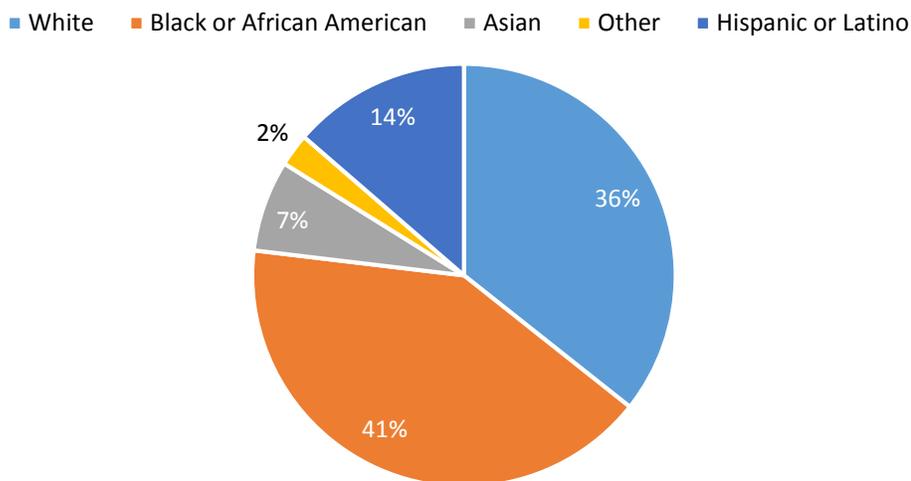
Housing

In 2014, the U.S. Census estimated there are 300,561 owner-occupied units and 277,301 renter-occupied units in Philadelphia. The number of owner-occupied units (over 50 percent) reflects Philadelphia's strong history of homeownership. But as the city becomes younger with its burgeoning millennial population, homeownership has, as a whole, declined and could fall below 50 percent in the next few years. Since 2000, when the homeownership rate was 59.3 percent, Philadelphia has experienced a steeper drop in that rate than most other big U.S. cities. Even so, its homeownership rate remains one of the highest among large cities in the Northeast and Midwest.⁵

Diversity

Philadelphia's population remains extremely diverse, according to the latest census data.⁶ With growing Asian and Hispanic populations in the city, Philadelphia's neighborhoods reflect these diverse immigrant populations.

Philadelphia's Diverse Population



As part of Mayor Kenney's goal to support and strengthen Philadelphia's increasingly-diverse population, the Administration has set a number of objectives, including improving the quality of life for immigrants and expanding immigrant affairs with a sharp focus on civic and community engagement in partnership with various City departments, City Council, employment and economic development, social services, and language access. In addition to these objectives, the City's first ever Chief Diversity and Inclusion Officer was also recently appointed.

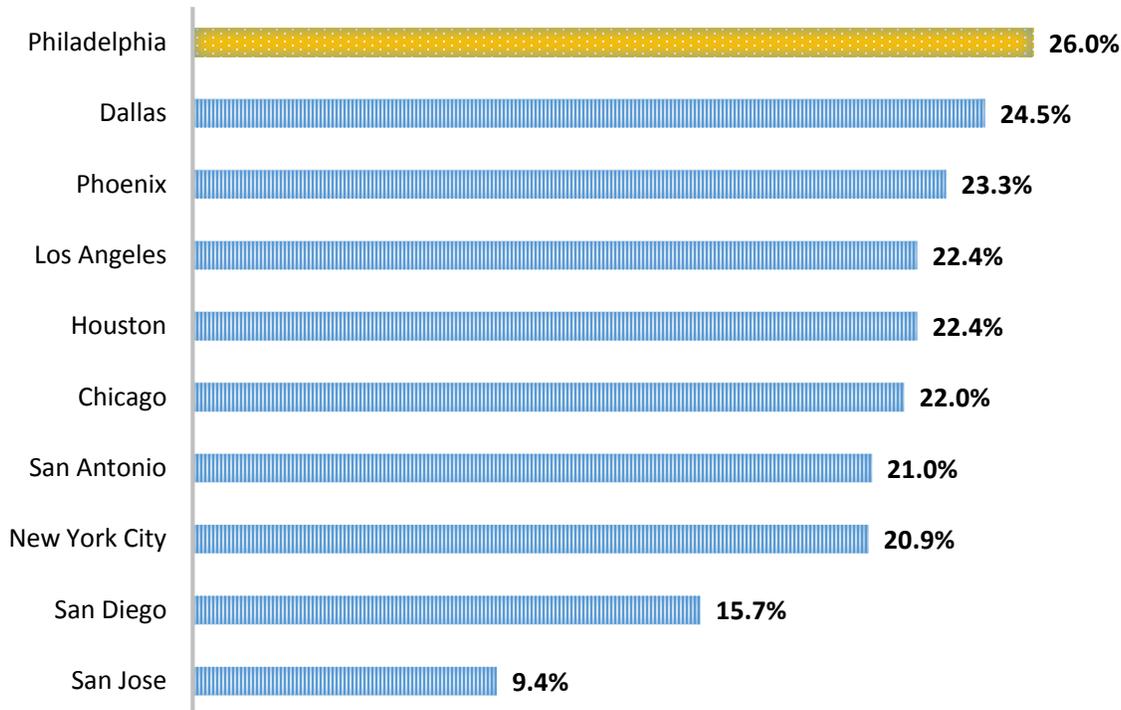
⁵ Philadelphia 2015: A State of the City, Pew Charitable Trusts, March 2015

⁶ American Community Survey, 1-Year Estimates, 2014; U.S. Census Bureau

Poverty

The single most important influence on the City’s budget is the high level of poverty. Improving economic opportunities for all Philadelphians is one of the key pillars of the Kenney Administration, and this Five Year Plan aims to continue to reduce the city’s poverty rate.

Philadelphia Has the Highest Poverty Rate of the Top 10 Largest Cities in the U.S.



With a 26% poverty rate, Philadelphia is the poorest of the top ten most populous cities.⁷ The U.S. Census Bureau’s poverty threshold represents the proportion of residents living below a certain annual amount of income, based on family size. In 2014, a family of four would be categorized as poor with an income below \$24,230, or less than just over \$2,000 per month.⁸ With 12.3% of the city living in deep poverty (that is, living 50% below the poverty rate, or, for a family of four, earning less than a little over \$1,000 a month), Philadelphia’s residents are highly dependent on City services. As noted in the City’s anti-poverty plan *Shared Prosperity*, “The effects of poverty extend beyond the individual: lost tax revenue, increased tax burdens, and a deterrent to the location of new businesses, jobs and income earners. All Philadelphians have a vested economic interest if not moral imperative to fight poverty, as poverty diminishes the quality of life for everyone and tarnishes our city’s reputation as a vibrant, thriving place to live, work, and play.”⁹

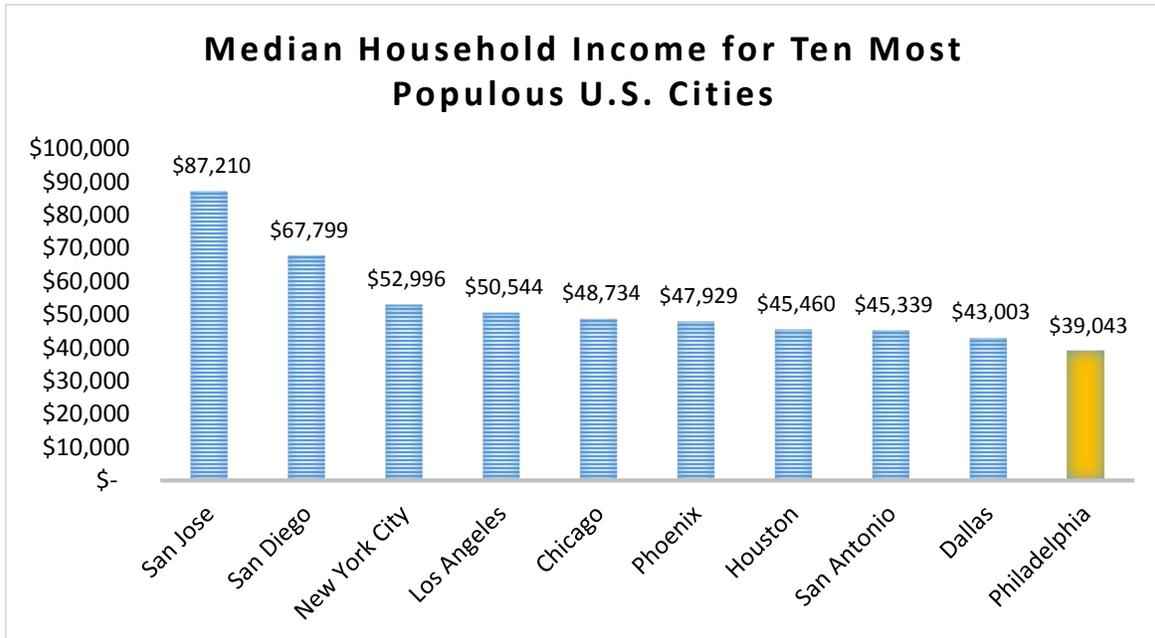
⁷ American Community Survey, 1-Year Estimates, 2014; U.S. Census Bureau

⁸ Based on the weighted average poverty threshold, <https://www.census.gov/hhes/www/poverty/data/threshld/index.html>

⁹ <http://sharedprosperityphila.org/crisis-level/>

Income

In 2014, the median household income in Philadelphia was \$39,043 and the median family income was \$46,989. ‘Household income’ includes the income of the householder and all other individuals 15 years old and over in the household, whether they are related to the householder or not.¹⁰ Because many households consist of only one person, average household income is usually less than average family income. Based on the data, Philadelphia has the lowest median household income of the top ten most populous cities.



The median income can clearly be linked to the same issues contributing to the city’s poverty and unemployment rates: a lack of well-paying, life-sustaining jobs, and a lack of educational opportunity. However, by supporting the education of Philadelphia’s youngest generations as well as taking proactive steps to stimulate the local economy by encouraging companies of all sizes to set up shop in the city, thus broadening the availability of jobs, the Kenney Administration is working to improve economic opportunities for all Philadelphians.

According to analysis done by Jones Lang LaSalle, the City of Philadelphia is well-positioned to capitalize on the “war for talent.” Between 2010 and 2014, Philadelphia added 48,155 people with Bachelor’s degrees, a rate second only to San Diego among the ten largest cities in the country.¹¹ This indicates a promising change for the city and the possibility of further growing the local economy.

Education

As already discussed, a key Kenney Administration goal is to improve educational opportunities and outcomes for all of Philadelphia’s children. The relatively low educational attainment of Philadelphia’s residents is in stark contrast to the strength of the city’s leading educational institutions, such as the University of Pennsylvania, Temple University, St. Joseph’s University, Drexel University, La Salle University, and many other highly respected colleges. The 2014 high school graduation rate in Philadelphia’s district-run schools was 65%. Increasing the number of the city’s children that graduate from high school with a quality education and go on to succeed in college will help make Philadelphia a more attractive place for businesses to locate and remain, and in turn, reduce poverty. The City continues to work to engage high school students at this critical life-stage and to prepare them for

¹⁰ American Community Survey, 1-Year Estimates, 2014; U.S. Census Bureau

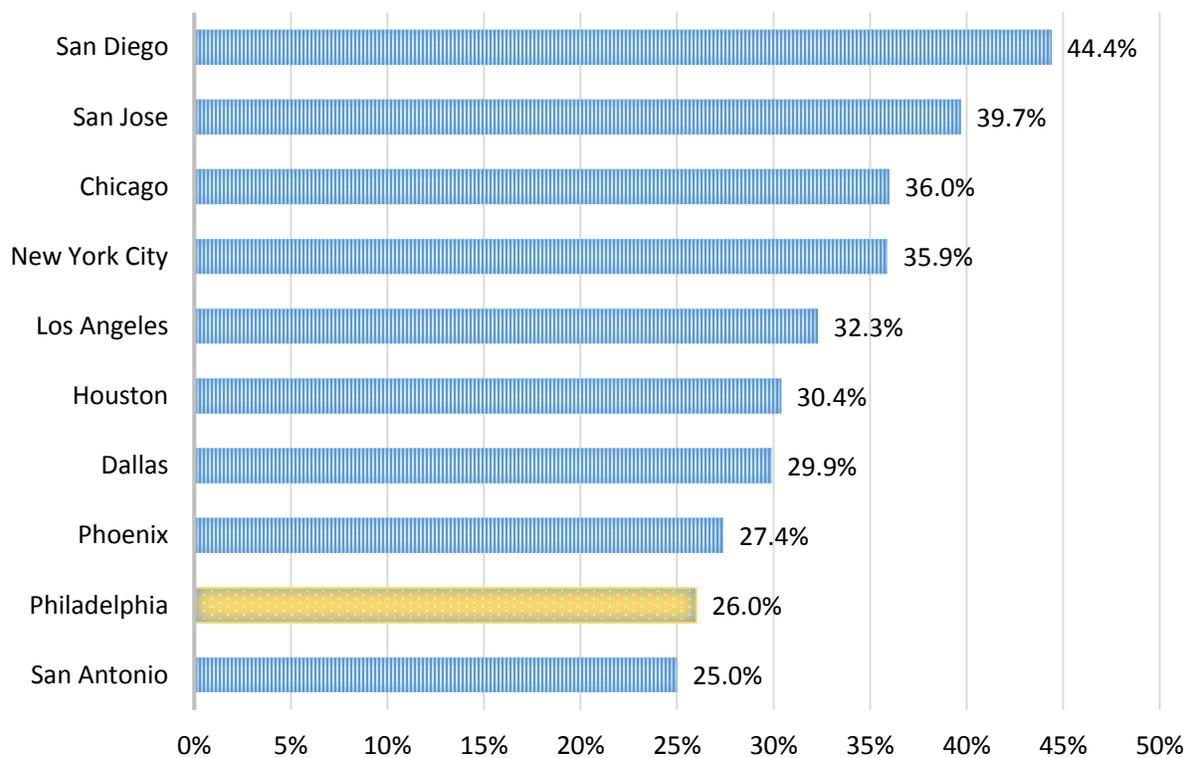
¹¹ JLL Research, U.S. Census Bureau, February 8, 2016.

opportunities to pursue higher-education degrees in growing fields such as STEM (Science, Technology, Engineering, and Mathematics), which will lead to stable, high-skill, and high-wage careers.

Support for Philadelphia’s next generation does not stop at high school graduation. With City-supported programs under the Philadelphia Talent Collaborative (PTC) initiative—PhillyGoes2College, Graduation Coaching Campaign, Campus Philly and Graduate Philadelphia—PTC’s aim is to not only support students throughout the college process, from school selection to graduation, but to also encourage Philadelphia’s college graduates to remain in the city.

In comparison to the ten largest cities in the country, Philadelphia has the second lowest proportion of adults with a bachelor’s degree, with only about a quarter of residents with this credential or higher.

Philadelphia Has the Second Lowest Proportion of Residents with a Bachelor’s Degree or Higher, Top 10 U.S. Cities¹²



¹² American Community Survey, 1-Year Estimates, 2014; U.S. Census Bureau

LOCAL ECONOMIC CONDITIONS

Improving the economic prosperity of the city’s residents is critical to reducing poverty. This chapter describes the current state of Philadelphia’s economy, and describes the trends and data used for forecasting the City’s major taxes. The City works with an outside firm that studies global, national, regional, and county economies, and provides analytical tools to assist the Budget Office with generating projected tax growth rates. More details on the City’s taxes and projections can be found in the City’s FY17 Revenues chapter.

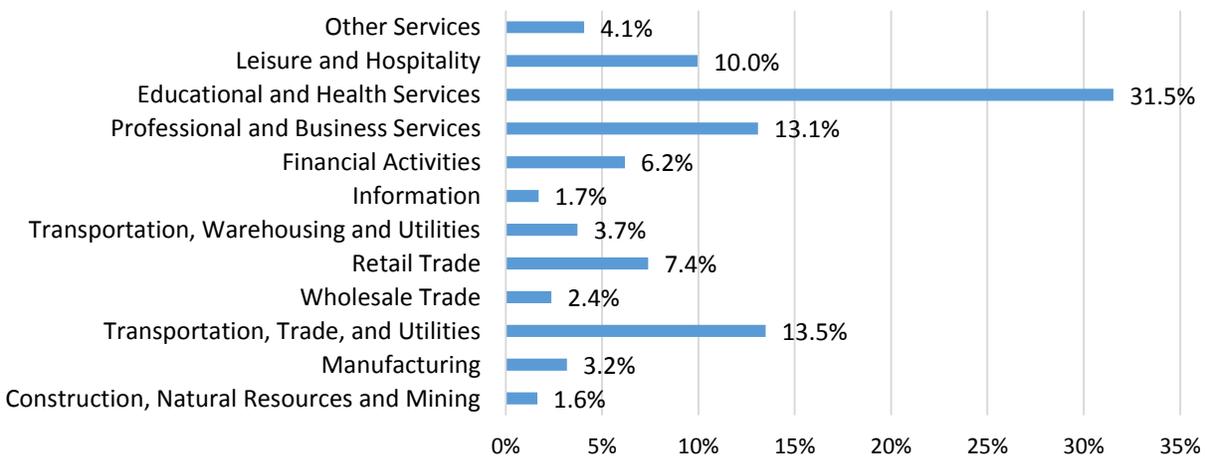
Jobs

As we work to strengthen the local economy, a primary goal should be to increase the number of quality jobs. More jobs mean a greater number of families with income to meet their needs, and will cause a positive ripple effect on Philadelphia as a whole. On the other hand, a person who loses a job, loses the ability to buy goods and services, impacting businesses as well as sales tax revenue. The loss of revenue for a business may in turn mean that they are forced to reduce their labor force, and the downward spiral continues.

The Kenney Administration is committed to increasing the number and variety of jobs in the city. A multi-pronged approach is required in order to achieve the following: Philadelphia needs to attract and retain businesses; Philadelphia needs to attract and retain well-educated individuals; and Philadelphia needs to increase the educational attainment of existing residents to make them more attractive to companies. The approach means both investing in long-term strategies to increase educational attainment (from pre-Kindergarten all the way through college), continuing to decrease and simplify the City’s wage and business taxes, and investing in amenities and strategies that make Philadelphia an attractive place to live and work.

The chart below shows the proportion of jobs found in the different sectors of Philadelphia’s non-government economy in 2014.¹³ Almost one-third of jobs in Philadelphia are located in Educational and Health services, or “Eds and Meds,” which includes the city’s renowned large universities and hospitals. These institutions provide significant stability to the city’s economy, as well as a broad variety of jobs.

Philadelphia's economy has a strong "Eds and Meds" sector



The chart below shows the current number of jobs by the same sectors as above, and shows the increase or decrease that is projected by the end of this Five Year Plan, based on estimates from the City’s economic forecasting consultant, IHS Global Insight (IHS). The medium-term economic outlook for Philadelphia is mildly optimistic,

¹³ IHS Global Insight, January 2016

but persistent low employment growth will continue to be a drag on aggregate economic growth. According to IHS estimates, private-sector payrolls will expand a cautious 0.7% on average from 2016 to 2021, although considerable upward pressure will originate from the construction sector amid increased capital spending and an improvement in the local housing market. Although the proportions of Philadelphia’s economy by sector do not change significantly, and most sectors will see job growth, “Eds and Meds” shows the largest increase in total number of jobs. The largest percentage of job growth is projected to be in the construction, natural resources and mining sector. Two sectors, however, are projected to see job losses (financial activities and retail trade).

	2014 Actuals	2021 Projection	Change	Percent change
Educational and Health Services	212,792	223,849	11,057	5%
Professional and Business Services	88,336	96,709	8,373	9%
Leisure and Hospitality	67,177	72,539	5,362	8%
Other Services	27,461	30,889	3,428	12%
Transportation, Warehousing, and Utilities	25,149	28,483	3,334	13%
Transportation, Trade, and Utilities	90,978	94,248	3,271	4%
Construction, Natural Resources, and Mining	11,032	13,374	2,341	21%
Information	11,466	12,550	1,084	9%
Wholesale Trade	15,935	16,883	948	6%
Manufacturing	21,457	21,525	68	0%
Financial Activities	41,697	41,187	-510	-1%
Retail Trade	49,894	48,882	-1,012	-2%

Unemployment

Generally, the unemployment rate serves as a lagging indicator of a region’s economic health, as the economy may start to improve before unemployment starts to fall again. A business may choose to delay hiring until profit levels stabilize. The city’s unemployment rate as of December 2015 is 5.4% (preliminary), down from 6.3% in December 2014.¹⁴ This is higher than both the statewide rate (4.8%) and the national rate (5%), and higher than most of the top ten U.S. cities.

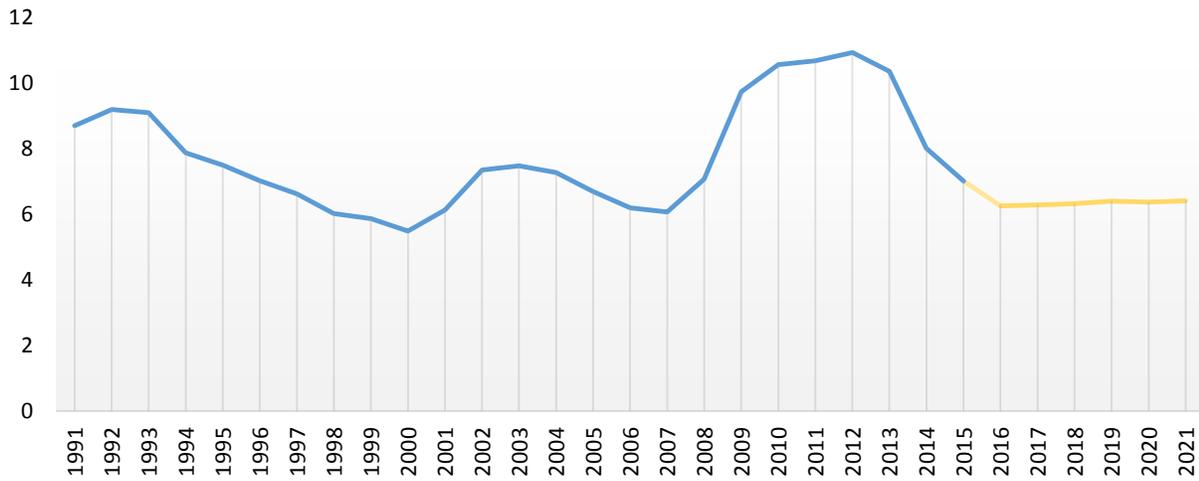
Unemployment Rate by top 10 U.S. Cities, December 2015



¹⁴ Bureau of Labor Statistics, Local Area Unemployment Statistics (not seasonally adjusted)

The city’s unemployment rate clearly follows the trends in the national and global economy. The chart below shows the actual annual unemployment rate in the city since 1991, and adds a forecast for the years within this Five Year Plan.¹⁵ The city is on the path to recovery from the Great Recession that began in 2008 and the City is projecting the unemployment rate to remain fairly flat throughout this Plan.

Philadelphia's Unemployment Rate
(1991-2014 Actuals, 2015-2021 Projections)



¹⁵ IHS Global Insight, January 2016

THE CITY'S FY17 REVENUES

Revenues

In FY17, total City revenue from all funds is projected to be approximately \$8.1 billion.

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

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

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

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

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

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

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

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

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

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

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

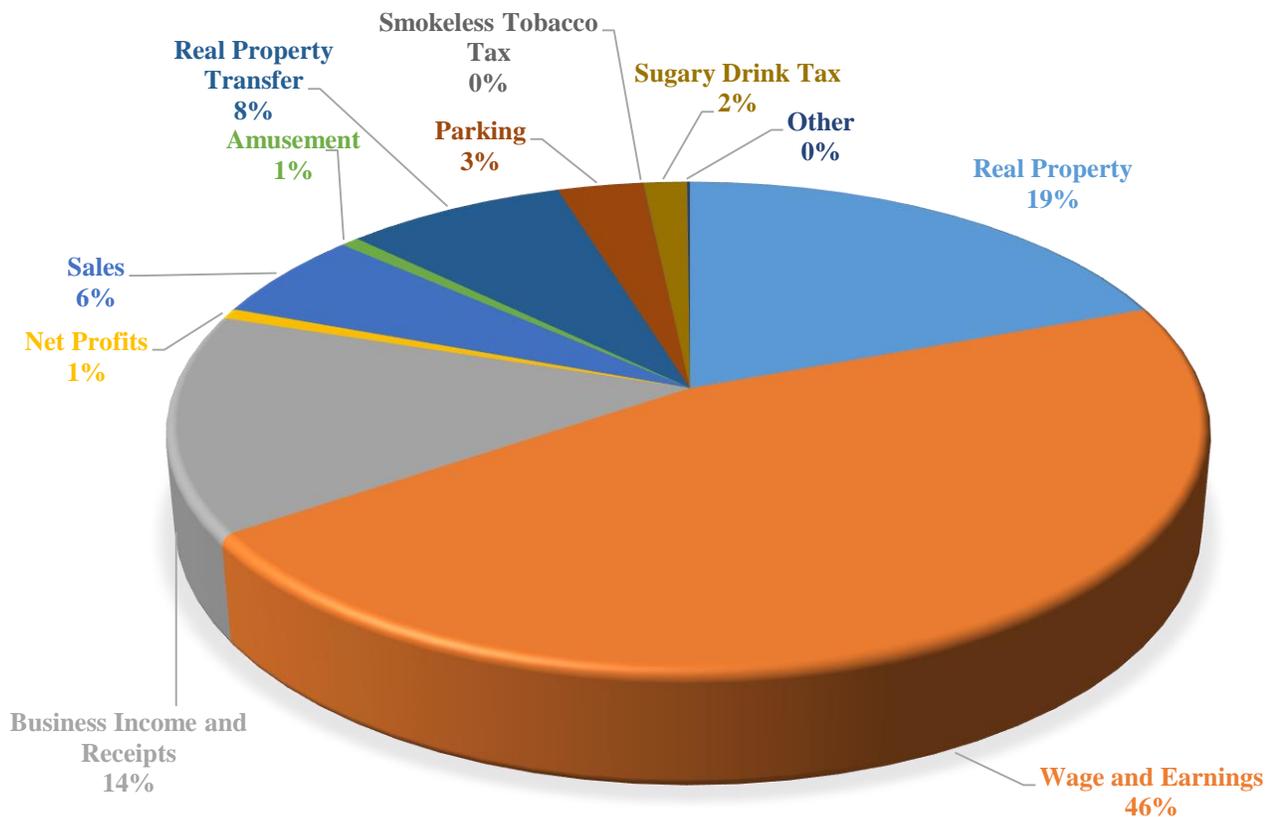
Water Fund: Accounts for the activities related to the operation of the City's water delivery and sewage systems. Included with the Water Fund is the Water Residual Fund. The principal operating revenues of the Water Fund are charges for water and sewer services. The Water Fund represents roughly 9% of total City revenue and primarily funds the Philadelphia Water Department (PWD) but also internal services departments that support PWD, such as the Office of Fleet Management, the Law Department, the Procurement Department, and the Office of Innovation and Technology.

Aviation Fund: Accounts for the activities of the City's airports. The principal operating revenue of the Aviation fund is charges for the use of the airport. The Aviation Fund represents roughly 5% of total City revenue and primarily funds the Aviation Division within the Commerce Department but also internal services departments that support the Aviation Division.

For the **General Fund**, the City is estimated to receive a total of \$4.1 billion, and the remainder of this chapter will focus on revenues within the General Fund. The largest proportion of General Fund revenue comes from local taxes, with an estimated \$3.1 billion, or three-quarters of the total, coming from tax receipts. The chart below shows the breakdown of the revenue by category.

Tax Revenue

FY17 PROPOSED GENERAL FUND REVENUE SOURCES



Wage and Earnings Tax: The largest portion of tax revenue comes from the City’s Wage and Earnings Tax. This tax is collected from all employees that work within the city limits but live elsewhere, as well as all residents regardless of work location. The tax rate is separated into a resident and non-resident rate, and for the resident rate, 1.5% is included that is reserved for the City’s oversight board, the Pennsylvania Intergovernmental Cooperation Authority (PICA). PICA was created in June 1991 for the purpose of providing financial assistance to the City to help overcome a financial crisis. The Authority issued bonds and granted them to the City, and in return, has a “first dollar” claim on the resident portion of the Wage Tax, to pay debt service on the bonds. PICA then returns the tax to the City after including debt service and administrative costs, and is shown within Revenue from Other Governments as “PICA City Account.” For FY17, the tax is projected to return \$1.4 billion within the tax revenue category, and \$382 million within the PICA City Account.

Mayor Kenney is committed to ensuring job growth in the city and to continuing gradual reductions in the City’s wage tax rates to make Philadelphia more competitive regionally. The table on the next page shows the change in rates proposed for the next five fiscal years. The 3.72276% rate for FY21 would be the lowest resident wage tax rate in 40 years.

Wage and Earnings Tax			
Fiscal Year	Resident Tax Rate	Non-Resident Tax Rate	Proposed Estimated Growth in Tax Revenue
2016	3.9102%	3.4828%	4.10%
2017	3.9004%	3.4741%	3.73%
2018	3.8907%	3.4654%	3.52%
2019	3.8420%	3.4221%	3.08%
2020	3.7844%	3.3707%	3.19%
2021	3.7276%	3.3202%	3.15%

As discussed in an earlier chapter, the Office of Budget and Program Evaluation utilizes outside forecasting consulting assistance (IHS Global Insight) to project base growth rates for the City’s major taxes. Through a PICA-organized event at the Federal Reserve Bank of Philadelphia, the Budget Director and IHS Global Insight present these initial growth rates to regional and local economists, to gain further insight and improve the growth assumptions where needed. The projected base growth rates in this Five Year Plan are as follows:

Projected Base Growth Rate for Wage and Earnings Tax			
FY16-20 <i>Adopted</i>		FY17-21 <i>Projected</i>	
FY16	4.10%	FY16	4.10%
FY17	4%	FY17	3.73%
FY18	3.50%	FY18	3.52%
FY19	3.50%	FY19	3.08%
FY20	3.50%	FY20	3.19%
		FY21	3.15%

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

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

The intent of AVI is to ensure that properties are examined annually to ensure that values reflect the market. The Kenney Administration is committed to that goal, and is investing in state-of-the-art technology through a CAMA (Computer Assisted Mass Appraisal) system that will provide an automated and efficient methodology for valuing properties. The CAMA system is expected to be in place in FY19 for the next citywide full reassessment, which will be then repeated annually. For FY17, the OPA reassessed all land values in the city, which is projected to grow residential taxable market values by approximately 3% and should result in a more accurate split between the assessment attributable to the land and the improvement (the structure). For FY18, the OPA plans to focus on reassessing all commercial properties in the city, which the Office of Budget and Program Evaluation projects to increase the taxable market value base by 1% for residential and 3% for commercial. In FY19 and beyond, the City is projecting an annual base growth rate of 3% for residential properties and 1% increase, followed by 3% annually for commercial.

Projected Base Growth Rate for Real Property Tax				
FY16-20 <i>Adopted</i>		FY17-21 <i>Projected</i>		
Fiscal Year	Residential and Commercial	Fiscal Year	Residential	Commercial
2016	1.32%	2016	1.35%	0.65%
2017	3%	2017	3.00%	0.00%
2018	4%	2018	1.00%	3.00%
2019	3%	2019	3.00%	1.00%
2020	3%	2020	3.00%	3.00%
		2021	3.00%	3.00%

One significant challenge of AVI was the number of appeals filed after the original assessment, and the length of time taken to complete the appeals. As of February 10, 2016, 772 appeals are pending for FY14 and 536 for FY15. Based on historical data related to appeal decisions, the Office of Budget and Program Evaluation has assumed that a percentage of the market value will be lost due to current and future appeals.

The Plan demonstrates the potential impact of moving to a bifurcated property tax rate. Allowing for a higher property tax rate for commercial properties would enable the City to use the additional revenues created by the higher commercial rate to lower wage tax and business tax rates. In order to determine the potential impact of such a change, the Plan models a proposal made by the growth coalition that would limit the difference between commercial and residential rates to 15%. Using that constraint, the analysis shows that the new property tax rate for commercial properties would be 1.6098%, up from 1.3998%, and that the increased rate would generate approximately \$40 million in FY20 and \$41 million in FY21. The illustration assumes that FY20 is the earliest that a constitutional amendment could be enacted and the new rates could be implemented. Dedicating that \$40 million to wage tax reductions would lower the resident wage tax rate to 3.69% in FY20 and 3.6% in FY21 and the nonresident rate to 3.33% in FY20 and 3.2% in FY21. The Administration supports the idea of increasing commercial property tax rates to lower wage and business taxes.

Business Income and Receipts Tax: The Business Income and Receipts Tax, or BIRT, is the third largest source of General Fund tax revenue at a projected \$445 million in FY17.

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

must be filed, although a business meeting certain standards may qualify for "Active Presence" treatment and would be subject to tax on Gross Receipts only.

Every individual, partnership, association, and corporation engaged in a business, profession, or other activity for profit within the city of Philadelphia must file a Business Income & Receipts Tax return, whether or not it earned a profit during the preceding year. The BIRT is filed and paid annually for business activity from the prior year.

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

Starting in 1996 and through 2008, the tax rate on the gross receipts portion of the BIRT was reduced annually, and 2008 also saw a reduction of the tax rate on the net income portion of the BIRT. Annual rate reductions were paused from 2009 through 2013 to help maintain City services during the global economic recession. In 2014, annual reductions in the net income portion of the tax resumed, with incremental cuts to that section of the tax legislated through 2023. The 2016 tax rate for gross receipts is 0.1415% and the net income rate is 6.39%. By 2023, the net income rate will fall to 6%. The chart below shows the rate changes throughout this Five Year Plan.

Business Income and Receipts Tax		
Fiscal Year	Gross Receipts Tax Rate	Net Income Tax Rate
2016	0.1415%	6.39%
2017	0.1415%	6.35%
2018	0.1415%	6.30%
2019	0.1415%	6.25%
2020	0.1415%	6.20%
2021	0.1415%	6.15%

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

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

The Jump Start Philly program began in 2013. It exempts all new businesses that create three (3) jobs in the first year of operations and have 6 employees by the end of the second year from BIRT for the first two (2) tax years of operations in Philadelphia.¹⁶ Additionally, fees are waived for eligible new businesses for a variety of licenses and registrations. The application is wrapped into the Commercial Activity License application.

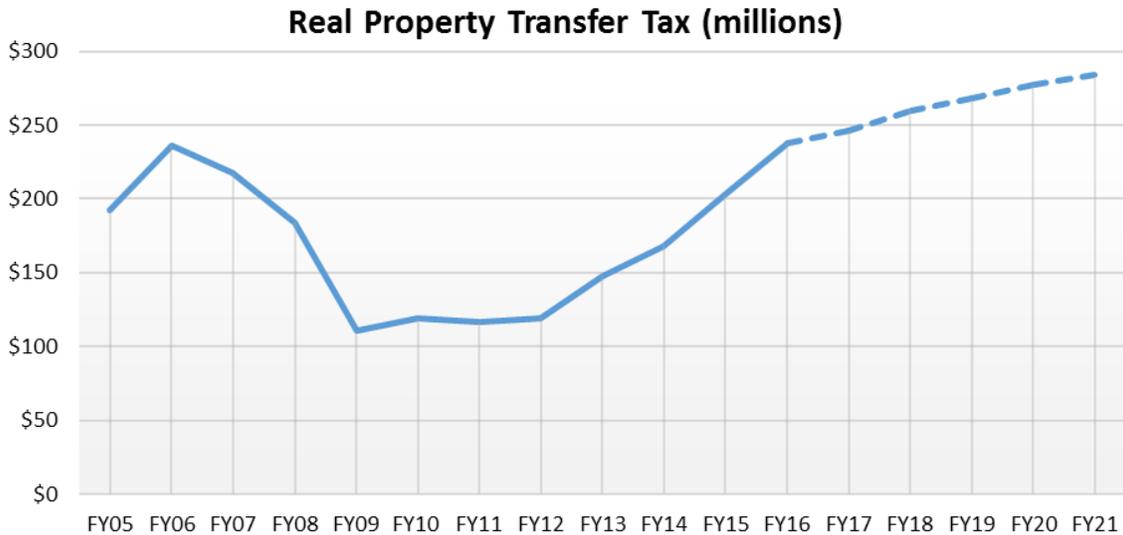
¹⁶ The business must still file a return, but the net income and gross receipts rates are both 0%.

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

The following table shows the base growth rates projected for the BIRT, created with input from IHS Global Insight and other economists. The decline in the BIRT revenues from prior projections are primarily as a result of larger than projected credits against the tax. The Revenue Department is analyzing this tax to gain a greater understanding of why the number of credits is on the rise.

Projected Base Growth Rate for Business Income and Receipts Tax			
FY16-20 Adopted		FY17-21 Projected	
FY16	1.89%	FY16	4.05%
FY17	2.95%	FY17	3.29%
FY18	2.95%	FY18	1.47%
FY19	2.95%	FY19	2.48%
FY20	2.95%	FY20	3.05%
		FY21	2.38%

Real Property Transfer Tax: The Real Property Transfer Tax rate in the city is 4%, 3% of which is imposed by the City and 1% charged by the Commonwealth of Pennsylvania. This tax, which fell dramatically during the recession, has grown significantly since the recession ended, and is projected to bring \$245.5 million in FY17.



Projected Tax Receipts for Real Property Transfer Tax (\$ in thousands)	
Fiscal Year	Projected Tax Receipts
2016	\$237,527
2017	\$245,508
2018	\$260,459
2019	\$267,570
2020	\$276,748
2021	\$283,722

The table below shows the projected growth rates for the Real Estate Transfer Tax, showing considerable strength above the previous Five Year Plan. The housing market is showing positive growth, and these growth rates are reflective of this positive change. The strong projected growth in the transfer tax in FY16 is attributed to the high volume of transactional activity in both commercial and residential properties, accompanied with growth in property prices.

Projected Growth Rate for Real Estate Transfer Tax			
FY16-20 Adopted		FY17-21 Projected	
FY16	10%	FY16	16.80%
FY17	2%	FY17	3.36%
FY18	2%	FY18	6.09%
FY19	2%	FY19	2.73%
FY20	2%	FY20	3.43%
		FY21	2.52%

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

Local Sales Tax Revenue	FY17	FY18	FY19	FY20	FY21
City Share (1st 1%)	\$150,417,017	\$155,898,683	\$161,421,093	\$167,039,040	\$172,647,962
School District Share (2nd 1%)	\$120,000,000	\$120,000,000	\$120,000,000	\$120,000,000	\$120,000,000
Debt Service on Borrowing for District	\$15,000,000	\$15,000,000	--	--	--
City Share (2nd 1% - Pension Fund)	\$15,417,017	\$20,898,683	\$41,421,093	\$47,039,040	\$52,647,962
Total Local Sales Tax	\$300,834,034	\$311,797,366	\$322,842,186	\$334,078,080	\$345,295,924
City Total Local Sales Tax	\$180,834,034	\$191,797,366	\$202,842,186	\$214,078,080	\$225,295,924

The Sales Tax is projected to generate \$150.4 million in FY17. The following table shows the projected growth rates of the Sales Tax, with a comparison to the rates in the previous Five Year Plan:

Projected Growth Rate for Sales Tax			
FY16-20 Adopted		FY17-21 Projected	
FY16	2.10%	FY16	6.38%
FY17	2.80%	FY17	3.46%
FY18	2.30%	FY18	3.67%
FY19	2.80%	FY19	3.57%
FY20	3.00%	FY20	3.51%
		FY21	3.39%

Parking Tax: The Parking Tax rate in Philadelphia is 22.5%, increased from 20% in 2015, and is levied on the gross receipts from all transactions involving parking or storing of automobiles in parking lots and garages, and has continued to grow significantly, with \$95.1 million projected in FY17.

Other taxes include the Net Profits Tax, the Amusement Tax, the Smokeless Tobacco Tax, and other smaller taxes.

Sugary Drinks Tax: Included in this FYP is a proposed new revenue source, the Sugary Drinks Tax. The tax is on beverages with added sugar, and will be taxed at 3 cents per ounce on sugary drinks, and will be effective January 1, 2017, if passed. The tax will be levied on licensed beverage distributors, rather than at the point of sale.

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

FY17	FY18	FY19	FY20	FY21	FYP Total
\$47,995,895	\$95,982,532	\$95,964,019	\$95,945,509	\$95,927,002	\$431,814,957

The tax will allow the City to fund four major initiatives: expanded pre-K, community schools, the Rebuilding Community Infrastructure program, and the Philadelphia Energy Campaign. Additional revenue of \$26 million over the life of the FYP from the Sugary Drink Tax will also be dedicated to the pension fund.

Non-Tax Revenues:

Revenue from Other Governments: Revenues from the Commonwealth of Pennsylvania and the Federal Government make up a small portion of total General Fund revenues. The total in FY17 is projected to be \$691.6 million, with the majority raised through a portion of the City's Wage Tax and then remitted by PICA after debt service and other expenses (discussed earlier).

Other than the PICA City Account, the most significant lines within this type of revenue are from Wage Tax Relief (\$86.3 million) from the Commonwealth, which is used to reduce wage tax rates; state Pension Aid (projected to be \$69.9 million in FY17), and \$39.6 million from the Philadelphia Parking Authority for on-street parking revenues (including violations and fines).

Locally Generated Non-Tax Revenue: Locally Generated Non-Tax revenue include various fees, fines, permits, and other charges assessed by the City, as well as proceeds from asset sales. In FY17, the City projects to collect \$284 million, a change of 0.08% above FY16.

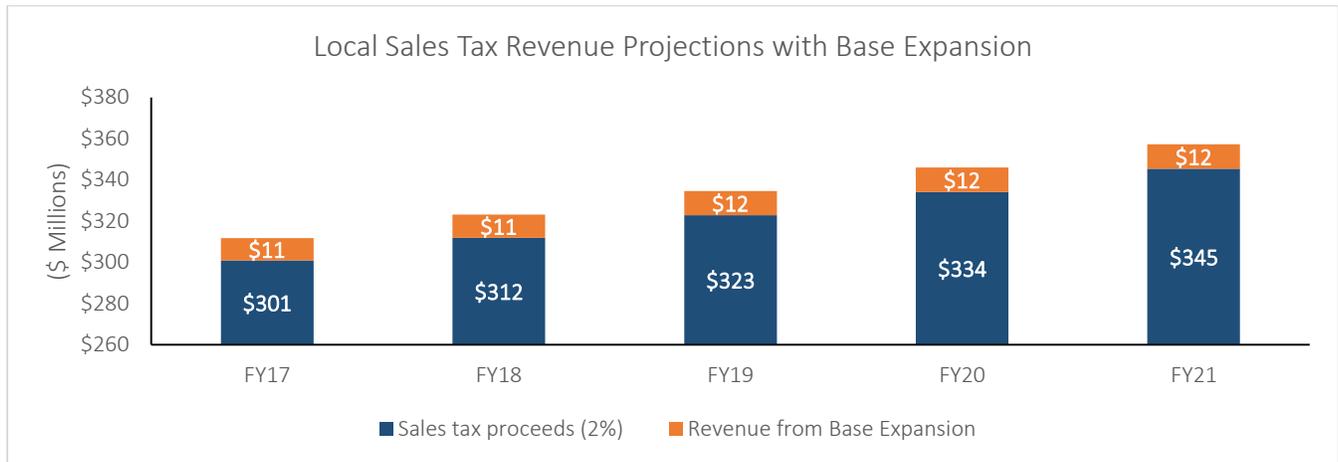
Revenue from Other Funds: This category consists of payments from other funds of the City to the General Fund, such as from Enterprise Funds (Water and Aviation) or from the Grants Fund, and is projected to total \$62.8 million in FY17.

GOVERNOR'S PROPOSED BUDGET

In the midst of historic budget gridlock, Governor Wolf delivered his second budget address with no full plan in place for the current fiscal year that began last July. The Governor's proposed budget for fiscal year 2016-2017 (FY17) assumes that the bipartisan budget agreement discussed last December is enacted before the end of FY16. To provide additional aid to public school systems across the state, funding for human services and prisons, and address rising state pension obligations, the Governor proposed several tax changes which impact the City's budget and Five Year Plan.

Sales Tax Expansion: The current sales tax rate in Philadelphia is 8%, which includes 6% that goes to the Commonwealth and a 2% local portion. In FY17, sales tax revenue is projected to total \$302 million. Of the 2%, the first 1% goes to the City's General Fund, which amounts to \$150 million in FY17. For the second 1%, the first \$120 million goes to the School District of Philadelphia, and from FY15 to FY18, the next \$15 million goes to pay debt service on a borrowing that the City undertook on behalf of the District. Any remaining funds are dedicated for the City's pension fund.

The Governor's proposal would expand the sales tax to include items such as movie tickets, basic cable television service, and digital downloads. The City would be held harmless for amusement tax revenues that are pre-empted by the state expansion of the sales tax. Additionally, the vendor sales tax discount cap would be set at \$25 per month. The discount is currently 1% for on-time payments. These changes would be effective April 1, 2016, and the Commonwealth is projecting that the City will receive an additional \$10.8 million in FY17, growing to \$11.9 million by FY21. Over the next five years, the Governor's proposal would generate an additional \$28.8 million for the pension fund above current projections. The impact of the proposed changes is shown in the following tables:



Revenues	FY17	FY18	FY19	FY20	FY21
Sales tax proceeds (2%)	\$300,834,034	\$311,797,366	\$322,842,186	\$334,078,080	\$345,295,924
Revenue from Base Expansion	\$10,800,000	\$11,300,000	\$11,700,000	\$11,900,000	\$11,900,000
Total Sales Tax Revenues	\$311,634,034	\$323,097,366	\$334,542,186	\$345,978,080	\$357,195,924

Uses (\$ thousands)	FY17	FY18	FY19	FY20	FY21
City's General Fund	\$155,817,017	\$161,548,683	\$167,271,093	\$172,989,040	\$178,597,962
School District	\$120,000,000	\$120,000,000	\$120,000,000	\$120,000,000	\$120,000,000
Debt Service Payment on Borrowing	\$15,000,000	\$15,000,000	--	--	--
Pension Payment	\$20,817,017	\$26,548,683	\$47,271,093	\$52,989,040	\$58,597,962
Total Sales Tax Uses	\$311,634,034	\$323,097,366	\$334,542,186	\$345,978,080	\$357,195,924

Cigarette Tax Changes: In 2014, after receiving authorization from the Commonwealth, the City implemented legislation providing for a local \$2 per pack tax on cigarettes for the School District. In FY15, the District received \$50.2 million (the tax increase began in October 2014), and in FY16, the District is projecting \$60 million for a full year’s collection. The tax revenue is projected to decline each year as the tax provides an incentive for smokers to quit or reduce the number of cigarettes they smoke. The tax is set to expire in June 2019.

The Governor’s budget proposes to increase the state tax on cigarettes by \$1, increasing the total state tax from \$1.60 to \$2.60 per pack. The local tax of \$2 per pack would remain in place, bringing the total tax on a pack of cigarettes to \$4.60 in Philadelphia through FY19 if the Governor’s proposal is enacted. This tax would become effective in April 2016. The Governor’s budget would also extend a 40% tax on items like cigars, loose tobacco, smokeless tobacco, and electronic cigarettes. The Governor’s Budget Office projects the estimated loss of revenue to the School District of Philadelphia is \$1.3 million in FY16 for a partial year (April to June) and \$5.1 million in FY17 for a full fiscal year due to an assumed drop in sales. Over the course of the Five Year Plan, this change is estimated to cost the District \$24 million.

Local Cigarette Tax	FY17	FY18	FY19	FY20	FY21
Projected Loss due to State Proposed Changes	\$5,100,000	\$5,000,000	\$4,800,000	\$4,700,000*	\$4,500,000*

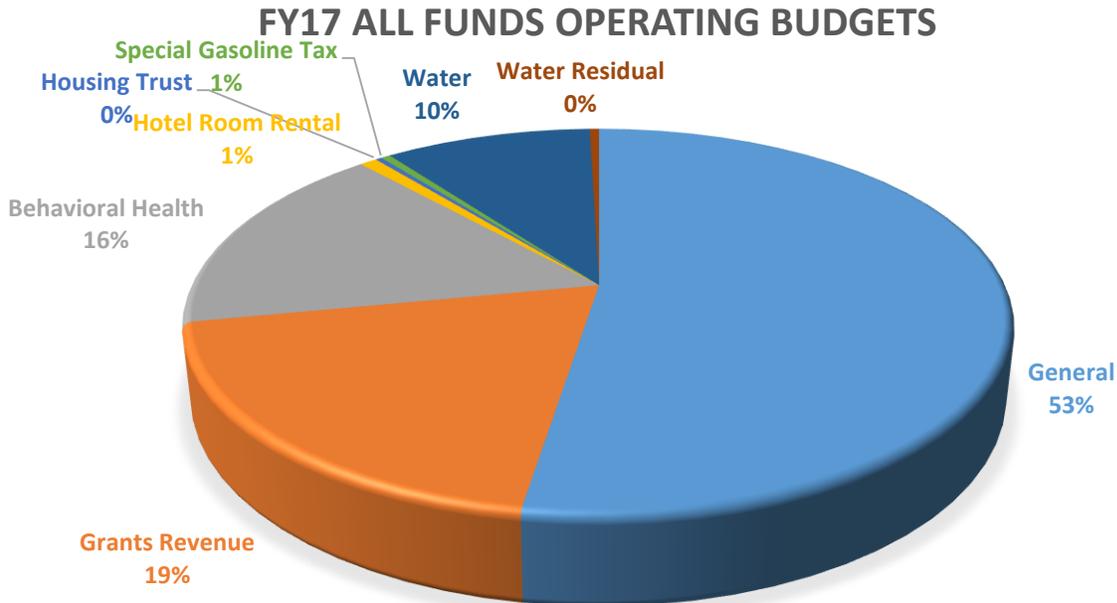
*The local cigarette tax is set to expire in June 2019. Estimates for FY20 and FY21 included would only apply if the local tax were continued at the current rate.

EXPENDITURE OUTLOOK

THE CITY'S FY17 EXPENDITURES

Overview

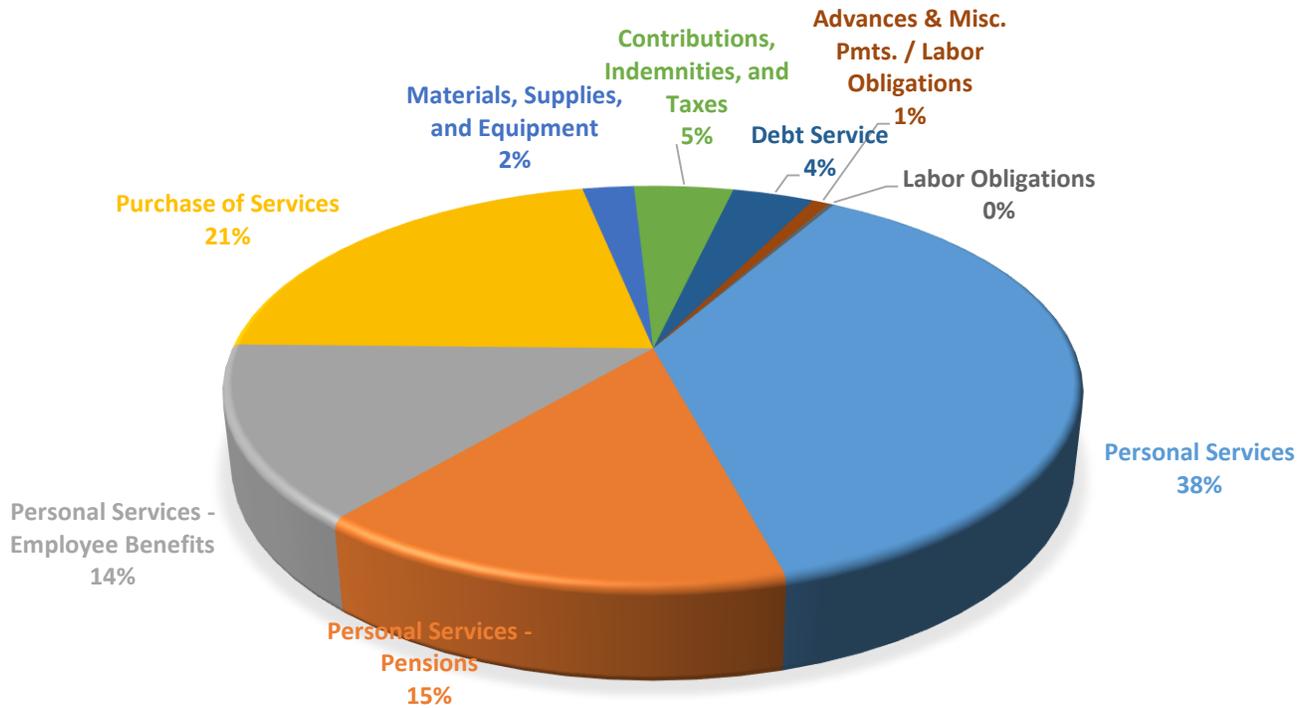
The proposed FY expenditures for all operating funds total \$8,669,627,000, and the breakdown by department in all operating funds of the City is shown in the Appendix. The largest fund is the General Fund, which is discussed in further detail below.



The proposed FY17 General Fund expenditures total \$4.168 billion, an \$115.3 million increase (2.8%) from the FY16 Current Projection. Proposed expenditures are estimated to increase to \$4.523 billion by FY21. The proposed budget and FYP includes funding for four new initiatives: Expanded pre-K, Community Schools, debt service for Rebuilding Community Infrastructure, and debt service for the Philadelphia Energy Campaign, all discussed earlier in the Five Year Plan.

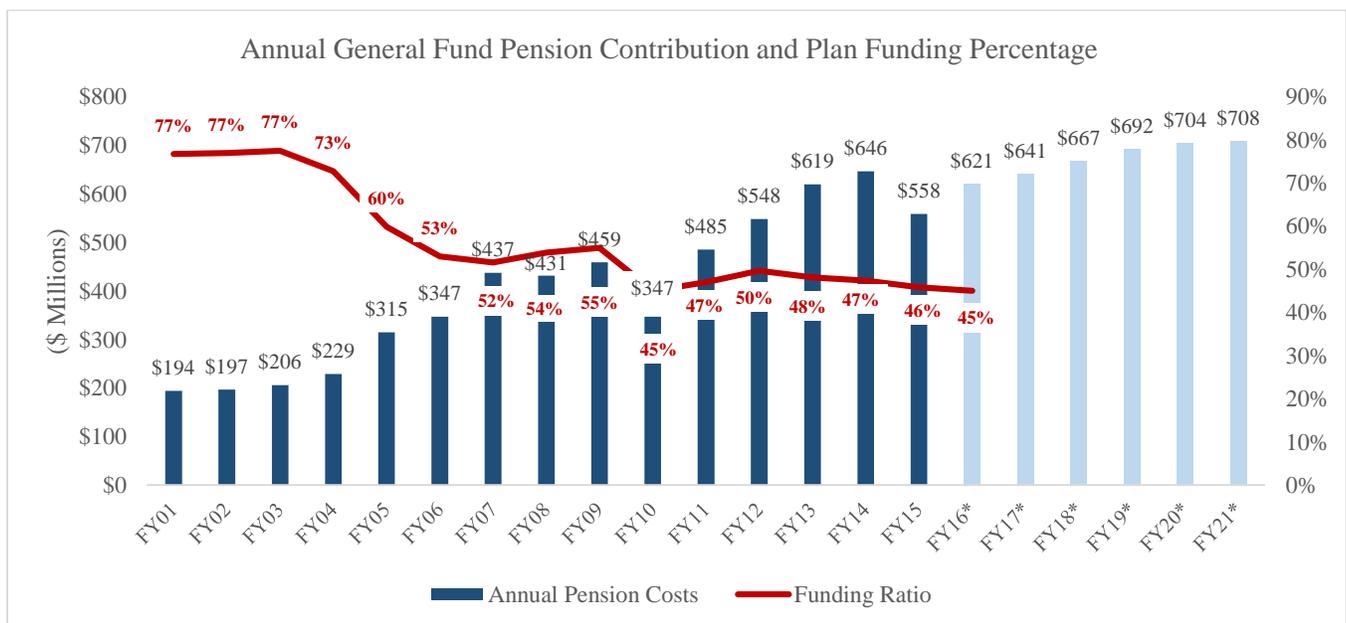
General Fund			
Obligations/Appropriations	FY16 Current Estimate	FY17 Proposed	FY17-FY16 Change
Personal Services	1,555,974,744	1,562,851,780	6,877,036
Personal Services - Pensions	620,742,073	641,003,926	20,261,853
Personal Services - Employee Benefits	559,489,000	588,281,000	28,792,000
Purchase of Services	849,173,138	894,850,404	45,677,266
Materials, Supplies, and Equipment	100,958,553	97,156,734	-3,801,819
Contributions, Indemnities, and Taxes	192,030,973	187,596,917	-4,434,056
Debt Service	141,398,213	153,950,119	12,551,906
Payments to Other Funds	32,715,032	32,064,020	-651,012
Labor Obligations	0	10,000,000	10,000,000
TOTAL	4,052,481,826	4,167,755,000	115,273,174

FY17 GENERAL FUND PROPOSED EXPENDITURES



Major Expenditures

Pensions: As with prior years, the largest costs to the City’s budget pay for City employees who design, manage, and implement the programs and services upon which residents and taxpayers depend. Employee benefits have grown much more quickly than the City’s revenues and other expenditures, which means that more and more of the City’s budget is not available to pay for services. In FY17, pension costs are budgeted to represent 15.4% of General Fund expenditures. The rapidly escalating costs of pensions, combined with the Pension Fund’s declining health – it is now 45% funded – make pensions perhaps the most significant financial challenge facing the City.



* FY16-FY21 are projected pension costs and include sales tax revenue

In FY17, General Fund pension payments are projected to total \$641 million compared to \$558 million in FY16. While the City's annual pension contribution has grown by over 230% since FY01, the Pension Fund's funded percent has dropped from 77% to 45%.

The City is taking other steps to improve the health of the Pension Fund. The Pension Board has lowered the assumed rate of return to 7.75% from 8.75% since 2008. Partially as a result of this change in assumed rate of return, the minimum municipal obligation (MMO) of the City to the Pension Fund has increased in recent years. The reductions in earnings assumptions allow pension funds to moderate risk of the investments, which can also reduce the likelihood of losses.

Health Benefit Costs: General Fund health benefit costs are budgeted to total \$434 million, 10.4% of the FY17 proposed budget. Health benefit program costs are one of the largest and fastest growing items in the City's budget. In order to address the challenges these costs present, the City has made cost-saving changes in the City-administered health benefit programs for exempt and non-represented employees (as well as DC 33 and DC 47 members who opt out of their union administered plans), and sought changes to its labor contracts in the areas of health benefits to reduce costs and risk to the General Fund. These changes include moving to self-insurance for health benefits, increasing co-pays, and implementing wellness and disease management programs to improve health and decrease long-term health care spending. Even with these changes, General Fund health care costs are estimated to rise 5.7% from FY16 to FY17.

Debt Service: Debt service shown in the Sinking Fund Commission's budget represents 6.7% of the total FY17 General Fund proposed budget. This includes debt service on General Obligation bonds, tax, and revenue anticipation notes, and long-term contracts and leases. The Debt Management chapter discusses the City's debt in more detail.

Independent Officials: The FY17 proposed budget for Independently Elected Officials is \$206 million representing 5% of General Fund expenditures. This includes \$110.3 million for the First Judicial District; \$35 million for the District Attorney's office; \$21.2 million for the Sheriff's Office; \$16.7 million for City Council; \$9.7 million for City Commissioners; \$8 million for the Office of the Controller; \$3.7 million for the Register of Wills; \$1.1 million for the Board of Ethics; and \$0.8 million for the Board of Revision of Taxes.

Taken together with the City's revenue and obligation projections, these investments result in a projected General Fund balance level of \$41.9 million in FY17, which decreases to a low of \$37.7 million in FY18 and increases to a high of \$126.9 million by FY21. As discussed in the Fund Balance Trends and Projections chapter, this is well below the City's target of having an unreserved fund balance of roughly 6-8% of General Fund expenditures, which in FY17 would represent \$250-\$333 million.

LABOR

Workforce costs have a significant impact on the City of Philadelphia’s finances. Like most local governments, the City provides labor intensive services. As a result, labor costs – including wages, healthcare benefits, and pensions – are the City’s single largest expense, accounting for 67% or \$2.8 billion of the City’s \$4.2 billion proposed General Fund budget for FY17. With more than two thirds of the City’s budget dedicated to employees, responsibly managing workforce costs is critical to maintaining fiscal health.

As of February 9, 2016, the City had 28,220 employees, of whom 23,375 (83%) are represented by one of the City’s municipal unions:

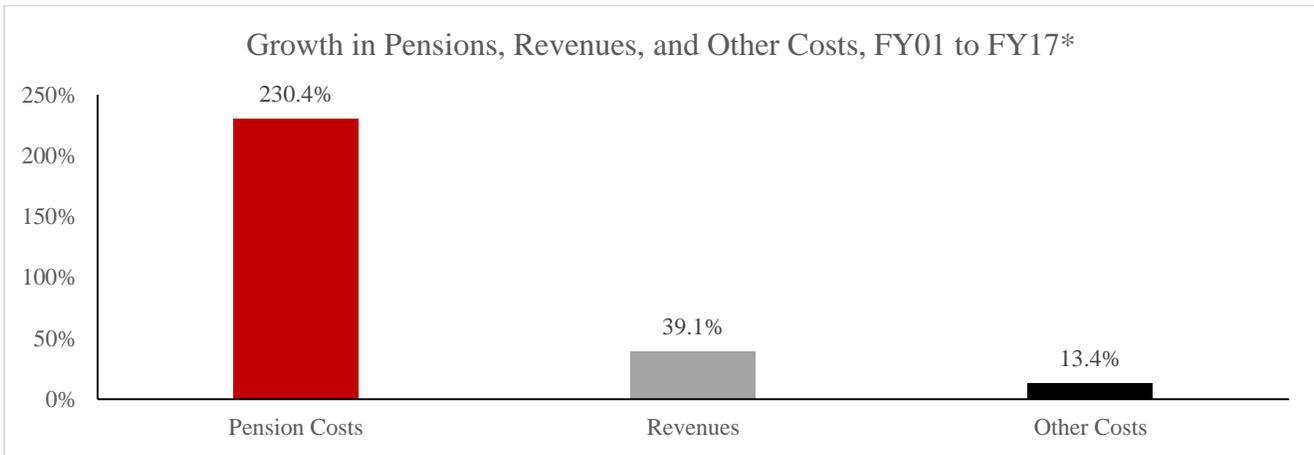
Employee Group	Number of Employees	Contract Term
Fraternal Order of Police (Lodge No. 5)	6,368	7/1/2014-6/30/2017
Deputy Sheriff & Register of Wills (Lodge No. 5)	334	7/1/2014-6/30/2017
International Association of Fire Fighters (Local 22)	2,462	7/1/2013-6/30/2017
AFSCME District Council 33	7,995	7/1/2009-6/30/2016
Correctional Officers (Local 159 - DC 33)	2,252	7/1/2014-6/30/2017
AFSCME District Council 47	3,480	7/1/2009-6/30/2017
Local 810 (DC 47) Court Employees	484	7/1/2014-6/30/2016
Non-represented	1,082	--
Exempt	3,763	--
Total Employees	28,220	

Contract Negotiations: The City is committed to working with its union partners to reach agreements that are fair to employees and other taxpayers. District Council 33, the City’s largest union, and Local 810 court employees (District Council 47) are up for new contracts in FY17, and the International Association of Fire Fighters Local 22 has a wage reopener in FY17. No labor agreements are in place for FY18 and beyond. This Five Year Plan includes \$200 million to budget for the potential costs of these labor agreements.

Uniformed employees bargain under Pennsylvania Act 111 of 1968, which provides for final and binding interest arbitration to resolve collective bargaining impasses (uniformed employees are not permitted to strike under state law). Non-uniformed employees bargain under Act 195 of 1972, which allows for the right to strike over collective bargaining impasses. Certain employees, including employees of the Sheriff’s Office and the Register of Wills, corrections officers represented by DC 33, and employees of the First Judicial District represented by DC 47, are not permitted to strike but may proceed to interest arbitration under Act 195.

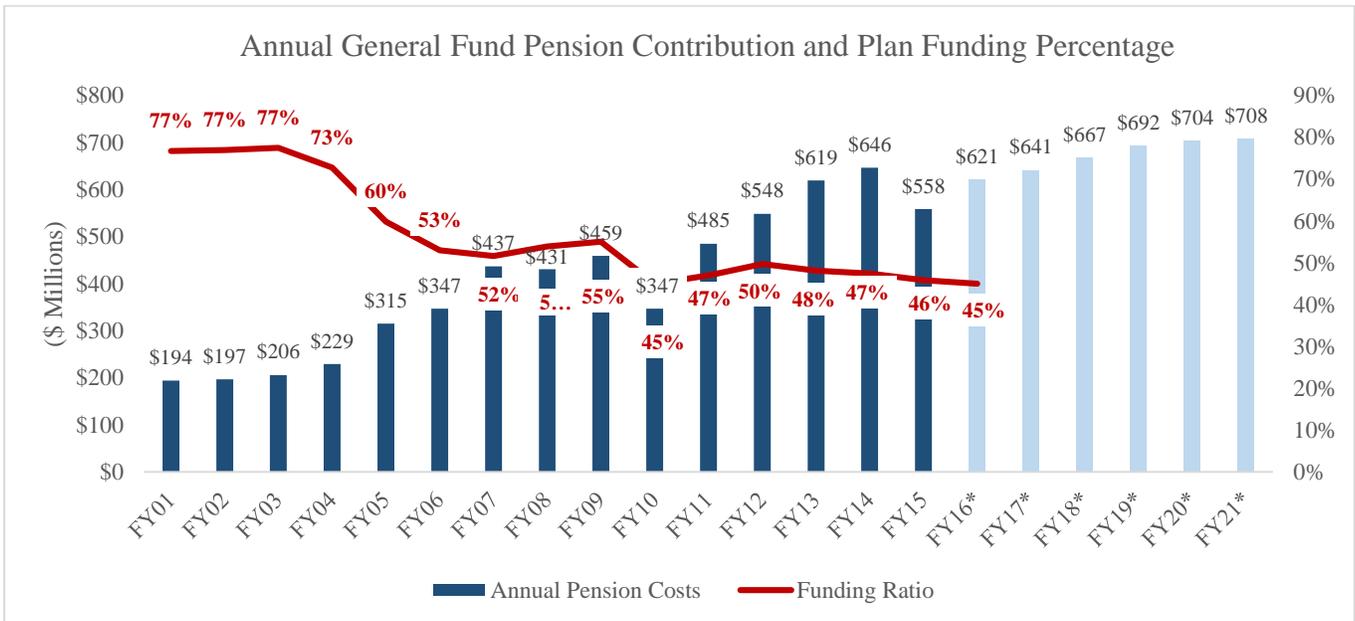
Key Issues for Upcoming Contracts: Managing total workforce costs – wages, benefits, and pensions – while maintaining competitive compensation remains a financial and management challenge. In FY17, employee benefit costs including pensions will comprise 30% of proposed General Fund expenditures.

From FY01 to FY17, pension expenditures grew by 230% while revenues only increased by 39% (and all other costs grew 13% over the same period). As spending on employee benefits grows, City spending on other services continues to be constrained.



Note: FY17 totals are budgeted

Pension Funding Challenges: The City of Philadelphia’s Municipal Retirement System has a \$5.9 billion unfunded liability as of the preliminary July 1, 2015 valuation and is only 45% funded. The pension funding ratio has weakened over time, dropping from 77% in FY01 (around peak funding after the FY99 pension bond issuance) to 45% in FY17. For every dollar of benefit costs accrued by employees, the pension fund has 45 cents in plan assets.



*FY16-FY21 amounts represent estimated and projected General Fund pension costs and include sales tax revenue.

Note: FY10 and FY11 payments are relatively low because of deferrals. FY13 and FY14 include the repayment of deferrals plus associated interest.

The pension fund’s actuary determines the City’s required contribution each year – the minimum municipal obligation (MMO) – in order to reach 100%-funded in the late 2030’s. The MMO includes costs for the benefits earned by active employees as well as the value of benefits accrued in past years. Changes in the employee membership, benefits, or actuarial assumptions, as well as investment gains or losses can all impact the amount the City is required to pay each year.

An increasing share of the City’s resources go towards paying pension costs each year and therefore cannot be used to provide current services. General Fund pension costs grew from \$194 million or 6.7% of expenditures in FY01 to \$641 million or 15.4% by FY17 (including payments on pension obligation bonds).

The Philadelphia Municipal Retirement System is made up of multiple plans from three major groups: 1967, 1987, and Plan 10. The 1987 plans were created to be less costly than those in place at the time (1967 Plans). Similarly, Plan 10 is a lower cost hybrid option with a defined benefit and a defined contribution portion. When looking at the plans within the retirement system, as of the July 1, 2014 valuation, the 1967 group of plans have \$5.0 billion of the total \$5.7 billion unfunded liability and much lower funding percentages than the 1987 or Plan 10 groups.¹⁷

Pension Reforms to Date: The City and its unions have taken multiple steps to improve the health of the pension fund. Through collective bargaining and arbitration, employee contributions were increased and a hybrid plan (Plan 10) was introduced for new hires. The hybrid plan is mandatory for new hires in two employee groups that currently represent more than 2,300 employees. Those who opt-out of the hybrid plan and elect to stay in the traditional pension pay an additional contribution above what grandfathered employees contribute. As of February 2016, 840 employees were in the hybrid plan.

Unfunded Actuarial Liability by Plan Groups As of July 1, 2014 Most Recent Valuation		
Combined - All Plans		
Employee Group	Unfunded Liability	Funding %
All Plans	\$5,706,923	45.8%
Plan 1967		
Municipal	\$2,919,516	35.9%
Police	\$1,502,710	31.1%
Fire	\$636,153	27.9%
Plan 1987		
Municipal	\$405,658	71.5%
Elected	\$11,791	49.2%
Police	\$185,652	83.8%
Fire	\$45,452	85.3%
Plan 10		
Municipal	-\$13	182.2%

The City continues to make at least its full minimum municipal obligation (MMO) each year and has dedicated a portion of additional revenues to the fund. Under 2014 state legislation, the additional 1% local sales tax provides funding for the School District of Philadelphia (first \$120 million), debt service on a four-year borrowing for the District (next \$15 million through FY18), and any remaining funds are dedicated to the pension fund. The pension fund will receive an estimated \$10 million in FY16, and these revenues will increase over time, especially once the debt service is paid off. By FY21, the sales tax revenues for the pension fund are projected to reach \$52.6 million. If passed, the Sugary Drink Tax will provide an additional \$26 million in revenue to the fund over the life of the FYP.

The Pension Board has lowered the assumed rate of return from 8.75% to 7.75% since FY08. This change reduces the long-term risk of not meeting investment return assumptions. The Board also voted to make assumptions around mortality and other demographic factors more conservative. While fiscally prudent, these changes also lower the fund’s actuarial funding percentage. The changes are partially responsible for recent increases in the City’s minimum municipal obligation.

Despite these reforms made to date, this legacy cost will continue to place pressure on the City’s budget unless additional changes are made. The escalating costs of pensions, combined with the pension fund’s declining health, is what makes pensions one of the most significant financial challenges facing the City.

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

Non-union employees are provided benefits through the City Administered Benefits Program (CAP). In FY10, the City moved from a fully-insured model to a self-insurance arrangement. The City also increased employee copays and instituted a disease management and wellness program with financial incentives for completing wellness

¹⁷ Actuarial valuation as of July 1, 2014 (most recent valuation). A July 1, 2015 valuation will be available in March 2016.

activities. In FY15, the City added a tobacco user surcharge and employees will pay an additional copay for each prescription if using a pharmacy that sells tobacco products.

Recent Contracts and Employee Wage Increases: The following table presents employee wage increases from FY10 to FY17 for each bargaining unit. The most recent contract terms are highlighted.

Fiscal Year	FOP Lodge No. 5	FOP Lodge 5 Sheriff's Office & Register of Wills	IAFF Local 22	AFSCME DC 33	AFSCME DC 33 Correctional Officers	AFSCME DC 47	AFSCME DC 47 Local 810 Court Employees	AFSCME 47 Local 2186
FY10	0% (1)	0% (3)	0% (5)	0% (7)	0% (8)	0% (10)	0% (11)	0% (13)
FY11	3.0% (1)	2.5% (3)	3.0% (5)	0% (7)	0% (8)	0% (10)	0% (11)	0% (13)
FY12	3.0% (1)	2.5% (3)	3.0% (5)	0% (7)	0% / \$1,100 ratification bonus (8)	0% (10)	0% (11)	0% (13)
FY13	3.0% (1)	3.0% (3)	3.0% (5)	0% (7)	2.5% (8)	0% (10)	2.5% (11)	2.5% (13)
FY14	3.0% (1)	3.0% (3)	3.0% (6)	0% (7)	2.5% (8)	3.5% + \$2,000 lump sum (10)	2.5% (11)	3.5% + \$2,000 lump sum (13)
FY15	3.0% (2)	2.5% (4)	3.0% (6)	3.5% + \$2,800 lump sum (7)	3.0% (9)	0% (10)	2.5% (12)	0% (13)
FY16	3.25% (2)	3.0% (4)	3.25% (6)	2.5% (7)	3.25% / \$600 equity adj. (9)	2.5% (10)	2.5% (12)	2.5% (13)
FY17	3.25% (2)	3.25% (4)	Reopener (6)	--	3.25% (9)	3.0% (10)	--	3.0% (13)

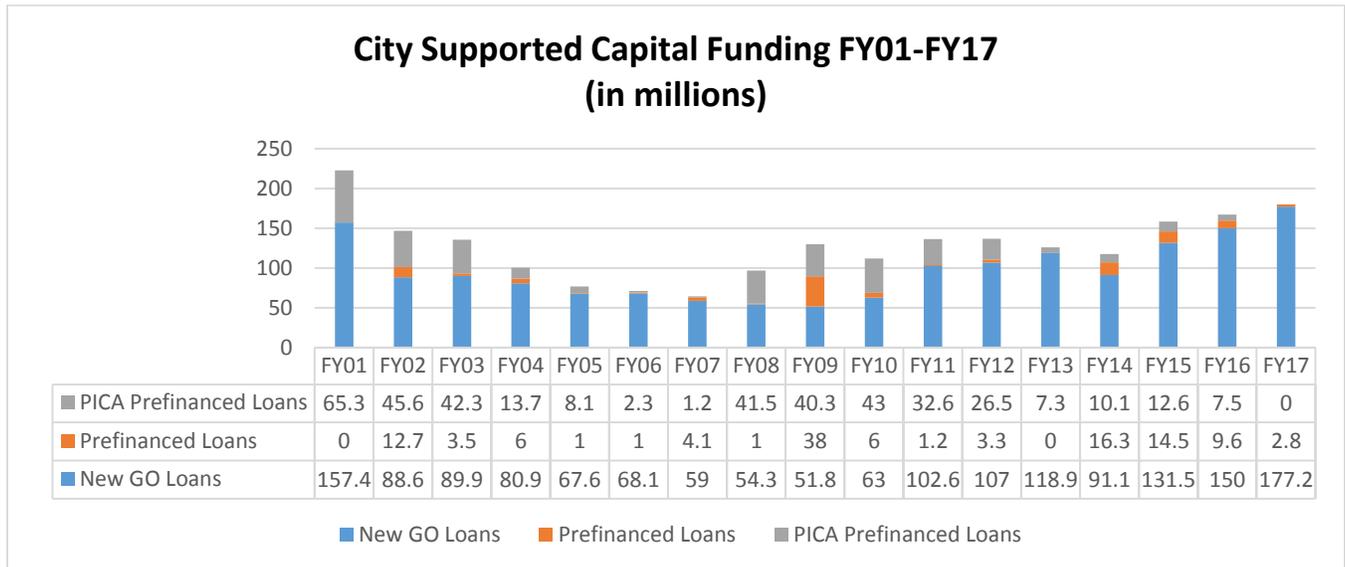
- (1) Five year contract for the period July 1, 2009-June 30, 2014, reopener for wage increases in FY13 (3.0%) and FY14 (3.0%).
- (2) Three year contract for the period of July 1, 2014-June 30, 2017.
- (3) Five year contract for the period July 1, 2009-June 30, 2014, reopener for wage increases in FY13 (3.0%) and FY14 (3.0%).
- (4) Three year contract for the period July 1, 2014-June 30, 2017. Effective July 1, 2014, Register of Wills employees receive increases on terms negotiated between the City and DC 33 effective July 1, 2014 and wage increases (if any) negotiated by DC 33 for the period July 1, 2016-June 30, 2017.
- (5) Four year contract for the period July 1, 2009-June 30, 2013.
- (6) Four year contract for the period July 1, 2013-June 30, 2017 with a reopener to determine July 1, 2016 wage increase.
- (7) Seven year contract for the period July 1, 2009-June 30, 2016. Employees received a ratification bonus of \$2,800.
- (8) Six year contract for the period July 1, 2008-June 30, 2014. Received same negotiated wage increases (if any) by DC 33 for July 1, 2009 through June 30, 2012, \$1,100 cash bonus in FY12.
- (9) Three year contract for the period July 1, 2014-June 30, 2017. Employees received a \$600 equity adjustment added to base wages on January 1, 2016.
- (10) Eight year contract for the period July 1, 2009-June 30, 2017. Employees received a ratification bonus of \$2,000.
- (11) Five year contract effective July 1, 2009-June 30, 2014. Received same negotiated wage increases (if any) by DC 47 for July 1, 2010 through June 30, 2012.
- (12) Two year contract for the period July 1, 2014-June 30, 2016.
- (13) Eight year memorandum of agreement effective July 1, 2009-June 30, 2017. Employees received a ratification bonus of \$2,000. Wage increase of 2.5% unilaterally implemented in October 2012 along with overtime

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 Mayor's Priorities: to improve educational opportunities and outcomes for all of Philadelphia's children; to improve economic opportunities for all Philadelphians; to improve public safety for all Philadelphians while treating residents with respect and dignity; to operate government efficiently and effectively; and to develop a diverse workforce that looks like Philadelphia and to treat that workforce with respect. The Recommended FY17-FY22 Capital Program appropriates more than \$9.7 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 FY17 to spend \$177.2 million of City-supported capital funding through new General Obligation (GO) bonds issued by the City. The following chart shows the total capital funding proposed for FY17 compared to approved Capital Programs from prior years.



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

The FY17 GO budgeted amount is relatively high compared with prior year annual budgeted amounts. However, due to years of chronic underinvestment in the City's infrastructure, further investment is crucial. The Capital Program includes \$48 million in new GO bonds to be invested as part of Rebuilding Community Infrastructure, a multi-year investment in Philadelphia's parks, playgrounds, recreation centers, and libraries. The City proposes to borrow \$300 million in multiple stages, to be leveraged with private, philanthropic, and other government investment to fund Rebuilding Community Infrastructure.

Additionally, the Philadelphia Energy Campaign (PEC), a partnership between the Philadelphia Energy Authority and the Office of Sustainability, will work to reduce the cost of utilities within municipal government and has preliminarily identified approximately \$150 million worth of energy projects on City properties. The City will issue two \$50 million bonds to cover these costs. These investments, managed by the Office of Sustainability with support from the PEC, are anticipated to result in \$5-8 million in annual energy savings to the City.

Together with the proposed Capital Program, these investments will transform a large portion of the City’s facilities and assets.

Debt Limit

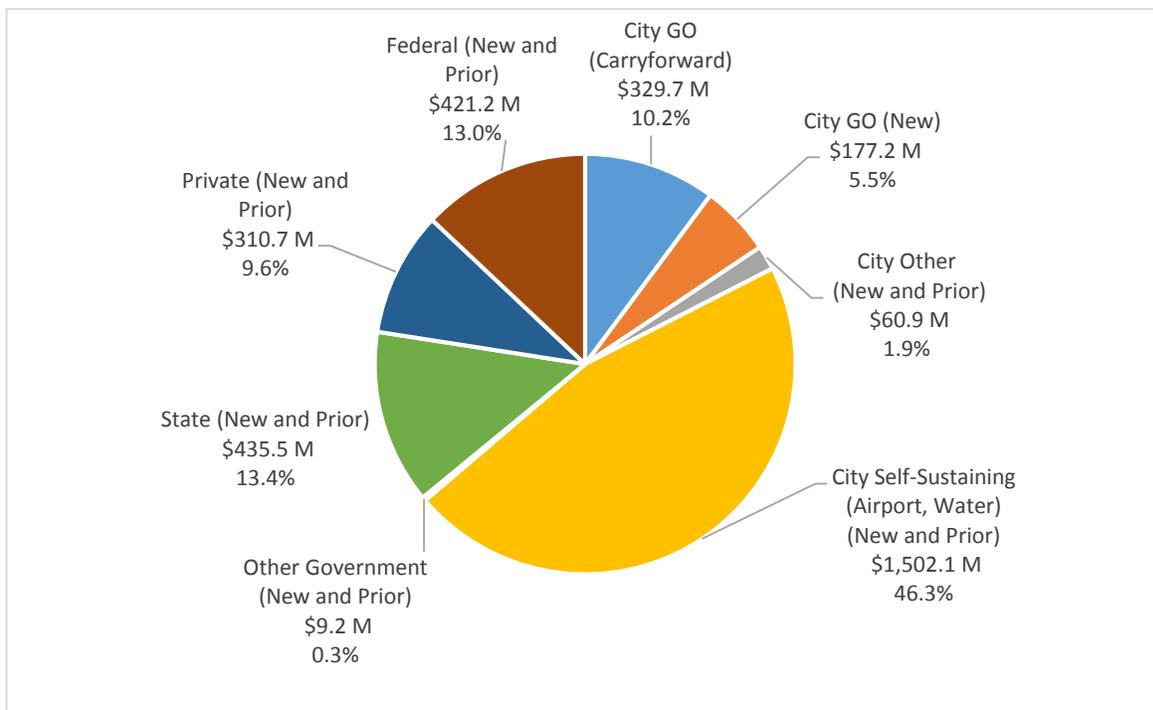
The availability of new General Obligation funding for capital projects is set by two inter-related factors – the City debt limit and the City borrowing capacity.

The Pennsylvania Constitution limits the City’s total debt capacity to 13.5% of the immediately preceding ten-year average of the annual assessed valuations of taxable realty in the city. The Actual Value Initiative (AVI) resulted in a substantial increase to the constitutional debt limit as taxable real estate values increased from \$12.4 billion in FY13 to \$94.5 billion in FY14. In FY15, total taxable assessed value was \$92.7 billion. Nevertheless, the City’s ratio of debt service to total expenses will continue to restrict its ability to issue general-obligation debt. A relatively high ratio of debt service to obligations will not only crowd out other operating expenditures, but if the ratio gets too high, it could also result in a reduction of the City’s bond rating thereby increasing the costs of borrowing. Rating agencies have consistently cited the City’s high level of fixed costs as a reason for its relatively low bond rating compared with other cities. Despite these constraints, the Administration is committed to investing in the City’s infrastructure to the greatest extent possible and is recommending a substantial amount of new City funding.

Limited by the debt capacity of the City, the FY14 capital investment financed through General Obligation bonds fell below \$100 million for the first time since FY11. However, since AVI has taken effect, the preceding 10-year average of assessed value of taxable real property increased. This is the second fiscal year the AVI values have been included in the debt capacity calculation, allowing the debt limit to increase significantly; however, borrowing on City tax-supported, GO bond funding for the capital budget, and the City’s financial capacity to pay debt service on a higher amount of debt with these borrowed funds, is still a constraint on the operating budget. While the City has limits on the amount that it can borrow, it also has immediate infrastructure needs. By appropriating \$897 million in new City-backed borrowing over the next six years, this Capital Program will help to address those needs.

Total FY17 Recommended Capital Budget

The total capital budget for FY17 is \$3.2 billion. Within each department are several hundred “subprojects” that are either new for FY17 or carried forward from previous years’ budgets.



Of the total budget amount, \$177.2 million is recommended to be funded by new GO bonds issued by the City. These bonds are tax supported (i.e., repaid from the City’s general tax revenues). An additional \$329.7 million will come from carried-forward City tax-supported loan funds. Other City sources, which include the pre-financed and PICA loans, operating revenue, and revolving funds, total \$60.9 million. City self-sustaining operating funds and revenue bonds account for more than \$1.5 billion of total budget-year funds. Funding from other levels of government, including federal, the Commonwealth of Pennsylvania, and regional sources, totals \$865.9 million in the budget year. Finally, \$310.7 million of FY17 funding will be provided by private sources.

Departments	New City Tax Supported Funds (FY17)	All Funding Sources
Airport		\$ 1,171,100,882
Art	\$ 7,000,000	\$ 12,000,400
Commerce	\$ 18,750,000	\$ 155,298,350
DPP	\$ 12,500,000	\$ 31,829,642
Energy Office	\$ 1,075,000	\$ 1,075,000
Finance	\$ 6,600,000	\$ 41,050,799
Fire	\$ 7,580,000	\$ 16,869,729
Fleet	\$ 23,000,000	\$ 27,590,154
Free Library	\$ 1,000,000	\$ 18,335,255
Health	\$ 955,000	\$ 30,970,240
MDO	\$ 1,000,000	\$ 19,451,014
OIT	\$ 14,646,000	\$ 55,305,969
OSH	\$ 1,370,000	\$ 5,373,736
Parks & Rec	\$ 16,900,000	\$ 142,586,793
Police	\$ 12,550,000	\$ 30,175,771
Prisons	\$ 7,200,000	\$ 28,984,183
Records	\$ 7,585,000	\$ 7,864,114
Streets	\$ 32,150,000	\$ 403,328,451
Transit	\$ 4,503,000	\$ 305,129,645
Water		\$ 732,780,874
Zoo	\$ 850,000	\$ 9,436,689
TOTAL	\$ 177,214,000	\$ 3,246,537,690

Highlights of the Recommended Capital Budget and Program include:

- **Public Safety Facilities** - A substantial increase in GO funding is proposed for physical renovations and safety improvements at existing Police and Fire Stations throughout the city, and funds are programmed for the planning and design of new facilities, guided by an upcoming facilities strategic plan, to meet future public safety needs.
- **Parks, Recreation Centers, and Libraries** - The Capital Budget and Program recommends devoting a substantial, consistent amount of GO funding to an innovative new public- private partnership, known as Rebuilding Community Infrastructure, designed to bring these key community- serving assets to a state of good repair and to improve service delivery.
- **Improved Efficiency** - Increased GO funding is planned to upgrade the City's fleet of trash compactors and emergency response vehicles in order to lower operating costs and improve service reliability. Building

retrofits will reduce energy costs, while improved computer systems will make information networks more stable and effective.

- Human Services - District health centers, and the city's shelters and nursing facilities for families, individuals, and the elderly, are slated for increased funding to help meet the ongoing needs of vulnerable population.
- Infrastructure Systems - Continued investment of City GO dollars is recommended to leverage substantial federal and state funds used to maintain and improve streets, roads, bridges, and transit systems, while self-sustaining funds are programmed to support infrastructure at the Division of Aviation and Philadelphia Water Department.
- Economic Development - This plan proposes continued public investment in site improvements to neighborhood commercial corridors, master plan districts and mixed- use projects, and arts, culture, and recreation facilities that provide amenities for residents while generating jobs from visitor spending.

AGENCY OUTLOOK

ART MUSEUM

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

Plans for Fiscal Years 2017-2021:

Education Programs: As the City’s primary center and advocate for visual arts education, the Museum offers a broad range of educational programming to Philadelphia youth at little or no cost to the schools. Each year, approximately 65,000 schoolchildren visit the Museum to participate in these offerings, which include school tours, classes, activities, and other resources. For example, the Museum offers free admission and tours for all School District of Philadelphia and Philadelphia charter schools. In addition to offering free admission, the Museum also provides transportation when possible.



Young visitors to the Philadelphia Museum of Art take in the sights of the Museum, while enthusiastically participating in specially-designed arts education programs for the city’s school-aged children.

All of the Museum’s education offerings are designed for students based on their age and grade curriculum standards. One of the Museum’s largest educational programs, *Art Speaks!*, is an art and literacy museum visit program designed around the School District’s 4th grade language arts curriculum. This program helps students practice literacy skills while exploring art in museums, and includes pre- and post-visit resources for students. All of the students who participate in *Art Speaks!* receive free transportation, admission and Family Return passes.

The Museum also provides out of school time programming for the city’s youth. Each year the Museum’s Art Club welcomes 240 students from six District middle schools to attend once-a-week after school art lessons at the Museum for two semesters. For high school-aged students, the Museum offers a number of programs, include the weekly after school Teen Sketch Club, the Teen Ambassador Group, and a six-week summer teen media class. The Art Splash family program provides younger children and their families with an opportunity to continue arts education during the summertime.

In addition to programming provided at the Museum, the PMA supports arts integration in all Philadelphia School District classrooms by providing pre-k through 12th grade educators with a wide variety of teacher resources and professional development. Resource materials are provided to the District at no cost.

The Museum consistently tracks attendance for the educational programming and evaluates the impact of the programs on the target audience. On average in the past five fiscal years, 65,000 schoolchildren have participated in Museum-sponsored educational programs each year. In FY15, more than 19,500 students from Philadelphia public and charter schools took part in the Museum’s educational programming.

Performance Measures	FY15	FY16 Estimate	FY17 Target
# of student visits in school programs	67,623	67,921	70,000
# of student visits from Phila. Public & Charter Schools	19,556	21,480	21,850
# of visits by students participating in the Museum’s out-of-school programs	4,151	4,172	4,354

Collections and Curatorial Program: The Philadelphia Museum of Art is one of the premier cultural institutions in the world, housing close to 229,000 works of art representing some of the greatest achievements of human creativity from around the world and throughout history. It ranks among the largest art museums in the nation.

The Museum’s curatorial program showcases its world-class collection through a wide array of exhibits that attract local, national, and international visitors. These exhibits are designed to ensure that there is something new and appealing for everyone. The Museum is also working to redefine how the Museum and its collection can be accessed by making better use of technology, such as developing mobile applications and providing online experiences.

Over the years, the exhibition program has worked to provide increasingly more diverse subject matter. Examples of this are Represent: 200 Years of African American Art and Ink and Gold: Art of the Kano (offered in FY15), three exhibitions focusing on art from India (offered in FY16), a suite of exhibitions titled Creative Africa scheduled for this spring, and Paint the Revolution: Mexican Modernism (scheduled for FY17).

Performance Measures	FY15	FY16 Target	FY17 Target
Attendance	659,810	750,067	646,265 ¹⁸
Jobs & Economic Impact	For the five years FY10 to FY14 on an average annual basis the Museum has generated \$240.44 million in economic impact, provided \$8.13 million in tax revenue to the City and \$7.46 million in tax revenue to the State and supported approximately 2,490 full-time equivalent jobs, more than half of which are held by city residents. FY15 numbers will be available in Spring 2016.		

Increasing attendance not only benefits the Museum but also generates significant economic benefits for the City of Philadelphia. In the past five fiscal years, the Museum has generated close to \$78 million in tax revenues for the City and the State. On an average annual basis, the Museum has generated \$240.44 million

¹⁸ While the Museum is under construction over the next five years, the building and the collection will remain open and accessible to the public, but lower attendance is anticipated during that period. However, the Museum’s economic impact is expected to remain steady due to significant construction expenditures.

in economic impact and supported approximately 2,490 full-time equivalent jobs, more than half of which are held by city residents.

Conservation Program: The Philadelphia Museum of Art’s conservation program works to preserve the city’s greatest buildings and assets at the highest standards. The Museum’s conservation department continues to set an internationally recognized standard of excellence for conservation in the city, across the region and throughout the world. On several occasions the Museum’s conservators have been asked to work with the City to assist on projects to conserve City buildings and national treasures, including City Hall and the Liberty Bell.

In FY17, the Philadelphia Museum of Art will break ground on the next phase of the Museum’s Facilities Master Plan. This phase, referred to as the Core Project, will be the first major renovation and upgrade to the Museum’s historic main building since its opening in 1928, roughly 88 years ago. This four-year project, to be completed by the first quarter of 2020 at an estimated cost \$200 million, will restore the early 20th century building and bring it into alignment with the needs of the 21st century visitor. The Museum has already begun several “enabling projects” that are paving the way for the start of the Core Project which began in June 2015 and will be completed in late 2016.



Planned renovation of the Kelly Drive entrance to the Philadelphia Art Museum.

The priorities of the Core Project are to improve the experience of visitors from across the region, the nation, and the world, by renovating public spaces to increase accessibility and circulation within the building, and address decades of deferred maintenance, code, and life safety concerns. By improving and enhancing how the visitor experiences the building, and expanding and renovating important gallery space, the Museum will increase its capacity to host more exhibitions and significantly increase the Museum’s attendance numbers, which will have a substantial economic impact on the City and the region.

A significant aspect of the Core Project includes essential building system repairs and upgrades, security and energy efficiency improvements, fire and life safety system investments, and work required to keep the historic structure in compliance with current safety goals and ADA requirements. Many of the Museum’s systems have not been upgraded for decades, and are long overdue for an upgrade. Making these much needed repairs and system upgrades will ensure the continued safety of the public. Additionally, much of this work, including upgrading the Museum’s storm water management system and the cistern will make the Museum a model for energy efficiency.

The Core Project will also reclaim a historic, street-level entrance on Kelly Drive that previously served as the Museum’s loading dock. This restoration enables the Museum to re-open this street-level entryway, and the Vaulted Walkway within, to the public for the first time in many decades. Re-opening the Kelly Drive

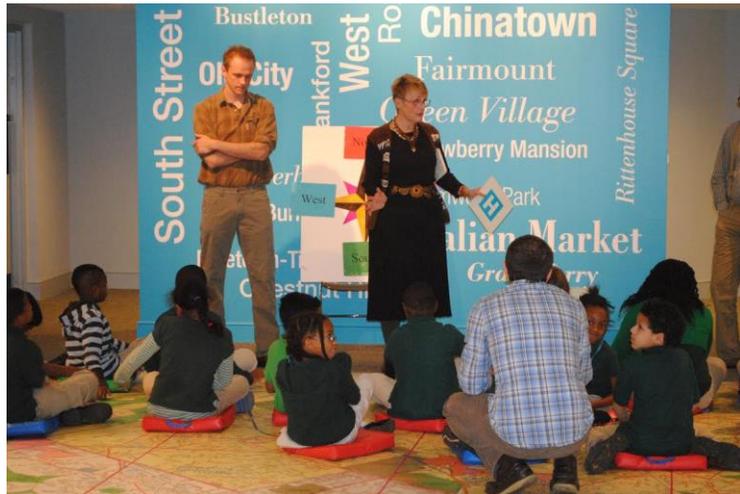
entrance is the next step towards creating a new Student Entrance and a new Education and Learning Center with bus drop-offs, classrooms and adequate restrooms. This new Center will help the Museum contribute to the Administration's goals of improving the educational opportunities and outcomes for Philadelphia's children. The Education Center, which will serve school groups and families with young children, will not only provide necessary education and dedicated support spaces, but also improve the control and safety of school groups and enhance their experience.

ATWATER KENT

Mission: The Philadelphia History Museum at the Atwater Kent engages Philadelphians and regional visitors with its extraordinary collection of objects that reflect Philadelphia’s rich history and the diversity of its people and their neighborhoods through exhibitions, educational programs, and technology which explore the past to better understand the present.

Plans for Fiscal Years 2017-2021:

Community Engagement: The Museum’s emphasis will be on increasing public and civic engagement with its audiences through a series of exhibitions devoted to showcasing a range of Philadelphia neighborhoods and community organizations that have contributed to the city’s history. For example, groups including the William Way LGBT Community Center, The German Society of Pennsylvania, the neighborhoods of Northern Liberties and South Kensington, Mural Arts Program, Taller Puertorriqueno, Fabric Row, or Pennsylvania Ballet are showcased in a



Children learn about the city’s many neighborhoods at the Philadelphia History Museum.

specially designated Community History Gallery designed to draw attention to and increase awareness of residents and tourists alike. PECO has supported the program for three years; however, the Museum seeks additional foundation, individual, and corporate support to expand its efforts to shine a spotlight on nonprofit and educational institutions that desire to tell their stories in a museum setting.

World Heritage City: As the very first city to gain the designation of World Heritage City, the Museum plans to work with other cultural institutions in the historic district to promote tourism and visitation to Philadelphia. Heritage tourism is ranked as the number one reason people visit Philadelphia, and working with the hospitality industry and Visit Philadelphia, the Museum will be part of a citywide effort to attract and increase the number of visitors.

Education and School Visits: Together with the African American Museum of Philadelphia, the History Museum will apply to the Philadelphia Foundation for funds to initiate a joint education program that will provide school groups with educator-led visits to both museums in a single visit. Understanding the under-resourced School District’s limitations, the Museums will collaborate with a select number of schools and teachers to provide a curriculum based lesson on the city’s history. Beginning in 2017 as a pilot program, the Museums will evaluate the impact of the new program, measure its effectiveness, and expand its scope and reach to increase the number of schools and students served. Initially, five schools and 500 students will take part, increasing the number of attendees to 1,500 over time.

Expanded Hours and Programming:

Limited staff and financial resources have restricted the operating hours of the Museum. With increased foundation support, the Museum plans to expand its public hours and open on Sundays, initially in the spring, summer and fall. As a first step, working with the Old City District and other cultural institutions in the historic district, including the National Museum of American Jewish History, a First Friday monthly extended hours program will be implemented in FY18 and beyond. Thursday night jazz



will be introduced in FY19, and if successful, the Museum will restructure its public hours to better meet the needs and desires of the historic district and surrounding neighborhoods.

Enhancing the Museum Experience and Opportunities: Through annual City capital funding, the Museum continues to improve its gallery spaces by increasing the number of rotating exhibitions and the incorporation of more technology such as adding components that enhance visitor experiences through multimedia, lighting, and iPhone augmented reality.

By landscaping and improving the garden at the rear of the building, the Museum will embark on a program to increase its earned revenue potential through a well defined space rental program. It is anticipated that present annual income levels of \$20,000 can grow to over \$50,000 per year, with the increased revenue helping to defray the operating costs of the Museum.

Part of the Museum's effort to contain cost is to increase the scope and range of its relatively new volunteer program, introducing training for docent-led tours and enlisting volunteer support for other administrative functions across a range of activities, including membership mailings and data entry.

Partnerships and Collaborations: In order to increase attendance and reduce program costs, the Museum will continue and expand its efforts to collaborate and partner with peer institutions, offering joint exhibitions, membership reciprocity, and discount admissions passes to multiple cultural organizations in the historic district. To date, the Museum has partnered with the Athenaeum of Philadelphia, the African American Museum of Philadelphia, the Historical Society of Philadelphia, the National Museum of American Jewish History, Historic Germantown, Stenton, Clivedon, the Museum of the American Revolution, Independence Seaport Museum, the National Constitution Center, and both the Physick and Powel Houses, among others. These collaborations help to combine staff, educational, and visitor resources, resulting in a richer experience for each partner institution.

BOARD OF PENSIONS

Mission: The Board of Pensions and Retirement (the Board) is responsible for the creation and maintenance of an actuarially sound Retirement System for the benefit of all current and future benefit recipients. The nine-member Board is composed of the Director of Finance, who serves as chairperson, the Managing Director, the City Solicitor, the Human Resources Director, the City Controller, and four members who are elected by the Civil Service employees of the City. In addition, there is one non-voting member on the Pension Board, who is appointed by the President of City Council.

The Board acts as a ‘trustee’ to make sure that the Retirement System remains actuarially and financially sound for the benefit of current and future benefit recipients. With the assistance of staff and professional consultants, the Board manages assets in the pension system and develops policies and strategies consistent with its fiduciary duties. In addition, the Board is responsible for approving all benefit applications and, through the Executive Director and his staff, administering the day-to-day activities of the Retirement System, providing services to over 64,000 members. Among these are the payment of pension benefits; payment of contribution withdrawals; receipt of payment for service credit purchases; maintenance of member records and transactions; provision of member education programs; administration of due process hearings; and related services.

The Pension Fund is currently 45% funded as of the preliminary July 1, 2015 valuation. The Labor Chapter provides more information on the funding status as well as actions taken to address the liability.

Plans for Fiscal Years 2017-2021:

Maximize investment returns at the lowest level of risk: The Fund maintains a diversified asset mix designed to achieve the long-term actuarial target rate of return across a wide range of market cycles. The asset allocation and investment strategy is never static, and the Board is always seeking to improve and adjust the Fund’s exposure to reflect the current market environment while maintaining core positions based on a long-term investment horizon. Although the recent market turmoil has been a challenge for performance in the short-run, just prior to the most recent market downturn, the Fund’s since inception return was meeting its then actuarial rate of 7.8% and was above this level over a 5-year period (9.54% net of fees over the past five fiscal years).

The Board’s focus is continually on maximizing returns at the lowest level of risk and for the best possible value. Core market exposure to public equities can be achieved at a very low cost via index funds and is the Board’s starting point when evaluating any investment strategy. This strategy has moved the Plan towards these low cost managers, increasing its index position from 21% in 2012 to nearly 40% as of January 2016. When an active investment management is appropriate, the Fund’s investment partners are viewed in relation to the overall value provided in terms of performance, strategy, process, and cost. Managers who are not meeting the Fund’s long-term objectives are brought to the attention of the Board for possible action including, but not limited to, reducing assets under management, renegotiation of fees, or termination. As a result of this continuous evaluation, the Board has increased the use of lower cost passive management. In FY15, the Board began the process of reducing its exposure in certain high cost trading strategies within the alternatives space (such as Hedge Funds).

Increase Number of EFT Participants: The Board continues its efforts to increase the percentage of monthly benefit recipients who receive their payment through electronic funds transfer (EFT). By the end of FY15,

32,168 people out of 35,060 total recipients (91.8%) received payments by EFT. As of February 2016, more than 92% of benefit recipients received their monthly payments through EFT.

Since EFT recipients receive quarterly statements instead of monthly checks, the increased participation means that the Board uses less paper and saves postage costs. The Board’s FY16 goal is 93% and strives to have a 94.5% participation rate by FY17.

Performance Measure	FY15	FY16 YTD	FY17 Target
Increase percent of EFT payments	91.8%	92.2%	94.5%

Maintain Low Administrative Cost Per Member: The Board also tracks the administrative cost per member to evaluate its performance. Through June 30, 2014 (the most recent data available), the cost to administer the plan is \$130 per member. Although the previous annual cost figures decreased from prior years, the \$130 cost is the lowest for a full fiscal year since adopting the measurement. According to the Pennsylvania Employee Retirement Commission, the Board’s annual cost per employee is among the lowest in Pennsylvania.

Further Develop and Maintain a Diverse Workforce: The current Board staff is 76% female and 64% minority, including 4% Hispanic and 4% Asian. While staff size is limited and governed by the Civil Service Regulations, the Board is committed to further developing and maintaining a diverse workforce.

CITY TREASURER

Mission: To safeguard City funds, serve as the disbursing agent for payments from the City Treasury, and invest those funds that are in excess of the amount needed to meet daily cash requirements. The City Treasurer's Office works to improve and maintain the City's credit ratings.

The Office of the City Treasurer (CTO) manages new and outstanding City debt in accordance with the City's Debt Management Policies, maximizes the value received from new financings and minimizes interest and transaction costs. CTO manages the custodial banking of all City funds by encouraging standards and practices consistent with safeguarding City funds and aims to maximize the amount of cash available for investment after meeting daily cash requirements. CTO serves as the disbursing agent for checks and electronic payments from the City.

Since FY15, CTO's management of the City's bond issuance, refunding and credit strategies has saved approximately \$24 million in net present value savings ("NPV") with resultant cashflow savings of approximately \$1.7 million per year for the City's General Fund and approximately \$62 million in NPV with cashflow savings of approximately \$4.7 million for Enterprise Funds. CTO will continue to manage the debt portfolio and seek additional opportunities for savings.

Plans for Fiscal Years 2017-2021:

Continue Improving the City's Investor Relations: CTO manages the City's relationship with rating agencies, leveraging the City's enhanced economic picture, and working to improve investor relations. For the first time, the City is rated in the "A" category by all three rating agencies (Moody's "A2"; Standard & Poor's "A+"; Fitch "A-").

CTO plans to host the City's second Investor Conference in the fall of 2016 to better inform bankers and investors about the City and City's goals and projects. Improved relationships and understanding can result in lower interest costs for the City's bonds as it has in the past. The rate the City pays on General Obligation (GO) bonds has been reduced approximately 94 basis points, reducing the premium the City pays over the "AAA" Municipal Market Data (MMD). Most recently, a City transaction priced 81 basis points over the "AAA" MMD marking the best pricing the City has achieved in the last five years.

Maximize the value received from new financing while reducing the City's debt service payments: CTO plans to manage 4 to 5 debt issuances in FY17, including a new refunding to reduce debt service. While the level of savings will depend on market conditions, it is likely that refundings during FY17 will save substantial amounts for the General Fund, Water, and PGW.

Continue Overhauling the City's Financial Disclosure Process: In FY15, CTO overhauled the City's financial disclosures process to ensure the City's continued compliance with the increasingly stringent and complex SEC regulations and IRS audits. CTO plans to continue the implementation of the new policies and procedures to ensure the City's continued compliance.

City Debt Card Payroll Program: In early FY16, CTO, working with the Payroll Division of Finance, rolled out the first phase of the City's Debit Card Payroll Program with all City non-represented and exempt employees who were receiving bi-weekly payroll via a paper check. In FY17, CTO intends to begin offering the Paycard program as an option to all other employee classes outside of the City's non-represented and exempt employees as an alternative to paper-based checks.

CIVIL SERVICE COMMISSION

Mission: The Civil Service Commission shall advise the Mayor and the Personnel Director on problems concerning personnel administration in the City service. It shall make any investigation which it considers desirable and submit recommendations to the Mayor and Personnel Director. It shall approve, modify, or disapprove proposed civil service regulations and amendments thereto. It shall promote the improvement of City personnel administration and foster the interest of institutions of learning and of civic, professional, and employee organizations in the improvement of personnel standards.

The purpose of the civil service system is to maintain a system of personnel administration based on merit principles governing the appointment, promotion, demotion, transfer, lay-off, removal, and discipline of its employees, and other incidents of City employment.

Plans for Fiscal Years 2017-2021:

The major function of the Commission is to serve as an appellate tribunal in cases involving employees against whom disciplinary action by dismissal, demotion or suspension has been taken. The Civil Service Commission seeks to protect the interests of the City, the employee, and the taxpayer.

The Commission's power in the area of civil service regulations is necessary because the regulations will affect the daily lives of City employees and their content should not be subject to the absolute discretion of a single individual.

The Commissioners are not full-time employees and meet for scheduled hearings, public meetings, and for other matters on a few days each week. Past year statistics are detailed below.¹⁹

¹⁹ Performance measures compiled at year-end. Fiscal Year 2016 data unavailable.

COMMERCE DEPARTMENT

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

The Department of Commerce has three major divisions:

- Neighborhood & Business Services
- Office of Talent Development & Business Attraction and Retention
- Office of Economic Opportunity

Plans for Fiscal Years 2017-2021:

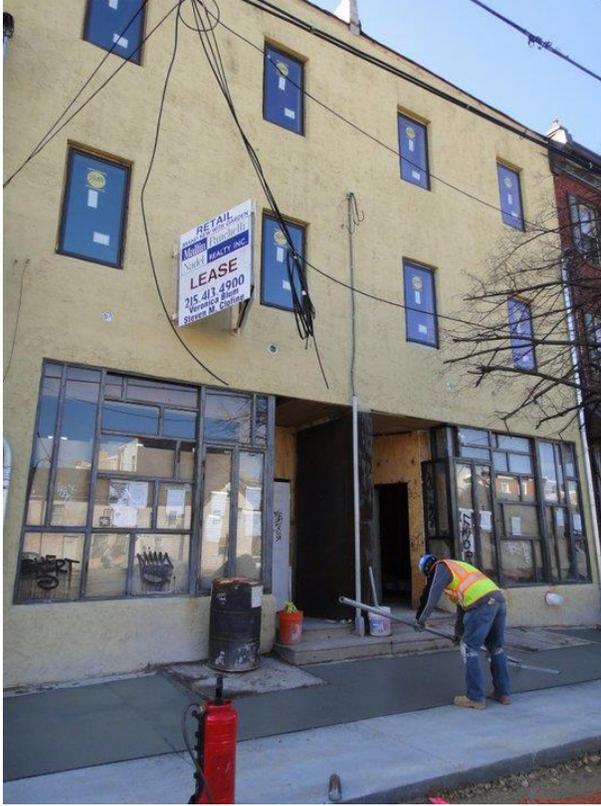
Neighborhood & Business Services Office: This office works with businesses as well as economic development partners, community-based organizations, and business technical assistance providers to retain, grow, and attract businesses to Philadelphia neighborhoods. Activities include corridor revitalization programs, one-on-one business consultation and assistance, and increasing capacity at the neighborhood level in the form of business associations, community development corporations and business improvement and special services districts. Specific goals for the next five years include:



Business Services Manager Sandi King engaging with a small business owner in Northeast Philadelphia.

- Increasing the number of businesses assisted from 2,336 in FY15 to 2,588 in FY17 and 2,800 in FY21.
- Increasing dollar amount of loans made to small businesses from \$2,386,250 in FY15 to \$3,000,000 in FY17 and \$6,000,000 in FY21.
- Reducing vacancy rates on targeted commercial corridors from 22% in FY15 to 19% in FY17 and 15% in FY21.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
Number of businesses assisted	2,336	1,507	2,588
Amount invested in small businesses	\$2,386,250	\$1,709,675	\$3,000,000
Reduction of vacancy rates in targeted commercial corridors	22%	22%	19%



Before and After: The once-blighted commercial storefront at YIKES Web Design and Development on East Girard Ave, after receiving a Storefront Improvement grant from the Commerce Department.

Talent Development: This program works with public and private partners, academic institutions, employers, and workforce training agencies to provide a tangible pipeline to gaining and retaining employment, while also decreasing unemployment and poverty rates in Philadelphia. Activities include increased apprenticeship, internship, and co-op programs; returning citizen, veteran, immigrant, and special needs job initiatives; enhanced STEM (Science, Technology, Engineering, and Math) curriculum and more collaborative projects like the Center for Advanced Manufacturing and Engineering at Benjamin Franklin High School. The Office is newly-formed and will use the first six-month period to establish an implementation plan including the establishment of benchmark data. From that initial analysis, metrics will be developed to closely monitor progress and areas where improvement is needed.

Philadelphia Talent Collaborative: The Department also provides financial assistance and coordination to support four programs under the Philadelphia Talent Collaborative (PTC): PhillyGoes2College, Graduation Coaching Campaign, Campus Philly, and Graduate Philadelphia. PTC's aim is to graduate and keep educated citizens in Philadelphia with the goal of increasing the City's economic viability, and enhancing its world class status.

- **Measurable Milestone:** Increase student participation in CTE (Career and Technical Education) programs from 6,000 in FY15 to 8,000 in FY17 and 12,500 by FY21.

Business Attraction and Retention: This program assists businesses seeking to locate, grow, and remain in Philadelphia by matching them with the right resources and incentives. Commerce works with other economic development partners to inform businesses about applicable resources such as tax credits,

workforce training dollars, and low-interest financing for fit-out and equipment so that a business may apply these tools to grow employment in Philadelphia. Programmatic activities include communicating Philadelphia’s business value proposition, meeting with companies, responding to site selection requests for proposals, issuing offer letters, and providing support as a company locates and grows in Philadelphia. The ultimate goal of the Business Attraction and Retention program is to increase the number of businesses locating or retaining their locations in the city, thereby increasing the number of jobs in Philadelphia and improving economic opportunities for Philadelphians. Although many factors can influence job growth, the program has set an ambitious goal of increasing the number of jobs in the city from 680,000 in FY15 to 687,500 in FY17 and 730,000 in FY21.

Manufacturing & Industry Program: This program consists of a taskforce within the Department of Commerce dedicated to supporting and preserving Philadelphia’s manufacturing community. Made up of staff from across the department, this team coordinates the City’s efforts to retain and stabilize the 20,000 manufacturing jobs in Philadelphia, prioritizing assistance with new advanced manufacturing opportunities.

Measurable Milestone: Increase training (through the Southeast Regional Workforce Development Advanced Manufacturing Partnership, managed by Philadelphia Works) from 252 individuals in FY15 to 300 in FY17 and 450 by FY21.

Office of Economic Opportunity (OEO): The Office of Economic Opportunity ensures that Minority, Women, and Disabled-Owned Business Enterprises (M/W/DSBEs) have every opportunity to receive an equitable share of contracting opportunities with the City of Philadelphia, quasi-City agencies, and



Rose Petals Café and Lounge on Cheltenham Avenue has leveraged Philadelphia’s InStore forgivable loan program and Kiva Zip microfinance program to gain access to much-needed capital and help revitalize the Germantown commercial district.

stakeholders in the private and nonprofit sectors. OEO aligns with certifying agencies, organizations committed to building the capacity of small businesses, and institutions that pursue the economic inclusion of M/W/DSBEs to ensure the growth and development of disadvantaged businesses across the region. OEO maintains a registry of over 2,400 certified businesses as a critical resource for locating M/W/DSBEs ready, willing, and able to provide quality products and services. OEO sponsors a monthly "Doing Business in the City" workshop featuring City agencies, capacity building, and private sector opportunities. Goals include:

- Increasing the number of M/W/DSBEs in the OEO Registry from 2,440 in FY15 to 2,840 in FY17 and 3,650 by FY21.
- Increasing M/W/DSBE income from City contracts from \$302 million in FY15 to \$320 million in FY17 and \$370 million in FY21.
- Increasing workforce participation levels of minority and women on City projects from 29% (minorities) and 2% (women) in FY15 to 30% and 2% in FY17 and 35% and 4% in FY21.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
Number of M/W/DSBEs in the OEO Registry	2,440	2,478	3,650
M/W/DSBE income from City contracts	\$302 million	\$190 million	\$320 million
Increased workforce participation (%) of minorities on City projects	29%	26%	35%
Increased workforce participation (%) of women on City projects	2%	2.20%	4%

DIVISION OF AVIATION

Mission: To improve, operate, and develop premier air transportation facilities to serve the Greater Philadelphia region that deliver superior standards of customer service and excellence while maintaining the highest levels of safety, security, convenience, and efficiency.

The Division of Aviation has three major programs:

- Capital Development
- Airport Systems
- Hospitality and Concessions

Plans for Fiscal Years 2017-2021:

Capital Improvements: The Capital Development program is responsible for managing the various large- and small-scale improvements to the Airport's facilities and built environment. These include new additions to the Airport, as well as efforts to modernize and enhance existing infrastructure. Recent terminal projects include a way-finding signage program, the opening of the Terminal E-F secure connector, and the Terminal F Hub expansion, which doubled Terminal F's footprint and increased the concessions offerings.

Over the next five years, the Philadelphia International Airport (PHL) will expand and modernize its facilities. Improvements include a \$1.6 billion investment to build new and repair existing infrastructure, the completion of Runway 9R-27L extension, and the completion of the Terminal F expansion. New taxiways, aircraft holding bays, and aprons will allow aircraft to queue more efficiently for departure, resulting in decreased operational costs to the airlines and a reduced impact to the environment as a result of less aircraft fuel burn while taxiing. In addition, the Airport will invest in technology to more efficiently and effectively manage the maintenance of its existing facilities.

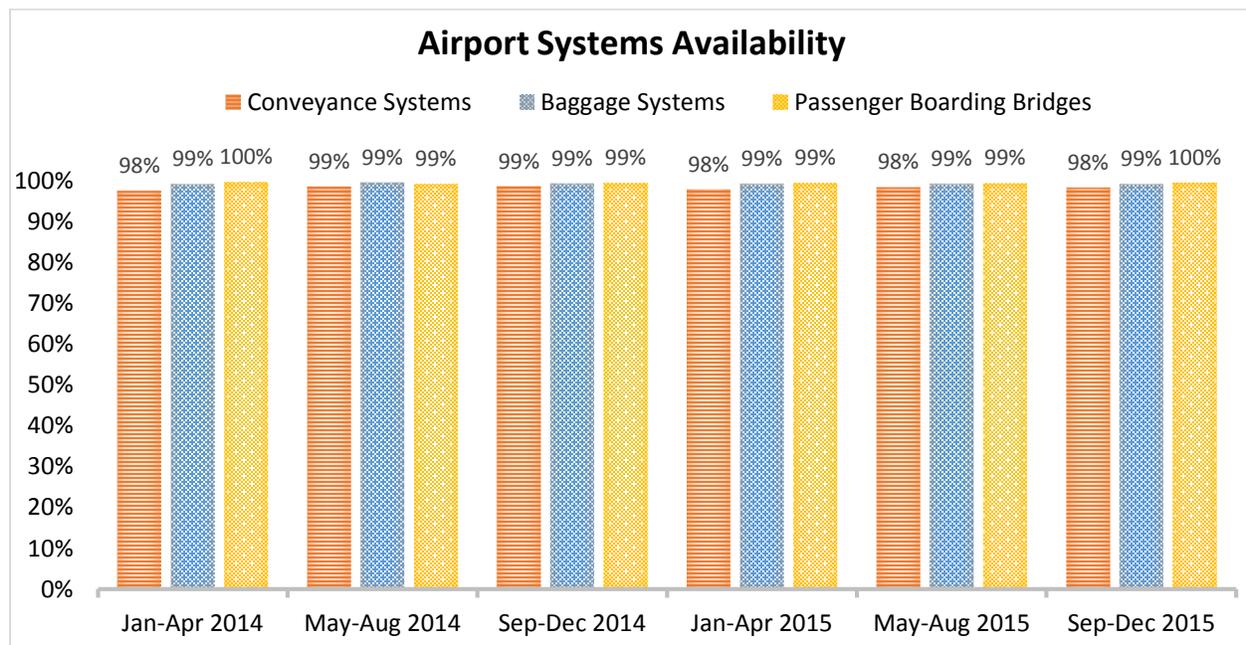
Customer Satisfaction: PHL strives to continuously enhance the customer's experience at the Airport through its exhibitions, customer appreciation, hospitality, and concessions programs. PHL's Exhibitions Program has presented more than 325 exhibits featuring a variety of mediums and art forms, providing visibility for regional artists and art institutions. In addition, Just Plane Fun, the Airport's summer-long customer appreciation program, offers free daily entertainment and activities for travelers of all ages, frequent promotional item giveaways, and an end of summer raffle with great prizes. To make unplanned overnight stays at the Airport more comfortable for travelers, PHL provides a Hospitality Program that designates sleeping zones where stranded passengers are provided cots, disposable pillows and blankets, as well as vanity kits with personal care items. PHL also works with its concession developer to provide a food, beverage, and retail program, featuring some 170 local and national name-brand eateries and shops.

To better serve its customers, PHL will embark on a quarterly Passenger Satisfaction Survey and will use the resulting data to identify opportunities for new customer satisfaction programs with the goal of steadily increasing customer service scores over the next five years.

PHL will also work with its airline partners to expand its domestic and international offerings with the hopes of extending its reach to Asian markets, specifically China, Japan or Korea.

Airport Systems: Within the Airport terminal facilities, the Airport Systems Division is responsible for the operation, service, repair, and maintenance of its baggage and passenger conveyance systems. PHL tracks the availability of each of these systems to measure efficiency and effectiveness. Contractual requirements

for up-time performance of these systems is 95%. PHL’s up-time for passenger conveyance systems, which include 179 elevators, escalators and moving sidewalks, has averaged 98.2% over the last two years. Baggage handling systems are comprised of inbound, outbound and make up units. PHL has four in-line systems, 22 inbound baggage carousels, and 9 individual outbound baggage make-up units that collectively have averaged 99.2% in up-time performance over the last two years. A total of 94 passenger boarding bridges stretch from Terminals A-West to F, and each unit includes the extendable bridge, pre-conditioned air, and ground power units. PHL has maintained an average of 99.5% in boarding bridge availability over the last two years. The minimal downtime incurred with the Airport’s baggage and passenger conveyance systems has resulted in an efficient traveling experience for PHL’s customers.



Workforce Development: Locally, the Airport will continue to provide internship and temporary employment opportunities to young people and to increase their knowledge of the transportation and STEM (Science, Technology, Engineering, and Math) industries. To promote economic growth, PHL launched a Job Portal website (www.phljobportal.org) to connect job seekers with airport-related employers. As of December 2015, the site has seen 245,768 visitors and 1,131 jobs listed. Over the next five years, PHL will continue to encourage various aviation-related employers to post jobs via the job portal and to improve economic opportunities for all Philadelphians.

Together, these objectives for the next five years will directly contribute to Mayor Kenney’s five pillars.

OFFICE OF THE DIRECTOR OF FINANCE

Mission: The Office of the Director of Finance is charged with overseeing the City’s financial, accounting, and budgetary functions, including establishing fiscal policy guidelines; overseeing the City’s budget and financial management programs; and recording and accounting for the City financial activities.

The Office of the Director of Finance administers the City’s payroll activities and risk management functions, issues financial reports, and oversees expenditures and reports on all grants through the Mayor’s Office of Grants. The Office of the Director of Finance includes the following units:

- The Accounting Bureau: records the City’s financial activity, maintains the centralized accounting system, prepares payroll, processes payments and issues financial reports.
- The Office of Budget and Program Evaluation: develops and manages the City’s operating and capital budgets. Activities include forecasting expenditures and revenues, projecting the year-end fund balance for the City’s operating funds, developing and monitoring agency-level budgets, producing reports, and evaluating the impact of programmatic investments on strategic objectives.
- The Mayor’s Office of Grants: facilitates strategic and collaborative grant submissions that align with the Mayor’s priorities and increase the amount of federal, state, and philanthropic funding available to agencies and organizations that benefit the City of Philadelphia.
- OnePhilly Project: to update and modernize administrative systems and processes.
- The Office of Property Data: manages a cohesive program to collect, maintain, and distribute current and accurate property information and acts as a central point for all property data to ensure consistent addressing across City agencies.
- The Risk Management Division: to reduce the financial impact of claims, lawsuits, and employee injuries to the City, to reduce the corresponding frequency and severity of these events through the application of professional risk management techniques, and to provide a safe work environment for employees and the public.

The City Treasurer, Department of Revenue, Sinking Fund Commission, the staff of the Board of Pensions and Retirement, and the Office of Property Assessment also report to the Office of the Director of Finance (see individual chapters for more detail).

Plans for Fiscal Years 2017-2021:

Over the next five years, the Office of the Finance Director will play a key role in coordinating the activities of City agencies in support of the Administration’s top priorities. Key plans include:

Office of Budget and Program Evaluation: OBPE is in the process of implementing a new budgeting system that will enhance the Office’s ability to report and monitoring budgetary and performance data. In FY17, OBPE will work on streamlining processes within this system, with the goal of creating an efficient and effective process for agencies to submit their quarterly and annual data. OBPE will also improve the reporting features of the system.

Also in FY17, OBPE will begin piloting a program-based budgeting process, with the goal of implementing this approach for FY18 onwards. Under the new budgeting process, funds will be allocated at the program

level, with all indirect costs included, as well as revenues attributable to the program, in the allocation. Collecting and reporting on budgetary information in this manner will provide more transparency into how City dollars are being spent. Programs will also be required to submit performance data to OBPE to illustrate the impact of investing in each program. This information will be used to determine the “return on investment” of funding each program and will be helpful in deciding whether funding levels need to be adjusted to more efficiently and effectively achieve the Administration’s desired outcomes.

Lastly, OBPE will begin cross-training in FY17 to increase employees’ knowledge of the City’s budgetary systems and functions. This will allow for more flexibility in assignment and for increased support in certain areas at key points throughout the budget cycle. It will also allow OBPE to perform more analysis throughout the year.

OnePhilly: In cooperation with the Office of Human Resources, the Office of Innovation and Technology, and agencies throughout City government, the OnePhilly project will replace the City’s aging and siloed major administrative systems, including human resources, payroll, time and attendance, benefits administration, and pension administration, with an integrated technology solution (Oracle eBusiness Suite). The OnePhilly project will help government operate efficiently and effectively, and improve services for current and future employees. For example, employees will be able to access information related to their employment and benefits in a single portal at their convenience. Currently, this information is provided by payroll clerks HR managers. Phase I began in June 2014 and is expected to last two and a half years.

The project’s Steering Committee has outlined a variety of system-wide and operation-specific (human resources, timekeeping, payroll, pensions) high level goals to begin to assess the success of the project in addressing employee and administrative needs.

Mayor’s Office of Grants: The Mayor’s Office of Grants will continue to secure new resources in order to support and advance the Mayor’s five pillars. The Grants Office advises the Mayor and agency administrators on how the City can best compete for grants and fosters coordination among City agencies and partnerships with private and public sectors. In addition, the Grants Office establishes policies of ethical and accountable grant management, provides writing support and submits applications on behalf of City departments and community partners, and supports City departments and community partners with effective grant implementation. In FY17 and beyond, the Grants Office will:

1. Secure new resources to support the education, health, and safety of Philadelphia’s children and families, with focused development efforts on early learning, literacy, out-of-school time, and community schools. One example of a current grant that supports these priorities is the \$30 million U.S. Department of Housing & Urban Development (HUD)’s Choice Neighborhoods grant, which in part, includes strategies to address early childhood development, general health and social services along with educational supports for residents in North Central Philadelphia.
2. Continue to support comprehensive neighborhood strategies for public safety, community engagement, and health in Philadelphia’s underserved communities, particularly for evidence-based models of trauma-informed care and community capacity building. In 2015, the Grants Office wrote a grant which secured \$22.9 million over two years from FEMA’s Staffing for Adequate Fire & Emergency Response (SAFER) Grant program for the Philadelphia Fire Department to hire 160 firefighters. Additionally, the Grant’s Office is currently collaborating with Healing Hurt People and Cure Violence to implement a groundbreaking hospital-based trauma protocol at Temple University for victims of violence. The Grants Office is also working with the

creators of the Sanctuary Model on creating the first-of-its-kind trauma informed community in the 22nd Police District in North Philadelphia.

3. Coordinate public-private partnerships and strengthen collaborative systems to improve workforce development and career pathways for Philadelphia's young adults. Currently, the Grants Office is working with the Mayor's Office of Reintegration Services (RISE) and the Philadelphia Re-entry Coalition to implement a grant from the U.S. Department of Justice, Second Chance Act grant program to deliver coordinated support services to citizens returning from incarceration to reside in the 22nd Police District. Additionally, the Grants Office facilitated and supports a two-year grant from the U.S. Department of Labor's American Apprenticeship Initiative which was awarded to Philadelphia Works in September 2015. Funding will support a new Behavioral Health registered apprenticeship program and the expansion of an existing Computer Support Specialist/IT apprenticeship program.
4. Ensure that diversity and inclusion are at the forefront of all new funding opportunities and supporting city-wide programming that advances racial equity. The Grants Office sits on the My Brother's Keeper Philadelphia Working Committee which focuses on solutions to improve the life outcomes of boys and young men of color. Additionally, the Grants Office wrote and currently manages a grant from the Office of Juvenile Justice and Delinquency Prevention that supports the Philadelphia Police School Diversion Program. The Diversion program was created to address the growing school-to-prison pipeline which disproportionately affects young men of color.

Office of Property Data: The Office of Property Data (OPD) continues work to improve the accuracy and consistency in how addresses are shared across City departments and agencies. Over the years, different City departments created their own processes and systems for property data, which has led to difficulties coordinating and updating data around a particular address.

OPD recently completed an inventory of all aspects of how addresses were managed across departments and identified best practices. OPD will begin work in FY17 to implement 11 key recommendations and establish performance metrics for each recommendation area. OPD estimates that the first three recommendations will take 12 to 18 months to implement, and that the total project will take 40 months to complete.

Risk Management: Risk Management's Recovery Unit actively pursues third parties, (i.e., insurance companies, organizations, and private citizens) for damages they caused to City property and actively coordinates the subrogation activities of the City's Employee Disability Program Third-Party Administrator. Through its Insurance and Contracts Unit, Risk also manages, coordinates, and actively pursues subrogation activities for the Division of Aviation and all other losses regardless of department where a policy of insurance is in place. During FY15, the Risk Management Division added \$2.2 million to the City's revenue. This unit aims to increase risk recovery/subrogation totals by 5% in FY17, growing to 25% by FY21.

Risk's Employee Disability Unit is responsible for maintaining a comprehensive and cohesive disability program for all employees who are injured during the course and scope of their employment with the City of Philadelphia. The essential functions of the Unit are ensuring that City workers receive wage replacement benefits, quality and cost effective medical care, and are returned to normal function as quickly as possible. This Unit is responsible for overseeing all aspects of the work related disability program. This includes coordination of benefits with departmental safety personnel, and full oversight of all administrative services and medical care provided by the Third-Party Administrator. The Unit also monitors outside counsel,

litigation issues, authorizes all appeals, provides settlement authority, helps direct litigation strategy (with the Law Department), assists in the determination of service-connected injuries, and ensures compliance with Civil Service Regulation 32, The PA Workers' Compensation Act, and the Heart and Lung Act.

In FY17, Risk aims to reduce litigation costs by reducing the number of open litigation claims by 10% annually. Risk plays a vital role in reducing costs that would otherwise be spent on claims and claims-related issues, making resources available for other beneficial uses throughout the City. To continue its work reducing the number of pending claims, Risk aggressively pursues settlement of claims by compromise and release.

Risk also works with departments to create safety plans. While ambitious, Risk sets an annual target of getting at least 80% of departments to complete and submit safety and health goals. Over the last few years, Risk has been able to achieve this goal, and to date in FY16, 83% of departments have formal goals.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
Departments with formal safety and health goals	80%	83%	80%
Number of employee injuries	3,028	1,452	2,865
Weeks or Days to intake a claim (Third Party Claims)	Not attorney represented: 7-10 days	Not attorney represented: 7-10 days	10 days for all
	Attorney represented: 20 days	Attorney represented: 20 days	10 days for all

Within the next two years, Risk will strive to provide debit cards to injured workers to avoid delays in receiving weekly benefits. In addition to improving efficiency, this initiative will also benefit individuals who do not have bank accounts.

Within the next three to five years, Risk will work to integrate the Third-Party Administrator (TPA) data collection system with OnePhilly to provide more efficient and comprehensive data collection to ensure more streamlined processing of claims and better access to significant financial and injury data.

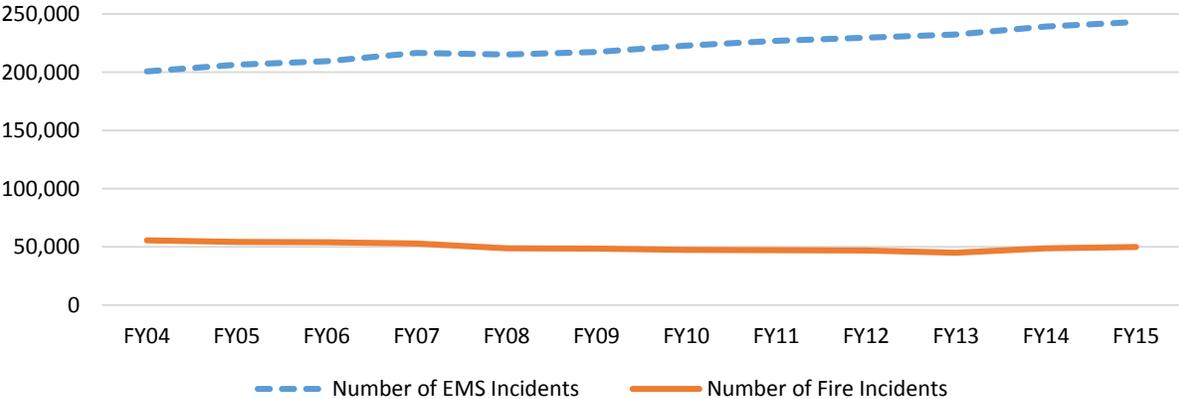
FIRE DEPARTMENT

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

Plans for Fiscal Years 2017-2021:

Emergency Response: Responding to emergencies is a core function of the Fire Department and a growing proportion of these emergencies are medical in nature. For example, 83% of the 293,050 emergency incidents that the Fire Department responded to in FY15 were classified as EMS (Emergency Medical Services) related. To address this increase in EMS related calls, the PFD will expand its EMS Division with the addition of a new EMS Deputy Commissioner, new supervisors, technicians, paramedics, and call takers. In addition, the EMS division will purchase additional medic vehicles and supplies.

EMS vs. Fire Incidents, Fiscal Years 2004 through 2015



The PFD has also implemented a new Emergency Medical Services Priority Dispatch System to allow for more efficient and effective dispatch of EMS resources to Philadelphia neighborhoods. This system will help PFD prioritize which resources need to be deployed and in what priority for optimal service delivery.

The EMS Regional Office will continue to serve as the local representative of the Pennsylvania Department of Health Bureau of EMS for all Philadelphia-based licensed ambulance services, training facilities, hospitals, medical command physicians, and pre-hospital providers.

With these improvements, the PFD hopes to achieve its goal of responding to 90% of EMS incidents in 9 minutes or less.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
EMS Incidents	243,127	131,822	205,000
Percent of EMS calls responded to within 9 minutes	68.5%	69%	90%

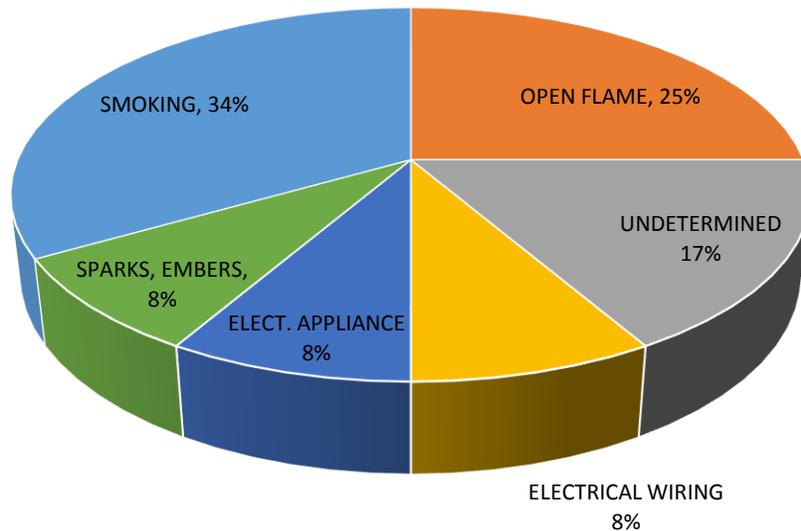
The Department will also continue to maintain its firefighting operations and provide emergency response to fire-related incidents in Philadelphia. These core operations consist of 11 battalions and 63 fire stations, which are positioned throughout Philadelphia’s neighborhoods to provide rapid fire and emergency response. The PFD will work on reducing vacancies created by retirement and normal turnover, with 300 firefighters hired in FY16. As staff are hired and promoted, a priority will be placed on developing a workforce that looks like Philadelphia and treating that workforce with respect. Another priority will be to provide economic opportunities for Philadelphia’s youth. For example, the Fire Department partnered with the Philadelphia School District in formation of the Randolph Career and Technical High School Fire/EMS Training Center to train students in industry standards for potential future employment.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
Number of structural fires	2,880	1,323	2,800
Fire engine response time (minutes:seconds)	4:54	4:48	4:54

Risk Reduction and Safety Education: In calendar year 2015, Philadelphia experienced the lowest number of civilian fire fatalities in recorded history. Over the next five years, the PFD will continue to work with the community to promote public awareness of fire safety through education and community risk reduction strategies with the goal of reducing this number to zero. Key initiatives include providing free smoke alarm installations to Philadelphians who cannot otherwise afford to purchase them, performing home safety surveys and developing effective media campaigns, such as the “Freedom from Fire” campaign. The PFD has partnered with the Red Cross, the Insurance Society of Philadelphia, the Citizens for Fire Prevention Committee, the Boston Consulting Group, and others on these initiatives.

At the same time, the PFD will continue to educate Philadelphians on the proper use of the 911 system. As the number of EMS incidents rise, it is important to ensure that EMS services are deployed for true medical emergencies. PFD developed an EMS Community Risk Reduction plan and will work to promote the use of other, better suited health care resources to handle non-emergency calls.

Causes of Fire Deaths for Calendar Year 2015



Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
Number of civilian fire-related injuries	153	43	165

Fire Investigation: The Fire Marshal’s Office is responsible for determining the cause and origin of fire incidents. The data compiled from these investigations is used to track trends and will continue to be used to develop policy recommends for fire prevention activities.

Enforcement: The Fire Code Unit ensures fire safety and conformity with the Fire Code by inspecting properties and hearing variances for properties that do not meet the Code. The unit also performs a complete revision of the City’s fire code every three years. This year, fire safety propane inspections during large events were added to the unit’s responsibilities. The unit also advises businesses and residents on fire safety in their properties. To increase public safety and efficiency, the Fire Code Unit is partnering with L+I to conduct Fire Safety Inspections.

Homeland Security: The Homeland Security/Special Operations Command will continue to plan and coordinate efforts to intervene and/or prevent acts of terrorism, as well as to respond and recover in the event of a disaster or catastrophic incident. The focus of these efforts will be on mitigating loss of life and property.

Staff Health and Safety: In 2017, the City and the Philadelphia Firefighters’ and Paramedics’ Union will implement a new health and wellness program with required training exercise and risk reduction plans. In FY14, PFD had the highest number of days affected by Heart and Lung claims since FY08. With the implementation of the new health and wellness program, PDF aims to decrease injuries, illness, and accidents by 5% in FY18. This reduction should also have an impact on overtime costs for the department.

OFFICE OF FLEET MANAGEMENT

Mission: The mission of the Office of Fleet Management (OFM) is to support City departments and agencies in the delivery of municipal services by ensuring that City vehicles and other automotive-related equipment and services are available, dependable, and safe to operate. OFM is responsible for the acquisition, repair, maintenance, and disposal of all City-owned vehicles and equipment. Delivering excellent service to its customers is critical to the efficient operation of all City services provided to the residents and visitors of Philadelphia.

Currently, OFM maintains an active fleet of approximately 6,000 vehicles including approximately 900 pieces of specialized equipment. OFM has 16 vehicle repair facilities strategically located throughout the city and is also responsible for 60 fuel sites located at various City facilities such as police, fire, and sanitation districts.

Plans for Fiscal Years 2017-2021:

Optimal Vehicle Replacement Strategy: OFM works to replace older and no longer economically-feasible vehicles and equipment with more technologically-advanced and fuel-efficient vehicles and equipment. In FY15, the Capital budget included \$13.6 million of funding for the purchase of vehicles and equipment costing over \$100,000. Going forward, OFM will continue to use capital dollars to replace these larger vehicles and will focus its operating dollars on the replacement of small vehicles and equipment. For FY17, the Capital budget includes \$19.8 million for vehicle acquisition and replacement.

Hybrid and Electric Vehicles: OFM is also exploring opportunities for more Plug-in-Electric and Hybrid vehicles to replace the existing gasoline/diesel vehicles. The Office plans to purchase 12 hybrid vehicles in FY17.

Modernization & Consolidation of Repair Facilities: OFM plans to consolidate vehicle administration functions to the Central Repair Facility at Front St & Hunting Park Ave. Centralizing these functions into a modern repair facility that meets industry standards will improve operational efficiency and increase building and equipment safety. This capital funded project will begin in FY17 and be completed by FY21.

Community Internship Program: OFM is developing a Community Internship Program to supplement its High School Internship Program. This program will target the post-high school individual who may have mechanical and technical aptitude or skills but has not yet received training to become an automotive technician. OFM will hire them through the internship program and will provide automotive tech training for one year. Upon successful completion of the program, interns will be hired as permanent civil service employees with ample opportunity for training and career development.

Compressed Natural Gas (CNG): Diesel engines are a major contributor to air pollution. Due to the nature of City work, the majority of the City's fleet—sanitation trucks (compactors), fire equipment, and many other operational vehicles—are fueled by diesel engines. OFM is interested in utilizing compressed natural gas (CNG) as an alternative fuel. Converting two existing fuel sites to CNG-capable facilities would offer an alternative to gasoline or diesel fuel and contribute to reducing pollution. Fleet management will request capital funds in the out years to convert current fuel sites into CNG-capable facilities.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
Fleet Availability – Citywide	90.7%	80.1%	90%
Availability of Radio Patrol Cars	85.6%	86.5%	90%
Availability of Medic Units	82.3%	78.5%	90%
Availability of Compactors	74.2%	69.1%	90%
Median Age of Vehicle (General Fund)	8.5	8.1	8
Median Age of Vehicle (Water Fund)	9.5	10.2	8
Median Age of Vehicle (Aviation Fund)	11.5	11.7	8
Percentage (%) of Vehicles Repaired in One (1) Day or Less	67.8%	63%	70%

FREE LIBRARY OF PHILADELPHIA

Mission: The mission of the Free Library is to advance literacy, guide learning, and inspire curiosity.

With the Central Library and 53 neighborhood libraries citywide, including three regional libraries and the Library for the Blind and Physically Handicapped, the Free Library of Philadelphia (FLP) serves as a resource to thousands of Philadelphia residents. The FLP lends 6.5 million books and e-books per year to 500,000 cardholders.

Plans for Fiscal Years 2017-2021:

The Library launched its strategic plan in 2012 and has since developed a Strategic Initiatives Department to oversee the successful roll out of the mission, vision, and 12 objectives. For FY17 and the following years, three areas within the plan are of highest priority:

- Children’s literacy
- Enriching the lives of citizens by encouraging civic dialogue, cultural engagement, community participation, and the free exchange of ideas
- Encouraging staff to experiment, explore, and challenge the status quo in order to find the best ways to serve the public

The following are the core programs and services of the Free Library. They make up the activities that are central to fulfilling the Library’s mission as well as addressing the Mayor’s goals. Each is a complex activity, often made up of a collection of additional programs, resources, or initiatives.

21st Century Libraries: This initiative aims to renovate neighborhood libraries into state-of-the-art facilities that meet the public’s modern needs for technology and literacy. In the spring of 2016, renovations will begin on four libraries: Logan, Lovett Memorial, Lillian Marrero, and Tacony. These renovations will include physical and programmatic updates to support family literacy, community engagement, new Americans, and small businesses, respectively. A fifth library, South Philadelphia, will open to the public with a focus on new Americans and health literacy.



Children listen intently at a storytime during the Summer of Wonder Reading program Kickoff Celebration at Parkway Central Library in June 2015.

Cluster Library Model: The Library has adopted and begun implementation of an organizational structure focused on customer experience and community engagement. This new approach groups FLP’s libraries into nine clusters that share staff and resources. This reorganization will strengthen relationships with community groups, schools and daycares, civic associations, other city institutions and elected officials. This model also provides the opportunity to reach sectors of the public who have not traditionally been library users, such as children under 5 (and their families and school communities), job seekers, and newcomers to the United States. The cluster model allows the library to decentralize programming and focus on what the community determines to be specific, neighborhood-based needs. Performance measures

for each cluster are being developed, with particular emphasis on measuring and improving community engagement.

READ! by 4th Collaborative: The Free Library was named the backbone organization of this citywide campaign, which is designed to make sure that all Philadelphia school children are reading on grade level by the time they enter 4th grade. More than fifty partner organizations, both public and private, work together to achieve this objective. Over the next three years, the campaign will reevaluate the reach of its activities through a series of measures, including reading levels, parent engagement, and instructional strategies.

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

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

Health and Healthcare Initiatives: The Library has made a particular effort in recent years to increase health information services for its customers, providing programming on a variety of topics for healthy living in neighborhoods throughout the city. A Healthcare Advisory Council of more than 30 leaders from local hospitals, universities, and provider organizations guides the Library in offering the most accurate, useful, and up-to-date information to the public. The Free Library engages in evaluation of these health initiatives, measuring not only frequency of use, but also the effects of programming on the health outcomes of users.

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

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



A student participates in a hands-on cooking class at the Free Library of Philadelphia's Culinary Literacy Center.

Below are examples of system-wide performance measures. Note that these are broad roll-ups of granular data that can be isolated by: 1) neighborhood library, 2) age group, 3) month of the year, 4) material type, 5) program type, etc.

Performance Measures (System-wide)	FY15 Actual	FY16 YTD	FY17 Target
Total Circulation	6,511,581	2,652,419	6,670,000
Total Virtual Visits Via FLP Website	9,200,000	4,954,546	9,475,000
Total Computer Use	1,447,116	570,864	1,400,000
Total Library Hours Open	110,785	52,659	105,000 (4 libraries closed in FY17)
Total Programs Offered	26,300	11,706	26,900
Total Program Attendance	573,074	258,350	575,000
Turnstile Count	5,891,382	2,373,468	5,400,000 (4 libraries closed in FY17)
Total New Registrations*	65,965	21,537	73,500

**New Registration accounts for all new library cards issued.*

COMMISSION ON HUMAN RELATIONS

Mission: Established under the Home Rule Charter, the Philadelphia Commission on Human Relations (PCHR) administers and enforces all laws prohibiting discrimination, resolves community conflicts, and promotes equality and understanding throughout Philadelphia’s diverse neighborhoods.

Since 1993, PCHR has staffed the Fair Housing Commission (FHC), which is charged with remedying unfair rental practices, and addressing unsafe and unhealthy conditions in rental properties through enforcement of the Fair Housing Ordinance.

Plans for Fiscal Years 2017-2021:

Compliance Unit: This unit enforces a key set of laws that prohibit discrimination and promote equality. The unit also educates businesses, housing providers, and the public about the laws. When deemed necessary, the PCHR can conduct educational hearings to address discriminatory conduct or other issues of inequality.

In particular, the Compliance Unit enforces the Philadelphia Fair Practices Ordinance²⁰, the Fair Criminal Record Screening Standards Law (“Ban the Box”)²¹, and the Entitlement to Leave Due to Domestic or Sexual Violence Ordinance.²² New provisions to the City's Ban the Box law go into effect on March 14, 2016. Objectives for FY17 include increasing Ban the Box outreach to ex-offenders and businesses in FY17 by 80% and increasing investigation of new Ban the Box cases in FY17 by 80%.



A job fair attendee receives valuable information about workplace rights.

Employment Discrimination Mediation Project: The PCHR has a work-sharing agreement with the federal Equal Employment Opportunity Commission (EEOC) under which it receives \$700 for each dual-filed discrimination case it investigates and closes. Launched in 2015, this program helps to resolve employment discrimination cases (as well as some housing and public accommodations cases) more efficiently through the support of volunteer lawyers who are trained as mediators. Resolving cases through mediation makes processing more efficient by settling issues at an earlier stage and avoiding lengthy investigations. If more cases are resolved through mediation, caseload can be increased, which will likely generate additional revenue through PCHR’s work-sharing agreement with the Equal Employment Opportunity Commission (EEOC). In FY15, the unit generated \$110,000 from case closings. Goals for FY17 include:

20 (Chapter 9-1100 of the Philadelphia Code) Prohibits discrimination in employment, housing, and public accommodations based on a series of protected categories of populations historically underserved and, or, targeted for discrimination, such as race, religion, ethnicity, sex (including pregnancy and breastfeeding), disability, sexual orientation, gender identity, etc.

21 (Chapter 9-3500 of the Philadelphia Code) Governs employers’ use of criminal background checks during the job application process and throughout employment.

22 (Chapter 9-3200 of the Philadelphia Code): Allows a person to take an unpaid leave of absence from work so that they can get medical attention, legal assistance, social services or other help in dealing with domestic or sexual violence, or assist a family- or household-member seeking the same services.

- increasing compliance case closings by 10% in FY17. Future increases will depend on PHCR's EEOC contract;
- increasing employment discrimination mediations by 100% in FY17, then by 10% each year;
- and increasing outreach and education to the business community in FY17 by 25%.

Community Relations Division (CRD): This division provides a variety of conflict resolution and mediation services to resolve neighborhood disputes, and engages people of different backgrounds to promote intergroup harmony. The CRD also conducts skills-building workshops and serves as a general educational arm of the PCHR.

Through its Dispute Resolution Program, the CRD routinely responds to requests from residents, policy makers, and law enforcement to help quell neighbor disputes and other volatile situations that have not yet escalated to violence and are not being litigated in court. It is one of the most frequently accessed initiatives the PCHR offers, helping to divert other resources such as police presence or constituent services to more pressing matters by preventing neighborhood problems from escalating into potentially violent events through mediation and constructive conflict consultation. Goals include increasing dispute resolution cases in FY17 by 10% and increasing outreach and education in FY17 by 50%.

Through its Intergroup Harmony and Conflict Response Program, the CRD partners with police, schools, community groups, City departments, and other entities to help address issues that arise from conflicts motivated by prejudice or hate by establishing long-term peace and harmony by engaging the community in dialogue, facilitated discussions, and structured programming. Goals include increasing Intergroup Conflict cases resolved in FY17 by 10% and increasing workshops on conflict resolution skills in FY17 by 20%.

CRD is proactive in conflict prevention through its Prevention and Community-Building Program by participating in and leading outreach events and activities; conducting information sessions and skills workshops to community stakeholders (e.g., organizations, churches, membership groups); and organizing community dialogues, such as the Community-Police Dialogues in which CRD uses facilitated dialogues to foster stronger relations between the police and community members, particularly youth. Goals include increasing community-police dialogues by 50% in FY17 and increasing work to reduce intergroup conflicts in schools by 20% in FY17 and each year thereafter.

Each month, the PCHR convenes an Interagency Civil Rights Task Force made up of local, state, and federal law enforcement agencies and community partners to work on the prevention of intergroup tension and bias crimes throughout Philadelphia. Task force meetings are used to strengthen connections between agencies, share information, and coordinate quick responses to bias incidents and hate crimes through the newly formed Philadelphia Civil Rights Rapid Response Team.

In FY17, PCHR will launch Community Conflict Resolution Certificate Program, an initiative to train community members to resolve neighborhood disputes in their local communities. The intention of the project is to equip residents of Philadelphia with the tools they need to help resolve interpersonal conflicts in their neighborhoods before they escalate, and to do so in a safe and neutral environment. This initiative will also allow for building positive relations among neighbors.

Also in FY17, PHCR will formally launch Changing Neighborhoods Project, an initiative with a goal of building better and stronger neighborhoods that are respectful of long-term residents while being open to

responsible development and change. PHCR will do this by engaging communities in constructive dialogues to strengthen their neighborhoods and increase community capacity for respectful engagement.

Fair Housing Commission (FHC): The FHC enforces the Fair Housing Ordinance (Chapter 9-800 of the Philadelphia Code) that addresses unfair rental practices in housing, particularly when a property has been cited by the Department of Licenses and Inspections (L+I) for code violations. The FHC also educates tenants and landlords about the law.

The FHC and PCHR jointly hosts the **(e)Quality Housing Working Group** of landlord and tenant advocates, housing providers and federal, state and local fair housing agencies. The group focuses on issues of habitability, accessibility, affordability and equal access to housing with the intention of creating positive recommendations to address Philadelphia’s housing stock and its residents. Goals include:

- reducing case administration/management time from initiation to completion by 20% in FY17;
- increasing coordination with the L+I by 50% in FY17;
- and increasing education and outreach in FY17 by 30%.

Each year, the PCHR and FHC respond to hundreds of complaints related to discrimination and unfairness – whether in the workplace, housing, or places of public accommodation, as well as conflicts between neighbors and quality of life concerns. Cases are investigated or managed and monitored until their closure. Below is a performance chart that extrapolates further, based on specific areas of enforcement. During the economic recession, the caseload in each unit increased, particularly in the Fair Housing Commission, and leveled off in FY15. Of note, a tremendous challenge for the agency is its antiquated database system that hampers efficient collection and analysis of data and accessible archives. The PCHR currently is slated to receive a new database system in FY16 or early FY17.

Performance Measures	FY15	FY16 YTD	FY17 Target
Discrimination Cases Investigated	237	66	132
Discrimination Cases Closed	192	164	180
Ban the Box Cases Investigated	8	11	20
Ban the Box Cases Resolved	6	0	N/A
Life Partnership Registrations	23	4	N/A
Neighbor Disputes Resolved*	365	200	N/A
Intergroup Conflict Cases Resolved*	16	17	19
Prevention/Education Activities	141	67	N/A
FHC Intakes	247	132	105
FHC Cases Heard by Commissioners	302	192	N/A

**Because these types of cases are new, they likely are not all resolved yet.*

DEPARTMENT OF HUMAN SERVICES

Mission: The mission of the Department of Human Services (DHS) is to provide and promote safety, permanency, and well-being for children at risk of abuse, neglect, and delinquency. DHS' primary goal is to strengthen and stabilize families.

Plans for Fiscal Years 2017-2021:

DHS is responsible for investigating reports of child abuse and neglect. In addition, through contracts with social service agencies, DHS provides in-home safety and foster care and other placement services. DHS is also responsible for operating the Philadelphia Juvenile Justice Services Center and provides services to children in the juvenile justice system.

The programs and services at DHS are organized around the four goals of Improving Outcomes for Children (IOC). IOC is based on the premise that a community neighborhood approach will positively impact safety, permanency, and well-being of the children and families that are involved with DHS. IOC is a single case management system in which a family has one case manager who is responsible for the

provision of ongoing services. The case manager is employed by a Community Umbrella Agency (CUA) that is located in the community where the family lives. Under IOC, the city is divided into 10 geographic regions with one CUA assigned to each region. All new cases accepted for service by the Department are transferred to the CUAs for ongoing service delivery. DHS is close to finalizing the transition of all preexisting cases to the CUAs. The four goals of IOC are:

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

Over the next five years, DHS will evaluate the Improving Outcomes for Children approach and work to align its prevention programs to this approach. DHS will also work with the Health and Human Services Cabinet to continue coordinating services across City agencies.

Hotline and Investigation Services: DHS operates a 24-hour/365 days a year hotline to respond to calls of alleged abuse and neglect. In addition, DHS employs a team of staff who conduct investigations and assess the need for formal child welfare services.



A mural by Eric Okdeh celebrates the tireless and important work done by Philadelphia's social workers with a concentration on child welfare. Mural created by the Mural Arts program.

In-Home Services: Through the CUAs, DHS offers an array of services designed to maintain children and youth safely in their own homes and communities, and prevent the need for out-of-home placement.

Placement and Permanency Services: It is always the primary goal to have children remain in their own homes, however, DHS also offers out-of-home placement services in the event that a child cannot be maintained safely in his/her own home. As such, DHS continues to provide services that are focused on timely reunification of the child, but if reunification is not possible, services are geared towards other types of permanency, such as adoption or permanent legal custodianship. Whenever possible, children are placed with kin or in another family-based setting. However, DHS also offers group home, institution, supervised independent living, and shelter services when needed.

Juvenile Justice Services: DHS operates the Philadelphia Juvenile Justices Services Center (PJJSC), a state-of-the-art detention center for youth in Philadelphia. The center provides an array of services to youth who are detained there, including medical and dental services, education, and recreational programming. DHS continues to work with internal and external stakeholders on Juvenile Detention Alternative Initiative (JDAI) to reduce reliance on secure confinement and institutional placements, where appropriate.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
<i>Hotline and Investigation Services***</i>			
Percent of Child Protective Services investigations that were determined timely	91%	87%*	95%
Percent of General Protective Services investigations that were determined timely	59%	63%*	75%
<i>In-Home Services</i>			
Percent of children who enter an out-of-home placement from in-home services	18%	9%**	10%
Percent of children who were placed in an out-of-home placement within one year of safe case closure of in-home services	4%	1%**	1%
<i>Placement and Permanency Services</i>			
Percent of children in out-of-home placement who achieved permanency out of all children in placement in a given year	21%	25%**	27%
<i>Congregate Care Services</i>			
Percent of children in out-of-home placement who are placed in congregate care	15%	14.5%**	13%
<i>Juvenile Justice Services</i>			
Average daily number of youth in detention at the Philadelphia Juvenile Justice Services Center (PJJSC)	116	91%**	85

* Year-to-date includes: 07/01/15 – 10/31/15

** Year-to-date includes: 07/01/15 – 12/31/15

*** For CPS Investigations, DHS' goal is to complete the investigation within 30 days; however, the law allows for 60 days to complete the investigation with supporting documentation.

DEPARTMENT OF LICENSES AND INSPECTIONS

Mission: The Department of Licenses and Inspections (L+I) is committed to making Philadelphia the Nation's leader in building safety. The Department is the City's code enforcement agency and its mission is, first and foremost, to promote safety.

The Department is currently organized into the following divisions:

- Development
- Building
- Operations
- Emergency Services
- Compliance
- Administration

Plans for Fiscal Years 2017-2021:

In FY17, L+I will enter the second year of an implementation plan designed to increase building safety and reduce the number of imminently dangerous buildings in Philadelphia. This plan was developed in response to a series of recommendations made by a Special Independent Advisory Commission and a Building Safety Oversight Board after the tragic building collapse at 22nd and Market Streets that killed six people and injured 13 others. Under the plan, a new Division of Building Safety will be created and staff, including 24 Building Inspectors, three Fire Code Inspectors, and eight Code Enforcement Inspectors, will be hired to promote public safety and enforce proper use of construction codes from plan review through final inspection.

L+I will be opening two district offices which will be strategically located in areas of the city that are experiencing the most construction activity. By locating additional district offices in these areas, L+I will not only be able to house new inspections staff, but will also be able to increase oversight of construction projects and lessen the permit loads of inspectors that are currently overtaxed.

In addition to this reorganization, the Department will implement technology improvements over the next five years that will result in more efficient and effective operations and, ultimately, a safer built environment. Project eCLIPSE, a capital-funded data system, will be fully implemented by the end of FY17. This system will improve the Department's ability to store, retrieve, and review data, and will prove particularly useful for inspectors in the field, who will be able to pull up building information in real-time. Inspectors will also be able to upload information into the system from outside of the office, including time-stamped photos and geocoded information that could serve as evidence in enforcing the City's code. Other benefits of eCLIPSE include a new, online system for obtaining or renewing permits and licenses, cost savings on administrative fees, and better access to tax compliance data, which could in turn result in improved revenue collection for the City.

L+I will also invest in LIDAR, an aerial surveying technology that will allow the City to obtain better data on the location and condition of vacant properties throughout Philadelphia's neighborhoods. This technology is particularly important because it captures data not observable from the street level and allows the Department to prioritize enforcement of properties most at risk to the public's safety.

Other enforcement efforts include collaborating with the Streets Department to collectively enforce sidewalk regulations and investing in structural engineering services to obtain third-party expert analysis of Philadelphia’s inventory of Imminently Dangerous and Unsafe structures.

In addition to these initiatives, the L+I will maintain its core operations, which include:

- Issuing licenses and permits through its Development Division, which is responsible for all zoning, building, plumbing, and electrical permits as well as all business and trade licensing for the Department;
- Inspecting construction projects to ensure conformance to all plans and applicable codes through its Building Division, which is comprised of five District Offices located throughout the city;
- Enforcing business, property maintenance and fire codes through its Operations Division, which is responsible for this enforcement through its Field Operations Unit and Code Violations Resolution Units;
- Coordinating emergency response to building and construction emergencies through its Emergency Division, which includes a 24/7 emergency response unit and a Clean and Seal unit; and
- Enforcing demolition license requirements and independently auditing applications and procedures through its Compliance Division.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
Number of building, electrical and plumbing permits issued	39,883	21,486	34,000
Percent of commercial building, plumbing, electrical and zoning plans reviewed within 20 days	95.6%	97%	95%
Percent of residential building plans reviewed within 15 days	99.7%	94.6%	95%
Percent of over the counter customers processed within 30 minutes (customer care and license issuance unit)	63.3%	68.6%	90%
Percent of building permit and plumbing permit inspections completed within 2 days	98.6%	98.7%	98%
Number of residential demolitions	492	252	500
Number of Imminently Dangerous Properties	258 (at end of year)	223 (as of 12/31/15)	200 (at end of year)
Average cost per residential demolition (new measure)	No Data	No Data	\$17,000

LAW DEPARTMENT

Mission: The Law Department provides high-quality legal advice and services to City Departments, agencies, boards, and commissions in a timely and cost effective manner.

The Law Department (Law) negotiates, drafts, and approves City contracts; maximizes the City's ability to collect delinquent taxes, fines, and other debts; represents the City's interests in litigation; counsels departments, agencies, boards, and commissions on regulatory compliance and development of policies and procedures; represents the City in Child Welfare and Health matters; and prepares and assists in the preparation of legislation for introduction in City Council.

Plans for Fiscal Years 2017-2021:

Affirmative Litigation Program: In FY17, a newly dedicated team with a focus on affirmative litigation will work to enhance executions on existing judgments against other parties, and collections in lieu of such executions. The subject debts for collection activity may arise from court ordered fines, code enforcement actions, unpaid service charges including police overtime, emergency medical transportation, excess alarm calls, penalties for air pollution violations, and business tax judgments. In addition, Law will be proactive in identifying new litigation in matters of public interest, such as discrimination, consumer protection, predatory lending, and nuisance abatement, particularly where widespread unlawful practices cost the City and its schools valuable tax revenues or require significant additional City spending to provide police, fire, health, code enforcement, and other services to redress harms to the City's neighborhoods from such practices. This emphasis on affirmative and proactive litigation through existing and new initiatives has the potential to bring \$500,000 in revenue in the first year.

Legal Tools to Support Improved Tax Collections: During the last six years, the Tax Unit has significantly increased efforts to support the Department of Revenue and improve Real Estate Tax collection for the City and School District. Filings of real estate tax foreclosures increased from an average of 106 filings per month during the first six months of 2009 to an average of 825 filings per month during the first six months of FY16; an increase of almost 800%.

Another initiative to increase tax collections is the Sequestration Program. Sequestration is a strategy by which the City petitions the courts to appoint a receiver to collect rents from tenants to pay the taxes of delinquent rental property owners. The Sequestration program has brought in \$11.2 million through February 2016 (FY16) and is on track to surpass FY15 collections of \$17.6 million. FY17 is expected to match FY16 estimates of \$17 million.

By electronically filing all Real Estate Tax Liens with the Office of Judicial Records (OJD), the Tax Unit has become more efficient and effective. For the first time, these Real Estate Tax liens can be found by searching the civil dockets maintained by the Office of Judicial Records in City Hall and online. This modernization will now allow the City to utilize Act 93 to file a Foreign Judgment in one or more counties in the Greater Philadelphia region. This will result in Philadelphia tax liens being recorded in Judgment Indexes of targeted counties, further hindering a delinquent property owner's ability to buy, sell, or refinance real property, and thus increasing the collection of delinquent taxes in Philadelphia. The first lien was transferred in January 2016 and it expected to be operational in second half of FY16. First collection estimates are expected in several months.

- Increase Sheriff Sales for Collection of Real Estate Taxes: In FY17, the Law-Revenue Unit expects to increase the filings of Real Estate Tax foreclosures from an average of 825 foreclosures filed per month during the first six months of FY16 to 1,000 foreclosure filings per month. These additional revenues benefit the City and School District, and in some cases, the sale of a property via sheriff sale will spur new investment in the neighborhood and reduce blight.
- Utilize Sheriff Sale Process to Collect Water Receivables: Starting in FY17, the Law Department will initiate Sheriff Sales to recover Water debts. An earlier pilot program (noted in the Revenue chapter) completed in FY16 demonstrated the revenue generation potential of this initiative. The utilization of Sheriff Sales to collect water delinquencies is an effective tool where the shut off of water is not possible as in the case of USTRA tenant protected properties or properties with no water usage. This program is expected to generate \$2 million of recurring revenue starting in FY17. By forcing real estate speculators to pay the full carrying costs of their property holdings, the City will cause some to re-examine their business plan which may result in some owners selling the property to someone who may actually develop it.
- Land Bank Foreclosure Program: The Tax Unit is also working with the City's new Land Bank and utilizing the City's foreclosure tools to acquire delinquent vacant land in areas where acquisition will assist in revitalizing neighborhoods. In FY17, Law will move for foreclosure on certain properties to acquire them for the Land Bank.

Legal Support for Brownfield Redevelopment: Law is working with the Commerce Department and several other City departments to facilitate the identification, assessment, and reuse of brownfield sites in the city. These are sites that are known or suspected to be environmentally contaminated. Attorneys are facilitating discussions with the Environmental Protection Agency (EPA) for assistance in testing and assessing such sites to determine the nature of potential contamination at the sites. Law is also working with Parks & Recreation to test urban gardens to identify potential contamination. The initiative will continue through FY17.

Legal Support for Combined Sewer Overflow Consent Agreements: Law is supporting the Water Department in complying with consent agreements with both EPA and Pennsylvania Department of Environmental Protection (DEP). The consent agreements call for the City to significantly increase the acreage of the city that can absorb or otherwise retain rain water. The City will meet these requirements by creating additional park-like areas, increasing tree coverage, using porous paving, and other "greening" techniques. Water Division attorneys support this by negotiating agreements with schools, developers, and water customers to incorporate and maintain green infrastructure into their properties through stormwater easements, grant agreements, maintenance agreements, and similar arrangements. Projects are located on public and private land and are funded through a variety of public and private sources. This project has been ongoing, but an increase is expected in the quantity of legal activities in 2017 in order to continue meeting compliance requirements. The alternative to a well-managed green program will be a more expensive and less beneficial program of underground storage facilities. Additionally, the greening of school sites has a positive impact on the experience of students in urban schools.

Legal Support for the Department of Human Services: The Law Department continues to provide support to the Department of Human Services (DHS) and its Improving Outcomes to Children model of case management. This shift to a new management model will move all case management services to ten selected service provider agencies, called Community Umbrella Agencies (CUAs) and will transition DHS social workers into supportive, monitoring, training, and oversight roles. DHS will continue to maintain its

investigatory function. Law prepares the CUAs for their appearances in Court and supports the agencies in their efforts to achieve safety and permanency for the children and families they service.

Additionally, recent changes to Child Protective Services Laws require the Law Department to review certain findings of abuse and neglect made by DHS before deeming the report as “indicated.” Law provides a daily forum for these reviews so that they may make timely and legally sufficient findings of abuse and neglect and, in turn, better protect the children and families of Philadelphia.

Legal Support for Improved Property Assessments: The primary objective of the Law Department’s Property Assessment Unit is to provide legal representation to the Office of Property Assessment (OPA) and assist the City in its responsibility of ensuring that tax parcels throughout the City are assessed accurately, uniformly, and fairly. After the certification of values by the OPA, the Property Assessment Unit defends the values in appeals filed by property owners in hearings before the Board of Revision of Taxes (BRT). More detail on property assessments can be found in the Office of Property Assessment chapter.

HIPAA Training Tools: Law provides counsel, develops training protocols, and instructs all operating departments on the legal requirements of the Health Insurance Portability and Accountability Act (HIPAA) and other relevant privacy laws. Activities include educating City departments and personnel about HIPAA requirements applicable to their work, providing guidance and support to City personnel obligated to comply with HIPAA, assisting City lawyers who prepare and review contracts involving access to protected health information, and developing strategies to enable City executives and administrators to lawfully access protected health information needed to protect and promote the public health, improve public safety, and operate and improve government programs.

Currently, Law is working to create and adapt web-based HIPAA training tools for City employees, volunteers, and interns to make HIPAA training more efficient, timely, and readily available as needed. Additionally, starting in FY17, Law will create and compile content and protocols for a HIPAA intranet webpage to be used to consolidate and distribute HIPAA resources, contacts, standards, and protocols, including answers to frequently asked questions. Both initiatives will contribute to making City government more efficient and effective and reduce the City’s exposure to damages and civil monetary penalties.

Pedestrian Stop Audit and Review: Law continues to support the Police Department’s new electronic 75-48A (Pedestrian Stop) form and audit program. The program provides greater oversight and monitoring of pedestrian stops by police. The goal of the program is to promote the integrity and constitutionality of pedestrian stops in Philadelphia.

Code Enforcement: The Law Department prepares, files, and pursues code enforcement actions in Court, where violations are not complied and referred for court action. These cases are referred from the Department of Licenses and Inspections (L+I), the Department of Public Health (food safety), and at times, other City agencies. In addition, Code Enforcement attorneys oversee a discrete group of collection matters generated by its primary clients, L+I and Health: court fines imposed in property maintenance and unsafe building cases; liens resulting from property remediation work by L+I; and inspection costs in food safety cases. In calendar year 2015, total collections in these matters was \$2.1 million.

In FY17, Law expects to increase the number of case hearings for enforcement actions. As the number of L+I referrals for building safety violation enforcement actions is expected to increase, this will allow more to be heard in Court, and reduce time from referral to resolution. The performance measure, as

recommended by the Building Safety Oversight Board, is the number of hours per month of Court time, and/or number of case hearings per month. Increased court time will be accomplished and tracked by December 31, 2016.

Electronic Contract Signatures: Law is working with the Office of Innovation and Technology (OIT) and the Contracting Unit with the Office of the Chief Administrative Officer (CAO) to implement a pilot project for replacing manual execution of paper contracts, and manual approval as to form, with electronic signatures for both. Contracts will be processed electronically from Contract Assembly through execution by the vendor and the City, eventually making it possible for the City to eliminate paper contracts altogether and replacing them with electronic documents, electronically executed and approved. This will eliminate the transaction time required to exchange and process paper documents, and significantly shorten the overall time to conform contracts. The pilot program applies to OIT professional services contracts. Once functional, this initiative will be expanded to other departments, focusing on departments with high contract volume.

Subject to final approval of the proposed electronic signatures workflow by the Contracting Unit and Law, the pilot for OIT contracts is expected to be completed in this calendar year, with expansion to all ACIS departments by the end of FY17. This initiative will streamline and significantly shorten the City's contracting process.

MANAGING DIRECTOR'S OFFICE

Mission: The Managing Director's Office (MDO) is the executive office with oversight of the City's operating departments. The MDO provides support, assistance, and coordination to build sustainable infrastructure within and across departments, ensuring the efficient delivery of quality services to the public.

The MDO plays a major role in the development and implementation of key policy initiatives; monitors and analyzes the performance and progress of individual departments; and serves as a catalyst to encourage cooperation and collaboration across departments. Additionally, several significant outward-facing public service programs are housed within MDO.

The MDO is organized into five primary divisions:

- Health and Human Services
- Public Safety
- Community Services
- Community and Culture
- Transportation and Infrastructure

Plans for Fiscal Years 2017-2021:

Over the next five years, the Managing Director's Office will play a key role in coordinating the activities of City agencies in support of the Administration's top priorities. These priorities include:

- Supporting major education and youth development initiatives, including community schools, expanded access to pre-K, improved literacy among young Philadelphians, and enhanced out-of-school time programming.
- Creating a diverse City workforce reflective of the city as a whole.
- Expanding workforce development opportunities for returning citizens.
- Improving the quality and efficiency of public services and facilities in all neighborhoods.
- Improving public safety and reforming the criminal justice system.

Health and Human Services: Within the MDO, the Health and Human Services division has oversight of the Department of Public Health, Department of Human Services, Department of Behavioral Health & Intellectual Disability Services, Office of Supportive Housing, and Office of Community Empowerment & Opportunity. From FY17 to FY21, the Office of Health and Human Services will work to ensure the success of children, families, and vulnerable adults through the alignment of strategies and programs to combat poverty and buffer its effects. Objectives include streamlining administrative functions across the health and human services cluster, improving coordination between agencies and programs, continuing to collect and use data to inform decision-making, and appropriately applying funding streams to maximize the resources available to children, families and vulnerable adults.

Public Safety Cabinet: The Public Safety division is a grouping of departments and independent offices that deal directly with the public safety or criminal justice systems. The cabinet is designed to provide coordination between the Prisons System, the Police Department, the Fire Department, the Office of Emergency Management (OEM), and Licenses and Inspections (L+I). Rather than appoint a single point person for the entire division, the MDO has divided the cabinet into two groups: Emergency Response Providers (Police, Fire, OEM, L+I) and Criminal Justice (Prisons, Police Department policy initiatives, and

liaisons to criminal justice agencies: The First Judicial District, District Attorney's Office, Sheriff, and Defenders Association).

Office of Emergency Management: Working closely with the Police and Fire Departments, OEM leads a collaborative emergency management program that engages the public, all levels of government, non-profit organizations, and the private sector to prepare and plan for emergencies and disasters. Over the next five years, OEM will work closely with other emergency response provider agencies to prepare and plan for these occurrences. In the short term, areas of focus include promoting collaboration and emergency coordination within the health and medical human service sectors; building the City's capabilities to restore lifelines and recover economically and environmentally following a major incident; connecting stakeholders with preparedness training and exercises; developing strategies and protocols to deliver prompt, coordinated, reliable, and actionable information to the public before, during and after an emergency; maintaining a common operating picture, collaborating, and sharing information via the 24/7 Regional Integration Center (RIC); and maintaining the Emergency Operations Center (EOC).

Criminal Justice Coordination: The Criminal Justice Coordination Unit serves as the Mayor's appointee to Philadelphia County's Criminal Justice Advisory Board (CJAB) and will be the primary point of contact for various local, state, and federal justice partners. CJAB representation includes the agencies represented in the Criminal Justice branch of the public safety cabinet and meets monthly to collaboratively address issues that span the justice system. Over the next five years, the Criminal Justice Coordination Unit will oversee initiatives aimed at reducing the Philadelphia prison population, improving public safety, and increasing opportunities for returning citizens. The unit will participate in a multi-agency strategic planning effort in collaboration with the First Judicial District, Prison System, District Attorney's Office, Defenders Association, Police Department, and the Department of Behavioral Health to develop a comprehensive set of data-driven strategies aimed at reducing the City's over-reliance on jails. Goals for the next five years include:

- Reducing the jail population by 34% by FY19
- Collaborating with the Reentry Coalition to reduce recidivism by 25% between FY16 and FY21

Police Advisory Commission: The Police Advisory Commission will provide civilian oversight for the Philadelphia Police Department with the goal of improving the relationship between the department and the community. Findings and recommendations will be forwarded directly to the Managing Director and Police Commissioner for review and action.

Violence Reduction: The Youth Violence Reduction Partnership will continue its work with young people who are referred through the probation program. Other efforts to reduce crime and violence, such as Ceasefire Philadelphia, Focused Deterrence, and the Youth Violence Prevention Collaborative, will be supported through the MDO.

Defenders Association: The Defender Association of Philadelphia represents approximately seventy percent of all persons arrested in Philadelphia. Clients are represented by full-time Assistant Defenders who are members of the Pennsylvania Bar and who are not permitted to maintain a private practice or to participate in partisan political activity.

- The Juvenile Unit of the Defender Association has prepared juvenile expungement motions free of charge for over 15 years, and has created an expungement hotline.
- The Defender Association's Alternative Sentencing Unit oversees and provides Philadelphians with a vast array of services and programs that directly affect and promote employment, education, drug and alcohol treatment and housing needs. These services and programs assist many clients both prior to and after trial.
- The Association also saves the City money by processing cases quickly and effectively, helping to improve public safety by working with their clients and system stakeholders to identify needs and reduce recidivism, and by helping to decrease the city's prison population by presenting sentencing alternatives for non-violent individuals. The Association processes cases much more quickly than court-appointed and private attorneys according to data collected for the MacArthur Safety and Justice Challenge planning grant.

Community Services: The Community Services division within MDO is responsible for overseeing a number of outward-facing programs that provide services directly to the public. These offices and programs include the Community Life Improvement Program (CLIP), the Philly311 contact center; the Office of Civic Engagement and Volunteer Services; and the Office of Immigrant Affairs.

Community Life Improvement Program: From FY17-21, CLIP will continue its work in Philadelphia's communities to solve quality of life issues and provide neighborhood services. Its programs include:

- Graffiti Abatement Teams who are responsible for the removal (free of charge) of graffiti vandalism from public and private properties citywide.
- The Community Service Program, which provides non-violent offenders (ages 18+) an opportunity to complete their mandated community service hours by cleaning and beautifying the city.
- The Community Partnership Program, which loans tools and provides supplies to volunteers in community groups, businesses, and residents engaged in cleaning up their neighborhoods. Supplies include rakes, brooms, shovels, trash bags, etc.
- The Vacant Lot Program, which is responsible for the inspection, enforcement, and abatement of private and public vacant lots citywide in Philadelphia with the majority being in North and Southwest Philadelphia.
- The Exterior Property Maintenance Program, which is responsible for the inspection, enforcement and abatement of the exteriors of nuisance properties in Northeast Philadelphia.

Performance Measures (CLIP)	FY15 Actual	FY16 YTD	FY17 Target
Properties cleaned of graffiti vandalism	106,790	61,784	120,000
Citywide cleanups completed	1,244	543	2,000
Groups Receiving Supplies	575	291	550
Vacant Lot Inspections	33,658	17,417	50,000
Vacant Lot Abatements	12,142	8,173	25,000
Exterior Properties Inspected	10,795	6,824	15,000
Exterior Property Abatements	2,179	1,522	5,000

Office of Immigrant Affairs: The Office of Immigrant Affairs will focus on improving the usefulness and availability of language assistance services for people of limited English proficiency, double the number of flag raisings, which honor culturally important events of other countries, and work toward nationalizing the 50,000 immigrants who are eligible. In addition, the Office will ensure that City agencies hire bilingual and multilingual staff, and will collaborate with the Commerce Department to support commercial corridors and growing immigrant-owned businesses.

Philly311: Philly311 is the City’s non-emergency contact system, providing residents, businesses, and travelers with access to government information and services through its call center, website, and free mobile application. Over the next few years, 311 will make improvements to its technology with the goal of improving service quality and reducing costs and risks to the City. These improvements will include a new, cloud-based telephony system and a reinvented service model that provides more reliable status updates so that customers can search for answers and information without having to call the center and speak with a physical operator.

Civic Engagement and Volunteer Services: The Office of Civic Engagement and Volunteer Service (OCEVS) oversees several programs that engage residents where they live and provide enhanced levels of service by engaging the public in new and innovative initiatives. In the coming fiscal years, OCEVS will be re-evaluating its existing initiatives to establish performance metrics and goals that are consistent with the top priorities of the Administration. OCEVS will establish an advisory council and a list of corporate and nonprofit partners that will work with the Office to match people with volunteer opportunities. Additionally, it will focus on increasing the level of civic participation with existing initiatives aimed at improving public safety and family outcomes.

Community and Culture: The MDO’s division of Community and Culture oversees a number of departments including the Department of Parks & Recreation, the Free Library, the Office of Arts, Culture and the Creative Economy, and Mural Arts. The overarching priorities of the Community and Culture division are to coordinate the activities of these entities to enhance community assets such as public art, cultural traditions, commercial corridors, recreation centers, and neighborhood libraries in order to reduce disparities, improve outcomes, and make Philadelphia more equitable. In addition to strengthening these departments’ ability to make informed decisions and execute their respective missions, the Community and Culture division will also focus on increasing opportunities for collaboration, aligning and coordinating resources, strengthening pipelines for high-quality workforce development, improving the quality and

access of out-of-school programming, strengthening and expanding literacy initiatives, and ensuring that internal operations are effective and efficient.

In addition to the agencies mentioned above, three other offices are part of the Community and Culture umbrella and are also a part of the MDO’s budget, including the Animal Care & Control Team, the Mayor’s Commission on Literacy, and the Office of Special Events.

Mayor’s Commission on Literacy: The Mayor’s Commission on Literacy (MCOL) aims to ensure quality literacy education is available for adult learners and make Philadelphia one of the most literate cities in the United States. Some of its programs include:

- myPLACESM: A centralized intake system for the enrollment of adult learners into a citywide educational network that provides adult education based on individual learner needs and contextualized for the workforce.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
Number of New Learner accounts in our Online Registration System	3,823	1,795	4,626
Appointments Made for Intake and Assessment	4,435	1,962	5,366
Learner Completion of Intake and Assessment	2,547	1309	3,082
Number of myPLACE SM Learners who Complete the Intro to Adult Learning and Careers Course	1,748	407	2,115
Learner Enrollments in a Face-to-Face or Online Partner Course	1,180	810	1,428

- Philadelphia Adult Literacy Alliance: A network of over 100 active members from the adult education community who provide, coordinate, fund and support adult literacy and workforce development services.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
Agency Representation in Alliance Membership	83	58	70
Alliance Membership (individuals)	261	108	130*

**Membership policy no longer allows for automatic roll-over each year.*

- KEYSLOT: MCOL oversees free public computing labs throughout the city as part of the commitment to increase digital literacy.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
Adult Use of KEYSLOT Digital Services	104,677	48,838	126,659
Total # of Unique Participants Trained at a KEYSLOT	7,851	3,583	9,500

Over the next five years, the Mayor’s Commission on Literacy will increase enrollment and participation in face-to-face and online adult learning courses, and will bolster community support for adult learning through the Philadelphia Adult Literacy Alliance. In addition, the Commission

will ensure that free public computing labs are available to learners and job seekers in Philadelphia's neighborhoods through the KEYSPOt program.

Animal Care and Control: The Animal Care and Control Team (ACCT Philly) operates out of a 19,000 square foot section of City-owned facility and handles approximately 30,000 animals annually. The organization provides field response, code enforcement, and veterinary care as part of its comprehensive animal care and control services. Since assuming operations for these functions in 2012, ACCT Philly has achieved a 42% decrease in animal euthanasia, handled more animals, and performed more pet adoptions. ACCT Philly now operates the largest life-saving shelter in the region, and has garnered \$2.5 million in financial aid, in-kind support, and commitments from national funders. Currently, ACCT Philly boasts a lifesaving rate of 77% - a historic high for the organization, and one of the highest rates in the nation for an open intake shelter serving a major city. The Animal Care and Control program will continue to respond to more than 200,000 service calls annually while lowering the shelter intake rate, increasing the live release rate, and efficiently enforcing municipal ordinances.

Special Events: The Office of Special Events strives to be the most comprehensive and efficient municipal special event support agency in the nation, focused on cultivating positive, collaborative relationships both inter-departmentally, and with local, regional, and national event communities. The Office of Special Events strengthens and expands the local special event industry by serving as the City's "one-stop-shop" for event permitting and licensing, and also acts as a central distribution hub for City-owned equipment and support services for these events. The Office of Special Events ensures that all necessary permits, licenses, insurances, and agreements are executed prior to any event that seeks to use City-owned or occupied property, equipment, or services. The Office processes more than 1,400 special event applications each year, generates departmental service requests, and invoices event organizers to recover the costs associated with using City equipment and services.

Transportation and Infrastructure: The Transportation and Infrastructure division plays a central role in coordinating multi-agency initiatives throughout the City, the Commonwealth, and with federal policies and programs. A key function of the office is to secure funding for transportation and infrastructure projects from alternative revenue sources, such as state and federal grants.

This division has direct operational responsibility over two large City entities that account for a significant portion of the City's capital and operating budgets: the Philadelphia Streets Department and the Philadelphia Water Department. In FY17, the division will create an Office of Complete Streets to better coordinate activities. The division also coordinates policy, planning, and programmatic decision-making among agencies and departments that manage the city's transportation and utilities infrastructure. Some of these agencies include Philadelphia Gas Works (PGW), the Southeastern Pennsylvania Transportation Authority (SEPTA), Port Authority Transit Corporation (PATCO), and others.

The Transportation and Infrastructure division will ensure that Philadelphians can get where they are going, no matter how they choose to get there; that Philadelphia's water, electricity, gas, and sanitation 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 for mobility and sustainability. Planned activities for FY17-FY21 include pursuing federal, state, and foundation grants; installing transit shelters and street furniture; supporting SEPTA's trolley modernization efforts with streetscape improvements to ensure ADA accessibility;

improving the safety and mobility of the Roosevelt Boulevard Multimodal Corridor; expanding the Indego bike share initiative; developing a comprehensive program for implementing Vision Zero and eliminating traffic fatalities and serious injuries from preventable crashes; and continuing to support the expansion of the Water Department's Green Cities, Clean Waters initiative to improve storm water management.

MAYOR'S OFFICE

Mission: The Mayor's Office sets the goals and priorities for the Administration, oversees all departments and agencies that fall under the executive branch, and ensures that departments are coordinating efforts to reach the Administration's goals and priorities. The Office includes the Mayor's personal staff as well as multiple agencies based on key priorities of the Administration.

The Mayor's Office consists of the following:

- Office of the Chief Integrity Officer
- Office of the Chief of Staff / Executive Office
- Office of Diversity and Inclusion
- Office of Education
- Office of Intergovernmental Affairs
- Office of Labor
- Office of Policy and Legislation
- Office of Public Engagement

Plans for Fiscal Years 2017-2021:

Over the next five years, the Mayor's Office will play a leading role in developing and following priorities set out in the Mayoral Transition Report. The agencies housed in the Mayor's Office will develop policies, legislation, services, and programming according the following pillars:

- Improve educational opportunities and outcomes for all of Philadelphia's children
- Improve economic opportunities for all Philadelphians
- Improve public safety for all Philadelphians while treating residents with respect and dignity
- Operate government efficiently, effectively and always with integrity
- Develop a diverse workforce that looks like Philadelphia and treat that workforce with respect

The Office of Diversity and Inclusion, the Office of Public Engagement, the Office of Intergovernmental Affairs, and the Office of Policy and Legislations are newly formed offices. It is the intention of the Mayor's Office to bring diverse stakeholders to the table in FY17 to establish measurable, equitable, and inclusionary five year goals.

Office of the Chief Integrity Officer: The Office of the Chief Integrity Officer upholds the public's trust by ensuring that the City operates with fairness and integrity, uncompromised by conflicts of interest, political affiliation, favoritism, or other unfair considerations. Its responsibilities include protecting the integrity of City operations, creating a comprehensive compliance program, giving advice and support to City employees, providing oversight and support, educating and coordinating training with City agencies, and ensuring transparency. The Office of the Chief Integrity Officer works closely with the Office of the Inspector General and the Board of Ethics to develop and implement training programs and other

communications in order to correct systemic problems and prevent future misconduct within City government.

Office of the Chief of Staff/Executive Office: The Chief of Staff manages the overall strategy for driving and implementing the Mayor's agenda. The Chief of Staff coordinates with the Cabinet to ensure they have the information, guidance, and resources they need to carry out the Mayor's priorities; and also ensures that Cabinet members provide necessary information to guide the Mayor's decision-making and enhance his ability to effectively act as Chief Executive of the City of Philadelphia. The Chief of Staff aids the Mayor in holding Cabinet members accountable for implementing his priorities.

The Executive Office oversees all day-to-day activities within the Mayor's Office and ensures that the Kenney Administration is operating effectively. The office's FY17 goals will be to establish new office policies and procedures, fill open employment opportunities within the Mayor's Office and in senior leadership positions throughout the administration, support the Mayor and his first year priorities, and see that the office functions properly.

Office of Communications: The Office of Communications is responsible for acting as a liaison between the Mayor and the press. The responsibilities of this office include fostering relationships with various media outlets, acting as a key contact for the press, representing the Mayor on numerous media platforms, and developing materials for the Mayor's website. The Office's FY17 goals will include assuring that the Mayor continues to receive honest and adequate representation in the media in regards to his Administration and key priorities while also upholding the integrity of the Mayor's Office to the public.

The Office of Communications will support the work of the Mayor and work with outlets to make sure his goals are properly articulated and received by constituents. It is vitally important that citizens have access to information that fully describes the work of the Mayor, and enough information to judge the work of the Mayor and his Administration. With this office acting as a main point of contact, media outlets will have an open line of communication so that all information reported is verified and accurate.

The Digital Director facilitates direct communications with the citizens of Philadelphia to the Mayor through various social media accounts, ensuring that the Administration is open and accessible. These mediums serve both the press and constituents. When citizens can easily keep up with their elected officials, it shows a government that is open, accessible, and working in the public interest.

Office of Diversity and Inclusion: Mayor Kenney named the Chief Diversity and Inclusion Officer and created the Office of Diversity and Inclusion on his first day as Mayor. As Philadelphia's neighborhoods continue to grow and evolve, this office will reinforce the Mayor's commitment to ensuring that the services provided and dollars expended by local government are a strong and vibrant model of fairness among the diverse groups that make up the neighborhoods of Philadelphia. The Office of Diversity and Inclusion will focus on promoting the value that diverse populations bring to our city; and for everyone, will fairly and equitably promote opportunities to be a part of the government.

The Office will seek to promote diversity and inclusion across City government and citywide. It will analyze the City's workforce and develop strategies to close disparities among different races, or between genders, and wherever barriers for employee success might exist. Still in its infancy, the Office's FY17 goal is to meet with stakeholders, understand differences that divide, and develop a set of priorities that serve all Philadelphians. In FY17, the Office will build the internal framework necessary to meet its mission and goals. Over the next five years, the Office of Diversity and Inclusion will work with the Mayor and his

Administration to develop a more diverse and inclusive workforce, a procurement system that equitably serves everyone and a government that functions with heightened efficiency.

Office of Education: The quality of education that children receive shapes their access to resources and opportunities that affect quality of life and health outcomes. Increased access to quality Pre-K and community schools are Mayor Kenney's top two initiatives as Mayor, as well as increasing access to Career and Technical Education (CTE) for high school students. The Kenney Administration is dedicated to providing a quality education for every Philadelphia child as well as preparing every student for the economy of the 21st century.

The Mayor's Office of Education is focused on improving the outcomes of children in Philadelphia, and will work over the next five years to implement these programs with the goal of ensuring a better future for our City. This will require an investment from the City, School District, philanthropy, and businesses to remove silos, increase collaboration, and secure stable funding for our children and communities. With the expansion of quality Pre-K seats, development of community schools, and supporting critical career and technical training, the Mayor's Office of Education will ensure that successful collaboration improves outcomes of children in every neighborhood.

Office of Intergovernmental Affairs: The Office of Intergovernmental Affairs is a newly created office under the Kenney Administration. The Office works with City Council and local, state, and federal legislators to ensure that the Mayor's priorities are addressed. Additionally, the office will provide a direct line of communication between various governmental entities and the Mayor's Office to discuss any and all concerns. A large focus of this office will be bridging the gap between each level of government and ensuring the success of mayoral priorities at all levels of government. Additionally, the office will work to ensure that everyone's voice is heard, fostering an environment of inclusion and accountability within the Kenney administration.

Office of Labor: FY17 marks the first time in several administrations that the Mayor's Office of Labor (MOL) has existed as a distinct, cabinet-level agency. The mission of the MOL is to provide a stable labor environment in Philadelphia by building effective partnerships between management and the labor organizations representing City employees; ensuring that vendors doing business with the City meet any prevailing or living wage requirements applicable to their contract; conducting outreach and enforcement related to Paid Sick Leave, Wage Theft, and related issues; and serving as the primary point of contact for the labor community.

The MOL is responsible for the coordination, administration, and enforcement of City services related to the labor environment in Philadelphia. The MOL will oversee the coordination of the Office of Labor Standards (OLS) and the Office of Labor Relations (OLR). OLS is responsible for monitoring City contracts to ensure that prevailing wage standards are met as set forth in the Bacon-Davis Act and Chapter 17-1077 of the Philadelphia Code. The Office of Labor Relations (OLR) is responsible for coordinating between City management and the labor organizations representing City employees. It facilitates contract negotiations and dispute resolution related to collective bargaining and labor contract administration. It oversees the Living Wage Working Group which is responsible for reaching disposition on waiver requests related to the Philadelphia 21st Century Minimum Wage Standard (Chapter 17-1300).

From FY17 to FY21, the Mayor's Office of Labor will build its internal framework by formally folding OLS, OLR, Living Wage, Paid Sick Leave, and Wage Theft into MOL operations. In the first half of FY17, regulations for the Promoting Healthy Families Workplaces Ordinance and the Wage Theft Complaints

Ordinances will likely be developed. The Mayor's Office of Labor will communicate and enforce the guidelines and regulations of these laws. In addition, the MOL will create an effective process for collecting and addressing complaints. Over the next five years, the Office will focus on tracking national sick leave and wage theft trends, maintaining relationships with local and national stakeholders/partners, and developing the office to become a leader amongst other states and municipalities with similar laws.

Office of Policy and Legislation: The Office of Policy and Legislation's mission is to maintain the Mayor's overall priorities and ensure the policy and legislative priorities of the Mayor are organized, well-researched, and implemented either through legislative or administrative action.

The Office of Policy and Legislation is a newly-created office under the Kenney Administration. While policy and legislative entities have existed in previous administrations, the purpose of the Mayor's Office of Policy and Legislation is to collaborate both efforts to better serve the City of Philadelphia. The Office of Policy and Legislation will work with the Mayor to set legislative and policy priorities, and work towards their implementation. The Mayor's Office of Policy and Legislation will also partner with City Council to better coordinate the legislative process and help assure that important issues are given support necessary to pass effective legislation and implement best practices.

In FY17, the Office will oversee Mayor Kenney's major priorities and ensure that departments are on track for reaching the Mayor's six month and yearly goals. Over the next five years, this office will continue to find ways to support the Mayor's initiatives with City Council.

Office of Public Engagement: The Office of Public Engagement is a newly created office under the Kenney administration. The mission of the Office of Public Engagement (OPE) is to serve as an effective conduit between the community and City government by connecting residents to resources across government so all communities can thrive.

The OPE is actively engaged in designing strategic processes to allow the City to enhance community outreach and engagement efforts. The OPE will be an integral part of making the two-way street with City Government and the community a tangible part of the road to prosperity for all Philadelphians regardless of their zip code. The OPE will oversee several of the Mayor's offices, including the Youth Commission, Office of Black Male Engagement (which will include President Obama's My Brother's Keeper Initiative and will oversee the Mayor's Commission on African American Males), the Commission for Women, and a new iteration of the Office of Faith Based Initiatives. In addition, the OPE will oversee Advisory Commissions and committees including Asian American Affairs, the African and Caribbean Immigrant Affairs, the Millennial Advisory Committee, and will look to reconstitute the Commission on Latino Affairs. All of this work will entail collaborating with neighborhood and civic organizations, nonprofits, policy advisory groups, and various City agencies to inform and engage citizens for the betterment of their communities and the city at large.

In FY17, the OPE will seek to embed Mayor Kenney's major priorities within all engagement efforts. The OPE will look to establish an infrastructure of trust with the community by instituting a measureable, outcome based strategic plan which will leverage the robust OPE constructed asset map.

In the next five years, the OPE will design and implement several pilot projects within subsets of the community in collaborative working group format with the goal of these projects to be scalable and self-sustaining. All of these engagements efforts will continue to further the Mayor's priorities of an inclusive Philadelphia with shared prosperity for all.

MAYOR'S OFFICE OF COMMUNITY EMPOWERMENT & OPPORTUNITY

Mission: The Mayor's Office of Community Empowerment and Opportunity (CEO) is to align the City's efforts to lift individuals and communities out of poverty and increase opportunities for low-income individuals and families.

CEO is organized around the five goals of Shared Prosperity Philadelphia, the City's plan to fight poverty. They are:



- Focus workforce development and job creation efforts on adults with the greatest barriers to employment
- Expand access to public benefits and essential services
- Ensure children enter school prepared to learn and expand opportunities for year-round learning
- Increase housing security and affordability
- Strengthen economic security and asset-building

Plans for Fiscal Years 2017-2021:

Over the next five years, CEO will coordinate activities with government and non-profit partners under a comprehensive strategy to combat poverty and buffer its effects. Below are specific initiatives and priorities for the next five years.

Job Creation and Workforce Development: CEO pilots and funds job training and support programs that target the hardest to place job seekers, such as those lacking a high school diploma, people with criminal records, and English language learners. These programs support CEO's anti-poverty mission by directing resources toward people who face the greatest barriers in the job market and are most likely to experience long-term unemployment and deep poverty.

Shared Prosperity Philadelphia included a performance target of creating at least 100 new subsidized employment opportunities with support and job training each calendar year. Programs have included JOIN (Job Investment Opportunity Network), Center for Employment Opportunities (CEO), Future Track, and Power Corps PHL. Over the next five years, CEO will continue to expand these efforts by:

- Expanding access to high quality job training programs;
- Improving job readiness for growing industries; and
- Identifying new connections to wrap-around services.

Benefits Access: CEO supports programs that help families and individuals access over 20 public benefits such as Supplemental Nutrition Assistance Program (SNAP), Supplemental Security Income (SSI), and the Low-Income Heating Assistance Program (LIHEAP). This work is driven in part by the BenePhilly Centers, which provide in-person and telephonic support to get individuals enrolled. Since opening in 2014, this effort has kept over \$12 million in the pockets of low-income Philadelphians.

Over the next five years, CEO will explore new ways to integrate key public benefits. It will also work to continue the reach of the BenePhilly Center initiative by providing training and technical assistance to organizations currently supporting benefits access throughout the city. Though these efforts, CEO looks to

increase the take-up rate (participation rate by eligible households) for SNAP from 73% in FY15 to 75% in FY17 and to 80% in FY21.

Vital Services: CEO also supports the Philadelphia Food Access Collaborative, which builds effective, partnership-based solutions to address the challenges of reducing hunger in Philadelphia, and to better serve the needs of vulnerable individuals who seek emergency congregant meals by strengthening connections to key social services. Its vision is to ensure every Philadelphian can find a nutritious meal in an environment that respects their dignity.

Over the next five years, CEO will grow the number new emergency meals in Philadelphia through fundraising and technical assistance, and strengthen social services at meal sites through partnerships with physical health, behavioral health, and benefits access programs and schools.

Early Learning: This work continues with an emphasis on supporting expanded Pre-Kindergarten.

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

Economic Security: Unemployment, unpredictable income, and lack of emergency savings all take a toll on families living in poverty. Vulnerable communities need a spectrum of income supports, money management services, and asset-building opportunities to secure their financial futures. CEO is working with multiple partner agencies to ensure that residents have access to quality financial education and services at every stage of life. CEO and Clarifi currently operate 7 Financial Empowerment Centers (FECs) across the city, which provide free, one-on-one financial counseling to approximately 3,500 clients annually. CEO also supports the Campaign for Working Families, which provides free tax preparation and filing services for income-eligible families and enrolls them in the Earned Income Tax Credit (EITC).

Performance Measures				
Area	Program	FY15 Actual	FY16 YTD	FY17 Target
Job Creation & Workforce Development	Total Subsidized Employment Opportunities Created (min. 100)	231	285	360
Benefit Access	Total Applications Submitted	10,430	10,951	11,498
	Total confirmed enrollments	5,459	5,732	6,018
Emergency Meals	Meals Provided Across all Meal Sites (per week)	590 per week	590 per week	1000 per week
Economic Security	Raised credit score by at least 35 points	403	350	400*
	Connected to asset building vehicles	118	50	50*
Housing Security	OSH EARU Households Assisted	569	575	580
	PDPH CLPP and Healthy Homes Healthy Kids – Households Assisted	255	260	265

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

MURAL ARTS PROGRAM

Mission: The mission of the Mural Arts Program is to create art with others to transform places, individuals, communities, and institutions. The process empowers artists to be change agents, to stimulate dialogue about critical issues, and to build bridges of connection and understanding. The work is created in service of a larger movement that values equity, fairness, and progress across all of society. Through beautiful collaborative art, the Mural Arts Program provides people with the inspiration and the tools to seize their own future.



Artist Benjamin Volta and Mural Arts Restorative Justice Program participants install Frequencies, a mural by Benjamin Volta at Old York Road and Pike Street. Photo by Steve Weinik.

Plans for Fiscal Years 2017-2021:

Public Art & Civic Engagement: Mural Arts' Department of Public Art & Civic Engagement leads 30-40 public art projects annually using Class 200 funds and another 20-30 with private funds. The department is staffed by five Project Managers and two individuals devoted to operations, compliance, and quality control. The latter two figures also provide support to three project managers housed in our Art Education, Behavioral Health, and Restorative Justice Departments, who lead another 25-30 projects annually on topics relevant to their target constituencies. Programs and projects annually engage more than 25,000 people, while docent-led tours offer 15,000 people exposure to the collection, and 75,000+ follow Mural Arts online.

Storefront Hubs on Key Commercial Corridors: Mural Arts' storefront hubs are a burgeoning model in Mantua, Tacony, and Southeast Philadelphia. Mural Arts has turned vacant storefronts

into hubs for artistic activity, community organizing, and creative enterprise. These vibrant spaces give people a place to gather, to think creatively together, to learn new skills, and transform their neighborhoods through public art and other enhancements. Residents report feeling safer, more connected, and having an improved quality of life. Providers and CDCs that share these spaces report having an easier time collecting data and providing services. As evidence of other hubs' impact has emerged, demand has increased from multiple Council districts.

Restorations and Stewardship: For the past 32 years, Mural Arts has worked with communities to create a collection that has made Philadelphia “the mural capital of the world.” Murals have a lifespan of about 12 years before they begin to peel and fade, transitioning from beautification to blight. Production of new art continues, but Mural Arts’ owns its responsibility for restoring, decommissioning, or replacing aging works. Mural Arts currently leads significant restoration of 20 murals each year.

Restorative Justice Program: Established in 2000 with a small mural program at SCI-Graterford, this program has become a national model and has expanded to work with individuals incarcerated within the Philadelphia Prison System (PPS), in youth detention centers, and with individuals coming out of Philadelphia’s prisons or deemed at high risk of being incarcerated. The Restorative Justice program is divided into two core program areas—art classes for inmates and an arts-based reentry program—which are designed to serve youth and adults at different phases of their experience with the justice system.

The arts-based reentry program, The Guild, was established in partnership with PPS and Philadelphia’s Youth Violence Reduction Partnership (YVRP) to serve adults coming out of Philadelphia’s prisons and severely at-risk juveniles and young adults ages 18-24. Goals of the program include creating opportunities that allow participants to make healing contributions to communities that have experienced crime, generating dialogue about issues impacting prisoners, families, and communities, and, for those individuals nearing release, building skills that will help them find a path to further education and employment.

Performance Measures (<i>The Guild</i>)	FY15 Actual	FY16 YTD	FY17 Target
Enrollment Numbers	60	60	60
Program Completion rate	67%	67%	67%
One-year recidivism rate for graduates	10%	10%	10%
Placement Rate (placement into employment, education, or other programs) for graduates	73%	73%	73%

Art Education Program: Mural Arts provides safe and welcoming learning spaces inside and outside of the school day where underserved youth can develop positive relationships with their peers, exercise creative faculties, receive mentorship and support, and play a positive role in the growth and development of their communities. The Arts Education Program addresses multiple issues, including: 1) the risks associated with a lack of supervision during vulnerable after-school hours and summer; 2) extremely limited access to art education during the school day in spite of evidence that it is of great value to young people; and 3) pervasive challenges confronting young people within their communities.

Performance Measures (<i>Arts Education Program</i>)	FY15 Actual	FY16 YTD	FY17 Target
Enrollment Numbers	1,000	1,000	1,500
Mural Arts' advanced students high school graduation/college matriculation rates	100% / 85%	100% / 85%	100% / 85%

Porch Light Program: This program was launched in 2007 in partnership with Philadelphia's Department of Behavioral Health and Intellectual disAbility Services (DBH/IDS). Each year, Porch Light partners with providers, service recipients, and community members to lead public art projects that bring people together, start important conversations, connect those in need to services, and build community support for individuals in recovery. Between 2010 and 2014, Yale School of Medicine conducted a controlled, longitudinal study on the Porch Light model. In 2015, they released findings indicating that participation in the model increases collective efficacy and decreases social stigma relating to behavioral health disorders.



Mural Arts Program Porch Light participant Jamie shows a design she worked on with artist Eric Okdeh. Photo by Steve Weinik.

Public and Private Tours: The Mural Arts' Tours program was established in 1998 in response to expressed interest from Philadelphia community members, visitors, and public officials who wanted increased opportunities to learn about and engage with Mural Arts' community-based work. Delivered in a variety of formats and with routes organized by theme and location, mural tours facilitate understanding and engagement with the world's largest collection of outdoor public art. With every tour, a new audience witnesses the power of art to transform people, places, and institutions. Over the years, Mural Arts' tours have garnered a reputation for excellence in Philadelphia's tourism market, drawing up to 15,000 patrons a year and generating a \$636,000 economic impact, as calculated by the Greater Philadelphia Cultural Alliance.

OFFICE OF ARTS, CULTURE AND THE CREATIVE ECONOMY

Mission: The mission of the Office of Arts, Culture and the Creative Economy (OACCE) is to support and promote arts, culture, and the creative industries; to develop partnerships that integrate culture and creativity into the economic and social fabric of Philadelphia; and to link Philadelphians to cultural resources and opportunities. The OACCE manages and oversees City arts programs, provides policy advice to Administration officials, and serves as the primary point of municipal contact for local organizations, businesses, artists, and creative entrepreneurs.

Plans for Fiscal Years 2017-2021:

Art Education: *Art in City Hall* is a convergence of education, advocacy and programming. OACCE collaborates with community groups and Philadelphia schools to develop and showcase juried exhibits in the 10 exhibit cases in “The People’s Building” - City Hall. Showcasing the importance of the arts and its impact on community, these exhibits help tell the story of Philadelphia through the artistic lens of its citizens. *Art in City Hall* provides the public, including countless students from the School District of Philadelphia and other educational programs, with a greater knowledge and appreciation of artistic achievement.



Greenfield Elementary School and Ellwood Elementary School students participate in OACCE’s Art in City Hall Program.

Performance Measures (<i>Art in City Hall</i>)	FY15 Actual	FY16 YTD	FY17 Target
Number of Exhibits	14	11	10
Attendance	57,200	31,900	62,920

Performances in Public Spaces provides funding for artists and arts organizations to perform in public outdoor spaces in neighborhoods throughout Philadelphia. This program provides opportunities for artists and arts organizations to present meaningful, high quality cultural experiences in Philadelphia’s communities for free.

Performance Measures (<i>Performances in Public Spaces</i>)	FY15 Actual	FY16 YTD	FY17 Target
Number of Performances	N/A	26	15
Attendance	N/A	7,800	4,500



The Poet Laureate Program gives one talented poet the opportunity to publicly represent the City in the medium of poetry, and to serve this creative and civic role for a two-year term. OACCE works with the Poet Laureate to develop workshops, readings, performances, lectures, and panel discussions throughout Philadelphia. OACCE specifically focuses on youth programs in schools, community centers, libraries, and neighborhood cultural organizations for the Poet Laureate program.

A Clark Park performance is part of OACCE’s Performance in Public Spaces Program.

Performance Measures (<i>Poet Laureate Program</i>)	FY15 Actual	FY16 YTD	FY17 Target
Number of Events	56	25	26
Attendance	1,325	400	925

Jazz Appreciation Month is an annual celebration of jazz in Philadelphia during the month of April. OACCE honors a Philadelphia jazz musician at a press conference that kicks off the month; works with partner organizations to establish and promote a calendar of events; and raises awareness of the city’s jazz heritage as well as the city’s vibrant jazz scene. OACCE also develops educational materials to provide to the schools and arts and music programs across Philadelphia.

Performance Measures (<i>Jazz Appreciation Month</i>)	FY15 Actual	FY16 YTD	FY17 Target
Number of Events	51	N/A	60
Attendance	5,890	N/A	6,500

Conservation and Collection Management Program: The Percent for Art Program is mandated by City Ordinance which requires that one percent of the City’s capital construction project budgets be expended on site-specific public art. OACCE administers a competition process for each commission that is in keeping with “best practices” in the field. OACCE manages the competition process as well as the implementation of each Percent for Art project for the City, in cooperation with each City department. New works of art are commissioned throughout all of the city’s neighborhoods in public buildings, parks, and civic spaces.

Performance Measures (<i>Percent for Art Program</i>)	FY15 Actual	FY16 YTD	FY17 Target
Number of Projects Initiated	7	5	4
Number of Projects Completed	3	2	2

OACCE is responsible for the care and oversight of the City’s *Public Art Collection* – numbering over 1,000 pieces, some dating back to the early 1800s. Through a combination of City and private dollars, as well as key partnerships, the program has undertaken the restoration, routine care, management, and oversight of Philadelphia’s world-class art collection. In addition to major capital-funded projects for critical restoration needs, staff executes conservation and maintenance of the collection as funding is available as well as graffiti-removal, emergency stabilization, and vandalism repair. OACCE is also responsible for the review and management of proposed donations of public art and memorials to the City’s collection and serves as liaison to the Art Commission on all public art issues.

Performance Measures (<i>Public Art Collection</i>)	FY15 Actual	FY16 YTD	FY17 Target
Number of Conservation Projects	9	6	2
Number of Collection Management Projects	2	2	1



Art installed at Pleasant Playground in East Mount Airy as part of OACCE's Percent for Art Program.

DEPARTMENT OF BEHAVIORAL HEALTH AND INTELLECTUAL DISABILITY

Mission: The mission of the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS) is to support a vision of recovery, resilience, and self-determination.

DBHIDS is organized into four primary divisions:

- Mental Health
- Addiction Services
- Intellectual disability Services
- Community Behavioral Health

Plans for Fiscal Years 2017-2021:

Agency wide, DBHIDS has focused on fundamentally transforming the local network of care, placing greater emphasis on prevention, early intervention, recovery, and treatment. DBHIDS works with its providers to encourage genuine recovery from behavioral health and addiction challenges, to strengthen the resiliency of children, and to offer individuals with intellectual disabilities opportunities to exercise choice and self-determination. As part of this effort, DBHIDS has collaborated with key stakeholders, such as the faith-based community, men of color, and Lesbian Gay Bisexual Transgender and Queer (LGBTQ) communities. DBHIDS also works with providers to ensure that Philadelphians receive quality services through initiatives such as Pay-for-Performance (PFP) contracts, promoting evidence-based practices, and an accountability collaborative.

Mental Health: Working through a network of provider agencies, the Office of Mental Health (OMH) provides mental health services for more than 40,000 adults and children requiring medical, social, and educational services. In partnership with these providers, OMH offers a comprehensive range of behavioral health services, including the following:

- Emergency and crisis intervention services
- Rehabilitation programs
- Individual and group counseling
- Family support programs
- Residential programs
- Consumer-run services

DBHIDS utilizes a trauma-informed public health approach to address community behavioral health needs. As part of that work, the Department has provided trainings to promote recovery and resilience using evidenced-based and trauma-informed practices as well as Mental Health First Aid training and tools such as depression screenings to promote a preventative approach to care.

In addition, Philadelphia's behavioral health system continues its longstanding, strong partnership with the School District of Philadelphia to make its schools safer and healthier learning environments. These efforts include School Therapeutic Services where clinicians are deployed to provide mental health supports for students, guided by treatment plans developed in collaboration with teachers, students, parents, and other care givers. In the past academic school year, more than 37,000 students received drug and alcohol prevention services.

Key goals in this area are:

- Develop new behavioral health resources for persons with criminal justice involvement. This includes addressing the waitlist for inpatient beds, initiating inpatient diversions, and providing evaluations and treatment for incarcerated individuals deemed incompetent to stand trial. These interventions are designed to increase participation in community based services and to mitigate the use of crisis services and inpatient treatment, with the long-term goals of reducing recidivism and the time required to achieve competency restoration.
- Develop the Children’s Mobile Crisis Stabilization program (CMCS), a new rapid mental health response initiative, to assist young people and their families who are experiencing serious emotional and behavioral emergencies. Services include in-home support, crisis services, case management and school-based support. This program will provide stabilization to children and their families in their communities, reducing the number of children using Crisis Response Centers (CRC) for situations that do not require that level of care, improving access time for children who genuinely require CRC intervention, and reducing hospitalization rates for children who are waiting to access outpatient treatment.
- Establish new community-based, trauma-informed services to mitigate the impact of trauma on underserved individuals and families. This includes an Anti-Violence Outreach Response Team that will provide conflict mediation, facilitate connections to services, and conduct community trauma awareness events in the community and with system partners such as courts and prisons. Long-term goals include increasing the availability of evidence-based trauma screening and evaluation services and reducing violent incidents in high risk communities.
- Expand housing options for individuals in need of supportive services. Over the next five years, DBHIDS will expand its offerings of rental and housing subsidies, move-in costs assistance, and other safety net assistance around housing for individuals with behavioral health challenges. Long-term goals include sustained use of behavioral health outpatient services and increase community integration.

Addiction Services: The Office of Addiction Services (OAS) oversees substance abuse prevention, intervention, treatment, and recovery support services in Philadelphia. OAS is the administrative entity responsible for blending federal, state, and City funds to support an integrated county-wide system of services for citizens and families addressing drug and alcohol issues. As the Single County Authority (SCA), OAS provides leadership and coordinates the activities of addiction providers for Philadelphia residents including people who are Medicaid recipients, uninsured, and underinsured.

As part of this work, DBHIDS incorporates Peer Specialists into multiple levels of care across the local behavioral health service network. Peer Specialists are individuals with lived mental health and substance use experience who are able to model and inspire recovery in current service recipients. With over 700 trained and certified Peer Specialists, DBHIDS boasts one of the nation’s largest peer supported service networks in the country. These personnel provide essential contributions that help to shape DBHIDS’ services, programs, and policies.

Intellectual disAbility Services (IDS): Plans, administers, monitors, and coordinates services for over 14,000 Philadelphia adults and children with intellectual disabilities. IDS partners with 70 care agencies to provide a broad range of supports and services including:

- Early Intervention Services (birth to 3 years of age)
- In-home Supports and Respite Services
- Employment and Adult Day Services
- Community Living and Lifesharing Services

Over the next five years, IDS will continue to focus on efforts to increase employment for individuals with intellectual disabilities include the following:

- Working with schools to support transition planning and connections to employment.
- Meeting with families to discuss issues related to employment.
- Use of a peer support model to encourage families to pursue employment and employment supports.
- Working with parents to help identify employment resources in their communities for their family members.
- Continued involvement in the Commonwealth’s ‘Futures Planning’ to promote county-based employment strategies.

Community Behavioral Health (CBH): A not-for-profit 501(c)(3) corporation contracted by the City of Philadelphia to provide mental health and substance abuse services for Philadelphia County Medicaid recipients. Supported through state funding, CBH works in partnership with the City of Philadelphia and the Commonwealth of Pennsylvania to provide vital behavioral health services. Currently, CBH provides this coverage to 517,000 people. Its primary activities include:

- Authorizing payment for behavioral health services
- Requiring provider agencies to deliver effective and medically necessary services
- Achieving management and operational efficiencies to lower healthcare costs

In the last year, Philadelphia has seen a dramatic increase in individuals utilizing services due to Medicaid expansion. FY17 will be the first full year of operations since Medicaid expansion where over 100,000 newly insured individuals were added to the system. As a result, FY17 target tend to be higher than FY15 actuals. DBHIDS expects these targets to stabilize and move back down to FY15 numbers over the next five years.

Priority performance measures include the following:

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target	Goal
Number of new admissions to Residential Treatment Facility (RTF)	530	301	680	The goal is to achieve fewer admissions to this intensive level of care.
Number of new clients placed in out-of-state RTF	20	14	28	The goal is to reduce out-of-state placements.
Number served in outpatient treatment facility	83,273	56,817	70,500	The goal is to increase utilization of mental health and substance abuse outpatient services.
Percent of clients who receive follow-up 30 days after inpatient discharge	59.40%	60.20%	63%	The goal is to increase follow-up.
Percent of clients readmitted within 30 days of inpatient discharge	11.50%	10.80%	12%	The goal is to reduce readmissions.

OFFICE OF HUMAN RESOURCES

Mission: The Office of Human Resources (OHR) works to attract, select, and retain a qualified, diverse, and effective workforce to support the goals of the City. OHR accomplishes its Core Mission by administering the Civil Service system, classifying and determining compensation rates for all civil service positions, developing and administering examinations, establishing eligible lists used for hire and promotion, ensuring compliance with the Home Rule Charter and Civil Service Regulations, and managing and administering a competitive yet cost-effective benefits program for non-union employees.

OHR is made up of five divisions: Hiring Services, Shared Services Division, Benefits Division, and Strategic Services Division.

Plans for Fiscal Years 2017-2021:

Hiring Services: OHR's Hiring Services Division is responsible for classifying and establishing the compensation of every position in the civil service. Since all civil service positions are filled through a competitive process, the Hiring Service Division develops and administers civil service examinations. Every year, the OHR receives between 50,000 and 90,000 applications for open positions; of those applications, 25,000 to 40,000 candidates take civil service exams. Currently for FY16 (YTD), over 46,417 applications have been received for all available positions and 14,095 candidates have been tested. Twice annually, in June and December, OHR meets with departmental HR Managers to determine their hiring and promotional needs for the next six months. This workforce planning process is critical to OHR's allocation of limited resources needed to support the City's overall HR needs. The Hiring Services division also develops and proposes revisions to the Civil Service Regulations. Hiring Services' objectives for FY17 include:

- Produce Civil Service Eligible Lists on or before the targeted date provided to the client department. The goal is 90%. In FY15, OHR met the targeted date 98.4% of time*.
- Produce Civil Service Eligible Lists within 65 days of the closing of the application period. In FY15, the average number of days required to produce eligible lists was 48*.
- Administer Civil Service Examinations on the published and projected target date. In FY15, OHR met the targeted date 97.5% of time*.
- Produce 250 Civil Service Eligible Lists annually. In FY15, OHR produced 434 Eligible Lists*.

**Figures for FY16 are not yet available.*

Shared Services Division: OHR's Shared Services Division serves primarily as a compliance agency, ensuring that every civil service transaction (e.g., appointments, separations, promotions, demotions, leaves of absences, etc.) is in accordance with the Home Rule Charter and the Civil Service Regulations. An important aspect of this work is managing the eligible lists established by the Hiring Services Division. In 2010, the Shared Services Division assumed responsibility for initiating the civil service transactions of 8 administrative departments (the Managing Director's Office, Fleet, Property, Procurement, Records, OHR, the Civil Service Commission, and Mural Arts) and processing personnel requests and payroll of approximately 1,450 employees (including those in the Office of Innovation and Technology). Shared

Services has maintained a nearly 96% accuracy rate ('accuracy' with regards to an employment transaction being submitted for review and approval) compared to 89% Citywide.

Benefits Division: OHR's Benefits Division is responsible for providing benefits to 8,339 exempt, non-represented, and fair share employees and retirees, and for administering the basic life insurance program for all employees. Benefits are a major factor in attracting new employees and retaining current employees. The City Administered Plan provides medical, prescription, vision, dental coverage, life insurance, and voluntary benefits for its participants. In 2014, the Benefits Division also took over responsibility for the retiree medical program (which had previously been administered by the Board of Pensions). Currently, Benefits manages 1,865 retirees and tracks coverage for 7,300 retirees.

- For FY17, OHR will maintain the costs of City Administered Benefits within budget. For FY15, the budget for City Administered Benefits was \$76.4 million and the City's net cost was \$73.7 million. Despite medical trend being consistently higher than general inflation, the Office of Human Resources has managed to keep benefit spend flat for the last five years.

Strategic Services Division: OHR's Strategic Services Division provides strategic human resources services to a group of 8 aforementioned departments, as well Citywide training and Affirmative Action/Equal Employment Opportunity services. The Strategic Services Division provides all 8 departments with professional human resources services, including recruitment and staffing, workforce planning, succession planning, employee and labor-management relations, employee discipline, performance management, absence management, etc.

The Strategic Services Division also oversees the Medical Evaluation Unit (MEU). The primary purpose of the MEU is to determine whether a candidate or employee can perform the essential functions of a position, with or without a reasonable accommodation, in a manner that will not endanger the health or safety of the prospective employee, other employees, or members of the public.

OFFICE OF INNOVATION AND TECHNOLOGY

Mission: To increase the effectiveness of the City’s information technology infrastructure, manage the City’s technology assets efficiently and effectively, and modernize City government in order to improve service to Philadelphians.

OIT manages a complement of 6 service areas to further its mission and support the goals of the Administration:

- Automated and Digital Government
- Business Protection
- Collaboration and Communication
- Connectivity Services
- Innovation and Open Government
- Professional Services
- Technology and User Support

Plans for Fiscal Years 2017-2021:

The Office of Innovation and Technology (OIT) oversees all major information and communications technology initiatives for the City. In this role, OIT is responsible for identifying the most effective approach for implementing new information technology throughout the City, improving the value of the City’s technology assets and return on the City’s technology investments, ensuring data security, planning for continuing operations in the event of disruption of IT or communications services, and supporting accountable, efficient, and effective government across City government.

Automated and Digital Government: OIT directly supports business applications for most operating departments, helping them to achieve the Mayor’s goals for education, economic opportunity, public safety, and workforce diversity. Over the next five years, largely through the capital program, OIT will add to, replace, and enhance applications to better meet the needs of departments and the public. Anticipated benefits of current projects are increased public self-service for licensing and permitting functions, improved automated prison processes that support inmate management, and improved tracking and lifecycle management for City assets. In addition to new and enhanced applications, OIT will continue to manage a portfolio of over 50 applications which automate and digitize business processes such as criminal history management, EMS and Police response, contracting, financial accounting and human resources management.

IT Core Services: OIT’s core services directly support the Mayor’s goal of operating government efficiently and effectively. When IT systems are available and meet the needs of City agencies, government works more efficiently and effectively. OIT’s core services of Technology User Support and Communication & Collaboration provide core services, such as email, voice, data, office productivity software, and end user support, which enable City employees to do their work. In addition, its Business Protection Services protect information systems from theft or damage and ensure continuity of services. Over the next five years, OIT will look to improve customer satisfaction with these services, while improving the efficiency of service delivery.

Digital Inclusion: Beyond core IT services, OIT’s Digital Inclusion work supports multiple Mayoral goals. The Digital Inclusion program works to increase access to technology across Philadelphia, reducing the digital divide. Digital inclusion work also enables the creation of a diverse workforce because technology access is critical to all of Philadelphia’s neighborhoods and residents, not just those with higher financial means.

Customer Satisfaction: Over the next five years, OIT will work to improve overall customer satisfaction with its services. This includes reducing the mean time to respond and resolve issues, increasing application and network availability, and ensuring users are active participants and contributors in the decision making process for applications and systems that affect them.

Performance Measures	FY15 Actual	FY16 YTD	FY16 Goal**
Gartner IT Organization Maturity score (out of 5)	3.2	N/A	4
Availability*	99.97%	99.00%	99.90%
Volume of Service Requests	39,406	18,367	N/A
Percent of customer issues closed within service level for time to resolve	70.12%	71.09%	90.00%
Percent of customers satisfied with services provided	92.21%	93.31%	97.00%
Number of modernization projects on track	7	7	8

**Overall availability of WAN & Internet, Website, Platform, and Applications. Current ability only allows OIT to measure availability of WAN & Internet and is computed as the average availability for TLS, TIs, and Internet.*

***OIT and Performance Management will work closely during the remaining months of FY16 and the beginning of FY17 to refine and update strategic goals and measures for each major service.*

OFFICE OF PLANNING AND DEVELOPMENT

Mission: The mission of the Office of Planning & Development is to coordinate the City's planning, zoning, housing, and development functions to promote the economic health of all of Philadelphia's neighborhoods and the city as a whole.

The Office is comprised of three Divisions: Planning & Zoning, Development Services, and Housing and Community Development.

The Office's collective FY17 objectives are to develop an organizational structure for the creation of the Department of Planning and Development in FY18, to complete the City's first Strategic Housing Plan incorporating all development and market sectors, and to provide more opportunities for affordable housing by working with stakeholders to extend the reach of the Housing Trust Fund and the projects it supports.

Plans for Fiscal Years 2017-2021:

Division of Planning & Zoning: The City Planning Commission guides the orderly growth and development of the City through the preparation and maintenance of a Comprehensive Plan, prepares the City's annual Capital Program and Budget based on this comprehensive plan, and recommends action on current and proposed land use policies through zoning ordinances, amendments, and regulations concerning the subdivision of land.

Philadelphia2035: *Philadelphia 2035* is the City's first comprehensive plan since 1960 to align municipal, private, institutional, and civic resources toward common physical development goals. The first phase of the plan, the "Citywide Vision," was adopted in June 2011. The Commission is now engaged in a series of 18 district plans to address specific land use, zoning, urban design, "healthy community," capital facility, and other physical infrastructure issues throughout the city.

- During FY17, it is anticipated that four additional district plans will be submitted for adoption or substantially complete. With the adoption of the remaining two district plans, a total of 18 district plans will be completed and adopted by the end of FY18 (June 2018).

Zoning Remapping Program: This program follows from the District planning process. To date, 8,250 acres of land have been proposed for remapping to correct improper, out-of-date zoning, or to advance the future development vision of the *Philadelphia2035* district plans. Commission staff work directly with City Council offices and other community stakeholders to revise and update district zoning maps by researching property data, conducting public informational and working meetings, and preparing zoning legislation for introduction by City Council.

- During FY17, the Commission staff will increase zoning remapping efforts resulting from the completion of *Philadelphia2035* district plans. Also in FY17, "in progress" remapping activity will be completed, and additional remapping projects begun based on district plan adoptions. In subsequent years, following the completion of the remaining district plans, zoning remapping will be completed for the entire city.

Land Use Policy and Zoning Code: Responsibilities include preparing zoning ordinances, including regulations and maps, and transmitting these ordinances to the Mayor and City Council. In addition, the Commission administers the City's subdivision regulations, makes recommendations regarding

the opening and closing of streets and rights-of-way, and the acquisition and disposition of real property by the City.

- Annual numerical goals for the variety of actions performed under this broad category is dependent on the amount of development activity occurring in the city. Over the last few years, City Planning Commission staff plan reviews have ranged from 700-800 annually, and Charter-mandated actions required of the City Planning Commission average about 110 per year. It is expected that this level of activity will continue for the foreseeable future.

Citizens Planning Institute (CPI): The CPI engages the public in planning and development matters that affect their communities by helping Philadelphians take a more proactive role in shaping their city’s future 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. In FY16, the Institute will have graduated 560 “citizen planners.” The CPI also conducts targeted training for Registered Community Organizations (RCOs). RCOs are a requirement of the new zoning code to ensure appropriate notification of and participation by civic organizations in the development of their communities.

- Going forward, the CPI will continue seeking citizen engagement in the comprehensive planning process through education and training classes, public meeting participation, and social media outreach.

Historic Commission: The Philadelphia Historical Commission is the City of Philadelphia’s regulatory agency responsible for ensuring the preservation of historically significant buildings, structures, sites, objects, interiors, and districts in Philadelphia. In 2015, UNESCO recognized Philadelphia as the first World Heritage City in the United States.

Historic Site Designation: Currently, the Philadelphia Register of Historic Places includes 11,081 historic sites and other resources. To protect and preserve those sites, the Historical Commission reviews all building permit applications submitted for them.

Division of Development Services: The Division promotes economic and real estate development in Philadelphia by assisting the development and business community to navigate the various public rules and requirements needed for project implementation.

Developer Services Committee: The Division oversees the committee which can convene as many as 20 agencies at a time to review development projects in order to facilitate their flow through the City’s development processes. Many of these developers have worked through the Developer Services Committee, established to guide development through City processes.

Real Estate Development: There is currently an unprecedented level of real estate development activity in Philadelphia with approximately 45 projects representing over \$3.1 billion in construction, including a major residential



John C. Anderson Apartments is an LGBT-friendly senior building offering affordable housing in Center City.

development by the Chicago-based Buck Company at 21st and Chestnut Streets and a new Family Court Building at 15th and Arch Streets.

- From FY17 to FY21, the Division will continue promoting the physical development of the city. Specifically, the Divine Lorraine on North Broad Street, the Gallery on Market East, development along the Delaware River waterfront and neighborhood community and economic development are priorities. Additionally, the intent over the next five years is to expand the Division’s role to be more inclusive of publically-funded projects including affordable housing and neighborhood commercial corridor endeavors.

Division of Housing and Community Development: The Division of Housing and Community Development (DHCD) strategically aligns housing and community development resources and programs to keep people in their homes and prevent homelessness; increases affordable housing by producing new affordable housing units; strengthens communities by eliminating blight and promoting neighborhood planning; and creates jobs by attracting and retaining businesses.

Residential Mortgage Foreclosure Prevention Program: Initiated in April 2008, the program was one of the first of its type to offer an innovative approach to foreclosure prevention. The program postpones Sheriff Sales for owner-occupied properties 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 to explore alternatives to foreclosure.



Homeowners, housing counselors, nonprofit attorneys, and lender attorneys meet in Courtroom 676 every Thursday to try to reach agreements that will keep homeowners facing foreclosure in their homes.

- For FY17 and beyond, the target for the number of diversions will remain constant at 1,200.
- For FY17 and beyond, the target for the number of clients (homeowners) receiving counseling will be 11,350.²³

Performance Measures (<i>Mortgage Foreclosure Prevention Program</i>)	FY15 Actual	FY16 YTD	FY17 Target
Number of residential mortgage foreclosures diverted	1,178	461 <i>(Total FY16 target: 1,200)</i>	1,200
Number of clients (homeowners) receiving counseling	11,495	4,829 <i>(Total FY16 target: 11,350)</i>	11,350

²³ Target lower than FY15 Actual due to loss of private funding for counseling.

The Basic Systems Repair & Weatherization Programs (BSRP): The BSRP provides repairs to electrical and plumbing systems, heater replacements, roofs (when leaking severely), and other systems problems. The program supports repairs up to \$18,000. The Weatherization Program provides free weatherization and energy-efficiency improvements to owner-occupied and rental units. Services include air-sealing measures, window and door repair or replacement, wrapping of hot water heaters, heating pipes and ducts, sealing of basement openings, crawlspaces and chase ways, insulating and air sealing of room area, and repair and efficiency modifications.

- For FY17 and beyond, the target for the number of homes repaired by the BSRP will remain constant at 4,700.²⁴

Performance Measure (BSRP)	FY15 Actual	FY16 YTD	FY17 Target
Number of owner-occupied homes repaired (BSRP, Weatherization & Heater Hotline)	5,511	2,658 (Total FY16 target: 4,700)	4,700

Philadelphia LandCare Program: One challenge of revitalizing communities is to combat the blighting influence of vacant lots. Across Philadelphia, there are approximately 40,000 vacant lots. To address the negative influence blighted vacant lots have on their surroundings, in 2003 the City entered into a partnership with the Pennsylvania Horticultural Society (PHS) to create the LandCare Program. However, the LandCare program is much more than a lot maintenance program. It is a national model for community development that creates jobs, raises property values, reduces crime, and promotes new development. Studies have found that there is a 20 percent decline in home value near blighted lots and a 17 percent increase in home value near stabilized lots. Research by the University of Pennsylvania shows significant declines in assaults near Philadelphia LandCare-treated sites. Over 850 treated lots have been redeveloped into new housing and businesses.

- For FY17 and beyond, the target for the number of lots greened and cleaned will remain constant at 8,500.²⁵

Performance Measure (<i>LandCare Program</i>)	FY15 Actual	FY16 YTD	FY17 Target
Number of unique city lots greened and cleaned	8,713	8,898 (Exceeds FY16 target of 8,500)	8,500

LandCare Reentry Initiative: Launched in 2016, this innovative program assists citizens returning from incarceration with skills training and job readiness while creating a new workforce pipeline to landscape services contractors and Community LandCare organizations. A total of 20-30 returning citizens will be trained, hired, and supported through this program and a total of 2,400 lots will be cleaned into green community assets.

Affordable Housing Development: DHCD supports affordable homeownership, rental, and housing for special needs populations, including veterans, senior, the formerly homeless, children, and

²⁴ Conservative estimate due to state budget impasse

²⁵ Conservative estimate

people with disabilities in communities throughout Philadelphia. Since January 2008, thousands of units of affordable housing have been created or preserved which leveraged over \$650 million in investment.

- For FY17 and beyond, the target for the number of affordable housing units created will remain constant at 350.

Performance Measure (<i>Affordable Housing</i>)	FY15 Actual	FY16 YTD	FY17 Target
Number of Affordable Housing Units Created	219	213 (<i>Total FY16 target: 325</i>)	350

Philadelphia Land Bank: The Land Bank facilitates economic opportunities in the construction, development, and related service industries; increases the household wealth of neighbors whose homes will increase in value as a result of the elimination of blight; and builds stronger customers for businesses that serve the neighborhoods where the Land Bank operates. It improves public safety by eliminating dangerous blighted properties and helps the City operate more efficiently by promoting the reuse of long-held City-owned vacant properties whose development has been stifled by adjacent abandoned property. By June 30, 2016, the Land Bank will own approximately 2,300 properties and anticipates the acquisition of 2,000 additional properties in FY17.

Acquisition of Tax Foreclosure Properties: A primary mission and one of the most important powers of the Land Bank is the acquisition of vacant, tax delinquent properties sold through the City’s tax foreclosure process.

- Beginning in FY17 and continuing through FY21, the Land Bank expects to oversee the selection and processing of approximately 2,600 properties through the tax sale process.

Deed Transfer Project: The Land Bank has led an effort to review and correct the deed descriptions for all properties owned by the Department of Public Property, Philadelphia Housing and Development Corporation (PHDC), and the Philadelphia Redevelopment Authority (PRA). That process includes the legal review of new deeds that will transfer properties into the Land Bank. The Land Bank has funded two attorney positions within the Law Department to perform this legal work.

- In FY17, it is expected that the PRA, PHDC, and the City will transfer approximately 1,500 properties to the Land Bank.

Property Maintenance: For more than 15 years, the City’s Office of Housing and Community Development (OHCD) has contracted with the Pennsylvania Horticultural Society (PHS) for the cleanup and regular maintenance of vacant lots throughout the city. In addition to creating economic opportunities for Philadelphians, this program has been shown to reduce violent crimes and improve the health of neighborhood residents. Several studies have shown that these efforts also increase nearby property values by as much as 20%, contributing to the household wealth of long-term neighboring homeowners.

- Over the next five years, approximately 4,600 lots will receive initial clean-ups. Approximately 75 properties will be cleaned and sealed (over a three-year period) and an

additional 270 properties will receive “follow-up” cleaning and sealing (over a five-year period). Additionally, an approximate 10,000 properties will receive seasonal maintenance and 85 properties will be demolished or stabilized.

OFFICE OF PROPERTY ASSESSMENT

Mission: The Office of Property Assessment (OPA) is responsible for determining the value of all real property in Philadelphia and is dedicated to doing so in a fair, accurate, and understandable way.

The Office of Property Assessment's primary goal is, through ongoing assessments, to improve the accuracy and uniformity of all property values, and to instill confidence in Philadelphia taxpayers regarding the fairness of the property tax system as well as the competency and professionalism of Philadelphia's assessment office.

Plans for Fiscal Years 2017-2021:

OPA conducts property assessments to determine the value of properties and certifies all assessments after their revision and equalization. OPA also offers property information through its property search application, allowing the public access to property valuation data in Philadelphia, and manages abatement and exemption programs that may reduce a property's Real Estate Tax bill. A Chief Assessment Officer, appointed by the Mayor and approved by City Council, directs the operation of the agency.

Reassessment of Property: OPA is committed to regular, ongoing citywide reassessments. During FY16, OPA identified areas of the city where residential properties may have been over or under valued, based on higher than acceptable Coefficients of Dispersion (COD) or high/low mean ratios. OPA reassessed many of the properties in those Geographic Market Areas (GMAs), and is currently addressing market value appeals filed on those properties.

Improvement in the quality of property assessments can be measured by the Coefficient of Dispersion (COD). The COD measures the extent to which the relationship between the assessment and sale price (the assessment ratio) deviate from the median. In general, a decrease in the deviation is considered an improvement in the COD, and in a jurisdiction with over 400,000 (Philadelphia has over 579,000 parcels), a COD of <.15 is considered an acceptable level. In FY13, OPA completed the City's first complete, citywide reassessment of all 579,000 parcels in decades, known as the Actual Value Initiative, or "AVI." After the citywide reassessment, the COD for single family parcels improved from .275 in FY13 to .139 in FY14 – an improvement of almost 50%.

For FY17, OPA will conduct a reassessment of vacant land parcels. Additionally, OPA will reassess the land component of all residential parcels in areas where the land portion of the parcels is determined to have been under assessed or over assessed based on where updated models indicate the contributory value of the land has been under or over estimated. Approximately 450,000 parcels will see a reallocation of the land to improvement (building) ratio, and in some cases a revision of the total market value (for those properties with new improvements). Again, the goal is to continue to reduce the dispersion of values to within a level of tolerance – a COD below the .139% achieved in FY14.

For FY18, OPA will conduct a reassessment of all commercial and industrial properties, with a similar goal of reducing the value inequities among comparable properties. This will involve a thorough analysis of some of Philadelphia's most complex and high valued parcels. The next citywide reassessment will be completed in FY19.

CAMA System: Working with the Office of Property Data (OPD), OPA took the next steps toward acquiring a Computer Assisted Mass Appraisal (CAMA) system by issuing an RFP and selecting a vendor.

OPA expects the project implementation stage to begin in FY17 and to be completed by FY19. The system will help OPA perform regular, accurate property appraisals of all city properties.

OFFICE OF SUPPORTIVE HOUSING

Mission: The Office of Supportive Housing (OSH) plans, coordinates, and implements strategies to address and end homelessness through the provision of a variety of services to families and vulnerable adults.

OSH strategies include coordination with other City Departments for housing and services, prevention of homelessness, and providing housing options to end homelessness as quickly as possible.

Plans for Fiscal Years 2017-2021:

Emergency Housing: OSH will continue to provide short term accommodation for vulnerable individuals and families to resolve an immediate housing crisis. Case management assistance will be provided to assist the household with obtaining appropriate long term housing.

- Centralized Homeless Intake provides service assessments twenty-four (24) hours per day/365 days per year leading to short-term shelter and/or referral to alternative housing and services.

Prevention: OSH will also provide resource to meet those at risk of becoming homeless through a variety of strategies such as financial assistance, legal consultation, and connection to benefits. The goal is to avoid homelessness by removing financial barriers to housing.

- The Emergency Assistance and Response Unit (EARU) provides security deposits and delinquent rental payments to resolve an immediate housing crisis and assists those who are homeless as a result of disasters such as fires or gas explosions.
- BenePhilly ensures that persons are connected to the benefits to which they are entitled such as Temporary Assistance to Needy Families (TANF), Affordable Care Act (ACA), and Social Security.
- The Pop-up Legal Clinic provides free legal consultation about landlord and tenant issues to prevent homelessness.

Ending Homelessness: OSH will continue to work to end homelessness by providing transitional and permanent supportive housing through the Continuum of Care and “Opening Doors,” the federal government’s strategic plan to end homelessness.

- The Continuum of Care (CoC) is a federally-funded designation and system-wide planning body that supports planning as well as 5000 units of transitional and permanent supportive housing. Over the next few years, OSH will re-launch the Homeless Management Information System, a federal housing [software] program that collects client-level data to inform services and system performance. Additional permanent housing units will also be added to the CoC.
- Rapid-Re-housing is a program that provides financial assistance to make rental housing affordable for those experiencing homelessness.



Veterans rally in Love Park to end veteran homelessness.

- The Riverview Home is a 100-bed personal care facility licensed by the Pennsylvania Department of Human services to provide individualized personal care services to adults who require assistance with Activities of Daily Living (ADLS).
- Philly Vets Home resulted in federal recognition of an effective end to veteran homelessness in Philadelphia on December 22, 2015. The program included an inter-agency strategy that will continue to prevent veterans from becoming homeless.

Other initiatives will include:

- Reviewing administrative and program processes to insure quality, compliance, and efficiency;
- Aligning capital improvements with safety and security opportunities for OSH-funded facilities; and
- Continuing services coordination with Health and Human Services Cabinet.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
Emergency housing	No Data	Review and prioritize capital improvement needs for City-owned facilities in coordination with Budget, City Planning, and Public Property	Implement and monitor capital improvement plan
EARU	814 Families	651 Families	650 Families
Number of families served by rapid re-housing	356	264	215
Percent of adults with increased financial resources	36%	39%	42%
Percent of adults who increased employment income	9%	10%	12%
Number of Pop-up Legal Clinics		1	1
Number of new housing units	115	100	135

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Mission: The Office of the Chief Administrative Officer (CAO) is a newly-created office responsible for improving how the City allocates resources, acquires goods and services, and the way it hires, develops, and compensates employees. The CAO has an emphasis on improving efficiency and effectiveness across the government and ensuring accountability in the performance of City departments through implementation of Citywide performance management.

Plans for Fiscal Years 2017-2021:

Chief Administrative Officer (CAO): The CAO's office will supervise and coordinate the operations of the Department of Public Property, Department of Records, Procurement Department, Office of Fleet Management, Office of Innovation and Techno

logy, Office of Administrative Review, and the Bureau of Administrative Adjudication as well as coordinate the operations of the Office of Human Resources. The CAO's mission carries across the above departments through a number of programs and services that these departments provide to other City departments as well as to the citizens of Philadelphia.

One of the CAO's high-level goals over the next five years is to provide oversight and support to projects that align with the Administration's priorities. These include revamping of the capital projects process to increase speed of completion and lower cost; implementing revised City employee space standards and policies potentially saving significantly on leased costs; revising procurement processes to increase number of bidders and speed of process; improving employee recruitment and training processes to hire and retain the most talented diverse workforce; and moving towards electronic storage of records across City buildings and departments.

Another broad goal is to ensure accountability in the performance of City departments through the implementation of a Citywide performance management function. A citywide satisfaction survey will also be conducted to better align City service delivery with the major concerns and views of Philadelphians.

Office of Administrative Review (OAR): The OAR enforces Code Violation Notices (CVNs), False Alarm Violations, and Burglar Alarm Registration requirements on behalf of the City, and provides administrative review hearing opportunities for Red Light Photo Enforced Violations, CVNs (including CVNs issued by the Philadelphia Police Department since October 2015 for small amounts of marijuana), False Alarm Violations, ATV forfeiture review, and Reserved Parking for Residents with Disabilities appeals.

CVN and False Alarm Violation Hearings: In 2015, the OAR developed an online review process for administrative hearings for those citizens who prefer this option versus an in-person hearing for CVNs and False Alarm Violations. The OAR was able to provide 2,000 such reviews in FY15. So far in FY16, over 1,000 online requests and approximately 400 written requests for review have been accommodated. Moving forward, specific goals include:

- The time to mail notifications for Code Violation Notices (CVNs) will decrease from 4-8 weeks (currently) to 4 weeks in FY17 and beyond.
- Wait time to schedule a hearing to appeal a CVN or False Alarm Violation will decrease from 3-4 weeks (currently) to 3 weeks in FY17 and beyond.

- Decrease call center response time from current rate of 1:21 (minutes:seconds) to 1:00 in FY17 and beyond.

Administrative Hearings: The Tax Review Board (TRB) handles all administrative review hearings for tax and fee appeals, with the exception of certain Real Estate Tax assessment matters, made by city residents and business owners. As a result of additional taxpayer support services provided by the City, the Tax Review Board now provides administrative review opportunities for taxpayers seeking to participate in the City’s Owner Occupied Payment Agreements (OOPA), Longtime Owner Occupants Program (LOOP) for Real Estate Taxes, and the income-based Water Rate Assistance Program (WRAP).

In FY15, the TRB received approximately 3,800 petitions for appeal and scheduled 6,100 hearing opportunities. There are more hearings scheduled than petitions because many petitions require more than one hearing or listing to be resolved. Some get continued by request of the parties and then are relisted, others take more than one day of hearings to resolve, some are scheduled first before a Master but then require another hearing before the full Tax Review Board.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
Number of requests made for an online “hearing” for CVNs and False Alarm Violations (<i>without an in-person hearing</i>)	2,000	1,000	Approx. 2,000 – 2,500
Number of Code Violation Notices processed by OAR	111,000	53,887	N/A*
Number of False Alarm Violation notices processed by OAR	65,000	33,000	N/A*

**Projections are not generally done for CVNs and Alarm Violations as TRB does not control the issuance processes.*

Bureau of Administrative Adjudication (BAA): The BAA, under the Philadelphia Code, is the City’s agency responsible for the resolution of parking ticket disputes.

Administrative Hearings: The BAA provides administrative hearings for disputed parking tickets and vehicle seizures/impoundment. In order to provide customers with more convenient options to appeal parking tickets, in April 2011 the BAA began using the web for scheduling in-person parking ticket hearings. Additionally, the BAA provides an option to dispute parking tickets online as an alternative to an in-person hearing. Web submission is a viable choice when a dialogue with a hearing examiner is not necessary. BAA also administers payment plans to resolve parking ticket debt. Specific goals²⁶ include:

- The number of in-person hearings scheduled through the web portal will increase from 5,739 currently to projected numbers of 14,419 in FY17 and 13,909 through FY21.

²⁶ BAA’s objectives are related to the continued modernization of its systems, processes and general customer service. Past data was utilized to make projections for FY17 and FY21, but unforeseeable circumstances and events, e.g., fine levels, the regional economy, quality and quantity of parking tickets issued, legislative modifications, etc., can all influence the volume of disputes.

- The number of disputes addressed via in-person hearings and web-submissions will increase from the current levels of 42,478 (in-person) and 18,784 (web), to projected numbers of 77,781 (in-person)/34,428 (web) in FY17 and 70,110 (in-person)/38,130 (web) through FY21.
- Review and identify additional customer service measures that can help illustrate BAA’s performance.

Contracts Legislation Unit (CLU): The CLU provides an effective, efficient, modern, and user-friendly professional services contracting process – aligned with the City’s contracts legislation and “non-competitively bid” requirements – to City departments and vendors seeking to do business with the City.

Departments are supported in the development, posting, awarding, and management of requests for proposals (RFPs) and professional services contracts, and as well as vendors in applying for those contracts. The CLU collaborates with departments to oversee a portfolio of approximately 1,900 contracts, totaling approximately \$2,500,000,000. Other specific functions performed by the CLU include contracts process information, consultation, and training for departments, posting of opportunities and management of the application process, management of the contracts database (ACIS) and vendor portal (eContract Philly), development and review of RFPs, Requests for Information/Qualifications, and contracts, and performance tracking for contracts process. Goals include:

- Increase the average number of vendors responding to professional services contract opportunities, which is currently at 5 responses per opportunity.
- Increase the average number of days to fully execute a contract from the time of RFP origination to execution for contracts drafted by departments, which is currently at 99 days.
- Increase the average number of days to fully execute a contract from the time of RFP origination to execution for contracts drafted by the Law Department, which is currently 135 days.
- Increase the percent of contracts, currently at 2.5%, that are fully executed by contract start (or renewal) date.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
Average number of vendors responding to professional services contract opportunities	5	5	8
Number of days to fully execute a contract from RFP origination (for contracts drafted by Departments)	108	99	90
Number of days to fully execute a contract from RFP origination (for contracts drafted by Law Dept.)	128	135	90
Percent (%) of contracts fully executed by contract start date	4.5%	2.5%	50%

Performance Management Unit: This Unit enables City departments and City government as a whole to measure, track, and report on the progress of its major goals and initiatives, and utilize data and evidence to make policy and program decisions. Performance Management will serve as a data-driven, integrated

system of department-level, and cross-departmental strategies designed to improve the effectiveness and efficiency of services to Philadelphians and services that support departments and operations.

Performance Metrics: Performance Management will work with departments to strengthen strategic goals, identify meaningful indicators that can demonstrate service trends and improvements, build capacity to collect and analyze data, and design user-friendly tools to communicate performance metrics internally and to the public. Specific goals include:

Goals	FY17 Target	FY21 Target
Review and refine performance measures for City departments	Indicators for 50 departments are reviewed and refined/updated.	50 departments regularly report measures aligned with programs and Mayor’s goals.
Conduct an annual citizen survey to improve the alignment of City service delivery with customer and community needs	First survey, October – December 2016	Ongoing annual survey and reporting mechanisms in place
Re-design and roll-out new, internal performance management and problem-solving process (to replace PhillyStat)	5 departments	50 departments
Design and roll-out web-based performance dashboard for Philadelphia city government	5 major city-wide indicators	15-20 major city-wide indicators

Redesigned Performance Management Model: A new performance management process (which will replace PhillyStat) will be re-designed, tested, and rolled-out. This model will be internal and focused on collaborating within and across departments to solve complex issues together while also highlighting best practices in performance measurement and management. A separate set of strategies and tools, such as public performance dashboards, will be employed to publicly share performance data. The driving principles of this work will be to build on what is working in each department and throughout City government, refine and strengthen performance management strategies and processes where needed, and work hand-in-hand with departments that are in the beginning phases of designing and/or implementing performance management systems.

Human Resources and Talent Unit: The Human Resources and Talent Unit will work collaboratively with the Office of Human Resources to support City agencies in attracting, developing, and retaining a skilled workforce.

Over the next five years, the Unit will develop recruiting strategies to attract qualified candidates for hard-to-fill jobs. The Unit has set a goal of increasing the candidate pool for these hard to fill jobs by 15% by FY21.

Another goal is to reduce the average time to hire. In FY17, the Unit will document the individual steps of the hiring process and collect baseline data. The Unit will collaborate with the Civil Service Commission and the Personnel Director in order to improve the time to hire process.

The Unit will also implement a Citywide onboarding process to provide new hires with the information they need to function efficiently and effectively in the workplace.

Lastly, the Human Resources and Talent Unit will invest in training and development. Specific areas of training will include compliance training, skills training, and access to specialized training. Platforms for learning will include both instructor-led, classroom-style courses and e-Learning courses. In FY17, the Unit will implement a Learning Management System. Ten thousand hours of training per year will be provided across priority areas by FY21.

OFFICE OF THE CITY REPRESENTATIVE

Mission: The mission of the Office of the City Representative (OCR) is to promote and market Philadelphia. This is achieved through three main vehicles: producing special events to attract visitors and new residents and increase leisure options for all Philadelphians; providing ceremonial documents and gifts of recognition for exceptional service to the City and its citizens, while also honoring national and international dignitaries; and providing an ambassador function by representing the Mayor to the general public at civic, business, and social functions and liaising with international delegations in promoting Philadelphia for business and leisure.

Plans for Fiscal Years 2017-2021:

Special Events: OCR is the production office for a variety of large-scale special events such as the *Philadelphia Marathon*, a long-standing race attracting over 60,000 spectators and an average of 25,000 participating runners; *The Philadelphia Collection*, a multi-day, multi-venue schedule of retail and fashion-themed events; and the City's *Holiday Tree Lighting Celebration* which invites citizens to come together for a regionally televised program featuring local and celebrity performers in a free, family-friendly event.



Runners participate in the Philadelphia Marathon.

In addition, through partnerships with internal City departments, the city's tourism and convention agencies, and various non-profit and civic entities, OCR produces a year-round calendar of City marketing events including *Philadelphia Civic Flag Day* which serves as an interactive and engaging civics lesson for children and bolsters civic pride in Philadelphia's communities, and *PAL Day at City Hall*, partnering with

the Police Athletic League of Philadelphia and City elected and appointed leaders to provide an enriched and enduring mentoring experience for Philadelphia’s children and youth.

Over the next five years, OCR will add new events to the current roster in alignment with the Kenney Administration’s goals of supporting local economic success and increasing positive opportunities for youth and families that may encourage success in school, higher graduation rates, and better outcomes for jobs and careers. Examples include a literacy event with Mighty Writers; expanding the “Go 4th & Learn concept” promoting reading; and expanding the Top of the Class graduation celebration.

Expanding not only the events roster but also the number of neighborhood-based events will increase pride in communities and bring attention to the unique and special character of our neighborhoods and their resources.

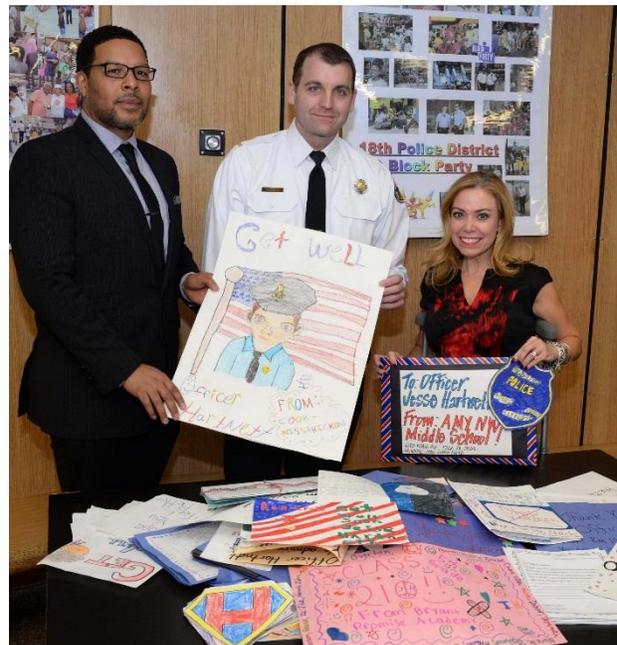
OCR expects to deepen existing hotel partnerships and create new ones to identify promotions to boost the City’s hospitality industry. This appeals to leisure visitors and ultimately result in bookings that help sustain and develop a more diverse workforce and add economic value to the city.

OCR plans to redesign its website to better enable ease of public access, increase interactivity, and improve functionality. Feedback from the public will be an important part of this process.

OCR will increase use of free social media tools and the website to gather qualitative data that can help shape new events and new partners. Quantitative data will be captured where possible, such as regularly collecting numbers on hotel room occupancy rates, room rates, and other industry benchmarks that indicate events are attractive to leisure visitors.

Ceremonial Documents and Gifts of Recognition:

This program recognizes the exceptional service and contributions of individuals, local and national organizations, and initiatives that enhance the well-being and elevate the quality of life for Philadelphia’s citizens. The OCR manages the preparation of ceremonial proclamations, tributes, citations, formal letters of welcome, and congratulations issued on the Mayor’s behalf. The OCR also provides official City gifts to national and international business representatives, political leaders, foreign delegations, convention and meeting attendees, visiting groups, and organizations.



OCR will track the numbers of document and gift requests, the number of new organizations and people requesting items, and the number of conventions that receive welcome documents, among other measures. These indicators will help measure the importance of OCR’s ceremonial efforts to the general public. For international gifts, OCR will work with the Commerce Department to track effectiveness through the number of international gifts provided, the number of repeat visits by delegations, and by business attraction indicators.

Representing the Mayor and Serving as Ambassador of the City: This program supports the external promotion of the City. Subject to the direction of the Mayor, the City Representative serves as the ceremonial representative of the Mayor and the City. The City Representative appears on behalf of the Mayor at public events, ceremonial, social, civic, and business functions throughout the region. The City Representative serves in an ambassadorial role and participates in a variety of receptions and meetings to promote the unique business and leisure attributes of Philadelphia to international delegations and heads of state.

OCR will track the number of official international visits by delegations and dignitaries that come to the City; the number of these that the OCR meets with or helps host; the number of appearances the City Representative is requested for and attends; and the additional ways the OCR supports social, civic and business functions in the region. Further, OCR will track the visibility of the Office and these efforts through earned media impressions, social media engagement, website traffic, and related communications tools.

OFFICE OF THE INSPECTOR GENERAL

Mission: The Office of the Inspector General's (OIG) mission is to enhance the public confidence in the integrity of the City government by rooting out corruption, fraud, misconduct, waste, and mismanagement. The OIG's oversight extends to all departments, agencies, boards, and commissions under the Mayor's jurisdiction – in addition to any individual, corporation or other entity receiving City funds.

Through investigation and full-circle resolution, the OIG identifies wrongdoing and presents solutions to prevent future problems of similar character. Investigative outcomes often include corrective disciplinary measures, law enforcement action, internal policy changes for enhanced efficiency, and/or financial resolutions to recompense a potential loss. All of these investigative outcomes improve the quality and efficiency of City government while serving an important safety function for the City's workforce and Philadelphia at-large.

Plans for Fiscal Years 2017-2021:

With the Administration's priorities of serving neighborhoods and eliminating poverty, it is especially important to ensure that when City funds are used to provide services to our most vulnerable citizens, the money is really reaching those in need and the services are being provided. Therefore, the need for strong oversight is especially important. Because the impact of fraud is real and direct, the OIG's collaborations with other offices on local, state, and federal levels have led to criminal convictions, financial restitution, and meaningful policy change. This continues to be a major focus of the office.

In addition to the OIG's ongoing day-to-day work investigating allegations of wrongdoing, the office has undertaken a number of specific initiatives in support of its general mission, including:

Pension Disqualification Program: The OIG helped the Law Department and the Board of Pensions and Retirement improve the pension disqualification program to ensure that there's a coordinated effort to remove criminals from pension rolls.

Increasing Investigation Efforts on City-Funded Non-Profits: Following a marked increase in case activity related to fraud and abuse within City-supported non-profits, the OIG plans to enhance oversight of these non-profits as well as non-profits receiving City tax incentives. The OIG works with the PA Attorney General's Office, the United States Attorney's Office, the Federal Bureau of Investigation, and other agencies to monitor and investigate possible wrong-doing within City-funded non-profit entities.

Integrity Officer Program: In 35 City departments, OIG-trained Integrity Officers work closely with the office to uphold the highest ethical standards in City operations. The Integrity Officers, who are sworn in each year at a ceremony in City Hall, also collaborate with OIG investigators, making them aware of problems and providing invaluable research, support, and knowledge on the ground to aid the office in all its cases.

Contract Oversight: OIG investigates abuses of the City's contracting program, including the City's anti-discrimination rules and minority business participation requirements. Past cases have resulted in settlement revenue, fines, the removal of wrongdoers from OEO's certified list of vendors, compliance agreements with contractors, as well as the City's first-ever contract or debarment hearing. In the past two years, OIG has removed vendors from the OEO registry and suspended or debarred companies from City business. Additionally, the OIG releases policy recommendations to tackle the root cause of the problem and prevent fraud from the ground-up.

Bids Gone Bad: The OIG’s contract compliance cases have provided a wealth of lessons for detecting and preventing fraud. The OIG has partnered with the Office of the Chief Integrity Officer to form a Citywide training initiative called “Bids Gone Bad.” The interactive workshop teaches City employees how to vet contractor’s finances and how to assess their ability to fulfill the terms of a contract before it’s awarded. Hundreds of City employees have attended the “Bids Gone Bad” program and it has become an integral part of the City’s training curriculum.

Citywide Anti-Corruption Campaign: FY16 began with an OIG anti-corruption campaign to encourage Philadelphians to contact the OIG with concerns and complaints related to the government corruption, fraud, abuse, and misconduct. The campaign includes educational speaking events, discussion panels, and public awareness materials. In the long-term, this program will help create a culture of integrity within the city.

Partnership with the School District of Philadelphia: In January 2015, the OIG partnered with the School District of Philadelphia to help strengthen the School District’s Office of the Inspector General. The OIG has been actively collaborating on investigations and sharing best practices and resources as well as assisting the School District with recruiting and hiring appropriate personnel.

Reform at Licenses & Inspections: Spurred by the collapse of a building in Center City that resulted in the deaths of six people, the OIG examined L+I’s past and current inspection practices as well as its budget and organizational structure. The OIG continues to investigate L+I’s policies and procedures in response to allegations of misconduct.

Joan Markman Award for Integrity: At times, there are individuals outside of Inspector General’s Office who provide meaningful assistance in a significant OIG investigation. The OIG strives to recognize these individuals who go above and beyond the call of duty and consequently, created the Joan Markman Award for Integrity. The 2015 recipient of the Markman Award was Daniel W. Cantu-Hertzler, Esquire, of the City’s Law Department.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
Terminations (# of cases)	18	11	*
Arrests (# of cases)	23	6	*
Pension Disqualification (# of cases)	7	2	*
Cases referred by City employees (# of cases)	323	94	*

**On a yearly basis, the OIG tracks certain statistical accomplishments that result from the office’s casework, including: (i) financial savings and/or recovery for the City; (ii) administrative and/or disciplinary action, such as employment termination or suspension; and (iii) criminal enforcement outcomes, such as arrests/indictments and convictions. In 2015, OIG investigations resulted in over \$12 million in savings and recovery, 33 administrative actions and 14 criminal arrests and/or indictments. Since 2008, OIG investigations yielded over \$70 million in savings and recovery, 328 administrative actions and 89 criminal arrests and/or indictments.*

From year-to-year, OIG investigations widely vary in scope, complexity, and character. Not every OIG investigation results in a measurable outcome, and cases often take several years to finalize – especially when the criminal enforcement process is involved. Accordingly, there is some degree of variance in the

OIG's measured statistical accomplishments from year-to-year, and the OIG therefore does not target particular statistical benchmarks with any degree of specificity. However, based on past years' investigative output, the following are reasonable performance targets for each of the next five years:

- \$6-12 million in savings and recovery
- 15-50 administrative actions
- 6-20 arrests and/or indictments

These discrete and measurable statistics, however, cannot fully illustrate the true value of the OIG's role in government. As the office holds wrongdoers accountable and educates the public more generally about the City's commitment to integrity, taxpayers and citizens become more confident in the quality of services that the City provides. Fraud is identified more often, bad actors are deterred, the public is more encouraged to invest in City infrastructure, and government services improve as a result.

DEPARTMENT OF PARKS AND RECREATION

Mission: The mission of Philadelphia Parks and Recreation (PPR) is to advance the prosperity of the city and the progress of Philadelphians through intentional and sustained stewardship of public land and waterways as well as through safe, stimulating recreation, environmental, and cultural centers. PPR helps Philadelphia’s children and other residents grow by connecting them to the natural world, to each other, and to fun, physical, and social opportunities.

Plans for Fiscal Years 2017-2021:

In the next five years, PPR hopes to execute a department-wide strategic plan. The strategic plan will serve as a blueprint to help create exemplary public spaces and innovative programs. PPR will engage citizens in the planning process in an effort to better connect them to the department’s staff and the programs they provide. The overall plan is to connect people to new pathways in life by connecting them to *the natural world, to each other, and to fun, physical, and social opportunities.*

Neighborhood Programming: PPR provides youth, family, and adult recreational programming in every neighborhood throughout the city at 150 recreation centers and playgrounds, and in 143 neighborhood parks in service of its mission to help Philadelphia’s children and other residents grow by connecting them to the natural world, to each other, and to fun, physical, and social opportunities, and by supporting intentional stewardship of neighborhood facilities. The majority of PPR’s program activities fall under the following categories:

- After-School Program
- Tot Rec Program
- Summer Camps
- Arts & Culture
- Sports and Athletics
- Park Stewardship Program
- Environmental Education and Outdoor Recreation
- Urban Agriculture
- Programming for People with Disabilities
- Older Adult Programming
- Programming Clusters



Children participate in Philadelphia Parks and Recreation programming.

Performance Measures (<i>Neighborhood Programming</i>)	FY15 Actual	FY16 YTD	FY16 Goal	FY17 Target
% programs meeting Attendance Standard	89%	90%	90%	91%
% of weekly recreation facility time scheduled (avg): Playgrounds	55%	48%	58%	65%
% of weekly recreation facility time scheduled (avg): Recreation Centers	64%	60%	68%	75%

# staff-led recurring programs (recurs more than once)	2,071	1,817	2,085	2,100
# of registered Friends Groups, of Advisory Councils in PRAC	234	249	260	270
# volunteer hours	6,231	3,115	6,230	6,262
# of community-led recurring programs (recurs more than once)	2,230	1,498	2,241	2,252
# of community-led special events (recurs once or 0 times)	883	625	887	892

Out-of-School Time Programming: PPR is the largest service provider of Out-of-School Time programming for youth in Philadelphia, serving upwards of 10,000 annually in after-school (REACH) and summer camp programs that currently measure youth outcomes. Programming focuses on five wellness areas (fitness and healthy habits, environmental awareness, outdoor activities, sports and athletics, and the arts), with success measured by participant connectedness to peers and staff/volunteers.



Philadelphia youth participate in fitness programming.

Performance Measures (OST)	FY15 Actual	FY16 YTD	FY16 Goal	FY17 Target
Total registered for After-school programs & Neighborhood Summer Day Camps	9,599	9,588	9,650	9,700
Average attendance rate (as program quality measure)	82%	90%	85%	88%
Averages camp ratings (Summer Camp Only)	87%	88%	88%	90%
Instructor professional development hours	1,246	556	1,248	1,250

Workforce Development Program: PPR operates a citywide Workforce Program that connects thousands of youth and young adults to seasonal opportunities, internships, and employment annually. PPR aims to expose youth and young adults to public sector industries and employment opportunities within PPR, the City of Philadelphia, and related industries. Youth workforce helps prepare the next generation of workers with employable skills that sustain and support Philadelphia communities, and cultural and natural resources. The Workforce Development program supports Philadelphia Parks and Recreation’s mission by helping youth and young adults grow while connecting them with employment opportunities in their neighborhoods.

Urban Forestry Programs: PPR’s Urban Forestry program is responsible for expanding the city’s canopy cover by planning, planting, preserving, and maintaining the urban forest. The Urban Forestry program is an embodiment of PPR’s mission to steward Philadelphia’s public land and connect its citizens to the natural world.

Performance Measures (<i>Urban Forestry</i>)	FY15 Actual	FY16 YTD	FY17 Target
# of trees planted	3,869	4,126	5,000
# of trees maintained	3,709	140	4,200

Ecosystem Management Programs: The Ecosystem Management program protects and manages Philadelphia’s natural resources for the health of the city’s ecosystems and the benefit of the citizens of the city and region. These resources include all the natural areas of the park system including the city’s parks’ naturally wooded areas, vegetative cover, streams, ponds, natural drainage ways, and wildlife. Activities include developing resources necessary for the conservation and restoration of the natural lands, including native plant propagation at Greenland Nursery. This program is responsible for implementing the Forest Management Framework, managing the Emerald Ash Borer Plan implementation, and advising on trail development in natural areas.

Performance Measures (<i>Ecosystem Management</i>)	FY15 Actual	FY16 YTD	FY17 Target
# of acres restored	0	72	30
# of children and adults engaged through CPPR ²⁷	58	18	120
# of gardens created or preserved	16	33	12

Services with Staff Oversight: There are many PPR services that meet a similar definition: they have minimal barriers to use, provide structured oversight by City staff, have created structural systems to track performance, and occur at regular times during the year. Examples of these services include the PPR Food Program, Swimming Pools, and KEYSLOT computer centers.



²⁷ CPPR is Citizens Participating in Research and Restoration. This program is designed to engage local citizens in all phases of the urban forest management process, including planning, implementation, monitoring and maintenance. Weekly classes focusing on basic land management topics and monthly instructional field walks have been held throughout the past two years in Cobbs Creek Park.

Performance Measures (<i>Services</i>)	FY15 Actual	FY16 YTD	FY16 Goal	FY17 Target
# of visits/hits (total)	850,269	856,728	898,191	946,113
# of pool visits	782,551	828,191	828,191	873,831
# of KEYSPOt visits	67,718	28,537	70,000	72,282
# of meals served	2,973,559	2,930,768	3,015,384	3,100,000

Services with staff oversight contribute to PPR’s overarching mission by creating safe gathering spaces for children and adults, and connecting them to fun, physical, social, and economic opportunities. The impact of these services is sizeable. For instance, in calendar year 2015, PPR served 2,874,842 meals during the summer and 374,452 during after-school programs.

POLICE DEPARTMENT

Mission: The mission of the Philadelphia Police Department is to demonstrate excellence in policing by working in partnership with the community and others to:

1. Fight and prevent crime, the fear of crime and terrorism.
2. Enforce laws while safeguarding the constitutional rights of all people.
3. Provide quality service to all of our residents and visitors.
4. Create a work environment in which we recruit, train and develop an exceptional team of employees.

Plans for Fiscal Years 2017-2021:

The Philadelphia Police Department (PPD) is the nation's 4th largest police department, with over 6,200 sworn members and 600 civilians. The PPD serves as the primary law enforcement for Philadelphia County, extending over 140 square miles and serving approximately 1.5 million residents. Geographically, the department is divided into 21 police districts (each headed by a captain), which comprise 6 police divisions (Northwest, Northeast, East, Central, Southwest and South). Personnel in the Philadelphia Police Department are assigned to 55 different locations throughout Philadelphia. Police headquarters is located in Center City at 750 Race Street.



A Police recruit graduation ceremony.

The Philadelphia Police Department is comprised of four major divisions designed to work together to achieve its core mission:

- Patrol Operations
- Investigations and Homeland Security
- Organizational Services, Strategy and Innovations
- Office of Professional Responsibility

Patrol Operations: Over the next five years, the PPD will continue to serve and protect Philadelphia by patrolling all areas of the city and responding to emergencies and 911 calls. Community policing strategies will focus on rebuilding trust between police officers and the public, with the goal that each and every Philadelphian feels safe and protected by the City's first responders.

Programs of note will include the Police Athletic League (PAL) program, which fosters relationships between police officers and children in some of the highest crime and lowest income neighborhoods. PAL centers will continue to offer athletic programs as well as a number of other educational and mentoring programs, including:

- Boys to Men Mentoring
- Computer Education Programs & Computer Labs
- College and Career Fairs
- PAL Day at City Hall
- Homework Clubs
- Literacy Programs
- PAL Scholarships
- Positive Image Programs

In addition to the PAL centers, the PPD plans to expand the Explorers program to new police districts in Philadelphia, focusing on those communities that have historically had high crime rates. The Explorers program is a professional development for boys and girls interested in one day becoming police officers. Expanding the Explorers program will provide opportunities for youth who do not currently have access to the Police Academy in their neighborhoods.

Investigations and Homeland Security: The Police Department will continue to protect its citizens from threats near and far through its Investigations and Homeland Security division. This division is comprised of the Narcotics Bureau, Investigations Bureau, Homeland Security Bureau, and Joint Terrorism Task Force.

Homeland Security is divided into two divisions. The first is the domestic preparedness and response division (Airport, Counter Terrorism Operations, Special Weapons and Tactics, Explosive Ordnance Disposal, Aviation, Marine Unit, and Canine). The second is the Tactical Field Support Division (Civil Affairs, Traffic, Highway Patrol, Mounted, and Accident Investigation).

Organizational Services, Strategy and Innovations: Over the next five years, the Police Department will implement a number of new strategies to reduce crime, protect citizens, and rebuild trust between police officers and the public.

Homicide Reduction: One priority over the next five years will be to reduce the number of homicides in Philadelphia. In 2015, there were 277 homicides in Philadelphia - a 12% increase from 2014. Although the city has generally seen a downward trend in violent crimes over the past 10 years, PPD remains focused on reducing reduce shootings and violence. This work includes collaboration with state and federal partners to develop crime reduction strategies, as well as working with community partners to assist neighborhoods in conflict resolution, aimed at preventing escalating violence or retaliation for past issues.

- PPD plans to reduce the number of homicides by 10% in FY17 and 25% by FY21.

Pre-Arrest Diversion Strategy: Philadelphia has the highest incarceration rate of the 10 largest U.S. cities. Another strategy that the PPD will employ over the next five years will be to increase the number of pre-arrest diversions, thereby reducing the number of convictions and incarcerations that occur as a result minor infractions. Instead, PPD will focus on non-criminal enforcement measures. This will support the City’s goal of reducing the jail population by 34%.

- PPD plans to increase the number of pre-arrest diversions by 10% in FY17.

Body Cameras: To increase transparency, improve community trust, and reduce complaints issued against police officers, PPD will purchase 4,000 body cameras to be worn by police officers. These cameras will capture video and audio recordings of interactions with citizens, encouraging respectful and proper conduct on the part of police officers and the public.

- PPD will purchase 800 body-worn cameras in FY17 and 4,000 body-worn cameras by FY21, with the support of private and philanthropic funding.

Office of Professional Responsibility: The Office of Professional Responsibility will continue to hold officers and civilians in the department accountable for their actions. The Internal Affairs Division (IAD) will continue to investigate both citizen and internal complaints, and will continue to oversee integrity control, drug screening, investigations of police involved shootings, and any other investigation that may involve police wrongdoing or corruption.

Accreditation: On September 2, 2015, the Philadelphia Police Department received accreditation from the Pennsylvania Law Enforcement Commission for meeting or exceeding professional standards in the law enforcement profession. The Philadelphia Police Department is the largest municipal police department in the nation to achieve this standard.

Maintaining accreditation will be woven throughout all of PPD’s future goals. PPD strives to be the model of excellence in policing and live up to the favorable reputation it holds nationally. PPD will ensure that all of its service are viewed by others as professional and constitutional.

Performance Measures (Crime Statistics)	FY15	FY16 YTD	FY17 Target
Homicides	248	165	243
Burglaries	9,064	4,147	8,158
Shooting Victims	1,051	748	1,159
Violent Crime Offenses	15,912	8,485	15,529

PRISONS SYSTEM

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

Expenditures for the Philadelphia Prisons System (PPS) are broken down into the following three categories:

- Correctional Security
- Programs and Services
- Administrative

Plans for Fiscal Years 2017-2021:

Over the next five years, the Prison System will support the Administration's goal of criminal justice reform by continuing to offer programs and services designed to enable the successful reintegration of ex-offenders into society. This continuity of care starts while individuals are incarcerated and links them to services and support when they leave the prison system with the ultimate goal of reducing recidivism and decreasing the number of incarcerated individuals in Philadelphia.



Mayor Kenney speaks with juvenile inmates at Philadelphia Industrial Correctional Center.

The Philadelphia Prisons System has the following goals for FY17-21:

- Reduce the jail population by 34%
- Ensure that 100% of inmates have a risk/needs assessment discharge plan
- Ensure that 100% of the sentenced population is involved in at least one type of programming
- Increase the capacity of the work release program
- Increase the rate of program participation for the pretrial population

Correctional Security

Safe environment: PPS will continue to maintain a safe and secure environment for all inmates, minimizing inmate-to-inmate altercations. This will be achieved by continuing to hire and train staff according to the highest standards, as well as making needed infrastructure improvements and expanding video surveillance.

Sexual exploitation: PPS is committed to minimizing the sexual exploitation of all inmates regardless of sexual orientation/gender. To this end, PPS will provide ongoing training for correctional and vendor staff on the Prison Rape Elimination Act (PREA) initiatives. Additionally, PPS will implement a system that

allows inmates to notify correctional officers of safety concerns as they arise so they may be quickly resolved.

MacArthur Safety & Justice Challenge Grant: With funding from the MacArthur Foundation, Philadelphia's criminal justice partner agencies participated in a comprehensive and data-driven planning process, and developed a reform plan that aims to reduce the population at PPS by 34%. Philadelphia's plan proposes substantial policy and programming changes to the pretrial process, and requires active PPS participation. In addition to sustained collaboration with the other criminal justice partners, PPS is integral to data sharing and the development of new programs for pretrial and sentenced inmates.

Programs and Services

Physical and Behavioral Health: PPS will continue to provide excellent medical and psychological care to all inmates. This includes managing ongoing health issues and providing low-cost HEP-C/HIV treatments.

Nutrition and Physical Activity: PPS will serve inmates nutritional meals that adhere to a balanced diet at the lowest possible cost. Food menus and inmates' caloric intake will be diligently monitored to meet this goal. Additionally, inmates will have daily opportunities for exercise.

Educational Programming: PPS will provide educational opportunities that prepare inmates to obtain gainful employment when they return to society. Currently, PPS offers a GED program and a literacy program.

Trade Skills Programming: PPS will continue to offer Philacor Program classes with the goal of helping inmates develop career skills. Current classes provide inmates with skills in woodworking, furniture making, culinary arts, clothing embroidery, and dry cleaning.

RISE: PPS will continue to integrate the Mayor's Office of Reintegration Services (RISE) into operations, including prerelease discharge planning, for continuity of case management and provision of programs and services.

Universal Discharge Planning (Risk/Needs Assessment): The PPS Discharge Planning Unit will engage inmates throughout their incarceration to coordinate pre- and post-release services. The risk/needs assessment that is completed when inmates first enter PPS will inform discharge plans. Inmates released from PPS will have the opportunity to receive referral and benefit enrollment services through the PPS Reentry Trailer or RISE.

Work Release Programming: An increased number of eligible inmates will be placed in the PPS Work Release Program. Inmates will be assigned to an institutional work assignment, a training program, a job readiness placement, and/or a school placement in preparation for interviews with potential employers. With the assistance of social work services managers and employment counselors, work



A special chair made for Pope Francis's 2015 visit to Philadelphia by Prisons System inmates in the PhilaCor program.

release inmates will begin job searches for gainful employment before being release from PPS. PPS will expand employment services contracts with the selected vendor for job placement and retention of inmates in the Work Release Program.

Administrative

Jail Management System Upgrade: PPS will undertake a major Jail Management System upgrade to replace an antiquated system that is over 30 years old and is not user friendly. The upgrade of Lock and Track will increase the system's reporting capacity and improve data-sharing between PPS and other criminal justice system agencies.

Prison System Renovations: PPS will implement facility infrastructure improvements, security upgrades, and address electric, plumbing, maintenance and mechanical needs. This includes capital renovations to PICC and DC elevators, the HOC parking lot, and the Warehouse Fire Prevention System, as well as upgrading the PICC security system and cameras.

Correctional Staff Training: PPS will provide correctional staff with professional development and continuing education opportunities whenever possible. This will allow PPS to maintain the highest level of professionalism among its correctional staff, ensuring that all staff treat inmates with respect and dignity while following all personal safety protocols.

Employee Time Management System: PPS will implement the Employee Time Management System, which will help PPS better manage correctional staffing deployment, track staffing shortages due to call outs that result in overtime usage, and reduce inefficiencies.

Inventory Management System: The Inventory Management System will replace an outdated system that was established over 20 years ago and can no longer be supported. The system will provide state-of-the-art inventory management so that warehoused inventory may be reduced. It will allow for barcode scanning and integration with the maintenance unit's Prison Work Order System.

Prison Work Order System: PPS will establish a Prison Work Order System that will be integrated with the Inventory Management System. This system will allow PPS to improve its management of work orders, preventive maintenance, and jobs planning. It will also allow for tracking of maintenance expenses by facility.

Data and Tracking: PPS will collect and analyze data related to a variety of activities discussed above. Additionally, performance analysis will be undertaken for all programs to measure efficacy in reaching the desired outcome of reducing recidivism.

PROCUREMENT DEPARTMENT

Mission: The mission of the Procurement Department is to obtain, manage, and dispose of quality goods, services, construction, and concessions in an open, timely, and cost-effective manner by a competitive, fair, and socially responsible process in accordance with the law.

The Procurement Department is composed of the following programs:

- Services, Supplies, and Equipment
- Public Works
- Customer Service
- Inventory Control

Plans for Fiscal Years 2017-2021:

The Procurement Department is the central purchasing and materials management agency for the City of Philadelphia. The Department works in partnership with City agencies to acquire services, commodities, revenue generating, and construction contracts and public advertising. The Procurement Department is also responsible for tracking and inspecting the City's inventory and ensuring unneeded inventory is disposed of in a cost-effective and environmentally-sound manner.

Services, Supplies, and Equipment (SS&E) Program: Oversees the purchase of commodities for all agencies by managing the City's competitive bid process, overseeing the purchasing of cooperative contracts, and processing annual informal contracts.

Performance Measures (<i>Services, Supplies & Equipment</i>)	FY15 Actual	FY16 YTD	FY17 Target	FY21 Target
Average number of days from bid initiation to award	125	118	110	90
Average number of Bidders (Awarded Contracts)	2.3	2.9	3.5	4
Percentage of awards that are single response	40%	28%	20%	10%
% of contracts awarded to Local Business Entities (LBEs)	26%*	21%**	30%	35%

*Data available for FY15 Q3 and Q4 only
 **Percent of contracts awarded decreased from FY15 to FY16, but total dollar amount increased.

Public Work Program: Oversees opportunities and contracts for City-related competitively bid construction contracts and administers all City concessions and advertising.

Performance Measures (<i>Public Works Program</i>)	FY15 Actual	FY16 YTD	FY17 Target	FY21 Target
Average number of days from bid initiation to award	97	88	83	75
Average number of Bidders (Awarded Contracts)	4	5	5	5
Percentage of awards that are single response	7%*	0%	5%	2%
% of contracts where low bidders was LBE	76%*	61%	65%	70%

*Data available for FY15 Q3 and Q4 only

Customer Service Program: Works to ensure that purchases meet the needs of client departments and to provide effective communication with businesses seeking opportunities to contract with the City.

Performance Measures (<i>Customer Service Program</i>)	FY15 Actual	FY16 YTD	FY17 Target	FY21 Target
% of Internal survey respondents that rated Procurement customer service as Satisfactory or better	96%*	100%	97%	100%
% of External survey respondents that rated Procurement as Satisfactory or better	93%*	97%	95%	100%

**Data available for FY15 Q3 and Q4 only*

Inventory Control Program: Monitors the City's inventory and coordinates the inspection and disposal of City property.

Performance Measures (<i>Inventory Control Program</i>)	FY15 Actual	FY16 YTD	FY17 Target	FY21 Target
# of Items Tagged	8,419	3,527	7,500	TBD
% of Asset Tags processed within 7 days of Agency Request	100%	100%	95%*	98%*

**Data available for FY15 Q3 and Q4 only*

Technology Improvements: Over the next five years, the Procurement Department will take steps to modernize its technology by implementing an eProcurement System in FY17. This system will enable increased efficiencies and cost savings.

Social Media: In partnership with the Office of Innovation and Technology, Procurement will expand its efforts to market City contract opportunities, utilizing social media and special events to spread information about these opportunities. By increasing awareness of bid announcements via these various platforms, the Procurement Departments hopes to encourage more vendors, including local businesses, to bid on City contracts.

Cost-Effective Strategies: In the short term, the Procurement Department will implement several initiatives that will result in cost-savings. These include reverse auctions, cooperative contracts, marketing City contracts to local businesses, and contract planning.

Internal Efficiencies: In FY17 and FY18, the Procurement Department will develop a number of tools to improve the efficiency and effectiveness of its workflow. These include developing a Procurement Guide and creating service level agreements with each major department. In addition, the Department will work to identify opportunities where bid opportunities can be combined, rather than advertised individually. Combining these opportunities will allow the City to purchase commodities and services more strategically.

Accreditation: The Department plans to achieve National Institute for Government Purchasing (NIGP) accreditation by FY19. Achieving accreditation will demonstrate that the Department meets industry standards for public procurement. Additionally, going through this rigorous self-assessment will assist the City in assessing and improving its sustainable purchasing, emergency purchasing, and documented procurement practices.

DEPARTMENT OF PUBLIC HEALTH

Mission: The mission of the Philadelphia Department of Public Health is to protect and promote the health of all Philadelphians and to provide a safety net for the most vulnerable.

Public Health has services focused in the following areas:

- Ambulatory Services (including Health Clinics)
- Disease Control & Prevention
- Health Supports for Target Populations (AIDS supports coordination; maternal, family and child health)
- Environmental Health & Air Management
- Health Testing and Medical Examinations

Plans for Fiscal Years 2017-2021:

Philadelphia faces complex public health issues. Factors such as intergenerational poverty and unemployment, poor quality housing stock, limited access to transportation, and lack of quality education affect the quality of life and health outcomes of Philadelphia's most vulnerable populations. These are complicated, interrelated issues lacking simple solutions.

Over the next five years, the Philadelphia Department of Public Health will fulfill its mission through a Health in All Policies approach. This approach looks at health as encompassing physical and mental well-being, equity, safety, access to economic opportunity, and other social determinants of health and prosperity. Activities will include coordinating with government and non-profit partners to ensure all Philadelphians can enjoy healthy and productive lives.

An important component to PDPH's work over the next five years will be maintaining its status as an accredited department through the national Public Health Accreditation Board. PDPH recently achieved Public Health Accreditation, a recognition of the department's ability to meet over 100 standards and measures for excellence. Maintaining this status will strengthen the department's competitiveness in applying for grants.

Ambulatory Services: Ambulatory Health Services (AHS) provides primary health care to the residents of Philadelphia, offering a wide range of preventive, diagnostic, and therapeutic services. PDPH's eight health centers, located in neighborhoods across Philadelphia, provide comprehensive medical care for adult and pediatric patients, including prenatal care, women's health services, and dental care for adults and children, as well as a range of support services.

Key goals in this area are:

- Increase the percentage of insured patients by 8% in FY17 by helping patients enroll in health insurance.
- Re-open Health Center 2 in South Philadelphia in the spring of 2016. The joint venture between the City and the Children's Hospital of Philadelphia (CHOP) will provide health care to South Philadelphia adults and children in a unique arrangement that will allow the City to expand its range of services, and will house a Recreation Center and a Free Library branch.

- Improve the use of Electronic Health Records to better monitor the health status of patients and to facilitate continuous improvement in the quality of care.

Performance Measure	FY15 Actual	FY16 YTD	FY17 Target
Percent of visits in which patients are uninsured	49%	43.3%	45%

Through the Get Healthy Philly initiative, the City’s chronic disease prevention program, PDPH has spearheaded an innovative citywide effort to address tobacco use, poor diet, and physical inactivity in partnership with other City agencies and non-governmental organizations. Interventions have focused on making healthy choices easier by partnering with schools, workplaces, communities, health care settings, the built environment, and using mass media to reach target audiences.

Key goals in this area are:

- Make all university campuses in Philadelphia smoke-free by 2021.
- Implement at least one mass media campaign focused on tobacco every 18 months from FY17 through FY21.
- Implement a policy requiring 150 minutes of physical education/physical activity in all Philadelphia schools by the end of calendar year 2018.
- Implement Safe Routes to School at all Philadelphia schools by the end of calendar year 2018.

The Division of Disease Control (DDC) encompasses programs for the control of communicable diseases, including acute communicable diseases, sexually transmitted diseases, vaccine preventable diseases, and tuberculosis. The division conducts surveillance and epidemiological analyses, implements disease control and prevention measures, and plans for emerging threats and public health emergencies including biological terrorism and pandemic influenza.

Key goals in this area are:

- Launch a new adult immunization initiative focusing on pneumococcal, hepatitis, shingles, and flu vaccines involving strategies directed at local pharmacies, community clinics (Federally Qualified Health Centers), and hospital systems.
- Improve immunization rates for young children by ensuring community-wide access to vaccines; conducting outreach to communities and families with low rates of childhood immunization; enforcing immunization requirements at childcare settings; and better reporting on immunizations.
- Build capacity to prevent and control infections that are resistant to treatment by developing an outbreak response protocol; distributing a toolkit for prevention in long-term care; and working with local health care institutions.
- Assess the impact of climate change on public health in Philadelphia.

Performance Measure	FY15 Actual	FY16 YTD	FY17 Target
Children (19-35 months) with complete immunizations 4:3:1:3:3:1	85.8%	77.8%	80.0%

Health Supports for Target Populations: The Aids Activities Coordinating Office (AACO) delivers and coordinates HIV/AIDS surveillance, prevention, and care services to prevent transmission of HIV disease in Philadelphia and to ensure care for those already infected with the disease.

Key goals in this area are:

- Implement new initiatives to decrease transmission of HIV by supporting very high risk individuals through assessment; connecting individuals to services and treatment; and ongoing surveillance.
- Launch a new initiative to re-engage HIV-positive individuals who are not currently receiving medical care.

Performance Measure	FY15 Actual	FY16 YTD	FY17 Target
Number of new HIV diagnoses	624	387	605

The division of Maternal, Child, and Family Health (MCFH) provides a wide range of health and support services to improve the health of women, children, and parenting families. These services include home visiting, breastfeeding support, outreach and education, and more.

A key activity in this area include preventing teen pregnancy by helping teens access effective forms of contraception such as long-active reversible contraception (LARC). Issues to address include cost, timely access to contraceptives, providers’ capacity to assist adolescent women, and educating women and their family members about the benefits of using effective contraception.

Environmental Health & Air Management: Environmental Health Services (EHS) monitors, assesses, inspects, and educates the public about vectors, food safety, lead & healthy homes, and environmental engineering.

A key goals in this area is to improve food safety by reducing the number of months between inspections for restaurants and other food establishments that serve and prepare food as well as food establishments that serve food to at-risk (immune compromised) populations.

Performance Measure	FY15 Actual	FY16 YTD	FY17 Goal
Inspection interval for Category 1 food establishments (months)	15.5	14.6	13

As the local air pollution control agency, Air Management Services (AMS) monitors air pollutants and enforces City, state, and federal air quality standards. AMS is also responsible for the abatement of community noise and vibration nuisances, and control of asbestos from building renovations and demolition projects.

Key goals in this area are:

- Develop regulations to control pollutants to meet the National Ambient Air Quality Standards.
- Establish clean air monitoring near the Delaware River.

Health Testing and Medical Examinations: The Medical Examiner’s Office (MEO) is responsible for investigating deaths that are relevant to public safety and public health (i.e., deaths that are violent, suspicious, sudden and unexpected, or unattended).

Performance Measure	FY15 Actual	FY16 YTD	FY17 Goal
Percent of all cases with reports completed within 90 days	94%	94%	90%

The state-of-the-art Public Health Laboratory performs a wide range of testing services for the Department of Public Health, as well as for selected outside agencies. The laboratory supports investigations of disease outbreaks or threats to the health of the public. Plans for FY17-21 include implementing a new laboratory information system and upgrading the Public Health Lab's facilities.

DEPARTMENT OF PUBLIC PROPERTY

Mission: To professionally manage the infrastructure supporting City government operations through the acquisitions, disposition, lease, design, construction, renovation, and maintenance of City properties.

The Department of Public Property has four divisions:

- Facilities Management
- Real Estate
- Capital Programs
- Executive/Administrative

Plans for Fiscal Years 2017-2021:

Facilities Management: The division of Facilities Management ensures that the City of Philadelphia's working environments are clean, safe, and habitable for employees and citizens. Responsibilities include maintenance, renovations, janitorial services, special events, and building security. Major facilities under DPP's jurisdiction include City Hall, One Parkway Building, Municipal Services Building, Criminal Justice Center, Police Headquarters, the Fire Administration Building, all police districts, and all fire stations. Over the next five years, the Facilities Management Division will increase preventive maintenance on City facilities under Public Property's jurisdiction from 30% of all work orders in FY15 to 40% in FY17 and 60% by FY21.

Real Estate: The Real Estate Division is responsible for the lease negotiations and contracting for the City both as a tenant and as a landlord, the disposition of vacant land, the purchase of property for City-sponsored projects, the acquisition of property obtained through the foreclosure process, renovations to new facilities, utility and transportations monitoring, and space allocation decisions. This division will work to decrease the amount of money spent on leased space from \$24 million in FY15 to \$22 million in FY17 and \$18 million by FY21. In addition, the Real Estate Division will decrease the time it takes to design and fit out space for a real estate move by 5% for FY17 and 20% by FY21.

Capital Programs: The Capital Programs Division is responsible for maximizing the value of taxpayers' capital investment in public facilities through careful budget planning; proper financial controls; and thoughtful, timely, and cost effective project management of design and construction initiatives. Capital projects are classified as major construction, renovations, and rehabilitation projects exceeding \$15,000 and a useful life of at least five years. Over the next five years, the Capital Programs Division will increase the timeliness of completing these projects, from 60% completed on time in FY15 to 70% in FY17 and 90% in FY21. The division has 250 active projects, which range from installing a sprayground at a recreation center to building a brand new police training center. Additionally, the division will decrease the amount of time spent on the design and construction phases of a capital project by 5% in FY17 and 20% in FY21.

Executive and Administrative: The Executive/Administrative Division is responsible for the administration of the Department through budget analysis and monitoring; establishment and enforcement of DPP and City policies; development of safety programs and training; inventory and supplies management; and timely payment processing to procure Departmental services, equipment, and supplies. The division plans to increase the percent of service level agreements (SLAs) met on time from 93% in FY15 to 95% in FY17 and 97% by FY21.

DEPARTMENT OF RECORDS

Mission: The Records Department is responsible for processing a variety of data, including deeds and related land records, and for providing public access to that information. Specific departmental duties include preparing the formal legal property base of all properties in the city, processing and publishing campaign finance and financial disclosure filings, serving a repository for the City’s significant legal records dating back to the 1600s, managing the retention and storage of City agency records, and providing high-speed duplicating services for departments.

Plans for Fiscal Years 2017-2021:

Records Retention: Ensuring that Philadelphia’s municipal records are appropriately managed by producing record retention plans that not only identify critical governmental records, but also a retention timeframe for those records, is an important objective of the department. In conjunction with this work, reports are generated of items that are eligible for destruction and proper disposal method recommendations. Agencies’ records are overseen by Records in an off-site secure facility where the location of every item is tracked as it is stored, retrieved, and re-filed. Records also manages public access to municipal records through public service rooms, and establishes and collects fees to cover the cost of providing record copies. Additionally, as an agent for the Commonwealth and the City’s Revenue Department, Records also collects realty transfer taxes and document recording fees and, as the official City tax registry, maintains the City's real property database and tax maps.

Electronic Records: The Records Department recognizes the importance of electronic records, not only for providing quick and convenient services, but in utilizing for deployment of online services as well. Records produces guidelines about current recordkeeping best practices including electronic records management, conversion from paper to e-records projects, and guidelines for contracting including for cloud computing. Training classes on these guidelines are also provided. The increase in electronic processing and conformance to stated turnaround times are tracked and reported annually.

Duplicating Services: The department provides professional, high-speed duplicating services to City departments on an as-needed basis. Jobs can range from routine duplicating requests that can simply be fed into a high-speed copier and require minimal manual manipulation, to complex jobs that require specialized binding or insertion of specialized tab separator sheets, lamination or intricate ink colors.

- For FY17 and beyond, the percentage of routine and complex duplicating services jobs completed within 1-3 days of request will remain constant at 100%.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
Percent of documents electronically filed	69.4%	73.5%	70%
Percent of public records electronically filed (financial disclosures/calendar year)	92%	88%	92%
Percent of documents recorded within 24 hours	100%	100%	100%
Turnaround time in responding to requests for public records (in days)	1	1	1
Turnaround time in duplicating services for routine and complex job requests in 1 to 3 days (percent of work)*	99.4%	100%	100%

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

DEPARTMENT OF REVENUE

Mission: The Department of Revenue collects a variety of tax and non-tax revenue due to the City and tax revenue due to the School District of Philadelphia promptly and efficiently by increasing on-time payments and decreasing delinquency.

The Department of Revenue collects more than \$4.3 billion annually in taxes, water, and sewer charges, and other fees and fines, including more than \$100 million in delinquent Real Estate Taxes. Fiscal Year 2015 tax collections exceeded budget projections by \$58 million, and as of December 2015, collections for FY16 are on track to meet or exceed budget projections for the year. The Department also enforces collection strategies to recover delinquent monies owed. Within its own operations, Revenue strives to operate efficiently and effectively, maximizing collections at the lowest cost per dollar collected.

Revenue also offers programs for low-income owner-occupied households, senior citizens, and those facing financial hardship, and administers the Homestead Exemption tax relief program for homeowners. The Department provides more than \$100 million in tax relief to approximately a quarter million Philadelphia households each year.

Plans for Fiscal Years 2017-2021:

Continue Enhancing Revenue Collections: The Department continually strives to maximize the efficiency and effectiveness of its revenue collection efforts. While changes in the economy, legal restrictions on enforcement tools, and variations in tax rates impact the ability of Revenue to collect what is due, administrative efforts can have a measureable impact on collections. To support the Mayor’s goals around education and efficiency in FY17 and beyond, one overarching objective is to maximize collection of revenue due to the City and School District of Philadelphia.

Increase On-Time Collections: The Department of Revenue strives to make paying on-time and in full an easy and attractive option for individuals and businesses, water customers, and others that owe money to the City. To achieve this, Revenue is continuing its efforts to ensure customers have the information and tools they need to pay on time through customer service improvements and expanded filing and payment options.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target	FY21 Target
Real estate bills paid within 12 months	92.2%*	N/A	93%	95%
Water bills paid within 90 days	82%	N/A	84%	87%

*Most recent historical data for 12-month period is for tax year 2014 (92.2%).

To encourage more on-time collection, the Department has focused on making it easier to get information and make payments:

- Expand e-Filing and e-Payment, Introduce e-Billing & Automatic Payments for Payment Plans: In FY17 and beyond, Revenue will continue its efforts to expand the Modernized Electronic Filing program, which enables taxpayers to pay the Business Income and Receipts and Net Profits Taxes electronically – which is easier and reduces errors. To achieve this, the Department will work to expand the number of tax software providers that incorporate Philadelphia’s taxes into their products. The Department will continue to encourage payment of all bills electronically, especially

through promotion of e-Check, which costs less per bill paid than a stamp (\$0.35). Use of e-Check has grown from 70,000 transactions for \$34 million in FY14 to 147,000 transactions for \$98 million in FY15. Fiscal Year 2016 is on pace to exceed this level, with 105,000 transactions for \$79 million in just the first six months of the fiscal year.

By FY21, the Department of Revenue will introduce e-Billing, with a focus on Water bills for those customers that want to opt into this service. This is expected to reduce bill presentment costs, through avoidance of postage and other mailing materials, while making it easier for customers to pay promptly. This move could reduce annual postage costs by \$8 million and will eliminate processing errors, return mail issues, and enable faster receipt of payments.

- Improved Customer Service: Providing customers with up-to-date, accurate information about their account and how to file or pay bills is essential to increasing on-time payment. Revenue will be improving its ability to get this information to customers when they need it with the following technological, customer service, and communication enhancements:
 - Upgraded phone system: The Department recently upgraded its phone systems to handle more callers and offer new features.
 - New queuing system for in-person customer service: In FY17, the Department will launch a new system for service at the Municipal Services Building for Tax and Water customers. Visitors will be able to get in the queue before arriving at the building (via phone, text, or web), receive text updates about wait times (allowing them to leave the building until their turn comes), and request to delay their appointment time.
 - New cashiering system: By FY17, the Department will complete the final phase of implementation of a new Cashiering and Remittance System, which allows for more efficient processing of payments.
 - Customer service training: Providing Tax and Water customer service employees with subject matter and soft skills training will help both customers and employees. Starting in FY17, customer service training will include sessions with a trauma-informed approach, understanding that many of Revenue's customers are in or have experienced stressful situations which may be exacerbated by concerns about their bills.
 - Additional customer service employees: Starting in FY17, the Department will expand customer service staff for tax issues to be able provide prompt service in-person, by phone, and via email. Revenue will also continue to offer evening and Saturday hours during the busy tax season.
 - New website for enhanced communication: The Department, in partnership with OIT, will launch a new website in FY17 that is designed to get information into the hands of customers more easily.

Improve Delinquent Collections: The Department made significant gains in delinquent tax collection starting in FY14 and seeks to sustain and build upon that success through FY21. This effort is dependent on leveraging data and technology to better target enforcement efforts, through constant evaluation, evolution, and expansion of Revenue's collection tactics.

The ongoing success of the Department to meet or exceed revenue collection targets has been supported by new and expanded delinquent collection efforts, including:

- Increased Sheriff Sales: By increasing the number of Sheriff Sales of tax delinquent properties, there are positive impacts on collections from those sales and a growing awareness in the community that there are real consequences to non-payment. In FY15, collections from Sheriff Sales increased by \$6.8 million (a 42% increase). FY16 also saw a successful pilot program that selected properties for Sheriff Sale based on the amount of Water debt owed. This is particularly effective for vacant properties and land where water shut off is not a viable collection tool. This program will be expanded in FY17.
- Tax Lien Sale: In 2015, the City conducted two online tax lien sales, giving private 3rd party purchasers the opportunity to buy and collect on Real Estate Tax delinquencies. Most of the revenues from this effort came from payments by property owners seeking to avoid having their liens sold. More than 800 properties had liens sold in 2015, generating over \$3 million.
- CAL Revocation: The Department has introduced the Commercial Activity License (CAL) Revocation program which targets operating businesses that have resisted other enforcement actions. Through a memorandum of understanding with the Department of Licenses and Inspections, the Department has the authority to close a business that does not come into compliance. Nearly 2,000 businesses have been targeted through this program, generating \$44 million since the program began in FY13, with \$16.5 million collected in FY15 and nearly \$10 million collected so far in FY16. The majority of businesses targeted under this program pay or enter a payment agreement before the business is closed.
- Sequestration: Through a court-appointed Sequestrator, or receiver, Revenue is able to effect repayment of debts by collecting rents directly from building tenants that are used to pay off balances and maintain building operations. Once the debt is repaid, the management of the property reverts to the owner. This initiative works only for income-producing properties and is quicker than the Sheriff Sale process. Since the program's inception in FY14, approximately 4,000 properties were targeted that owed roughly \$57 million. To date, \$37 million has been paid, with \$11.2 million being collected in the first half of FY16.
- Data Matching: Revenue has been able to use data from the Internal Revenue Service, the Pennsylvanian Department of Revenue, the Pennsylvania Liquor Control Board, and other sources to uncover underreporting of tax liabilities. Armed with this information, Revenue auditors have issued assessments, generating dramatic one-time increases from prior year collections and ongoing benefits from getting new taxpayers on the tax rolls.

In FY17 and beyond, the Department will continue to utilize the enforcement tools noted above, including:

- Offering payment plans
- Shutting off water service
- Closure of tax delinquent businesses
- Seeking court judgments for debts and placing liens on properties
- Wage and Pension Garnishment for City employees and retirees
- Denial of tax credits, permits, City jobs, zoning variances, and payments to City vendors

- The addition of interest, penalties, and other collections charges to past due accounts

In FY17, the Department will use its new Data Warehouse and Case Management system to provide more accurate analysis of taxpayer information from internal sources, other City Departments, and other agencies like the Pennsylvania Department of Revenue and the Internal Revenue Service. The Data Warehouse integrates information to provide more accurate analysis and drive collection efforts. The system will help the City realize revenue from delinquent collections. In FY17, Revenue projects the system will generate \$2.092 million, and an additional \$1.047 million in FY18. The Case Management System will be used to match the right collection effort to accounts likely to pay and to automate many collection tasks.

The Department will also increase the frequency of delinquent bills that are sent to debtors in FY17. A FY15 pilot project in partnership with the University of Pennsylvania (and a similar initiative by the Internal Revenue Service) demonstrated that increasing the frequency of delinquent bill mailings resulted in measurable increases in delinquent collections.

In FY17, the Department plans to offer automatic bank account withdrawals for customers in payment plans for delinquent taxes. This new service is expected to reduce the number of payment plans that are defaulted upon. Also starting in FY17, the Department will dedicate staff to taking properties to Sheriff Sale to recoup Water debts. A pilot program in FY16 found that sales of properties at Sheriff Sale lead to collections on Water liens that had been previously uncollectable using other tools at the Department’s disposal, such as water shut-off. These properties did not have Real Estate Tax debts sufficient to trigger a tax sale.

Improve the Efficiency of Revenue Collection Efforts: To maintain efficient revenue collections, the Department strives to use the quickest and most cost effective enforcement action that will lead to payment. Data analysis is an increasingly useful method for identifying the most appropriate enforcement approach for each account.

By increasing collections at the lowest marginal cost, the Department fulfills its mission to collect the revenue that supports City services and the School District of Philadelphia promptly and efficiently by increasing on-time payments and decreasing delinquency. This cost would be calculated by dividing the total amount collected (current and prior) by the Department budget.

Performance Measure	FY15 Actual	FY16 YTD	FY17 Target
Cost Per Dollar Collected	New measure	New measure	<i>Baseline data will be collected in FY17</i>

Connect Eligible Philadelphians with Tax and Water Discounts: The Department provides over \$100 million in tax relief to Philadelphia residents and their families each year through programs such as the Homestead Exemption (transferred to Revenue from OPA in FY16, and tax and water discounts for low-income seniors. To achieve this, Revenue conducts outreach, processes, and evaluates program applications, and applies credits to approved accounts. Starting in FY15, the Department began supporting outreach and free federal tax preparation in order to connect the 40,000 eligible but not enrolled low- and moderate-income Philadelphians with the federal Earned Income Tax Credit (EITC) which averages \$2,400 per taxpayer. In addition to tax and water discounts for Philadelphia residents, Revenue administers many of the business tax credits intended to encourage business formation, job growth, and sustainable business practices.

Revenue will continue to enhance its efforts to connect residents with the tax and water discounts they are entitled to in FY17 and beyond. These efforts will include the continued use of behavioral economics and a trauma-informed approach to make the program enrollment process easier for eligible taxpayers and water customers. Revenue will advance legislative and business process improvements to increase enrollment in these programs. The Department will also continue its efforts to promote the EITC through financial support for free tax preparation by the Department’s non-profit partners and EITC awareness campaigns.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target	FY21 Target
Eligible population enrolled in City tax and water discount programs	New measure	New measure	+3%	+10%
Number of EITC filers using free tax preparation	New measure	New measure	+10,000	TBD

STREETS DEPARTMENT

Mission: The mission of the Streets Department is to provide clean, green, and safe streets in a cost-effective and efficient manner. The department delivers a number of City services that are critical to maintaining the public health and safety in Philadelphia’s neighborhoods. These essential services include, but are not limited to, curbside trash and recycling collection to over 540,000 households, maintaining all traffic control devices and street lighting, the construction and maintenance of 320 bridges and 2,225 miles of streets and roadways, and snow and ice removal.

The Streets Department has two major divisions:

- Sanitation
- Transportation

Plans for Fiscal Years 2017-2021:

Sanitation: The Streets Department’s Sanitation Division oversees an integrated solid waste management system that includes refuse collection, recycling, and disposal of the city's waste materials. Distinct programs under the purview of this division include Solid Waste Collection and Disposal, Recycling Collections and Processing, Recycling Promotion and Rewards, Mechanical Street Cleaning, Sanitation Enforcement and Compliance, the Philadelphia More Beautiful Program, and Philly FUTURE Track. Each of these programs reflect the department’s overall mission by directly impacting the cleanliness of city streets, as well as promoting, supporting, and/or enhancing a more environmentally “green” city.

Waste Disposal: Over the next five years, the Sanitation Division will continue handling solid waste collection and disposal for residential and commercial establishments throughout the city. Based on improved waste management efforts, it is projected that there will be a significant reduction in solid waste annual tonnage, as well as an associated reduction in overall waste disposal tonnage costs.

- The overall solid waste tonnage is anticipated to drop to 4% in FY17.

Recycling: The department works to maximize the collection and processing of recyclable materials so that they can be diverted from the solid waste trash stream and converted to recycled products, thereby reducing solid waste tonnage and increasing the overall cost effectiveness and efficiency of sanitation collection and disposal operations.

- It is projected that the recycling rate and tonnage will remain stable at 21% and annual tonnage at 127,000 during FY17 and going forward over the next five years, however, the department will continue seeking opportunities to expand the recycling rate where possible.

Street Cleaning: Citywide street-cleaning is an integral part of sanitation operations. The department is working towards more effectively and efficiently utilizing resources to expand mechanical cleaning operations going forward, including adjusting cleaning schedules to maximize the overall amount of streets serviced.

Enforcement: A number of enforcement strategies have been implemented in order to ensure clean and green streets are maintained in the city.

- Enhanced functionality of new SWEEP (Streets & Walkways Education and Enforcement Program) mobile devices will provide improved citizen engagement and proactively reduce the

number of sanitation violations by approximately 2% in FY17 and by 10% within the next five years.

Workforce Development: In an effort to grow and support Philadelphia's youth workforce, the Philly Future Track Workforce's program will continue seeking eligible participants (18-24-year olds who are not currently enrolled in higher education or employed) for employment opportunities through cleaning and beautification projects across the city. Participants not only earn a livable wage and gain quality experience in preparation for full-time employment, but many have obtained entry-level civil service jobs with the City. Current funding has allowed for the retention of 56% of the participants.

- The goal over the next five years is to improve retention to 70%, particularly through more stringent hiring, with a 2.8% increase each year (sustained) to achieve the 70% by FY21.

Transportation: The Streets Department's Transportation Division is composed of three distinct units (Highways, Traffic and Street Lighting, and Engineering, Design, and Surveys) that are collectively responsible for maintaining safe and complete streets, including designing and maintaining a vast network of streets, roadways and bridges, and an extensive traffic control and street lighting system, as well as management of various transportation Capital Program projects, and snow and ice removal operations.

Repaving: The local network of approximately 2,575 miles of city streets and roadways must be repaved and maintained at optimal life cycle intervals in order to keep the streets in a state of good repair.

- Through additional resources within the Five Year Plan, Streets plans to repave 55 miles of city streets and roadways in FY17 and reach 131 annual miles within the next five years.

Vision Zero: By identifying and prioritizing the city's most problematic intersections and street corridors, the department is engaged in a strategic approach (known as 'Vision Zero') to the city's overall safe and complete streets transportation network that includes improvements to infrastructure and a comprehensive focus on traffic, pedestrian, and bicycle safety. Part of Vision Zero is the Traffic Operations Center which centralizes traffic control, including real-time traffic signal adjustments to improve driver and pedestrian safety throughout the city.

LED Lighting: Utilizing LED lighting components for street light systems are rapidly gaining recognition and acceptance as an alternative means of street lighting, primarily for their low power consumption, low maintenance, and excellent light quality. Modernizing all City-owned lighting systems by using LED lights has also increased visibility in both daytime and nighttime conditions, which is important for most aspect of traffic safety and a sense of overall public safety.

Right-of-Way Management: A surge in commercial and building development in the city has significantly increased sidewalk and street closures related to construction as well as illegal commercial encroachment. Therefore, focusing on Right-of-Way management efforts is important to ensure the safe and efficient egress of traffic, particularly for pedestrians and bicyclists, when roads and sidewalks are closed or obstructed as a result of these activities.

- By implementing technological permitting process improvements and increasing plan review, permitting, and inspections staff, it is anticipated that these Right-of-Way management operations will significantly increase generated revenue by \$1.5 million, totaling \$5 million in FY17 and we will maintain this level throughout the next five years.

Snow and Ice Removal: During the winter weather seasons, it is imperative that the department be fully prepared to mobilize for snow and ice removal operations in order to maintain safe and passable roadways.

- The department strives to ensure salt domes are at 100% storage capacity and to complete annual training of all winter storm response volunteers by December 1st of each year. Further, the department intends to expand salt storage capacity by an additional 4,000 tons within the next five years by adding salt storage capacity and to expand brining deployment operations to include all six districts with the capacity to reach 100 miles of brining during an event.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
Recycling Rate	19%	23%	21%*
On-Time Collection Recycling	96%	96%	97%
On-Time Collection Trash	76%**	86%	96%
Cost per ton of Waste Recycled	\$118	\$105	\$110
Total tonnage of Waste Recycled	115,327	29,997	127,000
Cost per ton of Waste Processed	\$116	\$128	\$130
Total tonnage of Solid Waste Processed	558,394	141,918	521,000

* Composition of recycling materials has changed over time, resulting in lighter products and fewer paper materials.

**Trash compactor shortage in FY15 impacted numbers. Acquisition of new vehicles in FY16 should result in improved rates in FY17.

WATER DEPARTMENT

Mission: The Philadelphia Water Department (PWD) plans for, operates, and maintains both the infrastructure and the organization necessary to purvey high-quality drinking water for the Greater Philadelphia region, provide an adequate and reliable water supply for all household, commercial, and community needs, and sustain and enhance the region's watersheds and quality of life by managing wastewater and stormwater effectively.

The Department serves the city of Philadelphia by providing integrated water, wastewater, and stormwater services. Additionally, the Department also provides wastewater services to ten wholesale customers and water service to one wholesale water customer. The Department operates three drinking water plants which have the capacity to treat and deliver about 522 million gallons per day of top quality drinking water that meets or exceeds all federal, state, and local regulations. Additionally, it operates three water pollution control plants that have the capacity to treat over 1 billion gallons of wastewater per day at a level that meets or exceeds federal and state standards, protecting and preserving the city's vital waterways.

Plans for Fiscal Years 2017-2021:

Water Treatment: The volume of water treated by the Department decreased by 4.6% between FY14 and FY15 reflecting the demand of the Department's customers. The Department's Water Treatment Plants achieved 100% compliance with the Safe Drinking Water Act requirements. The Department's Water Pollution Control Plants (WPCP) continue to achieve 100% compliance with their National Pollutant Discharge Elimination System permits.

Pipeline Monitoring: The Department surveyed 605 miles of water pipeline for leakage in FY15, 21.9% less than in FY14. The variation in miles of pipeline surveyed is partly explained by the trends in water main breaks, as the same crew and equipment are used to conduct the survey and locate active leaks. There were a total of 919 main breaks logged in FY15. However, total water main breaks in Philadelphia remain below the national average and PWD continues to implement a detailed water main replacement planning strategy, which uses risk based planning to identify and prioritize main replacement projects. In FY15, the average time to repair a water main break was roughly 5.7 hours, below the eight-hour target. Additionally, PWD is currently meeting the target of ensuring 99.7% of hydrants are available. PWD cleaned 100,354 storm drains in FY15, a 6% increase from FY14.

Opportunities for Young Philadelphians: Creating opportunities for Philadelphia's youths to gain access to valuable skills and knowledge as well as providing on-the-job training not only benefits the individual, but also creates a potential pipeline of PWD employees. PWD's offerings to students and young adults include:

- In January 2014, the Department reinstated its apprenticeship program and, in cooperation with the School District of Philadelphia, selected three high-school seniors to begin working at various Department facilities one day a week during the spring semester (phase I). Since then, new groups of students from schools such as Edison, Mastbaum, Overbrook, and Randolph Skill Center have been added each January. Upon graduation, each apprentice is offered full-time employment for one year as a Vocational School Intern (phase II) until he or she can be appointed as a Utility Maintenance Apprentice (phase III). Currently PWD has a total of 21 Apprentices working with an additional 6 set to begin in February 2016.

- In addition to the trades' apprenticeship program, PWD initiated the Green Apprenticeship program in 2015 that enrolls approximately 8-10 public school students each spring to participate in weekly workshops and intensive training in the construction and maintenance of green stormwater infrastructure. At the conclusion of the educational phase of the program, each student is employed during the summer maintaining rain gardens and other green infrastructure, setting them on the path for opportunities in the growing green jobs arena.
- During the past three years, the Department has also established a close working relationship with the Community College of Philadelphia on a number of areas. The goal of this collaboration is to support PWD's apprenticeship program through supplemental math and english proficiency training, and to identify and develop other educational opportunities that can be utilized as feeder programs for hard to fill and highly technical positions in the Department.

Workforce Initiatives: In addition to creating opportunities for young Philadelphians, PWD also seeks to provide training and employment opportunities for all Philadelphians, including those who have been historically difficult to employ, either due to a lack of skills and training or as a result of a prior incarceration. The following initiatives have helped PWD achieve its goals:

- Since its inception, the Department has been an active supporter of the PowerCorp program designed to provide at-risk Philadelphia youth with short-term work opportunities within City government. In addition to providing work assignments to 87 PowerCorp members, the Department has provided ongoing financial support to the program in excess of \$600,000. Approximately 15 participants of this program have been hired as full-time employees within the Department – a win-win for the Department and youth.
- The Department actively hires many new workers who have previously served time or have been convicted of a crime as component of its commitment to provide opportunity to all.
- The Department supports and mentors small, local, and disadvantaged businesses by:
 - Educating them on how to do business with the Department.
 - Maintaining and establishing partnerships with building trades and local unions to support growth and capacity.
 - Coordinating and partnering with business advocates to provide local and disadvantaged businesses with training through education programs and workshops.
 - The Department has established collaborative efforts as well as making the connections with resource partners through contractor seminars, bond education programs, webinars, on-line communications, and quarterly updates of the Take Part! publication to offer the business community a variety of opportunities to work with the Department on our various lines of services.
 - In FY15, the Department achieved overall 30% participation on all contracts, slightly over its 27% goal. Through the second quarter FY16, the Department is continuing to achieve 30% participation reflecting in part of these proactive changes in the Participation Plan and the involved commitment of PWD staff and leadership.

Investments in Infrastructure: In order to maintain a reliable and dependable water and wastewater system, while maximizing the useful life of its assets, the Department continues to invest in the renewal of its infrastructure. The FY17 capital budget is \$302M and the FY17-2022 6-year capital program is \$1.92B. Planned projects funded by the capital program include:

- Water Main Replacement Program: In FY16 and beyond, the Department has increased its water main replacement budget to \$46M annually in order to replace 28 miles of the water distribution system. This represents a 1% replacement rate of the distribution system. The water main replacement program has been in place for decades. Over the last 21 years, the Department has, on average, replaced 18.6 miles of main per year.
- Sewer Reconstruction Program: The Department continues its reinvestment in the reconstruction of sewers that have failed and reached the end of their useful life. In FY17, the sewer reconstruction budget is \$30M which allows for the reconstruction of 7-10 miles of sewers per year. Over the last 21 years the Department has on average reconstructed 7.9 miles of sewers per year.
- Improvements to the Department's Facilities Program: The Department budgets \$110M annually to rehabilitate and/or improve our treatment plants, pump stations, reservoirs, and other supporting facilities to ensure reliability of service.
- Combined Sewer Overflow/Storm Flood Relief Program: The Department is budgeting \$68M in FY17 for the Combined Sewer Overflow (CSO)/Storm Flood Relief program. The CSO program consists of green infrastructure and interceptor lining in compliance with our CSO Consent Order and Agreement.

Operating Efficiently and Effectively: PWD seeks to operate in an efficient and transparent manner while providing its customers in and around Philadelphia with high-quality service. The following initiatives contribute to this goal:

- Green City, Clean Waters: Green City, Clean Waters provides the Water Department's rate payers with a cost-effective way of complying with the Clean Water Act. The Department is in the fifth year of the 25-year Green City, Clean Waters Program. It has made significant progress towards meeting the first five-year milestone requirements and expects to meet compliance targets in terms of gallons of sewage kept out of waterways (600 million gallons is the requirement for FY16), number of greened acres (approximately 750 greened acres by the end of FY16; 744 greened acres is the requirement) and improved air and water quality.
- CityWorks Implementation: The Department implemented CityWorks as a customer complaint and maintenance manager system, run on Philadelphia Water's Geographic Information System (GIS). The software is used to track service requests as well as work orders for system maintenance and repair generated within the field units. It has replaced the individual systems that were previously used by each unit to track infrastructure repairs, replacements, and related projects. This has resulted in streamlined work, consolidated data in one location, and reduced duplication of efforts between units. Improvements to CityWorks in FY15 and FY16 include linking with the street opening permit system, inclusion of maintenance of green stormwater infrastructure, and testing of the application on tablets.
- IntraCity Street Opening Committee: The Department chairs a monthly meeting with Licenses & Inspections and the Streets Department to coordinate policies, procedures, and activities on the installation, repair, and inspection of customer water, fire, wastewater, and stormwater service connection piping. The three departments are working together to establish guidelines consistent

with regulations for permitting, materials, backfill, and inspection activities for plumbers working in the street. The outcome is to foster improved customer infrastructure, safer streets and a higher level customer service.

- **Virtual Call Centers Merger:** The Department and the Water Revenue Bureau are working towards the virtual merger of their customer call centers to cross-train call center representatives to handle all billing and collection, water and sewer emergencies, and customer service-related issues. The merger team is working with the Office of Human Resources to revise civil service specifications for entry-level to management positions to raise aptitude and professionalism for these employees who serve as PWD’s customer ambassadors.
- **Customer Satisfaction Surveys:** The Department will be awarding a small contract in FY16 to develop a series of customer surveys that measure customer satisfaction during Department construction work, emergency water and sewer repair, and customer interaction with our call center representatives. A separate survey is being developed to measure community satisfaction with green stormwater infrastructure.

Performance Measures	FY15 Actual	FY16 YTD	FY17 Target
Millions of Gallons of Treated Water	86,089	42,593 (FY16 goal is 97,920)	*
Percent of Time Philadelphia’s Drinking Water Met or Surpassed State & Federal Standards	100%	100%	100%
Miles of Pipeline Surveyed for Leakage	605	377 (FY16 goal is 1,130)	1,130
Water Main Breaks Repaired	919	306 (FY16 goal is 905)	*
Average Time (Hours) to Repair a Water Main Break (Upon Crew’s Arrival)	5.7	6.55 (FY16 goal is < 8.0)	< 8.0
Percent of Hydrants Available	99.6%	99.58% (FY16 goal is 99.7%)	99.7%
Number of Storm Drains Cleaned	100,354	46,384 (FY16 goal is 111,444)	111,444
Acres of Watershed Plans Approved	411	93 (FY16 goal is 240)	240
Resultant Watershed Stormwater Flow Reduction (Million Gallons)	391	88 (FY16 goal is 228)	228

**PWD strives to meet 100% of its customers’ demands and strives to fix 100% of water main breaks. Numerical goals for these categories are not appropriate.*

INDEPENDENT/ELECTED AGENCIES

BOARD OF ETHICS

Mission: The mission of the Board of Ethics is to promote public confidence in City government by ensuring that all City officials and employees comply with the City's Public Integrity Laws.

Description of Major Services: The five-member independent Philadelphia Board of Ethics was established by ordinance, approved by the voters in May 2006, and installed on November 27, 2006. The Board's goal is to promote honesty, integrity and transparency in City government. The Board works to provide ethics training and advice for all City officers and employees concerning the City's Public Integrity Laws so that they can avoid violations of the ethics rules.

When necessary, the Board investigates complaints and enforces City campaign finance, financial disclosure, and conflict of interest laws. Legislation enacted in June 2010 created a new mandate for the Board, to administer and enforce the City's first Lobbying Law which requires lobbyists, principals, and lobbying firms to register annually and file quarterly expense reports. This new law also requires the Board to provide an electronic filing system for lobbyists, principals, and lobbying firms, and to make lobbying information available to the public in a searchable format on the Board's website.

BOARD OF REVISION OF TAXES

Mission: The Board of Revision of Taxes is charged with the function of hearing appeals on real property valuations and correcting errors and inequities in those values.

Description of Major Services: The Board of Revision of Taxes is an independent, seven-member board appointed by the Board of Judges of the Philadelphia Common Pleas Court. The Board is required to hear assessment appeals. The Board only determines the value for a property when there is an appeal. The Appeals Board hears and renders decisions for real property assessment appeals, nunc pro tunc petitions ('nunc pro tunc' means 'now for then' which allows property owners to file a petition at the present time to correct errors or omissions to achieve the results intended by the court at the earlier time), and unique non-profit applications. The Board of View, an independent, three-member Board appointed by the Board of Judges, hears and renders decisions for condemnation (eminent domain) appeals.

CITY COMMISSIONERS

Mission: The Office of the City Commissioners sets and enforces department policies to administer voter registration and conduct elections in accordance with federal and state voter registration and election laws.

Description of Major Services:

Voter Registration: The Office processes voter registration applications and changes from various sources including the mail, in-person visits, the PA Department of Motor Vehicles, the Pennsylvania Department of Health, and the Pennsylvania Department of State's online voter registration site.

Absentee and Alternative Ballots: When voters are not able to appear in-person to vote, they may apply for an absentee or alternative ballot with the Department. Applications are provided to voters at various events attended by staff and are available on the Department's website.

Election Board Official Training: The Office conducts approximately 375 Election Board training sessions per year which are attended by over 9,000 Election Board Officials. Officials are also provided additional information by mail, by phone on Election Day, and by accessing the Department's website.

Polling Place Accessibility: Polling places are measured and sketched to determine accessibility. Polling places which do not meet handicapped accessibility requirements are either temporarily modified using ramps, door stops, and door bells, or are replaced.

Voting Machine Maintenance and Preparation: The Office maintains and prepares 3,736 voting machines.

Open Data / Website Functionality: The Office maintains an interactive elections website and continually looks for ways to provide election-related data to the public. In 2015, the department created Voter Education Guides prior to each election and made them available on the website; increased functionality to allow users to find sample ballots based on address; created a new, more user-friendly, live election results page; and added an Advanced Analysis section to the previous election results page which allows users to compare results for candidates across various elections/races.

Election Day Operations: The Office conducts a major Election Day operation consisting of two phone banks and roving voting machine mechanics. Other functions include: providing election boards with replacement/additional materials, ensuring that polling places are open on time, collecting election materials on election night, and computing unofficial election results.

Canvass and Computation: The Office conducts the canvass and computation of election results following each election. This involves computing machine, absentee/alternative, and provisional election results, ensuring the proper custody of election materials and performing audits.

CITY CONTROLLER

Mission: The Philadelphia City Controller's Office audits City departments and agencies to expose and eliminate waste, fraud, and mismanagement, while offering recommendations to make City government more efficient and effective in delivering City services.

Description of Major Services: The City Controller's Office is responsible for conducting annual audits of all City departments as well as the Comprehensive Annual Financial Report, a Single Audit of grants revenues, and providing an opinion on the City's Five Year Budget Plan. In addition to these auditing requirements, the Controller's Office conducts performance audits, investigations, and policy reviews.

Currently, the City Controller is engaged in several follow-up audits, ongoing investigations, and major programs and initiatives including:

- **Fire Department Response Rate:** The Controller's Office is completing the full audit of the policies that were put in place by the prior Administration and their impact on response times for fire emergencies.
- **Mail Center Investigation:** The ongoing investigation is reviewing the City's ability to process mail in a timely fashion and the impact delayed mail has had on tens of thousands of Philadelphians.
- **Contract Compliance:** The Pre-Audit Unit will be working with Public Property to improve their oversight of contract compliance in an effort to improve oversight of contractors' costs and billing practices.
- **Anchor Initiative:** The Policy Unity has established a partnership with the Commerce Department to implement City Controller's Anchor Procurement Initiative, paving the path for new jobs through medical and university institutions.
- **Economic Reviews:** As part of the Controller's monthly financial forecast, the Policy Unit anticipates working with the Department of Revenue to examine more in-depth data to gain a better understanding of economic conditions by neighborhood.
- **Electronic Work Papers:** The automation of audit documents allows staff to expedite work product, leading to overall efficiencies.
- **CPA Review:** The Post-Audit Unit is completing its initiative to subsidize the review coaching course to help get more CPAs on staff.
- **Financial Education:** The Controller's Office recently partnered with the Mayor's Office of Community Empowerment & Opportunity, community non-profits, and financial institutions to provide financial literacy resources to neighborhoods in Southwest Philadelphia. In addition, the Controller's Office will continue to provide financial education in the classroom as well as offer its mentor program for students to gain real-life experience conducting a mock audit and learning about various careers in government.

CITY COUNCIL

Mission: The 1951 Home Rule Charter established City Council to serve as the legislative arm of Philadelphia municipal government, consisting of seventeen members. Ten Councilmembers are elected by district and seven from the City at-large. Each is elected for a term of four years with no limitations as to the number of terms that may be served.

Description of Major Services: The City Council is the City's legislative body, with the power to make law by enacting ordinances. City Council is responsible for reviewing and adopting the Mayor's proposed annual operating and capital budgets, and the six-year Capital Program. Through its review process, City Council may amend the proposed budgets, either during the budget process itself, or later by separate legislation. City Council is also responsible for making or confirming certain appointments. City Council also authorizes the issuance of bonds that the City and some of its related agencies may sell from time to time. City Council determines its own rules of procedure, and its hearings and meetings are open to the public.

DISTRICT ATTORNEY

Mission: The Philadelphia District Attorney's Office provides a voice for victims of crime and protects the community through zealous, ethical, and effective investigations and prosecutions.

The Office is the largest prosecutor's office in Pennsylvania, and one of the largest in the nation, serving more than 1.5 million citizens of the city and county of Philadelphia, employing 600 lawyers, and responsible for the prosecution of over 75,000 criminal cases annually.

The Office is organized into six divisions: Executive/Administration, Trials, Investigations, Juvenile, Law, and Special Operations.

Plans for Fiscal Years 2017-2021:

The District Attorney's Office has implemented a number of changes to streamline its services and enhance equity in the judicial process. Among such changes, including zone-based prosecution and diversionary programs have resulted in meaningful and measureable improvements. The Office's Juvenile Division, for example, has seen a decrease from 10,000 to 2,500 annual delinquency petitions, thanks in large part to its Youth Aid Panel Program, Juvenile (Drug) Treatment Court, and Crossover Court.

Zone-Based Prosecution: Community prosecution began in Philadelphia on November 1, 2010. Groups of Assistant District Attorneys are now assigned geographically to bureaus that are responsible for a particular area or district of the city, similar to the way Philadelphia's police officers are now assigned. There are six bureaus: East Division, South Division, Northeast Division, Northwest Division, Southwest Division, and Central Division, with criminal cases being held on floors according to their division at the Criminal Justice Center. Since the inception of zoned-based prosecution, there has been a significant decrease in the time required to dispose of cases—7.2 months in 2010 to 4.3 months in 2015. The acceleration of time to move cases through the criminal justice system has resulted in less backlog for the courts, swift justice for defendants, and quicker relief for victims.

Diversion Programs: Guided by best practices and what it means to be "smart on crime," the District Attorney's Office has created, designed, and implemented nearly 15 different diversionary programs. One such diversion program, the Pre-Trial Division is dedicated to pursuing alternatives to traditional prosecution, including second chance programs and early resolution courtrooms. These programs ensure that diversion is available to the non- or less-violent offenders and second chance options are possible to those who show promise of rehabilitation. The number of cases diverted went up dramatically, from 10.9% in 2010 to 29.6% in 2015.

Pre-Trial Division: This division is dedicated to pursuing alternatives to traditional prosecution, including second chance programs and early resolution courtrooms, as well as ensuring that cases move as efficiently through the criminal justice system as possible. Specific alternatives include the Accelerated Misdemeanor Program which diverts many non-violent misdemeanor cases and Smart Rooms, where the first offer for a plea agreement is the best offer, resulting in good dispositions that are resolved quickly, efficiently, and in a manner that avoids having police officers and victims come to court repeatedly.

Juvenile Division: In many ways, this division is a stand-alone office in itself as it has its own diversion unit that includes the renowned Youth Aid Panel Program, Juvenile (Drug) Treatment Court, and Crossover Court. By providing as many opportunities as possible for juvenile offenders to succeed, the number of juvenile delinquency petitions (a document filed to formally initiate the prosecution of a juvenile alleged to

have committed a delinquent act) between 2003 to present has decreased from approximately 10,000 to less than 2,500.

The Office's efforts to improve public safety have been innovative, dynamic, and based on best practices.

FIRST JUDICIAL DISTRICT OF PENNSYLVANIA

Mission: The mission of the courts of the First Judicial District of Pennsylvania (FJD) is to adjudicate cases according to their jurisdiction and ensure fair, timely, and accessible justice to the citizens and litigants in the City and County of Philadelphia. The First Judicial District of Pennsylvania is composed of two courts which make up the Philadelphia County Court System: the Court of Common Pleas and Municipal Court.

The FJD is made up of three divisions: Trial Division, Family Division, and Municipal Court.

Plans for Fiscal Years 2017-2021:

Criminal Trial Division: The Criminal Section has jurisdiction over all felony cases and appeals from Municipal Court for a trial de novo (new trial) including a right to a trial by jury. Among the types of cases that fall within the assignments of the Trial Division Criminal Section are homicide cases, capital PCRA (Post Conviction Relief Act) cases, and felony cases. The Probation Department and Pretrial Services are included in the Criminal Section of the Division.

Adult Probation and Parole Department (APPD): The APPD serves as the community corrections agency within the Philadelphia Criminal Justice System. APPD staff supervises all probation and/or paroled offenders who receive a county or probationary sentence. The APPD protects the community by intervening in the lives of offenders and holding them accountable by enforcing the orders of the Court. As of December 31, 2014*, the APPD supervised a total number of 44,202 offenders and administered 73,617 drug tests to probation clients.

Pre-trial Services/Warrant Unit: The Pretrial Service Division of the First Judicial District of Pennsylvania operates as a full service bail agency, providing supervised release services, appointment of counsel interviews, and enforcement of judicial orders related to the adult Criminal Trial Division. By the end of 2014*:

- The Unit had 568 clients on active electronic monitoring and a total of 1,198 monitored.
- The Unit arrested 1,269 individuals on Traffic Court Warrants clearing 10,221 outstanding traffic citations.
- There were 5,975 individuals arrested by the Warrant Unit on Criminal Bench and/or Probation warrants resulting in the clearance of approximately 8,800 FJD warrants.
- In addition to the criminal matters, the Unit arrested 179 individuals on Domestic Relation warrants and 504 individuals surrendered to Domestic Relations due to Warrant Unit intervention.

Civil and Criminal Clearance Rates: The Clearance Rate is the standard performance measure for the management of caseloads. A clearance rate of over 100% means a court is disposing more cases than it receives in new filings. In 2014*:

- The Civil Trial Division reported that 90% of all civil cases were disposed or otherwise resolved within the case processing time standards established by the American Bar Association.

- There were 428,367 civil documents (pleadings, petitions, and motions) accepted electronically, of which 55,180 were filed during non-traditional business hours (after 5 p.m. and before 9 a.m.).

Family Division: Sometimes referred to as ‘Family Court’, this division is made up of two departments—Juvenile Branch and Domestic Relations.

Juvenile Branch: The Juvenile Branch of the Family Division of the Court of Common Pleas of the First Judicial District processes cases involving juvenile delinquency where minors have been accused of crimes; dependency cases, arising from allegations of neglect or abuse; truancy petitions and those alleging incorrigibility; and adoptions. Several means are used to provide services to youth and their families. In 2014*:

- A total of 2,939 juveniles were under the supervision of the Probation Department resulting in 25,209 field contacts by juvenile probation officers.
- A total of 425 youth participated at the Student Transition Center which provides timely school assignments to youth after being discharged from a treatment or rehabilitation facility.
- Over 15,000 hours of youth Community Service was completed. This calculated into \$111,375 in services for neighborhoods and citizens in Philadelphia using the current minimum wage scale.
- Combined collections for restitution to juvenile victims and court fees totaled \$318,553.
- The utilization of GPS Monitoring, as an alternative to placement and detention, saved Philadelphia taxpayers \$7,200,028 in juvenile justice services.

Domestic Relations: The Domestic Relations Branch has varied responsibilities in responding to complaints and petitions that can be broadly categorized under: Child and Spousal Support, Divorce, Child Custody, and Domestic Violence.

- In 2014*, the Domestic Relations Division exceeded the 80% threshold in all federal performance areas: Paternity Establishment, Support Order Establishment, Current Collections and Arrears Collections, and was instrumental in ensuring that the state of Pennsylvania remained the most efficient and effective Child Support Enforcement program in the country.
 - Paternity was established for 82,255 children and established a 97% performance measure.
 - Child Support Collections totaled \$156,222,222, and established an 80% performance measure for payments and establishing court orders.

Municipal Court: The Philadelphia Municipal Court is a court of limited jurisdiction with 25 law-trained Judges, and as such is responsible for trying criminal offenses carrying maximum sentences of incarceration of five years or less, civil cases where the amount in controversy is \$12,000 or less for Small Claims; unlimited dollar amounts in Landlord and Tenant cases; and \$15,000 in Real Estate and School Tax cases. Municipal Court has initial jurisdiction in processing every adult criminal arrest in Philadelphia, and conducts preliminary hearings for most adult felony cases. Because, by statute, an individual does not have

the right to a jury trial in Municipal Court, cases may be appealed to the Court of Common Pleas for a trial de novo (new trial).

Municipal Court Criminal Division: The Municipal Court Criminal Division is the court for trials of misdemeanor cases and felony case preliminary hearings. All arrests made in Philadelphia County must at least initially be processed through Municipal Court. In criminal cases, this is the beginning of the court's involvement even if final disposition is not reached there. Many felony cases are eventually tried in Common Pleas Court following their preliminary hearings in Municipal Court. By the end of 2014*:

- A total of 7,869 Municipal Court cases were diverted as an alternative to formal prosecution and incarceration.
- Ninety percent of DUI Treatment Court participants successfully completed the program. Of those participants, only 37 of the 329 graduates (11%) were rearrested and 21 have been convicted on new criminal charges (6%).
- The Drug Treatment Program had 2,736 successful graduates; of those, 91% were not convicted of a new crime within one year of graduation and 84% remained arrest free within one year of graduation.
- The felony dismissal rate decreased by 58% from 2007 and the misdemeanor dismissal rate decreased by 70%.

Municipal Court Civil Division: The Municipal Court Civil Division is the jurisdiction for civil cases where the amount in controversy is \$12,000 or less for Small Claims; unlimited dollar amount for Landlord and Tenant Cases and \$15,000 in Real Estate and School Tax cases. Included in these cases are City Code Enforcement cases filed by 14 City agencies. During 2014*, there were 49,978 cases filed and 50,995 disposed resulting in a clearance rate of 102%, and generating \$14.3 million in revenue to the City for judgments satisfied.

Municipal Court Traffic Division: The Traffic Division of the Municipal Court adjudicates violations of the Pennsylvania Vehicle Code arising in the city of Philadelphia. In 2014*:

- 134,770 motor vehicle citations were issued
- Traffic Division adjudications totaled 148,192, of which 81% were by trial and 84% of the remaining were either found guilty or pleaded guilty
- 59,935 installment payment plan hearings were conducted to arrange payment of citation fees
- 19,534 impoundment hearings for confiscated vehicles were held
- 2,622 warrant hearings were conducted
- Traffic Court collected \$24 million (approximately five times its budget)

**At the time of publication, FJD data was only available for calendar year 2014. More recent data is expected to be available in late winter/early spring 2016.*

REGISTER OF WILLS

Mission: The mission of the Register of Wills is to efficiently probate wills presented, grant Letters Testamentary and Letters of Administration, to properly maintain and preserve wills and records of administrations, to collect all probate fees due, and to collect inheritance taxes for the Commonwealth of Pennsylvania. The Register of Wills is an elected official.

The Office of the Register of Wills is comprised of the Register of Wills Division and the Clerk of Orphans' Court Division.

Plans for Fiscal Years 2017-2021: The Register of Wills Division handles the probating of estates in every capacity and is responsible for determining whether a document offered for probate should be received as the last will of the decedent. All estates requiring legal hearings are ruled on by the Register of Wills, including determining who is authorized to administer the estate of the deceased when a will does not name an executor. All filings that are required by the Commonwealth are processed for all estates. The Register of Wills maintains historic probate records that are housed off-site; these records may be requested for purposes such as living trusts, current estates, and genealogical research. The Division also acts as an agent of the Commonwealth and collects and processes inheritance tax returns and payments. The Clerk of Orphans' Court Division receives and processes all orphans' court filings and decrees. This division issues all marriage licenses for people getting married within Philadelphia. Historic marriage records are also maintained for legal and genealogical purposes.

SHERIFF

Mission: The Office of the Sheriff of the City and County of Philadelphia is responsible for providing safety to all who enter Philadelphia's courtrooms, including judges, juries, defendants, witnesses, courtroom personnel, and the public. Court facilities, including the new Family Court, now feature bicycle and K9 units. The Sheriff's Office is also responsible for managing all First Judicial Court-ordered foreclosures of property, which includes mortgage and tax sales, and carries out orders of the Court, including protection from abuse, confiscation of property, and evictions. Through Sheriff Sales, the Office has doubled delinquent tax and fee revenues to over \$60 million in 2015. Among other accomplishments, the Office instituted an internal investigations unit and significantly reduced waiting times for deeds for property purchasers. To protect the public's interest, the Sheriff created an internal investigations unit, produced written policies and procedures, and currently requires all expenditures be audited each month.

Plans for Fiscal Years 2017-2021:

Court System Protection: The Sheriff is the law enforcement officer of the County's court system. On behalf of the First Judicial District, the Sheriff's Office provides protection for the judges, juries, and other participants in Philadelphia's Court System. Deputies are assigned to at least 80 courtrooms and security posts in the criminal, civil, municipal, and family courts. A 12-member bicycle unit and a K9 unit featuring explosive- and drug-sniffing dogs have been created to protect the perimeter of courts.

Prisoner Transport: The Sheriff's Office is responsible for the daily transport of 450 prisoners from County jails to the courts.

Writs & Warrants: The Sheriff serves writs and warrants at the direction of the Courts. These include writs for confiscation of property, and evictions. At the request of the City and the First Judicial System, the Sheriff assumed control of the 42-member Warrant Unit.

Sheriff's Sales: The Office is responsible for conducting Sheriff's Sales on mortgage and tax delinquent properties. Each month, over 2,000 properties are put up for sale in Mortgage Foreclosure, Tax Delinquent, and Tax Lien Sales. As a result of Sheriff Sales, delinquent tax and fee revenue provided to the City have doubled, from \$27 million in 2012 to over \$60 million in 2015. The time a purchaser of a property sold at a Sheriff's Sale must wait for a deed had been reduced from over 60 days to less than 30 days.

Asset Recovery: After a property is sold, settled, and all liabilities and debts have been paid and recorded, a defendant (the owner of record at the time the court ordered the sale) may recover any excess balance remaining on the account through the Sheriff's Defendant Asset Recovery Team (DART). In 2015, a total of \$6 million went to people owed excess funds.

DEBT MANAGEMENT

DEBT MANAGEMENT

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

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

In FY17, the City is expected to spend \$278 million on debt service which is shown in the Sinking Fund Commission, representing 6.7% of total General Fund expenditures. There are several debt issues budgeted for outside the Sinking Fund Commission, including the pension obligation bonds which are included in the Pensions line item, debt issued in 2009 for a new Youth Study Center which is included in the Department of Human Services’ budget, and a vehicle lease financing from 2011 budgeted for in the Office of Fleet Management. While not in the Sinking Fund Commission’s budget, the Executive Director of the Sinking Fund manages payments on these debt issues to ensure all requirements are met.

Credit Ratings: The City now has “A” category ratings for its General Obligation debt from all three major rating agencies: A2 (Moody’s), A+ (Standard & Poor’s), A- (Fitch). Standard & Poor’s (S&P) upgraded the City from “BBB” to “A-” in June 2013 and then gave the City a double upgrade to “A+” in December 2013, its highest level in 30 years. This was the first that the City has been rated in the “A” category by all three rating agencies.

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

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

Excerpts from the most recent ratings report from Moody’s noted that,

“The City's debt and pension liabilities are heavy and will remain a drag on its credit profile for the long term. The City's tax-supported debt totals roughly \$4.2 billion, equal to 4.2% of full value and 1.1 times revenues. Debt is heavy in large part because of the City's \$1.4 billion of Pension Obligation Bonds outstanding. Debt will remain heavy as it amortizes slowly (51% of principal is scheduled to be repaid in 10 years), and the City has material capital reinvestment needs that will be largely funded by debt.”²⁸

Impact of Debt on City Operations: Debt service payments as a percentage of the budget have been relatively stable. In FY17, debt service costs for General Fund supported debt, including both General Obligation debt and lease debt (the Sinking Fund budget), are expected to be \$278 million, or 6.7% of FY17 General Fund expenditures. The following chart shows the six year estimates for the Sinking Fund Commission, which represents debt service costs incurred by the General Fund.

Fiscal Year	Estimated Existing Debt Service	Debt Service as % of General Fund Expenditures
FY17	\$277,589,734	6.7%
FY18	\$298,008,545	6.9%
FY19	\$291,223,766	6.6%
FY20	\$301,253,508	6.8%
FY21	\$315,267,868	7.0%

The City also pays debt service on Pension Obligation Bonds, which is estimated to be \$146 million in FY17, up slightly from an estimated \$135 million in FY16. Other City operating funds also incur debt service. Appendix 1.5 shows debt repayment for the Water and Aviation Funds. In FY17, the Water and Aviation Funds have budgeted for debt service of \$194 million and \$118 million respectively.

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

- **General Obligation Debt:** The City can issue General Obligation debt, backed by the full faith, credit and taxing power of the City, subject to voter approval and adherence to the Commonwealth Constitution. The Constitution limits the amount of the City’s outstanding General Obligation debt to 13.5% of the immediately preceding 10-year average of assessed value of taxable real property, with debt greater than 3% of the preceding 10-year average of assessed value of taxable real property having to get voter approval. This limitation does not include self-supporting General Obligation bonds, which are defined as General Obligation debt incurred for revenue producing capital investments, which are expected to produce excess revenues sufficient to cover debt service on the bonds. As a result of the implementation of the City’s Actual Value Initiative, the assessed value of taxable real estate within the city increased substantially, causing the constitutional debt limit to increase and no longer be the limiting factor on new debt issuance. Nonetheless, the City does not intend to significantly increase borrowing just because the constitutional debt limit has increased. General Obligation debt will still require voter approval, and as mentioned above, debt

²⁸ Moody’s Investor Service (April 17, 2015), Rating report for City of Philadelphia, PA. Accessible from the City’s Investor Website.

service costs need to be funded by the City's General Fund operating revenue, reducing financial flexibility and resources for City services. In addition, the City follows guidelines for debt issuance that, for example, limit the City to borrowing money for capital projects that result in an asset with a useful life of more than five years (see 'How Philadelphia Budgets'). However, over time as the accurate property values are phased in, the City's debt ratios as a percent of full value will improve; better reflecting the City's debt capacity.

- Obligations pursuant to City Service Agreements: The City issues tax-supported obligations through the use of its related authorities. The term "City Service Agreement" includes City Service Agreement, City Agreement, Service Contract, and Lease Revenue, and is debt issued by related authorities that is repaid with interest by the City out of the City's General Fund. Under the City's Home Rule Charter, City Council may authorize contracts or leases for a period of more than one year that are valid and binding on the City, and City Council is required to make subsequent annual appropriations sufficient to make payments under that contract or lease. While the contract or rental payments are payable only out of current revenues of the City, each Service Agreement provides that so long as any of the bonds under it remain outstanding, or sufficient money for the full payment of the bonds is held in trust, the City is obligated to pay the contract payments absolutely and unconditionally. Because of this, Moody's, S&P and Fitch rate the City's Service Agreement debt with identical ratings as the City's General Obligation bonds. The City may use the Philadelphia Authority for Industrial Development (PAID), the Philadelphia Municipal Authority (PMA) or the Philadelphia Redevelopment Authority (PRA) to issue Service Agreement debt. Service Agreement debt is not subject to the constitutional debt limit.
- Tax and Revenue Anticipation Notes ("TRANs"): The City cannot absorb the normal disparate timing of receipts and expenditures without resorting to borrowing money on a short term basis to meet its cash flow needs within the fiscal year. The City has issued notes in anticipation of the receipt of income by the General Fund – TRANs – in each fiscal year since FY72 (with a single exception). Each note issue was repaid when due prior to the end of the fiscal year of issuance. The City issued \$175 million of Tax and Revenue Anticipation Notes in May 2015, which are scheduled to mature at the end of the fiscal year in June 2016. These Notes are limited by Federal Tax Law, which requires that any yearly issuance be limited to the greater of the maximum monthly deficit or 5% of annual General Fund expenditures. The increase or decrease in TRAN size is one indicator of weakening or strengthening cash position. Over the course of the past four years, the City reduced the size of its annual cash flow borrowing from a high of \$350 million in FY09 when the recession first hit and revenues were well below forecast, to a low of \$100 million in FY13, up slightly to \$130 million in each of FY14 and FY15. FY16's cash borrowing, which was \$175 million, was larger, in part, because of uncertainty surrounding the State budget. Issuance of a TRAN may be costly if, as in the current interest rate environment, the City is not able to invest proceeds at a high enough level to offset interest costs associated with the TRAN.
- Revenue Bonds: The City Treasurer also oversees the issuance of revenue bonds for the Water Department, the Aviation Department, and the Philadelphia Gas Works, which are paid for by revenues collected by each respective enterprise. These revenue bonds are not included in the City's calculations of the constitutional debt limit on General Obligation debt because they are paid entirely from non-General Fund revenue sources. Debt limits for revenue bonds are established in the general bond ordinances for each credit.

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

Bonded Debt - City of Philadelphia and Component Units (June 30, 2015)	
(\$ Thousands)	
General Obligation and PICA Bonds	
General Obligation (GO) Bonds	\$1,379,700
PA Intergovernmental Cooperation Authority (PICA)	\$315,955
Subtotal: GO and PICA bonds	\$1,695,655
Other Long-Term Debt-Related Obligations	
Philadelphia Municipal Authority (PMA)	
Municipal Services Building	\$4,060
Criminal Justice Center	\$61,095
Juvenile Justice Center	\$91,970
Public Safety Campus	\$51,150
Fleet Management Equipment Lease	\$10,764
Energy Conservation	\$11,295
Subtotal: PMA	\$230,334
Philadelphia Authority for Industrial Development (PAID)	
Pension Bonds	\$967,808
Stadiums	\$289,900
Library	\$6,655
Cultural and Commercial Corridor	\$108,085
One Parkway	\$37,010
Philadelphia School District	\$57,515
Subtotal: PAID	\$1,466,973
Philadelphia Parking Authority (PPA)	\$13,020
Philadelphia Redevelopment Authority (PRA)	\$190,710
Subtotal: PPA and PRA	\$203,730
Revenue Bonds	
Water Fund	\$1,847,955
Aviation Fund	\$1,193,915
Gas Works	\$1,008,775
Subtotal: Revenue bonds	\$4,050,645
Grand Total	\$7,647,337

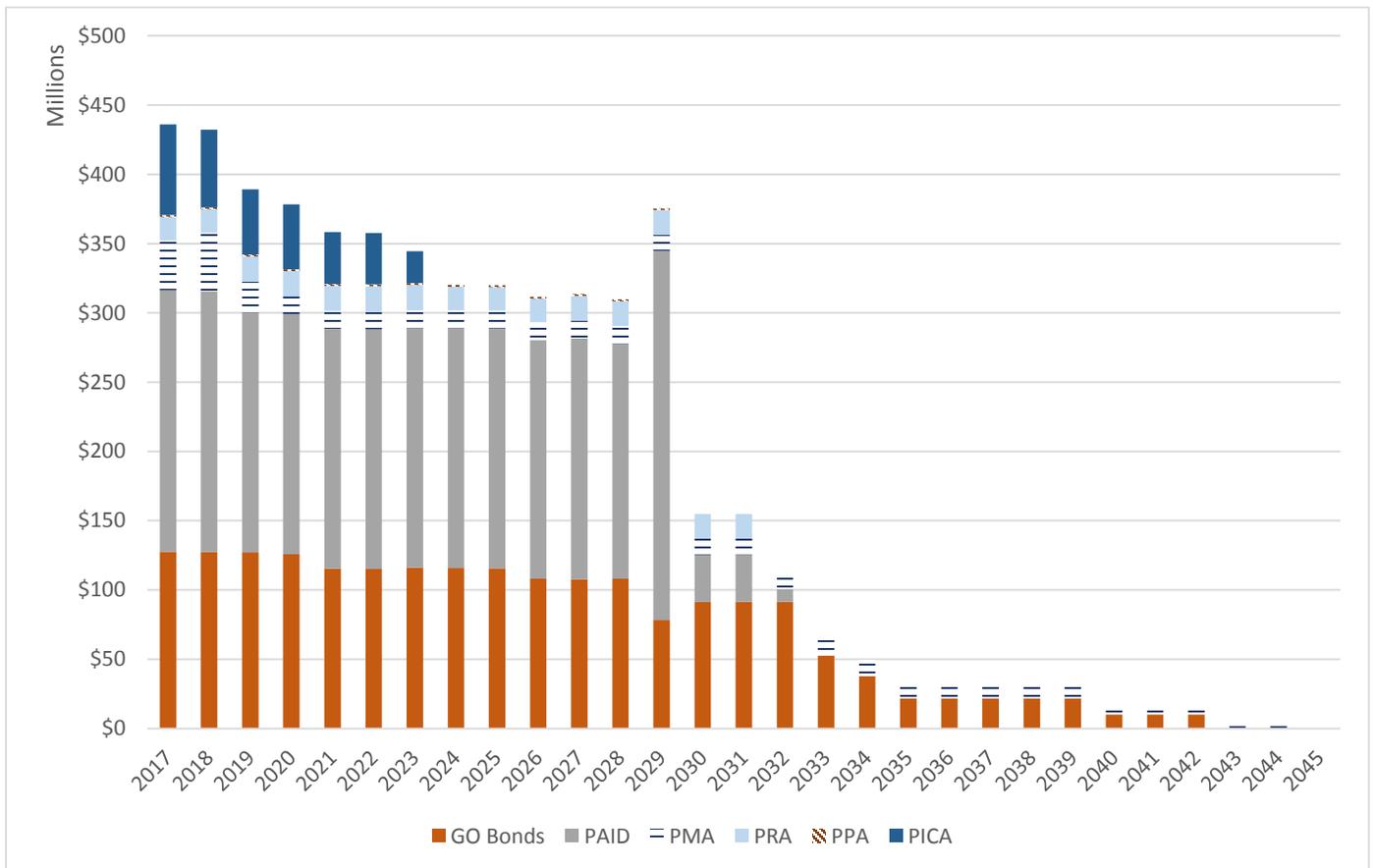
At the end of FY15, the City had \$7.647 billion in long-term debt outstanding, including \$1.379 billion in outstanding General Obligation Bonds, \$316 million in PICA bonds, \$1.901 billion in other long-term debt related obligations, and \$4.050 billion in Revenue bonds.²⁹ Of the total balance of City tax-supported

²⁹ In Fiscal Year 1992, the PICA Act authorized the City to impose a tax for the sole and exclusive purposes of PICA. The PICA Act authorizes PICA to pledge the PICA Tax to secure its bonds and prohibits the Commonwealth and the City from repealing the PICA Tax or reducing its rate while any PICA bonds are outstanding. PICA has previously issued 11 series of bonds. The proceeds of the previous series of bonds issued by PICA were used (a) to make grants to the City to fund its General Fund deficits, to fund the costs of certain City capital projects, to provide other financial assistance to the City to enhance operational productivity, and to defease certain City General

General Obligation bonds issued and outstanding on July 30, 2015, approximately 23% is scheduled to mature within five fiscal years and approximately 50% is scheduled to mature within ten fiscal years. Ninety-three percent is fixed rate debt and 7%, or \$100 million, is hedged variable rate debt, which means that interest rates could fluctuate over time. Approximately \$2.4 million over five years has been budgeted to account for interest rate and/or basis risk associated with this variable rate debt.

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

Annual Debt Service*



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

Obligation bonds, (b) to refund other PICA bonds and (c) to pay costs of issuance. PICA no longer has the authority to issue bonds for new money purposes, but may refund bonds previously issued that remain outstanding. As of the close of business on June 30, 2015, the principal amount of PICA bonds outstanding was \$315,955,000

Year	GO Bonds	PAID	PMA	PRA	PPA	PICA	Total Principal and Interest Due
2017	\$127,447,795	\$188,841,714	\$36,102,783	\$16,865,750	\$1,335,294	\$65,412,600	\$436,005,935
2018	\$127,235,214	\$188,461,570	\$42,259,783	\$16,868,500	\$1,334,675	\$56,095,100	\$432,254,841
2019	\$127,126,453	\$173,252,334	\$22,193,291	\$18,106,750	\$1,337,263	\$47,152,100	\$389,168,190
2020	\$125,650,998	\$173,431,793	\$12,789,541	\$18,107,750	\$1,337,800	\$46,944,100	\$378,261,981
2021	\$115,410,779	\$173,176,920	\$12,862,734	\$18,104,250	\$1,336,288	\$37,319,600	\$358,210,570
2022	\$115,064,360	\$173,110,667	\$12,869,778	\$18,110,250	\$1,337,725	\$37,179,750	\$357,672,529
2023	\$115,948,591	\$173,157,121	\$12,856,600	\$18,109,000	\$1,336,856	\$23,076,000	\$344,484,169
2024	\$115,772,891	\$173,209,803	\$12,858,077	\$16,864,500	\$1,333,681	\$0	\$320,038,952
2025	\$115,528,998	\$173,265,199	\$12,860,963	\$16,867,500	\$1,333,200	\$0	\$319,855,860
2026	\$108,049,732	\$172,486,225	\$12,861,217	\$16,867,250	\$1,333,863	\$0	\$311,598,287
2027	\$107,757,641	\$173,734,540	\$12,862,315	\$17,797,500	\$1,336,638	\$0	\$313,488,635
2028	\$108,154,799	\$169,687,805	\$12,858,139	\$17,795,250	\$1,336,263	\$0	\$309,832,255
2029	\$78,469,605	\$266,231,234	\$11,685,425	\$17,793,250	\$1,257,738	\$0	\$375,437,252
2030	\$91,313,272	\$33,927,334	\$11,684,781	\$17,799,750	\$0	\$0	\$154,725,138
2031	\$91,417,899	\$33,998,773	\$11,687,956	\$17,797,500	\$0	\$0	\$154,902,128
2032	\$91,494,929	\$9,230,918	\$11,689,956	\$0	\$0	\$0	\$112,415,803
2033	\$52,589,019	\$0	\$11,689,956	\$0	\$0	\$0	\$64,278,975
2034	\$37,803,744	\$0	\$11,686,656	\$0	\$0	\$0	\$49,490,400
2035	\$21,692,163	\$0	\$11,688,881	\$0	\$0	\$0	\$33,381,044
2036	\$21,692,125	\$0	\$11,686,431	\$0	\$0	\$0	\$33,378,556
2037	\$21,690,150	\$0	\$11,686,044	\$0	\$0	\$0	\$33,376,194
2038	\$21,687,925	\$0	\$11,685,888	\$0	\$0	\$0	\$33,373,813
2039	\$21,689,938	\$0	\$11,690,325	\$0	\$0	\$0	\$33,380,263
2040	\$10,018,900	\$0	\$4,075,638	\$0	\$0	\$0	\$14,094,538
2041	\$10,021,413	\$0	\$4,074,963	\$0	\$0	\$0	\$14,096,375
2042	\$10,020,413	\$0	\$4,073,338	\$0	\$0	\$0	\$14,093,750
2043	\$0	\$0	\$4,075,550	\$0	\$0	\$0	\$4,075,550
2044	\$0	\$0	\$4,076,175	\$0	\$0	\$0	\$4,076,175
2045	\$0	\$0	\$0	\$0	\$0	\$0	\$0

FUND BALANCE RESULTS AND PROJECTIONS

FUND BALANCE RESULTS AND PROJECTIONS

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

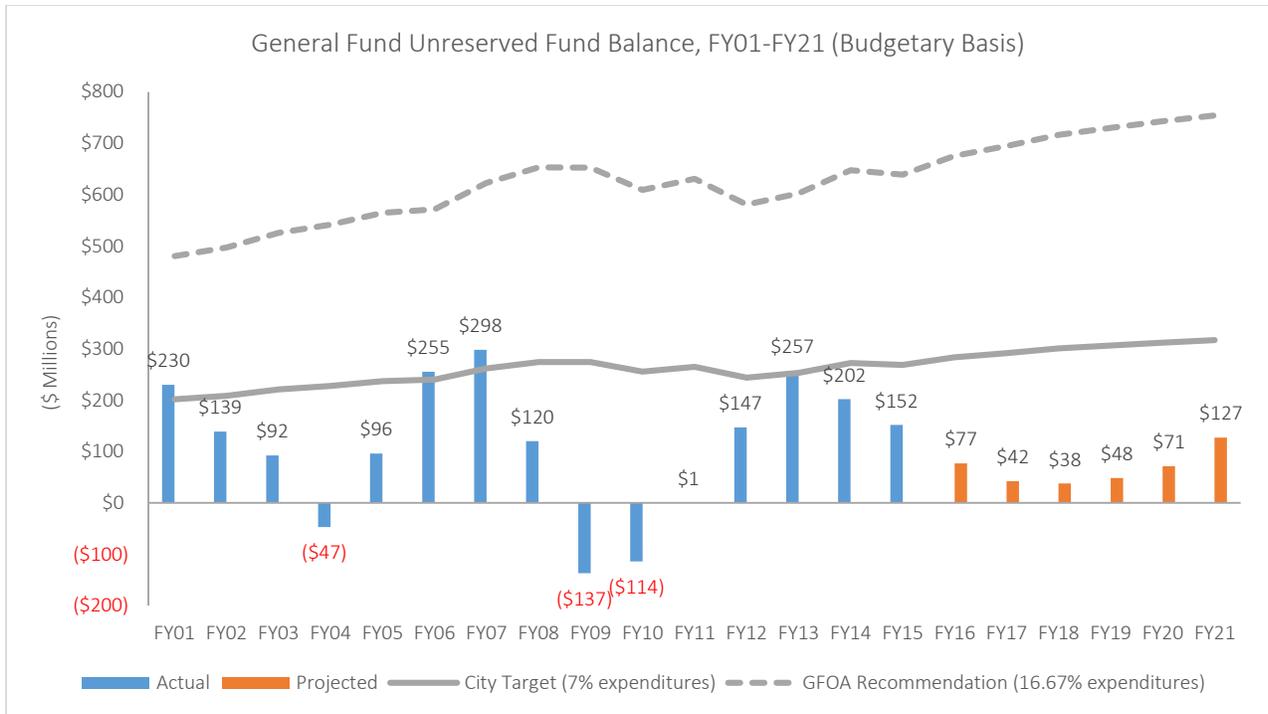
Fund Balance Definition: The City of Philadelphia maintains restricted and unrestricted fund balances for the General Fund as well as other governmental funds. Restricted fund balances represent amounts which have been reserved and committed to a specific obligation and may not be used for any other purpose. An unrestricted balance represents funds that are not committed and are available for any lawful purpose.

The City presents its fund balance on a budgetary, or legally enacted, basis (fiscal year July 1 to June 30). In the context of financial reporting, the term fund balance is used to describe the net position of governmental funds calculated in accordance with generally accepted accounting principles (GAAP). A difference between the City's fund balance on a GAAP and budgetary, or legally enacted, basis can arise when, for example, taxes are collected midyear (e.g., April 2015) for the current calendar year such as with the Business Income and Receipts Tax. While these revenues are collected and accounted for during that fiscal year (FY15), on a GAAP basis only half of the revenue can be accounted for in that fiscal year (FY15). The other half of the tax revenue would need to be accounted for in the next fiscal year (FY16). As a result, differences can arise between fund balance estimates on a GAAP basis versus a budgetary basis as a result of the timing of receipts.

While not directly correlated with the amount of cash on hand, a healthy fund balance means that the City has more resources available to meet the normal monthly mismatch between revenues and expenditures. Maintaining an adequate fund balance also saves the City money by reducing the need for tax and revenue anticipation notes (TRANS, defined in Debt Management chapter). Additionally, the rating agencies look more favorably at stronger fund balances when determining credit ratings, which directly influences the amount of interest the City pays on long-term debt.

Recommendations and Fund Balance Policy: The Government Finance Officers Association (GFOA) recommends that governments maintain a fund balance equivalent to two months' worth of budgeted expenditures or revenues (approximately 17%), but note that a level of unrestricted fund balance significantly lower than the recommended minimum may be appropriate for states and large local governments.

Recognizing the importance of maintaining adequate fund balances, the City developed a target of approximately 6% to 8% of expenditures for a target fund balance. The FY17-FY21 Five Year Plan features a "target" fund balance for each year, and the projected gap between the fund balance and the target. The following chart shows the actual and projected General Fund balances between FY01 and FY21, and how they compare to the City's target and GFOA recommendation. Historically, the City's fund balance has been well below levels recommended by the GFOA and is projected to remain low.



Fund Balance Trends: The General Fund started FY16 with an unreserved fund balance of \$151.5 million and is projected to end FY16 with a fund balance of \$76.9 million.

The year-end fund balance for FY17 is projected to be \$41.9 million. Over the next five years, the fund balance is projected to decrease to a low of \$37.7 million in FY18 and then build back to \$126.9 million by FY21. With high fixed costs such as the City’s contribution to the pension fund, the School District of Philadelphia, debt service, and indemnities, other important services and programs are squeezed for resources. More detail on the City’s revenues and expenditures can be found in those respective chapters earlier in the plan.

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 fund was created to make sure resources were available in case of an emergency or if there is an unexpected drop in revenue similar to what happened during the Great Recession.

When the projected fund balance for the upcoming fiscal year equals or exceeds 3% of General Fund appropriations, the City is required to put 0.75% of unrestricted local General Fund revenues for the upcoming year into the Reserve. Total appropriations to the Budget Stabilization Reserve cannot exceed 5% of General Fund appropriations.

To date, the City’s fund balance has not been high enough to meet the contribution requirements for the Budget Stabilization Reserve. This Five Year Plan does not anticipate any contributions into the Reserve as the projected fund balances do not exceed the 3% General Fund revenues threshold. In FY17, the fund balance would need to exceed \$136 million based on projected revenues in order to satisfy the requirements.

(\$ in millions)	FY17	FY18	FY19	FY20	FY21
Projected Fund Balance	\$42	\$38	\$48	\$71	\$127
Projected Revenues	\$4,168	\$4,297	\$4,380	\$4,459	\$4,523
Fund Balance as a Percent of Revenues	1.0%	0.9%	1.1%	1.6%	2.8%

HOW PHILADELPHIA BUDGETS

BUDGET OVERVIEW AND PROCESS

The Office of the Director of Finance

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

Operating Budget

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

The operating funds of the City, consisting of the General Fund, nine Special Revenue Funds (County Liquid Fuels Tax, Special Gasoline Tax, Health Choices Behavioral Health, Hotel Room Rental Tax, Grants Revenue, Community Development, Car Rental Tax, Acute Care Hospital Assessment and Housing Trust Funds) and two Enterprise Funds (Water and Aviation) which make payments into and receive payments from the General Fund, are subject to annual operating budgets adopted by City Council. Included with the Water Fund is the Water Residual Fund. These budgets appropriate funds for all City departments, boards, and commissions by major class of expenditure within each department. Major classes are defined as: personal services (Class 100); purchase of services (Class 200); materials, supplies and equipment (Class 300 and 400); contributions, indemnities and taxes (Class 500); debt service (Class 700); payments to other funds (Class 800); and advances and other miscellaneous payments (Class 900). Expenditures for the repair of any property, the repaving, resurfacing, or repairing of streets, and the acquisition of any property, or for any work or project which does not have a probable useful life to the City of at least five years are deemed to be ordinary expenses provided for in the annual operating budget ordinance. Appropriations for the use of any departmental board or commission are made to the department with which it is connected.

Expenditure Classes	
Class 100	Personal Services
Class 200	Purchase of Services
Class 300	Materials & Supplies
Class 400	Equipment
Class 500	Contributions, Indemnities, Taxes
Class 700	Debt Service
Class 800	Payments to Other Funds
Class 900	Advances; Other Miscellaneous Payments

The appropriation amounts for each fund are supported by revenue estimates and take into account the elimination of accumulated deficits and the re-appropriation of accumulated surpluses

to the extent necessary. All transfers between major classes (except for materials and supplies and equipment, which are appropriated together) must have City Council approval. Appropriations that are not expended or encumbered at year-end are lapsed.

The annual review process for the operating budget has several stages. The process begins with the gathering of information on exogenous variables which is followed by the Budget Call, where departments are required to submit their budget requests, including the following information: previous fiscal year actual expenditures, current estimates, the proposed current budget, the Five Year Plan estimates and information on personnel projections. The information is also sorted by major class and fund as legally required. Departments submit their budget requests which are compiled and used by OBPE to discuss departmental requests with the departments (including potential areas of expenditure reductions or revenue measures) and make budgetary recommendations to the Mayor.

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

Capital Budget and Capital Program

Submitted on an annual basis, the capital budget and program is comprised of a consolidated budget of all the expected capital expenditures of the City, and a six-year forward looking plan for capital expenditures. The Home Rule Charter requires the Capital Budget and Program to be adopted by City Council at least thirty days before the end of the fiscal year.

The capital funds of the City consist of General Obligations bonds, self-sustaining revenue bonds, funding from other sources including Federal and State government, and private sources. These funds are appropriated for each City department with capital improvements by project through the major class real property (Class 600). The Capital Budget serves as the one-year guide for capital expenditures. Transfers of appropriations between projects must be approved by City Council, but the overall amount appropriated by the budget in any fiscal year cannot be increased absent special circumstances. Any appropriations that are not spent or encumbered at year-end are either carried forward to the next fiscal year (for upcoming use) or lapsed. The capital budget ordinance, authorizing in detail the capital expenditures to be made or incurred in the ensuing fiscal year, is adopted by City Council concurrently with the capital program. The capital budget must be in full conformity with that part of the capital program applicable to the fiscal year that it covers.

Expenditure Class	
Class	Real
600	Property

The capital program serves as a blueprint for capital expenditures and facilitates long range planning for capital improvements in the City’s physical and technology infrastructure, community facilities, and public buildings. The capital program is prepared annually by the City Planning Commission and OBPE to present the capital expenditures planned for each of the six ensuing fiscal years, including the estimated total cost of each project and the sources of funding (local, State, Federal, and private) estimated to be required to finance each project.

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

Council Approval and Adoption

The Charter requires that at least 30 days before the end of each fiscal year, City Council must adopt by ordinance an operating budget and a capital budget for the ensuing fiscal year and a capital program for the next six years. The operating budget and capital budget bills must be signed into law by the Mayor like any other ordinance, although the Charter does authorize a line item veto for budget bills.

A sample timeline is shown below:

Month	Stage	Description of Tasks	Parties Involved
November 16	Normal Operations	First Quarterly Budget Report due to PICA.	OBPE, PICA
Mid-November	Budget Call	Send out exogenous memos requesting five year projections for fixed costs (SEPTA, Utilities, Disposal, Space Rental, Debt Service, Pensions).	OBPE, City Departments
November – December	Budget Call	Internal deliberations on revenue options and budget levels for departments to establish preliminary levels for FY16-FY20 budget call.	OBPE
Mid-December	Budget Call	Fixed cost estimates due.	OBPE, City Departments
Early January	Budget Call	Initial proposed budget levels sent out to departments as well as excel forms for departments to request additional funding.	OBPE, City Departments
January 12	Normal Operations	Second Quarterly Budget Update due.	OBPE, Departments
Mid-January	Budget Call	Preliminary budgets due.	City Departments
Late January	Budget Meetings	Preliminary budgets reviewed.	OBPE

Month	Stage	Description of Tasks	Parties Involved
January 25 – February 15	Budget Meetings	Meetings with departments on preliminary budgets and second Quarterly Budget updates.	OBPE, City Departments
Early February	Budget Discussions	Internal deliberations on results from departmental meetings. Recommendations for Mayor prepared.	OBPE
February 16	Normal Operations	Second Quarterly City Manager’s Report due to PICA.	OBPE, PICA
Late February	Budget Discussions	Meetings with Mayor/Chief of Staff to review recommendations and make final decisions on Mayor’s proposed operating budget.	OBPE
Early March	Budget Address & Delivery	Mayor delivers Proposed Operating Budget, Five Year Plan, and Capital Budget and Program and provides budget address and state of the City to City Council. Departments given final budget levels and prepare budget detail for submission to OBPE.	All City Departments
Late March –May	Council Hearings	City Council hearings on the Five Year Plan and Operating Budget.	OBPE, City Departments
April 11	Normal Operations	Third Quarterly Budget Update due.	OBPE, Departments
May 16	Normal Operations	Third Quarterly Report due to PICA.	OBPE, PICA
May - June	Council Hearings	City Council holds 2 readings, and passes the budget.	OBPE, City Council
June	Budget Signed into Law	Mayor reviews and acts on bills.	Mayor

A sample timeline for the capital budget is shown in the following chart:

Month	Stage	Description of Tasks	Parties Involved
October – November	Budget Call	<p>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.</p> <p>Departments submit request information. OBPE meets internally to discuss Department requests relative to carry-forward amounts.</p>	OBPE, CPC, City Departments
Mid-November - Mid-December	Budget Meetings	Capital budget meetings with departments. Departments present project requests for a six-year program to the OBPE, CPC, and other interested stakeholders.	OBPE, CPC, City Departments
December 15 - December 26	Budget formulation	OBPE compiles information into a consolidated budget.	OBPE
January	Budget Discussions	OBPE, CPC, and the Department of Public Property meet to discuss requests. OBPE compiles the carry-forward Budget Requests to be included in the new Budget.	OBPE, CPC, City Departments
January – February	Budget formulation	Revisions to the budget are made to balance the budget and program.	OBPE
Mid- February	Budget formulation	Recommendations for the Mayor are prepared.	OBPE, CPC
February 16 – 23	Budget formulation	Meetings with Mayor / Chief of Staff to review draft recommended capital program and budget.	OBPE, Mayor’s Office, CPC
Late February	Budget formulation	Prepare recommended capital program and budget.	OBPE, CPC
Early March	Budget Address & Delivery	Prepare Recommended Capital Program and Budget ordinances. Transmit Ordinances to Mayor and City Council.	Mayor’s Office, City Council, OBPE, CPC
March	Council Hearings	City Council holds hearings in regard to the budget. Budget Office, City Planning and	City Council, OBPE, CPC

Month	Stage	Description of Tasks	Parties Involved
		Departments respond to City Council's inquiries.	
April – June	Budget adjustments (if necessary)	Make changes to recommended Capital Budget and Program. Prepare and transmit final ordinance amendments to Mayor and City Council.	City Council, OBPE, CPC
May – June	Normal Capital Operations	City Council holds 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 year. Expenditures are generally recorded when a liability is incurred, as in the case of full accrual accounting. Debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due; however, those expenditures may be accrued if they are to be liquidated with available resources.

The City, through the Office of Budget and Program Evaluation (OBPE) estimates General Fund revenues. The OBPE provides forecasts of the six major taxes, as well as the estimates for the other categories. OBPE employs a number of approaches to developing its forecasts of local revenues:

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

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

Estimates of revenues to be received from the Commonwealth are based on historical patterns, currently available levels, and on levels proposed in a budget by the Governor. Likewise, estimates of revenues to be received from the Federal Government are based on historical patterns, currently available levels, and on levels proposed in a budget by the President of the United States or in a Congressional budget resolution. Non-tax revenues are based on current or proposed rates, charges or fees, historical patterns, and generally recognized econometric models. Expense estimates include, at a minimum, all obligations incurred during the fiscal year and estimated to be payable during the fiscal year or in the 24-month period following the close of the current fiscal year, and all obligations of prior fiscal years not covered by encumbered funds from prior fiscal years.

All cash flow projections provide for operations of the City to be conducted within the resources projected and are based upon assumptions as to sources and uses of cash. These assumptions include, but are not limited to, assumptions as to the timing of receipt and expenditure of cash and the issuance of tax or revenue anticipation notes of the City. All estimates take into account past and anticipated collections, expenditure and service demand experience of the City, and current and projected economic conditions.

Budget schedules prepared on the legally enacted basis differ from the General Accepted Accounting Principles (GAAP) basis in that both expenditures and encumbrances are applied against the current budget, adjustments affecting activity budgeted in prior years are accounted for through fund balance or as reduction of expenditures, and certain inter-fund transfers and reimbursements are budgeted as revenues and expenditures. A difference between the City's fund balance on a GAAP and budgetary, or legally enacted, basis can arise when, for example, taxes are collected midyear (e.g., April 2015) for the current calendar year such as with the Business Income and Receipts Tax. While legally these revenues are collected and accounted for during that fiscal year (FY15), on a GAAP basis only half of the revenue can be accounted for in that fiscal year (FY15). The other half of the tax revenue would need to be accounted for in the next fiscal year (FY16). As a result, differences can arise between fund balance estimates on a GAAP basis versus a budgetary basis as a result of the timing of receipts.

Relationship and Reporting to PICA: The Pennsylvania Intergovernmental Cooperation Authority was created on June 5, 1991, by the PICA Act for Cities of the First Class (the "PICA Act").³⁰ The Governor of Pennsylvania, the President pro tempore of the Pennsylvania Senate, the Minority Leader of the Pennsylvania Senate, the Speaker of the Pennsylvania House of Representatives, and the Minority Leader of the Pennsylvania House of Representatives each appoints one voting member of PICA's board. The Secretary of the Budget of the Commonwealth and the Director of Finance of the City serve as ex officio members of PICA's board with no voting rights.

The PICA Act provides that, upon request by the City to PICA for financial assistance and for so long as any bonds issued by PICA remain outstanding, PICA shall have certain financial and oversight functions. The PICA Act requires the City to annually develop a five year financial plan and obtain PICA's approval of it. PICA has the power, in its oversight capacity, to exercise certain advisory and review procedures with respect to the City's financial affairs, including the power to review and approve five year financial plans prepared at least annually by the City, and to certify non-compliance by the City with the then-existing five year plan adopted by the City pursuant to the PICA Act.

PICA is also required to certify non-compliance if, among other things, no approved five year plan is in place or the City has failed to file mandatory revisions to an approved five year plan. The PICA Act requires the City to prepare and submit quarterly reports to PICA so that PICA may determine whether the City is in compliance with the then-current five year plan. Under the PICA Act, a "variance" is deemed to have occurred as of the end of a reporting period if (i) a net adverse change in the fund balance of a covered fund of more than 1% of the revenues budgeted for such fund for that fiscal year is reasonably projected to occur, or (ii) the actual net cash flows of the City for a covered fund are reasonably projected to be less than 95% of the net cash flows of the City for such covered fund for that fiscal year originally forecasted at the time of adoption of the budget. The Mayor is required to provide a report to PICA that describes actual or current estimates of revenues, expenditures, and cash flows by covered funds compared to budgeted revenues, expenditures, and cash flows by covered funds for each month in the previous quarter and for the year-to-

³⁰ Philadelphia is the only city of the first class in the Commonwealth.

date period from the beginning of the then-current fiscal year of the City to the last day of the fiscal quarter or month, as the case may be, just ended. Each such report is required to explain any variance existing as of such last day.

PICA may not take any action with respect to the City for variances if the City (i) provides a written explanation of the variance that PICA deems reasonable; (ii) proposes remedial action that PICA believes will restore overall compliance with the then-current Five Year Plan; (iii) provides information in the immediately succeeding quarterly financial report demonstrating to the reasonable satisfaction of PICA that the City is taking remedial action and otherwise complying with the then-current Five Year Plan; and (iv) submits monthly supplemental reports as required by the PICA Act.

Under the PICA Act, any such certification of non-compliance would require the Secretary of the Budget of the Commonwealth to withhold payments due to the City from the Commonwealth or any of its agencies (including, with certain exceptions, all grants, loans, entitlements and payment of the portion of the PICA Tax, hereinafter described, otherwise payable to the City).

Expenditure Policies

Balanced Budget: Under the Charter, the budget must be balanced. This means that the total amount appropriated in the budget must not exceed the projected revenues to be raised by taxes and other measures. While Council is free to amend the budget, the Mayor's estimate of the value of anticipated revenues is binding, and the budget cannot exceed it. If actual revenues fall short and a deficit occurs, the shortfall must be made up in the next fiscal year. The budget is not effective, and no funds may be spent under it, until it is balanced (refers to budget, not to variances during the year).

Debt Issuance: The City can issue general obligation debt, backed by the full faith, credit, and taxing power of the City, subject to voter approval and subject to adherence to the Commonwealth Constitution. The Constitution limits the amount of the City's outstanding general obligation debt (not including self-supporting general obligation bonds for revenue producing facilities) to 13.5% of the immediately preceding 10-year average of assessed value of taxable real property, with debt greater than 3% of the immediately preceding 10-year average of assessed value of taxable real property having to get voter approval. The City also issues tax-supported obligations through its related authorities (Philadelphia Authority for Industrial Development, The Philadelphia Municipal Authority, and the Redevelopment Authority of the City of Philadelphia), which is repaid through annual rental payments (appropriated each fiscal year) from the City's General Fund to the related authorities to cover debt service. The City Treasurer also oversees the issuance of revenue bonds for the Water and Sewer Department, the Aviation Department, and Philadelphia Gas Works (PGW), which are not included in the City's calculations of General Fund fixed costs. The Office of the City Treasurer and the City Solicitor's Office coordinate their activities to ensure that all debt is issued in compliance with federal, state, and local laws. The City intends to follow general principles for debt issuance, including the following:

- Other than for refunding, general obligation debt should only be issued for capital projects that are authorized in the Capital Program.
- The life of debt should not exceed the projected average life of the asset with a maximum of 30 years.

- Principal should generally be amortized to achieve approximately level debt service; however, principal repayment can be structured to result in more rapid amortization (front-loaded debt service).
- For tax supported debt, principal amortization should generally be structured to reach a target of 50% of all outstanding principal scheduled to be repaid within 10 years. Consideration for a longer scheduled principal repayment percentage should be given if asset life is significantly longer than 30 years.
- Long-term debt obligations should generally be callable in no later than 10 years to allow flexibility to refund bonds if interest rates decline.
- Debt should generally be limited to serial and term maturities but can be sold in the form of capital appreciation bonds (CABs) or other forms if market conditions warrant.
- Any premium above par received from the sale of bonds should be used to pay the costs of issuance or be deposited into the Sinking Fund Account for payment of debt service.
- The City will aim to fund a portion of routine capital projects in each year's capital program with pay-as-you-go financing.

Debt Management: In order for the City to monitor the City's debt levels and overall financial flexibility (balance between fixed costs and available resources), the Office of the City Treasurer monitors and manages to certain self-imposed ratios related to debt service and other fixed costs as a percentage of budget. The largest fixed cost in the City's General Fund budget is the payment to amortize the City's unfunded pension liability. The Executive Director of the Sinking Fund Commission is responsible for making debt service payments.

- Tax Supported Debt Service plus Long Term Obligations as a percentage of General Fund and Debt Service Fund Expenditures should not exceed 15%.³¹
- Tax Supported Debt Service as a percentage of General Fund and Debt Service Fund Expenditures should not exceed 12%.³²
- 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%.³³
- Amount of Total Variable Rate Debt as a percentage of Debt should not exceed 35%.

³¹ Tax Supported Debt Service is defined as debt service on general obligation bonds and other tax-supported debt (including PICA debt service) less any self-supporting general obligation debt. Long Term Obligations include the MMO (excluding Normal Costs), amounts payable by the City under the Convention Center Operating Agreement between the City, the State, and the Pennsylvania Convention Center Authority (\$15 million annually), and other fixed costs such as the Eagles Stadium Operating and Expense Reimbursement (\$7 million to \$12 million annually).

³² 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).

³³ 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.

- Amount of Un-hedged Variable Rate Debt as a percentage of Debt should not exceed 15%.³⁴

Program-Based Budgeting and Cost-Benefit Analysis

In 2012, Philadelphians voted to amend the Philadelphia Home Rule Charter to require that certain information be submitted with the annual operating budget, annual capital budget, and capital program. This information includes the cost of performing specific functions, the effectiveness of such functions, and the return on investment for proposed capital expenditures. In 2013, City Council passed two separate ordinances requiring a stronger link between budgeting and performance management for the operating budget and the capital budget respectively. Starting in FY16, these ordinances require the Mayor to submit program-based budgeting data for each function for which appropriations are made in the proposed budget, including both cost and performance data; and cost-benefit analysis for each new capital project to be funded by the proposed capital budget, including return on investment, and payback data.

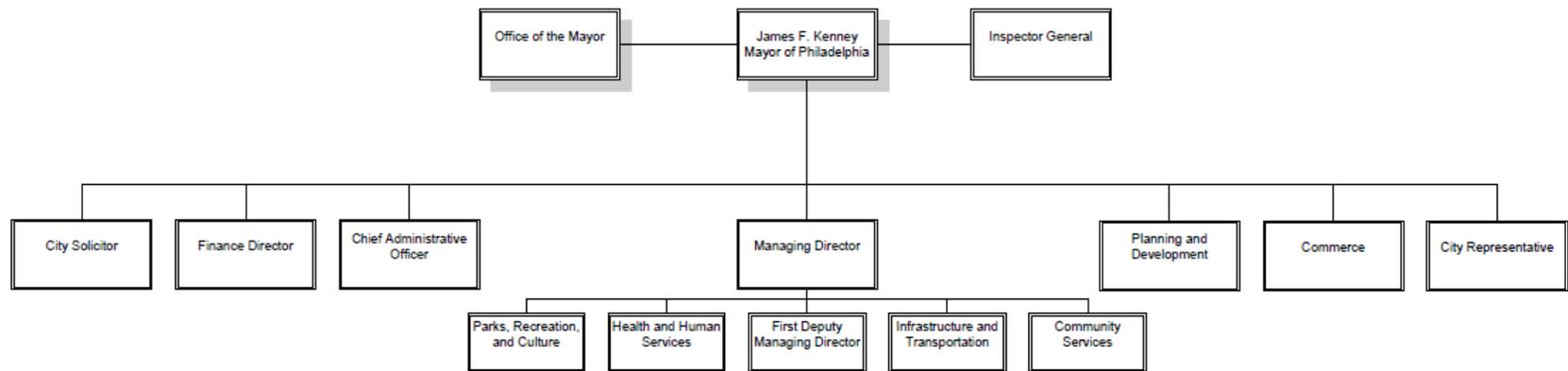
To meet these requirements, the Office of Budget and Program Evaluation began collecting both cost and performance data for every agency, as well as cost-benefit data for capital projects. To improve the process of collecting this information, OBPE procured a budgetary reporting system in 2015.

By FY18, OBPE plans to fully implement program-based budgeting and fulfill Mayor Kenney's vision of a "zero-based" budget. Under this new system, the City will no longer use an incremental budgeting approach, but will build the budget "from the ground up" with the goal of fully funding the priorities laid out in the City's Five Year Financial and Strategic Plan. This approach to budgeting will provide more transparency into how strategic objectives are funded and how each program supports these objectives. Funding decisions made at the program level will be informed by information such as the cost of each program, past performance, and how each program contributes to the Mayor's goals.

OBPE will pilot this program-based budgeting system in the FY17 operating budget with each agency's request for new money. To determine which new programs get funded, OBPE is requesting information about the cost of each program, a set of annual milestones to use in evaluating the program's efficacy, and a description of how each program contributes to the Mayor's five pillars.

³⁴ This limitation should be calculated separately for General Fund supported debt, Airport Revenue Bonds, Water and Wastewater Revenue Bonds, and Gas Works Revenue Bonds. When deciding whether to issue any variable rate debt, historic averages of cash balances should be evaluated to confirm that the financial flexibility is available if interest rates rise or in the case of hedged variable rate debt, if there is a dislocation between the swap rate and the bond rate.

CITY OF PHILADELPHIA ORGANIZATIONAL CHART



GLOSSARY

Adopted Budget – A plan of financial operation legally adopted by the City Council on an annual basis which provides authority to City agencies to expend funds for the purposes, and at the levels, set forth in the budget. The legal requirements for adopting a budget are set forth in the Philadelphia Home Rule Charter.

AFSCME – American Federation of State, County, and Municipal Employees. Many of the bargaining units for City employees are part of AFSCME.

Allocation – A part of a lump-sum appropriation which is designated for expenditure by specific organizational units.

Annual Operating Budget – The document prepared by the Office of Budget and Program Evaluation and supporting staff which represents the adopted budget and supporting information.

Appropriation – The total funds allocated to a department, as approved by City Council, to make expenditures and incur obligations for specific purposes. An appropriation is usually limited in amount and duration (usually one fiscal year for the operating budget and six fiscal years for the capital budget).

Bill – Proposed law under consideration by City Council.

Capital Budget – A one-year plan for financing long-term capital projects that lead to the physical development for the City. The capital budget is enacted as part of the complete annual budget which includes the operating budget.

Current Projection – Current projection of revenues, expenditures, and cash flows by covered funds compared to budgeted revenues, expenditures, and cash flows by covered funds.

Debt Service – Interest and principal payments on City bonds and payments to other government entities that issue bonds on behalf of the City, including the Philadelphia Municipal Authority, Philadelphia Authority for Industrial Development, and the Redevelopment Authority, as well as the Water Department, Division of Aviation, and Philadelphia Gas Works. The repayment of bonds issued by these organizations is secured by a lease or contract requiring the City to make payments sufficient to finance interest and principal payments on the debt.

Deferred Retirement Option Program (DROP) – The City's retirement benefit that allows City employees to accumulate their monthly service retirement benefit in an interest bearing account at the Board of Pensions for up to four years and continue to be employed by the City of Philadelphia. The deferred retirement benefit accrues on a monthly basis until the employee formally retires from the City of Philadelphia. Upon formal retirement the employee receives the accumulated retirement benefit in a lump sum. Any City employee who has attained the normal retirement age of their Pension Plan (or second anniversary of minimum retirement age for exempt and non-represented employees) and has ten years of credited pension service is eligible for the program. The service pension is calculated based on an employee's average final compensation and credited pension service at the date he/she elects to participate in DROP.

Expenditures – Monies spent by the City in the course of operations during a fiscal year.

Fiscal Year (FY) – A twelve-month period of time to which the annual budget applies and at the end of which the City determines its financial position and the results of its operations. The City’s fiscal year begins July 1 and ends June 30. For instance, Fiscal Year 2017 (FY17) will begin July 1, 2016 and ends June 30, 2017.

FOP – Fraternal Order of Police. Several of the bargaining units for unionized City employees are in the FOP.

Fund Balance – The amount of money remaining at the end of the fiscal year after accounting for all of the revenues and expenditures of the completed fiscal year.

General Fund – The primary fund supporting the operations of City government. This fund is primarily financed through tax revenue. It accounts for all revenues and expenditures of the City government except those for which a dedicated fund has been created.

Heart and Lung Act – Also known as the Enforcement Officers Disability Benefit Act, this Act requires that public safety personnel who are temporarily disabled from an injury that occurs during the performance of duty be fully compensated and continue to receive their employee salary and benefits without paying taxes.

Hiring Freeze – A temporary restriction on hiring in order to achieve financial savings.

IAFF – International Association of Fire Fighters, Local 22. One of the bargaining units for unionized City employees.

Internal Services – Services provided by administrative agencies to other City agencies, including the Office of Fleet Management, Department of Public Property, City Controller’s Office, Office of Innovation and Technology, Office of the Director of Finance, Law Department, Managing Director’s Office, and the Office of Human Resources.

LGBTQIA – Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, Asexual or Ally

Locally-Generated Non-Tax Revenue – Revenue received from sources other than taxes, grants from federal and state government, and inter-fund transfer payments. Includes user fees, fines, rents, proceeds of asset sales, interest earnings, and payments in lieu of taxes from non-profit organizations.

Long-term Obligations – Commitments the City has made that require the expenditure of funds after the current fiscal year. These commitments include outstanding debt, long-term leases, and pension payments to retirees.

Ordinance - An ordinance is a law enacted by a municipal body, such as City Council.

PICA – Pennsylvania Intergovernmental Cooperation Authority

Quarter (Q) – The three-month period on a financial calendar that acts as a basis for reporting. The four quarter breakdown for the City of Philadelphia is July 1 through September 30 (Q1), October 1 through December 31 (Q2), January 1 through March 31 (Q3), and April 1 through June 30 (Q4).

Quarterly City Manager’s Report (QCMR) – A summary report on the finances and management of the City. The purpose of the report is to provide senior management of the City, external stakeholders and the general public with a clear and timely summary of the City’s progress in implementing the financial and management goals of the current fiscal year of the City’s Five Year Financial Plan, both on a “To Date

Actual” basis and on a “Forecast for Full Year” basis. Sections of the QCMR include General Fund revenues and obligations; departmental full-time positions, leave-usage, and service delivery reports; water, aviation and grants fund reports; and a cash flow forecast.

Request for Proposal (RFP) – A solicitation often made through a bidding process by the City for the procurement of a commodity or service. Potential suppliers submit business proposals that are evaluated on pre-determined requirements.

Revenue – Funds collected by the City to finance operations during a fiscal year. All types of General Fund revenue are classified into one of four categories: Taxes, locally-generated non-tax revenue, revenue from other governments, and revenue from other funds.

Revenue from Other Funds – Payments to the General Fund from the Water Fund, Aviation Fund, Grants Revenue Fund, and other City funds. These payments are reimbursements for costs incurred by the General Fund to support operations primarily financed through other funds, such as operations of the Philadelphia Water Department, the city’s two airports, and activities financed by grants from the federal or state government.

Revenue from Other Governments – Financial assistance received from the federal government, the Commonwealth of Pennsylvania, or other governmental units such as the Philadelphia Parking Authority. This assistance is used to finance specific programs or reimburse specific costs that are paid by the General Fund.

Six Year Capital Program – A six year plan for financing long-term capital projects that lead to the physical development of the city and serves as the blueprint for capital improvements for the City. Included in the program is the name of each project and the amount forecasted to be expended in each year as well as the proposed method of financing the projects.

Target Budget – Current target of revenues, expenditures, and cash flows by covered funds compared to budgeted revenues, expenditures, and cash flows by covered funds. This is the budget amount departments anticipate spending, given their total appropriations. Targets are set by departments and the Office of Budget and Program Evaluation in partnership after the annual budget is adopted.

Unfunded Pension Liability – An actuarial calculation of the difference between accrued liabilities for pension benefits payable to past and current City employees and the value of Pension Fund assets.

APPENDIX

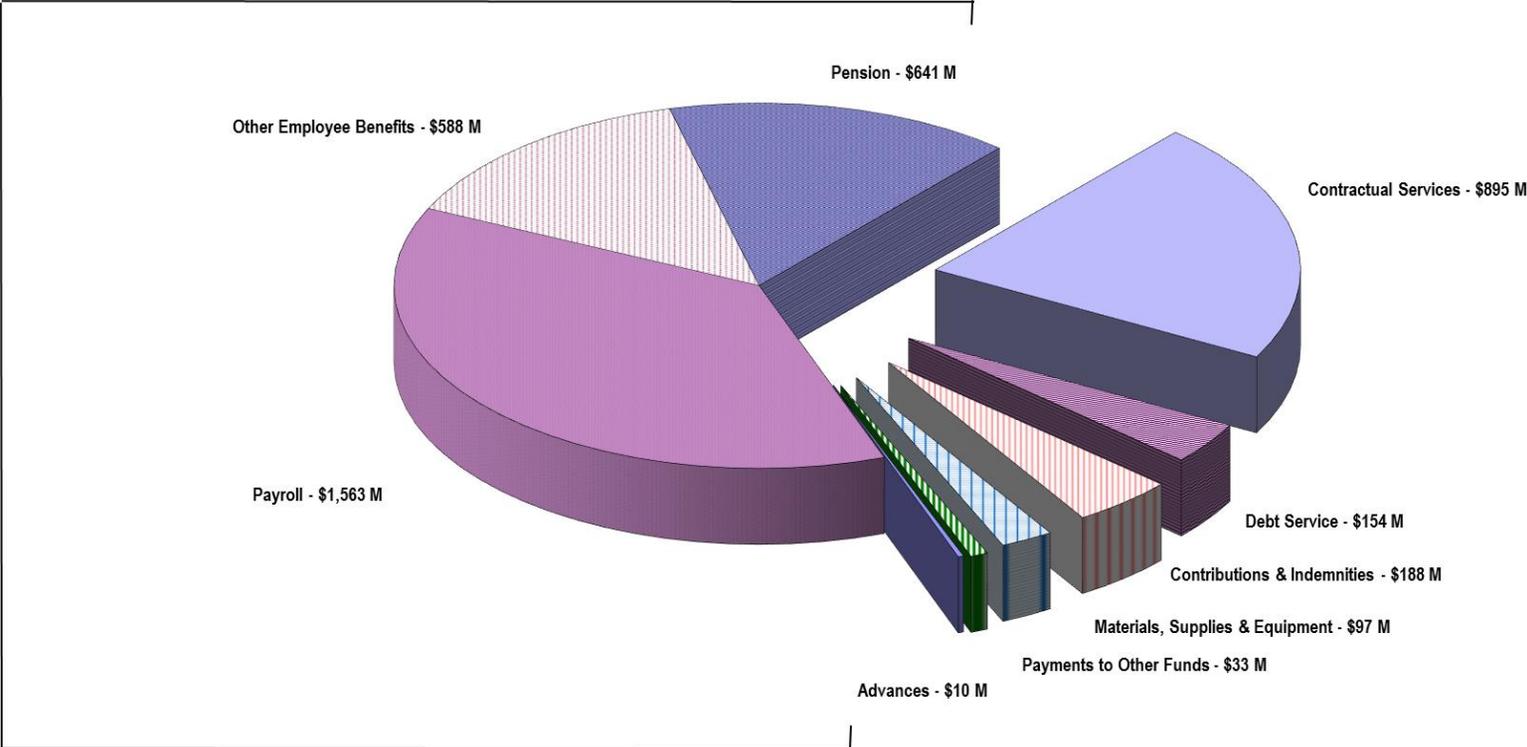
1.1 REVENUES AND EXPENDITURES

City of Philadelphia				SUMMARY OF OPERATIONS				
Five Year Financial Plan FY2017-2021				FISCAL YEARS 2015 TO 2021				
(Amounts in Thousands)								
FUND								
General								
NO.	ITEM	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
OPERATIONS OF FISCAL YEAR								
REVENUES								
1	Taxes	2,777,020	2,932,517	3,072,629	3,215,442	3,288,268	3,363,959	3,435,471
2	Locally Generated Non-Tax Revenues	294,395	283,917	284,157	278,282	278,690	279,271	279,271
3	Revenue from Other Governments	649,321	676,093	693,647	716,695	739,885	755,244	780,319
4	Sub-Total	3,720,736	3,892,527	4,050,433	4,210,419	4,306,844	4,398,473	4,495,061
5	Revenue from Other Funds of City	39,031	62,410	62,834	63,270	63,622	63,988	64,370
6	Total Revenue and Other Sources	3,759,767	3,954,937	4,113,267	4,273,689	4,370,465	4,462,462	4,559,431
OBLIGATIONS/APPROPRIATIONS								
7	Personal Services	1,508,678	1,555,975	1,562,852	1,568,772	1,572,560	1,573,280	1,573,280
8	Personal Services-Pensions	558,269	610,320	620,093	632,626	644,363	655,329	654,890
9	Personal Services-Add'l Pensions (Sales Tax)	0	10,422	15,417	20,899	41,421	47,039	52,648
10	Personal Services-Add'l Pensions (Sugary Drink Tax)	0	0	5,494	13,963	6,255	1,664	0
11	Personal Services-Other Employee Benefits	541,273	559,489	588,281	611,179	635,125	660,606	687,440
12	Sub-Total Employee Compensation	2,608,220	2,736,206	2,792,137	2,847,439	2,899,724	2,937,918	2,968,258
13	Purchase of Services	810,574	849,173	894,850	942,928	930,458	937,825	950,396
14	Materials, Supplies and Equipment	90,558	100,959	97,157	102,542	106,954	105,978	105,978
15	Contributions, Indemnities, and Taxes	150,747	192,031	187,597	188,951	188,145	189,934	190,392
16	Debt Service	131,968	141,398	153,950	161,652	178,921	189,895	199,505
17	Advances & Misc. Pmts. / Labor Obligations	0	0	10,000	20,000	40,000	60,000	70,000
18	Sub-Total	3,792,067	4,019,767	4,135,691	4,263,512	4,344,202	4,421,550	4,484,529
19	Payments to Other Funds	39,448	32,715	32,064	33,943	35,471	37,078	38,768
20	Total - Obligations	3,831,515	4,052,482	4,167,755	4,297,455	4,379,673	4,458,628	4,523,297
21	Oper.Surplus (Deficit) for Fiscal Year	(71,748)	(97,545)	(54,488)	(23,766)	(9,208)	3,834	36,134
22	Prior Year Adjustments:							
23	Other Adjustments	21,144	23,000	19,500	19,500	19,500	19,500	19,500
24	Total Prior Year Adjustments	21,144	23,000	19,500	19,500	19,500	19,500	19,500
25	Adjusted Oper. Surplus/ (Deficit)	(50,604)	(74,545)	(34,988)	(4,266)	10,292	23,334	55,634
OPERATIONS IN RESPECT TO PRIOR FISCAL YEARS								
Fund Balance Available for Appropriation								
26	June 30 of Prior Fiscal Year	202,135	151,531	76,986	41,998	37,733	48,025	71,359
27	Fund Balance Available for Appropriation June 30	151,531	76,986	41,998	37,733	48,025	71,359	126,993

City of Philadelphia Fiscal Year 2017 Obligations By Type of Expenditure General Fund

Total Amount of Funds: \$4.168 Billion

**Total
Personnel
Costs
\$2.79 B
(67% of
total
anticipated
obligations)**



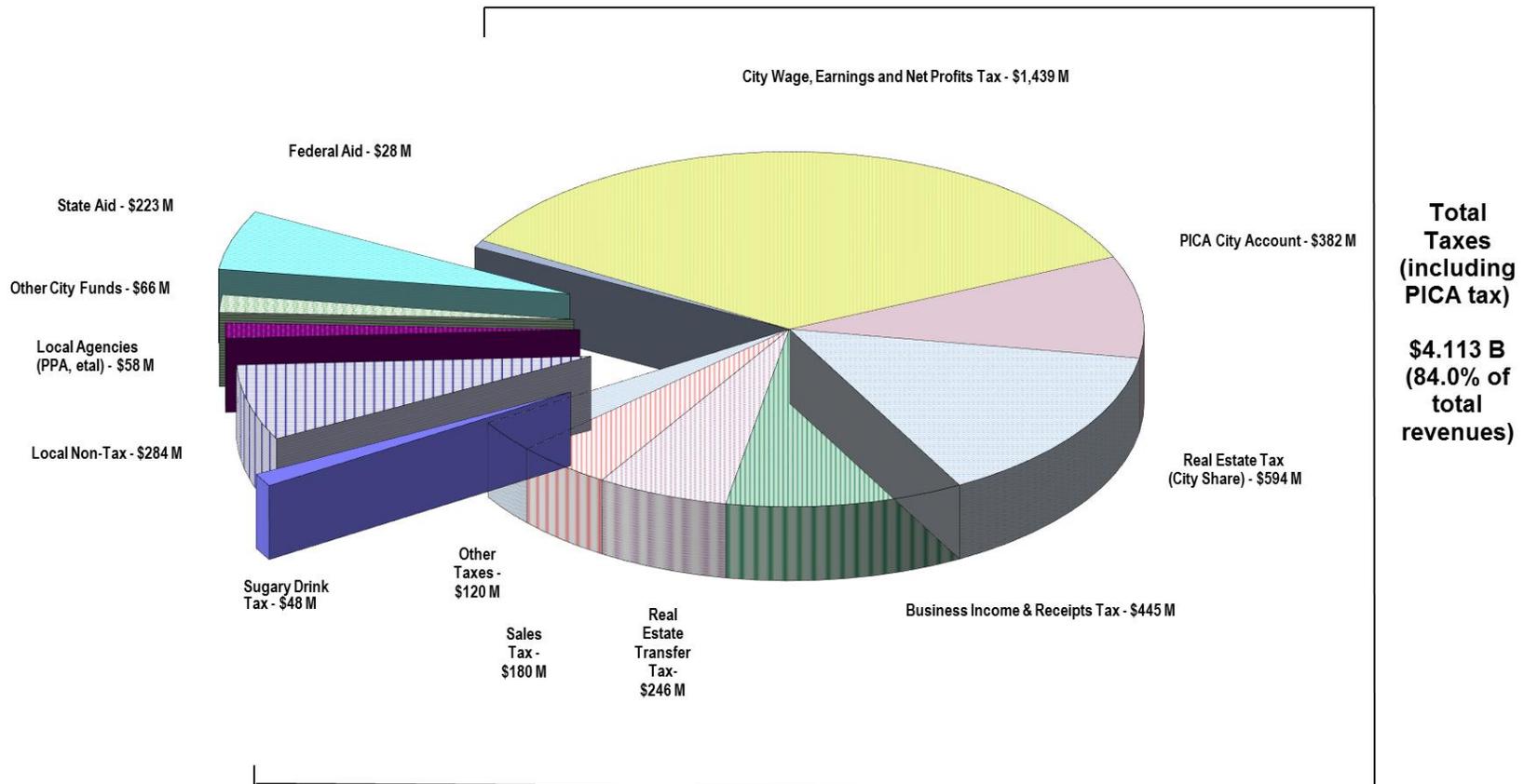
City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Major Taxes (\$ in Millions) with Percentage Change from Previous Year

Tax	Actual FY15	Projected FY16	Projected FY17	Projected FY18	Projected FY19	Projected FY20	Projected FY21
Wage & Net Profits - Current & Prior	1,347.0	1,392.2	1,439.3	1,484.6	1,505.0	1,522.1	1,538.8
% change from prior year	n.a.	3.4%	3.4%	3.1%	1.4%	1.1%	1.1%
Real Property - Current & Prior	536.4	581.4	594.0	608.6	629.0	650.1	672.6
% change from prior year	n.a.	8.4%	2.2%	2.5%	3.3%	3.4%	3.5%
Business Income & Receipts - Current & Prior	438.2	435.2	445.5	450.0	459.1	471.1	480.1
% change from prior year	n.a.	-0.7%	2.4%	1.0%	2.0%	2.6%	1.9%
Sales	149.5	170.8	180.8	191.8	202.8	214.1	225.3
% change from prior year	n.a.	14.3%	5.8%	6.1%	5.8%	5.5%	5.2%
Real Property Transfer	203.4	237.5	245.5	260.5	267.6	276.7	283.7
% change from prior year	n.a.	16.8%	3.4%	6.1%	2.7%	3.4%	2.5%
Parking	79.7	91.9	95.1	98.5	101.9	105.5	109.2
% change from prior year	n.a.	15.3%	3.5%	3.5%	3.5%	3.5%	3.5%
Other Taxes	22.8	23.4	24.4	25.6	27.0	28.4	29.9
% change from prior year	n.a.	2.8%	4.1%	4.8%	5.4%	5.4%	5.1%
Sugary Drink Tax	0.0	0.0	48.0	96.0	96.0	95.9	95.9
% change from prior year	n.a.	n.a.	n.a.	100.0%	0.0%	0.0%	0.0%
Total Taxes	<u>2,777.0</u>	<u>2,932.5</u>	<u>3,072.6</u>	<u>3,215.4</u>	<u>3,288.3</u>	<u>3,364.0</u>	<u>3,435.5</u>
% Change from prior year	n.a.	5.6%	4.8%	4.6%	2.3%	2.3%	2.1%

Note: Wage & Net Profits Taxes include rate reductions that resumed in FY14. Business Income & Receipts Tax incorporate rate reductions and changes in recently passed legislation that began in FY13. The reduced estimate for the Sales Tax in FY15 is the result of the reauthorization by the Commonwealth of the 1% increase but this revenue is dedicated to the School District. The increased estimate for the Real Estate Tax in FY16 is the result of a rate adjustment from 0.006018 to 0.006317, intended to provide the School District an additional City contribution of \$25 million. Likewise, the increased estimate for Parking Tax in FY16 is the result of a rate adjustment from 20% to 22.5% with the aim of raising \$10 million of revenue to be directed to the School District. Wage tax does not include the PICA portion.

City of Philadelphia Fiscal Year 2017 Estimated Revenues General Fund

Total Amount of Funds: \$4.113 Billion



**City of Philadelphia
General Fund
FY 2017- 2021 Five Year Financial Plan
Summary by Class**

Expenditure Class	Actual FY 15	Budgeted FY 16	Projected FY 16	Projected FY 17	Projected FY 18	Projected FY 19	Projected FY 20	Projected FY 21
Class 100 - Wages	1,508,678,147	1,534,426,099	1,555,974,744	1,562,851,780	1,568,772,203	1,572,560,203	1,573,280,203	1,573,280,203
Class 100 - Benefits	1,099,541,937	1,172,182,395	1,180,231,073	1,229,284,926	1,278,666,714	1,327,164,158	1,364,637,688	1,394,978,042
Class 200 - Contracts / Leases	810,573,820	832,668,004	849,173,138	894,850,404	942,927,760	930,457,606	937,824,842	950,395,663
Class 300/400 - Supplies, Equipment	90,558,633	97,082,184	100,958,553	97,156,734	102,542,275	106,954,125	105,977,525	105,977,525
Class 500 - Indemnities / Contributions	150,746,909	187,630,973	192,030,973	187,596,917	188,950,664	188,144,915	189,933,825	190,392,254
Class 700 - Debt Service	131,968,290	141,398,213	141,398,213	153,950,119	161,652,070	178,920,370	189,895,353	199,504,972
Class 800 - Payments to Other Funds	39,447,601	32,715,032	32,715,032	32,064,020	33,943,634	35,471,373	37,078,101	38,768,156
Class 900 - Advances / Misc. Payments	0	100	100	10,000,100	20,000,100	40,000,100	60,000,100	70,000,100
Total	3,831,515,337	3,998,103,000	4,052,481,826	4,167,755,000	4,297,455,420	4,379,672,850	4,458,627,637	4,523,296,915

City of Philadelphia
FY 2017 - 2021 Five Year Financial Plan
General Fund
Summary by Department

Department	Actual FY15	Budgeted FY16	Projected FY16	Projected FY17	Projected FY18	Projected FY19	Projected FY20	Projected FY21
Art Museum Subsidy	2,585,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
Atwater Kent Museum	230,906	293,498	293,498	293,498	294,817	294,817	294,817	294,817
Auditing	8,271,589	8,295,335	8,615,335	8,431,962	8,431,962	8,431,962	8,431,962	8,431,962
Board of Ethics	898,226	1,066,989	1,066,989	1,071,403	1,071,403	1,071,403	1,071,403	1,071,403
Board of Revision of Taxes	1,035,977	855,554	855,554	855,554	855,554	855,554	855,554	855,554
City Commissioners	9,219,448	9,663,243	9,838,243	9,677,785	9,677,785	9,156,785	9,156,785	9,156,785
City Council	14,635,452	41,725,293	16,725,293	16,725,293	16,725,293	16,725,293	16,725,293	16,725,293
City Planning Commission	2,278,413	2,504,778	2,504,778	2,539,728	2,489,728	2,489,728	2,489,728	2,489,728
City Representative	1,024,105	1,033,931	1,083,931	1,010,111	1,010,111	1,010,111	1,010,111	1,010,111
City Treasurer	924,877	1,126,357	1,126,357	1,180,726	1,180,726	1,180,726	1,180,726	1,180,726
Civil Service Commission	183,692	177,937	177,937	179,476	179,476	179,476	179,476	179,476
Civil Service Comm - Provision for Future Labor Obligations	0	0	0	10,000,000	20,000,000	40,000,000	60,000,000	70,000,000
Commerce	7,885,115	4,763,346	6,206,024	4,677,125	4,677,125	4,677,125	4,677,125	4,677,125
Commerce - Convention Center Subsidy	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Commerce - Economic Stimulus	1,294,448	3,294,448	3,294,448	3,294,448	2,294,448	2,294,448	2,294,448	2,294,448
District Attorney	35,561,390	35,482,214	35,482,214	36,295,718	36,295,718	36,295,718	36,295,718	36,295,718
Finance	22,318,952	17,658,655	19,958,655	12,394,577	14,644,577	13,194,577	14,444,577	14,444,577
Finance-Budget Stabilization Reserve	0	0	0	0	0	0	0	0
Finance - Community College Subsidy	26,909,207	30,309,207	30,309,207	28,909,207	28,909,207	28,909,207	28,909,207	28,909,207
Finance - Employee Benefits	1,099,541,937	1,172,182,395	1,180,231,073	1,229,284,926	1,278,666,714	1,327,164,158	1,364,637,688	1,394,978,042
Finance - Hero Awards	18,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Finance - Indemnities	0	38,000,000	40,100,000	40,675,000	40,675,000	40,675,000	40,675,000	40,675,000
Finance - Refunds	2	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Finance - School District Contribution	69,110,300	79,184,673	104,184,673	104,263,617	104,342,364	104,735,115	105,200,525	105,658,954
Finance - Witness Fees	121,005	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Fire	232,526,640	219,082,796	229,224,624	221,812,329	225,349,952	228,589,112	228,835,447	229,089,172
First Judicial District	117,976,545	110,315,300	110,315,300	110,303,140	110,303,140	110,303,140	110,303,140	110,303,140
Fleet Management	48,718,467	46,612,500	46,778,465	48,180,887	48,180,887	48,180,887	48,180,887	48,180,887
Fleet Management - Vehicle Lease/Purchases	11,946,483	14,965,000	14,965,000	12,965,000	13,965,000	13,965,000	13,965,000	13,965,000
Free Library	40,668,870	40,100,988	40,100,988	40,080,990	40,080,990	40,080,990	40,080,990	40,080,990
Historical Commission	384,361	424,560	424,560	431,732	431,732	431,732	431,732	431,732
Human Relations Commission	1,823,081	2,147,096	2,147,096	2,190,207	2,190,207	2,190,207	2,190,207	2,190,207
Human Services	96,543,925	102,729,321	102,729,321	103,219,500	103,219,500	103,219,500	103,219,500	103,219,500
Labor Relations	667,481	572,466	572,466	996,229	996,229	996,229	996,229	996,229
Law	15,742,910	14,642,276	15,976,276	16,592,715	15,192,715	15,192,715	15,192,715	15,192,715
L+I	29,811,576	31,476,558	31,476,558	33,473,527	33,473,527	33,473,527	33,473,527	33,473,527
L+I Board of Building Standards	63,025	73,970	73,970	75,419	75,419	75,419	75,419	75,419
L+I Board of L+I Review	137,857	167,790	167,790	169,637	169,637	169,637	169,637	169,637
L+I Zoning Board of Adjustment	373,802	372,290	372,290	372,290	372,290	372,290	372,290	372,290
Managing Director	35,106,107	35,595,543	37,025,496	38,297,012	38,422,012	38,422,012	38,422,012	38,422,012
Managing Director - Legal Services	42,923,209	43,159,131	44,695,131	44,695,131	45,695,131	45,695,131	45,695,131	45,695,131
Mayor	5,000,680	5,031,625	5,031,625	4,261,140	4,261,140	4,261,140	4,261,140	4,261,140
Mayor - Scholarships	199,500	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Mayor - Office of Chief Administrative Officer	0	0	0	4,629,445	4,629,445	4,629,445	4,629,445	4,629,445
Mayor - Office of Community Schools/ Universal Pre-K	0	0	0	29,702,500	55,531,750	67,158,300	68,785,000	68,785,000
Mayor - Planning and Development	0	0	0	1,016,000	1,016,000	1,016,000	1,016,000	1,016,000
Mayor's Office of Community Empowerment and Opportunity	500,000	605,000	1,030,000	695,000	590,000	590,000	590,000	590,000
Mayor's Office of Transportation and Utilities	798,692	734,270	734,270	0	0	0	0	0
Mural Arts Program	1,458,245	1,646,016	1,646,016	1,616,016	1,616,016	1,616,016	1,616,016	1,616,016
Office of Arts and Culture and the Creative Economy	3,968,576	4,172,855	4,172,855	4,172,855	4,172,855	4,172,855	4,172,855	4,172,855
Office of Behavioral Health and Intellectual Disabilities	13,967,356	13,975,576	13,975,576	13,886,076	13,886,076	13,886,076	13,886,076	13,886,076
Office of Housing and Community Development	2,600,068	3,590,000	3,590,000	2,865,000	2,690,000	2,615,000	2,618,000	2,618,000
Office of Human Resources	5,938,890	6,433,623	6,433,623	6,275,580	6,437,580	6,275,580	6,275,580	6,275,580
Office of Innovation and Technology	51,917,083	53,379,584	53,867,582	53,059,386	54,403,166	53,853,166	53,853,166	53,853,166
Office of Innovation and Technology - 911	11,956,848	30,502,878	30,502,878	30,502,878	30,502,878	30,502,878	30,502,878	30,502,878
Office of Inspector General	1,486,801	1,668,811	1,668,811	1,668,811	1,606,311	1,606,311	1,606,311	1,606,311
Office of Property Assessment	12,570,273	13,285,146	13,285,146	12,794,865	12,544,865	12,544,865	12,544,865	12,544,865
Office of Supportive Housing	45,178,263	45,544,382	45,721,917	46,057,206	46,057,206	46,057,206	46,057,206	46,057,206
Office of Sustainability	0	835,327	835,327	835,327	835,327	835,327	835,327	835,327
Parks and Recreation	56,719,070	57,874,883	58,205,968	57,669,081	57,669,081	57,669,081	57,669,081	57,669,081
Police	632,692,801	643,009,937	652,380,424	650,176,870	650,176,870	650,176,870	650,176,870	650,176,870
Prisons	246,159,162	253,791,576	254,413,576	258,831,670	258,831,670	258,831,670	258,831,670	258,831,670
Procurement	4,857,830	4,837,672	4,837,672	4,869,720	4,869,720	4,869,720	4,869,720	4,869,720
Public Health	113,479,766	116,292,446	122,031,824	123,334,038	123,334,038	123,334,038	123,334,038	123,334,038
Public Property	67,593,515	59,893,332	60,702,501	61,696,310	62,950,924	64,239,503	65,599,896	67,036,226
Public Property - SEPTA Subsidy	70,415,000	74,215,000	74,215,000	79,720,000	85,988,000	91,503,000	96,680,000	102,415,000
Public Property - Space Rentals	19,871,298	20,624,429	20,624,429	20,875,402	26,371,028	26,814,775	27,260,447	27,766,543
Public Property - Utilities	31,355,461	33,092,334	33,092,334	30,656,047	30,492,113	31,513,019	32,568,181	33,658,748
Records	4,495,535	4,822,825	4,822,825	4,767,214	4,767,214	4,767,214	4,767,214	4,767,214
Register of Wills	3,608,407	3,522,195	3,772,195	3,672,195	3,672,195	3,672,195	3,672,195	3,672,195
Revenue	23,022,718	25,771,489	26,179,489	30,203,839	29,318,839	29,050,939	29,050,939	29,050,939
Sheriff	22,167,839	19,203,247	21,203,247	20,142,275	20,142,275	20,142,275	20,142,275	20,142,275
Sinking Fund Commission (Debt Service)	238,388,830	245,945,126	245,945,126	277,589,734	298,008,545	291,223,766	301,253,508	315,267,868
Streets - Sanitation	107,128,376	92,288,259	93,702,331	92,512,350	93,297,857	93,301,529	94,123,372	94,957,789
Streets - Transportation	37,463,661	33,118,461	36,418,461	33,047,842	38,047,842	38,047,842	37,047,842	37,047,842
Youth Commission	72,413	142,740	142,740	0	0	0	0	0
Total	3,831,515,337	3,998,103,000	4,052,481,826	4,167,755,000	4,297,455,420	4,379,672,850	4,458,627,637	4,523,296,915

City of Philadelphia
 General Fund
 FY 2017 - 2021 Five Year Financial Plan
 Estimated Fringe Benefit Allocation

Expenditure Category	Actual FY 15	Budgeted FY 16	Projected FY 16	Projected FY 17	Projected FY 18	Projected FY 19	Projected FY 20	Projected FY 21
Unemployment Comp.	2,544,017	4,580,260	4,580,260	4,580,260	4,580,260	4,580,260	4,580,260	4,580,260
Employee Disability	57,326,888	58,088,800	58,088,800	61,466,307	62,953,792	64,477,273	66,037,623	67,635,734
Pension	450,522,994	497,057,762	497,057,762	509,301,027	521,833,995	533,571,219	544,537,566	544,098,249
Pension Obligation Bonds	107,746,154	113,270,454	113,270,454	110,791,652	110,791,652	110,791,652	110,791,652	110,791,652
FICA	71,150,707	72,431,454	72,431,454	74,590,495	74,900,853	74,900,853	74,900,853	74,900,853
Health / Medical	394,558,639	411,484,132	410,484,132	433,747,675	454,847,793	477,269,853	501,190,344	526,426,837
Group Life	7,285,066	8,100,386	8,100,386	8,100,386	8,100,386	8,100,386	8,100,386	8,100,386
Group Legal	7,708,649	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842
Tool Allowance	105,200	146,267	146,267	146,267	146,267	146,267	146,267	146,267
Flex Cash Payments	593,623	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Pension Relief - Sales Tax	0	1,373,038	10,421,716	15,417,017	20,898,683	41,421,093	47,039,040	52,647,962
Pension Relief - Sugary Drink Tax	0	0	0	5,493,998	13,963,191	6,255,460	1,663,855	0
Total	1,099,541,937	1,172,182,395	1,180,231,073	1,229,284,926	1,278,666,714	1,327,164,158	1,364,637,688	1,394,978,042

**City of Philadelphia
Fiscal Year 2017 Proposed All Funds Operating Budget**

Department	Acute Care Hospital Assessment Fund	Aviation Fund	Car Rental Tax Fund	Community Development Fund	County Liquid Fuels Tax Fund	General Fund	Grants Revenue Fund	HealthChoices Behavioral Health Fund	Hotel Room Rental Tax Fund	Housing Trust Fund	Special Gasoline Tax Fund	Water Fund	Water Residual Fund	Total
Art Museum						2,550,000								2,550,000
Atwater Kent Museum						3,294,448								3,294,448
Auditing						294,817								294,817
Board of Ethics						8,431,962	249,999							8,681,961
Board of Revision of Taxes						1,071,403								1,071,403
City Commissioners						855,554								855,554
City Council						9,677,785	900,000							10,577,785
City Planning Commission				280,000		16,725,293								16,725,293
City Representative						2,539,728	478,748							3,298,476
City Treasurer						1,010,111								1,010,111
Civil Service Commission						1,180,726								1,180,726
Commerce		193,568,090		6,650,955		10,179,476								10,179,476
Commerce - Convention Center Subsidy						4,677,125	10,342,515		63,954,000					279,192,685
Commerce - Economic Stimulus						15,000,000								15,000,000
District Attorney						3,294,448								3,294,448
Finance	75,000	4,146,000				36,295,718	16,032,028							52,327,746
Finance - Community College Subsidy						12,394,577								16,615,577
Finance - Employee Benefits	268,264	59,194,271		4,082,031		28,909,207								28,909,207
Finance - Hero Awards						1,228,284,926					1,000,000	113,965,262		1,407,794,754
Finance - Indemnities		2,512,000				25,000								25,000
Finance - Provision for Other Grants				20,000,000		40,675,000						6,500,000		49,687,000
Finance - Refunds						0	203,800,585							223,800,585
Finance - School District Contribution						250,000								250,000
Finance - Witness Fees						104,263,617								104,263,617
Fire		6,726,366				171,518								171,518
First Judicial District						221,812,329	22,819,198							251,357,893
Fleet Management		8,245,188				110,303,140	47,610,184							157,913,324
Free Library						61,145,887						8,732,957		78,124,032
Historical Commission						40,080,990	8,270,929							48,351,919
Human Relations Commission						431,732								431,732
Human Services						2,190,207								2,190,207
Labor Relations						103,215,500	567,959,046							671,178,546
Law		2,020,599		154,637		996,229								996,229
Licenses & Inspections				514,818		16,592,715					3,240,830			22,008,781
L&I-Board of Building Standards						33,612,119	4,500,000							38,626,937
L&I-Board of L & I Review						75,419								75,419
L&I-Zoning Board of Adjustment						169,637								169,637
Managing Director						372,290								372,290
Managing Director - Legal Services						38,297,012	8,624,282					138,550		47,059,844
Mayor						44,695,131								44,695,131
Mayor - Scholarships						4,261,140	1,035,590							5,296,730
Mayor - Office of the Chief Administrative Officer						200,000								200,000
Mayor - Office of Community Schools & Universal Pre-K						4,629,445								4,629,445
Mayor's Office of Community Empowerment and Opportunity						29,702,500								29,702,500
Mayor's Office of Transportation and Utilities						695,000	16,141,290							16,836,290
Mayor - Planning & Development						0								0
Mural Arts Program						1,016,000								1,016,000
Office of Arts and Culture						1,616,016								1,616,016
Office of Behavioral Health and Intellectual disability						4,172,855								4,172,855
Office of Housing & Community Development				61,121,559		13,886,076	261,487,062	1,302,000,000						1,577,373,138
Office of Human Resources						2,865,000	116,180,000			23,500,000				203,666,559
Office of Innovation & Technology		10,002,146				6,275,580								6,275,580
Office of Inspector General						83,562,264	44,456,337					22,412,991		160,433,738
Office of Property Assessment						1,668,811								1,668,811
Office of Supportive Housing						12,794,865								12,794,865
Office of Sustainability		93,873				46,057,206	47,452,717							93,509,923
Parks & Recreation						835,327	40,000					93,874		1,063,074
Police		15,837,136				57,669,081	12,237,484							69,906,565
Prisons						650,176,870	20,914,938							686,928,944
Procurement						258,831,670	30,000							258,861,670
Public Health	159,747,736					4,869,720						82,098		4,951,818
Public Property		26,900,000				123,334,038	83,689,068							366,770,842
Public Property - Septa Subsidy						61,695,319						4,042,633		32,658,843
Public Property - Space Rentals						79,720,000								79,720,000
Public Property - Utilities						20,875,402								20,875,402
Records						30,656,047								30,656,047
Register of Wills						4,767,214								4,767,214
Revenue	45,000					3,672,195								3,672,195
Sheriff						30,203,839	21,425,000					18,490,846		70,164,685
Sinking Fund Commission (Debt Service)		139,626,331	6,000,000			20,142,275								20,142,275
Streets						277,589,734								630,587,744
Water						4,500,000	125,560,192				33,770,000			188,580,192
Youth Commission						0						384,113,280	34,724,000	418,837,280
TOTAL	\$160,136,000	\$468,872,000	\$6,000,000	\$92,804,000	\$4,500,000	\$4,167,755,000	\$1,541,427,000	\$1,302,000,000	\$63,954,000	\$23,500,000	\$34,770,000	\$769,185,000	\$34,724,000	\$ 8,669,627,000

1.2 OTHER STATUTORY REQUIREMENTS

City of Philadelphia
Principal General Fund Obligation Growth Assumptions
FY 2017 - 2021 Five Year Financial Plan

		FY17	FY18	FY19	FY20	FY21
Class 100	Personal Services					
	<i>Civilian Wages - DC#47/NR</i>	3.00%	0.0%	0.0%	0.0%	0.0%
	<i>Civilian Wages - Other</i>	0.00%	0.0%	0.0%	0.0%	0.0%
	<i>Uniform Wages - Local #159</i>	3.25%	0.0%	0.0%	0.0%	0.0%
	<i>Uniform Wages - F.O.P.</i>	3.25%	0.0%	0.0%	0.0%	0.0%
	<i>Uniform Wages - I.A.F.F.</i>	0.00%	0.0%	0.0%	0.0%	0.0%
	Employee Benefits					
	<i>Unemployment Compensation</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Employee Disability</i>	5.8%	2.4%	2.4%	2.4%	2.4%
	<i>Pension</i>	2.5%	2.5%	2.2%	2.1%	0.0%
	<i>Pension Obligation Bond</i>	-2.2%	0.0%	0.0%	0.0%	0.0%
	<i>FICA</i>	3.0%	0.4%	0.0%	0.0%	0.0%
	<i>Health/Medical</i>	5.7%	4.9%	4.9%	5.0%	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	0.0%	0.0%	0.0%	0.0%	0.0%
Class 900	Advances & Misc. Payments	N.A.	N.A.	N.A.	N.A.	N.A.

1.3 GENERAL FUND FULL TIME POSITIONS

City of Philadelphia
Fiscal Year 2017 Operating Budget
FY 2017-2021 Five Year Plan
General Fund Full-Time Positions

Department	Filled Positions 6/30/15	FY 2016 Adopted Budget	December 2015 Actual	FY 2017 Proposed Budget	FY 2018 Proposed Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget
Atwater Kent Museum	2	4	2	4	4	4	4	4
Auditing	129	140	132	140	140	140	140	140
Board of Ethics	9	12	10	12	12	12	12	12
Board of Revision of Taxes	12	14	12	15	15	15	15	15
City Commissioners	91	98	93	104	104	104	104	104
City Council	176	195	175	195	195	195	195	195
City Planning Commission	29	32	28	32	32	32	32	32
City Representative	6	7	6	7	7	7	7	7
City Treasurer	14	16	15	16	16	16	16	16
Civil Service Commission	2	2	2	2	2	2	2	2
Commerce	21	34	21	33	33	33	33	33
<i>District Attorney Civilian</i>	464	452	469	489	489	489	489	489
<i>District Attorney Uniform</i>	12	30	15	36	36	36	36	36
District Attorney - Total	476	482	484	525	525	525	525	525
Finance	160	175	162	116	128	128	128	128
<i>Fire Civilian</i>	108	123	111	123	123	123	123	123
<i>Fire Uniform</i>	2,042	2,164	2,225	2,167	2,167	2,167	2,167	2,167
Fire - Total	2,150	2,287	2,336	2,290	2,290	2,290	2,290	2,290
First Judicial District	1,842	1,886	1,815	1,908	1,908	1,908	1,908	1,908
Fleet Management	261	287	265	287	287	287	287	287
Free Library	642	692	647	692	692	692	692	692
Historical Commission	6	6	5	6	6	6	6	6
Human Relations Commission	30	34	32	34	34	34	34	34
Human Services	395	449	395	410	410	410	410	410
Labor Relations	7	8	8	14	14	14	14	14
Law	152	154	124	153	153	153	153	153
Licenses & Inspections	335	384	332	417	417	417	417	417
L&I-Board of Building Standards	1	1	1	1	1	1	1	1
L&I-Board of L & I Review	2	2	2	2	2	2	2	2
L&I-Zoning Board of Adjustment	5	5	5	5	5	5	5	5
Managing Director	257	266	265	278	278	278	278	278
Mayor	51	49	41	44	44	44	44	44
Mayor - Office of the Chief Administrative Officer	0	0	0	52	52	52	52	52
Mayor - Office of Community Schools & Universal Pre-K	0	0	0	19	31	43	55	55
Mayor's Office of Community Empowerment and Opportunity	0	0	0	1	1	1	1	1
Mayor's Office of Transportation and Utilities	12	13	10	0	0	0	0	0
Mayor - Planning & Development	0	0	0	3	3	3	3	3
Mural Arts Program	10	11	11	11	11	11	11	11
Office of Arts and Culture	2	3	4	4	4	4	4	4
Office of Behavioral Health and Intellectual disAbility	14	16	16	16	16	16	16	16
Office of Human Resources	82	91	83	90	90	90	90	90
Office of Innovation & Technology	261	295	265	293	293	293	293	293
Office of Inspector General	18	20	19	19	19	19	19	19
Office of Property Assessment	186	217	181	223	223	223	223	223
Office of Supportive Housing	135	159	136	162	162	162	162	162
Office of Sustainability	0	8	7	8	8	8	8	8
Parks & Recreation	598	706	592	700	700	700	700	700
<i>Police Civilian</i>	776	846	800	846	846	846	846	846
<i>Police Uniform</i>	6,285	6,525	6,211	6,525	6,525	6,525	6,525	6,525
Police - Total	7,061	7,371	7,011	7,371	7,371	7,371	7,371	7,371
Prisons	2,286	2,325	2,279	2,325	2,325	2,325	2,325	2,325
Procurement	44	51	45	51	51	51	51	51
Public Health	653	781	658	773	773	773	773	773
Public Property	137	159	145	159	159	159	159	159
Records	56	63	58	63	63	63	63	63
Register of Wills	64	64	65	71	71	71	71	71
Revenue	319	360	321	438	433	432	432	432
Sheriff	299	323	330	380	380	380	380	380
Streets	1,664	1,794	1,676	1,801	1,829	1,829	1,829	1,829
Youth Commission	2	2	2	0	0	0	0	0
TOTAL GENERAL FUND	21,166	22,553	21,329	22,775	22,822	22,833	22,845	22,845

Note: The Adopted and Proposed Budget position counts represent the maximum level of positions during the year. Attrition lowers the position count throughout the year.

1.4 CASH FLOW PROJECTIONS

Projection as of January 31st, 2016

Amounts in Millions

	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 29	March 31	April 30	May 31	June 30	Total	Accrued	Estimated Revenues	
REVENUES																
Real Estate Tax	10.2	7.1	8.6	8.3	6.9	11.2	48.5	321.7	116.8	24.5	10.0	7.5	581.4		581.4	
Total Wage, Earnings, Net Profits	125.5	102.5	102.0	110.0	122.4	98.0	132.0	111.2	120.1	143.4	117.4	107.7	1392.2		1392.2	
Realty Transfer Tax	25.0	23.2	18.6	20.1	20.0	14.4	18.9	13.5	19.2	20.6	20.5	23.4	237.5		237.5	
Sales Tax	15.1	27.0	11.7	11.0	13.1	10.0	12.4	13.7	11.2	9.3	14.8	12.4	161.6	9.2	170.8	
Business Income & Receipts Tax	5.3	3.8	18.2	22.2	5.8	8.9	5.6	3.0	46.0	225.6	84.1	6.8	435.2		435.2	
Other Taxes	9.8	12.1	8.8	8.2	9.4	8.7	8.9	9.6	7.6	14.6	9.0	8.7	115.4		115.4	
Locally Generated Non-tax	22.9	29.2	25.2	21.2	22.6	24.4	29.1	21.2	23.9	16.0	21.1	27.1	283.9		283.9	
Total Other Governments	11.8	59.8	69.6	13.7	56.3	6.3	7.8	24.3	9.4	11.4	13.2	20.4	304.1	5.9	309.9	
Total PICA Other Governments	25.7	28.8	27.4	30.8	30.8	25.6	15.9	46.1	34.0	30.4	39.6	26.1	361.2	5.0	366.2	
Interfund Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	14.0	4.5	18.5	43.9	62.4	
Total Current Revenue	251.3	293.4	290.2	245.5	287.4	207.5	279.0	564.3	388.2	495.7	343.7	244.8	3891.0	64.0	3954.9	
Collection of prior year(s) revenue	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
Other fund balance adjustments																
TOTAL CASH RECEIPTS	251.3	293.4	290.2	245.5	287.4	207.5	279.0	564.3	388.2	495.7	343.7	244.8	3891.0			
EXPENSES AND OBLIGATIONS																
Payroll	81.1	118.2	170.6	125.0	112.8	124.0	122.3	114.6	161.9	115.1	115.1	125.9	1486.6	65.9	3.5	1556.0
Employee Benefits	49.6	42.0	44.0	47.8	31.9	47.5	40.8	43.3	60.9	43.3	43.3	47.4	541.8	17.2	0.5	559.5
Pension	3.7	(7.9)	(6.5)	67.8	(6.6)	(1.1)	(7.2)	(1.8)	461.1	114.4	(1.8)	(3.9)	610.3	10.4		620.8
Purchase of Services	44.4	32.0	77.9	68.1	55.6	75.4	50.6	61.0	68.8	84.2	58.3	74.9	751.1	22.5	75.5	849.2
Materials, Equipment	3.1	3.0	7.6	7.5	5.7	8.2	3.1	6.7	7.4	8.8	6.9	10.8	78.7	4.8	17.5	101.0
Contributions, Indemnities	14.2	5.8	10.4	39.0	14.6	3.4	3.0	5.8	13.1	9.3	65.8	7.7	192.0			192.0
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	4.5	4.5			4.5
Debt Service-Long Term	77.4	0.9	0.1	0.0	13.0	8.9	23.0	0.0	0.9	4.9	1.0	6.8	136.9			136.9
Interfund Charges	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.5	0.7	4.5	7.0	25.7		32.7
Advances & Misc. Pmts. / Labor Obligations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			0.0
Current Year Appropriation	273.7	194.1	304.2	355.2	227.1	266.1	235.5	229.6	774.1	381.3	289.3	278.7	3808.9	146.6	97.0	4052.5
Prior Yr. Expenditures against Encumbrances	27.9	21.2	10.9	7.5	7.6	2.6	13.8	5.1	3.2	2.1	0.9	1.4	104.2			
Prior Yr. Salaries & Vouchers Payable	73.9	7.1	(25.0)	3.4	8.3	(4.3)	23.1	0.0	0.0	0.0	0.0	0.0	86.6			
TOTAL DISBURSEMENTS	375.5	222.4	290.2	366.1	242.9	264.5	272.5	234.7	777.3	383.5	290.2	280.1	3999.7			
Excess (Def) of Receipts over Disbursements	(124.2)	71.0	0.0	(120.6)	44.5	(56.9)	6.6	329.6	(389.1)	112.2	53.5	(35.3)				
Opening Balance	400.4	276.2	522.2	522.3	401.7	446.1	389.2	395.8	725.3	336.2	448.5	326.9				
TRAN	0.0	175.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(175.0)	0.0				
CLOSING BALANCE	276.2	522.2	522.3	401.7	446.1	389.2	395.8	725.3	336.2	448.5	326.9	291.6				

Projection

Amounts in Millions

	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 29	March 31	April 30	May 31	June 30	Total	Accrued	Estimated Revenues	
REVENUES																
Real Estate Tax	8.0	8.8	6.9	6.7	6.6	14.5	46.8	333.2	119.4	25.0	10.3	7.7	594.0		594.0	
Total Wage, Earnings, Net Profits	118.4	117.4	103.6	122.8	116.5	112.3	143.5	112.1	121.2	144.6	118.3	108.6	1439.3		1439.3	
Realty Transfer Tax	25.0	22.3	19.5	18.2	17.6	21.5	18.7	14.2	20.3	21.8	21.6	24.7	245.5		245.5	
Sales Tax	16.8	28.4	13.0	12.5	14.5	11.2	14.1	15.6	12.5	10.3	16.5	13.7	179.0	1.8	180.8	
Business Income & Receipts Tax	3.4	6.0	14.2	10.1	0.3	5.5	13.6	7.4	46.1	223.0	109.3	6.7	445.5		445.5	
Sugary Drink Tax	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8.0	8.0	8.0	8.0	8.0	40.0	8.0	48.0	
Other Taxes	9.4	12.8	9.7	8.6	9.3	9.0	8.6	10.4	7.7	15.5	9.8	8.8	119.5		119.5	
Locally Generated Non-tax	24.1	23.1	19.8	20.2	23.9	20.5	23.1	25.9	28.8	20.3	25.8	28.6	284.2		284.2	
Total Other Governments	11.8	59.8	69.6	13.7	56.3	6.3	7.8	24.3	9.4	11.4	13.2	20.4	304.1	7.8	311.9	
Total PICA Other Governments	29.3	26.9	27.6	29.1	34.3	26.4	33.5	30.1	38.9	32.7	45.4	27.6	381.8		381.8	
Interfund Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	14.0	4.5	18.5	44.3	62.8	
Total Current Revenue	246.4	305.4	284.1	242.1	279.3	227.1	309.6	581.2	412.3	512.5	392.1	259.2	4051.3	62.0	4113.3	
Collection of prior year(s) revenue	22.5	26.7	0.1	14.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	64.0			
Other fund balance adjustments																
TOTAL CASH RECEIPTS	268.9	332.1	284.2	256.8	279.3	227.1	309.6	581.2	412.3	512.5	392.1	259.2	4115.3			
EXPENSES AND OBLIGATIONS																
Payroll	81.4	116.8	174.4	116.8	116.8	127.8	116.8	116.8	164.2	116.8	116.8	127.8	1493.0	66.4	3.5	1562.9
Employee Benefits	31.2	44.7	66.8	44.7	44.7	48.9	44.7	44.7	62.9	44.7	44.7	49.0	571.7	16.1	0.5	588.3
Pension	3.7	(7.9)	(6.5)	67.8	(6.6)	(1.1)	(7.2)	(5.6)	479.5	125.5	(2.4)	(8.5)	630.8	10.2		641.0
Purchase of Services	43.1	47.2	58.9	96.5	78.1	65.4	53.5	62.7	69.4	90.3	54.3	74.4	793.9	23.3	77.7	894.9
Materials, Equipment	3.2	5.8	9.8	7.3	6.3	5.6	6.9	5.6	6.1	7.3	5.8	9.0	78.6	4.0	14.6	97.2
Contributions, Indemnities	20.1	6.8	8.2	9.9	5.6	5.2	4.4	5.1	11.4	6.3	97.8	6.8	187.6			187.6
Debt Service-Short Term	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.5	4.5			4.5
Debt Service-Long Term	20.8	79.3	0.5	0.0	0.0	14.3	9.2	24.7	0.5	0.0	0.0	0.0	149.5			149.5
Interfund Charges	2.7	1.0	0.0	0.0	0.0	1.0	0.1	0.0	0.0	0.1	0.6	4.5	10.0	22.1		32.1
Advances & Misc. Pmts. / Labor Obligations	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	10.0			10.0
Current Year Appropriation	207.0	294.5	312.9	343.8	245.8	268.0	229.2	254.8	795.0	391.8	318.3	268.4	3929.4	142.1	96.2	4167.8
Prior Yr. Expenditures against Encumbrances	40.7	19.6	11.5	6.5	2.8	2.2	3.0	4.3	2.7	1.8	0.7	1.2	97.0			
Prior Yr. Salaries & Vouchers Payable	57.2	63.0	26.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	146.6			
TOTAL DISBURSEMENTS	304.8	377.1	350.8	350.4	248.6	270.2	232.2	259.1	797.7	393.6	319.0	269.5	4173.0			

1.5 ENTERPRISE FUNDS- AVIATION AND WATER

Aviation Fund Five Year Financial Plan Fiscal Years 2017 - 2021 All Departments						
	FY2016 Estimate	FY2017	FY2018	FY2019	FY2020	FY2021
Revenues						
Locally Generated Non-Tax	\$ 377,956,000	\$ 384,033,000	\$ 407,075,000	\$ 431,500,000	\$ 453,075,000	\$ 475,729,000
Passenger Facility Charges	33,000,000	33,000,000	34,000,000	35,000,000	36,000,000	37,000,000
Revenue from Other Governments	4,500,000	4,500,000	4,635,000	4,774,000	4,917,000	5,065,000
Revenue from Other Funds of the City	2,500,000	1,500,000	1,538,000	1,576,000	1,615,000	1,655,000
Total Revenues	\$ 417,956,000	\$ 423,033,000	\$ 447,248,000	\$ 472,850,000	\$ 495,607,000	\$ 519,449,000
Obligations						
100 Personal Services	\$ 69,840,000	\$ 73,196,000	\$ 74,660,000	\$ 76,153,000	\$ 77,676,000	\$ 79,230,000
100 Employee Benefits	57,194,000	59,194,000	60,378,000	61,586,000	62,818,000	64,074,000
200 Purchase of Services	125,795,000	144,339,000	145,782,000	147,240,000	148,712,000	150,199,000
300 Materials & Supplies	8,639,100	12,042,200	12,163,000	12,285,000	12,408,000	12,532,000
400 Equipment	8,209,900	9,109,800	9,201,000	9,293,000	9,386,000	9,480,000
500 Contrib., Indemnities & Taxes	6,717,000	6,717,000	6,784,000	6,852,000	6,921,000	6,990,000
700 Debt Service	123,505,000	139,626,000	142,419,000	145,267,000	148,172,000	151,135,000
800 Payments to Other Funds						
Payments to General Fund	4,623,000	4,648,000	4,694,000	4,741,000	4,788,000	4,836,000
Payments to Water Fund	5,000,000	5,000,000	5,050,000	5,101,000	5,152,000	5,204,000
Payments to Capital Fund	15,000,000	15,000,000	15,150,000	15,302,000	15,455,000	15,610,000
Total Payments to Other Funds	24,623,000	24,648,000	24,894,000	25,144,000	25,395,000	25,650,000
900 Advances & Misc. Payments	-	-	-	-	-	-
Total Obligations, All Departments	\$ 424,523,000	\$ 468,872,000	\$ 476,281,000	\$ 483,820,000	\$ 491,488,000	\$ 499,290,000
Fund Balance from Prior Year	61,245,000	71,678,000	42,839,000	31,806,000	40,836,000	65,955,000
Commitments Cancelled	17,000,000	17,000,000	18,000,000	20,000,000	21,000,000	21,000,000
Ending Fund Balance	\$ 71,678,000	\$ 42,839,000	\$ 31,806,000	\$ 40,836,000	\$ 65,955,000	\$ 107,114,000

COMBINED UTILITY: PROJECTED REVENUE AND REVENUE REQUIREMENTS
(in thousands of dollars)

Line No.	Description	Fiscal Year Ending June 30,						
		2015	2016	2017	2018	2019	2020	2021
OPERATING REVENUE								
1	Water Service - Existing Rates	258,012	255,999	254,550	252,888	251,468	250,283	249,096
2	Wastewater Service - Existing Rates	390,651	388,102	386,091	383,669	381,385	379,270	377,144
3	Total Service Revenue - Existing Rates	648,663	644,101	640,641	636,557	632,853	629,553	626,240
Additional Service Revenue Required								
			Percent Increase	Months Effective				
4	FY 2016		0.00%	12	0	0	0	0
5	FY 2017		5.42%	12	34,735	34,514	34,133	33,952
6	FY 2018		5.42%	12		36,392	36,180	35,991
7	FY 2019		4.73%	12			33,247	33,072
8	FY 2020		4.73%	12				34,659
9	FY 2021		5.56%	12				42,451
10	Total Additional Service Revenue Required	0	0	34,735	70,906	103,740	137,854	179,574
11	Total Water & Wastewater Service Revenue	648,663	644,101	675,376	707,463	736,593	767,407	805,815
Other Income (a)								
12	Other Operating Revenue	27,068	22,874	22,293	6,133	24,160	4,531	3,682
13	Debt Reserve Fund Interest Income	0	0	0	0	0	0	0
14	Operating Fund Interest Income	374	280	310	286	398	380	390
15	Rate Stabilization Interest Income	704	676	575	470	422	444	442
16	Total Revenues	676,809	667,931	698,553	714,352	761,572	772,763	810,329
OPERATING EXPENSES								
17	Water & Wastewater Operations	(251,514)	(266,640)	(285,741)	(293,383)	(298,158)	(306,415)	(314,524)
18	Direct Interdepartmental Charges	(151,394)	(164,433)	(172,430)	(178,074)	(185,164)	(189,867)	(195,930)
19	Total Operating Expenses	(402,908)	(431,074)	(458,171)	(471,457)	(483,322)	(496,282)	(510,454)
20	Transfer From/(To) Rate Stabilization Fund	(21,410)	36,900	19,300	39,000	(12,300)	(100)	1,200
21	NET REVENUES AFTER OPERATIONS	252,491	273,757	259,683	281,895	265,950	276,381	301,075
DEBT SERVICE								
Senior Debt Service								
Revenue Bonds								
22	Outstanding Bonds	(192,927)	(198,602)	(181,580)	(182,769)	(133,274)	(122,358)	(122,545)
23	Pennvest Parity Bonds	(12,343)	(12,343)	(12,343)	(12,927)	(13,120)	(13,074)	(13,074)
24	Projected Future Bonds	0	(9,769)	(13,791)	(27,966)	(50,525)	(69,262)	(87,329)
25	Total Senior Debt Service	(205,270)	(220,713)	(207,715)	(223,661)	(196,920)	(204,693)	(222,948)
26	TOTAL SENIOR DEBT SERVICE COVERAGE (L:	1.23 x	1.24 x	1.25 x	1.26 x	1.35 x	1.35 x	1.35 x
27	Subordinate Debt Service	0	0	0	0	0	0	0
28	Total Debt Service on Bonds	(205,270)	(220,713)	(207,715)	(223,661)	(196,920)	(204,693)	(222,948)
29	CAPITAL ACCOUNT DEPOSIT	(20,697)	(21,215)	(21,745)	(22,289)	(22,846)	(23,417)	(24,003)
30	TOTAL COVERAGE (L21/(L28+L29))	1.11 x	1.13 x	1.13 x	1.14 x	1.21 x	1.21 x	1.21 x
RESIDUAL FUND								
31	Beginning of Year Balance	25,275	15,172	15,255	15,132	15,232	15,170	15,194
32	Interest Income	73	55	55	55	55	55	55
Plus:								
33	End of Year Revenue Fund Balance	26,524	31,829	30,223	35,945	46,184	48,270	54,124
34	Deposit for Transfer to City General Fund (b)	776	789	794	799	766	764	813
Less:								
35	Transfer to Construction Fund	(36,700)	(31,800)	(30,400)	(35,900)	(46,300)	(48,300)	(54,200)
36	Transfer to City General Fund	(776)	(789)	(794)	(799)	(766)	(764)	(813)
37	Transfer to Debt Service Reserve Fund	0	0	0	0	0	0	0
38	End of Year Balance	15,172	15,255	15,132	15,232	15,170	15,194	15,173
RATE STABILIZATION FUND								
39	Beginning of Year Balance	184,796	206,206	169,306	150,006	111,006	123,306	123,406
40	Deposit From/(To) Revenue Fund	21,410	(36,900)	(19,300)	(39,000)	12,300	100	(1,200)
41	End of Year Balance	206,206	169,306	150,006	111,006	123,306	123,406	122,206

(a) Includes other operating and nonoperating income, including interest income on funds and accounts transferable to the Revenue Fund. Includes Debt Service Reserve Fund Release in FY 2019 and projected contra revenue credits for Affordability Program Discounts in FY 2018 to FY 2021.

(b) Transfer of interest earnings from the Bond Reserve Account to the Residual Fund as shown in Line 34 to satisfy the requirements for the transfer to the City General Fund shown on Line 36.

1.6 LONG TERM OBLIGATIONS

Sinking Fund Commission General Fund Operating Budget Estimates FY 2017-2021 Five Year Plan

Description	FY 16 Estimate	FY 17 Estimate	FY 18 Estimate	FY 19 Estimate	FY 20 Estimate	FY 21 Estimate
<u>Purchase of Services - Class 200</u>						
Long Term Leases	\$ 104,546,913	\$ 123,639,615	\$ 136,356,475	\$ 112,303,396	\$ 111,358,155	\$ 115,762,896
Total - Class 200	\$ 104,546,913	\$ 123,639,615	\$ 136,356,475	\$ 112,303,396	\$ 111,358,155	\$ 115,762,896
<u>Debt Service - Class 700</u>						
Interest on City Debt - Long Term	\$ 74,283,838	\$ 75,124,826	\$ 79,147,395	\$ 82,748,108	\$ 88,392,553	\$ 93,883,685
Principal on City Debt - Long Term	59,175,000	67,890,000	70,820,000	83,185,000	85,865,000	88,485,000
Interest on City Debt - Short Term	4,500,000	7,500,000	8,250,000	9,000,000	12,000,000	13,500,000
Sinking Fund Reserve Payments	1,339,375	1,335,293	1,334,675	1,337,262	1,337,800	1,336,287
Commitment Fee Expense	2,000,000	2,000,000	2,000,000	2,550,000	2,200,000	2,200,000
Arbitrage Payments	100,000	100,000	100,000	100,000	100,000	100,000
Total - Class 700	\$ 141,398,213	\$ 153,950,119	\$ 161,652,070	\$ 178,920,370	\$ 189,895,353	\$ 199,504,972
Total - All Classes	\$ 245,945,126	\$ 277,589,734	\$ 298,008,545	\$ 291,223,766	\$ 301,253,508	\$ 315,267,868

1.7 FIVE YEAR OBLIGATION SUMMARY BY DEPARTMENT

City of Philadelphia General Fund FY 2017 - 2021 Five Year Financial Plan Master Schedule Department: ART MUSEUM SUBSIDY								
Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	2,585,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	2,585,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000

City of Philadelphia General Fund FY 2017 - 2021 Five Year Financial Plan Master Schedule Department: ATWATER KENT MUSEUM								
Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	180,906	243,498	243,498	244,817	244,817	244,817	244,817	244,817
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	230,906	293,498	293,498	294,817	294,817	294,817	294,817	294,817

City of Philadelphia General Fund FY 2017 - 2021 Five Year Financial Plan Master Schedule Department: AUDITING								
Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	7,599,194	7,772,885	8,192,885	7,909,512	7,909,512	7,909,512	7,909,512	7,909,512
Class 200 - Contracts / Leases	637,405	497,450	397,450	497,450	497,450	497,450	497,450	497,450
Class 300/400 - Supplies, Equipment	24,990	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Class 500 - Indemnities / Contributions	10,000	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	8,271,589	8,295,335	8,615,335	8,431,962	8,431,962	8,431,962	8,431,962	8,431,962

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: BOARD OF ETHICS

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	843,844	956,989	956,989	961,403	961,403	961,403	961,403	961,403
Class 200 - Contracts / Leases	50,648	96,000	96,000	96,000	96,000	96,000	96,000	96,000
Class 300/400 - Supplies, Equipment	3,734	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	898,226	1,066,989	1,066,989	1,071,403	1,071,403	1,071,403	1,071,403	1,071,403

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: BOARD OF REVISION OF TAXES

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	985,057	819,627	819,627	819,627	819,627	819,627	819,627	819,627
Class 200 - Contracts / Leases	35,200	20,200	20,200	20,200	20,200	20,200	20,200	20,200
Class 300/400 - Supplies, Equipment	15,720	15,727	15,727	15,727	15,727	15,727	15,727	15,727
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	1,035,977	855,554	855,554	855,554	855,554	855,554	855,554	855,554

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: CITY COMMISSIONERS

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	5,192,287	5,624,276	5,624,276	5,638,818	5,638,818	5,638,818	5,638,818	5,638,818
Class 200 - Contracts / Leases	3,490,770	3,497,350	3,497,350	3,497,350	3,497,350	2,976,350	2,976,350	2,976,350
Class 300/400 - Supplies, Equipment	536,391	541,617	716,617	541,617	541,617	541,617	541,617	541,617
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	9,219,448	9,663,243	9,838,243	9,677,785	9,677,785	9,156,785	9,156,785	9,156,785

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: CITY COUNCIL

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	12,339,907	14,309,858	14,309,858	14,309,858	14,309,858	14,309,858	14,309,858	14,309,858
Class 200 - Contracts / Leases	1,971,251	1,904,485	1,904,485	1,904,485	1,904,485	1,904,485	1,904,485	1,904,485
Class 300/400 - Supplies, Equipment	324,294	510,650	510,650	510,650	510,650	510,650	510,650	510,650
Class 500 - Indemnities / Contributions	0	25,000,100	100	100	100	100	100	100
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	100	100	100	100	100	100	100
Class 900 - Advances / Misc. Payments	0	100	100	100	100	100	100	100
Total	14,635,452	41,725,293	16,725,293	16,725,293	16,725,293	16,725,293	16,725,293	16,725,293

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: CITY PLANNING

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	2,176,554	2,309,534	2,309,534	2,369,484	2,369,484	2,369,484	2,369,484	2,369,484
Class 200 - Contracts / Leases	79,323	154,592	154,592	129,592	79,592	79,592	79,592	79,592
Class 300/400 - Supplies, Equipment	22,536	40,652	40,652	40,652	40,652	40,652	40,652	40,652
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	2,278,413	2,504,778	2,504,778	2,539,728	2,489,728	2,489,728	2,489,728	2,489,728

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: CITY REPRESENTATIVE

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	417,223	418,201	468,201	474,381	474,381	474,381	474,381	474,381
Class 200 - Contracts / Leases	553,041	561,730	561,730	481,730	481,730	481,730	481,730	481,730
Class 300/400 - Supplies, Equipment	53,841	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	1,024,105	1,033,931	1,083,931	1,010,111	1,010,111	1,010,111	1,010,111	1,010,111

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: CITY TREASURER

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	802,019	985,689	985,689	1,040,058	1,040,058	1,040,058	1,040,058	1,040,058
Class 200 - Contracts / Leases	101,478	118,444	118,444	118,444	118,444	118,444	118,444	118,444
Class 300/400 - Supplies, Equipment	21,380	22,224	22,224	22,224	22,224	22,224	22,224	22,224
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	924,877	1,126,357	1,126,357	1,180,726	1,180,726	1,180,726	1,180,726	1,180,726

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: CIVIL SERVICE COMMISSION

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	153,885	147,343	147,343	148,882	148,882	148,882	148,882	148,882
Class 200 - Contracts / Leases	29,500	29,500	29,500	29,500	29,500	29,500	29,500	29,500
Class 300/400 - Supplies, Equipment	307	1,094	1,094	1,094	1,094	1,094	1,094	1,094
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	183,692	177,937	177,937	179,476	179,476	179,476	179,476	179,476

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: CIVIL SERVICE COMMISSION - PROVISIONS FOR FUTURE LABOR AGREEMENTS

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	10,000,000	20,000,000	40,000,000	60,000,000	70,000,000
Total	0	0	0	10,000,000	20,000,000	40,000,000	60,000,000	70,000,000

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: COMMERCE

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	1,925,310	2,356,211	2,356,211	2,374,990	2,374,990	2,374,990	2,374,990	2,374,990
Class 200 - Contracts / Leases	5,433,430	1,870,481	3,313,159	1,775,481	1,775,481	1,775,481	1,775,481	1,775,481
Class 300/400 - Supplies, Equipment	25,875	36,654	36,654	26,654	26,654	26,654	26,654	26,654
Class 500 - Indemnities / Contributions	500,500	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	7,885,115	4,763,346	6,206,024	4,677,125	4,677,125	4,677,125	4,677,125	4,677,125

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: COMMERCE - CONVENTION CENTER SUBSIDY

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: COMMERCE - ECONOMIC STIMULUS

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	1,294,448	3,294,448	3,294,448	3,294,448	2,294,448	2,294,448	2,294,448	2,294,448
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	1,294,448	3,294,448	3,294,448	3,294,448	2,294,448	2,294,448	2,294,448	2,294,448

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: DISTRICT ATTORNEY

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	32,780,607	32,490,021	32,490,021	33,303,525	33,303,525	33,303,525	33,303,525	33,303,525
Class 200 - Contracts / Leases	2,216,059	2,467,172	2,467,172	2,467,172	2,467,172	2,467,172	2,467,172	2,467,172
Class 300/400 - Supplies, Equipment	564,164	525,021	525,021	525,021	525,021	525,021	525,021	525,021
Class 500 - Indemnities / Contributions	560	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	35,561,390	35,482,214	35,482,214	36,295,718	36,295,718	36,295,718	36,295,718	36,295,718

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: FINANCE

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	10,516,461	8,801,920	8,801,920	6,911,556	7,911,556	7,911,556	7,911,556	7,911,556
Class 200 - Contracts / Leases	4,867,021	4,370,961	4,370,961	3,029,912	3,029,912	2,829,912	2,829,912	2,829,912
Class 300/400 - Supplies, Equipment	99,103	110,774	110,774	103,109	103,109	103,109	103,109	103,109
Class 500 - Indemnities / Contributions	6,836,367	4,375,000	6,675,000	2,350,000	3,600,000	2,350,000	3,600,000	3,600,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	22,318,952	17,658,655	19,958,655	12,394,577	14,644,577	13,194,577	14,444,577	14,444,577

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: FINANCE - COMMUNITY COLLEGE SUBSIDY

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	26,909,207	30,309,207	30,309,207	28,909,207	28,909,207	28,909,207	28,909,207	28,909,207
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	26,909,207	30,309,207	30,309,207	28,909,207	28,909,207	28,909,207	28,909,207	28,909,207

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: FINANCE - Employee Benefits

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Unemployment Comp. (0196)	2,544,017	4,580,260	4,580,260	4,580,260	4,580,260	4,580,260	4,580,260	4,580,260
Employee Disability (0151,0187,0188)	57,326,888	58,088,800	58,088,800	61,466,307	62,953,792	64,477,273	66,037,623	67,635,734
Pension (0191)	450,522,994	497,057,762	497,057,762	509,301,027	521,833,995	533,571,219	544,537,566	544,098,249
Pension Obligation Bonds (0190)	107,746,154	113,270,454	113,261,753	110,791,652	110,791,652	110,791,652	110,791,652	110,791,652
FICA (0189,0192)	71,150,707	72,431,454	72,431,454	74,590,495	74,900,853	74,900,853	74,900,853	74,900,853
Health / Medical (0193)	394,558,639	411,484,132	410,484,132	433,747,675	454,847,793	477,269,853	501,190,344	526,426,837
Life (0194)	7,285,066	8,100,386	8,100,386	8,100,386	8,100,386	8,100,386	8,100,386	8,100,386
Group Legal (0195)	7,708,649	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842
Tool Allowance (0197)	105,200	146,267	146,267	146,267	146,267	146,267	146,267	146,267
Flex Cash Payments (0186)	593,623	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Pension Relief - Sales Tax (0191)	-	1,373,038	10,421,716	15,417,017	20,898,683	41,421,093	47,039,040	52,647,962
Pension Relief- Pre_K (0191)	-	-	-	5,493,998	13,963,191	6,255,460	1,663,855	-
Pension - Plan 10 (0198)	-	-	8,701	-	-	-	-	-
Total	1,099,541,937	1,172,182,395	1,180,231,073	1,229,284,926	1,278,666,714	1,327,164,158	1,364,637,688	1,394,978,042

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: FINANCE - HERO AWARDS

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	18,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	18,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: FINANCE - INDEMNITIES

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions*	0	38,000,000	40,100,000	40,675,000	40,675,000	40,675,000	40,675,000	40,675,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	0	38,000,000	40,100,000	40,675,000	40,675,000	40,675,000	40,675,000	40,675,000

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: FINANCE - REFUNDS

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	2	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	2	250,000	250,000	250,000	250,000	250,000	250,000	250,000

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: FINANCE - SCHOOL DISTRICT CONTRIBUTION

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	69,110,300	79,184,673	104,184,673	104,263,617	104,342,364	104,735,115	105,200,525	105,658,954
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	69,110,300	79,184,673	104,184,673	104,263,617	104,342,364	104,735,115	105,200,525	105,658,954

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: FINANCE - WITNESS FEES

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	121,005	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	121,005	171,518	171,518	171,518	171,518	171,518	171,518	171,518

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: FIRE

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	208,073,020	197,326,907	205,127,496	201,369,162	205,016,345	208,016,345	208,016,345	208,016,345
Class 200 - Contracts / Leases	5,100,465	5,296,593	5,588,963	5,375,153	5,340,593	5,340,593	5,340,593	5,340,593
Class 300/400 - Supplies, Equipment	10,820,404	7,612,070	9,660,939	7,421,014	7,021,014	7,021,014	7,021,014	7,021,014
Class 500 - Indemnities / Contributions	370,751	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	8,162,000	8,847,226	8,847,226	7,647,000	7,972,000	8,211,160	8,457,495	8,711,220
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	232,526,640	219,082,796	229,224,624	221,812,329	225,349,952	228,589,112	228,835,447	229,089,172

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: FIRST JUDICIAL DISTRICT

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	98,382,318	97,266,858	97,266,858	97,254,698	97,254,698	97,254,698	97,254,698	97,254,698
Class 200 - Contracts / Leases	17,054,327	10,656,574	10,656,574	10,656,574	10,656,574	10,656,574	10,656,574	10,656,574
Class 300/400 - Supplies, Equipment	2,390,868	2,391,868	2,391,868	2,391,868	2,391,868	2,391,868	2,391,868	2,391,868
Class 500 - Indemnities / Contributions	149,032	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	117,976,545	110,315,300	110,315,300	110,303,140	110,303,140	110,303,140	110,303,140	110,303,140

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: FLEET MANAGEMENT

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	17,168,958	16,544,893	16,650,458	16,613,280	16,613,280	16,613,280	16,613,280	16,613,280
Class 200 - Contracts / Leases	5,026,688	5,104,396	5,160,411	5,104,396	5,104,396	5,104,396	5,104,396	5,104,396
Class 300/400 - Supplies, Equipment	26,455,321	24,963,211	24,967,596	26,463,211	26,463,211	26,463,211	26,463,211	26,463,211
Class 500 - Indemnities / Contributions	67,500	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	48,718,467	46,612,500	46,778,465	48,180,887	48,180,887	48,180,887	48,180,887	48,180,887

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: FLEET MANAGEMENT - VEHICLE LEASE/PURCHASE

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	4,483,192	4,500,000	4,500,000	4,500,000	4,500,000	0	0	0
Class 300/400 - Supplies, Equipment	7,463,291	10,465,000	10,465,000	8,465,000	9,465,000	13,965,000	13,965,000	13,965,000
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	11,946,483	14,965,000	14,965,000	12,965,000	13,965,000	13,965,000	13,965,000	13,965,000

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: FREE LIBRARY

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	35,306,130	35,474,252	35,224,252	35,454,254	35,454,254	35,454,254	35,454,254	35,454,254
Class 200 - Contracts / Leases	2,750,124	2,324,077	2,324,077	2,324,077	2,324,077	2,324,077	2,324,077	2,324,077
Class 300/400 - Supplies, Equipment	2,230,116	2,302,659	2,552,659	2,302,659	2,302,659	2,302,659	2,302,659	2,302,659
Class 500 - Indemnities / Contributions	382,500	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	40,668,870	40,100,988	40,100,988	40,080,990	40,080,990	40,080,990	40,080,990	40,080,990

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: HISTORICAL COMMISSION

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	383,402	422,771	422,771	429,943	429,943	429,943	429,943	429,943
Class 200 - Contracts / Leases	150	980	980	980	980	980	980	980
Class 300/400 - Supplies, Equipment	809	809	809	809	809	809	809	809
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	384,361	424,560	424,560	431,732	431,732	431,732	431,732	431,732

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: HUMAN RELATIONS COMMISSION

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	1,779,986	2,099,408	2,049,408	2,142,519	2,142,519	2,142,519	2,142,519	2,142,519
Class 200 - Contracts / Leases	32,821	34,657	74,957	34,657	34,657	34,657	34,657	34,657
Class 300/400 - Supplies, Equipment	10,274	13,031	22,731	13,031	13,031	13,031	13,031	13,031
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	1,823,081	2,147,096	2,147,096	2,190,207	2,190,207	2,190,207	2,190,207	2,190,207

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: HUMAN SERVICES

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	17,570,666	24,637,310	24,637,310	23,454,344	23,454,344	23,454,344	23,454,344	23,454,344
Class 200 - Contracts / Leases	77,339,474	76,779,935	76,779,935	78,896,204	78,896,204	78,896,204	78,896,204	78,896,204
Class 300/400 - Supplies, Equipment	645,815	1,312,076	1,312,076	868,952	868,952	868,952	868,952	868,952
Class 500 - Indemnities / Contributions	987,970	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	96,543,925	102,729,321	102,729,321	103,219,500	103,219,500	103,219,500	103,219,500	103,219,500

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: LABOR RELATIONS

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	657,403	559,029	559,029	982,792	982,792	982,792	982,792	982,792
Class 200 - Contracts / Leases	2,852	5,277	5,277	5,277	5,277	5,277	5,277	5,277
Class 300/400 - Supplies, Equipment	7,226	8,160	8,160	8,160	8,160	8,160	8,160	8,160
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	667,481	572,466	572,466	996,229	996,229	996,229	996,229	996,229

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: LAW

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	6,952,307	7,383,566	7,717,566	7,934,005	7,934,005	7,934,005	7,934,005	7,934,005
Class 200 - Contracts / Leases	8,148,997	7,010,034	8,010,034	8,410,034	7,010,034	7,010,034	7,010,034	7,010,034
Class 300/400 - Supplies, Equipment	242,484	248,676	248,676	248,676	248,676	248,676	248,676	248,676
Class 500 - Indemnities / Contributions	399,122	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	15,742,910	14,642,276	15,976,276	16,592,715	15,192,715	15,192,715	15,192,715	15,192,715

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: LICENSES AND INSPECTIONS

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	17,339,944	19,770,711	19,770,711	21,594,751	21,787,991	21,915,991	21,915,991	21,915,991
Class 200 - Contracts / Leases	10,040,701	10,261,906	10,261,906	10,730,904	10,773,061	10,773,061	10,773,061	10,773,061
Class 300/400 - Supplies, Equipment	983,088	1,443,941	1,443,941	1,286,464	912,475	784,475	784,475	784,475
Class 500 - Indemnities / Contributions	1,447,843	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	29,811,576	31,476,558	31,476,558	33,612,119	33,473,527	33,473,527	33,473,527	33,473,527

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: LH - BOARD OF BUILDING STANDARDS

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	63,025	73,970	73,970	75,419	75,419	75,419	75,419	75,419
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	63,025	73,970	73,970	75,419	75,419	75,419	75,419	75,419

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: L+I - BOARD OF L+I REVIEW

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	127,421	157,354	157,354	159,201	159,201	159,201	159,201	159,201
Class 200 - Contracts / Leases	10,436	10,436	10,436	10,436	10,436	10,436	10,436	10,436
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	137,857	167,790	167,790	169,637	169,637	169,637	169,637	169,637

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: L+I - ZONING BOARD OF ADJUSTMENT

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	339,261	337,749	337,749	337,749	337,749	337,749	337,749	337,749
Class 200 - Contracts / Leases	34,541	34,541	34,541	34,541	34,541	34,541	34,541	34,541
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	373,802	372,290	372,290	372,290	372,290	372,290	372,290	372,290

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: MANAGING DIRECTOR

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	16,162,124	16,819,293	17,319,293	18,710,832	18,610,832	18,610,832	18,610,832	18,610,832
Class 200 - Contracts / Leases	18,181,513	18,185,971	19,082,300	18,920,901	19,180,901	19,180,901	19,180,901	19,180,901
Class 300/400 - Supplies, Equipment	755,363	590,279	623,903	665,279	630,279	630,279	630,279	630,279
Class 500 - Indemnities / Contributions	7,107	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	35,106,107	35,595,543	37,025,496	38,297,012	38,422,012	38,422,012	38,422,012	38,422,012

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: MANAGING DIRECTOR - LEGAL SERVICES

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	42,923,209	43,159,131	44,695,131	44,695,131	45,695,131	45,695,131	45,695,131	45,695,131
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	42,923,209	43,159,131	44,695,131	44,695,131	45,695,131	45,695,131	45,695,131	45,695,131

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: MAYOR

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	4,099,398	3,941,124	3,941,124	3,410,559	3,410,559	3,410,559	3,410,559	3,410,559
Class 200 - Contracts / Leases	856,204	1,040,336	1,040,336	796,336	796,336	796,336	796,336	796,336
Class 300/400 - Supplies, Equipment	34,996	50,165	50,165	54,245	54,245	54,245	54,245	54,245
Class 500 - Indemnities / Contributions	10,082	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	5,000,680	5,031,625	5,031,625	4,261,140	4,261,140	4,261,140	4,261,140	4,261,140

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: MAYOR - SCHOLARSHIPS

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	199,500	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	199,500	200,000	200,000	200,000	200,000	200,000	200,000	200,000

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: MAYOR'S OFFICE OF COMMUNITY EMPOWERMENT & OPPORTUNITY

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	90,000	90,000	90,000	90,000	90,000	90,000
Class 200 - Contracts / Leases	500,000	605,000	940,000	605,000	500,000	500,000	500,000	500,000
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	500,000	605,000	1,030,000	695,000	590,000	590,000	590,000	590,000

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: MAYOR'S OFFICE OF TRANSPORTATION AND UTILITIES

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	508,786	474,340	474,340	0	0	0	0	0
Class 200 - Contracts / Leases	289,906	259,930	259,930	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	798,692	734,270	734,270	0	0	0	0	0

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: MURAL ARTS PROGRAM

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	456,445	490,401	490,401	490,401	490,401	490,401	490,401	490,401
Class 200 - Contracts / Leases	1,001,800	1,155,615	1,155,615	1,125,615	1,125,615	1,125,615	1,125,615	1,125,615
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	1,458,245	1,646,016	1,646,016	1,616,016	1,616,016	1,616,016	1,616,016	1,616,016

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: OFFICE OF ARTS AND CULTURE AND THE CREATIVE ECONOMY

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	200,440	312,767	312,767	312,767	312,767	312,767	312,767	312,767
Class 200 - Contracts / Leases	393,675	482,400	482,400	482,400	482,400	482,400	482,400	482,400
Class 300/400 - Supplies, Equipment	3,773	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Class 500 - Indemnities / Contributions	3,370,688	3,370,688	3,370,688	3,370,688	3,370,688	3,370,688	3,370,688	3,370,688
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	3,968,576	4,172,855	4,172,855	4,172,855	4,172,855	4,172,855	4,172,855	4,172,855

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: OFFICE OF BEHAVIORAL HEALTH AND INTELLECTUAL DISABILITY

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	991,846	1,000,066	1,000,066	1,010,566	1,010,566	1,010,566	1,010,566	1,010,566
Class 200 - Contracts / Leases	12,975,510	12,975,510	12,975,510	12,875,510	12,875,510	12,875,510	12,875,510	12,875,510
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	13,967,356	13,975,576	13,975,576	13,886,076	13,886,076	13,886,076	13,886,076	13,886,076

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	2,570,000	3,590,000	3,590,000	2,865,000	2,690,000	2,615,000	2,618,000	2,618,000
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	30,068	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	2,600,068	3,590,000	3,590,000	2,865,000	2,690,000	2,615,000	2,618,000	2,618,000

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: OFFICE OF HUMAN RESOURCES

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	5,083,865	5,399,621	5,399,621	5,403,578	5,403,578	5,403,578	5,403,578	5,403,578
Class 200 - Contracts / Leases	787,696	964,070	964,070	802,070	964,070	802,070	802,070	802,070
Class 300/400 - Supplies, Equipment	67,329	69,932	69,932	69,932	69,932	69,932	69,932	69,932
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	5,938,890	6,433,623	6,433,623	6,275,580	6,437,580	6,275,580	6,275,580	6,275,580

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: OFFICE OF INNOVATION AND TECHNOLOGY

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	18,699,210	19,593,881	19,593,881	20,577,963	20,577,963	20,577,963	20,577,963	20,577,963
Class 200 - Contracts / Leases	30,782,537	30,465,764	30,942,774	30,186,764	30,555,264	30,005,264	30,005,264	30,005,264
Class 300/400 - Supplies, Equipment	2,434,836	3,319,939	3,330,927	2,294,659	3,269,939	3,269,939	3,269,939	3,269,939
Class 500 - Indemnities / Contributions	500	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	51,917,083	53,379,584	53,867,582	53,059,386	54,403,166	53,853,166	53,853,166	53,853,166

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: OFFICE OF THE INSPECTOR GENERAL

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	1,289,745	1,390,611	1,390,611	1,390,611	1,328,111	1,328,111	1,328,111	1,328,111
Class 200 - Contracts / Leases	192,246	272,975	272,975	272,975	272,975	272,975	272,975	272,975
Class 300/400 - Supplies, Equipment	4,810	5,225	5,225	5,225	5,225	5,225	5,225	5,225
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	1,486,801	1,668,811	1,668,811	1,668,811	1,606,311	1,606,311	1,606,311	1,606,311

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: OFFICE OF PROPERTY ASSESSMENT

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	10,683,762	10,424,420	10,424,420	10,434,139	10,434,139	10,434,139	10,434,139	10,434,139
Class 200 - Contracts / Leases	1,526,248	2,078,126	2,078,126	1,578,126	1,328,126	1,328,126	1,328,126	1,328,126
Class 300/400 - Supplies, Equipment	360,263	782,600	782,600	782,600	782,600	782,600	782,600	782,600
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	12,570,273	13,285,146	13,285,146	12,794,865	12,544,865	12,544,865	12,544,865	12,544,865

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: OFFICE OF SUPPORTIVE HOUSING

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	8,234,304	8,281,213	8,281,213	8,636,443	8,636,443	8,636,443	8,636,443	8,636,443
Class 200 - Contracts / Leases	36,559,528	36,886,621	37,064,156	37,044,215	37,044,215	37,044,215	37,044,215	37,044,215
Class 300/400 - Supplies, Equipment	343,091	344,127	344,127	344,127	344,127	344,127	344,127	344,127
Class 500 - Indemnities / Contributions	41,340	32,421	32,421	32,421	32,421	32,421	32,421	32,421
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	45,178,263	45,544,382	45,721,917	46,057,206	46,057,206	46,057,206	46,057,206	46,057,206

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: OFFICE OF SUSTAINABILITY

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages		537,979	537,979	537,979	537,979	537,979	537,979	537,979
Class 200 - Contracts / Leases		279,508	279,508	279,508	279,508	279,508	279,508	279,508
Class 300/400 - Supplies, Equipment		17,840	17,840	17,840	17,840	17,840	17,840	17,840
Class 500 - Indemnities / Contributions				0	0	0	0	0
Class 700 - Debt Service				0	0	0	0	0
Class 800 - Payments to Other Funds				0	0	0	0	0
Class 900 - Advances / Misc. Payments				0	0	0	0	0
Total	0	835,327	835,327	835,327	835,327	835,327	835,327	835,327

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: PARKS AND RECREATION

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	42,597,872	43,429,053	43,590,872	43,386,251	43,386,251	43,386,251	43,386,251	43,386,251
Class 200 - Contracts / Leases	6,477,845	9,344,525	9,471,553	9,294,525	9,294,525	9,294,525	9,294,525	9,294,525
Class 300/400 - Supplies, Equipment	2,727,956	2,673,805	2,716,043	2,673,805	2,673,805	2,673,805	2,673,805	2,673,805
Class 500 - Indemnities / Contributions	4,915,397	2,427,500	2,427,500	2,314,500	2,314,500	2,314,500	2,314,500	2,314,500
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	56,719,070	57,874,883	58,205,968	57,669,081	57,669,081	57,669,081	57,669,081	57,669,081

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: POLICE

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	598,373,325	622,326,178	630,350,305	629,443,111	629,443,111	629,443,111	629,443,111	629,443,111
Class 200 - Contracts / Leases	7,135,887	7,262,807	7,263,887	7,462,807	7,462,807	7,462,807	7,462,807	7,462,807
Class 300/400 - Supplies, Equipment	9,797,547	13,420,952	14,766,232	13,270,952	13,270,952	13,270,952	13,270,952	13,270,952
Class 500 - Indemnities / Contributions	17,386,042	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	632,692,801	643,009,937	652,380,424	650,176,870	650,176,870	650,176,870	650,176,870	650,176,870

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: PRISONS

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	137,498,897	142,261,074	142,883,074	147,301,168	147,301,168	147,301,168	147,301,168	147,301,168
Class 200 - Contracts / Leases	101,574,703	105,455,001	105,455,001	105,455,001	105,455,001	105,455,001	105,455,001	105,455,001
Class 300/400 - Supplies, Equipment	5,036,828	4,773,744	4,773,744	4,773,744	4,773,744	4,773,744	4,773,744	4,773,744
Class 500 - Indemnities / Contributions	2,048,734	1,301,757	1,301,757	1,301,757	1,301,757	1,301,757	1,301,757	1,301,757
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	246,159,162	253,791,576	254,413,576	258,831,670	258,831,670	258,831,670	258,831,670	258,831,670

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: PROCUREMENT

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	2,333,610	2,472,351	2,472,351	2,504,399	2,504,399	2,504,399	2,504,399	2,504,399
Class 200 - Contracts / Leases	2,447,215	2,316,267	2,316,267	2,316,267	2,316,267	2,316,267	2,316,267	2,316,267
Class 300/400 - Supplies, Equipment	49,005	49,054	49,054	49,054	49,054	49,054	49,054	49,054
Class 500 - Indemnities / Contributions	28,000	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	4,857,830	4,837,672	4,837,672	4,869,720	4,869,720	4,869,720	4,869,720	4,869,720

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: PUBLIC HEALTH

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	48,078,457	50,298,254	50,298,254	50,960,468	50,960,468	50,960,468	50,960,468	50,960,468
Class 200 - Contracts / Leases	59,364,135	60,003,424	65,742,802	66,382,802	66,382,802	66,382,802	66,382,802	66,382,802
Class 300/400 - Supplies, Equipment	5,385,375	5,490,768	5,490,768	5,490,768	5,490,768	5,490,768	5,490,768	5,490,768
Class 500 - Indemnities / Contributions	151,799	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	113,479,766	116,292,446	122,031,824	123,334,038	123,334,038	123,334,038	123,334,038	123,334,038

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: PUBLIC PROPERTY

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	8,217,003	8,400,083	8,519,841	8,318,847	8,318,847	8,318,847	8,318,847	8,318,847
Class 200 - Contracts / Leases	27,162,093	26,787,008	27,476,419	28,122,008	27,822,008	27,822,008	27,822,008	27,822,008
Class 300/400 - Supplies, Equipment	1,312,942	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535
Class 500 - Indemnities / Contributions	484,077	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	30,417,400	23,367,706	23,367,706	23,916,920	25,471,534	26,760,113	28,120,506	29,556,836
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	67,593,515	59,893,332	60,702,501	61,696,310	62,950,924	64,239,503	65,599,896	67,036,226

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: PUBLIC PROPERTY - SEPTA SUBSIDY

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	70,415,000	74,215,000	74,215,000	79,720,000	85,988,000	91,503,000	96,680,000	102,415,000
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	70,415,000	74,215,000	74,215,000	79,720,000	85,988,000	91,503,000	96,680,000	102,415,000

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: PUBLIC PROPERTY - SPACE RENTALS

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	19,871,298	20,624,429	20,624,429	20,875,402	26,371,028	26,814,775	27,260,447	27,766,543
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	19,871,298	20,624,429	20,624,429	20,875,402	26,371,028	26,814,775	27,260,447	27,766,543

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: PUBLIC PROPERTY - UTILITIES

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	31,355,461	33,092,334	33,092,334	30,656,047	30,492,113	31,513,019	32,568,181	33,658,748
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	31,355,461	33,092,334	33,092,334	30,656,047	30,492,113	31,513,019	32,568,181	33,658,748

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: RECORDS

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	2,816,572	3,058,832	3,058,832	3,083,221	3,083,221	3,083,221	3,083,221	3,083,221
Class 200 - Contracts / Leases	1,534,671	1,618,779	1,618,779	1,538,779	1,538,779	1,538,779	1,538,779	1,538,779
Class 300/400 - Supplies, Equipment	142,892	143,758	143,758	143,758	143,758	143,758	143,758	143,758
Class 500 - Indemnities / Contributions	1,400	1,456	1,456	1,456	1,456	1,456	1,456	1,456
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	4,495,535	4,822,825	4,822,825	4,767,214	4,767,214	4,767,214	4,767,214	4,767,214

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: REGISTER OF WILLS

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	3,538,207	3,413,499	3,563,499	3,563,499	3,563,499	3,563,499	3,563,499	3,563,499
Class 200 - Contracts / Leases	46,683	75,486	75,486	75,486	75,486	75,486	75,486	75,486
Class 300/400 - Supplies, Equipment	23,517	33,210	133,210	33,210	33,210	33,210	33,210	33,210
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	3,608,407	3,522,195	3,772,195	3,672,195	3,672,195	3,672,195	3,672,195	3,672,195

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: REVENUE

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	17,661,208	19,617,564	19,725,564	22,142,214	21,817,214	21,757,214	21,757,214	21,757,214
Class 200 - Contracts / Leases	4,693,401	5,352,949	5,847,949	7,038,149	6,590,349	6,382,749	6,382,749	6,382,749
Class 300/400 - Supplies, Equipment	611,109	800,976	605,976	1,023,476	910,976	910,976	910,976	910,976
Class 500 - Indemnities / Contributions	57,000	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	23,022,718	25,771,489	26,179,489	30,203,839	29,318,539	29,050,939	29,050,939	29,050,939

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: SHERIFF

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	20,317,966	18,069,073	20,069,073	19,008,101	19,008,101	19,008,101	19,008,101	19,008,101
Class 200 - Contracts / Leases	624,741	715,267	715,267	715,267	715,267	715,267	715,267	715,267
Class 300/400 - Supplies, Equipment	545,745	418,907	418,907	418,907	418,907	418,907	418,907	418,907
Class 500 - Indemnities / Contributions	699,387	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	22,187,839	19,203,247	21,203,247	20,142,275	20,142,275	20,142,275	20,142,275	20,142,275

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: SINKING FUND COMMISSION (DEBT SERVICE)

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	106,420,540	104,546,913	104,546,913	123,639,615	136,356,475	112,303,396	111,358,155	115,762,896
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	131,968,290	141,398,213	141,398,213	153,950,119	161,652,070	178,920,370	189,895,353	199,504,972
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	238,388,830	245,945,126	245,945,126	277,589,734	298,008,545	291,223,766	301,253,508	315,267,868

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: STREETS - SANITATION

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	25,455,177	22,485,373	22,485,373	22,414,754	23,059,754	23,059,754	23,059,754	23,059,754
Class 200 - Contracts / Leases	8,595,211	8,426,338	11,726,338	8,426,338	8,456,338	8,456,338	8,456,338	8,456,338
Class 300/400 - Supplies, Equipment	3,071,794	2,201,750	2,201,750	2,201,750	6,526,750	6,526,750	5,526,750	5,526,750
Class 500 - Indemnities / Contributions	3,346	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	338,133	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	37,463,661	33,118,461	36,418,461	33,047,842	38,047,842	38,047,842	37,047,842	37,047,842

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: STREETS - TRANSPORTATION

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	25,455,177	22,485,373	22,485,373	22,414,754	23,059,754	23,059,754	23,059,754	23,059,754
Class 200 - Contracts / Leases	8,595,211	8,426,338	11,726,338	8,426,338	8,456,338	8,456,338	8,456,338	8,456,338
Class 300/400 - Supplies, Equipment	3,071,794	2,201,750	2,201,750	2,201,750	6,526,750	6,526,750	5,526,750	5,526,750
Class 500 - Indemnities / Contributions	3,346	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	338,133	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	37,463,661	33,118,461	36,418,461	33,047,842	38,047,842	38,047,842	37,047,842	37,047,842

**City of Philadelphia
General Fund
FY 2017 - 2021 Five Year Financial Plan
Master Schedule**

Department: YOUTH COMMISSION

Expenditure Class	FY15 Actual	FY16 Adopted Budget	FY16 Current Target	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate	FY21 Estimate
Class 100 - Wages	67,175	92,660	92,660	0	0	0	0	0
Class 200 - Contracts / Leases	5,140	46,000	46,000	0	0	0	0	0
Class 300/400 - Supplies, Equipment	98	4,080	4,080	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	72,413	142,740	142,740	0	0	0	0	0

1.8 CAPITAL BUDGET CROSSWALK- NEW AND PREVIOUSLY USED INDEX CODES

	Previously Used	New
City Funds - Tax Supported		
General Obligation Loans - New	CN	GO-New
General Obligation Loans - Prior Year	CT	GO - Prior
General Obligation Re-programmed Loans - New	CA	GORP-New
General Obligation Re-programmed Loans - Prior Year	CA	GORP-Prior
Operating Revenue - New	CR	OR-New
Operating Revenue - Prior Year	CR	OR - Prior
PICA Pre-financed Loans - New	A	PICA - New
PICA Pre-financed Loans - Prior	A	PICA - Prior
City Funds - Self Sustaining		
Airport Revenue Bonds - New	XN	AB - New
Airport Revenue Bonds - Prior	XT	AB - Prior
Water Revenue Bonds - New	XN	WB - New
Water Revenue Bonds - Prior	XT	WB - Prior
Water Operating Revenue - New	XR	WOR-New
Water Operating Revenue - Prior	XR	WOR-Prior
Airport Operating Revenue - New	XR	AOR-New
Airport Operating Revenue - Prior	XR	AOR - Prior
Other City Funds		
Revolving Funds	Z	Revolving
Other Than City Funds		
Other Government Funds - New	TB	OGOV - New
Other Government Funds - Prior	TT	OGOV - Prior
State Funds - New	SB	State-New
State Funds - Prior	ST	State- Prior
Federal Funds - New	FB	Federal - New
Federal Funds - Prior	FT	Federal - Prior
Private Funds - New	PB	Private- New
Private Funds - Prior	PT	Private- Prior
State Off Budget	SO	SO-New
Federal Off Budget	FO	FO-New
Other Government Off Budget	TO	OGOVO - New
* Prior represents carryforward (any funding prior to FY2017).		

1.9 SIX YEAR CAPITAL PROGRAM

Exhibit A: Sources of Funds							
Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
CFTS- City Funds--Tax Supported							
GO-New	177,214,000	150,789,000	160,472,000	134,357,698	136,643,132	137,839,132	897,314,962
GO-Prior	344,444,249						344,444,249
GORP-New	2,821,800						2,821,800
GORP-Prior	2,033,771						2,033,771
OR-New	3,600,000	2,100,000	2,100,000	2,100,000	2,100,000	1,600,000	13,600,000
OR-Prior	22,781,281						22,781,281
PICA-Prior	4,946,169						4,946,169
CFSS- City Funds--Self Sustaining							
AB-New	331,665,836	329,833,000	331,625,002	342,427,997	343,396,988	324,400,011	2,003,348,834
AB-Prior	392,613,304						392,613,304
WB-New	243,894,000	259,898,000	254,310,000	247,653,000	241,434,000	231,334,000	1,478,523,000
WB-Prior	341,816,338						341,816,338
WOR-New	51,215,000	57,997,000	64,646,000	72,395,000	74,999,000	81,658,000	402,910,000
WOR-Prior	88,815,536						88,815,536
AOR-New	7,750,000	7,632,999	7,541,001	7,393,003	7,244,002	7,399,005	44,960,010
AOR-Prior	44,350,000						44,350,000
OCF- Other City Funds							
REVOLVING-Revolving Funds	10,000,000						10,000,000
OTCF- Other Than City Funds							
OGO-New	300,000						300,000
OGO-Prior	6,100,479						6,100,479
STATE-New	59,974,996	26,185,002	29,399,995	31,086,002	29,838,005	28,979,992	205,463,992
STATE-Prior	132,229,683						132,229,683
FEDERAL-New	125,184,998	93,512,002	113,234,005	93,197,995	84,205,003	76,064,994	585,398,997
FEDERAL-Prior	245,428,972						245,428,972
PRIVATE-New	96,570,001	114,431,997	106,269,997	104,015,003	105,036,002	104,025,998	630,348,998
PRIVATE-Prior	214,150,783						214,150,783
SO-State Off Budget	219,904,000	216,417,000	219,754,000	225,960,000	226,335,000	222,048,000	1,330,418,000
SO-State Off Budget	23,376,000						23,376,000
OGOVO-New	2,791,000	1,700,000	1,724,000	1,824,000	1,721,000	1,411,000	11,171,000
OGOVO-Prior	37,000						37,000
FO-Federal Off-Budget	22,855,000	47,057,000	72,114,000	77,374,000	14,439,000	1,912,000	235,751,000
FO-Federal Off-Budget	27,695,000						27,695,000

04 - OFFICE OF INNOVATION & TECHNOLOGY										
0404 - CAPITAL PROJECTS										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
04A1	2017	CITYWIDE TECHNOLOGY IMPS & ENHANCEMENTS	GO	14,646,000	16,644,000	4,214,000	3,864,000	4,364,000	4,564,000	48,296,000
			Total	14,646,000	16,644,000	4,214,000	3,864,000	4,364,000	4,564,000	48,296,000
04A1	2016	CITYWIDE TECHNOLOGY IMPS & ENHANCEMENTS	GO	25,699,116						25,699,116
			OR	500,000						500,000
			Total	26,199,116						26,199,116
04A1	2015	CITYWIDE TECHNOLOGY IMPS & ENHANCEMENTS	GO	13,180,379						13,180,379
			Total	13,180,379						13,180,379
04A1	2014	CITYWIDE TECHNOLOGY IMPS & ENHANCEMENTS	GO	1,280,474						1,280,474
			Total	1,280,474						1,280,474
Total for 0404 - CAPITAL PROJECTS				55,305,969	16,644,000	4,214,000	3,864,000	4,364,000	4,564,000	88,955,969
			GO	54,805,969	16,644,000	4,214,000	3,864,000	4,364,000	4,564,000	88,455,969
			OR	500,000						500,000
Total for 04 - OFFICE OF INNOVATION & TECHNOLOGY				55,305,969	16,644,000	4,214,000	3,864,000	4,364,000	4,564,000	88,955,969
			GO	54,805,969	16,644,000	4,214,000	3,864,000	4,364,000	4,564,000	88,455,969
			OR	500,000						500,000

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
10 - MANAGING DIRECTOR										
1065 - CAPITAL PROJECTS VARIOUS										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
10A1	2017	CITYWIDE FACILITIES								
			FEDERAL		650,000					650,000
			GO	1,000,000	1,250,000					2,250,000
			PRIVATE	250,000	350,000					600,000
			STATE	800,000	1,600,000					2,400,000
			Total	2,050,000	3,850,000					5,900,000
10A1	2016	CITYWIDE FACILITIES								
			GO	272,170						272,170
			Total	272,170						272,170
10A1	2015	CITYWIDE FACILITIES								
			PRIVATE	4,000,000						4,000,000
			STATE	3,500,000						3,500,000
			Total	7,500,000						7,500,000
10A1	2014	CITYWIDE FACILITIES								
			FEDERAL	3,000,000						3,000,000
			GO		6,000					6,000
			PRIVATE	2,500,000						2,500,000
			Total	5,506,000						5,506,000
10A1	2013	CITYWIDE FACILITIES								
			GO	1,000,000						1,000,000
			Total	1,000,000						1,000,000

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
10A1	2012	CITYWIDE FACILITIES	GO	369,161						369,161
			Total	369,161						369,161
10A1	2011	CITYWIDE FACILITIES	GO	150,998						150,998
			Total	150,998						150,998
10A2	2016	OFFICE OF SUSTAINABILITY	GO	500,000						500,000
			Total	500,000						500,000
10A2	2015	OFFICE OF SUSTAINABILITY	GO	500,000						500,000
			Total	500,000						500,000
10A2	2014	OFFICE OF SUSTAINABILITY	GO	589,577						589,577
			Total	589,577						589,577
10A2	2013	OFFICE OF SUSTAINABILITY	GO	654,791						654,791
			Total	654,791						654,791
10A2	2012	OFFICE OF SUSTAINABILITY	GO	208,277						208,277
			Total	208,277						208,277
10A2	2011	OFFICE OF SUSTAINABILITY	GO	25,600						25,600
			Total	25,600						25,600
10A2	2010	OFFICE OF SUSTAINABILITY	GO	124,440						124,440
			Total	124,440						124,440
Total for 1065 - CAPITAL PROJECTS VARIOUS				19,451,014	3,850,000					23,301,014
			FEDERAL	3,000,000	650,000					3,650,000
			GO	5,401,014	1,250,000					6,651,014
			PRIVATE	6,750,000	350,000					7,100,000
			STATE	4,300,000	1,600,000					5,900,000
Total for 10 - MANAGING DIRECTOR				19,451,014	3,850,000					23,301,014
			FEDERAL	3,000,000	650,000					3,650,000
			GO	5,401,014	1,250,000					6,651,014
			PRIVATE	6,750,000	350,000					7,100,000
			STATE	4,300,000	1,600,000					5,900,000

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
11 - POLICE										
1111 - POLICE FACILITIES										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
11A1	2017	POLICE FACILITIES RENOVATIONS	GO	12,550,000	9,675,000	9,700,000	9,475,000	11,050,000	16,450,000	68,900,000
			Total	12,550,000	9,675,000	9,700,000	9,475,000	11,050,000	16,450,000	68,900,000
11A1	2016	POLICE FACILITIES RENOVATIONS	GO	4,300,000						4,300,000
			Total	4,300,000						4,300,000
11A1	2015	POLICE FACILITIES RENOVATIONS	GO	2,044,730						2,044,730
			Total	2,044,730						2,044,730
11A1	2014	POLICE FACILITIES RENOVATIONS	GO	2,409,778						2,409,778
			PICA	1,810,000						1,810,000
			Total	4,219,778						4,219,778
11A1	2013	POLICE FACILITIES RENOVATIONS	GO	3,716,511						3,716,511
			OGOV	67						67
			Total	3,716,578						3,716,578
11A1	2012	POLICE FACILITIES RENOVATIONS	GO	2,258,955						2,258,955
			Total	2,258,955						2,258,955
11A1	2010	POLICE FACILITIES RENOVATIONS	GO	95,310						95,310
			Total	95,310						95,310
11A1	2008	POLICE FACILITIES RENOVATIONS	GO	66,068						66,068
			PICA	924,352						924,352
			Total	990,420						990,420
Total for 1111 - POLICE FACILITIES				30,175,771	9,675,000	9,700,000	9,475,000	11,050,000	16,450,000	86,525,771
			GO	27,441,352	9,675,000	9,700,000	9,475,000	11,050,000	16,450,000	83,791,352
			OGOV	67						67
			PICA	2,734,352						2,734,352
Total for 11 - POLICE				30,175,771	9,675,000	9,700,000	9,475,000	11,050,000	16,450,000	86,525,771
			GO	27,441,352	9,675,000	9,700,000	9,475,000	11,050,000	16,450,000	83,791,352
			OGOV	67						67
			PICA	2,734,352						2,734,352

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
12 - STREETS										
1221 - BRIDGES										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
12A1	2017	BRIDGE RECONSTRUCTION & IMPROVEMENTS	FEDERAL	26,265,000	16,000,000	16,000,000	16,000,000	16,000,000	16,000,000	106,265,000
			GO	2,500,000	3,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,500,000
			PRIVATE	1,260,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,260,000
			STATE	11,975,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	44,475,000
			Total	42,000,000	26,500,000	25,500,000	25,500,000	25,500,000	25,500,000	170,500,000
12A1	2016	BRIDGE RECONSTRUCTION & IMPROVEMENTS	FEDERAL	16,000,000						16,000,000
			GO	2,000,000						2,000,000
			PRIVATE	1,000,000						1,000,000
			STATE	8,500,000						8,500,000
			Total	27,500,000						27,500,000
12A1	2015	BRIDGE RECONSTRUCTION & IMPROVEMENTS	FEDERAL	12,000,000						12,000,000
			GO	1,455,321						1,455,321
			PRIVATE	1,000,000						1,000,000
			STATE	14,500,000						14,500,000
			Total	28,955,321						28,955,321
12A1	2014	BRIDGE RECONSTRUCTION & IMPROVEMENTS	FEDERAL	8,475,000						8,475,000
			GO	1,183,958						1,183,958
			STATE	5,979,691						5,979,691
			Total	15,638,649						15,638,649

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
12 - STREETS										
1223 - IMPROVEMENT TO CITY HIGHWAYS										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
12A2	2017	RECONSTRUCTION/RESURFACING OF STREETS	GO		400,000	700,000				1,100,000
			Total		400,000	700,000				1,100,000
12A5	2017	FEDERAL AID HIGHWAY PROGRAM	FEDERAL	37,200,000	25,400,000	25,000,000	33,000,000	25,000,000	25,000,000	170,600,000
			GO	5,050,000	3,250,000	3,250,000	4,750,000	4,750,000	4,750,000	25,800,000
			PRIVATE	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
			Total	43,250,000	29,650,000	29,250,000	38,750,000	30,750,000	30,750,000	202,400,000
12A5	2016	FEDERAL AID HIGHWAY PROGRAM	FEDERAL	16,500,000						16,500,000
			GO	4,040,000						4,040,000
			PRIVATE	500,000						500,000
			STATE	1,500,000						1,500,000
			Total	22,540,000						22,540,000
12A5	2015	FEDERAL AID HIGHWAY PROGRAM	FEDERAL	22,400,000						22,400,000
			GO	5,567,494						5,567,494
			PRIVATE	1,000,000						1,000,000
			STATE	22,400,000						22,400,000
			Total	51,367,494						51,367,494

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
12A5	2014	FEDERAL AID HIGHWAY PROGRAM	FEDERAL	13,203,216						13,203,216
			GO	2,162,217						2,162,217
			Total	15,365,433						15,365,433
12A5	2013	FEDERAL AID HIGHWAY PROGRAM	FEDERAL	20,244,995						20,244,995
			GO	486,588						486,588
			STATE	9,225,761						9,225,761
			Total	29,957,344						29,957,344
12A5	2012	FEDERAL AID HIGHWAY PROGRAM	FEDERAL	570,963						570,963
			GO	1						1
			Total	570,964						570,964
12A5	2011	FEDERAL AID HIGHWAY PROGRAM	FEDERAL	227,000						227,000
			Total	227,000						227,000
12A5	2009	FEDERAL AID HIGHWAY PROGRAM	FEDERAL	236,823						236,823
			Total	236,823						236,823
12A5	2008	FEDERAL AID HIGHWAY PROGRAM	FEDERAL	104,177						104,177
			Total	104,177						104,177
12A5	2007	FEDERAL AID HIGHWAY PROGRAM	FEDERAL	101,138						101,138
			Total	101,138						101,138
Total for 1223 - IMPROVEMENT TO CITY HIGHWAYS				163,720,373	30,050,000	29,950,000	38,750,000	30,750,000	30,750,000	323,970,373
			FEDERAL	110,788,312	25,400,000	25,000,000	33,000,000	25,000,000	25,000,000	244,188,312
			GO	17,306,300	3,650,000	3,950,000	4,750,000	4,750,000	4,750,000	39,156,300
			PRIVATE	2,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,500,000
			STATE	33,125,761						33,125,761

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
12A3	2016	HISTORIC STREETS	GO	250,000						250,000
			Total	250,000						250,000
12A3	2015	HISTORIC STREETS	GO	200,000						200,000
			Total	200,000						200,000
12A3	2014	HISTORIC STREETS	GO	235,029						235,029
			Total	235,029						235,029
12A4	2017	REHAB OF STAIRWAYS IN MANAYUNK & CITYWIDE	GO			150,000	150,000	150,000	150,000	600,000
			Total			150,000	150,000	150,000	150,000	600,000
12A4	2016	REHAB OF STAIRWAYS IN MANAYUNK & CITYWIDE	GO	500,000						500,000
			Total	500,000						500,000
12A4	2015	REHAB OF STAIRWAYS IN MANAYUNK & CITYWIDE	GO	500,000						500,000
			Total	500,000						500,000
Total for 1224 - GRADING AND PAVING				47,638,599	18,100,000	22,650,000	20,650,000	20,650,000	20,650,000	150,338,599
			GO	44,518,981	18,100,000	22,650,000	20,650,000	20,650,000	20,650,000	147,218,981
			GORP	2,852,800						2,852,800
			PICA	266,818						266,818

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
12 - STREETS										
1231 - SANITATION CAPITAL										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
12A6	2017	MODERNIZATION OF SANITATION FACILITIES	GO	3,050,000	2,250,000	650,000	650,000	150,000	150,000	6,900,000
			Total	3,050,000	2,250,000	650,000	650,000	150,000	150,000	6,900,000
12A6	2016	MODERNIZATION OF SANITATION FACILITIES	GO	2,250,000						2,250,000
			Total	2,250,000						2,250,000
12A6	2015	MODERNIZATION OF SANITATION FACILITIES	GO	2,404,774						2,404,774
			Total	2,404,774						2,404,774
12A6	2014	MODERNIZATION OF SANITATION FACILITIES	GO	455,246						455,246
			Total	455,246						455,246
Total for 1231 - SANITATION CAPITAL				8,160,020	2,250,000	650,000	650,000	150,000	150,000	12,010,020
			GO	8,160,020	2,250,000	650,000	650,000	150,000	150,000	12,010,020

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
12 - STREETS										
1241 - STREETS DEPARTMENT FACILITIES										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
12A9	2016	STREETS DEPARTMENT SUPPORT FACILITIES	GO	500,000						500,000
			Total	500,000						500,000
12A9	2015	STREETS DEPARTMENT SUPPORT FACILITIES	GO	250,000						250,000
			Total	250,000						250,000
12A9	2014	STREETS DEPARTMENT SUPPORT FACILITIES	GO	300,000						300,000
			Total	300,000						300,000
Total for 1251 - STREET LIGHTING				1,050,000						1,050,000
			GO	1,050,000	1,600,000	1,400,000	1,000,000	1,400,000	1,400,000	1,050,000

12 - STREETS										
1251 - STREET LIGHTING										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
12A7	2017	STREET LIGHTING IMPROVEMENTS	GO		1,600,000	1,400,000	1,000,000	1,400,000	1,400,000	6,800,000
			Total		1,600,000	1,400,000	1,000,000	1,400,000	1,400,000	6,800,000
12A7	2016	STREET LIGHTING IMPROVEMENTS	GO	450,000						450,000
			Total	450,000						450,000
12A7	2015	STREET LIGHTING IMPROVEMENTS	GO	200,110						200,110
			Total	200,110						200,110
12A7	2014	STREET LIGHTING IMPROVEMENTS	GO	200,000						200,000
			Total	200,000						200,000
12A7	2012	STREET LIGHTING IMPROVEMENTS	GO	113,949						113,949
			Total	113,949						113,949
Total for 1251 - STREET LIGHTING				964,059	1,600,000	1,400,000	1,000,000	1,400,000	1,400,000	7,764,059
			GO	964,059	1,600,000	1,400,000	1,000,000	1,400,000	1,400,000	7,764,059

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
12 - STREETS										
1252 - TRAFFIC AND LIGHTING DEVICES										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
12A8	2017	TRAFFIC CONTROL								
			FEDERAL	5,000,000	5,000,000	5,000,000	10,000,000	10,000,000	10,000,000	45,000,000
			GO	250,000	2,780,000	1,680,000	1,830,000	2,180,000	1,830,000	10,550,000
			STATE	5,000,000	5,000,000	5,000,000	10,000,000	10,000,000	10,000,000	45,000,000
			Total	10,250,000	12,780,000	11,680,000	21,830,000	22,180,000	21,830,000	100,550,000
12A8	2016	TRAFFIC CONTROL								
			FEDERAL	6,800,000						6,800,000
			GO	1,298,957						1,298,957
			PRIVATE	1,000,000						1,000,000
			STATE	5,000,000						5,000,000
			Total	14,098,957						14,098,957
12A8	2015	TRAFFIC CONTROL								
			FEDERAL	4,600,000						4,600,000
			GO	826,324						826,324
			STATE	3,800,000						3,800,000
			Total	9,226,324						9,226,324
12A8	2014	TRAFFIC CONTROL								
			FEDERAL	3,517,828						3,517,828
			GO	749,702						749,702
			Total	4,267,530						4,267,530
12A8	2013	TRAFFIC CONTROL								
			FEDERAL	477,748						477,748
			Total	477,748						477,748
Total for 1252 - TRAFFIC AND LIGHTING DEVICES				38,320,559	12,780,000	11,680,000	21,830,000	22,180,000	21,830,000	128,620,559
			FEDERAL	20,395,576	5,000,000	5,000,000	10,000,000	10,000,000	10,000,000	60,395,576
			GO	3,124,983	2,780,000	1,680,000	1,830,000	2,180,000	1,830,000	13,424,983
			PRIVATE	1,000,000						1,000,000
			STATE	13,800,000	5,000,000	5,000,000	10,000,000	10,000,000	10,000,000	53,800,000
Total for 12 - STREETS				403,328,451	91,280,000	91,830,000	108,380,000	100,630,000	100,280,000	895,728,451
			FEDERAL	213,152,002	46,400,000	46,000,000	59,000,000	51,000,000	51,000,000	466,552,002
			GO	82,263,622	31,380,000	32,330,000	30,880,000	31,130,000	30,780,000	238,763,622
			GORP	2,852,800						2,852,800
			PICA	266,818						266,818
			PRIVATE	6,760,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	16,760,000
			STATE	98,033,209	11,500,000	11,500,000	16,500,000	16,500,000	16,500,000	170,533,209

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
13 - FIRE										
1313 - FIRE FACILITIES										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
13A1	2017	FIRE DEPT INTERIOR/EXTERIOR RENOVATIONS	GO	7,580,000	8,830,000	7,880,000	7,280,000	9,380,000	7,380,000	48,330,000
			Total	7,580,000	8,830,000	7,880,000	7,280,000	9,380,000	7,380,000	48,330,000
13A1	2016	FIRE DEPT INTERIOR/EXTERIOR RENOVATIONS	GO	2,316,000						2,316,000
			GORP	484,000						484,000
			Total	2,800,000						2,800,000
13A1	2015	FIRE DEPT INTERIOR/EXTERIOR RENOVATIONS	GO	3,643,187						3,643,187
			Total	3,643,187						3,643,187
13A1	2014	FIRE DEPT INTERIOR/EXTERIOR RENOVATIONS	GO	486,223						486,223
			Total	486,223						486,223
13A1	2013	FIRE DEPT INTERIOR/EXTERIOR RENOVATIONS	GO	1,277,550						1,277,550
			Total	1,277,550						1,277,550
13A1	2012	FIRE DEPT INTERIOR/EXTERIOR RENOVATIONS	GO	221,482						221,482
			Total	221,482						221,482
13A1	2009	FIRE DEPT INTERIOR/EXTERIOR RENOVATIONS	GO	10,836						10,836
			Total	10,836						10,836
13A1	2008	FIRE DEPT INTERIOR/EXTERIOR RENOVATIONS	PICA	834,999						834,999
			Total	834,999						834,999
13A2	2010	FIRE DEPARTMENT NEW FACILITY	GO	15,452						15,452
			Total	15,452						15,452
Total for 1313 - FIRE FACILITIES				16,869,729	8,830,000	7,880,000	7,280,000	9,380,000	7,380,000	57,619,729
			GO	15,550,730	8,830,000	7,880,000	7,280,000	9,380,000	7,380,000	56,300,730
			GORP	484,000						484,000
			PICA	834,999						834,999
Total for 13 - FIRE				16,869,729	8,830,000	7,880,000	7,280,000	9,380,000	7,380,000	57,619,729
			GO	15,550,730	8,830,000	7,880,000	7,280,000	9,380,000	7,380,000	56,300,730
			GORP	484,000						484,000
			PICA	834,999						834,999

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
14 - PUBLIC HEALTH										
1461 - HEALTH FACILITIES										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
14A1	2014	HEALTH CENTER #2	GO	850,000						850,000
			Total	850,000						850,000
14A2	2013	HEALTH CTRS 2 & 10 MAJOR INT/EXT RENOV	GO	850,456						850,456
			Total	850,456						850,456
14A3	2017	HEALTH DEPARTMENT EQUIPMENT AND IMPS	OR	2,250,000	750,000	750,000	750,000	750,000	250,000	5,500,000
			Total	2,250,000	750,000	750,000	750,000	750,000	250,000	5,500,000
14A3	2016	HEALTH DEPARTMENT EQUIPMENT AND IMPS	OR	3,000,000						3,000,000
			Total	3,000,000						3,000,000
14A3	2015	HEALTH DEPARTMENT EQUIPMENT AND IMPS	OR	4,892,320						4,892,320
			Total	4,892,320						4,892,320
14A3	2013	HEALTH DEPARTMENT EQUIPMENT AND IMPS	OR	4,200,000						4,200,000
			Total	4,200,000						4,200,000

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
14A4	2017	HEALTH FACILITY RENOVATIONS	GO	955,000	1,300,000	1,300,000	800,000	800,000	800,000	5,955,000
			Total	955,000	1,300,000	1,300,000	800,000	800,000	800,000	5,955,000
14A4	2016	HEALTH FACILITY RENOVATIONS	GO	1,441,269						1,441,269
			GORP	14,771						14,771
			Total	1,456,040						1,456,040
14A4	2015	HEALTH FACILITY RENOVATIONS	GO	785,000						785,000
			Total	785,000						785,000
14A4	2014	HEALTH FACILITY RENOVATIONS	GO	274,910						274,910
			Total	274,910						274,910
14A4	2013	HEALTH FACILITY RENOVATIONS	GO	300,000						300,000
			Total	300,000						300,000
14A4	2012	HEALTH FACILITY RENOVATIONS	GO	406,583						406,583
			Total	406,583						406,583
14A4	2011	HEALTH FACILITY RENOVATIONS	GO	555,100						555,100
			Total	555,100						555,100
14A4	2010	HEALTH FACILITY RENOVATIONS	GO	1,260,000						1,260,000
			Total	1,260,000						1,260,000
14A4	2009	HEALTH FACILITY RENOVATIONS	GO	97,437						97,437
			Total	97,437						97,437
Total for 1461 - HEALTH FACILITIES				22,132,846	2,050,000	2,050,000	1,550,000	1,550,000	1,050,000	30,382,846
			GO	7,775,755	1,300,000	1,300,000	800,000	800,000	800,000	12,775,755
			GORP	14,771						14,771
			OR	14,342,320	750,000	750,000	750,000	750,000	250,000	17,592,320

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
14 - PUBLIC HEALTH										
1463 - INSTITUTIONAL HEALTH FACILITIES										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
14A5	2017	EQUIPMENT AND RENOVATIONS-PNH	OR	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
			Total	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
14A5	2016	EQUIPMENT AND RENOVATIONS-PNH	OR	3,000,000						3,000,000
			Total	3,000,000						3,000,000
14A5	2015	EQUIPMENT AND RENOVATIONS-PNH	OR	4,837,394						4,837,394
			Total	4,837,394						4,837,394
Total for 1463 - INSTITUTIONAL HEALTH FACILITIES				8,837,394	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	13,837,394
				OR	8,837,394	1,000,000	1,000,000	1,000,000	1,000,000	13,837,394
Total for 14 - PUBLIC HEALTH				30,970,240	3,050,000	3,050,000	2,550,000	2,550,000	2,050,000	44,220,240
				GO	7,775,755	1,300,000	1,300,000	800,000	800,000	12,775,755
				GORP	14,771					14,771
				OR	23,179,714	1,750,000	1,750,000	1,750,000	1,250,000	31,429,714

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
16 - PARKS & RECREATION										
1649 - CULTURAL FACILITIES										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
16A1	2015	Buildings Courts Play Areas Athletic Fields	GO	750,000						750,000
			Total	750,000						750,000
16A6	2014	Cultural Facilities Improvements	GO	396,510						396,510
			Total	396,510						396,510
16A6	2013	Cultural Facilities Improvements	GO	176,727						176,727
			Total	176,727						176,727
Total for 1649 - CULTURAL FACILITIES				1,323,237						1,323,237
			GO	1,323,237						1,323,237

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
16 - PARKS & RECREATION										
1650 - IMPS TO EXISTING FACIL - VAR LOCATIONS										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
16A1	2017	Rebuilding Community Infrastructure	GO	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	42,000,000
			Total	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	42,000,000
16A1	2016	Buildings Courts Play Areas Athletic Fields	GO	2,070,000						2,070,000
			Total	2,070,000						2,070,000
16A1	2015	Buildings Courts Play Areas Athletic Fields	GO	628,063						628,063
			Total	628,063						628,063
16A2	2016	Neighborhood Parks	GO	480,000						480,000
			Total	480,000						480,000
16A2	2015	Neighborhood Parks	GO	380,000						380,000
			Total	380,000						380,000
16A4	2016	Parks and Recreation Projects	FEDERAL	2,000,000						2,000,000
			GO	2,000,000						2,000,000
			PRIVATE	1,000,000						1,000,000
			STATE	1,000,000						1,000,000
			Total	6,000,000						6,000,000
16A4	2015	Parks and Recreation Projects	GO	500,000						500,000
			STATE	500,000						500,000
			Total	1,000,000						1,000,000
16A5	2016	Improvements to Existing Recreation Facilities	GO	7,848,625						7,848,625
			Total	7,848,625						7,848,625
16A5	2015	Improvements to Existing Recreation Facilities	GO	6,542,067						6,542,067
			Total	6,542,067						6,542,067
16A5	2014	Improvements to Existing Recreation Facilities	GO	5,898,980						5,898,980
			Total	5,898,980						5,898,980

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
16A5	2013	Improvements to Existing Recreation Facilities	GO	6,071,070						6,071,070
			Total	6,071,070						6,071,070
16A5	2012	Improvements to Existing Recreation Facilities	GO	4,429,296						4,429,296
			Total	4,429,296						4,429,296
16A5	2011	Improvements to Existing Recreation Facilities	GO	3,735,263						3,735,263
			Total	3,735,263						3,735,263
16A5	2010	Improvements to Existing Recreation Facilities	GO	1,348,733						1,348,733
			Total	1,348,733						1,348,733
16A5	2009	Improvements to Existing Recreation Facilities	GO	2,038,769						2,038,769
			Total	2,038,769						2,038,769
16A5	2008	Improvements to Existing Recreation Facilities	GO	1,855,603						1,855,603
			Total	1,855,603						1,855,603
16A5	2007	Improvements to Existing Recreation Facilities	GO	817,925						817,925
			Total	817,925						817,925
16A5	2006	Improvements to Existing Recreation Facilities	GO	1,042,412						1,042,412
			Total	1,042,412						1,042,412

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
16B4	2011	ITEF - LIFE SAFETY SYSTEMS	GO	105,138						105,138
			Total	105,138						
16B4	2010	ITEF - LIFE SAFETY SYSTEMS	GO	61,287						61,287
			Total	61,287						
16B5	2014	GRANT FUNDED RECREATION IMPROVEMENTS	GO	500,000						500,000
			STATE	500,000						500,000
			Total	1,000,000						
16B5	2013	GRANT FUNDED RECREATION IMPROVEMENTS	GO	674,326						674,326
			STATE	1,000,000						1,000,000
			Total	1,674,326						
16B5	2012	GRANT FUNDED RECREATION IMPROVEMENTS	GO	277,808						277,808
			STATE	529,000						529,000
			Total	806,808						
16B5	2011	GRANT FUNDED RECREATION IMPROVEMENTS	GO	661,875						661,875
			PRIVATE	1,100,000						1,100,000
			STATE	1,520,018						1,520,018
			Total	3,281,893						

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
16B5	2010	GRANT FUNDED RECREATION IMPROVEMENTS	GO	59,177						59,177
			STATE	1,701,000						1,701,000
			Total	1,760,177						1,760,177
16B5	2009	GRANT FUNDED RECREATION IMPROVEMENTS	STATE	164,070						164,070
			Total	164,070						164,070
16B5	2008	GRANT FUNDED RECREATION IMPROVEMENTS	GO	126,409						126,409
			STATE	1,538,000						1,538,000
			Total	1,664,409						1,664,409
16B5	2007	GRANT FUNDED RECREATION IMPROVEMENTS	GO	34,440						34,440
			STATE	1,018,378						1,018,378
			Total	1,052,818						1,052,818
16B5	2006	GRANT FUNDED RECREATION IMPROVEMENTS	STATE	623,000						623,000
			Total	623,000						623,000
Total for 1650 - IMPS TO EXISTING FACIL - VAR LOCATIONS				81,208,961	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	116,208,961
FEDERAL				2,000,000						2,000,000
GO				67,015,495	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	102,015,495
PRIVATE				2,100,000						2,100,000
STATE				10,093,466						10,093,466

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
16 - PARKS & RECREATION										
1670 - FAIRMOUNT PARK - CAPITAL										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
16A1	2016	Buildings Courts Play Areas Athletic Fields	GO	600,000						600,000
			Total	600,000						600,000
16A1	2015	Buildings Courts Play Areas Athletic Fields	GO	750,000						750,000
			Total	750,000						750,000
16A2	2016	Neighborhood Parks	GO	450,000						450,000
			PRIVATE	2,500,000						2,500,000
			Total	2,950,000						2,950,000
16A2	2015	Neighborhood Parks	GO	450,000						450,000
			PRIVATE	1,500,000						1,500,000
			Total	1,950,000						1,950,000
16A3	2016	Natural Lands/Large Manicured Parks	FEDERAL	1,000,000						1,000,000
			GO	4,050,000						4,050,000
			PRIVATE	600,000						600,000
			STATE	1,000,000						1,000,000
			Total	6,650,000						6,650,000
16A3	2015	Natural Lands/Large Manicured Parks	GO	1,842,251						1,842,251
			PRIVATE	100,000						100,000
			STATE	150,000						150,000
			Total	2,092,251						2,092,251
16A4	2016	Parks and Recreation Projects	GO	1,200,000						1,200,000
			Total	1,200,000						1,200,000
16A4	2015	Parks and Recreation Projects	GO	2,700,000						2,700,000
			OR	2,226,572						2,226,572
			PRIVATE	1,000,000						1,000,000
			STATE	500,000						500,000
			Total	6,426,572						6,426,572
16A7	2014	Building Improvements	GO	1,055,220						1,055,220
			Total	1,055,220						1,055,220

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
16A7	2013	Building Improvements	GO	566,518						566,518
			Total	566,518						566,518
16A7	2012	Building Improvements	GO	659,514						659,514
			Total	659,514						659,514
16A7	2011	Building Improvements	GO	77,261						77,261
			Total	77,261						77,261
16A7	2010	Building Improvements	GO	459,345						459,345
			Total	459,345						459,345
16A8	2014	Infrastructure	GO	84,801						84,801
			Total	84,801						84,801
16A8	2012	Infrastructure	GO	113,000						113,000
			Total	113,000						113,000
16A9	2014	PARKLAND - SITE IMPROVEMENTS	GO	3,214,348						3,214,348
			PRIVATE	2,500,000						2,500,000
			STATE	600,000						600,000
			Total	6,314,348						6,314,348
16A9	2013	PARKLAND - SITE IMPROVEMENTS	GO	1,044,542						1,044,542
			PRIVATE	165,000						165,000
			STATE	165,000						165,000
			Total	1,374,542						1,374,542
16A9	2012	PARKLAND - SITE IMPROVEMENTS	GO	750,000						750,000
			Total	750,000						750,000
16A9	2011	PARKLAND - SITE IMPROVEMENTS	GO	1,000,536						1,000,536
			STATE	500,000						500,000
			Total	1,500,536						1,500,536
16A9	2010	PARKLAND - SITE IMPROVEMENTS	FEDERAL	1,857,934						1,857,934
			GO	82,683						82,683
			Total	1,940,617						1,940,617

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
16A9	2009	PARKLAND - SITE IMPROVEMENTS	FEDERAL	373,462						373,462
			GO	511,645						511,645
			OGOV	883,023						883,023
			STATE	3,194,401						3,194,401
			Total	4,962,531						4,962,531
16A9	2008	PARKLAND - SITE IMPROVEMENTS	STATE	14,000						14,000
			Total	14,000					14,000	
16A9	2005	PARKLAND - SITE IMPROVEMENTS	FEDERAL	224,000						224,000
			Total	224,000					224,000	
16B1	2014	ROADWAYS, FOOTWAYS, AND PARKING	GO	920,000						920,000
			STATE	1,200,000						1,200,000
			Total	2,120,000					2,120,000	
16B1	2013	ROADWAYS, FOOTWAYS, AND PARKING	GO	1,260,659						1,260,659
			STATE	916,507						916,507
			Total	2,177,166					2,177,166	
16B1	2012	ROADWAYS, FOOTWAYS, AND PARKING	GO	134,907						134,907
			Total	134,907					134,907	
16B1	2011	ROADWAYS, FOOTWAYS, AND PARKING	FEDERAL	1,000,000						1,000,000
			GO	127,516						127,516
			STATE	700,000						700,000
			Total	1,827,516					1,827,516	
16B1	2010	ROADWAYS, FOOTWAYS, AND PARKING	GO	44,950						44,950
			Total	44,950					44,950	
16B1	2006	ROADWAYS, FOOTWAYS, AND PARKING	FEDERAL	1,135,000						1,135,000
			Total	1,135,000					1,135,000	
Total for 1670 - FAIRMOUNT PARK - CAPITAL				50,154,595						50,154,595
				FEDERAL	5,590,396					5,590,396
				GO	24,149,696					24,149,696
				OGOV	883,023					883,023
				OR	2,226,572					2,226,572
				PRIVATE	8,365,000					8,365,000
				STATE	8,939,908					8,939,908

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
17ZOO - ZOO										
1780 - ZOO										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
17Z1	2017	PHILA ZOO FACILITY & INFRASTRUCTURE IMPS								
			GO	850,000	850,000	850,000	1,500,000	1,500,000	1,000,000	6,550,000
			PRIVATE	1,580,000	13,000,000	4,500,000		500,000	5,000,000	24,580,000
			Total	2,430,000	13,850,000	5,350,000	1,500,000	2,000,000	6,000,000	31,130,000
17Z1	2016	PHILA ZOO FACILITY & INFRASTRUCTURE IMPS								
			GO	1,200,000						1,200,000
			PRIVATE	1,080,000						1,080,000
			Total	2,280,000						2,280,000
17Z1	2015	PHILA ZOO FACILITY & INFRASTRUCTURE IMPS								
			GO	850,000						850,000
			PRIVATE	3,100,000						3,100,000
			Total	3,950,000						3,950,000
17Z1	2014	PHILA ZOO FACILITY & INFRASTRUCTURE IMPS								
			GO	613,023						613,023
			Total	613,023						613,023
17Z1	2013	PHILA ZOO FACILITY & INFRASTRUCTURE IMPS								
			GO	123,797						123,797
			Total	123,797						123,797
17Z1	2011	PHILA ZOO FACILITY & INFRASTRUCTURE IMPS								
			GO	18,363						18,363
			Total	18,363						18,363
17Z1	2010	PHILA ZOO FACILITY & INFRASTRUCTURE IMPS								
			GO	21,506						21,506
			Total	21,506						21,506
Total for 1780 - ZOO				9,436,689	13,850,000	5,350,000	1,500,000	2,000,000	6,000,000	38,136,689
			GO	3,676,689	850,000	850,000	1,500,000	1,500,000	1,000,000	8,376,689
			PRIVATE	5,760,000	13,000,000	4,500,000		500,000	5,000,000	23,760,000
Total for 17ZOO - ZOO				9,436,689	13,850,000	5,350,000	1,500,000	2,000,000	6,000,000	38,136,689
			GO	3,676,689	850,000	850,000	1,500,000	1,500,000	1,000,000	8,376,689
			PRIVATE	5,760,000	13,000,000	4,500,000		500,000	5,000,000	23,760,000

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
20A3	1999	EASTERN STATE PENITENTIARY RENOV	PRIVATE	3,099,000						3,099,000
			Total	3,099,000						3,099,000
20A4	2017	C-W ASBESTOS ABATEMENT/ENVIRON REMED	GO	400,000	400,000		400,000	400,000	400,000	2,000,000
			Total	400,000	400,000		400,000	400,000	400,000	2,000,000
20A4	2016	C-W ASBESTOS ABATEMENT/ENVIRON REMED	GO	200,000						200,000
			Total	200,000						200,000
20A4	2015	C-W ASBESTOS ABATEMENT/ENVIRON REMED	GO	79,000						79,000
			Total	79,000						79,000
20A4	2014	C-W ASBESTOS ABATEMENT/ENVIRON REMED	GO	74,500						74,500
			Total	74,500						74,500
Total for 2095 - BUILDINGS & FACILITIES -- OTHER				21,150,707	6,550,000	8,250,000	4,100,000	4,950,000	5,450,000	50,450,707
			GO	17,203,712	6,200,000	7,900,000	3,750,000	4,600,000	5,100,000	44,753,712
			GORP	373,000						373,000
			OR	474,995	350,000	350,000	350,000	350,000	350,000	2,224,995
			PRIVATE	3,099,000						3,099,000

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
20DPP - DEPT PUBLIC PROPERTY										
2097 - CAPITAL PROJECTS										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
20A5	2017	Payroll - A&E and Administration	GO	5,000,000	5,000,000	5,000,000	5,000,000	5,300,000	5,300,000	30,600,000
			OGO	300,000						300,000
			Total	5,300,000	5,000,000	5,000,000	5,000,000	5,300,000	5,300,000	30,900,000
20A5	2016	Payroll - A&E and Administration	GO	2,671,270						2,671,270
			OGO	27,865						27,865
			Total	2,699,135						2,699,135
20A5	2015	Payroll - A&E and Administration	GO	1,857,537						1,857,537
			Total	1,857,537						1,857,537
20A5	2014	Payroll - A&E and Administration	GO	193,191						193,191
			Total	193,191						193,191
20A5	2013	Payroll - A&E and Administration	GO	112,000						112,000
			Total	112,000						112,000
20A5	2012	Payroll - A&E and Administration	GO	517,072						517,072
			Total	517,072						517,072
Total for 2097 - CAPITAL PROJECTS				10,678,935	5,000,000	5,000,000	5,000,000	5,300,000	5,300,000	36,278,935
			GO	10,351,070	5,000,000	5,000,000	5,000,000	5,300,000	5,300,000	35,951,070
			OGO	327,865						327,865
Total for 20DPP - DEPT PUBLIC PROPERTY				31,829,642	11,550,000	13,250,000	9,100,000	10,250,000	10,750,000	86,729,642
			GO	27,554,782	11,200,000	12,900,000	8,750,000	9,900,000	10,400,000	80,704,782
			GORP	373,000						373,000
			OGO	327,865						327,865
			OR	474,995	350,000	350,000	350,000	350,000	350,000	2,224,995
			PRIVATE	3,099,000						3,099,000

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
20TRAN - TRANSIT										
2051 - TRANSIT IMPROVEMENTS - CITY										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
20T1	2017	SEPTA BRIDGE/TRACK/SIGNAL/INFRASTRU IMPS	FO	18,534,000	20,831,000	18,302,000	5,757,000	4,959,000	1,912,000	70,295,000
			GO	2,740,000	3,309,000	3,118,000	3,387,000	3,494,000	3,067,000	19,115,000
			OGOVO	2,252,000	1,345,000	1,233,000	1,346,000	1,409,000	1,222,000	8,807,000
			SO	150,471,000	139,646,000	130,547,000	142,012,000	147,072,000	128,732,000	838,480,000
			Total	173,997,000	165,131,000	153,200,000	152,502,000	156,934,000	134,933,000	936,697,000
20T1	2016	SEPTA BRIDGE/TRACK/SIGNAL/INFRASTRU IMPS	GO	3,001,000						3,001,000
			GORP	58,000						58,000
			Total	3,059,000						3,059,000
20T1	2015	SEPTA BRIDGE/TRACK/SIGNAL/INFRASTRU IMPS	GO	1						1
			Total	1						1
20T1	2013	SEPTA BRIDGE/TRACK/SIGNAL/INFRASTRU IMPS	GO	62,000						62,000
			Total	62,000						62,000
20T1	2012	SEPTA BRIDGE/TRACK/SIGNAL/INFRASTRU IMPS	GO	68,128						68,128
			Total	68,128						68,128
20T2	2017	SEPTA STATION AND PARKING IMPROVEMENTS	FO	321,000						321,000
			GO	653,000	1,450,000	1,453,000	1,431,000	1,601,000	2,480,000	9,068,000
			OGOVO	72,000	73,000	100,000	85,000			330,000
			SO	22,101,000	45,754,000	46,631,000	45,527,000	48,030,000	74,403,000	282,446,000
			Total	23,147,000	47,277,000	48,184,000	47,043,000	49,631,000	76,883,000	292,165,000
20T2	2016	SEPTA STATION AND PARKING IMPROVEMENTS	FO	195,000						195,000
			GO	685,000						685,000
			OGOVO	19,000						19,000
			SO	20,873,000						20,873,000
			Total	21,772,000						21,772,000

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
20T2	2013	SEPTA STATION AND PARKING IMPROVEMENTS	GO	29,516						29,516
			Total	29,516						29,516
20T3	2017	SEPTA Passenger Info Communications & System Controls	FO	4,000,000	16,000,000	20,000,000	14,449,000			54,449,000
			GO	29,000	118,000	147,000	72,000			366,000
			OGOVO	3,000	11,000	14,000	44,000			72,000
			SO	968,000	3,871,000	4,839,000	3,496,000			13,174,000
			Total	5,000,000	20,000,000	25,000,000	18,061,000			68,061,000
20T3	2016	SEPTA Passenger Info Communications & System Controls	FO	4,000,000						4,000,000
			GO	29,000						29,000
			OGOVO	3,000						3,000
			SO	968,000						968,000
			Total	5,000,000						5,000,000
20T4	2017	RAIL VEHICAL/EQUIP ACQUISITION & IMPRV PRG	FO		10,226,000	33,812,000	57,168,000	9,480,000		110,686,000
			GO	1,081,000	633,000	880,000	815,000	729,000	441,000	4,579,000
			OGOVO	464,000	271,000	377,000	349,000	312,000	189,000	1,962,000
			SO	46,364,000	27,146,000	37,737,000	34,925,000	31,233,000	18,913,000	196,318,000
			Total	47,909,000	38,276,000	72,806,000	93,257,000	41,754,000	19,543,000	313,545,000
20T4	2016	RAIL VEHICAL/EQUIP ACQUISITION & IMPRV PRG	FO	23,500,000						23,500,000
			GO	36,000						36,000
			OGOVO	15,000						15,000
			SO	1,535,000						1,535,000
			Total	25,086,000						25,086,000
Total for 2051 - TRANSIT IMPROVEMENTS - CITY				305,129,645	270,684,000	299,190,000	310,863,000	248,319,000	231,359,000	1,665,544,645
			FO	50,550,000	47,057,000	72,114,000	77,374,000	14,439,000	1,912,000	263,446,000
			GO	8,413,645	5,510,000	5,598,000	5,705,000	5,824,000	5,988,000	37,038,645
			GORP	58,000						58,000
			OGOVO	2,828,000	1,700,000	1,724,000	1,824,000	1,721,000	1,411,000	11,208,000
			SO	243,280,000	216,417,000	219,754,000	225,960,000	226,335,000	222,048,000	1,353,794,000
Total for 20TRAN - TRANSIT				305,129,645	270,684,000	299,190,000	310,863,000	248,319,000	231,359,000	1,665,544,645
			FO	50,550,000	47,057,000	72,114,000	77,374,000	14,439,000	1,912,000	263,446,000
			GO	8,413,645	5,510,000	5,598,000	5,705,000	5,824,000	5,988,000	37,038,645
			GORP	58,000						58,000
			OGOVO	2,828,000	1,700,000	1,724,000	1,824,000	1,721,000	1,411,000	11,208,000
			SO	243,280,000	216,417,000	219,754,000	225,960,000	226,335,000	222,048,000	1,353,794,000

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
23 - PRISONS										
2323 - CORRECTIONAL INSTITUTIONS										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
23A1	2017	PRISON SYSTEMS RENOVATIONS	GO	7,200,000	5,200,000	6,800,000	5,800,000	3,500,000	3,500,000	32,000,000
			Total	7,200,000	5,200,000	6,800,000	5,800,000	3,500,000	3,500,000	32,000,000
23A1	2016	PRISON SYSTEMS RENOVATIONS	GO	3,000,000						3,000,000
			GORP	1,070,000						1,070,000
			OGOV	3,700,000						3,700,000
			Total	7,770,000						7,770,000
23A1	2015	PRISON SYSTEMS RENOVATIONS	GO	5,762,677						5,762,677
			Total	5,762,677						5,762,677
23A1	2014	PRISON SYSTEMS RENOVATIONS	GO	4,763,216						4,763,216
			Total	4,763,216						4,763,216
23A1	2013	PRISON SYSTEMS RENOVATIONS	GO	2,137,006						2,137,006
			Total	2,137,006						2,137,006
23A1	2012	PRISON SYSTEMS RENOVATIONS	GO	390,136						390,136
			Total	390,136						390,136
23A1	2010	PRISON SYSTEMS RENOVATIONS	GO	940,759						940,759
			Total	940,759						940,759
23A1	2009	PRISON SYSTEMS RENOVATIONS	GO	20,389						20,389
			Total	20,389						20,389
Total for 2323 - CORRECTIONAL INSTITUTIONS				28,984,183	5,200,000	6,800,000	5,800,000	3,500,000	3,500,000	53,784,183
			GO	24,214,183	5,200,000	6,800,000	5,800,000	3,500,000	3,500,000	49,014,183
			GORP	1,070,000						1,070,000
			OGOV	3,700,000						3,700,000
Total for 23 - PRISONS				28,984,183	5,200,000	6,800,000	5,800,000	3,500,000	3,500,000	53,784,183
			GO	24,214,183	5,200,000	6,800,000	5,800,000	3,500,000	3,500,000	49,014,183
			GORP	1,070,000						1,070,000
			OGOV	3,700,000						3,700,000

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
24 - OFFICE OF SUPPORTIVE HOUSING										
2422 - FAMILY CARE FACILITIES										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
24A1	2017	OSH FACILITY RENOVATIONS	GO	1,370,000	775,000	900,000	1,500,000	500,000	500,000	5,545,000
			Total	1,370,000	775,000	900,000	1,500,000	500,000	500,000	5,545,000
24A1	2016	OSH FACILITY RENOVATIONS	GO	945,517						945,517
			Total	945,517						945,517
24A1	2015	OSH FACILITY RENOVATIONS	GO	1,313,364						1,313,364
			Total	1,313,364						1,313,364
24A1	2014	OSH FACILITY RENOVATIONS	STATE	600,000						600,000
			Total	600,000						600,000
24A1	2013	OSH FACILITY RENOVATIONS	GO	603,521						603,521
			Total	603,521						603,521
24A1	2012	OSH FACILITY RENOVATIONS	GO	234,465						234,465
			Total	234,465						234,465
24A1	2011	OSH FACILITY RENOVATIONS	GO	270,624						270,624
			Total	270,624						270,624
24A1	2009	OSH FACILITY RENOVATIONS	GO	36,245						36,245
			Total	36,245						36,245
Total for 2422 - FAMILY CARE FACILITIES				5,373,736	775,000	900,000	1,500,000	500,000	500,000	9,548,736
			GO	4,773,736	775,000	900,000	1,500,000	500,000	500,000	8,948,736
			STATE	600,000						600,000
Total for 24 - OFFICE OF SUPPORTIVE HOUSING				5,373,736	775,000	900,000	1,500,000	500,000	500,000	9,548,736
			GO	4,773,736	775,000	900,000	1,500,000	500,000	500,000	8,948,736
			STATE	600,000						600,000

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
25 - FLEET MANAGEMENT										
2584 - FLEET MANAGEMENT										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
25A1	2017	FLEET MANAGEMENT FACILITIES	GO	2,500,000	3,000,000	1,800,000	1,300,000	1,620,000	330,000	10,550,000
			Total	2,500,000	3,000,000	1,800,000	1,300,000	1,620,000	330,000	10,550,000
25A1	2016	FLEET MANAGEMENT FACILITIES	GO	750,000						750,000
			Total	750,000						750,000
25A1	2015	FLEET MANAGEMENT FACILITIES	GO	406,283						406,283
			Total	406,283						406,283
25A1	2014	FLEET MANAGEMENT FACILITIES	GO	29,260						29,260
			Total	29,260						29,260
25A2	2017	FUEL TANK REPLACEMENT		700,000	550,000	700,000	1,500,000	1,300,000	1,900,000	6,650,000
			Total	700,000	550,000	700,000	1,500,000	1,300,000	1,900,000	6,650,000
25A2	2016	FUEL TANK REPLACEMENT	GO	900,000						900,000
			PRIVATE	400,000						400,000
			Total	1,300,000						1,300,000
25A2	2015	FUEL TANK REPLACEMENT	GO	627,772						627,772
			PRIVATE	800,000						800,000
			Total	1,427,772						1,427,772
25A2	2014	FUEL TANK REPLACEMENT	GO	783						783
			Total	783						783
25A3	2017	VEHICLE PURCHASES		19,800,000	15,000,000	15,000,000	18,753,698	15,775,132	15,097,132	99,425,962
			Total	19,800,000	15,000,000	15,000,000	18,753,698	15,775,132	15,097,132	99,425,962
25A3	2016	VEHICLE PURCHASES	GO	676,056						676,056
			Total	676,056						676,056
Total for 2584 - FLEET MANAGEMENT				27,590,154	18,550,000	17,500,000	21,553,698	18,695,132	17,327,132	121,216,116
			GO	26,390,154	18,550,000	17,500,000	21,553,698	18,695,132	17,327,132	120,016,116
			PRIVATE	1,200,000						1,200,000
Total for 25 - FLEET MANAGEMENT				27,590,154	18,550,000	17,500,000	21,553,698	18,695,132	17,327,132	121,216,116
			GO	26,390,154	18,550,000	17,500,000	21,553,698	18,695,132	17,327,132	120,016,116
			PRIVATE	1,200,000						1,200,000

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
28 - WATER										
2815 - GENERAL - CAPITAL										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
28A3	2017	ENGINEERING AND MATERIAL SUPPORT								
			WB	239,000	246,000	254,000	261,000	269,000	277,000	1,546,000
			WOR	42,086,000	43,109,000	44,162,000	45,247,000	46,364,000	47,515,000	268,483,000
			Total	42,325,000	43,355,000	44,416,000	45,508,000	46,633,000	47,792,000	270,029,000
28A3	2016	ENGINEERING AND MATERIAL SUPPORT								
			WB	205,000						205,000
			WOR	39,923,000						39,923,000
			Total	40,128,000						40,128,000
28A3	2015	ENGINEERING AND MATERIAL SUPPORT								
			WOR	1,231,358						1,231,358
			Total	1,231,358						1,231,358
28A3	2014	ENGINEERING AND MATERIAL SUPPORT								
			WOR	3,468,193						3,468,193
			Total	3,468,193						3,468,193
28A3	2013	ENGINEERING AND MATERIAL SUPPORT								
			WOR	6,000,000						6,000,000
			Total	6,000,000						6,000,000

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
28A3	2012	ENGINEERING AND MATERIAL SUPPORT	WOR	6,000,000						6,000,000
			Total	6,000,000						
28A3	2011	ENGINEERING AND MATERIAL SUPPORT	WOR	500,000						500,000
			Total	500,000						
28A3	2010	ENGINEERING AND MATERIAL SUPPORT	WOR	746,000						746,000
			Total	746,000						
28A3	2008	ENGINEERING AND MATERIAL SUPPORT	WOR	14,000						14,000
			Total	14,000						
28A4	2011	VEHICLES	WOR	500,000						500,000
			Total	500,000						
28A4	2010	VEHICLES	WOR	746,000						746,000
			Total	746,000						
28A4	2008	VEHICLES	WOR	14,000						14,000
			Total	14,000						
Total for 2815 - GENERAL - CAPITAL				101,672,551	43,355,000	44,416,000	45,508,000	46,633,000	47,792,000	329,376,551
WB				444,000	246,000	254,000	261,000	269,000	277,000	1,751,000
WOR				101,228,551	43,109,000	44,162,000	45,247,000	46,364,000	47,515,000	327,625,551

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
28 - WATER										
2825 - COLLECTION - CAPITAL										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
28A1	2017	IMPROVEMENTS TO COLLECTOR SYSTEM	FEDERAL	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	6,300,000
			PRIVATE	10,000	10,000	10,000	10,000	10,000	10,000	60,000
			STATE	5,050,000	5,050,000	5,050,000	5,050,000	5,050,000	5,050,000	30,300,000
			WB	85,505,000	81,502,000	75,906,000	69,242,000	83,015,000	72,907,000	468,077,000
			WOR	6,629,000	12,388,000	17,984,000	24,648,000	26,135,000	31,643,000	119,427,000
			Total	98,244,000	100,000,000	100,000,000	100,000,000	115,260,000	110,660,000	624,164,000
28A1	2016	IMPROVEMENTS TO COLLECTOR SYSTEM	FEDERAL	50,000						50,000
			PRIVATE	10,000						10,000
			STATE	50,000						50,000
			WB	71,579,438						71,579,438
			WOR	1,500,000						1,500,000
			Total	73,189,438						73,189,438
28A1	2015	IMPROVEMENTS TO COLLECTOR SYSTEM	WB	30,108,076						30,108,076
			WOR	1,500,000						1,500,000
			Total	31,608,076						31,608,076
28A1	2014	IMPROVEMENTS TO COLLECTOR SYSTEM	WB	15,962,914						15,962,914
			WOR	719,000						719,000
			Total	16,681,914						16,681,914

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
28A1	2012	IMPROVEMENTS TO COLLECTOR SYSTEM	WB	933						933
			Total	933						933
28A1	2011	IMPROVEMENTS TO COLLECTOR SYSTEM	WB	1,102						1,102
			WOR	987,000						987,000
			Total	988,102						988,102
28A1	2010	IMPROVEMENTS TO COLLECTOR SYSTEM	WB	8,933,927						8,933,927
			Total	8,933,927						8,933,927
28A1	2009	IMPROVEMENTS TO COLLECTOR SYSTEM	WB	2,788						2,788
			Total	2,788						2,788
Total for 2825 - COLLECTION - CAPITAL				229,649,178	100,000,000	100,000,000	100,000,000	115,260,000	110,660,000	755,569,178
			FEDERAL	1,100,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	6,350,000
			PRIVATE	20,000	10,000	10,000	10,000	10,000	10,000	70,000
			STATE	5,100,000	5,050,000	5,050,000	5,050,000	5,050,000	5,050,000	30,350,000
			WB	212,094,178	81,502,000	75,906,000	69,242,000	83,015,000	72,907,000	594,666,178
			WOR	11,335,000	12,388,000	17,984,000	24,648,000	26,135,000	31,643,000	124,133,000
Total for 28 - WATER				732,780,874	324,415,000	325,476,000	326,568,000	322,953,000	319,512,000	2,351,704,874
			FEDERAL	1,500,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	7,750,000
			PRIVATE	40,000	20,000	20,000	20,000	20,000	20,000	140,000
			STATE	5,500,000	5,250,000	5,250,000	5,250,000	5,250,000	5,250,000	31,750,000
			WB	585,710,338	259,898,000	254,310,000	247,653,000	241,434,000	231,334,000	1,820,339,338
			WOR	140,030,536	57,997,000	64,646,000	72,395,000	74,999,000	81,658,000	491,725,536

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
31 - RECORDS										
3131 - CAPITAL PROJECTS										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
31A1	2017	RECORDS IMPROVEMENTS	GO	7,585,000	225,000					7,810,000
			Total	7,585,000	225,000					7,810,000
31A1	2015	RECORDS IMPROVEMENTS	GO	197,206						197,206
			Total	197,206						197,206
31A1	2014	RECORDS IMPROVEMENTS	GO	67,684						67,684
			Total	67,684						67,684
31A1	2013	RECORDS IMPROVEMENTS	GO	10,623						10,623
			Total	10,623						10,623
31A1	2011	RECORDS IMPROVEMENTS	GO	3,601						3,601
			Total	3,601						3,601
Total for 3131 - CAPITAL PROJECTS				7,864,114	225,000					8,089,114
			GO	7,864,114	225,000					8,089,114
Total for 31 - RECORDS				7,864,114	225,000					8,089,114
			GO	7,864,114	225,000					8,089,114

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
35A1	2005	Improvements to Facilities	GO	55,000						55,000
			Total	55,000						55,000
35A1	2004	Improvements to Facilities	GO	464,983						464,983
			Total	464,983						464,983
35A1	2003	Improvements to Facilities	GO	31,234						31,234
			Total	31,234						31,234
35A1	2001	Improvements to Facilities	GO	102,000						102,000
			Total	102,000						102,000
35A1	2000	Improvements to Facilities	GO	87,000						87,000
			Total	87,000						87,000
35A1	1999	Improvements to Facilities	GO	4,000						4,000
			Total	4,000						4,000
35A1	1997	Improvements to Facilities	GO	58,000						58,000
			Total	58,000						58,000
35A4	2017	NEW VOTING MACHINES		500,000	500,000	22,000,000				23,000,000
			Total	500,000	500,000	22,000,000				23,000,000
Total for 3561 - CAPITAL PROJECTS				41,050,799	5,600,000	27,100,000	5,100,000	5,100,000	5,100,000	89,050,799
			GO	37,629,275	5,600,000	27,100,000	5,100,000	5,100,000	5,100,000	85,629,275
			OGOV	1,489,524						1,489,524
			PRIVATE	1,932,000						1,932,000
Total for 35 - DIRECTOR OF FINANCE				41,050,799	5,600,000	27,100,000	5,100,000	5,100,000	5,100,000	89,050,799
			GO	37,629,275	5,600,000	27,100,000	5,100,000	5,100,000	5,100,000	85,629,275
			OGOV	1,489,524						1,489,524
			PRIVATE	1,932,000						1,932,000

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
42AIR - AIRPORT										
4211 - PHILADELPHIA INTERNATIONAL AIRPORT										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
42B1	2017	AIRFIELD IMPS - PHILA INT'L AIRPORT	AB	59,400,000	28,932,000	30,920,000	31,348,000	29,997,000	27,045,000	207,642,000
			AOR	1,000,000	827,000	912,000	942,000	812,000	1,096,000	5,589,000
			FEDERAL	6,000,000	2,459,000	2,590,000	2,601,000	2,611,000	1,858,000	18,119,000
			PRIVATE	500,000	205,000	216,000	217,000	218,000	155,000	1,511,000
			STATE	1,000,000	827,000	912,000	942,000	812,000	1,096,000	5,589,000
			Total	67,900,000	33,250,000	35,550,000	36,050,000	34,450,000	31,250,000	238,450,000
42B1	2016	AIRFIELD IMPS - PHILA INT'L AIRPORT	AB	21,882,075						21,882,075
			AOR	2,000,000						2,000,000
			PRIVATE	2,000,000						2,000,000
			STATE	2,000,000						2,000,000
			Total	27,882,075						27,882,075
42B1	2015	AIRFIELD IMPS - PHILA INT'L AIRPORT	AOR	1,000,000						1,000,000
			FEDERAL	1,000,000						1,000,000
			PRIVATE	5,000,000						5,000,000
			STATE	1,000,000						1,000,000
			Total	8,000,000						8,000,000
42B1	2011	AIRFIELD IMPS - PHILA INT'L AIRPORT	FEDERAL	2,500,000						2,500,000
			Total	2,500,000						2,500,000
42B2	2011	TERMINAL D-E APRON RECONSTRUCTION	PRIVATE	6,250,000						6,250,000
			Total	6,250,000						6,250,000
42B3	2011	AIRFIELD RENOVATIONS & ADDITIONS	FEDERAL	2,500,000						2,500,000
			Total	2,500,000						2,500,000
42B4	2017	IMPS TO EXISTING FACILITIES	AB	79,285,005	51,659,000	57,761,002	53,104,997	53,032,988	51,620,009	346,463,001
			AOR	1,750,000	1,111,999	1,184,001	1,102,003	1,080,002	1,091,007	7,319,012
			FEDERAL	499,998	310,002	367,005	315,995	329,003	315,994	2,137,997
			PRIVATE	20,000,001	12,435,997	14,542,997	12,645,003	13,064,002	12,632,998	85,320,998
			STATE	3,999,996	2,858,002	3,144,995	3,082,002	2,994,005	2,839,992	18,918,992
			Total	105,535,000	68,375,000	77,000,000	70,250,000	70,500,000	68,500,000	460,160,000
42B4	2016	IMPS TO EXISTING FACILITIES	AB	39,085,710						39,085,710
			AOR	7,500,000						7,500,000
			FEDERAL	1,000,000						1,000,000
			PRIVATE	29,986,370						29,986,370
			STATE	3,850,000						3,850,000

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
				Total						81,422,080
42B4	2015	IMPS TO EXISTING FACILITIES								
			AB	1,233,927						1,233,927
			AOR	2,500,000						2,500,000
			FEDERAL	7,000,000						7,000,000
			PRIVATE	18,550,717						18,550,717
			STATE	5,000,000						5,000,000
			Total	34,284,644						34,284,644
42B4	2014	IMPS TO EXISTING FACILITIES								
			AB	6,448,560						6,448,560
			Total	6,448,560						6,448,560
42B5	2012	NOISE COMPATIBILITY PROGRAM								
			AOR	1,000,000						1,000,000
			FEDERAL	1,000,000						1,000,000
			Total	2,000,000						2,000,000
42B6	2017	AIRPORT SAFETY & SECURITY PROJECTS								
			AB	18,500,000	15,708,000	13,962,000	11,170,000	10,821,000	10,123,002	80,284,002
			AOR	1,000,000	849,000	755,000	604,000	585,000	546,998	4,339,998
			FEDERAL	500,000	425,000	377,000	302,000	292,000	274,000	2,170,000
			PRIVATE	6,500,000	5,518,000	4,906,000	3,924,000	3,802,000	3,556,000	28,206,000
			Total	26,500,000	22,500,000	20,000,000	16,000,000	15,500,000	14,500,000	115,000,000
42B6	2016	AIRPORT SAFETY & SECURITY PROJECTS								
			AB	4,058,817						4,058,817
			AOR	1,000,000						1,000,000
			FEDERAL	1,000,000						1,000,000
			PRIVATE	5,000,000						5,000,000
			STATE	100,000						100,000
			Total	11,158,817						11,158,817
42B6	2015	AIRPORT SAFETY & SECURITY PROJECTS								
			AB	2,997,057						2,997,057
			AOR	1,000,000						1,000,000
			FEDERAL	7,500,000						7,500,000
			PRIVATE	6,890,000						6,890,000
			STATE	1,500,000						1,500,000
			Total	19,887,057						19,887,057
42B6	2014	AIRPORT SAFETY & SECURITY PROJECTS								
			AB	990,000						990,000
			Total	990,000						990,000
42B7	2017	CAPACITY ENHANCEMENT PROGRAM								
			AB	172,180,831	231,161,000	226,812,000	244,488,000	247,432,000	233,572,000	1,355,645,831
			AOR	3,500,000	4,488,000	4,369,000	4,495,000	4,553,000	4,308,000	25,713,000
			FEDERAL	34,000,000	32,505,000	29,687,000	18,671,000	19,115,000	18,671,000	152,649,000
			PRIVATE	60,000,000	80,203,000	78,635,000	84,409,000	85,432,000	80,662,000	469,341,000

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
			STATE	1,600,000	2,443,000	2,447,000	2,937,000	2,968,000	2,787,000	15,182,000
			Total	271,280,831	350,800,000	341,950,000	355,000,000	359,500,000	340,000,000	2,018,530,831
42B7	2016	CAPACITY ENHANCEMENT PROGRAM								
			AB	163,770,878						163,770,878
			AOR	10,100,000						10,100,000
			FEDERAL	27,522,553						27,522,553
			PRIVATE	74,893,571						74,893,571
			STATE	5,800,000						5,800,000
			Total	282,087,002						282,087,002
42B7	2015	CAPACITY ENHANCEMENT PROGRAM								
			AB	149,365,000						149,365,000
			AOR	10,000,000						10,000,000
			FEDERAL	9,994,411						9,994,411
			PRIVATE	22,834,125						22,834,125
			STATE	2,000,000						2,000,000
			Total	194,193,536						194,193,536
42B7	2014	CAPACITY ENHANCEMENT PROGRAM								
			AOR	1,000,000						1,000,000
			Total	1,000,000						1,000,000
42B8	2011	AIRPORT EXPANSION PROGRAM								
			AOR	1,000,000						1,000,000
			Total	1,000,000						1,000,000
42C1	2010	TERMINAL EXPANSION & MODERNIZATION PGM								
			AOR	5,000,000						5,000,000
			Total	5,000,000						5,000,000
Total for 4211 - PHILADELPHIA INTERNATIONAL AIRPORT				1,157,819,602	474,925,000	474,500,000	477,300,000	479,950,000	454,250,000	3,518,744,602
			AB	719,197,860	327,460,000	329,455,002	340,110,997	341,282,988	322,360,011	2,379,866,858
			AOR	50,350,000	7,275,999	7,220,001	7,143,003	7,030,002	7,042,005	86,061,010
			FEDERAL	102,016,962	35,699,002	33,021,005	21,889,995	22,347,003	21,118,994	236,092,961
			PRIVATE	258,404,784	98,361,997	98,299,997	101,195,003	102,516,002	97,005,998	755,783,781
			STATE	27,849,996	6,128,002	6,503,995	6,961,002	6,774,005	6,722,992	60,939,992

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
42A2	2017	IMPROVEMENTS TO EXISTING FACILITIES	FEDERAL	1,000,000	1,444,000	1,333,000	1,667,000	1,556,000	1,111,000	8,111,000
			STATE	1,250,000	1,806,000	1,667,000	2,083,000	1,944,000	1,389,000	10,139,000
			Total	2,250,000	3,250,000	3,000,000	3,750,000	3,500,000	2,500,000	18,250,000
42A2	2016	IMPROVEMENTS TO EXISTING FACILITIES	AB	881,280						881,280
			AOR	500,000						500,000
			FEDERAL	450,000						450,000
			STATE	100,000						100,000
			Total	1,931,280						1,931,280
42A2	2015	IMPROVEMENTS TO EXISTING FACILITIES	AOR	100,000						100,000
			FEDERAL	250,000						250,000
			STATE	500,000						500,000
			Total	850,000						850,000
Total for 4212 - NORTHEAST PHILADELPHIA AIRPORT (PNE)				13,281,280	5,750,000	5,250,000	5,500,000	5,000,000	5,000,000	39,781,280
		AB	5,081,280	2,373,000	2,170,000	2,317,000	2,114,000	2,040,000	16,095,280	
		AOR	1,750,000	357,000	321,000	250,000	214,000	357,000	3,249,000	
		FEDERAL	5,450,000	2,913,000	2,663,000	2,858,000	2,608,000	2,496,000	18,988,000	
		STATE	1,000,000	107,000	96,000	75,000	64,000	107,000	1,449,000	
Total for 42AIR - AIRPORT				1,171,100,882	480,675,000	479,750,000	482,800,000	484,950,000	459,250,000	3,558,525,882
		AB	724,279,140	329,833,000	331,625,002	342,427,997	343,396,988	324,400,011	2,395,962,138	
		AOR	52,100,000	7,632,999	7,541,001	7,393,003	7,244,002	7,399,005	89,310,010	
		FEDERAL	107,466,962	38,612,002	35,684,005	24,747,995	24,955,003	23,614,994	255,080,961	
		PRIVATE	258,404,784	98,361,997	98,299,997	101,195,003	102,516,002	97,005,998	755,783,781	
		STATE	28,849,996	6,235,002	6,599,995	7,036,002	6,838,005	6,829,992	62,388,992	

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
42COM - COMMERCE										
4208 - COMMERCIAL & ECONOMICAL DEVELOPMENT										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
42L1	2017	Neighborhood Commercial Centers - Site Improvements	GO	12,500,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	37,500,000
			Total	12,500,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	37,500,000
42L1	2016	Neighborhood Commercial Centers - Site Improvements	GO	9,497,000						9,497,000
			GORP	3,000						3,000
			PRIVATE	1,850,000						1,850,000
			STATE	3,338,100						3,338,100
			Total	14,688,100						14,688,100
42L1	2015	Neighborhood Commercial Centers - Site Improvements	GO	9,350,000						9,350,000
			Total	9,350,000						9,350,000
42L1	2014	Neighborhood Commercial Centers - Site Improvements	GO	4,715,465						4,715,465
			Total	4,715,465						4,715,465
42L1	2013	Neighborhood Commercial Centers - Site Improvements	GO	2,811,130						2,811,130
			Total	2,811,130						2,811,130
42L1	2012	Neighborhood Commercial Centers - Site Improvements	GO	109,128						109,128
			Total	109,128						109,128
Total for 4208 - COMMERCIAL & ECONOMICAL DEVELOPMENT				44,173,823	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	69,173,823
				GO	38,982,723	5,000,000	5,000,000	5,000,000	5,000,000	63,982,723
				GORP	3,000					3,000
				PRIVATE	1,850,000					1,850,000
				STATE	3,338,100					3,338,100

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022		
42L9	2017	North Delaware River Waterfront	FEDERAL	2,470,000	3,400,000	3,300,000					9,170,000	
			GO	250,000	500,000	500,000	500,000	500,000	250,000		2,500,000	
			PRIVATE	350,000	700,000	1,450,000	800,000					3,300,000
			STATE	600,000	750,000	1,300,000	400,000					3,050,000
			Total	3,670,000	5,350,000	6,550,000	1,700,000	500,000	250,000			18,020,000
42L9	2016	North Delaware River Waterfront	FEDERAL	500,000							500,000	
			GO	500,000							500,000	
			STATE	350,000								350,000
			Total	1,350,000								1,350,000
42L9	2015	North Delaware River Waterfront	FEDERAL	234,610							234,610	
			GO	250,000								250,000
			Total	484,610								484,610
42L9	2014	North Delaware River Waterfront	GO	300,000							300,000	
			Total	300,000								300,000
42L9	2013	North Delaware River Waterfront	GO	500,000							500,000	
			Total	500,000								500,000
42L9	2011	North Delaware River Waterfront	GO	139,879							139,879	
			Total	139,879								139,879
42L9	2010	North Delaware River Waterfront	GO	1,080,000							1,080,000	
			Total	1,080,000								1,080,000
42L9	2009	North Delaware River Waterfront	GO	940,038							940,038	
			Total	940,038								940,038
Total for 4221 - WATERFRONT IMPROVEMENTS				83,724,527	13,800,000	43,300,000	15,200,000	14,750,000	6,250,000		177,024,527	
FEDERAL				33,204,610	6,400,000	30,300,000	8,000,000	7,000,000			84,904,610	
GO				17,009,917	5,500,000	5,500,000	4,500,000	6,500,000	6,250,000		45,259,917	
PRIVATE				8,460,000	700,000	1,450,000	800,000				11,410,000	
STATE				25,050,000	1,200,000	6,050,000	1,900,000	1,250,000			35,450,000	

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
42COM - COMMERCE										
4241 - INDUSTRIAL DEVELOPMENT										
Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
42L2	2017	Industrial Districts	FEDERAL	800,000						800,000
			GO		500,000	1,500,000	1,000,000	1,000,000	1,000,000	5,000,000
			STATE	2,200,000						2,200,000
			Total	3,000,000	500,000	1,500,000	1,000,000	1,000,000	1,000,000	8,000,000
42L2	2016	Industrial Districts	GO	1,000,000						1,000,000
			STATE	1,000,000						1,000,000
			Total	2,000,000						2,000,000
42L3	2017	Naval Yard Infrastructure Improvements	FEDERAL	3,900,000						3,900,000
			GO	1,000,000	1,000,000	1,000,000	1,000,000	2,000,000	2,000,000	8,000,000
			STATE	4,300,000						4,300,000
			Total	9,200,000	1,000,000	1,000,000	1,000,000	2,000,000	2,000,000	16,200,000
42L3	2016	Naval Yard Infrastructure Improvements	GO	1,400,000						1,400,000
			Total	1,400,000						1,400,000
42L3	2015	Naval Yard Infrastructure Improvements	GO	1,000,000						1,000,000
			Total	1,000,000						1,000,000

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
42L4	2017	Environmental Assessment/Remediation								
			FEDERAL		200,000		200,000		200,000	600,000
			GO		400,000		400,000		400,000	1,200,000
			STATE		400,000		400,000		400,000	1,200,000
			Total		1,000,000		1,000,000		1,000,000	
42L4	2015	Environmental Assessment/Remediation	GO	400,000						400,000
			Total	400,000						400,000
42L4	2013	Environmental Assessment/Remediation	GO	400,000						400,000
			Total	400,000						400,000
42L5	2017	PIDC Landbank Improvements, Engineering and Administration	REVOLVING	3,000,000						3,000,000
			Total	3,000,000						3,000,000
42L6	2017	PIDC Landbank Acquisition & Improvements	REVOLVING	7,000,000						7,000,000
			Total	7,000,000						7,000,000
Total for 4241 - INDUSTRIAL DEVELOPMENT				27,400,000	2,500,000	2,500,000	3,000,000	3,000,000	4,000,000	42,400,000
			FEDERAL	4,700,000	200,000		200,000		200,000	5,300,000
			GO	5,200,000	1,900,000	2,500,000	2,400,000	3,000,000	3,400,000	18,400,000
			REVOLVING	10,000,000						10,000,000
			STATE	7,500,000	400,000		400,000		400,000	8,700,000
Total for 42COM - COMMERCE				155,298,350	21,300,000	50,800,000	23,200,000	22,750,000	15,250,000	288,598,350
			FEDERAL	37,904,610	6,600,000	30,300,000	8,200,000	7,000,000	200,000	90,204,610
			GO	61,192,640	12,400,000	13,000,000	11,900,000	14,500,000	14,650,000	127,642,640
			GORP	3,000						3,000
			PRIVATE	10,310,000	700,000	1,450,000	800,000			13,260,000
			REVOLVING	10,000,000						10,000,000
			STATE	35,888,100	1,600,000	6,050,000	2,300,000	1,250,000	400,000	47,488,100

Project Id	Budget Year	Project Name	Funding Source	2017	2018	2019	2020	2021	2022	2017-2022
52A1	2009	Free Library Improvements	GO	135,357						135,357
			Total	135,357						135,357
Total for 5252 - LIBRARY FACILITIES - CAPITAL				18,335,255	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	23,335,255
			GO	11,225,255	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	16,225,255
			PICA	1,110,000						1,110,000
			PRIVATE	6,000,000						6,000,000
Total for 52 - FREE LIBRARY				18,335,255	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	23,335,255
			GO	11,225,255	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	16,225,255
			PICA	1,110,000						1,110,000
			PRIVATE	6,000,000						6,000,000