



**5** **YEAR**  
FINANCIAL  
AND  
STRATEGIC  
**PLAN**

**FOR FISCAL YEARS 2021-2025**

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

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**PRESENTED TO CITY COUNCIL MARCH 05, 2020**  
James F. Kenney, Mayor







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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Philadelphia  
Pennsylvania**

For the Fiscal Year Beginning

**July 1, 2019**

*Christopher P. Morill*

Executive Director







# LETTER FROM THE MAYOR



## FELLOW PHILADELPHIANS,

I am pleased to present my fifth proposed Five Year Financial and Strategic Plan, covering Fiscal Years 2021-2025.

Just two months ago, on January 6, 2020, I was honored to be sworn in to a second term as Mayor. On that day, I presented the top priorities of our second term—and the plans we have to address them—in five key areas:

- ▲ A SAFER AND MORE JUST PHILADELPHIA | ▲ QUALITY EDUCATION FOR ALL
- ▲ CLEANER AND SAFER STREETS | ▲ INCLUSIVE AND RESILIENT NEIGHBORHOODS
- ▲ DIVERSE, EFFICIENT, AND EFFECTIVE GOVERNMENT

The document you now hold in your hands is the financial blueprint for that vision. It represents our commitment to tackling Philadelphia's biggest challenges: intergenerational poverty, a improving education system, and public health crises that threaten lives and disrupt our cherished communities. Amid all the charts and numbers of this Plan is a core goal: to increase equity and opportunity so all Philadelphians, regardless of what corner of the city they live in, can reach their full potential.

To reduce and prevent the gun violence that's been tearing our communities apart, this plan adds \$8 million a year for the implementation of evidence-based and community-informed strategies in the Philadelphia Roadmap for Safer Communities. It also calls for \$5.7 million in the coming year for the staff and technology needed to expand Operation Pinpoint, which is starting to show positive results in the target areas, including a 27% decrease in homicides.

As part of this, we will invest \$2 million in a new transitional jobs program that has successfully reduced violence in other major cities. Since most of our crimes stem from poverty and lack of opportunity, we will provide job training and jobs to residents who are at the highest-risk of being involved in violence. And from our capital program, we'll invest \$23 million in FY21 in new police facilities for Districts 22 and 15 and make improvements in our existing facilities.

Both this Five Year Plan and our Capital Program reflect our continued commitment to repairing the conditions of our roadways. We'll invest \$240 million in street paving alone over six years. We'll continue designing safer streets that promote zero fatalities and put people first, and we'll deliver on our goal of creating 40 miles of protected bike lanes by 2025.

Some of the many ways this plan will help build inclusive and resilient neighborhoods include continuing the historic investments in housing affordability, homeless services, and homeownership; new funding for the Department of Human Services to support wage increases for the youth summer jobs program which is on top of the nearly \$8 million we invest a Signature annually in WorkReady; and \$1 million to enable Parks and Recreation to embark on an ambitious system wide effort to provide higher quality programs and realign their staffing structure to better serve communities in need.

Last year, when our team sat down to establish second term priorities, one goal rose to the top of the list when I thought about what we can do to make a real impact on reducing poverty, improving educational attainment and preparing a highly skilled workforce.



To do so, we have committed to investing more than \$1.4 billion over the life of the FY21-25 Five Year Plan to the School District of Philadelphia, which is now more financially stable and making steady progress on strategic goals. In addition to providing our K-12 system with the necessary funding, we will be doing everything we can to make the Community College of Philadelphia a school of choice, by making it more affordable and removing barriers to students' success.

To confront poverty with foundational investments in higher education, this Five Year Plan includes a major investment of \$87 million in new funding for Community College of Philadelphia to launch the Octavius Catto Scholarship. The program has a simple but vital goal — to significantly increase graduation rates for full-time CCP students, by closing the gap between other financial aid and the remaining tuition balance. Investments also include meeting basic insecurity needs and academic supports for eligible first time, full time students.

The combined total in the FY21-FY25 Five Year Plan for the School District, Community College, Pre-K and Community Schools is a total \$2 billion investment in education. Together, these investments in education make Philadelphia more economically competitive, growing the talent and workforce pipeline, and providing neighborhood-based supports for adults and children.

Housing affordability, like education, is a fundamental need that must be addressed to combat poverty. To forward our vision of equity and opportunity for all, we propose investing \$32.5 million over the Five Year Plan to expand and test innovative approaches to rent support for low-income households with children and youth. PHLRentAssist will help to prevent eviction and the cascading negative effects of displacement on children and communities by filling the gap between what families can afford and their housing costs. Because stable housing is a necessary baseline to enable children and families to attend school and post-secondary education consistently and take advantage of opportunities, the program will protect and amplify the City's major investments in education, inclusive neighborhoods, and economic mobility. PHLRentAssist will serve youth aging out of foster care, low income working families with children and formerly homeless individuals with disabilities. All three programs will be the subject of independent evaluation to test their efficacy, impact and lessons that can be applied locally and nationally.

Today, I'm proud that Philadelphia is a dynamic, diverse city with a strong economy. Our job growth outpaces the national average, unemployment and poverty are at their lowest rates in a decade, our reputation as a Welcoming City fuels population growth, and our neighborhood schools are improving.

We've made this progress because we had the courage to tackle tough issues head on. Yet, despite this success, we know that huge challenges remain. With the presentation of this Five Year Five Year Financial and Strategic Plan, I look forward to working with City Council, partners and stakeholders, and of course with residents, to make Philadelphia safer, cleaner, healthier, and to give our children a chance to achieve their dreams.

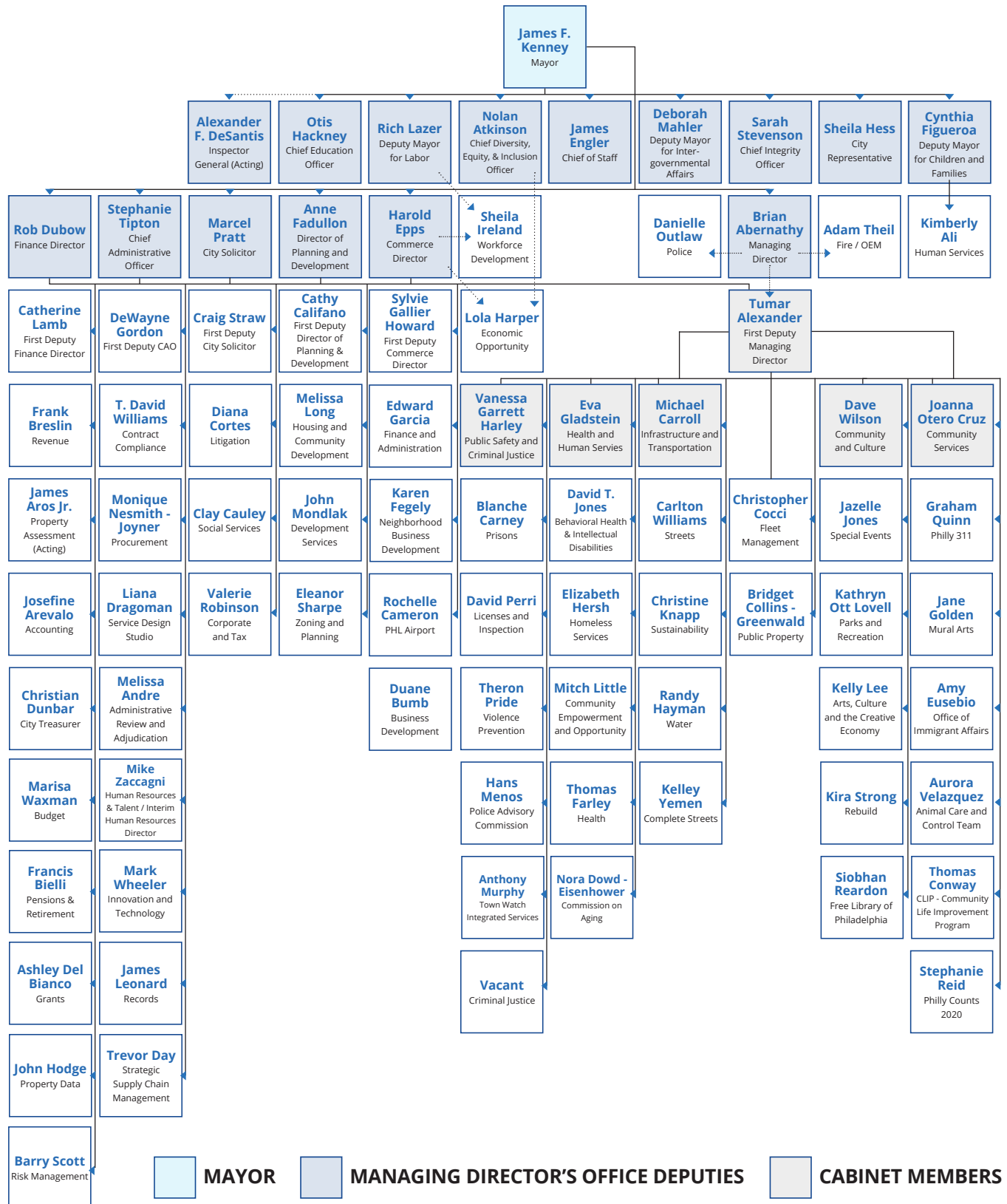
With pride in our city and hope for the future,



**JIM KENNEY**









As Mayor Kenney begins his second term, the Administration remains committed to increase equity and opportunity for all Philadelphians, regardless of what corner of the city they live in.



# INTRODUCTION

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The FY21-25 Five Year Plan continues to build on the investments of the past four years and includes new investments supporting efforts for:

- ▲ **A SAFER AND MORE JUST PHILADELPHIA**
- ▲ **QUALITY EDUCATION FOR ALL**
- ▲ **CLEANER AND SAFER STREETS**
- ▲ **INCLUSIVE AND RESILIENT NEIGHBORHOODS**
- ▲ **DIVERSE, EFFICIENT, AND EFFECTIVE GOVERNMENT**

The Five Year Plan is committed to achieving these goals, within our fiscal constraints to ensure the long-term health of the City. Philadelphia's fund balance is larger than it has been since before the last recession, and the City has been taking steps to improve its fiscal health, including making the first-ever deposit into a Rainy Day Fund this past summer.



In addition to setting aside reserves, the Kenney Administration will take other steps to improve the fiscal health of the City over the life of the Plan. To improve the health of the pension fund, the Administration has implemented a multi-step process to reduce the pension system's unfunded liability and get to 80% funded by FY29 and 100% funded by FY33. Even with these actions, Philadelphia must remain intentional about maintaining fiscal stability in the face of economic uncertainty and other factors impacting revenue collections and service needs.

The Mayor's commitments and priorities laid out in the FY21-25 Five Year Plan are a comprehensive and multigenerational approach to lifting 100,000 residents out of poverty over the next decade. Poverty and economic insecurity weaken Philadelphia's competitiveness and limits people from being able to realize their fullest potential. When families rise out of poverty and become more economically secure, we all benefit.

The Mayor's priorities are focused on providing equity and opportunity for all residents by:

- ▲ Supporting Philadelphians living in or near poverty who need assistance now;
- ▲ Taking actions to raise incomes by lifting Philadelphians out of poverty and into the middle class; and;
- ▲ Investing in the future generation of Philadelphians, and making bold structural changes to break the intergenerational cycle of poverty and improve Philadelphia's prosperity.



## **SAFER AND MORE JUST PHILADELPHIA**

Mayor Kenney's top priority is reducing the violence that tears our communities apart – leaving deep scars and lasting trauma in its wake. While overall crime in Philadelphia has remained steady, shootings and homicides have increased. Partnering with communities to deliver with urgency the strategies laid out in the Philadelphia Roadmap to Safer Communities (a comprehensive strategy that focuses on prevention, intervention, enforcement and reentry to reduce violent and gun-related crime), the Plan includes \$8 million in additional funding to reduce violent crime such as Police Assisted Diversion, Community Crisis Intervention, and Group Violence Intervention (aka Focused Deterrence) within the Managing Director's Office and targeted blight remediation in high crime areas via Licenses and Inspections.



A safer and more just Philadelphia will also be supported by \$4.8 million in new funding for the Fire Department for a dedicated HazMat Company and EMS supplies, and \$5.7 million for the Police Department to enable initiatives including expansion of Operation Pinpoint, the hiring of the first-ever Public Safety Enforcement Officers, and IT necessary for the use of body worn cameras. Police and the Managing Director's Office will also be receiving funding to open the Juvenile Assessment Center, a trauma sensitive centralized location staffed by case workers, police staff, and prosecutors with specialized training in working with juveniles and families. The project will expand access to prevention services and supports through pre-charge and pre-arrest diversion and will reduce the number of youth at risk for juvenile detention and placement. The Philadelphia Prisons will receive \$1 million in new funds in FY21 to offset the elimination of fees historically charged to inmates that were used to provide reentry services. As with the recent elimination of fines at the Free Library, the Administration is continuing to reevaluate fee and fine structures to improve equity.

The Six-Year Capital Program and Five Year Plan also include significant investments in public safety infrastructure. The Capital Budget proposes funding of \$90 million in new general-obligation debt, alongside operating revenue capital funds, to support the construction and outfitting of new and renovated Police facilities, ongoing improvements to Fire Department facilities, and renovations to the Curran-Fromhold Correctional Facility (CFCF) roof project and other infrastructure projects.



## QUALITY EDUCATION FOR ALL

Mayor Kenney is a fierce advocate for public education and has committed to investing more than \$1.4 billion over the life of the FY21-25 Five Year Plan to the School District of Philadelphia, which is now more financially stable and making steady progress on strategic goals.



▲ FY21 includes \$267.6 million in funding for the School District of Philadelphia, a \$45 million increase over FY20. In addition to providing our K-12 system with the necessary funding another key education priority for the Kenney Administration's second term is a more accessible and affordable community college.



The Community College of Philadelphia (CCP) is Philadelphia’s predominant gateway to greater economic mobility, enrolling just over 1,600 Philadelphia high school graduates annually, as well as adults committed to advancing their education and career goals. The Kenney Administration proposes the creation of a new Octavius Catto Scholarship for eligible new and returning full-time students with the goal of increasing their graduation, retention and enrollment rates. The Administration is also dedicated to ensuring that a racial equity lens is applied to the new program, closing gaps between and among demographic groups.



The Kenney Administration proposes that eligible Catto Scholars receive tuition-free enrollment through a “last-dollar” tuition model that closes the gap between other financial aid and students’ remaining tuition balance. Investments also include meeting basic insecurity needs (books, transportation, food) and providing academic supports for eligible first-time, full-time students. The City’s investment for the Catto Scholarship is projected at \$63 million over the life of the Five Year Plan.

In addition, the Administration also proposes a further \$24 million over the Plan to cover new operating and capital investments to further the accessibility, affordability, and attractiveness of CCP as a post-secondary institution of choice. This combined investment is in addition to the City’s existing \$36 million-per-year investment in CCP, bringing the City’s total investment in CCP up to nearly \$265 million over the next five years.



The Mayor's continued commitment to high quality pre-K, and growing community schools is continued in FY21, thanks to revenue provided by the Philadelphia Beverage Tax. Under the direction of the newly-created Office of Children and Families, these programs offer Philadelphia's children early learning fundamentals and community-based, wrap-around supports, key components in achieving quality educational outcomes. Educational opportunities are also supported through ongoing funding for the Free Library of Philadelphia, with a \$2.8 million increase to bring total funding to \$48.6 million, enabling six-day a week service throughout Philadelphia. Other educational investments include quality out-of-school time programming that aligns with the District's academic goals and support the citywide Read by 4th effort to promote early literacy and career connected learning system in partnership with business to engage students in a series of real-world experiences that expose, prepare, and connect them to in-demand careers.

Together, these investments in making Philadelphia more economically competitive, growing the talent and workforce pipeline, and providing neighborhood-based supports for adults and children are designed to ensure that as Philadelphia grows, it grows equitably, enabling all Philadelphians to access family-sustaining jobs and to break the intergenerational cycle of poverty.



## **CLEANER AND SAFER STREETS**

In the first term, the Administration launched historic investments in paving and road repair, committed to creating safer roadways, improving the bike network, modernizing traffic signals and bus shelters, and starting a new Direct Bus service on Roosevelt Boulevard. Term two will build on this momentum to improve the condition, cleanliness, and safety of Philadelphia's streets. These efforts will include expanding street sweeping to every neighborhood, prioritizing Vision Zero safety improvements and an ambitious effort transforming SEPTA bus service to deliver a more reliable, affordable, and attractive transit system.



In the second term, the Administration will expand street cleaning to every neighborhood by 2023; develop a large-scale commercial corridor cleaning program; and focus on combating illegal short dumping. Following a successful pilot in FY20, the City will significantly expand street sweeping through a \$10.5 million FY21 investment in street cleaning crews and vehicles, bringing the total budget for the Streets Department to \$118.5 million (not including the \$51.5 million for trash/recycling disposal). The FY21 budget also includes the \$89 million subsidy for SEPTA, a \$2.6 million increase over FY20. With a goal of promoting traffic safety and eliminating all traffic-related deaths and severe injuries by 2030, the City will continue implementing citywide safety improvements as outlined in the City's Vision Zero Three-Year Action Plan. The FY21 Capital Budget calls for \$32.6 million in City tax-supported funds for the reconstruction and resurfacing of City streets and the construction of accessible ramps, for a total of \$240.1 million in the FY 21-26 Capital Program. This is the single largest investment in the FY21-FY26 Capital Program and will ensure that the City attains and sustains a state of repair that allows workers, residents, and visitors to reliably and safely access their destinations. This FY21 Capital Budget also allocates \$2 million for Vision Zero improvements to improve the condition of the road, \$4 million for sanitation sites, and 1.4 million for bridge restoration (which will leverage significant outside funds).



▲ Commercial corridors are the lifeblood of our neighborhoods. A new pilot program, PHL Taking Care of Business, will give the Commerce Department's current corridor cleaning program a significant boost thanks to a \$10 million a year investment approved by City Council in FY19. Once these funds are spent down, \$5 million a year will be funded starting in FY23. These funds will directly contribute to the city's neighborhood revitalization—reducing blight and litter, creating job opportunities, and helping boost the capacity of some of our most engaged civic partners: neighborhood CDCs. As part of the program, the Streets Department will provide additional SWEEP officers to inform businesses regarding their trash disposal and maintenance responsibilities.

Improving mass transit is key to keeping Philadelphians of all income levels moving in a growing city, keeping the economy competitive, and reducing greenhouse gases. The Southeastern Pennsylvania Transit Authority (SEPTA) has proposed a program of investments totaling nearly \$4.6 million in City tax supported fund, which will leverage \$242.6 million in grant funds, in FY21. Projects will improve basic transit infrastructure, vehicles, communications, and payment technologies, providing improved reliability and safety for Philadelphia riders needing to access services and opportunities throughout the city and region. The City's contribution to SEPTA's investment is a required match for state and federal funding.





## INCLUSIVE AND RESILIENT NEIGHBORHOODS

Philadelphia is experiencing a period of transformative economic growth, contributing to a reduction in the city's poverty and unemployment rates, as well as rising median incomes. While we are progressing, we must move faster to close the inequality gap and foster more livable neighborhoods. In the second term, the Administration will adopt new strategies to drive economic mobility, raise incomes, attract and retain businesses, and support neighborhoods hit hardest by crime and opioids. The Administration is also committed to significant investments in affordable housing, homeless services, and homeownership and protecting our neighborhoods by being a national leader on climate change and resiliency.

To forward its vision of equity and opportunity for all, the Kenney administration proposes investing \$32.5 million over the Five Year Plan to expand and test innovative approaches to rent support for youth aging out of foster care, low-income working families, and individuals with disabilities. PHLRentAssist seeks to help move children, youth and families out of poverty by helping to prevent eviction and the cascading negative effects of displacement on children and communities by filling the gap between what families can afford and their housing costs. Because stable housing is a necessary baseline to enable children and families to go to school and for youth to pursue a credential to get the education they need to help them move out of poverty. PHLRentAssist will protect and amplify the City's major investments in education, inclusive neighborhoods, and economic mobility.

The Rebuild initiative is an investment of hundreds of millions of dollars to improve recreation centers, parks, and libraries in neighborhoods. Made possible by the Philadelphia Beverage Tax, Rebuild invests hundreds of millions of dollars in improving community facilities. We will build on the investments in Rebuild by improving the quality of programming available within parks, recreation centers, and libraries. In the FY21-25 Five Year Plan, funds are provided to support the Philadelphia Parks and Recreation (PPR) embark on a system-wide effort to provide higher-quality programs and realign staffing structures to better serve communities in need. Funding in FY21 includes \$1.0 million for PPR includes using data to realign staffing, setting new programming standards, and matching programs to local interests and needs developed in partnership with communities.





Additional funding of \$3.8 million is also proposed for the Department of Planning and Development to offer opportunities to redevelop vacant properties and improve the quality of life in the city's neighborhoods.

It can help to preserve community assets, create new amenities and support affordable housing, urban gardening and economic development.

The FY21 Capital Budget appropriates \$2 million to support the work of the Philadelphia Industrial Development Corporation (PIDC) in southwest Philadelphia. In accordance with the Lower Schuylkill Master Plan, this funding will be used to improve streetscapes in order to attract businesses to industrially-zoned parcels to create new jobs and increase tax revenues while improving the pedestrian experience for nearby residents. The Commerce Department also supports trail connections and developments on both the Schuylkill and Delaware Rivers. Using previously appropriated City funds totaling more than \$14 million, the Commerce Department will continue to implement a program of physical site improvements to enhance the competitiveness of neighborhood and community-serving commercial corridors. Corridor project funding from the City is coordinated with additional funding from state, regional, and private sources.

The FY21-25 Five Year Plan proposes continued investments to combat the opioid epidemic by providing additional funding to the Philadelphia Resilience Project, the citywide emergency response focused on Kensington and surrounding neighborhoods at the epicenter of the crisis. The Plan makes significant investments to address these challenges, including increased funding to combat the opioid epidemic, by adding \$2.3 million to the Department of Public Health for prevention, bathrooms, and a drug user survey and \$1 million to the Managing Director's Office to expand data and analytical capabilities to address the problem. The Office of Sustainability's budget is growing by more than 50% to nearly \$2.5 million to add staff, including a Chief Resiliency Officer, and support a citywide climate adaptation plan.





## A DIVERSE, EFFICIENT, AND EFFECTIVE GOVERNMENT

In FY21, the Administration will continue building financial stability and strengthening operations to modernize services, further diversify its workforce and contracts, prioritize quality customer service, and adopt a racial equity lens across City policies and services.

The Mayor's Office will use \$100,000 for racial equity training to future that vision, and Planning and Development will receive \$30,000 for inclusive workplace/racial equity trainings. Several departments will receive funding to support the transition from legacy IT infrastructure to modern ones that will offer efficiency and customer service improvements, like the new Integrated Tax System in the Department of Revenue which will add self-service functionality and improve operations. The Administration will focus on creating a culture of customer service and continuous improvement throughout City government. The Office of the Managing Director will lead a citywide initiative to enhance the customer experience for businesses and residents by launching an employee training and engagement program and creating a Business Acceleration Team within City government to make it easier for businesses to work with departments.

Timely delivery of City services such as trash collection and fire response are heavily dependent on having the necessary vehicles available. The Capital Program and the Five Year Plan includes \$8 million in capital-eligible vehicles for Fire, Streets, and other departments. The purchase of specialized fire apparatus, EMS vehicles, trash compactors, construction equipment, and grounds maintenance equipment is essential to replace outdated apparatus, ensure vehicle availability, and to manage personnel overtime. Additional funding is also proposed for the Department of Public Property for improvements to building systems, elevators, and environmental remediation. These investments, totaling about \$2.1 million annually, will enable Public Property to conduct HVAC preventative maintenance, general maintenance, service and repair which will mitigate emergency services and costly repairs.







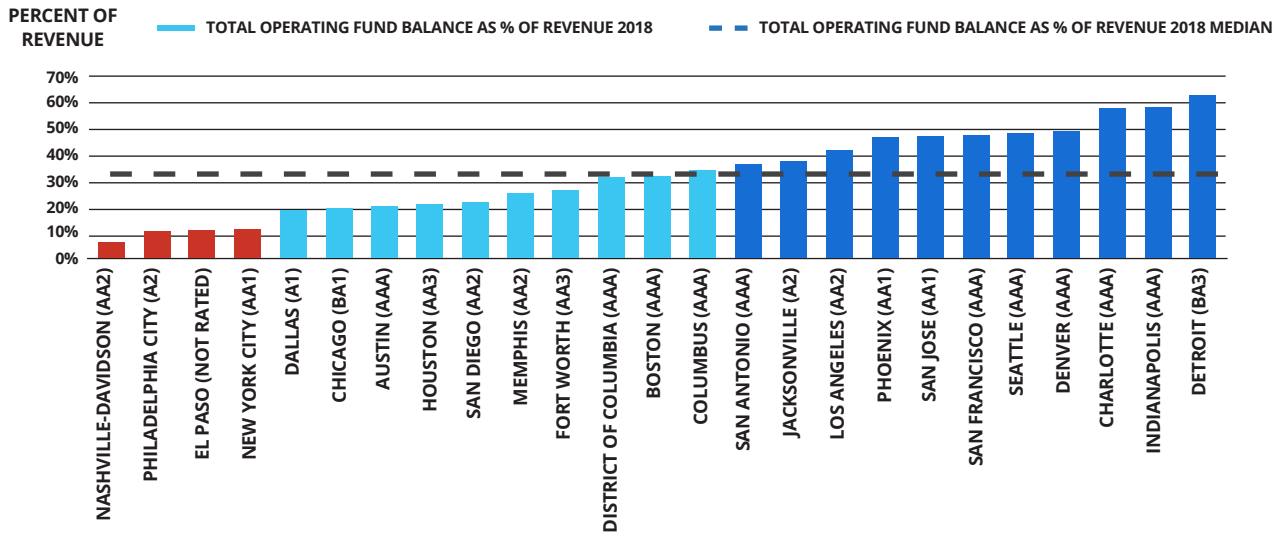


Philadelphia's fund balance for FY19 year-end is larger than it has been since before the last recession, and the City has been taking steps to improve its fiscal health, including making the first-ever deposit into a Rainy Day Fund this past summer. While the improvements are important, vulnerability remains, particularly with an anticipated recession on the horizon. Good fiscal health would ensure that the City could make immediate investments in needed services efficiently while retaining flexibility to meet future needs. Key indicators of the City's fiscal health include its bond rating and fund balance.

To continue its progress towards fiscal health, the City of Philadelphia has put in place several strategies to address anticipated financial challenges over the FY21-25 Five Year Plan. Despite improvement, Philadelphia's finances remain weak compared to peer cities and best practices. In a recession preparedness report done by Moody's Investor Service (Moody's) of the largest 25 cities in the US, Philadelphia was one of 17 cities that were ranked as "moderately" prepared for the upcoming recession. Although the City is in a far better position than before the prior recession, Philadelphia had the second lowest fund balance as a percent of revenue of the 25 largest cities (see chart on next page) and was the only city in the report whose fund balance was smaller than the fund balance decline of the prior recession.



## MOODY'S CHART OF THE LARGEST 25 CITIES IN THE US FUND BALANCE AS PERCENT OF REVENUE



SOURCE: MOODY'S INVESTORS SERVICE, AUDITED FINANCIAL STATEMENTS

Additionally, the Government Finance Officers Association recommends that jurisdictions have two months of expenses set aside as a fund balance (approximately 17% of spending). For Philadelphia, that would mean ending FY20 with a fund balance of \$869.6 million – but the City is projected to end the fiscal year with a fund balance of \$352 million – just 25 days of spending. Since meeting the GFOA recommendation immediately would necessitate significant reductions in service delivery, the City has set an internal goal of fund balance of 6-8% of spending.

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<sup>1</sup>Moody's Investor Service. (2019). Strong reserves, financial flexibility position most large US cities to weather a recession.

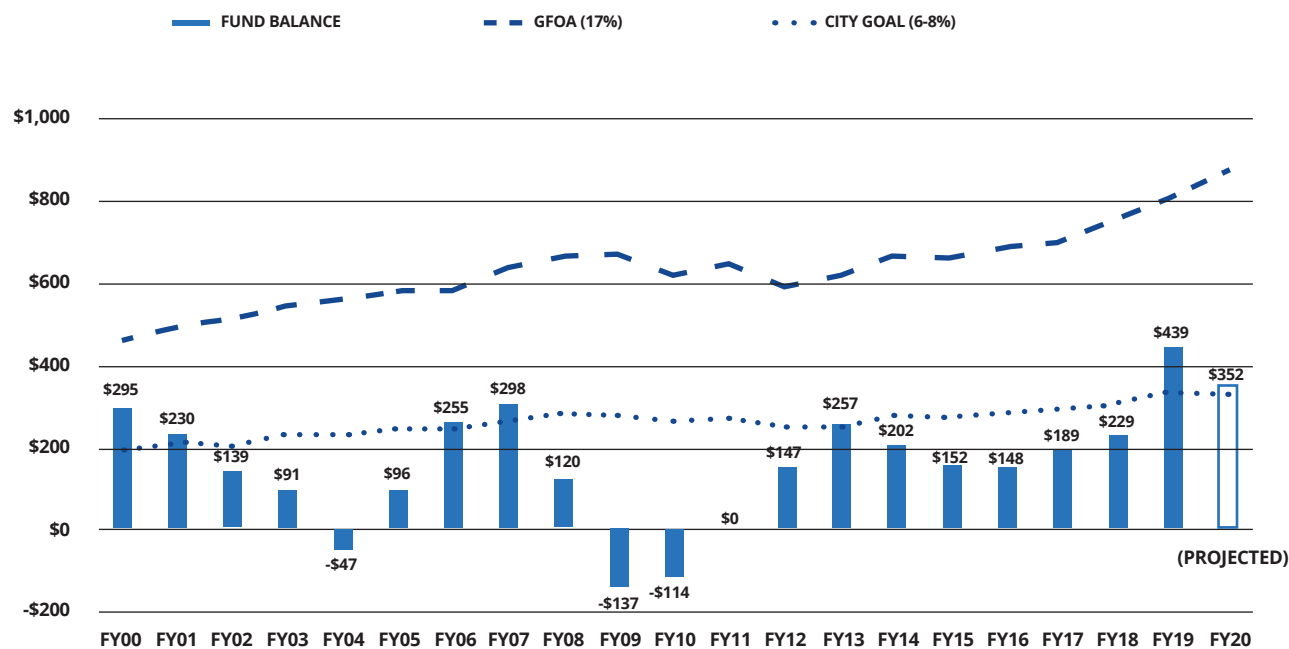
<sup>2</sup>Ibid



# A RECESSION READY FUND BALANCE<sup>3</sup>

The economic forecast over the next five years underscores the City’s need to budget carefully. The City contracts with outside economic consultants to forecast revenues for the Five Year Plan. These consultants project a moderately optimistic economic outlook for the FY21-25 Five Year Plan, with the recent growth that has been seen across many of Philadelphia’s economic indicators slowing over the next five years. Global economic and political uncertainty, paired with a growing federal deficit and potential increased interest rates, are risk factors for the national and local economy. Philadelphia’s economic consultants estimate the risk of an economic contraction or recession in 2021 at 25%, although this was before the impact of the coronavirus on the stock market.

## GENERAL FUND BALANCE, FY00-FY20 (IN MILLIONS)



<sup>3</sup>The chart above showing the City’s General Fund Balance from FY2000 till FY2020 shows actual fund balance numbers except for FY2020. The \$351 million in fund balance for FY2020 is an estimate.



Philadelphia has stress-tested its budget under several recession scenarios to estimate the potential magnitude of revenue losses and changes in service demand based on historical data and current conditions. Decreases in business and real estate activity, as well as erosion of business and individuals' ability to pay would negatively impact tax revenues, while grant and other funding sources could shrink as state and federal governments weather the same economic downturn. Additionally, fixed costs and the demand for City services will remain, if not grow, which will also cause stress on the City's budgetary obligations and priorities.

The City has begun preparing for a potential economic downturn. In addition to anticipating slower growth rates in the FY21-25 Five Year Plan, Philadelphia has avoided borrowing costs for capital projects. When funds are available, the City has opted to pay for projects with operating dollars rather than issuing debt to avoid interest payments while addressing critical infrastructure needs. In addition, the City has committed to increasing its fund balance, as mentioned earlier, and setting aside reserves. The City has allocated over \$50 million per year in the FY21-25 Five Year Plan as a reserve against reductions in revenue due a recession or loss of federal and state funds. The City has also reserved funds for upcoming labor contracts and made its first ever payment into the Rainy Day Fund in FY20, with planned future payments totaling \$195 million over the course of the Plan.

## **MINIMIZING FUTURE COSTS**

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In addition to setting aside reserves, the Kenney Administration will take other steps to improve the fiscal health of the City over the life of the Plan. To improve the health of the pension fund, the Administration has implemented a multi-step process to reduce the pension system's unfunded liability and get to 80% funded by FY29 and 100% funded by FY33. The process includes continuing to pay more than the state-required minimum municipal obligation (MMO) by directing sales tax revenues and newly increased employee pension contributions to the fund over and above the MMO amount. In addition, each of the current agreements reached with the City's unions have included significant reforms which keep the City on track to achieve its goal. Finally, the Pension Board has improved the pension fund's investment returns while lowering manager fee costs. The fund's costs have already been reduced by almost \$15 million annually by shedding expensive managers and making greater use of index funds. The Pension Board has also continued to reduce the fund's assumed rate of return.



The Plan also assumes the remaining transition of personnel that are currently funded by general obligation debt within the capital budget to the operating budget. The transition will be complete in FY21, after which all employees that had been funded within the Capital budget on general obligation debt will be paid within the City's general operating fund. This financial policy change means that the City will no longer pay debt service on staff working on projects and will instead pay the debt service only on the projects themselves. This will result in avoided interest costs to the City, and more flexibility for departments as employees can be deployed to work on projects that may be paid from multiple funding sources.

## **MANAGING GOVERNMENT EFFICIENTLY**

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The City has also taken steps to maximize revenue collections by increasing compliance and reducing delinquency. These efforts have allowed the City to reach a Real Estate Tax collection rate of 96.1%, and additional improvement efforts will continue over the life of the Plan. For example, the Department of Revenue will implement a new Integrated Tax System, a multi-year project that will replace the more than 35-year-old system with a modern online portal.

The City is also overseeing the modernization of its human resources, payroll, pensions and fringe benefits systems and began the process of planning to replace its financial and procurement systems at the end of FY19. Together, these upgrades to the City's technology systems will help government run more efficiently and effectively.

Lastly, the City will enter FY21 with program-based budgeting implemented in all departments under Mayor Kenney. This approach to budgeting organizes all budgetary information around programs and services, providing a clearer picture of the services that the City delivers to Philadelphians, identifying how much money is spent on each program, analyzing any revenue generated by each program, and assessing how well each program is performing.





# PHILADELPHIA DEMOGRAPHICS

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Philadelphia has a population of 1,584,138, an increase of 9.45% over the last decade, and is the sixth largest city in the United States.<sup>1</sup> Doubling as a city and a county, Philadelphia's local government provides a broader range of services and amenities than other cities, including child welfare and public health, to the city's diverse residents, workers, and visitors. The demographic composition of Philadelphia influences the types of services that the City provides, as well as the City's ability to pay for these services.

In the past ten years, Philadelphia has seen sustained growth in population, housing, employment, and educational attainment, but persistent challenges remain. The City has the highest poverty, deep poverty, and child poverty rates, and lowest median household income of the ten largest cities in the United States. These trends weaken the City's tax base while increasing demand for government services. As the chance of a recession looms, the City has prepared this year's Five Year Plan to ensure that its limited resources align with the Administration's priorities for Philadelphia – supporting efforts for quality education for all; cleaner and safer streets; inclusive and resilient neighborhoods; and, diverse, efficient, and effective government while improving the City's fiscal health and ability to weather a downturn.



The next few pages will cover:



**DIVERSITY**



**POVERTY**



**INCOME**



**HOUSING**



**EDUCATION**



## DIVERSITY

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Philadelphia continues to become more racially and ethnically diverse. Since 2008, the number of Philadelphians who identify as Hispanic has increased by 47.0%, and the number of Philadelphians who identify as Asian has increased by 46.3%.<sup>2</sup> Figure 4 shows a breakdown of Philadelphia’s population by race.

One reason for Philadelphia’s diversity is that the city is welcoming to its immigrant population. The city’s immigrants represent a broad spectrum of cultures and contribute to the labor force at all levels, which strengthens the city’s economy. The Census Bureau estimates that, in 2018, the number of residents who are foreign-born was 233,205 (17.3% of the population), showing a nearly seven percentage point increase over that of 2008, which was estimated at 151,289 (10.5% of the population).<sup>3</sup>

### PHILADELPHIA’S POPULATION BY RACE



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<sup>1</sup>U.S. Census Bureau, American Community Survey 1-Year Estimate, 2018.

<sup>2</sup>U.S. Census Bureau, American Community Survey 1-Year Estimate, 2018, 2008 (Hispanic of Latino Origin by Race); <http://data.census.gov>.

<sup>3</sup>U.S. Census Bureau, American Community Survey 1-Year Estimate, 2018 (Place of Birth by Nativity and Citizenship Status) and U.S. Census Bureau, American Community Survey, 2008 (Selected Characteristics of the Total and Native Populations in the United States); <http://data.census.gov>.





## POVERTY

The poverty rate is defined by the U.S. Census Bureau as making less than \$25,701 per year for a family of four, and the deep poverty rate is defined as making 50% or less of the poverty rate (approximately \$12,850 or less for a family of four).<sup>4</sup> Based on the most recent Census estimates, Philadelphia has a 24.5% poverty rate, which is down from 25.7% in 2016.<sup>5</sup> While the poverty rate has decreased to almost pre-recession levels (it was 24.1% in 2008), Philadelphia continues to have a 11.1% deep poverty rate, and a 34.6% child poverty rate, all of which out pace the top ten largest U.S. cities and the United States, overall.<sup>6</sup> These high rates of poverty indicate that large segments of the city's population continue to struggle with employment, adequate food, and housing security.

%

- ▲ The poverty rate of Philadelphia also varies greatly by race. The following graph shows that of the 375,306 Philadelphians in poverty, 47% are Black, 21% are White, 23% are Hispanic, 7% are Asian or Pacific Islander, and the remaining 2% are those of another race.
- ▲ Given that the demographic breakdown of Philadelphians by race is 40.1% Black, 34.0% White, 15.2% Hispanic, 7.3% Asian, and 3.3% of another race, the poverty rate of specific races is not proportionate to that share of the population, indicating that there is work to be done regarding racial equity.<sup>7</sup>

<sup>4</sup><https://www.census.gov/data/tables/time-series/demo/income-poverty/historical-poverty-thresholds.html>

<sup>5</sup>U.S. Census Bureau, American Community Survey 1-Year Estimate, 2018 (Poverty Status in the Past 12 Months, Selected Characteristics of People at Specified Levels of Poverty in the Past 12 Months).

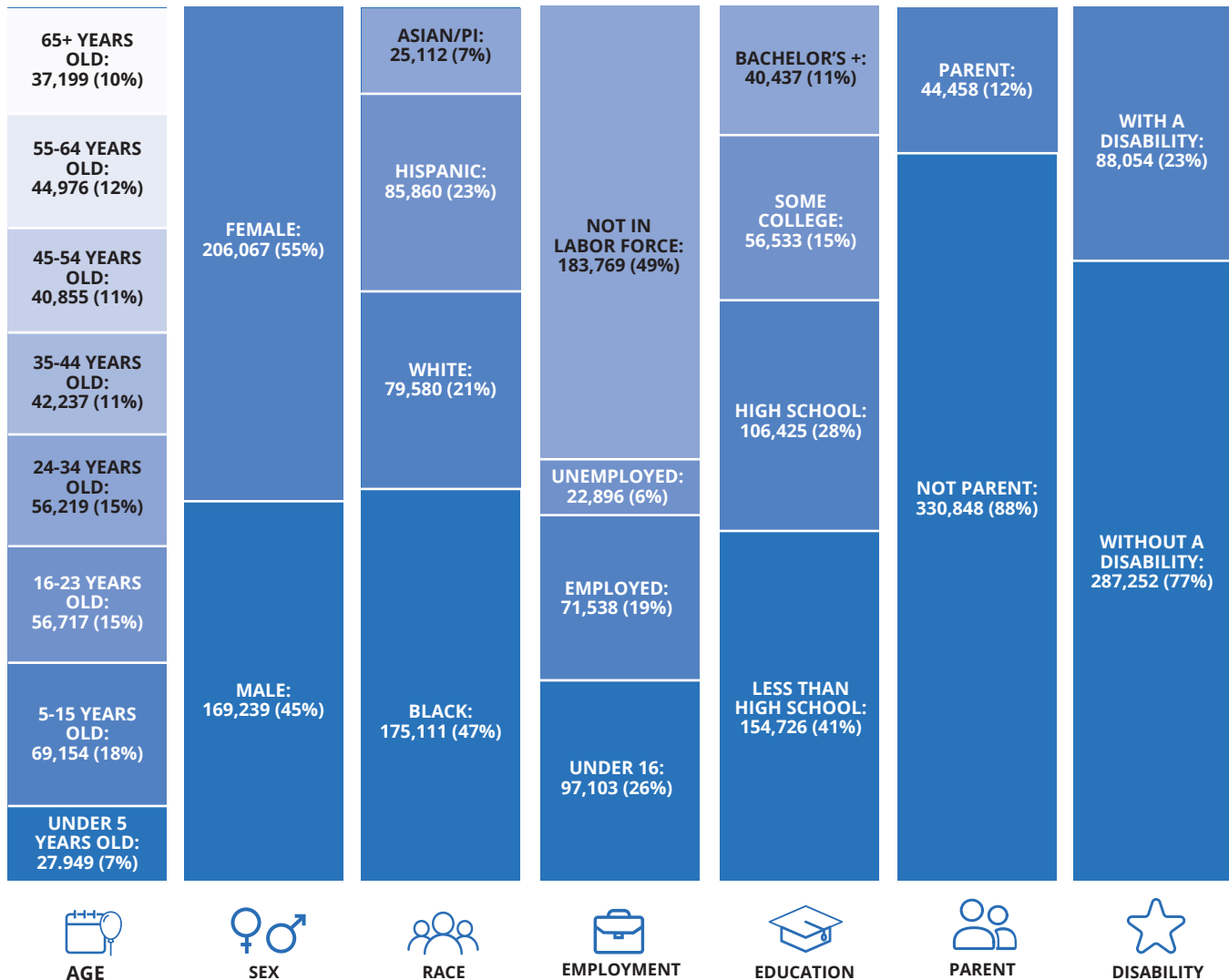
<sup>6</sup>Ibid.

<sup>7</sup>U.S. Census Bureau, American Community Survey 1-Year Estimate, 2018, 2008 (Hispanic or Latino Origin by Race); <http://data.census.gov>.



The impact of these high rates of poverty is seen through a variety of indicators, including those of the health of Philadelphia residents. In the Philadelphia's Department of Public Health's 2019 Health of the City Report, it is noted that disparities in key health outcomes and behaviors for racial/ethnic minorities and those experiencing poverty persist. For chronic health conditions (six of the leading causes of death in the city caused by such conditions), those affected most are Black and Hispanic populations.

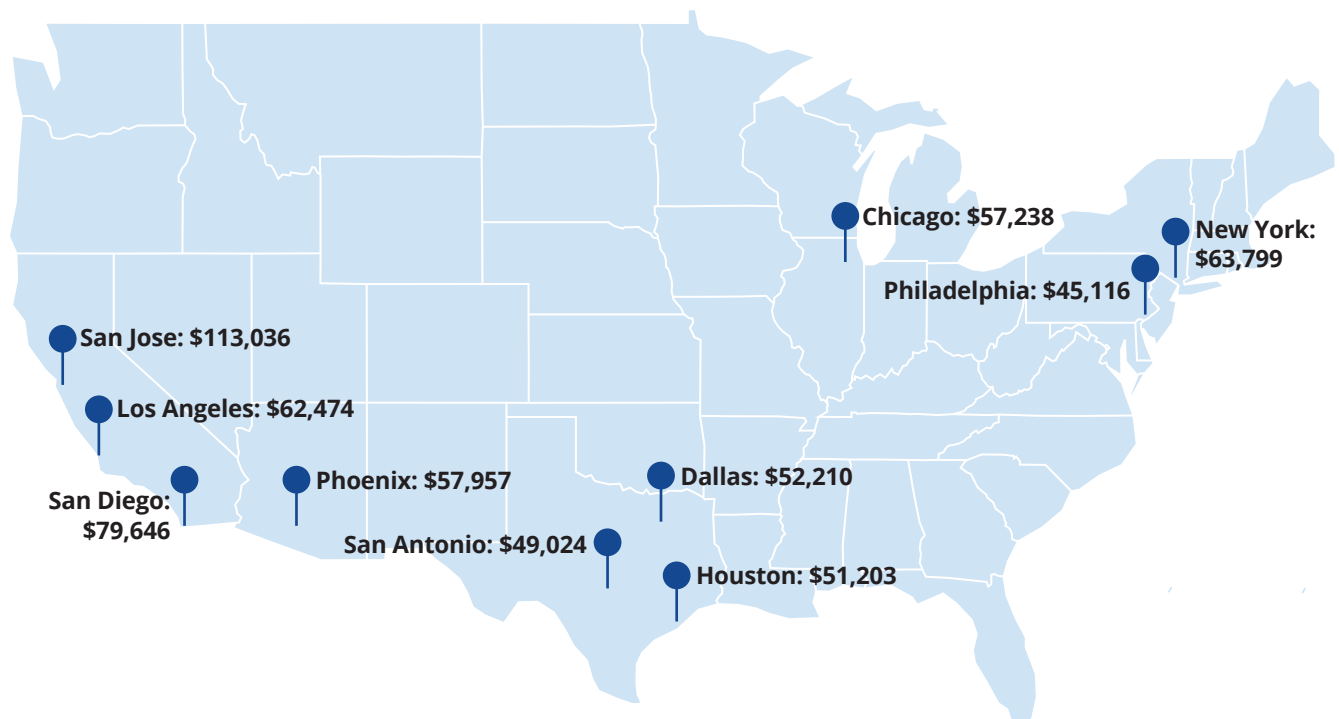
## COMPOSITION OF PHILADELPHIANS IN POVERTY







In 2018, the median household income<sup>8</sup> in Philadelphia was \$46,116, and the median family income was \$55,109 (compared to \$61,937 and \$76,401, respectively, for the United States overall).<sup>9</sup> This is an increase of \$2,744, or 6.6%, from the median household income of 2016, which indicates that improvements are being made – slower than the U.S., however, which saw a \$4,320, or 7.5%, increase from 2016<sup>10</sup>. Despite the improvement, Philadelphia continues to be the city with the lowest median household income of the top 10 largest U.S. cities, as shown below.



**U.S. CENSUS BUREAU, AMERICAN COMMUNITY SURVEY 1-YEAR ESTIMATE, 2018  
(INCOME IN THE PAST 12 MONTHS (IN 2018 INFLATION-ADJUSTED DOLLARS))**

<sup>8</sup>“Household income” is defined as the income of the householder and all other individuals 15 years old and over in the household, whether they are related to the householder or not.

<sup>9</sup>U.S. Census Bureau, American Community Survey 1-Year Estimate, 2018 (Income in the Past 12 Months (In 2018 Inflation-Adjusted Dollars)).

<sup>10</sup>U.S. Census Bureau, American Community Survey 1-Year Estimate, 2018 and 2008 (Selected Housing Characteristics); <http://data.census.gov>.



Residential construction in Philadelphia has been at historically high levels over the last several years and has contributed to growth in Philadelphia’s housing market.

%

- ▲ Median home values have increased by 20.6% from 2008 to 2018, and median rent has risen 29.6% from \$796 in 2008 to \$1,032 in 2018. Still, Philadelphia has the second-lowest median rent and median home value of the top ten largest cities.<sup>11</sup>
- ▲ In part due to the affordability of the city, home-owners occupy 52.7% of the housing stock, which is the fourth largest home-owner percentage of the top ten largest cities.<sup>12</sup>

In addition, the homeownership gap between white residents and people of color is also smaller in Philadelphia than it is for the nation as a whole. While Philadelphia has a unique combination of factors that lead it to be home-owner friendly, the city’s high poverty and low incomes lead to many Philadelphians experiencing housing insecurity, with the Office of Homeless Services reporting in their FY19 Data Snapshot that of all individuals experiencing homelessness, 4,500 individuals are in shelter but more than 950 individuals are unsheltered.<sup>13</sup> Among America’s largest cities, Philadelphia has the lowest street homelessness population. The 2019 annual count of homeless people out on the streets of the City (“Point in Time” count) and counted 1,139 homeless people.

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<sup>11</sup>Ibid.

<sup>12</sup>Ibid.

<sup>13</sup><http://philadelphiaofficeofhomelesssservices.org/wp-content/uploads/2020/01/FY19-OHS-Data-Snapshot.pdf>





## EDUCATION

%

- ▲ Over the past decade, the number of Philadelphians aged 25 and older with an educational attainment of high school graduate or higher has risen by 7.4 percentage points, from 78.5% in 2008 to 85.9% in 2018.<sup>14</sup>
- ▲ The School District of Philadelphia's graduation rates have increased for the third year in a row, with 69% of students graduating, based on 2017-2018 data<sup>15</sup>.
- ▲ While Philadelphia has seen continuous improvement over the past decade, more work needs to be done to ensure quality education for all Philadelphians.
- ▲ According to the latest Census estimates, the poverty rate in Philadelphia for those who did not graduate high school is 36.7%, while that of high school graduates is 25.2%.<sup>16</sup> This is significantly higher than the United States overall, which is 24.4% and 13.5%, respectively.<sup>17</sup>
- ▲ Coupled with the disparity among graduation rates of different races shown in the following infographic, a larger portion of Philadelphia's poverty rate is made up of people of color.

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<sup>14</sup>U.S. Census Bureau, American Community Survey 1-Year Estimate, 2018 and 2008 (Educational Attainment); <http://data.census.gov>.

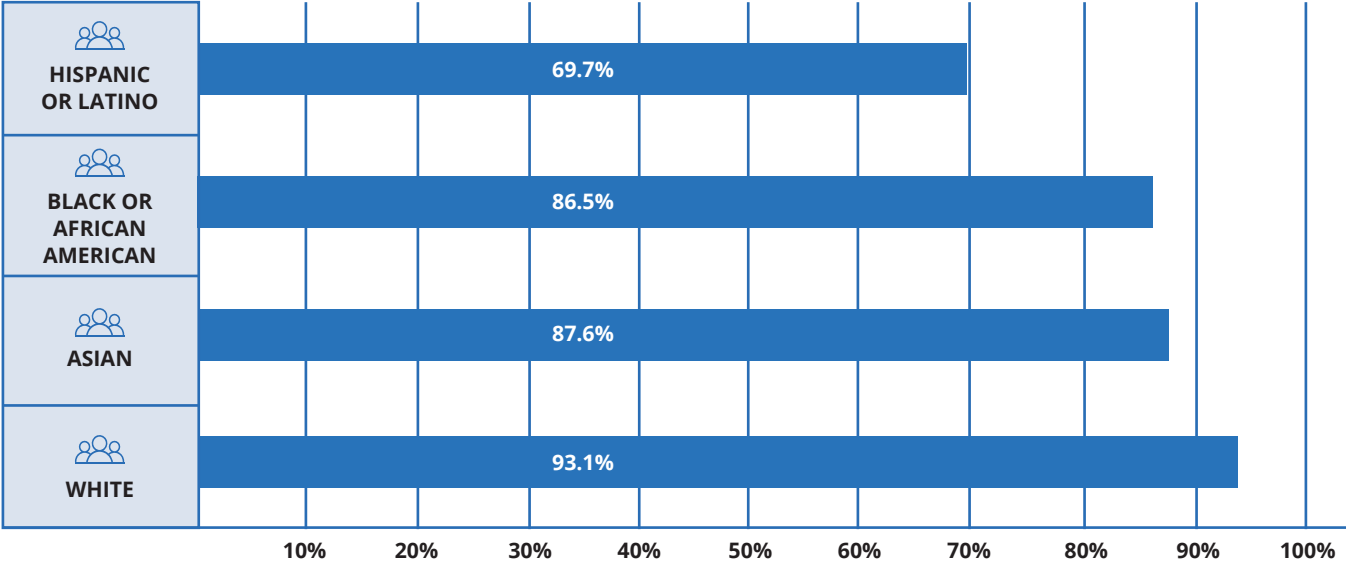
<sup>15</sup><https://www.philasd.org/actionplan/anchor-goal-1/>

<sup>16</sup>U.S. Census Bureau, American Community Survey 1-Year Estimate, 2018 (Educational Attainment); <http://data.census.gov>.

<sup>17</sup>Ibid.



**PHILADELPHIA EDUCATION ATTAINMENT BY RACE (HIGH SCHOOL GRADUATE OR EQUIVALENT)**



SOURCE: U.S. CENSUS BUREAU, AMERICAN COMMUNITY SURVEY 1-YEAR ESTIMATE, 2018 (EDUCATIONAL ATTAINMENT); [HTTPS://DATA.CENSUS.GOV](https://data.census.gov).



# LOCAL ECONOMIC CONDITIONS

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With the majority of the City's General Fund revenue originating from local taxpayers, the City's fiscal health is highly dependent on local economic conditions. To project the impact of the national and local economy on the City's taxes, the Budget Office relies on an external economic forecasting consultant, IHS Markit (IHS), as well as information gathered from an annual conference of regional economists held by the Pennsylvania Intergovernmental Cooperation Authority (PICA) at the Federal Reserve Bank of Philadelphia. IHS and the City are both projecting continued economic growth in this Five Year Plan, but are mindful of a looming recession and its subsequent impacts on the U.S., Pennsylvania, and the city.



The next few pages will cover the following topics:



## IMPACT OF THE NATIONAL ECONOMY ON THE CITY



## PHILADELPHIA'S LOCAL ECONOMY

### IMPACT OF THE NATIONAL ECONOMY ON THE CITY

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More than nine years have passed since the end of the Great Recession and the U.S. continues to experience one of its longest periods of economic expansion (from 1945-2009, there have been, on average, approximately five years between recessions).

%

- ▲ The City's economic consultants, IHS Markit, projects that the U.S. will continue to experience economic growth in 2021.
- ▲ Strong gains in household wealth and solid growth in real income provide a firm foundation for continued strength in consumer spending in 2021.
- ▲ IHS estimates that the risk of an economic recession in 2021 is 25%, although this was before the coronavirus impact on the stock market.

While this medium-term economic outlook for the City of Philadelphia remains optimistic, a contraction or recession could darken that outlook. The City just capped its second consecutive year of job growth above 2.0%, with growth spread across several industry sectors. Gains in professional, scientific, and technical professions were especially encouraging, as those jobs pay relatively high wages and are a key to sustained economic growth for cities. Job growth has been more subdued in the surrounding counties of the metropolitan region, with combined growth of less than 1%. This continues the longer-term pattern shift between the city and the suburbs, with business and population moving back into the city after decades of out-migration.



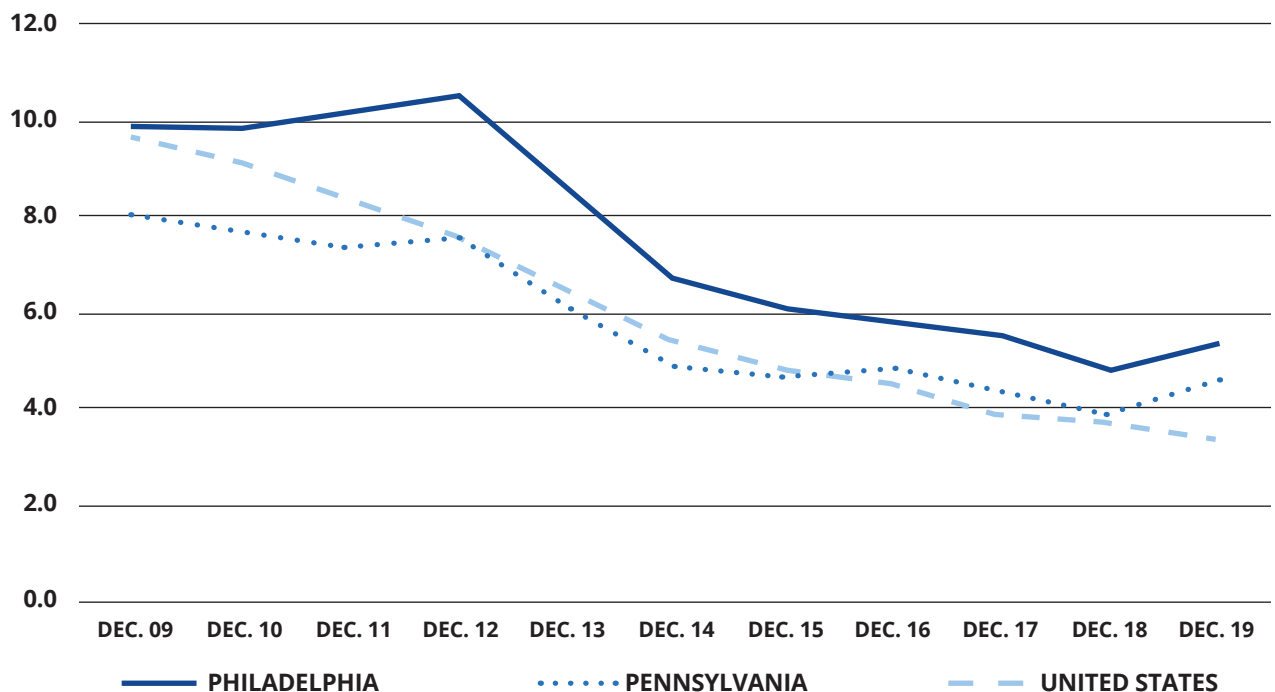
%

▲ Philadelphia's unemployment rate has dropped into the low-5% range and is expected to decrease over the next few years, although it remains higher than the Pennsylvania and the U.S. rates, and is higher than this time last year.

Continued expansion of the City and regional economy will require ongoing gains in the labor force at all skill levels through education, access to transportation, and affordable housing.

## UNEMPLOYMENT RATES

UNEMPLOYMENT  
RATE (%)



BUREAU OF LABOR STATISTICS, LOCAL AREA UNEMPLOYMENT STATISTICS, 2009-2019



## PHILADELPHIA'S LOCAL ECONOMY

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The medium-term economic outlook for Philadelphia remains moderately optimistic. Philadelphia's largest source of local tax revenue is the Wage Tax (approximately 45% of local tax revenue) and for both the City of Philadelphia and Philadelphia's Metropolitan Statistical Area (MSA), IHS expects payroll growth to grow next year. Wages in general are being supported by very solid gains in number of employees, as well as gradually increasing pace of wage growth. However, IHS expects total payroll growth to downshift significantly in 2021 and beyond as the region reaches full employment. In line with its prediction for the U.S., IHS predicts that Philadelphia's Real Gross Metropolitan Product growth will also slow over the next few years, from 1.9% growth in 2020, to 1.7% growth in 2021, and to 1.2% growth in 2022 and 2023.

%

- ▲ Sales Tax collections are up 6.3% from last fiscal year through the first six months of the year, well above the forecasted pace of 3.8%.
- ▲ Low unemployment, solid growth in personal income, and a stable housing market are supportive of growth in consumer spending.
- ▲ Realty Transfer Tax collections also posted strong year-over-year gains in the first half of the year, with revenues 14.5% above the previous year.
- ▲ For the first half of the fiscal year, transfer tax collections are 7.3% above the year ago level, above our projection of 1.4% growth for the year.

The positive trends seen in both these taxes, however, may not be sustained if an economic contraction or recession occurs.



Mayor Kenney is committed to intentionally fostering economic growth to ensure increased economic opportunities for all Philadelphians. Whether it is to address Philadelphia's issues with affordable housing and income inequality, or longstanding struggles with high poverty rates, the Administration is committed to promoting inclusion in the economic growth of the city. This past year, the Administration put out Growing with Equity: Philadelphia's Vision for Inclusive Growth, which sets forth a vision for how the City of Philadelphia can support continued economic growth all while reducing disparities amongst its residents so all benefit. Across the three goals of the plan (Jobs, Talent, and Neighborhoods), specific strategies include: expanding entrepreneurial supports for people of color, women, and immigrants; increasing labor force participation and economic mobility; and maintaining housing affordability and renter protections.

In Mayor Kenney's second term, the Administration will maintain its commitment to fiscally responsible fund balances, continue to address the pension system's unfunded liability, stay on track to get to 80 percent funded by FY29 and 100 percent funded by FY33, and maximize revenue collections and reduce delinquency.

Despite above-trend growth in the U.S. economy and a diminished risk of recession in 2020, Philadelphia, is only moderately prepared for a recession. Scenario planning by the Budget Office shows that in all but the mildest recession scenario, the City's fund balance could quickly turn negative, forcing the City to consider painful budget choices like cuts to service delivery. In response, the Kenney Administration has committed to increasing its fund balance by setting aside reserves. The City has allocated over \$50 million per year in the FY21-25 Five Year Plan as a reserve against reductions in revenue due a recession or loss of federal and state funds. The City has also reserved funds for upcoming labor contracts and made its first ever payment into the Rainy Day Fund in FY20, with planned future payments each year through FY25.

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<sup>1</sup><https://www.phila.gov/media/20190502112652/Growing-With-Equity.pdf>





# THE CITY'S REVENUES

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## GENERAL FUND

**\$5,180,385**



## SPECIAL REVENUE FUNDS

**\$1,397,447**

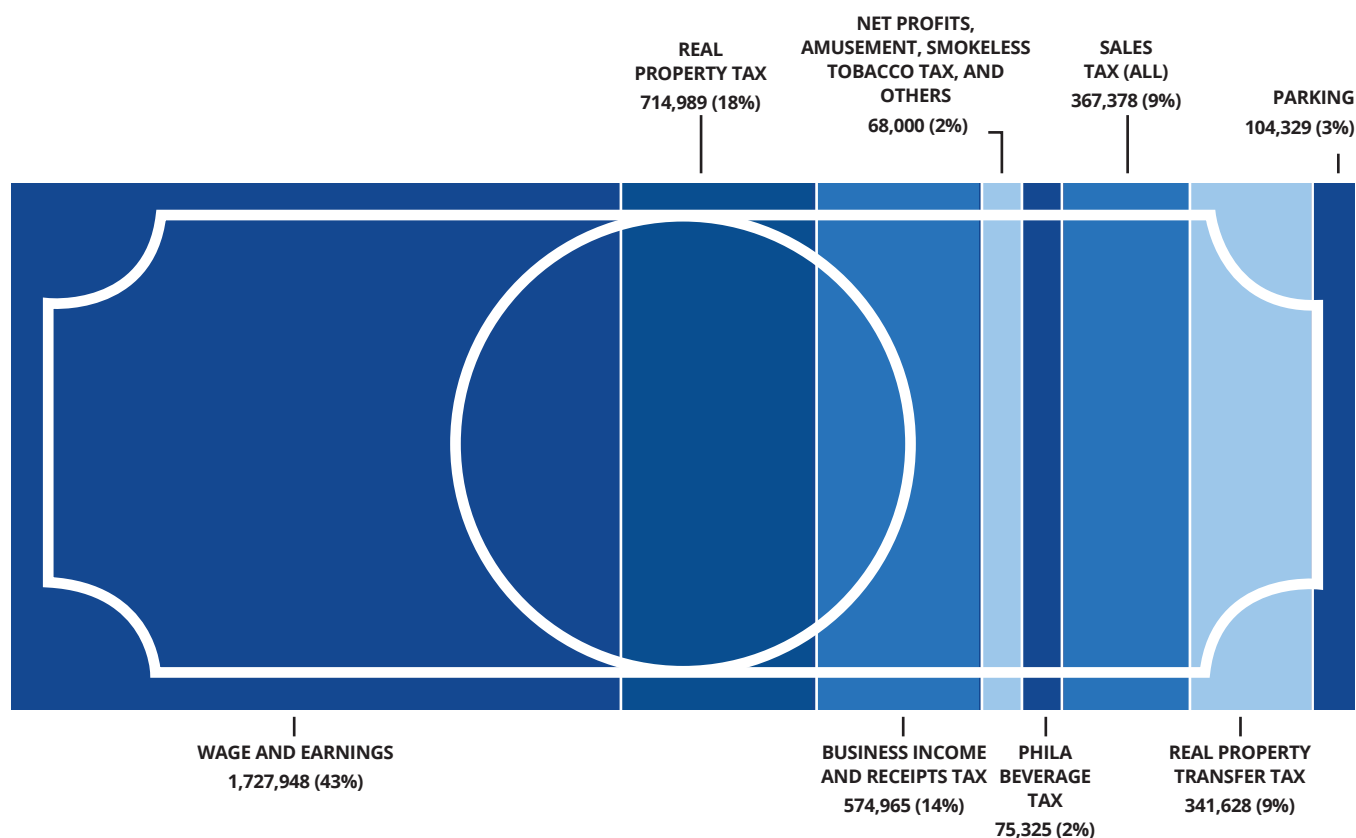


## ENTERPRISE FUNDS

**\$3,387,686**



## FY21 GENERAL FUND: PROPOSED LOCAL TAX REVENUES



## GENERAL FUND

For the General Fund, the City is estimated to receive a total of \$5.19 billion in FY21. The largest proportion of General Fund Revenue comes from local taxes, with an estimated \$3.861 billion, or nearly three-quarters of the total, coming from tax receipts in FY21.

Total revenues are budgeted to grow 3.49%, or \$174.9 million from the FY20 estimate. Most of the increase (\$117 million) comes from taxes.

**WAGE AND EARNINGS TAX:** The largest source of General Fund tax revenue is 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. It is called the Wage Tax when remitted by the employer (as is required of all Pennsylvania employers) and the Earnings Tax when submitted directly by the employee, but for simplicity we refer to them collectively as the Wage Tax in this document.






The tax rate is separated into a resident rate and a non-resident rate. For the resident rate, 1.5% is included to be reserved for the City's oversight authority, the Pennsylvania Intergovernmental Cooperation Authority (PICA).

PICA was created in June 1991 to provide financial assistance to the City to help overcome a financial crisis by issuing bonds. In return, PICA has a "first dollar" claim on the resident portion of the Wage Tax, to pay debt service on the bonds. PICA then returns any remaining tax collected to the City after paying debt service and administrative costs. Revenue from the portion of the Wage Tax that PICA returns to the City is shown within Revenue from Other Governments as "PICA City Account."

For FY21, the tax is projected to generate slightly over \$2.2 billion with \$1.771 billion coming directly to the General Fund and \$551.5 million coming back to the City from the PICA City Account. The Wage Tax provides approximately 34.2% of tax revenue and, when combined with the PICA portion, provides 44.8% of all revenue.




Mayor Kenney is committed to ensuring job growth in the city and to continuing gradual reductions in the City's Wage Tax rates to make Philadelphia more competitive. The Plan continues the incremental reductions in the tax that have helped reduce the rate by over 20% since the rate reduction program began. The following table shows the changes in rates proposed for the next five fiscal years. The 3.8231% rate for residents and the 3.4052% rate for non-residents in FY25 would be the lowest wage tax rate for both portions of the tax in decades.

## WAGE AND EARNINGS TAX

 FISCAL YEAR	 RESIDENT TAX RATE	 NON-RESIDENT TAX RATE
2020	3.8712%	3.4481%
2021	3.8616%	3.4395%
2022	3.8519%	3.4309%
2023	3.8423%	3.4223%
2024	3.8327%	3.4137%
2025	3.8231%	3.4052%



As discussed in the previous chapter, the Budget Office utilizes outside forecasting consulting assistance (IHS Markit) to project base growth rates for the City's major taxes. Through a PICA-organized event at the Federal Reserve Bank of Philadelphia, the Budget Director and IHS Markit present these initial growth rates to regional and local economists to gain further insight and refine the growth assumptions where needed. The Wage Tax is projected to continue to grow, but at slower rates each year until FY25. The Wage Tax growth rate is projected to be higher than forecasted in the prior Five Year Plan. IHS projects that employment will slow down later than their previous national model had assumed, and that wage growth will strengthen as the labor market tightens. In the Philadelphia region, IHS projects that wage growth will accelerate as the region approaches full employment. The projected base growth rates in this Five Year Plan are as follows:



PROJECTED BASE GROWTH RATE FOR WAGE AND EARNINGS TAX				PROJECTED REVENUES (\$ IN THOUSANDS)	
 FY20-24 ADOPTED		 FY21-25 PROJECTED		 FY21-25 PROJECTED	
2020	4.30%	2020	5.65%	2020	\$1,659,006
2021	3.97%	2021	4.50%	2021	\$1,727,948
2022	3.84%	2022	4.00%	2022	\$1,791,138
2023	3.83%	2023	3.90%	2023	\$1,854,850
2024	3.63%	2024	3.75%	2024	\$1,918,050
		2025	4.00%	2025	\$1,988,177

**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 General Fund tax revenue. Unlike other cities and counties that rely more heavily on the property tax as a proportion of their budget, Philadelphia's property tax is projected to account for only 18.5% of General Fund tax revenues in FY21. Philadelphia's property tax is split between the City and the School District of Philadelphia (currently at 45% City; 55% District).

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






The intent of AVI was to ensure that properties are examined annually to ensure that values reflect the market. The Kenney Administration is committed to that goal and is investing in state-of-the-art technology through a Computer-Assisted Mass Appraisal (CAMA) system that will provide an automated and more efficient methodology for valuing properties. The CAMA system is in place to develop Tax Year 2022 values. Real Estate Tax is expected to increase by 0.12% in FY21, reflecting only changes in taxable status and taxable new construction, as the City will be using Tax Year 2020 values for an additional year during the transition to the new Computer Assisted Mass Appraisal system (CAMA). Real Estate Taxes are projected to have 4.5% growth in FY22 and 3% growth each year after that through FY25.

FY21-25 PROJECTED REVENUES (\$ IN THOUSANDS)	
 FISCAL YEAR	 PROJECTED REVENUES
2020	\$701,982
2021	\$714,989
2022	\$746,735
2023	\$769,434
2024	\$795,980
2025	\$823,076

**BUSINESS INCOME AND RECEIPTS TAX:** The Business Income and Receipts Tax (BIRT) is the third-largest source of General Fund tax revenue at a projected \$575 million in FY21. The BIRT is based on both gross receipts (sales) and net income (profits). Every individual, partnership, association, and corporation engaged in a business, profession, or other activity for profit within Philadelphia must file a Business Income and Receipts Tax return, whether or not it earned a profit during the preceding year. The BIRT is filed and paid annually for business activity from the prior year. The 2020 tax rate for gross receipts is 0.1415%, and the net income rate is 6.20%. Existing legislation includes annual reductions to the net income portion of the BIRT through 2023 to 6%. The FY21-25 Five Year Plan includes continuing and accelerating those reductions for Tax Years 2024 and 2025, with an ending net income rate of 5.5%.

The BIRT continues to be volatile from year to year in terms of growth or decline. It is particularly sensitive to economic conditions, local, state and federal tax law changes, and tax planning by taxpayers. The larger growth rates for BIRT in FY21-25 remain vulnerable to changes in the economy and public policy.






BUSINESS INCOME AND RECEIPTS TAX		
 FISCAL YEAR	 GROSS RECEIPTS TAX RATE	 NET INCOME TAX RATE
2020	0.1415%	6.20%
2021	0.1415%	6.15%
2022	0.1415%	6.10%
2023	0.1415%	6.00%
2024	0.1415%	5.75%
2025	0.1415%	5.50%

In addition to reduced rates, the BIRT has also changed considerably in the last few fiscal years to be less burdensome, exempting the first \$100,000 in receipts and associated net income from tax, implementing single sales factor apportionment, and eliminating the requirement for new businesses to make an estimated payment in their first year of operation. With these changes to the BIRT, combined with affordable Class A office rental rates, and an inexpensive cost of living, Philadelphia has become a smarter choice for established companies and new entrepreneurs.

Philadelphia largely follows the federal Internal Revenue Code, so many of the Tax Cut and Jobs Act (TCJA) corporate provisions impact Philadelphia business tax filers, which is why BIRT collections are volatile. It is hard to predict BIRT revenues from one year the next because collections depend on business cycles and the economic market – year to year. Collections are also volatile because of changes to the BIRT structure – including its rates, the exemptions, and shifts in the way BIRT is calculated. The following table shows the base growth rates projected for the BIRT, developed with input from IHS Markit and other economists.





PROJECTED BASE GROWTH RATE FOR BUSINESS INCOME AND RECEIPTS TAX				PROJECTED REVENUES (\$ IN THOUSANDS)	
 FY20-24 ADOPTED		 FY21-25 PROJECTED		 FY21-25 PROJECTED	
2020	1.76%	2020	2.98%	2020	\$540,945
2021	1.16%	2021	4.50%	2021	\$574,965
2022	0.57%	2022	4.25%	2022	\$595,843
2023	0.12%	2023	4.00%	2023	\$612,812
2024	1.82%	2024	3.70%	2024	\$617,622
		2025	3.80%	2025	\$622,550



The City will plan for the transition to Market-Based Sourcing for the Business Income and Receipts Tax in Tax Year 2023, which will change the method for allocating receipts for tax purposes from the current cost of performance method. Market-Based Sourcing provides a better measure of the economic profit a company derives from a given marketplace. With Market-Based Sourcing, receipts are taxable at the location where the customer is or the benefit is received, rather than where the business does the work. This change is due to the Commonwealth of Pennsylvania's adoption of Market-Based Sourcing and the Administration's desire to remove barriers for companies to choose Philadelphia as their business location no matter where their customers are. The Department will work with stakeholders to prepare regulations and will be updating guidance, forms, instructions, and audit procedures.



**REAL PROPERTY TRANSFER TAX:** The Real Property Transfer Tax rate in the city is 4.278%, 3.278% of which is imposed by the City and 1% of which is charged by the Commonwealth of Pennsylvania. Revenues from this tax fell dramatically during the last recession but have grown significantly since the recession ended and are projected to be \$324.8 million in FY21.







PROJECTED TAX RECEIPTS FOR REAL PROPERTY TRANSFER TAX (\$ IN THOUSANDS)	
 FISCAL YEAR	 PROJECTED TAX RECEIPTS
2020	\$338,299
2021	\$341,682
2022	\$356,203
2023	\$371,021
2024	\$384,749
2025	\$367,089

Realty Transfer Tax collections remain strong in FY20 through December, but this tax is volatile due to the outsized impact of a small number of large commercial transactions can have on total revenues.



PROJECTED BASE GROWTH RATE FOR REAL PROPERTY TRANSFER TAX			
 FY20-24 ADOPTED		 FY21-25 PROJECTED	
2020	1.37%	2020	3.00%
2021	1.13%	2021	1.00%
2022	4.16%	2022	4.25%
2023	3.70%	2023	4.16%
2024	-4.59%	2024	3.70%
		2025	-4.59%



**SALES TAX:** The Sales Tax rate in Philadelphia is 8%, with 6% going to the Commonwealth of Pennsylvania, and the remaining 2% as a local Philadelphia tax. Since FY15, the tax has been allocated as follows: the first 1% goes to the City, and the remaining 1% is shared between the School District of Philadelphia and the City. The School District receives the first \$120 million, and the remaining proceeds go to the City's Pension Fund. In FY19, the City sent \$52.1 million in sales tax revenue to the Pension Fund. That amount is projected to increase to \$58.1million in FY20 and is budgeted to jump to \$63.7 million in FY21. The chart below provides the estimates throughout this Five Year Plan, totaling \$380.6 million over five years.




 PROJECTED LOCAL SALES TAX REVENUE (\$ IN THOUSANDS)	 FY21	 FY22	 FY23	 FY24	 FY25
City Share (1st 1%)	\$183,689	\$189,658	\$195,671	\$202,186	\$209,384
School District Share (2nd 1%)	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
City Share (2nd 1% - Pension Fund)	\$63,689	\$69,658	\$75,671	\$82,186	\$89,384
Total Local Sales Tax	\$367,378	\$379,316	\$391,342	\$404,372	\$418,768
City Total Local Sales Tax	\$247,378	\$259,316	\$271,342	\$284,372	\$298,768

The Sales Tax is projected to generate \$247.4 million for the City's General Fund in FY21. The following table shows the projected growth rates of the Sales Tax, with a comparison to the rates in the previous Five Year Plan:

PROJECTED BASE GROWTH RATE FOR SALES TAX			
 FY20-24 ADOPTED		 FY21-25 PROJECTED	
2020	3.79%	2020	3.49%
2021	3.13%	2021	3.13%
2022	3.01%	2022	3.25%
2023	2.97%	2023	3.17%
2024	2.96%	2024	3.33%
		2025	3.56%









**PARKING TAX:** The Parking Tax rate in Philadelphia is 22.5% and is levied on the gross receipts from all transactions involving parking or storing of automobiles in parking lots and garages. Philadelphia has shown a slight increase in car ownership since 2008, with occupied housing units with access to at least one car increasing from 66% in 2008 to 69.4% in 2018. Despite this modest growth, growing use of ride sharing, and no change in the tax rate since 2015, this tax has continued to grow steadily, with \$104.3 million projected in FY21.

PROJECTED BASE GROWTH RATE FOR PARKING TAX				PROJECTED REVENUES (\$ IN THOUSANDS)	
 FY20-24 ADOPTED		 FY21-25 PROJECTED		 FY21-25 PROJECTED	
2020	2.09%	2020	2.19%	2020	\$101,487
2021	1.92%	2021	2.80%	2021	\$104,329
2022	1.85%	2022	2.88%	2022	\$107,334
2023	1.82%	2023	2.81%	2023	\$110,350
2024	1.82%	2024	2.95%	2024	\$113,605
		2025	3.16%	2025	\$117,195

**PHILADELPHIA BEVERAGE TAX:** The Philadelphia Beverage Tax is a tax on any non-alcoholic beverage, syrup, or other concentrate used to prepare a beverage that lists as an ingredient any form of caloric sugar-based sweetener or sugar substitute. This tax is levied on the distribution of sweetened beverages intended for retail sale in Philadelphia. The tax is levied at 1.5 cents per ounce of sweetened beverages. While concentrates or syrups are also taxed, their tax rate is based on the final beverage produced, not the raw syrup or concentrate. The Philadelphia Beverage Tax is projected to generate \$75.3 million in FY21. The City projects a decline in annual revenues over the Five Year Plan to reflect national trends in decreased consumption of sweetened beverages.

The tax is estimated to produce the following gross revenue over the Five Year Plan:

PROJECTED PHILADELPHIA BEVERAGE TAX REVENUES (\$ IN THOUSANDS)					
 FY21	 FY22	 FY23	 FY24	 FY25	 FYP TOTAL
\$75,325	\$74,572	\$73,826	\$73,088	\$72,357	\$369,168



**OTHER TAXES:** Other taxes include the Net Profits Tax, the Amusement Tax, the Smoke-less Tobacco Tax, and several smaller taxes. Overall, they are projected to generate \$68.7 million in FY21, 1.78% of total tax revenues.

**NON-TAX REVENUES:** Revenues from other governments – primarily the Commonwealth of Pennsylvania and the Federal Government – make up a small portion of total General Fund revenues. The total in FY21 is projected to be \$861.5 million, with the majority (\$551.5 million) raised through the residential portion of the City's Wage Tax and then remitted by PICA after debt service and other expenses (discussed earlier).

Other than the PICA City Account, the most significant lines within this type of revenue are from Wage Tax Relief (estimated at \$86.3 million in FY21) from the Commonwealth, used to reduce Wage Tax rates; Pension Aid from the Commonwealth (projected to be \$82.0 million in FY21); and a projected \$43.6 million in FY21 from the Philadelphia Parking Authority for on-street parking revenues (including violations and fines).

**LOCALLY-GENERATED NON-TAX REVENUE:** Locally-Generated Non-Tax revenue includes various fees, fines, permits, and other charges assessed by the City, as well as proceeds from asset sales. In FY21, the City projects to collect \$398 million. This is \$6.84 million more than FY20, a 1.7% increase

**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 \$60.1 million in FY21. This is \$17.1 million less than FY20, a decrease of 22%. This decrease is based on the City receiving less reimbursements from the 911 fund.

## **SPECIAL REVENUE FUNDS**

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



<p><b>HEALTHCHOICES BEHAVIORAL HEALTH FUND:</b> 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 Department of Behavioral Health and Intellectual disAbility.</p>	<p><b>GRANTS REVENUE FUND:</b> 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.</p>
<p><b>COUNTY LIQUID FUELS TAX FUND:</b> 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.</p>	<p><b>SPECIAL GASOLINE TAX FUND:</b> 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. Half 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.</p>
<p><b>HOTEL ROOM RENTAL TAX FUND:</b> Accounts for the revenues generated by the tax levied on hotel rooms; these revenues are distributed to marketing and tourism agencies to promote tourism.</p>	<p><b>COMMUNITY DEVELOPMENT FUND:</b> 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.</p>
<p><b>CAR RENTAL TAX FUND:</b> Accounts for revenues generated by the Vehicle Rental tax levied on rental vehicles to pay for debt service on capital projects.</p>	<p><b>ACUTE CARE HOSPITAL ASSESSMENT FUND:</b> Accounts for revenues generated by an assessment on the net operating revenues of certain General Acute Care Hospitals and High Volume Medicaid Hospitals within Philadelphia. The City remits these revenues to the Commonwealth of Pennsylvania to provide medical assistance payments to hospitals within the city for emergency department services.</p>
<p><b>HOUSING TRUST FUND:</b> 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. Other funds may be deposited into this fund for those uses.</p>	<p><b>BUDGET STABILIZATION RESERVE FUND:</b> Accounts for appropriations transferred from the General Fund when the projected General Fund balance for the upcoming fiscal year equals or exceeds 3% of General Fund appropriations for the upcoming fiscal year. Amounts deposited into the fund are authorized by ordinance at the time of the passage of the annual operating budget ordinance.</p>




ENTERPRISE FUNDS

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

<p><b>WATER FUND:</b> 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, established to maintain the remaining revenues after payment of all operating expenses, debt service obligations, scheduled transfers, and required deposits to other funds. The principal operating revenues of the Water Fund are charges for water and sewer services. The Water Fund primarily funds the Philadelphia Water Department (PWD) but also internal services departments that support PWD, such as the Office of Fleet Management, the Law Department, the Procurement Department, and the Office of Innovation and Technology.</p>	<p><b>AVIATION FUND:</b> Accounts for the activities of the City’s airports. The principal operating revenue of the Aviation fund is charges for the use of the airports. The Aviation Fund contributes to the budgets of internal services departments that support the Aviation Division, such as the Department of Public Property and the Office of Innovation and Technology.</p>
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# THE CITY'S EXPENDITURES

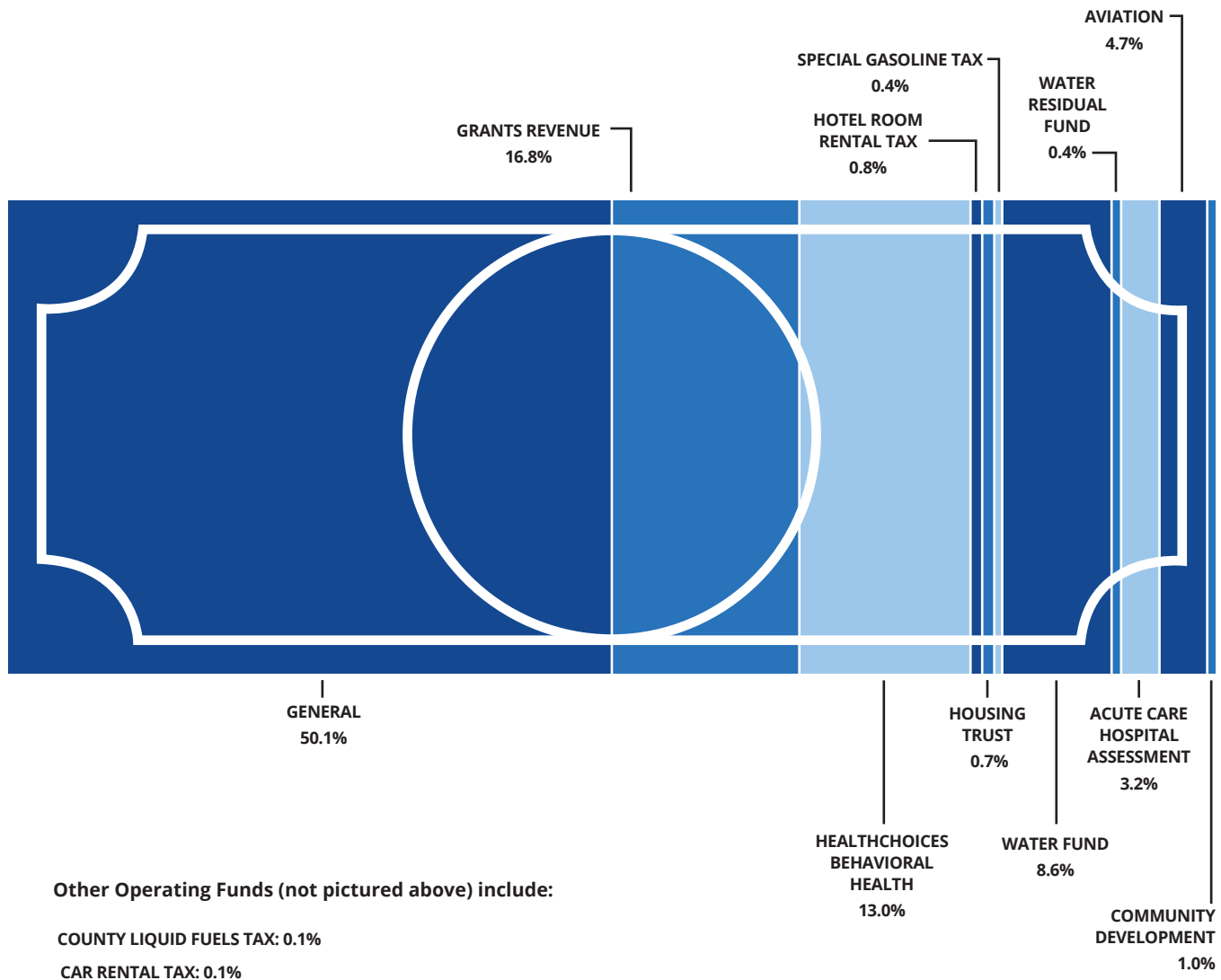
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## **WHERE THE MONEY GOES**

The proposed FY21 expenditures for all operating funds is \$10 billion. The City's operating funds include enterprise funds such as the Aviation Fund and the Water Fund, as well as special revenue funds.



## FY21 ALL FUNDS OPERATING BUDGETS



The largest fund is the General Fund, which is the City's primary fund and accounts for all revenue streams that are not restricted for specific purposes or otherwise required to be accounted for in another fund.

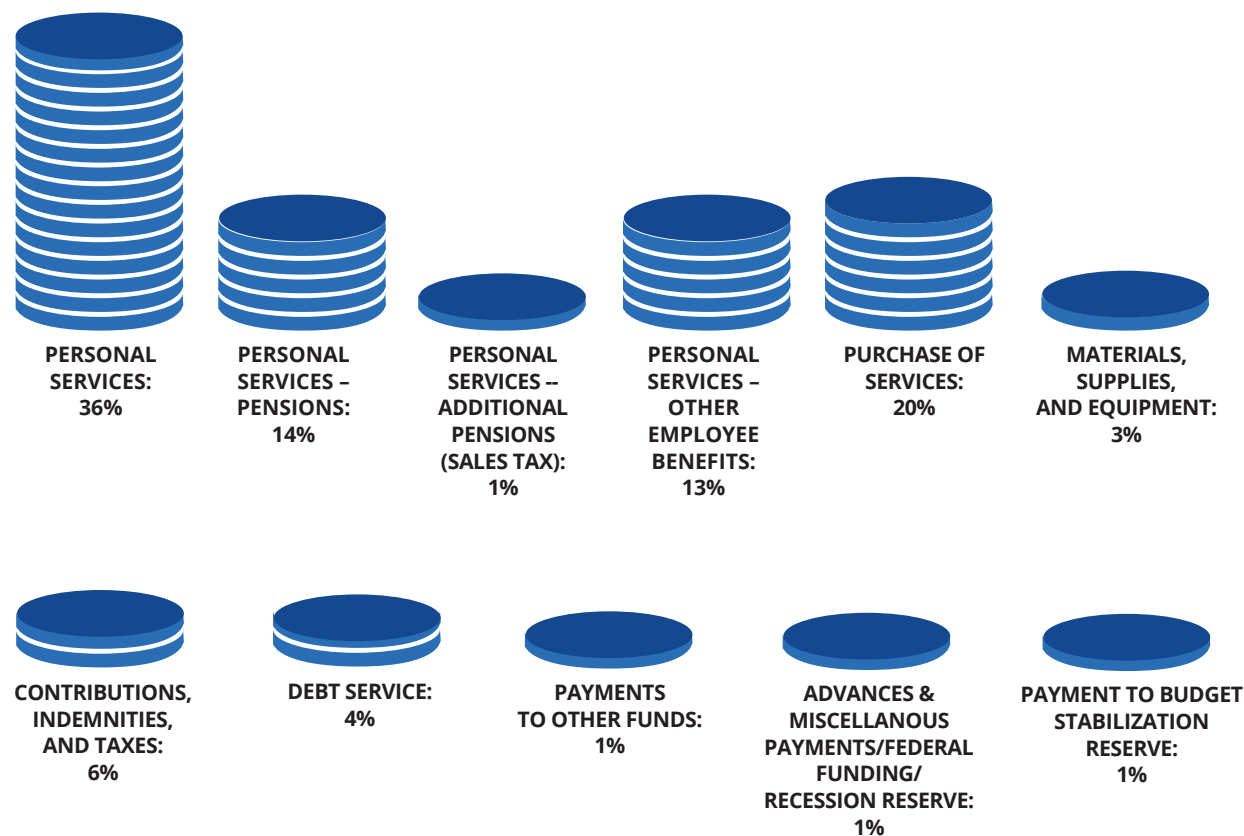


GENERAL FUND (\$ IN THOUSANDS)			
OBLIGATIONS/APPROPRIATIONS	FY20 CURRENT ESTIMATE	FY21 PROPOSED	FY21-FY20 CHANGE
Personal Services	1,844,647,074	1,864,058,076	19,411,002
Personal Services - Other Benefits	663,866,907	671,119,926	7,253,019
Personal Services – Pension Costs	749,071,525	759,626,681	10,555,156
Personal Services – Pension Contribution	580,863,172	585,843,372	4,980,200
Personal Services – Pensions – Sales Tax	58,113,611	63,688,567	5,574,956
Personal Services – Pensions – Pension Plans 10 and 16	300,000	300,000	-
Personal Services – Pension Obligation Bonds	109,794,742	109,794,742	-
Purchase of Services	1,026,450,838	1,035,605,423	9,154,585
Materials, Supplies, and Equipment	126,531,179	132,674,816	6,143,637
Contributions, Indemnities and Taxes	331,732,210	394,206,357	62,474,147
Debt Service	187,482,819	181,589,117	(5,893,702)
Payments to Other Funds	73,913,100	63,933,504	(9,979,596)
Advances/Misc Payments	25,000,100	40,000,100	15,000,000
Recession Reserve	55,108,000	56,705,000	1,597,000
Budget Stabilization Reserve	34,276,000	36,528,000	2,252,000
<b>Total</b>	<b>5,118,079,752</b>	<b>5,236,047,000</b>	<b>128,522,404</b>

The FY21 General Fund budget proposes spending of \$5.2 billion, a \$128.5 million (2.3%) increase over FY20 current projections. One of the single largest new spending items is allocating \$25 million for anti-poverty efforts, including the launch of the Octavius Catto Scholarship for eligible new and returning full time students at the Community College of Philadelphia with the goal of increasing their graduation, retention, and enrollment rates. Expansion and innovation in providing rent support for low-income households through PHLRentAssist program is also included in the anti-poverty funding. PHLRentAssist will help to prevent eviction and the cascading negative effects of displacement on children and communities by filling the gap between what families can afford and their housing costs. Another significant spending increase for FY21 is a \$20 million increase to the Labor Reserve, bringing the total to \$40 million. With all four city union contracts expiring at the end of FY20, higher labor costs are anticipated upon finalization of new contracts and the FY21 budget sets aside a Labor Reserve to absorb those costs.



FY21 GENERAL FUND: PROPOSED EXPENDITURES



MAJOR EXPENDITURES

▲ **EMPLOYEE WAGES:** The largest costs to the City's budget pay for City employees who design, manage, and implement the programs and services that residents, businesses, and visitors depend on. The single largest expenditure in the general fund budget is compensation for employees. The pay-related costs for General Fund employees is budgeted to be \$1.864 billion in FY21, a 1% increase over FY20.



▲ **PENSIONS:** Employee retirement benefits have grown much more quickly than the City's revenues and other expenditures, meaning that a growing share of the City's budget is not available to pay for programs and city services. In FY21, pension costs will be 14.5% of General Fund expenditures. With pension costs representing a growing fixed cost, the City will not attain fiscal stability until it has solidified the financial condition of the pension fund. To address this, the Administration has implemented a multi-step process to reduce the pension system's unfunded liability and get to 80% funded by FY29 and 100% funded by FY33.

In FY21, General Fund pension payments (including the pension contribution from sales tax revenues) are projected to total \$760 million compared to \$749 million in FY20, an increase of 1.47%. While the City's annual pension contribution has grown by 291% since FY01, the Pension Fund's funded percent has dropped from 77% to under 50%. From FY20 to FY25, the increase in the pension contribution is projected to be almost \$95 million overall.

▲ **HEALTH BENEFIT COSTS:** General Fund health benefit costs are budgeted to total \$491 million, 9.3% of the FY21 proposed budget. Health benefit program costs are one of the largest items in the City's budget. In order to address the challenges these costs present, the City has made cost-saving changes in the City-administered health benefit programs for exempt and non-represented employees (as well as District Council 33 and 47 members who opt out of their union administered plans), and sought changes to its labor contracts in the areas of health benefits to reduce costs and risk to the General Fund. Managing costs while maintaining a commitment to adequate healthcare for City employees and their families is a necessary task to retain employees and keep our workforce available for work. 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 employees to monitor their vital statistics, perform wellness activities, and stop using tobacco products. With these changes, General Fund health care costs are estimated to rise just 1.09% from FY20 to FY21.

▲ **CONTRIBUTION TO THE SCHOOL DISTRICT:** One of the largest increases in spending in the FY21 budget is the City's contribution to the School District. There is no investment that is more important than funding education and this Plan builds on the increased contributions to the District begun in FY19. The Administration has increased its contribution to the District by \$108.7 million in FY20 and by \$45.1 million in FY21. Over the life of the Plan, the City's General Fund contribution will be more than \$1.4 billion to the District.



▲ **DEBT SERVICE:** Debt service shown in the Sinking Fund Commission’s budget represents 5.4% of the total FY21 General Fund proposed budget. This includes debt service on General Obligation bonds, tax, and long-term contracts and leases. The Debt Management chapter discusses the City’s debt in more detail.

▲ **INDEPENDENT OFFICIALS:** The FY21 proposed budget for Independently Elected Officials is \$230 million, representing 4.5% of General Fund expenditures. This includes \$117.3 million for the First Judicial District; \$41.4 million for the District Attorney’s Office; \$27.0 million for the Sheriff’s Office; \$18.3 million for City Council; \$22.5 million for the City Commissioners; \$10 million for the Office of the Controller; and \$4.7 million for the Register of Wills.

▲ **OCTAVIUS CATTO SCHOLARSHIP:** The Kenney Administration proposes that eligible Catto Scholars receive tuition-free enrollment through a “last-dollar” tuition model that closes the gap between other financial aid and students’ remaining tuition balance. Investments also include meeting basic insecurity needs and providing academic supports for eligible first-time, full-time students. The City’s investment for the Catto Scholarship is projected at \$63 million over the life of the Five Year Plan. In addition, the Administration also proposes a further \$24 million over the Plan to cover new operating and capital investments to further the accessibility, affordability, and attractiveness of CCP as a post-secondary institution of choice.

▲ **PHLRENTASSIST:** To improve equity and opportunity for all, the Kenney Administration proposes investing \$32.5 million over the Five Year Plan to expand and test innovative approaches to rent support for youth aging out of foster care, low-income working families, and individuals with disabilities. PHLRentAssist seeks to help move children, youth and families for out of poverty by helping to prevent eviction and the cascading negative effects of displacement on children and communities by filling the gap between what families can afford and their housing costs. Because stable housing is a necessary baseline to enable children and families to go to school and for youth to pursue a credential to get the education they need to help them move out of poverty. PHLRentAssist will protect and amplify the City’s major investments in education, inclusive neighborhoods, and economic mobility.





Approximately two-thirds of the City's expenditures are dedicated to workforce costs for employee wages, pensions, and other benefits. The City's operations are labor-intensive and require workers to maintain safe and clean streets, respond to fires and emergencies, support health and human service operations, and deliver other critical municipal services. These workforce costs represent \$3.3 billion of the City's \$5.2 billion projected General Fund expenses in FY21 and claim a greater share of the City's budget than any other expenditure category. As a result, workforce costs are a key factor in the City's fiscal health.



The next few pages will cover the following topics:






## CONTRACT NEGOTIATIONS



## RECENT WAGE TRENDS

### CONTRACT NEGOTIATIONS

As of November 24, 2019, the City had 28,439 employees. More than 80% (23,232 employees) were represented by one of the City's municipal unions:

 EMPLOYEE GROUP	 COUNT	 CONTRACT TERM
Fraternal Order of Police (FOP Lodge 5)	6,662	7/1/2017-6/30/2020
Deputy Sheriff and Registrar of Wills (Lodge 5)	387	7/1/2017-6/30/2020
International Association of Firefighters (IAFF Local 22)	2,642	7/1/2017-6/30/2020
AFSCME District Council 33 <sup>1</sup>	7,198	7/1/2016-6/30/2020
Correctional Officers (Local 159 - District Council 33)	2,007	7/1/2017-6/30/2020
AFSCME District Council 47	3,768	7/1/2017-6/30/2020
Local 810 (District Council 47 Court Employees)	568	7/1/2017-6/30/2020
Non-Represented Civil Service	1,139	
Exempt	4,068	
Total Employees	28,439	

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<sup>1</sup>District Council 33 includes crossing guards.

All the City's unions are covered by bargaining agreements through June 30, 2020. Each of those agreements included significant reforms to improve the health of the City's pension fund, which keeps the City on track to achieve its goal of having the City Pension Fund 80% funded by 2029 and 100% funded by 2033. As these agreements expire at the end of FY20, the City will work with its union partners to reach agreements that are fair to employees while also maintaining the City's fiscal health. This Five Year Plan includes \$380 million to budget for the potential costs of labor agreements.



Uniformed employees bargain under Pennsylvania Act 111 of 1968, which provides for final and binding interest arbitration to resolve collective bargaining impasses. Uniformed employees are not permitted to strike under state law. Non-uniformed employees bargain under Act 195 of 1970, which allows for the right to strike over collective bargaining impasses. Certain employees, including employees of the Sheriff's Office and the Register of Wills, Correctional Officers (represented by DC33), and employees of the First Judicial District (represented by DC47), are not permitted to strike but may proceed to interest arbitration under Act 195.

## RECENT WAGE TRENDS

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### **DISTRICT COUNCIL 33 (DC33):**

DC33 employees received 3% wage increases in July 2016, 2017, and 2019 and a 2.5% increase in 2018. Current employees now participate in a tiered contribution system where those with higher annual salaries pay a higher contribution rate, and new hires participate in a stacked hybrid plan, which combines a traditional defined benefit for the first \$65,000 of an employee's pensionable earnings, and an optional 401(k), with an employer match, for earnings above this amount. These pension reforms are also a feature in the remaining contracts and awards of the City's unions.



**DEPUTY SHERIFF AND REGISTER OF WILLS:** In March 2018, the Deputy Sheriffs and Register of Wills employees were awarded a three-year contract with wage increases and pension reforms. Sheriff's Office employees received a stepped wage increase of 3% effective retroactively to July 2017, and 3.25% increases for the subsequent two years of the award. Register of Wills employees received wage increases of 3% effective retroactively July 2017, a 2.5% increase in July of 2018, and 3% increase in July 2019. Under the award, employees' pension plans will be subject to a progressive tiered pension contribution structure for current members and a mandatory stacked hybrid plan for new members.



**CORRECTIONAL OFFICERS:** In March 2018, the Correctional Officers were also awarded a three-year contract, which covers the period from July 1, 2017 to June 30, 2020. The employees received a 3% wage increase effective retroactively for July 2017, and 3.25% increases for the subsequent two years of the award.





**INTERNATIONAL ASSOCIATION OF FIREFIGHTERS (IAFF):** In May 2018, the IAFF was awarded a three-year contract through June 2020. The panel of arbitrators awarded Local 22 wage increases of 3.25%, 3.5% and 3.75% in each year of the contract, respectively. The contract also required members to make increased pension contributions. Pension contribution rates for most current employees increased by 0.92% effective July 1, 2017 and by another 0.92% in starting July 1, 2018 (total increase of 1.84%), and new members hired on or after July 1, 2017 now pay an additional 2.5% above the previous base rate.



**FRATERNAL ORDER OF POLICE (FOP):** In FY17, DC33 ratified a four-year agreement and the FOP received a three-year arbitration award. FOP employees received a 3.25% wage increase effective July 2017, 3.5% in July 2018, and 3.75% in July 2019.



**DISTRICT COUNCIL 47 (DC47):** In June 2018, the City and DC47 reached a three-year agreement. Under this agreement, DC47 employees received a stepped wage increase of 3% effective retroactively for July 2017, as well as a 2.5% increase in 2018 and 3% increase in 2019.

The following table presents employee wage increases from FY17 to FY20 for each bargaining unit. The shaded cells indicate the most recent contract terms:

#### CONTRACTS BY BARGAINING UNIT

FISCAL YEAR	FOP LODGE 5	SHERIFF'S OFFICE & REGISTER OF WILLS (FOP LODGE 5)	IAFF LOCAL 22	AFSCME DC33 <sup>1</sup>	CORRECTIONAL OFFICERS (DC33 LOCAL 159)	AFSCME DC47 (LOCAL 2187)	AFSCME DC47 (LOCAL 2186)	LOCAL 810 COURT EMPLOYEES (DC47)
FY17	3.25%	3.25%	3.25%	3.0% (\$500 lump sum)	3.25% (\$500 lump sum)	3.0%	3.0%	3.0%
FY18	3.25%	3.0%	3.25%	3.0%	3.0%	3.0%	3.0%	3.0%
FY19	3.50%	3.25%	3.50%	2.5%	3.25%	2.5%	2.5%	2.5%
FY20	3.75%	3.25%	3.75%	3.0%	3.25%	3.0%	3.0%	3.0%

<sup>1</sup>District Council 33 includes crossing guards and members of Local 1971.



# THE CITY'S CAPITAL BUDGET

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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 Recommended Capital Program for FY21-26, and Capital Budget for FY21, support strategic commitments to new facilities as well as the ongoing modernization of existing capital assets. Recommended capital projects and funding align with the Mayor's priorities to invest in a safe and just city, quality education for all, clean and safe neighborhoods, and a diverse, inclusive, and effective government, complement the City's long-range plans for development.

The FY21 Capital Budget calls for appropriations of \$171 million in new, City-supported general obligation borrowing (identified as CN funds) and \$394 million of prior year, tax-supported City loans. This City commitment will leverage \$2.7 billion from federal, state, private, City self-sustaining enterprise, operating, and revolving fund sources for a total proposed FY21 budget of \$3.4 billion. Over six years, the FY21-26 Capital Program envisions the commitment of \$1.15 billion in CN borrowing as part of a proposed \$11.4 billion in total capital investment.



The next few pages will cover the following topics:

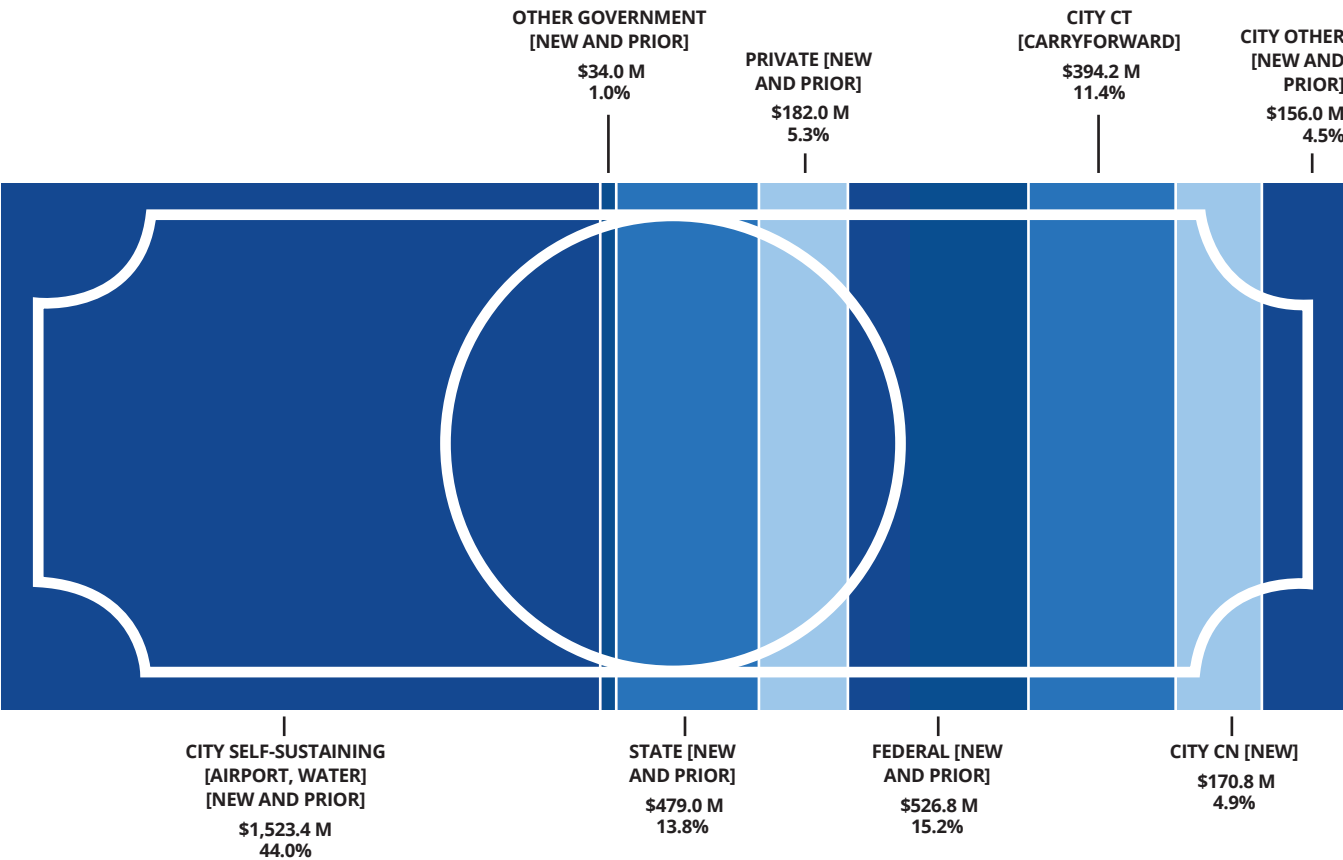


**FINANCIAL CONSTRAINTS ON  
CAPITAL INVESTMENTS**



**HIGHLIGHTS OF THE CAPITAL  
BUDGET**

**FY21 CAPITAL BUDGET**



**FINANCIAL CONSTRAINTS ON CAPITAL INVESTMENTS**

The \$171 million in new City tax-supported (CN) appropriations recommended for the FY21 Capital Budget is lower than the \$177 million in the FY20 Capital Budget. This year’s lower amount is attributable in part to strategic decisions to avoid borrowing costs by using operating funds for capital projects, when possible. This included \$46.9 million in Pay-As-You-Go (CR) funding during FY20. That funding supported projects planned in the FY20-25 Capital Program and newly identified capital needs.



## FINANCIAL CONSTRAINTS ON CAPITAL INVESTMENTS

Significant investments included additional funding for the Department of Revenue's Integrated Tax System (\$7.5 million), a roof and fire alarm replacement project at the Philadelphia Industrial Corrections Center (\$7.5 million), and new vehicles for the Streets and Fire Departments (\$12 million).

Another mechanism to reduce borrowing costs for the Capital Program has been to gradually reduce the cost of personnel by transferring previously budgeted positions over to the operating budget. This transition will be completed by FY21. After this transition, all employees that are currently funded within the Capital Budget by general obligation debt (does not include City Self Sustaining funds) will be paid from the City's General Fund. This financial policy change means that the City will no longer pay debt service on staff working on projects but will instead only pay debt service on projects themselves. This will result in avoided costs to the City and provide more flexibility for departments, as employees can be deployed to work on projects that may be paid from multiple funding sources.

The City is also making a concerted effort to spend previously borrowed funds for capital projects. While some departments have made considerable progress in spending down funds appropriated in prior years, many departments have existing carryforward (CT) funds to continue implementation of capital projects through the coming year.

Even with these efforts to reduce borrowing needs, the City's substantial infrastructure needs are beyond the City's ability to address in the short term due to financial constraints. The amount of debt service in FY21 and future years that can be supported by the General Fund is limited by several factors:

- ▲ Pension costs;
- ▲ A fund balance that, while growing, is only half of the GFOA recommended amount;
- ▲ A high level of fixed costs;
- ▲ The need to support initiatives such as improving the School District of Philadelphia, reducing violence, and battling the opioid epidemic, and;



- ▲ Debt service on special purpose borrowings that complement the regular Capital Program, including:
  - ▲ Debt issued to support capital-eligible activities of the multi-year Rebuilding Community Infrastructure (Rebuild) Program to improve parks, recreation centers and libraries.
  - ▲ Debt issued to increase the number of low-income Philadelphia homeowners served by the City's Basic Systems Repair Program and to capitalize a low-interest, home repair loan program available to households with higher incomes.
  - ▲ Debt issued to fund energy conservation measures at Philadelphia Museum of Art properties under a guaranteed energy savings agreement (GESA) with the City and the Philadelphia Energy Authority.

Additionally, the FY21 Operating Budget needs to retain flexibility to address uncertainties about federal and state budgets that support key City services and about the duration of the nation's and region's current economic recovery. Finally, a high, overall level of debt service could contribute to a reduction of the City's bond rating, which could increase the cost of borrowing in the future.

## HIGHLIGHTS OF THE CAPITAL PROGRAM AND BUDGET



### SAFER AND MORE JUST PHILADELPHIA

According to the 2019-2020 Philadelphia Resident Survey, Police and Public Safety were among the top priorities for residents. Eighteen percent (18%) of the City-supported general obligation borrowing for FY21 is directly related to departments and facilities that help ensure public safety and justice. FY21 highlights include:



**FIRE FACILITIES:** Roughly \$5 million is recommended in FY21 for ongoing improvements to Fire Department facilities.



**POLICE – NEW FACILITIES AND RENOVATIONS:** More than \$23 million is budgeted for the Police Department to support the construction and outfitting of new and renovated Police facilities.





**PRISONS – RENOVATIONS:** \$2 million will be provided to start the design of the Curran-Fromhold Correctional Facility (CFCF) roof project and other infrastructure projects.



## **QUALITY EDUCATION FOR ALL**

The Kenney Administration is committed to ensuring equity in the delivery of educational programs, which are supported by FY21 City-supported general obligation funds. This budget allocates \$6 million to the Free Library and Zoo in FY 21 which represents 4% of the City-supported general obligation borrowing for FY 21. These funds support the departments in extending programming to residents in need of resources and opportunities and complements the School District’s capital investments in their facilities, supported in part by a recent \$500 million borrowing.



## **CLEANER AND SAFER STREETS**

In the 2019-2020 Philadelphia Resident Survey, Safer Streets were also among the top priorities for residents. This budget allocates 33% of City-supported general obligation borrowing for FY21 to projects that make the city’s streets safer, cleaner, and more accessible for all of Philadelphia’s residents, businesses, and visitors.



**PHOTO COURTESY OF TAYLOR FARNSWORTH  
FOR CITY OF PHILADELPHIA**



Improvements include:



**STREETS:** The FY21 Capital Budget calls for \$32.6 million in City tax-supported funds for the reconstruction and resurfacing of City streets and the construction of accessible ramps, for a total of \$240.1 million in the FY 21-26 Capital Program. This is the single largest investment in the FY21-FY26 Capital Program and will ensure that the City improves roads that allows workers, residents, and visitors to reliably and safely access their destinations. This FY21 Capital Budget also allocates \$2 million for Vision Zero improvements to make the city's streets safer for all individuals, \$4 million for sanitation sites, and \$1.4 million for bridge restoration (which will leverage significant outside funds).



**TRANSIT:** The Southeastern Pennsylvania Transit Authority (SEPTA) has proposed a program of investments totaling nearly \$4.6 million in City tax supported fund, which will leverage \$242.6 million in grant funds, in FY21. Projects will improve basic transit infrastructure, vehicles, communications, and payment technologies, providing improved reliability and safety for Philadelphia riders needing to access services and opportunities throughout the city and region. The City's contribution to SEPTA's investment is a required match for state and federal funding.



## **INCLUSIVE AND RESILIENT NEIGHBORHOODS**

The Administration is committed to creating inclusive and resilient neighborhoods. To that end, the FY21 Capital Budget calls for 21 percent in City tax-supported funds for upgrades to park and recreation facilities, health centers, business corridors and trails, homeless services, energy efficiency improvements, and Administration and Council improvements to existing facilities (ITEF) citywide.



**PARKS AND RECREATION:** The Department of Parks and Recreation will dedicate over \$20 million in the FY21-26 Capital Program to support the City's multi-year commitment for the Rebuilding Community Infrastructure (Rebuild) initiative through its investments in recreation facilities. The Rebuild program will also utilize private foundation funds and a separate bond issuance supported by the beverage tax to implement the program's project goals. Additionally, \$1.35 million in funds is dedicated to critical life safety upgrades to facilities to ensure uninterrupted programming. This budget also provides funding for upgrades to the Dell Music Center, and improvements to various creeks, roadways, and the citywide tree canopy.





**HEALTH:** \$600,000 is budgeted to the Health Department for facility renovations and repair.



**MANAGING DIRECTOR'S OFFICE (MDO) :** The Capital Budget includes \$500,000 for the construction of a memorial at Bethel Burial Ground and \$250,000 for a study that will recommend improvements to the city's air monitoring system.



**COMMERCE - NEIGHBORHOOD COMMERCIAL CENTERS:** Using previously appropriated City funds totaling more than \$12 million, the Commerce Department will continue to implement a program of physical site improvements to enhance the competitiveness of neighborhood and community-serving commercial corridors. Corridor project funding from the City is coordinated with additional funding from state, regional, and private sources.



**COMMERCE - INDUSTRIAL AND WATERFRONT LAND REDEVELOPMENT:** The FY21 Capital Budget appropriates \$2 million to support the work of the Philadelphia Industrial Development Corporation (PIDC) in southwest Philadelphia. In accordance with the Lower Schuylkill Master Plan, this funding will be used to improve streetscapes in order to attract businesses to industrially-zoned parcels to create new jobs and increase tax revenues while improving the pedestrian experience for nearby residents. The Commerce Department also supports trail connections and developments on both the Schuylkill and Delaware Rivers.



**OFFICE OF HOMELESS SERVICES – FACILITY RENOVATIONS :** \$1 million is budgeted in FY21 for ongoing interior and exterior improvements to City-owned shelters and personal care facilities.



**OFFICE OF SUSTAINABILITY:** Since 2018 Mayor Kenney has supported the Paris Climate Agreement to reduce carbon emissions by 80% by 2050. This budget allocated \$250,000 to the Office of Sustainability to be used in conjunction with funds from prior years and revenue from energy rebates to continue installing energy efficiency equipment and controls that reduce city's energy costs, consumption, and carbon footprint.



**FINANCE:** Through the Improvements to Existing Facilities (ITEF) the Mayor and Council Districts 1-10 can allocate appropriations under this department to City-owned assets throughout the City including streetscape improvements, facility upgrades and investments in cultural institutions.





## A DIVERSE, EFFICIENT, AND EFFECTIVE GOVERNMENT

In addition to the investments highlighted above, the Capital Program and Budget proposes important investments that address deferred maintenance, increase operational efficiencies, and keep the City's facilities in a state of good repair. Approximately 25% of the FY21 budget will support this category of investment. Highlights include:



**PUBLIC PROPERTY – BUILDINGS AND FACILITIES:** More than \$10 million in City tax-supported funds is budgeted in FY21 for improvements to building systems, elevators, and environmental remediation.



**OFFICE OF INNOVATION AND TECHNOLOGY (OIT):** The FY21 Capital Budget includes roughly \$22.5 million of new City, tax-supported funding to implement planned improvements to citywide and departmental applications, communications systems, and computer network stabilization and enhancement.



**FLEET:** More than five million is recommended in FY21 for the purchase of new, capital-eligible vehicles for Fire, Streets, and other departments. The purchase of specialized fire apparatus, EMS vehicles, trash compactors, construction equipment, and grounds maintenance equipment is essential to replace outdated apparatus, ensure vehicle availability, and to manage personnel overtime.

The FY21-26 Capital Program proposes funding in future years to sustain and complete FY21 projects, as well as support for facilities not included in the first year of the Capital Program. This includes funding for the Art Museum, renovation to Paine Plaza outside the Municipal Services Building, and a transformative initiative for FDR Park at the base of Broad Street.



# DEBT MANAGEMENT



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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, but also result in fixed costs in the future. In FY21, General Fund debt service paid by the City's Sinking Fund and payments on pension obligation bonds will be about \$415 million and are projected to grow each year. When combined with other fixed costs, such as pension liabilities, this burden limits the City's financial flexibility and constrains other funding for programs and services.

A substantial portion of Philadelphia's outstanding debt was issued in 1999 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. In FY19, current pension costs and debt service on pension bonds accounted for over 15% of General Fund expenditures. The City's high level of combined fixed costs between debt service and pensions remains a concern for rating agencies and potential purchasers of the City's bonds.



In FY21, the Sinking Fund Commission, which is charged with monitoring, investing, and paying out the funds for debt service, is expected to spend \$281 million on debt service, representing 5.4% of total General Fund expenditures. There are two debt issues budgeted outside the Sinking Fund Commission: the pension obligation bonds, which are displayed as a pension cost in the Class 100 benefits budget; and debt service on bonds originally issued in 2009 for the Youth Study Center, which is included in the Department of Human Services' budget.

In recent years, the City has undertaken several refunding transactions to reduce its overall debt burden, as well as reducing its exposure to variable rate debt and swaps. Since January 2016, the City has enacted refundings, which have achieved approximately \$103 million in net present value savings for the General Fund over the life of the bonds. At the same time, the General Fund's swap portfolio has been reduced from 10% to 5% of total



PHOTO COURTESY OF [WWW.VISITPHILLY.COM](http://WWW.VISITPHILLY.COM)

debt, de-risking its debt portfolio and creating more certainty for future debt service by locking in lower fixed rates. Over the same time period, the City has achieved over \$34 million in net present value savings on Airport debt service and \$61 million in net present value savings on Water debt service through strategically refunding outstanding bonds.

The next few pages will cover the following topics:



**CREDIT RATINGS**



**IMPACT OF DEBT ON CITY  
OPERATIONS**






**CURRENT DEBT  
OBLIGATIONS**



## CREDIT RATINGS

The City maintains “A” category ratings for its General Obligation debt from all three major rating agencies: A2 (Moody’s Investors Service, or “Moody’s”), A (Standard & Poor’s, or S&P), and A- (Fitch). The City achieved ratings in the ‘A’ category from all three rating agencies for the first time in its history in December 2013, and through a combination of strong economic growth and prudent fiscal management, has been able to maintain ratings in this category over the last six years. In April 2019, Fitch improved its outlook on the City’s general obligation credit from stable to positive, noting the potential for an upgrade “if the city is able to maintain overall reserves at or near currently projected levels and continue enhanced budgetary management practices.” Following closely thereafter in November 2019, S&P improved its outlook on the City’s general obligation bonds from stable to positive, stating, “should Philadelphia continue its pension funding discipline, reserve level growth, and preparation for a turn in the economic cycle, we could raise the rating. If revenues stagnate or decline within the outlook horizon, effective management of expenditures and obligation contributions in the face of economic challenges could also lead to an upgrade.”

Bond Type	 MOODY'S	 S&P	 FITCH
General Obligation Bonds	A2	A	A-
Water and Wastewater Revenue Bonds	A1	A+	A+
Airport Revenue Bonds	A2	A	A

Ratings in the “A” category from all three agencies is a major achievement for the City, as this permits the City to begin to access a broader base of institutional investors (some investors will not purchase bonds rated below A) 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 second-lowest among the 20 largest cities (behind Chicago) as of December 2019. 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 limits tax revenue available to support general services and weighs on the economic performance of the City due to increased demand for those services.



## IMPACT OF DEBT ON CITY OPERATIONS

As stated above, in FY21, the Sinking Fund budget is expected to be \$283 million, or 5.4% of FY21 General Fund expenditures. The following chart shows the five year estimates for the Sinking Fund Commission, representing debt service costs incurred by the General Fund.

FISCAL YEAR	ESTIMATED EXISTING SINKING FUND BUDGET	SINKING FUND BUDGET AS PERCENTAGE OF GENERAL FUND EXPENDITURES
FY21	\$283,244,931	5.41%
FY22	\$315,912,727	5.90%
FY23	\$337,311,294	6.14%
FY24	\$361,594,390	6.44%
FY25	\$374,783,177	6.60%

The City also pays debt service on Pension Obligation Bonds. The General Fund portion of this debt service is estimated to be \$110 million in FY21. Together, these two obligations represent 7.5% in General Fund fixed costs in FY21.

Working with the City Treasurer's Office, the Water and Aviation funds issue their own debt and are budgeted for debt service of \$203 million and \$139 million, respectively, in FY21. The budgets for both funds constitute modest increases over recent fiscal years, and as each fund's capital plan is implemented, debt service is projected to increase to \$280 million and \$204 million, respectively, in FY25. While the Water and Aviation credit ratings are influenced by the City's rating, they each have their own rating.

## CURRENT DEBT OBLIGATIONS

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



**GENERAL OBLIGATION DEBT:** The City can issue General Obligation debt, backed by the full faith, credit, and taxing power of the City, and subject to voter approval and adherence to the Commonwealth Constitution. The Constitution limits the amount of the City's outstanding General Obligation debt to 13.5% of the immediately preceding 10-year average of assessed value of taxable real property, with debt greater than 3% of the preceding 10-year average of assessed value of taxable real property having to get voter approval. 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. As of June 30, 2019, the amount of authorized debt applicable to the debt limit is 3.02% of the preceding 10-year average of assessed value of taxable real property. Because the Assessed Value Initiative has led to a substantial increase in the City's debt limit and property taxes are not one of the largest sources of revenue, this constitutional limitation does not provide a meaningful restriction. Therefore, in addition to the constitutional limit, the City's debt policy limits the amount of debt it will issue based on how large debt service payments are as a percent of the City's overall costs.



**OBLIGATIONS PURSUANT TO CITY SERVICE AGREEMENTS:** The City can issue tax-supported obligations using its related authorities, like the Philadelphia Authority for Industrial Development. 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. Service Agreement debt is not subject to the constitutional debt limit but is subject to the limits included in the City's debt policy. 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. Historically, the City has issued General Obligation bonds to fund a portion of the capital budget, while City Service Agreement debt has typically been utilized to fund large individual projects associated with an initiative, such as Rebuild or the Basic Systems Repair program. City Service Agreement bonds are also not subject to the constitutional debt limit and provide more flexibility in structuring a financing.



**TAX AND REVENUE ANTICIPATION NOTES (TRANS):** In the past, the City has not been able to adjust to the unbalanced timing of revenue collection and spending needs without borrowing money on a short-term basis to meet its cash flow needs within the fiscal year. The City issued notes in anticipation of the receipt of income by the General Fund – TRANS – in each fiscal year but one from FY72 through FY18. The City has not issued a TRAN since FY18 due to an improved cash position.



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



Total General Fund debt equals \$7.39 billion. The table below shows a summary of all long-term debt outstanding (i.e., excluding short-term debt):

CITY OF PHILADELPHIA AND COMPONENT UNITS (JUNE 30, 2019)	
BONDED DEBT	\$ IN THOUSANDS
<b>General Obligation and PICA Bonds</b>	
General Obligation (GO) Bonds	\$1,508,095
PA Intergovernmental Cooperation Authority (PICA) <sup>1</sup>	\$129,745
Subtotal: GO and PICA bonds	\$1,637,840
<b>Other Long-Term Debt-Related Obligations</b>	
<b>Philadelphia Municipal Authority (PMA)</b>	
Juvenile Justice Center	\$82,075
Public Safety Campus	\$62,480
Energy Conservation	\$8,410
Subtotal: PMA	\$152,965
<b>Philadelphia Authority for Industrial Development (PAID)</b>	
Pension capital appreciation bonds	\$310,467
Pension fixed rate bonds	\$761,655
Stadiums	\$234,280
Library	\$4,320
Cultural and Commercial Corridor	\$80,655
One Parkway	\$24,825
Affordable Housing	\$51,150
400 N. Broad <sup>2</sup>	\$245,294
Art Museum	\$9,905
Rebuild	\$79,460
Subtotal: PAID	\$1,802,011
<b>Other General Fund-Supported Debt</b>	
Philadelphia Parking Authority (PPA)	\$10,160
Philadelphia Redevelopment Authority (PRA)	\$196,755
Subtotal: Other General Fund-Supported Debt	\$2,161,891
<b>Revenue Bonds</b>	
Water Fund	\$2,004,181
Aviation Fund	\$1,536,390
Gas Works	\$997,905
Subtotal: Revenue bonds	\$4,538,476
<b>Grand Total</b>	<b>\$8,338,207</b>

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<sup>1</sup>In Fiscal Year 1992, the PICA Act authorized the City to impose a tax for the sole and exclusive purposes of PICA. The PICA Act authorizes PICA to pledge the PICA Tax to secure its bonds and prohibits the Commonwealth and the City from repealing the PICA Tax or reducing its rate while any PICA bonds are outstanding. PICA has previously issued 11 series of bonds. The proceeds of the previous series of bonds issued by PICA were used (a) to make grants to the City to fund its General Fund deficits, to fund the costs of certain City capital projects, to provide other financial assistance to the City to enhance operational productivity, and to defease certain City General Obligation bonds, (b) to refund other PICA bonds, and (c) to pay costs of issuance. PICA no longer has the authority to issue bonds for new money purposes, but may refund bonds.

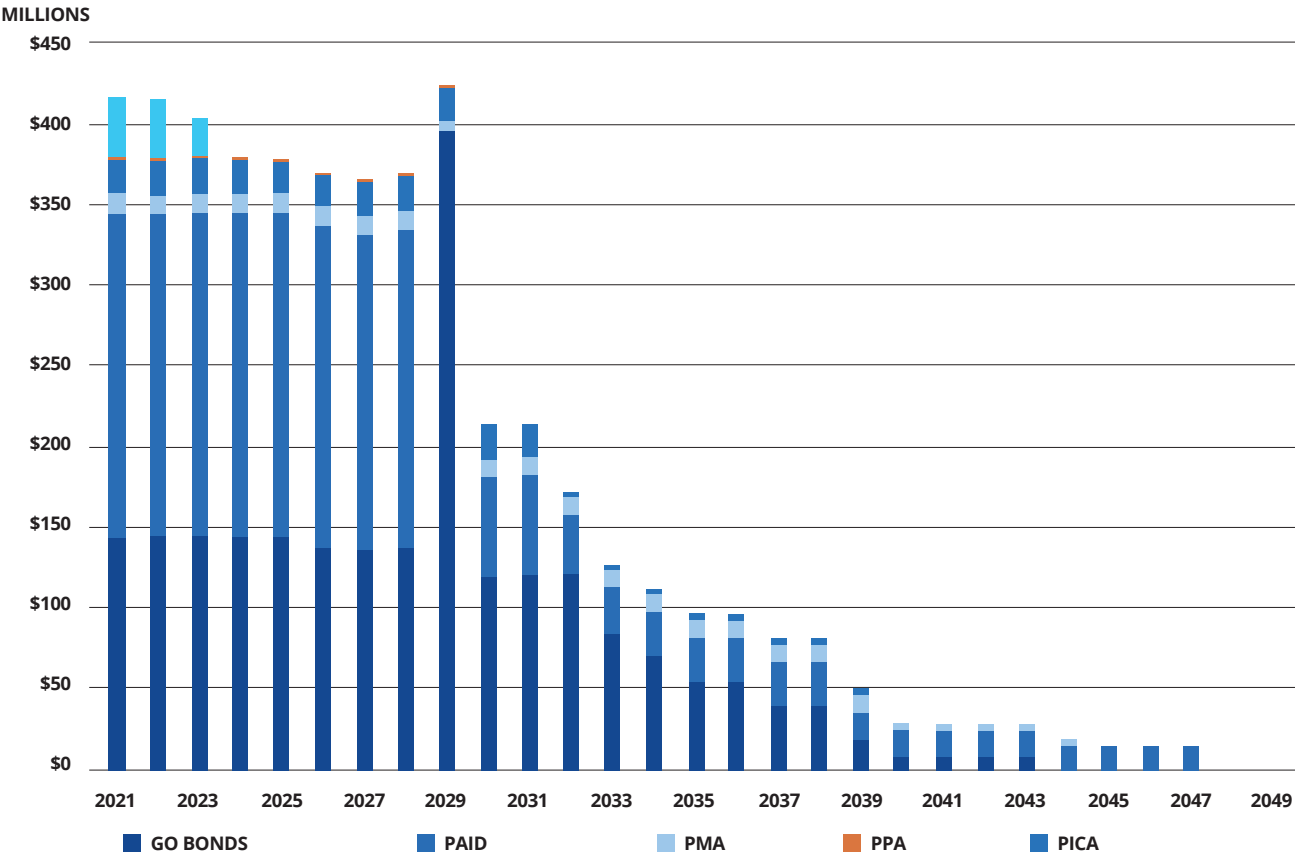
<sup>2</sup>Includes sublease payments of approximately \$15.2 million annually, for the police headquarters renovation and projects that in year nine (2026), the City issues approximately \$200 million in bonds to acquire the project at an assumed interest rate of 5% over the next 20 years.



At the end of FY19, the City had \$8.338 billion in long-term debt outstanding, including \$1.508 billion in outstanding General Obligation Bonds, \$130 million in PICA bonds, \$2.161 billion in other General Fund-supported debt obligations, and \$4.538 billion in Revenue bonds. Of the total balance of City General Obligation bonds issued and outstanding on June 30, 2019, approximately 28% is scheduled to mature within five fiscal years, and approximately 58% is scheduled to mature within ten fiscal years. 93% is fixed-rate debt and 5%, or \$100 million, is hedged variable-rate debt, meaning that interest rates could fluctuate over time. Approximately \$2.5 million over five years has been budgeted to account for interest rate and/or basis risk associated with this variable-rate debt. The City's debt policy states that principal amortization should be generally structured to reach a target of 50% of all outstanding principal scheduled to be repaid within 10 years. Also, the target maximum of variable rate debt is 35%. As of June 30, 2019, outstanding General fund-supported debt per capita is approximately \$2,400 and debt service per capita in FY20 is projected to be approximately \$250.

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<sup>3</sup>**



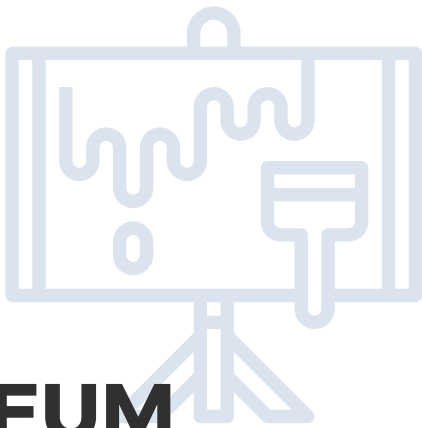
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<sup>3</sup>Annual debt service each year includes principal and interest payments



# ART MUSEUM

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## PROGRAMS

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### ART MUSEUM



**DEPARTMENT PAGE**  
[PHILAMUSEUM.ORG/](https://philamuseum.org/)









## MISSION

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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.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
<b>Class 500 - Indemnities/ Contributions</b>	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
<b>Total</b>	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000

## PROGRAM 1: ART MUSEUM

### RECENT ACCOMPLISHMENTS

In FY19, the Museum completed and published its first Impact Report to share the impact the Museum and its programming have on Philadelphia and the region. This also serves as a private fundraising document, featuring statistics and quotes from visitors, students and artists, the report highlights the Museum's commitment to be accessible, serve as the city's classroom and as an important economic engine as well as its contributions to global research and scholarship.

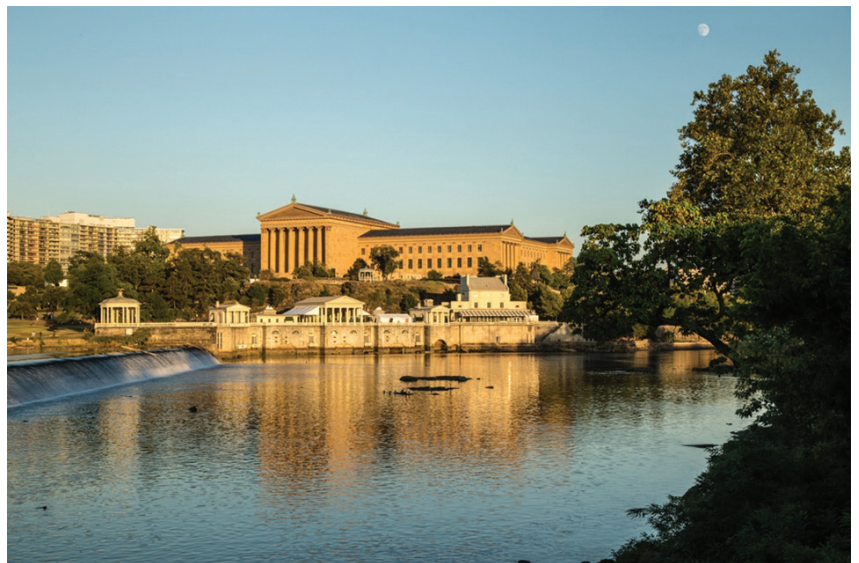


FIGURE 1: PHOTO COURTESY OF @URPHILLYPAL.





Despite significant spatial challenges due to construction of the Core Project to renovate the Museum with more public spaces and more room for art, the Museum exceeded its 2018-2019 school year attendance goal of welcoming 20,000 School District of Philadelphia (SDP) schoolchildren. By offering school visits during non-public hours and increasing the number of in-classroom visits, there were 30,311 School District of Philadelphia visits in FY19.



Despite disruptive construction, the Museum has maintained strong attendance over the nearly four-year construction period. Total attendance for FY19 was 773,511. At the end of Q2 FY20 attendance to date was over 360,000.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of student visits from Philadelphia District-Operated and Charter Schools <sup>1</sup>	30,311	10,662	23,000	26,000
Security costs per square foot <sup>2</sup>	\$4.76	\$4.85	\$4.85	TBD
Maintenance and operating costs per square foot <sup>3</sup>	\$3.49	\$3.84	\$3.72	TBD

<sup>1</sup>Although PMA anticipates lower overall student attendance during the years of construction, PMA has prioritized maintaining broad access of the Museum and its resources to School District of Philadelphia students, as a demonstration of the Museum's strong commitment to and partnership with the School District of Philadelphia and City of Philadelphia.

<sup>2</sup>The Museum has not yet quantified the impact of having additional public space after the completion of the Core Project.

<sup>3</sup>Higher than anticipated maintenance and operating costs at both Main Building and Park Houses are impacting ability to meet target. Mitigating measures and cost reductions are currently being considered. The Museum has not yet quantified the impact of having additional public space after the completion of the Core .

## FY21 STRATEGIC GOALS

- ▲ Serve at least 20,000 school children from the School District of Philadelphia (even with ongoing construction).
- ▲ Decrease energy usage as a result of the energy efficiency project.
- ▲ Complete construction on the Core Project and incrementally return to full capacity for welcoming over 60,000 school children and visitors.





## FY21-25 STRATEGIC INITIATIVES

After nearly four years of construction, the Core Project is slated for completion in FY21. The project will add 90,000 square feet of new public spaces, including 23,000 square feet for American Art and Contemporary Art, new public bathrooms, new classrooms, a new, ADA-compliant entrance and modern, code-compliant, energy efficient building systems. This will allow PMA to expand its capacity to welcome general admission visitors and school children

between FY21 and FY25. Over the next several years, the Museum's aspirational goal is to get to a sustained attendance of one million visitors and 100,000 school children annually. PMA will do this by maximizing efficiency for school tours and offering more diverse exhibitions and programs that attract and appeal to more Philadelphians and visitors from around the region, the country and the world.





# ARTS, CULTURE AND THE CREATIVE ECONOMY

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## PROGRAMS

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### ARTS, CULTURE AND THE CREATIVE ECONOMY



#### DEPARTMENT PAGE

PHILA.GOV/DEPARTMENTS/  
OFFICE-OF-ARTS-CULTURE-AND-  
THE-CREATIVE-ECONOMY/









## MISSION

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The mission of the Office of Arts, Culture and the Creative Economy (OACCE) is to close the gap in access to quality cultural experiences and creative expression by supporting and promoting arts, culture and the creative industries, linking local artists and cultural organizations to resources and opportunities, and preserving the City's public art assets.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	453,399	508,300	579,428	579,428	579,428	579,428	579,428	579,428
Class 200 - Contracts/Leases	481,065	212,014	212,014	212,014	212,014	212,014	212,014	212,014
Class 300/400 - Materials, Supplies, Equipment	5,298	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Class 500 - Indemnities/ Contributions	3,370,688	3,370,688	3,620,688	3,370,688	3,370,688	3,370,688	3,370,688	3,370,688
<b>Total</b>	<b>4,310,450</b>	<b>4,098,002</b>	<b>4,419,130</b>	<b>4,169,130</b>	<b>4,169,130</b>	<b>4,169,130</b>	<b>4,169,130</b>	<b>4,169,130</b>

## PROGRAM 1: ARTS, CULTURE AND THE CREATIVE ECONOMY

The Office of Arts, Culture and the Creative Economy (OACCE) strives to close the gap in access to quality cultural experiences and creative expression. OACCE accomplishes this by supporting and promoting arts, culture and the creative industries, linking local artists and cultural organizations to resources and opportunities, and preserving the City's public art assets.



FLEISHER DIA DE LOS MUERTOS



## RECENT ACCOMPLISHMENTS



### **INCREASED COMMUNITY FACILITIES AND SPACES HOSTING OACCE**

**EVENTS BY 25%:** This increase in community facilities and spaces from 50 in FY19 to 63 in FY20 is attributable to the FY20 expansion of the Culture in Neighborhoods (CIN) initiative and the launch of a new initiative, Creative Avenues in neighborhood spaces, which provides opportunities for community-based groups to incorporate the arts into neighborhood activities.



### **4TH ANNUAL ARTS EDUCATION FAIR:**

Connected more than 500 local teachers, librarians, recreation center leaders, and other community groups with 70 arts programs. 83% of the participating organizations met new teachers, and 79% of the organizations were past participants noting that participating in the Fair led to new arts opportunities.



### **CELEBRATED THE 60TH ANNIVERSARY OF THE CITY'S PERCENT FOR ARTS**

**PROGRAM:** Celebratory events and initiatives included: a silent auction/ proceeds gifted to OACCE for the conservation the City's public art collection;

the dedication of MVP, a Percent for Art commission for Smith Playground by Brian McCutcheon and the first freestanding statue depicting a sole African American girl commissioned by the City; an online interactive map and scavenger hunt highlighting 60 Percent for Art commissions that reflect the breadth of the City's collections; trivia questions on the outdoor jumbo screens at Commerce Square; a multimedia exhibition at the Center for Architecture showing the evolution of public art over the past 60 years; and a 30-minute special on 6ABC that covered the history and impact of the Percent for Art program and the role of public art in Philadelphia.







**OLD CITY SWEETHEARTS-PHILLY CELEBRATES JAZZ**



# PERFORMANCE MEASURES

## FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of performances <sup>1</sup>	89	83	80	100
Number of youth engaged	2,613	1,087	2,500	2,500
Number of artists supported <sup>2</sup>	1,092	1,355	1,000	1,100
Attendance at OACCE's activities <sup>3</sup>	154,108	99,008	150,000	160,000
Social media engagement <sup>4</sup>	4.8%	10.1%	4.0%	5.0%

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<sup>1</sup>The number of performances and arts and cultural activities presented and/or supported by OACCE. FY20 Q2 COMMENT: OACCE exceeded its expectations for neighborhood arts activities and the corresponding artist count due to the FY20 implementation of a new additional initiative, Creative Avenues. OACCE's position, the Community Arts Coordinator was also filled permanently and the impact allowed for a significant increase in effectiveness in the implementation of neighborhood arts programming.

<sup>2</sup>This is a count of the number of artists with whom OACCE works and whom OACCE hires. FY20 Q2 COMMENT: OACCE exceeded its expectations for neighborhood arts activities and the corresponding artist count due to the FY20 implementation of a new additional initiative, Creative Avenues. OACCE's position, the Community Arts Coordinator was also filled permanently and the impact allowed for a significant increase in effectiveness in the implementation of neighborhood arts programming.

<sup>3</sup>This is an estimated attendance count. OACCE attends many events to conduct counts. Performers also provide attendance numbers, and the Gallery has a counter on its door. OACCE also uses a formula to track visitors to non-gallery displays.

<sup>4</sup>This is a combination of Twitter and Facebook engagement and reflects digital public engagement to compliment in-person attendance engagement. Social media engagement is the sum of engagements (clicks, retweets, likes, shares, follows, replies, comments) divided by the total reach of the post (number of people who saw the content) and multiplied by 100 to convert to percent format. The average per quarter is the sum of engagement rates per post divided by the total number of posts. The Year-to-Date and Year-End will be the mean of the quarters passed.



## FY21 STRATEGIC GOALS

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The following FY21 strategic goals reflect OACCE's desire to improve availability of quality of life assets in the city's under-resourced neighborhoods through programming focused on neighborhood-based, affordable activities.

- ▲ Continue to close the gap in access to quality arts and culture experiences by presenting free neighborhood-based arts and culture programming in the City-owned buildings and spaces in those communities.
- ▲ Implement a grassroots communications strategy to promote OACCE's neighborhood arts activities using traditional marketing methods (i.e. postcards, print and radio advertising) that help local communities discover free local arts activities for which cost is not a barrier.
- ▲ Continue to provide arts in public spaces by maintaining the City's public art collection and exhibiting artworks from artist and community organizations throughout City Hall.
- ▲ Increase the number of free OACCE-presented arts and culture programming in neighborhoods, targeting West Park, Southwest, Northern Delaware, and Lower North planning districts to provide more equitable access to neighborhoods that are traditionally underserved by arts and culture organizations.
- ▲ Increase the number of attendees at both OACCE events and free arts and culture programming offered by other local organizations through an enhanced neighborhood-focused communications strategy that will promote the OACCE's on-line Arts Access calendar and increase awareness and attendance to free local arts activities for which cost is not a barrier.
- ▲ Increase focus of public art conservation work on artwork located in neighborhood recreation centers, branch libraries, police stations, and fire facilities to reinforce local community connections to art.





## FY21-25 STRATEGIC INITIATIVES

OACCE will use the arts to enhance Philadelphia's ability to be a vibrant, diverse, and creative place to live by:

Working with the Philadelphia Cultural Fund (PCF) to fill the gap in funding to small, community-based nonprofits, traditionally ineligible for foundation support. These organizations represent almost 70% of PCF's 300+ grantees and rely heavily on PCF grants. This is a significant number of under-resourced organizations and traditionally culturally-specific. OACCE and PCF will develop equity goals for its applications

and criteria that prioritize them in the grant-making process.

Creating a guide for artists and cultural organizations to work with the City and within its facilities. The goal is to standardize how artists and cultural organizations work with the City so that all groups are able to better navigate the City processes and facilitate collaboration on programming. This will increase opportunities for artists and cultural organizations and improve the quality and frequency of neighborhood arts programming for all Philadelphians.



**WA KIMMEL PARTY ON THE PLAZA PPS**





# AVIATION

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## PROGRAMS

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### AVIATION



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
AIRPORT/](https://phila.gov/departments/airport/)

## MISSION

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“Proudly Connecting Philadelphia with the World!” The Division of Aviation (DOA) is comprised of the Philadelphia International Airport (PHL) and the Northeast Philadelphia Airport (PNE). A self-sustaining entity, the DOA operates without the use of local tax dollars while generating over \$16.8 billion of economic activity for the region. Travelers through our gateway have opportunities to experience a wide variety of products and services that are distinctly Philadelphian.



The Division of Aviation utilizes money from the Aviation Fund - an Enterprise Fund (discussed earlier in this Plan under “The City’s Revenues”), which is used to account for the financial activity of the City’s operations for which customers are charged a user fee. The 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 airports. The Aviation Fund contributes to the budgets of internal services departments that support the Aviation Division, such as the Department of Public Property and the Office of Innovation and Technology.

## BUDGET

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Aviation does not include General Fund Operating budget.

## PROGRAM 1: AVIATION

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**PHL 5K HOSTED ON SEPTEMBER 7TH 2019.  
PHOTO COURTESY OF THE PHILADELPHIA  
INTERNATIONAL AIRPORT.**



## RECENT ACCOMPLISHMENTS

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**AIR SERVICE:** Continued working with existing and new airline partners to expand air service offerings. 2019 brought the addition of a new air carrier, Sun Country, providing daily service to Minneapolis, Minnesota. Also in 2019, American Airlines, Frontier Airlines, and Spirit Airlines added new and expanded service to multiple domestic destinations. American Airlines also added several new international destinations with the addition of Edinburgh, Scotland; Berlin, Germany; Dubrovnik, Croatia; and Halifax, Nova Scotia. Frontier Airlines also expanded their international presence at the Airport, with new service to Montego Bay, Jamaica. For 2020, American Airlines and the Airport have announced the addition of Casablanca, Morocco, Philadelphia's first direct flight to the continent of Africa.



**CUSTOMER EXPERIENCE:** In May 2019, PHL partnered with "Aira", the world's fastest-growing assistive technology service for people who are blind or low vision. Through a smartphone app, passengers can connect with professional agents who act as visual interpreters, using the traveler's phone camera to share views of their surroundings and interact with agents. The service is free of charge to travelers thanks to PHL's investment in the Aira Airport Network.



**CAPITAL UPDATES:** PHL completed major airfield projects including the \$30 million East Airfield Reconstruction project that consisted of the rehabilitation of the North Apron and related taxiways. PHL also converted four boarding gates for \$3.5 million to accommodate the Boeing Dreamliner (B787) in support of international market growth.



**SUSTAINABILITY:** The Airport's energy initiatives continued with ongoing LED lighting and HVAC equipment upgrades throughout terminals; added liquid collection units to security checkpoints to reduce liquid contamination in the Airport's recycling stream; and, embarked on a partnership with Philabundance to donate food from airport concessions. At Northeast Philadelphia Airport (PNE), the butterfly garden was refreshed with new plantings.







**COMMUNITY OUTREACH:** In January 2019, the Airport opened a food pantry for federal employees affected by the government shutdown, which was visited over 1,500 times while open and helped feed families during the longest government shutdown in history. The Airport also hosted community events throughout the spring and summer, such as Ronald McDonald Plane Pull, and PHL's annual 5K, which raises money for Habitat for Humanity and Eastwick Friends & Neighbors Coalition.



## PERFORMANCE MEASURES

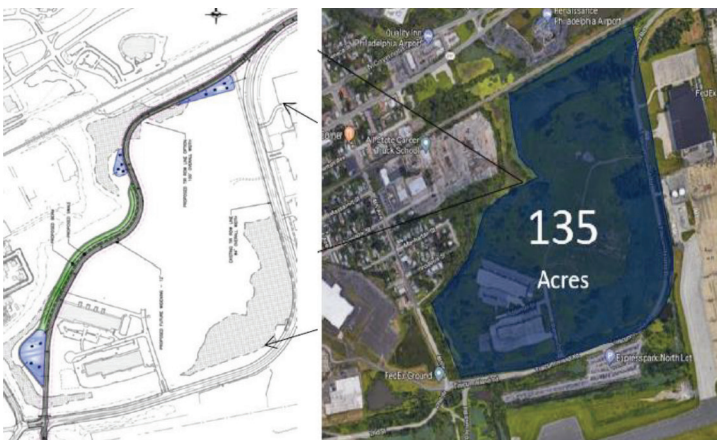
### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Enplaned passengers (million)	16.09	4.48	16.36	16.85
Operations (# arrivals and departures)	386,112	102,605	395,000	406,850
Freight and mail cargo (tons) <sup>1</sup>	576,270	151,525	651,000	677,040
Non-airline revenue (\$ million)	\$149.01	\$38.10	\$147.00	\$151.41
Retail/beverage sales (\$ million)	\$227.63	\$63.72	\$224.00	\$230.72

<sup>1</sup>Due to the continuing rise of E commerce, the Division of Aviation anticipates this positive trend in tons of freight and mail cargo to continue.

### FY21 STRATEGIC GOALS

- ▲ Continue to decrease the staff vacancy rate.
- ▲ Develop and implement new and redundant data centers with resiliency for natural and cyber-related disasters. Implement an improved Video Surveillance System technology throughout the terminal complex.



PROPOSED NEW TINICUM ISLAND ROAD



## FY21-25 STRATEGIC INITIATIVES

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The Airport is updating its Airport Master Plan in 2020-2021 to better guide future development and to establish airfield, terminal, and land-side triggers, planning timelines, and schedules to support long-term initiatives. The Airport is also conducting an environmental assessment for the proposed Cargo City Redevelopment and Expansion Plan, which will increase the area available for cargo activities. A collaborative effort between the Philadelphia Industrial Development Corporation (PIDC) and the Airport, the first phase (consisting of the relocation of 1.1 miles of Tinicum Island Road, which cuts across Airport property) has been designed and awaits bid. As part of this project, the Airport partnered with the City to designate portions of Franklin Delano Roosevelt (FDR) Park for restoration.

Future sustainability initiatives include advancing on-site renewable energy at PNE; storm-water management and climate change planning at PHL; and continued resource conservation efforts related to waste, energy, water, and emissions.

The Airport is collaborating with partner airlines to communicate the issue of “Real ID” in 2020 as the Pennsylvania Department of Transportation continues to issue new, federally mandated “Real ID’s” for Federal Checkpoints, including Transportation Security Agency (TSA) checkpoints.

Future human resource initiatives include the expansion of the Airport’s “Hospitality Careers Program” that provides participants with intensive training and work-based learning to prepare them for entry-level civil service positions.



**LIQUID COLLECTION UNITS  
OUTSIDE TSA CHECKPOINTS.**





# BEHAVIORAL HEALTH

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## **PROGRAMS**

**ADMINISTRATION AND FINANCE**  
**BEHAVIORAL HEALTH**  
**HEALTHCHOICES/COMMUNITY**  
**BEHAVIORAL HEALTH**  
**INTELLECTUAL DISABILITY SERVICES**



### **DEPARTMENT PAGE**









PHILA.GOV/DEPARTMENTS/  
DEPARTMENT-OF-BEHAVIORAL-HEALTH-  
AND-INTELLECTUAL-DISABILITY-SERVICES/

## **MISSION**

The Department of Behavioral Health and Intellectual disAbility Services (DBHIDS) envisions a Philadelphia where every individual can achieve health, well-being, and self-determination. The mission of DBHIDS is to educate, strengthen, and serve individuals and communities so that all Philadelphians can thrive.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	1,580,748	1,534,468	1,770,431	1,770,431	1,770,431	1,770,431	1,770,431	1,770,431
Class 200 - Contracts/Leases	15,538,786	14,360,976	14,360,976	13,930,892	13,930,892	13,930,892	13,930,892	13,930,892
Class 300/400 - Materials, 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	17,115,534	15,895,444	16,131,407	15,701,323	15,701,323	15,701,323	15,701,323	15,701,323

## PROGRAM 1: ADMINISTRATION AND FINANCE

### PROGRAM DESCRIPTION

The Administration and Finance Division coordinates and ensures the availability of state-mandated services to both insured and uninsured residents of Philadelphia.

### RECENT ACCOMPLISHMENTS



**TELECOMMUTING PILOT:** Completed initial phases of Telecommuting Pilot for 36 staff; analyzed productivity and provided essential feedback to inform next phases.







**HR DEPARTMENT ORIENTATION:** A robust HR Department Orientation was created, inclusive of training, development, and labor relations, with a focus on Employee Wellness including wellness rooms.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Employee satisfaction <sup>1</sup>	N/A	N/A	N/A	SET BASELINE
Employee participation in wellness activities <sup>1</sup>	N/A	N/A	N/A	SET BASELINE

<sup>1</sup>This is a new measure for FY20, so prior-year data is not available.

### FY21 STRATEGIC GOALS

- ▲ Improve processes and practices to enhance cost efficiency by developing a Wellness Champions Program, enhancing the work environment, obtaining feedback, improve communication, and track productivity.



### FY21-25 STRATEGIC INITIATIVES

To facilitate the next phase of our evolution, DBHIDS developed a strategic framework and created a five-year strategic plan. This road map aligns the efforts of DBHIDS' divisions to support the wellness of all Philadelphians. Additionally, the Department's plan connects with strategic plans developed by the Health and Human Services (HHS) cabinet of the Managing Director's Office, the Mayor's Office, and the Department of Human Services. These connections continue to maintain DBHIDS' commitment to promoting recovery, resilience, self-determination, and health

outcomes; consistent with the Department's population health approach. DBHIDS' strategic planning process centers around five priority areas: Prevention & Early Intervention, Treatment & Services, Health Economics, Infrastructure & Intelligence, and Innovation. The strategic plan will help to ensure that DBHIDS is responsive to urgent community needs and will also position the department to address emerging challenges such as creating employment programs so that individuals who experience homelessness and individuals who have behavioral health challenges can thrive.



## PROGRAM 2: BEHAVIORAL HEALTH

### PROGRAM DESCRIPTION

The Behavioral Health Division ensures the availability of state-mandated mental health and drug and alcohol services to residents of Philadelphia. Services include but are not limited to community residential, social rehabilitation, crisis intervention and emergency, community treatment, targeted case management and outpatient, as well as transitional and community integration services aimed at providing supportive environments for both consumers and their families. Services also include evaluation and research, prevention and education, inpatient nonhospital, inpatient hospital, outpatient housing, and case-management services.



**DBHIDS COMMISSIONER MARCHES WITH 50,000 OTHERS IN THE 2019 PRO-ACT RECOVERY WALK**

### RECENT ACCOMPLISHMENTS



**ADDICTION SERVICES:** In early 2019, the Division of Behavioral Health, inclusive of the Office of Addiction Services (OAS) Recovery House Initiative, expanded their capacity to nearly 500 beds from approximately 360.



**HOMELESS SERVICES:** The Homeless Services unit expanded their team to include an in-house Outreach team, a Special Initiatives Team, and Withdrawal Management team embedded in two of the unit's Journey of Hope programs. The team's work is focused on addressing hot spots, encampments, outreach special requests, and areas of increasing concern related to the homeless population within the City of Philadelphia. The Special Initiatives Team functions essentially as a traditional homeless outreach team, but with the enhancement of staff who have clinical experience, a greater knowledge of the larger homeless services system, and lived experience through the Peer support.





**PROGRAMS:** Resource for Human Development (RHD) Womanspace Philadelphia, RHD New Start II, both Journey of Hope (JOH) programs, were implemented in 2019. Both programs can conduct medicated assistant treatment (MAT) inductions for those interested in maintenance medication for opioid and alcohol use disorders.







**COMMUNITY WELLNESS ENGAGEMENT UNIT (CWEU):** In July of 2019, the CWEU was created to provide greater access to Behavioral Health support, guidance, and linkages to care. A team of individuals, including those with lived experience, accomplishes this work by engaging residents, organizations, and other stakeholders directly in the community.



**EMPLOYMENT PROGRAM:** The Same Day Wage Program (Color Me Back), a low barrier employment program, was launched through Mural Arts, DBHIDS, and Community Life Improvement Program (CLIP). The purpose of this program is to create employment programs so that individuals who are experiencing economic and/or housing insecurity an opportunity to earn wages with no barriers while connecting to social services.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of community-based behavioral health screenings events <sup>1</sup>	123	101	130	130
Number of individuals trained in Mental Health First Aid <sup>2</sup>	6,409	3,091	6,500	6,500
Number of EDS/CRS with a Warm Handoff (WHO) process <sup>3</sup>	N/A	N/A	N/A	SET BASELINE
Number of Innovative Community events/programming <sup>4</sup>	N/A	N/A	N/A	SET BASELINE
Sponsored community events attendance <sup>5</sup>	N/A	N/A	N/A	SET BASELINE

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<sup>1</sup>This is a new measure for FY20, so prior-year data is not available. In accordance with DBHIDS' strategic plan, PACE, the Department has begun creating performance measures that will serve as a blueprint for its strategic framework over the next several years.



<sup>2</sup>This is a new measure for FY20, so prior-year data is not available. In accordance with DBHIDS' strategic plan, PACE, the Department has begun creating performance measures that will serve as a blueprint for its strategic framework over the next several years.

<sup>3</sup>This is a new measure for FY20, so prior-year data is not available. In accordance with DBHIDS' strategic plan, PACE, the Department has begun creating performance measures that will serve as a blueprint for its strategic framework over the next several years.

<sup>4</sup>This is a new measure for FY20, so prior-year data is not available. In accordance with DBHIDS' strategic plan, PACE, the Department has begun creating performance measures that will serve as a blueprint for its strategic framework over the next several years.

<sup>5</sup>This is a new measure for FY20, so prior-year data is not available. In accordance with DBHIDS' strategic plan, PACE, the Department has begun creating performance measures that will serve as a blueprint for its strategic framework over the next several years.

## FY21 STRATEGIC GOALS

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- ▲ The DBHIDS Housing and Homeless Services unit oversees a continuum of creative and innovative housing programs to support individuals with behavioral health challenges. The goal is to continue to work with the Philadelphia Housing Authority (PHA) to renovate approximately 300 vacant PHA properties in their inventory, utilize the Shared Housing Model, where people share a home as roommates, to expand the availability of housing units, and address the housing needs of couples who are homeless.
- ▲ Investigate and research ways to better serve boys of color, specifically those in grades K-8, as recent reports have been seen of challenges with depression, suicidal ideation, and other mental health issues in this demographic.
- ▲ Continue the department's Warm Hand Off (WHO) Initiative to implement policies and procedures that integrate the use of Certified Recovery Specialists (CRS) into Philadelphia's seventeen Emergency Departments (Eds) and six Crisis Response Centers (CRCs).





## FY21-25 STRATEGIC INITIATIVES

In the coming years, the Department will continue efforts to expand its reach into various communities in Philadelphia. DBHIDS plans to have active engagement discussing wellness strategies with the African and Caribbean communities. The Department is currently looking at ways to better serve boys of color, specifically those in grades K-8, and will strive to come up with engagement plans to address the behavioral health challenges that they experience. Lastly,

the program is working with the DBHIDS Research, Evaluation, Epidemiology, and Analysis Unit to gather mental health data and statistics featuring information on men and boys of color. This is a long-range process since stigma, misdiagnosis, and undiagnosed men present some challenges. However, the Department is working dutifully to see what is available, to-date based on local, statewide, and national numbers.

### PROGRAM 3: HEALTHCHOICES/COMMUNITY BEHAVIORAL HEALTH

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#### PROGRAM DESCRIPTION

The HealthChoices/Community Behavioral Health (CBH) Division provides effective and medically necessary mental health and substance abuse services for Philadelphia County Medicaid recipients, while achieving management and operational efficiencies to lower healthcare costs.

#### RECENT ACCOMPLISHMENTS

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**SUPPORT TEAM FOR EDUCATION PARTNERSHIP (STEP) TEAM:** STEP was designed to increase the capacity of the School District of Philadelphia to prevent, identify, and treat challenging behaviors, and their drivers that present school setting. Fully implemented all positions on the STEP Team, including Clinical Coordinator, School Behavior Consultant, Family Peer Specialist, and Case Manager, as of September of 2019 in all 21 STEP schools, and one charter school.





**CITY'S YOUTH RESIDENTIAL PLACEMENT TASKFORCE:** Participated in the City's Youth Residential Placement Taskforce, which focuses on overall reduction of Residential Placements across child serving systems and improving the safety, quality, and education of youth in placement. The final report and recommendations were issued on November 26, 2019.



**COMMUNITY HEALTH CHOICES (CHC):** One of the goals for CBH was to begin to fund Behavioral Health (BH) services for two new populations; individual who were previously on the Aging waiver and individuals living in the 43 Philadelphia Nursing Facilities. This new managed care program was implemented on January 1, 2019.







**INTEGRATED CARE PLANS (ICP):** The Integrated Care Plan (ICP) Program is a pay-for-performance program that aims to improve the quality of health care and to reduce Medicaid expenditures through enhanced coordination of care between the four Physical Health Manage Care Organizations (PH-MCO) and CBH. Over 2,000 ICPs was completed across four Physical Health Managed Care Organizations as of December 2, 2019. This is part of the ICP Program, which specifically targets Medicaid-eligible adults (18-65) with a diagnosis of Serious and Persistent Mental Illness (SPMI).



**TOBACCO RECOVERY AND WELLNESS INITIATIVE (TRWI):** Has included outpatient levels of care, which are services that are received outside of inpatient facilities, in the TRWI as of January 1, 2020.



## FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Unduplicated persons served in all community-based services, including outpatient services	116,241	80,525	95,000	95,000
Number of admissions to out-of-state residential treatment facilities	46	15	50	50
Number of admissions to residential treatment facilities	326	160	600	600
Percent of follow-up within 30 days of discharge from an inpatient psychiatric facility (adults)	57.3%	57.6%	50.0%	50.0%
Percent of readmission within 30 days to inpatient psychiatric facility (Substance Abuse & non-Substance Abuse) (adults)	13.5%	14.4%	15.0%	15.0%
Percent of follow-up within 30 days of discharge from an inpatient psychiatric facility (children)	84.9%	82.8%	80.0%	80.0%
Percent of readmission within 30 days to inpatient psychiatric facility (Substance Abuse & non-Substance Abuse) (children)	9.1%	8.5%	10.0%	10.0%
Number of initiatives with Identified Outcomes Measures and Sustainment Plans	N/A	N/A	N/A	SET BASELINE
Percent of providers that receive satisfactory credentialing status	N/A	N/A	N/A	SET BASELINE
Number of additional Philadelphians trained in Mental Health First Aid	6,409	3,091	6,500	SET BASELINE

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<sup>1</sup>This is a cumulative measure with the highest number of unique clients reported in the first quarter. This measure now includes all community-based treatment across DBHIDS (Outpatient, Family Services, Wrap-Around, School Services, Case Management, etc.).

<sup>2</sup>Medicaid (MA) members are unduplicated within the quarter, and the goal is to be below the target. The year-to-date total may contain duplicated clients if they were served in multiple quarters. CBH's goal is to treat all of the children needing services within the state and not have to look to out-of-state alternatives, so the goal is to keep this number low.

<sup>3</sup>Medicaid (MA) members are unduplicated within the quarter, and the goal is to be below the target. The year-to-date total may contain duplicated clients if they were served in multiple quarters.

<sup>4</sup>Beginning in FY20, DBHIDS is altering their methodology to a PA-specific methodology to align all reporting to what they report to the Office of Mental Health and Substance Abuse Services at PA DHS. This measure still includes discharges to ambulatory, non-bed-based care for MA members. This mirrors the child measure below. The Department has a robust community-based continuum of care that includes Federally Qualified Health Centers (FQHCs), housing supports, case management, and Assertive Community Treatment (ACT) for members.



The state-mandated follow-up measure, which is the numerator for the Department's 30-day follow-up rate, does not capture all services being provided across the Department's continuum of care. As a result, the actual follow-up rate is likely higher. To address concerns regarding the rates of follow-up and readmission, DBHIDS, in conjunction with the state, has implemented initiatives that directly address provider oversight, service development, innovation, and quality assurance.

<sup>5</sup>This measure includes both substance abuse and non-substance abuse facilities used by Medicaid (MA) members. To address concerns regarding follow-up and readmission rates, DBHIDS, in conjunction with the state, has implemented initiatives that directly address provider oversight, service development, innovation, and quality assurance.

<sup>6</sup>Beginning in FY20, DBHIDS is altering their methodology to a PA-specific methodology to align all reporting to what they report to the Office of Mental Health and Substance Abuse Services at PA DHS. This measure still includes discharges to ambulatory, non-bed-based care for MA members. This mirrors the adult measure above. The Department has a robust community-based continuum of care that includes Federally Qualified Health Centers (FQHCs), housing supports, case management, and Assertive Community Treatment (ACT) for members. The state-mandated follow-up measure, which is the numerator for the Department's 30-day follow-up rate, does not capture all services being provided across the Department's continuum of care. As a result, the actual follow-up rate is likely higher. To address concerns regarding follow-up and readmission rates, DBHIDS, in conjunction with the state, has implemented initiatives that directly address provider oversight, service development, innovation, and quality assurance.

<sup>7</sup>This measure includes both substance abuse and non-substance abuse facilities used by MA members. This measure mirrors the adult measure above. CBH Member Services is asking providers to check in with members earlier after they are discharged (after five days, a decrease from six to seven days previously) and to maintain more up-to-date contact information for members. CBH anticipates that, once follow-up rates increase and there is more engagement by providers, the overall 30-day readmission rate may increase further.

<sup>8</sup>This is a new measure for FY20, so prior-year data is not available. In accordance with DBHIDS' strategic plan, PACE, the Department has begun creating performance measures that will serve as a blueprint for its strategic framework over the next several years.

<sup>9</sup>There is a comprehensive process that is built in for providers who receives a less than satisfactory score. This process is called the Performance Improvement Process (PIP). The PIP process is not negative, rather aids the provider by identifying their strengths as well as their areas of improvement. The process may also include technical assistance if needed. This is a new measure for FY20, so prior-year data is not available. In accordance with DBHIDS' strategic plan, PACE, the Department has begun creating performance measures that will serve as a blueprint for its strategic framework over the next several years.

<sup>10</sup>Community-based behavioral health screening events are an opportunity for individuals to identify their behavioral health needs and get connected to potential avenues of support, all while they are in their community. The average number of people screened at each event is 15 people.

## FY21 STRATEGIC GOALS

- ▲ The Office of Mental Health and Substance Abuse Services (OMHSAS) has established new regulations for Intensive Behavioral Health Services (IBHS) to replace Behavioral Health Rehabilitation Services (BHRS) for the delivery of child and adolescent services in the home, school, and community. Changes include increased requirements for staff training, supervision, and credentialing. These services will continue serving over 11,000 children annually.



- ▲ Issued a Request for Proposals (RFP) for IBHS in December 2019 to shape a more comprehensive, evidence-based approach to services for children in the home, school, and community. The process is expected to launch in September of 2020.



## FY21-25 STRATEGIC INITIATIVES

CBH will continue working with the Office of Mental Health and Substance Abuse Services (OMHSAS), other Behavioral Health-Managed Care Organizations (BH-MCOs), its own provider network, and family groups to guide implementation of the regulations across the system.

CBH has also been working with its Psychiatric Residential Treatment Facility (PRTF) provider network on the

development of performance standards for PRTF, which were published in August 2019. Technical assistance is currently being provided to the network through consultation with an organization, and a baseline assessment of the network and their adherence to the performance standards was issued in December 2019. The results of the assessment will guide next steps in technical assistance and implementation support.

## PROGRAM 4: INTELLECTUAL DISABILITY SERVICES

### PROGRAM DESCRIPTION

The Intellectual disAbility Services Division ensures the availability of state-mandated intellectual disability and early intervention services to residents of Philadelphia. Services include but are not limited to community residential, community-based, case-management, vocational, supports coordination, employment, respite, and transportation services aimed at providing supportive environments for both clients and their families.



## RECENT ACCOMPLISHMENTS







**EMPLOYMENT FIRST:** The Department has continued to underscore Employment First, meaning that employment is the first and preferred outcome for all working age individuals with disAbilities, without regard to their level of disAbility. In FY19, nearly 600 people received supported employment services with 76% employed.



**PHILADELPHIA'S INFANT TODDLER EARLY INTERVENTION (ITEI):** Due to an increase in awareness, the numbers of children referred to ITEI program increased by 11.2%, from 7,199 in FY18 to 8,006 in FY19.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of identified and readily available Evidence Based Practices (EBPs)	N/A	N/A	N/A	SET BASELINE
Number of Early Intervention service providers trained in Evidence Based Practices (EBPs)	N/A	N/A	N/A	SET BASELINE
Percent of Evidence Based Practice connections	N/A	N/A	N/A	SET BASELINE

Measures listed in the table above are new for FY20. Prior year data is not available.

## FY21 STRATEGIC GOALS

- ▲ Expand the use of Community of Practice-Life Course tools with individuals registered with Philadelphia IDS for Intellectual Disability (ID) or Autism services, who are not receiving a State Funded waiver service.





## FY21-25 STRATEGIC INITIATIVES

IDS will continue to empower families in Infant Toddler Early Intervention by coaching families to use strategies that will help their child learn and develop. In addition to the evidence-based practices of Attachment Biobehavioral Catch-Up, addressing social, emotional, and behavioral concerns, and Project ImPACT, a parent-mediated intervention for children who have social and communication concerns (including autism spectrum disorder), IDS will promote a set of coaching standards that all Early Interventionists will use when working with families. These standards will take the department's coaching practice to a next level of implementation with the expectation that agencies who successfully support their personnel to use highly effective coaching practices will receive quality ratings and be able to expand their work with families.

IDS will expand the use of Community of Practice-Life Course tools with individuals registered with Philadelphia IDS for Intellectual Disability (ID) or Autism services, who are not receiving a waiver service. This will support families to begin identifying outcomes that will help them to achieve their best life and connecting them to community resources to assist them with meeting those outcomes. For the period FY21-25 we would like to work with all families who are registered for ID and Autism services in an expanded way to support them to begin work on achieving those outcomes.



# CHIEF ADMINISTRATIVE OFFICER



## PROGRAMS

**STRATEGIC DIRECTION AND  
TRANSFORMATION  
OFFICE OF ADMINISTRATIVE REVIEW (OAR)**











**DEPARTMENT PAGE**  
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OF-THE-CHIEF-ADMINISTRATIVE-  
OFFICER/

## MISSION

The Office of the Chief Administrative Officer (CAO) works with City departments to transform service delivery, provide people-centered solutions, and strengthen administrative functions to better serve Philadelphia residents and employees. The CAO oversees seven City departments and offices: the Office of Innovation and Technology (OIT), Records, Procurement, the Contracts Unit (CU), the Office of Administrative Review (OAR), Service Design Studio (SDS), and Human Resources and Talent (HR&T).



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	3,831,785	4,784,551	4,856,330	4,724,080	4,664,080	4,604,080	4,604,080	4,604,080
Class 200 - Contracts/Leases	2,151,907	2,627,049	2,627,049	2,902,049	2,502,049	2,502,049	2,502,049	2,502,049
Class 300/400 - Materials, Supplies, Equipment	12,730	26,665	26,665	26,665	26,665	26,665	26,665	26,665
Class 500 - Indemnities/Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances/Misc. Payments	0	0	0	0	0	0	0	0
Total	5,996,422	7,438,265	7,510,044	7,652,794	7,192,794	7,132,794	7,132,794	7,132,794

## PROGRAM 1: STRATEGIC DIRECTION AND TRANSFORMATION

### PROGRAM DESCRIPTION

1. **Administration:** Provides oversight for CAO divisions and departments and leads projects focused on process and policy improvement, service design, innovation, and transformation.
2. **Human Resource and Talent (HR&T):** Supports City departments through talent management, professional development, and process and policy improvement.
3. **Contracts Unit (CU):** Provides guidance to departments and applicants/contractors to ensure compliance with City contracting laws and regulations.
4. **Service Design Studio (the Studio) (formerly the Office of Open Data and Digital Transformation or ODDT):** In collaboration with departments, utilize participatory service design processes to make City services more inclusive, equitable, and accessible.



## RECENT ACCOMPLISHMENTS

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**ADMINISTRATION:** Successfully implemented a package of contract-related legislative and regulatory reforms, including the Local Business Purchasing Initiative (LBPI), which is a change to the City's Home Rule Charter approved by the voters to encourage more participation of Local Business Entities (LBEs) and Minority, Women, Disabled Owned Business Support (MWDSBE), as well as, additional legislative and regulatory changes to strengthen contractor compliance with City contracting laws and streamline the contracting process. Serve as a co-sponsor on the Optimize Procurement, Accounting, and Logistics (OPAL) Project, a multi-year project which kicked off in FY20 to replace various legacy financial and procurement systems, and continues to support enterprise-wide strategic initiatives, such as piloting the "Discover Benefits" platform, a digital tool developed by the CAO to improve City residents' access to the many housing-related programs available through one digital platform.



**HR&T:** Made significant progress to improve how human resource services are provided, including: establishing the City's first Off-boarding program to standardize employee separations, gain recruitment insight, and better track retention trends among diverse employee groups; initiating a comprehensive review of city-wide hiring practices and processes to improve time-to-hire and increase the diversity and quality of candidates; piloting process and policy improvements that leverage new recruitment technologies; and, providing expanded professional development opportunities for HR professionals. Made the Mayor's Internship program a paid program for the first time, yielding a 200% increase in applicants, and for the second year in a row was a majority minority program with diversity increasing by over 8%.



**CU:** Implemented the expedited amendment process for renewing annual professional services contracts that do not include scope of work or funding changes. The new process, in combination with the prior e-Signature launch, allows the City to conform renewals of these contracts faster and pay vendors even sooner. In FY19, the City met its goal of 90 days for average contract conformance for professional services contracts, down from 110 in FY18.







**THE STUDIO:** Collaborated with the City's many departments to redesign and migrate content to the new phila.gov platform, set content guidelines using plain, inclusive language, and developed new content types and applications, such as Resource Finders - a digital tool developed in partnership with OIT to give residents access to City resources. In December 2019, the ODDT dissolved and its content strategists, user experience designers, and visual designers transitioned to OIT. CAO launched the Service Design Studio in December 2019 to continue CAO's service design work.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Average contract conformance time: professional services contracts (days) <sup>1</sup>	81	84	85	80
Time to hire new employees (days) <sup>2</sup>	110	100	100	90
Percentage of exempt new hires onboarded <sup>3</sup>	70.0%	69.0%	75.0%	75.0%

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<sup>1</sup>Each year, in Q2, there is an uptick in this measure due to an increase in the volume of contracts processed. This change in volume increases the processing times. CAO has rolled out a new expedited process for handling certain contract amendments to help drive down processing times further.

<sup>2</sup>The FY19 Actual only includes data from the median time to hire from January 2019 to June 2019 due to reporting issues from earlier in the year. Communications procedures were implemented to improve the efficiency of the hiring process and data management.

<sup>3</sup>The FY19 Actual is only an estimate, as CAO does not have a full year of data from FY19. This number is expected to increase as more outreach and coordination is done with departments to ensure consistent onboarding is provided with all essential information.

### FY21 STRATEGIC GOALS

- ▲ **Administration:** Develop a strategic plan that leverages the assets of the CAO cluster to lead and support key enterprise projects and policy initiatives, including OPAL, and various Customer Service improvement projects. Continue to partner with other departments on strategic transformation projects with enterprise-wide impact, such as Discover Benefits and Vendor Pay, which seeks to reduce the time it takes to pay City vendors.



- ▲ **HR&T:** Continue to drive a high-performance HR culture and promote racial equity and inclusion in City hiring. Strategic goals include: increase development opportunities for leadership and HR professionals, implement strategic initiatives to reduce time-to-hire and better attract and retain talent, utilize data to provide regular reporting on time-to-hire and diversity and inclusion in hiring, and launch a brand strategy to grow the City's reputation as an employer of choice.
- ▲ **CU:** Focus on Local Business Procurement Initiative implementation and an increased focus on education, outreach, and preventative compliance so contractors/applicants can more easily do business with the City and comply with City contracting laws and regulations.
- ▲ **The Studio:** Focus on service design consulting, capacity building, and evaluation to support key Mayoral initiatives, such as the Juvenile Assessment Center (JAC) and Customer Service improvement projects, as well as provide support to select department partners and projects, such as the Records department form redesign. Collaborate with the Office of Civic Engagement and Volunteer Service (OCEVS) to develop co-design standards of practice for the City.

## FY21-25 STRATEGIC INITIATIVES

▲ **Administration:** CAO will provide leadership and support in the development, implementation, and change management approaches of key enterprise projects, specifically OPAL and the Customer Service improvement projects, in collaboration with Finance, OIT, Managing Director's Office, and other stakeholders. CAO will increase the number of departments participating in the Vendor Pay pilot, which seeks to ensure that vendors are paid within a consistent and timely manner and to provide all stakeholders with greater visibility into the process so that there is improved visibility, an increase in accountability, and issues are solved faster; and, will expand the Discover Benefits platform and participating programs. Lastly, the Department will continue to partner with departments on new and existing transformation projects. This includes increasing the number of GPS devices installed on City vehicles, a project in collaboration with MDO and OIT to use GPS to create efficiencies within the Office of Fleet Management.

▲ **HR&T:** HR&T will continue to drive a high-performance HR culture that promotes diversity and inclusion by building the City's brand and reputation as an employer of choice through expanded recruitment and leadership development efforts.

This includes providing additional opportunities to departments to develop skills and competencies that align with business goals through a "Leadership Academy", implementing initiatives to further reduce time-to-hire, and improving the on-boarding and off-boarding of City employees.



**CU:** The CU will increase focus on education, outreach, and preventative compliance so contractors and applicants can more easily do business with City and comply with City contracting laws and regulations. The CU will do so by improving informational materials, leveraging technology to maximize accessibility, and providing more outreach to contractors, applicants, and professional associations. The CU will use best practices and data to streamline contract administration and compliance.

**Service Design Studio:** The Studio will continue to focus on service design consulting, capacity building, and evaluation to support select service improvement initiatives. The Studio will also help policymakers to prototype and test policy ideas before implementation and program managers to evaluate the effectiveness of service delivery through a person-first lens.

## **PROGRAM 2: OFFICE OF ADMINISTRATIVE REVIEW (OAR)**

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### **PROGRAM DESCRIPTION**

OAR administers hearings where residents can dispute fines, bills, and violations issued by the City. This program includes the Tax Review Board, which is the agency to which taxpayers may appeal decisions made by the Department of Revenue concerning tax liability, Code Violations, appeals for On-Street Residential Parking for Disabled Persons and Red-Light Camera tickets. The Bureau of Administrative Adjudication (BAA) within OAR, administers hearings for parking ticket disputes.

OAR also includes the Code Violation Unit (CVU), which annually processes and sends out notices for approximately 100,000 violations, such as sanitation and false alarm violations.



**FIGURE 1: PHOTO COURTESY OF @URPHILLYPAL.**



## RECENT ACCOMPLISHMENTS

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**ORGANIZATIONAL TRANSFORMATIONS:** Successfully completed BAA operational transformation, which involved restructuring of organization and positions based on needs assessment and gap analysis. Begun the Code Violations Unit (CVU) operational transformation, which seeks to streamline operations, improve work quality, and better develop and train staff.



**QUALITY IMPROVEMENTS:** Created the City's first adjudication Quality Assurance program and developed a BAA operational user guide and training program. Reviewed and rewrote all outgoing correspondence templates to improve customer service, as well as efficiency due to decreased confusion of communications. In addition, OAR worked with the Studio to redesign the Petition for Appeal form to make it more user friendly.







**CREATED EFFICIENCIES AT THE BAA:** Reduced the amount of time from when a hearing request is submitted by mail and a hearing decision is provided from 63 days to 18 days; and a web hearing request is submitted and a hearing decision is provided, from 213 days to 82 days.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
<b>Tax Review Board: Median time between petition filed date and hearing date (months)</b>	4	5	4	4
<b>Office of Administrative Review: Median time between request for review and hearing for Code Violations/Red Light Camera Tickets (weeks)</b>	4	4	5	5
<b>Code Unit: Median time between violation issued date and first notice for handwritten Code Violation Notices (CVNs) (weeks)</b>	6	7	6	6
<b>Board of Administrative Adjudication: Hearing decisions entered across all categories (in-person, online, mail, phone, other)<sup>1</sup></b>	127,799	36,268	130,000	130,000

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<sup>1</sup>FY20 Q2 data cannot be generated due to the implementation of a new ticketing system at PPA in October of 2019. CAO is unable to generate any monthly performance reports at this time. Leading up to Parking Amnesty, the overall totals for the first 3 quarters gradually decreased due to citizens anticipating the forgiveness of their tickets. Due to Parking Amnesty, quite a few tickets were forgiven.

### FY21 STRATEGIC GOALS

- ▲ Reduce the average number of days from receiving a hearing request via regular mail to making a disposition (decision by hearing officer).
- ▲ Reduce the average number of days from receiving a hearing request online to making a disposition (decision by hearing officer).
- ▲ Improve documentation of hearing decisions entered across all categories (in-person, online, mail, phone, other).



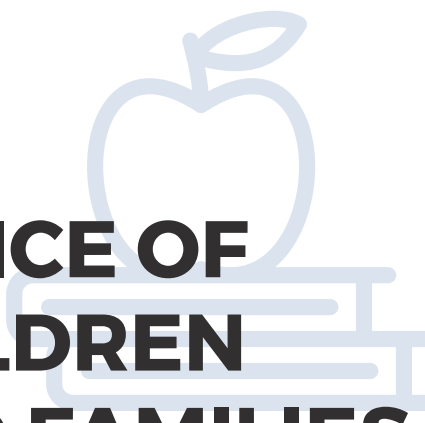


## FY21-25 STRATEGIC INITIATIVES

BAA will continue to provide administrative hearings for disputed parking tickets and vehicle seizures/impoundment. The CAO is working with BAA and Philadelphia Parking Authority (PPA) to further streamline internal processes, modernize IT systems to allow for additional online activities that will significantly reduce a predominantly paper-intensive environment, and improve customer service. With the completion of the merger of both OAR and BAA,

the leadership team will develop a cross-training program across all units within OAR to maximize productivity. OAR will continue to partner with CAO to continue the reduction of paper usage across all units with a goal of digitizing all documents so that they are more easily accessible to all OAR staff. The OAR will continue to work with the Water Department and Water Revenue Bureau to improve and streamline the water petition appeals process.





# OFFICE OF CHILDREN AND FAMILIES

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## PROGRAMS

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### OFFICE OF CHILDREN AND FAMILIES



**DEPARTMENT PAGE**  
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DEPARTMENTS/OFFICE-OF-  
CHILDREN-AND-FAMILIES/









## MISSION

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All children in our community deserve to grow up safe, healthy, and prepared for life. The Office of Children and Families (OCF) works across City departments to ensure that policies, resources, and services for children and families are aligned and coordinated in partnership with the School District of Philadelphia, focusing on early childhood education, strengthening families, and supporting public schools.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
<b>Class 100 - Wages</b>	2,318,022	3,292,180	3,292,180	442,000	442,000	442,000	442,000	442,000
<b>Class 200 - Contracts/Leases</b>	23,777,911	42,015,834	40,515,834	0	0	0	0	0
<b>Class 300/400 - Materials, Supplies, Equipment</b>	18,,986	42,000	42,000	0	0	0	0	0
<b>Class 500 - Indemnities/ Contributions</b>	26,530	0	1,500,000	0	0	0	0	0
<b>Class 700 - Debt Service</b>	0	0	0	0	0	0	0	0
<b>Class 800 - Payments to Other Funds</b>	0	0	0	0	0	0	0	0
<b>Class 900 - Advances/Misc. Payments</b>	0	0	0	0	0	0	0	0
<b>Total</b>	26,141,449	45,350,014	45,350,014	442,000	442,000	442,000	442,000	442,000

While the planning, management, and implementation of PHLpreK and Community Schools resides within the newly created Office of Children and Families (OCF), the funding for these programs reside in the Department of Human Services' budget, which reports to, and is managed by, OCF.

## PROGRAM 1: OFFICE OF CHILDREN AND FAMILIES

### PROGRAM DESCRIPTION

The Office of Children and Families provides services in the community through Early Childhood Programs and Community Schools. The Office also works in partnership with the School District of Philadelphia and collaboration with the Department of Human Services to provide supportive services to students and their families.



**Policy, Program, and Public Engagement (PPPE) Unit:** The Policy, Programs, and Public Engagement (PPPE) unit of OCF manages finance and contracts, human resources, communications, and data; provides policy support to two major mayoral initiatives (PHLpreK and Community Schools); and leads the charge in deepening the city's collaboration with the School District of Philadelphia (SDP).

**PHLpreK:** The Administration is committed to providing free, quality pre-K for up to 5,500 three- and four-year-olds over the next five years. Before implementation of PHLpreK, more than 17,000 children in the city between the ages of three and four did not have access to quality pre-K programs. The overarching goal of this program is to make quality early childhood education affordable and accessible for Philadelphia's families.

**Community Schools:** To support the equitable educational and life outcomes of all Philadelphia students by creating empowered and thriving communities, Philadelphia Community Schools align public and private resources through strategic partnerships between the City and the School District of Philadelphia (SDP). Philadelphia Community Schools seek to ultimately improve students' academic performance. In the short-term (1-3 years), Philadelphia Community Schools are looking to student attendance as a key outcome and indicator of progress. Within the Community Schools model there are multiple strategies and activities that each community school will employ, depending on their specific school and community needs and SDP-driven goals.

## RECENT ACCOMPLISHMENTS

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**POLICY, PROGRAM, AND PUBLIC ENGAGEMENT (PPPE) UNIT:** OCF worked with a broad set of stakeholders to create a single municipal effort to ensure that all children under the age of five have access to high quality early learning opportunities. The first phase is building the Early Childhood Education (ECE) program with the hire of the city's first Chief of Early Childhood Programs.

OCF also led the creation and implementation of a communications plan to promote school break meals and nutrition resources available to students when schools are closed during the summer, spring and winter recesses. Also coordinated messaging, outreach, and events in partnership with Parks & Recreation, SDP, and local food access organizations.





**PHLPREK:** Between FY18 and FY19, PHLpreK expanded to offer an additional 1,050 seats (3,300 total), reaching close to full enrollment by the beginning of the school year. The expansion of seats also led to 53 new providers joining the program. This year, PHLpreK was also able to increase the annual subsidy rate to \$8,750 per child, which covers instruction for the school day and school year and is based on actual enrollment. The program also provides technical assistance, professional development, and capacity-building support to help providers strengthen their businesses and improve both program and instructional quality. With support from PHLpreK over the last three years, 39 Growth providers — centers that received a STAR 1 or STAR 2 rating through the Commonwealth’s quality rating improvement system (Keystone STARS) program and demonstrated a commitment to earning a STAR 3 or higher quality designation — have increased their rating to STAR 3 or STAR 4. As a result, over 2,100 licensed seats at PHLpreK providers have improved in quality since the program’s inception, including seats in infant, toddler, and preschool classrooms.







**COMMUNITY SCHOOLS:** Out of 12 schools in Cohorts 1 and 2 of the initiative, 11 schools showed 1-year and 2-year gains in their 2019 School Progress Reports scores. The City and SDP announced the selection of five new Community Schools in May 2019 and onboarded the new schools in the 2019-2020 school year. Leveraged City funding to secure 1,400 new expanded learning opportunities in schools, as part of the Department of Human Services’ new RFP for quality Out-of-School (OST) time opportunities. These opportunities span the full year and include summer work experience for high school students. With SDP, the City has launched an effort to support Community Schools with the most significant identified attendance issues by hiring a consultant to unpack root causes and provide guidance on how to strengthen existing investments from attendance coaches, coordinators to in-school partners. Additionally, OCF, the Office of Workforce Development, Philadelphia Works, and SDP’s Office of Postsecondary Readiness are working together to pilot a City internship program for students in the four high school Community Schools.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of children enrolled in PHLpreK	2,152	3,154	3,300	4,300
Number of teachers receiving career pathways and coaching supports <sup>1</sup>	63	138	85	160
Number of PHLpreK providers that are STAR 3 and 4	80	124	111	160
Milestone: Complete a needs assessment and strategic plan for each community school <sup>2</sup>	12	N/A	5 new schools (bringing the total up to 17)	20 (17 existing schools, with 2 new schools onboarding)
Milestone: Evidence-based programs that support school and system goals <sup>3</sup>	24	N/A	34 (2 programs per school for 17 schools)	40
Milestone: Philadelphia community schools show gains in student attendance (progress is reflected in the average score across all community schools of the percent of students attending at least 95% of days) <sup>4</sup>	41.0%	N/A	60.0%	60.0%

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<sup>1</sup>This indicator reflects the number of PHLpreK sites that received a site visit from a coach. Because at the time some teachers were still in the process of receiving a site visit from a coach, including the number of teachers would not be reflective of the total number of teachers participating in the coaching program. This number will be reflected in next quarter's performance measure.

<sup>2</sup>This is an annual measure.

<sup>3</sup>This is an annual measure. "Evidence-based programs" include programs that have a theory of action or logic model and could include programs intended for students, school community, or staff.

<sup>4</sup>This is an annual measure. For Community Schools as a whole, the percent of students attending 95% or more of days in 2018-19 held relatively stable from last year, 41%, down 1 %-pt from 42% in 2017-18. The District as a whole, also remained relatively stable, with a 1 %-pt increase across this same time-period.



## FY21 STRATEGIC GOALS

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- ▲ Continue to support constituents in accessing educational resources and services. Support the District's continued progress through coordinated leadership across the City, SDP, and Board of Education.
- ▲ Expand the number of PHLpreK seats.
- ▲ Continue to provide instructional coaching to providers. Since PHLpreK mandates use of the Creative Curriculum and Teaching Strategies Gold assessment tool, the system will continue to supply this resource and training to all PHLpreK providers.
- ▲ Continue to raise quality by investing in helping childcare centers achieve the highest ratings in Keystone STARS.
- ▲ Work with a vendor to manage a Citywide grant program designed to improve facilities at Early Childhood Education (ECE) providers.
- ▲ Expand the Community Schools program with SDP to include three new, full-service Community Schools.
- ▲ Improve youth outcomes through intentional school-based partnerships, increase the number of District schools that adopt the Philadelphia Community Schools model by two additional schools each year by leveraging existing City investments in behavioral health and OST programming.
- ▲ Increase the impact and value of the adult literacy offerings by providing class participants with coordinated case management support, which is shown to support

## FY21-25 STRATEGIC INITIATIVES

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**Policy, Programs, and Public Engagement (PPPE):** This unit will continue to inform and engage the public around OCF's two key educational initiatives: PHLpreK and Community Schools. Through community engagement, traditional and new media campaigns, and other public forums, OCF will work to ensure all PHLpreK sites are fully enrolled, helping more children enter kindergarten with the literacy, social, and behavioral skills that they need to thrive. This program will also continue to inform residents about the opportunities offered in each Community School and the ways that students, residents, and community partners can participate.



**PHLpreK:** PHLpreK will continue to expand the number of available seats each year through FY23, when the program reaches 5,500 seats funded annually.

Quality is a critical factor for investments in pre-K to succeed. An overwhelming majority of PHLpreK providers meet the state's definition of high quality (3 or 4 STARS), and the program's emphasis on quality requires continued system-wide improvements in order to sustain the planned program growth. To continue building quality within the PHLpreK program and across Philadelphia's early learning landscape, the Mayor's Office of Education will continue to invest in instructional quality, program supports, and a quality pipeline for growth providers.

**Community Schools:** In FY21, OCF and SDP will establish three additional community schools, bringing the partnership to 20 full-service Community Schools total. Once all schools have gone through at least one year of implementation, the City will embark on an evaluation of the total partnership to assess the impact on student outcomes.

In addition, and in response to interest from principals and communities, OCF and SDP will develop a pathway for District schools to adopt the Philadelphia Community Schools model by leveraging existing City investments in behavioral health and OST programs. Each year, two District schools with existing investments will be selected to receive additional support and capacity to round out the full complement of programming and work that happens in Community Schools.

In this way, the Community Schools model will continue to expand equity in Philadelphia's public education system by ensuring that students' access to resources and opportunities are not limited by the neighborhood that they live in, nor by the school they attend. Too often, educational opportunity is limited by social and economic conditions that disproportionately impact students of color, students from non-English speaking homes, and students from low-income households. Changing this requires collaboration between schools and communities, and between the School District and the City. By building onto existing investments in schools and addressing unique community and school needs, Community Schools seek to address this inequity and ensure that all children can access a quality education.





## PROGRAMS

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### CITY REPRESENTATIVE



#### DEPARTMENT PAGE

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OFFICE-OF-THE-CITY-REPRESENTATIVE/









## MISSION

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The Office of the City Representative (OCR) serves as the marketing and promotional arm of the City of Philadelphia. OCR's vision is to celebrate and foster Philadelphia's visibility and diversity through citywide event creation, community engagement, and innovative experiences.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	714,833	795,916	830,942	887,398	887,398	887,398	887,398	887,398
Class 200 - Contracts/Leases	306,555	399,779	399,779	415,779	399,779	399,779	399,779	399,779
Class 300/400 - Materials, Supplies, Equipment	12,712	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	1,034,100	1,249,695	1,284,721	1,357,777	1,341,177	1,341,177	1,341,177	1,341,177

## PROGRAM 1: CITY REPRESENTATIVE

### RECENT ACCOMPLISHMENTS



#### RAISED PROFILE OF PHILADELPHIA NATIONALLY AND INTERNATIONALLY:

OCR held more than 75 events that welcomed visitors and residents of the City of Philadelphia, including the Celebration of Freedom July 4 ceremony, featuring Patti LaBelle and Mayor's Magis Award winner, Connor Barwin, for his Make the World Better Foundation, which was broadcast live on NBC10, Telemundo62, and national affiliates. OCR also created and produced the City's Official Philly Holiday Tree Lighting Celebration again this year featuring free, family-friendly activities, and diverse entertainment. Internationally, OCR represented the City at the Organization of World Heritage Cities conference in Krakow and successfully presented, leading to the appointment of the Mayor for a two-year term on the board.









**CULTURAL DIVERSITY AND RECOGNITION:** In keeping with the Mayor's goals of equity and opportunity for our neighborhoods and residents, OCR worked with City departments and external partners to celebrate diversity through producing the PHL Honors Diversity program with more than 30 international flag raisings at City Hall, 4th Annual World Heritage Day, 19th Annual Mayor's Centenarian Celebration, Unity Cup Opening Ceremony and championship game activities, UNCF Mayor's Masked Ball scholarship fundraiser, Subaru Cherry Blossom Festival launch event, and the Mayor's Commission for Women & Girls Summit. A new event, HERStory, was produced for the Wawa Welcome America festival to honor the legacy of Marian Anderson and to motivate and inspire 500 local middle to high school aged girls.



**GREATER SOCIAL MEDIA PRESENCE:** OCR increased its social media presence by adding new platforms to its roster, including Instagram Stories, IGTV, YouTube, blog posts, as well as creating content for PHLGov TV. By doing so, OCR's increased its Twitter followers by 31% with 6,351 new fans; Instagram followers by 35% with 1,846 new fans; and Facebook followers by 110% with 1,081 additional fans.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of special events	78	34	70	85
Number of events at which the Office of the City Representative represents the Mayor	77	46	110	120
Number of social media impressions	4,581,858	2,847,217	4,200,000	5,000,000

<sup>1</sup>A special event is free and usually open to the public (with some exceptions). Events range from under 50 participants to over 20,000, and are held both indoors and outdoors. Many special events are produced in partnership with other City departments or private entities, with the purpose of providing free, family-friendly fun for residents and visitors.

<sup>2</sup>This number is subject to the Mayor's Office as well as outside entities and the fluctuating demand for representation.

<sup>3</sup>This measure shows impressions from Facebook, Instagram, and Twitter. FY20 measures include the addition of Instagram's IGTV that is part of the aggregated impressions being counted in the target.



## FY21 STRATEGIC GOALS

- ▲ Market and promote the City of Philadelphia to increase national and international recognition. Working with strategic partners including Visit Philadelphia, PHL Convention & Visitors Bureau, Independence Visitor Center, Global Philadelphia, Welcome America, Inc., USA250, and Historic Philadelphia, among others, OCR's goal will be to attract more visitors, deepen their engagement during their stay so they return to Philadelphia as repeat visitors, and potentially book a meeting or a conference.
- ▲ Increase engagement on social media with local stakeholders, residents, visitors, and those from afar. Recent research by Visit Philadelphia indicates that 91% of out of town followers are most likely to visit here after interacting with local social media accounts, and more than 50% visited a neighborhood, museum or attraction and tried a new restaurant or bar after following Visit Philly's social media accounts. Thus, the low-cost and high return of social media presents expanded opportunities for effective communication, engagement and promotion of positive moments celebrating our City. A push to increase storytelling through videos and live clips that represent the new trend in social media will be of focus in order to quickly gain new viewers and audiences locally and globally. Building on efforts over the last year, OCR will increase its use of all social media platforms as well as continue to collaborate on new content with the City's dedicated TV channel, PHLGov TV.
- ▲ Enhance existing events and find ways to produce new, free family fun activities and events for children and residents of the many communities within, along with identifying natural partners to leverage our efforts.



**FIRST THANKSGIVING DAY PARADE 100TH ANNIVERSARY MARKER UNVEILING**



**TAKE OUR KIDS TO WORK DAY**





## FY21-25 STRATEGIC INITIATIVES

Within the Department's mission to promote and market the City of Philadelphia, the next five years will present several opportunities. Starting with FY21, increased demands on the Mayor's time as the second term begins will result in an increased number of speaking engagements for the City Representative, along with ceremonial representation that staff help to support, which presents an opportunity for increased engagement with the public.

As the City ramps up to the semi-quincentennial in 2026, OCR is maintaining close communication with USA250 in planning for America's 250th birthday. In addition, the City is competing for the World Cup soccer games and an active bid process will take place next year. OCR is expecting to assist with heavy promotion and other fan engagement efforts to elevate Philadelphia's chances of hosting that event.



# CITY TREASURER AND SINKING FUND



## PROGRAMS

DEBT MANAGEMENT  
BANKING AND INVESTMENT MANAGEMENT  
SINKING FUND











**DEPARTMENT PAGE**  
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CITY-TREASURERS-OFFICE/](http://PHILA.GOV/DEPARTMENTS/CITY-TREASURERS-OFFICE/)

## MISSION

The mission of the City Treasurer's Office (CTO) is to safeguard City funds, serve as the disbursement agent for all City-related payments, and invest those funds that are in excess of the amount needed to meet daily cash requirements. The CTO also works to improve and maintain the City's credit ratings.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	1,098,380	1,262,499	1,288,866	1,472,266	1,478,866	1,478,866	1,478,866	1,478,866
Class 200 - Contracts/Leases	535,106	198,444	198,444	199,444	199,444	199,444	199,444	199,444
Class 300/400 - Materials, Supplies, Equipment	18,925	22,224	22,224	22,224	22,224	22,224	22,224	22,224
Class 500 - Indemnities/Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances/Misc. Payments	0	0	0	0	0	0	0	0
Total	1,652,411	1,483,167	1,509,534	1,693,934	1,700,534	1,700,534	1,700,534	1,700,534

## PROGRAM 1: DEBT MANAGEMENT

### PROGRAM DESCRIPTION

The CTO manages new and outstanding City debt in accordance with the City's debt management policies, maximizes the value received from new financings, and minimizes interest and transaction costs. The City issues debt primarily to finance capital projects and major equipment acquisitions on behalf of each of its credits – General Obligation and Tax-Supported debt, Water & Wastewater, Philadelphia International Airport, and Philadelphia Gas Works.

To effectively manage the City's debt, CTO implements measures that promote financial integrity, flexibility, and credit strength.



## RECENT ACCOMPLISHMENTS

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**BOND TRANSACTIONS:** In 2019, the City completed two new bond transactions (General Obligation and Water & Wastewater) where the City achieved historically low interest rates, both in its own history and compared to rates paid by other governments, allowing the City to borrow funds for crucial infrastructure investments at a lower cost to taxpayers and ratepayers. The City also completed three refunding bond transactions, which achieved approximately \$28.3 million in net present value (NPV) savings – see table below.



**FORWARD REFUNDING:** After the Tax Cuts and Jobs Act eliminated tax-exempt advanced refundings effective in 2018, the City, on behalf of the Water Department, entered into an agreement for its first forward delivery refunding bond transaction in February 2019 to lock in savings prior to the allowable tax-exempt refunding date. The purchase contract has been signed and interest rates are locked, but the bonds will not be issued until October 2020. The forward refunding bonds will generate a total of \$10.1 million in NPV savings.



**DE-RISKING THE CITY'S DEBT PORTFOLIO:** CTO also reduced the City's General Obligation variable rate debt exposure from 10% to 5%, de-risking the City's debt portfolio and locking in historically low, fixed interest rates prior to the expiration of the London Inter-bank Offered Rate (LIBOR). Reducing the City's overall exposure to variable rate debt and avoiding market uncertainty around the replacement index for LIBOR are both viewed positively by rating agencies.











**TAX AND REVENUE ANTICIPATION NOTE (TRAN):** In the previous years, the City had not been able to adjust to the unbalanced timing of revenue collection and spending needs without borrowing money on a short-term basis to meet its cash flow needs within the fiscal year. As a result of the continued improvement in the City's financial position, the City did not need to issue a Tax and Revenue Anticipation Note (TRAN) in FY2020. This is the second consecutive year that a TRAN has not been issued, after the City had previously issued a TRAN every year but one from 1972 to 2018.



**CREDIT AGENCY RATINGS:** In November 2019, S&P Global Ratings revised the outlook of the City's General Obligation and Tax-Supported debt to positive from stable, signifying the potential for a future rating upgrade (current rating 'A'), noting the City's improved financial position, growth in financial reserves, strong financial management team, and continued focus on pension funding. The City is currently rated in the 'A' category by the three major credit rating agencies; higher credit ratings translate into lower borrowing costs.



## REFUNDING TRANSACTIONS - SAVINGS SUMMARY<sup>1</sup>

								
DATE	REFUNDING TYPE	ISSUE	PAR AMOUNT	FIRST FY BUDGETARY SAVINGS	ANNUALIZED BUDGETARY SAVINGS	TOTAL BUDGETARY SAVINGS	TOTAL NPV SAVINGS	NPV % OF REFUNDED PAR <sup>2</sup>
FEB 2019	Taxable Advance	PWD 2019A	\$68,335,000	\$66,351	\$168,196	\$3,868,498	\$2,967,688	4.60%
MAY 2019	Current	GO 2019A	\$188,660,000	\$3,867,695	\$2,427,949	\$31,563,343	\$28,131,189	13.51%
SEPT 2019	Current	PAID 2019	\$147,615,000	-\$525,053	-\$183,791	-\$2,205,488	-\$2,763,870	-1.71%
SUM			\$404,610,000	\$3,408,993	\$2,412,354	\$33,226,353	\$28,335,007	





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<sup>1</sup> The September 2019 PAID transaction resulted in minimal dis-savings but eliminated the City's General Fund exposure to LIBOR based swaps, reduced the overall use of variable rate debt from 10% to 5%, and locked in low cost, fixed rate debt for the remainder of the life of those bonds. Making the portfolio more conservative and eliminating exposure to LIBOR are viewed as credit positives by rating agencies.

<sup>2</sup> Par, as defined in the table above, is the dollar amount of a bond transaction.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Net present value savings of the refunded bonds for General Obligations (GO) debt versus the City's debt policy	13.51%	N/A	≥ 3.00%	≥ 3.00%
Net present value savings of the refunded bonds for Water debt	12.10%	N/A	≥ 3.00%	≥ 3.00%
Net present value savings of the refunded bonds for Gas debt	N/A	N/A	≥ 3.00%	≥ 3.00%
Net present value savings of the refunded bonds for Airport debt	N/A	N/A	≥ 3.00%	≥ 3.00%



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<sup>1</sup>The City's Debt policy requires a minimum net present value savings of 3% on the principal amount of refunded bonds including costs of issuance on each refunding transaction. CTO did not have any GO refunding bond transactions to date for FY20.

<sup>2</sup>CTO did not have any Water refunding bond transactions to date for FY20.

<sup>3</sup>CTO did not have any Gas refunding bond transactions to date for FY20.

<sup>4</sup>CTO did not have any Airport refunding bond transactions to date for FY20.

## FY21 STRATEGIC GOALS

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- ▲ Maintain and/or upgrade all the City's credit ratings.
- ▲ Host the City's third Investor Conference in the summer of 2020 to continue efforts to educate existing and new institutional investors, letter of credit providers, and underwriters about the City, its goals, and projects.
- ▲ Increase the participation of institutional buyers in the City's investor pool to borrow at a lower interest rate, creating additional savings for the City.
- ▲ Issue and award four Request for Proposals for professional services due to expiring contracts:
  - ▲ Water & Wastewater Bonds – Bond Counsel and Disclosure Counsel
  - ▲ Philadelphia Gas Works Bonds – Bond Counsel and Disclosure Counsel
  - ▲ Underwriting Pool for all City credits
  - ▲ Swap Advisor
- ▲ Continue to effectively manage the City's debt portfolio to minimize debt service costs for taxpayers and ratepayers. The chart below lists upcoming anticipated debt transactions for the remainder of FY20 and FY21.

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<sup>1</sup> Does not include Water forward refunding, as these bonds will not be issued until October 2020.



TIMEFRAME	TRANSACTION
WINTER 2020	Philadelphia Water and Wastewater Refunding Bonds – \$140,000,000
SPRING 2020	Philadelphia International Airport Refunding Bonds – \$365,000,000
SPRING 2020	Philadelphia Gas Works Refunding Bonds – \$180,000,000
SUMMER 2020	Philadelphia Water and Wastewater Revenue Bonds – \$300,000,000
FALL 2020	Philadelphia International Airport Revenue and Refunding Bonds – \$400,000,000
FALL 2020	Philadelphia Authority for Industrial Development Rebuild – \$85,000,000



## FY21-25 STRATEGIC INITIATIVES

Over the next five years, the CTO will: maintain and work to upgrade the City's credit ratings; continue to increase demand for the City's credits through strong financial management, investor

outreach, and communication; and continue to manage the City's debt portfolio and seek additional opportunities for savings.

## PROGRAM 2: BANKING AND INVESTMENT MANAGEMENT

### PROGRAM DESCRIPTION

The CTO manages the custodial banking of all City funds by encouraging standards and practices consistent with safeguarding City funds and aims to maximize the amount of cash available for investment after meeting daily cash requirements. The CTO serves as the disbursing agent for checks and electronic payments from the City.



## RECENT ACCOMPLISHMENTS

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**BANK ACCOUNT RECONCILIATIONS:** The CTO has maintained reconciliations on time for over 90% of its 77 directly managed bank accounts. No accounts are more than two months behind.



**CONSOLIDATED CASH ACCOUNT RECONCILIATIONS:** Since discovering a variance between the City's Consolidated Cash account records and bank statements in 2017, the City reduced the unreconciled discrepancy by approximately 98%. At the end of FY19, the final reported variance was \$528,606 and the City wrote off this amount in its 2019 Annual Financial Report, which completes reconciliation efforts for the period of July 1, 2014 through June 30, 2017.



**DEVELOPED POLICIES:** As recommended by the Reconciliation Task Force and its nationally recognized accounting consultant, the CTO developed reconciliation policies and filing conventions to institutionalize its recent efforts to reconcile accounts timely. In addition to having developed reconciliation policies, CTO is developing procedures as part of the implementation of the new treasury management system.



**ANNUAL LENDING DISPARITIES STUDY:** In May 2019, the CTO published its annual lending disparities study to highlight home and small business lending activity, lending performance, and bank branching patterns of the financial institutions (authorized depositories) conducting business with the City.







**ISSUED AN RFP:** The CTO issued a Request for Proposal for custodian banking services to select a financial institution to safeguard funds that are not directed by an ordinance or bond indenture, including the City's Consolidated Cash account.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Con-cash actual investment return (1 year) <sup>1</sup>	1.96%	2.23%	Meet and/or exceed quarterly benchmark	Meet and/or exceed quarterly benchmark
Percent of bank accounts that are reconciled (of 77 accounts) <sup>2</sup>	100.00%	92.21%	100.00%	100.00%

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<sup>1</sup>Quarterly results are the returns (net of fees) at the end of each quarter for the Con-Cash investment portfolio. The BAML three-month T-Bill Total Return for the one-year period ending 12/31/19 was 2.28%. Despite an improvement in absolute yield compared to last year the portfolio underperformed relative to the benchmark. This underperformance can be attributed to an inverted yield curve during the quarter. An inverted yield curve represents a situation in which long-term investments have lower yields than short-term investment while controlling for credit quality. The benchmark duration for Q2 was .23 and the portfolio duration was .23.

<sup>2</sup>CTO will continue to reconcile 100% of CTO-managed bank accounts on time and institutionalize such efforts to ensure timely reconciliations and reporting continue.

### FY21 STRATEGIC GOALS

- ▲ Reconcile 100% of CTO-managed bank accounts on time and institutionalize such efforts to ensure timely reconciliations and reporting continue.
- ▲ Complete contract negotiations and begin the implementation of a Treasury Management System (TMS) to automate processes that are currently manual and spreadsheet-dependent.
- ▲ Complete a public bank feasibility study to assess the potential to establish and operate a municipally-owned bank and better understand how municipal banking activities could impact Philadelphians. CTO has engaged a consultant to examine the potential services of a municipally-owned bank and related partnerships, as well as the related financial, operational, and legal considerations. The study is expected to be completed in spring 2020.



- ▲ Issue and award an RFP for Employee Payroll and Pension Payroll Banking Services. The process is expected to be completed in April 2021 before the current contracts expire in June and August of 2021.
- ▲ Provide certain City departments armored car and smart safe equipment to provide a more controlled, safer process to handle and expedite the deposit of cash collection.



## FY21-25 STRATEGIC INITIATIVES

CTO will also onboard armored car and smart safe equipment services to provide the Department of Revenue, Department of Records, and Philadelphia Police Department with a more controlled, safer alternative to handle and expedite the deposit of cash collections.

The current armored car program is funded by Earning Credits (ECR), but in order to establish a best practice, the CTO will standardize the process across all departments involved.

## PROGRAM 3: SINKING FUND

### PROGRAM DESCRIPTION

The Sinking Fund is responsible for the budgeting, payment, and administration of the City's debt service and debt-related payments across its General Obligation, City Service Agreement, Airport Revenue, Water Revenue and Gas Works Revenue credits. The Sinking Fund also coordinates with an outside consultant for calculation of arbitrage rebate on the City's tax-exempt bonds and the timely payment of any liabilities to the Internal Revenue Service (IRS).



## RECENT ACCOMPLISHMENTS



**MADE TIMELY:** Made timely and accurate debt service payments for all the City's credits as required.



**DOCUMENTED PAYMENT PROCESS:** Created procedures to document the payment process.

## FY21 STRATEGIC GOALS

- ▲ Continue to make timely and accurate debt service payments for all the City's credits.
- ▲ Where possible, make the payment process more efficient while maintaining the appropriate internal controls.



### FY21-25 STRATEGIC INITIATIVES

The Sinking Fund will continue to make timely and accurate debt service payments for all the City's credits. As the City Treasurer's Office transitions

to a Treasury Management System, the Sinking Fund will collaborate with other programs to improve cash forecasting abilities.





# COMMERCE

## PROGRAMS

### ECONOMIC DEVELOPMENT PROGRAM OFFICE OF ECONOMIC OPPORTUNITY (OEO)



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
DEPARTMENT-OF-COMMERCE/](https://phila.gov/departments/departments-of-commerce/)

## MISSION









The Department of Commerce helps businesses – large and small – thrive in Philadelphia. In order to foster inclusive growth in the city, Commerce has programs and special incentives to help spur entrepreneurship, grow small businesses and draw new companies to the city. Locally, Commerce contributes to equitable neighborhood revitalization by:

- Building vibrant commercial districts.
- Creating a strong talent pipeline for all Philadelphians to attain good, living-wage jobs.
- Increasing contracting opportunities for Minority, Women, Disabled Owned Business Support Enterprises (MWDBSE)
- Supporting small businesses and improving their access to funding.

Commerce also works to retain and attract new businesses both domestically and internationally, elevating Philadelphia's global competitiveness and positioning the city's economy for long-term growth.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	3,028,159	3,469,881	3,506,080	3,921,080	3,993,580	3,993,580	3,993,580	3,993,580
Class 200 - Contracts/Leases	40,036,629	28,526,450	28,962,649	25,656,055	24,812,171	24,811,002	24,820,055	24,820,055
Class 300/400 - Materials, Supplies, Equipment	18,398	26,654	26,654	26,654	26,654	26,654	26,654	26,654
Class 500 - Indemnities/ Contributions	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances/Misc. Payments	0	0	0	0	0	0	0	0
Total	43,583,186	32,522,985	32,995,383	30,103,789	29,332,405	29,331,236	29,340,289	24,340,289

## PROGRAM 1: ECONOMIC DEVELOPMENT PROGRAM

### PROGRAM DESCRIPTION

The Commerce Department's economic development activities are carried out by two offices that—together—aim to build a robust business environment in Philadelphia, increasing job opportunities:

▲ **Office of Neighborhood Business Services (ONBS):** provides assistance and grants to businesses, with a focus on neighborhood commercial corridors. ONBS also houses the Office of Business Services, a unit dedicated to supporting all businesses in every growth stage.

▲ **Office of Business Development (OBD):** focuses on business attraction and retention. Through marketing, outreach, and business incentives, OBD attracts both domestic and international companies to locate in Philadelphia. The OBD team also fosters relationships with existing businesses to encourage them to remain in Philadelphia and grow employment.



## RECENT ACCOMPLISHMENTS

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**INCREASED SUPPORT FOR COMMERCIAL CORRIDORS:** In FY20, ONBS expanded its support for commercial corridors by providing cleaning services to 49 commercial corridors, up from 30 the previous year. ONBS also launched a Community Development Corporation (CDC) Economic Development Support grant for CDCs, providing \$500,000 in operating support to eight CDCs.



**TARGETED SUPPORT FOR ENTREPRENEURS OF COLOR, WOMEN, AND IMMIGRANTS:** As a result of the City's Inclusive Growth Strategy, Commerce is spearheading initiatives to support entrepreneurs that face the most barriers, starting with an entrepreneurial ecosystem needs assessment: a \$2 million fund – structured as a loan or equity product – to best meet the needs of entrepreneurs of color, women, and immigrants; and grants to support tech startup founders from economically and socially disadvantaged backgrounds. Through Commerce's Venture grant program, 13 companies representing 21 founders were awarded between \$5,000 to \$25,000 to grow their technological ventures.



**COMPLETED FIRST INCENTIVE EVALUATION, AS MANDATED BY CITY COUNCIL:** Commerce issued the first Incentive Evaluation by providing recommendations on seven of the City's economic development incentives. This study reaffirmed the value of incentives, made recommendations to reduce redundancies, improve accessibility and efficiency, and further advance inclusive growth and economic competitiveness.



**THE COMPLETION OF LIFE SCIENCE LABORATORY SPACE STUDY:** OBD—in collaboration with partners—played a lead role in commissioning studies that provide comprehensive data and analysis to support long-term economic development needs. The Life Sciences Space study clearly identifies the urgency for additional lab space to ensure the continued growth of one of Philadelphia's most promising industries.







**NEW FUND FOR REAL ESTATE ACQUISITION ON COMMERCIAL CORRIDORS:** In FY20, ONBS launched a new \$2 million loan program for businesses and CDCs to have greater access to loans and be able to purchase real estate on commercial corridors. The goal is to ensure long-time businesses have access to real estate and reduce displacement.



# PERFORMANCE MEASURES

## FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
<b>Business Attraction and Retention: Number of businesses engaged<sup>1</sup></b>	470	228	439	445
<b>Business Attraction and Retention: Number of wins<sup>2</sup></b>	57	35	50	54
<b>Office of Neighborhood Business Services: Number of businesses supported<sup>3</sup></b>	7,029	Q1 ONLY: 2,033	7,500	7,500
<b>Average litter index for corridors with Commerce-supported cleaning programs<sup>4</sup></b>	2.1	N/A	1.9	1.9
<b>Business Attraction and Retention: Number of jobs created or retained<sup>5</sup></b>	4,164	3,158	3,465	4,306
<b>Office of Neighborhood Business Services: Number of jobs created<sup>6</sup></b>	307	N/A	350	350
<b>Philadelphia Job Growth<sup>7</sup></b>	2.5%	2.1%	EXCEED NATIONAL AVERAGE	EXCEED NATIONAL AVERAGE

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<sup>1</sup>The target for this measure is established by taking the average of the last three years.

<sup>2</sup>A “win” is when a company that Commerce has identified as a business attraction or retention opportunity accepts an offer of public incentive(s) or Commerce otherwise learns that the company has selected a Philadelphia location. The target for this measure is established by taking the average of the last three years.

<sup>3</sup>This is a lagging measure. “Support” encompasses grants, technical assistance, consultation with OBS (often businesses calling with questions and needing help with a city process), workshops for businesses, access to capital referrals, etc.

<sup>4</sup>This is an annual measure. The index comes from Zero Waste and Litter Cabinet’s Litter Index. Surveyors give a 1-4 litter rating based on metrics from Keep America Beautiful: Rating of 1 = little to no litter, 2 = litter in the amount that can be picked up by one person, 3 = litter in the amount that would need a team to clean up, and 4 = litter that would require a large clean-up effort and/or heavy machinery to remove debris.

<sup>5</sup>This represents the sum of full-time jobs created (through business attraction efforts) or retained (through business retention efforts) in Philadelphia. The target for this measure is an average of the preceding three years.

<sup>6</sup>This is an annual measure, which represents new jobs created within a commercial corridor as reported by corridor managers.

<sup>7</sup>FY19 National Average: 1.7%.



## FY21 STRATEGIC GOALS

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▲ **Quality Jobs Program:** To implement one of the key recommendations from the Incentive Evaluation, Commerce will launch a Quality Jobs Program in FY21. This will provide grants to eligible businesses in exchange for creating much needed quality job opportunities throughout Philadelphia. In addition, OBD will revamp the current Economic Stimulus Forgivable Loan Program into the High Impact Quality Jobs Program to support large-scale projects that create 100+ jobs and bring significant revenue to the City.

▲ **Inclusive Cluster or Growth Sector Analysis:** Commerce, along with economic development partners, will explore market opportunities and analyze existing and emerging clusters in the region. The analysis will determine sectors that will provide economic development and job opportunities over the next few decades and make recommendations to ensure strategic, inclusive access to workforce and economic opportunities within the identified cluster priorities.

▲ **Revamped and Expanded Commercial Corridor Cleaning Program:** ONBS will continue to expand commercial corridor cleaning, in terms of both the number of corridors receiving services and the frequency of cleaning, through the “PHL Taking Care of Business” (PHL TCB) program. PHL TCB will encompass all existing commercial corridor cleaning programs and add new corridors, applying a hybrid approach that increases the cleanliness of neighborhood corridors, supports local cleaning businesses, creates quality jobs, and provides workforce development opportunities.

▲ **Enhanced Business Concierge Services and Improved Services for Businesses:** As part of the Managing Director’s overall customer service improvement strategy, Commerce will play a lead role in developing a Business Acceleration Team that will address the high level of difficulty and dissatisfaction that businesses have expressed regarding the processes and service levels offered by the City. New Customer Service Managers matched with Operating Department Liaisons will focus on streamlined business support and continuous process improvement.





## FY21-25 STRATEGIC INITIATIVES

Over the next five years, the Commerce Department will continue to invest in programs that support existing businesses, while also positioning Philadelphia for sustained growth. All Commerce Department's economic development efforts will focus on supporting inclusive and equitable growth. Commerce will work with economic development partners to conduct market studies, learn best practices, and implement strategic investments and initiatives.

In order to ensure impact, innovative approaches, and return on investment, Commerce will continue to pilot efforts testing new solutions to existing and emerging needs. Along the way, Commerce will gather disaggregated data around program accessibility, utilization, job creation, and economic outcomes, in order to evaluate and adjust such programs as the ecosystem evolves and business needs change.

## PROGRAM 2: OFFICE OF ECONOMIC OPPORTUNITY (OEO)

### PROGRAM DESCRIPTION

OEO ensures that Minority, Women, Disabled Owned Business Support Enterprises (MWDBSE) receive an equitable share of contracting opportunities with the City of Philadelphia, quasi-public agencies, and stakeholders in the private and non-profit sectors. OEO maintains a registry of more than 3,100 certified businesses as a critical resource for locating MWDBSEs that are ready, willing, and able to provide quality products and services.



FIGURE 1: COURTESY OF K. LESSARD.



## RECENT ACCOMPLISHMENTS



**EXCEEDED 35% PARTICIPATION GOAL:** The FY20 annual report announced a new milestone for the City's participation of Minority, Women, Disabled Owned Business Support Enterprises (MWDBSE) on contracts. The City exceeded the 35% goal, achieving a FY19 participation rate of 36.02%, the highest participation rate in the City's history.







**CONTINUED GROWTH OF PHILADELPHIA BUSINESSES IN THE OEO REGISTRY:** OEO made deliberate efforts over the past year to recruit Philadelphia-based businesses to become certified and join the OEO registry, growing the registry by 5.4% from FY18 to FY19, or 280 new businesses. The OEO Registry is a primary source of qualifying companies, ensuring robust availability of eligible firms to meet the city's participation goals.



**IMPROVED OVERSIGHT AND MONITORING:** OEO tackled fraud and abuse by working with the Office of Inspector General and the Office of the Controller. This joint effort led to sanctions against four firms, including two debarments – a status that disallows a business from bidding on any City contracts for a specified period of time.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
MWDSBE participation rate on City contracts <sup>1</sup>	36.0%	N/A	≥ 35.0%	≥ 35.0%

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<sup>1</sup>This is an annual measure and lags by one quarter. Contracts are conformed throughout the year, and the rate may vary across quarters, depending on the value of contracts conformed to date. This is the percentage of dollars committed (contracted) to M/W/DSBE firms divided by the total available dollars. This is collected through the City's various payments systems (SPEED, ACIS, etc.) and then confirmed with the OEO Officers from each department.



## FY21 STRATEGIC GOALS

- ▲ **Emerging Vendors Program Expansion:** The new Emerging Vendors Program (EVP), piloted through Rebuild, has led to 18 new businesses becoming EVPs with 45 businesses in the pipeline. These businesses continue to expand in order to grow the pipeline and capacity of Minority, Women, Disabled Owned Business Support Enterprises (MWDBSE) and increase economic opportunity.
- ▲ **OEO Registry Expansion:** OEO will continue to increase the number of Philadelphia businesses in the registry, with a goal of a 10% increase.
- ▲ **Improve the Economic Opportunity Dashboard:** OEO will enhance its Economic Opportunity Plan (EOP) dashboard, making it easier to find critical, up-to-date information about all existing and closed EOPs that are monitored by OEO. An EOP is a document created to ensure use of Minority, Women, Disabled Owned Business Support Enterprises (MWDBSE) on contracts over \$100,000. They are required for any businesses utilizing more than \$100,000 in City funding or for projects over \$100,000 that require formal City approvals.



### FY21-25 STRATEGIC INITIATIVES

OEO will continue to be vigorous in its efforts to meet or exceed the City's goal of 35%. If a future disparity study should determine that a higher goal is merited, OEO will push to meet and exceed such a goal. Over the next five years, OEO will build on its progress growing the participation of Minority, Women, Disabled Owned Business Support Enterprises (MWDBSE), while also continuing to build the availability and capacity of such firms through programs like the Emerging Vendor Program.

OEO will also work with City leadership to ensure all City departments and quasi-City agencies have strong internal advocacy, systems, and controls to best position themselves for robust participation. In addition to the public and quasi-City sectors, OEO will increase its efforts to partner and advocate with the private sector to encourage efforts for increased diversity and economic opportunities.





# COMMUNITY EMPOWERMENT AND OPPORTUNITY

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## **PROGRAMS**

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**COMMUNITY EMPOWERMENT  
AND OPPORTUNITY  
OFFICE OF ECONOMIC OPPORTUNITY (OEO)**



### **DEPARTMENT PAGE**

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OF-COMMUNITY-EMPOWERMENT-  
AND-OPPORTUNITY/









## **MISSION**

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The Office of Community Empowerment and Opportunity (CEO) provides leadership on issues of economic justice by advancing racial equity and inclusive growth to ensure that all Philadelphians might share in the city's prosperous future by advocating, collaborating and investing in programs, procedures and systems that provide proven solutions to improve mobility out of poverty and promote greater economic mobility.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Class 200 - Contracts/Leases	(1,750)	0	0	0	0	0	0	0
Class 300/400 - Materials, 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	88,250	90,000	90,000	90,000	90,000	90,000	90,000	90,000

## PROGRAM 1: COMMUNITY EMPOWERMENT AND OPPORTUNITY

### RECENT ACCOMPLISHMENTS



**COMMUNITY SERVICES BLOCK GRANT (CSBG):** As the Community Action Agency (CAA) for the City of Philadelphia, the CEO continued to award \$10.8 million Community Services Block Grant (CSBG) funds to 11 initiatives that an estimated 21,000 residents in calendar year 2019.





**JOB CREATION AND WORKFORCE DEVELOPMENT:** Funded the Center for Employment Opportunities that has a proven track record of connecting returning individuals to career pathways, along with funding First Step Staffing, a non-profit, light-industrial alternative staffing agency offering employment opportunities for individuals transitioning out of homelessness, including veterans, returning individuals, and others facing barriers to employment. Between January and November 2019, First Step Staffing placed over 1,300 individuals in one or more part-time and full-time positions.



**HIGH SCHOOL YOUTH:** CEO houses the Promise Corps program, which provides teams of AmeriCorps College and Career Coaches (CCCs) to four high schools in the West Philadelphia Promise Zone. In the 2018-2019 school year, roughly 80% of students that participated in Promise Corps matriculated into their next grade level on time, with 91% of Promise Corps seniors graduating with a post-secondary plan.



**PROMISE CORPS COLLABORATES WITH SCHOOL LEADERS, COMMUNITY MEMBERS, FAMILIES AND YOUTH ADVOCATES TO DIRECTLY SUPPORT HIGH SCHOOL STUDENTS IN THEIR POST-SECONDARY PLANNING.**





**FAMILIES AND INDIVIDUALS:** CEO supports programs that help families and individuals' access over 20 public benefits. These include the Supplemental Nutrition Assistance Program (SNAP), the Homestead Exemption, and the Low-Income Home Energy Assistance Program (LIHEAP). Outreach and engagement occurred through multiple channels including CEO's Benefits Access Unit, BenePhilly Centers, and Benefit Access Mobile Unit, a van that can be driven to events or locations in high-needs areas. Between January and December 2019, the BenePhilly Initiative completed 6,223 applications for public benefits, with 3,322 successful enrollments, which is on par with the overall enrollment rate of 50-55% for these programs.



**HOUSING SECURITY WORKING GROUP:** CEO's Housing Security Working Group is leading the implementation efforts for the Mayor's Taskforce on Eviction Prevention and Response task force recommendations. CEO provided direct assistance (using federal CSBG dollars) for eviction prevention by funding OHS's Homeless Prevention Program, a rental assistance program for families facing eviction. During 2019, 448 evictions were prevented through this program, up from 432 in calendar year 2018.



**LEAD AND HEALTHY HOMES:** CEO continued to provide funding for the Department of Public Health's Lead and Healthy Homes Program, which provides support to families with children under age six who test positive for elevated blood lead levels. In the last calendar year, the program treated hazards in 224 homes, assisting 577 children.







**FINANCIAL EMPOWERMENT:** CEO reoriented its focus towards advancing economic justice using the lens of racial equity by working with partner agencies to ensure that residents have access to quality financial empowerment services. CEO and its non-profit partner continue to operate Financial Empowerment Centers (FECs) across the city. Since opening their doors in March 2013, the FEC counselors have helped clients reduce debt by \$16.9 million, increase savings by \$3 million, open 575 bank accounts, and improve 1,907 credit scores by at least 35 points. In partnership with Philadelphia Youth Network (PYN) and the Cities for Financial Empowerment Fund, CEO worked to provide banking access, direct deposit, and financial education to the youth in PYN's Work Ready program. In the summer of 2019, over 300 youth received financial education and 26 youth opened bank accounts to receive direct deposit. In the summer of 2020 CEO will be working with PYN to expand both offerings to more youth, hoping to serve approximately 1,000 youth.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
<b>Benefits Access: Number of households who enroll in benefits<sup>1</sup></b>	3,712	2,596	3,800	≥ 3,000
<b>Benefits Access: Average dollar value of benefits accessed per household<sup>2</sup></b>	\$2,448	\$3,015	\$2,500	\$2,500
<b>Financial Empowerment: Number of individuals who received one-on-one financial counseling<sup>3</sup></b>	318	1,019	325	≥ 440

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<sup>1</sup>Target numbers are set based on anticipated contractual outcomes for CSBG eligible clients enrolled in the BenePhilly Initiative and Financial Empowerment Centers.

<sup>2</sup>Average dollar value of each federal, state, and local benefit per household per year. Target numbers are set based on anticipated contractual outcomes for CSBG eligible clients enrolled in the BenePhilly Initiative and Financial Empowerment Centers.

<sup>3</sup>Financial Empowerment Centers (FECs) provide one-on-one financial counseling at no cost to the consumer. FEC counselors provide services such as credit repair, access to affordable and safe checking and savings accounts, home-ownership preparation, and retirement saving. Target numbers are set based on anticipated contractual outcomes for CSBG eligible clients enrolled in the BenePhilly Initiative and Financial Empowerment Centers.

### FY21 STRATEGIC GOALS

- ▲ Successful implementation of the priorities outlined in the Strategic Framework.
- ▲ Align program funding with the mission to promote racial equity.
- ▲ Contribute to citywide initiative and policy development where CEO has experience, data, or perspective.
- ▲ Research best practices and develop model programs or practices for promoting economic mobility out of poverty.
- ▲ Offer training to provider partners and community members to support their capacity to address economic mobility and equity issues.
- ▲ Develop performance metrics to evaluate equity goals for the agency.





## FY21-25 STRATEGIC INITIATIVES

CEO's strategic initiatives over the next five years will focus on promoting mobility out of poverty by building on proven programs and working with partner agencies to address the underlying challenges of racial disparities and inequality and to address critical needs surrounding

Benefits Access and Financial Empowerment programming. In its role to support and lead programs, CEO will seek sustainable funding sources so that both core programs can be offered at scale and make a greater impact across the city.





# FINANCE

## PROGRAMS

**EXECUTIVE DIRECTION**  
**ACCOUNTING BUREAU**  
**BUDGET OFFICE**  
**OFFICE OF PROPERTY DATA (OPD)**  
**RISK MANAGEMENT**



### DEPARTMENT PAGE

[PHILA.GOV/DEPARTMENTS/OFFICE-OF-THE-DIRECTOR-OF-FINANCE/](http://PHILA.GOV/DEPARTMENTS/OFFICE-OF-THE-DIRECTOR-OF-FINANCE/)









## MISSION

The Office of the Director of Finance (Finance) is charged with overseeing the City's financial, accounting, and budgetary functions, including establishing fiscal policy guidelines; overseeing the City's budget and financial management programs; and recording and accounting all City financial activities. Finance administers the City's payroll activities and risk management functions, issues financial reports, and oversees expenditures and reports on all grants. Finance strives to ensure that the City maintains long-term fiscal stability while meeting its policy goals.

Finance's budget includes benefit and pension costs for all City employees plus the City's contributions to the School District, Community College and others. It also includes the City's Recession and Budget Stabilization Reserves.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	10,169,896	11,734,313	11,866,467	14,516,911	14,440,887	14,415,087	14,514,229	14,616,345
Class 100 - Benefits	1,371,066,396	1,411,963,002	1,412,938,432	1,430,746,724	1,473,243,529	1,525,401,650	1,576,064,395	1,624,988,316
Class 200 - Contracts/Leases	2,927,013	3,201,430	3,456,430	3,533,430	3,533,430	3,379,830	3,341,430	3,341,430
Class 300/400 - Materials, Supplies, Equipment	73,980	103,109	103,109	103,109	103,109	103,109	103,109	103,109
Class 500 - Indemnities/ Contributions	219,829,478	310,461,617	313,011,617	376,266,576	392,762,746	390,812,135	397,451,366	397,451,366
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	141,193,804	62,561,000	67,561,000	57,671,000	51,673,000	55,286,000	62,582,000	62,327,000
Class 900 - Advances/Misc. Payments	0	55,108,000	80,108,000	56,705,000	58,356,000	58,356,000	58,356,000	58,356,000
Total	1,745,260,567	1,855,132,471	1,889,045,055	1,939,542,750	1,994,112,701	2,047,753,811	2,112,412,529	2,161,183,566

## CORE BUDGET

	FY19 ACTUAL	FY20 ADOPTED BUDGET	FY20 CURRENT BUDGET	FY21 ESTIMATE	FY22 ESTIMATE	FY23 ESTIMATE	FY24 ESTIMATE	FY25 ESTIMATE
Class 100 - Wages	7,756,138	9,084,313	9,216,467	11,866,911	11,790,887	11,765,087	11,864,229	11,966,345
Class 200 - Contracts/Leases	2,828,025	3,029,912	3,284,912	3,361,912	3,361,912	3,208,312	3,169,912	3,169,912
Class 300/400 - Materials, Supplies, Equipment	73,980	103,109	103,109	103,109	103,109	103,109	103,109	103,109
Class 500 - Indemnities/ Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances/Misc. Payments	0	0	0	0	0	0	0	0
Total	10,658,143	12,217,334	12,604,488	15,331,932	15,255,908	15,230,108	15,329,250	15,431,366



## **PROGRAM 1: EXECUTIVE DIRECTION**

### **PROGRAM DESCRIPTION**

The Office provides oversight for the City's fiscal policy, the various divisions within the Finance Department listed in this section, and for agencies that report to the Director of Finance, including the Treasurer's Office, the Revenue Department, the Office of Property Assessment, and the Philadelphia Board of Pensions and Retirement.

▲ **Mayor's Office of Grants:** The Grants Office facilitates strategic and collaborative grant submissions that align with the Mayor's priorities and increase the federal, state, and philanthropic funding that is available to the City and to agencies and organizations that benefit the City.

▲ **OnePhilly:** OnePhilly's role is to oversee the modernization of the City's human resources, payroll, pensions, and fringe benefits systems, along with associated business process improvements that will allow for more efficient operations and improve services for employees.

▲ **Administrative Services Center:** The Administrative Services Center (ASC) provides financial and/or administrative services for five City departments. Those five departments, including the Office of the Director of Finance, are the Procurement Department, City Treasurer's Office, Office of Human Resources and the Civil Service Commission. In addition, the ASC delivers trainings and other capacity-building initiatives to improve financial practices and procedures throughout the City.

### **RECENT ACCOMPLISHMENTS**

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**IMPROVED RATINGS OUTLOOK:** An April 2019, Fitch revised its outlook on the City's general obligation rating from stable to positive, noting the City's improved financial position and increased financial flexibility.



**PROJECT OPAL:** In partnership with the Office of the Chief Administrative Officer and the Office of Innovation and Technology, began a major modernization effort with the launch of project OPAL, a multi-year effort to replace the City's aging financial, contracting, and purchasing systems.





**COMMUNICATIONS IMPROVEMENT EFFORTS:** Started quarterly meetings with departmental fiscal officers to improve communications between central finance functions and department fiscal staff. These meetings assist to identify areas for process improvement, provide development opportunities and implement a regular training program.







**SUPPORT GRANT APPLICAITON PROCESS:** Helped secure more than \$6 million (FY20 to date) in grant awards for the Mayor’s strategic priorities, including public safety and justice system reform initiatives; equitable and inclusive workforce development; environment and sustainability initiatives; and early learning programs.



**GRANT MANAGEMENT ASSISTANCE:** Provided expert support, in coordination with the Grants Accounting Unit in the Accounting Bureau, to agencies during grant audits, updated grants compliance policies, and delivered grants management training for departmental staff.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Grants: Number of departments consulting with Grants to pursue competitive grant applications <sup>1</sup>	47	29	50	55
Grants: Percentage of grant applications resulting in successful award <sup>2</sup>	35%	N/A	38%	40%
Executive Direction: Maintain or improve credit ratings <sup>3</sup>	A2, A, A-	N/A	"A" CATEGORY RATING	"A" CATEGORY RATING

<sup>1</sup>The goal is to increase the number of departments. The Grants Office anticipates that through outreach and education, additional departments will have the capacity to pursue competitive grant applicants in collaboration with the Grants Office over time. Not every consultation will result in a grant application, and in some cases multiple departments may work together to pursue a single application. Note: the measure counts each instance in which a department consults with the Grants Office in a reporting period; thus a single department may be counted more than once per period or annually.



<sup>2</sup>This is an annual measure.

<sup>3</sup>The City maintains its “A” category rating with all three rating agencies. In November 2019, S&P revised its outlook on the City’s general obligation rating from stable to positive, noting the City’s improved financial position and strong revenue growth. In April 2019, Fitch revised its outlook on the City’s general obligation rating from stable to positive, noting the City’s improved financial position and increased financial flexibility. The Fitch rating is the City’s lowest of the three agencies and so this improvement may result in lower future borrowing costs. Moody’s outlook on the City’s General Obligation debt was last revised from negative to stable in November 2018.

## FY21 STRATEGIC GOALS

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- ▲ Work with the Office of Labor Relations to ensure that compensation packages in upcoming collective bargaining agreements are consistent with the City’s ability to pay.
- ▲ Fully stabilize the City’s new payroll system ensuring all paychecks are accurate and produced on time, while reducing the time and effort to produce bi-weekly payrolls.
- ▲ Design and begin implementing a citywide training and development program for employees in fiscal titles.
- ▲ Keep project OPAL on schedule and on budget, while ensuring stakeholders remain engaged and the project will lead to delivering on desired benefits.
- ▲ The Grants Office will continue to work with the Grants Accounting Unit to develop and manage standards for administrative compliance, financial and program reporting for grants from state and federal government agencies.





## FY21-25 STRATEGIC INITIATIVES

Over the course of the Five Year Plan, this program will maintain or improve the City's credit ratings. A focus of the program will be to deliver on OPAL, ensuring the City leverages this major technology investment to modernize core financial, contracting and purchasing processes, making them more efficient to administer and easier for end users to participate in, while ensuring appropriate fiscal controls and risk mitigation.

Additional work will be done to strengthen the City's fiscal operations, both centrally and within departments; continue with Citywide development and training

program to finance officers and staff in various departments across the City; and expand the Grants Office's work with departments to secure new public and private resources and ensure the successful implementation of existing resources.

Lastly, this program will continue to work with the Mayor's Office of Diversity, Equity and Inclusion, the Managing Director's Office, and the Department of Commerce to promote equitable practices and inclusive policies throughout the City's grant-seeking and grant management practices.

## PROGRAM 2: ACCOUNTING BUREAU

### PROGRAM DESCRIPTION

Accounting records the City's financial activity, maintains the City's centralized accounting system, establishes and enforces Standard Accounting Procedures for the management and expenditure of all dollars to ensure that proper internal controls are in place to safeguard City funds, processes vendor payments, and issues financial reports.

### RECENT ACCOMPLISHMENTS



**CERTIFICATE OF ACHIEVEMENT:** Received the Certificate of Achievement for Excellence in Financial Reporting from GFOA for a 38th consecutive year.









**REPORTING REQUIREMENTS:** Implemented reporting requirements for two new (Government Accounting Standards Board (BASB) pronouncements on fiduciary activities (GASB 84) and major equity interests (GASB 90).



**IMPROVED VENDOR PAYMENT:** As of December 2020, increased the percent of vendors paid through electronic automated clearing house (ACH) to 62%. Launched an enhanced vendor website where vendors determine the status of their payments.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of new GASB pronouncements implemented by required date <sup>1</sup>	100.0%	N/A	100.0%	100.0%
Percentage of paid vendors enrolled in ACH automatic payments <sup>2</sup>	60%	62%	75%	75%

<sup>1</sup>This is an annual measure. GASB pronouncements are implemented through the CAFR, which is completed at the end of February. All required GASB pronouncements were implemented for the FY19 CAFR.

<sup>2</sup>This is an annual measure. As a cost cutting measure, Accounting aims to reduce the numbers of vendors receiving paper checks by increasing the number of vendors receiving payment through electronic automated clearing house (ACH). While the percentage of paid vendors enrolled in ACH has increased since FY17, Accounting has identified additional fraud risk associated with payments through ACH and will focus on implementing additional controls to ensure that these risks are mitigated before a mass conversion of vendors to ACH occurs.

## FY21 STRATEGIC GOALS

- ▲ Receive the Certificate of Achievement for Excellence in Financial Reporting from GFOA for a 39-consecutive year.
- ▲ Increase the percent of vendors paid through electronic automated clearing house (ACH) to 75%.



- ▲ Continue to fully engage in project OPAL.
- ▲ Continue regular meeting with departmental finance staff to train and update them on proper internal controls and standard accounting procedures.



## FY21-25 STRATEGIC INITIATIVES

Over the next five years, the Accounting Bureau will continue to receive the Certificate of Achievement for Excellence in Financial Reporting from GFOA, annually.

In addition, this program plans to increase the percent of vendors paid through electronic automated clearing house (ACH) to 100% and work to replace the City's 30+ year old general ledger system, FAMIS, with a new solution delivered by project OPAL.

## PROGRAM 3: BUDGET OFFICE

### PROGRAM DESCRIPTION

The Budget Office ensures the City's long-term fiscal health while allocating the resources necessary for City programs and services to operate efficiently and effectively and to serve all Philadelphians equitably.

### RECENT ACCOMPLISHMENTS



**IMPROVED FUND BALANCE:** Achieved a \$439 million fund balance in FY19; exceeding initial projections and the Administration's goal of 6-8% of expenditures.



**ENSURED FISCAL RESPONSIBILITY:** Made the first-ever deposit into the City's Budget Stabilization Reserve (Rainy Day Fund), opted for Pay-As-You-Go investments into capital projects to allow needed projects to proceed without incurring borrowing and debt service costs, and set aside reserves for Recession Readiness.









**RACIAL EQUITY:** Introduced a racial equity component in the FY21 budget development process to align spending decisions with efforts to reduce racial disparities for Philadelphians. Consideration of new spending requests from departments will include whether those investments will improve racial equity.



**IMPROVED COMMUNICATIONS:** Improved the content and access to budget materials for internal and external stakeholders, including launching a one-page infographic to summarize the Quarterly City Managers Report, leading budget process trainings for City staff, and making all budget preparation forms and instructions available on the City's intranet.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent change in the total dollar amount of General Fund revenue (actual) compared to budget (adopted) <sup>1</sup>	4%	N/A	0 TO 1%	0 TO 1%
Percent change in the total dollar amount of General Fund expenditures (actual) compared to budget (adopted) <sup>2</sup>	1%	N/A	-1 TO 0%	-1 TO 0%
Ratio of actual unreserved General Fund fund-balance to actual General Fund revenue <sup>3</sup>	9%	N/A	6 TO 8%	6 TO 8%
Total number of departments participating in program-based budgeting <sup>4</sup>	43	N/A	53	53

<sup>1</sup>This is an annual measure. Target is to be ≥ fiscal year projection.

<sup>2</sup>This is an annual measure. Target is to be ≤ fiscal year projection.

<sup>3</sup>This is an annual measure. Budget aims to maintain the Fund Balance at 6-8% of expenditures. While FY19 ended with an all-time high fund balance, the City is on track for a lower fund balance at the end of FY20. In December 2019, Moody's released a report comparing the fiscal health of the 25 largest cities in the United States. According to their analysis, Philadelphia ranks 24th out of the 25 for fund balance as a percent of revenues. Moody's did note that we are in better shape than we were before the last recession.

<sup>4</sup>The roll-out of program-based budgeting began in FY17. For FY21, all departments under Mayoral control and some independent offices will be participating.



## FY21 STRATEGIC GOALS

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- ▲ Facilitate efficient and effective delivery of City services by developing and monitoring operating and capital budgets that convert available resources into positive outcomes. In FY21, this will include implementing a new IT system for formulating and managing the Capital Budget. The Budget Office will continue efforts to produce, monitor, and adjust the Operating and Capital Budgets in accordance with legal requirements and best practices to ensure that budgeted resources turn into improved outcomes for Philadelphia.
- ▲ Maintain and strengthen the City's long-term fiscal stability. Managing the General Fund budget to meet the internal goal of a 6-8% fund balance and making strategic decisions and investments related to the Pension Fund, recession reserves, education, and city infrastructure will be a focus in FY21, with the goal of improving the City's short-term fiscal resilience, bond ratings, and fiscal flexibility in the future.
- ▲ Improve residents' understanding of City budgets. Ensuring that budget information is accessible to residents, particularly marginalized communities, is a priority for FY21 and will include improved design and expanded distribution of budget information with a focus on infographics, plain language, and language access.

## FY21-25 STRATEGIC INITIATIVES

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In the coming years, the Budget Office will work to ensure that Philadelphia's annual operating and capital budgets align with shared community priorities by maintaining fiscal health and effectively managing the budget process.

To provide policy makers and departmental leadership and fiscal staff with timely, accurate, and actionable information, the Budget Office will prepare annual budgets, quarterly reports, the Five-Year Plan and collaborate with the City Planning Commission to prepare the Six-Year Capital Program. With Program-Based Budgeting, the City links funding with performance, to maximize the positive impact of the City's limited resources. The Budget Office will encourage data-driven, evidence-based investments.



To ensure that we have the resources to meet present and future challenges, the Budget Office will set aside reserves for planned expenditures, such as new labor contracts, and unplanned needs or revenue losses, potentially from federal funding cuts or an economic downturn.

For the City's limited resources to best address the vast number of needs in Philadelphia, budgets must align with community priorities and goals. To facilitate this, the Budget Office will expand the public's understanding of the budget and create opportunities for input into the development and decision-making for proposed budget.

## **PROGRAM 4: OFFICE OF PROPERTY DATA (OPD)**

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### **PROGRAM DESCRIPTION**

OPD manages a cohesive program to collect, maintain, and distribute current and accurate property information and acts as a central point for all property data to ensure consistent addressing across City agencies. This work enables departments to more quickly share property-related data and streamline property-related processes.

### **RECENT ACCOMPLISHMENTS**

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**ADDRESS ASSIGNMENT:** In FY19, OPD developed and implemented citywide address assignment policies and formally identified the City Addressing Authority. The City Addressing Authority is responsible for the assignment of all official City addresses. The City Addressing Authority is also responsible for enforcement of the address database standards as well as the development, execution, and maintenance of the addressing process guidelines and policies. The address assignment policy guide, along with the official designation of the City Addressing Authority, will ensure that all City agencies that are involved in the creation, change or removal of addresses from the official City record are aware of the procedures that should be followed in order to create and maintain addresses.





**COMPUTER-ASSISTED MASS APPRAISAL (CAMA) PROJECT:** Phase 1 of the CAMA Project has been implemented. CAMA systems are considered a best practice in mass valuation of properties and are widely used by other municipalities in determining property assessments. The new system will aid in modernizing processes at OPA.







**IMPROVED PARCEL DATA:** With development starting in FY19 and being completed in FY20, OPD engaged a vendor to establish and apply a Parcel Identification Number (PIN) to all parcels of record at DOR, OPA, and PWD.

The creation of this unique identifier will allow for seamless integration of parcel data across agencies and will be available with the implementation of the CAMA system.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Annual number of data addressing project improvement recommendations completed as scheduled <sup>1</sup>	Completed the implementation of the citywide address assignment policies and city addressing authority; PIN project is 75% complete	N/A	Complete PIN Project Phase 1	No phases PIN Project Phase 1 which will be complete in FY20.
Percent complete of CAMA implementation schedule <sup>2</sup>	65	N/A	Complete CAMA Project Phase 1 (100%)	Complete CAMA Project Phases 2 and 3.

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<sup>1</sup>The Municipal Street Addressing Analysis Project, which was initiated to guide the City's implementation of new property data related processes, yielded 11 improvement recommendations based on the City's business requirements. To date, six recommendations have been implemented completely and four remain as possible future initiatives. The last recommendation: "Define and implement a unique parcel identification number (PIN) for all City parcels" is 75% complete with a goal to complete the recommendation in FY20.

<sup>2</sup>In FY20, Phase 1 of the Computer Assisted Mass Appraisal (CAMA) implementation was completed. Through a staggered rollout, OPA Staff is now using the CAMA software to access and update property and assessment related information. BRT Staff is using the same software to schedule appeals and record Board decisions. In FY21, the CAMA measure will be the percent complete for Phase 2 (Field Mobile - evaluators can confirm and update property information while in the field) and Phase 3 (Public Access - public can submit online applications for exemptions and appeals).



## FY21 STRATEGIC GOALS

- ▲ Complete the implementation of Phase 2 (Field Mobile) of the Computer-Assisted Mass Appraisal (CAMA) Project. Complete the implementation of Phase 3 (Citizen's Portal) of the Computer-Assisted Mass Appraisal (CAMA) Project.
- ▲ Facilitate the use of the PIN across Departments.



### FY21-25 STRATEGIC INITIATIVES

OPD will continue to support operations at OPA in FY21 after the implementation of Phase 1 of the new CAMA system. Additionally, OPD will be engaged on the implementation of CAMA Phase 2 (Field Mobile) and Phase 3 (Citizen's Portal - Public Access). Both are scheduled to commence in FY20 and go-live in FY21. The Field Mobile phase will enable evaluators to confirm and update property record details while visiting properties. The Public Access phase will allow property owners to submit applications online for homestead, exemptions, and appeals.

OPD will continue its work with OPA by providing project management and business analysis support for the implementation of the CAMA system.

This includes working with OPA on both comprehensive change management efforts to assure the adoption of the new technology and data quality projects to assure the appropriate cleansing of data going forward to limit errors.

Additionally, OPD is committed to working with stakeholders to ensure that the PIN is adopted and utilized to gain efficiencies in Department operations. These efficiencies include easier identification of parcels (i.e. city-owned parcels), the ability to more quickly share data between departments, and the ability to streamline processes and keep more agencies in lockstep when processing transactions.



## PROGRAM 5: RISK MANAGEMENT

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### PROGRAM DESCRIPTION

Risk Management works to reduce the financial impact of claims, lawsuits, and employee injuries to the City; reduce the corresponding frequency and severity of these events through the application of professional risk management techniques; and provide a safe work environment for employees and the public.

### RECENT ACCOMPLISHMENTS

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**RECOVERY/SUBROGATION THIRD PARTY:** Risk Management's recovery/subrogation staff actively pursues third parties, such as insurance companies, organizations and private citizens, for damages they cause to City property.

This work also includes active subrogation activities on behalf of all City departments, including the Division of Aviation. Due to changes in State law, the City is not able to make recoveries on motor vehicle accidents involving police officers, which were 75% of the City's Employee Disability recovery funds. Despite this, the City has recovered \$1 million as of December 31, 2019 and projects to recover approximately \$2.5 million in total for FY20. Compared to the previous fiscal year, these recoveries are down overall by approximately 35%, but promising in light of these challenges.



**CLAIMS UNIT:** Attained its goal of maintaining General Fund settlement costs below \$1.5M for FY19. Risk reduced General Fund settlement costs to \$0.93M in FY19, which was down from \$1.076M in FY18.



**EMPLOYEE DISABILITY UNIT:** In FY19, this unit placed three employees who had experienced a permanent injury preventing them from returning to their pre-injury job into new jobs. By comparison, only one employee had been placed in the previous 19 years.







**THE SAFETY AND LOSS PREVENTION UNIT (SLPU):** Partnered with the Vision Zero Task Force (VZTF) to develop strategies designed to eliminate traffic related deaths in Philadelphia by 2030.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Average number of police and firefighters on no duty <sup>1</sup>	578	529	535	565
Number of employee injuries <sup>2</sup>	3,201	1,470	REDUCTION FROM FY19	REDUCTION FROM FY19
Settlement cost for closed claims (in millions of dollars) <sup>3</sup>	\$0.929	\$0.136	\$1.500	\$1.300

<sup>1</sup>There has been a significant increase to the numbers of injuries in the Police and Fire department in FY19. This has resulted in an increase in the number of workers on No Duty. Risk continues to vet the numbers to discern the appropriate levels.

<sup>2</sup>Overall, the Department did not meet its goal of reducing injuries from FY19. Compared to FY18, the City saw a higher number of injuries in Q1 and Q2 and a reduction in Q2 and Q3. In FY19 Q1, the quarter which had the highest number of injuries, the increases were mostly in Police, Fire and DHS injuries.

<sup>3</sup>This category captures the settlement costs of General Fund claims only. Beginning in FY19, Risk hired a new claims manager who changed claim adjudication policies. This has significantly reduced payouts, resulting in lower settlement costs.

### FY21 STRATEGIC GOALS

- ▲ Decrease worker injury-related medical costs by 3%.
- ▲ Continue to reduce employee injury frequency by 5% of the average of the prior three fiscal years through safety education, training, communications, program development and relationship building.
- ▲ Maintain Liability Claims General Fund settlement costs below \$1.5M and continue to reduce costs of claims and litigation through aggressive claims management and loss control techniques.





## FY21-25 STRATEGIC INITIATIVES

The Employee Disability Unit will continue implementation of its program to return permanently injured workers to active employment in other jobs. Risk's Workplace Accommodations Specialist has begun the program and Risk hopes to be able to expand the work with recently implemented changes in Civil Service rules allowing an accommodations list for these workers. Risk will continue to collaborate with and educate Safety and Human Resources Professionals regarding the process.

Risk will continue to work on reducing indemnity costs through effectively managing claims, reviewing the City's Third-Party Administrator's claims classification and approach at the time of opening, and using settlements strategically to manage the City's overall liabilities.

The Subrogation Unit will increase its affirmative litigation efforts for subrogation recovery matters that are unable to be amicably resolved directly with at-fault tortfeasors and insurance carriers. Risk will begin to utilize investigative databases to research background and financial information for at-fault tortfeasors, when necessary.

The unit will also explore the use of Arbitration as a forum for subrogation recovery matters, to increase recovery dollars.

Insurance industry premium rates continue to increase, especially in property and aviation insurance, due to significant worldwide losses and changing climate. The Insurance and Contracts Unit will closely monitor and continue its work with insurance and risk management industry experts to mitigate significant financial impacts on the City while maintaining comprehensive insurance protection. Additionally, the unit will work to put in place comprehensive insurance and risk management protection for the City's Rebuild projects. It will also reduce claims and litigation costs through aggressive claims management, loss control techniques as well as periodic attorney stewardship reviews and tracking of legal costs. Lastly, the unit will implement an improved system for tracking certificates of insurance.



# FIRE



## PROGRAMS

**FIRE COMMISSIONER'S OFFICE**  
**OPERATIONS**  
**LOGISTICS**  
**PLANNING, RESEARCH & RISK REDUCTION**  
**FINANCE/ADMINISTRATION**











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## 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 the PFD's members.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	283,319,650	273,966,292	287,757,292	280,845,696	284,606,046	301,993,311	290,834,226	290,949,857
Class 200 - Contracts/Leases	6,881,741	6,516,272	6,725,272	6,724,702	6,728,143	6,808,282	6,808,729	6,811,352
Class 300/400 - Materials, Supplies, Equipment	10,653,351	8,831,714	10,081,714	9,192,914	8,975,064	9,177,264	9,191,981	9,225,940
Class 500 - Indemnities/Contributions	557,551	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	8,259,300	9,235,000	9,235,000	9,882,000	10,574,000	11,315,000	12,108,000	12,108,000
Class 900 - Advances/Misc. Payments	0	0	0	0	0	0	0	0
Total	309,671,593	298,549,278	313,799,278	306,645,312	310,883,253	329,293,857	331,464,583	331,992,445

## PROGRAM 1: FIRE COMMISSIONER'S OFFICE

### PROGRAM DESCRIPTION

The Commissioner's Office is responsible for overall strategic planning, policy, operations and communications for the Fire Department and Office of Emergency Management.

### RECENT ACCOMPLISHMENTS



#### STAFFING FOR ADEQUATE FIRE AND EMERGENCY RESPONSE (SAFER) GRANT:

Oversaw execution of \$16.6 million SAFER grant that enabled the PFD to reopen four engine companies that had been closed since January 2009, restoring critical fire and emergency medical service to neighborhoods across the city.









**DEPARTMENTAL REORGANIZATION:** Aligned the Office of Emergency Management with the Fire Department to enhance coordination and collaboration while planning for and responding to emergency incidents.



**PES REFINERY ADVISORY GROUP:** Co-led the Philadelphia Energy Solutions Refinery Advisory Group with the Office of the Managing Director following the PES fire and explosion to gather information and feedback on the impacts on the environment, public health, safety, and economy, and to identify options for the future.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of NFPA structure fires <sup>1</sup>	4,849	2,011	A REDUCTION FROM FY19	A REDUCTION FROM FY20
Number of fire incidents	49,526	24,960	MEET DEMAND	MEET DEMAND
Number of EMS incidents	274,659	139,302	MEET DEMAND	MEET DEMAND
Number of civilian fire-related deaths <sup>2</sup>	25	18	A REDUCTION FROM FY19	A REDUCTION FROM FY20

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<sup>1</sup>The National Fire Protection Association (NFPA) is an international non-profit organization that provides information on more than 300 codes and standards.

<sup>2</sup>In FY20 Q2, two incidents resulted in more than one death, which attributed to a higher than average figure thus far in the year. The Philadelphia Fire Department is committed to providing prevention and life-saving efforts to the community we serve.

## FY21 STRATEGIC GOALS

- ▲ Continue to execute the SAFER grant to enable the PFD to reopen another engine and two ladder companies that have been closed since January 2009.



- ▲ Further the alignment of PFD and OEM strategic and operational efforts to ensure the missions of the PFD and OEM integrate seamlessly.
- ▲ Focus on all-hazards preparedness and response needs for the PFD and OEM, particularly in the area of hazardous materials response and special operations.



## FY21-25 STRATEGIC INITIATIVES

Over the next five years, the Commissioner's Office plans to collaborate with Community College of Philadelphia to revive lower-cost EMS training and certification programs in order to provide greater workforce opportunities for Philadelphia residents. The program will enable additional hiring to increase the department's relief factor, which will ensure the PFD is meeting minimum staffing requirements, while reducing overtime. The Office will identify continuous improvement projects, for other operational and administrative units within PFD.

The Commissioner's Office will also continue to respond to recommendations in reports from the National Institute of Occupational Safety and Health (NIOSH) following recent line-of-duty deaths, to improve future operational response while safeguarding members' lives and health. The Office will also lead culture-change efforts within the PFD to highlight physical and behavioral health and well-being.

## PROGRAM 2: OPERATIONS

### PROGRAM DESCRIPTION

The Operations program is responsible for daily staffing of the PFD's fire suppression and emergency medical services (EMS) companies. It oversees the Aircraft Rescue & Firefighting Unit at Philadelphia International Airport, hazardous materials response, special operations, marine operations, and the Pennsylvania-Task Force 1 (PA-TF1), the Federal Emergency Management Agency Urban Search & Rescue team sponsored by the PFD.



## RECENT ACCOMPLISHMENTS

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**INCIDENT RESPONSE:** Responded to 324,185 incidents (Fire and EMS) in FY19, the largest of which was the explosion at the Philadelphia Energy Solutions (PES) refinery. The response to that incident alone spanned over 3 months. The number of incidents in FY19 mark a 1.2% increase over those in FY18.



**HURRICANE RELIEF EFFORTS:** Deployed PA-TF1 during Hurricane Dorian for 10 days in Florida, where members helped to resettle residents who had evacuated in anticipation of the hurricane.



**PEAK-TIME AMBULANCE UNITS:** Added five more, for a total of 10, peak-time ambulance units to augment response capabilities during the day and to reduce stress on the EMS system and personnel.



**MARINE OPERATIONS:** Launched new fast-boat with marine firefighting and rescue capability to ensure the PFD is prepared for water rescues, fire incidents that occur on waterways, and a fast response to emergency calls from the Port of Philadelphia, PHL Airport, etc.







**RESCUE TRAINING:** : Conducted 500-hour technical rescue training program to train over 30 current firefighters and EMS personnel to respond to acute emergency incidents on land and in marine environments. This training will allow a more efficient and effective response to incidents that involve a heightened level of risk, such as building collapses or confined space rescues. These newly-trained personnel will now bring advanced skills to their current assignments and be qualified to work in or backfill specialized operations companies within the PFD.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Fire engine response time (minutes:seconds) <sup>1</sup>	6:44	6:35	≤ 5:20	≤ 6:39
Percent of fire calls responded to within 5:20 minutes <sup>2</sup>	26.7%	23.0%	≥ 90.0%	≥ 90.0%
EMS response time (minutes:seconds)	12:16	11:30	≤ 9:00	≤ 9:00
Percent of EMS calls responded to within 9:00 minutes <sup>3</sup>	33.2%	33.7%	≥ 90.0%	≥ 90.0%

<sup>1</sup>The increase in the FY21 Target is in accordance with the National Fire Protection Association (NFPA) reporting standards.

<sup>2</sup>All response time-related measures have a margin of error of 10-15% because a first-on-scene time is recorded 85-90% of the time. The Fire Department is currently working diligently to minimize this margin.

<sup>3</sup>All response time-related measures have a margin of error of 10-15% because a first-on-scene time is recorded 85-90% of the time. The Fire Department is currently working diligently to minimize this margin.

### FY21 STRATEGIC GOALS

- ▲ Continue to meet fire and EMS demand.
- ▲ Expand hazardous material response capabilities to ensure the PFD can efficiently respond to hazardous materials incidents without diverting resources from other service areas.
- ▲ Augment technical rescue capability, by increasing the number of companies dedicated to specialized operations companies.
- ▲ Improve emergency medical preparedness in the event of bioterrorist attacks and domestic threats by collaborating with city partners to establish plans and conduct appropriate training exercises.



- ▲ Work with the Center for Medicaid and Medicare Services on Emergency Triage, Treat, and Transport (ET3) model of service and billing, to allow appropriate response and treatment of emergency medical needs (right care, right place, right time).
- ▲ Develop and expand additional alternative response units for EMS, modeled on the success of existing alternative response units operating in University City and Kensington.



## FY21-25 STRATEGIC INITIATIVES

In the upcoming years, the Operations program will work with community partners to establish a local EMS fellowship and expand physician support for the PFD. It is the department's hope that working with community and municipal partners will allow additional capacity to up-train EMS

personnel and ensure ambulances are staffed with more advanced emergency medical personnel. Additionally, PFD plans to expand alternative response unit focus, functionality, and teams to include more targeted groups and neighborhoods to support and respond to community health needs.

## PROGRAM 3: LOGISTICS

### PROGRAM DESCRIPTION

The Logistics program is responsible for ensuring the PFD has the training, equipment, supplies and facilities that members need to carry out their mission. It also oversees the Philadelphia Fire Academy, which trains recruits as well as current members; the Fire Communications Center (dispatch/911); and the Health and Safety Office.

### RECENT ACCOMPLISHMENTS



**NEW APPARATUS:** Placed in service 30 various land-based apparatus (engines, ladders, ambulances, and a new heavy rescue apparatus) and the first of two grant-funded fast-boats for emergency river responses.





**RESTORE ENGINE COMPANIES:** Prepared for and equipped four restored engine companies.



**FULL EMS LICENSURE:** Achieved full, active EMS licensure from the state Department of Health after three years of having a provisional license.



**LIFE-SAVING EQUIPMENT:** Inspected and tested over 1,300 air cylinders (i.e. air component of self-contained breathing apparatus) throughout the PFD, ensuring this critical life-saving equipment is working properly for members who risk their lives every day. This formal inspection is required on a five-year cycle.



**INCIDENT COMMAND TRAINING:** Developed and delivered a grant-funded incident command course for nearly 700 PFD members, the first formalized incident command training offered in-house in years.



**MARINE FIREFIGHTING TRAINING:** Coordinated grant-funded marine firefighting training for over 120 personnel.



**NEW PERSONNEL:** Graduated over 200 new firefighting, EMS, and communications personnel







**BUILDING REPAIRS:** Collaborated with Department of Public Property to complete critical repairs for the Academy's Burn Building, ensuring readiness for future cadet classes.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of Graduates <sup>1</sup>	151	158	150	150

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<sup>1</sup>FY20 Year-to-Date numbers will be inflated as the Fire Department received a Staffing for Adequate Fire and Emergency Response (SAFER) grant.

### FY21 STRATEGIC GOALS

- ▲ Develop and implement department-wide fire dynamics and fire science continuing education for fire suppression personnel, funded with a \$3.5M Assistance to Firefighters Grant (AFG).
- ▲ Continue marine firefighting training for an additional 200 personnel.
- ▲ Continue to meet apparatus needs.
- ▲ Continue facilities improvements, including major renovations at Engine 37.
- ▲ Secure sites for Logistics Hub, the Recruitment Unit, and Regional EMS Office.
- ▲ Initiate second planning phase for the renovation of the Philadelphia Fire Academy campus.





## FY21-25 STRATEGIC INITIATIVES

The Logistics Program will ensure continued compliance with all regulatory and occupational standards for fire suppression and emergency medical response. Over the next five years, PFD will begin the next stages of renovations at Philadelphia Fire Academy. In addition, PFD will expand training programs offered and led by the Philadelphia Fire Academy, including but not limited to first-line supervisor, high-rise response, forcible entry, and elevator rescue.

PFD will also work with the Department of Public Property to execute the vision of the Logistics Hub a multi-functional facility that will enhance PFD operations

by providing additional training space, unified administrative functions, housing for reserve apparatus, and fortified services citywide during major events. PFD will also continue to plan for the relocation of the Fire Communication Center to 400 N. Broad St. with a unified 911 center.

The Logistics program also plans to maintain the department's biennial wellness program. In partnership with the Office of Risk Management, PFD will continue to promote cancer awareness and prevention activities among emergency response personnel, as well as promote healthy living practices for all personnel.

## PROGRAM 4: PLANNING, RESEARCH & RISK REDUCTION

### PROGRAM DESCRIPTION

The Planning, Research & Risk Reduction program is responsible for preparing emergency response plans for special events and critical infrastructure facilities. It oversees the Fire Marshal's Office and the Fire Code Unit; it also provides data analysis and fire prevention services through smoke alarm installations and community outreach.



## RECENT ACCOMPLISHMENTS



**DECISION-MAKING EFFORTS:** Established a GIS/data analytics unit to help the PFD with evidence-based decision making and program-based budgeting. These new capabilities have allowed the PFD to better track performance measures and gather data from the field.



**SMOKE ALARMS:** Installed over 36,000 traditional and 3,050 adaptive smoke alarms in more than 12,000 properties throughout the City.







**RESILIENCE PROJECT:** Created and expanded an alternative EMS response unit (AR-2) for overdoses as part of the Resilience Project. AR-2 assists those impacted by the opioid epidemic by connecting them to treatment and other life-saving resources.



**FIRE MARSHAL'S OFFICE:** Investigated approximately 2,000 cases through the Fire Marshal's Office.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Average investigations per Fire Marshall	15	14	≤ 15	≤ 15



## FY21 STRATEGIC GOALS

- ▲ Continue to focus on fire prevention, fire hazard awareness, and reduction of fire fatalities through community engagement and trainings for institutions such as day cares, schools, and residential facilities.
- ▲ Execute a federal grant to purchase and install 8,000 traditional smoke alarms, 125 adaptive smoke alarms for the deaf and hard-of-hearing, and 500 pairs of stove-top suppression devices to extinguish cooking fires.
- ▲ Improve reliability and validity of data reported and used for decision making.
- ▲ Implement a new qualitative and quantitative data analytics tool for emergency response operations.
- ▲ Continue to identify opportunities and strategies for business improvement pathways, such as capturing, mapping, and reporting hydrant inspections and improving processes to request smoke alarm installation.



### FY21-25 STRATEGIC INITIATIVES

Over the next five years, PFD will increase cross-departmental planning efforts for both large-scale special events and daily operations. Engaging a variety of stakeholders with different perspectives will ensure that the city is adequately prepared to respond to emergencies holistically.

In addition to those capacity building initiatives, PFD will continue hosting various events to promote and

introduce fire/EMS service and awareness among specific populations (e.g. Lt. Joyce M. Craig Summer Camp, Women's Day Conference). Similarly, PFD also plans to initiate a social ethnography project on human behavior surrounding fire fatalities, injuries, or serious incidents. The findings of this project would be used to inform future fire prevention education topics and would guide subsequent community educational campaigns.



## PROGRAM 5: FINANCE/ADMINISTRATION

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### PROGRAM DESCRIPTION

The Finance/Administration division includes staff members responsible for budgeting, human resources, professional standards, payroll, attendance and other duties. This division also oversees the Recruitment Unit, Employee Assistance Program, and Employee Relations Office.

### RECENT ACCOMPLISHMENTS

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**PROFESSIONAL STANDARDS OFFICER:** Hired a non-uniformed Professional Standards Officer to work with the uniformed Special Investigations Office and identify positive reinforcement strategies for personnel management.



**COMMUNITY WORKFORCE PROGRAMS:** Initiated two new community workforce programs to train Philadelphia residents in emergency medical response. A primary goal of these programs is to help to provide a community pipeline to health care jobs, with a secondary goal of increasing the potential pool of candidates for the PFD.



**RECRUITMENT:** Assigned a full-time recruiter for emergency medical services personnel to enhance the PFD's ability to attract paramedics amid a regional shortage.



**FISCAL OPERATIONS:** Deepened capabilities in fiscal operations by increasing staff for budgeting, grants management, accounts payable, accounts receivable, and procurement.







**LEADERSHIP TRAINING PROGRAM:** Rolled out a new leadership training program to reinforce and improve supervisory skills, personnel management, conflict resolution, and mediation.



# PERFORMANCE MEASURES

## FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of recruitment events at which the Philadelphia Fire Department is represented <sup>1</sup>	N/A	94	SET BASELINE	TBD

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<sup>1</sup>This is a new measure for FY20 so prior year data is unavailable. The FY21 target will be available once a baseline is established.

## FY21 STRATEGIC GOALS

- ▲ Introduce a community mediation program to address complaints and/or concerns raised by civilians.
- ▲ Seek and apply for grants that will fund trainings, equipment, and staff to help the PFD achieve its mission.
- ▲ Transition to the new city payroll and human resources platform.





## FY21-25 STRATEGIC INITIATIVES

In the upcoming years, the Finance/Administration program plans to expand the current EMT training program, with a focus on hiring and retaining PFD members with advanced emergency medical proficiency. This will allow for better, more comprehensive medical services while responding to EMS calls in the city. The program will also continue to engage youth interested in fire and EMS through the Explorers program and through the Randolph Skills Academy to ensure that the PFD will have a steady pipeline of job candidates well into the future.

PFD also plans to collaborate with Local 22 (the local union chapter of the International Association of Firefighters) on providing an array of support services to assist members struggling with physical and/or behavioral health issues.

Lastly, PFD plans to develop methods for testing and evaluating new products and equipment in concert with the City's procurement policy and meeting PFD needs, especially in terms of NFPA compliance or strides toward modernity.





## PROGRAMS

**FLEET ADMINISTRATIVE SERVICES**  
**FLEET MANAGEMENT SERVICES**  
**VEHICLE ACQUISITIONS AND DISPOSAL**











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## MISSION

The Office of Fleet Management (OFM) assures that City vehicles and other automotive equipment are available, dependable, and safe to operate so that City departments and agencies can deliver services. OFM is responsible for the acquisition, repair, maintenance, and disposal of all City-owned vehicles and equipment. OFM also fuels City vehicles, as well as vehicles for quasi-city agencies (including the School District of Philadelphia), through its department-operated fuel stations. OFM maintains an active fleet of approximately 6,800 vehicles, including over 700 pieces of specialized equipment. From fire trucks to riding mowers, OFM makes sure City employees have the vehicles they need to do their jobs. OFM's efforts help City services operate efficiently and drive the City forward.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	18,501,080	19,416,871	19,416,871	19,524,871	19,524,871	19,524,871	19,524,871	19,524,871
Class 200 - Contracts/Leases	5,674,493	5,305,396	5,305,396	5,353,396	5,401,396	5,449,396	5,449,396	5,449,396
Class 300/400 - Materials, Supplies, Equipment	40,118,034	42,678,316	42,678,316	41,260,950	41,260,950	41,260,950	41,260,950	41,260,950
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	64,303,607	67,400,583	67,400,583	66,139,217	66,187,217	66,235,217	66,235,217	66,235,217

## PROGRAM 1: FLEET ADMINISTRATIVE SERVICES

### PROGRAM DESCRIPTION

This program provides necessary administrative and financial resources. Key activities include the operation of OFM's 61 fuel sites, which dispense an average of 7.5 million gallons of fuel per year, not only for City-owned vehicles, but also to vehicles owned by the School District of Philadelphia, the Philadelphia Parking Authority, the Philadelphia Housing Authority, and the Philadelphia Redevelopment Authority. Fuel sites are located across City facilities, including police, fire, and sanitation districts.



## RECENT ACCOMPLISHMENTS



**CONTINUED TRAINING AND INTERNSHIP PROGRAMS:** In FY20, OFM hired five automotive apprentices, six high school interns, and 5 automotive service trainees. At present, OFM is providing automotive maintenance training to 31 interns, apprentices, and automotive trainees.



**INCREASED INSTALLATION OF SAFETY FEATURES FOR CITY FLEET:** For the first half of FY20, 29% of Heavy Equipment were installed with Global Positioning System (GPS); 37% Radio Patrol Cars, 30% of Emergency Patrol Wagons, and 23% of other Police vehicles were equipped with ballistic shields; and 15% of the City's fleet of heavy trucks are equipped with Vision Zero devices.







**IMPROVED FUEL SITES:** During FY20, 2 fuels sites were renovated and had fuel tanks replaced.



**CONTINUED PURCHASING ENVIRONMENTALLY-FRIENDLY VEHICLES:** During FY20, OFM purchased 58 hybrid or hybrid-electric vehicles and 14 Compressed Natural Gas (CNG) compactors. OFM's current inventory includes 306 hybrid and hybrid electric vehicles and two CNG vehicles. To support hybrid vehicle purchases, 45 electric charging stations were installed this year.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of Automotive Apprentices <sup>1</sup>	18	11	10	10
Employee turnover ratio	8.2%	0.0%	5.0%	5.0%

<sup>1</sup>During FY20, 12 apprentices will be promoted out of the program to Automotive Maintenance Technician.



## FY21 STRATEGIC GOALS

- ▲ Maintain OFM's high school student's internship program, automotive apprenticeship program, and fleet automotive service training programs.
- ▲ Continue to implement GPS technology as opportunities arise.
- ▲ Continue to make the City's fleet more sustainable by purchasing hybrid, hybrid-electric, and Compressed Natural Gas vehicles.



### FY21-25 STRATEGIC INITIATIVES

Over the next five years, OFM plans to continue its high school student's internship program, automotive apprenticeship program, and automotive service training program. OFM plans to hire 30 high school students to the internship program, 30 graduated interns to the automotive apprenticeship program and 12 candidates to the automotive service training program.

OFM will continue to expand GPS technology implementation, which allows tracking of vehicle deployment, vehicle use, reduces fuel consumption, reduces idle time and mileage, and operating

hour data. Since GPStechonology is integrated with OFM's work order system (M5), the mileage and operating hour data will be transmitted to the M5 database. This will help OFM administer an efficient scheduled-maintenance program and allow City departments to be able to administer vehicle usage more efficiently.

OFM also plans to continue replacing aged fuel tanks over the next five years. At present, there are 30 of 91 fuel tanks which require replacement. OFM plans to strategically replace 4 to 5 fuel tanks per year to accomplish this initiative.



OFM's Environmental Initiative includes purchasing alternative fuel vehicles and equipment, such as hybrid, hybrid-electric, and CNG vehicles and equipment. OFM is on schedule to have 25 CNG trash compactor trucks in service in FY21 for use in the City's Southwest section. These trucks will be powered by a "Near Zero" emission engine that will replace 25 older, diesel-powered trucks. OFM has also contracted with a vendor to build and operate a CNG fuel station in the Southwest section of the City to support this project, which when completed in August 2020, will be capable of supplying fuel for up to 70 trucks. OFM will also be using renewable Natural Gas, which is a bio-fuel collected from landfills and sewage digestion plants.

Additionally, OFM plans to install more electric charging stations at various locations throughout the city. These stations will serve City-owned Electric Vehicles (EV) and Plug-in Hybrid-Electric Vehicles (PHEV), including many PHEV police patrol vehicles. In calendar year 2020 OFM will be taking delivery of 50 Ford Interceptor Police SUVs to replace older conventional gasoline powered patrol cars. In the future, OFM expects to purchase only Hybrid vehicles for use in the Police Patrol fleet of 750 vehicles.

## PROGRAM 2: FLEET MAINTENANCE SERVICES

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### PROGRAM DESCRIPTION

This program is inclusive of OFM's 16 vehicle repair facilities, which are strategically located throughout the city. Employees include skilled shop floor technicians who are responsible for vehicle repair and maintenance services.

### RECENT ACCOMPLISHMENTS

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#### **CONTINUED TO MEET SERVICE LEVEL AGREEMENTS (SLA) FOR FLEET**

**AVAILABILITY:** Fiscal year YTD Citywide vehicle availability is 92%. Public health and safety vehicles such as Radio Patrol Cars, Medic Units, Fire Fighting Equipment, and Trash Compactor availability is 100% of the service level agreement (SLA).









**INCREASED SCHEDULED MAINTENANCE:** Scheduled maintenance increased to 75%, which is above the industry standard and reduced the frequency of unscheduled repairs. This will help OFM to maintain safer, more reliable vehicles and raise vehicle availability for departments.



**MADE IMPROVEMENTS TO SEVERAL FACILITIES:** OFM completed an office renovation project at shop 134, structural upgrade projects at shop 258, and renovations for the relocation of 11th & Reed repair facility to Norwich Drive.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Fleet availability - citywide	91.9%	91.8%	90.0%	90.0%
Percent of SLA met for medic units <sup>1</sup>	121.0%	127.1%	100.0%	100.0%
Percent of SLA met for trash compactors <sup>2</sup>	101.0%	104.1%	100.0%	100.0%
Percent of SLA met for radio patrol cars <sup>3</sup>	101.4%	100.9%	100.0%	100.0%
Fleet availability - police radio patrol cars	91.3%	90.8%	90.0%	90.0%
Percent of maintenance performed that is scheduled <sup>4</sup>	75.3%	75.3%	70.0%	70.0%
Percent of maintenance performed that is unscheduled <sup>5</sup>	24.7%	24.8%	30.0%	30.0%

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<sup>1</sup>The SLA was increased starting in FY20. The SLA is met when 60 of 90 medic units are available. Fleet's Optimal Vehicle Replacement Strategy for medic unit purchases enabled Fleet to meet the SLA.

<sup>2</sup>The SLA is met when 241 of 326 compactors are available. Fleet ordered and received 30 new compactors in FY18. Fleet also ordered an additional 30 compactors in FY19, and these are expected to be received in FY20.

<sup>3</sup>The SLA is met when 675 of 750 or 90% of the active radio patrol car inventory is available. In FY20, Fleet is purchasing 150 new radio patrol cars to replenish the inventory.

<sup>4</sup>Fleet's target for this measure is 70.0%, which is the industry standard for the percent of maintenance performed that is scheduled.

<sup>5</sup>Fleet's target for this measure is 30.0%, which is the industry standard for the percent of maintenance performed that is unscheduled.



<sup>5</sup>Fleet's target for this measure is 70.0%, which is the industry standard for the percent of maintenance performed that is scheduled.

<sup>6</sup>Fleet's target for this measure is 30.0%, which is the industry standard for the percent of maintenance performed that is unscheduled.

## FY21 STRATEGIC GOALS

- ▲ Maintain the SLA for vehicle availability for the City's core mission vehicles.
- ▲ Continue to focus on implementing and adhering to scheduled vehicle maintenance.
- ▲ Continue work on facility improvements as per the repair facility modernization initiative.
- ▲ Open first Compressed Natural Gas vehicle fuel station.



### FY21-25 STRATEGIC INITIATIVES

Safety vehicles include Radio Patrol Cars, Fire Fighting Equipment, and Street Compactors. Fleet aims to achieve scheduled vehicle maintenance by maintaining a higher level of scheduled preventive maintenance to reduce unscheduled break down repairs. Automotive Maintenance Technicians will also be provided with adequate training and updated tools to achieve this initiative.

OFM will also continue its vehicle repair facility improvements through capital programs. Renovations are required for structural upgrades, utilities upgrades, and to accommodate new tools and equipment. OFM's ongoing capital projects include facility renovations, which will allow repair and maintenance of CNG fuel vehicles and a CNG fueling station.



## PROGRAM 3: VEHICLE ACQUISITIONS AND DISPOSAL

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### PROGRAM DESCRIPTION

Through this program, OFM develops specifications for vehicles and equipment, initiates the vehicle purchase process, and inspects and accepts vehicles and equipment for deployment. At the end of the vehicle lifecycle, OFM prepares vehicles and equipment for relinquishment to generate revenue.

### RECENT ACCOMPLISHMENTS

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**CONTINUED OPTIMAL VEHICLE REPLACEMENT STRATEGY:** During FY20, OFM purchased 150 Radio Patrol Cars, 18 Medic units, 5 Engine, 2 Tiller Ladder, 9 Street Sweepers, and 26 Street Compactors with operating and capital funding.

This is inline with OFM's Optimal Vehicle Replacement Strategy to replace older and economically unfeasible vehicles and equipment with more fuel efficient and technologically advanced vehicles and equipment.



**CONTINUED TO IMPLEMENT CNG VEHICLES:** During FY20, OFM placed 2 CNG Street Compactors in service and purchased 14 more CNG Street Compactors.







**REALIZED REVENUES FROM OLD VEHICLES:** Since FY19, OFM has relinquished 1,022 vehicles and realized more than \$2.5 million in revenue.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Median age of vehicle: General Fund	4.0	3.9	4.0	4.0
Median age of vehicle: Water Fund <sup>1</sup>	4.1	3.5	4.0	4.0
Median age of vehicle: Aviation Fund <sup>2</sup>	6.7	4.0	6.0	4.0
Median age of vehicle: Citywide (years)	4.2	3.8	4.0	4.0
Median age of vehicle: Trash Compactors (years)	6.5	4.1	5.0	4.0
Median age of vehicle: Medic Units (years)	3.3	2.8	3.5	3.5
Median age of vehicle: Police Radio Patrol Cars (years) <sup>3</sup>	2.7	2.9	2.5	2.5
Median age of vehicle: Fire Apparatus (years)	11.7	8.5	10.0	7.5
Number of Police Radio Patrol cars replaced / purchased	150	150	150	175
Number of medic units replaced/purchased <sup>4</sup>	13	17	18	13
Number of trash compactors replaced/purchased <sup>5</sup>	30	5	30	30

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<sup>1</sup>FY16 to FY19, the Water Department purchased 489 new vehicles (nearly 54% of their overall vehicle inventory) with an acquisition cost of \$38.189 million. FY18 Q2 to FY19 year-end, 336 new vehicles were placed into service and 238 old vehicles were relinquished from service.

<sup>2</sup>FY16 to FY19, the Division of Aviation purchased 167 new vehicles (just over 54% of their overall vehicle inventory) with an acquisition cost of \$19.557 million. Since FY18 Q2 to FY19 year-end, 86 new vehicles were placed into service and 70 old vehicles were relinquished from service.

<sup>3</sup>OFM ordered new RPCs in FY19. These are expected to arrive in FY20 and will bring down the median age of RPCs in FY20. In FY20, OFM ordered 150 more new RPC's.

<sup>4</sup>In FY20 SLA increased from 55 to 60 and 5 additional medic unit funding is available.

<sup>5</sup>30 Compactors will be purchased during FY20



## FY21 STRATEGIC GOALS

- ▲ Continue to replace public health and safety vehicles as per the optimal vehicle replacement strategy.
- ▲ Expand the purchase of electric (EV) and alternatively fueled vehicles, including CNG vehicles.



### FY21-25 STRATEGIC INITIATIVES

OFM will continue its Optimal Vehicle Replacement Strategy, which will focus on replacing critical public health and safety vehicles belonging to Police, Fire and Street Departments. This strategy will be attained through the dedicated operating and capital vehicle acquisition funding. Implementation of this strategy will help to improve the operational efficiency of City Departments.

In the coming 5 years, OFM intends to replace numerous vehicles and equipment for various City Departments. OFM will evaluate the vehicle replacement strategy to accommodate alternatively fueled vehicles and equipment, which includes hybrid, hybrid-electric, or CNG vehicles to support the Administration's Environmental Initiatives.



# FREE LIBRARY



## PROGRAMS

ADMINISTRATION  
CUSTOMER ENGAGEMENT  
INFORMATION TECHNOLOGY AND  
DIGITAL STRATEGIES  
PROPERTY MANAGEMENT











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## MISSION

The Free Library of Philadelphia (FLP) advances literacy, guides learning, and inspires curiosity.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
<b>Class 100 - Wages</b>	38,004,616	40,633,647	40,633,647	43,433,854	43,451,433	43,464,611	43,472,731	43,472,731
<b>Class 200 - Contracts/Leases</b>	2,289,223	2,824,077	2,824,077	2,824,077	2,824,077	2,824,077	2,824,077	2,824,077
<b>Class 300/400 - Materials, Supplies, Equipment</b>	2,302,657	2,302,659	2,302,659	2,302,659	2,302,659	2,302,659	2,302,659	2,302,659
<b>Class 500 - Indemnities/ Contributions</b>	0	0	0	0	0	0	0	0
<b>Class 700 - Debt Service</b>	0	0	0	0	0	0	0	0
<b>Class 800 - Payments to Other Funds</b>	0	0	0	0	0	0	0	0
<b>Class 900 - Advances/Misc. Payments</b>	0	0	0	0	0	0	0	0
<b>Total</b>	42,596,496	45,760,383	45,760,383	48,560,590	48,578,169	48,591,347	48,599,467	48,599,467

The Free Library is one of the most widely used educational and cultural institutions in Greater Philadelphia. Each year, FLP welcomes 6 million visitors to our 54 neighborhood libraries, The Rosenbach, and millions more to [freelibrary.org](http://freelibrary.org). FLP offers 25,000 engaging and enlightening programs for all ages, circulate more than 7 million titles, and preserve hundreds of thousands of rare and unique items in our special collections, from ancient cuneiform tablets to the personal letters of Charles Dickens.

## PROGRAM 1: ADMINISTRATION

### PROGRAM DESCRIPTION

This program includes all internal activities that guide the work of the Library, such as executive and strategic planning functions, human resources, finance, and marketing.



## RECENT ACCOMPLISHMENTS

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**ELEVATED DIVERSITY AND INCLUSION:** In FY20, FLP included a significant update to its strategic plan with the addition of a fourth goal: Promote Diversity and Inclusion. This reflects work across the organization to ensure the Free Library combats bias and racism on every level: in the workplace and in our service to the public. Changes implemented as part of this goal include establishing two committees that guide the work via oversight, research, and recommendations for policy change; exploring new recruitment and hiring approaches with the support of OHR; and hiring a consultant to conduct a culture assessment and recommend training supports.



**EXPANDED HIRING:** Hired and oriented 165 people, 42 employees earned enhanced status (moving from part-time to full-time, from temporary to permanent, or via a promotion), with additional vacancies to be filled by the third quarter of the fiscal year. These hires cement the Library's ability to provide consistent, excellent library service to the public.



**ELIMINATED FINES:** The FLP Board of Trustees voted on December 11 to eliminate library fines. A growing trend for public libraries, this change will eradicate a significant barrier for residents, particularly those of minority and low-income demographic groups, and is expected to drive residents back to the library and increase circulation. Other jurisdictions that have eliminated fines have not seen reductions in returns. This change went live on February 14, 2020.



**BROADENED STAFF DEVELOPMENT OPPORTUNITIES:** Encouraged innovative thinking and broadened its methods of offering professional development and staff by building the community-engagement capacity of staff through Community-Centered Librarianship, a multi-year grant-funded program from the Institute of Museum and Library Services. FLP offered ongoing mentorship through cohort programs for new and seasoned staff and established the Diversity and Inclusion Steering Committee, a staff-led group that will guide policy change for the new strategic plan goal.







**SUPPORTED EARLY CHILDHOOD LITERACY:** FLP's Literacy in Early Learning Spaces (LiELS), which strengthens the early literacy and language development environments for children ages birth – 5 years in child care programs, supported more than 200 child-care teachers with 30 professional development sessions and 4,000 hours of one-on-one classroom literacy coaching; distributed materials, furniture, and over 5,500 books to create brand-new classroom libraries; and hosted 52 Family Engagement events.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Social media usage: Facebook, Twitter, Instagram, YouTube <sup>1</sup>	77,006	80,340	85,000	89,000
Departmental MWDSBE participation rate <sup>2</sup>	39%	N/A	40%	40%
Percentage of staff completing Customer Service training <sup>3</sup>	N/A	N/A	100.0%	100.0%
Percentage of staff completing two sessions of Diversity, Equity, and Inclusion training <sup>4</sup>	N/A	22.0%	100.0%	25.0%

<sup>1</sup>This is a point-in-time measure.

<sup>2</sup>This is an annual measure as contracts are conformed throughout the year, and the rate may vary across quarters, depending on the value of contracts conformed to-date.

<sup>3</sup>The Free Library is proceeding with a Request for Proposal (RFP), with a contract start date anticipated for FY21.

<sup>4</sup>This is a cumulative measure. Once the initial push for training is completed by the end of FY20, the Free Library plans to provide continuous training on a four-year cycle, training 25% of the staff every year.

## FY21 STRATEGIC GOALS

- ▲ Instill diverse and inclusive practices and procedures at all levels of the organization.
- ▲ Further grow professional development and training curriculums with a focus on customer service.
- ▲ Encourage staff to experiment, explore, and challenge the status quo.





## FY21-25 STRATEGIC INITIATIVES

Over the next five years, the Library will institute new recruitment opportunities and policy changes that promote a diverse and inclusive workforce, including hiring a Diversity and Inclusion Officer and engaging an outside consultant to guide its efforts. Additionally, FLP will strengthen its broad and thorough strategies to build a culture of literacy in Philadelphia, including additional support of Read by 4th and the launch of the new Languages and Learning Center; solicit

customer ideas for library innovations in order to best meet the needs of the public; and embrace creativity and innovation by supporting staff-led ideas and refreshing policies and procedures that need retooling, such as the library card registration process, staffing models, and professional development structures, the revamping of which will ensure that the Library is adapting to 21st century needs of the public and offering an exceptional customer experience.

## PROGRAM 2: CUSTOMER ENGAGEMENT

### PROGRAM DESCRIPTION

This program encompasses the services that deal directly with the public, such as administration of the Parkway Central Library, the neighborhood libraries, the Library for the Blind, The Literacy Enrichment After-School Program (LEAP), and Summer Reading. Additionally, this program includes the Division of Cultural and Civic Engagement, which oversees adult and family programming around cultural and civic issues, and the unit that orders library materials.

### RECENT ACCOMPLISHMENTS



#### **OPENED THE NEW HEIM CENTER FOR CULTURAL AND CIVIC ENGAGEMENT:**

The Free Library's Division of Cultural and Civic Engagement (DCCE) oversaw the successful opening of the new Heim Center for Cultural and Civic Engagement at Parkway Central in April 2019. Within its first six months, the Center hosted more than 500 meetings, programs, and events.





**INCREASED PROGRAM ATTENDANCE:** Overall program attendance increased nearly 17% in FY19 due to intensified efforts to offer engaging and responsive programs in all library locations. Initiatives such as One Book One Philadelphia, Black History Month, LGBTQ+ Pride Month, Immigrant Heritage Month, Author Events, exhibitions, and other neighborhood library programs saw record public engagement.



**OFFERED NEW EXPERIENCES TO PHILADELPHIANS:** The Library is inspiring curiosity by expanding its unique lending collection to give residents free access to life-changing experiences with their library cards through the Experience Pass. This program is designed for Philadelphia residents only and seeks to increase access to the city's events and programs for people who might not otherwise attend.



**EXPANDED EDUCATIONAL LITERACY PROGRAMMING:** This past summer, the Free Library expanded its work of supporting summer reading and learning by being a partner with the Mayor's Office of Education, Parks and Recreation, Police Athletic League, and Fab Youth Philly. Programming was offered at 10 Play Streets, and an on-street Book Box was set up for children and families to provide access to those who are not regular library users, thus helping them avoid the summer slide.



**EXPANDED LITERACY PROGRAMS:** Literacy Lab is a weekly small-group literacy instruction program for students in 1st to 3rd grade who struggle to read on grade level. This school year the program is offered in an additional library, bringing the total to 10 libraries across the City, seeing an attendance of 600 students between October and December 2019. FLP also partnered with Mighty Writers to provide a one-day writing extravaganza at every location for students to celebrate Mighty Fest, a weekend-long literacy festival. Students wrote and drew their own comic books, which helps to build writing and thinking skills and creativity.





**RESIDENT HOLDING LIBRARY CARD**



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
In-person visits	4,915,649	2,547,884	5,100,000	5,200,000
Percentage of Philadelphians who have Library cards <sup>1</sup>	N/A	47.4%	50.0%	55.0%
Preschool Program Attendance <sup>2</sup>	130,539	67,392	132,000	134,000
Children's Program Attendance	322,209	143,957	324,000	326,000
Teen Program Attendance <sup>3</sup>	68,992	41,759	70,000	72,000
Adult Program Attendance	222,408	145,730	224,000	227,000
Senior Program Attendance	15,512	13,940	16,000	17,000
Hours of service	107,766	55,236	122,000	124,900
Program attendance <sup>4</sup>	759,660	412,778	766,000	776,000
Circulation Count (collection use statistics) <sup>5</sup>	5,853,240	2,978,260	5,800,000	5,900,000

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<sup>1</sup>This is a new measure for FY20 so prior year data is unavailable. This calculates the number of unexpired cards with a Philadelphia address divided by the current population of Philadelphia. Library cards are purged after seven years of inactivity and active cards are those that have been used within the last three years.

<sup>2</sup>Program attendance reflects the day-to-day activities of library staff to engage community residents in life-long learning.

<sup>3</sup>The Free Library expects higher attendance than prior years with the opening of the Teen Center in Parkway Central.

<sup>4</sup>Program attendance reflects the day-to-day activities of library staff to engage community residents in life-long learning. This is a roll-up of preschool, children, teen, adult, and senior program attendance.

<sup>5</sup>This measure includes hard copy and eBook circulation; the number of holds that people place on titles, both in print and electronic format; and electronic database usage.



## FY21 STRATEGIC GOALS

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- ▲ Expand hours in the neighborhood libraries to six days year-round so that in FY21 all neighborhood libraries will be open year-round for the first time since 2015.
- ▲ Further activate neighborhood libraries with adult enrichment and civic programs that respond directly to community needs and interests.



### FY21-25 STRATEGIC INITIATIVES

The Free Library's efforts to ensure a complete count in Philadelphia for Census 2020 will include numerous trainings for staff and the public, census job fairs, Census Action Days, a multilingual public information campaign, and digital access initiatives, especially in hard-to-count neighborhoods. Over the next two years, the Free Library will expand programs

that promote civic dialogue about public issues, both in neighborhood libraries and, through digital connection, with Pennsylvanians in other libraries around the state. Additional plans include major expansion of the Library's exhibitions, developing civic technology programs, and further investment in cultural programs in neighborhood libraries.

## PROGRAM 3: INFORMATION TECHNOLOGY AND DIGITAL

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### PROGRAM DESCRIPTION

All traditional information technology functions, including maintenance of FLP computer systems (hardware and software), the website, and digital and network services, fall under this program. In addition, this program includes the Collection Care department, which repairs and maintains physical materials and handles digitization.



## RECENT ACCOMPLISHMENTS



**DIGITAL LITERACY:** Refined the Digital Resource Specialist hiring process to ensure candidates are equipped to serve the diverse technological needs of the communities they serve while completing a suite of classes for public technology programming. These tools, in addition to databases guides, have been made available to the entire FLP community. The FLP also concluded contracts for a new Hot Spot location in Kensington to open in March of 2020.



**INFRASTRUCTURE:** Upgraded the FLP domain and supporting infrastructure as part of IT's ongoing efforts to improve network security and overall performance.







**INNOVATION:** Procured, installed, and configured all servers and software that will support public PCs through Virtual Desktop Infrastructure (VDI). This initiative will make it possible for the FLP to quickly deploy public-use software requested by neighborhood library staff. The initial pilot program is tracking to launch 01/20.



**CUSTOMER EXPERIENCE:** Migrated public PCs from Windows 7 to Windows 10 operating system to ensure high PC performance as well as better address potential security threats.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY20 TARGET
Virtual visits via FLP website	6,699,580	3,320,810	6,700,000	6,750,000
Digital access <sup>1</sup>	3,975,901	2,049,632	4,000,000	4,200,000

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<sup>1</sup>This measure includes digital reach and activities, including Wi-Fi usage, eBook circulation, electronic resource/database use, and public PC use. This measure counts every login.



## FY21 STRATEGIC GOALS

- ▲ Upon completion of the FY20 VDI pilot, public PCs with VDI will be deployed across the FLP system in FY21. This initiative will significantly improve FLP's ability to efficiently and securely manage public PCs throughout the organization.
- ▲ To improve the effectiveness of material lending services, cloud-based data analysis tools will be introduced and made available to organizational decision makers. The services will enable report generation and strategic trend analysis.



### FY21-25 STRATEGIC INITIATIVES

In the coming years, the Library will work to further enhance the effectiveness of its programs and services by introducing web-based tools that support the identification of strategic trends and assist with system-wide, data-driven management. The tools will help link unconnected, stand-alone data to better monitor the “organizational heartbeat” without introducing significant levels of operational change.

As noted, hardware systems will be improved with the system-wide

deployment of Virtual Desktop Infrastructure, an innovative technology that reduces the time needed to meet software and hardware requests and upgrades in the neighborhood libraries. Patrons will be able to access the digital resources they need in days, as opposed to weeks or months. Additionally, on an increasing basis, library materials will use RFID tagging, a more efficient and trackable technology that improves customer experience.



## PROGRAM 4: PROPERTY MANAGEMENT

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### PROGRAM DESCRIPTION

This program is responsible for building maintenance, security, and custodial services for the Free Library's 54 facilities.

### RECENT ACCOMPLISHMENTS

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**COMPLETED THE CENTRAL STACKS PROJECT:** Completed the Parkway Central renovation of six floors of metal shelving into 41,000 square feet of publicly accessible space. The \$35 million project is now open to the public and includes a Teen Center, the Business Resource and Innovation Center, and the Heim Center for Cultural and Civic Engagement.



**MOVED FORWARD WITH BRANCH IMPROVEMENTS:** Moved forward in planning for capital upgrades for a number of branches, including: the design of the Philadelphia City Institute (PCI) lift; design of electrical, lighting, and finishes for Roxborough; initial planning for the renovation of Overbrook Park; creation of a project management plan for Frankford; and obtainment of both private and City capital funding for Fox Chase, Overbrook Park, Frankford, and Kensington.



**COMPLETED SEVERAL CAPITAL IMPROVEMENTS:** Projects included 13 AC replacements, two roof replacements, four plumbing repairs, two flooring projects, and 53 new burglar and fire alarm system replacements.



**IMPLEMENTED NEW SECURITY FEATURES:** Implemented a new and more secure method of entering libraries by issuing a PIN to each employee responsible for opening or closing a facility. This entailed designing a system to maintain approximately 500 secure codes that change dynamically throughout the year.







**INCREASED CAPACITY FOR PROJECT MANAGEMENT:** Negotiated and executed a new position, a Design and Construction Project Manager, and created a five-year capital plan for all neighborhood libraries maintain approximately 500 secure codes that change dynamically throughout the year.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Building Service Requests (totals) <sup>1</sup>	3,068	1,763	4,000	3,500
Median turnaround time (days to completion) for building service requests	18.0	11.4	15.0	14.0
Number of events supported by property management <sup>2</sup>	4,394	3,431	4,500	5,500

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<sup>1</sup>This is a measure of internal maintenance. Building services requests (BSR) numbers were down due to a change in how BSR data was entered mainly because of a change in our primary and secondary data entry staff. FLP is in the process of retraining staff and revising data entry methods and procedures.

<sup>2</sup>This includes custodial work and security support for events (mainly at Parkway Central), such as weddings and the use of the kitchen. Reimbursements for this purpose go from the Foundation to the General Fund. There is seasonality to this measure: Q3 is expected to be slower than both Q1 and Q2, as fewer events take place on the fourth-floor terrace in the winter.

## FY21 STRATEGIC GOALS

- ▲ Expand capacity of super sorter to improve shipping and delivery times.
- ▲ Develop strategies and budget to correct ADA issues in libraries.
- ▲ Deploy Municipal Guard Supervisors to all nine library cluster areas.





## FY21-25 STRATEGIC INITIATIVES

Over the next five years, Property Management will focus on managing several major branch renovation projects, including Frankford (major renovation involving design in FY21 and construction in FY22); the Philadelphia City Institute lift installation project; major renovations of the Ramonita G de Rodriguez roof, HVAC, flooring, and restrooms; Overbrook Park masonry restoration and new roof; and Rebuild improvements and assessments at 12 other libraries (Fishtown, Nicetown, Lawncrest, West Oak Lane, Haverford, Wynnefield, Richmond, CB Moore, Blanche Nixon/Cobbs Creek, Paschalville, Kingsessing, and McPherson). Additionally, Property Management will oversee the acquisition and installation process of a major upgrade to the

materials sorting system at the Regional Operation Center, the upgrade of which will nearly double the Library's capacity, resulting in faster turn-around times for patron requests and more efficient circulation to neighborhood libraries. The Library will participate in the citywide ADA working committee to identify ADA issues in 52 libraries and develop a strategy to address the identified issues over the next several fiscal years. The Library will also create a new management position to supervise all cluster-based municipal guard supervisors and consolidate municipal guards into one group under Property Management, improving security, custodial, and maintenance services in all neighborhood libraries.



# HOMELESS SERVICES

## PROGRAMS

**INFRASTRUCTURE AND ADMINISTRATIVE SERVICES**

**HOMELESS PREVENTION AND DIVERSION  
EMERGENCY AND TEMPORARY HOUSING  
PERMANENT HOUSING**



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## MISSION









The mission of Philadelphia's Office of Homeless Services (OHS) is to provide the leadership, coordination, planning, and mobilization of resources to make homelessness rare, brief, and non-recurring in the city.

Philadelphia's homeless services system is comprised of over 60 homeless housing and service providers, local, state, and federal governmental entities. OHS also leads collaboration with the business, civic, and hospitality sectors through Shared Public Spaces, the Kenney Administration's initiative to generate compassionate, effective solutions to homelessness and panhandling in Philadelphia.

The system provides homelessness prevention and diversion services to those facing eviction and/or imminent homelessness, emergency, temporary, and long-term housing to Philadelphians experiencing homelessness. Our overarching goal is for Philadelphians, no matter how poor, to have the safety and security of a place to live. Housed people are not homeless.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	9,056,465	9,545,748	9,565,192	9,705,823	9,705,823	9,705,823	9,705,823	9,705,823
Class 200 - Contracts/Leases	47,319,839	50,023,423	50,879,286	50,719,674	344,127	344,127	344,127	344,127
Class 300/400 - Materials, Supplies, Equipment	336,903	344,127	344,127	344,127	344,127	344,127	344,127	344,127
Class 500 - Indemnities/ Contributions	56,382	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	56,769,589	59,945,719	60,821,026	60,802,045	59,269,144	59,936,417	59,553,697	59,553,697

## PROGRAM 1: INFRASTRUCTURE AND ADMINISTRATIVE SERVICES

### PROGRAM DESCRIPTION

The Infrastructure and Administrative Services Program has two divisions that support all service delivery.

- ▲ Policy, Planning and Performance (P3): includes strategic planning, performance management, training, grants management, data quality, and reporting.
- ▲ Administrative Services: responsible for facilities, asset management, contracts, finance, human resources, and information technology.



## RECENT ACCOMPLISHMENTS







**POLICY, PLANNING AND PERFORMANCE (P3):** Awarded over \$40 million of grants, of which more than half are competitive, from the U.S. Department of Housing and Urban Development (HUD), Pennsylvania Housing Finance Agency (PHFA), and Federal Home Loan Bank of Pittsburgh (FHLB), to augment and expand programs. P3 also transformed the City's system from "first-come, first-served" to an assessment-based referral and matching approach, which employs a fair and transparent process to link people with the most appropriate housing available and prioritize the most vulnerable people first. OHS established a new leadership structure to implement the department's strategic plan, which integrates input from people with lived experience, service providers, youth, and business stakeholders.



**ADMINISTRATIVE SERVICES:** Launched the first-ever OHS Facilities Strategic Plan, to provide systematic analysis to evaluate standard practices within its shelter system for leasing, utilities, maintenance, etc. in order to drive greater the most efficient and mission-supportive total cost of occupancy (TCO). Administrative Services executed 140 contracts, including standardizing scopes and addressing cash flow issues. Moved Roosevelt Darby intake site, which handles over 400 walk-ins a month, from 802 to 804 North Broad, which is a more hospitable environment.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Data Quality: Number of key data elements in the Homeless Management Information System (HMIS) that meet the completeness threshold <sup>1</sup>	12 OF 16 DATA ELEMENTS	N/A	11 OF 16 DATA ELEMENTS	14 OF 16 DATA ELEMENTS

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<sup>1</sup>Completeness Threshold: Less than 10% error rate for each data element. This is a cumulative measure and is reported on an annual basis. Data quality has improved due to the efforts of the OHS performance management team, who monitor data quality, and the expansion of OHS's training team.



## FY21 STRATEGIC GOALS

- ▲ **POLICY, PLANNING AND PERFORMANCE (P3):** Continue to execute the five-year strategic plan, Roadmap to Homes, expand focus on employment, quality, additional housing opportunities, communication, and cross-system coordination. Continue to improve data quality and participation levels in the Homeless Management Information System (HMIS) to compete more effectively for HUD dollars.
- ▲ **ADMINISTRATIVE SERVICES:** Introduce digital tools to streamline contract conformance, invoicing, and project management. Complete and implement the Facilities Strategic Plan.



### FY21-25 STRATEGIC INITIATIVES

Building on the progress made over the past four years, P3 intends to even more aggressively focus on system-wide transformation to promote efficiency. The Unit's focus will be on data quality, training providers on the proper use of HMIS, and working with the HUD Alignment Committee and Commission of Providers to develop an administrative report for providers to track spending, ensure cost effectiveness and minimize underspending to provide a transparent and inclusive quality improvement process supported by training.

Likewise, Administrative Services will focus on efficiency by streamlining the contracts process for the 140 or so contracts OHS enters into annually and building digital systems for sound project management. Over the next several years, Administrative Services plans to improve the quality and energy efficiency of buildings, as well as completing and implementing our facilities' strategic plan.



## PROGRAM 2: HOMELESSNESS PREVENTION AND DIVERSION

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### PROGRAM DESCRIPTION

Located at OHS homeless access points, which were called intake, this program focuses on assisting Philadelphians facing eviction and/or imminent homelessness get access to services. Often, this leads to small grants to prevent eviction or enable the household to move into a new unit.

The work done in prevention is critical, not just to help vulnerable people but also because it saves taxpayer resources. OHS estimates that for every \$1 spent on prevention, it avoids \$3 emergency housing (shelter) costs. Since 2016, over 3,000 households were kept out of shelter and in homes.

When OHS reviewed data in a two-year lookback, no household helped through prevention had entered the local shelter system.

### RECENT ACCOMPLISHMENTS

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**INCREASED HOMELESSNESS PREVENTION SERVICES:** Assisted 1,362 households - 4,378 people - in FY19, addressing unprecedented demand with the number of people seeking homelessness prevention services, more than doubling from FY17 to FY19 with over 7,000 visits.



**HIRED BILINGUAL MOBILE HOMELESS ASSESSORS:** Expanded services to the Hispanic immigrant and refugee communities by hiring Bilingual Mobile Homeless Assessors and located additional prevention services in the community to make them more accessible.



**NEW PARTNERSHIPS:** Selected innovative homeless prevention proposals using new General Fund dollars, including a partnership targeting families with elementary school-aged children in the West Philadelphia Promise Zone Neighborhood.



**CONDUCTED SERVICE DAYS:** Conducted over 100 “service days” to address pop up encampments throughout the City. Service days are encampment clean-ups that involve several departments working together to offer services, clean up the site, and ensure everyone’s safety.









**LAUNCHED SAME DAY PAY PROGRAM:** Launched Same Day Pay program, which provides the opportunity for people to work 3-4 hours a day without ID or drug testing and get paid \$50. It is an “on-ramp” program to temporary staffing that provides short-term, barrier-free employment or “work first” with wrap-around services to help people re-enter the workforce.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of households provided homeless prevention assistance <sup>1</sup>	1,225	676	800	450

<sup>1</sup>This figure measures the number of households provided Homeless Prevention assistance. “Household” means individual and/or family. Annual targets are based on funding awarded through the Housing Trust Fund and Community Services Block Grant (CSBG). OHS’s annual target assumes \$2,011 of assistance per household. Often, households require less assistance, and OHS is able to serve more households. The number might vary, based on level of need.

## FY21 STRATEGIC GOALS

- ▲ Decrease the number of new households entering homelessness by prioritizing homelessness prevention and diversion over shelter.
- ▲ Replicate New York City’s “Home Base” assessment program – a successful community-based prevention model – and deploy a suite of prevention services through new provider network to increase the number of households to avoid shelter placement.
- ▲ Enhance prevention services’ data collection to differentiate between eviction and homelessness prevention.
- ▲ Implement recommendations from the PHL Participatory Design Lab project to improve the participant experience at when accessing services. The goal is to make access to services easier to obtain, and more trauma-informed, culturally sensitive, and convenient.



- ▲ Identify sources of “inflow” into homelessness from hospitals, corrections, child welfare, and other systems; work collaboratively on solutions to prevent people from falling into homelessness.
- ▲ Continue to expand access to homeless assistance services for underserved and/or hard to reach populations.



## FY21-25 STRATEGIC INITIATIVES

While Prevention and Diversion has made tremendous progress helping Philadelphia’s most vulnerable, this year, the number of people seeking services has more than doubled. Local advocacy, developments like right-to-counsel, and news attention on evictions in Philadelphia are likely contributing to this rise. OHS hopes to build on progress of the past few years and increase its capacity so it can help even more people and prevent the trauma of homelessness in the first place.

While the work done with the PHL Participatory Design Lab to make OHS’ spaces inviting, warm, accessible, and trauma-informed is technically over, the real work has just started by way of bringing those plans to life through facilities enhancements and improvements over time. A strategic initiative over the next several years is to fully implement those plans in the entire system.

## PROGRAM 3: EMERGENCY AND TEMPORARY HOUSING

### PROGRAM DESCRIPTION

Emergency and Temporary Housing reflects what people typically think of when they think of the homeless services system. It meets the immediate and short-term housing needs of people experiencing homelessness by providing shelter and transitional housing beds.



## RECENT ACCOMPLISHMENTS

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**REDUCED LENGTH OF STAYS IN SHELTER:** Reduced length of stays in shelter from an average of 196 days in FY17 to 143 in FY19; increased the percentage of people leaving for a permanent destination from 18% in FY17 to 32% in FY19.



**REDUCED KENSINGTON'S STREET POPULATION:** Reduced Kensington's street population by about 200 people, from about 700 to 500 nightly between the summers of 2018 and 2019. Successfully worked with other City stakeholders to close all major homeless encampments in Kensington, using the nationally recognized Encampment Resolution Pilot that leads with services and sets a deadline for camp closure.



**NEW SHELTER:** Established a new shelter on the Girard Wellness campus to help address opioid related homelessness.



**ADDED BEDS TO THE WINTER INITIATIVE:** Added 100 beds in FY20 to the Winter Initiative, a temporary activation from November to March to ensure that Philadelphia's most vulnerable are kept safe from the life-threatening winter weather. This brings the total Winter Initiative beds to 400, with another 200 placements available during the most dangerous conditions, called Code Blue.







**SIGNED BEACON HOUSE LEASE:** Signed Beacon House lease, which puts OHS on track to move provider Prevention Point off Kensington Avenue and onto a nearby medical campus at Temple Episcopal Hospital. This has the dual benefit of freeing a large, ground floor retail space and relieving pressure on Kensington Avenue, a neighborhood commercial corridor, along with helping those affected by opioid related homelessness by creating an additional 20 beds with 24-hour services in an environment that communicates the public health aspect of America's nationwide opioid crisis.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of exits to permanent housing destinations from shelter and transitional housing programs	36.0%	35.0%	35.0%	40.0%
Median length of stay in shelter, transitional, and safe haven programs <sup>1</sup>	131	99	158	130

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<sup>1</sup>The median length of stay in all crisis and transitional housing projects continues to decrease since FY18. The most significant decrease was in Emergency Shelters, which serves the largest population out of these three project types.

### FY21 STRATEGIC GOALS

- ▲ Continue the successful work to reduce the street population in Kensington.
- ▲ Increase the number of people leaving shelter to stable housing situations, including testing innovative housing approaches; provide housing focused training and tools for shelter providers.
- ▲ Connect young children in shelter with high-quality Early Childhood Education opportunities through continuation of the Building Early Learning Links (BELL) project that is privately funded but benefits children and families in homeless assistance programs.
- ▲ Collaborate to close gaps in programming for young adults experiencing homelessness, including those attending college.





## FY21-25 STRATEGIC INITIATIVES

In collaboration with service providers, OHS will continue to operate low-barrier shelter programs that are welcoming and life-saving to people living outdoors, and others experiencing trauma and crisis.

OHS will continue to develop and hone homelessness prevention and eviction prevention strategies and partners to be as effective and cost-effective as possible. Data will guide us in assessing system and program performance, as well as uncovering emerging gaps and needs.

## PROGRAM 4: PERMANENT HOUSING

### PROGRAM DESCRIPTION

Long-term safe, affordable and accessible housing with services is how homelessness is resolved. Through our long-term housing programs, OHS brings people experiencing homelessness together with homes that are either naturally occurring, like those with family, friends, or roommates, and those related to publicly subsidized programs.

For some it is moving in with friends or family. For people leaving shelter, this has the lowest success rate. That's because the underlying cause is lack of income and the high cost of housing. For other families, a short-term subsidy, debt elimination and housing case management help people get a fresh start. This approach is called Rapid Rehousing which is about 85% effective in preventing a return to homelessness.

For those with significant disabilities and severely constrained earning power, combined with chronic homelessness, a long-term subsidy is needed with wrap-around services. This is Supportive Housing which has a 90 percent success rate. In this instance, "success" means the person in the program doesn't return to homelessness.

Riverview Home is a personal care facility providing services to adults who need help with the activities of daily living, like cooking and cleaning, but who are not appropriate for a nursing home.



## RECENT ACCOMPLISHMENTS

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**WORK WITH RAPID REHOUSING AND PERMANENT SUPPORTIVE HOUSING:**

Provided 845 homeless households with Rapid Rehousing and Permanent Supporting Housing in FY19.



**INCREASED PHILADELPHIA'S SUPPLY OF SUPPORTIVE HOUSING:**

Increased Philadelphia's supply of Supportive Housing by 225 units using General Funds in association with the Philadelphia Resilience Project, providing homes to those most in need and targeting opioid-related homelessness.



**INCREASED ENGAGEMENT WITH LANDLORDS:** Engaged 40 new landlords to work with OHS.



**PARTNERSHIP WITH DBHIDS AND PHA:**

Piloting innovative partnership with DBHIDS and PHA in which 25 PHA scattered site units were rehabbed by the City and leased to homeless households through OHS's Supportive Housing Clearinghouse. The participants get permanent affordability as PHA tenants, paying 30% of their income for rent.



**BEGAN TO PILOT "SHARE PLACE":**

Collaborated with DBHIDS and DHCD to begin to pilot "Share Place," a new model in which unrelated adults live as roommates to make their housing affordable with tenant and landlord support services provided. It will include two PHA buildings that Community College is rehabbing and making available to students who get free tuition under the new state law for foster children.







**GREW OCCUPANCY AT RIVERVIEW PERSONAL CARE HOME:**

Grew occupancy at Riverview Personal Care home to 62 residents in FY19 up from annual average of 51 people.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of households provided rapid rehousing assistance to end their homelessness <sup>1</sup>	388	284	425	450
'Percent of households who return to homelessness within two years after exiting to a permanent housing destination <sup>2</sup>	15.0%	N/A	8%	10%
Number of households placed into all types of permanent housing, including permanent supportive housing and rapid rehousing <sup>3</sup>	845	490	875	900

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<sup>1</sup>This figure measures the Office of Homeless Services' Rapid Rehousing units. Totals vary across quarters, and the pace toward the year-end goal depends administratively on grant timing, contracting, referrals, and time it takes for households to locate and move into a housing unit in the community. OHS is still seeing an 85% success rate in preventing a return to homelessness with a 2-year look-back. The Rapid Rehousing Strategy combined with increased homelessness prevention has contributed to an overall decline in the number of homeless families.

<sup>2</sup>This is an annual measure. The 8% target was based the performance from previous years, but due to the amount of data collected since that target was established, the 15% reported for FY19 is most likely a more accurate depiction of this measure.

<sup>3</sup>Note that it can be difficult to meet this measure due to the 97% retention rate for participants in PSH.

### FY21 STRATEGIC GOALS

- ▲ Expand the supply of affordable housing options to reduce the number of people who are unsheltered.
- ▲ Implement Share Place, a shared housing pilot in collaboration with the Philadelphia Housing Authority, Department of Behavioral Health and Intellectual Disability Services (DBHIDS), and the Community College of Philadelphia.
- ▲ Refine and enhance "Move On" strategies for people who have stabilized. HUD defines a "Move On" strategy as how participants who no longer require intensive services move from supportive housing to less costly and service rich affordable options.



## **FY21-25 STRATEGIC INITIATIVES**

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The core strategic initiative of the Long-Term Housing unit within OHS reflects the goal in the agency's five-year strategic plan, Roadmap to Homes, to meet current demand and anticipate future demand. Thanks to the support of the Mayor and City Council, OHS added 225 General Fund supportive housing units.

The Department will continue cultivating public-private partnerships, like Shared Public Spaces. This partnership helped spur PHLCares, a new donor-advised fund managed by Philadelphia's business and hospitality leaders, which raises funds specifically for Supportive Housing to address Chronic Street Homelessness.

OHS will also continue to forge innovative partnerships with PHA, the Department of Planning and Development, DBHIDS, and state entities to expand the supply of affordable homes to help more Philadelphians end their experience of homelessness.



# HUMAN RELATIONS



## PROGRAMS

### HUMAN RELATIONS



#### DEPARTMENT PAGE

PHILA.GOV/DEPARTMENTS/  
PHILADELPHIA-COMMISSION-ON-  
HUMAN-RELATIONS/

## MISSION









The Philadelphia Commission on Human Relations (PCHR) is the City's official civil rights agency. The PCHR enforces an important set of laws that prevent discrimination and promote equality. Specifically, the PCHR works to: enforce anti-discrimination laws, especially the City's Fair Practices Ordinance; administer the "Fair Chance Hiring" law that prevents discrimination against people with criminal records; investigate complaints of discrimination and violations of civil rights laws; resolve community conflicts through dialogue and other dispute resolution methods; and educate the public on their legal rights and responsibilities. This work is led by a nine-member commission appointed by the Mayor that decides disputed complaints and conducts hearings to educate and inform the public. PCHR works to make sure that everyone in Philadelphia has equal rights and opportunities.

Since 1993, PCHR has also 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. A five-member Commission holds multiple hearings two days per week to address tenant concerns of unfair rental practice by landlords.



Since April 2019, the Fair Housing Commission has enforced the “Good Cause” law that requires landlords to give a “good cause” reason for terminating or not renewing a lease with tenants who have lease terms of less than one year. The Fair Housing Commission works with other City agencies to enforce The Philadelphia Code.

## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	2,071,428	2,323,714	2,338,714	2,482,401	2,482,401	2,482,401	2,482,401	2,482,401
Class 200 - Contracts/Leases	33,162	34,657	34,657	34,657	34,657	34,657	34,657	34,657
Class 300/400 - Materials, Supplies, Equipment	22,666	28,031	28,031	28,031	28,031	28,031	28,031	28,031
Class 500 - Indemnities/ Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances/Misc. Payments	0	0	0	0	0	0	0	0
Total	2,127,256	2,386,402	2,401,402	2,545,089	2,545,089	2,545,089	2,545,089	2,545,089

## PROGRAM 1: HUMAN RELATIONS

### RECENT ACCOMPLISHMENTS



**EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (EEOC):** PCHR has a work-sharing agreement with the federal Equal Employment Opportunity Commission (EEOC). In Federal FY19, PCHR’s Compliance Unit investigated and closed 120 cases, generating \$98,700 from the EEOC. The Compliance Unit also operates a Discrimination Mediation Program with support from volunteer lawyers who are trained in mediation. In FY19, 71 cases were resolved by mediation, settlement or conciliation and the total recovery was just under \$493,000 for complainants. From July through December 2019, PCHR has resolved 38 cases by these means with a recovery of \$278,000.





**CASHLESS RETAIL PROHIBITION ORDINANCE:** In FY20, PCHR was tasked with establishing regulations for the enforcement of the new Cashless Retail Prohibition Ordinance, which prohibits retail establishments from refusing to accept cash as a form of payment. In September 2019, PCHR held a public hearing on its proposed regulation and produced a report with its findings and determinations. PCHR's final Regulation No. 8 was approved on September 20 and enforcement of the ordinance and regulation began October 1, 2019.



**COMMUNITY RELATIONS DIVISION (CRD):** PCHR's Community Relations Division (CRD) resolves neighborhood disputes through a variety of conflict resolution and mediation services and engages people of different backgrounds to promote intergroup harmony. The CRD also conducts skills-building workshops and serves as the general educational arm of the PCHR. In FY20, CRD created a Good Neighbor Guide for distribution that includes tips, conflict resolution techniques, and resources to help build relationships and maintain a good quality of life for City residents.



**COMMUNITY DIALOGUE AND INVOLVEMENT:** As part of the PCHR's Changing Neighborhood Project, the CRD continued facilitating dialogue through the Breaking Bread, Breaking Barriers 2.0 project. The initiative brings together diverse communities in the City through food and dialogue to cultivate relations beyond cultural differences and strengthen community involvement. Sessions were held in five different parks in 2019 and brought together groups such as the Italian American, African American, Mexican American and Cambodian American communities in Franklin Delano Roosevelt (FDR) Park. These sessions along with ongoing prevention work are essential to combat the rise in hate and bias incidents occurring in the city.

Breaking Bread, Breaking Barriers is a program that seeks to bring together different communities together for a meal and conversation in a common space. The program is a collaboration between the Penn Project for Civic Engagement, Reading Terminal Market, Vetri Foundation, the Human Relations Commission, and Fairmount Park Conservancy.









**GOOD CAUSE EVICTION BILL:** In January 2019, the Mayor signed the Good Cause Eviction Bill that has been enforced by the Fair Housing Commission (FHC) since April 23, 2019. For leases less than one year, the law prevents an owner or landlord from issuing a lease termination notice without first showing a “good cause” reason. This is the most significant amendment to the Fair Housing Ordinance since 1962 and has led to a further increase in the FHC caseload. In FY17 the FHC handled 301 cases, in FY18 386, in FY19 404 and it is projected the number will be at least 450 in FY20.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Discrimination cases investigated <sup>1</sup>	190	100	130	150
Ban the Box cases investigated <sup>2</sup>	48	0	50	50
Neighbor disputes investigated	287	139	340	350
Intergroup conflict cases investigated	68	53	60	70
Prevention/education activities <sup>3</sup>	191	129	188	200
Fair Housing Commission number of cases	404	199	400	450

<sup>1</sup>This target is set to reflect the number in PCHR’s contract with the EEOC. This contract runs over the course of the Federal Fiscal Year (10/1-9/30). In Federal FY19, PCHR investigated 120 cases, the amount listed in our contract. PCHR will request an upward modification of our contract from the EEOC when permitted around May 2020.

<sup>2</sup>PCHR has not been receiving many new cases through its intake. PCHR will conduct increased outreach in the second half of FY20 to ensure that people know to file complaints with the PCHR if needed.

<sup>3</sup>These activities include attending or organizing outreach events and activities; conducting information sessions and skills workshops for community stakeholders (i.e. informing community about PCHR and city ordinances, conducting workshops on conflict resolution, connecting people to resources); and organizing community dialogue.



## FY21 STRATEGIC GOALS

- ▲ Begin enforcing compliance with regulations and model policies via public engagement to implement the City's new law requiring all organizations serving youth to adopt policies for non-discriminatory treatment of transgender and gender nonconforming youth.
- ▲ Increase proactive enforcement of the City's anti-discrimination and Fair Chance Hiring laws, including targeted outreach to employers, housing providers, and places of public accommodations.
- ▲ Develop and launch "Neighborhood Ambassador" and "Youth Leader" programs to train community members on the work of the PCHR and how to build interdisciplinary community partnerships to create stronger neighborhoods and combat the increase in bias incidents and hate crimes.
- ▲ Expand community visibility, outreach, and trainings/workshops on Know Your Rights and Responsibilities, conflict resolution, communication, bias awareness, and unfair rental practices.
- ▲ Create new internal systems to handle the increased volume of cases, including the creation and launch of a new pre-hearing mediation program. FHC also will promulgate regulations for the Fair Housing Ordinance.



### FY21-25 STRATEGIC INITIATIVES

Over the next five years, PCHR will expand proactive enforcement of the City's anti-discrimination and Fair Chance Hiring laws.

PCHR and FHC will establish web portals to enable the online intake of PCHR and FHC cases in conjunction with other City departments and services. Online intake capability will increase accessibility for people requesting assistance.

A key initiative of the Commission is to increase education and outreach on the laws enforced by PCHR.

This will include targeted outreach and new educational materials for employers, housing providers and places of public accommodations.





# HUMAN RESOURCES AND CIVIL SERVICE

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## PROGRAMS

PLANNING AND STRATEGY  
HIRING SERVICES  
BENEFITS ADMINISTRATION  
HUMAN RESOURCES MANAGEMENT  
ADMINISTRATION  
EMPLOYEE MEDICAL EVALUATION  
CIVIL SERVICE COMMISSION











**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
OFFICE-OF-HUMAN-RESOURCES/](https://phila.gov/departments/office-of-human-resources/)

## MISSION

Under the guidance of the Civil Service Commission, the Office of Human Resources (OHR) works to attract, select, and retain a qualified, diverse, and effective workforce to support the goals of the City. OHR is continually reviewing its processes to improve the services it provides and works closely with partner agencies, such as the Chief Administrative Office, to develop innovative people strategies. A key component of OHR's mission is to effectively administer the City's Civil Service system, the purpose of which is to create and maintain workforce management practices that are based on merit and equity. The Office regularly reviews all aspects of the system to assure that merit is the driving value in the selection of staff while breaking down traditional barriers to diversity and inclusion.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	5,081,648	5,730,126	5,751,363	30,750,730	30,790,730	5,577,022	5,577,022	5,577,022
Class 200 - Contracts/Leases	737,146	1,258,570	1,258,570	1,268,570	1,188,570	1,188,570	1,268,570	1,268,570
Class 300/400 - Materials, Supplies, Equipment	50,756	90,526	90,526	70,526	70,526	70,526	70,526	70,526
Class 500 - Indemnities/ Contributions	24,000	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	5,893,550	7,079,222	7,100,459	7,090,459	7,010,459	7,010,459	7,090,459	7,090,459

## PROGRAM 1: PLANNING AND STRATEGY

### PROGRAM DESCRIPTION

The Office of Human Resources provides strategic guidance to departments and agencies across the city to effectively manage a workforce of over 27,000 employees. Planning and Strategy is responsible for developing and executing initiatives in support of the administration's strategic goals and operational needs. A key focus is to provide consistent HR policy direction and to facilitate open discussion and the sharing of ideas among the City's key HR leadership.



## RECENT ACCOMPLISHMENTS



**HIRE 2020:** Worked closely with the Chief Administrative Officer (CAO) on implementation of Hire 2020, a citywide initiative to improve hiring and selection processes.







**DRIVING HR PRACTICE CHANGE:** Established the HR Council, a team of key HR leaders from across the city to promote a deeper discussion of HR practices and to help drive change in critical people practices.



**PROFESSIONAL DEVELOPMENT:** Implemented a comprehensive development program, called Human Resources Leadership Academy (HRLA), to increase the skills of HR professionals across City departments.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Milestone: obtain data to establish a performance measure for City hiring time	N/A	N/A	Establish performance measure	Establish baseline for data
Citywide vacancy rate	N/A	N/A	N/A	95.0%
Turnover rate among critical hires	N/A	N/A	N/A	10.0%

<sup>1</sup>This milestone measure is new for FY20, so prior year data is unavailable. OHR anticipates creating a measurable performance indicator by the end of FY20 and then create a baseline in the following fiscal year.

<sup>2</sup>This is a new measure so prior year data is unavailable.

<sup>3</sup>This is a new measure so prior year data is unavailable.



## FY21 STRATEGIC GOALS

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- ▲ Improve time to hire by changing processes in both the central agency and at the department level and leveraging technology, where possible.
- ▲ Establish a regular process to analyze the impact of current and future policies and practices on the ability to recruit and hire a diverse workforce.
- ▲ Continue to develop strong competencies in the City's HR community through various learning initiatives, including the opportunity to meet and share best practices with peers.

## FY21-25 STRATEGIC INITIATIVES

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In the upcoming years, OHR will focus on several strategic themes designed to establish the City as an employer of choice and to create a quality experience for candidates seeking careers with the City. A key focus will be to significantly improve OHR's hiring practices (e.g. to improve the candidate experience during the application process) from the moment a position is announced to the point when a hiring department makes their final selection decision, while driving inclusion at each step.

Additionally, OHR will continue to develop partnerships across the City (e.g. Recreation Leader Trainee, Librarian, etc. to drive the most effective people practices and create a culture of excellence). It is important that OHR is seen as a key business partner with operating departments. OHR will promote the use of technology in all aspects of departmental work while understanding the presence of a digital divide among the City's most vulnerable populations. This will allow OHR to create a candidate experience that is both engaging and welcoming to all people and drives inclusion. Finally, OHR will seek out best practices from both private and public agencies to integrate into our practices to drive the highest level of HR services possible.



## PROGRAM 2: HIRING SERVICES

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### PROGRAM DESCRIPTION

Directs citywide integrated workforce planning and key talent management activities including succession and workforce planning, job classification, pay evaluation, exam development, exam administration, test scoring, test review, and preparation of new and revised Civil Service Regulations as needed to support changes in City operations and labor agreements.

### RECENT ACCOMPLISHMENTS

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**HR TRAINING:** Developed and provided training for the City's HR community on job classifications, compensation, and workforce planning that included discussions on recruiting, retention, and succession planning.



**RECREATION LEADER TRAINEE PROJECT:** Partnered with the Department of Parks and Recreation on a hiring project that went from recruitment through testing, which resulted in a more diverse Recreation Leader Trainee eligible list.



**IMPROVED CANDIDATE EXPERIENCE:** Made modifications to announcements and postings and developed strategies to better engage with applicants to provide a more effective candidate experience.







**BEGAN ALTERNATIVE METHODS RESEARCH:** Began work with a vendor to identify and develop alternative testing method and used online testing for several exams.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of civil service eligible lists produced on or by target date	99.0%	98.0%	95.0%	97.0%
Percentage of civil service lists produced under SLA	47	44	<55	<50

### FY21 STRATEGIC GOALS

- ▲ Update and identify additional features of OHR's applicant tracking system to aid in the candidate experience.
- ▲ Shorten the time to produce a list of eligible candidates to departments.
- ▲ Review existing recruitment strategies and testing mechanisms for opportunities to expand and diversify the talent pool.

### FY21-25 STRATEGIC INITIATIVES

As OHR looks to the next five years, it will continue to focus on both the efficiency and effectiveness of its recruitment and selection processes to drive the timely hire of a diverse and qualified workforce; develop engagement strategies designed to improve the candidate experience; and continue to work with departments as a partner in their workforce, recruiting, and retention.

Additionally, OHR will strategically partner with departments, meeting quarterly for workforce planning; coordinate with CAO to support and recommend more robust recruiting; analyze the current pay evaluation system; and promote the development of a designated testing site.



## PROGRAM 3: BENEFITS ADMINISTRATION

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### PROGRAM DESCRIPTION

The unit's focus is to provide a quality health benefits package that serves both the needs of the organization and its employees. This includes the design and administration of the City Administered Benefits Plan for active employees and retirees, with a strong focus on wellness initiatives primarily intended to promote healthy lifestyles while effectively managing costs. The unit provides effective management through a series activities including health provider contract solicitation and evaluation, oversight of the Union-Administered Plans, administration of citywide life insurance, dependent care, and transportation benefits, payment validation for self-insured Union plans, provision of retiree data for actuarial analysis for inclusion in the City's Annual Financial Report, maintenance of data on incurred-but-not-paid claims, annual provision of the 1095 form for employee tax compliance, administration of the City's service-connected disability program under Regulation 32, provision of ongoing training for department-based HR staff in benefits related processes and procedures.

### RECENT ACCOMPLISHMENTS

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**CONTINUED EMPLOYEE ENGAGEMENT:** Continued to promote employee engagement through educational seminars, bi-monthly newsletter (365 Health Check), Health Fair, and Flu Clinic.



**BENEFITS MANAGEMENT:** Continued to operate the City Administered Plan (CAP) below budget and completed the Request for Proposals (RFP) process for Life Insurance, Vision Benefits, and Disease Management.







**RESEARCH STUDY:** Participated in a research study, which focused on influencers in employee behavior and was published in the Journal of Economic Science Association.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent change in the total dollar amount of health benefit expenditures (actual) compared to budget (adopted) <sup>1</sup>	-2.6%	Tabulated at year-end	+ OR -3%	+ OR -3%
Percent of employees and spouses/life partners who participated in wellness initiatives <sup>2</sup>	47.8%	Tabulated at year-end	50.0%	50.0%
Percent of employees and spouses/life partners who completed wellness initiatives <sup>3</sup>	53.5%	Tabulated at year-end	50.0%	50.0%

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<sup>1</sup>This is an annual measure so year-to-date data is unavailable. Data is available August 15th of each year. Please note the year end numbers for FY18 and FY19 are based upon net cost/ expenditures which represent cost after employee contributions and rebates.

<sup>2</sup>This is an annual measure so year-to-date data is unavailable. This encompasses individuals who engage with the wellness program in some way but who may or may not complete the program. This hovers around 70%.

<sup>3</sup>This is an annual measure so year-to-date data is unavailable. This encompasses individuals who complete enrollment in the wellness program. Philadelphia exceeds the national average of about 30%. This hovers around 50%.

### FY21 STRATEGIC GOALS

- ▲ Maintain Rx Generic dispensing rates of over 87%, which exceed non-mandated pharmacy program norms of between 80-83%, Manage the combined Medical and Pharmacy claims so as not to exceed the market rates.
- ▲ OHR continue to engage with employees to drive participation in our active wellness program and promote and health education through the various programs offered via Active Health Management, Lunch and Learns and the Benefits Newsletter. And, will continue to partner with OnePhilly to maximize the use of Employee Self Service and Open Enrollment.



## FY21-25 STRATEGIC INITIATIVES

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Over the next five years, OHR will continue to focus on educating the City's workforce to become better healthcare consumers. Wellness and disease management will continue to gain momentum from employee engagement. Mental health has been identified as the number one top disease condition over the last six months. In the coming years, OHR will implement a telemedicine option for employees with mental health concerns, which will allow employees to complete a virtual health visit via smartphones or computers. Lastly, OHR will develop programs to deal with stress management and financial wellness.

## PROGRAM 4: HUMAN RESOURCES MANAGEMENT ADMINISTRATION

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### PROGRAM DESCRIPTION

Human Resource management is the core administrative activity for the department and assures employee work events, such as appointments, promotions, and retirements are processed in a timely manner and without error. Responsibilities include management of candidate certification and civil service eligible lists, timely processing of employee transactions, auditing, and approval. A key focus for the unit is partnering with operating departments on records maintenance, report development, and workforce analysis services, while providing ongoing training for HR staff in processes and procedures and application of Civil Service Regulations. The unit also works closely with technical support to assure that current systems (for applicant tracking) are working as effectively as possible.

### RECENT ACCOMPLISHMENTS

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**POSITION MANAGEMENT:** Completed a full year of centralized position management that promoted better control on employment transactions across the city.







**UPDATED RECORDS:** Updated over 1,000 employee records to reflect changes to building trades job titles across the city.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of time SLA is met for human resources transactions <sup>1</sup>	100.0%	100.0%	100.0%	100.0%

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<sup>1</sup>Transactions are within the Oracle workflow -- transfers, personnel changes, etc. The timeline for a given transaction begins when the correct version of documentation is received from departments. Transactions have the same goal timeline, so grouping them together in a single measure is fine.

### FY21 STRATEGIC GOALS

- ▲ Develop an ongoing training plan to further educate HR professionals throughout the city standardized on processes and procedures and correct application of Civil Service Regulations.
- ▲ Review the process of how hiring decisions about candidates referred from civil service eligible lists are made and the impact on the hiring process.
- ▲ Work with new HR and payroll system to create more effective transaction processes.



### FY21-25 STRATEGIC INITIATIVES

OHR plans to partner with operating departments in advising and training departmental HR staff in troubleshooting, problem solving, and quality control regarding employee data. This will result in more accurate data and better workforce analysis and

reporting. OHR will continue to support operating departments with the timely processing of employee transactions and the management of eligible lists to fill vacancies needed to provide essential services to the public.



## PROGRAM 5: EMPLOYEE MEDICAL EVALUATION

### PROGRAM DESCRIPTION

The medical evaluation primary focus is to assure the candidates are able to perform the essential job functions of a specific position. The unit conducts pre-employment medical screenings, in conformance with the American with Disabilities Act, for positions that have been identified as safety sensitive or requiring significant physical labor. In addition, the unit provides evaluations for employees returning to work from extended absences or after certain illnesses. It also serves as the medical review officer for the City's drug and alcohol policy and non-service connected disability assessments.




### RECENT ACCOMPLISHMENTS



Leveraged augmented staffing services to better address the need of the Fire Department and streets department during the hiring process.

### PERFORMANCE MEASURES

#### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	FY21 TARGET
Percent of evaluations completed under SLA <sup>1</sup>	N/A	N/A	N/A	80.0%

.....

<sup>1</sup>This is a new measure for FY20 so prior year data is unavailable. As OHR collects baseline data, the department will be able to report moving forward.

### FY21 STRATEGIC GOALS

- ▲ Improve customer service at the unit to promote a better candidate and employee experience.
- ▲ Review current processes and procedures to reduce cycle time for medical evaluations during pre-employment screenings.



## PROGRAM 6: CIVIL SERVICE COMMISSION

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### PROGRAM DESCRIPTION

The role of the Civil Service Commission is to advise the Mayor and the Director of Human Resources on issues concerning human resource administration in City service and to uphold the interest of the City's merit-based civil service system, a role which is vital to the public interest.

The principal responsibilities of the Commission are to serve as an appellate tribunal for employee appeals and to rule on proposed changes to the Civil Service Regulations and the Classification and Pay, on requests for exemptions from civil service, and on waivers of the City's residency requirement relating to employees.

The bulk of the Commission's time is devoted to its appellate function. As a quasi-judicial body, the Commission conducts fact-finding public hearings on employee appeals and issues formal written decisions containing factual and legal conclusions.

### RECENT ACCOMPLISHMENTS

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Ensured that the civil service system remained a viable force for the provision of public services.





# HUMAN SERVICES

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## **PROGRAMS**

**ADMINISTRATION AND MANAGEMENT  
FINANCE**

**PERFORMANCE MANAGEMENT AND  
TECHNOLOGY (PMT)**

**CHILD WELFARE OPERATIONS**

**JUVENILE JUSTICE SERVICES (JJS)**

**COMMUNITY-BASED PREVENTION  
SERVICES (CBPS)**











**DEPARTMENT PAGE**  
[PHILA.GOV/DE-PARTMENTS/  
DEPARTMENT-OF-HUMAN-  
SERVICES/](https://phila.gov/departments/departments-of-human-services/)

## **MISSION**

The Philadelphia Department of Human Services (DHS) is the county's child welfare agency. The Department's mission is to provide and promote child safety, permanency, and wellbeing for children and youth at risk of abuse, neglect, and delinquency.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	22,738,842	27,646,449	27,710,550	30,750,730	30,790,730	30,805,730	30,805,730	30,805,730
Class 200 - Contracts/Leases	82,756,805	89,248,594	89,248,594	146,055,809	153,164,775	153,164,775	155,887,523	155,887,523
Class 300/400 - Materials, Supplies, Equipment	1,758,129	2,069,970	2,069,970	2,111,970	2,111,970	2,111,970	2,111,970	2,111,970
Class 500 - Indemnities/Contributions	193,679	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	107,447,455	118,965,013	119,029,114	178,918,509	186,067,475	190,269,233	188,805,223	188,805,223

## PROGRAM 1: ADMINISTRATION AND MANAGEMENT

### PROGRAM DESCRIPTION

The Administration and Management (A&M) program supports the overall business needs of all the operating divisions of DHS. This includes human resources, employee relations, payroll, health and safety, transportation, records management, and facilities management.

### RECENT ACCOMPLISHMENTS







**STRATEGIC PLANNING:** Continued to maintain a diverse workforce. Of the new hires in FY19, 80% of were African American and 75% were female.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of DHS/Community Umbrella Agency (CUA) employees who complete Charting the Course and stay employed in the DHS or CUA system for one year <sup>1</sup>	≥70%	N/A	≤ 70%	≤ 70%

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<sup>1</sup>This is an annual measure. Charting the Course is a mandatory six-week course for all new case managers (hired at DHS and at CUAs). This measure captures both hiring and training for new employees.

### FY21 STRATEGIC GOALS

- ▲ Continue to perfect the implementation of the new payroll system.
- ▲ Work with DHS University – the systemwide training and technical assistance arm of DHS – to create a hiring and training process that supports increased recruitment and retention of social work and youth detention counselor staff.
- ▲ Review and revise existing Human Resources policies to ensure they are up to date and reflect current rules and regulations.



#### FY21-25 STRATEGIC INITIATIVES

During FY21-25, the A&M program will focus on working with DHS University to improve the onboarding process for new employees, with a goal of increasing recruitment and retention for social work and youth detention counselor employees. Additionally,

Human Resources will work to update employee handbooks and existing Human Resources policies. Finally, the A&M division will work with City partners to perfect the implementation and roll out of the new payroll system.



## PROGRAM 2: FINANCE

### PROGRAM DESCRIPTION

The Finance Division oversees DHS's financial operations, including budget, contracts, and audits. The Division works to support the DHS mission by ensuring that all Department divisions, community umbrella agencies, and contracted providers have the necessary budget and fiscal support to successfully carry out their missions.

### RECENT ACCOMPLISHMENTS



**ACCOUNTABILITY:** During FY19, the Finance Division worked with provider partners to ensure accountability with respect to invoicing in order to ensure appropriate revenue maximization for the City.







**FAMILY FIRST PREVENTION SERVICES ACT (FFPSA):** The division worked with the State and internally to prepare for FFPSA, which will allow the City to use federal funds for prevention programs to prevent placement and will require time-limited federal funding for congregate care.



**REVENUE:** The Finance division worked to successfully transition out of the Title IVE waiver program. DHS is currently projecting to be able to hit its Title IVE revenue goals.

### PERFORMANCE MEASURES

#### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of current year placement provider contracts conformed by the end of Q1 <sup>1</sup>	≤ 75%	72.0%	≤ 75%	≤ 75%

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<sup>1</sup>The goal is to conform most contracts early in the year so that providers can get paid expediently.



## FY21 STRATEGIC GOALS

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- ▲ Continue to build infrastructure to support billing and reimbursement under the Family First Prevention Services Act.
- ▲ Implement a new provider record reconciliation process to maximize federal revenue.
- ▲ Partner with key providers to sustain long-term program and financial stability.



### FY21-25 STRATEGIC INITIATIVES

During FY21-25, the Finance program will focus on assisting the City with maximization of federal revenue under FFPSA. Additionally, the Finance team will continue to identify new reimbursable expenditures and

revenue maximization strategies to support the work of the operating divisions. Finally, Finance will continue to partner with providers to perfect the contracting process with a focus on increasing accountability.

## PROGRAM 3: PERFORMANCE MANAGEMENT AND TECHNOLOGY

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### PROGRAM DESCRIPTION

The Performance Management and Technology (PMT) program is responsible for monitoring and evaluating private providers that contract with DHS for services. Additionally, PMT performs quality assurance work for internal operations at DHS, oversees the information technology system, and gathers and produces data to monitor system performance. PMT also provides real-time data analysis to the operating divisions that support ongoing operations and system enhancement.



## RECENT ACCOMPLISHMENTS



**INFORMATION TECHNOLOGY:** Upgraded server and hardware infrastructure to improve security and data processing and integrated new functionality into the Philadelphia Family Data System (PFDS), including a new application for the Central Referral Unit, which is responsible for identifying placements for children.



**COMMUNITY UMBRELLA AGENCY (CUA) SCORECARD:** Produced third annual CUA Scorecard, which documented extensive progress made by the CUAs; including all CUAs scoring at the proficient or competent levels.







**PROVIDER MONITORING AND EVALUATION:** Completed evaluation of congregate care providers using newly created evaluation process and tool that measures compliance and quality.



**RESEARCH:** Worked with outside partners to design a research study that will aid the department in addressing and rectifying minority disproportionality in the child-welfare system, and which will provide actionable analyses by the end of the calendar year.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of CUA cases file reviews completed per quarter <sup>1</sup>	15.0%	15.0%	15.0%	15.0%

<sup>1</sup>DHS reviews approximately 600 case files per quarter. These reviews help to form the basis for data that appears in the CUA Scorecard assessment tool.



## FY21 STRATEGIC GOALS

- ▲ Work with providers to ensure implementation and monitoring of new scope of services for congregate care facilities under contract with DHS.
- ▲ Continue to build the integrated case management system and collaborate with the Commonwealth of Pennsylvania on the potential development of a new state system that will standardize child welfare data indicators across the 67 counties.
- ▲ Work with system providers to monitor, track, and report on provider performance issues as it relates to congregate care and the recommendations of the Youth Residential Placement Taskforce.
- ▲ Finalize and implement new tool to evaluate Resource Home Providers (Foster Care Agencies).



### FY21-25 STRATEGIC INITIATIVES

During the next five years, the PMT program will continue to focus on improving the monitoring and evaluation of DHS-contracted providers with a focus on both compliance and quality. PMT will also support the work of DHS to address the recommendations in the Residential Placement Task Force. Additionally, PMT will be working in collaboration with the

Office of Innovation & Technology (OIT) to help create infrastructure and data capabilities to support the City as it moves into compliance with the requirements of the FFPSA. This work will enforce the practice of reducing congregate care by using evidence-based prevention services to keep children and families together in the community.



## PROGRAM 4: CHILD WELFARE OPERATIONS (CWO)

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### PROGRAM DESCRIPTION

DHS operates a child abuse hotline 24 hours per day, 365 days per year to respond to allegations of child abuse or neglect. In addition, social work staff conducts investigations and assesses families to determine their need for services. While the primary focus is to keep children at home with their families, DHS manages the placement of children based on safety threats in a family. DHS works with six providers called Community Umbrella Agencies (CUAs) to provide ongoing services (in-home and placement) to children and families in 10 geographic regions in the city. In-home safety services are case management social services designed to stabilize a family and eliminate the existence of safety threats. Placement services are out-of-home living environments for children removed from their parents or guardians and include kinship care, non-relative foster care, and congregate care.

### RECENT ACCOMPLISHMENTS

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**OUT-OF-HOME CARE:** Continued reduction in the number of children and youth in out-of-home care.



**CONGREGATE CARE:** Continued reduction in the number of children in congregate care settings.







**PREVENTION SERVICES:** Continued to successfully divert families from the hotline and investigation sections to prevention services.



# PERFORMANCE MEASURES

## FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Dependent placement population (as of the last day of the quarter)	≤ 5,927	5,023	≤ 5,300	≤ 5,200
Percent of Child Protective Services (CPS) investigations that were determined within 60 days <sup>1</sup>	≥ 98.0%	Q1 ONLY: 99.4%	≥ 98.0%	≥ 98.0%
Percent of General Protective Services (GPS) investigations that were determined within 60 days <sup>2</sup>	≥ 75.0%	Q1 ONLY: 89.5%	≥ 75.0%	≥ 80.0%
Percent of children who enter an out-of-home placement from in-home services <sup>3</sup>	≤ 9.0%	5.8%	≥ 9.0%	≥ 9.0%
Percent of children in out-of-home placement who achieved permanency out of all children in placement in a given year <sup>4</sup>	28%	13.7%	≥ 28%	≥ 28%
Percent of dependent placement population in Congregate Care (as of the last day of the quarter) <sup>5</sup>	≤ 12.0%	9.4%	≥ 12%	≥ 11%
Percent of dependent placement population in Kinship Care (as of the last day of the quarter) <sup>6</sup>	48.0%	48.8%	≥ 48%	≥ 48%
Percent of dependent placement population in care more than two years (as of the last day of the quarter) <sup>7</sup>	≤ 36.0%	40.30%	≥ 36.0%	≥ 36.0%

<sup>1</sup>Data provided is on a one-quarter lag as DHS needs to account for the 60-day window. CPS investigations are conducted according to state law to investigate whether abuse or neglect occurred. By law, CPS investigations not determined in 60 days can be unfounded automatically. Increases in the number of staff and consistent use of data to track investigation timeliness helped DHS increase the timeliness rate.

<sup>2</sup>Data provided is on a one-quarter lag as DHS needs to account for the 60-day window. GPS investigations are assessments conducted to determine if a family needs child welfare services to prevent abuse or neglect, stabilize family, and safeguard a child's well-being and development. The Department is working on multiple fronts to improve the completion of GPS reports within 60 days, including: adding staff to Intake and Investigations, doing training upgrades, and creating specialty screening units to enable safe diversion of reports to community-based services when there are no safety threats.

<sup>3</sup>This outcome is a cumulative measure, meaning that the first quarter percentage appears lower than the ensuing quarters' rates. It takes into account all activity for the entire fiscal year up to the last day of the reported quarter. In-home services are case management services provided to a family to stabilize family functioning and prevent placement. Out-of-home placement includes foster care, kinship care, and congregate care.

<sup>4</sup>This outcome is cumulative, meaning that the first quarter percentage appears lower than the ensuing quarters' percentages. It takes into account all activity for the entire fiscal year up to the last day of the reported quarter. DHS calculates the rate by dividing the number of children in placement during the year to date who achieved permanency by the total number of children in foster care placement during the year. In the calculation, DHS excludes children in care for fewer than eight days. The department is on track to exceed the 28% goal as we are trending upward in



achieving permanency.

<sup>5</sup>Congregate care is a term used to describe highly structured placement settings such as group homes, childcare institutions, and residential treatment facilities collectively.

<sup>6</sup>Kinship care is a type of foster care in which children are placed with a relative (kin). DHS has made significant progress in increasing the number of foster care children placed with kin.

<sup>7</sup>The Department has implemented new initiatives to accelerate the pace of permanency for children in foster care for more than two years. For example, the department added new legal staff in FY18 to reduce caseloads and improve the speed of court proceedings. DHS has also implemented Rapid Permanency Reviews to review cases of children in foster care for more than two years and address systemic barriers to permanency. DHS anticipates improved outcomes from these initiatives in one to two years.

## FY21 STRATEGIC GOALS

- ▲ Continue to work with Family Court leadership on the full rollout of the Family Engagement Initiative, a program designed to reduce placement, increase reunification, and increase the use of kin if placement is needed.
- ▲ Work with youth and parents with lived experience to develop a peer support network for youth and parents involved in the child welfare system.
- ▲ Continue to reduce both the number of youth in care and the number of youth placed in congregate care.
- ▲ Support the work of the Youth Residential Task Force.
- ▲ More children and youth maintained safely in their own homes and communities; More children and youth achieving timely reunification or other permanence; A reduction in the use of congregate care; and Improved children, youth and family functioning.



### FY21-25 STRATEGIC INITIATIVES

During FY 21-25, CWO will continue to work with CBPS to continue to safely divert children and families from entering the child welfare system. CWO will also work to reduce the number of children in out-of-home care and to reduce the use of

congregate care. Consistent with the goals of Improving Outcomes for Children (IOC), DHS will work with our CUA partners to increase the number of families able to safely reunify with their children.



## PROGRAM 5: JUVENILE JUSTICE SERVICES (JJS)

### PROGRAM DESCRIPTION

DHS operates the Philadelphia Juvenile Justice Services Center (JJSC), the City's secure detention facility for juveniles. JJS supports and funds a full array of diversion programs to prevent youth from entering or penetrating further into the juvenile justice system. Additionally, through JJS, the City funds out-of-home placement services for youth who have been adjudicated delinquent.

### RECENT ACCOMPLISHMENTS







**IN JUVENILE JUSTICE SYSTEM:** Continued to reduce the use of placement of youth in the juvenile justice.



**NEW REPORTING CENTERS:** Created two new evening reporting centers designed to prevent youth on interim probation from being adjudicated delinquent and to assist youth returning from placement. The centers are anticipated opening in late winter or early spring of 2020.

### PERFORMANCE MEASURES

#### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Average daily number of youth in detention at the Philadelphia Juvenile Justice Services Center (PJJSJC) <sup>1</sup>	≤ 136.0	158.2%	≤ 136.0	≤ 136.0

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<sup>1</sup>DHS is responsible for running this secure detention facility and maintaining state-mandated staffing levels.



## FY21 STRATEGIC GOALS

- ▲ Continue to work with juvenile justice stakeholders to safely increase the utilization of diversionary services to reduce the number of youth in out-of-home placement.
- ▲ Work with stakeholders to reduce the number of youth in detention and the length of stay for youth at the JJSC.
- ▲ Successfully integrate the two new Evening Reporting Centers into the continuum of services designed to prevent further penetration into the juvenile justice system.
- ▲ Work to complete recommendations of the Youth Residential Task Force.



### FY21-25 STRATEGIC INITIATIVES

During the next five years the Juvenile Justice program will focus on reducing the number of youth in detention, increasing the use of diversionary services, and decreasing the reliance on Out-of-home placement. The leadership of the program will

continue to collaborate with the Court, Probation, and other stakeholders to build a data sharing system that will allow for continued enhancement of services and allow the division to ensure that appropriate services are available to support youth and their families.

## PROGRAM 6: COMMUNITY-BASED PREVENTION SERVICES (CBPS)

### PROGRAM DESCRIPTION

In conjunction with community-based providers, DHS provides services designed to divert children and families from the formal child welfare system. These services include in-home case management, truancy services, domestic violence support services, housing support, and Out of School Time (OST) services.



## RECENT ACCOMPLISHMENTS



**FAMILY EMPOWERMENT:** Opened two Family Empowerment Centers designed to provide voluntary supportive services to families diverted from the hotline or investigations with a goal of preventing entry into the formal child welfare system. From May 2019 to the end of January 2020, these centers have served 540 families.







**OUT-OF-SCHOOL TIME (OST) SERVICES:** Worked with Public Health Management Corporation to issue procurement of OST providers with increased focus on literacy and job preparedness.



**WORK READY:** Hired a Work Ready leadership position to enhance workforce programs and opportunities for older youth in the system.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of Rapid Service Response Initiative (RSRI) referrals that are accepted for service <sup>1</sup>	86.0%	N/A	87.0%	87.0%

<sup>1</sup>This outcome is an annual measure. The Rapid Service Response Initiative (RSRI) is an in-home support service focused on increasing parents' and caregivers' ability to provide a safe and nurturing home environment to prevent the need for formal child welfare services. RSRI is a DHS-only referred service for up to 60 days. This service was designed to assist families that have been reported to the Department of Human Services (DHS) but are not in immediate need of formal child welfare services.



## FY21 STRATEGIC GOALS

- ▲ Continue to support the successful operation of the Family Empowerment Centers.
- ▲ Finalize and implement a comprehensive education stability policy.
- ▲ Continue to work with OST providers to ensure quality after school programs for children and youth that focus on literacy and career readiness.
- ▲ Implement online program locator to help parents access OST programs.
- ▲ Work with the School District of Philadelphia (SDP) to enhance summer school offerings for children and youth.



### FY21-25 STRATEGIC INITIATIVES

In FY21-25, the CBPS program will continue to build and expand the Family Empowerment Center model throughout the City. These centers are one-stop shops that provide services for families at high risk of involvement in the formal child-welfare system. CBPS will work with the Division of Performance Management and Technology to monitor and evaluate

the performance of the providers operating the Centers. Additionally, CBPS will continue to collaborate with SDP to ensure educational stability for children in out-of-home care, which provides alternative accommodation for children and young people who are unable to live with their parents





# INNOVATION AND TECHNOLOGY

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## PROGRAMS

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**911 ADMINISTRATION**  
**DEPARTMENTAL SERVICES**  
**ENTERPRISE SUPPORT SERVICES**  
**UNIFIED COMMUNICATIONS**



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## MISSION

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The Office of Innovation and Technology (OIT) provides technology to help City of Philadelphia employees do their work better and more effectively and efficiently, as well as to enable various City agencies better serve the public. OIT also oversees most major technology projects for the City. The Office provides information technology (IT) services to City employees so they can communicate with each other and with the public; manages the bulk of the City's technology assets, including servers, mobile devices, switches, and more; delivers services which automate and simplify business processes and workflow, and provide easy-to-use business intelligence tools; provides governance on data architecture, location-based analysis and analytics; monitors and updates security to keep information safe; finds new ways to use technology to modernize public services; and offers multi-media, user experience, content design, and software development services.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	20,875,286	23,878,695	24,237,917	26,371,909	32,826,928	32,500,408	31,775,806	31,814,787
Class 200 - Contracts/Leases	50,360,674	69,085,906	73,497,906	64,394,983	64,069,766	67,188,997	67,313,022	67,313,022
Class 300/400 - Materials, Supplies, Equipment	7,343,914	19,469,024	19,469,024	17,833,122	14,420,304	14,420,304	14,420,304	14,420,304
Class 500 - Indemnities/ Contributions	25,000	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	78,604,874	112,433,625	117,204,844	108,600,014	111,316,998	114,109,709	113,509,132	113,548,113

## PROGRAM 1: 911 ADMINISTRATION

### PROGRAM DESCRIPTION

This program administers the City's 911 technology and its peripheral equipment, which enable the Police and Fire Departments to receive and prioritize emergency requests from the City of Philadelphia's neighborhoods and communities.



## RECENT ACCOMPLISHMENTS

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**PUBLIC SAFETY RADIO INTEROPERABILITY FOR SUBWAY/UNDERGROUND:**

Successfully installed a radio network that is interoperable among Fire, Police, and SEPTA equipment, for the first time, for the entirety of Market-Frankford, Trolley, and Broad Street underground stations and concourses.



**DESIGN OF REGIONAL E-911 NETWORK:**

The City of Philadelphia partnered with surrounding counties (Bucks, Delaware, Chester, Montgomery, Berks) and secured a \$5.8 million state grant to design and construct a fiber optic network for state-of-the-art E-911 call routing. OIT completed the design and has selected a vendor to begin and complete construction in 2020.



**FIRE COMMUNICATIONS TRANSFORMATION PROJECT:** Modernized the public announcement systems (PAs) across all fire stations, achieving an annual cost savings of \$189,000.



**ENABLED TEXT TO 911:** Implemented the technology to receive and respond to text messages at E-911 dispatch for Fire and Police. This is currently under final testing before public launch, anticipated in mid-2020.







**POLICE DATA CENTER MODERNIZATION:** Completed more than 50% of a \$1.2 million project to move Police applications from end-of-life and unsupported hardware to secure and virtualized hosting at OIT's data center. The effort is anticipated to be finalized before the end of FY20 and has already reduced the hardware footprint at the Police Administration Building in advance of relocation to the Philadelphia Public Safety Building (PPSB).



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Computer-Aided Dispatch (CAD) uptime availability <sup>1</sup>	99.999%	100.000%	99.999%	99.999%
Percentage of time radio system is not busy, thus preventing calls from going through to the dispatch center (a.k.a. "system busies") <sup>2</sup>	0.000%	0.001%	0.001%	0.001%

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<sup>1</sup>Availability #s are excluded when there is scheduled maintenance and downtime. Every CAD vendor and PSAP requires CAD to be available 99.95% of the time. There are no real Association of Public Safety Communications Officials or 9-1-1 standards; however, every CAD vendor installs systems that will have a reliability factor of 99.95%

<sup>2</sup>Availability numbers are excluded when there is scheduled maintenance and downtime. National Emergency Number Association (NENA), a national association that focuses solely on 911 policy, technology, operations, and education issues, requires radio availability for transmitting to not have more than 1% of the transmissions unable to get through. OIT currently exceeds this number every year due to the robust redundancy it has, as well as the number of channels it has.

### FY21 STRATEGIC GOALS

- ▲ Replace Fire and Police Computer Aided Dispatch (CAD) with Next Generation E-911: OIT will contract with vendor(s) for a next generation CAD/E-911 solution and start implementation planning for an anticipated three-year project of consolidating Police and Fire dispatch onto a single, shared platform. OIT has been creating new GIS-based address data, with building-entry level accuracy, in preparation for use in this new system since 2017.
- ▲ Buildout of IT Operations for PPSB: Support of the effort to co-locate Fire and Police E-911 call centers at their new location at 400 N Broad Street. OIT's responsibilities include build-out of the call center; installation of all network, telecommunications, and desktop IT infrastructure; mini-data center build-out including relocation of Police and Fire hardware.
- ▲ Upgrade Public Safety Communications: Complete a \$3 million upgrade to the City's radio system, which is the foundation of public safety communications and dispatching. Started in 2019, the upgrade will provide geo-redundancy within the system and will enable the ability to locate Police personnel on foot, bike, or in vehicles.





## FY21-25 STRATEGIC INITIATIVES

OIT will coordinate with Police and Fire to fully implement and optimize use of the consolidated, next generation/E-911 platform. Efforts will include adding automated vehicle and personnel location functionality and enhanced metrics and performance indicators from expanded, more detailed, real-time data collection. OIT will continue efforts to ensure the best levels of security and disaster recovery, seek to establish multiple, geographic redundant back-up and disaster recovery services for all Police IT systems and operations, and update contingency of operations plans for E-911 operations.

OIT will extend its collaboration with the Office of Property Assessment, the Office of Property Data, and the Department of Records to include Police and Fire and formalize a governance and operation model to support updates to a high-accuracy, property address GIS dataset as to align with Commonwealth and National Emergency Number Association guidelines for

Next Generation E-911 operations. Next Generation E-911 systems require the use of spatial data for address referencing as produced and maintained by local or state governments. Unfortunately, current legacy systems do not have this requirement. Since 2015, OIT's Citygeo team has been working with City departments and adjacent counties in Southeast Pennsylvania to meet National Emergency Management guidelines. Since 2017, the Pennsylvania Emergency Management Association (PEMA) has assisted in the preparation of the City's first high-position accuracy address database for routing of emergency responders. OIT's work is done in collaboration with both the Office of Property Assessment, the Department of Records, the Office of Property Data, and with cooperation by Licenses and Inspections and the Philadelphia Streets Department to correct inaccuracies and discrepancies as changes must be propagated into their respective systems.



## PROGRAM 2: DEPARTMENTAL SERVICES

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### PROGRAM DESCRIPTION

This program oversees a portfolio of over 200 applications, including email and desktop office suites, that automate and simplify business processes and workflows. Staff also provides City departments and offices with self-service platforms for business productivity, collaboration, analysis and geographic information systems (GIS) and imagery platforms.

### RECENT ACCOMPLISHMENTS

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**PHILADELPHIA VEHICLE LOCATOR (PVL):** Launched a vehicle tracking solution that processes 500,000 GPS points per day to support multiple operations for the Streets Department, including trash, recycling, and snow removal. Vehicle activities and performance metrics display on an executive dashboard for operational decision making. A beta version with limited features is currently available to the public at: <https://streetsmartphl.phila.gov/>.



**MODERNIZED DEPARTMENTS' PRIORITY PUBLIC WEB APPLICATIONS:** Modernized web applications routinely used by the public by: removing language access barriers (Inmate Locator for Prisons, which allows family to find location of an inmate in the Philadelphia Prisons systems); resolving outstanding security flaws from aging code (such as for the Vendor Payments Portal for Finance, which is used by vendors to track status of their invoices with the City); and enabling more efficient support models to reduce costs of ownership (such as the Campaign Finance Filing tool for reporting campaign contributions for Philadelphia's local elections administered by Board of Ethics; and a Police and Fire Reports Shopping Cart that allows the public to find and download copies individual incident reports, administered for Department of Records).



**DIGITAL LITERACY GRANTMAKING FOR PHILLY COUNTS 2020:** Directed the use of Digital Literacy Alliance funds to facilitate partnering of non-profits with Philly Counts 2020. A total of \$190,000 in grant awards was distributed to eight organizations to increase participation in the 2020 Census by focusing on building digital skills in immigrant and underserved communities.



**ENHANCED DEPARTMENTAL PUBLIC PROJECTS WITH MULTI-MEDIA:**

Completed over 35 video production projects for more than 20 City departments, including the New Voting Machine User Training Video for City Commissioners, the Juvenile Booking & Charging Process Explainer Video for the Police Department, the 125 Year William Penn Statue Video for Public Property, and the Revenue Property Tax Explainer Video. Completed over 160 digital designs for more than 30 departments, including the Mayor’s Communications Office and initiatives like the LinkPHL kiosks for the Office of Transportation, Infrastructure, and Sustainability (oTIS). These kiosks provide free secure Wi-Fi, phone calls, wayfinding, device charging, access to City services, and community info at no cost to residents.

**EMERGENCY ELECTRIC AND CLIMATE CONTROL UPGRADES:**

Installed emergency electric to support the infrastructure and climate control system network for the Municipal Services Building to maintain a suitable environment for optimum equipment performance and availability of services.





**LAUNCHED SMARTCITYPHL ROADMAP AND IT STRATEGIC PLAN:**

Launched OIT’s first public plans for strategic engagement on technology in City government and for the application of “smart technology” to solve problems or provide positive outcomes in the areas of mobility, energy use, sustainability, and quality of life for residents. The first solicitation under the SmartCityPHL Pitch + Pilot program was released in December.

## PERFORMANCE MEASURES

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### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of all application-related tickets/issues resolved within service level agreement (SLA)	84.7%	83.1%	80.0%	80.0%



## FY21 STRATEGIC GOALS

- ▲ Expand digital literacy programs for immigrant communities by hiring a Fellow to coordinate efforts among grantees and collaborate with Mayor's Office of Immigrant Affairs and Office of Adult Education.
- ▲ Support Departments' need to improve team collaboration, accountability, and project management by utilizing software and platforms for efficient collaboration, document and project task management by: developing and communicating out guidelines and techniques to use the O365 platform for Teams/SharePoint Online/OneDrive; piloting the Box platform for cloud-based file storage/sharing and compare with O365 utility; and expanding the Wrike project management software across central OIT operating units and identify departmental IT units for piloting and develop OIT's ability to better track resource allocations and performance across IT projects.
- ▲ Pilot Customer Relations Management (CRM) software for projects in Revenue and CAO to positively impact the "business or customer first" objectives in the Administration's Growing with Equity report and advance the Managing Director's Customer Services Initiative to greatly improve the level of service and speed at which the City interacts with businesses or residents.
- ▲ Implement up to four SmartCityPHL pilots in FY21 while working through process changes to lower barriers for small businesses and startups to contract and partner with the City on technology projects.



**REPLACEMENT OF OIT'S SUB-BASEMENT ELECTRICAL GEAR AND TRANSFORMER THAT SUPPORTS ELECTRICAL POWER FOR OIT'S DATA CENTER, THE CENTRAL HUB OF THE CITY'S NETWORK AND MISSION CRITICAL APPLICATIONS.**





## FY21-25 STRATEGIC INITIATIVES

OIT will continue its consolidation of software engineering staff in order to build a unified practice for application development, centered on a common set of engineering practices, software languages, and policies. This consolidation will extend to legacy software teams and departmental IT units to begin a modernization and support planning process for legacy applications. The goal is to establish direct lines of reporting by transferring knowledge from staff with legacy software skills to modern engineers; and to build support for legacy systems through the modernization efforts, to include general ledger replacement.

OIT will collaborate with the Managing Director's Office (MDO) and the Office of the Chief Administrative Officer (CAO) to standardize how business value, cost, and schedule performance, and resource management are tracked and prioritized for IT projects. Finally, OIT will collaborate with the MDO to extend OIT's governance model for GIS data management, security, sharing, and analysis across all significant data-driven operations. The goal is to create an operational model for analytics that is inclusive of client-centered, spatial, state/federal, and commercially-produced data and that is part of an overall data management plan by OIT for governance, policies, and security controls.

## PROGRAM 3: ENTERPRISE SUPPORT SERVICES

### PROGRAM DESCRIPTION

This program oversees the City's IT infrastructure in a 24-hour data center; administration of units, including human resources, financial resources, professional development and performance management, that manage IT investments; and the technical Support Center (by email or phone) for various end-user needs, incidents and requests related to account management, desktop management, desktop software, and end-user device management.



## RECENT ACCOMPLISHMENTS

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**NETWORK SECURITY UPGRADES:** Replaced the City's firewalls, proxy, and virtual private server (VPN) platform to improve information security and the integrity and reliability of the network for all City operations and delivery of public services.



**CREATED CYBER SECURITY POLICY AND RESPONSE UNITS:** Established a response, investigation, and forensic analysis unit within OIT's security team to accelerate OIT's ability to respond to cyber intrusions, document findings for mitigations, and for continuous improvement of IT, data controls, and network operations. The new policy unit created a customized Cyber Security Awareness training that is required for all City staff and has led OIT's work to formally adopt IT controls recommended by the National Institute for Standards and Testing (NIST).



**FULLY IMPLEMENTED OFFICE 365 CITYWIDE:** Completed nearly three-year roll-out of Office 365 email and online business productivity tools to replace aging on-premises Microsoft Exchange. Over 26,000 licenses are in use across operating departments and elected offices (e.g., City Council, District Attorney, Sheriff). OIT procured Advanced Threat Protection to detect and disable potential malware hyperlinks in email and attachments on the platform.



**IMPROVED IT PROJECT MANAGEMENT:** Rolled out new processes and guidelines via the new intranet site [phila.city](http://phila.city) for the intake and processing of departmental and enterprise IT projects to include "gates" for IT architecture, network and information security, budget, and operational readiness.







**TRAINED PROJECT MANAGERS ON ORGANIZATIONAL CHANGE MANAGEMENT AND SERVICE DESIGN:** Developed custom training course in IT project planning, organizational and process change management, and service design with Harrisburg University (Philly campus). Fifty staff from a small number of departments and OIT completed six months of classes. Attendees represented project manager or leadership roles involved in large scale IT projects.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Network availability percentage	99.32%	99.99%	99.98%	99.98%
Percent of tickets resolved within service level agreement (SLA) terms	80.2%	80.3%	80.0%	80.0%

### FY21 STRATEGIC GOALS

- ▲ Complete the buildout of www.phila.gov while allocating resources to a continuous improvement cycle that would include development of new or updated digital tools to meet evolving needs of departments/offices already migrated from the legacy system. OIT plans to complete this transition by the end of the next fiscal year. Currently, there are 18 departments left to transition to the new www.phila.gov. OIT will also produce new digital products and user experience enhancements by leveraging expertise across the department's newly unified software engineering team and the new content and user experience team.
- ▲ Incorporate organizational change, user-centered design, and process change management into IT projects. OIT leadership will reinforce techniques learned by project managers in 2019 to ensure adoption in new and recently initiated IT projects to improve the quality of problem scoping, customer engagement, and effective adoption and use of IT solutions.
- ▲ Launch RFP and pilots for multi-factor authentication (MFA) and identity management solutions. The RFP and pilot process will evaluate tools and the governance needed across several use cases to better secure access to the City's network and business applications based on risk level, roles, location, and IT device.
- ▲ Complete network access and end-point control implementation. OIT is adding software and hardware to better secure the network by gaining the ability to automatically disable or isolate individual devices, network ports, and whole subnets when potential risks are detected.





## FY21-25 STRATEGIC INITIATIVES

OIT will continue to expand on three foundational changes in execution of IT project management and governance started in 2019. These three changes include: adoption of organizational change management as a core project component; adoption of process change/user-centered design principals to avoid over customization and complexity of projects; and changing the approach to RFPs and scope as to decompress large IT projects for modular procurement and implementation. In addition, OIT is working to ensure policies and procedures are well-documented and accessible so that departments and vendors are better

able to thoughtfully engage with OIT to meet IT controls and design standards for security, data, and architecture. OIT will continue to address gaps in IT controls by standing up a new unit dedicated to compliance and audits. The Compliance Team will work under the direction of OIT's Chief of Staff and collaborate with the policy unit within the Information Security team. OIT will execute on a comprehensive framework established in 2019 to systematically review, update, or create missing controls under NIST guidelines specific to cyber security, data center operations, access controls, IT architecture, data architecture, and financial business systems operations.

## PROGRAM 4: UNIFIED COMMUNICATIONS (UC)

### PROGRAM DESCRIPTION

This program manages and maintains the City's communications services, which include telephone, voicemail, mobile devices, videography, video surveillance, audio, cable and television connectivity services and equipment citywide.



## RECENT ACCOMPLISHMENTS



### UPGRADED CITY COUNCIL VOICE-OVER INTERNET PROTOCOL (VOIP)

**TELEPHONE AND CALLER ID:** ROIT migrated 613 legacy phone lines to the VoIP platform, including City Council, which enabled long-sought caller ID functionality for Council staff.



### REACHED MILESTONE IN VIDEO SURVEILLANCE SYSTEM (VSS) COVERAGE:

The field team installed 131 cameras in 2019 in coordination with the Philadelphia Police Department, bringing the total to 645 active cameras, including cameras funded by Commerce, for installation along specific commercial corridors.



### SUPPORTED SPECIAL EVENTS WITH TELECOMMUNICATIONS:





OIT supported 476 special events with additional WIFI coverage, radios, and Audio/Visual (A/V) equipment, which allowed the public to better participate and enjoy events hosted by the City.



**REALIZED COST SAVINGS:** OIT recouped \$57,859.35 in credits from its mobile carriers through continual review of unused/underused telephone lines, billing, and vendor performance.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Uptime for video camera (VSS) coverage/network <sup>1</sup>	92.7%	97.9%	95.0%	95.0%
VOIP-enabled uptime -- initially focused on the five major Center City buildings <sup>2</sup>	97.7%	100.0%	100.0%	100.0%
Time to resolve telecom incident tickets/issues within service level agreement (SLA) <sup>3</sup>	92.0%	91.4%	95.0%	95.0%

<sup>1</sup>Availability numbers are excluded when there is scheduled maintenance and downtime.

<sup>2</sup>Availability numbers are excluded when there is scheduled maintenance and downtime.

<sup>3</sup>The breach in SLA's are due to UC engaging with Verizon to resolve copper cabling issues which needed repair to restore telephone service.



## FY21 STRATEGIC GOALS

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- ▲ Complete the implementation of Communications Call Accounting System, which will provide better auditing capabilities along with reporting services for OIT and departments. The system tracks inventory, usage, and cost, and provides a dashboard available to OIT and departmental telecom coordinators.
- ▲ Pilot a video conferencing solution to reduce the cost and inefficiency of travel by vendors, out-of-town candidates, and geographically spread out teams to City offices for meetings, training sessions, or interviews.
- ▲ Pilot an e-Fax solution, which scans and transmits documents securely (HIPAA and CJIS compliant), will ensure documents reach their intended recipients, and reduce existing office machine maintenance and paper and toner costs.

## FY21-25 STRATEGIC INITIATIVES

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Unified Communication will continue to migrate departments to the VoIP platform and Session Initiation Protocol (SIP) environments. The program will also work to realize the value of the Call Accounting System for better management of use, billing, and inventory. UC will utilize the new phila.city intranet site and engage regular dialogs with departments to better understand their communications needs and to provide up-to-date information on the mobile device, telephone, and other telecommunication services OIT can offer. As part of OIT's overall emphasis on security, UC's mobile device unit will seek to update its platform to allow City-issued phones to work seamlessly with the City's WIFI network upon configuration; and explore the utilization of device location, bricking (wipe and lockup device if lost or stolen), and other mobile device management tools already available to reduce costs and/or improve functionality and efficiency.





# INSPECTOR GENERAL

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## PROGRAMS

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### OFFICE OF THE INSPECTOR GENERAL



#### DEPARTMENT PAGE

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

## MISSION

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The Office of the Inspector General's (OIG) goal is to keep City government free from all forms of corruption, fraud, and misconduct. The OIG conducts both criminal and administrative investigations of all departments, agencies, commissions, and boards under the Mayor's jurisdiction, as well as individuals or companies that do business with the City or receive City funding. The OIG has the power to: issue subpoenas; examine all City documents, contracts, and monetary expenditures made from the City treasury; and demand testimony from City employees. The OIG works with federal, state, and local law enforcement when reviewing issues related to criminal activity and serious cases of fraud and corruption. OIG work also relies on the support of fellow Philadelphians who report allegations of wrongdoing in City government.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	1,415,627	1,577,241	1,509,223	1,609,223	1,609,223	1,609,223	1,609,223	1,609,223
Class 200 - Contracts/Leases	93,079	97,975	197,975	97,975	97,975	97,975	97,975	97,975
Class 300/400 - Materials, Supplies, Equipment	5,147	5,225	35,225	35,225	35,225	35,225	35,225	35,225
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	1,513,853	1,680,441	1,742,423	1,742,423	1,742,423	1,742,423	1,742,423	1,742,423

## PROGRAM 1: OFFICE OF THE INSPECTOR GENERAL

### RECENT ACCOMPLISHMENTS



**CASE OUTCOMES:** In the first half of FY20, the OIG's administrative investigations resulted in 30 instances of employment discipline, including termination and suspension of proven wrongdoers in various City departments. On the criminal side, the OIG worked in partnership with federal law enforcement to achieve one indictment and one conviction. Three former City employees were also disqualified from receiving pension benefits.





**NEW PARTNERSHIPS:** In addition to the OIG’s long-standing partnerships with law enforcement and the School District of Philadelphia, FY20 saw the beginning of three new joint-enforcement efforts. Together with the City’s Office of Economic Opportunity, Streets Department, and the Department of Licenses & Inspections, the OIG has formed three distinct collaborative taskforces to combat department-specific issues of integrity.







**ADDITIONAL PERSONNEL:** Nearly 25% of the OIG’s investigative team started with the Office in the last calendar year. Despite most new hires being experienced investigative professionals from other fields, the OIG invested significant resources to on-board and train these new team members, including an investigator certification by the National Association of Inspectors General.



**IMPROVED EFFICIENCY:** With the OIG’s new Case Management System, the Office has improved its ability to process case volume. With complaint activity increasing, the OIG has increased its rate of case closures in FY20. Overall case age and volume (backlog) have also decreased, as a result of better case processing and time management.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
<b>Administrative Actions (number of cases)<sup>1</sup></b>	38	30	30 TO 50	30 TO 50
<b>Criminal Actions (number of cases)<sup>2</sup></b>	9	2	10 TO 20	10 TO 20
<b>Pension disqualifications (number of cases)<sup>3</sup></b>	2	3	N/A	N/A

<sup>1</sup>Targets are based on historical outputs over the last decade. These actions include any case that resulted in administrative discipline, like a suspension or demotion, not just those that resulted in termination.

<sup>2</sup>Targets are based on historical outputs over the last decade. “Criminal actions” include all criminal enforcement activities, such as initial charging events, convictions, and sentencing.

<sup>3</sup>OIG does not project targets for this measure. Case intake is dependent on factors outside of the OIG’s control, including the existence of wrongdoing in the first place. These are cases that are submitted to the Law Department for pension disqualification review.



## FY21 STRATEGIC GOALS

- ▲ Currently, the OIG has multiple ongoing criminal investigations, working in partnership with federal law enforcement. In the second half of FY20, the OIG anticipates significant productivity in this area, to include multiple indictments and convictions.
- ▲ Grow staff and yield measurable results, such as contract debarments (banning a contractor from City contracting opportunities for a specified period of time) and employment discipline, with the partnerships begun in FY20.



### FY21-25 STRATEGIC INITIATIVES

To improve public confidence in City government, the OIG's overall strategy begins with education and public discourse. OIG takes great care to educate all City employees and members of the public about the OIG's role and the model of good local government. Simultaneously, the Office is open about its case outcomes and seeks to publicize the OIG's work. These foundational steps have two desired effects: they create visible deterrents to those who may wish to engage in fraud, corruption, or misconduct; and raise awareness and give people an outlet to raise integrity-related concerns.

This, in turn, drives complaint activity and generates actionable investigations. Here, the OIG focuses on building effective partnerships across local, state, and federal government, in order to achieve actionable case outcomes together with the City's operating departments and/or law enforcement, where needed.



# LABOR



## PROGRAMS

### LABOR RELATIONS

### LABOR POLICY AND COMPLIANCE



#### DEPARTMENT PAGE









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## MISSION

The Mayor's Office of Labor (MOL) builds partnerships between management and the labor organizations representing City employees and non-City employees. As the City's main point-of-contact for the labor community, the Office: handles negotiations between City unions and City management; responds to unfair labor practice charges filed against the City; represents the City in union disputes; manages the City's Employee Relations and Equal Employment Opportunity (EEO) functions; makes sure that employers with City contracts pay prevailing wages; resolves minimum-wage waiver requests; administers and enforces the City's worker protection laws.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	1,586,766	2,065,091	2,121,104	2,606,104	2,606,104	2,606,104	2,606,104	2,606,104
Class 200 - Contracts/Leases	171,473	321,277	330,317	429,717	288,317	388,317	388,317	388,317
Class 300/400 - Materials, Supplies, Equipment	11,292	68,460	59,420	88,420	27,420	27,420	27,420	27,420
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	1,769,531	2,454,828	2,510,841	3,124,241	2,921,841	3,021,841	3,021,841	3,021,841

## PROGRAM 1: LABOR RELATIONS

### PROGRAM DESCRIPTION

This program contains two units: Labor Relations (LRU) and Employee Relations (ERU). The LRU administers the application and training of the City's collectively bargained agreements; and facilitates contract negotiations and dispute resolution related to collective bargaining, grievances, and general labor relations concerns. The ERU administers the City's EEO policies, by providing Citywide training, investigating complaints of discrimination, harassment and retaliation and developing policy to ensure compliance of employer legal and human resource management responsibilities.



**CIARA DIBERARDINO, PARKING WORKER, SPEAKS ON THE IMPORTANCE OF THE NEW WORKER PROTECTION LAW "WRONGFUL DISCHARGE FROM PARKING EMPLOYMENT". THIS IS ONE OF THREE NEW LAWS THAT WILL BE EFFECTIVE WITHIN FISCAL YEAR 20.**



## RECENT ACCOMPLISHMENTS







**LABOR RELATIONS UNIT:** In FY19, LRU implemented a training program for Human Resource Managers and Professionals focusing on their role in the grievance process and provided the specialized training to participants. LRU also continued to support City departments in grievance arbitration and unfair labor practice charges, as well as begun negotiations with the City's municipal bargaining units.



**EMPLOYEE RELATIONS UNIT:** The ERU reviewed and revised the Sexual Harassment Policy, implemented a Citywide online Sexual Harassment Prevention training, and conducted in-person Citywide Sexual Harassment Prevention training for leadership and managerial staff. ERU also investigated claims of harassment and discrimination, provided formal oversight of departmental investigations, and facilitated review and approval of ADA reasonable accommodation requests.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of employees trained by the Office of Labor Relations and the Employee Relations Unit <sup>1</sup>	6,044	N/A	INCREASE FROM FY19 YEAR-END	7,500

<sup>1</sup>This is an annual measure. The target is to meet or exceed the number of employees trained in FY18 by the Office of Labor Relations and the Employee Relations Unit. Numbers include training conducted within departments.

## FY21 STRATEGIC GOALS

- ▲ Negotiate successor agreements with the City's municipal bargaining units, whose current agreements are set to expire on June 30, 2020.
- ▲ Assume responsibility for Philadelphia Police Department EEO investigation complaints with a seamless transition.
- ▲ Train ERU staff in conflict resolution and mediation.
- ▲ Create Citywide EEO and workplace violence prevention policies.





## FY21-25 STRATEGIC INITIATIVES

In concert with operating departments and the Offices of the Director of Finance and Human Resources, MOL plans to implement new collective bargaining agreements, including training on new contract terms.

In addition, MOL will initiate investigation/hearing of grievances for the Fraternal Order of Police for an additional level of review outside the department prior to arbitration; assume management of all EEO complaints within the Philadelphia Police Department with requisite trained investigative staff; and conduct analysis and tracking and reporting on all EEO cases.

## PROGRAM 2: LABOR POLICY AND COMPLIANCE

### PROGRAM DESCRIPTION

This program contains two units: The Office of Labor Standards (OLS), and the Policy and Compliance unit. OLS monitors City contracts to ensure that prevailing wage standards are met as set forth in the Bacon-Davis Act and Chapter 17-1077 of the Philadelphia Code. The Policy and Compliance unit administers the City's Fair Workweek, Paid Sick Leave, Wage Theft Prevention, Parking Worker's Just Cause, and Domestic Workers Bill of Rights Ordinances.

### RECENT ACCOMPLISHMENTS



**IMPROVED COMMUNICATIONS:** Launched a multilingual outreach program, simplified complaint forms, and enhanced website content and access to language services to broaden accessibility of more diverse communities to the office. This resulted in a dramatic increase in labor policy and standards complaints filed. 2019 saw 89 complaints, compared to 18 in 2018.









**STREAMLINED PROCESSES:** Streamlined complaint investigation process, which resulted in fewer withdrawn or unresponsive cases, with only 3.5% of cases withdrawn in 2019 compared to 27% in 2018.



**EXPANDED PARTNERSHIPS:** Built partnerships with community leaders, businesses, advocacy groups, and other City offices to complete various projects, such as drafting new ordinances and regulations and conducting educational community trainings.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of prevailing wage projects with compliance issues	3.4%	3.1%	< 6.0%	< 6.0%
Number of paid sick leave and wage theft complaints submitted and investigated <sup>1</sup>	40	58	40	90
Number of paid sick leave and wage theft inquiries received and responded to <sup>2</sup>	246	182	250	300

<sup>1</sup>The number of complaints varies from quarter-to-quarter. The target for this measure is a projected number of complaints.

<sup>2</sup>Inquiries include members of the public reaching out regarding the appropriate interpretation of applicable law. The target for this measure is a projected number of inquiries.

## FY21 STRATEGIC GOALS

- ▲ Implement a Philadelphia-specific approach to increasing awareness of worker protection ordinances.
- ▲ Expand community engagement and education efforts on how best to ensure compliance with the City's labor laws; improve workplace standards and protections; and increase economic security.
- ▲ Continue oversight of prevailing wage contracts to ensure workers on taxpayer-funded contracts are paid as required under the law.



## **FY21-25 STRATEGIC INITIATIVES**

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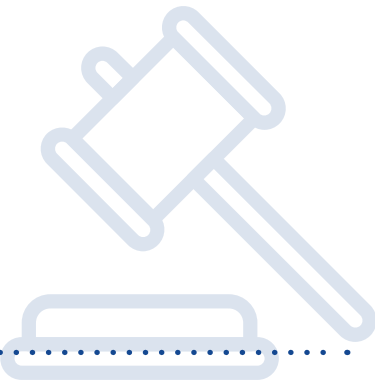
To advance and uphold worker protection laws through enforcement and outreach with a commitment to promoting economic security and racial justice, there are two key initiatives that MOL plans to implement over the next five years.

First, MOL will scale up enforcement efforts, hiring staff to grow in-house expertise, increasing internal capacity for multilingual communications, and continuing to streamline compliance investigation processes. These steps will provide the office with the capability needed to take on the increase in number of complaints, complexity of complaints and to meet the responsibility of expanding the reach of enforcement across the entire city.

Second, MOL plans to expand its external outreach through capacity-building for robust multilingual and cultural engagement. Communities of color and immigrant communities are the most effected by the laws our Office enforces.



# LAW



## PROGRAMS

**EXECUTIVE AND ADMINISTRATION RESOURCES**  
**CORPORATE AND TAX**  
**LEGISLATION**  
**LITIGATION**  
**SOCIAL SERVICES**











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LAW-DEPARTMENT/](http://PHILA.GOV/DEPARTMENTS/LAW-DEPARTMENT/)

## MISSION

The City of Philadelphia Law Department acts as general counsel for the entire City government structure. The Law Department provides legal advice to all City officials, employees, departments, agencies, boards, and commissions concerning any matter related to the exercise of their official powers. Among other responsibilities, the Law Department: represents the City and its employees in all litigation matters; negotiates, drafts, and approves City contracts; collects unpaid taxes, fines, and other debts; provides counsel to the City on a wide range of regulatory law and compliance matters; represents the City in social services matters, including child welfare and health matters; and prepares and advises on legislation for introduction by City Council.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	8,802,032	9,427,335	9,699,076	9,749,076	9,799,076	9,849,076	9,899,076	9,899,076
Class 200 - Contracts/Leases	6,424,340	6,409,034	6,409,034	6,309,034	6,409,034	6,409,034	6,409,034	6,409,034
Class 300/400 - Materials, Supplies, Equipment	236,447	248,676	248,676	248,676	248,676	248,676	248,676	248,676
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	15,462,819	16,085,045	16,356,786	16,306,786	16,456,786	16,506,786	16,556,786	16,556,786

## PROGRAM 1: EXECUTIVE AND ADMINISTRATIVE RESOURCES

### PROGRAM DESCRIPTION

This program includes the Executive Management Team and the City Solicitor, whose responsibilities include the supervision of senior management; development and maintenance of departmental policies; and provision of legal guidance to the Mayor's Administration, City Council, and all other City officials. This program also includes the Administrative Services Unit and includes staff persons who provide legal support for the Water Department and the Division of Aviation.



## RECENT ACCOMPLISHMENTS



**CONTINUED EFFORTS TO BUILD A DIVERSE WORKFORCE:** In FY19, Law's Director of Professional Development, Diversity & Inclusion continued focusing on outreach efforts with law schools and minority-based affinity groups to fill vacant positions. As a result of Law's efforts in FY19, Law continued to meet the Mayor's Office of Diversity and Inclusion's goals regarding diversity of the department, with the number of staff persons who identify as African-American, Latinx, Asian, and Other amounting to 42% of Law's workforce.







**INCREASED TRAINING:** Law has organized quarterly competency trainings and events geared towards increasing inclusivity and cultural competency within the Department. These trainings included an implicit bias training that will be provided on an ongoing quarterly basis.



**PROVIDED ONGOING PROFESSIONAL DEVELOPMENT OPPORTUNITIES:** The Executive Team has also provided ongoing professional development opportunities to all staff through a series of internally-developed practical training programs that build skills in key topic areas, such as leadership development and enhancement of litigation and transactional skills.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
M/W/DSBE participation in Law contracts <sup>1</sup>	29.2%	AVAILABLE FY21 Q1	37.0%	37.0%

<sup>1</sup>This is an annual measure, and it is tabulated at year-end. Contracts are conformed throughout the year, and the rate may vary across quarters, depending on the value of contracts conformed to date.



## FY21 STRATEGIC GOALS

- ▲ Recommend and assist in implementing coordinated training programs for each of Law's Programs and department-wide training on diversity and inclusion topics.
- ▲ Participate in the Mansfield Rule Legal Department Edition, a national certification process recognizing Law's commitment to Diversity & Inclusion efforts. As a result, Law will consider at least 50% historically underrepresented lawyers for 70% or more of its leadership positions.
- ▲ Work to increase contracting with Minority, Women, Disabled Owned Business Support (MWDSBE) firms and continue encouraging firms who do not qualify as MWDSBE to assign minority partners and associates to City contracts through its outside counsel policy, which counts the work of these minority partners and associates similarly to an MWDSBE firm as long as the attorneys are an origination partner, billing partner, lead counsel, managing partner, or relationship partner.



### FY21-25 STRATEGIC INITIATIVES

Law will continue its efforts to hire, develop and retain a diverse, qualified workforce, while increasing contracting with MWDSBE firms, through outreach initiatives that promote the work and accomplishments of the Law Department and its impact on the City of Philadelphia. Law will continue to raise the professional profile of the Department and its staff in the City and legal community through: increased membership and participation in local bar and affinity organizations;

improving the Law Department's internet presence; and generating informative materials that can be used for recruiting new attorneys and staff, informing the public about Law Department projects, and providing updates to City clients. In addition, Law will continue to focus on management and professional development training programs that support the continued professional growth and success of the department.



## PROGRAM 2: CORPORATE AND TAX

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### PROGRAM DESCRIPTION

This program includes the following units: Commercial Law, Real Estate & Development, Property Assessment, and Regulatory Law. Its responsibilities include negotiating technology-related services, telecommunications, and procurement contracts; drafting and guidance concerning municipal bond issues; drafting and negotiation for real estate transactions and economic development projects; and representation in matters relating to highway, rail, and mass transportation. This program also includes the Tax & Revenue Unit, which handles tax litigation by initiating and prosecuting actions for collection of delinquent taxes owed to the City, in close coordination with the Department of Revenue.

### RECENT ACCOMPLISHMENTS

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**PES REFINERY:** Supported the Managing Director and City's Refinery Advisory Group following the PES refinery explosion and subsequent bankruptcy. Law's attorneys are also supporting the City's goals in ensuring an environmentally safe and protective plan for the remediation of the Sunoco-owned portions of the refinery site.



**HAHNEMANN CLOSURE:** Quickly intervened in state court litigation to ensure that Hahnemann's closure was safe and orderly. The City succeeded in obtaining a Preliminary Injunction prohibiting Hahnemann from closing or reducing Emergency Room services without a closure plan authorized by the City's Health Commissioner. Throughout the bankruptcy process, Law worked to spot issues, including protecting the City's priority lien position on the hospital real estate which was threatened by the hospitals' proposed financing agreement for post-bankruptcy funding. Through these efforts, the City was able to ensure continuity and quality of care.



**WASTE DISPOSAL AND RECYCLING:** Regulatory Law attorneys supported the selection, negotiation, and contracting for the City's waste disposal and recycling. This major initiative provides for environmentally safe disposal and processing of waste and recycling materials and more stability in overall costs for the next five to seven years.





**PHILADELPHIA INTERNATIONAL AIRPORT:** Attorneys supporting the International Airport have negotiated with Transportation Network Companies (Uber, Lyft, etc.) to increase City revenue and ensure better service and safety for airport passengers. Attorneys negotiated possession through eminent domain of the large Henderson properties adjoining the Philadelphia Airport for cargo expansion and related development.



**REAL ESTATE & DEVELOPMENT:** The Real Estate & Development Unit advised and counseled the administration through the negotiation of changes to the Philadelphia Code related to the process through which the City conveys its surplus properties. The Unit also advised and counseled the Administration through the negotiation of several lease agreements, including a lease for the City's use of premises to serve as a treatment and short term housing location for homeless persons suffering with addiction and a lease out of Cobbs Creek golf course that will result in major physical improvements to the course and increased programming opportunities for Philadelphia's residents and visitors.







**TAX & REVENUE:** In the past five years, and in partnership with the Department of Revenue, the Tax & Revenue Unit has decreased the active principal of delinquent Real Estate Tax by 38% and through the Commercial Activity License revocation program has collected over \$117 million in delinquent School and City business taxes. At the same time that the total amount of delinquent Real Estate Tax owed has been reduced as a result of improved collections strategies, Tax & Revenue attorneys have worked with Revenue and outside counsel to place hundreds of Philadelphia homeowners in Owner Occupied Payment Agreements, allowing them to avoid foreclosure and other enforcement with income-based affordable payments (some as low as zero dollars a month) on their Real Estate Tax liabilities. Also, in partnership with Revenue, the Tax & Revenue Unit in FY19 collected \$51 million in delinquent Real Estate Tax, \$38 million in other delinquent taxes, and \$10 million in delinquent water debt. The Law and Revenue Departments expanded the sequestration program in 2013, to collect delinquent Real Estate Tax from landlords. Total program collections for Real Estate Tax exceeded \$100 million in December of 2019. The program was further expanded to collect past due water debt in March of 2019. As a result, \$3 million in delinquent water debt has been collected.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Median time for contracts law draft approve as to form (in days) <sup>1</sup>	7	TABULATED AT YEAR-END	6	6

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<sup>1</sup>"Law draft" contracts are professional services contracts drafted by Law Department staff, as opposed to legal staff within other City departments. "Approval as to Form" is the step in the conformance process where a Law Department attorney, pursuant to Section 8-200(2)(d) of the Home Rule Charter, signs off on the contract as meeting all City requirements.

### FY21 STRATEGIC GOALS

- ▲ The Commercial Law Unit will continue to work with the Office of the Chief Administrative Officer (CAO) on efficiency improvements to the City's contracting process. This includes updating the City's standardized contract templates.
- ▲ The Real Estate & Development Unit will continue to advise clients through the negotiation of lease agreements and agreements to purchase property for City use. Anticipated agreements include those for the development of a new City Health Center, Fire Logistics Hub and office space. The Real Estate & Development Unit will further continue to advise clients through the process of conveying City surplus properties and draft and review the associated agreements.
- ▲ The Real Estate & Development Unit, along with outside counsel, will also continue to advise clients through the fit-out of property located at 400 N. Broad Street to serve as a new Public Safety Headquarters for the City.





## FY21-25 STRATEGIC INITIATIVES

The Corporate and Tax Group will continue to be key advisors to the Rebuild team with respect to drafting agreements, structuring financings, and implementing the Rebuild project. Attorneys in the Group will work closely with City and PAID officials in implementing a contracting process that meets the requirements of the authorizing ordinance, the mandates and restrictions of the Economic Development Financing Law, and state and federal restrictions on the use of tax-exempt bond proceeds.

The attorneys at the Airport will continue supporting enhanced cargo operations capabilities at the Airport over the next five years to facilitate the Airport's desire to maximize use of its assets, as cargo operations frequently take place at night when the Airport is not used for passenger flight operations. Enhanced cargo operations will serve the Airport's mission of serving the needs of and providing economic and business development opportunities for the City and the region.

## PROGRAM 3: LEGISLATION

### PROGRAM DESCRIPTION

This program supports the Mayor's Office, City Council, and all City agencies in drafting, reviewing, and formulating legislation. This program also conducts research regarding issues arising under the state or federal constitution, state preemption, and the Philadelphia Home Rule Charter and frequently drafts opinions for various City officials. In addition, this program helps City Departments respond to requests from the public under the Pennsylvania Right-to-Know Law.

### RECENT ACCOMPLISHMENTS



**IMMIGRANT PROTECTION:** Worked closely with outside counsel in the Third Circuit Court of Appeals to uphold the invalidation of the requirement that the City increase cooperation with the U.S. Immigration and Customs Enforcement in order to obtain law enforcement grants. Also drafted extensive regulations for implementation of the City's Municipal ID program.





**TRANSPARENCY:** Worked extensively to enable posting of Police grievance arbitration decisions and City expenditure data. Supported the Department of Records in development of Transitory Records and Informal Messaging Policies. Conceived and implemented a hyperlinking service so that online users of The Philadelphia Code can easily link to source documents for all Code amendments dating back to the year 2000.



**PUBLIC HEALTH:** Worked with Department of Public Health to conceive, draft, and implement regulations to address over-prescription of opioids by certain medical practices; worked with Council to develop major revisions of landlord-tenant lead paint remediation requirements; and, developed legal argument to enable Council to enact restrictions relating to flavored cigarettes and e-cigarettes.



**CITY CONTRACTING:** Worked with the CAO and Council to develop revisions to Charter, Code, and regulations related to sealed bidding thresholds, in order to streamline bidding opportunities for small and minority-owned businesses. Drafted first major revisions to the City's professional services contracting rules in more than a decade.







**TAX REFORM:** Worked with Council on numerous alternative approaches to address reform of the City's ten-year abatement program.



**CITY COUNCIL:** Offered orientation sessions for four new incoming members of Council and their staff, regarding the Department's work and how it can be helpful to them; and, proposed a joint training session to Council Technical Staff about legislative drafting and how the Department can assist Council offices with legislative work.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of Pennsylvania Right-to-Know (RTK) requests requiring processing for which initial response is provided within 5 business days of receipt of request	99%	99%	95%	95%



## FY21 STRATEGIC GOALS

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▲ **LEGISLATION:** Provide a brown bag lunch class for the Law Department on “The Legislative Process,” addressing how to review bills, the hearings process, how amendments are handled and the Solicitor’s role in signing Council bills; develop better internal communications systems to consult with other Law Department units regarding pending legislation and the advice the Law Department is providing and, in particular, alerting colleagues to adopted legislation that affects their practice; and, continue training attorneys new to legislative work and integrating them into the legislation part of the Unit.

▲ **RIGHT-TO-KNOW (RTK):** Expand the digital resource library and migrate legacy digital library items. This includes updating training materials, templates, and policies used regularly by the team; develop existing processes for responding to Informal Requests (inquiries that do not have the same deadline as Formal Requests). In addition, the department will optimize the case management system, including calendaring/monitoring deadlines and trends. This includes performing regular reporting and data auditing to identify trends, spot process issues, and to capture accurate and measurable analytics. Lastly, improve processing times by training our paralegal to respond to more types of requests, such as requests the Law Department receives monthly/quarterly for updated records from the same requester as well as less-complex requests.

## FY21-25 STRATEGIC INITIATIVES

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▲ **LEGISLATION:** Promote transparency in government by posting online, in searchable format, pre-2000 ordinances of City Council (post-2000 ordinances are already available and searchable on City Council’s website). In addition, work with the CAO to finalize rules and process steps for online posting of citywide payment data. Lastly, work to create an integrated database of various sources of prior work product in the legislation area.

▲ **RTK:** Improve processing times and reporting of RTK requests and enhance searchability of legacy RTK responses. Continuing to build a centralized comprehensive resource library is an ongoing priority initiative. Additionally, the Law Department will offer opportunities for RTK Team members to train City Open Records Officers as well as interested individuals in the Law Department and beyond. The Law Department will also develop staff writing and editing abilities and foster individual ownership of team administration through regular meetings of targeted committees.



## PROGRAM 4: LITIGATION

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### PROGRAM DESCRIPTION

This program defends the City, its departments, employees, and elected officials in litigation regarding civil rights, property damage, personal injury, and commercial claims, in both state and federal courts. Attorneys also represent the City in all labor and employment litigation and work to enforce the City's health, building, zoning, fire, air management, and other regulatory codes. This program also contains the Affirmative and Special Litigation Unit, which files major multi-defendant, public policy-oriented lawsuits.

### RECENT ACCOMPLISHMENTS

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**WELLS FARGO:** Law reached a settlement of the City's public policy lawsuit against Wells Fargo & Co. and Wells Fargo Bank after alleging it violated the Fair Housing Act by engaging in racially discriminatory mortgage lending practices against African American and Latinx residents of Philadelphia. The settlement requires Wells Fargo to contribute \$10 million to sustainable housing-related programs for low and moderate-income City residents. The largest portion, \$8.5 Million, will be used to provide grants for down payment and closing cost assistance for such residents purchasing homes within the City. The grants will be awarded by the Philadelphia Housing Development Corporation (PHDC) through its current program infrastructure. Another \$1 Million will be divided among up to three non-profit organizations that implement the City's Residential Mortgage Foreclosure Prevention Program, and an additional \$500,000 in grants will be available to the City's land care program aimed at revitalizing vacant land through cleanup and greening efforts.



**OPIOID EPIDEMIC:** The City's lawsuit against manufacturers of prescription opioids for causing and fueling the opioid epidemic remains pending. Law, both through the Affirmative and Special Litigation Unit and internal bankruptcy attorneys, has been active in ensuring that the City's voices are adequately represented and heard in settlement discussions with opioid manufacturers, and discussions relating to the liability of Purdue and the Sackler family.





**LAWSUITS:** The City joined this year in several lawsuits challenging federal policies which, if implemented, would be harmful to the City and its residents.

This included a suit brought in the Southern District of New York which successfully challenged the inclusion of a question regarding citizenship on the upcoming 2020 census and ultimately resulted in the elimination of that question. Labor and Employment attorneys successfully defended 6 cases at trial and before juries. One of these cases involved a challenge to the Administration's commitment to diversity and inclusion within the City workforce. The Appeals Unit secured two reversals of six figure jury verdicts, which would have been borne by City taxpayers, that were not supported by law. And, a team of Water and Appeals attorneys secured affirmance of 2018 water rates.



**ENFORCEMENT:** Code & Public Nuisance Litigation Unit focused on increasing enforcement against contractors who fail to obtain necessary licenses and permits. To that end, the Unit has aggressively defended contractor revocation

cases at the Board of Licenses and Inspection Review. In addition, the Unit has aggressively filed civil actions against contractors working without permits. For example, in one matter where a contractor continuously worked in violation of L&I's cease operation order, the Unit obtained a petition for contempt that resulted in a fine in excess of \$200,000 being collected against the contractor. The Code Unit has also taken on additional enforcement against nuisance businesses, either through advising departmental clients on how to engage in enforcement activities, defending actions at various administrative boards (both the Board of Department of Licenses and Inspections Review and the Zoning Board of Adjustment), and filing actions in the Court of Common Pleas. For example, the Unit successfully defended against a challenge to Department of Licenses and Inspections' cease operations order of a nuisance hotel, which had a documented history of drug-related and other crimes.







**VISION ZERO:** The Tort Litigation Unit consulted with various City departments on legal issues including the City's Vision Zero Initiative's safe installation of protected bicycle lanes and on how to best manage risk and facilitate the

continued public access to polling places located on private property.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Claims Percent Cost to Risk Assessment <sup>1</sup>	80.3%	N/A	75.0%	77.3%
Civil Rights Motion to Dismiss Wins <sup>2</sup>	70	N/A	84	84
Labor and Employment Motion to Dismiss Wins <sup>3</sup>	15	N/A	10	10

<sup>1</sup>This is an annual measure, meaning that data will be available at year-end. “Percent Cost to Risk Assessment” reflects the percentage of cases that resolved for less than the amount of reserve that was placed on the files. Risk assessment is the estimate of costs based on legal liability, available defenses and the claimed damages.

<sup>2</sup>This is an annual measure, meaning that data will be available at year-end.

<sup>3</sup>This is an annual measure, meaning that data will be available at year-end.

### FY21 STRATEGIC GOALS

- ▲ Law will continue to identify affirmative litigation opportunities to combat systemic public nuisances or harmful, legally-suspect policies of the federal government which threaten public welfare, health, or safety. Law is continuing to prosecute and seek appropriate relief in the City’s opioid litigation against the manufacturers.
- ▲ Law will continue to defend against any, and all, filed lawsuits, and begin to anticipate and prepare for certain increases in litigation.
- ▲ Law will continue to minimize outside counsel fees by limiting their contracting to conflicts and specialized expertise.
- ▲ Law will implement its use of an e-discovery platform it procured with the assistance of the Office of Innovation and Technology. An e-discovery platform will improve the ability of Law to search, collect, cull, and produce electronic files and other documents without the use of outside vendors. The platform should significantly reduce costs, increase efficiency, and help the City improve its eDiscovery processes.



- ▲ Law will provide attorneys with the opportunity for training and focus in other areas of labor and employment law not frequently managed by the unit, i.e. Fair Labor Standards Act (FLSA) matters, that are often referred to outside counsel to reduce costs.



## FY21-25 STRATEGIC INITIATIVES

Law will continue to identify affirmative litigation opportunities to combat systemic public nuisances or harmful, legally-suspect policies of the federal government which threaten public welfare, health, or safety. Law is continuing to prosecute and seek appropriate relief in the City's opioid litigation against the manufacturers.

Law continues to defend against any, and all, filed lawsuits, and begin to anticipate and prepare for certain increases in litigation. Lastly, Law will continue to minimize outside counsel fees by limiting their contracting to conflicts and specialized expertise.

## PROGRAM 5: SOCIAL SERVICES

### PROGRAM DESCRIPTION

This program includes the Child Welfare Unit (CWU), which represents the Department of Human Services (DHS) in dependency, termination of parental rights, guardianship, and administrative appeal hearings; the Health and Adult Services Unit (HAS), which supports the missions of the Department of Public Health (DPH), the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS), and the Office of Homeless Services (OHS); and, the Health Insurance Portability and Accountability Act (HIPAA) & Privacy Unit, which advises City departments on confidentiality requirements for healthcare, social services, and criminal justice information as well as managing incidents involving potential HIPAA/privacy breaches.



## RECENT ACCOMPLISHMENTS

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**REUNIFICATION EFFORTS:** The CWU assisted DHS in promoting reunification efforts in Court and freeing children for adoption where reunification could not be achieved. This resulted in 1,000 less dependent children in custody.



**CASELOADS:** The CWU successfully reduced the average attorney caseloads in the core dependent courtrooms from 165 to 148 children per attorney, which resulted in better outcomes for the dependent children.



**ADOPTIONS:** The CWU worked with DHS to increase adoptions by 20% more than the previous year. In the 2018-2019 fiscal year, approximately 1,000 children were finalized for adoption.



**LEAD HAZARDS:** The HAS unit litigated over 200 lead court cases supporting DPH in their efforts to have property owners abate lead hazards in properties where children have either previously or currently reside at the time of the filing of the petition.



**RECORDS:** HAS supported the mission of DBHIDS and DPH in the protection of mental and physical health records by requiring the appropriate authorization and or appearing in court to defend against the release of these records.







**HIPAA/PRIVACY:** The HIPAA & Privacy Law Unit investigated approximately 50 privacy-related incidents and ensured that five data breaches were mitigated appropriately, and that timely notification was provided to the nearly 1,500 affected individuals. In addition, the HIPAA & Privacy Law Unit developed and oversaw the City's annual HIPAA training of approximately 4,500 City employees.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Average caseload per lawyer <sup>1</sup>	151	145	N/A	N/A
Child welfare: permanency rate <sup>2</sup>	26.9%	13.7%	28.0%	INCREASE FROM PRIOR YEAR

<sup>1</sup>The long-term goal is to get below 100.

<sup>2</sup>This measure is calculated by DHS. This outcome is cumulative, meaning that the first quarter percentage appears lower than the ensuing quarters' percentages. It takes into account all activity for the entire fiscal year up to the last day of the reported quarter. DHS calculates the rate by dividing the number of children in placement during the year to date who achieved permanency by the total number of children in dependent placement during the year. In the calculation, DHS excludes children in care for fewer than eight days.

### FY21 STRATEGIC GOALS

- ▲ The CWU will work to reduce the number of children in DHS custody by continuing to increase the number of permanencies through reunification of children with their parents, adoption, or other forms of custodianship.
- ▲ Continue to provide effective legal representation for DBHIDS in mental health proceedings and on behalf of DPH in lead court proceedings.
- ▲ Assist the First Judicial District in its initiative to select additional mental health court sites to better serve the individuals in need of involuntary mental health treatment.
- ▲ Continue to improve the efficiency of the privacy review process, including using an online tool for submitting privacy review requests.
- ▲ Continue to provide privacy advice and counsel to support City initiatives focusing on the opioid epidemic, criminal justice reform, and gun violence reduction.
- ▲ Support the Office of Innovation and Technology in its ongoing efforts to assess security needs and implement safeguards that ensure the City is appropriately protecting confidential information.





## FY21-25 STRATEGIC INITIATIVES

The Social Services Group will work closely with DHS and the First Judicial District in implementing the Family Engagement Initiative in order to enhance pre-existing strategies with enhanced family finding, crisis and rapid response meeting, and enhanced legal representation for parents with a goal of achieving efficient and appropriate permanencies for children who are removed from their home of origin.

In addition, the Social Services Unit will work closely with DBHIDS and OHS to facilitate timely access to services for youth transitioning into adulthood through appropriate case management and discharge planning with DHS and Community Umbrella Agencies. Lastly, The HIPAA & Privacy Law Unit will implement efficiencies in the privacy review process and continue to advise and support the City's social services and criminal justice initiatives. The Unit will also focus on privacy training and compliance efforts to reduce the City's exposure to monetary damages and penalties.





# LICENSES AND INSPECTIONS

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## **PROGRAMS**

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PERMITS AND LICENSING  
CODE ENFORCEMENT  
DEMOLITION  
BUILDING INSPECTIONS  
ADMINISTRATION



### **DEPARTMENT PAGE**

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INSPECTIONS/









## **MISSION**

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The Department of Licenses and Inspections (L&I) enforces the City's codes for the safe and lawful construction and use of buildings.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	23,626,633	25,967,209	26,547,317	26,104,611	26,104,611	25,724,611	25,724,611	25,724,611
Class 200 - Contracts/Leases	13,464,166	14,403,945	14,403,945	14,640,359	14,249,060	13,972,810	13,972,810	13,972,810
Class 300/400 - Materials, Supplies, Equipment	932,312	911,397	1,165,241	934,475	934,475	934,475	934,475	934,475
Class 500 - Indemnities/Contributions	288,595	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	38,311,706	41,282,551	42,116,503	41,679,445	41,288,146	40,631,896	40,631,896	40,631,896

Budget information for the Board of Building Standards and the Board of L&I Review can be found in the Department Summary on Page 659.

## PROGRAM 1: PERMITS AND LICENSING

### PROGRAM DESCRIPTION

This program issues building, plumbing, electrical, and zoning permits and business and trades licenses in accordance with legal and code requirements.



## RECENT ACCOMPLISHMENTS







**INCREASE IN LICENSING ACTIVITY:** The percentage of licensing activity conducted online over the past year was 79% (104,000) of all licensing transactions (132,000 total). All Business process and technical development activities for online permitting have been completed and will go live at the end of FY20 Q3.



**INCREASE IN PERMITTING ACTIVITY:** This program issued a total of 30,808 building, electrical, plumbing, and zoning permits during the first half of FY20, which is an increase over last year's record pace of 29,802 during the same time period in FY19. This program ended FY19 with a total of 62,089 permits issued and the FY20 year-end projection is currently 63,000.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Median wait times for over-the-counter permit customers (in minutes) <sup>1</sup>	18	25	20	20
Median timeframe for permit issuance -- Residential (in days)	29	24	25	25
Median timeframe for permit issuance -- Commercial (in days)	30	28	30	30
Number of building, electrical, plumbing, and zoning permits issued	62,089	30,808	55,000	55,000

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<sup>1</sup>This measure captures wait times only.



## FY21 STRATEGIC GOALS

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- ▲ Conduct workflow analysis of the Municipal Services Building (MSB) concourse operations and reconfigure space in the short term and determine larger renovation is necessary in the long term.
- ▲ Establish pre-construction meetings for major permitting projects.
- ▲ Implement new legislative requirements pertaining to licensing.

## FY21-25 STRATEGIC INITIATIVES

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This program's strategic initiatives include the implementation of all online permitting activities from the eCLIPSE project's Phase 3 stage (Permits and Inspections). Building on the success of this program's business process redesign and implementation of online licensing, all paper-based permitting activities will now be online. Business process remapping for permit applications, plans reviews, and permit issuances have been completed.

Reviews of all building plans through eCLIPSE electronic plan review are scheduled to go live in FY21. eCLIPSE is being designed to serve as a central portal to route applications electronically for interdepartmental review, making approval processes more seamless. A stronger emphasis will also be placed on customer experiences using this new technology. A new Customer Resolution Unit will be formed from existing staff in this program, which will serve as an intake point for inquiries, questions, and reporting of technical problems. L&I will also be hiring a new Customer Service Manager in FY21. In addition, this program will be implementing a new customer queuing system that will provide a streamlined experience at MSB concourse service counters. For the first time, customers will be able to join and exit queues remotely, as well as schedule appointment times to meet with plans examiners.



## PROGRAM 2: CODE ENFORCEMENT

### PROGRAM DESCRIPTION

This program is responsible for enforcing Philadelphia Property Maintenance and Fire Codes, ensuring that businesses possess proper licenses and comply with ordinances and regulations governing business activity, cleaning and sealing vacant and abandoned properties, and addressing properties that pose a nuisance to the quality of life in the city.

### RECENT ACCOMPLISHMENTS



**CONTINUED TO SUPPORT CITYWIDE INITIATIVES:** This program continued its support of the Resilience Project by Cleaning and Sealing 81 properties in the Resilience Area. In addition, 178 properties were cleaned and sealed in Operation Pinpoint areas.







**COMPLETED AUDIT:** Completion of an industry-wide audit of the underpinning special inspection industry in response to several recent excavation related collapses.



**CONTINUED TO LEAD THE BUSINESS ENFORCEMENT TASK FORCE:** The Audits and Investigations Unit (AIU) performs detailed reviews and investigations of construction activities being performed by unlicensed contractors that are noncompliant with City code and tax requirements. In the first half of FY20, AIU has conducted 187 unannounced jobsite inspections and suspended two contractors' licenses.

### PERFORMANCE MEASURES

#### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of nuisance properties inspected within 20 days	80.3%	87.0%	85.0%	85.0%
Average time from complaint to clean and seal of vacant property <sup>1</sup>	18	23	20	20

<sup>1</sup>L+I recently backfilled a number of vacant positions in the Clean & Seal unit. This is expected to increase productivity.



## FY21 STRATEGIC GOALS

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- ▲ Lead efforts for continued modernization of code enforcement through eCLIPSE.
- ▲ Integrate data and practices to make use of predictive technology and analytics.
- ▲ Successfully adopt eCLIPSE mobile tools for all Code Enforcement inspectors.



### FY21-25 STRATEGIC INITIATIVES

This program will be responsible for modernizing code enforcement through the strategic use of technology, primarily the eCLIPSE Project's Phase 4 Stage (Compliance & Enforcement). Future eCLIPSE enhancements in FY21 and beyond related to code enforcement will be the design and implementation of a streamlined fire alarm and sprinkler system certification process. As with all L&I code enforcement responsibilities,

this is a critical public safety effort and a more automated alert approach that will notify the Department when properties need to be either updated or repaired. FY21 and beyond will also bring increased data analysis and collaboration with the City's Law Department to undertake high-impact enforcement actions that use available resources effectively.

## PROGRAM 3: DEMOLITION

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### PROGRAM DESCRIPTION

This program is responsible for the demolition of imminently dangerous structures and for responding to emergency calls related to structural collapses, fires, and related emergencies.



## RECENT ACCOMPLISHMENTS



**CONTINUED TO REDUCE THE NUMBER OF IMMINENTLY DANGEROUS (ID) BUILDINGS:** Reduction of ID Buildings to 100 properties as of FY20 Q2, the lowest number since this metric has been collected.







**CONTINUED TO REDUCE THE NUMBER OF UNSAFE PROPERTIES:** Properties identified as unsafe were down to 3,812 as of FY20 Q2.



**STAFFING REORGANIZATION:** Strategic redeployment of Building Inspectors assigned to ID and unsafe properties into two L&I offices has led to faster responses to emergencies.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of demolitions performed	440	193	450	450
Number of “imminently dangerous” properties <sup>1</sup>	82	78	A reduction from FY19	A reduction from FY20
Median timeframe from “imminently dangerous” designation to demolition (in days) <sup>2</sup>	126	114	140	140
Number of unsafe properties <sup>3</sup>	3,936	3,952	A reduction from FY19	A reduction from FY20

<sup>1</sup>This is a point-in-time measure. Continued investments in L+I’s demolition efforts have allowed the Department to make a substantial decrease in the number of imminently dangerous properties

<sup>2</sup>The reduction in the overall number of imminently dangerous properties has enabled L+I to reduce the median time-frame for this measure.

<sup>3</sup>This is a cumulative measure. Additional unsafe properties are being identified through enhanced use of Cyclomedia software and other industry-standard technologies.



## FY21 STRATEGIC GOALS

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- ▲ Continued management of the demolition program with an emphasis on overall reduction in the number of ID and unsafe buildings.
- ▲ Continue the steady progress that has been made in reducing time between ID designation and demolition completion.

## FY21-25 STRATEGIC INITIATIVES

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For FY21 and beyond, this program will continue to promote building safety through the management of both City-funded and private demolitions. To better identify the most dangerous properties and prioritize them for demolition or other enforcement measures, L&I will continue to utilize technologies that provide aerial and street-level imagery, which provide time-lapsed photos that show continued deterioration of dangerous structures. Demolition will continue to work with the Law Department to reduce the amount of time it takes to effectively bring negligent property owners to court.

## PROGRAM 4: BUILDING INSPECTIONS

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### PROGRAM DESCRIPTION

This program is responsible for conducting building inspections for all permitted activities and for patrolling construction activity to ensure that all projects are permitted and safety precautions are followed.

### RECENT ACCOMPLISHMENTS

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**STAFF TRAININGS:** Completed training of all Building Inspectors in recently adopted 2018 building codes.







**CONSTRUCTION ACTIVITY:** Continued response to increased workload resulting from Philadelphia's surge in construction activity by conducting 74,390 inspections during the first half of FY20, nearly 3,000 more than the first half of FY19.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Average number of permits per building inspector <sup>1</sup>	571	513	500	500

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<sup>1</sup>Additional building inspectors were hired in Q4. Their impact is delayed because they're still acquiring their state certifications.

### FY21 STRATEGIC GOALS

- ▲ Continue to reduce the permit caseload for Building Inspectors.
- ▲ Successfully adopt eCLIPSE mobile tools for all Building Inspectors.
- ▲ Successfully adopt the new Interactive Voice Response (IVR) system to automate permit inspection scheduling through eCLIPSE.



## FY21-25 STRATEGIC INITIATIVES

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This program will be responsible for the implementation of all mobile tools provided by the eCLIPSE system. This includes the IVR and the transition to enhanced handheld devices, as well as implementation of mobile printing capabilities for inspection staff. This will require an intensive training effort for all Building Inspectors and supervisory staff.

FY21 and beyond will require continued evaluation and enhancements to this program's business processes. In field offices with a high number of new construction projects, this program will train and assign a Building Inspector to work with the Streets Department to actively patrol job sites. This effort is designed to review street and sidewalk closures, general site housekeeping, cleanliness, and security. This program will also work to update all International Code Council (ICC) certification exams to reflect current codes, adopt 2021 Fire Code requirements for fire safety during construction, and create and adopt a Contractor Code of Conduct. Finally, this program will look to fully integrate Floodplain Protections into L&I and City practices and procedures.

## PROGRAM 5: ADMINISTRATION

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### PROGRAM DESCRIPTION

This program is responsible for providing administrative support for the Department. Functions include human resources, employee safety, training, payroll, labor relations, budget and accounting services, procurement, and contract administration.

### RECENT ACCOMPLISHMENTS

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**NEW OFFICE SPACE:** This program worked in partnership with the Department of Public Property (DPP) to finalize a lease for a new L&I District Office located at 2401 Walnut St. Move-in is anticipated in April 2020.



**PROVIDED STAFF TRAININGS:** Completed a comprehensive Diversity & Inclusion training program for all L&I employees and completed a comprehensive Leadership Training program for supervisory staff.







**FILLED VACANCIES:** Successfully onboarded inspectional hires for Building and Code Enforcement.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Net personnel gain/loss (+ new hires, - separations) <sup>1</sup>	5	-27	35	35
Number of on-the-job injuries	31	12	A reduction from FY19	A reduction from FY19

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<sup>1</sup>Hiring will continue in FY20 to meet future goals.

### FY21 STRATEGIC GOALS

- ▲ Fill remaining Building Inspector and Code Enforcement Inspector vacancies.
- ▲ Continue to grow the Training and Development program by offering expanded technical and soft-skill training courses.
- ▲ Implement the new time and attendance system.



### FY21-25 STRATEGIC INITIATIVES

In FY21 and beyond, this program will lead a comprehensive effort to develop succession planning strategies to address key departures in both civil service and exempt positions. Key vacancies that will occur through planned retirements over the Five Year Plan have been identified and targeted recruitment

efforts will be finalized. Focus will also be placed on the continued assessment of departmental training needs for both new hires and existing staff. Improvements and reconfigurations of district field offices will continue to occur in order to maintain the most efficient use of office space for inspectional staff.





# MANAGING DIRECTOR

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## **PROGRAMS**

**ADMINISTRATION/POLICY**  
**OFFICE OF WORKFORCE DEVELOPMENT (OWD)**  
**OFFICE OF SPECIAL EVENTS (OSE)**  
**ANIMAL CARE AND CONTROL TEAM**  
**(ACCT PHILLY)**  
**OFFICE OF EMERGENCY MANAGEMENT (OEM)**  
**POLICE ADVISORY COMMISSION (PAC)**  
**OFFICE OF VIOLENCE PREVENTION (OVP)**  
**COMMUNITY LIFE IMPROVEMENT (CLIP)**  
**PHILLY311**  
**OFFICE OF IMMIGRANT AFFAIRS (OIA)**  
**TOWN WATCH INTEGRATED SERVICES (TWIS)**  
**MUNICIPAL ID**











**DEPARTMENT PAGE**  
PHILA.GOV/DEPARTMENTS/  
MANAGING-DIRECTORS-OFFICE/

## **MISSION**

The Managing Director's Office (MDO) works in coordination with individual operating departments to implement the Mayor's vision and deliver efficient, effective, and responsive public services to every neighborhood in Philadelphia.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	20,519,487	23,170,579	24,888,827	25,814,988	25,559,125	25,559,125	25,559,125	25,559,125
Class 200 - Contracts/Leases	23,689,437	30,973,162	34,567,854	37,655,909	39,077,488	39,099,990	38,921,004	38,921,004
Class 300/400 - Materials, Supplies, Equipment	837,796	1,136,979	1,339,979	1,110,979	1,083,479	1,083,479	1,083,479	1,083,479
Class 500 - Indemnities/ Contributions	258,205	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances/Misc. Payments	0	0	0	0	0	0	0	0
Total	45,304,925	55,280,720	60,796,660	64,581,876	65,720,092	65,742,594	65,563,608	65,563,608

## PROGRAM 1: ADMINISTRATION/POLICY

### PROGRAM DESCRIPTION

Through this program, MDO plans, coordinates, and implements major strategic initiatives that involve multiple departments. This program is inclusive of five thematic and operational clusters, each of which is headed by a Deputy Managing Director:

**Community and Culture:** This cluster supports and coordinates the work of Philadelphia Parks and Recreation (PPR), the Free Library (FLP), Rebuilding Community Infrastructure (Rebuild), and the Office of Arts, Culture, and the Creative Economy (OACCE). The cluster also supports MDO's Office of Special Events (OSE).



**Health and Human Services (HHS):** HHS supports and coordinates the work of the Departments of Public Health (DPH), Behavioral Health and Intellectual disAbilities (DBHIDS), Homeless Services (OHS), Community Empowerment and Opportunity (CEO), and the Mayor's Commission on Aging (MCOA). HHS develops strategies for cross-agency collaboration to ensure all Philadelphians are healthy, safe, and supported.

**Criminal Justice and Public Safety (CJPS):** CJPS supports the work of public safety departments, including Police (PPD), Fire (PFD), Prisons (PDP), and Licenses and Inspections (L+I). The cluster also supports several MDO programs and other units, including the Office of Emergency Management (OEM), the Police Advisory Commission (PAC), the Office of Criminal Justice (OCJ), the Office of Violence Prevention (OVP), the Office of Re-Entry Partnerships (ORP), Legal Services, and Town Watch Integrated Services (TWIS); and coordinates with the City's criminal justice partners.

**Transportation, Infrastructure and Sustainability (OTIS):** OTIS oversees the Streets and Water Departments and the Office of Sustainability and coordinates policy, planning, and decision-making among the entities that manage local transportation and utilities infrastructure. These bodies include Philadelphia Gas Works (PGW), the Delaware Valley Regional Planning Commission (DVRPC), the Pennsylvania Department of Transportation (PennDOT), the Southeastern Pennsylvania Transportation Authority (SEPTA), and the Port Authority Transit Corporation (PATCO).

**Community Services:** This cluster supports Mural Arts Philadelphia and oversees outward-facing service programs, including the Community Life Improvement Program (CLIP), Philly311, the Office of Immigrant Affairs (OIA), Municipal ID Program, the PhillyCounts 2020 Census initiative, and the Animal Care & Control Team (ACCT). This cluster also coordinates multi-agency initiatives aimed at addressing neighborhood quality-of-life challenges.

The MDO also provides strategic oversight and support for the Office of Fleet Management and Department of Public Property.



## RECENT ACCOMPLISHMENTS

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**REBUILD:** This initiative, where the City is investing hundreds of millions of dollars to revitalize neighborhood parks, recreation centers, and libraries, saw 61 facilities with work underway, representing \$126 million of expended or committed funds after first full year of implementation. Forty-two percent of all Rebuild contracting dollars were committed to minority owned businesses and 24 percent committed to woman-owned businesses, as of December 2019. Rebuild launched its workforce development programs' first cohort, with 16 participants, all of which are people of color and a quarter of which are women. Participants logged approximately 8,300 paid training and apprenticeship hours with half being accepted into an apprenticeship with a skilled trade construction union by the end of the calendar year. Launched 2 programs in May 2019 to support minority- and woman-owned businesses by providing technical assistance and coaching related to financial management, bidding, insurance, and becoming certified. The first two cohorts served 56 local businesses, some of which have already received contracts to work on Rebuild projects.



**OUT-OF-SCHOOL TIME (OST):** A collaboration with DHS, PPR, FLP, and the Mayor's Office of Education (MOE), that focuses on quality programming that emphasizes early literacy and providing system-wide quality supports for programs; community engagement that emphasizes creating a coordinated youth-serving volunteer system; and partnerships that emphasize the School District of Philadelphia, Community Schools, and sustainability. MDO assisted in getting funding for a total of 6,552 slots, with 76% of the funding being allocated towards slots in Public Schools, 16% in community-based sites, and 6% in parochial/private schools. OST providers began conducting services in September of 2019. Training and technical assistance was provided during 132 site visits and 36 on-site-based coaching to ensure that providers had the necessary tools to deliver quality services. MDO also assisted getting grant funding for OST activities, including a two-year grant that supported providing physical and early literacy activities through the summer Playstreets program, where residents work with PPR to provide summer meals on neighborhood streets, and a two-year grant from the William Penn Foundation to support all DHS OST providers and PPR sites.





**MENTAL HEALTH AND SUBSTANCE USE:** Continues to streamline access to and the delivery of services for those with mental health and substance use conditions as a key partner with the Philadelphia Resilience Project and the ongoing efforts to respond to the opioid epidemic in Kensington and citywide. Led multiple efforts in this respect, including a successful pilot of temporary public restrooms and hand washing stations in Kensington in response to the Hepatitis A public health emergency, which enhanced sanitation in the area.



**YOUTH RESIDENTIAL PLACEMENT TASK FORCE:** Served as the convener and project lead for the Youth Residential Placement Task Force, which set forth 19 recommendations aimed at ensuring that youth: enter placement in fewer numbers due to successful community-based alternatives; stay in placements close to home, in smaller settings, whenever possible; have their personal safety protected while in placement; benefit from quality care and full family support during and after placement; and receive appropriate education services while in placement. During FY21, HHS will continue its work to coordinate the implementation of the Task Force's recommendations.



**PHILADELPHIA EVICTION PREVENTION PROJECT (PEPP):** In FY19, PEPP, which assists tenants facing eviction, provided services to more than 4,500 individuals through legal representation, help center assistance, tenant rights trainings, and eviction hotline services. For FY20, PEPP received additional funds to provide full legal representation and launch a pre-filing mediation program.



**EXPANDED SAME DAY WORK AND PAY PROGRAM:** Shared leadership for the expansion of the Same Day Work and Pay program, which provides individuals who are experiencing homelessness with an opportunity to earn income to help them meet their daily needs. Originally being launched by Mural Arts with 10 employment opportunities, the program has grown to include multiple worksite hosts and three times the number of employment opportunities, with a vision of expanding to 80-100 daily employment opportunities.



**EXPANDED DOMESTIC VIOLENCE TRAINING:** As part of the City's domestic violence prevention strategies, the Office of Domestic Violence Services (ODVS) expanded training offerings and facilitated trainings among additional stakeholders, including OHS, DBHIDS, the DAO, and PPD. In FY20, ODVS restructured its engagement strategy for the collective impact effort Shared Safety—a coordinated community response to domestic and sexual violence, human trafficking, and reproductive coercion in Philadelphia—with a goal of providing for more measurable and attainable results from Shared Safety partners.





**POLICE-ASSISTED DIVERSION (PAD):** PAD is a pre-booking diversion initiative that connects individuals who come into contact with law enforcement for low-level offenses such as drug possession, drug purchasing, prostitution,

and retail theft to harm reduction services in lieu of arrest. In FY20, PAD expanded its operating hours in the 22nd and 39th Districts and expanded its operations the 24th District. To deescalate and connect people to services in real-time, PAD launched a co-responder pilot in which law enforcement responds to calls accompanied by behavioral health professionals. PAD has also undergone a racial equity initiative review, uncovering several program successes that have the potential to drive down racial disparities at the point of arrest. The MDO is working hand-in-hand with the Police Department, DBHIDS, the Defender Association, DAO, and community partners on efforts to expand this successful program.



**MACARTHUR FOUNDATION SAFETY AND JUSTICE CHALLENGE:** Since 2016, the John D. and Catherine T. MacArthur Foundation has awarded Philadelphia \$7.5 million in grant funds as part of the Safety and Justice Challenge, a major

criminal justice reform initiative aimed at safely reducing the jail population and reducing racial, ethnic, and economic disparities in the criminal justice system. The plan included seven overarching strategies and 30 individual initiatives designed in conjunction with the First Judicial District (FJD), the Defender Association, the District Attorney's Office (DAO), Police, Prisons, and DBHIDS. Since the beginning of the reform effort in 2015, Philadelphia's jail population has been reduced by approximately 31% (from 8,082 individuals in July 2015 to 4,752 individuals in October 2019), resulting in the closure of the House of Corrections. To date, the criminal justice partners have implemented 27 of the 30 initiatives in the reform plan, including the following in FY20: post-arrest screening for mental illness; connection to mental health treatment; review of initiatives using a racial equity lens, as well as the criminal justice system as a whole; early probation termination project; review of ways to expedite case processing times and reduce length of stay; creating community input on criminal justice reform through Community Advisory Committees; and continuing Police-Assisted Diversion to connect individuals with low-level offenses with services in lieu of arrest.



**PHILADELPHIA JUVENILE ASSESSMENT CENTER (JAC) AND YOUTH ARREST REFORM PROJECT:** In 2018, Philadelphia received two grants from the

Bloomberg Philanthropies' Mayor's Challenge to reform the juvenile arrest, charging and diversion process in Philadelphia immediately after police contact. In February 2018, Philadelphia was one of 35 finalist cities to receive a \$100,000 grant to test its idea of a centralized juvenile center for arrested youth. In October 2018, Philadelphia became one of nine cities awarded a \$1 million grant from the Mayor Challenge. The Bloomberg grants provide support for multi-agency collaboration to



develop the Philadelphia JAC, a centralized, youth-focused, trauma-informed center where police can bring arrested youth; staffed by individuals trained to work with children, teens, and families; and will offer connections to services and other needs while engaging with the justice system that is not present in the current system. The JAC will provide an infrastructure for Police and prosecutors to divert more cases from formal court involvement with referrals to appropriate interventions within days of arrest, which will reduce the possibility of juvenile detention and placement. The JAC will also assist families and children with court cases in linking to voluntary supports and services.



**NEIGHBORHOOD RESOURCE CENTERS:** In FY20, the Office of Reentry Partnerships (ORP) under the Department of Prisons continued to work on behalf of the Criminal Justice Advisory Board (CJAB) to launch Neighborhood Resource Centers (NRC), an initiative to create neighborhood-based resource hubs for people on probation (with an emphasis on young adults), others who are justice-involved, their families, and the surrounding community. NRCs will have core services—such as case management, peer navigation and support, behavioral health services, and family services—as well as site-specific services that respond to community needs. ORP expects to open the first NRC site in FY20, after conducting extensive neighborhood and community engagement.



**CONNECT: PHILADELPHIA'S STRATEGIC TRANSPORTATION PLAN:** In FY20, OTIS focused on implementing CONNECT: Philadelphia's Strategic Transportation Plan, which lays out a seven-year vision for a transportation system that benefits everyone. The Plan includes strategies, deliverables, and outcomes that are grouped into the following five goals.



**VISION ZERO:** OTIS continued to implement the three-year Vision Zero Action Plan, which is built on substantial engagement and coordination and sets a path towards zero traffic deaths by 2030. A Year Two status report was issued in October 2019 to track progress on deliverables across City government and with partners. OTIS has also worked to advance key safety projects that had construction funding, but no design funding. Of the 118 total actions identified in the Vision Zero Action Plan, the Year Two Update reported that 85 (72%) have been completed or begun implementation to date. Major funding was secured in Year Two including nine infrastructure grant awards totaling \$13,407,934 that will go to fulfill the promise of making Philadelphia's streets safer. OTIS continues to work with PPA and PennDOT on the pending installation of speed cameras on Roosevelt Boulevard. OTIS also selected two Neighborhood Slow Zones and worked with communities to co-create traffic calming solutions that save lives. In FY20, OTIS will also commence the development of the next Vision Zero Action Plan.





**TRANSIT FIRST:** OTIS worked with SEPTA to plot a course for improved bus service, including a Comprehensive Bus Network Redesign. OTIS began work on the first City Transit Plan in over 50 years to select corridors to prioritize for bus service. OTIS also continued to plan for Trolley Modernization, roll-out real-time data, coordinate on regional transit funding, work on operational issues and policy, and will install new bus shelters. OTIS also issued an RFP for Indego, the City's bikeshare program, to select a new operations vendor. In FY20, Indego installed 8 new stations, expanding the network to 145 stations.



**GREAT STREETS:** OTIS wrapped up Route for Change, which is the federally grant-funded project to improve safety and transportation options in the Northeast. The Route for Change report will be released in 2020 and implementation activities, already started, will continue, such as the improvements to key crossovers, north of Harbison - PennDOT secured a CMAQ grant and design expected to start in CY2020. This work will allow the City and its partners to progress design and funding strategies for a Business Access and Transit (BAT) lane. OTIS continued to work to build a High-Quality Bike Network, setting goals in CONNECT for 20 miles of protected bike lanes by 2020 and 40 miles by 2025. In FY20, notable projects in cooperation with the Streets Department include installing safety features on Spruce, Pine, and 11th Streets and planning for projects on 2nd, 5th, 6th, 10th, and 13th Streets, among others.



**ZERO WASTE AND LITTER CABINET:** In FY20, the Police Department created the Environmental Crimes Detective Unit and has worked with the City's Zero Waste and Litter Cabinet and the District Attorney's Office to increase enforcement and prosecution to hold people responsible for their harmful, illegal actions. This has resulted in a 50% reduction in illegal dumping tonnage (down to about 6,800 tons) cleaned up since FY16. The Cabinet has also supported the expansion of composting through the Community Compost Network and Philadelphia Parks & Recreation, led the data collection of waste management in municipal buildings, and supported the Streets Department in collection of waste management data in the commercial sector to better Philadelphia's waste management practices across sectors.



**COMMUNITY SERVICES:** This program coordinates the actions of City agencies and external partners to help neighborhoods plagued by chronic crime and quality of life concerns. This program established partnerships with community members to assist them in realizing their community vision through sustainable, responsive, and cost-effective solutions, focusing on Southwest Philadelphia and Eastern North Philadelphia. In collaboration with CLIP and residents, This program



cleaned various lots that have led to the creation of community gardens sustained by residents. This program has partnered with the Philadelphia Resilience Project, Mural Arts, and Police on various projects in neighborhoods that are directly impacted by drug activity to improve the areas and quality of life.



**PHILLY COUNTS 2020:** Philly Counts 2020, a team dedicated to maximizing Philadelphia residents' participation in the 2020 Census, has worked closely with the regional office of the U.S. Census Bureau, City departments, community-based organizations, and volunteers to ensure a complete and accurate Census count in Philadelphia through targeted grassroots engagement, creative messaging, complex community coalitions, and a diverse network of trusted messengers. In FY20, Philly Counts trained more than 4,000 Census Champions to be trusted messengers and encourage participation in the 2020 Census; engaged more than 5,000 people in work related to the census, establishing networks and leaders in 83% of all Philadelphia neighborhoods and 94% of neighborhoods identified as hard-to-count by the Census Bureau; worked with community partners to set up more than 50 job fairs to support hiring of Census Bureau staff.







**CONNOR**



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Five year running average number of individuals killed and seriously injured in traffic crashes <sup>1</sup>	N/A	N/A	Better than last 5-year running average, 322 KSI for CY 2013-2017	Better than last 5-year running average, 322 KSI for CY 2013-2017
Total transportation grants awarded in FY (in millions) <sup>2</sup>	\$19	N/A	\$12 Million	\$12 Million

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<sup>1</sup>This is an annual measure with a one quarter lag. Data from officially released PennDOT numbers.

<sup>2</sup>This is an annual measure. FY19 numbers are higher than anticipated due to the quantity of grants for that year.



## FY21 STRATEGIC GOALS

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- ▲ Enroll at least 40 new businesses in Rebuild's Emerging Vendor Program and Rebuild Ready Business Support Program.
- ▲ Improve the coordination and quality of reentry services citywide through Neighborhood Resource Centers, the development of a universal assessment referral network, direct investments in programs and services that fill critical gaps, training and funding to build service provider and community partner capacity, and the development of a strong reentry pipeline for those leaving the Philadelphia Department of Prisons.
- ▲ Advance CONNECT Strategic Plan to promote a transportation system that is safe, affordable, accessible, and reliable.
- ▲ Combat the opioid crisis by focusing on resources to address the needs of those suffering from addiction while also focusing on the most pressing needs of the neighborhoods that experience disproportionate impacts of the crisis.
- ▲ Create a culture of customer service and continuous improvement, where the City and its employees are sensitive to and committed to best serving our residents, our communities, and our businesses.
- ▲ Recruit, assess, and connect a minimum of 100 individuals at high risk of gun violence for the Transitional Jobs program. It will provide appropriate workforce development and supportive services that lead to permanent, living wage employment with opportunities to advance.

## FY21-25 STRATEGIC INITIATIVES

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**Community and Culture:** Over the next five years, the Community and Culture cluster will continue to expend the \$86.5 million in revenue that was generated through the first bond issuance for Rebuild, supported by the Philadelphia Beverage Tax. Rebuild plans to have launched or completed all Rebuild-funded projects at the 72 facilities that have been approved by City Council and the additional 10 facilities that have been proposed to City Council, should they be approved as well. MDO will continue to provide opportunities for diverse Philadelphians to gain access to careers with local construction unions, to support local, diverse businesses in their efforts to gain work on Rebuild projects, and become certified as minority- or woman-owned businesses. The first tranche was issued in November 2018, following a favorable resolution of the Philadelphia Beverage Tax



litigation. The other two tranches are expected to be issued at two-year intervals, although timing will be subject to adjustment based on the rate of spending of proceeds. The final amounts of future issuances will depend on market conditions at the time of issuance.

**Health and Human Services (HHS):** As HHS looks to FY21, it intends to build on the nonprofit resilience work initiated by the City's Leadership Fellows and embraced by the Office of the Managing Director and Mayor's Office. In the second half of FY20, HHS will develop and launch a stakeholder engagement process that aims to strengthen Philadelphia's nonprofit sector through improvements to the City's internal processes.

**Criminal Justice and Public Safety (CJPS):** The CJPS cluster will continue to support the City's collaborative criminal justice reform effort to reduce the size of the local jail population and reduce racial, ethnic, and economic disparities in the criminal justice system. Through the Safety and Justice Challenge, Philadelphia's criminal justice partners will implement additional initiatives to create alternatives to cash bail, reduce the number of people in jail on a probation detainer, improve efficiencies in case processing, increase community-based supports for individuals in the criminal justice system who have substance use disorders and/or serious mental illness, and foster meaningful community engagement in the reform effort. CJPS will connect individuals to harm reduction services in lieu of arrest of low-level offenses, increase co-responding to deescalate and make real-time service linkages, and provide post-arrest screening and supports for individuals with mental illness, substance use disorder, or co-occurring disorders who are experiencing arrest. CJPS will also continue to work towards operationalizing the JAC site, including hiring a full-time administrator who will coordinate the work of the multi-agency collaborative as well as peer specialists and social workers who will directly interact with youth and families after juvenile arrests. Over the next five years, CJPS will pilot 2 full and 2 satellite NRCs, which will provide neighborhood-based re-entry services, including access to workforce development, behavioral health, and peer support services for all community members, but focused on young adults at the highest risk of re-arrest.

**Office of Transportation, Infrastructure, and Sustainability (OTIS):** OTIS will continue to focus on the major initiatives in the City. For Vision Zero, OTIS will release a new action plan, initiate the second phase of the Neighborhood Slow Zones program, and increase traffic safety messaging at schools and elsewhere. For Transit First, OTIS will continue working with SEPTA on a bus network reorganization and include communities in this planning process. OTIS will also complete a City Transit Plan and start a new contract with an Indego operator and look to expand the bike share system. Furthermore, OTIS will coordinate City agencies, internal, and external partners with the goal of developing a climate action and resiliency road map for the city. OTIS will continue to work on other Competitive City strategies, including a data architecture plan to address congestion in



Center City, examining parking fines and fees to reduce congestion-causing behaviors, and working on truck management issues.

**Community Services:** The Community Services cluster will continue to focus on Community Services Philadelphia and Philly Counts 2020. Community Services will build capacity and awareness over the next five years by working with community members to assist in sustaining their achieved goals through community engagement, education, and trainings, on an ongoing basis. This cluster will also collaborate with the 2020 Census to educate and train residents, which will hopefully enable Philly Counts 2020 to reach their goal of increasing Census self-response by one percent to 74.1%, compared to the 2010 Census responses.

## **PROGRAM 2: OFFICE OF WORKFORCE DEVELOPMENT**

### **PROGRAM DESCRIPTION**

The Office of Workforce Development (OWD) was established in March 2018 to operationalize the goals laid out in the citywide workforce development strategy, Fueling Philadelphia's Talent Engine. OWD's charge is comprised of three overarching goals: Prepare Philadelphians with the skills needed for a world-class workforce; address underlying barriers that prevent Philadelphians from accessing meaningful career opportunities; and build a workforce system that is coordinated, innovative, and effective.

### **RECENT ACCOMPLISHMENTS**

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**FUELING PHILADELPHIA'S TALENT ENGINE:** Continued to leverage the power of partnerships to drive this citywide workforce development strategy. From 2017 to 2018, OWD more than doubled the number of opportunity youth—youth who are 16 – 24 years of age, out of school, and un-employed or underemployed—engaged in career pathway programs from 840 to 2,030; OWD is providing 4,000+ Philadelphians access to high-quality skills training or work-based learning opportunities; and leveraging more than \$3 million in new funding from Governor Wolf's PA Smart initiative to support the expansion of industry partnerships and apprenticeships.



**EMPLOYER OF CHOICE AWARDS CAMPAIGN:** Launched in April 2019, the Employer of Choice Awards Campaign is a citywide, business-focused initiative to recognize and elevate employers that engage in human resource practices that level the playing field for all Philadelphians, and particularly for those with barriers to employment. The initial cohort of 13 Employers of Choice—chosen for recognition



through a rigorous application and scoring process—were awarded the Employer of Choice designation on October 2, 2019. Employers of Choice winners are actively engaged in practices that increase opportunity for Philadelphians who might otherwise struggle to enter and succeed in the workforce. Practices include engaging young people through Summer WorkReady internships, using skills-based hiring practices to remove credentialing barriers for otherwise qualified candidates, sourcing talent through the PA CareerLink system, and building apprenticeships and other pathways that strengthen on-ramps to employment for recent high school graduates and displaced workers.



**FUTURE OF WORK INITIATIVE:** In 2019, OWD sponsored three conferences to learn about strategies on how to manage the coming technological disruptions in the workplace and to build consensus on solutions: one focusing on the Platform Economy and two large, collaborative conferences with the Federal Reserve Bank and Chamber of Commerce. To establish an actionable baseline for Philadelphia, OWD adapted the Automation Readiness Index, created by The Economist Intelligence Unit, along with more than 75 regional, expert stakeholders, to collectively assess Philadelphia and determine the best ways to meet challenges and weather economic changes driven by present and emerging technology. OWD developed the proposal for the Future Forward Council (FFC), which convenes Philadelphia’s business and tech leaders to assess market intelligence and make decisions to mitigate and leverage coming disruptions.



**CITY AS MODEL EMPLOYER (CME) WORKFORCE INITIATIVE:** Since 2017, the CME workforce development initiative has connected 238 individuals, across 8 career pathway programs, to permanent employment. CME offers job placement assistance to job seekers with barriers to employment for difficult-to-fill entry-level and middle-skill positions. In 2019, CME implemented a centralized program operations model to better manage and administer career pathway programs. Participating City departments serve as the employer by hiring and compensating participants and providing on-the-job technical training, work-based learning experiences, and performance management.



**WORKFORCE PROFESSIONAL ALLIANCE (WPA):** After several months of task force meetings, OWD established the WPA, comprised of 22 workforce development organizations leveraging more than \$70 million of investments, to support workforce agencies in building better talent development systems and to be a resource for employers seeking to address critical pain points in talent recruitment.









**EXPANDING ADULT EDUCATION OPPORTUNITIES:** In 2019, the Office of Adult Education increased its impact by expanding its myPLACE campuses from 3 providers to 5. The myPLACE locations connect 3,500 people annually to adult basic and secondary education, English-as-a-Second-Language, and career development programs offered through a network of nearly 60 community and education organizations. OAE expanded is now providing 18 adult basic education and English-as-a-Second-Language adult programs in 10 Community Schools. OAE partnered with Philadelphia Works, Inc. to coordinate on-site delivery of adult education instruction at all 4 CareerLink Centers. OAE continues to support the adult education community in Philadelphia by training more than 200 volunteer tutors annually and connecting them to community-based adult education programs, as well as hosting workshops, stakeholder convenings, and professional conferences to support the professional development of adult education practitioners.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of individuals who have transitioned from temporary/seasonal work to permanent employment through City as Model Employer <sup>1</sup>	209	54	234	259
Number of employers that have engaged in the Employer of Choice Campaign <sup>2</sup>	316	50	150	300
Number of learners enrolling in adult education classes after completing myPLACE initial intake and assessment process	2,489	1,091	2,100	2,100
Number of individuals who received digital literacy training through KEYSPOt training programs <sup>3</sup>	1,867	N/A	1,900	1,900

<sup>1</sup>The three-year goal for this performance measure is 200 permanent placements. The goal for FY19 and for FY20 will be 25 placements (an additional 25 each year).

<sup>2</sup>The first call for applications from local employers yielded a solid response given the expectations and uniqueness of the appeal for a first release. The process is under review, analysis, and re-packaging the communication externally for clarity and an appropriate focus on small ( 1-50 ) that will be included in the second call for applications. The next call for applications will occur in November for February recognition. Simultaneously, the EOC members will be included in work underway with the Employer Engagement Advisory Committee, and our Workforce Professional Alliance specifically to pilot opportunities to close the gap and develop specific pipelines to the positions they need to fill directly through the system.

<sup>3</sup>This is an annual measure.



## FY21 STRATEGIC GOALS

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- ▲ Continue to leverage the Fueling Philadelphia's Talent Engine's Advisory Board to set the bar for effective citywide strategies to combat poverty and unemployment in Philadelphia.
- ▲ Launch a new Office of Career Connected Education in partnership with the School District of Philadelphia.
- ▲ Build new career pathways in City employment through the City as Model Employer initiative.
- ▲ Build a regional Tech Industry Partnership focused on developing comprehensive and proactive strategies for connecting unemployed Philadelphians to the tech industry.
- ▲ Continue to expand high impact approaches to engagement of the workforce development industry (Workforce Professional Alliance), employers (2020 Employer of Choice campaign), and the philanthropic community.
- ▲ Build a transparent data system to track workforce development metrics progress across a common set of measures.
- ▲ Launch the Future Forward Council to prepare Philadelphia for the coming technological disruptions of the 4th Industrial Revolution.
- ▲ Launch the Digital Access Literacy and Equity initiative to bridge the digital divide and create new avenues for access adult education and digital literacy programming.

## FY21-25 STRATEGIC INITIATIVES

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Over the next five years, OWD will focus on strengthening programs already underway, building new solutions, and leveraging the power of partnership to reduce poverty and unemployment in Philadelphia.

In partnership with the City and School District of Philadelphia, OWD is leading the process of co-designing a citywide career-connected learning system. The system will more effectively connect students and employers and prepare young people for careers in today's rapidly changing economy. A consultant will be engaged in 2020 to conduct the local and national research necessary to inform a 5-year vision, outcome measurements, budget framework, and implementation plan.



OWD will plan, launch, and staff the Future Forward Council in collaboration with City leadership and major economic development institutions. OWD will create and direct coalitions, collaborations, and projects to implement 2 – 3 strategic priorities identified in the PHL Automation Readiness Index. 2019 working group stakeholders will be more deeply engaged to affect systems-level change towards “future-proofing” our workforce. OWD will also design and direct the City’s research and strategy related to the on-demand economy and workforce and work in collaboration with City departments and external entities—such as foundations, policy institutions, the state of Pennsylvania, and labor force stakeholders—to create and implement practical solutions to meet the needs of on-demand workers.

OWD has embarked on a new, coordinated strategy to expand and strengthen KEYSPOts, the citywide network of 50 free public computer labs that provide residents with access to technology and training. OWD will aim to expand the physical infrastructure of the network and the programming in KEYSPOt network sites to integrate access to services—including online workforce training, educational opportunities, as well as to benefits and services. Support Success in Post-Secondary Education: Thanks to a grant from the National League of Cities, OWD will convene a coalition of leaders from City government; Philadelphia Works; Community College of Philadelphia; the School District of Philadelphia; the Chamber of Commerce for Greater Philadelphia; Graduate! Philadelphia; and Temple University’s Hope Center for College, Community, and Justice to develop a comprehensive, data-driven approach to ensuring all students have access to basic needs supports throughout their post-secondary journeys. OWD will tackle complex challenges by scaling best practices, increasing and aligning resources, and developing a focused policy agenda to address the root causes of basic needs insecurity.

Build Crucial Partnerships with Philadelphia’s Employers: In 2020, OWD will launch its second Employer of Choice Awards Campaign, thereby expanding the network of employers using the exemplary human resource practices that level the playing field for Philadelphia’s job seekers. OWD will also strengthen and expand industry partnerships in Philadelphia by launching a Philadelphia Technology IP in 2020; supporting Philadelphia Works with the growth of the Hospitality & Entertainment IP in 2020 and beyond; and establishing best practice guidelines for industry partnerships based on analysis of regional IPs and research on success partnerships across the nation.



## PROGRAM 3: OFFICE OF SPECIAL EVENTS

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### PROGRAM DESCRIPTION

The Office of Special Events (OSE) strengthens and expands the local and regional special event industry by serving as Philadelphia’s “one-stop shop” for special event planning, production, permitting, and licensing. OSE also distributes City-owned equipment and services for events.

### RECENT ACCOMPLISHMENTS

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**MANAGED AND OPERATED 1,600+ EVENTS:** OSE successfully managed operations and municipal response to 1,631 events—including a number of major events such as Philly Free Streets, the Wawa Welcome America Festival, the Made in America Music Festival, and the 2019 Army Navy Game.



**IMPLEMENTED ONLINE SYSTEMS:** In partnership with the Office of Innovation & Technology, OSE implemented an online payment system that allows event producers to pay for application fees online and reimburse the City for services and equipment rendered as well as an email-based submission protocol for Special Event Applications via fillable PDF and shared departmental email account.



**RECEIVED RECOGNITION FOR EVENTS:** Due to OSE’s efforts, the City of Philadelphia was named a “World Festival and Event City” by the International Festival & Events Association in FY19, marking the sixth consecutive the City has received this recognition.







**SECURED HIGH-PROFILE EVENTS:** In 2019, OSE worked with Philadelphia Convention & Visitors Bureau and PHL Sports to successfully bid for the 2026 FIFA World Cup and win the bid for the 2026 MLB All-Star Game.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of applications processed <sup>1</sup>	1,648	1,631	1,600	1,625

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<sup>1</sup>Metric based on the calendar year, not the fiscal year, and is reported annually.

### FY21 STRATEGIC GOALS

- ▲ Draft and implement an updated special event policy to better manage permitting and delivery of City services and equipment.
- ▲ Implement procedures for greater oversight of departmental staffing levels in connection with events through design of an event scaling tool or similar application.
- ▲ Implement policy and protocol for up-front invoicing and revenue collection to ensure that the City is fully reimbursed for services and equipment rendered in connection with special events.





## FY21-25 STRATEGIC INITIATIVES

Over the next 5 years, OSE will build and enhance strategic partnerships with the region's hospitality, transportation, and public safety stakeholder organizations. The Office will also continue to expand efforts to train staff in special event best practices and emergency preparedness through programs offered through the Federal Emergency Management Agency, Temple University's School of Hospitality and Tourism Management, and the International Festival and Events

Association, as well as revisit the special event fee structure to ensure rates are competitive with other major cities.

A major event that the Office will need to begin preparing for is the USA250 events in 2026, which is the United States Semiquincentennial Celebration. The Office will begin to work with relevant stakeholders on preparations for this large event, in which the City of Philadelphia will play a major role.

## PROGRAM 4: ANIMAL CARE AND CONTROL TEAM (ACCT PHILLY)

### PROGRAM DESCRIPTION

As Philadelphia's largest animal services provider, ACCT Philly provides shelter, care, and life-saving efforts for homeless, abandoned, and abused animals and protects the health, safety, and welfare of Philadelphians. ACCT serves approximately 20,000 animals annually. ACCT is a founding member of the Philadelphia No Kill Coalition. ACCT is committed to working with community and partners to help struggling pet owners keep their pets and to help all healthy and treatable animals that enter ACCT's facility.

### RECENT ACCOMPLISHMENTS



**INCREASED RELEASE RATE:** In CY19, as of November, the live release rate was 86%, an increase of 3% over the same period last year.









**DEVELOPED PARTNERSHIPS:** Developed partnerships to review operations and strengthen the organization overall. These partnerships included consultations with Best Friends Animal Welfare Society, Cornell University, University of Wisconsin, and the University of Pennsylvania, which provided ACCT Philly with not only access to subject area experts and guidance, but also to financial and in-kind support throughout the fiscal year.



**IMPROVED FACILITIES:** ACCT Philly advanced several major initiatives, including construction of the Welcome Center (adoption center), purchase of industrial washers and dryers, and purchase of all new dog kennels, which improves ACCT operations and the health and well-being of the animals.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Life-saving rate <sup>1</sup>	86.6%	85.0%	87.0%	90.0%
Number of city dog licenses issued	7,212	5,671	9,000	7,500
Number of spay/neuter surgeries completed	8,163	3,331	8,200	9,000

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<sup>1</sup>80% is the industry standard for “good” life-saving performance.



## FY21 STRATEGIC GOALS

- ▲ Increase live release rate to 90%.
- ▲ Decrease intake through increased pet owner assistance.
- ▲ Increase operational and facility capacity for services and assure humane standards of care.
- ▲ Increase donor support and fundraising by 20% over FY20 levels to support “no kill” initiatives.
- ▲ Restructure and revitalize volunteer program to leverage support and enhance diversity.



### FY21-25 STRATEGIC INITIATIVES

In coordination with the MDO and the Department of Public Property (DPP), ACCT will continue to implement facility improvements over the next five years. ACCT will also make much needed space reallocations and adjustments to its operational flow in the space anticipated to be vacated near ACCT’s facility in 2020.

In the years ahead, ACCT will continue to focus on efficiently using its resources to improve performance while also enhancing its private

fundraising. ACCT will conduct more equitable outreach and increase efficiency of shelter service delivery to provide resources to individuals who may consider surrendering their pets for a perceived lack of options. This will save animals’ lives and reduce shelter intakes. Intake reduction and increase in placements will allow ACCT to maintain an appropriate animal population that is within its capacity, ensuring safe and healthy conditions for the animals.



## PROGRAM 5: OFFICE OF EMERGENCY MANAGEMENT (OEM)

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### PROGRAM DESCRIPTION

The Office of Emergency Management (OEM) creates a prepared and resilient Philadelphia by leading a collaborative emergency management program that engages the public, governments, non-profit organizations, and the private sector to prepare and plan for emergencies and disasters.

### RECENT ACCOMPLISHMENTS

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**MANAGED MULTIPLE CONCURRENT EVENTS:** During 2019, OEM managed a variety of concurrent incidents, which required coordinated responses, planning, and resource management. OEM deployed its Emergency Operations Center (EOC) and developed robust contingency planning for the PES Refinery fire and subsequent neutralization of Hazardous Materials. In July, there was a simultaneous EOC operation for PES, the Welcome America July 4 celebration, Heat Health Emergency, and the closure of Hahnemann Hospital.



**CREATED CLIMATE-CHANGE RESPONSES:** Co-chaired the City's Flood Risk Management Task Force, an inter-departmental group that looked at innovative ways to develop flood reduction strategies and mitigate flood damage to residents and businesses in the city. The Task Force developed a citywide strategic plan for flood risk management. OEM also helped to build a more resilient Philadelphia by leading a regional fuel management assessment project to identify best practices and recommendations related to fuel assurance during disasters, hosting annual Winter and Severe Weather Workshops for over 50 agencies, and receiving FEMA technical assistance in support of citywide evacuation planning.







**PLANNED FOR ACTIVE THREATS THROUGHOUT THE CITY:** At the request of City Council, OEM initiated an emergency alert notification system for employees at Center City properties and enrolled over 3,200 City employees for emergency alert messages specific to their workplace. Due to the increased risk of an active threat in public schools, OEM led a new initiative to purchase over 300 trauma kits and organized web-based and hands-on bleeding control training for over 700 School District of Philadelphia staff. Additionally, OEM supported the coordination of Election Security efforts. OEM convened staff from the City Commissioners, Police, Fleet, and Streets Department to provide planning and logistical support for ballot collection, security, and chain of custody.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of corrective actions completed or in process of completion within six months <sup>1</sup>	92.3%	N/A	90.0%	90.0%

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<sup>1</sup>This is an annual measure and is tabulated at year-end.

### FY21 STRATEGIC GOALS

- ▲ Continue efforts to achieve inter-departmental information sharing and situational awareness mechanisms.
- ▲ Build the City's capabilities to restore lifelines and facilitate economic, environmental, and community recovery following a major incident.
- ▲ Increase the level of community preparedness and resiliency to disasters via interactive, in-person, educational workshops and expansive social media campaigns.

### FY21-25 STRATEGIC INITIATIVES

In the next five years, OEM will continue to ensure that Philadelphia is resilient and prepared to handle emerging threats, significant events, daily emergencies, and major disasters. OEM will continue to increase the City's capabilities for hazardous materials community outreach and planning, as well as public alert and warning. OEM will take an expanded role in citywide coordination of continuity of operations planning (COOP) to ensure that the City is able to function in the event of disruptions to facilities or systems. Beyond the work for chemical facility preparedness and COOP, OEM will also develop targeted disaster recovery strategies and programs, build-out logistics capabilities, and expand preparedness and community engagement initiatives.



## PROGRAM 6: POLICE ADVISORY COMMISSION (PAC)

### PROGRAM DESCRIPTION

The Police Advisory Commission (PAC) is the official civilian oversight agency of the Philadelphia Police Department. The PAC is charged with helping foster a positive relationship between law enforcement and community members. The PAC accomplishes this goal by reviewing the policy, practice and custom of the Philadelphia Police Department, by distilling complex issues and by creating opportunity for dialogue.

### RECENT ACCOMPLISHMENTS







#### MADE RECOMMENDATIONS FOR POLICE DEPARTMENT IMPROVEMENT:

Recently, the PAC has delivered numerous policy recommendations to the Police Department, continuing its role as a repository for residents of the city who need immediate support after interacting with the Police Department. PAC successfully created and presented on a mediation program, which the Police Department has agreed to pilot.

### PERFORMANCE MEASURES

#### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Public Engagement: number of public meetings, forums, speaking engagements, and any other public actions sponsored or hosted by the PAC	20	12	18	18
Percentage of complaints against police forwarded to the Police Department's Internal Affairs Division (IAD) within 5 business days of receipt <sup>1</sup>	79.8%	80.5%	85.0%	85.0%
Number of policy, practice, or custom review(s)/ report(s)/opinion(s) issued by the PAC <sup>2</sup>	8	N/A	6	6

<sup>1</sup>IAD can either accept or decline to investigate a complaint received from the PAC. IAD has a 75-day period during which to investigate complaints from the PAC. Upon completion of an IAD investigation, the PAC can audit the IAD investigation.

<sup>2</sup>This is an annual measure and is tabulated at year-end.



## FY21 STRATEGIC GOALS

- ▲ Continue to forward complaints to internal affairs and offer immediate intervention on acute issues.
- ▲ Continue to assess the Police Department's policy, practice, and custom.
- ▲ Continue to review critical incidents in order to discover possible areas for improvements.
- ▲ Make efforts to audit and monitor internal affairs investigations.



### FY21-25 STRATEGIC INITIATIVES

In the years ahead, the PAC will continue its mission to improve the relationship between the Police Department and members of the public and will maintain its focus on investigations related to police policy and practice. The PAC will

also create more opportunity for members of the Police Department to communicate more effectively, or otherwise take action, to remediate a problem or complaint from the public.

## PROGRAM 7: OFFICE OF VIOLENCE PREVENTION (OVP)

### PROGRAM DESCRIPTION

The Office of Violence Prevention (OVP) leads the coordination of violence prevention strategies and initiatives that strive to prevent, reduce, and end violence—particularly gun violence—in Philadelphia. Working in close partnership with law enforcement, City agencies, and the community, OVP works to build the needed coalitions to advance effective prevention policies and programs citywide, while increasing awareness about what works and building on the strengths in communities to promote a culture of nonviolence.



## RECENT ACCOMPLISHMENTS

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### **STRENGTHENED COORDINATION EFFORTS TO REDUCE AND PREVENT GUN VIOLENCE:**

In February 2019, the City launched the Executive Implementation Team to oversee the implementation of The Philadelphia Roadmap to Safer Communities (Roadmap). Senior leadership from across the Kenney Administration participate and are responsible for ensuring the short- and long-term action items identified in Roadmap are completed and achieve results. Co-led by the Deputy Managing Director for Public Safety and Criminal Justice and the Philadelphia Police Commissioner, members include the leadership from DHS, Public Health, DBHIDS, SDP, Workforce Development, L&I and several other departments. In August 2019, the City also formed a Tactical Team—comprised of representatives from key City agencies and departments—to meet weekly with Police captains and other Philadelphia Police Department commanders to direct needed services and supports in neighborhoods experiencing high rates of gun violence. Services and supports range from deploying crisis response services, removing blight and offering assistance to help connect residents impacted by gun violence to employment.



### **CONTINUED SUCCESS OF THE YOUTH VIOLENCE REDUCTION PARTNERSHIP (YVRP):**

As of December 2019, 612 youths between the ages of 14 to 25 were assigned to YVRP due to their high risk of violence, 580 of which were on active supervision in the community. Over 92% of the youth assigned to YVRP for intensive community supervision and supports had no involvement with homicides in the city from January 2019 to the end of December 2019, as either a perpetrator or victim.



### **EXPANDED THE CITY'S CAPACITY TO PREVENT AND INTERRUPT THE CYCLE OF VIOLENCE:**

Increased the Community Crisis Intervention Program (CCIP), which places credible messengers in communities during non-traditional hours (6PM to 4AM, Thursday – Sunday) to mediate neighborhood conflicts and defuse tensions before arguments turn violent, from 6 to 22 teams and added an additional shift (Monday – Friday, 12PM – 8PM) to provide greater support to neighborhoods most at risk of gun violence.



### **SUPPORTED COMMUNITY-BASED VIOLENCE PREVENTION EFFORTS:**

Named 46 awardees in the Targeted Community Investment Grant program, totaling \$750,000 worth of funding, to expand or create summer projects that would positively impact their Philadelphia communities. These organizations help neighborhoods impacted by gun violence through projects that support creative learning, professional development, sports teams, community clean ups, job training, grief support, food pantries, and more. In October 2019, OVP opened our application process







for spring 2020 projects with over 300 applicants. In January 2020, it was announced that more than 50 community groups received a combined total of approximately \$1 million in funding. Programs being funded include both new and ongoing efforts in mentoring, career skill-building, sports leagues, and groups that connect returning citizens to their communities. 52 awardees were chosen. The individual grants, ranging from \$1,500 to \$20,000, will support programs in neighborhoods impacted by violent crime to help prevent or reduce shootings among youth and young adults living in these communities.



**ENHANCED EFFORTS TO COMBAT GUN VIOLENCE:** In November 2019, Mayor Kenney announced expanded efforts to reduce and prevent gun violence. This includes the implementation of Group Violence Intervention, which is a crime reduction strategy focused on the highest-risk individuals in key hot spots. The program will prioritize offering social services to repeat offenders and law enforcement action if those individuals continue to engage in violent activity. A pilot phase will begin in West Philadelphia in the spring of 2020. The City is also forming a rapid response outreach team to provide immediate trauma support and direction on obtaining long-term counseling for communities that witness gun violence. Additionally, because quality of life issues are proven to be connected to violent crime, the City is investing an additional \$1.2 million for blight clearing. This means more enforcement action on vacant lots, property violations, and side yards in high-risk neighborhoods. An additional \$300,000 is going to the Streets Department to improve lighting on darkened streets where criminal activity is known to flourish.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of homicides of youth ages 7-24 in each YVRP district overall <sup>1</sup>	57	77	Decrease from prior year	5% decrease from CY19

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<sup>1</sup>The increase of Youth Homicides in YVRP districts were due to the expansion of YVRP in January 2019. This expansion allowed the program to operate in 5 additional (10 total) police districts, in relation to CY 18 which only targeted 5, The additional districts accounted for 30 additional Youth Homicides for CY19.



## FY21 STRATEGIC GOALS

- ▲ Continue to expand the Community Crisis Intervention Program.
- ▲ Establish a mentorship program for youth and young adults at a high risk of gun violence.
- ▲ Coordinate City services and supports needed for the Group Violence Intervention Program.
- ▲ Coordinate the planning and services involved in the City's Rapid Response to significant incidents of violence.
- ▲ Continue to assist with implementing the strategies in The Philadelphia Roadmap to Safer Communities and evaluate the effectiveness of those strategies.



### FY21-25 STRATEGIC INITIATIVES

Over the next five years, OVP will improve the coordination and alignment of resources to achieve the shooting and homicide reduction objectives in The Philadelphia Roadmap to Safer Communities. This will continue to include close partnership with law enforcement, public health, other City departments and agencies, as well as stakeholders across the city.

OVP will focus on three initiatives to connect and engage youth, young adults, and families impacted by community

violence: expand CCIP and other evidence-based violence prevention initiatives into more areas of the city that are impacted by high rates of shootings; increase support for the Targeted Community Investment Grant program; engage and build stronger partnerships with key allies to promote greater support for violence prevention, which will include engaging more members from the faith-based, non-profit, academic, philanthropic, and business communities.



## PROGRAM 8: COMMUNITY LIFE IMPROVEMENT PROGRAM (CLIP)

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### PROGRAM DESCRIPTION

Community Life Improvement Program (CLIP) administers several programs dedicated to improving the appearance of neighborhoods through the eradication of blight. These programs are designed to maximize effectiveness and efficiency by creating partnerships with residents and businesses to foster sustainable communities.

### RECENT ACCOMPLISHMENTS

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**MITIGATED BLIGHT:** In the first quarter of FY20, CLIP's Graffiti Abatement Teams removed graffiti from more than 33,000 properties and street fixtures. CLIP expects to clean a total of 128,000 by fiscal year-end.



**CLEANED-UP COMMUNITIES:** In the first quarter of FY20, the Community Service Program—which provides non-violent adult offenders an opportunity to complete their mandated community service hours by cleaning and beautifying the city—was responsible for 1,117 community cleanups with 94 referrals and 599 volunteers' participating. Additionally, the Community Partnership Program—which offers tools and supplies to volunteers who are cleaning up their neighborhoods—has lent more than 1,300 pieces of equipment to 213 groups and CLIP coordinated the removal of 24 hazardous trees in FY20 Q1.



**VACANT LOT COMPLIANCE:** Inspected 13,073 vacant lots and abated more than 3,253 of them. CLIP expects to exceed its goal of cleaning a total of 12,000 vacant lots by the end of the year. Twenty-eight percent (28%) of vacant lots were brought into compliance by the owner after receiving a violation notice and an additional 8,949 parcels were being maintained. Tracking down the owners of vacant lots to bring them into compliance is often a challenge, as the owner's address is frequently the same as the vacant lot.







**CLEANED NUISANCE PROPERTIES:** In the first quarter of FY20, CLIP's Exterior Property Maintenance Program (EXPO), which has a 66% compliance rate among property owners after they receive a property maintenance violation, inspected 8,328 properties and abated more than 1,016 nuisance properties. CLIP expects to clean an additional 2,000 nuisance properties by the end of the fiscal year.



# PERFORMANCE MEASURES

## FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
<b>Graffiti Abatement: properties and street fixtures cleaned</b>	124,042	66,680	125,000	125,000
<b>Community Partnership Program: groups that received supplies</b>	618	329	625	625
<b>Community Service Program: citywide cleanup projects completed<sup>1</sup></b>	3,551	2,133	3,600	3,600
<b>Vacant Lot Program: vacant lot abatements</b>	13,374	6,456	13,000	13,000
<b>Vacant Lot Program: vacant lot compliance rate<sup>2</sup></b>	36.5%	30.0%	30.0%	30.0%
<b>Community Life Improvement: exterior property maintenance violations</b>	15,701	9,994	15,720	15,720
<b>Community Life Improvement: exterior property maintenance compliance rate<sup>3</sup></b>	64.0%	63.9%	62.0%	62.0%
<b>Graffiti removal tickets closed within service level agreement of seven days</b>	94.1%	92.0%	≥ 91.0%	91.0%
<b>Number of nuisance properties and vacant lots abated</b>	16,484	8,313	≥ 16,500	16,500

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<sup>1</sup>Employees have been moved into the Community Service Program to assist residents with community clean-ups, resulting in a relatively high number of completed projects compared to the prior year.

<sup>2</sup>Compliance rate refers to the percent of property owners who receive a notice of violation and subsequently take action to clean up their properties within the time frame given to address the violation. Vacant lot violation compliance by owners varies depending upon ownership, as many long-term owners are unaccounted for. Many of the owners' addresses in CLIP's system are the actual vacant lot addresses, meaning that there are no owners on record. Compliance rates can vary dramatically depending on what section of the city CLIP is in during a given quarter. If the ownership of the vacant lots is known, the compliance rate tends to be higher. If the ownership of the vacant lots is not known, then the compliance rate is likely to be lower.

<sup>3</sup>Compliance rate refers to the percent of property owners who receive a notice of violation and subsequently take action to clean up their properties within the time frame given to address the violation. In the warmer/busy months, the compliance rate is higher due to volume of requests allowing for the owner to have additional time to clean his/her property. CLIP is unlikely to reach the compliance rate as it moves into new sections of the city where owners are not familiar with CLIP's time frame for addressing property violations.



## FY21 STRATEGIC GOALS

- ▲ CLIP will continue to maintain its efficient, quality service delivery.
- ▲ Participate in the Zero Waste and Litter Cabinet by serving on committees and working to support clean-up efforts.
- ▲ Develop strategies to further reduce blight and enhance cleanliness citywide.



### FY21-25 STRATEGIC INITIATIVES

In the years ahead, CLIP will continue to maintain its efficient, quality service delivery; provide operational management of the Same Day Same Pay initiative - which provides individuals who are experiencing homelessness with an opportunity to earn income to help them meet their daily needs;

participate in the Zero Waste and Litter Cabinet, by serving on committees and working to support clean-up efforts; and work in partnership with violence prevention and community-based agencies to develop strategies to further reduce blight and enhance cleanliness citywide.

## PROGRAM 9: PHILLY311

### PROGRAM DESCRIPTION

Philly311 is the City's non-emergency contact system. Residents, businesses, and travelers access information and services through its call center, website, and mobile application. Philly311 strives to improve the quality of life for Philadelphians by providing world-class customer service for every method of contact, delivering accurate information and timely updates, and facilitating solutions to municipal problems.



## RECENT ACCOMPLISHMENTS

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**PROVIDED TRAINING ON ECLIPSE:** Established L+I expertise within Philly311 by training a group of agents to answer questions about L+I and eCLIPSE L+I's online licensing and permitting system. Launching this team decreased Philly311's overall average call length from 3:57 to 3:22 in FY20.



**ESTABLISHED MONTHLY PROCESS IMPROVEMENT SESSION WITH THE STREETS DEPARTMENT:** Through these sessions, Philly311 streamlined intake processes and absorbed the department's customer affairs unit, which is comprised of an email and a phone team.



**INCREASED WEB AND MOBILE CHANNEL USAGE:** Philly311 increased this channel usage by 5% to 48%, which is more cost effective and precludes the need to hire additional agents. The increase is attributed to dozens of technical improvements introduced by the Philly311 operations team.



**RAISED ITS NET PROMOTER SCORE (NPS):** The Philly311 team collaborates with every City service partner to understand the drivers of detractor scores and strives to help each agency to improve their NPS, which is an index ranging from -100 (-100 being poor) to 100 (100 being excellent) that measures the willingness of customers to recommend a company's services to others. By focusing on NPS, Philly311 is changing the way the City measures and talks about customer service and has seen an increase to a 9 and it is trending to 11.



**CREATED A SERVICE DAYS REQUEST:** Formalized the process within the City of Philadelphia to better help homeless outreach and better manage homeless encampments.



**LAUNCHED THE DEPARTMENT OF REVENUE ON THE PHILLY311 CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SYSTEM:** Revenue's adoption of the CRM system has been astounding; Revenue handles 130,848 emails annually and are utilizing NPS scoring to gauge their customer service performance.







**MADE SEVERAL TECHNOLOGY IMPROVEMENTS:** Extended CRM system to help L+I manage customers that are not successful using eCLIPSE; began work to replace existing mobile application; updated mapping technology with the support of the Office of Innovation and Technology and its GIS team; and extended phone and CRM system to engage and track resident activities regarding the Philadelphia Resilience Project and the Pinpoint project.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Median timeframe to answer calls (in minutes) <sup>1</sup>	1:07	0:50	< 2:00	< 2:00
Percent of 311 Net Promoter Score (NPS) survey respondents who are “service detractors” <sup>2</sup>	41.5%	48.9%	< 50.0%	< 50.0%
Percent of contacts who utilize mobile and web applications to contact 311 <sup>3</sup>	45.5%	47.5%	45.0%	45.0%
Average score for tickets and phone calls monitored by 311 supervisors <sup>4</sup>	87.0%	74.5%	86.0%	86.0%

<sup>1</sup>This new measure provides more data on what is realistic for the public to expect, in terms of a wait for a call to be answered. 311 has assembled L+I pod, and hired 6 trainees to handle 311-related issues. The trainees will start taking calls in November 2019.

<sup>2</sup>Philly311 continues to prioritize our customer service. The unit has dedicated additional staff to focus on its survey process. Philly311 now responds to every survey taker and provides comments and additional service in accordance with their needs. As a result, Philly311 has implemented a quality monitoring process for addressing the specific issues in the non-call channels, which has seen the increase in NPS detractors since FY19 Q2.

<sup>3</sup>This measure refers to the number of contacts using mobile and web applications to contact 311.

<sup>4</sup>Agents are scored on a six-point scale and are graded by pass/fail. 311 has dedicated additional resources to the quality assurance and control process. A quality team has been set up to increase the number of interactions monitored and to develop solutions faster and more efficiently. Beginning in FY20 Q2, 311 changed the methodology by which they calculate this score. This new methodology is weighted, and prioritizes critical components to municipal interactions, such as interaction with customers and accuracy.



## FY21 STRATEGIC GOALS

- ▲ Support Customer Service Initiatives and metrics throughout numerous City departments.
- ▲ Assist the Opioid Taskforce and Philadelphia Roadmap to Safer Communities Tactical Group with data and staff support to better support communities in economically impacted or high level of violence areas.
- ▲ Implement the new browser-based mobile application, which will increase Philly311's ability to equitably resolve quality of life issues and, in the long-term, will raise the usage to greater than 50% of all Philly311 requests.
- ▲ Create online City Learning Management system trainings on how to use Philly311.
- ▲ Implement computer telephony integration to integrate our CRM system with the phone system, which will allow staff to work more efficiently and provide better customer service.



### FY21-25 STRATEGIC INITIATIVES

Over the next five years, Philly311 will utilize its quality assurance team for call backs, survey responses, and training to continue the NPS scores trending towards 15, which for government use is lofty, but attainable. The score of 15 is considered lofty because government industries typically have a negative NPS score. Government entities that use NPS feedback strive for a score that is zero or above which is considered a good score. Additionally, Philly311 will work towards making the mobile and web usage reach 60%, allowing phone service levels to be

met even on the busiest days. Philly311's migration to its new web-based application roll-out will provide better and faster customer service and will allow Philly311 to consistently meet service levels during high-demand times. Lastly, Philly311 plans to obtain ACCT as a new Servicing Department partner. Philly311 will establish a new and improved relationship with ACCT that will allow Philly311 to handle all contacts to ACCT, improving service delivery, and allowing ACCT to focus on animal protection.



## PROGRAM 10: OFFICE OF IMMIGRANT AFFAIRS

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### PROGRAM DESCRIPTION

The Office of Immigrant Affairs (OIA) promotes the well-being of Philadelphia's immigrant communities by developing and recommending policies and programs that increase access to opportunity, services, and information. OIA facilitates the inclusion of immigrants in civic, economic, and cultural life, and highlights the essential role that immigrants have played and continue to play in Philadelphia.

### RECENT ACCOMPLISHMENTS

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**DEFENDED PHILADELPHIA'S SANCTUARY CITIES LITIGATION:** Due to close collaboration between OIA, Mayor's Office, Managing Director's Office, Law Department, other City departments, and actively involving the City's Immigration Rapid Response Task Force, Philadelphia won *City of Philadelphia vs. Jeff Sessions*. In the lawsuit, Philadelphia argued that the federal government did not have legal authority to attach new conditions to a DOJ grant or force the municipality to comply with these conditions and that Philadelphia does comply with federal laws regarding immigration enforcement. This allows Philadelphia to continue to protect its welcoming city policies and push back against other harmful policies and rule changes from the federal government, such as temporary protection status (TPS), public charge, U.S. Department of Housing and Urban Development (HUD) low income housing eligibility, refugee executive order, health insurance proclamation, and U.S. Citizenship and Immigration Services (USCIS) proposed fee schedule changes.



**ESTABLISHED AS A PERMANENT PART OF THE CITY:** OIA was made a permanent part of City government in May 2019 after Philadelphians overwhelmingly voted "Yes" on the special ballot question. The Philadelphia Home Rule Charter was amended to establish OIA as a permanent office in City government.



**INCREASED LANGUAGE ACCESS:** In FY19, the City's Language Access Program—which ensures all residents can access City services regardless of ability to speak English—experienced a sharp increase (24%) in the utilization of telephonic interpretation, the biggest year-over-year improvement to date. There has also been a significant increase (56%) in translation of documents from FY18 to FY19 due to expanded training efforts by the Language Access Program Manager.









**EXPANDED PORTABLE INTERPRETATION:** Procured portable interpretation equipment that allows OIA and other City offices to offer live, simultaneous interpretation to Limited English Proficiency (LEP) residents at events, presentations, workshops, or public meetings.



**IMPROVED WORKER'S RIGHTS SESSIONS:** In 2019, OIA held 6 workers' rights sessions, including 2 Immigrant Workers Academies, which offer a series of trainings pertaining to workers' rights set in the community in partnership with different non-profit organizations. With community input, OIA adjusted the program to include more focused sessions and created multi-lingual immigrant workers' rights informational materials. These materials are now available on the OIA website for partners and community members to use freely and as needed.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of translated documents	1,062	428	1,000	1,200
Number of LEP transactions	56,683	32,265	55,000	62,250



## FY21 STRATEGIC GOALS

- ▲ Improve and expand language access services throughout City government with creative solutions and partnerships. OIA will create and promote a procedure for regular utilization of the interpretation equipment at public events.
- ▲ Expand programming and available resources about immigrant workers' rights to immigrant workers and their employers. There will be focused attention placed on preparing the community for immigration enforcement in the workplace.
- ▲ Develop an intentional community engagement strategy for OIA and the City that is inclusive of the successful transition of the Mayor's Commission of Asian American Affairs and the Mayor's Commission on African and Caribbean Immigrant Affairs into OIA.
- ▲ Develop and promote a clear system for community members to report instances of immigration services fraud and for the City to hold such businesses accountable.



### FY21-25 STRATEGIC INITIATIVES

In the next 5 years, OIA will continue to support the Mayor's Office and Law Department in responding to federal and state action that threatens the City's welcoming policies and immigrant communities. OIA will support the Mayor's Office in exploring local policy solutions that further include immigrants in the City's civic, economic, and cultural life. OIA will ensure that residents with limited English proficiency can access City services by partnering with City departments to improve and expand the language access program, which will further increase utilization of translation and interpretation services.

OIA will support immigrant workers, employers of immigrant workers, and immigrant business owners by educating them on their rights and the resources available to them. OIA will assess the immigration legal services landscape in this region to explore opportunities to expand legal capacity and increase access to quality and affordable legal services for immigrants in Philadelphia. Lastly, OIA will deepen community engagement with a more intentional strategy further improving the City's relationship with immigrant communities and the potential to grow Philadelphia as a great place to live as an immigrant.



## PROGRAM 11: TOWN WATCH INTEGRATED SERVICES (TWIS)

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### PROGRAM DESCRIPTION

Town Watch Integrated Services (TWIS) assists residents in addressing quality-of-life issues through community policing and participation. TWIS trains volunteers to patrol, observe, document, and report suspicious activity in their neighborhoods. TWIS supports schools by conducting mediation sessions with students and addressing neighborhood issues that prevent them from attending school. TWIS volunteers support Safe Corridor Program, the Town Watch street patrol, crime prevention education, and community beautification projects.

### RECENT ACCOMPLISHMENTS

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**CONTRIBUTED TO THE PHILADELPHIA RESILIENCE PROJECT:** Assisted the 15 area schools impacted by the opioid crisis. Established six Safe Corridors—on which trained adult volunteers monitor children’s walking routes to and from school and report suspicious behavior and dangerous conditions—for six elementary schools in the area and participated in the development of a Safe Corridor recruitment video for parents.



**CONTRIBUTED TO REDUCING GUN VIOLENCE:** TWIS is a member of the Roadmap Tactical and Implementation Team and is committed to supporting the reduction of gun violence in the city. TWIS is working in the seven “pinpoint areas” and has developed additional patrolling town watch groups in targeted areas.







**SUPPORTED TOWN WATCH GROUPS:** TWIS continued supporting these groups and Safe Corridors in all 21 Philadelphia Police Districts. TWIS supports neighborhood coalitions that are working to reduce gun violence and improve the quality of life in the city.



# PERFORMANCE MEASURES

## FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Average Weighted Community Engagement Score <sup>1</sup>	6.5	6.2	7.0	7.5
Total membership in the five PSAs	930	424	1,009	1,050

<sup>1</sup>Methodology: Activate Town Watch Group: 3 points; Crime Rates Reduced 6 months after Town Watch process starts: 4 points; Community/TWIS events: 3 points.

## FY21 STRATEGIC GOALS

- ▲ Establish more Town Watch groups and Safe Corridor groups in the “pinpoint areas,” to support the Philadelphia Roadmap to Safer Communities’ violence reduction strategies.
- ▲ Engage and support neighborhood residents in neighborhood policing and addressing quality of life issues.



### FY21-25 STRATEGIC INITIATIVES

In the next 5 years, TWIS will continue to help to implement Philadelphia Roadmap to Safer Communities strategies; and will expand volunteer recruitment needed to develop and maintain Safe Corridors and Town Watch groups throughout the city.

TWIS will continue to work in collaboration with City departments, community-based organizations, and residents to participate in neighborhood developments, community policing, and to reduce violence and crime.



## PROGRAM 12: MUNICIPAL ID PROGRAM

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### PROGRAM DESCRIPTION

The Municipal ID Program introduces the “PHL City ID,” an optional, secure, and affordable government-issued photo identification card for anyone living in Philadelphia or working for the City of Philadelphia. Cardholders have access to benefits, discounts, and memberships through City partnerships with banks and credit unions, local businesses, healthcare providers, museums, entertainment venues, and cultural institutions.

### RECENT ACCOMPLISHMENTS

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**LAUNCHED THE MUNICIPAL ID PROGRAM:** Since its launch on April 4, 2019, the Municipal ID Program issued 7,078 IDs at the end of FY19, including 260 IDs for City employees.



**PROMOTED THE MUNICIPAL ID PROGRAM TO THE COMMUNITY:** Since FY19, the Municipal ID Program team participated in 93 mobile sites, 17 information presentations, and 26 prescreening trainings.







**INCREASED THE PROGRAM'S PARTNERS:** As of December 2019, the Municipal ID Program has 12 confirmed benefit partners: African American Museum of Philadelphia; Free Library of Philadelphia; Kimmel Center for the Performing Arts; Las Cazuelas Restaurant; Lyft; Mural Arts Philadelphia; Philadelphia Museum of Art; Philadelphia Phillies; Uber; University of Pennsylvania Museum of Archaeology and Anthropology; Vista Peru Restaurant; Woodmere Art Museum.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of Philadelphia residents and city employees successfully receiving a PHL City ID <sup>1</sup>	5,992	6,720	21,600	21,600
Number of PHL City ID mobile sites staffed/attended	19	63	120	156
Revenue collected from issuance of PHL City ID <sup>2</sup>	\$39,110	\$42,710	\$162,000	\$204,000

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<sup>1</sup>Phase one of the program helps Program leadership to understand the importance of the PHL City ID and to add more documents in the Municipal ID Program regulations. PHL City ID staff makes a least 10 referral daily to participants who don't have proper documents. Municipal ID Program leadership are working to approve new regulation that will help to increase PHL City ID participants.

<sup>2</sup>Municipal ID Program offers Philadelphia residents accessible cards by reducing barriers to help people to obtain an governmental issued ID. PHL City ID also offers waivers to Philadelphia residents that living at shelters and seniors. PHL City ID team are increasing the outreach and engagement in target areas offering PHL City ID pop up mobile sites that will help to the increase participants in order to reach FY21 goal but has shifted some to outside grant-funded providers.

### FY21 STRATEGIC GOALS

- ▲ Expand pop-up mobile site opportunities and its standing mobile site in targeted areas.
- ▲ Increase card acceptance at local entities in the Philadelphia area.
- ▲ Engage more businesses and cultural institutions to increase the number of participating benefit partners.





## FY21-25 STRATEGIC INITIATIVES

In the next five years, the Municipal ID Program will increase the number of benefit partners and will continue to outreach, engage, and promote acceptance of the PHL City ID. The Municipal ID Program team will continue to participate in more outdoor events and issue more on-site PHL City IDs in Philadelphia neighborhoods, including those where the need is greatest. The

Municipal ID Program will also work with underserved communities to provide more information about the benefits of PHL City ID. The Municipal ID Program will work in partnership with the Commerce Department to advocate for the acceptance of the PHL City ID by employers to provide opportunities to people seeking work opportunities.



# MAYOR



## PROGRAMS

**MAYOR, CHIEF OF STAFF, AND EXECUTIVE  
OFFICE  
POLICY, LEGISLATION,  
AND INTERGOVERNMENTAL AFFAIRS  
COMMUNICATIONS AND DIGITAL  
PUBLIC ENGAGEMENT  
DIVERSITY, EQUITY, AND INCLUSION  
INTEGRITY OFFICE**











**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/MAYOR/](https://phila.gov/departments/mayor/)

## MISSION

The Mayor is the Chief Executive of the City of Philadelphia and responsible for setting the agenda and priorities for the executive branch of the government. The Office of the Mayor is tasked with ensuring the Mayor's priorities are disseminated to the rest of the Administration for implementation, and clearly communicated to City Council, other governments, and the people of Philadelphia.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	4,779,593	5,393,827	5,578,480	6,022,980	6,022,980	6,022,980	6,022,980	6,022,980
Class 200 - Contracts/Leases	641,167	684,965	684,965	759,965	759,965	709,965	659,965	659,965
Class 300/400 - Materials, Supplies, Equipment	14,978	34,841	34,841	41,841	41,841	41,841	41,841	41,841
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	5,435,738	6,113,633	6,298,286	6,824,786	6,824,786	6,774,786	6,724,786	6,724,786

## PROGRAM 1: MAYOR, CHIEF OF STAFF, AND EXECUTIVE OFFICE

### PROGRAM DESCRIPTION

The Mayor and Chief of Staff set and manage the overall priorities and agenda for the Administration. The Chief of Staff coordinates with Cabinet members and department leadership to implement the Mayor's priorities. The Executive Office manages the day-to-day activities of the Mayor and provides support to the entire Mayor's Office.



## RECENT ACCOMPLISHMENTS



**LED THE ADMINISTRATION IN IMPLEMENTING THE MAYOR’S PRIORITIES:**

Ensured the cabinets and departments met major goals and benchmarks and worked collaboratively to advance the Mayor’s goals around creating: a Safer and More Just Philadelphia; Quality Education for All; Cleaner and Safer Streets; Inclusive and Resilient Neighborhoods; and a Diverse, Efficient, and Effective Government.



**COORDINATED WITH THE SCHOOL DISTRICT OF PHILADELPHIA (SDP):**





Continued to ensure better coordination with SDP and the Board of Education by working closely with District leadership on both governance and strategic initiatives to improve the quality of schools in Philadelphia.



**COORDINATED STRATEGIC INITIATIVES:** Worked to coordinate strategic initiatives throughout the government so that they are aligned to key Administration goals and that their progress is reported regularly to the Mayor, residents of the city, and other stakeholders.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Average response time to scheduling requests (days) <sup>1</sup>	7.1	9.5	10.0	10.0

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<sup>1</sup>The target is set to 10 days, following staffing adjustments in FY19.



## FY21 STRATEGIC GOALS

- ▲ Ensure cabinet members and departmental leadership work to inform goal-setting and priorities for the Administration through regular communication and planning with the Mayor and Chief of Staff.
- ▲ Improve interdepartmental coordination by providing regular opportunities to share information across the Administration at departmental leadership meetings, through individual meetings, and by cascading information down through departments.
- ▲ Continue to provide meaningful opportunities for all Philadelphians to interact with the Mayor and his Administration.



### FY21-25 STRATEGIC INITIATIVES

The Mayor's Office will continue to lead the Administration in implementing the Mayor's priorities and will ensure that information is communicated appropriately at the cabinet level, department leadership level, and to department staff through a variety of communications methods.

The Office will also continue to focus on overseeing an efficient scheduling operation to ensure the Mayor's time is spent effectively with City leadership, elected officials, residents in all communities, and representing the City's interests statewide and nationally.



## PROGRAM 2: POLICY, LEGISLATION AND INTERGOVERNMENTAL AFFAIRS

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### PROGRAM DESCRIPTION

The Office of Policy, Legislation, and Intergovernmental Affairs develops the Mayor's policy priorities with other senior members of the Administration. The Policy team promotes policy innovation and the use of data-driven, evidence-based policies to maximize the impact of government resources. The Legislation team drafts, reviews, and crafts testimony for all pieces of legislation, and is a close partner in working with City Council to create the best outcomes for all Philadelphians. The Intergovernmental Affairs team works to foster clear, constructive, and consistent communication between and among local, state, and federal government entities and elected officials.

### RECENT ACCOMPLISHMENTS

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**EVALUATED STREET SWEEPING PILOT:** Conducted an evaluation of the City's Mechanical street sweeping pilot that found the amount of trash collected per day decreased, the number of miles traveled per day increased, suggesting that streets became cleaner and collection became more efficient over the course of the pilot and residents were very positive about the program.



**2019 RESIDENT SURVEY:** The Mayor's Policy Office with the Office of the Managing Director led the 2019 Resident Survey effort in collaboration with the Mayor's Office of Public Engagement, the Mayor's Office of Civic Engagement and Volunteer Services, the Office of Performance Management, and Temple University's Institute of Survey Research. Feedback from Philadelphia residents is an essential tool for the Kenney Administration to identify opportunities for improvement, reallocate taxpayer dollars to address newer priorities, and make changes to City practices, policies, and programs. The Mayor's Office will continue to use the results of the 2019 Resident Survey to inform policy and programmatic decisions.









**ANALYZED SUCCESS OF SHORT DUMPING DETERRENTS:** GovLabPHL also partnered with the Zero Waste and Litter (ZWL) Cabinet, the Streets Department, and researchers from the University of Pennsylvania and Temple University to test whether signs with positive or negative framing were more effective at reducing short dumping, one of the top concerns of Philadelphia residents. Analysis at the midpoint of the experiment shows the possibility that negatively-framed signs are more effective, but more data is needed to confirm this finding. Additional analysis will be completed in June 2020, one year after implementation began.

GovLabPHL is an initiative led by the Mayor's Policy Office to advance the practical use of data and evidence across City government. The team is staffed with researchers and data analysts, but also manages external research and academic partnerships to support the City's evaluation agenda.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Administration-wide policy meetings <sup>1</sup>	5	5	6	12
Number of external partnerships <sup>2</sup>	25	N/A	25	25

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<sup>1</sup>These are monthly meetings to provide policy and research updates, and to encourage cross-departmental collaboration.

<sup>2</sup>This is an annual measure, and FY20 data will be available at year-end. External partnerships are defined as partnerships with academic institutions, quasi-city agencies, or non-profit organizations that are engaged with the City to design and implement research.



## FY21 STRATEGIC GOALS

- ▲ Achieve passage of bills and resolutions that advance the joint priorities of the Administration and City Council.
- ▲ Maintain productive working relationships with City Council partners to achieve positive outcomes for all Philadelphians.
- ▲ Maintain positive relationships with state and federal partners and work with lobbyists, key stakeholders, and elected officials to protect and advance the interest of Philadelphians at the state and federal level.
- ▲ Complete existing pilot projects that utilize behavioral insights through GovLabPHL in collaboration with several City agencies and academic partners.
- ▲ Engage City employees on the practical value of using evidence and data through the PHL Government Book Club, Author Talk events, annual conference, and other employee-centered events.



### FY21-25 STRATEGIC INITIATIVES

This Office will continue to work with Cabinet members and department heads to establish and implement legislative and policy priorities. The Mayor's Office will also continue to partner with City Council to better coordinate the legislative process, ensuring that critical issues are given the necessary support to pass effective legislation and implement best practices. The Office will work to ensure that the City maintains productive working relationships with representatives at the local, state, and federal levels to advance the priorities of the Administration and represent the interests of the people of Philadelphia.

Through the work of the Policy team, the GovLabPHL initiative will continue to elevate the practical use of data and evidence across City government. Rigorous evaluations and the use of applied science will continue to be prioritized to provide insight into the most effective way to implement and improve City services. The Philadelphia Behavioral Science Initiative will continue to be utilized to create low-cost interventions that encourage behaviors that benefit residents as well as the City.



## PROGRAM 3: COMMUNICATIONS AND DIGITAL

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### PROGRAM DESCRIPTION

The Communications Office informs Philadelphians about their government, expands access to information about City services, and provides residents with critical information in times of emergency or breaking news. The Communications team facilitates media access to the Mayor and members of the administration and coordinates the work of communications staff across departments. The Digital team oversees a strategy to engage residents online and makes information about City services more easily accessible to all Philadelphians.

### RECENT ACCOMPLISHMENTS

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**STANDARDIZED ORIENTATION FOR EMPLOYEES:** Established a standardized hiring orientation program to recruit and onboard high-quality communications professionals into City government and train them for success. Additionally, the Office continued to host a monthly professional development convening for all City digital communications staff.



**COMPILED NEW DIGITAL RESOURCES:** Continued to compile new digital resources, like outdoor advertising and online platforms, that departments can access for free or low-cost to promote City programs and services.







**EXPANDED SOCIAL MEDIA REACH:** Worked to expand the City's social media reach. This has resulted in increased followers across multiple social media platforms.



# PERFORMANCE MEASURES

## FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Compliance with digital reporting metrics <sup>1</sup>	59.5%	67.4%	80.0%	80.0%
Followers across @PhiladelphiaGov and @PhillyMayor social media platforms)	452,989	928,602	10% INCREASE FROM PRIOR YEAR	10% INCREASE FROM PRIOR YEAR
Average response time to constituent inquiries (days)	7.9	9.5	10.0	10.0

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<sup>1</sup>Compliance is defined as reporting metrics to the digital director by various department social media leads each month. Without this information, the program cannot track other measures (such as overall reach of digital content).

## FY21 STRATEGIC GOALS

- ▲ Strengthen communications and digital training, resources, and coordination for all City department communications and digital staff.
- ▲ Improve Citywide digital content on social media channels and in email programs through centralized support, creation, and use of standardized materials and resources.
- ▲ Continue implementing a standardized hiring and orientation program to recruit and onboard high-quality communications professionals into City government and train them for success.





## FY21-25 STRATEGIC INITIATIVES

The Office will continue to improve the knowledge and expertise of departmental staff by providing trainings, professional development opportunities, and direct feedback. Additionally, the Office will work to improve cross-departmental coordination and collaboration through regular Citywide communications meetings. The Office will continue to evaluate departmental communications needs to ensure that departments are

appropriately resourced and will regularly review communications contracts to ensure that the City is spending its contracted dollars efficiently and effectively. Finally, the Office will continue to standardize and improve the quality of digital content and will ensure that departments are taking full advantage of all resources for communicating directly with a wider audience of Philadelphians.

## PROGRAM 4: PUBLIC ENGAGEMENT

### PROGRAM DESCRIPTION

The Office of Public Engagement (OPE) empowers people to create community-driven transformation by providing connections to tools and opportunities. Our vision is for a government that is inclusive and equitable, that encourages collective participation and ensures an improved quality of life for every Philadelphian.

### RECENT ACCOMPLISHMENTS



**HIRED A DIRECTOR FOR FAITH-BASED AND INTERFAITH AFFAIRS:** Hired the Director to serve as a public facing leader, liaison, and subject matter expert for the Mayor's Office on local and national matters that impact diverse communities of faith. The Director is currently working on creating the forthcoming Mayor's Commission on Interfaith and Faith-based Affairs.





**OFFICE OF CIVIC ENGAGEMENT AND VOLUNTEER SERVICE (OCEVS):** OCEVS

gained funding from the United Way to hire a Volunteer Partnership Coordinator. This position will continue to support the implementation of the Service

Enterprise Initiative which trains and supports non-profits in embedding volunteerism into their mission.



**STRATEGIC PLANNING:** Completed a strategic planning process to strengthen teamwork and alignment around shared mission, vision, values, and objectives.

OPE's updated mission and vision included in this narrative is a product of this robust strategic planning activity implemented from August 2019 through January 2020.



**LAUNCHED NEWSLETTER:** Launched the #EngagingPHL digital newsletter to

709 recipients. The #EngagingPHL Newsletter was created as an ongoing engagement tool to keep the residents informed of key Kenney administration

initiatives and activities, OPE-led programming, job opportunities and opportunities to participate in volunteer and service activities. The newsletter is distributed to opt-in subscribers, as well as registrants for OPE events and programming. Since then, the subscriber list has been supplemented and grown to 5,663 subscribers. The newsletter has an average open rate of 17.72%, slightly above industry standards.



**LAUNCHED MY BROTHER'S KEEPER (MBK) ACTION ACADEMY:** The Office of

Black Male Engagement launched MBK Action Academy at early FY20. MBK Action Academy focused on improving the quality of life for Black men in

Philadelphia. The Academy hosts bi-monthly neighborhood-based community engagement workshops designed to provide the tools and resources necessary to close the opportunity gap for men and boys of color.



**THE OFFICE OF YOUTH ENGAGEMENT:** Launched First Vote 2020 in November

2019. First Vote 2020 will engage and include young people who have never voted in the upcoming 2020 election. First Vote 2020 is a coordinated voter

education and registration effort from the Office of Youth Engagement, Philadelphia Youth Commission, and Committee of Seventy with the support of the Mayor's Office of Education, School District of Philadelphia, and Office of the Philadelphia City Commissioners.



**THE OFFICE OF ENGAGEMENT FOR WOMEN:** Hosted its 4th Annual Summit for





Women and Girls – Suffrage, Race and Power: Changing the Narrative in March

2020. The summit was in partnership with Women's Way and other organizations, and programming centered around the 100th Anniversary of the 19th Amendment passage.



# PERFORMANCE MEASURES

## FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of participants in commission meetings, events, and community conversations <sup>1</sup>	1,911	2,099	2,000	3,750
Number of public commission meetings and community conversations per year <sup>2</sup>	37	58	30	75
Service hours <sup>3</sup>	135,649	71,368	148,212	150,000
Civic engagement hours <sup>4</sup>	1,740	5,257	11,000	11,000

<sup>1</sup>This number is total number of participants who attend all engagement events.

<sup>2</sup>These events include any meeting, training or event hosted by OPE including OCEVS which engages residents.

<sup>3</sup>We expect to hit this target number with the increased hours from the Mayor's Volunteer Corps service projects in the second half of FY20.

<sup>4</sup>Civic engagement hours are when people participate in a community meeting, register people to vote, attend education sessions offered by OCEVS, or attend planning meetings. These programs run in schools, primarily.



**MAYOR KENNEY AT WAWA WELCOME AMERICA CITYWIDE  
READING DAY AT HADDINGTON LIBRARY - JULY 2019.**



## FY21 STRATEGIC GOALS

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- ▲ Increase the number of people engaged in meaningful civic engagement activities and programs; commissions' public meetings, including large-scale summits; community conversations; and other informational meetings.
- ▲ Work strategically with both external and internal partners on affinity activities and programs to ensure a broad and diverse reach.
- ▲ Develop meaningful opportunities for interaction between and among City departments, agencies, and offices with public commission members and create a formalized process to regularly gather commission feedback for City leadership.
- ▲ Map engagement efforts across City departments and provide internal support to maximize impact and reduce duplication.
- ▲ Provide trainings to City departments and community members to encourage collaboration and use of engagement tools and best practices, specifically driving widespread use of engagement data collection technology.

## FY21-25 STRATEGIC INITIATIVES

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OPE will continue to manage a data-informed, coordinated, quality engagement strategy for all OPE offices and commissions to ensure that public engagement reaches all communities. OPE will establish and appoint a 15-member Commission on Faith-based and Interfaith Affairs by early FY21. OPE will continue to host annual Commissions Convenings, including additional advisory Commissions that are currently or will be housed in the Office of Diversity, Equity, and Inclusion and the Managing Director's Office, and facilitate additional opportunities for Commissions to work together and with the Mayor's Office and Administration on key initiatives. OPE will continue to provide briefings to Advisory Commissions on key strategic priorities, annual budgeting, and professional development opportunities. The Office will continue to produce impactful and relevant public programming and partner with community organizations, stakeholders, and City Council to strategically partner and co-produce programming and events that are relevant to community concerns.



OCEVS will continue to support efforts across the City in various departments to increase engagement and volunteerism while promoting best practices. OCEVS plans to train 10 new nonprofits every year to more deeply embed skills-based volunteers within their missions and become Service Enterprise Certified organizations, as recognized by the Points of Light foundation. OCEVS will continue to train community leaders and residents on engagement best practices so that they can be more engaged in their communities. As it relates to National Service Programs, OCEVS plans to work closely with the School District and align the program and its outcomes with other education-based initiatives throughout the City. The Office will continue to grow the AmeriCorps VISTA program, a federally-funded national service program administered by the Corporation for National and Community Service, and increase capacity for anti-poverty initiatives by placing members in new departments.

OPE will employ more survey methods more consistently to gather feedback from commissions and communities to ensure information provided is relevant and useful and to ascertain if communities are utilizing certain City programs and resources. Additionally, OPE is creating an engagement toolkit which will supplement these trainings and can be used by community members, nonprofits, and City employees to help them better engage Philadelphia residents and communities.

## **PROGRAM 5: DIVERSITY, EQUITY, AND INCLUSION**

### **PROGRAM DESCRIPTION**

The Office of Diversity and Inclusion (ODI) was renamed in Executive Order 1-20 to the Office of Diversity, Equity, and Inclusion (DEI). The Office, in addition to its expanded diversity and inclusion responsibilities will oversee the city's Racial Equity Initiative which creates a shared citywide framework for action to address institutional barriers that still perpetuate disparate community outcomes. All City departments, by the end of 2023, will be required to conduct Racial Equity Assessments and create Racial Equity Action Plans to help ensure that their programs, policies, and resources account for the different conditions of the communities they serve, including people with disabilities, LGBTQ individuals, women, and households with low-income.



## RECENT ACCOMPLISHMENTS

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**ANNUAL WORKFORCE DIVERSITY PROFILE REPORT:** Office produces an annual Workforce Diversity Profile Report. The latest report (FY19), released in February 2020, shows a nearly 3% increase in the diversity of exempt workforce since the beginning of the Kenney Administration.



**INCLUSIVITY TRAINING:** Continued to train City agencies on bias and inclusiveness and has trained departments on LGBTQ competency and compliance with Title II of the Americans with Disabilities Act (ADA). In FY19 over 1,000 employees were trained.



**STARTED CITY RESOURCE GROUPS (CRGS):** CRGs are groups for City employees where employees who identify as or are allies of certain communities can discuss and create programming to make the City a more inclusive place to work for underrepresented communities.







**THE OFFICE OF LGBTQ AFFAIRS:** Continued to make progress for the LGBTQ community, and this year the Office held various legal clinics to help community members expunge criminal records and create advanced planning documents, hosted multiple events to recruit foster parents to give LGBTQ youth loving and affirming homes, and created an LGBTQ leadership pipeline, which develops 20 flows to become members of local non-profit boards.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Internal meetings convened by the Mayor's Commission on People with Disabilities	2	5	6	6
Meetings convened by the Commission on LGBT affairs	3	5	12	12
Department diversity and inclusion trainings held <sup>1</sup>	5	30	24	24
Department workforce review meetings	22	45	71	71

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<sup>1</sup>Of the 13 trainings between July and October, 12 were LGBTQ competency trainings and 1 was diversity and bias. There were 17 trainings between October and December and 7 were LGBTQ competency trainings and 10 were diversity and bias trainings

### FY21 STRATEGIC GOALS

- ▲ Monitor and forecast the diversity of the exempt workforce to internal and external stakeholders.
- ▲ Establish the City of Philadelphia as an inclusive, equitable workplace.
- ▲ Collaborate with OEO in promoting and enhancing the availability of contracting opportunities for Minority, Women, Disabled Owned Businesses Support (MWDBSE) firms and collaborate with the City Treasurer's Office (CTO) in monitoring the lending practices of City depositories.
- ▲ Provide meaningful opportunities for community members to engage with, and provide feedback to, the Mayor's Commission on LGBT Affairs and the Mayor's Commission for People with Disabilities.
- ▲ Establish processes and policies to enhance the City's compliance with Title II of the American with Disabilities Act (ADA).





## FY21-25 STRATEGIC INITIATIVES

DEI will continue to work to make the City's workforce reflect the diversity of the City by providing resources around recruitment and workforce planning to City departments. DEI will focus on implementing the Racial Equity agenda and the goal of closing gaps in outcomes so that race no longer predicts a person's success in Philadelphia. Executive Order 1-20 establishes mandatory diversity, equity, and inclusion training for all City managers and supervisors every three years. The initial training will lead to other, more specific trainings on subjects including disability competency, LGBTQ competency, ADA compliance, and racial equity. DEI will continue working collaboratively with OEO and CTO.

DEI will work to better leverage the convening power of the Mayor's Office

by consistently meeting with the newly formed Diversity and Inclusion Advisory Council, which is comprised of thought leaders around diversity and inclusion and by using the existing structures of the Mayor's Commission on People with Disabilities and the Mayor's Commission on LGBTQ Affairs. The outward-facing offices will continue to host community conversations around relevant issues facing their constituencies and will publish and update resource guides for issues that their communities commonly face.

The Office will also complete all phases of the ADA study by 2024 and will create a transition plan that will guide the City in its efforts to be compliant with Title II of the ADA around policies, procedures and with City buildings.

## PROGRAM 6: INTEGRITY OFFICE

### PROGRAM DESCRIPTION

The Integrity Office upholds the public's trust by ensuring that the City operates with fairness and integrity, uncompromised by conflicts of interest, political affiliation, favoritism, or other unfair considerations. Its responsibilities include protecting the integrity of City operations, preventing potential wrongdoing by identifying and monitoring compliance risk throughout the Executive Branch, giving advice and support to City employees, providing oversight and support to City departments, educating and coordinating training with City agencies, and ensuring transparency.



## RECENT ACCOMPLISHMENTS







**REVISED THE CITY'S "PAY-TO-PLAY" LAW:** Completed revisions to The Philadelphia Code Chapter 17-1400 (the City's pay-to-play law) to ease compliance by City vendors, including local and minority businesses. Working closely with representatives of the Chief Administrative Office and the Law Department, this multi-year effort resulted in legislation passed by City Council in December 2019 and regulations that went into effect in January 2020. Trainings for current and prospective City vendors are being developed to create greater awareness of the new provisions and reduce the instances of non-compliance.



**CONTINUED TO FIELD ETHICS INQUIRIES:** Fielded over 1,000 inquiries for ethics advice from members of the Administration as well as boards and commissions reporting to the Mayor.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Response time to gift-related questions (days) <sup>1</sup>	1,534	N/A	1	1
Number of Trainings <sup>2</sup>	N/A	N/A	20	20
Number of employees participating in bi-annual ethics survey <sup>3</sup>	1,534	N/A	N/A	2,000

<sup>1</sup>An increase in responsibilities with other issues reduced time available for this.

<sup>2</sup>This is a new, annual measure for FY20 so prior year data is unavailable.

<sup>3</sup>The ethics survey is taken bi-annually. The last survey was taken in FY19 Q2, so this measure is shown as N/A for FY20.



## FY21 STRATEGIC GOALS

- ▲ Ensure 100% compliance of the Mayor, departmental, and cabinet leadership with annual ethics training and financial disclosure requirements.
- ▲ Enhance communications to Executive Branch departments, offices, and agencies about ethics through Integrity Officer program, written materials, social media, etc.
- ▲ Serve as a trusted resource for the Mayor and Executive Branch employees on ethics-related questions.



### FY21-25 STRATEGIC INITIATIVES

The Integrity Office will continue its primary focus on monitoring, reviewing, and, as needed, working with Cabinet members and senior administration officials to ensure that operations within the Executive Branch comply with the law and are conducted in an open and transparent manner.

Biannual employee ethics surveys, next scheduled for FY21, will continue to inform the Office's approach to improving understanding of, and compliance with, applicable policies. The Office expects to work more closely with individual departments on ethics policies uniquely applicable to their employees and develop relevant trainings. Additionally, the Office will continue to serve as an ethics advisor to the Mayor, as requested, and to Executive Branch employees seeking guidance.



# MURAL ARTS



## PROGRAMS

### MURAL ARTS



#### DEPARTMENT PAGE









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## MISSION

Through participatory public art, Mural Arts Philadelphia inspires change in people, place, and practice, creating opportunity for a more just and equitable Philadelphia. Mural Arts Philadelphia envisions a world where all people have a say in the future of their lives and communities; where art and creative practice are respected as critical to sense of self and place; and where cultural vibrancy reflects and honors all human identities and experiences.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	587,931	638,987	617,069	597,069	597,069	597,069	597,069	597,069
Class 200 - Contracts/Leases	1,779,296	1,860,615	1,928,115	1,913,115	1,913,115	1,913,115	1,913,115	1,913,115
Class 300/400 - Materials, 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	2,367,227	2,499,602	2,545,184	2,510,184	2,510,184	2,510,184	2,510,184	2,510,184

## PROGRAM 1: MURAL ARTS

### PROGRAM DESCRIPTION

Mural Arts' programs generate impact within individuals, communities, and systems with a focus on the following five arenas: youth development, criminal justice reform, wellness, environmental sustainability, and civil discourse. Mural Arts integrates community-engaged public art projects into ongoing programs to achieve its goals. Project decisions respond to needs and opportunities articulated by civic leaders or identified in neighborhood plans; project applications from community leaders; and topics relevant to youth and adults enrolled in Art Education, Restorative Justice, and Porch Light programs.



**ABOVE IS THE COMPLETED MURAL, FOLDING THE PRISM, IN THE SPRING GARDEN AREA NORTH OF CALLOWHILL, WHICH RESPONDS TO THE NEIGHBORHOOD'S RICH HISTORY OF TEXTILE PRODUCTION.**



## RECENT ACCOMPLISHMENTS



**FOCUSED PROJECTS:** Mural Arts expanded projects with a specific focus on serving underrepresented and marginalized groups through the Reimagining Reentry Fellowship for formerly incarcerated artists, The Guild reentry program, Neighborhood Storefronts serving recently arrived communities in Southeast and Northeast Philadelphia, as well as individuals facing multi-level trauma in Kensington, Color Me Back (Same Day Pay), Apprenticeships for Art Education students, and an internal Diversity, Equity, and Inclusion Leadership Initiative.



PICTURE ABOVE IS THE MURAL, CONVERGENCE, IN PROGRESS AT 27TH AND SOUTH STREET.



**WORK OPPORTUNITIES:** In FY19, Mural Arts created work opportunities for over 250 artists and served 2,100 youth in the Art Education program; 4,000 individuals impacted by trauma, addiction, and mental illness in the Porch Light program; and 125 justice-involved individuals in the Restorative Justice program.



**NATIONAL RECOGNITION:** In the past ten years, fifteen Mural Arts projects have been included in Public Art Network's Year in Review, the only national program that specifically recognizes public art projects.



**STRATEGIC PLANNING:** In April 2019, Mural Arts passed a new strategic plan, which will guide the Organization's operations for the next four to five years.



**MURAL ARTS INSTITUTE:** In calendar year 2019, the Mural Arts Institute provided technical assistance and capacity building to artists and organizations in 15 national and international cities.







ABOVE IS AN ARTIST IN THE MIDDLE OF CREATING ANOTHER MURAL FOR PHILADELPHIA.



# PERFORMANCE MEASURES

## FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of public art projects dedicated <sup>1</sup>	65	39	58	58
Number of mid- or large-scale restorations completed <sup>2</sup>	14	7	20	20
Number of people engaged in a program or project <sup>3</sup>	25,000	N/A	25,000	25,000
Percent of open enrollment students who graduate from high school/attend college <sup>4</sup>	100% / 83%	N/A	100% / 85%	100% / 85%
Percent of re-entry participants taken back into custody after a year <sup>5</sup>	N/A	N/A	10.0%	10.0%
Percent of re-entry participants employed six months after program completion <sup>6</sup>	90.0%	76.0%	80.0%	80.0%
Number of tour participants <sup>7</sup>	10,827	5,403	13,800	13,800
Private funding leveraged (per public dollar)	\$3.00	\$1.50	\$1.50	\$1.50
Press impressions <sup>8</sup>	991,817,494	473,653,592	300,000,000	500,000,000
Social media followers <sup>9</sup>	129,468	136,756	138,000	150,000
Successful annual audit <sup>10</sup>	YES	N/A	YES	YES

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<sup>1</sup>Mural Arts produces a major festival-style project every other fiscal year (in even years), which typically means a bump in projects dedicated for that year. Monument Lab resulted in 20 additional projects in FY18 that will not be replicated in FY19. The reason this target is lower than FY19 and FY18 is because Mural Arts received a \$50k increase in FY19 (equal to two projects) and the festival they are doing this year has an in-depth engagement and public programming process, but will yield just three distinct public art works. Due to delays in installation timelines, 5 projects that were slated for completion in FY19 Q4 will be completed in FY20 Q1.

<sup>2</sup>Mural Arts' plan is to do 20-25 restorations by fiscal year end. The final number depends on the weather (namely, how long it takes for spring weather to arrive). A number of restorations in FY19Q4 required more wall repair than anticipated. This caused delays in timelines for 9 restorations, which are now planned for completion in FY20 Q1.

<sup>3</sup>This is an annual measure. This is partly an approximate figure. Mural Arts can track with certainty the number of individuals directly engaged in program areas because they enroll in those programs. Tracking how many people attend paint days and public events is less exact, as Mural Arts relies on visual head counts that are populated into an events master list spreadsheet managed by the communications department. Project managers track how many people attend community meetings and events not directly managed by the communications department. Mural Arts then compiles all of this information into a master data tracker for each fiscal year and rounds to the nearest 500.



<sup>4</sup>This is an annual measure.

<sup>5</sup>This is an annual measure.

<sup>6</sup>This is an annual measure. The target is conservative given the small sample size of participants and trends in outcomes over the life of the program.

<sup>7</sup>Tour participation varies by season. Mural Arts has increased participation from the spring through the early fall. FY19 Q3 Note: Decreased attendance in Q1 due to extremely rainy and hot weather will likely result in a lower-than-expected number of tour participants this year.

<sup>8</sup>Press impressions are calculated based on the circulation of media outlets multiplied by the number of stories relating to Mural Arts. Monument Lab boosted press impressions in FY18. Press impressions specific to Monument Lab exceeded 100,000,000.

FY19 Q4 note: A handful of high-visibility projects were released in the spring/summer including a project by artist Amy Sherald in June which was widely circulated (Associated Press, Yahoo) and made headlines around the world.

FY20 Q2 note: The DA Artist in Residence program received heavy press coverage (456M impressions) in November 2019.

<sup>9</sup>This is a cumulative measure. In quarters after the first quarter, only new followers will be reported.

<sup>10</sup>This is an annual measure. Mural Arts' audit takes place during the winter following the June 30 fiscal year-end.

## FY21 STRATEGIC GOALS

- ▲ Expand core program work focusing on increased depth in community; long-term impact; inter-program collaboration; and connecting participants to post-project opportunity.
- ▲ Call attention to Philadelphia as a cultural capital and destination while also elevating communities and themes typically underrepresented in the public sphere through high-profile, spectacular projects.
- ▲ Obtain a staff structure and culture to support an expanded, sustainable institution and ensure that staff and board composition are reflective of the diversity of the City and equity and inclusion are prioritized in decision making.
- ▲ Demonstrate a culture of learning and data use, driven by strong systems for documentation and evaluation.
- ▲ Solidify the Mural Arts Institute's footprint on the national stage – as a thought leader and provider of training and consulting.





## FY21-25 STRATEGIC INITIATIVES

Over the next five years, Mural Arts will deepen its commitment to advancing equity by working in neighborhoods with limited services and amenities; building collaborative leadership models that include impacted individuals as decision makers; focusing on underrepresented issues, themes, and communities; offering free programming and compensating program participants; and employing harm reduction and trauma-informed practices.

Specific areas that Mural Arts will seek to sustain, and scale include:



### NEIGHBORHOOD

**STOREFRONTS:** Mural Arts will offer robust, accessible programs that serve newly arrived communities and, funding permitted, expand hub spaces to engage more communities.



### YOUTH DEVELOPMENT/ART

**EDUCATION:** Mural Arts will sustain critically-needed afterschool programs and expand youth internship and apprenticeship opportunities.



### SAME DAY PAY/COLOR ME

**BACK:** Mural Arts will scale this innovative new program to meet the demand for work opportunities and supportive services for individuals experiencing housing and/or economic instability.



### RESTORATIVE JUSTICE:

The Guild reentry program will continue to transform recreation centers and contribute to citywide workforce development initiatives while a fellowship program for formerly-incarcerated artists will situate impacted artists' voices at the center of criminal justice reform efforts.



A MOTHER AND SON WALK PASSED THE MURAL, GROWTH & CONTINUITY.





# PARKS AND RECREATION

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## PROGRAMS

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RECREATIONAL SERVICES  
INFRASTRUCTURE AND PROPERTY  
MANAGEMENT  
COMMUNICATION AND ENGAGEMENT  
EXECUTIVE, ADMINISTRATION,  
AND PERFORMANCE MANAGEMENT



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
PHILADELPHIA-PARKS-RECREATION/](https://phila.gov/departments/philadelphia-parks-recreation/)









## MISSION

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The people of Philadelphia own a treasure of facilities and resources that they have entrusted to Philadelphia Parks and Recreation (PPR) to manage democratically, equitably, and sustainably. PPR activates and stewards those treasures with programs and services that contribute to the wellness and prosperity of all.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	48,579,951	52,490,935	52,490,935	53,864,318	54,237,701	54,827,825	54,827,825	54,827,825
Class 200 - Contracts/Leases	9,632,966	7,115,490	7,224,224	6,707,490	6,635,490	6,675,490	6,535,490	6,535,490
Class 300/400 - Materials, Supplies, Equipment	2,745,309	2,970,630	2,740,630	2,740,630	2,740,630	2,740,630	2,740,630	2,740,630
Class 500 - Indemnities/ Contributions	4,636,049	2,711,000	2,711,000	2,511,000	2,511,000	2,511,000	2,511,000	2,511,000
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	67,144,275	65,058,055	63,396,789	65,823,438	66,124,821	66,754,945	66,614,945	66,614,945

## PROGRAM 1: RECREATIONAL SERVICES

### PROGRAM DESCRIPTION

Recreation centers are community hubs where people come together to improve their health and connection to others through innovative programming. Trained PPR staff provide a broad range of high-quality programming to all residents at low to no cost. In partnership with community members, employees plan, organize, and implement these programs in a safe and nurturing environment to help children and adults reach their full potential.



**FIGURE 1: A HAPPY KID PLAYS IN A SPRAYGROUND AT THE RIBBON CUTTING FOR A BRAND-NEW PLAYGROUND AT FISHTOWN RECREATION CENTER ON JULY 23, 2019. BROUGHT TO YOU BY THE REBUILD INITIATIVE. COURTESY OF PHILADELPHIA PARKS AND RECREATION.**



## RECENT ACCOMPLISHMENTS



**PROGRAMMING:** PPR employees provided a wide variety of programming at 144 staffed facilities, serving 92,847 participants in staff-led programs;

- ▲ Managed six older adult centers with 3,569 active members; and offered 109 citywide sports and athletics leagues with 9,583 participants.
- ▲ PPR led the City in Out-of-School Time (OST) programming, which included 95 after-school programs engaging 2,400 children, serving more than 340,000 meals, enhancing 13 after-school programs with literacy programs, and eight additional sites with quality assessments, which provides extra support and guidance to align with State standards.
- ▲ In addition, PPR provided Junior Farmers programming at 30 recreation center gardens, engaging over 1,000 youth through after-school and summer camp programs. These children grew over 2,000 pounds of food.



**SWIMMING POOLS:** During the summer months, PPR employed 327 lifeguards and 366 pool maintenance attendants who welcomed 785,328 visitors to 70 outdoor swimming pools.



**SUMMER CAMPS:** Operated 150 summer camps, including performing arts, visual arts, sports, instructional & competitive aquatics, and urban outdoor education/recreation for youth and teens.



**PARTNERSHIPS:** PPR launched the “Playstreets of Wonder,” a pilot program that provided additional resources for youth literacy and enriched play to designated Playstreets during the summer season through a new partnership with the Mayor’s Office of Education (MOE), Philadelphia Police Department (PPD), Free Library of Philadelphia (FLP), and Fab Youth Philly. In addition, PPR extended meal services on select school holidays during winter and spring breaks by collaborating with the School District of Philadelphia (SDP), and the Pennsylvania Department of Education. PPR also partnered with the Philadelphia Eagles to host football clinics for 170 youth and piloted a sports-based youth development (SBYD) curriculum focused on leadership skills with the Sixers Youth Foundation at nine PPR sites. Furthermore, PPR partnered with PPD, the Office of Violence Prevention, and other municipal agencies on The Philadelphia Roadmap to Safer Communities through initiatives such as the “Cops & Rec” movie night series.







Lastly, PPR partnered with Greater Philadelphia YMCA to raise \$150,000 to fund Camp Philly, a six day and five night sleepaway summer camp experience in the Poconos.



**UNITY CUP:** Grew participation in the fourth annual Philadelphia International Unity Cup, a World Cup-style soccer tournament that engages Philadelphia's vibrant immigrant community, by 18% or 1,356 new participants, with five new immigrant communities (Iran, Palestine, Burkina Faso, Lesotho, and Romania) joining the tournament.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of programs	3,605	1,822	3,300	3,300
Number of unique individuals who attended programs	196,461	88,218	200,000	200,000
Total visits (in millions)	9.52	5.26	9.50	9.50
Program participation rate	87.5%	88.1%	86.0%	87%
Percent change in pool visits	0.0%	5.7%	5.7%	0.0%

### FY21 STRATEGIC GOALS

- ▲ Realign and enhance PPR's staffing model to better serve distressed communities by piloting new community service areas in five of ten PPR districts. This initiative focuses on neighborhood-based data and safety goals with a focus on sites in Operation Pinpoint (with boundaries identified through the Philadelphia Roadmap to Safer Communities (PRSC) plan) and is reflective of equity demographics to provide high-quality and relevant programming.
- ▲ Refine the logic model and scale the outcome-driven evaluation of the Neighborhood Day Camp program through surveys at all camp locations and additional parent, camper, and staff focus groups.



- ▲ Extend the sleepaway summer camp experience to even more children by increasing youth participation in the Camp Philly program in the Pocono Mountains by 10% (or 170 youth) and introducing a new partnered camp with the Girl Scouts of Southeastern Pennsylvania that will recruit and send 48 girls (ages 7 to 10 years of age) to overnight camp.
- ▲ Add five additional after-school programs, for a total of 100 sites that provide supervision and recreational experiences during the after-school hours of 3pm to 6pm. This will increase overall enrollment from 2,400 to 2,500+ youth. Of the participating sites, 13 facilities will continue their enhanced literacy programs, and the quality assessment will expand to 20 sites.
- ▲ Expand professional development training for the more than 1,000 youth who participate in PPR's WorkReady program, produced in partnership with the Philadelphia Youth Network. Training topics will include financial literacy, resume writing, conflict resolution, and career exploration.



## FY21-25 STRATEGIC INITIATIVES

PPR will embark on a system-wide effort to provide higher-quality programs and realign staffing structures to better serve communities in need. This includes using data to realign staffing, setting new programming standards, and matching programs to local interests and needs developed in partnership with communities. As an outgrowth of the department's strategic plan, PPR has developed a dynamic, data-driven staffing model to ensure its services are equally distributed and serving its most vulnerable communities. Furthermore, PPR will invest in a system-wide effort to provide higher-quality programs and realign staffing structures to better serve communities in need. Designed with

neighborhood-based data and reflective of racial demographics, new community service areas will be piloted in five of ten PPR districts. These service areas will include clusters of PPR facilities and sites, as well as designated program staff to form new partnerships and programs to increase activations at unstaffed sites across the neighborhood. This initiative will focus on advancing equity of services and programming in underserved neighborhoods, increase training and capacity development for staff and program volunteers, address user and staff safety, and adjust hours to offer more structured and relevant programming to better serve all communities.



## PROGRAM 2: INFRASTRUCTURE AND PROPERTY MANAGEMENT

### PROGRAM DESCRIPTION

This program ensures access to safe, clean, and ready-to-use facilities through planning, development, and management of construction projects for new and existing assets while caring for and maintaining PPR's natural lands and facilities to high standards.

### RECENT ACCOMPLISHMENTS



**CAPITAL IMPROVEMENTS:** In FY20, the PPR Capital Projects Team completed 47 projects, including major renovations to: Finley Recreation Center, Columbus Square, Gold Star Park, Nelson Playground, Nicetown Park, Parkside Evans Field, and Torresdale Playground.



**TREE PLANTING:** In the first half of FY20, PPR's Natural Lands group planted 3,049 trees and 2,238 shrubs to restore 29 acres of forest in West Fairmount Park. PPR's TreePhilly program completed two successful seasons of free yard tree giveaways, engaging almost 50 community groups and bringing the grand total of trees distributed to over 25,000 since 2012. This continues progress toward TreePhilly's goal of equity and environmental justice by targeting giveaway events in the neighborhoods of highest need.



**URBAN FORESTRY:** PPR's Urban Forestry unit launched an urban forest strategic planning process by securing a \$150,000 grant from the William Penn Foundation and holding a Tree Summit stakeholder engagement event with 100 people from 50 organizations, including neighborhood-level community advocates.



CHLOE



**ANTI-DUMPING:** Throughout FY20, PPR's Sustainability and Quality Control unit coordinated the deployment of 60 anti-dumping interventions to reduce the aesthetic, ecological, and financial impact that short-dumping is having on PPR assets. These interventions included updated signage, a growing inventory of waste corrals, continued tracking of dumping data from operations crews, and coordination across divisions and departments.









**SUSTAINABLE LAND CARE TRAINING:** Through the department's Sustainable Land Care Training series, over 170 full-time and seasonal staff received training on operations and maintenance practices to assist the quality of their work and their professional development. Training topics ranged from cleaner and greener landscaping practices to the safe operation of maintenance tools and vehicles.



**COMPOSTING:** Launched Philadelphia's first Community Compost Network and selected 11 sites for the first round of compost bins. Over 40 community members attended the public meeting.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
New trees planted <sup>1</sup>	2,708	2,072	4,100	500
Percent of 311 requests closed that meet standard <sup>2</sup>	63.5%	N/A	60.0%	55.0%
Percent of Performo requests closed that meet standard <sup>3</sup>	67.8%	N/A	61.0%	62.0%

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<sup>1</sup>Philadelphia Parks & Recreation will be completing a large capital funded tree-planting project in FY20 and therefore the FY21 target has been lowered.

<sup>2</sup>This measure is reported annually. This measure currently only includes 311 requests not tracked in other systems. Requests include trash, debris, dumping, and park tree maintenance etc. Lowering the FY21 target is in response to improvements in how PPR measures the closure of 311 cases.

<sup>3</sup>This measure is reported annually. FY20 target assumes vacant positions for Rebuild staff are filled. Requests include leaks, electrical repair, painting, etc.

## FY21 STRATEGIC GOALS

- ▲ Begin implementing asset management software system, enabling the Department to focus on work orders and preventative maintenance of its assets and resources.



- ▲ For FY21, the Capital team will introduce a plan that will better align staff resources and experience to the types and volume of capital projects that the Department is implementing. Additionally, staff will be trained on new scheduling software to better track the process and status of capital projects.
- ▲ Perform a complete assessment of life-safety systems and resources in all PPR facilities in FY21 to identify areas of need and deficiency. Create a plan to implement the recommendations from the assessment once it has been completed.
- ▲ Continue with citywide camera installation plan for all PPR facilities for FY21.
- ▲ Refresh amenities at five of seven existing Swim Philly sites (a program that provides low-cost, high-impact renovations to the pool paired with programming supported by other City agencies) and develop a toolkit for communities to partner with PPR to enhance additional pool locations.



## FY21-25 STRATEGIC INITIATIVES

PPR will continue to coordinate with Rebuild on the implementation of projects utilizing the PPR Capital team, Special Projects team, the Philadelphia Redevelopment Authority, and the Project Users for the selected sites. The Capital Infrastructure and Natural Lands Management division and Operations division will implement a next generation asset management software system that is being procured to help PPR transition from reactive maintenance to more

deliberate, strategic care of its built resources, including heating, ventilation, and air conditioning (HVAC), boilers, and roofs. The system will incorporate inventory management, operational work orders (currently only Skilled Trades), and preventative maintenance.

This is an outgrowth of the department's strategic plan and partially funded by the William Penn Foundation.





## FY21-25 STRATEGIC INITIATIVES

PPR will also increase collaboration with the Rebuild initiative to achieve sustainability goals through projects such as the inclusion of waste corrals, recycling bins, and hydration stations in site design. By the end of FY25, half of all PPR programmed facilities will be equipped with anti-dumping interventions, such as “No Dumping” signs. The continued advancement of the Sustainable Land Care Training series, as well as several other training initiatives, will yield the most capable and properly equipped maintenance staff yet. PPR is developing

a Community Compost Network that will serve recreation centers and 11 sites in Philadelphia. The program will identify sites throughout the city to install a community-scale composting system. During this period, all programmed facilities will have their waste management systems improved with more consistent single-stream recycling collections, as well as the new compost collections, diverting more of PPR’s waste from the landfill and exposing the next generation of residents to sustainable practices in their local parks and recreation centers.

## PROGRAM 3: COMMUNICATION AND ENGAGEMENT

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### PROGRAM DESCRIPTION

This program establishes and sustains relationships with volunteers, partners, and businesses, and uses communication strategies to increase awareness of PPR’s diverse amenities, initiatives, opportunities, and experiences. The program encourages innovation, collaboration, and capacity building among communities in public spaces.

### RECENT ACCOMPLISHMENTS

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**CUSTOMER SERVICE:** Developed a customer service plan for the department, including department-wide staff trainings and informational resources about the department, to better serve PPR staff and customers.





**PUBLIC AWARENESS:** Secured high-profile coverage of PPR initiatives like the Suit Up for Summer swimwear campaign, Cops & Rec movie night series, the Philadelphia International Unity Cup, summer camp, the urban agriculture plan, and urban forest strategic plan to increase public awareness and resident engagement.



**PARKS ON TAP:** The Department's Parks on Tap program continued to push new approaches to placemaking while record attendance (over 100,000) and sales (\$1.1 million) in FY20. The program, a family-friendly, traveling beer garden, also highlighted as a national model in Forbes magazine.



**BUSINESS ENGAGEMENT:** PPR concessionaires generated \$1.2 million in annual revenue to the City of Philadelphia, with over \$5 million in park programming and capital reinvestments to date, plus \$250,000 earmarked annually to neighborhood parks. This includes working with a network of over 50 minority and women-owned businesses. These businesses offer the facilities, services, and goods to activate public spaces with inviting and accessible experiences and amenities for over two million visitors annually.







**FOOD PROGRAMMING:** Grew over 4,500 pounds of organic produce at Carousel House Farm to sustain a 22-member Community-Supported Agriculture (CSA) program and donated 2,800 pounds of food to local park-side organizations and events. Engaged 110 participants in summer camp food programming and over 100 volunteers at the farm over the growing season. Furthermore, through the Community Propagation Program at the Horticulture Center, 61 gardeners rented 64 tables to grow over 100,000 seedlings of vegetables, fruits, flowers, and medicinal plants to be planted in over 75 gardens and farms in Philadelphia. These gardens and farms reach hundreds of Philadelphians and grow thousands of pounds of food.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent increase in concessions revenue <sup>1</sup>	7.4%	N/A	2.4%	1.8%
Social media impressions	5,335,442	1,518,734	5,900,000	5,900,000
Percent increase in volunteer participation <sup>2</sup>	-7.2%	N/A	0.0%	0.0%
Percent of permit holder Net Promoter Score survey respondents who are detractors <sup>3</sup>	15.9%	N/A	20.0%	20.0%

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<sup>1</sup>This measure is reported annually.

<sup>2</sup>This measure is reported annually. This measure marks percent changes across years, so this is calibrated on an annual basis.

<sup>3</sup>This measure is reported annually.

### FY21 STRATEGIC GOALS

- ▲ Leverage Rebuild's capital investment to make investments in volunteer/ community groups (Friend Groups and Advisory Councils) to more deeply engage with residents, enhance staff engagement capacity, support higher-quality programs and services, and better serve communities in need.
- ▲ Support planning and investments in marquee public spaces like FDR Park and the Benjamin Franklin Parkway.
- ▲ Create new revenue streams through the Business Development unit, including a Rocky Steps fundraising program, a seasonal cafe on the Schuylkill Banks, and a Water Lantern Festival at the Horticulture Center.
- ▲ Improve staff visibility and increase customer service in PPR's parks and recreation centers through various means of identification.
- ▲ Work in partnership to deepen PPR's work advancing Philadelphia's first-ever urban agriculture plan in support of stronger and healthier communities.





## FY21-25 STRATEGIC INITIATIVES

PPR will reimagine Recreation Advisory Councils to improve services and connection with residents, increase staff engagement capacity, support better data collection/tracking, and modernize functions to increase transparency, accountability, and equity. Recently, with Knight foundation support, PPR's Community Engagement Manager worked with volunteers and staff to assess the needs and capacities of Advisory Councils. This work revealed that lower capacity Advisory Councils are clustered in communities of color, which mirrors racial disparities in current service/staffing levels as part of the analysis informing the department's neighborhood staffing realignment effort. Thanks to foundation funding, PPR is building out internal capacity, including providing staff training and coaching and developing a first-ever community engagement curriculum for staff and Advisory Councils. PPR will accelerate this work in order to leverage Rebuild investments and PPR's neighborhood staffing realignment to ensure programs and services address local needs and interests developed in partnership with communities.

PPR has begun creating an online registration process for Advisory

Councils as well as other reforms to modernize functions citywide, using data to improve services and connection with residents, increase staff engagement capacity, support better data collection/tracking, and modernize functions to increase transparency, accountability, and equity.

PPR will lead a citywide partnership to advance "Growing from the Root," Philadelphia's first-ever urban agriculture plan, which will uplift Philadelphia's rich history of urban farming and gardening, and clearly define the resources, policies, processes, and programs necessary to sustain them. The urban agriculture plan will be managed and implemented by staff from PPR's FarmPhilly (urban agriculture) program.



**MARTHA**





## FY21-25 STRATEGIC INITIATIVES

Over the next few years, PPR will continue implementation of its system-wide customer service plan to increase the Department's capacity to foster a culture of learning and continuous improvement. This process will include redefining the role of the park ranger to provide more enriching experiences for park users.

Aligned with the Administration's inclusive economy and equity goals, PPR will explore innovative ways to bring people into public spaces, make these spaces more relevant to new and existing residents through social enterprises, and reduce barriers for small businesses and immigrant entrepreneurs to vend in/at parks and recreation spaces.

Lastly, the Stewardship unit will grow the Park Friends Network, adding at least five new Park Friends groups (community-led organizations) in FY21. In anticipation of the growth of the Network over the next five years, the Stewardship unit will expand the capacity-building opportunities it offers through the creation of regional-based workshops and through greater collaboration with Library Friends Groups and Recreation Advisory Councils. In addition, the Stewardship unit will increase the number of participating parks in Love Your Park service events, as well as the number of overall volunteers who are engaged in volunteer days throughout the year.

## PROGRAM 4: EXECUTIVE, ADMINISTRATION AND PERFORMANCE MANAGEMENT

### PROGRAM DESCRIPTION

This program provides leadership for the department, accurately measures its impact and costs, and ensures that PPR is part of an efficient and effective government.



## RECENT ACCOMPLISHMENTS

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**RACIAL EQUITY:** As a deepening of its Relevancy, Inclusion, Diversity, and Equity (RIDE) framework, PPR reworked the Recreation Leader job specification to ensure staff working in neighborhoods are reflective of the communities they serve. Applying a racial equity lens to the Recreation Leader position led to the most diverse group of Recreation Leader Trainees in the department's history. These new Recreation Leaders will be assigned to pilot community service areas in five PPR districts located in Southwest, South, West, and lower Northeast Philadelphia.



**INCLUSION PILOT:** In FY20, PPR convened a monthly inclusion working group consisting of advocates, PPR staff, and university partners to build capacity within PPR. The Department also piloted an inclusive workforce development program. The pilot provides a 20-hour-per-week work experience for persons with a disability for up to nine months. PPR also hosted an inaugural "Inclusion Summit" for permanent staff. The summit built upon previous training efforts and to include reasonable accommodations, zones of regulation, inclusive design, and inclusive programming ideas.



**REVISED PPR WORKFORCE PROGRAM:** PPR's workforce program, now called PPR Pathways, is a high-quality career exploration and development program for opportunity youth and adults who have served as seasonal workers for PPR. Candidates that successfully complete the program are eligible for permanent employment within the Department. The newly revised program enrolled a new cohort of 31 participants and focuses on six individual career tracks: Program and Outreach, Stewardship, Park Ambassador, Urban Park Ranger, Tree Maintenance Helper, and Trades Helper.



**LEADERSHIP AND TRAINING:** In FY20, 94% of PPR permanent staff received training and for the first time the Department supported 20 emerging leaders in their effort to become Certified Park and Recreation professionals (CPRP). Furthermore, PPR built on the success of its Recreation Leader Academy by launching the first Managers Academy cohort for emerging and experienced leaders. The program focused on enhancing management capacity across the Programs and Operations divisions.







**PERMITS:** PPR reduced the number of days between application and issuance for all permit types, issuing close to 4,000 permits for special events, picnics, photography, media events, transportation and weddings that impacted over 7,000,000 visits on parks and recreation land.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of permanent staff attending trainings <sup>1</sup>	93.2%	N/A	93.0%	95.0%
Net hires (full- and part-time) <sup>2</sup>	40	9	40	21

<sup>1</sup>This measure is reported annually to give the opportunity for all staff persons to be trained.

<sup>2</sup>A higher number of unanticipated resignations has made this number lower than usual. The Department anticipates more early retirements through the second half of the year.

### FY21 STRATEGIC GOALS

- ▲ Identify and begin measurement of 18 performance measures aligned with PPR's strategic plan and focused on helping to build a learning and collaboration culture in the Department.
- ▲ Develop an expanded Managers Academy to include all divisions (Programs, Operations, Skilled Trades, Strategy and Engagement, Administration, and Capital).
- ▲ Launch a redesigned internal website (intranet) to make internal information accessible to all staff and enhance internal collaboration.
- ▲ Improve event permitting customer experience by integrating all event permits into the Department's online permitting system.
- ▲ Enroll a new cohort of 32 seasonal workers in PPR Pathways, the Department's 24-month workforce development program.
- ▲ Provide Department-wide access to the new payroll system and fully integrate the online time entry function throughout the PPR system.
- ▲ By the end of FY21, PPR and university partners will collaborate to better support adapting activities and environments for disabled participants. Additionally, PPR will develop a biannual one-day training to build capacity of staff in areas of inclusion and develop a Request for Proposal (RFP) to engage outside partners to create an inclusion plan for the entire Department aligned with the City's racial equity framework.





## FY21-25 STRATEGIC INITIATIVES

PPR will continue to identify resources for professional development opportunities for staff through both in-house training programs as well as with outside organizations and other municipal partners. PPR will look to expand its internal and external training programs to reach 98% of staff trained annually. PPR will also provide the support to have 150 total staff receive CPRP certification by the year 2025. These strategies will enhance the knowledge base and capacity of the entire workforce within PPR.

The Department is also committed to advancing racial equity and workforce equity throughout the entire agency and will continue to partner with the Office of Diversity, Equity, and Inclusion, the Office of Human Resources, and the Office of the Chief Administrative Officer to identify and address institutional barriers to equitable hiring outcomes. Over the next five years, the Department plans to have a more diverse and inclusive workforce, at all leadership levels, to better reflect the communities PPR serves.



# PENSIONS



## PROGRAMS

**INVESTMENTS**

**BENEFITS**

**EXECUTIVE DIRECTION AND ADMINISTRATION**



### DEPARTMENT PAGE

[PHILA.GOV/DEPARTMENTS/BOARD-OF-PENSIONS-AND-RETIREMENT/](http://PHILA.GOV/DEPARTMENTS/BOARD-OF-PENSIONS-AND-RETIREMENT/)

## MISSION

The Board of Pensions and Retirement manages the assets of the City's Pension Fund, ensuring there is enough money to pay out to those who have earned benefits. The City Home Rule Charter requires that the pension fund is always able to cover current and future payments to people who have paid into the fund. To do this, the Board oversees all pension contributions from current employees and all benefit payments made to eligible people who have left City service. The Board also makes sure that decisions are made that keep the pension fund financially healthy. All retiring employees meet with one of the Board's pension counselors for assistance in the retirement process. In addition to administering pensions, the Board publishes a quarterly newsletter with helpful pension and pension-planning information.



## **BUDGET**

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Pensions does not include General Fund Operating Budget.

## **PROGRAM 1: INVESTMENTS**

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### **PROGRAM DESCRIPTION**

This program is responsible for managing the assets of the Pension Fund (Fund); acting with skill and care in investing the Fund's assets; arranging for safe custody of and accounting for the Fund's assets; managing the Fund on an actuarially-sound basis; selecting and retaining expert consultants for investment advice; adopting, and modifying as needed, investment strategies designed to achieve the Board's obligations and objectives; selecting and retaining competent external investment managers; and monitoring and reporting on investment performance.







## RECENT ACCOMPLISHMENTS



**FUND MANAGEMENT:** The Board achieved a reduced ratio of manager fees to assets under management of 0.316% during FY19. The reduced ratio, which is less than half the average ratio of 0.66% from FY08 through FY15, represents a recurring annual savings of approximately \$17 million. This was accomplished by increasing the use of lower-cost passive management. In FY20, the Board continues to maintain its reduced exposure from certain high-cost trading strategies, such as hedge funds. Most of these high-cost strategies were eliminated in FY16 and FY17. The Board saw a 5.8% return in FY19 net of fees. The Board has reduced its anticipated rate of return for the eleventh consecutive year in FY19, to 7.55%.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Investment Ratio <sup>1</sup>	0.316%	N/A	BETWEEN 0.33% AND 0.38%	BETWEEN 0.33% AND 0.38%
Investment Return <sup>2</sup>	5.00%	5.80%	AT LEAST 7.55%	AT LEAST 7.55%

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<sup>1</sup>This is an annual measure. This measure is calculated by taking fees divided by assets under management. The goal is to continue to reduce fees.

<sup>2</sup>This includes “lagged” private equity data. Official return information for this investment class is typically reported to the Board 3 to 6 months following the close of each quarter.

## FY21 STRATEGIC GOALS

- ▲ Conclude FY21 with a ratio of fees to assets of between 0.33% and 0.38%.
- ▲ Achieve an Investment Return of at least 7.55% or equal to the assumed rate of return.





## FY21-25 STRATEGIC INITIATIVES

In FY21-25, the Board will continue to maintain the reduced ratio of manager fees to assets under management to a range of between 0.33% and 0.38% while at least achieving returns equal to the Fund's earnings assumption of 7.55%. 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 are never static, and the Board is always seeking to improve and adjust the Fund's exposure to reflect the current market environment while maintaining core positions based on a long-term investment horizon. The Board focuses continually on maximizing returns, net of investment fees, at the lowest level of risk and for the best possible value. Core market exposure to public equities can be achieved at a very low cost via index funds and is the Board's starting point

when evaluating any investment strategy. When active investment management is appropriate, the Fund's investment partners are viewed in relation to the overall value provided in terms of performance, strategy, process, and cost. Managers who are not meeting the Fund's long-term objectives are brought to the attention of the Board for possible action including, but not limited to, a reduction of assets under management, renegotiation of fees, or termination.

The Board's most recent Actuarial Valuation Report, through FY18, projects the Pension Fund to be 60% funded at the end of FY25. This projection is based on pension contributions based on the Revenue Recognition Policy, which adds sales tax revenue and increased member contributions to the Minimum Municipal Obligation.



## PROGRAM 2: BENEFITS

### PROGRAM DESCRIPTION

This program is responsible for establishing, recording, and reviewing, for accuracy and timeliness, all pension contributions received from active employees and all benefit payments disbursed to eligible recipients.





### RECENT ACCOMPLISHMENTS



**EDUCATION:** In FY19, this program continued to provide retirement education sessions to system members, reaching over 7,800 employees through in-house training, visits to departments, and participation in seminars hosted by the City's non-uniformed, police, and firefighters' unions. This includes attendees at educational sessions for members of 457, defined contribution, and defined benefit plans.

### PERFORMANCE MEASURES

#### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Member Education (count of attendees) <sup>1</sup>	7,804	3,376	7,850	8,000

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<sup>1</sup>This measure includes attendees at educational sessions for members of 457, defined contribution, and defined benefit plans.

### FY21 STRATEGIC GOALS

- ▲ Provide defined benefit plan, 457 plan, and defined contribution plan educational programs to 8,000 members.

### FY21-25 STRATEGIC INITIATIVES

The Board will continue to provide retirement education sessions to system members by further expanding its outreach to operating departments and bargaining units.



## PROGRAM 3: EXECUTIVE DIRECTION AND ADMINISTRATION

### PROGRAM DESCRIPTION

The Board of Pensions and Retirement (Board) was charged under the Philadelphia Home Rule Charter with the creation and maintenance of an actuarially-sound Retirement System, providing benefits for all City employees. This program is responsible for ensuring that the Board's day-to-day operations fully support this Charter-stated mission and for selecting and retaining expert consultants for actuarial analysis.





### RECENT ACCOMPLISHMENTS



**PENSION PLAN PARTICIPATION:** This program increased the percentage of monthly pension benefits received via direct deposit (Electronic Funds Transfer) from 94.6% in FY18 to 95.0% in FY19 and increased the number of 457 Plan participants from 22,626 to 23,600 (86% of employees eligible to participate). The 457 Plan allows employees to contribute a portion of their earnings into a pre-tax defined contribution program, and to self-manage the investment of these contributions within available options. Participation is encouraged as a way for employees to create retirement income in addition to their pension.

### PERFORMANCE MEASURES

#### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of 457 Plan deferred compensation participants <sup>1</sup>	23,600	23,705	24,000	25,000
Percentage of recipients receiving benefits electronically <sup>2</sup>	95.0%	95.1%	95.5%	96.0%



## FY21 STRATEGIC GOALS

- ▲ Increase the percentage of recipients receiving monthly benefits via direct deposit to 96%.
- ▲ Increase the number of participants in the 457 Plan to 24,500.



### FY21-25 STRATEGIC INITIATIVES

The Board's goal is to increase the percentage of monthly pension benefits received via direct deposit to 96.0% in FY21 and incrementally increasing to 98.0% by the end of FY25. Since EFT recipients receive quarterly statements instead of monthly checks, increased EFT participation means that the Board uses less paper and saves on postage costs. This increase will be achieved through newsletter articles and staff point-of-contact interactions with check recipients to encourage their participation.

The Board also plans to incrementally increase the number of 457 Plan

participants to 24,500 in FY21 and to 26,000 by the end of FY25. This will be achieved through active recruitment efforts by the representatives of the third-party administrator for the 457 during presentations at work locations, Citywide.

The Board will also continue to develop and maintain a diverse workforce. Current Board staff is 68% female and 68% minority. While staff size is limited and primarily governed by the Civil Service Regulations, the Board is committed to further developing and maintaining a diverse workforce.



# PLANNING AND DEVELOPMENT

## PROGRAMS

EXECUTIVE ADMINISTRATION  
PLANNING AND ZONING  
DEVELOPMENT SERVICES  
COMMUNITY DEVELOPMENT  
HOUSING DEVELOPMENT



### DEPARTMENT PAGE









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DEPARTMENT-OF-PLANNING-  
AND-DEVELOPMENT/

## MISSION

The Department of Planning and Development (DPD) aligns the City agencies whose missions relate to the built environment. DPD works in collaboration with communities to promote, plan, preserve, and develop successful neighborhoods for all. DPD includes the Divisions of: Executive Administration, Housing and Community Development (DHCD), Planning and Zoning (DPZ), and Development Services (DS).



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	4,695,950	5,167,172	5,173,902	5,273,902	5,273,902	5,273,902	5,273,902	5,273,902
Class 200 - Contracts/Leases	3,740,958	5,192,113	5,192,113	3,217,113	3,217,113	3,217,113	3,217,113	3,217,113
Class 300/400 - Materials, Supplies, Equipment	54,003	101,461	101,461	81,461	81,461	81,461	81,461	81,461
Class 500 - Indemnities/ Contributions	3,990,780	1,350,000	6,350,000	7,119,118	7,119,118	7,119,118	7,119,118	7,119,118
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	12,481,691	11,810,746	16,817,476	15,661,664	15,661,664	15,661,664	15,661,664	15,661,664

## PROGRAM 1: EXECUTIVE ADMINISTRATION

### PROGRAM DESCRIPTION

The executive administrative team provides leadership and support to the operational areas of the Department. It supports the Department's communications, fiscal, technology, facilities, and human resource needs. The team also supports the Department to set performance management goals and expand external relationships and resources.

### RECENT ACCOMPLISHMENTS



**CONTINUED TO INVEST IN STAFF DEVELOPMENT AND INCLUSION:** DPD held the second full-day retreat for all staff, providing communications training, building the Department's shared identity, and encouraging staff to embrace practices of healthy living.





### **MERGED THE PHILADELPHIA HOUSING DEVELOPMENT CORPORATION (PHDC) WITH THE PHILADELPHIA REDEVELOPMENT AUTHORITY (PRA):**

Accomplished the merger of PHDC with the Philadelphia Redevelopment Authority in July 2019. All land management and community investment functions, as well as housing improvement programs, now operate under one leadership team seeking to streamline and integrate programs and practices within the organization.



### **IMPLEMENTED NEW INITIATIVES OF THE HOUSING ACTION PLAN:**

Collaborated with City Council to prepare and promote amended zoning incentives that encourage the production of affordable housing units. As a result of the amended Mixed-Income Housing Bonus, 27 projects are in the pipeline and could potentially provide for \$8.4 million of in lieu of payments to the City if all these projects secure building permits. Ten new low-income housing units will also be included in a permitted project, which will be developed without public subsidy. DPD released a dashboard to show performance towards the 10-year Housing Goals identified in the Housing Action Plan. In the first six months of calendar year 2019, the Department met 72% of its annual goal, supporting the production and preservation of 7,165 units.



**LAUNCHED RESTORE, REPAIR, RENEW (RRR):** The PRA launched RRR, a new program designed to help Philadelphians access low-interest home repair loans while providing access to financial counseling and other assistance. As of February 2020, 80 homeowners have accessed the program to repair their homes, and an additional 72 homeowners are pre-approved by participating lenders, with nearly \$5.6 million spent or committed. The average income of borrowers is 63% of Area Median Income (AMI) and the average loan size is \$17,730.



**LAUNCHED PHILLY FIRST HOME:** This enhanced closing cost assistance program served over 900 households in the first six months. Philly First Home serves households up to 120% of the AMI (or \$97,320 for a family of three).

27% of the grants have gone to households below 50% of AMI, 41% to households 50-80% of AMI and 32% to households 80-120% of AMI. While the program provides up to \$10,000 or 6% of the sales price, the average grant as of February 5, 2020, is \$8,699. As part of a settlement with the City, Wells Fargo provided PHDC with a \$8.5 million grant to support the Philly First Home program.



**EXPANDED ASTHMA PREVENTION PROGRAM:** PHDC also expanded its new initiative with the Children's Hospital of Philadelphia's (CHOP) Community Asthma Prevention Program Plus (CAPP+) Home Repairs Program, working to

address the impact of unhealthy housing on pediatric asthma outcomes in West Philadelphia neighborhoods. In FY20, PHDC is working to serve 100 households.









## IMPLEMENTED KEY RECOMMENDATIONS FROM THE MAYOR'S HISTORIC PRESERVATION TASK FORCE REPORT, INCLUDING:

Passage of four new incentives for preserving existing buildings and generating new resources to expand preservation activities for both residents and businesses; established a Historic Preservation Policy Team, which meets quarterly to bring knowledge, expertise, and capacities of various departments together and return a preservation ethos to their agencies. In addition, the Historical Commission identified and designated six new historic districts (318 resources), two interiors, and 40 individual sites.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of applicants to home improvement programs	5,453	3,439	5,033	5,033
Number of students exposed to careers in housing, planning, and development <sup>1</sup>	167	254	200	200

<sup>1</sup>Planning and Development has been doing programming with middle schools, high schools, and colleges to expose the future workforce to careers in the field. Programming includes but is not limited to attending career fairs and overseeing a project with Frankford Friends to map neighborhoods. This measure captures the number of students that learn about DPD fields.

## FY21 STRATEGIC GOALS

- ▲ Increase public awareness of programs and resources to promote housing and preservation opportunities.
- ▲ Provide training and support to all staff to support the Administration's Diversity, Equity, and Inclusion goals.
- ▲ Forge new partnerships and collaborations with public and private entities to support the Housing Action Plan.
- ▲ Secure and manage grants for effective programs DPD operates and/or supports.
- ▲ Evaluate, assess, and opine on legislation at the local, state, and federal level through an equity lens.



## **FY21-25 STRATEGIC INITIATIVES**

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Executive Administration will continue to support the integration of the DPD by aligning and streamlining its functions and services. The Department will continue to expand partnerships with private and public entities to align to the needs of Philadelphians as highlighted in the Housing Action Plan, the Phila2035 Plan, and the Historic Preservation Task Force Report.

Aligning with the Administration's commitment to develop a diverse workforce that looks like Philadelphia, DPD will continue to support the existing staff to foster an inclusive workplace. DPD will continue to cultivate interest in planning, housing, and development with its future workforce by establishing programs with local-area middle schools, high schools, and colleges to introduce 200 students to careers in these fields. DPD will continue its internal work developing Department-wide policies and standards to support the Administration's Diversity, Equity, and Inclusion goals.

PHDC is positioned to expand - launching new services and programs to meet the changing housing needs and community investment strategies necessary to propel Philadelphia forward. PHDC is a full-service community development entity; it works to build stronger communities, prevent homelessness, and create affordable housing. PHDC's staff support the Philadelphia Land Bank and the Philadelphia Redevelopment Authority boards and functions.

Lastly, as the Administration and City Council have expanded resources to support critical housing preservation programs, the need for increased promotion and overall understanding of these programs has expanded, as well. DPD will collaborate with other City departments to increase awareness and access to programs that support housing stability.

## **PROGRAM 2: PLANNING AND ZONING**

### **PROGRAM DESCRIPTION**

The Division of Planning and Zoning advances regulatory and legislative goals with public input to create healthy, equitable, and resilient communities that are affordable and desirable. The agencies of the Philadelphia City Planning Commission (PCPC), the Zoning Board of Adjustment (ZBA), the Art Commission, and the Historical Commission contribute technical and design expertise to guide public investment to preserve and improve the built environment for an increased quality of life for all Philadelphians.



## RECENT ACCOMPLISHMENTS



**PHILADELPHIA CITY PLANNING COMMISSION (PCPC):** PCPC completed and has implemented recommendations from Philadelphia2035, the City's first comprehensive plan since 1960. Since the adoption of the first District Plan in 2012 and the last (18th), staff have collaborated with City departments, community groups, and external partners to create priorities, build consensus, and implement district plan recommendations, including remapping zoning for 17,033 acres of land. Working closely with District Council members and neighborhoods and communities, over 45% has been successfully remapped, with another 8% in progress, as of December 2019.



**CITIZEN PLANNING INSTITUTE (CPI):** PCPC has engaged in education and outreach through CPI. A total of 570 "citizen planners" from 125 different neighborhoods have graduated. Since 2012, CPI leads multiple trainings for members of Registered Community Organizations (RCOs) annually (there are currently 268 RCOs).



**PCPC'S CIVIC DESIGN REVIEW (CDR) COMMITTEE:** In the first six months of FY20, the CDR has improved the quality of development in the city through its review of 36 development projects between July 2019 and December 2019. This represents a significant increase from FY18 and FY19, which saw 30 and 37 cases, respectively, between July to June of each of these years.



**ZONING BOARD OF ADJUSTMENT (ZBA):** In FY19, the ZBA saw a 15% increase in zoning appeals from FY18, totaling 1,697 zoning appeals - the highest amount since the launch of the Zoning Code in 2012.



**ART COMMISSION:** In 2019, the Commission reviewed nearly 300 applications for new construction, repairs to City facilities, new commissions, maintenance of City-owned works of art, encroachments into public right-of-ways, and commercial signs in special control overlay areas.







**PHILADELPHIA HISTORICAL COMMISSION (PHC):** Approved approximately 2,275 permit applications in 2019, more than any other year in its history. In 2019, the PHC designated many new historic sites including: 66 individual properties, one interior, two geographical historic districts comprised of 542 properties, and one thematic historic district with 52 structures, adding to their 11,750 historic site portfolio.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of Zoning Board of Adjustment (ZBA) cases that are filed within the reporting period	1,697	826	1,200	1,200

### FY21 STRATEGIC GOALS

- ▲ Raise grant funds for the update of the City's Comprehensive Plan, including creating a scaled model of Philadelphia.
- ▲ Continue and increase collaborations between PCPC and other City agencies and departments in pursuit of implementing the recommendations of the City's Comprehensive Plan.
- ▲ Improve efficiencies in processing zoning appeals and providing public notification as well as prepare for eCLIPSE implementation.
- ▲ Assist with implementation of the recommendations of the Historic Preservation Task Force and utilize more proactive preservation efforts.
- ▲ Move towards paperless for documentation of the Art and Historical Commissions.
- ▲ Ensure equity, inclusivity, and diversity in DPD's work and policies.



## FY21-25 STRATEGIC INITIATIVES

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▲ **PHILADELPHIA CITY PLANNING COMMISSION (PCPC):** In the next year, PCPC staff will undertake a massive citywide engagement process to craft an updated vision for Philadelphia to be followed in the next five years with an update of the Comprehensive Plan.

Through staff involvement in the City Engagement Working Group, CPI's diverse and engaged community will continue to be tapped by sister agencies in their efforts to promote programs and test initiatives. As of July 2019, there were 268 RCOs. As the demand for RCO training continues to grow, DPD will increase the number of training sessions in FY21.

▲ **ZONING BOARD OF ADJUSTMENT (ZBA):** In the coming years, the ZBA will work to improve efficiency and timing in zoning appeal applications, including providing notice to the public. This will include working with L+I to implement the forthcoming eCLIPSE system. The system will allow the ZBA to track the number of variances and special exceptions requested by each appeal, as well as the amount of time applicants experience between time of filing and resolution of their appeal.

▲ **ART COMMISSION:** The Commission expects to see an increase in the number of applications that it processes with the implementation of the City's Rebuilding Community Infrastructure (Rebuild) Initiative, as all alterations of City property that require a building permit are referred to the Commission for review and approval. DPD is also working on a succession plan to anticipate the retirement of the sole staff member of the Art Commission.

## PROGRAM 3: DEVELOPMENT SERVICES

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### PROGRAM DESCRIPTION

Development Services works to educate the public and private development community on the approval process for City departments, boards, and commissions. Development Services also works to resolve novel development issues or conflicting directions from different departments, boards, and commissions.



**STUDENTS INVOLVED IN THE CITIZENS  
PLANNING INSTITUTE (CPI)**



## RECENT ACCOMPLISHMENTS







**PROVIDED EDUCATION ABOUT CITY PROCESSES:** In the first half of FY20, the program assisted more than 40 major development projects, comprising more than 3,500 residential units and 200,000 square feet of nonresidential uses, by providing education about the approval process and internal coordination of City services. The program continued to monitor 345 large development projects, comprising roughly 27,000 residential units and 6 million square feet of nonresidential uses, to ensure a streamlined review process and to coordinate problem-solving on issues involving multiple departments.



**DEVELOP NEW TOOLS FOR UNDERSTANDING LAND USE:** Developer Services created a new tool to improve the development community's understanding of their potential development options through an automated application. A user simply enters the property address and a summary of the zoning environment (overlays, restrictions, setbacks, use limitations, etc.) is returned for any parcel within the City limits. The tool will be released to the public in Spring of 2020.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of development process inquiries receiving an initial response within one business day <sup>1</sup>	90.5%	N/A	90.0%	90.0%

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<sup>1</sup>This is an annual measure.

## FY21 STRATEGIC GOALS

- ▲ Assist in updating regulatory processes for City departments, boards and commissions with regulatory approval authority.
- ▲ Assist developments by local government or important to the City, particularly those which include societal benefits, such as affordable housing units.



- ▲ Create educational materials and resources for project developers to increase the efficiency of the approval process and to increase transparency with the public.
- ▲ Increase interactions and coordination with other agencies in order to build the program's knowledge of the regulatory processes.
- ▲ Promote and improve the real estate development environment in Philadelphia.
- ▲ Track, design, and support legislative initiatives that impact the development and investment environment in Philadelphia and ensure alignment with Mayor priorities.



## FY21-25 STRATEGIC INITIATIVES

The Development Services program will continue to educate the public, private, and institutional development community on the approval process for City departments, boards, and commissions. Development Services will work with departments and Commissioners to document processes and decisions to facilitate consistent standards for reviewing cases. To encourage investment in the Philadelphia real estate market, Developer Services will gather data from the development community on ways to change the perception of Philadelphia investment opportunities and support projects to effectively navigate through the system.

Development Services will work with PIDC, Commerce, Treasurer's Office, and external stakeholders to formulate a common message and promote Philadelphia Opportunity Zone (OZ) census tracts and other parts of Philadelphia that have been historically underserved by private investment and are viable as new investment areas. Philadelphia's message to OZ investors will focus on promoting its Inclusive Growth agenda.



## **PROGRAM 4: COMMUNITY DEVELOPMENT**

### **PROGRAM DESCRIPTION**

DPD's community development activities are carried out through the Division of Housing and Community Development (DHCD) and the Philadelphia Housing Development Corporation (PHDC). DHCD's activities focus on resident engagement, vacant land management, and greening programs. PHDC's Land Management Division returns vacant and tax delinquent land to productive use, and works to consolidate publicly-owned land to make it easier for private individuals and organizations to acquire and return land to community assets and tax-producing properties.

### **RECENT ACCOMPLISHMENTS**

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**THE LANDCARE PROGRAM:** This program is a partnership between DHCD and Philadelphia Horticultural Society (PHS), which cleans, greens, and stabilizes vacant lots. The interim task is removing blight, while the ultimate goal is attracting investment. Through the program, professional contractors and community groups maintain thousands of lots annually. In addition to an increase of nearly 20% in home values near stabilized lots, a recent study of the PHS program found that people living near treated lots had a 41.5% decrease in feelings of depression and there was a 29% decrease in gun violence. The PHS program also promotes new development, with over 1,600 treated lots having been redeveloped into new housing and businesses since the program started in 2003.



**LANDCARE RE-ENTRY INITIATIVE:** Established in 2016, this LandCare initiative assists returning individuals with skills training and job readiness while creating a new workforce pipeline to landscape services contractors and Community LandCare organizations. In the first half of FY20, 60 returning individuals were trained and placed through this program. In Spring of FY20 an additional \$2,000,000 will enable PHS to treat over 750 new lots and bring on three new Community LandCare organizations to support the Philadelphia Police Department's (PDP) Violent Crime Reduction Strategy "Operation Pinpoint."









**PHDC LAND MANAGEMENT:** In FY20, PHDC's Land Management Division, through the Land Bank, is set to acquire 325 properties. These properties include lots for side yards, housing to support residents at various income ranges, business expansions, and meet community garden and open space demands. This Division also seeks to dispose of properties for redevelopment. In FY20, the Land Bank is set to dispose of 81 parcels for side yards, community gardens, and business expansion and create 201 units of housing for total land sales of approximately \$848,306.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Unique lots stabilized, greened, and maintained <sup>1</sup>	12,883	12,408	12,000	12,000
Land Bank: Number of tax foreclosure properties acquired <sup>2</sup>	311	44	325	325
Land Bank: Number of publicly-owned properties disposed of for redevelopment activities within reporting period <sup>3</sup>	49	13	325	325
Land Bank: Gross revenue generated from land sales <sup>4</sup>	\$702,225	\$366,306	\$848,306	\$350,000

<sup>1</sup>The number of unique lots greened and cleaned includes land stabilization programs (such as initial cleaning, soil treatment, tree planting and fencing of up to 300 new selected blighted lots) and land maintenance.

<sup>2</sup>This measure captures the number of new properties acquired by the Land Bank. Some properties resolved their tax debt prior to the sheriff sale reducing the number of properties eligible for acquisition.

<sup>3</sup>The City revisited the disposition policies and processes this year. It also issued a moratorium on VPRC sales. With direction from City Council, the FY19 priorities focused on side yards, community gardens and subsidized housing. This led to fewer lots being sold.

<sup>4</sup>VPRC has not been able to settle dispositions due to its settlement agent, PRA, issuing a moratorium on approving VPRC settlements. Second, the vast majority of PLB dispositions are nominal dispositions for Gardens, Side/Rear Yards, and affordable housing development. Only 18% of properties conveyed generate revenue through market rate sales.



## FY21 STRATEGIC GOALS

- ▲ Improved data and internal data sharing will enable the Land Bank to prioritize acquisition activity, better assemble land, and make a bigger impact.
- ▲ Increase transparency in the processes.
- ▲ Identify ways to incentivize affordable development, open space, and business expansion into areas of the city where speculation and private dollars are leaving existing residents behind.



### FY21-25 STRATEGIC INITIATIVES

The Philadelphia LandCare Program will continue to green and clean nearly 13,000 lots, annually, and PHS will continue its Re-Entry program, providing training, support, and job placement opportunities for 60 returning individuals. In FY21, the Land Bank seeks to acquire 325 properties and dispose of 325 properties.

It will continue to support efforts to build healthy communities by supporting a variety of uses including side yard, community garden, and providing land for the production of affordable and mixed-income housing developments. In an effort to align with the City's goals for building diverse, equitable, and inclusive communities, it will seek to further encourage development of affordable units.

## PROGRAM 5: HOUSING DEVELOPMENT

### PROGRAM DESCRIPTION

DPD's housing development programs are carried out through its Division of Housing and Community Development (DHCD) and Philadelphia Housing Development Corporation (PHDC). Projects and programs include the production of new affordable and special needs housing units; the preservation of existing affordable housing; and housing counseling services to enable low- and moderate-income individuals to remain in their homes, access affordable housing programs and services, and create homeownership opportunities.



## RECENT ACCOMPLISHMENTS

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**DIVERTED HOMES FROM FORECLOSURE:** The Residential Tax and Mortgage Foreclosure Prevention Program seeks to divert properties from Sheriff Sales for owner-occupied properties, giving homeowners an opportunity to meet with a housing counselor and explore alternatives to foreclosure. In FY20, the program anticipates diverting 1,100 homes from foreclosure. With existing revenue streams, the DHCD hopes to increase the number of families that seek to participate in the program, particularly in low-income communities and areas with higher rates of minority households.



**SUPPORTED PHDC'S COMMUNITY INVESTMENT GROUP TO CREATE 300 AFFORDABLE UNITS:** Through a combination of local Housing Trust Fund (HTF) and federal Housing and Urban Development (HUD) funding, DHCD supports, and PHDC's Community Investment Group administers, the production of new affordable rental housing projects for special needs populations, including veterans, seniors, the formerly homeless, children, and people with disabilities in communities throughout Philadelphia. In FY20, 300 new, affordable housing units for low-income households are anticipated to be created.







**CONTINUED TO ASSIST WITH HOME REPAIRS:** These home repair programs, include the Basic Systems Repair Program (BSRP), Adaptive Modification Program (AMP), the Weatherization Assistance Program (WAP), and the Emergency Heater Repair Program. The BSRP provides repairs to electrical and plumbing systems, replaces heaters and roofs, and addresses other systems problems with repairs up to \$18,000. The AMP provides individuals who have permanent physical disabilities with free adaptations to their homes or apartments, allowing easier access to and mobility within the home. The WAP provides free weatherization and energy-efficiency improvements to owner-occupied and rental units and the Emergency Heater Repair Program provides emergency heater repairs to income-eligible homeowners.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Mortgage foreclosures diverted <sup>1</sup>	1,368	310	1,100	1,100
Homes repaired (BSRP, Weatherization, Heater Hotline, and AMP) <sup>2</sup>	6,786	3,361	7,041	5,860
Clients receiving counseling for properties in tax foreclosure	556	252	475	475
Homeowners' assistance grants <sup>3</sup>	277	866	900	900
Number of affordable housing units created <sup>4</sup>	441	0	300	300

<sup>1</sup>In the first half of FY20, numbers are showing lower rates. This seems to reflect a broader trend in foreclosure. Realt-yrac is showing both reduction in pre-forclosures (down 24% from the prior year) and 15.9% from the prior month. As well as a reduction in the number of total foreclosures.

<sup>2</sup>At end of FY20 PHDC will have drawn down the \$60 million supplemental bond funding provided to expand its services during the prior three years. The FY21 goal, reflects service levels without the additional supplemental bond funding.

<sup>3</sup>DPD launched the new \$10,000 home owner settlement grant program for first time home buyers that participate in housing counseling, make below 120% of AMI and enter into an agreement of sale for a property under approved loan terms. The program significantly expanded the ability of residents to become home owners.

<sup>4</sup>No new subsidized affordable units were built in the first half of FY20. Production activity will increase in the second half of FY20 with new projects.

### FY21 STRATEGIC GOALS

- ▲ Launch a small landlord loan pilot program.
- ▲ Create new financing and investment tools to support production/preservation.
- ▲ Establish rent voucher program to reduce housing cost burden and improve stability.



## **FY21-25 STRATEGIC INITIATIVES**

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DHCD will continue to implement the Residential Tax and Mortgage Foreclosure Prevention Program and anticipates serving 1,100 in FY21. With continued additional support, DHCD will provide pre-purchase counseling and closing cost assistance to enable 900 first time home buyers to purchase their first home. PHDC will continue to provide additional home repair services supported by the City's \$60 million bond issuance. In FY21, based upon pre-bond level funding for the four programs, BSRP, WAP, AMP, and Heater Hotline will be able to provide 5,860 low-income households with improvements to their housing conditions. PHDC's Community Investment group will continue to support the creation of 300 new affordable units for low-income residents, including those with special needs.

In FY21, DPD is piloting a locally-funded shallow rent program to help cost-burdened tenants afford their housing and to help prevent eviction. Operators of affordable housing projects will be eligible to apply for rent vouchers on behalf of cost-burdened tenants for up to \$300 per month.



# POLICE



## PROGRAMS

**AVIATION**

**CRIMINAL INVESTIGATIONS**

**FIELD OPERATIONS**

**FORENSICS**

**INTELLIGENCE AND HOMELAND SECURITY**

**ORGANIZATIONAL SUPPORT SERVICES**

**PROFESSIONAL STANDARDS**



### DEPARTMENT PAGE

[PHILA.GOV/DEPARTMENTS/](https://phila.gov/departments/)









[PHILADELPHIA-POLICE-DEPARTMENT/](https://phila.gov/departments/police-department/)

## MISSION

The mission of the Philadelphia Police Department (PPD) is to make Philadelphia one of the safest cities in the country. PPD partners with communities across the city to fight crime, the fear of crime, and terrorism; enforce laws while safeguarding people's constitutional rights; provide quality service to all Philadelphia residents and visitors; and recruit, train, and develop an exceptional team of employees.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	685,445,815	718,359,324	718,359,324	722,578,307	723,001,933	723,001,933	723,001,933	723,001,933
Class 200 - Contracts/Leases	7,710,091	8,353,063	10,200,966	10,135,755	10,105,323	9,931,701	10,498,245	10,907,613
Class 300/400 - Materials, Supplies, Equipment	13,494,447	14,452,710	14,386,710	13,623,740	13,300,952	13,300,952	13,300,952	13,300,952
Class 500 - Indemnities/Contributions	21,254,586	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	727,904,939	741,165,097	742,947,000	746,377,802	746,408,208	746,234,586	746,801,130	747,210,498

## PROGRAM 1: AVIATION

### PROGRAM DESCRIPTION

This program is responsible for providing patrol and protection to the City's airport facilities, ensuring the safety of local and international passengers and protecting these vitally important transportation hubs and employment centers.



OFFICERS READY TO GRADUATE THE ACADEMY.

### RECENT ACCOMPLISHMENTS



**RESPONSE AND PERFORMANCE ENHANCEMENT:** Conducted multiple tabletop exercises to enhance response and performance during critical incidents.









**ACTIVE SHOOTER TRAINING:** Completed Active Shooter training for Airport Officers to be better prepared in the event of a mass shooting/active shooter incident.



**REDUCED THEFT:** Saw a reduction in the number of rental cars reported stolen.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of stolen rental vehicles <sup>1</sup>	147	50	A REDUCTION FROM FY19 ACTUAL	A REDUCTION FROM FY20 ACTUAL

<sup>1</sup>This includes both vehicles that are rented and never returned and vehicles that are stolen off the rental companies' lots. The Airport District has seen an increase in these incidents. Airport Police are aggressively working with internal and external partners to address the increase.

## FY21 STRATEGIC GOALS

- ▲ Deploy additional Automated License Plate Readers (ALPR's) through grant funding to enhance crime fighting efforts and the safety and security of the guests who travel through Philadelphia International Airport.
- ▲ Continue to work to reduce the number of rental cars reported stolen.



### FY21-25 STRATEGIC INITIATIVES

Aviation is planning to explore additional technology to assist officers in efforts to enhance security for travelers into and out of the Airport. Aviation also plans to work with the Transportation Security Administration (TSA) to pursue additional

canine teams. Training will continue to be enhanced through table-top exercises and drills with internal and federal partners to ensure a more efficient response to potential critical incidents.



## PROGRAM 2: CRIMINAL INVESTIGATIONS

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### PROGRAM DESCRIPTION

This program investigates criminal acts such as homicide, sexual assault, armed robberies, home invasions, narcotics, and property crimes. This program is also responsible for interviewing witnesses, victims, and those accused of a crime to identify, locate, and prove the guilt of an accused criminal. This program also issues gun permits.

### RECENT ACCOMPLISHMENTS

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**OPERATION PINPOINT SUCCESS:** There has been a drop in shooting victims and gun crimes in areas where Operation Pinpoint, with its technologically advanced command posts in crime hot spots, has been deployed. These reductions, 8% in shooting victims and 1% in gun crimes, are the result of the collaborative efforts of the PPD and our partners in the overarching city violent crime reduction strategy. The Homicide Unit saw an improvement in the clearance rate for homicides to above 50%. While this is a marked improvement from FY17 when the clearance rate was 36.8%, there is still much more work to be done to continue to build on this improvement.

Operation PINPOINT is a multifaceted crime fighting and information sharing strategy designed to identify, collect, analyze, and disseminate information that officers and commanders need to target the worst violent offenders and areas. It integrates all the PPD knows about policing our neighborhoods in a planned, targeted, and measurable way. ***For more information, go to the Operation Pinpoint - Philadelphia Police Department story map***



**POLICE EXECUTIVE RESEARCH FORUM (PERF):** The PPD solicited the assistance of the Police Executive Research Forum (PERF), a police research and policy organization which works with law enforcement agencies by providing management services, technical assistance, and executive-level education. As a result of the PERF review, a series of recommendations were made to improve operations within the Homicide Unit. Over the course of the last year, the PPD has implemented the PERF recommendations to improve operations within the Homicide Unit.









**TRACKING TECHNOLOGY ADVANCEMENTS:** The PPD has been able to deploy equipment and software which can assist investigators in tracking and locating cell phones used or taken in crimes.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Homicide clearance rate <sup>1</sup>	46.6%	51.3%	60.0%	60.0%
Sexual Assault clearance rate	73.5%	56.6%	INCREASE FROM PRIOR YEAR	INCREASE FROM PRIOR YEAR
Average number of days to process a gun permit <sup>2</sup>	19	23	≤ 45	≤ 45

<sup>1</sup>The Police Department has seen a promising increase from this time last year when the YTD clearance rate 40.9%, representing a 10.4 percentage point increase. A multitude of factors affect an increase in case clearances, including organizational change in the Homicide Unit, changing crime patterns, incorporation of innovative investigative techniques, and better coordination with our Law Enforcement partners; all of which the PPD is actively pursuing.

<sup>2</sup>This is set by state law at 45 days. PPD is working to comply with a court mandate to process gun permits in accordance with this requirement.

## FY21 STRATEGIC GOALS

- ▲ Continue to improve the clearance rate for homicides to 60%.
- ▲ Decrease the number of days it takes to process an application for a gun permit.
- ▲ Continue Operation Pinpoint for further violent crime reduction in deployment areas.

## FY21-25 STRATEGIC INITIATIVES

Continue the initial progress achieved with Operation Pinpoint by expanding from 21 grids, to 45 Targeted Areas in the City, beginning with the areas with the highest level of violence. Further violent crime, homicide, and shooting victim reductions in the current grids would translate to those areas and an overall reduction in the city. These efforts through Operation Pinpoint will support the overall Philadelphia Roadmap for Safer Communities.



Efforts will be supported by the hiring of additional analysts, improved technology in the form of additional equipment, and software and hardware necessary to support the expanded efforts at crime reduction in the areas of shooting victims and homicides.

## PROGRAM 3: FIELD OPERATIONS

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### PROGRAM DESCRIPTION

This program is responsible for policing and includes officers, special patrols, highway patrol, the Commissioner, and the Department's leadership team.

### RECENT ACCOMPLISHMENTS

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**ILLEGAL FIREARM ARRESTS:** The Philadelphia Police Department has worked diligently to focus its efforts on reducing gun violence in the city, leading to a rise in the number of illegal firearm arrests by 26% from 1,251 in 2018 to 1,578 in 2019.



**RESILIENCY PROJECT:** The East Service Detail (ESD), which encompasses the area of East Police Division of Emerald Street to F Street, Lehigh Avenue to Westmoreland Street, expanded its partnership with other city agencies as part of the Resiliency Project. By working with agencies like Community Life Improvement Program (CLIP), there was improved cleanliness and a better quality of life for both visitors and residents. This collaborative partnership also resulted in a significant decrease in the addicted homeless population by an estimated 200 individuals. This was a coordinated effort between PPD, Project H.O.M.E. Outreach, as well as the Department of Health & Human Services. These at-risk individuals were placed into rehabilitation facilities for treatment. Upon completion of treatment they were moved to temporary housing which led to permanent housing placement.



**EXPANDED DIVERSITY AND INCLUSION TRAININGS:** In June 2019, PPD, in concert with key stakeholders in the LGBTQ community, released a new directive 4.15, which covers police interactions with transgender and nonbinary individuals to ensure that they are protected and treated with respect by law enforcement. PPD implemented and expanded LGBTQ Competency Training taught at the Philadelphia Police Academy. This training is designed to prepare recruits with knowledge of the unique issues faced by the LGBTQ community. The training also provides practical applications on how to interact and engage with members of the community in productive and respectful ways. In addition to this training with our recruit officers, an in-service training video (produced by the Department of Justice) was mandated for all personnel.









**POLICE ATHLETIC LEAGUE (PAL) PARTICIPATION:** The Police Athletic League (PAL) increased girls' participation by 1% (529 girls), due in part to the successful girls' volleyball programs ran at both Harrowgate and Tacony PAL. The 26th and Tucker PAL centers highlight the success of cheerleading, and the 25th center boasts a popular girl's woodworking program.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of shooting victims <sup>1</sup>	1,442	791	A REDUCTION FROM FY19	A REDUCTION FROM FY20
Number of homicides <sup>2</sup>	366	192	A REDUCTION FROM FY19	A REDUCTION FROM FY20
Number of part 1 violent crimes <sup>3</sup>	13,316	8,031	A REDUCTION FROM FY19	A REDUCTION FROM FY20
Number of burglaries	6,250	3,312	A REDUCTION FROM FY19	A REDUCTION FROM FY20
Cumulative number of bike patrol officers <sup>4</sup>	815	950	10% INCREASE OVER FY19	10% INCREASE OVER FY20
Number of children enrolled in Police Athletic League (PAL) centers <sup>5</sup>	19,287	19,310	10% INCREASE OVER FY19	10% INCREASE OVER FY20

<sup>1</sup>The Police Department through Operation Pinpoint, a component of the PPD Violent Crime Reduction Strategy, continues to work to reduce the killings and shootings in Philadelphia. Operation Pinpoint is a multifaceted crime-fighting and information-sharing strategy designed to identify, collect, analyze, and disseminate information that officers and commanders need to target the worst violent offenders and areas. While we have seen an increase in shooting victims, we are confident that our goal of reducing the number of shooting victims will occur as our efforts through Operation Pinpoint continue.

<sup>2</sup>The Police Department is implementing Operation Pinpoint, a component of the PPD Violent Crime Reduction Strategy, in an effort to reduce the homicides and shootings in Philadelphia.

<sup>3</sup>Historically, crime trends based on the season. FY20 Q2 has been seen an exceptionally warmer weather season, resulting in an increase in our total part one violent crimes thru Q2. Through our continued crime fighting efforts, via Pinpoint and PRSC, we hope to see our violent crime trend down moving forward.

<sup>4</sup>This is a cumulative measure. This number will fluctuate as recertification classes occur as well and new personnel are trained. The goal is to increase this number by 10% (approximately 100 officers) each year.

<sup>5</sup>This is a cumulative measure. "Enrolled" refers to children who sign up to attend one or more events. These are individuals for whom the PAL center has names and contact information and to whom membership-type cards are issued.



## FY21 STRATEGIC GOALS

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- ▲ Revise the PPD's approach to community relations by standardizing and evaluating existing department-wide and district-level community relations programs to better reflect our commitment to building stronger relationships with the public.
- ▲ Expand the use of successful intelligence driven policing model and the implementation of Group Violence Intervention (GVI) strategies citywide by focusing on the most violent drug trafficking organizations and street gangs to increase our success in reducing the level of gun violence in both the Pinpoint Grids and all the historically high crime areas of our city.
- ▲ Expand the East Service Detail (ESD) that operates in Kensington and within the Project Resilience Area. This expansion would provide even more services in order to increase outreach as part of the Police Assisted Diversion program (PAD).
- ▲ Focus on reducing violent crime by using data-driven deployment strategies. Personnel will be kept apprised in real-time of current crime trends and patterns (specifically places and persons). A layered deployment strategy specific to each patrol district will be developed based on data and intelligence, ensuring that our resources are utilized in the most effective and efficient manner.
- ▲ Redesign the current juvenile arrest process with a trauma sensitive centralized Juvenile Assessment Center (JAC) staffed by case workers, police staff and prosecutors with specialized training in working with juveniles and families.

## FY21-25 STRATEGIC INITIATIVES

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To accomplish our goals, the PPD will focus on improved supervision, deployment, enforcement, technological advancement, community engagement, and daily assessment to reduce crime over the next five years.

- ▲ **SUPERVISION:** All commanders and supervisors will ensure that strong on-scene supervision is maintained. Supervisors will monitor the radio and the Mobile Data Computer while responding to calls for service, both announced and unannounced. In addition, supervisors will ensure that personnel are briefed daily on all issues occurring within their district.



▲ **DEPLOYMENT:** Personnel will be deployed in a detailed and methodical process utilizing data-driven and intelligence led strategies unique to a district's trends.

▲ **ENFORCEMENT:** All personnel will strive to reduce crime through proactive patrol in an intelligence-driven and laser-focused manner to address the economic and environmental drivers of violence without alienating or disenfranchising the community.

▲ **TECHNOLOGICAL ADVANCEMENT:** Imperative to reducing crime, all commanders, supervisors, and officers will utilize technological advancements that will enable police to streamline information in a timely manner to enable personnel to provide improved service to the residents and visitors of Philadelphia.

▲ **COMMUNITY ENGAGEMENT:** The Philadelphia Police Department will continue to bridge their relationship with the community they serve by policing in a fair, constitutional, and un-biased manner while working to improve conditions that are negatively affecting their geographical area of concentration. The PPD will coordinate efforts to identify and implement alternative solutions to reduce crime. These alternative solutions would be a coordinated effort between police and the community to address both quality of life and crime concerns. Examples would be youth mentorship programs, GED programs, job fairs, training for community members on topics such as understanding crime patterns, crime prevention, and use of city services/resources.



**POLICE OFFICER HIGH FIVING CHILDREN IN THE LOCAL COMMUNITY.**

Additionally, supervisors and officers will educate community members on various issues occurring in the district, as well as programs within the department. Ultimately, the PPD will be able to promote ownership of the geographical areas by community members in the districts they reside and work. This will help ensure community and stake holder cooperation and support during the implementation of their coordinated plans and solutions.

▲ **DAILY ASSESSMENT:** Commanders and Supervisors will continually assess the strategy. Changes to the plan will be implemented immediately to accomplish PPD's overall goal of reduction in crime and improved service to the residents and visitors of Philadelphia.



## PROGRAM 4: FORENSICS

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### PROGRAM DESCRIPTION

This program is responsible for providing high quality and timely forensic services, achieved through accurate, unbiased and reliable collection, preservation, examination, analysis, and interpretation of evidence, to exonerate the innocent, identify true perpetrators of crime, establish crime patterns, and assist in solving and preventing crime.

### RECENT ACCOMPLISHMENTS

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**RAPID DNA PROGRAM:** The Office of Forensic Science's (OFS) Criminalistics Unit implemented a Rapid DNA program, which allows for the processing of reference samples and select crime scene samples in less than two hours.



**DRUG ANALYSIS:** Working with the District Attorney's Office, the OFS developed a drug analysis strategy that enhances communication between the offices to better prioritize and complete analyses needed for court.



**LEAN SIX SIGMA PROCESSES:** Through Lean Six Sigma processes, the OFS increased productivity in the Criminalistics Unit, which allowed for analyzing more DNA cases and ensuring that 100% of sexual assault kits are processed within a timely manner. Historically (2012 and earlier), the Criminalistics Unit completed 300-400 cases per year. In 2016, the unit started lean six sigma processes and have continued projects to the present. In this timeframe, the unit has seen completed DNA cases rise to the levels of:

**2016:** 481 | **2017:** 893 | **2018:** 1098 | **2019:** 1352

The increase from 2018 to 2019 alone represents a 23% increase in productivity. The overall increase since the start of Lean Six Sigma is approximately 181%.



**PHILLY FAST BRASS PROGRAM:** The continuation of the Philly Fast Brass program, which includes the screening of all crime guns and recovered fired cartridge cases within 48 hours, led to 2,173 investigative leads through the National Integrated Ballistic Information Network (NIBIN).







**INVESTIGATIVE LEADS:** Through the Combined DNA Index System (CODIS) and Automated Fingerprint Identification System (AFIS), forensic results provided 1,385 investigative leads.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of cases (submissions) received	30,993	16,075	33,000	36,300
Number of investigative leads provided to investigators through forensic databases (ballistic, DNA, and prints) <sup>1</sup>	2,594	1,750	INCREASE OVER FY19 ACTUALS	INCREASE OVER FY20 ACTUALS
Percentage of new sexual assault kit (SAK) cases completed within the recommended 180 days, as stated in Act 27	93.0%	100.0%	100.0%	100.0%

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<sup>1</sup>Actual performance is dependent on evidence available in the forensic database, and the number of investigative leads from forensic database searches is not directly controllable. However, when PPD increases the number of items worked (forensic examinations and database uploads), there is an expected increase in database hits (investigative leads). In 2018, the OFS completed the SAK backlog project, which caused a large number of old cases to be processed through outsourcing. This project resulted in more cases being uploaded in the early months of FY19, which resulted in an increase in the number of investigative leads. As the SAK project and its associated grant funds are complete, the levels of uploads and hits will return to more traditional levels. Firearms and latents both saw an increase in the number of hits, which can be partially attributed to improvements in workflows that led to more uploads, as well as, good fortune that many of the cases that were uploaded corresponded to other samples in the database.

### FY21 STRATEGIC GOALS

- ▲ Upgrade and continued implementation of the BEAST (Barcoded Evidence Analysis Statistic Tracking), a new capital funded laboratory information management and evidence management system, to improve automated workflows in the OFS and evidence tracking throughout the PPD.
- ▲ Complete additional Lean Six Sigma projects throughout the OFS to improve efficiencies and increase productivity.
- ▲ Provide actionable intelligence for investigations and meet all trial commitments through continued improvements to casework productivity.





## FY21-25 STRATEGIC INITIATIVES

PPD will work to maintain accreditation with the American Standards Institute – National Accreditation Board, the recognized accreditation for forensic laboratories. This includes all units within the Office of Forensic Science and obtain forensic accreditation for the Digital Media Evidence Unit (DMEU), a newer unit within the Forensic Program. The DMEU is the forensic unit that is responsible for the technical examination and evidence storage of digital media from body worn cameras, video interviews, crime scene processing, and any other sources of seized digital evidence.

Additionally, the Department will upgrade and continue to implement the BEAST (Barcoded Evidence Analysis Statistic Tracking), a new capital funded laboratory information management

and evidence management system.

Implementation of the system across the PPD will modernize the City's system of barcoded evidence tracking to allow for immediate electronic chain of custody on all evidence and a more efficient method to prioritize forensic examinations.

PPD will also use Lean Six Sigma projects within several units of the OFS to increase efficiency and effectiveness with the express goal of providing a higher level of forensic analyses for investigative leads and court proceedings.

Finally, PPD will develop and implement plans to better utilize forensic results as a means of objective and reliable intelligence to assist investigations, enhance operational strategies and reduce crime.



## PROGRAM 5: INTELLIGENCE AND HOMELAND SECURITY

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### PROGRAM DESCRIPTION

This program is responsible for response, prevention, mitigation, and investigations of high-risk incidents and events, such as active shooter incidents; hostage situations; mass casualty incidents; terrorist threats or attacks; chemical, biological, radiological and nuclear releases; technical rescues; and planned city special events.

### RECENT ACCOMPLISHMENTS

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**PROTESTS:** Policed over 1,805 protests without any major incidents of criminal activity, property damage, or injuries to the public or protest participants.



**SPECIAL EVENTS:** Policed 1,592 special events without any major incidents of criminal activity, property damage, or injuries to the public or event participants.



**DRONES:** Implemented drones to assist in policing, especially during special events and protests.

### FY21 STRATEGIC GOALS

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- ▲ Investigate and incorporate new policing technology into operations to enhance and improve investigations.
- ▲ Adjust operations plans and deployment of personnel to support the City's and PPD's crime fighting efforts, Philadelphia Roadmap for Safer Communities and Operation Pinpoint.
- ▲ Continue Operation Pinpoint efforts to continue violent crime reduction efforts in identified Pinpoint areas.





## FY21-25 STRATEGIC INITIATIVES

Continue the initial progress achieved with Operation Pinpoint by expanding from 21 grids, to 45 Targeted Areas in the City, beginning with the areas with the highest level of violence with the hope of furthering the violent crime and shooting victim reductions seen in the current grids would translate to those areas and an overall reduction in the city. These efforts through Pinpoint will support the overall

Philadelphia Roadmap for Safer Communities.

Efforts would be supported by the hiring of additional analysts, improved technology in the form of additional equipment, software and hardware necessary to support the expanded efforts at crime reduction in the areas of shooting victims and homicides.

## PROGRAM 6: ORGANIZATIONAL SUPPORT SERVICES

### PROGRAM DESCRIPTION

This program is responsible for the administrative, fiscal, and human resources operations for the department; planning, development, and implementation of all aspects of police training for both police recruits and in-service sworn personnel, including Reality-Based Training (RBT) and tactical scenarios; and information technology support services, including Police Communication Information Systems.

### RECENT ACCOMPLISHMENTS



**BODY WORN CAMERAS:** Continued to deploy Body Worn Cameras (BWC's) to members of the Department (focused on Special Operations and Patrol). To date, the PPD has put 2,000 Body Worn Cameras into service.









**HIRING OF CROSSING GUARDS:** With the assistance of the Office of Human Resources, successfully amended the hiring process for School Crossing Guards to make it easier to fill vacancies on a district by district basis. These changes are geared to streamline the hiring process and to address needs by specific Patrol District, as opposed to for all locations off one hiring list.



**ADDITIONAL CRIME ANALYSTS:** Added an additional 23 Crime Analysts to support the City and Department's crime fighting strategies.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of officers who are female <sup>1</sup>	21.6%	21.6%	52.7%	52.7%
Percent of officers who are minority <sup>2</sup>	46.1%	42.9%	58.4%	58.4%
Percentage of authorized sworn positions filled <sup>3</sup>	99.5%	99.9%	100.0%	100.0%
Percentage of in-service officers that have received reality-based training (RBT) <sup>4</sup>	91.7%	100.0%	95.0%	100.0%
Percent of officers trained in the administration of Naloxone in high-need areas of the city <sup>5</sup>	47.9%	47.5%	60.0%	60.0%
Number of body worn cameras deployed during the reporting period <sup>6</sup>	638	554	800	800
Percentage of 911 calls answered within 10 seconds <sup>7</sup>	88.4%	90.0%	≥ 90.0%	≥ 90.0%

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<sup>1</sup>Target is based on census data for Philadelphia. PPD is focused on recruitment efforts with the goal of having the police force reflect the demographics of the city. PPD continually strives to hire a workforce that represents all communities within the City of Philadelphia. The Recruitment Unit has done recruiting drives which focus on bringing females into the Department. Additionally, PPD continues to explore different recruiting methods to increase the female workforce. .



<sup>2</sup>Target is based on census data for Philadelphia. PPD is focused on recruitment efforts with the goal of having the police force reflect the demographics of the city. PPD continually strives to hire a workforce that represents all communities within the City of Philadelphia. The Recruitment Unit has done recruiting drives which focus on bringing minorities into the Department. Additionally, PPD continues to explore different recruiting methods to increase the minority workforce.

<sup>3</sup>"Authorized" refers to the number of budgeted positions. There are several factors which impact this goal; unexpected employee separations and fewer than anticipated recruits being two prominent ones. While the PPD did not meet its goal for staffing levels, the PPD continues to work to attain that goal. Additionally, staffing levels are higher than they have been in recent years.

<sup>4</sup>Reality-based training (RBT) is a law enforcement training tool that simulates the mental and physical reactions experienced in high-stress situations in order to help officers prepare for encountering similar situations on the job. RBT is new to the Police Department. The eventual goal is to have all patrol and special patrol officers trained with RBT. The Department is first administering RBT to all patrol and special patrol officers and hopes to revert to a three-year training rotation cycle whereby all officers are retrained within the three-year period.

<sup>5</sup>"High-need areas" are defined using data from the Fire Department regarding prevalence of overdoses by zip code. This denominator can change over time, and high overdose rates do not necessarily correlate with high crime rates. PPD did not meet this goal. Training was temporarily suspended pending the arrival of a new supply of Naloxone. Supply has been received and training is resuming.

<sup>6</sup>Police facilities require significant IT and facility modifications in order to adequately deploy the BWC's, given the age of many of our buildings. PPD works in conjunction with OIT and PRA to upfit districts prior to BWC deployment. Delays in deployment occur based on the extent of work needed to get facilities upfitted.

<sup>7</sup>This benchmark is tied to grant funding; the Department is eligible for funding when this rate is at or above 90%.

## FY21 STRATEGIC GOALS

- ▲ Continue to deploy body worn cameras with the annual goal of 800 additional cameras to be deployed.
- ▲ Maintain staffing levels within both the sworn and non-sworn ranks; specifically, for Police Officer and School Crossing Guard ranks. Proper staffing is vital to the Department's efforts to reduce crime and ensure the safety of the residents of Philadelphia and our employees.
- ▲ Prepare for the move to the new Public Safety Service Campus (PSSC) which is scheduled to take place in the beginning of CY 2021. This will require massive coordination to ensure the PPD is able to maintain service levels during the relocation of multiple Units to the new PSSC.
- ▲ Implement department-wide implicit bias training. This is in progress with the hope of having the contract completed to initiate training during FY21.



## FY21-25 STRATEGIC INITIATIVES

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PPD will continue efforts to maintain uniform and civilian staffing levels and to increase minority hiring within the sworn ranks of the PPD. To increase transparency and build public trust, the Plan also includes funding for the Police Department out year costs associated with the Body Worn Camera Program.

## PROGRAM 7: PROFESSIONAL STANDARDS

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### PROGRAM DESCRIPTION

This program is responsible for ensuring the integrity of the Department through fair, thorough, and proactive investigations of alleged police misconduct, as well as conducting background investigations for future employees. In addition, this program is responsible for ensuring the Department complies with the 2011 Bailey Agreement, a federal consent decree that monitors pedestrians stopped, frisked, searched, and/or detailed by the Philadelphia Police Department and for recruiting high quality departmental candidates. This program is also responsible for issuing and tracking all court attendance notifications for PPD employees, as well as the Court Attendance Tracking System (CATS) which captures, stores, and displays information regarding officers' attendance at court cases.

### RECENT ACCOMPLISHMENTS

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**FURTHER CONTRIBUTION TO OPEN DATA PHILLY:** Successful implementation of a protocol with Open Data Philly to provide information regarding Complaints Against Police to the public via an online database and increasing public transparency for the investigations and actions taken for such complaints.



**CUSTOMER SERVICE INITIATIVE:** Full implementation of a customer service initiative throughout all Patrol Districts.



**REDUCED COMPLAINTS AGAINST POLICE:** Reduced the number of complaints against Police over FY19.







**REDUCED PEDESTRIAN STOPS:** Reduced the percentage of “unconstitutional” pedestrian stops to 11% by training a total of 350 commanders, supervisors, and patrol officers on compliance with the 2011 Bailey Agreement and creating a Bailey Compliance team within Professional Standards.



# PERFORMANCE MEASURES

## FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of civilian complaints against police officers <sup>1</sup>	622	372	A REDUCTION FROM FY19	A REDUCTION FROM FY20
Percent of investigations of civilian complaints against officers completed within 90 days <sup>2</sup>	45.0%	31.1%	65.0%	60.0%
Number of Police-Involved Shootings	27	9	A REDUCTION FROM FY19	A REDUCTION FROM FY20

<sup>1</sup>While the goal of the Police Department is to see a reduction in complaints against police, we recognize that an increase, while it may not mean we attain our FY20 target, does indicate the community willingness to come forward and make reports to the PPD in regards to the conduct of PPD Personnel.

<sup>2</sup>The 90-day requirement is an internal policy. Due to staff turnover in December of 2018 and December of 2019, this measure has been lower than anticipated. The Department has begun filling those vacant positions and anticipates that the upward trend already seen will continue.

## FY21 STRATEGIC GOALS

- ▲ Reduce Complaints Against Police by an additional 5%.
- ▲ Increase the number of minority hires within the PPD to be reflective of the demographics of the population the PPD serves.
- ▲ Increase the percentage of Complaint Against Police investigations completed within 90 days to 60%.
- ▲ Further reduce the percentage of unconstitutional pedestrian stops by 10%, provide training to PPD personnel regarding the Bailey agreement, manage, and track a progressive disciplinary process as mandated by the federal agreement.
- ▲ Complete a full transition from PPD Equal Employment Opportunity (EEO) investigations to the Mayor's Office of Labor, Employee Relations Unit (ERU) for oversight and review of EEO complaints within the city, to include training of ERU personnel on PPD policies and assistance in the selection of additional ERU personnel.
- ▲ Develop additional training to prepare PPD employees with the use of the new software Premiere One RMS (Records Management System) when National Incident Based Reporting System is fully implemented.





## FY21-25 STRATEGIC INITIATIVES

The Professional Standards program plans to build a working relationship with the newly established ERU (Employee Relations Unit), which will be the central repository for all EEO Sexual Harassment complaints for city employees by conducting monthly meetings between the ERU and PPD for case discussions, planning discussions regarding joint training between the ERU and PPD, and implementation of a new software program enabling entry and tracking of all ERU and PPD EEO investigations. Recognizing the importance of fair and impartial policing and the effect implicit bias has on police community relations, the PPD is also working towards contracting with an

outside vendor who will provide Implicit Bias Training to all members of the Police Department. This training would address what implicit bias is, what causes it, how it is measured, the effects it has on the person who holds the bias, the effect on the targeted group, and how to reduce the impact of implicit bias on policing. In addition, an initiative to implement the introduction to NIBRS (National Incident Based Reporting System) module to the 2020 MPO training curriculum to train PPD employees on its use and application in the future. Finally, an initiative to plan and purchase a replacement or upgrade for the aging CATS (Court Attendance Tracking System).





# PRISONS

## PROGRAMS

**ADMINISTRATION**

**MAINTENANCE**

**MEDICAL AND PSYCHIATRIC SERVICES**

**SECURITY AND OPERATIONS**

**SOCIAL SERVICES/REENTRY**



### DEPARTMENT PAGE

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## MISSION

The Philadelphia Department of Prisons (PDP) provides a secure correctional environment to detain people accused or convicted of illegal acts and prepares them for re-entry into society in a clean, lawful, humane, and safe environment. PDP offers job training, educational services, parenting classes, substance abuse services, medical services, behavioral health therapy, and counseling, individual, and group therapy.

To enhance the mission to ensure successful reentry and to elevate the Administration's focus on reentry, in August 2019 the Office of Reentry Partnerships (ORP) was created to act as the umbrella agency to coordinate, maintain, and expand public-private partnerships across the City to ensure linkages for continued reentry services post release. The Mayor's Office of Reintegration Services for Ex-offenders (RISE) has also transitioned under the ORP umbrella. PDP working with the ORP will ensure that there is a continuum of services for people incarcerated locally and post release. This partnership will play a critical role in the City's efforts to reduce recidivism, as criminal justice reform in Philadelphia evolves to focus on community reinvestment and reentry.











PDP operates the four (4) major facilities listed below for the respective inmate population.

 <b>FACILITY</b>	 <b>POPULATION</b>	 <b>CLASSIFICATION</b>
<b>Curran Fromhold Correctional Facility: 7901 State Road</b>	<b>Adult male intake and general population facility</b>	<b>Close, Maximum, Medium, Minimum</b>
<b>Riverside / ASDCU 8101 State Road</b>	<b>Adult male satellite for work release</b>	<b>Minimum, Community</b>
<b>Riverside Correctional Facility 8151 State Road</b>	<b>Female intake and youthful offender housing</b>	<b>Close, Maximum, Medium, Minimum, Community</b>
<b>Detention Center 8201 State Rd</b>	<b>Adult male facility equipped with accredited medical and mental health beds</b>	<b>Medium, Minimum</b>
<b>Philadelphia Industrial Correctional Center: 8301 State Rd</b>	<b>Adult male facility and Correctional Industries Training Program</b>	<b>Close, Maximum, Medium</b>

Until 2018, PDP operated a fifth facility, the House of Corrections. Spurred by a MacArthur Safety and Justice Challenge grant received in July 2015 and managed by the Office of Criminal Justice (OCJ), collaborative work with PDP and other criminal justice stakeholders, resulted in criminal justice reform efforts that identified and implemented initiatives to safely reduce the jail population and address racial disparities. The MacArthur effort resulted in a 40% reduction of the jail population and ultimately led to the closure of a PDP facility, House of Corrections in Spring 2018. PDP has maintained the 40% reduction in 2015 census levels from 8,082 individuals in July 2015 to 4,752 individuals as of October 2019.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	138,537,912	139,765,668	139,765,668	139,765,668	139,765,668	139,765,668	139,765,668	139,765,668
Class 200 - Contracts/Leases	92,504,851	92,842,354	106,842,354	107,442,354	106,842,354	106,842,354	106,842,354	106,842,354
Class 300/400 - Materials, Supplies, Equipment	4,311,144	4,373,744	4,373,744	4,373,744	4,373,744	4,373,744	4,373,744	4,373,744
Class 500 - Indemnities/ Contributions	1,668,749	1,201,757	1,201,757	1,601,757	1,201,757	1,201,757	1,201,757	1,201,757
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	237,042,656	238,183,523	252,183,523	253,183,523	252,183,523	252,183,523	252,183,523	252,183,523

## PROGRAM 1: ADMINISTRATION

### PROGRAM DESCRIPTION

This program includes PDP's Central Executive Office, Administrative Services, Human Resources, Management Information System (MIS), and the Contracts Unit. These units work together to operate an efficient and cost-effective correctional system.



CRISIS INTERVENTION CLASS NO. 4  
NOVEMBER 2019



## RECENT ACCOMPLISHMENTS

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**CRISIS INTERVENTION (CIT) TRAINING FOR PDP STAFF:** With the assistance of the National Institute of Corrections, PDP convened five CIT classes between September 2018 and November 2019, providing 40 hours of CIT training to 149 PDP staff members. The intended impact of CIT is to educate correctional staff about mental illness and de-escalation skills reducing use of force and possible injury to staff and inmates. Survey responses for CIT Training staff survey have been positive and reflective. Of those surveyed, staff expressed having an awareness of what people dealing with mental illness face on a day-to-day basis. Staff expressed the training to be universal and that people experiencing mental illness are misunderstood. There is currently a waiting list of staff interested in participating in CIT training.



**TRAINING IN IMPLICIT BIAS AND SEXUAL HARASSMENT:** PDP accelerated the City's three-year goal of training all personnel with ongoing and special sexual harassment policy training. Since May 2019, these efforts reached 686 PDP staff members, including 502 Correctional Officers and 166 Supervisors and Managers of all disciplines. This accomplishment is on target to meet PDP's goal to reach all staff within two years.



**NEW INVENTORY MANAGEMENT SYSTEM:** PDP implemented a new inventory management system for \$2 million worth of items stored at PDP's warehouse and maintenance unit facilities.



**EXPANDED MANAGEMENT INFORMATION SYSTEM:** PDP improved accountability and reliability for payroll, time, and attendance management and data with the expansion of the Management Information System throughout the entire PDP campus.







**MODERNIZED TECHNOLOGY:** PDP, in partnership with the Office of Innovation and Technology, continued to replace and modernize its outdated systems and technologies. The Department also issued a Request for Proposal to replace its 25-year-old Integrated Jail Management System.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of newly admitted inmates that are processed and housed within 24 hours of admission <sup>1</sup>	100.0%	100.0%	100.0%	100.0%
Percentage of budgeted positions (uniform only) filled <sup>2</sup>	98.25%	94.6%	99.0%	99.0%
Average daily prison census: number of inmates in custody <sup>3</sup>	4,815	4,848	5,000	5,000
Actual spend on overtime (year-to-date, in millions) <sup>4</sup>	\$24.1	\$7.9	\$30.1	\$29.1

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<sup>1</sup>The 24-hour period is a self-imposed threshold and not a legal requirement. However, the goal is for 100% of inmates to wait no longer than 24 hours (current average is 8-10 hours).

<sup>2</sup>FY20 Q2 results are within 5.2% of the stated FY20 Target. The increase in the Vacancy rate has decreased the percentage of the filled positions for FY20 Q2.

<sup>3</sup>Since the PDP population is housed under judicial order, the PDP has little control over the population. Prisons' goal is based on historic census trend from FY2014. This is the average of all of the days in the given reporting period.

<sup>4</sup>This is a cumulative measure that captures total department overtime and includes maintenance overtime.

### FY21 STRATEGIC GOALS

- ▲ In conjunction with the collaborative criminal justice reform work fueled by funding from the MacArthur Foundation Safety and Justice Challenge, the continued goal of PDP will be to safely reduce the jail population by a total of 50% from the 2015 baseline.
- ▲ Continue to upgrade and modernize management systems to enhance access to data and improve management controls.
- ▲ Improve leave usage accountability utilizing newly implemented technology.
- ▲ Explore a gender-responsive classification tool for the female population. This will allow us to determine, when classifying an inmate, whether the classification level for female inmates could be lower than the universal tool being used. This would allow the opportunity of participating in community custody level programs, thus enhancing successful reentry.
- ▲ Strive to improve successful outcomes for reentry with evidence-based programming and training for staff and all inmates.



## FY21-25 STRATEGIC INITIATIVES

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Over the next five years, PDP will continue to modernize its technology and systems to improve accountability, reliability and efficiency. PDP will accomplish this through:

- ▲ Full implementation of the second module of the Department's Payroll Time and Attendance Management System to further manage and maintain accurate time and attendance records for all PDP employees.
- ▲ Selecting a vendor for the new Integrated Jail Management System to replace the existing system. This is the IT program which provides data information for all PDP inmates from admission through release.
- ▲ Install kiosks in the receiving room of each facility, which will allow released persons to retrieve monies upon release via 24/7 self-service capability.

## PROGRAM 2: MAINTENANCE

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### PROGRAM DESCRIPTION

This program is responsible for the efficient operation of the Prisons' physical plant and related equipment for preventative and restorative maintenance needs and manages the Department's capital program. This program includes City and contractual maintenance, water treatment, and Title V permits.

### RECENT ACCOMPLISHMENTS

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**CONSTRUCTION OF CAPITAL PROJECTS:** PDP completed key capital projects including the interior demolition and remediation of the PDP campus boiler house; new switchgear, automatic power transfer switch, and new roof for PDP maintenance building. In addition, the PDP parking lot project broke ground in FY20 and is currently underway.



**SECURITY UPGRADES:** PDP continued upgrading the security system and housing locking mechanisms at the Philadelphia Industrial Correctional Center (PICC). This project has been underway since FY19 and has been completed in stages to ensure proper security.









**LED LIGHTING:** New upgraded LED lighting was completed at CFCF and RCF, funded through the Greenworks Sustainability Fund, managed by the Office of Sustainability. funded by a grant of \$195, 624 from the Mayor’s Office of Sustainability. As part of our ongoing commitment and goal to pursue environmentally friendly operations, this funding will be next be used to retrofit our current lighting system at the PICC facility with energy efficient LED lights. The current wattage at PICC is approximately 80, 960 watts. Upon the project’s completion, this will be reduced to 27, 879 watts. The City will see a cost savings of approximately \$25,000 per year. PDP will continue to pursue its goal of replacing florescent lighting with more cost-efficient LED lighting, continuing to reduce our lighting energy costs.



**STORMWATER MANAGEMENT:** PDP will continue to work with the Philadelphia Water Department to implement and incorporate stormwater management, as well as identifying sites for the development of rain gardens.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Average daily rate of out-of-service cells <sup>1</sup>	17	16	≤ 20	≤ 20
Total amount of overtime for maintenance staff <sup>2</sup>	\$753,960	\$150,261	\$500,000	\$500,000

<sup>1</sup>This measure tracks the average number of cells out-of-service due to maintenance issues. The lower target in FY19 takes the closure of the House of Correction into account.

<sup>2</sup>This is a cumulative measure. Overtime for maintenance staff is driven by staffing levels and emergency needs.



## FY21 STRATEGIC GOALS

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- ▲ Continue to upgrade energy efficient lighting throughout the PDP.
- ▲ Continue security upgrade system at PICC.
- ▲ Continue system-wide facility upgrades, as necessary.
- ▲ Full utilization of the Department's new Inventory Management System.



### FY21-25 STRATEGIC INITIATIVES

For FY2021-FY25, PDP will continue renovations of five elevators at PICC and two elevators at the Detention Center (DC). PDP will also install a new fire alarm system, a roof at PICC, and a new roof

for the Curran-Fromhold Correctional Facility (CFCF). PDP will also undertake additional parking lot improvements and roadway paving throughout its campus.

## PROGRAM 3: MEDICAL AND PSYCHIATRIC SERVICES

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### PROGRAM DESCRIPTION

This program includes contracted medical and psychological services, as well as drug treatment for eligible inmates. Services are consistent with community standards ensuring that cost-effective, quality health care is provided for all inmates in PDP custody.



## RECENT ACCOMPLISHMENTS



**EXPANDED “RELEASED WITH CARE” PROGRAM (RWC):** RWC team members meet with inmates within three days of their admission to identify suitable care providers in the inmate’s community to ensure that inmates return to adequate healthcare as much as possible. RWC is now making approximately 4,000 referrals per year. RWC staff worked to assure that all inmates leave PDP with Medical Assistance (MA) coverage effective the day of release. MA coverage facilitates entry into treatment programs, allows patients to fill prescriptions after release, and facilitates patient receipt of primary and specialty medical care in the community. About 92% of all inmates are released with active coverage or an active application, and this percentage is increasing. At the end of FY17, the percentage was 35% while in FY18, the percentage increased to 70%.



**EXPANDED OPIOID ADDICTION-RELATED TREATMENT AND THERAPY OPTIONS:** PDP works to help inmates avoid post-release opioid overdoses through education and connections to ongoing treatment. Video training is now provided to all inmates and visitors on the risks of post-release overdose, as well as how to obtain and administer naloxone. With all of PDP’s training, about 90% of eligible women and 80% of eligible men chose to participate in Medical Assisted Treatment (MAT) options, including post-care referrals upon release to community MAT providers; over 3,500 patients received methadone or suboxone this year; and about 5,500 naloxone kits were distributed.



**HEPATITIS TREATMENT:** The chronic Hepatitis C rate at PDP approaches 10%. In September 2019, PDP began testing all inmates for Hepatitis C and expects to treat about 700 inmates for Hepatitis C this year. In response to an outbreak of Hepatitis A in Philadelphia, and at the request of the Philadelphia Department of Public Health, PDP administered the Hepatitis A vaccine to over 4,000 inmates and nearly 450 employees.







**EXPANSION OF THINK RIGHT: LIVE RIGHT TO ALL FACILITIES:** The purpose of the Think Right: Live Right Program is to decrease the trauma of segregation and to train inmates in methods to avoid infractions during incarceration and afterwards. Segregation refers to an inmate committing an institution infraction or criminal act while in custody for which a sanction is imposed for a period of time, separating them from the general population. Approximately 1,000 individuals will be enrolled in this program over the course of a year.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of eligible inmates receiving behavioral medications within 48 hours of admissions <sup>1</sup>	90%	86%	90%	90%
Total amount of overtime for maintenance staff <sup>2</sup>	85%	89%	90%	90%

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<sup>1</sup>Inmates are assessed by the PDP medical team within four hours of arrival at PDP and those presenting physical or behavioral health illnesses are eligible for treatment. However, some elect to decline treatment.

<sup>2</sup>Proper treatment for these diseases leads to better health outcomes for individual patients and a lower rate of transmission.

### FY21 STRATEGIC GOALS

- ▲ Continue MAT and Cognitive Behavioral Therapy (CBT) programs and services, reducing segregation time, and supporting recovery for substance use inmates.
- ▲ Implement and scale up medical and behavioral health treatment programs and services to address increasing illness severity.



#### FY21-25 STRATEGIC INITIATIVES

For FY21-25, PDP plans on implementing and expanding programs and services to address the medical and health needs of the inmate population.



## PROGRAM 4: SECURITY AND OPERATIONS

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### PROGRAM DESCRIPTION

This program operates to ensure public safety, maintaining a safe working environment for employees, and sustaining humane and safe living conditions for inmates. This program includes inmate classification, movement, release, the Training Bureau, the Office of Professional Compliance, Policy and Audit, the Medical Transportation Unit, Emergency Operations, Transportation, and Housing, along with staffing for all facilities and Statewide Automated Victim Information and Notification (SAVIN) victim notification.

### RECENT ACCOMPLISHMENTS

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**MEDICAL TRANSPORT UNIT (MTU):** The MTU continues to avoid overtime costs by reducing the number of uniform staff redeployed outside for offsite medical detail. Cost savings were achieved by committing a number of uniform staff to the MTU thus reducing the number of uniform staff previously required to cover open wards.



**SICK INVESTIGATION UNIT:** PDP reactivated the sick investigation unit to ensure staff accountability and monitor leave usage in compliance with City and departmental standards.







**DECREASED CENSUS:** PDP has realized a significant decrease in the inmate population, which resulted in low census at the Alternative and Special Detention Central Unit (ASDCU) facility. The low census afforded the PDP the ability to no longer operate the entire facility and place the sole existing housing unit under the auspices of the Riverside Correctional Facility (RCF). This allowed a significant reduction in PDP operational staffing costs, as functions from ASD were added to RCF and posts were consolidated. A total of 69 full time equivalent positions were realized through the merger, achieving a savings of \$3, 949, 949.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Overtime costs avoided through use of the Medical Transport Unit (year-to-date) <sup>1</sup>	\$3,613,810	\$1,827,330	\$3,600,000	\$3,600,000

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<sup>1</sup>The Medical Transportation Unit has a fixed number of staff to cover the local clinics and the five open wards. Any additional open ward coverage and clinic emergencies are covered by the facilities. The MTU decreases the need for officers to leave the facility to cover outside housing medical trips, thus maintaining a staff complement in the facilities. These numbers are derived from the overtime rates of staff assigned to the MTU and are not net of MTU's operating costs.

### FY21 STRATEGIC GOALS

- ▲ Continue the safe operation of all facilities utilizing cost-effective measures and efficiencies.
- ▲ Operate facilities and utilize bed capacity based on population census and deploy staff throughout PDP, accordingly.
- ▲ Maintain the MTU to provide coverage for outside medical details to support a reduction in overtime.
- ▲ Continue to monitor leave usage and decrease overtime costs between three and five percent.



#### FY21-25 STRATEGIC INITIATIVES

PDP plans to continue to operate facilities in a cost-effective and efficient manner and utilizing bed capacity in accordance with the overall reduction

in population. As the population further reduces, PDP anticipates closing additional housing areas and facilities.



## PROGRAM 5: SOCIAL SERVICES/REENTRY

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### PROGRAM DESCRIPTION

This program provides training and services to support the right and capacity of inmates to make positive changes in their lives. Program functions include Professional Services/Social Services, Office of Reintegration Services (RISE), Vocational Skills Training, Philacor Inmate Trades Program, Inmate Education, Social Services, and inmate work programs.

### RECENT ACCOMPLISHMENTS

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**EVIDENCE-BASED TRAINING AND PROGRAMMING:** In FY20, the Restorative and Transitional Services (RTS) Social Services Division certified 47 staff in the Ohio Risk Assessment System (ORAS). ORAS is an evidence-based risk screening tool designed to assist staff in identifying the appropriate level of services for clients who will be returning to the community. Technical assistance was provided by the National Institute of Corrections (NIC). To increase evidence-based programming, several staff were certified to provide Thinking for A Change (T4C) an innovative, evidence-based cognitive behavioral curriculum, which has been noted in studies to reduce recidivism among offenders. This program is currently operating at CFCF, RCF, and PICC.



**LITERACY AT PDP:** PDP's literacy initiative continued its collaboration with the Philadelphia Free Library, which included financial literacy courses.



**WORKFORCE DEVELOPMENT INITIATIVES:** PDP established a new partnership with the City's Office of Fleet Management and City as a Model Employer, which is the City's Career Pathways Program. The first cohort of five inmates were assigned to the new training program, Fleet Automotive Service Training (FAST), which one PDP Work Release inmate and one released person have completed. The participants applied for the Trades Helper-Auto Shop Specialty civil service exam and are currently on track to graduate and be promoted to Trades Helper positions.





**PDP ORCHARD/HORTICULTURE TRAINING PROGRAM:** This program continues to provide inmates industry-recognized green training in agriculture and the care of livestock. The PDP

Orchard donated over 753 pounds of fresh fruit and vegetables to local community food banks in 2019 and processed 28,803 lbs. (14.78 tons) of food waste from May 2018 through May 2019 as part of its compost program. The PDP will continue working with the Environmental Protection Agency (EPA) to create a formal policy on distribution of fruits and vegetables harvested from the Orchard and Pennsylvania Horticulture Programs.







**PDP ORCHARD AT PICC**



# PERFORMANCE MEASURES

## FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Sentenced inmates participating in an educational or treatment program <sup>1</sup>	83.5%	86.3%	83.0%	83.0%
Re-incarceration rate: one-year <sup>2</sup>	37.7%	39.3%	38.0%	38.0%
Reincarceration rate: three-year <sup>3</sup>	54.9%	55.5%	≤ 55.0%	≤ 55.0%
Reincarceration rate: five year	63.5%	62.3%	≤ 63.0%	≤ 63.0%
Percentage of inmates with completed 5-, 30-, 75-day interviews and discharge plans <sup>4</sup>	82.1%	78.6%	80.0%	90.0%
Percentage of inmates assigned to programs and work assignments <sup>5</sup>	90.5%	86.5%	90.0%	90.0%
Percentage of medium and close custody inmates assigned to programs and work assignments <sup>6</sup>	74.1%	70.0%	74.0%	80.0%
Percentage of pretrial population assigned to programs and work assignments <sup>7</sup>	60.0%	55.5%	70.0%	75.0%

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<sup>1</sup>Prisons is making every effort to enroll sentenced inmates in programs and work assignments. This measure refers to educational or treatment programs, which are one component of inmate placements. Pretrial inmates are not required but can request to be placed into institutional or job training program. All sentenced inmates are required to participate in a program, but some are between jobs or are in segregation, meaning that they cannot participate in a program. Thus, this measure is unlikely to reach 100%.

<sup>2</sup>PDP's one-year re-incarceration rate is based on the number of prisoners who are released from PDP custody and return to PDP custody. The measure for FY20 is comprised of prisoners released from July 1, 2018 through June 30, 2019. If an inmate returns within the specified date ranges one year from that window, that inmate is counted in the one-year figure. Quarter to quarter variances are largely due to circumstances outside PDP's control, but the Department remains committed to focusing on rehabilitation while providing safe, lawful, and humane correctional facilities.

<sup>3</sup>PDP's three-year re-incarceration rate is based on the number of prisoners who are released from PDP custody and return to PDP custody. The measure for FY20 is comprised of prisoners released from July 1, 2016 through June 30, 2017. If an inmate returns within the specified date ranges three years from that window, that inmate is counted in the three-year figure.

<sup>4</sup>FY20 second quarter data is at 73.2% or 6.8 % below the intended target of 80%.

<sup>5</sup>Target increased to 90% from 85%. This measure should apply for sentenced inmates. For the second quarter of FY20 PDP is at 81%. This measurement will not include inmates on Punitive Seg, AdSeg, PHSW, Protective Custody, and Transitional Units



<sup>6</sup>PDP is currently on track to meet the target. This target has been raised to 74%

<sup>7</sup>Policy states priority is given to sentenced inmates that are mandated to participate in program and or job assignments. Pre-Trial population while not mandated by policy to participate are engaged to do so and offered opportunities to participate in programs or work assignments they meet the criteria for.

## FY21 STRATEGIC GOALS

- ▲ Implement a risk/needs assessment tool.
- ▲ Increase evidence-based training for RTS staff.
- ▲ Increase evidence-based programming for inmate population.
- ▲ Increase workforce development opportunities with City as a Model Employer and other City departments.
- ▲ Work with the Environmental Protection Agency (EPA) to create protocols for food distribution.
- ▲ Elimination of fine in the inmate workpay program for facility job assignments to support positive reentry efforts.



### FY21-25 STRATEGIC INITIATIVES

Over the next five years, PDP will continue to expand partnerships with City and community providers to support reentry and workforce development, as outlined in the above strategic goals.





## PROGRAMS

SERVICES, SUPPLIES, AND EQUIPMENT (SS&E)  
PUBLIC WORKS  
INVENTORY DISPOSAL/CONTROL  
VENDOR ENGAGEMENT  
ADMINISTRATION











**DEPARTMENT PAGE**  
PHILA.GOV/DEPARTMENTS/  
PROCUREMENT-DEPARTMENT/

## MISSION

The Procurement Department is the central purchasing and materials management agency for the City of Philadelphia. Procurement's goal is to acquire services, supplies, equipment, and construction through a fair and open process and at the best value to the City. Procurement seeks to leverage the use of taxpayer dollars in a way that upholds trust by using sound procurement practices.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	2,402,513	2,709,242	2,738,906	2,738,906	2,738,906	2,738,906	2,738,906	2,738,906
Class 200 - Contracts/Leases	2,605,252	2,916,267	4,164,267	2,316,267	2,316,267	2,316,267	2,316,267	2,316,267
Class 300/400 - Materials, Supplies, Equipment	18,118	49,054	49,054	49,054	49,054	49,054	49,054	49,054
Class 500 - Indemnities/ Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances/Misc. Payments	0	0	0	0	0	0	0	0
Total	5,025,883	5,674,563	6,952,227	5,104,227	5,104,227	5,104,227	5,104,227	5,104,227

## PROGRAM 1: SERVICES, SUPPLIES, AND EQUIPMENT (SS&E)

### PROGRAM DESCRIPTION

Service, Supplies, and Equipment is responsible for managing formal and informal contracts for the procurement of City services, supplies, and equipment as per the requirements of the Philadelphia Home Rule Charter (Section 8-200) and The Philadelphia Code.



## RECENT ACCOMPLISHMENTS

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**BID PROCESSING TIME:** On target to reduce bid processing time from initiation to award (Year to Year comparison first half of FY19 Q2 – 141 days to current FY20 Q2 - 93 days)



**BEST VALUE CONTRACTING:** Issued 3 Best Value Request for Proposals (RFPs) for SS&E during Q1 and Q2 of FY20 in comparison to 3 Best Value RFPs being issued and awarded in Q1 and Q2 of FY19.







**MWDSBE PARTICIPATION:** On Small Order Purchases, MWDSBEs participation reached 17.2% in FY19, a 4.4% increase from FY18.

Best Value contracting is an alternative to “lowest bidder” contracting. Best Value allows the City to evaluate and award contracts based on weighted technical criteria and pricing.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Average number of days from bid initiation to award <sup>1</sup>	142	100	130	130
Average number of bidders per awarded contract(s) <sup>2</sup>	2.6	2.0	4.0	4.0
Percentage of Service, Supply and Equipment (SSE) contracts awarded to Minority, Women, and Disabled-Owned Business Enterprises (MWDSBEs) <sup>3</sup>	29.4%	N/A	35.0%	35.0%
Percentage of Small Order Purchases (SOPs) awarded to MWDSBEs <sup>4</sup>	17.3%	N/A	25.0%	25.0%

<sup>1</sup>SS&E is experiencing longer processing times due to unexpected staffing changes.

<sup>2</sup>The Procurement Department will continue to collaborate with departments in regards to increasing the number of potential bidders on these contract opportunities. Opportunities are advertised in the newspapers and on electronically on PHLContracts.

<sup>3</sup>This is an annual measure. These percentages represent the overall MWDSBEs contract awards for all City contracts. These percentages are based upon the availability of MWDSBEs in the marketplace for a specific commodity area.

<sup>4</sup>This is an annual measure. These percentages represent the overall MWDSBEs contract awards for all City contracts. These percentages are based upon the availability of MWDSBEs in the marketplace for a specific commodity area.

### FY21 STRATEGIC GOALS

- ▲ Encourage staff to attend job-related seminars and pursue professional certifications.
- ▲ Establish and implement a framework and administrative team to support the 8-200 Charter change/Local Business Purchasing Initiative.
- ▲ Automate Procurement's contract management platform.
- ▲ Leverage relationships with Chambers, quasi city agencies and city departments to enhance Vendor Engagement, increase sourcing and bid responses, as well as participation.
- ▲ Increase training offerings for City staff regarding Procurement best practices.
- ▲ Continue engagement with City agencies to develop purchasing plans for general, capital, and grant-funded purchases.



## FY21-25 STRATEGIC INITIATIVES

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Procurement will continue to work closely with the Office of Sustainability, Fleet Management, and other City departments on the Green Purchasing Plan in support of the City's sustainability goals. Procurement will continue to enhance the training curriculum for internal and external stakeholders. The Department will also work to develop and distribute automated reports to support Citywide contracting initiatives.

Procurement intends to work with various City agencies to engage in an emergency purchasing plan for unforeseen natural disasters and/or domestic emergencies and will continue to support departments with strategic purchasing plans, including sustainable purchases, where appropriate. The department will also review citywide contracts and consider best value opportunities, where applicable.

## PROGRAM 2: PUBLIC WORKS

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### PROGRAM DESCRIPTION

Through this program, the City utilizes formal contracts for the procurement of its public works (construction) contracting for City-owned or leased facilities. This program also includes concessions contracts, which are public-private partnerships between the City and a business to generate revenue.

### RECENT ACCOMPLISHMENTS

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**CONCESSION CONTRACT:** Public Works negotiated a contract for catering at the Free Library of Philadelphia's Main Branch. This caterer has provided services at the National Constitution Center, Memorial Hall, and the newly renovated Met Opera House. In FY19, library concession generated \$771,527, resulting in City revenue of \$201,606. During the first quarter of FY20, library concessions generated \$356,742 in revenue with a fee to the City of \$52,617.









**CONCESSION REVENUES:** Through concession contracts, the program has generated total gross sales of \$253.6 million in FY19, resulting in City revenue of \$47.7 million. The first quarter of FY20 concessions has already generated \$70.9 million in revenue with a fee to the City of \$13.8 million.



**CITYWIDE COLLABORATION:** Procurement has increased collaboration with City departments to identify upcoming Public Works contract opportunities. The Department is also working with other departments to develop strategic plans to aid in forecasting, streamlining processes and improving internal and external communications. In FY20, Procurement issued five Public Works Best Value opportunities.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Average number of days from bid initiation to award <sup>1</sup>	130	136	85	85
Average number of bidders per awarded contract(s) <sup>2</sup>	4.4	4.8	5.0	5.0
Percentage of contracts awarded to Local Business Entities (LBE)	40.9%	45.5%	65.0%	65.0%
Percentage of Public Works contracts awarded to M/W/DSBEs	30.2%	N/A	35.0%	35.0%

<sup>1</sup>Due to staffing changes within the Public Works Unit, this metric is higher than what The Procurement Department targeted.

<sup>2</sup>The Procurement Department will continue to collaborate with departments in regards to increasing the number of potential bidders on these contract opportunities. Opportunities are advertised in the newspapers and on electronically on PHLContracts.



## FY21 STRATEGIC GOALS

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- ▲ Encourage staff to attend job-related seminars and pursue professional certifications.
- ▲ Increase outreach efforts to attract small, local, and diverse businesses.
- ▲ Continue to realign and augment staffing and training resources.
- ▲ Expand vendor performance to include tracking and evaluation of ongoing projects.
- ▲ Increase the number of construction-related Best Value opportunities.



### FY21-25 STRATEGIC INITIATIVES

Procurement will continue to initiate collaborative discussions with OEO, Labor Standards, and Public Works departments regarding vendor performance. Moving forward, vendor performance will include tracking and monitoring of open Public Works projects. By tracking open projects,

the City will have data to proactively address and effectively communicate contracting matters with vendors. Through PHLContracts, vendors can view real-time performance data and make corrective actions online, as needed. This will increase transparency and incentivize strong vendor performance.

## PROGRAM 3: INVENTORY DISPOSAL/CONTROL

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### PROGRAM DESCRIPTION

Inventory Disposal/Control tracks the purchase, ownership, and disposal lifecycle of all City assets and conducts random inspections to ensure vendors' compliance with contracts. This program posts all surplus inventory to a local vendor, which hosts online government auctions for vehicles, equipment, excess office supplies, and other surplus goods. Procurement promotes its auction services and visits City agencies to help identify and manage surplus inventory that can be auctioned.



## RECENT ACCOMPLISHMENTS







**SURPLUS EQUIPMENT:** Collaborated with the Department of Public Property to spearhead the move of the Police Administration Building, Police District 6, Police District 9, and the Medical Examiner's Office to 400 N. Broad St. The program is evaluating the surplus equipment that will remain in the existing buildings and researching the best method of disposal and asset recovery. Most recently, staff worked with Cobbs Creek Golf Course to remove broken equipment, including a 1978 Ford Tractor.



**TRAINING:** Worked with the Zero Waste Initiative to educate City departments about the light bulb recycling contract and best practices for recycling surplus equipment in an environmentally friendly way.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Total revenues earned across the program	\$2,240,710	\$847,985	\$695,000	\$695,000

## FY21 STRATEGIC GOALS

- ▲ Increase the citywide participation rate for completing the inventory reconciliation and reporting of City assets.
- ▲ Increase outreach and training opportunities to City departments regarding tagging, tracking, and disposal procedures.
- ▲ Develop disposal plans with City departments to improve the overall Inventory Disposal Process.





## FY21-25 STRATEGIC INITIATIVES

Procurement will continue to host revenue generating online auctions for surplus goods. Through these auctions, the department will continue to increase the revenues that are generated from non-vehicle sales. This program will continue to work

with departments in developing disposal plans to improve the inventory control process. Procurement will also continue to support and collaborate with the Office of Sustainability to achieve the City's zero waste goals.

## PROGRAM 4: VENDOR ENGAGEMENT

### PROGRAM DESCRIPTION

Vendor Engagement is comprised of customer service and vendor outreach initiatives, including marketing City procurement contract opportunities and programs, answering questions from vendors and City employees, and registering vendors in PHLContracts, the City's eProcurement system.

### RECENT ACCOMPLISHMENTS



**PHLCONTRACTS:** As of November 2019, Procurement has 5,170 registered vendors in PHLContracts. This represents a 24% increase from November 2018 (when there were 4,165 vendors).



**VENDOR ENGAGEMENT:** In October 2019, Procurement participated in the Philadelphia Minority Enterprise Development Week opening event, "Open for Business Fair." During this event, Procurement provided vendors with information about navigating the City's contracting process.







**CITYWIDE COLLABORATION:** Procurement continues to participate in and collaborate with City departments and other organizations to increase contract participation from small, diverse, and local businesses. The Department collaborates with the Office of Economic Opportunity (OEO) on the monthly "Doing Business in the City Workshop".



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of external survey respondents that rate customer service as Satisfactory or better <sup>1</sup>	N/A	N/A	85.0%	85.0%

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<sup>1</sup>This is an annual measure and is tabulated at year-end. This is also a new measure for FY20, so prior year data is not available.

### FY21 STRATEGIC GOALS

- ▲ Improve and increase marketing strategies to attract and maintain local and diverse businesses.
- ▲ Develop a platform to collect and gather data related customer/vendor experience.
- ▲ Increase awareness of the City's Local Business Purchasing Initiative and Local Business Entity Certification program.
- ▲ Collaborate with the Optimize Procurement and Accounting Logistics (OPAL) project team to understand how vendors will interact with the system and develop vendor training and orientation materials to support enrollment and transition efforts.

### FY21-25 STRATEGIC INITIATIVES

Procurement will continue its effort to increase the number of registered suppliers in PHLContracts. The Department will continue to expand its marketing efforts around the City's contracting opportunities by engaging with local chambers and other partnering organizations. Procurement will promote the City's new bidding thresholds and engage local businesses regarding the benefits of the Local Business Entity certification.



## PROGRAM 5: ADMINISTRATION

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### PROGRAM DESCRIPTION

Procurement Administration is responsible for the strategic direction of all Procurement program areas and oversees training and human resources. This program also includes advertising for all City departments, boards, and commissions as required.

### RECENT ACCOMPLISHMENTS

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**DEPARTMENT WEBSITE:** The Department, in collaboration with the Office of the Chief Administrative Officer (CAO) and the Office of Innovation and Technology (OIT), launched Procurement's new user-friendly website.



**CITYWIDE COLLABORATION:** Through collaboration with OEO, the Office of Labor Standards, and the Public Works departments: Water, Aviation, Streets, Public Property, and Parks and Recreation, the Department launched the City's Vendor Performance Module. This module tracks the performance of vendors on construction related projects and tracks diversity and inclusion, compliance with the City's prevailing wage requirements, and project execution. In FY19, 51% of the total tracked projects have complete vendor performance records with data. During the first quarter of FY20, 19 additional projects have been tracked.



**TRAINING:** The Procurement Department hosts monthly PHLContracts training sessions for departmental individuals. These training sessions educate departmental staff on the proper procedures for submitting Procurement-related transactions through PHLContracts. Transaction types include Departmental Bid Requests, Confirming Orders, and Small Order Purchases (SOPs) Bid Requests, Confirming Orders, and Small Order Purchases (SOPs)







**PROCUREMENT REGULATION:** Gained voter approval to increase the Small Order Purchase and Miscellaneous Purchase threshold from \$34K to \$75K for overall SOPs; \$100K when contracting with local businesses. This change to Philadelphia Home Rule Charter §8-200 is known as the Local Business Purchasing Initiative (LBPI). LBPI aims to increase local business access to City of Philadelphia procurement opportunities by streamlining the process for purchases under \$100,000, encouraging competition, and removing barriers of entry into the system. The initiative will incentivize city departments to work directly with local businesses.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Average invoice processing times for citywide advertising	17.4	21.6	30.0	30.0
Percent of citywide advertising not related to bid advertisements	63.8%	66.5%	60.0%	60.0%

### FY21 STRATEGIC GOALS

- ▲ Increase Local Business Entity (LBE) Retention rate to support the Local Business Purchasing Initiative.
- ▲ Enhance LBE framework and establish an administrative team to perform outreach and process LBE applications.
- ▲ Expand vendor performance for Public Works to include review of open projects.
- ▲ Digitize the City's contract renewal process in PHLContracts. This effort will also digitize vendor performance data collection for SS&E contracts.
- ▲ Continue to increase Best Value opportunities.
- ▲ Create alignment between Central Procurement and departmental staff responsible for processing procurement transactions.
- ▲ Maintain engagement with the Optimize Procurement and Accounting Logistics (OPAL) project, participate in stakeholder sessions and champion the OPAL initiative with City staff and vendors.





## FY21-25 STRATEGIC INITIATIVES

Procurement will continue to be a collaborative partner with the OPAL Enterprise Resource Planning (OPAL) project. The Department will continue to encourage staff to attend information sessions, participate in stakeholder sessions and provide meaningful feedback.

The Department will continue to expand efforts to market City contracting opportunities to diverse and local businesses. Furthermore, Procurement will continue to work with Public Works departments to develop a customized framework to track and monitor vendor

performance for open projects through the modernization of the collection of vendor performance and contract data to create a reportable format for SS&E and Public Works statistics.

Finally, Procurement will work with the Office of Human Resources to evaluate the testing format and interview questions for the Departmental Procurement Specialist, Contract Coordinator, and Contract Clerk positions. The Department will work to schedule and provide initial training to new hires intended to support departmental procurement transactions.





# PROPERTY ASSESSMENT

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## PROGRAMS

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### EVALUATION ADMINISTRATION



**DEPARTMENT PAGE**  
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OFFICE-OF-PROPERTY-ASSESSMENT/









## MISSION

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The Office of Property Assessment (OPA) is responsible for determining the value of all real property in Philadelphia and is dedicated to doing so in a fair, accurate, and understandable way. OPA's primary goal, through ongoing assessments, is 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.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	12,500,926	14,127,682	14,127,682	14,127,682	14,127,682	14,127,682	14,127,682	14,127,682
Class 200 - Contracts/Leases	991,148	2,403,126	2,403,126	2,712,400	2,428,126	2,328,126	2,328,126	2,328,126
Class 300/400 - Materials, Supplies, Equipment	442,723	787,600	787,600	787,600	787,600	787,600	787,600	787,600
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	13,934,797	17,318,408	17,318,408	17,627,682	17,343,408	17,243,408	17,243,408	17,243,408

## PROGRAM 1: EVALUATION

### PROGRAM DESCRIPTION

This program is responsible for ongoing, timely, fair, and accurate assessments of the residential, commercial, industrial, institutional, and governmental properties in Philadelphia.



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## RECENT ACCOMPLISHMENTS

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**REVALUED OVER 500,000 PROPERTIES:** For Tax Year 2020, over 503,000 properties were revalued across the city. The assessments for Tax Year 2020 were certified on March 31, 2019, and assessment notices for all types of parcels were mailed during the first two weeks of April 2019.



**ANSWERED APPEALS:** During FY20, OPA continued to answer both informal and formal appeals that were filed because of the change of assessments that were proposed for Tax Year 2019. Approximately 515,000 assessment changes were proposed by OPA for Tax Year 2019, resulting in 20,757 informal appeals that were filed with and subsequently addressed by OPA. Approximately 10,200 formal appeals were filed with the Board of Revision of Taxes (BRT) for Tax Year 2019.



**IMPLEMENTED CAMA:** Phase 1 of the Computer Assisted Mass Appraisal (CAMA) system (for annual valuation updates on all City properties) implementation is complete and the CAMA system is live. Phase 2 (Field Mobile) and Phase 3 (Public Access) are on track to begin at the end of FY20.



**IMPLEMENTED INTERNAL AUDIT RECOMMENDATIONS:** During FY20, OPA implemented several recommendations from an internal audit, including creating and staffing a dedicated, professional sales validation unit that is responsible for the timely screening and validation of all real estate transfers in the City, hiring additional data analysts, making valuation and assessment reports available on OPA's website, and better documenting and explaining the assessment and valuation process to the public.







**ISSUED DATA COLLECTION RFP:** During FY20, OPA issued an RFP for data collection of property condition and construction quality and is currently reviewing the submitted proposals.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Coefficient of Dispersion <sup>1</sup>	0.110	N/A	≤ 0.15	≤ 0.15
Overall single-family price-related differential <sup>2</sup>	1.010	N/A	> .98 & < 1.03	> .98 & < 1.03

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<sup>1</sup>The Coefficient of Dispersion (COD) is considered the most reliable, and therefore is the most frequently used, measure of assessment uniformity in ratio studies. It is based on an average absolute deviation, but expresses it as a percentage and provides a more objective measure of uniformity that is independent of the level of appraisal. A COD of less than 0.15 is considered to be very good for a jurisdiction with the number of parcels and the heterogeneity of housing stock that exists in Philadelphia. In general, low CODs are associated with a more uniform level of assessment.

<sup>2</sup>This measures assessment progressivity or regressivity. Assessments are considered progressive if high-value properties are relatively over-appraised, and regressive if high-value properties are under-appraised relative to low-value properties. While no differential (a PRD of 1) is considered perfect, PRDs tend to have an upward bias due in part to assessment time lags. A PRD between .98 and 1.03 is considered ideal.

### FY21 STRATEGIC GOALS

- ▲ Continue to implement remaining recommendations from internal audit.
- ▲ Complete the full transition of utilizing the CAMA system for existing OPA operations and continue the implementation of the remaining phases.
- ▲ Maintain an acceptable variance for mass appraisals as identified in the performance measures.





## FY21-25 STRATEGIC INITIATIVES

For Tax Year 2021, OPA will not be conducting a comprehensive reassessment. Tax bills will utilize the assessed values from Tax Year 2020, except for new construction and other significant changes to a property. As a result, most properties will not experience a change in assessed value. This will allow OPA staff to focus on learning the new CAMA system, as well as allow OPA to continue to implement the recommendations of the internal audit. These recommendations include reviewing all classifications of residential and non-residential properties, reviewing

the assignment of construction grades and condition codes for all residential properties, examining the reliability and consistency of commercial building grade and condition codes, and maintaining flexibility provided by current valuation methods in the transition to the CAMA system. OPA expects to complete the full transition to the CAMA system for existing OPA and BRT operations. It is expected that the Evaluation staff will be using the system to perform their daily work such as answering Tax Year 2020 appeals and making value and characteristic updates.

## PROGRAM 2: ADMINISTRATION

### PROGRAM DESCRIPTION

This program is responsible for providing administrative support for OPA. The support functions include human resources, budget, training, payroll, labor relations, fiscal management, procurement and contract administration.

### RECENT ACCOMPLISHMENTS



**INCREASED PROGRAMS FOR DEPARTMENT STAFF:** FY19 and FY20 continued programs and events to increase morale and address the needs of the Department. This last year, OPA added quarterly safety lunch and learns.









**HIRED STAFF IN ANTICIPATION OF CAMA IMPLEMENTATION:** In FY20, gearing up for CAMA, staffing has stepped up in all areas. Two new data modeling positions have been added, and an additional human resource professional was added to ensure timely hiring and increased availability of training facilitators.



**HELD REAL PROPERTY EVALUATION INFORMATION SESSION:** In September 2019, OPA held its first-ever Real Property Evaluator position information session for 60 attendees. This allowed OPA to produce an eligible list with more candidates than in previous exams.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of budgeted positions that are filled	86.1%	76.9%	90.0%	90.0%

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<sup>1</sup>The decrease in percentage relates to the increase from the FY19 225 to the FY20 251 budgeted positions.\* A Real Property Evaluator 1 eligibility list has been established. Candidates from this list should assist with filling a number of vacancies by the end of FY20. Current FY20 year-end estimate is 85.6%.

## FY21 STRATEGIC GOALS

- ▲ Fill vacancies in both the evaluation and clerical classes.
- ▲ Build a Supervisor Training program that develops and sharpens supervisory soft skills.

## FY21-25 STRATEGIC INITIATIVES

In the upcoming years, OPA plans to work with Office of Human Resources to, when needed, revise job specifications and request exams to create a continuous steam of candidates for vacancies and provide monthly trainings for supervisors. Additionally, OPA will continue to monitor the Department's resource needs (financial and staffing) in the new CAMA environment.



# PUBLIC HEALTH



## PROGRAMS

ADMINISTRATION AND SUPPORT  
AIDS ACTIVITIES COORDINATING OFFICE  
(AACO)  
AIR MANAGEMENT SERVICES (AMS)  
AMBULATORY HEALTH SERVICES (AHS)  
CHRONIC DISEASE AND INJURY PREVENTION  
(CDIP)  
DISEASE CONTROL (DDC)  
ENVIRONMENTAL HEALTH SERVICES (EHS)  
HEALTH ANALYSIS, INFORMATION,  
AND STRATEGY  
HEALTH SYSTEMS  
LEAD AND HEALTHY HOMES (LHH)  
MATERNAL, CHILD, AND FAMILY HEALTH  
(MCFH)  
MEDICAL EXAMINER'S OFFICE (MEO)  
PUBLIC HEALTH LABORATORY

## MISSION









The Department of Public Health (DPH) promotes and protects the health of every Philadelphian and provides a safety net for the most vulnerable.



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## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	57,173,653	58,328,165	58,328,165	59,231,953	59,209,839	59,239,239	59,269,521	59,300,711
Class 200 - Contracts/Leases	72,930,947	90,224,827	83,524,827	95,999,824	95,727,735	95,675,109	95,682,631	95,690,303
Class 300/400 - Materials, Supplies, Equipment	7,382,017	7,519,148	7,787,348	6,727,448	6,842,378	6,752,378	6,752,378	6,752,378
Class 500 - Indemnities/Contributions	697,049	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	4,500,000	4,500,000	4,500,000	4,423,404	923,404	923,404	923,404	923,404
Class 900 - Advances/Misc. Payments	0	0	0	0	0	0	0	0
Total	142,683,666	160,572,140	154,140,340	167,232,629	162,703,356	162,590,130	162,627,934	162,666,796

## PROGRAM 1: ADMINISTRATION AND SUPPORT

### PROGRAM DESCRIPTION

This program provides administration and support services to the Department and includes DPH's fiscal, human resources, facilities, and fleet programs.

### RECENT ACCOMPLISHMENTS



**RENOVATED FACILITIES:** Completed renovations to Health Center 9's dental suite and pharmacy, and painted the interiors of all the health centers, which improved the quality of spaces patients experience when receiving City services. The facilities staff also improved interior spaces at the Air Management Services Laboratory and a library room in the Lead and Healthy Homes Building, addressing deferred maintenance and improving work spaces for Department staff.





**PROVIDED SPECIALIZED TRAINING TO STAFF:** The human resources team implemented the City's sexual harassment training to supervisors, existing staff, and new hires. The program also created a tracking database, and 83 percent of supervisors and managers have completed the in-person training months before the deadline. The human resources team also trained over 650 employees in chemical hazard communications and emergency action planning, and nearly 100 employees in required bloodborne pathogen awareness trainings. The safety unit created and then implemented special training for sharps injuries (penetrating stab wounds from a needle, scalpel, or other sharp object that may result in exposure to blood or other body fluids) in the health centers and use of ladders for staff inspecting cooling towers in high rise buildings and roofs across the city.

## FY21 STRATEGIC GOALS

- ▲ Implement updated policies and procedures and roll out new staff trainings to assure continued compliance with grants and audit requirements.
- ▲ Decommission the 500 South Broad Street facility and coordinate relocation of remaining staff out of the facility.
- ▲ Transition all divisions to using electronic timekeeping.



## FY21-25 STRATEGIC INITIATIVES

This program will strengthen and better coordinate internship initiatives to identify and recruit highly-qualified future employees and to increase the diversity of the Department. The unit will focus on diversifying the workforce and on succession planning.

It will implement improved technology solutions to support the Department's programs such as an improved policy and procedure system and electronic payment to vendors, and will continue to maintain a high level of preventive fleet maintenance compliance.



## PROGRAM 2: AIDS ACTIVITIES COORDINATING OFFICE (AAO)

### PROGRAM DESCRIPTION

This program supports multiple strategies to prevent the spread of HIV and help people with HIV infection receive life-saving treatment. Services provided include identification of people with HIV infection, referral for medical care, case management, improvement in the quality of medical care, community education, and activities to prevent the spread of HIV.

### RECENT ACCOMPLISHMENTS



**CONTINUED SUCCESS OF LOWERING NEW HIV DIAGNOSES:** There was a 14.3% decrease in the number of newly diagnosed persons from 2017 to 2018 (495 and 424 diagnoses, respectively) and a 25.1% decline over the last five years. There were significant decreases in the number of men who have sex with men (MSM) who were diagnosed with HIV, particularly in African American MSM, who saw a 35.1% decrease between 2017 and 2018. In addition, the program sustained prior year successes and saw no new perinatal HIV transmissions for the third year in a row.



**RESPONDED TO OUTBREAKS:** The program identified and responded rapidly to an HIV outbreak among people who inject drugs in Philadelphia. This included mobilizing testing programs, rapidly training 22 harm reduction counselors to become HIV testers, expanded syringe service programs, and training hospital emergency departments to respond to infection disease health needs of people who inject drugs.



**LAUNCHED TWO PREVENTION CAMPAIGNS:** The program launched two successful HIV prevention campaigns in 2019 that focused on prevention (pre-exposure prophylaxis - PrEP) and expanded HIV testing among populations at greatest risk for HIV infection.







**CONTINUED RESEARCHING RISK FACTORS:** The program conducted a survey among transgender Philadelphians in partnership with the CDC's National HIV Behavioral Surveillance program in order to understand the risk factors for sub-populations at increased risk for HIV infection.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of new HIV diagnoses <sup>1</sup>	434	214	450	630
Number of clients served by department-funded Ryan White outpatient ambulatory health system in Philadelphia	11,761	11,643	12,000	12,000

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<sup>1</sup>AACO will be implementing an Ending the HIV Epidemic plan. A key component is increased diagnosis of HIV among persons with existing HIV infection who are undiagnosed. To meet the overall goals of the first five years of this plan, there will be an increase in numbers of diagnosed cases as DPH improves their ability to identify people with HIV infection. The proposed goal is based on the goals of the plan developed.

### FY21 STRATEGIC GOALS

- ▲ Finalize Philadelphia's Ending the HIV Epidemic Plan with the support of the HIV Integrated Planning Council.
- ▲ Evaluate the DExIS project, including summarizing the Department's missed opportunities, recommendations, and implementation action steps to improve prevention of HIV infection.
- ▲ Implement immediate antiretroviral therapy in all Ryan White HIV/AIDS Program funding recipients.





## FY21-25 STRATEGIC INITIATIVES

In the next five years, the program plans to reduce the number of people who become infected with HIV by: expanding syringe service programs, increasing access to HIV pre-exposure prophylaxis among people at risk for HIV, increasing the number of people living with HIV

who are aware of their HIV status from 88.2% to 97%, increasing the number of people living with HIV who are receiving medical care from 74.2% to 97%, and increasing the proportion of people in care whose viral load is undetectable.

## PROGRAM 3: AIR MANAGEMENT SERVICES (AMS)

### PROGRAM DESCRIPTION

This program protects the health of residents by reducing the pollution in the air we breathe. It monitors air pollutants, enforces air quality standards, evaluates and responds to air and noise concerns, and runs an air-monitoring laboratory.



### RECENT ACCOMPLISHMENTS



**IMPLEMENTED FIRST-EVER PHILADELPHIA AIR QUALITY SURVEY:** The survey, which measures and reports on air quality from 50 locations across Philadelphia, aims to empower residents with information to advocate for improved air quality. The program produced a written report that analyzes air quality data by geography and season and compares to similar urban air quality data.







**IMPLEMENTED REGULATIONS:** Worked with Philadelphia City Council to prohibit the burning of polluting “heavy” fuel oils. The program also implemented regulations regarding dust control and parking garage air pollution.



# PERFORMANCE MEASURES

## FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of calendar days with air quality index rating of 100 or below <sup>1</sup>	358	179	353	357

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<sup>1</sup>AQI is influenced negatively by high temperatures, air pollutants transport from other states, chemical reaction in the atmosphere (secondary formation), and the Department is not able to predict with certainty if higher temperatures, pollutants transport from other states, and chemical reaction in the atmosphere will be sustained. An AQI of 100 or below constitutes “good” or “moderate” air quality conditions. Estimates are based on air quality engineers’ approximations.

## FY21 STRATEGIC GOALS

- ▲ Implement air monitoring devices at the Port of Philadelphia to measure air toxics and particulate matter, in coordination with the U.S. Environmental Protection Agency’s Office of Research and Development.
- ▲ Analyze and publish report on the second year of the Philadelphia Air Quality Survey.
- ▲ Produce data and recommendations to support passage of legislation for required risk assessments for toxic chemicals like hydrogen fluoride and methyl bromide.

DExIS stands for Demonstrating Expanded Interventional Surveillance. It is a four year demonstrative project within HIV prevention funded by the Centers for Disease Control (CDC).





## FY21-25 STRATEGIC INITIATIVES

AMS will continue to monitor air pollutants with the Philadelphia Air Quality Survey and will reduce air pollution in Philadelphia through regulation, education, and enforcement.

AMS will work in partnership with the Office of Sustainability, Office of Fleet Management, SEPTA, and other City and quasi-City agencies to receive funding from the Commonwealth of Pennsylvania's Volkswagen settlement funds to replace polluting vehicles and equipment.

## PROGRAM 4: AMBULATORY HEALTH SERVICES (AHS)

### PROGRAM DESCRIPTION

This program operates primary care and dental health centers for low-income and uninsured Philadelphians.



### RECENT ACCOMPLISHMENTS



**EARNED SPECIAL DESIGNATION FOR CITY HEALTH CENTERS:** All eight City health centers earned the Patient Centered Medical Home designation by the National Committee for Quality Assurance. The effort to earn this prestigious designation was funded with increased Medicaid revenue through the Affordable Care Act and a partnership with the Commonwealth of Pennsylvania.



**INTEGRATED BEHAVIORAL HEALTH:** Seven of the City's eight health centers earned a designation by the National Committee for Quality Assurance for behavioral health integration in primary care services. Evidence demonstrates that easy access to behavioral health services improves physical health and ensures patients have quick access for common behavioral health conditions like anxiety and depression. Since applying, all health centers now offer behavioral health services and the Health Department reapplied for designation for all eight centers.









**STAFFED HEALTH CENTERS WITH REGISTERED DIETICIANS:** All eight health centers now have registered dietitians to support patients' efforts for healthy diets.



**CELEBRATED 50 YEARS OF OPERATING COMMUNITY HEALTH CENTERS:** The City hosted a celebration in City Hall for this milestone, with FY19 reporting over 350,000 patient visits provided by the health centers.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of visits uninsured <sup>1</sup>	41.6%	44.2%	40.0%	45.0%
Number of patient visits at department-run ambulatory health centers <sup>2</sup>	350,948	180,785	322,000	335,000
Percent of patients ages 18-84 with a diagnosis of hypertension who have controlled blood pressure <sup>3</sup>	67.5%	67.4%	70.0%	72.0%

<sup>1</sup>Philadelphia's rate of uninsured visits is higher than the previous quarter and the previous year-over-year quarter. Congress's repeal of the ACA's individual insurance mandate contributes to decreased enrollment in insurance. The Department continues to invest in benefits-enrollment activities.

<sup>2</sup>The count of visits is lower than the previous quarter by 649 and 1.7% higher than last year's 2nd quarter. The higher year-over-year metric is a reflection of increased capacity based on capital improvements and continued high demand for services.

<sup>3</sup>Data reflects age-specific control for patients with one doctor visit.



## FY21 STRATEGIC GOALS

- ▲ Identify a community partner to assure patients at all City health centers have access to legal services.
- ▲ Improve infection control training and compliance at the City's health centers to maintain preventive practices that protect patients' and employees' health.
- ▲ Obtain behavioral health integration status for Health Center 10, which would be the final City health center to earn the designation.
- ▲ Announce a site for a new City health center to serve residents in inner northeast Philadelphia, where wait times for primary care services are the longest in the city.



### FY21-25 STRATEGIC INITIATIVES

In the next five years, AHS plans to open a new City health center in inner northeast Philadelphia. AHS will also implement a new pharmacy information system to improve patient care and safety, complete an emergency management training for the City's health centers, and pilot, then establish, a physical and

occupational therapy program, based on community input and requests for the health centers' patient governance board. Lastly, AHS will continue to renovate the City's health centers to improve access to care and enhance the quality, safety, and access of the sites.



## PROGRAM DESCRIPTION





## RECENT ACCOMPLISHMENTS





## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Youth tobacco sales compliance (%) <sup>1</sup>	62.9%	77.0%	78.5%	80.0%

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<sup>1</sup>The measure has continued to improve in Q2.

### FY21 STRATEGIC GOALS

- ▲ Implement restrictions on flavored and high nicotine e-cigarettes and on flavored cigarillos to reduce health disparities among the people of color in Philadelphia and help protect youth from death and disability related to tobacco and e-cigarette use.
- ▲ Implement the first cohort of the Philly Youth Health Corps, which will prioritize nutrition and physical activity and efforts to reduce tobacco use and gun violence.
- ▲ Implement the first cohort of the youth development partnership with the Philadelphia Youth Sports Collaborative, which will train 50 coaches to provide services to 1,200 children at Out-of-School Time sites.

### FY21-25 STRATEGIC INITIATIVES

Over the next five years, this program will implement homicide death review and data analyses from the Delaware Valley Information Center and Philadelphia Police Department to guide policy, environmental, and systems efforts to decrease gun violence. DPH also plans to consistently reach a goal of at least 50 cents per capita spending on effective tobacco mass media advertisements, as evidence demonstrates that effective anti-tobacco marketing can reduce smoking rates. Lastly, DPH will improve access to healthy food and safe places for physical activity and continue to promote healthy eating and physical activity to lower rates of heart disease, stroke, and cancer.



## PROGRAM 6: DISEASE CONTROL

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### PROGRAM DESCRIPTION

This program prevents, controls and reports on diseases and health conditions that are contagious. Staff members ensure that residents are vaccinated to prevent infectious diseases, and focus on sexually-transmitted diseases, tuberculosis, and other contagious diseases. Disease Control also develops and implements public health emergency response plans for the City and works to make sure Philadelphians are prepared for any kind of public health emergency.

### RECENT ACCOMPLISHMENTS

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**RESPONDED TO ONGOING HEPATITIS A OUTBREAK:** Investigated and analyzed over 400 reports of acute Hepatitis A, declared a public health emergency, and vaccinated over 5,000 individuals experiencing homelessness and other Philadelphians in order to prevent the spread of the disease.



**COMPLETED MULTIPLE RELOCATIONS:** DPH relocated Health Center 1, the STD Control Program, the Tuberculosis Control Program, and the Flick Tuberculosis Clinic to Constitution Health Plaza from the 500 South Broad Street facility. The new facilities are clean, safe, accessible to public transportation, and in an improved facility.







**RESPONDED TO A LARGE MUMPS OUTBREAK:** Investigated and analyzed over 200 reports of mumps, as well as vaccinated 4,800 people in two days in partnership with Temple University Student Health Services.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Children 19-35 months with complete immunizations 4:3:1:3:3:1:4 <sup>1</sup>	69.3%	70.0%	70.0%	70.0%
Number of patient visits to department-run STD clinics	20,503	9,843	21,000	21,000
Number of high school students who are tested for a sexually transmitted disease through the school screening program <sup>2</sup>	9,651	3,099	10,000	10,000

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<sup>1</sup>This new measure comes from the PhilaVax database, a local source, and is more comprehensive than its predecessor, as it includes the pneumococcal vaccine in the vaccine series.

<sup>2</sup>The 2019-2020 school year started later than the previous year. Since the schools started after Labor Day, schools opted to schedule their screening days in October. DPH expects these numbers to equalize as the school year progresses.

### FY21 STRATEGIC GOALS

- ▲ Complete a comprehensive assessment and evaluation of electronic laboratory reporting systems for timeliness and completeness. Compare reports for select diseases with high burden and high hospitalizations.
- ▲ Expand post-exposure prophylaxis for syphilis for MSM and among STD clinic patients at risk.
- ▲ Evaluate emergency preparedness and continuity of operations capacity for two critical DPH divisions and issue a set of recommendations to improve emergency preparedness and response capabilities.





## FY21-25 STRATEGIC INITIATIVES

Over the next five years, Disease Control plans to increase pediatric influenza vaccination uptake by working with daycares to promote new regulations for seasonal influenza vaccine. DPH will raise public awareness and promote prevention for select vaccine preventable diseases with increased incidence (Hepatitis A, pertussis, mumps, measles, influenza).

The program will select target populations (e.g. university students) and other at-risk populations to promote vaccine uptake. Lastly, Disease Control will increase the proportion of people with Hepatitis C who are successfully treated as well as stop the increase in infectious syphilis.

## PROGRAM 7: ENVIRONMENTAL HEALTH SERVICES (EHS)

### PROGRAM DESCRIPTION

This program enforces statutes, provides education and training, responds to emergencies, and issues licenses and permits to assure a healthy environment for Philadelphians. Activities include inspections of restaurants, special events, day care centers, nursing homes, public pools, and more; and controlling disease vectors like rats, insects, and bats.

### RECENT ACCOMPLISHMENTS



**CONDUCTED ANNUAL INSPECTIONS:** Achieved and maintained annual food safety inspections of food establishments across Philadelphia. Institutions at higher risk of health problems, like sushi restaurants and nursing homes, are inspected more frequently.



**IMPLEMENTED JOINT INSPECTIONS:** In partnership with the Department of Licenses and Inspections, implemented a multi-agency approach for joint inspections of nuisance establishments like stop-and-go stores.







**IMPLEMENTED TOBACCO RETAILER REGULATIONS:** Implemented new regulations passed by City Council to cease operations for tobacco retailers that violate laws related to selling tobacco products to youth.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of months between food establishment inspections	10.6	11.5	12.0	12.0

### FY21 STRATEGIC GOALS

- ▲ Implement customer service and trauma-informed training for staff to improve the experience of members of the public who come into contact with inspectors and other EHS staff and standardize training across 100+ staff members.
- ▲ Improve experience of food establishments and other businesses who require food inspections by creating and issuing a guide that describes what to expect and how to be prepared.
- ▲ Relocate Vector Services Program, which removes and controls pests like mosquitos that spread diseases to humans, currently at 111 West Hunting Park Avenue, to make room for Animal Care and Control Team's planned expansion at that site.
- ▲ Analyze and improve processes related to childcare certification, and inspections of bathing places and body art establishments.

### FY21-25 STRATEGIC INITIATIVES

EHS plans to assess its use of technology to expand and update tools for inspectional staff who are primarily mobile and travel throughout the city for typical workdays. EHS will improve recruitment and retention to reduce vacancies and develop and implement training to meet national standards and credentialing requirements. Additionally, EHS will expand its work with the Division of Chronic Disease and Injury Prevention and the Department of Licenses and Inspections to enforce regulations on non-compliant alcohol and tobacco retailers.



## PROGRAM 8: HEALTH ANALYSIS, INFORMATION, AND STRATEGY

### PROGRAM DESCRIPTION

This program provides analytical services to enable good public health decision making. The program includes the department's opioid program, information technology services and analysis capabilities, as well as its epidemiological analysis, strategy, policy, and communications functions.

### RECENT ACCOMPLISHMENTS



**CONTINUED OPIOID EPIDEMIC RESPONSE:** Collaborated with surgeons from large health systems across Philadelphia to develop and distribute post-operative opioid prescribing guidelines, which were endorsed by the local chapter of the American College of Surgeons. Additionally, distributed 50,000 doses of naloxone and trained over 2,500 people in overdose recognition and naloxone use. Launched large scale drug-related litter cleanup campaign in Kensington and secured a federal grant (CDC Overdose Data 2 Action Project) to develop and expand opioid-related prevention, treatment, and surveillance initiatives in Philadelphia.







**BEGAN IT IMPROVEMENTS:** Began to implement software and project management practices, taking on numerous projects directly supporting public-facing programs, all in order to improve public health services.



**ISSUED SEVERAL REPORTS:** Issued reports focused on the health of Black men and boys and the annual Health of the City report.

### PERFORMANCE MEASURES

#### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Average number of department digital media views per month	2,530,621	2,198,227	2,000,000	2,100,000



## FY21 STRATEGIC GOALS

- ▲ Reduce prescribing of opioids (excluding buprenorphine) by health care providers by 25%.
- ▲ Increase number of health care providers who are prescribing buprenorphine for opioid use disorder by 25%.
- ▲ Reduce fatal opioid overdoses by distributing more than 10,000 doses of naloxone and promoting its use through a media campaign.
- ▲ Create an annual estimate of individuals using illicit drugs (i.e. opioids and stimulants) in Philadelphia to inform opioid program activities and City efforts to reduce overdose deaths.
- ▲ Move several aging servers onto safer and more secure Office of Innovation and Technology infrastructure and replace those that cannot be migrated.
- ▲ Transition all DPH locations to Voice-Over Internet Protocol (VoIP) phone systems as required by the Office of Innovation and Technology. This will move the Department off an aging and failure-prone telephone system that is past its useful life.



### FY21-25 STRATEGIC INITIATIVES

This program will help all Philadelphia-based emergency rooms in establishing warm handoff protocols for patients with opioid use disorder to close the gap between the hospital and long-term treatment. DPH will continue efforts to respond to and contain the Opioid Epidemic, including: conducting citywide detailing campaign to promote awareness and use of buprenorphine for the treatment of patients with opioid

use disorder, and implement linkage to care and case management program for individuals with opioid use disorder following release from the Philadelphia Department of Prisons. Additionally, DPH will improve software development and project management capabilities for several required IT improvements across the Department and strengthen data security and policy management systems.



## PROGRAM 9: HEALTH SYSTEMS

### PROGRAM DESCRIPTION

This program provides support for health systems and direct health services in the Philadelphia community for those with high needs and with limited access to care. Examples of services include long-term care services at the Philadelphia Nursing Home and medical services at Riverview Home.

#### **THE PHILADELPHIA NURSING HOME**

provides long-term care services for approximately 300 low-income and vulnerable Philadelphians, many with significant medical needs. It provides comprehensive medical, nursing, and social work services. The home has an onsite barber shop, beauty salon, personal laundry, and computer room. Residents take trips together throughout the city and have regular celebrations each month.

**THE PHILADELPHIA NURSING HOME:**  
**FAIRMOUNT | 19130**

**RIVERVIEW HOME:**  
**HOLMESBURG | 19136**

**RIVERVIEW HOME** is a personal care home that provides personal care services, assistance, and supervision to approximately 60 low-income residents with minimal medical needs. Riverview Home is operated by the Office of Homeless Services, and medical services are provided by the Department of Public Health.





## RECENT ACCOMPLISHMENTS



**UPDATED PRIMARY CARE ACCESS REPORT:** Issued an update to a widely disseminated primary care access report, with a goal to encourage health insurance plans, health systems, and community health centers in the long-term to address gaps in primary care access.







**COMPLETED TWO PERFORMANCE AUDITS:** Assured continued compliance with infection control and care requirements at Philadelphia Nursing Home through two performance audits. Additionally, the program strengthened quality improvement activities at Philadelphia Nursing Home with a focus on resident safety and health care services.



**IMPLEMENTED SURVEY IMPROVEMENTS:** Successfully completed Commonwealth of Pennsylvania's Office of Long-term Care Services survey with significant improvements from the last survey across all areas.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Philadelphia nursing home average daily census <sup>1</sup>	336	304	350	290

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<sup>1</sup>The nursing home's census has declined primarily due a greater state focus on maintaining residency in the community.



## FY21 STRATEGIC GOALS

- ▲ Assess facility needs at the Philadelphia Nursing Home and Riverview Home in partnership with the Department of Public Property and Office of Homeless Services.
- ▲ Conduct two performance audits to identify areas of improvement for Philadelphia Nursing Home residents.
- ▲ Assess medical services payment and reimbursement model at Riverview Home in partnership with Office of Homeless Services.



### FY21-25 STRATEGIC INITIATIVES

In the upcoming years, DPH plans to reassess quality metrics for Philadelphia Nursing Home services to improve performance at the next long-term care services survey. The program will prepare for the expiration of the Philadelphia Nursing Home lease in partnership with the Department of Public Property and the Budget Office's Capital Budget team.

Additionally, the program will initiate an evaluation of capital needs at Philadelphia Nursing Home, in partnership with Office of Sustainability, to reduce costs and improve usefulness.



## PROGRAM 10: LEAD AND HEALTHY HOMES (LHH)

### PROGRAM DESCRIPTION

This program protects the health of children and families by improving the quality, health, and safety of low-income housing in Philadelphia. It prevents lead poisoning, provides in-home services to families, inspects homes, remediates hazards, and enforces lead laws and regulations.

### RECENT ACCOMPLISHMENTS







**INCREASED LEAD SAFE AND LEAD FREE CERTIFICATIONS:** Significantly increased the number of Lead Safe and Lead-Free certifications achieved by landlords.



**MET FEDERAL REQUIREMENTS:** Achieved a successful Environmental Review by the U.S. Department of Housing and Urban Development (HUD) as part of its grant review process, which will enable the Lead and Healthy Homes Program to continue to provide lead remediation services to occupants of HUD housing units.

### PERFORMANCE MEASURES

#### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Reported number of children under age 6 years with new lead exposure, defined as elevated blood level of 5 micrograms per deciliter (µg/dL) <sup>1</sup>	1,436	737	2,000	1,500

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<sup>1</sup>The goal is for fewer children to be exposed to lead. Note that increases in testing can increase this number, even if the number of children exposed is declining.



## FY21 STRATEGIC GOALS

- ▲ Design, develop and implement a new database to implement new lead certification requirements passed by City Council in 2019.
- ▲ Increase the number of Lead Safe and Lead Free certifications for landlords throughout Philadelphia.



### FY21-25 STRATEGIC INITIATIVES

Over the next five years, this program will fully implement and enforce the law requiring certification of all rental properties as Lead Safe or Lead Free to reduce the number of pregnant women and children exposed to lead.

Additionally, the program plans to improve the tracking of children with elevated blood levels over time to assure appropriate prevention interventions and reduce lead exposures over time.

## PROGRAM 11: MATERNAL, CHILD, AND FAMILY HEALTH (MCFH)

### PROGRAM DESCRIPTION

This program provides health and support services targeted toward women, children, and parenting families. Specific services include home visiting, breastfeeding support, and education. This program also provides services for children with special health care needs and services to help pregnant women get health care to have healthy babies.

### RECENT ACCOMPLISHMENTS



**SELECTED FOR THE CITYMATCH BEST CITIES INSTITUTE FOR EQUITY IN BIRTH OUTCOMES:** The program focuses on improving birth outcomes with a focus on racial equity and disparities.









**RECEIVED OUTSIDE FUNDING FOR ADDITIONAL PROGRAMS:** The program received funding from Merck for the Mother Safer Cities Program. This new funding will enable the creation of a maternal mortality community action team, which will implement recommendations to reduce maternal death following the birth of a baby. Additionally, the program received funding from the William Penn Foundation to create literacy promoting materials for home visitors to give to at-risk families throughout Philadelphia.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of women initiating breastfeeding	83.1%	82.0%	81.5%	82.0%

## FY21 STRATEGIC GOALS

- ▲ Launch a new centralized intake system for home visiting services and programs, which will increase access for pregnant families and families of young children to home visiting services.
- ▲ Pilot a tele-lactation program to support breastfeeding continuation of mothers throughout Philadelphia.
- ▲ Expand the newly created Doula Support Program for women with substance use disorders.
- ▲ Create a model of implicit bias training for obstetrics-gynecology attendings and trainees throughout Philadelphia's various medical schools and training sites.
- ▲ Publish the first comprehensive Philadelphia Child Health Report.





## FY21-25 STRATEGIC INITIATIVES

Over the next five years, MCFH will expand the centralized intake system to include other maternal and child health services like lactation support and doulas. MCFH will also advocate for Medicaid reimbursement for key maternal and child health services including, doulas, in-home lactation

consultants, expansion of postpartum Medicaid coverage, and integration of maternal mental health services with prenatal, postpartum, and pediatric care. Additionally, MCFH will develop a model of universal short-term home visiting services for families of infants.

## PROGRAM 12: MEDICAL EXAMINER'S OFFICE (MEO)

### PROGRAM DESCRIPTION

This program provides comprehensive death investigation services. Its pathologists assemble information to determine the cause and manner of death for Philadelphians and disseminate reports on leading causes of death.

### RECENT ACCOMPLISHMENTS



**COMPLETED NEW FACILITY DESIGN:** In partnership with the Department of Public Property, completed design and programming for a new facility at 400 North Broad Street, which will be collocated with Police Department Headquarters.



**EXPANDED BEREAVEMENT SERVICES:** Expanded bereavement services and hours in response to increased demand from people served.







**RECEIVED STATE DESIGNATION:** Partnered with the Commonwealth of Pennsylvania's Department of Health, the Centers for Disease Control and Prevention, and the National Institutes of Health to receive the designation as a Model Site for Pennsylvania's Maternal Mortality Review and the national Sudden Death in the Young Program.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of all cases with autopsy reports issued within 90 calendar days <sup>1</sup>	91.1%	87.8%	≥ 90.0%	≥ 90.0%
Number of death cases investigated <sup>2</sup>	3,407	1,668	N/A	N/A

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<sup>1</sup>The 90% goal is DPH's requirement for accreditation. Increased overdose deaths requires more toxicology testing, which is required to be completed before autopsy reports can be finalized. Due to staffing shortages, FY20 Q1 is lower than the prior fiscal year; however, the department has since filled those vacant positions and is confident it will meet the target for FY20.

<sup>2</sup>This is a workload measure reflecting statutorily-required death investigations.

### FY21 STRATEGIC GOALS

- ▲ Prepare for facility relocation to 400 North Broad Street, including discarding items and consolidating specimens and records in compliance with City and other regulations. Create and implement transition plans to keep autopsy, investigation, and toxicology services operational during the facility relocation.
- ▲ Hire a Chief Toxicologist in response to Philadelphia's opioid epidemic and the dramatically increased demand for toxicology expertise.

### FY21-25 STRATEGIC INITIATIVES

Over the next five years, MEO will establish a bar-coding and scanning tracking system for toxicology specimens, evidence, and case files. This system has already been implemented for tracking of bodies and has dramatically improved efficiency. MEO also plans to transition public-facing clerical processes online, including requesting copies of reports, slides, photographs, and associated payments for records. Lastly, MEO will overhaul toxicology laboratory processes, including reducing toxicology turnaround time and preparing for toxicology laboratory accreditation.



## PROGRAM 13: PUBLIC HEALTH LABORATORY

### PROGRAM DESCRIPTION

This program provides state-of-the-art laboratory functions to test for disease outbreaks, illnesses, and threats to the public health, as well as supports the clinical laboratory needs of patients in the City's health centers. The lab focuses on different types of laboratory analysis, including microbiology, clinical chemistry, and immunology.

### RECENT ACCOMPLISHMENTS



**IMPLEMENTED NEW TECHNOLOGY:** Implemented a new Laboratory Information System (LIS) that has been in the planning stages for several years. The new system improves electronic tracking, reduces wait time for lab results, and improves the lab efficiency.



**PASSED STATE INSPECTION:** Achieved a successful inspection by the Pennsylvania Department of Environmental Protection, an indication of the Public Health Laboratory's protections for employees.



**IMPROVED RECRUITMENT AND RETENTION OF EMPLOYEES:** Implemented internship and training programs and strengthened mentorship programs within Public Health Lab.







**IMPROVED TESTING ABILITY:** Improved the microbiology laboratory's ability to perform Carbapenem-Resistant Enterobacteriaceae (CRE) testing. CRE infections are caused by a class of microorganism and can be difficult to treat clinically.

Because the estimated mortality rate among infected individuals is up to 50 percent, early diagnosis is important.

### PERFORMANCE MEASURES

#### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of diabetes blood sugar tests performed	15,908	8,155	14,000	14,500



## FY21 STRATEGIC GOALS

- ▲ Implement improved training protocols and systems for tuberculosis.
- ▲ Establish a new laboratory ordering system and interface with DPH's STD clinic system.
- ▲ Implement an auto-verification system in the new LIS to more quickly release normal test results to medical providers. This saves staff time and improves satisfaction among medical providers and patients, who will receive normal lab results more quickly.
- ▲ Implement point of care testing for suboxone, influenza, and streptococcal infections.
- ▲ Relocate the Public Health Laboratory out of the 500 South Broad Street facility.



### FY21-25 STRATEGIC INITIATIVES

In the upcoming years, this program plans to implement improvements to molecular testing with new state-of-the-art instrumentation in order to improve public health surveillance and diagnostic testing.

Additionally, the program will procure an inventory control system that reduces supply wastage costs and improves management of high volume of lab testing inventory.





# PUBLIC PROPERTY

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## PROGRAMS

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ADMINISTRATION

CAPITAL

FACILITIES MANAGEMENT  
(FIELD OPERATIONS)

FACILITIES MANAGEMENT (QUAD-PLEX)

REAL ESTATE AND PLANNING



### DEPARTMENT PAGE

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DEPARTMENT-OF-PUBLIC-PROPERTY/









## MISSION

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The Department of Public Property (DPP) responsibly serves the City's workforce and community by providing quality facilities and workspaces.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
<b>Class 100 - Wages</b>	8,875,590	9,395,654	11,946,347	12,256,621	12,256,621	12,256,621	12,256,621	12,256,621
<b>Class 200 - Contracts/Leases</b>	33,313,742	33,314,408	36,914,408	33,893,532	34,432,746	34,987,806	35,066,216	35,135,648
<b>Class 300/400 - Materials, Supplies, Equipment</b>	1,025,176	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535
<b>Class 500 - Indemnities/ Contributions</b>	659,401	0	0	0	0	0	0	0
<b>Class 700 - Debt Service</b>	0	0	0	0	0	0	0	0
<b>Class 800 - Payments to Other Funds</b>	27,678,626	26,643,000	26,643,000	28,235,000	29,992,000	31,746,000	33,682,000	33,682,000
<b>Class 900 - Advances/Misc. Payments</b>	0	0	0	0	0	0	0	0
<b>Total</b>	71,552,535	68,691,597	76,842,290	75,723,688	78,019,902	80,328,962	82,343,372	82,412,804

## PROGRAM 1: ADMINISTRATION

### PROGRAM DESCRIPTION

This program includes the Human Resources unit, which maximizes human capital; the Fiscal/Budgeting unit, which manages the budget, invoicing, and spending analysis; and the Inventory/Procurement unit, which provides goods and services that support the Department in achieving its mission.



COURTESY OF TAYLOR FARNSWORTH







## RECENT ACCOMPLISHMENTS



**HELD THE FIRST-EVER DPP SAFETY FAIR:** All DPP employees were invited to participate. The Department distributed safety-related educational material and had vendors on-site demonstrating safety-related equipment. The Safety Fair was held to promote workplace safety.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of customer service survey respondents who rate DPP's service a 3 out of 5 or higher <sup>1</sup>	N/A	N/A	95.0%	95.0%
Human Resources: days to fill position after certification <sup>2</sup>	52.425	51	48	48
Human Resources: net hires	13	4	15	15
Safety: number of injuries	21	5	DECREASE FROM PRIOR YEAR	DECREASE FROM PRIOR YEAR
Safety: number of employees trained	198	51	134	150
Administration: invoices – days to pay median (from date of receipt to date of submission to Finance)	13	13	13	12

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<sup>1</sup>The survey was not circulated during FY19, but DPP plans to circulate the survey on an annual basis moving forward.

<sup>2</sup>This is the average number of days to fill a position.



## FY21 STRATEGIC GOALS

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- ▲ Decrease the time it takes to hire new employees by 10 days.
- ▲ Decrease the number of injuries.
- ▲ Develop recruitment strategies for hard-to-fill skilled trades positions.



### FY21-25 STRATEGIC INITIATIVES

Over the next five years, DPP plans to develop a succession plan for internal advancement opportunities and external hiring needs. DPP will work with the Office of Human Resources (OHR) to develop recruitment strategies for hard-to-fill trades positions.

The Department has already partnered with the Orleans Technical Institute and the Philadelphia Public High Schools to bring in entry level apprentices; however, additional methods need to be explored in order to fill the skilled-trades demand.

## PROGRAM 2: CAPITAL

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### PROGRAM DESCRIPTION

This program maximizes the value of the City's capital investments in its public facilities through careful budgetary planning, proper financial controls, and effective project management of design and construction initiatives. Capital projects are major construction, renovation, and rehabilitation projects that exceed \$15,000 and that have a useful life of a minimum of five years.



## RECENT ACCOMPLISHMENTS



**BEGAN SEVERAL CAPITAL PROJECTS:** Construction has begun at Fire Engine 37, Police District 2, Criminal Justice Center Elevator, and Health Center 12. These facilities were outdated and by completing them we will be creating a safe work environment for city employees.







**COMPLETED CONSTRUCTION PROJECTS:** Police Department 5, Exterior of Police Department 15, and City Hall's North Apron. These projects create ADA compliant facilities, which will make the facilities accessible to residents and employees.



**PAVING:** Job Order Contracting (JOC) Paving projects completed at 660 East Erie, Police Department 8, Police Department 14, Woodstock Shelter, DPP Maintenance HUB, and Engine 58. These paving projects allow fleet vehicles to last longer allowing less of a strain on the city budget. The unit also fixes potholes and tripping hazards that are safety hazards.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of substantially completed construction projects <sup>1</sup>	58	21	45	47
Number of projects that completed design	21	9	24	25

<sup>1</sup>A project that is substantially complete is at least 95% complete. FY19 Year-End was higher than average due to a higher number of smaller projects that were completed.



## FY21 STRATEGIC GOALS

- ▲ Maximize usage of available contracts such as Requirements contracts, Job Order Contracting, PRA, Cooperative Agreements and Public Works Bidding.
  - ▲ **JOB ORDER CONTRACTING:** On-call contracting method utilizing price book established quotes for construction services.
  - ▲ **PRA:** On-call grant agreement with the Philadelphia Redevelopment Authority utilizing markups for construction labor, materials, and subcontracting.
  - ▲ **COOPERATIVE AGREEMENTS:** On-call contracting method utilizing large volume regional sales agreements for affordable pricing on construction services.
  - ▲ **PUBLIC WORKS BIDDING:** Low bid lump sum contracting method for construction services.
- ▲ Reduce procedural redundancy by reviewing project workflow tasks and identifying work duplication and stop gaps, which are temporary solutions for task completion.
- ▲ Improve internal communication and reporting by implementing training, top ten reporting, client reporting, and encouraging risk escalation to executive management.



### FY21-25 STRATEGIC INITIATIVES

In the upcoming years, DPP plans to get one contract out under Best Value, which will provide another contracting method to get projects completed. Additionally, DPP plans to work with a consultant to streamline the Department's internal processes and implement efficiencies. This will potentially allow for more projects to get completed on time and under budget.

DPP will also redistribute the program's workload to maximize employee talent, productivity, and career potential. This will help with employee satisfaction and career growth. Ultimately, this will allow the Department to be more successful with client satisfaction and project completion.



## PROGRAM 3: FACILITIES MANAGEMENT (FIELD OPERATIONS)

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### PROGRAM DESCRIPTION

This program is facilities management for the Police Department, the Fire Department, the Managing Director's Office, the Office of Fleet Management, Riverview Home, and Department of Licenses and Inspections locations.

### RECENT ACCOMPLISHMENTS

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**WORK ORDERS:** Responded to 11,019 work orders for routine and preventive maintenance. The total work order completion rate was 85%.



**SPECIAL EVENTS:** DPP successfully handled 401 special events around the City to include the Mummers Parade, the Philadelphia Marathon, the Made in America Festival, and others.



**FACILITIES:** DPP replaced 11 kitchens and two new roofs at Fire facilities.



**ENERGY SAVINGS:** DPP installed six new mini-splits at the 35th, 12th, 16th, and 18th Police Districts, which are more cost-effective heating/AC wall units.







**EQUIPMENT REPLACEMENT:** DPP updated outdated boilers and other heating, ventilation, and air conditioning (HVAC) equipment, replaced windows and painted at various Police and Fire locations.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Field Operations: Facilities division internal work order volume	11,019	5,258	11,300	10,000
Field Operations: Percent of work orders completed within service level <sup>1</sup>	69.3%	69.5%	75.0%	90.0%

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<sup>1</sup>This measure has a changed methodology beginning FY20 Q1. Historically, this measure had been reporting the closure rate for internal work orders, rather than the percent of time that SLA was met. Historical data has been provided using the updated methodology as a means of comparison.

### FY21 STRATEGIC GOALS

- ▲ Continue to respond to on-demand and preventive maintenance work orders and special events.
- ▲ Continue to update and upgrade the Heating, Ventilation and Air-Conditioning (HVAC), plumbing, security, and roof systems throughout the Department's portfolio.

### FY21-25 STRATEGIC INITIATIVES

This program will continue to respond to routine and reactive maintenance work orders and provide preventive maintenance services to Police, Fire, and other facilities. DPP will continue to work special events as well as update and upgrade the HVAC, plumbing, security, and roof systems throughout the City's portfolio.

Over the next five years, DPP will work toward developing strategies to continue to respond to the needs of its customers. DPP plans to do this by evaluating its daily operations and the responsibilities of its staff on an ongoing basis.



## PROGRAM 4: FACILITIES MANAGEMENT (QUAD-PLEX)

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### PROGRAM DESCRIPTION

This program encompasses facilities management for City Hall and the Tri-plex, which consists of the One Parkway Building, the Municipal Services Building (MSB), and the Criminal Justice Center. Quad-plex tenants include the Mayor's Office, City Council, the Federal Judicial District, and many City agencies.

### RECENT ACCOMPLISHMENTS

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**MAINTENANCE:** Responded to 17,637 work orders for routine and preventive maintenance in City facilities around the City of Philadelphia.



**REPAIRS AND RENOVATIONS:** DPP completed renovations to hardware and floors in restrooms, promptly repaired damage caused by leaks with the Municipal Services Building. Continued working with the Capital and Real Estate Divisions on project and floor renovations.







**CITY HALL UPGRADES:** The Department performed close-up façade inspections of City Hall to provide information on necessary exterior maintenance; performed maintenance, cleaning and repairs to City Hall's electrical switchgears; upgraded security details for all City Hall visitors; and, partnered with the Capital Division to bring a secondary water main into City Hall.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Quad-Plex: Work order volume <sup>1</sup>	17,637	12,232	17,500	17,000
Quad-Plex: Percent of work orders completed within SLA <sup>2</sup>	92.6%	37.0%	90.0%	90.0%

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<sup>1</sup>Triplex in middle of revamping SLA and workorder system.

<sup>2</sup>City Hall running at 84% within SLA

### FY21 STRATEGIC GOALS

- ▲ Upgrade Heating, Ventilation and Air-Conditioning (HVAC) systems and Building Automation Systems (BAS) controls in the Municipal Services Building (MSB), and the Criminal Justice Center.
- ▲ Increase exterior façade inspections and repairs.
- ▲ Upgrade security systems and operations in MSB and City Hall.



### FY21-25 STRATEGIC INITIATIVES

DPP will continue positive management of the new maintenance contract for the Tri-plex and solidify key performance

indicators to better manage this contract and improve service levels.



## PROGRAM 5: REAL ESTATE AND PLANNING

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### PROGRAM DESCRIPTION

This program is responsible for lease negotiations for the City as a tenant and as a landlord; the disposition of vacant land; the purchase of property for City-sponsored programs; strategic planning for conveyance of City-owned property to facilitate development; the planning and design of City-owned and leased space for occupancy by City Departments; and the management of staff relocations.

### RECENT ACCOMPLISHMENTS

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#### **IMPLEMENTED THE INTEGRATED WORKPLACE ASSET MANAGEMENT SYSTEM**

**(IWAMS):** This system takes operating and capital data from many sources including work orders, energy costs, and capital funding, and provides a map-based and dashboard system for understanding DPP's costs at every location in the city.



**IMPLEMENTED INVISON:** This related application allows DPP to understand where employees are located and how much space per employee is utilized.

Additionally, the Department is more easily able to track where space is used for conference rooms, storage, and common uses, such as security and restrooms. This will assist in calculating space costs, maximizing the use of space, and ascertaining the best valuation of space as DPP aligns facility usage to present and future needs.







#### **ROLLED OUT THE PUBLIC SAFETY MASTER FACILITIES PLAN DECISION**

**SUPPORT TOOL:** By utilizing advanced analysis techniques, the decision tool assists the Philadelphia Police and Fire Departments with locating programs and apparatus to better align response with need. By feeding response time data, number of responses and expected population growth, the fire or police unit in question can determine type of facility upgrade necessary to address the individual needs of the area. On a department-wide basis, using the tool can help establish priorities for spending based on changing demographics and funding.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Lease Cost Per Square Foot <sup>1</sup>	\$20	\$22	\$25	\$25

<sup>1</sup>Per-square-foot rent amounts are rounded to whole dollars. Price increases are in line with the Consumer Price Index, as well as the program's use of fully furnished, turn-key spaces (meaning that departments do not have to use their own funds for furniture or tenant improvements).

### FY21 STRATEGIC GOALS

- ▲ Implement asset management software that will consolidate work orders, time and materials, energy, capital program spending and building information in one common web-enabled platform. It includes map-based graphical user interface tools created to support decision making, such as the Trust For Public Land Climate Change tool and the Public Safety Master Facilities Plan Decision Support Tool. The system will be integrated into the Asset Management System to ensure that their data is captured and used, rather than siloed. It can evaluate where square footage can be reduced, assets can be sold, and efficient solutions can be implemented across the City.



#### FY21-25 STRATEGIC INITIATIVES

Over the next five years, the Real Estate and Planning program plans to evaluate the City's overall space leasing costs and strategize on how to effectively reduce them.

Additionally, DPP plans to sell assets that can generate revenue for the City and facilitate positive development in communities, implement new policies for land disposition, and continue to improve leasing practices and procedures to ensure minimal financial risk to and capital investment by the City by requiring turn-key space.





# RECORDS

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## PROGRAMS

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**DOCUMENT RECORDING**  
**RECORDS MANAGEMENT**  
**IMAGING**  
**PUBLIC ACCESS TO RECORDS**  
**DEPARTMENT ADMINISTRATION**



**DEPARTMENT PAGE**  
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## MISSION

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The Department of Records (DOR) provides efficient and effective service to City agencies and the public in the management of City records in the following areas: recording and maintenance of all land title documents in Philadelphia, including the collection of local and state Real Estate Transfer Taxes and recording fees; management and operation of the City Records Storage Center, which contains the inactive physical business records of all City agencies; copying and form management services for City agencies in the City's Central Duplication facility, and photographic services for City agencies by the City's official photographer; and public access to records, including financial disclosure forms, public safety reports, land records, City Archives, and City regulation public notices.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	2,983,490	3,226,285	3,258,159	3,258,159	3,258,159	3,258,159	3,258,159	3,258,159
Class 200 - Contracts/Leases	1,164,571	1,538,779	1,373,779	1,538,779	1,538,779	1,538,779	1,538,779	1,538,779
Class 300/400 - Materials, Supplies, Equipment	233,688	143,758	308,758	143,758	143,758	143,758	143,758	143,758
Class 500 - Indemnities/ Contributions	0	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	4,381,749	4,910,278	4,942,152	4,942,152	4,942,152	4,942,152	4,942,152	4,942,152

## PROGRAM 1: DOCUMENT RECORDING

### PROGRAM DESCRIPTION

This program consists of the examination, recording, indexing, and mapping of all land title documents in the City of Philadelphia, the collection of local and state Real Estate Transfer taxes, and the collection of recording fees.



## RECENT ACCOMPLISHMENTS



**SCAN FIRST:** DOR implemented new Scan First technology, which allows scanning and return of original recorded documents to customers at the counter when a document is recorded. This replaces the previous 2-4 week procedure where the document remained with DOR for bulk scanning and required the customer to return to pick up or DOR to mail back to customer.



**CUSTOMER IDENTIFICATION:** To enhance coordination with law enforcement in combatting deed fraud, DOR implemented a new web-based customer check-in system, with modern technology for scanning customer identification documents (IDs), photographing customers, and obtaining customer signatures.







**FRAUD GUARD:** DOR released a new website dedicated to preventing deed fraud, and released a free public tool called Fraud Guard, which sends email alerts to registrants if a deed or mortgage is recorded in their name. Recipients can view the recorded document online at no cost to determine if it is fraudulent.

*Visit [www.phila.gov/deed-fraud](http://www.phila.gov/deed-fraud) to register for a free Fraud Guard account and obtain information about deed fraud resources.*

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of land records electronically filed (deeds, mortgages, etc.)	83.5%	85.4%	83.0%	84.0%
Percentage of documents recorded within 24 hours	100.0%	100.0%	100.0%	100.0%



## FY21 STRATEGIC GOALS

- ▲ Enhance Fraud Guard so that a notary will receive an email alert if their name appears in a recorded document, as notary fraud is a component of deed fraud.
- ▲ Enhance DOR's public outreach on deed fraud and tangled title by attempting to participate in at least one educational forum per month.
- ▲ Index and make available in DOR's web-based public search portal approximately two additional years' worth of deeds from the early 1970s. Currently, the online portal only goes back to 1974.



### FY21-25 STRATEGIC INITIATIVES

DOR will continue to evaluate and implement strategies to combat deed fraud, including potential enhancements to its recording system and processes, changes to state law, and increased public outreach. Deed fraud disproportionately impacts people of color, people living in poverty, and the elderly. Reducing the effects of deed fraud and preventing it from occurring

is an important component of racial equity. DOR also will implement a multi-year deed digitization project to index and publish on its web portal deeds going back to approximately the mid-1960s. The portal currently provides deeds going back to 1974. This will enable the public to access property records more efficiently.



# PROGRAM 2: RECORDS MANAGEMENT

## PROGRAM DESCRIPTION

This program consists of the management and operation of the City’s Records Storage Center (RSC), which contains the inactive physical records of all City departments, offices, boards and commissions, City Council, and Court system.

## RECENT ACCOMPLISHMENTS







**RECORDS STORAGE CENTER:** DOR completed installation of Wi-Fi in the Records Storage Center, which will permit real time uploading of warehouse inventory into the online software system via bar code scanners.



**RECYCLING:** DOR recycled approximately 6,000 boxes of expired City records in the first half of FY20.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of boxes containing expired records recycled	6,210	0	4,500	4,500



## FY21 STRATEGIC GOALS

- ▲ Issue a request for proposals for a new records management software system to modernize management of the Records Storage Center inventory, currently comprised of approximately 136,000 boxes.
- ▲ Recycle approximately 8,000 boxes of expired City records.
- ▲ Reduce the Records Storage Center inventory by three percent, through a combination of recycling expired records and working with departments to digitize records.



### FY21-25 STRATEGIC INITIATIVES

DOR will continue modernization of the Records Storage Center by implementing a new records management software system to manage the inventory and train designees in City departments to use the system.

DOR will seek to reduce the inventory located in the Records Storage Center by ten percent through recycling of expired City and records and increased digitization of records.



## PROGRAM 3: IMAGING

### PROGRAM DESCRIPTION

This program consists of Central Duplication, which provides a full range of copying, printing, and binding services to all City agencies and is also responsible for reviewing, cataloguing and maintaining all City forms. This program also includes photography. The City's official photographer is available to all City agencies for events and for photographing conditions of City property for departments such as Water, Streets, and the Department of Public Property.

### RECENT ACCOMPLISHMENTS







**COPYING:** In FY20, DOR will replace two aging copy machines with two new state-of-the-art copiers (black and white and color). These replacements, along with a new copier purchased in FY19, will complete the replacement of all aging copiers that were reaching the end of their useful lives.



**WORKFLOW MANAGEMENT:** In FY20, DOR will implement a new workflow management system to better serve City departments. The new system also contains robust performance management tools.

### PERFORMANCE MEASURES

#### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of print jobs turned around in one day <sup>1</sup>	35.6%	24.6%	62.0%	50.0%

<sup>1</sup>Machines have been down, requiring maintenance, which has created slight delays. New machines will be purchased with Capital funds in FY19, FY20, and FY21. Delays have also been due to one vacancy and medical leave.



## FY21 STRATEGIC GOALS

- ▲ Monitor Central Duplication performance using new workflow management system and set appropriate performance measures.
- ▲ Identify departments that may be candidates to reduce the amount of paper copies ordered and convert to digital by using data from the new Central Duplication workflow management system.



### FY21-25 STRATEGIC INITIATIVES

During FY19 and FY20, DOR will have completed the replacement of the three copiers in Central Duplication. In terms of equipment, this puts Central Duplication on sound footing for the next 5-10 years. From a strategic standpoint over the next five years, DOR's focus will be on developing,

implementing, and maintaining a modern and data-driven performance management system using Central Duplication's new workflow software, as well as working with departments to reduce their reliance on paper copies in favor of digital ones.



## PROGRAM 4: PUBLIC ACCESS TO RECORDS

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### PROGRAM DESCRIPTION

This program includes five major activities, each of which is centered around making City records available to the public and promoting government transparency:

- ▲ **FINANCIAL DISCLOSURES:** As required annually by state and local law, DOR manages electronic and physical filings of City, State, and Mayoral financial disclosure forms.
- ▲ **PUBLIC SAFETY REPORTS:** DOR provides public safety incident reports to the public for a fee and to City agencies such as the Law Department and Risk Management.
- ▲ **LAND RECORDS:** DOR makes all land title records for real estate located in Philadelphia available to the public. These are available electronically, through fee-based web applications, and in hard copy in a public research room that DOR maintains. This function also includes the department's mapping unit, which ensures that legal descriptions in recorded deeds match the City's official tax records.
- ▲ **CITY ARCHIVES:** DOR manages and preserves the City Archives, which contains millions of historical records dating back over three centuries. The Archives are open to the public and provides access to City records of historical and cultural significance that are permanently maintained and preserved at 548 Spring Garden Street.
- ▲ **REGULATIONS:** DOR receives and manages the public filing of all regulations proposed by City offices, departments, boards, and commissions, and all bonds required to be filed by any officer or employee of the City. DOR also is responsible for the public advertisement of proposed regulations and for receiving public requests for hearings on such regulations. DOR makes proposed regulations available for public inspection on its website and in paper form.

### RECENT ACCOMPLISHMENTS

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**TRAFFIC ACCIDENT REPORT ONLINE PORTAL:** In FY20, DOR, in collaboration with the Office of Innovation and Technology (OIT) and the Philadelphia Police Department, will implement a new online portal through which the public can purchase and obtain electronic traffic accident reports. This portal replaces a paper-based system, increasing efficiency and decreasing the time it takes to deliver reports to customers.





**CAMPAIGN FINANCE FILING SYSTEM:** In FY20, DOR, in collaboration with OIT and the Board of Ethics, implemented a new electronic campaign finance report filing system, which replaced an antiquated filing system that was over ten years old. DOR also transferred maintenance and support of the new system to the Board of Ethics going forward.



**CITY EMPLOYEE FINANCIAL DISCLOSURE FILING SYSTEM:** In FY20, DOR, in collaboration with OIT and the Board of Ethics, will implement a new online portal through which City employees will file annual financial disclosure forms.



**DEED DIGITIZATION:** In FY20, DOR completed a pilot project to begin digitizing more deeds for availability on its web-based portal PhilaDox.

PhilaDox is the portal through which the public can search and obtain deeds and other recorded documents (currently from 1974 to the present). The portal contains a new limited free public search option where users can search for and view an unofficial copy of their deed or other recorded document. Enhanced search features require a paid subscription. (<http://epay.phila-records.com/phillyepay/web/>)







**CITY ARCHIVES PUBLIC OUTREACH AND PROGRAMMING:** In FY20, the City Archives embarked on an expansive effort at public programming and public outreach. This included the following: five public exhibits featuring materials from the Archives collection in celebration of such events as Black History Month, Women's History Month and Fair Housing Month; the debut of a new panel discussion series called "On the Record: Archives to Action"; research collaborations, such as research on racially restrictive deed covenants led by the Federal Reserve Bank of Philadelphia; and the establishment of new creative partnerships with institutions, such as the African American Museum of Philadelphia and Free Library of Philadelphia.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of financial disclosures filed <sup>1</sup>	92.4%	N/A	96.0%	96.0%
Percentage of public land requests turned around within one day	100.0%	100.0%	100.0%	100.0%
Backlog of major customer mail requests for police traffic incident reports <sup>2</sup>	15,975	2,482	0	0

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<sup>1</sup>This is an annual measure. The bulk of financial disclosure filings in FY20 are filed in April 2020, given the annual filing deadline of May 1. Goal is expected to be met in FY20, when a new filing system will be rolled out.

<sup>2</sup>This is a cumulative measure. The new Police Reports Unit website was not rolled out during FY19 and is anticipated to be rolled out during FY20, which will eliminate the backlog.

### FY21 STRATEGIC GOALS

- ▲ Expand its City Archives panel discussion series “For the Record: Archives to Action” from two to four events per year.
- ▲ Issue a Request for Proposals (RFP) and implement a contract for a consultant to continue in the development of public educational events at the City Archives.
- ▲ Issue a request for proposal and award a contract for a concessionaire to digitize and host online all the genealogical records located in the City Archives collection.
- ▲ Continue digitization of deeds for availability in its online public web portal. Currently, the online web portal contains deeds from 1974 to the present. The goal is to digitize deeds going back to approximately 1970 in FY21.





## FY21-25 STRATEGIC INITIATIVES

DOR will continue expanding its public educational outreach at the City Archives through a creative combination of public exhibits, events, panel discussions and innovative collaborations with local and national educational, archival, and cultural institutions. A key component of this outreach is developing programming and exhibits that combine the Archives' rich

collection with local and national expertise on issues of racial equity. DOR will complete digitization and hosting through a concessionaire of all genealogical records contained in the City Archives. DOR will complete digitization and availability of all deeds in its online web portal from 1973 back to approximately the mid-1960s.

## PROGRAM 5: DEPARTMENT ADMINISTRATION

### PROGRAM DESCRIPTION

This program reflects the day-to-day operational management of all DOR programs. It includes the Department's executive office, which consists of the Commissioner, Deputy Commissioner, Budget Officer, Records Operations Manager, and other administrative staff.

### RECENT ACCOMPLISHMENTS



**REVENUE:** DOR implemented check-scanning machines to speed the deposit of revenue from two to approximately one-day.







**RENOVATION:** In FY20, DOR completed renovation of the office spaces and public service areas of the Public Safety Report Unit, Mapping Unit and IT Unit in City Hall.



# PERFORMANCE MEASURES

## FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of contracts conformed within 60 days after contract start date	71.4%	87.5%	70.0%	80.0%

## FY21 STRATEGIC GOALS

- ▲ Replace outdated and old office furniture in the Deed Recording Room, Document Research Room, and Central Duplication.
- ▲ In collaboration with the Office of the City Treasurer, implement remote deposit safes in its central Administrative office, which will speed the deposit of revenues and free up administrative resources.



### FY21-25 STRATEGIC INITIATIVES

DOR will continue to evaluate its revenue procedures in collaboration with the City Treasurer’s Office to implement better and more efficient processes.





# REVENUE

## PROGRAMS

**POLICY, ANALYSIS, EXECUTIVE DIRECTION,  
AND ADMINISTRATION**  
**WATER BILLING, ACCOUNTING, AND  
CUSTOMER SERVICE**  
**WATER ASSISTANCE**  
**WATER COLLECTIONS**  
**TAX BILLING, ACCOUNTING, AND CUSTOMER  
SERVICE**  
**TAXPAYER ASSISTANCE AND CREDIT**  
**DELINQUENT TAX COLLECTION**











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DEPARTMENT-OF-REVENUE/](https://phila.gov/departments/departments-of-revenue/)

## MISSION

The Department of Revenue collects tax and non-tax revenue due to the City and tax revenue due to the School District of Philadelphia promptly and efficiently by increasing on-time payments and decreasing delinquency; while providing excellent service to customers that is fair and efficient.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	22,700,386	23,934,508	23,978,133	24,268,133	24,268,133	24,268,133	24,268,133	24,268,133
Class 200 - Contracts/Leases	7,706,845	7,755,749	7,755,749	7,652,749	7,652,749	7,652,749	7,652,749	7,652,749
Class 300/400 - Materials, Supplies, Equipment	887,779	1,188,976	1,188,976	964,976	964,976	964,976	964,976	964,976
Class 500 - Indemnities/ Contributions	328,357	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	31,623,367	32,879,233	32,922,858	32,885,858	32,885,858	32,885,858	32,885,858	32,885,858

## PROGRAM 1: POLICY, ANALYSIS, EXECUTIVE DIRECTION AND ADMINISTRATION

### PROGRAM DESCRIPTION

This program provides leadership for the Department, conducts analyses, sets and informs policy, ensures that Revenue has the resources it needs, and includes fiscal and information technology functions, and an outgoing mail processing center.

### RECENT ACCOMPLISHMENTS



**STRATEGIC PLANNING:** Published a strategy document outlining the Department's early-intervention and data-driven tactics to collect tax and water debt, enabling us to organize and evaluate existing collection tactics while planning for future approaches.





**OUTREACH EVENTS:** The Department attended over 340 outreach events in calendar year 2019. The Department more than doubled the number of “on the spot” sign ups at events for tax and water programs in underserved neighborhoods, from three to eight events. Since inception in FY18, 125 taxpayers attended and \$552,000 in delinquent Real Estate Tax debt was brought into compliance through payment agreements at these events.







**COMMUNICATIONS:** Continued efforts to increase language access communications. Over 20% of the Department’s blogposts were in Spanish, while 8 of the 51 videos published on YouTube throughout the year were in a language other than English.



**MENTORSHIP PROGRAM:** Launched a mentorship program in January 2020, to cultivate competencies needed for leadership development. Six candidates with supervisor experience, and executive mentors, will participate in the program through September of 2020.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of budgeted positions filled <sup>1</sup>	92.8%	89.0%	95.0%	95.0%

<sup>1</sup>The budgeted positions filled dropped from 93% to 89% because 20 new ITS positions in FY20 have not been filled due to contract negotiation delays. Revenue anticipates getting closer to the target during the remainder of the year.

## FY21 STRATEGIC GOALS

- ▲ Continue efforts to modernize the Department’s technology by replacing the legacy system, which will improve the customer experience and expand self-service options while increasing efficiency. This project is expected to begin in the second half of FY20 and will take 3-4 years to complete.



- ▲ Increase compliance and assistance, and ensure all customers receive excellent service.
- ▲ Continue to increase internal efficiencies, customer satisfaction, and reduce costs.

## FY21-25 STRATEGIC INITIATIVES

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In collaboration with the Office of Innovation and Technology (OIT), the Department will continue to work on the replacement of the 35-year old legacy mainframe computer system for taxes, announce the selected vendor, assemble the subject matter expert team, secure a dedicated location for the project team, and begin work with the vendor. The Department recognizes the critical role change management will play during the Integrated Tax System (ITS) project to replace the ancient legacy system and will hire a dedicated staff member to manage communication to internal and external stakeholders.

In addition, Revenue will expand multi-lingual outreach to better serve all customers, and ensure that the Department has effectively communicated regulations, processes, and information about the assistance programs available.

Through Continuous Improvement initiatives, and employee engagement, the Department will identify procedural improvements, and implement new or improved procedures to increase efficiency and service, while reducing costs.

The Department will plan for the transition to Market-Based Sourcing for the Business Income and Receipts Tax in Tax Year 2023, which will change the method for allocating receipts for tax purposes from the current Cost of Performance method. Market-Based Sourcing provide a better measure of the economic profit a company derives from a given marketplace. With Market-Based Sourcing, receipts are taxable at the location where the customer is or the benefit is received, rather than where the business does the work. Additionally, given the Commonwealth of Pennsylvania's adoption of Market-Based Sourcing and the Administration's desire to remove barriers for companies to choose Philadelphia as their business location no matter where their customers are, this policy change makes Philadelphia more consistent with other taxing jurisdictions. The Department will work with stakeholders to prepare regulations and will be updating guidance, forms, instructions, and audit procedures.



## PROGRAM 2: WATER BILLING, ACCOUNTING, AND CUSTOMER SERVICE

### PROGRAM DESCRIPTION

This program determines which water, sewer, and stormwater charges customers owe, lets people know how much to pay, and processes payments received.

### RECENT ACCOMPLISHMENTS



**CAMPAIGNING:** Completed an outbound calling campaign with over 25,000 calls placed to customers with past due bills, and \$7.7 million collected.



**REVENUE:** In FY20 Q2, the Department collected \$168 million, a \$300,000 increase from FY19 Q2. The increase in collections is attributed to utilization of the data warehouse for call campaigns, and the Water Sequestration initiative.



**PAPERLESS BILLING:** In FY20, the Department successfully launched electronic water bills. At the end of the first half of FY20, 13% of water customers signed up for e-billing, exceeding the first-year industry standard by five percentage points.







A CUSTOMER SERVICE COUNTER AT THE MUNICIPAL SERVICES BUILDING IN CENTER CITY.

Water customers can sign up for electronic billing at [www.phila.gov/waterbill](http://www.phila.gov/waterbill).



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of water bills paid in 90 days	88.0%	87.6%	89.0%	89.0%
Dollar amount of water bills collected	\$654,069,580	\$338,303,222	\$654M	\$654M

### FY21 STRATEGIC GOALS

- ▲ Continue to increase the percentage of water bills paid on-time.
- ▲ Reduce internal billing costs, by increasing e-pay and e-bill adoption.
- ▲ Assess the lifespan and requirements of the current water billing IT system (Basis2) and explore replacement systems with expanded functionality.



### FY21-25 STRATEGIC INITIATIVES

Revenue will continue to make it easier to pay and respond timely to all inquiries. The Department will continue efforts to increase e-pay and e-bill adoption through targeted campaigns to residential and commercial water customers. An increase in electronic billing will reduce paper, printing, and postage costs.

An increase in electronic payments provides faster deposits and payment posting. In partnership with the Philadelphia Water Department (PWD) and Office of Innovation & Technology, the Department will submit a Request for Proposals to assess the requirements for replacing Basis2.



## PROGRAM 3: WATER ASSISTANCE

### PROGRAM DESCRIPTION

Revenue provides discounted water bills to vulnerable residential customers through the Senior Citizen Water Discount and the Tiered Assistance Program (TAP) for low-income customers.

### RECENT ACCOMPLISHMENTS



**TAP ENROLLMENT:** Expanded TAP enrollment by 21% to bring the number of customers enrolled to 20,083 in FY19, up from 16,524 in FY18.







**ASSISTANCE APPLICATIONS:** Revenue worked with the Philadelphia Water Department (PWD) to combine the applications for all water assistance programs so that customers can apply once for all programs and maximize relief.



**DIRECT MAILINGS:** In FY20 Q1, the program completed a direct mailing to 16,000 senior citizens who may be eligible for TAP but have not yet applied.

### PERFORMANCE MEASURES

#### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of applications reviewed within 30 days	93.3%	99.1%	100.0%	100.0%



## FY21 STRATEGIC GOALS

- ▲ Continue to increase TAP enrollment for eligible customers.
- ▲ Increase awareness of the senior citizen discount program to provide relief to more eligible customers.
- ▲ Continue to make it easier for eligible customers to take advantage of all relief programs.



### FY21-25 STRATEGIC INITIATIVES

The Department will continue its efforts to increase TAP enrollment through targeted outreach to vulnerable communities and by partnering with external agencies. Revenue will also continue outreach to customers receiving the senior citizen discount to increase awareness of the TAP program, eligibility, and assist with the application process.

The Department will continue to expand “On the Spot” signup for assistance programs at outreach events to make it easier for eligible customers to enroll.

## PROGRAM 4: WATER COLLECTIONS

### PROGRAM DESCRIPTION

Revenue, in partnership with the Law Department, uses an array of tactics to encourage and compel payment of delinquent water and sewer charges. Enforcement tools include making phone calls, sending letters, placing liens on properties, filing suit in both Municipal and Common Pleas Courts, placement of accounts with collection agencies, shut-off of delinquent accounts, sale of property through Sheriff’s Sales, and administration of payment agreements.



## RECENT ACCOMPLISHMENTS



**ON-TIME PAYMENTS:** 90% of water payments were made by the due date in FY19.



**SEQUESTRATION:** Through collaboration with the Law Department, Revenue began placing rental properties in sequestration, a process which appoints a court ordered sequestrator to collect the income from the property and satisfy water debt. This collection strategy, expanded to include water debts this year, has collected over \$3 million of water debt during the first 9 months.







**WARNINGS:** The Municipal Court Warning Letter Project, implemented over 10 years ago, continues to be successful. In FY19 96,054 customers received letters warning them of upcoming municipal court action if they did not come into compliance. As a result, \$5.3 million in delinquent water debt was collected.



**COLLECTION:** Water debt is referred to outside collection agencies 90 days after the initial billing. In FY19, an additional \$20 million in water debt was collected as a result of the referrals.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent change in delinquent principal outstanding (excludes current charges not yet overdue/delinquent and city bills) <sup>1</sup>	0.0%	N/A	-1.0%	-1.0%
Percent of Delinquent Water Accounts in Payment Agreements or TAP <sup>2</sup>	19.0%	N/A	20.0%	20.0%

<sup>1</sup>This is an annual measure.

<sup>2</sup>This is an annual measure.



## FY21 STRATEGIC GOALS

- ▲ Expand consolidated assumpsit actions to combine and collect on all liabilities.
- ▲ Increase legal enforcement action on commercial delinquent accounts.
- ▲ Continue to reduce delinquent water debts on rental properties.



### FY21-25 STRATEGIC INITIATIVES

The Department will increase use of consolidated assumpsit actions to more effectively collect all debt owed by owners of multiple properties and increase water debt collection. The Department will increase foreclosures on commercial properties to collect water delinquencies.

Lastly, through the expansion and continued use of sequestration, the Department will decrease water delinquencies on rental properties through court-ordered sequestrators.

## PROGRAM 5: TAX BILLING, ACCOUNTING, AND CUSTOMER SERVICE

### PROGRAM DESCRIPTION

This program determines which taxes, fees, and fines people owe, lets people know how much to pay, and processes payments and tax returns received.

### RECENT ACCOMPLISHMENTS



**CUSTOMER SATISFACTION:** Revenue monitors customer satisfaction by tracking responses to our Net Promoter Score question on customer surveys. The score is based on how customer's respond to the question: How likely are you to recommend Revenue's services to a friend or colleague. The score significantly increased for the second year in a row, more than doubling from calendar year 2018 to 2019. Surveys are submitted in-person and online.





**E-FILE:** Increased the number of vendors participating in modernized e-file, increasing the number of returns filed electronically by about 8,000. Decreasing the number of paper returns received speeds processing time and reduces tax return error rates.



**MAINTAINED THE ALL-TIME HIGH COLLECTION RATE:** In FY19 Revenue maintained the all-time high collection rate of 96.1% of Real Estate Taxes paid in the year they were due; a significant increase to the collection rate of 92.2% four years prior in FY15. This program also reduced tax return processing time by further restructuring staffing resources during peak periods, procuring a more efficient scanner, and increasing the efficiency of programming logic.



**OVERTIME:** Reduced program overtime by 22% (FY18/FY19) through a greater use of technology and efficiency improvements.



**AUDITING:** The Revenue Audit Unit increased the amount of under-reported and unidentified taxes assessed, by over \$12 million (FY18/FY19) combined.



**CASHIERING:** Installed a new and more efficient queuing system in Cashiering at the Municipal Services Building (MSB), which directs customers to the next available cashier.







**LANGUAGE SERVICES:** Added Spanish and Mandarin language services to the customer kiosks in the City's Municipal Services Building (MSB).



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of real estate tax collected within calendar year <sup>1</sup>	96.1%	N/A	96.5%	96.5%
Total dollar amount collected (General Fund) <sup>2</sup>	\$4.1B	\$1.6B	\$4.1B	\$4.4B
Total dollar amount collected (School District) <sup>3</sup>	\$1.2B	\$226.471M	\$1.2B	\$1.2B

<sup>1</sup>This is an annual measure and lags by two quarters.

<sup>2</sup>This includes real estate, BIRT, wage tax (wage tax includes the PICA portion of the taxes) and all other general fund taxes. A greater proportion of tax revenue is collected in the second half of the year than in the first half.

<sup>3</sup>This includes Payment In Lieu of Taxes (PILOT) revenue as well as all School District taxes collected by the Revenue Department. A greater proportion of tax revenue is collected in the second half of the year than in the first half.

### FY21 STRATEGIC GOALS

- ▲ Continue to increase electronic payments and tax return filing.
- ▲ Improve customer service and increase customer satisfaction.
- ▲ The Department will continue to make the modernization of Revenue's tax system a priority by dedicating subject matter experts to the team and preparing data for conversion.

### FY21-25 STRATEGIC INITIATIVES

The Department will continue to increase electronic payments and tax return filings by partnering with software vendors to expand participation in modernized e-file. Revenue has partnered with 311 to expand customer service training tools, reevaluate content, and develop a more robust training program to improve the Department's service and customer satisfaction. As part of the Integrated Tax System (ITS) project, the Department will make the customer experience, self-service, and efficiency a priority. The project's focus will be on meeting business requirements and expanding functionality, while ensuring the Department replaces or enhances current processes to maximize the benefits of the new system.



## PROGRAM 6: TAXPAYER ASSISTANCE AND CREDIT

### PROGRAM DESCRIPTION

Revenue provides tax relief to individual homeowners and business taxpayers through this program.

### RECENT ACCOMPLISHMENTS



**REAL ESTATE BALANCES:** Automatically rolled Real Estate balances homeowners enrolled in the Owner Occupied Payment Agreement (OOPA) and earning less than 30% of the area median income into existing OOPA agreements for the first time. This is a seamless way to ensure homeowners don't become delinquent for failing to reapply.







**HOMESTEAD EXEMPTION:** Increased enrollment in the Homestead Exemption by 6,498 to an all-time high of 226,766 households in calendar year 2019, an increase of nearly three percent.



**EARNED INCOME TAX CREDIT (EITC):** Successfully managed the City's Earned Income Tax Credit (EITC) campaign, connecting over 26,000 Philadelphians to free tax preparation and \$37.2 million in refunds (including over \$11 million of EITC refunds).

### PERFORMANCE MEASURES

#### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of eligible homeowners receiving relief <sup>1</sup>	79.2%	N/A	80.0%	80.0%
Number of free Federal Tax Returns prepared to support the Earned Income Tax Credit (EITC) <sup>2</sup>	26,111	N/A	25,600	25,600

<sup>1</sup>This is an annual measure.

<sup>2</sup>This is an annual measure. The contracts are funded on a per return basis, capped at 25,600 based on the available funds – but sometimes the vendor is able to prepare more.



## FY21 STRATEGIC GOALS

- ▲ Continue timely processing of over 18,000 applications received annually.
- ▲ Meet taxpayers where they are, through neighborhood pop-up events, to increase assistance program enrollment.
- ▲ Translate all assistance program applications into Spanish and Mandarin.



### FY21-25 STRATEGIC INITIATIVES

Revenue will increase enrollment in assistance programs by improving cross-enrollment and outreach efforts. The Department will collaborate with Revenue Research and the Law Department to remove ineligible accounts from Assistance Programs.

Lastly, Revenue will work with the ITS team to streamline Assistance Program application processes in the new system.

## PROGRAM 7: DELINQUENT TAX COLLECTION

### PROGRAM DESCRIPTION

Revenue, in partnership with the Law Department, uses an array of enforcement tools to encourage and compel payment of delinquent taxes, fees, and fines. These tools include sending letters and emails, placing liens on property, placement of accounts with collection agencies, closure of non-compliant businesses, sale of property through Sheriff's Sales, filing suit in both Municipal and Common Pleas Courts, sequestration of the rents from delinquent properties, and administration of payment agreements.



## RECENT ACCOMPLISHMENTS



**DELINQUENT ACCOUNTS:** Reduced the number of delinquent accounts across all taxes by 23% in the last 10 years, from about 165,200 to 126,800.







**SEQUESTRATION:** The Sequestration program exceeded \$100 million in delinquent Real Estate Tax collections since its inception in FY13.



**ASSUMPSIT ACTIONS:** In FY20, began filing consolidated lawsuits against landlords with multiple delinquent properties, in which a single lawsuit is filed for all Real Estate Tax, Water Debt, and Nuisance Liens on all the landlord's properties. It is proving a powerful tool, collecting over \$150,000 from each of the first two cases.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent change in delinquent principal outstanding - Real Estate Tax <sup>1</sup>	-8.5%	N/A	-9.0%	-9.0%
Percent delinquent real estate tax accounts in payment agreements <sup>2</sup>	28.8%	N/A	30.0%	30.0%

<sup>1</sup>This is an annual measure. This represents real estate taxes for active periods. Active periods being defined as the last 10 years for real estate.

<sup>2</sup>This is an annual measure. This measure consists of active periods. Active periods are defined as the last 10 years for real estate. The calculation divides the number of real estate accounts with payment agreement by the total number of delinquent real estate accounts.



## FY21 STRATEGIC GOALS

- ▲ Reduce delinquent active principal for Real Estate and Business Taxes.
- ▲ Increase Real Estate Tax collected in the year it is due.
- ▲ Expand the use of collection agencies and co-counsels for Business Tax discovery.
- ▲ Increase the placement of self-assessed liens for Use and Occupancy and Realty Transfer Taxes.
- ▲ Expand the consolidated assumpsit actions to consolidate and collect on all liabilities.

Assumpsit is a lawsuit against the property owner and not the property. In this case, the City would bring a claim against the owner of the property (whether an individual or entity) instead of against the property. This would allow the City to sell the property or seize the rents from it.



### FY21-25 STRATEGIC INITIATIVES

The Department will continue to improve its collection efforts by identifying new, more effective, and efficient strategies to raise funds for the City and School District of Philadelphia.

Early Intervention-Revenue will continue to alert taxpayers quickly and clearly about their debts and what they need to do to resolve them. This ensures that debts are more manageable for the taxpayer to address, improves the ability of the Department to locate the taxpayer, and increases the likelihood of compliance.





# STREETS

## PROGRAMS

**SOLID WASTE COLLECTION AND DISPOSAL  
RECYCLING PROMOTION AND PROCESSING  
SANITATION EDUCATION, ENFORCEMENT  
AND COMPLIANCE  
PAVING AND ROADWAY MAINTENANCE  
AND REPAIR  
RIGHT-OF-WAY (ROW) MANAGEMENT  
TRAFFIC ENGINEERING, MAINTENANCE  
AND MANAGEMENT  
STREET LIGHTING MAINTENANCE AND REPAIR  
ENGINEERING DESIGN AND CONSTRUCTION  
CITY STREET PLANS AND SURVEYING  
GENERAL ADMINISTRATIVE SUPPORT**



### DEPARTMENT PAGE









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DEPARTMENT-OF-STREETS/](https://phila.gov/departments/departments-of-streets/)

## MISSION

The mission of the Streets Department is to provide clean, green, and safe streets in a cost-effective and efficient manner. The Department constructs and maintains the City's transportation network and develops solid waste management systems for the public health and safety in Philadelphia's communities.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	83,603,511	90,464,913	90,879,112	94,376,380	96,908,247	100,005,482	102,633,909	102,970,549
Class 200 - Contracts/Leases	5,988,310	10,470,639	11,442,850	8,852,850	8,950,095	8,950,095	8,950,095	8,950,095
Class 300/400 - Materials, Supplies, Equipment	7,400,620	7,704,196	8,078,596	15,493,669	15,499,991	14,919,064	14,925,386	6,889,386
Class 500 - Indemnities/ Contributions	14,942,017	53,171	53,171	53,171	53,171	53,171	53,171	53,171
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances/Misc. Payments	0	0	0	0	0	0	0	0
Total	111,934,458	108,692,919	110,453,729	118,506,070	121,411,504	123,927,812	126,562,561	118,683,201

## PROGRAM 1: SOLID WASTE COLLECTION AND DISPOSAL

### PROGRAM DESCRIPTION

This program is responsible for residential and commercial solid waste collection and disposal, along with street cleaning.

### RECENT ACCOMPLISHMENTS



**STRATEGIC PLANNING:** Finalized new waste management contracts with two vendors for seven-year terms, who will collectively handle up to 610,000 tons of waste. Notably, the contracts successfully provided for a per-ton disposal rate at approximately \$66, the targeted cost intended to help defray increased recycling processing costs due to the global recycling market.









**STREET CLEANING:** Completed a highly successful mechanical street cleaning pilot targeted in areas of the City with the worst litter rating scores. The pilot focused on five areas of the City and utilized a combination of traditional mechanical broom vehicles and manual street cleaning to ensure curb-to-curb street cleaning, while using brooms, blowers and other manual tools to move trash so that sweepers could more effectively perform street cleaning, in addition to picking up other litter beyond only the street. Streets surveyed residents in the pilot areas post implementation and found that 95% of respondents agreed the areas were noticeably cleaner as a result of the street cleaning program and felt the pilot should be expanded.



**LIFE SAFETY IMPROVEMENTS TO THE FLEET:** Purchased and/or converted over 80 waste compactor trucks in FY20 equipped with new, state-of-the art safety features with the objective of preventing traffic crashes and significant injuries in the event of crashes. New safety features include a 360° camera system for drivers, safety-side guards, and cross-view mirrors. other than English.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
On-time collection (by 3 PM): trash <sup>1</sup>	83.0%	80.5%	91.0%	91.0%
Tons of refuse collected and disposed <sup>2</sup>	616,369	309,559	600,000	610,000

<sup>1</sup>Streets has experienced intermittent staff shortages due to high absentee rates making it necessary to divert compactors and crews to additional routes beyond their regularly scheduled assignments, thereby impacting the Department's on-time rate.

<sup>2</sup>Global recycling market conditions have made recycling product quality acceptance levels significantly higher, thereby necessitating the movement of previously recyclable materials to the regular trash stream and greatly increasing regular trash tonnage. It is for this reason trash tonnage is currently at levels higher than anticipated in Q2. It is hoped departmental marketing and education efforts will begin to impact citizen's recycling disposal behaviors so that more quality recycling materials are entered into the recycling stream and trash tonnage declines going forward.



## FY21 STRATEGIC GOALS

- ▲ Achieve an overall 91% waste collections on-time average for FY21 through continued implementation of GPS vehicle tracking and information systems technology on collections and cleaning routes providing for analysis of deployment protocols and processes and subsequent implementation of deployment improvements to increase efficiencies.
- ▲ Maintain waste tonnage rates at 610,000 tons despite challenging recycling market conditions which have significantly tightened minimally acceptable recycling material contamination standards contributing to a large increase of additional materials into the regular waste stream.
- ▲ Implement internal controls and management efficiencies to significantly reduce overtime by 14% to no more than \$6.8 million.



PHOTO COURTESY OF TAYLOR FARNSWORTH





## FY21-25 STRATEGIC INITIATIVES

The Department continues to pursue ambitious plans as part of the City's Zero Waste effort, with multiple initiatives to significantly reduce litter and increase waste diversion. This includes a new and comprehensive focus on objective, data-driven approaches to strategically address litter reduction needs. The successful full-scale implementation of a new citywide litter indexing system, combined with GIS and GPS technology, has ushered in an exciting and entirely new way to assess neighborhood litter conditions and prioritize and plan effective location-specific solutions, while effectively and efficiently deploying resources to address critical needs. A new StreetSmart PHL/GIS system supports major waste management

strategic initiatives, as well as day-to-day deployment of resources, to be driven by objective data assessment of litter conditions and optimal utilization of sanitation resources.

A new citywide curb-to-curb mechanical street cleaning program will be established while adopting this approach. Tailored street cleaning plans will be implemented in specific areas of the City, taking into consideration level of need and physical and spatial limitations, such as parking capacity and street width. This will ensure that areas most in need of cleaning will be addressed first, while applying innovative, viable, and effective street cleaning methods where needed.

As part of the Mayor's Cleaner and Safer Streets priority, \$10 million is included in FY21 to expand street sweeping to more neighborhoods and commercial coordinators citywide, and \$67 million over five years. As part of the program's expansion, mechanical cleaning will be expanded to new neighborhoods.



## PROGRAM 2: RECYCLING PROMOTION AND PROCESSING

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### PROGRAM DESCRIPTION

This program maximizes collection and processing of recyclable materials. Diverting these materials from the solid waste stream reduces solid waste tonnage. The Department also develops and coordinates education and outreach programs to bolster recycling rates.

### RECENT ACCOMPLISHMENTS

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**NEW RECYCLING CONTRACT:** The Department successfully negotiated a new and innovative best-value recycling processing contract during FY20 that effectively ensures significantly more stable recycling costs going forward.

Rates that were previously more dependent on the value of processed recycling products and that resulted in wide and unpredictable processing costs, are now much more stable by virtue of a longer-term initial four-year contract, while still providing for revenue producing opportunities during strong market cycles.







**IMPROVED DATA COLLECTION:** Streets obtained data on recycling behavior throughout the City, as well as the overall waste composition of City trash and recycling, including specific community-based data, from comprehensive studies and surveys.

The Department is using this information to make targeted educational marketing and enforcement decisions in specified areas of the City to educate residents and businesses on recycling acceptable products and materials and to increase overall recycling participation, particularly in areas where participation is low.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Recycling rate <sup>1</sup>	14.3%	14.1%	15.0%	14.0%
On-time collection (by 3 PM): recycling	97.0%	98.5%	97.0%	97.0%
Tons of recycling collected and disposed <sup>2</sup>	88,375	43,470	95,000	85,000

<sup>1</sup>Significant changes in the global recycling market have drastically decreased demand for recycling products and materials. There has been a significant change in acceptance quality requirements of recycled products overseas, greatly decreasing demand for paper and other products, and, as a result, significantly impacting the amount of materials being processed through the recycling stream. This has decreased the Department's overall recycling rate.

<sup>2</sup>Significant changes in the global recycling market have drastically decreased demand for recycling products and materials. There has been a significant change in acceptance quality requirements of recycled products overseas, greatly decreasing demand for paper and other products, and, as a result, significantly impacting the amount of materials being processed through the recycling stream. This has decreased the amount of overall recycling tonnage processed.

### FY21 STRATEGIC GOALS

- ▲ Maintain an overall 97% recycling collections on-time average for FY21 through implementation of GPS vehicle tracking and information systems technology on collections and cleaning routes providing for analysis of deployment protocols and processes and subsequent implementation of deployment improvements to increase efficiencies.
- ▲ Achieve a 17% recycling rate average, given the stricter contamination standards, by identifying and capitalizing on targeted opportunities in specific areas of the City based upon objective data on recycling behavior.
- ▲ Establish a new contamination rate performance metric to gauge the amount of non-compliant materials entering the recycling stream and achieve a 15% contamination rate for FY21.





## FY21-25 STRATEGIC INITIATIVES

Ongoing global recycling market challenges continue to significantly impact the Department, as well as the City's overall recycling program goal to increase the diversion of recycling materials away from the regular waste stream. Unprecedented low contamination thresholds, primarily imposed by China, have greatly decreased the value of and resultant market of recycling products. This has driven down recycling diversion rates and significantly increased recycling processing costs. In response, the Department is aggressively evaluating measures that will reduce recycling contamination rates while increasing

resident and business participation in recycling behaviors.

The Department is studying recycling contamination rates across the City, as well as the specific behaviors contributing to contamination so that measured, neighborhood-specific educational initiatives can be introduced. An organics diversion and composting program also continues to be a long-term goal, as it promises to vastly expand the City's diversion rate despite market conditions for traditional recycling. The department plans to develop a small scale, cost-effective, organics diversion and composting initiative.

## PROGRAM 3: SANITATION EDUCATION, ENFORCEMENT AND COMPLIANCE

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### PROGRAM DESCRIPTION

The Department monitors commercial and residential areas to enforce compliance with sanitation code and regulations and performs outreach to neighborhoods and their representatives to conduct cleaning and beautification efforts.



## RECENT ACCOMPLISHMENTS



**ILLEGAL DUMPING SURVEILLANCE:** The Department successfully partnered with the Office of Innovation and Technology (OIT) to install illegal dumping surveillance cameras in targeted areas known for illegal dumping activity.

Streets has installed 50 cameras so far in FY20 and anticipates the installation of over 100 new cameras by the end of the fiscal year. collected over \$3 million of water debt during the first 9 months.



**CORRIDOR ENFORCEMENT:** Streets, in collaboration with the Commerce Department, established a commercial enforcement partnership program, which provides for nighttime enforcement of specified commercial corridors





known for illegal dumping. This ensures enforcement coverage during times when illegal dumping in commercial corridors is most prevalent.



**DIVERSE ENFORCEMENT:** Streets hired seven new bilingual enforcement officers as part of an increased focus on enforcement in multilingual communities.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of citations issued	85,493	60,396	90,000	90,000
Number of contacts and warnings	85,492	42,011	85,000	85,000

## FY21 STRATEGIC GOALS

- ▲ Decrease illegal dumping trash tonnage by 20% as a result of enhanced enforcement.





## FY21-25 STRATEGIC INITIATIVES

The Department is ambitiously accelerating anti-litter enforcement efforts across the City, made possible by successful implementation of mobile, handheld, electronic ticketing devices. This, along with additional enforcement staff capacity, and the objective, data-oriented approach to litter reduction efforts, will allow the Department to effectively deploy enforcement officers to areas of the City most in need and to identify and generate violation fine notices where they are most effective and least burdensome. Over time, this is

anticipated to curtail littering behavior significantly.

Streets will also continue to work with the Zero Waste cabinet law enforcement and technology partners to create a vast citywide network of illegal trash dump surveillance cameras in strategically targeted areas of the City known for such activity. This increased emphasis on enforcement, combined with a smarter, more efficient solutions-oriented approach towards litter conditions in the City is anticipated to yield significant results in improving livability citywide.

## PROGRAM 4: PAVING AND ROADWAY MAINTENANCE AND REPAIR

### PROGRAM DESCRIPTION

This program maintains streets, Americans with Disabilities Act (ADA) ramps, and roadways by repaving and repairing deteriorating road conditions, including potholes. This program also removes snow and ice and scales back overgrown vegetation that affects traffic flow.

### RECENT ACCOMPLISHMENTS



**PLANNING FOR RESURFACING:** Streets established a new two-year paving plan which provided a preplanned listing of all streets to be resurfaced so that the general public could have reasonable advance notice of scheduled resurfacing efforts. The two-year plan represented the Department's first proactive resurfacing schedule serving as a precursor for additional, more long-term plans going forward.









**COMMUNICATIONS:** A new resurfacing communications strategy was successfully implemented for the general public throughout the City, with advanced phone notification and door-hanger communications to impacted residents and businesses.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of time potholes are repaired within three days	89.9%	90.5%	90.0%	90.0%
Pothole response time (days)	3.0	2.8	3.0	3.0
Miles resurfaced <sup>1</sup>	96	54	90	81

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<sup>1</sup>Streets has redirected resources to upgrading increased ADA curb ramps necessitating a decrease in overall resurfacing miles

## FY21 STRATEGIC GOALS

- ▲ Continue to follow the new two-year paving plan.





## FY21-25 STRATEGIC INITIATIVES

City streets and roadways must be resurfaced and maintained at optimal lifecycle intervals in order to maintain the local street network. Streets continues to improve roadway conditions by augmenting staff and resources.

The Department is also emphasizing an objective, data-oriented approach towards strategically addressing roadway conditions throughout the City. New GIS and GPS technology and systems are being used along with objective

assessment tools to rate and monitor the quality and condition of streets and roadways. The Department will be establishing, for the first time, three and five-year paving plans, which will formally identify and list all streets and roadways to be resurfaced. In addition, those areas most in need of repair will be prioritized in systematic fashion, allowing for not only long-term planning of overall resurfacing, but also real-time deployment of resources to address the most needed repairs.

## **PROGRAM 5: RIGHT-OF-WAY (ROW) MANAGEMENT**

### **PROGRAM DESCRIPTION**

This program ensures the safe movement of traffic, including vehicles, bicycles, and pedestrians, when streets and sidewalks are closed or detoured due to construction work. This program is also responsible for determining the location, time, method, and manner for openings or excavations of City streets for utility construction and repair.







## RECENT ACCOMPLISHMENTS



**PERMIT AND PAVE PHL:** Streets successfully implemented the new Permit and Pave PHL portal systems providing public, web-based, and real-time information, mapping, and data drill down capabilities for street closures, as well as closure permits issued for construction projects, special events, block parties, detours, resurfacing, and other right-of-way information. The systems allow for this information to be provided in real-time, which has been very limited before.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of Right-of-Way (ROW) plan designs completed on-time	83%	97%	90%	90%
Number of Right-of-Way (ROW) inspections <sup>1</sup>	14,612	4,174	15,200	15,600

<sup>1</sup>Streets ROW inspections team was reorganized in Q2 and consolidated with highways inspection staff to achieve economies of scale and more efficiency in performing inspections. The Department believes inspections previously categorized as ROW inspections are being incorrectly categorized as other types of inspections and therefore reporting this measure in error. Streets is looking into this discrepancy.

## FY21 STRATEGIC GOALS

- ▲ Maintain an annual average of on-time rate for right-of-way design plan reviews at 90% or higher during FY21.
- ▲ Increase right-of-way inspections by 10% in FY21.





## FY21-25 STRATEGIC INITIATIVES

The Department continues to strategically focus ROW management efforts within the context of the City's Vision Zero strategy, dedicated towards eliminating all traffic fatalities by 2030, and long-term CONNECT transportation plan goals for the safe and efficient movement of traffic, particularly for pedestrians and bicyclists, when roads and sidewalks are closed or obstructed as a result of these activities. A major reorganization of inspection staff resources will consolidate all roadway inspectors as part of the ROW unit. Organizational inspections and associated staff will grow from twelve to 36 positions, thereby leveraging economies of scale to perform additional and more varied

types of inspections. This is projected to more effectively and efficiently address illegal commercial encroachment activity and ensure increased safe and efficient movement of pedestrian, bicycle, and vehicle traffic where encroachments exist.

In addition, new smart-technology mobile devices will allow inspectors to efficiently identify, inspect, and follow-up on street closures and encroachments and to issue violation notices to curtail illegal and potentially dangerous right-of-way concerns. Overall inspections activity, as well as violation enforcement efforts, are expected to significantly increase beginning in FY21.

## PROGRAM 6: TRAFFIC ENGINEERING, MAINTENANCE AND MANAGEMENT

### PROGRAM DESCRIPTION

This program identifies problematic intersections and develops solutions to ensure traffic safety and efficiency in these areas. This program also oversees the installation and operation of traffic control devices and signage.



## RECENT ACCOMPLISHMENTS



**TRAFFIC SAFETY SOLUTIONS:** Successfully implemented the Neighborhood Slow Zone Program, using an objective assessment based upon neighborhood requests for traffic safety improvements for specific zones of the City rather than individual blocks. The initial pilot is being conducted along streets surrounding Fairhill & Willard Elementary Schools and will consist of redirecting a street, as well as traffic safety signage by June 2020 with in the goal of significantly reducing traffic speeds and the public's perception of safety in the area.



**BIKE LANE CREATION:** Completed the innovatively designed 11th Street protected bike lane from Bainbridge to Reed Streets, including parallel lanes for cyclists to ride north and south. The bike lane provides needed additional infrastructure for this increasingly popular transit mode within the City.



**TRAFFIC SIGNAL IMPROVEMENTS:** Installed multiple audio-enhanced countdown pedestrian signals in six busy intersections in Center City, providing for audible countdown timer sounds specifically for the visually impaired who cannot otherwise view traditional pedestrian signals. residents and businesses.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	FY19 ACTUAL	FY20 YTD (Q1 + Q2)	FY20 TARGET	FY21 TARGET
Average days to repair traffic light	1.0	1.0	1.0	1.0
Average days to repair traffic sign: A-level work order	13.12	10.00	10.00	10.00
Average days to repair traffic sign: B-level work order	19.82	15.50	20.00	20.00
Average days to repair traffic sign: C-level work order <sup>1</sup>	20.90	27.00	30.00	30.00

<sup>1</sup>This metric has increased slightly since FY19 due to staffing shortages and prioritizing A-level work orders.



## FY21 STRATEGIC GOALS

- ▲ Increase the number of signalized intersections connected to the Traffic Operations Center (TOC) by 2% during FY21 to allow for remote signal changes to respond to changing traffic patterns and manage traffic flows.
- ▲ Implement traffic safety measures that reduce traffic fatalities by 5% during FY21.



### FY21-25 STRATEGIC INITIATIVES

Streets is aggressively implementing the City's Vision Zero strategy, dedicated towards eliminating all traffic fatalities by 2030, as well as associated goals and objectives in the City's long-term CONNECT transportation plan. The focus is on the most dangerous traffic corridors, which represent 12% of total City streets and are responsible for 50% of all traffic deaths. The Department remains committed to addressing high-injury areas, objectively identified as most in need of concept design solutions for traffic safety improvements, including slow zones, bump-outs, speed cushions, modern-day roundabouts, pedestrian countdown traffic signals, protected bike lanes and pedestrian trails, safe crosswalks, and new medians.

The Department is also working to significantly expand the City's bike network, including additional high-quality protected bike lanes throughout various areas of the City.

Partnering with the Office of Transportation, Infrastructure, and Sustainability (oTIS) and City Council, this ambitious effort will focus on significantly increasing protected bike line miles over the next five years, and will strive to connect key sections of major, existing trails, such as the Schuylkill and Delaware River trails and sections of the East Coast Greenway trail.

Other major traffic initiatives include continued close collaboration with PennDOT to complete reconstruction of I-95, including the I-95 cap around Penn's Landing, the implementation of new technology and street network design solutions to more efficiently move mass transit buses through City streets, and the continued upgrading of traffic signals and their connectivity to the TOC to further centralize traffic control and intelligent transportation systems throughout the City.



## PROGRAM 7: STREET LIGHTING MAINTENANCE AND REPAIR

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### PROGRAM DESCRIPTION

This program is responsible for Philadelphia's 106,000 streetlights. Contractors respond to service complaints, inspect lights that are not working, and replace lamps and photo-controls. PECO powers all streetlights and repairs utility lines. City workers repair downed streetlight poles and broken luminaries and replace obsolete equipment.

### RECENT ACCOMPLISHMENTS

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**KENSINGTON LED LIGHTING INSTALLATION:** Successfully installed more than 2,100 new LED lights along streets branching off from Kensington and Alleghany Avenues along the Market-Frankford Elevated Train corridor. The new lighting was installed for four blocks both ways on major streets, such as Lehigh Avenue, and for two blocks on minor streets and was a continuation of a project which began during FY19 to provide enhanced visibility within this high-crime corridor area.



**PEDESTRIAN LED LIGHTING PROJECTS:** Completed the full installation of pedestrian LED lighting as part of the Center City LED lighting project, with over 100 pedestrian-scale LEDs in the Center City area, Arch to Race, from Broad to 17th Streets.







**DISTRIBUTED ANTENNAE SYSTEM (DAS):** The Department's management and regulation of the placement and utilization of distributed antenna systems (DAS) on City-owned pole assets throughout the city program continues to build upon its initial success from last fiscal year, with continually increasing DAS installations citywide and over \$2.6 million in program fee revenues projected for FY20. DAS systems provide for an antenna network of wireless service within a geographic area and are highly sought after by wireless service providers.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Average time to repair a street light pole knockdown (days) <sup>1</sup>	73	75	10	10
Average time to repair a street light foundation (days) <sup>2</sup>	661	189	45	45
Average response time for major street lighting repairs <sup>3</sup>	52	38	30	30
Street lights converted to LED lighting	N/A	1,407	2,000	2,000

<sup>1</sup>Lack of staff and backlogged work orders impacted this measure throughout the fiscal year. Newly hired staff and the continued focus on addressing prior backlog should improve this measure significantly during FY20.

<sup>2</sup>Lack of staff and backlogged work orders impacted this measure throughout the fiscal year. Newly hired staff and the continued focus on addressing prior backlog should improve this measure significantly during FY20.

<sup>3</sup>Lack of staff and backlogged work orders impacted this measure throughout the fiscal year. Newly hired staff and the continued focus on addressing prior backlog should improve this measure significantly during FY20.

### FY21 STRATEGIC GOALS

- ▲ Leverage available state and local grants, where possible, to expand opportunities to install additional LED street lighting across the City.
- ▲ Expand LED lighting in the city by converting 2,000 streetlights to LED lighting during FY21.





## FY21-25 STRATEGIC INITIATIVES

Streets continues to implement the citywide conversion of streetlights to more energy-efficient and more effective LED lighting systems in order to maximize light output and coverage while reducing energy consumption. Expanded LED lighting efforts are targeted in troubled, high-crime areas to provide greater visibility relative to their incandescent counterparts, an increased sense of safety, and better conditions for residents, pedestrian and vehicular traffic. Streets will work with the Managing Director's Office of Public Safety to objectively identify and plan on LED installation opportunities for those areas most in need of increased visibility to deter crime.

The Department is also partnering with the City's Office of Sustainability (OOS) to explore a new and innovative project, that, if implemented, promises to greatly accelerate Streets' LED lighting conversion efforts. The project utilizes authorizing state legislation enabling the City to enter into a performance contract with an energy service company (ESCO) to develop and implement LED conversions as an overall cost-savings energy efficiency solution, with the energy savings shared between the ESCO and City. These annual operating savings are expected to be significant, as maintenance contract activities would no longer be necessary.

## PROGRAM 8: ENGINEERING DESIGN AND CONSTRUCTION

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### PROGRAM DESCRIPTION

This program coordinates, reviews, and approves private development and roadway, signal, and streetscape projects. Projects are opportunities to develop systemic efficiencies, reduce fuel consumption, and expand bike and pedestrian pathways.



## RECENT ACCOMPLISHMENTS



**CAPITAL PROJECT MANAGEMENT:** Managing a total of 62 Capital Program and grant-funded transportation projects in FY20, either in the design or construction phases, representing a total project value of more than \$174 million.







**PAVEMENT MARKINGS:** Pavement marking plans have been developed this year for almost 140 miles of projected new roadway resurfacing, which includes various Vision Zero-oriented traffic calming designs and is in support of the Department's goal to continually increase roadway resurfacing, ultimately to 131 miles annually by FY23.



**COMPLETED PROJECTS:** Several notable transportation projects were completed this fiscal year, including the Spruce and Pine Streets Resurfacing and Safety project, which incorporated resurfacing and multiple traffic safety features, including movement of the bike lane from the right to left side of the street to reduce vehicular right-turning accidents with bicyclists. Other important projects include design work for the 15th Street Bridge rehabilitation project and several high-profile streetscape projects.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of ongoing construction projects	26	22	25	25
Number of ongoing designs <sup>1</sup>	38	41	30	30

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<sup>1</sup>Increased project work load is significantly impacting this measure.



## FY21 STRATEGIC GOALS

- ▲ Increase percentage of completed design projects relative to ongoing design projects by 5%.
- ▲ Increase percentage of completed construction projects relative to ongoing construction projects by 5%.



### FY21-25 STRATEGIC INITIATIVES

The Streets Department continues to maintain a highly effective and successful capital program, managing an increasing number of innovative public works projects within project deadlines, coordinating and performing review and approval for multiple and varied private development projects, and various roadways, bridges, signal and streetscape projects around the city. The Department's capital program work is strategically aligned with the City's Vision Zero and CONNECT transportation plan initiatives. In that regard, the Department will be working closely with the Office of Transportation, Infrastructure and Sustainability (OTIS) to streamline an objective, data-driven capital project prioritization process that aligns with long-term transportation goals and objectively informs the ranking and listing of projects with funding opportunities. This will effectively provide for the establishment

of a ten-year transportation project plan and a process that focuses on the most critical projects going forward.

Streets recently obtained capital funding for the development of a new, highly anticipated enterprise project management system that promises to align project management, coordination of public works grants, and grant-funded deadlines, and reimbursements, to more expeditiously and efficiently complete projects to maximize the available grant funding stream for projects. Implementation of this new system is projected to yield a significant return on investment by allowing the Department to depart from a currently archaic and manual-intensive project management and grant tracking process to more efficiently complete an increased number of projects and ensure timely receipt of eligible grant funds for project work.



## PROGRAM 9: CITY STREET PLANS AND SURVEYING

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### PROGRAM DESCRIPTION

This program studies and revises the City's general street system plans while also maintaining maps of land use, the general overall layout of city streets, and street names. This program also maintains street and surveying plans, which are available upon public request.

### RECENT ACCOMPLISHMENTS

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**MONUMENT ESTABLISHMENT:** Streets continues its commitment to re-establish over 3,000 survey monuments across the City, which are essential to determining the precise location of all land divisions in the City. The Department is working to reach its goal of 100 monuments this year.







**REBUILD:** The Department is successfully assisting the City's Rebuild Program by preparing property surveys and staking property lines of recreation centers and libraries throughout the City.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Average days survey district response time <sup>1</sup>	35	35	30	35
Total cost of survey services provided to others	\$1,797,503	\$1,440,804	\$2,300,000	\$2,600,000

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<sup>1</sup>Significant recruitment challenges have impacted the Department's ability to sufficiently staff surveying operations, thereby precluding our capacity to improve survey district response time.

### FY21 STRATEGIC GOALS

- ▲ Reestablish a minimum of 100 survey monuments throughout the City during FY21.





## FY21-25 STRATEGIC INITIATIVES

Streets will continue to work closely with PennDOT to survey and redefine property boundaries impacted by the Philadelphia Interstate (I-95) project and redevelopment along the corridor. This includes built surveys to capture hundreds of right-of-way changes initiated by PennDOT and extensive updates to the City Plan, the survey plan depicting the layout of the entire city street system (including trees, lines, curb lines, widths, etc.), to properly reflect redirected and geographically modified state and local streets and roadways.

A significant shortage of licensed surveyors in the metropolitan Philadelphia area threatens to impact the long-term viability of the Department's professional surveying operations. As a result, the Department is implementing a comprehensive

ten-year, in-house training and development program that will incentivize and train entry-level technical staff to become state-licensed surveyors and expand the candidate population to sufficiently fill skilled and leadership surveying positions.

The Department is working closely with the Office of Property Assessment (OPA), the Office of Property Data (OPD) and Department of Records to coordinate the maintenance of all citywide property data into one combined GIS system, including parcel data clean-up. Streets' surveying operations are successfully working to ensure property boundary data in the system is accurate, thereby ensuring City data can be effectively used as the legal source for property disputes, as well as chain of title and development plans.

## PROGRAM 9: GENERAL ADMINISTRATIVE SUPPORT

### PROGRAM DESCRIPTION

This program is responsible for agency-wide management, including finance, human resources, occupational health and safety, and planning and analysis.



## RECENT ACCOMPLISHMENTS







**MONUMENT ESTABLISHMENT:** Enhanced the Future Track Workforce Development program, which helps participants with little to no work experience to learn work-ready skills to secure full-time, permanent employment. During FY20, the program is projected to successfully transition 15 participants into full-time, civil service employment.



**EMPLOYMENT PIPELINE:** Successfully implemented an innovative Intern-to-Hire program for engineering interns, which uses the internship as part of the civil service assessment process. This initiative has yielded increased diversity in engineering positions and more timely hiring for entry-level engineering positions, with five new diverse hires projected for FY20.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of operating invoices processed	6,146	3,071	5,500	6,000
Average days to process operating invoices	4.0	3.4	3.5	3.0

## FY21 STRATEGIC GOALS

- ▲ Successfully hire a minimum of 10 participants of the Department's Future Track workforce development program into civil service employment.
- ▲ Successfully hire a minimum of five new entry-level engineers as a result of the Department's Intern-to-Hire program.





## FY21-25 STRATEGIC INITIATIVES

Streets intends to establish a formally structured, new and innovative six-month probationary program for Sanitation Laborers, representing the Department's largest employee group. The objective of this program is to standardize criteria used to assess new Laborers to ensure they are successfully performing the most essential elements of the job and to train and reinforce these elements throughout the program. New Laborers will be introduced to a new training and development program that focuses on the job attributes most critical to successfully perform the work. Each new hire will also be objectively evaluated by a central management committee to ensure consistency in performance and evaluation. The Department intends to partner with union leadership from District Council #33, Local 427 in developing this program.

The increasing retirement of experienced employees, particularly those in key leadership or essential positions, has resulted in a significant institutional knowledge and experience gap in Streets' workforce. It is essential that a new and comprehensive approach is developed to ensure newer employees promoted into key positions have the necessary competencies to successfully perform the job. As a result, the Department is developing a succession planning program to address future workforce planning needs in a systemic and structured fashion. It will identify the necessary competencies for key positions and establish comprehensive development plans for potential candidates to effectively assume the higher-level duties and responsibilities of these targeted jobs.





# SUSTAINABILITY

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## PROGRAMS

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**GREENWORKS  
ENERGY OFFICE**



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
OFFICE-OF-SUSTAINABILITY/](https://phila.gov/departments/office-of-sustainability/)









## MISSION

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The Office of Sustainability (OOS) moves Philadelphia toward a shared vision of a city providing environmental, equity, economic, and health benefits for all.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	548,133	551,910	556,456	1,054,956	1,087,456	1,087,456	1,087,456	1,087,456
Class 200 - Contracts/Leases	390,326	393,508	673,508	1,143,508	1,143,508	1,143,508	1,143,508	1,143,508
Class 300/400 - Materials, Supplies, Equipment	17,219	17,840	17,840	17,840	17,840	17,840	17,840	17,840
Class 500 - Indemnities/ Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Class 900 - Advances/Misc. Payments	0	0	0	0	0	0	0	0
Total	955,678	1,213,258	1,467,804	2,466,304	2,498,804	2,498,804	2,498,804	2,498,804

## PROGRAM 1: GREENWORKS

### PROGRAM DESCRIPTION

Greenworks is the City's comprehensive sustainability plan, covering topics such as climate change, natural resources, air quality, waste management, food access, transportation, and green jobs. OOS works with partners around the city to improve quality of life for all Philadelphians, reduce the City's carbon emissions, and prepare for a wetter and hotter future.



**BEAT THE HEAT HUNTING PARK: A COMMUNITY HEAT RELIEF PLAN**



## RECENT ACCOMPLISHMENTS

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**RESIDENT HEAT DISPARITY:** Building off community engagement and surveying conducted in the summer of 2018, the Beat the Heat Hunting Park: A Community Heat Relief Plan was released in July of 2019. The plan was released at a community celebration in partnership with Esperanza, a Hispanic faith-based organization working to address root causes of systemic poverty. The plan provides a summary of the heat disparity experienced by residents, outlines the engagement work conducted, and details the recommendations made by residents on how to increase resident resiliency to heat and reduce neighborhood temperatures. As a follow up, OOS worked with Esperanza to apply for and receive an EPA Environmental Justice grant to continue the work into 2020.



**CLIMATE CHANGE ACTION:** As one of 25 cities participating in the Bloomberg American Cities Climate Challenge (ACCC), OOS is advancing programs and policies to reduce carbon emissions from the buildings and transportation sectors, the two largest components of the local carbon footprint. With ACCC funding, OOS supported the passage of Building Energy Performance legislation to cut energy use in the City's largest non-commercial buildings; launched the Climate Collaborative of Greater Philadelphia with over 45 regional businesses and institutions committed to making and achieving climate action goals; released an RFP for a business diversification study for Philadelphia Gas Works (PGW) to understand how the municipally-owned gas utility can thrive in a low or no-carbon future; began the creation of a municipal clean fleet plan to reduce emissions from the City's 6,000 vehicles, and supported the creation of a transit advocacy coalition to help provide support for the City's transportation goals.



**FOOD POLICY:** A new Food Policy Advisory Council (FPAC) Interim Manager was hired to support FPAC as it undergoes a strategic planning process to help the group develop an equity and community-centered vision and set of principles and to operationalize its values of diversity, equity, and inclusion. FPAC subcommittees continue to advance work on hunger, workforce, zero waste, health, procurement, and other issues. To support the FPAC urban agriculture subcommittee, OOS successfully applied for two grants totaling \$300,000 to support the creation of the City's first urban agriculture master plan now being led by Philadelphia Parks & Recreation.







**GREENWORKS REVIEW:** OOS released Greenworks Review, a magazine-style annual report, which shared the City's sustainability progress over the last year, highlighted residents and organizations advancing sustainability in their own communities, and provided information and resources to inspire further action. Additionally, OOS used social media, blog posts, and public events to engage with thousands of Philadelphia residents throughout the year on ways they can help to achieve the collective vision for a sustainable city for all.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Social media followers (through Facebook, Twitter and Instagram)	14,963	14,227	15,000	16,000
People reached <sup>1</sup>	4,292	2,449	11,500	13,100
Percentage of total buildings in compliance with energy and benchmarking law <sup>2</sup>	75.5%	N/A	92.0%	92.0%
Number of people who engaged with Food Policy Advisory Council (FPAC) during the reporting periods <sup>3</sup>	1,548	2,366	2,850	3,000

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<sup>1</sup>The Greenworks Launch event was moved from the winter to the spring, but there are other community events like the Block Captains Rally in FY20Q3. Launch of Greenworks Review, roll out of EJ Community Listening Series, Climate Collaborative, and Earth Week celebrations in FY20Q4 should bring us close to our goal of reaching a total of 11,500 people.

<sup>2</sup>This is an annual measure.

<sup>3</sup>This measure includes attendance at FPAC meetings, newsletter subscribers, and social media followers. The FY19 year-end figure will not include Q1, as this measure is new as of FY19 Q2.

### FY21 STRATEGIC GOALS

- ▲ Launch citywide climate adaptation planning effort to ensure climate adaptation is integrated into all City operations and establish external stakeholder group to inform new guidelines that direct private development towards climate resiliency.
- ▲ Continue and expand neighborhood-based climate resiliency strategies like the Hunting Park plan by looking at cool paving surfaces and engaging residents in collecting temperature data.
- ▲ Support the establishment of the City's first Environmental Justice Commission through managing appointments to the board, conducting meetings, establishing priorities, and engaging both internal and external stakeholders in the Commission's work.



- ▲ Wrap up Bloomberg American Cities Climate Challenge work, including implementing the Building Energy Performance program, completing the PGW business diversification study, completing the municipal clean fleet plan, holding additional technical workshops for the Climate Collaborative, supporting increased energy efficiency information and access to resources for residential homes, and supporting public transit projects such as bus-only lane design.
- ▲ Complete FPAC strategic planning process and use the plan to inform permanent staffing, funding, and operational needs and to determine alignment with other City food-related policy priorities.
- ▲ Complete OOS racial equity action plan that will identify existing equity challenges and opportunities and provide documents, tools, and trainings for all employees to improve their equity practice internally and externally.
- ▲ Hire Chief Resiliency Officer to support a citywide climate adaptation plan.

## FY21-25 STRATEGIC INITIATIVES

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OOS will continue to lead the City's response to the climate emergency. It will continue to implement policies and programs that reduce the causes of climate change locally – namely buildings, transportation, and waste, which will be outlined in a forthcoming outline of the City's existing climate action commitments. OOS will continue to manage the City's benchmarking program and new building energy performance program for large buildings and find new ways to increase information about and access to energy efficiency programs for residential homes. By completing the PGW business diversification study, OOS will also support PGW in pursuing new pathways that will slash emissions from buildings that use natural gas for heating. Beyond carbon mitigation, OOS acknowledges that Philadelphia is already experiencing the effects of climate change and begin to protect its infrastructure, communities, and residents from the hotter and wetter climate. Over the next two years, OOS will lead the creation of a Citywide Climate Adaptation Plan, which will ensure all City departments include climate impacts in operations and planning and will engage both internal and external stakeholders in updating and establishing new guidelines for private development. This work includes continuing and expanding neighborhood-based climate resiliency efforts to support communities that are most vulnerable to climate impacts. OOS will also continue to publish municipal and citywide greenhouse gas inventories to assess the existing state of carbon emissions and help inform prioritization of future action.



When the strategic planning process is complete in 2020, OOS will help FPAC implement the recommendations of the plan, including advocating for changes in staffing, funding, and operational needs, and ensuring FPAC is working in alignment with other City food-related policy priorities around hunger, procurement, and workforce and economic development.

OOS will continue to advance other sustainability policies and programs in partnership with City departments. This work includes supporting Philadelphia Parks & Recreation in the creation of an urban agriculture master plan, an urban forest strategic plan and in launching a community compost program. OOS will also help the Office of Transportation, Infrastructure, and Sustainability (oTIS) in assessing the climate impact of transportation strategies and supporting work that promotes low and no-carbon transportation options like walking, biking, and public transit. OOS will work with the Zero Waste & Litter Cabinet on reducing the sources of waste and supporting the Thriving Cities project focused on sustainable urban consumption run by C40, an organization of over 100 cities taking on bold climate action. Lastly, OOS will collaborate with the Office of Fleet Management on a municipal clean fleet plan and implementation strategy.

## PROGRAM 2: ENERGY OFFICE

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### PROGRAM DESCRIPTION

The City of Philadelphia's Energy Office, housed within OOS, manages City government energy operations; strategically procures cost-effective, reliable energy; promotes energy conservation and efficiency within City facilities; and develops and implements projects and programs that promote the efficient use of energy and reduce the City's environmental impact.

### RECENT ACCOMPLISHMENTS

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**RELIABLE ENERGY:** After being approved via City Council legislation in December of 2017, the Energy Office team spent much of the last year working to finalize the contract for the solar power purchase agreement between the City, the Philadelphia Energy Authority, and Community Energy, the project developer. To support the City's larger climate and energy goals, the Energy Office also helped put on a technical workshop with technical support provided through the Bloomberg American Cities Climate Challenge for other institutions to learn how to engage in a power purchase agreement, which was attended by 32 people, representing 25 different organizations.





**ENERGY EFFICIENCIES:** The large retrofit at the Philadelphia Museum of Art is currently under construction, and includes LED (light-emitting diodes) bulb and fixture lighting replacements, upgrades to heating systems, and new chilled water systems, among other major investments. The project reduces electricity use by 4.5 million kWh and creates 191 jobs over the term of construction. In addition, the Greenworks Sustainability Fund has continued to support other department energy efficiency projects, such as the installation of LED lighting, that help reduce energy use and increase occupant comfort. Since its start in 2012, Greenworks Sustainability Fund projects have generated \$2.5 million in savings from energy and utility costs.



**LED LIGHTING:** The Energy Office, together with the Philadelphia Energy Authority, Streets Department, and Office of Innovation and Technology (OIT), have begun the procurement for a Citywide LED streetlighting and controls project to convert the city's more than 100,000 streetlights to LED, which will be the largest carbon-reducing energy efficiency project the City can complete. A request for qualifications was released in January 2020 and a request for proposals will occur later in the year.







**BUILDING MONITORING SOFTWARE:** In partnership with OIT, the Energy Office released a Request for Proposals for building monitoring software in January 2019. The goal of the building monitoring software is to provide data and analytics on specific buildings that will help operators run buildings more efficiently, use less energy, and improve tenant comfort.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
City of Philadelphia facility energy consumption, including General, Aviation and Water Funds (Million British Thermal Units) <sup>1</sup>	3.94	Q1 ONLY: 0.81	3.78	3.82
City of Philadelphia facility energy cost including General, Aviation and Water Funds (\$ Million) <sup>2</sup>	\$60.46	Q1 ONLY: \$11.84	\$67.04	\$60.48
Percentage of General Fund square footage participating in energy management practices supported by Municipal Energy Master Plan <sup>3</sup>	64.0%	N/A	62.0%	66.0%
Percentage of identified City Departments engaged in energy management practices supported by Municipal Energy Master Plan <sup>4</sup>	75.0%	N/A	80.0%	85.0%

<sup>1</sup>The target is based on a 3% reduction in usage from the three-year average for FY16-18.

<sup>2</sup>The target is based on a 3% reduction in usage from the three-year average for FY16-18.

<sup>3</sup>This is an annual measure. The Office of Sustainability made good progress working with facilities and hopes to continue to grow its connections with facilities.

<sup>4</sup>This is an annual measure. The Office of Sustainability made good progress working with facilities and hopes to continue to grow its connections with facilities.

### FY21 STRATEGIC GOALS

- ▲ Lead the RFQ process for the LED Streetlighting project, ultimately narrowing the list of vendors eligible to respond to the RFP that will follow.
- ▲ Work with the Department of Public Property (DPP) to determine a path for approximately 25 City-owned buildings to come into compliance with the Building Energy Performance program.
- ▲ Begin construction on a major \$1.5 million Heating, Ventilation, and Air Conditioning (HVAC) Retrofit at the Fire Administration Building in partnership with DPP.
- ▲ Provide meaningful access to energy data to City employees and residents by publishing a dashboard linked to the City's energy management database.





## FY21-25 STRATEGIC INITIATIVES

The Energy Office will continue its operations role and will continue to implement projects that help meet the goals of the Municipal Energy Master Plan, which will act as a roadmap for how Philadelphia's city government will lead by example in mitigating the causes of climate change by reducing energy use and costs, making operations more efficient, and advancing environmental stewardship.

The Office will continue to manage the City's participation in energy load management programs, like demand response, where the City is asked to reduce its energy consumption at key times throughout the year, when demand is at its highest. For example, during a heat wave, OOS coordinates with building operators to cut energy use in City buildings, which is then rewarded through a rebate check. The Office will also continue to measure and verify the City's first guaranteed energy savings project at the City's four largest downtown office buildings. The Energy Office will continue to support

Greenworks' energy reduction goals through data-driven strategies designed to increase awareness of energy usage and maximize energy savings. These strategies include continued use of the Office's web-based utility bill management database, where energy use data is collected and shared with City departments. Armed with the ability to track energy use through the database, agencies better understand the opportunities and benefits of energy efficiency.

Ensuring that the City of Philadelphia purchases energy at an affordable rate is another goal of the Energy Office, which purchases the City's electricity, natural gas, and vehicle fuel. The Office will continue to monitor this supply and work to minimize price volatility. Through the Greenworks Sustainability Fund, OOS will continue to make funding available to departments on a competitive basis to support energy efficiency and sustainability projects within City-owned facilities.



# WATER



## PROGRAMS

**FINANCE**

**HUMAN RESOURCES AND ADMINISTRATION  
OPERATIONS**

**ENGINEERING AND CONSTRUCTION**

**PLANNING AND ENVIRONMENTAL SERVICES**

**PUBLIC AFFAIRS**



### DEPARTMENT PAGE

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PHILADELPHIA-WATER-DEPARTMENT/

## MISSION

The Philadelphia Water Department (PWD) supports public health by planning for, operating, and maintaining the infrastructure and organization necessary to reliably provide an uninterrupted supply of high-quality drinking water for its 1.6 million customers; meeting household, commercial and firefighting needs; and sustaining and enhancing the region's watersheds and quality of life by treating wastewater to high standards and effectively managing stormwater.



## **BUDGET**

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Water does not include General Fund operating budget.

## **PROGRAM 1: FINANCE**

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### **PROGRAM DESCRIPTION**

This program is charged with overseeing the PWD's financial, accounting, and budgetary functions, including overseeing the budgeting and accounting for PWD financial activities; achieving an affordable and fair rate structure through a transparent rate-making process; and issuing PWD Financial Reports. In addition, the program processes PWD expenditures and completes all documentation related to federal and state grants for the Water Department.



## RECENT ACCOMPLISHMENTS



**DEBT ISSUANCE:** In FY19, PWD worked with the Office of the Director of Finance, the City Treasurer's Office, and other departments to issue City of Philadelphia Water, and Wastewater Revenue Refunding Bonds, which will deliver net present value savings of approximately \$12 million through year 2035, which will help reduce future rate increases. The debt issuance maintained current "A" category ratings from all three major rating agencies A1 (Moody's), A+ (Standard & Poor's) and A+ (Fitch) with stable outlooks for the utility.







**PERFORMANCE MANAGEMENT:** PWD continues to implement monthly budget performance reports for all its programs to better manage its operating budget and five-year financial plan. PWD fiscal staff also worked with accounting staff from the Office of the Director of Finance to complete the PWD portion of the City's Comprehensive Annual Financial Report (CAFR), which is produced on an annual basis.



**TAP RECONCILIATION PROCESS:** In June 2019, PWD's finance team, in conjunction with the Law Department and Water Revenue Bureau, concluded its inaugural Tiered Assistance Program (TAP) Rate Rider reconciliation process with the City of Philadelphia Water, Sewer, and Stormwater Rate Board. The reconciliation process resulted in FY20 surcharge rates for actual TAP program costs.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 ONLY)	 FY20 TARGET	 FY21 TARGET
Maintain current credit ratings (A+ / A1 / A+) <sup>1</sup>	A+, A1, A+	N/A	A+, A1, A+	A+, A1, A+
Achieve targeted debt and liquidity metrics as defined by the Department's Financial Plan <sup>2</sup>	100%	N/A	100%	100%

<sup>1</sup>This is an annual measure. The Water Department aims to ensure that the current creditworthiness of the Department does not decline.

<sup>2</sup>This is an annual measure assessing whether PWD is achieving its targeted debt and liquidity metrics as defined by the Department's Financial Plan.



## FY21 STRATEGIC GOALS

- ▲ Ensure timely administration of operating and capital budgets, PWD invoicing, and the timely completion of all financial reports.
- ▲ Maintain balanced PWD five-year financial plan to ensure financial resiliency and maintain existing credit ratings.



### FY21-25 STRATEGIC INITIATIVES

This program will continue to work to make the PWD budgeting process more efficient and effective by collecting and analyzing various costs and metrics closely to ensure a fair rate structure and preparing a five-year projection of the Water Fund costs to ensure that the Department is able to maintain a sound financial position. The City expects to commence the next rate proceeding by

the end of February in order to implement a rate increase anticipated to be effective in the first quarter of FY21.

During the next year, this program will also work with the Office of the Director of Finance, the Treasurer's Office, and other departments to ensure that the bonds retain both their existing ratings and stable outlook.

## PROGRAM 2: HUMAN RESOURCES AND ADMINISTRATION

### PROGRAM DESCRIPTION

This program supports the continued development of a talented and diverse PWD workforce by utilizing human resource planning (such as personnel recruitment, placement, career development and safety programs) and administrative services that are consistent with the long-term needs of the PWD and with the City's goals for diversity. This program also manages the building facilities, machine shop, and security services for PWD.



## RECENT ACCOMPLISHMENTS

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**EXPANDED STUDENT EMPLOYMENT OPPORTUNITIES:** Continued to provide opportunities for Philadelphia youth, young adults, and residents with barriers to employment to gain career exposure, workforce development training, and access to permanent employment opportunities with the City, including participating in the City as Model Employer initiative, which prepares individuals who have barriers to employment for middle-skill positions that are difficult for City departments and private sector employers to fill. In FY20 YTD, 156 Philadelphia high school and college students were provided with student employment opportunities exposing young professionals to a variety of water industry career paths.



**CONTINUED SUPPORT FOR POWERCORPS PHL:** Provided funding and support to PowerCorps PHL, a workforce training program with a proven track record of connecting residents with barriers to employment to career pathways. In FY20YTD, PWD provided 58 PowerCorps participants with training and professional work experience, ranging from stormwater infrastructure maintenance to waterway restoration.



**INCREASED EMPLOYMENT OPPORTUNITIES:** Expanded pathways to permanent employment for graduates of PowerCorps and Philadelphia School District technical trades programs by increasing apprenticeship opportunities across the Department. Currently, 24 PowerCorps alumni and 15 Philadelphia trades program graduates are employed in permanent or trainee positions within PWD, ranging from electrician to grounds and facilities maintenance workers.







**EXCEEDED FY19 CONTRACT PARTICIPATION GOAL:** Through the end of 2019, PWD reported a 33% Minority-, Women-, or Disabled-Owned Business Enterprise (M/W/DSBE) participation rate in the department's contracts, exceeding its FY19 participation goal of 30%.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 ONLY)	 FY20 TARGET	 FY21 TARGET
Departmental vacancy rate (%) <sup>1</sup>	14%	12%	<15%	<15%

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<sup>1</sup>PWD's collaboration with the Office of Human Resources improved this measure.

### FY21 STRATEGIC GOALS

- ▲ Ensure that personnel recruitment, placement, training, career development, and safety programs are consistent with long-term needs of the Department and the City's goals for diversity and inclusion.
- ▲ Coordinate labor management initiatives and employee relations programs with PWD's long-range operational plans.
- ▲ Coordinate personnel functions with initiatives in workforce and management planning.

### FY21-25 STRATEGIC INITIATIVES

This program will continue to build its capacity to recruit, hire, and train staff while supporting and expanding a culture of safety throughout the Department. In each of these efforts, special focus will be directed toward the development and expansion of programs that are in support of the City as Model Employer initiative, including PWD's Apprenticeship and Internship programs. In coordination with the Office of Human Resources, PWD will work to reduce the overall vacancy rate.

The Facilities Management group will continue to provide maintenance services throughout the Department, ensuring that each of PWD's facilities is able to operate at full capacity without interruption. There will also be an ongoing effort to review and modernize security, commensurate with the demands and risks of a 21st century utility.



## PROGRAM 3: OPERATIONS

### PROGRAM DESCRIPTION

This program manages integrated water and wastewater services that meet or exceed all state and federal regulatory requirements to protect and preserve Philadelphia's water resources. It operates, maintains, repairs and improves the water systems necessary to purvey dependable potable drinking water while ensuring appropriate quality, pressure and volume. It also operates, maintains, repairs and improves the wastewater systems necessary to efficiently collect and treat wastewater and stormwater to protect and improve the environment.



**GUIDED BY STRATEGIC PLANNING EMBODIED IN THE NEW 25-YEAR DRINKING WATER MASTER PLAN, PWD IS MAKING LARGE-SCALE INVESTMENTS IN OUR TREATMENT PLANTS TO ENSURE CLEAN, RELIABLE WATER FOR DECADES TO COME.**

### RECENT ACCOMPLISHMENTS



**WATER TREATMENT:** The three Water Pollution Control Plants (WPCPs) maintained high levels of treatment efficiency and met all permit requirements in calendar year 2019.



**DRINKING WATER COMPLIANCE:**

Three drinking water treatment plants and three wastewater treatment plants continued to achieve 100% compliance with the Safe Drinking Water Act and Clean Water Act permit requirements. Two plants received a platinum award from the National Association of Clean Water Agencies (NACWA), for perfect compliance with the Environmental Protection Agency's (EPA) National Pollutant Discharge Elimination System (NPDES) requirements for five consecutive calendar years, and another plant received a silver award, on track to receive the gold award in calendar year 2019.



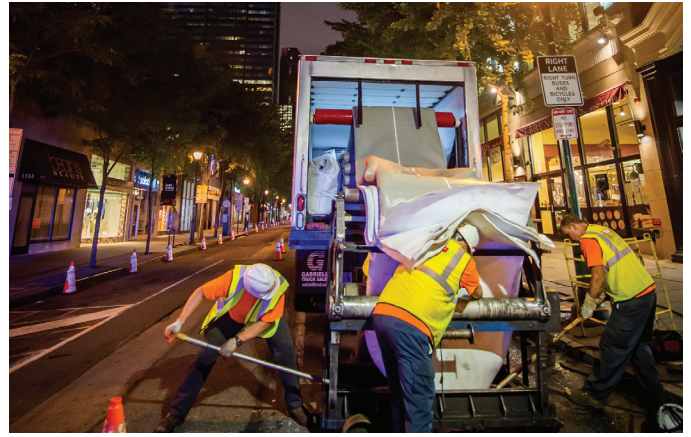
**RECENTLY COMPLETED LEED SILVER CERTIFIED WEST PHILADELPHIA MAINTENANCE YARD. THIS NEW FACILITY INCLUDES A STATE-OF-THE-ART TRAINING FACILITY, CLIMATE-CONTROLLED STORAGE FOR SEWER FLUSHING MACHINES, AND SEVERAL GREEN STORMWATER MANAGEMENT PRACTICES.**





### **PARTNERSHIP FOR SAFE WATER:**

Celebrated 21 years participating in the Partnership for Safe Water, an alliance of six national drinking water organizations that set water quality performance goals more stringent than regulatory requirements and offer self-assessment tools and programming to improve the performance of water system operations. PWD has achieved the 20-year Director's Award status, recognizing PWD's ongoing two-decade commitment to continually meet or exceed all "Phase III" performance requirements. PWD has also met the requirements of the EPA's Interim Enhanced Surface Water Treatment Rule and the Long-Term II Enhanced Surface Water Treatment Rule, both of which outline drinking water requirements for public water systems.



**SEWER LINING EXTENDS THE LIFE OF OUR INFRASTRUCTURE AND IS A COST-EFFECTIVE, EFFICIENT APPROACH TO REDUCING POLLUTION. FASTER AND LESS INVASIVE, IT MINIMIZES NEIGHBORHOOD DISRUPTION THAT COMES WITH TEARING UP STREETS.**



**LEAK DETECTION:** The Leak Detection Survey program surveyed 746 miles of small-diameter mains (approximately 27%), with corrective measures abating approximately 41.7 million of gallons per day of leakage in FY19.







**A NEW SECTION OF A 10-FOOT WATER MAIN, BEFORE IT IS LOWERED INTO THE GROUND. THESE MAINS MAKE OUR INFRASTRUCTURE MORE DEPENDABLE.**



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 ONLY)	 FY20 TARGET	 FY21 TARGET
Millions of gallons of treated water <sup>1</sup>	82,811	17,180	MEET CUSTOMER DEMAND	MEET CUSTOMER DEMAND
Percent of time Philadelphia's drinking water met or surpassed state and federal standards	100.0%	100.0%	100.0%	100.0%
Miles of pipeline surveyed for leakage	746	267	1,110	1,110
Water main breaks repaired <sup>2</sup>	790	116	MEET CUSTOMER DEMAND	MEET CUSTOMER DEMAND
Average time to repair a water main break upon crew arrival at site (hours) <sup>3</sup>	5.5	6.6	8.0	8.0
Percent of hydrants available	99.5%	99.3%	99.7%	99.7%
Number of storm inlets cleaned/year <sup>4</sup>	103,053	26,777	100,000	100,000
Wastewater Treatment met or surpasses state and federal standards/month <sup>5</sup>	100%	100%	100%	100%

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<sup>1</sup>PWD's target is to meet customers' demand. The measure is calculated by taking weekly average treatment flow summed for 3 plants x 7 days to get millions of gallons of treated water.

<sup>2</sup>The Department's target is to repair all water main breaks.

<sup>4</sup>Eight hours is the Water Department's service-level agreement (SLA).

<sup>5</sup>This is the number of inlets cleaned each quarter in PWD's system, which contains over 79,000 inlets.

<sup>6</sup>This is calculated by taking the number of days out of compliance and dividing it by days of the month or quarter.



## FY21 STRATEGIC GOALS

- ▲ Comply with all federal and state regulations relating to water and wastewater management.
- ▲ Operate, maintain, repair, and improve the water system necessary to purvey potable water at adequate quantities and pressures to meet customer demand.
- ▲ Operate, maintain, repair, and improve the wastewater system necessary to efficiently collect and treat wastewater and stormwater from the City of Philadelphia and wholesale customers.



### FY21-25 STRATEGIC INITIATIVES

Operations will continue to maintain the water and wastewater systems dependably, supplying service to the City of Philadelphia and 11 wholesale customers. This program will maintain, repair, and improve the water and wastewater systems efficiently by investing in infrastructure, evaluating alternative technologies, managing PWD maintenance programs, and investing in new technologies, all while continuing to maintain the structural redundancy that is needed to ensure continuous operation. Operations will also continue to improve maintenance efficiencies for Green Stormwater Infrastructure.

Key services will comply with existing and anticipated state and federal regulations. Operations will also continue to evaluate alternative methods for achieving compliance to address changing regulations; work with regulators, peer groups, and experts to ensure long-term compliance; and work on updating metering infrastructure.

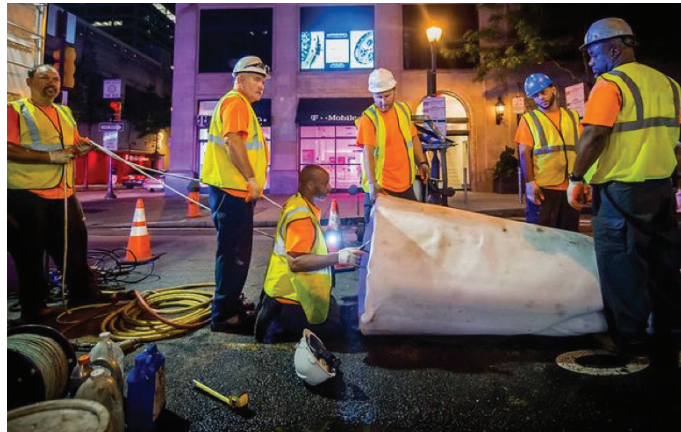
Philadelphia Water Department is implementing its Advanced Metering Infrastructure (AMI) System. This system is a required upgrade, as the existing meter reading system is at the end of its life. The outgoing meter reading system utilizes a collection of vehicles to remotely collect meter readings once per month. This new generation of technology utilizes a fixed-base network to collect meter readings in near real time remotely.



## PROGRAM 4: ENGINEERING AND CONSTRUCTION

### PROGRAM DESCRIPTION

This program provides technical support to the Operations Program. It prepares and implements the capital budget program which includes design, project control, and construction management for new and existing assets. The program ensures the renewal and replacement of the PWD's conveyance and collector systems, as well as its treatment facilities.



**PWD EMPLOYEES WORKING ON A SEWER RELINING PROJECT**

### RECENT ACCOMPLISHMENTS



**CAPITAL PROJECT OVERVIEW:** In FY19, the capital program encumbered \$291.5 million. Capital-funded projects included replacing 17.4 miles of water mains, reconstructing/rehabilitating 10.7 miles of sewers, making improvements to PWD facilities, and installing green stormwater infrastructure. Significant progress was made on the construction of the \$110 million project to construct three 30-million-gallon storage tanks at East Park. The first of these storage tanks was completed and placed into service in FY18, and work on tanks #2 and #3 is 95% complete.



**OTHER SIGNIFICANT PROJECTS INCLUDE:** The Clear Water Basin at the Baxter Water Treatment Plant (\$111 million) – is approximately 70% complete; the New Gravity Thickeners at the Northeast Water Pollution Control Plant (\$38.5 million) - completed; the By-Pass conduit from the Primary Sedimentation Tanks to the Chlorine Contact Tanks (\$15.9 million) - completed; the West Philadelphia Sewer Maintenance Facility (\$17.7 million) - completed; and the Water Treatment Plant Security System (\$19.2 million) - will be fully complete in FY20.







**CROSS-DEPARTMENTAL COLLABORATION:** PWD continued coordinating with the Streets Department and all other utilities for work in the street, from the capital project design phase to post-project street repairs and repaving. This work will help preserve the structural integrity of city streets, as well as water and sewer infrastructure.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 ONLY)	 FY20 TARGET	 FY21 TARGET
Miles of sewers renewed <sup>1</sup>	10.7	N/A	≥ 10	≥ 10
Miles of water mains renewed <sup>2</sup>	17.4	N/A	≥ 34	≥ 36
Percent of capital budget encumbered <sup>3</sup>	82%	N/A	≥ 95%	≥ 95%

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<sup>1</sup>This is an annual measure. This measure identifies the number of miles of sewer replaced in PWD's collectors system.

<sup>2</sup>The cost per mile of water main renewal has increased. The Department has increased its budget in future years to meet this target.

<sup>3</sup>This is an annual measure of the percent of capital budget dollars encumbered and is a percentage of the Department's overall capital budget, including Collectors, Conveyance, Treatment Plants, and Engineering and Material Support.

### FY21 STRATEGIC GOALS

- ▲ Manage and maintain PWD's renewal and replacement program of the conveyance and collector's system, which delivers drinking water and collects wastewater from customers.
- ▲ Optimize and/or maintain the resources required to renew the Department's treatment facilities to ensure reliability.



## FY21-25 STRATEGIC INITIATIVES

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This program will continue to reinvest in the Department's infrastructure through its capital program. The Department's FY21 capital budget is \$611.4 million plus carryforward and includes funding for ongoing infrastructure upgrades and maintenance through pipeline monitoring and best practices in asset management. These investments will allow the Department to continue to meet regulatory requirements and ensure reliability of service by replacing water and wastewater infrastructure that has reached the end of its useful life.

The Department anticipates that over the next 20 years, compliance with the Consent Order and Agreement, a 25-year regulatory commitment to comply with the Long-Term Control Plan Update of the Clean Water Act, will significantly increase capital and operating expenditures related to its Combined Sewer Overflow Program requirements. Looking ahead to the tenth-year milestone, PWD continues to review program cost and delivery to optimize the program while satisfying necessary regulatory requirements. As of the most recent projections, the total cost of the 25-year program is approximately \$4.5 billion, of which approximately \$3.5 billion are capital-related costs and \$1 billion are operation and maintenance-related costs.



**DRY WEATHER INSPECTION OF PWD'S  
VENICE ISLAND PUMPHOUSE GREEN ROOF  
[LOOKING NORTH]**



## PROGRAM 5: PLANNING AND ENVIRONMENTAL SERVICES

### PROGRAM DESCRIPTION

This program manages the Green City, Clean Waters Program and other Safe Drinking Water and Clean Water Act regulatory compliance obligations. It provides comprehensive and strategic planning and research support for the Department. This program also manages laboratory services to support compliance and quality initiatives, as well as materials analysis for capital projects and procurement.



**ENVIRONMENTAL SCIENTIST SPECIALIST  
MEGAN MALLOY CONDUCTING A DRY WEATHER  
INSPECTION OF RAIN GARDEN 14-1-1  
(COLUMBUS SQUARE RECREATION CENTER)**

### RECENT ACCOMPLISHMENTS



**GREEN CITY, CLEAN WATERS:** Completed the first eight years of the City's Combined Sewer Overflow (CSO) Long Term Control Plan Update, also known as Green City, Clean Waters, in FY19. The program succeeded in achieving or exceeding all Water Quality-Based Effluent Limits (WQBEL) Performance Standards and producing all required regulatory deliverables on schedule.



**COPPER AND LEAD COMPLIANCE:** PWD continues to be in full compliance with the EPA's Lead and Copper Rule, which regulates the amount of lead and copper in drinking water. PWD's corrosion control program minimizes the release of lead from service lines, pipes, fixtures, and solder by creating a coating designed to keep lead from leaching into the water. Uniform corrosion treatment is implemented at all three water treatment plants, which helps minimize the release of lead and copper from service lines and internal piping in residences, commercial, and industrial facilities.







**BEGAN IMPLEMENTING THE DRINKING WATER MASTER PLAN:** In FY18, PWD completed a Drinking Water Master Plan which outlines a comprehensive program to upgrade the City's drinking water treatment and supply facilities. The plan is comprised of 400 projects that are all connected with their schedule, sequence, and funding. These projects will be the focus of PWD's drinking water facility capital spending for the next 25 years. They will ensure continued reliability and redundancy of the drinking water system to consistently deliver safe, clean drinking water to all PWD customers.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 ONLY)	 FY20 TARGET	 FY21 TARGET
Constructed greened acres <sup>1</sup>	235	22	300	300
Number of Green Acres Design Completed/year <sup>2</sup>	494	26	350	350
Analyses performed by PWD's Bureau of Laboratory Services/year <sup>3</sup>	393,432	105,189	400,000	400,000
Site inspections completed/month <sup>4</sup>	418	386	400	400

<sup>1</sup>PWD anticipates the construction completion of Greened Acres to significantly increase in FY20 Q3, FY20 Q4 and all of FY21 as the designed projects of FY19 complete construction. While compliance forecasts are focused on FY21 Q4 targets, data on hand at this time indicates PWD will be extremely close to achieving the annual FY20 targets with any potential shortfalls being recovered in FY21.

<sup>2</sup>PWD completed designs for 523 Greened Acres in FY19 to achieve and surpass the annual target of 350 by 50%. This high level of production was deliberate to provide ample time for projects to be constructed in advance of a major compliance reporting milestone in FY21 Q4.

<sup>3</sup>This measure is calculated by taking the number of analyses performed at PWD's central laboratory.

<sup>4</sup>This is a measure of the number of monthly site inspections performed at private properties installing stormwater management practices to confirm compliance with the approved design.

### FY21 STRATEGIC GOALS

- ▲ Conduct planning and adaptive management analyses and strategies developed for compliance with regulatory obligations.
- ▲ Continue to comply with the required 10-, 15-, 20- and 25-year milestones for the Green City, Clean Water Program.
- ▲ Provide laboratory support to the Department for compliance and quality initiatives.





## FY21-25 STRATEGIC INITIATIVES

This program will continue to utilize integrated planning, strategic, and adaptive management approaches to support PWD's capital needs in line with achieving regulatory compliance obligations associated with the Safe Drinking Water Act, Clean Water Act, and numerous drinking water quality and source water protection regulations.

This program will continue to implement initiatives leading towards attainment of the Green City, Clean Water program's WQBEL Performance Standards through: planning and design of green stormwater infrastructure; planning support for traditional infrastructure; coordination

with numerous City agencies, private entities, non-profit advocacy organizations, and other partners to implement green infrastructure; and regulatory planning and compliance simulations and evaluations utilizing water quality, hydrodynamic, hydraulic, and hydrologic models.

This program will also continue to maintain PWD's environmental laboratories as safe, secure, professional, State-accredited, innovative laboratories that can support PWD's growth as a compliant, sustainable, and resilient utility.



## PROGRAM 6: PUBLIC AFFAIRS

### PROGRAM DESCRIPTION

This program creates and implements comprehensive communications strategies to inform and educate Philadelphians about PWD, to expand access to PWD services, and to provide residents with critical information in times of breaking news or emergency repairs, making sure that residents continue to receive information from the Department in a timely and comprehensive manner. This includes the management of the newly merged Customer Contact Center which receives customer calls regarding water emergencies, requests for customer service, and information about billing and collection. The program also has a special focus on public engagement and community relations, and mediates the needs, expectations and concerns of PWD's stakeholders. This program facilitates, with the Mayor's Office, media access to the PWD; designs and executes a digital strategy to engage residents; and ensures that key information about the PWD is available to residents.



**PWD COMMISSIONER RANDY HAYMAN CUTS THE RIBBON FOR THE BERKS & SEDGLEY RAIN GARDEN WITH REPRESENTATIVES FROM STRAWBERRY MANSION CDC AND STUDENTS FROM BLAINE ELEMENTARY.**

### RECENT ACCOMPLISHMENTS



**CONTINUED CROSS-TRAINING EFFORTS:** In FY19, PWD continued comprehensive cross training for representatives at the newly merged Water Revenue Bureau and PWD Customer Contact Center. This training includes the use of a variety of billing and work order databases, as well soft skills training focusing on a high-quality customer experience.









**IMPROVED COMMUNICATIONS:** In FY19, the program developed materials and implemented campaigns on various topics, including: Drink Philly Tap campaign (in partnership with University of Pennsylvania and Penn Environment); PWD’s Water Bar – special pop-up events to promote conversations regarding tap water quality; Annual Water Quality Report and development of a customer-friendly Water Quality snapshot bill insert; Customer Guide update; materials regarding e-billing; and seasonal and emergency customer communications.



**FAIRMOUNT WATER WORKS:** Reached approximately 30,000 adults and children at the Fairmount Water Works Interpretive Center, which serves as the PWD’s education arm and focuses on experiential learning in all aspects of water resources.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 ONLY)	 FY20 TARGET	 FY21 TARGET
Average speed to answer customers’ emergency calls (minutes) <sup>1</sup>	3.38	2.3	< 3.0	< 3.0
Average speed to answer customers’ billing and service calls (minutes) <sup>2</sup>	43.0	70.8	< 60	< 60
Number of non-city employees in attendance at public meetings	10,558	3,433	> 4,800	> 4,800

<sup>1</sup>This measure is only reporting on the speed to answer for emergency calls. This includes call back times.

<sup>2</sup>Launch of MyPhillyWaterBill online billing and payment platform in Q1 required training of the staffs which resulted into increase call durations in F20 Q1.



## FY21 STRATEGIC GOALS

- ▲ Establish a single communications channel through which to handle customer billing complaints, shut-offs, and support for customers, while leveraging best practices and technologies to enhance customer interactions at multiple touch points.
- ▲ Implement a comprehensive communications plan that educates and engages with customers and the public-at-large in a manner that is timely, accurate, informative, and highly accessible.
- ▲ Strive to transform residents and partners into water resource advocates through engagement and education.



### FY21-25 STRATEGIC INITIATIVES

This program will expand the Customer Contact Center operations to include omnichannel capabilities, allowing customers to request service through digital channels, such as live chat.

During the upcoming years, this program will continue to engage and communicate actively with customers in a variety of ways, including traditional printing of bill stuffers; disseminating a homeowner's guide; offering easy access to information on PWD's website and blog; attaining social media integration with all messaging; and releasing videos and presentations, among others. These tools will support a variety of dedicated campaigns designed to ensure that

customers have the information they need regarding infrastructure investments, customer assistance programs, the Green City, Clean Waters program, water quality (including tap water quality and lead in drinking water), regulatory obligations, and other important topics.

PWD's public engagement teams will continue to meet with residents in their neighborhoods to share information and receive feedback, recognizing that there is no replacement for person-to-person interaction. PWD will continue to engage approximately 30,000 adults and children on a yearly basis via the Fairmount Waterworks, the education center of the PWD.





# BOARD OF ETHICS

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## PROGRAMS

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### BOARD OF ETHICS



#### DEPARTMENT PAGE

[PHILA.GOV/DEPARTMENTS/CITY-OF-  
PHILADELPHIA-BOARD-OF-ETHICS/](https://phila.gov/departments/city-of-philadelphia-board-of-ethics/)









## MISSION

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The mission of the Board of Ethics is to promote public confidence in City government through its implementation, administration, and enforcement of the City's Campaign Finance, Ethics, Lobbying, and Financial Disclosure Laws and the restrictions on political activity by City employees. These Public Integrity Laws advance honesty, integrity, and transparency in City government. The Board also serves the public and promotes transparency in government by making detailed campaign finance and lobbying information easily accessible to the public on its website.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
<b>Class 100 - Wages</b>	875,033	1,041,630	1,041,630	1,041,630	1,041,630	1,041,630	1,041,630	1,041,630
<b>Class 200 - Contracts/Leases</b>	43,538	52,500	52,500	52,500	52,500	52,500	52,500	52,500
<b>Class 300/400 - Materials, Supplies, Equipment</b>	7,067	7,500	7,500	7,500	7,500	7,500	7,500	7,500
<b>Class 500 - Indemnities/ Contributions</b>	0	0	0	0	0	0	0	0
<b>Class 700 - Debt Service</b>	0	0	0	0	0	0	0	0
<b>Class 800 - Payments to Other Funds</b>	0	0	0	0	0	0	0	0
<b>Class 900 - Advances/Misc. Payments</b>	0	0	0	0	0	0	0	0
<b>Total</b>	925,638	1,101,630	1,101,630	1,101,630	1,101,630	1,101,630	1,101,630	1,101,630

## PROGRAM 1: BOARD OF ETHICS

The five-member, independent Board of Ethics was established by ordinance, approved by the voters in May 2006, and began work on November 27, 2006. At the core of its mission are training and advice that promotes compliance with the Public Integrity Laws so that people covered by these laws, which includes City officers and employees, candidates and their treasurers, political committees, and entities as well as individuals involved in lobbying, can comply with the City's Public Integrity Laws. When necessary, the Board investigates complaints and enforces these laws to ensure compliance with rules that promote public confidence in City government.



## RECENT ACCOMPLISHMENTS

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**ADVICE AND GUIDANCE:** The Board continues to provide extensive advice and guidance to those affected by the Public Integrity Laws. People covered by the City's Public Integrity Laws seek advice from the Board every day, and the demand for advice remains high. Informal guidance is available by phone, by email, and in person, and Board staff endeavors to deliver this informal guidance as quickly as possible. The Board also provides advice to the regulated community via written advisory opinions that offer a detailed analysis of the application of Public Integrity Laws to specific facts provided by a requestor regarding his or her prospective behavior. The six advisory opinions issued in FY19 reflect current events and concerns as well as the breadth of matters under the Board's jurisdiction.



**TRAINING AND OUTREACH:** The Board also provided training and outreach to enhance compliance with the City's Public Integrity Laws. The number and variety of classes presented by the Board continues to expand. Board staff members conducted 57 ethics training classes in FY19 and expect to conduct at least that many classes through the end of FY20. These classes are attended by employees, members of City boards and commissions, and departmental trainers.



**POLITICAL CAMPAIGNS:** Since the offices of Mayor, City Council, City Commissioners, and Sheriff were all on the ballot in the 2019 election cycle, the Board offered eight Campaign Finance training sessions in FY19 and three more before the November 2019 general election. These classes, presented with a representative of the Office of the City Commissioners, cover not only the requirements for candidates and political committees under the Pennsylvania Election Code and Philadelphia's Campaign Finance Law, but also the "nuts and bolts" of the City's mandatory electronic filing process. Email alerts on important issues and frequent email reminders of filing dates and requirements are used in addition to in-person classes to provide maximum notice to candidates, treasurers and committees about campaign finance filing obligations.



**CAMPAIGN FINANCE FILING SYSTEM:** In early 2019, the Board launched a new electronic Campaign Finance Filing System. The new Campaign Finance Filing System, developed by the Office of Innovation and Technology (OIT) and Board staff, is a web-based application that allows filer access from any device. The system publishes submitted campaign finance reports directly to the Board's publicly searchable database replacing the old system, which was less efficient and required Board Staff to manually format reports and upload data to the public database. Additionally, the upgrade to a new system came at a time when the Office of the City Commissioners was



considering a pilot program to allow for electronic filing of required campaign finance reports with the County Board of Elections. This timing allowed the requirements of the City Commissioners to be incorporated into the system build. The Campaign Finance Filing System now allows for simultaneous electronic filing of campaign finance reports with both the Board of Ethics and the Philadelphia County Board of Elections (in the Office of the City Commissioners). The new system has an easier interphase for filers and enhanced searching ability for the public. To facilitate a smooth transition to the new system, the Board, with the assistance of the City Commissioners, held four Saturday classes at high schools throughout the City to show people who are responsible for filing campaign finance reports with the City how to use the new system.



**FINANCIAL DISCLOSURE SYSTEM:** In FY20, the Board is involved in a complete redesign of the City's Financial Disclosure System. In conjunction with OIT and the Department of Records, the Board will be developing the specifications for a replacement Financial Disclosure System. The current system, which is now more than 12 years old, was extended for one year last year to complete the 2019 filing season. Board Staff will be reaching out to Human Resources (HR) managers for assistance in helping to facilitate this system, which should be in place in time for the 2020 filing season.



**PUBLIC INTEGRITY LAWS:** When necessary, the Board enforces the Public Integrity Laws. Board Staff conducted investigations which resulted in Board approval of nineteen settlement agreements in FY19 in which parties agreed to pay the City monetary penalties for violations of the City's Campaign Finance and Lobbying Laws as well as the City's Ethics Code and Home Rule Charter. In FY20, the Board has so far approved seven settlement agreements in which parties agreed to pay the City monetary penalties for violations of the City's Campaign Finance Law as well as the City's Home Rule Charter. In many of the settlement agreements in FY19 and FY20, the parties were also required to take remedial action by amending required campaign finance reports, attending ethics training, paying lobbying registration fees to the City, and enhanced monitoring by Board Staff. All the FY19 and FY20 settlement agreements are posted on the Board's website, [www.phila.gov/ethicsboard](http://www.phila.gov/ethicsboard)







**BOARD PROCESSES:** In FY19, the Board resolved four late campaign finance reporting matters using a Board-approved expedited process that does not involve a formal settlement agreement. In FY20, the Board has so far resolved 12 late campaign finance reporting matters using the same Board-approved expedited process. The 16 entities in total paid penalties for filing late reports, and late filing information for each matter was made available to the public on the Board's website.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
<b>Percentage of Primary Election candidates who file timely reports:</b>				
Cycle 1: Sixth Tuesday pre-primary report, due in April <sup>1</sup>	N/A	N/A	N/A	N/A
Cycle 2: second Friday pre-primary report, due in May <sup>2</sup>	N/A	N/A	N/A	N/A
Cycle 3: thirty day post-primary report, due in June <sup>3</sup>	N/A	N/A	N/A	N/A
<b>Percentage of General Election candidates who file timely reports:</b>				
Cycle 4: Pre-election report, due in September <sup>4</sup>	N/A	90.0%	95.0%	N/A
Cycle 5: Pre-election report, due in October <sup>5</sup>	N/A	100.0%	95.0%	N/A
Cycle 6: Post-election report, due in December <sup>6</sup>	N/A	90.0%	95.0%	N/A
Cycle 7: Annual report, due in January <sup>7</sup>	N/A	N/A	N/A	95.0%

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<sup>1</sup>New measure for FY20 and no municipal election in CY 20, so no requirement to timely file CF reports w/ BOE.

<sup>2</sup>New measure for FY20 and no municipal election in CY 20, so no requirement to timely file CF reports w/ BOE.

<sup>3</sup>New measure for FY20 and no municipal election in CY 20, so no requirement to timely file CF reports w/ BOE.

<sup>4</sup>Late reports were resolved in a prompt manner and can be attributed to technical or medical issues. No municipal election in CY 20, so no requirement to timely file CF reports w/ BOE.

<sup>5</sup>No municipal election in CY 20, so no requirement to timely file CF reports w/ BOE.

<sup>6</sup>Late reports were resolved in a prompt manner and can be attributed to technical or medical issues. No municipal election in CY 20, so no requirement to timely file CF reports w/ BOE.

<sup>7</sup>Will be known and reported in CY 20 Q1 when 2019 Cycle 7 CF reports are due to BOE.



## FY21 STRATEGIC GOALS

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- ▲ Expand options for training to include online ethics, campaign finance, and lobbying classes.
- ▲ Maintain and increase rates of timely compliance with campaign finance and lobbying reporting deadlines.
- ▲ Increase public awareness of online campaign finance, financial disclosure, and lobbying data.

## FY21-25 STRATEGIC INITIATIVES

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Compliance with Public Integrity Laws is best promoted through training, outreach, and easily accessible educational materials. For that purpose, over the next five years the Board will work to maintain and expand the frequency and variety of its training and outreach activity, to continue to be responsive to all formal and informal requests for advice, and to advance transparency in city government by improving online access to campaign finance data and lobbying information. The Board also plans to promulgate new regulations to offer clear rules in plain language for compliance with the Public Integrity Laws and to continue offering educational materials and content on its website. The Philadelphia Home Rule Charter (§ 4-1100) mandates that the Board of Ethics “administer and enforce... [the City’s] ordinances pertaining to ethical matters.” Accordingly, the Board is responsible for the City’s Public Integrity Laws, which include Campaign Finance, Ethics, Lobbying, and Financial Disclosure Laws and the Charter restrictions on political activity by City employees. The Board manages all components of these city laws by deploying its staff efficiently and effectively to provide training, advice, and compliance assistance to the members of each regulated community and to the public, and, when necessary, engage in enforcement activity.





# BOARD OF REVISION OF TAXES

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## PROGRAMS

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### BOARD OF REVISION OF TAXES



#### DEPARTMENT PAGE

PHILA.GOV/DEPARTMENTS/BOARD-  
OF-REVISION-OF-TAXES/

## MISSION

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The Board of Revision of Taxes (BRT) hears appeals on real property valuations and addresses exceptions and inequities in those values.

BRT is an independent, seven-member board appointed by the Board of Judges of the Philadelphia Common Pleas Court. The Board is required to hear assessment appeals and determine the market value for the tax year in question. The Appeals Board hears and renders decisions for real property assessment appeals, unique non-profit applications, Homestead Exemption appeals, and nunc pro tunc (“now for then”) petitions and allows property owners to file a petition now for a previous deadline or tax year.

The Board of View, an independent, three-member Board appointed by the Board of Judges, hears and renders decisions for condemnation (eminent domain) appeals.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	928,286	962,864	995,164	995,164	995,164	995,164	995,164	995,164
Class 200 - Contracts/Leases	34,658	75,200	42,900	42,900	42,900	42,900	42,900	42,900
Class 300/400 - Materials, Supplies, Equipment	15,408	22,727	22,727	22,727	22,727	22,727	22,727	22,727
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	978,352	1,060,791	1,060,791	1,060,791	1,060,791	1,060,791	1,060,791	1,060,791

## PROGRAM 1: BOARD OF REVISION OF TAXES

### RECENT ACCOMPLISHMENTS







**APPEAL HEARINGS:** The second quarter of FY20 was challenging. Between October and December 2019, the Board had a robust oral hearing schedule, with over 2,700 appeals being booked. Additional time and resources were spent to plan, oversee, and resolve appeals. Simultaneously, the Department created and executed plans to completely process 7,000 new filings for tax year 2020 and prepare and complete work for due dates three to four months in advance. The additional efforts were to minimize any lulls in production during data conversion, from the City Legacy system, to the new Computer Assisted Mass Appraisal (CAMA) system.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Volume of appeals <sup>1</sup>	8,877	10,211	N/A	N/A
Percentage of appeals heard during the reporting period: current tax year <sup>2</sup>	88.0%	25.8%	95.0%	95.0%
Percentage of appeals heard during the reporting period: upcoming tax year <sup>3</sup>	5.0%	1.0%	100.0%	95.0%

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<sup>1</sup>Appeals are due to the BRT in the October before the year being appealed. For example, appeals for tax year 2020 were due to the BRT in October 2019. The BRT begins hearing appeals on January 1 of the tax year being appealed. BRT does not project a target for this measure, as BRT does not control the volume of appeals.

<sup>2</sup>95% of 2019 appeals have been heard as of 12/31/19. Although the 2019 percentage is less than 100%, the goal has been fully satisfied. Approximately two hundred BRT appeals are on hold pending resolution at Common Pleas Court and another four hundred were late filings granted as timely.

<sup>3</sup>As of 12/31/2019, 1% of tax year 2020 appeals have been heard.

### FY21 STRATEGIC GOALS

- ▲ Complete 50% of Tax Year 2020 appeals by June 30, 2020.
- ▲ Create civil service position for Hearing Room Officer position.





## FY21-25 STRATEGIC INITIATIVES

BRT is looking forward to using the new Computer Assisted Mass Appraisal (CAMA) System being implemented through the Office of Property Assessment (OPA). Although the program mostly benefits the OPA, there is a component that includes BRT's formal appeal process. BRT has been working with project coordinators to

finalize the processes that apply to its department. In addition, data conversion has begun and by the start of FY21, BRT should be using the new database fully. Implementation of the CAMA system will streamline BRT's antiquated processes and increase efficiencies between BRT and OPA.



# CITY COMMISSIONERS



## PROGRAMS

ADMINISTRATION  
VOTER REGISTRATION OFFICE  
COUNTY BOARD OF ELECTIONS











**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
COMMISSIONERS/](https://phila.gov/departments/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.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	5,830,533	6,633,233	6,633,233	10,072,191	9,572,191	9,572,191	9,572,191	9,572,191
Class 200 - Contracts/Leases	5,028,766	5,011,061	5,011,061	6,758,929	4,340,061	4,340,061	4,445,061	4,445,061
Class 300/400 - Materials, Supplies, Equipment	5,270,120	572,617	572,617	5,634,635	541,617	541,617	572,617	572,617
Class 500 - Indemnities/Contributions	357,500	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	16,486,919	12,216,911	12,216,911	22,465,755	14,453,869	14,453,869	14,589,869	14,589,869

## PROGRAM 1: ADMINISTRATION

### PROGRAM DESCRIPTION

This program includes the City Commissioners offices, Human Resources, and Budget. It sets and enforces Department policies, manages administrative functions, and oversees public relations and outreach.

### RECENT ACCOMPLISHMENTS



**NEW VOTING SYSTEM:** Successfully procured, tested, and implemented the first new voting system in Philadelphia since 2002. This was a massive change to the Department, and it involved working in a new, temporary warehouse and staff spending the entire summer testing the new system. All of this was done on an accelerated timeline due to mandates from the Commonwealth of Pennsylvania.



The 306,880 voters who cast ballots in the 2019 General Election represents a 19% increase in voter turnout from the comparable election cycle four years prior. The Office also saw an increase in traffic to its website and social media accounts, which were kept up-to-date with information required by the public.



**STUDENT PROGRAM:** Began a student poll worker program called “Involved at 17” to recruit 17 year old high school students to become civically engaged and serve as Election Board workers. This has been a great success, as it helps the Office to fill critical vacancies on the Election Boards and allows the students to not only learn about the importance of voting, but also makes them eligible for the Governor’s Civic Engagement Award for student poll workers.







**ACT 77:** Created the new position of Executive Director of the Board of City Commissioners, to modernize the Department and to aid in the implementation of the Act 77 changes to the Election Code. This position will report to the Board of Commissioners and will oversee all non-administrative and non-executive staff of the Office. It will also provide more accountability to the Office.

Act 77 makes voting more convenient and more secure for millions of Pennsylvanians. The law allows Pennsylvania residents to vote by mail up to 50 days in advance before an election. Voters can elect to be placed on a list to permanently receive a ballot application by mail. It also extends voter registration times and authorizes a \$90 million bond to help counties fund the purchase of new voting systems with a paper trail.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of unique visitors to the department’s website	166,034	98,553	150,000	175,000
Number of social media impressions	3,152,927	652,257	100,000	2,000,000



## FY21 STRATEGIC GOALS

- ▲ Effectively engage the public about the change in voting systems.
- ▲ Qualify Philadelphia High Schools for Governors Civic Engagement Award.
- ▲ Oversee the 2020 General Election and the 2021 Primary Election.
- ▲ Increase traffic to website and social media accounts.



### FY21-25 STRATEGIC INITIATIVES

The logistics of implementing a new voting system are not complete. The Office will continue to revise and modernize its procedures in order to deliver elections in Philadelphia in the safest and most secure manner. The Office will be moving into a permanent warehouse, which will be better suited to prepare machines for elections and to ship them out to polling places

in a timelier manner. The Office will be procuring a new electronic poll book system to speed up voter check-ins and allow more Philadelphia voters to be in the main poll book, rather than the supplemental sheets. The Office will continue to look for ways to improve the voter experience and increase the quality of information that is put out.

## PROGRAM 2: VOTER REGISTRATION OFFICE

### PROGRAM DESCRIPTION

This program predominantly includes voter registration related responsibilities, including, but not limited to, receiving, processing, and storing voter registration applications.

### RECENT ACCOMPLISHMENTS







**2019 GENERAL ELECTION:** The Voter Registration Office processed 110,470 voter registration applications for the 2019 General Election.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure <sup>1</sup>	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
<b>Primary Election: Percentage of voter registration applications received, but not processed, by the following deadlines:</b> a. Last day to circulate and file nomination petitions; b. Last day to register before the Primary Election; and c. Last day to enter data file for poll book production before the Primary Election.	0.0%	0.0%	0.0%	0.0%
<b>General Election: Percentage of voter registration applications received, but not processed, by the following deadlines:</b> a. Last day to circulate and file nomination petitions; b. Last day to register before the General Election; and c. Last day to enter data file for poll book production before the General Election.	0.0%	0.0%	0.0%	0.0%

### FY21 STRATEGIC GOALS

Process all received applications by:

- ▲ Last day to circulate and file nomination petitions;
- ▲ Last day to register before the Primary Election;
- ▲ Last day to enter data file for poll book production before the Primary Election;
- ▲ Last day to circulate and file nomination papers;
- ▲ Last day to register before the General Election; and
- ▲ Last day to enter data file for poll book production before the General Election.



## FY21-25 STRATEGIC INITIATIVES

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The Voter Registration Office will continue to adapt to the increased preference for voters to register online or at PennDOT, opposed to the traditional paper registration method. The Office will continue to monitor workload to ensure that staff is allocated appropriately.

In addition, the Pennsylvania Department of State has hinted that it is in the process of replacing the Office's voter registration database with a new program. If this were to occur, staff will need to be retrained and recertified on the new program.



**FIGURE 1: COURTESY OF @SAMANTHA\_MADERA.**

The recent change to the Pennsylvania Election Code in SB 421 (Act 77 of 2019), which goes into effect for the April 2020 Primary Election, will have a major effect on the Office. One of the biggest changes, extending the deadline to register to vote, is expected to create more of a burden than current staff can accomplish. Previously, City Commissioners had 13 days to process registrations to make the poll book, and 25 days to process registrations to make the supplemental poll sheets. These processes must now be done in 10 days. All focus will need to be put on entering all the registrations so that everyone is at least listed in the supplemental poll sheets. To accomplish this, City Commissioners will need to increase registration staff by 150%, which will require additional equipment and the renting of additional space. To successfully implement these changes without any negative impacts on the election, the Department is going to have to dramatically increase the number of employees, increase the amount of office space that the Office occupies, procure the necessary equipment for the new staff, and modernize the structure of the Department.



## PROGRAM 3: COUNTY BOARD OF ELECTIONS

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### PROGRAM DESCRIPTION

The County Board of Elections program consists of the following activities:

- 1. Election Day Activities:** This activity predominantly includes preparation for election day operations including election boards, election materials, and polling places. This program assists with ballot tabulation and documentation of certified results as well as voting machine demonstrations.
- 2. Campaign Finance/Election Compliance:** This activity predominantly includes pre-election work related to candidate nomination petitions, ballot layout design, campaign finance, advertisements, and absentee ballots. This activity also assists with ballot tabulation and documentation of certified results.
- 3. Voting Machine Services:** This activity predominantly includes the maintenance, preparation, and distribution of the voting machine equipment, and assists with voting machine trainings and demonstrations.

### RECENT ACCOMPLISHMENTS

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**NEW VOTING MACHINES AND CENTRAL COUNT SCANNERS:** 3,500 new voting machines and four new central count scanners. Staff trained for weeks to maintain and program the new voting system. Upgrades were made to the regional transmission center infrastructure for election night reporting. To educate the public, the Board conducted 828 demos throughout the city. Closer to the election, the Board did over fifteen events a day. The Board also successfully reapportioned several overpopulated divisions, adding 11 new divisions, making them more manageable in size.







**ELECTRONIC CANDIDATE PAPERS AND PACKETS:** For the first time, candidate nomination papers and candidate packets were available electronically, replacing the need for candidates to come to City Hall, signaling a major modernization effort. To increase convenience, the Commissioners have partnered with the Board of Ethics so that individuals can use one system that will allow simultaneous campaign finance filings with both departments.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of voting machines requiring replacement on Election Day	0.7%	0.5%	0.0%	0.0%
Percentage of Election Board Officials who are working on Election Day who attended training for that particular election <sup>1</sup>	66.7%	79.3%	100.0%	100.0%
Percentage of divisions voting in handicapped-accessible polling places <sup>2</sup>	98.0%	N/A	100.0%	100.0%

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<sup>1</sup>Held 2 trainings for 2019 General Election

<sup>2</sup>Annual measure. Data will be available at year-end.

### FY21 STRATEGIC GOALS

- ▲ Implement Act 77 changes.
- ▲ Train nearly 8,500 poll workers.
- ▲ Continue to familiarize Philadelphia voters to cast ballots on new voting machines.
- ▲ Execute 2020 General Election and 2021 Primary Election.





## FY21-25 STRATEGIC INITIATIVES

The recent change to the Pennsylvania Election Code in SB 421 (Act 77 of 2019), which goes into effect for the April 2020 Primary Election, will have a major effect on our Department. One of the biggest changes, the introduction of a new no-excuse mail-in ballot option, is expected to create more of a burden than current staff can accomplish. This new no excuse option, combined with the availability of a permanent mail-in option, is expected to have a 200% to 400% increase in the number

of absentee and mail-in ballot requests compared to the past number of just absentee ballot requests. To successfully implement these changes without any negative impacts on the election, the Department is going to have to dramatically increase the number of employees, increase the amount of office space that the office occupies, procure the necessary equipment for the new staff, and modernize the structure of the Department.



# CITY CONTROLLER



## PROGRAMS

PRE-AUDIT  
AUDIT  
FINANCE, POLICY, AND DATA  
INVESTIGATIONS  
ADMINISTRATION











**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
CONTROLLER/](https://phila.gov/departments/controller/)

## MISSION

As the independent financial watchdog for the City of Philadelphia, it is the mission of the City Controller to promote the effective and efficient operation of Philadelphia government by identifying cost savings, recommending best practices and modernizations, and exposing fraud and mismanagement. The City Controller's Office is an independent, elected office. Under City Controller Rebecca Rhynhart, the office is committed to transparency, accountability, and good government.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	8,650,965	8,862,100	9,452,100	9,452,100	9,452,100	9,452,100	9,452,100	9,452,100
Class 200 - Contracts/Leases	376,030	497,450	497,450	497,450	497,450	497,450	497,450	497,450
Class 300/400 - Materials, Supplies, Equipment	24,427	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Class 500 - Indemnities/Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances/Misc. Payments								
Total	9,051,422	9,384,550	9,974,550	9,974,550	9,974,550	9,974,550	9,974,550	9,974,550

## PROGRAM 1: PRE-AUDIT

### PROGRAM DESCRIPTION

This program provides oversight of the City's payment and purchasing processes with the goal of preventing inappropriate spending and preserving the integrity of the public bid system. The Pre-Audit Program monitors, reviews, and approves or disapproves the official order, or requisition, for payment of City funds. It also responds daily to requests for information regarding vendor payments. Specifically, staff in Pre-Audit verifies that all expenditures, via documents selected for audit on a category and statistical basis, are authorized and accurate before any monies are paid by the City Treasurer. Staff also inspects and audits capital project architecture and engineering, construction, and other expenditures.



## RECENT ACCOMPLISHMENTS



**PAYMENT VOUCHERS:** To date in FY20, Pre-Audit approved nearly 14,120 payment vouchers representing approximately \$2.5 billion in expenditures.



**INSPECTIONS:** The Engineering Unit conducted more than 460 site inspections in the first two quarters of FY20. In CY19, the engineering unit conducted more than 800 site inspections.



**TAX COLLECTION:** Working in partnership with the Revenue, Finance, and Law departments, Pre-Audit supported delinquent tax collection efforts from vendors with long-standing tax balances. In total, nearly 250 vendors who owe taxes to the City, some dating back to 1996, were identified. The project, which is ongoing, seeks to resolve these long-standing tax delinquencies and to ensure that vendors who do business with the City are tax compliant.



**STREAMLINE PROCESSES:** The program continued its efforts to help departments streamline processes. Pre-Audit worked with staff from the Philadelphia International Airport to make its change order process more efficient, which will help ensure contracts are more closely monitored.



### FY21-25 STRATEGIC INITIATIVES

Pre-Audit will continue to work with other departments and agencies to streamline processes. Also, this program will continue to investigate credible leads and complaints regarding non-compliant

City contracts and other agreements. The program will continue to ensure departmental expenditures are accurate and appropriate as required by the City Charter.



## PROGRAM 2: AUDIT

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### PROGRAM DESCRIPTION

This program is responsible for completing major reports as required by the Philadelphia Home Rule Charter, including the Single Audit and the Comprehensive Annual Financial Report (CAFR) audits for both the City of Philadelphia and the School District of Philadelphia, departmental audits and performance audits. All audits are conducted in accordance with auditing standards generally accepted in the United States of America and standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States.

### RECENT ACCOMPLISHMENTS

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**REPORTS:** In FY20, the Audit program released/will release the Independent Auditor's Report on the City of Philadelphia's Comprehensive Annual Financial Report (CAFR); the Report on Internal Control and on Compliance and Other Matters for the City of Philadelphia; the Single Audit of the City of Philadelphia; Independent Auditor's Report on the School District's Comprehensive Annual Financial Report; Report on Internal Control and on Compliance and Other Matters for the School District of Philadelphia; the Single Audit of the School District of Philadelphia; and, the Independent Accountant's Report on Forecasted General Fund Statements of Operations for Fiscal Years 2021-2025. Additionally, the Performance Audit Unit within the program will complete and release its audits of the Philadelphia Parking Authority and the Department of Behavioral Health and Intellectual DisAbility Services (DBHIDS) in FY20. Lastly, the program will complete and release an audit of the City's new payroll system, OnePhilly. This audit will also include quantitative analyses of the payroll system, including but not limited to payroll amounts and leave balances.



**DIVERSITY REVIEW:** The Audit program completed its first diversity review of all exempt employees and new exempt hires Citywide, in conjunction with the annual review of all City departments. The review showed the race/ethnicity breakdown of the nearly 4,600 exempt employees and the exempt employee breakdown for salaries higher than \$90,000. The diversity review will be conducted annually moving forward.



**EXEMPLARY KNIGHTON AWARD:** In 2019, the City Controller's Office received the Exemplary Knighton Award for best performance audit by the Association of Local Government Auditors (ALGA) for its performance audit of the City's sexual harassment prevention policies and procedures, which was released in FY19.





## FY21-25 STRATEGIC INITIATIVES

Audit will continue to complete all Charter-mandated and other required responsibilities, including but not limited to: auditing every department annually; conducting annual reviews of the Forecasted General Fund Statements of Operations (the City's Five Year Financial and Strategic Plans) and

producing independent modeling of revenue projections; and auditing the City's Comprehensive Annual Financial Report annually. The program will also continue to undertake performance audits to ensure the efficient and effective operation of City government.

## PROGRAM 3: FINANCE, POLICY, AND DATA

### PROGRAM DESCRIPTION

Finance, Policy, and Data plays an important role in the new vision for the Controller's Office. It focuses primarily on financial policy research, aiming to produce objective and data-driven analysis of City policy. The program's work supports a more accessible and engaging digital presence for the Controller's Office, illustrating the work of the Office and how the City of Philadelphia spends taxpayer money through reports, data visualizations, dashboards, and other tools.

### RECENT ACCOMPLISHMENTS



**REPORTS:** The program released several reports on the City of Philadelphia's finances and functions including: a report on the economic impact of gun violence and homicides in Philadelphia which focused on the effect of homicides on home values across the city and reviewed successful violence reduction strategies from other cities that could reduce homicides in Philadelphia if implemented correctly. The report was peer reviewed and received support from community leaders and elected officials at the local, state, and federal level; and analyses of the City's Municipal Pension Plan and the Philadelphia Gas Works Pension Plan, which evaluated the Plans' stability and capability to meet future obligations, focusing on the current investment strategy and key areas of risk. As part of this report, the Controller's Office made recommendations to improve the fiscal health of the Plans and to account for future risk.





**TRANSPARENCY:** As part of the Controller's Office commitment to transparency, the program continued to release information on Philadelphia's cash position quarterly so that taxpayers, residents, and businesses have a fuller picture of the City's financial health. The program released revenue and spending data for the Philadelphia Beverage Tax, focusing on individual expenditure items associated with the three main Beverage Tax spending areas: Pre-K, Community Schools, and Rebuilding Community Infrastructure. It also released the expenditure data for the Office of the City Controller. Additionally, it released an interactive report on the state of Philadelphia's roadways, focusing on paving and pothole information.



## FY21-25 STRATEGIC INITIATIVES

This program focuses on using data to analyze the City's financial policies and improve the public's understanding of those policies. Its analysis includes conducting policy comparisons with other major cities to establish best practices and identify areas of potential improvement. Finance, Policy, and Data will continue to release datasets of

interest to the public and to use web-driven, interactive tools to produce visualizations that are clear and accessible. The program will work to increase transparency around the City's finances and how the City spends taxpayer dollars, including releasing additional revenue and expenditure data sets.

## PROGRAM 4: INVESTIGATIONS

### PROGRAM DESCRIPTION

This program leads all special investigations and investigations into fraud, waste, and corruption across the City. It coordinates and undertakes investigations in response to tips and other information that may indicate misconduct on the part of City employees, fraud involving City contracts, worker injury abuse or other issues. The program may refer investigations to the Philadelphia District Attorney's Office, State Attorney General or the U.S. Attorney's Office, as appropriate.



## RECENT ACCOMPLISHMENTS



**COMPLAINT RESOLUTION:** For the first half of FY20, the Investigations program received 115 complaints, of which 107 or 93% have been closed/resolved or moved to full investigations. In the previous calendar year, the Investigations program received 244 complaints, of which 93% were closed or resolved. The program will add a case management system in Spring 2020, improving its ability to track complaints and cases and analyze data related to the cases to help investigators better identify and investigate issues of concern.



**INVESTIGATIONS:** The Investigations program led and completed an investigation into the procurement process for Philadelphia's new voting technology, which found, among other issues, that the selected vendor failed to disclose its use of lobbyists and the lobbyists campaign contributions. This finding resulted in the vendor agreeing to pay a \$2.9 million penalty, the largest in the City's history. The pre-Audit program supported this investigation.



**RELATIONSHIPS:** Additionally, the Investigations program continued to develop and strengthen relationships with local, state, and federal law enforcement agencies, including participating in the Eastern District of Pennsylvania Law Enforcement Executive Meeting, the Philadelphia Bar Association's Fraudulent Conveyance Task Force, and the Philadelphia Electronic Crimes Task Force, to open new lines of communication to support the reporting and investigation of incidents of fraud, waste, and abuse in City operations.



### FY21-25 STRATEGIC INITIATIVES

This program will continue to respond to complaints ranging from political corruption to worker compensation abuse, employee time fraud, residency violations, and any other type of allegations of mispending that is

wasteful and/or fraudulent.

Investigations will continue to work closely with the Pre-Audit and Audit programs in the Controller's Office and provide support and assistance when appropriate.



## PROGRAM 5: ADMINISTRATION

### PROGRAM DESCRIPTION

The Administration program includes Human Resources, Communications, Fiscal, Information Technology, General Counsel, Legislative, and Civic Engagement and supports the functions and day-to-day operations of the Office of the City Controller.

### RECENT ACCOMPLISHMENTS



**COMMUNITY EVENTS:** The Community Engagement Unit under this program hosted several financial literacy community events across the city, partnering with outside entities to provide financial planning information and resources. Staff from Controller's Office participated in programming at schools and recreation centers across the city to help students better understand the work of the Controller's Office. Many of these visits had a diversity and inclusion perspective, encouraging children with a "if you can see it, you can be it" approach.



#### FY21-25 STRATEGIC INITIATIVES

Administration will work to ensure new exempt employees are hired using diverse hiring best practices. Additionally, Administration will seek to offer professional development

programming to all staff to advance their work and support the efficient and effective operation of the Controller's Office and the City of Philadelphia more broadly.



# CITY COUNCIL



## PROGRAMS

### CITY COUNCIL



#### DEPARTMENT PAGE









[PHILA.GOV/DEPARTMENTS/COUNCIL/](https://phila.gov/departments/council/)

## MISSION

The 1951 Home Rule Charter established City Council to serve as the legislative arm of Philadelphia municipal government. City Council consists of seventeen Members. Ten Councilmembers are elected by District, and seven are elected by the City at-large. Each Member is elected for a term of four years with no limitations to the number of terms that may be served.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
<b>Class 100 - Wages</b>	14,104,805	15,427,138	15,627,138	15,627,138	15,627,138	15,627,138	15,627,138	15,627,138
<b>Class 200 - Contracts/Leases</b>	1,931,455	1,971,885	2,121,885	2,121,885	2,121,885	2,121,885	2,121,885	2,121,885
<b>Class 300/400 - Materials, Supplies, Equipment</b>	499,331	528,650	528,650	528,650	528,650	528,650	528,650	528,650
<b>Class 500 - Indemnities/ Contributions</b>	1,740	100	100	100	100	100	100	100
<b>Class 700 - Debt Service</b>	0	0	0	0	0	0	0	0
<b>Class 800 - Payments to Other Funds</b>	0	100	100	100	100	100	100	100
<b>Class 900 - Advances/Misc. Payments</b>	0	100	100	100	100	100	100	100
<b>Total</b>	16,537,311	17,927,973	18,277,973	18,277,973	18,277,973	18,277,973	18,277,973	18,277,973

## PROGRAM 1: CITY COUNCIL

### DESCRIPTION OF MAJOR SERVICES

City Council is the City's legislative body, with the power to make law by enacting ordinances. City Council is responsible for reviewing and adopting the Mayor's proposed annual operating and capital budgets and the six-year Capital Program. Through its review process, City Council may amend proposed budgets, either during the budget process itself, or later by separate legislation.

City Council authorizes the issuance of bonds that the City or some of its related agencies may sell. City Council hearings and meetings are pre-advertised and open to the public, in accordance with the Pennsylvania Sunshine Act. City Council is also responsible for making or confirming certain board, commission, and special services district appointments.



City Council established the Veterans Advisory Commission in 1957. The Commission was established to proactively serve veterans within the City by connecting them to the benefits and services they may require.

City Council established the Philadelphia Energy Authority (PEA), an independent municipal authority, in 2010. The PEA is authorized to facilitate and develop energy efficiency and energy generation projects, and to purchase or facilitate energy supply and energy services on behalf of the City of Philadelphia, government agencies, institutions, and businesses.





# DISTRICT ATTORNEY

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## PROGRAMS

**TRIALS  
PRE-TRIAL  
INVESTIGATIONS  
LAW  
DETECTIVES  
JUVENILE  
NARCOTICS  
GENERAL SUPPORT –  
COMMUNITY ENGAGEMENT**



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
PHILADELPHIA-DISTRICT-ATTORNEYS-  
OFFICE/](https://phila.gov/departments/philadelphia-district-attorneys-office/)

## MISSION









The Philadelphia District Attorney's Office (DAO) mission is to seek justice and promote safety by exercising its prosecutorial discretion to enforce fair and just prosecution of violations of criminal laws committed by adults and juveniles. The DAO meets this goal by applying data driven policies focused on collaborative approaches to crime prevention, protecting victims' rights, protecting consumers' rights, while diverting and connecting offenders with access to treatment, care, and training.

The DAO seeks to apply restorative justice principles to respond to the victims of crime while promoting public safety through a fair and effective criminal justice system. The DAO is the largest prosecutor's office in Pennsylvania and one of the largest in the nation, employing approximately 600 lawyers, detectives, and support staff as employees of the City of Philadelphia. The staff are dedicated to public service, public safety, and justice for all involved in the criminal justice system.

The DAO is focused on serving the 1.5 million residents of Philadelphia and is responsible for the prosecution of over 30,000 criminal cases annually. The DAO is organized in eight programs: Pre-Trial, Trial, Investigations, Juvenile, Law, Narcotics, Detectives, and General Support & Community Engagement.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	34,265,564	35,016,343	37,516,343	37,516,343	37,516,343	37,516,343	37,516,343	37,516,343
Class 200 - Contracts/Leases	3,427,641	3,367,172	3,867,172	3,367,172	3,367,172	3,367,172	3,367,172	3,367,172
Class 300/400 - Materials, Supplies, Equipment	1,726,611	525,021	675,021	525,021	525,021	525,021	525,021	525,021
Class 500 - Indemnities/Contributions	2,861,279	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	42,281,095	38,908,536	42,058,536	41,408,536	41,408,536	41,408,536	41,408,536	41,408,536

## PROGRAM 1: TRIAL

### PROGRAM DESCRIPTION

The Trial program includes Municipal Court, Major (Common Pleas Court), Family Violence and Sexual Assault, and the Homicide/Non-Fatal Shooting Units. Collectively, these units represent the Commonwealth for almost all criminal cases charged by the DAO. Trial work includes preparing and subpoenaing witnesses, victims, and other members of law enforcement, disclosing and presenting evidence, offering pleas, prosecuting trials before judge and jury, and recommending sentences.

### RECENT ACCOMPLISHMENTS



**CASES RESOLVED QUICKER:** In FY19, DAO policies increased the speed at which shooting cases were resolved. For example, these policies reduced the median days to disposition for aggravated assault with a gun cases by 28% as compared to FY18, or 123 days fewer.









**SEX TRAFFICKING POLICY SHIFT:** In FY18, DAO policy shifted attention from sex workers to sex traffickers, which resulted in a 71% decrease in the number of sex workers charged in FY19, when compared to FY18. Although there was a decrease in the number of sex workers charged, the number of charges for promoting prostitution, a form of sex trafficking, showed no change.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of cases handled	8,186	7,984	8,100	8,100
Median felony case time to disposition from formal arraignment (months)	6.6	5.5	7.0	6.0
Median misdemeanor case time to disposition (months)	5.0	5.0	5.0	5.0

<sup>1</sup>To compute this measure, the DAO takes all of the felony cases in Common Pleas (CP) Court that reach a disposition in a given time period and finds the median for all cases of the time elapsed from Formal Arraignment (opening the CP case) to the Disposition Date.

<sup>1</sup>To compute this measure, the DAO takes all of the misdemeanor cases in Municipal Court (MC) that reach a disposition in a given time period and finds the median for all cases of the time elapsed from Preliminary Arraignment (opening the MC case) to the Disposition Date.

## FY21 STRATEGIC GOALS

- ▲ Increase diversity and inclusion within the program
- ▲ Continued reduction in the median days to disposition for shootings
- ▲ Developing a data management system to help us track and monitor the implementation of policies and practices.





## FY21-25 STRATEGIC INITIATIVES

As the largest program, the strategic initiative for the Trial Program is to train, support, and recruit diverse, talented people who are committed to the mission of the DAO. These units provide coveted trial experience, which enables ADAs to handle more complex criminal matters within this program and other DAO programs. The units allow for implementation of DAO policies focused

on quality of life and reducing mass incarceration and mass supervision. These policies enable the DAO to prioritize high risk offenders, save future dollars, respect victims' rights, and bring about a safe and just city. Additionally, this Program will be the first to go paperless by using new data management systems and hardware.

## PROGRAM 2: PRE-TRIAL

### PROGRAM DESCRIPTION

The Pre-Trial program includes the Charging, Pre-Trial, and Diversion Units. The program uses prosecutorial discretion to accept or decline charging recommendations, to connect people to resources including mental health, substance abuse, and workforce development. The Diversion Unit collaborates with several stakeholders to facilitate problem-solving courts and other rehabilitative dispositions.

### RECENT ACCOMPLISHMENTS







#### **REVOKED ICE ACCESS TO THE CITY'S PRELIMINARY ARRAIGNMENT REPORTING**

**SYSTEM (PARS):** DA Krasner voted against the reauthorization of ICE access to the City's Preliminary Arraignment Reporting System (PARS), to allow non-citizens to re-



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percent of cases diverted from initial charging	16.5%	14.0%	16.5%	16.5%

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<sup>1</sup>This is the first opportunity for DA-based diversion. There are a number of points at which cases can be diverted after the Pre-Trial phase.

### FY21 STRATEGIC GOALS

- ▲ Increase diversity and inclusion within the program
- ▲ Increase the number of successfully diverted cases
- ▲ Increase the number of social service partners



#### FY21-25 STRATEGIC INITIATIVES

The strategic initiative for the Pre-Trial program is to make neighborhoods clean and safe through bail reform, diversion program expansion, and charging reform. The program will decrease its reliance on cash bail. The DAO is working with several stakeholders for a public health approach to substance use by improving diversion programs.

Where it pertains to charging, the program seeks to strengthen requirements including declining and/or downgrading cases where defendants present specific facts related to mental health, poverty, and drug addiction. Furthermore, the Program seeks to connect people to social service, mental health, and drug treatment providers where appropriate.



## PROGRAM 3: INVESTIGATIONS

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### PROGRAM DESCRIPTION

The Investigations program includes Economic Crimes, Conviction Integrity, Special Investigations, Public Nuisance Task Force, Gun Violence Task Force, and the Dangerous Drug Offenders Units. These units prosecute white collar crimes, conduct special investigations, protect voter rights, and dismantle large drug trafficking organizations.

### RECENT ACCOMPLISHMENTS

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**EXPANSION OF THE CONVICTION INTEGRITY UNIT:** The expansion of the Conviction Integrity Unit has allowed for nine exonerations in FY19.



**THE ECONOMIC CRIMES UNIT PROSECUTED MULTIPLE CASES:** The Economic Crimes Unit prosecuted multiple cases regarding house theft, including several cases that included elderly victims and their families.



**THE DANGEROUS DRUG OFFENDER'S UNIT (DDOU) INVESTIGATIONS:** The Dangerous Drug Offender's Unit (DDOU) was involved in an investigation that led to the arrest of 60 individuals and the confiscation of firearms, drugs, and currency. DDOU secured guilty pleas from 58 of the individuals. The DDOU was also involved in an investigation leading to the arrest of three drug trafficking organization leaders who were

### FY21 STRATEGIC GOALS

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- ▲ Increase diversity and inclusion within the program
- ▲ Continue investigation of cold cases resulting from DNA discovery
- ▲ Decrease response time of calls made to the Deed Theft hotline





## FY21-25 STRATEGIC INITIATIVES

The strategic initiatives for the Investigations program include the further expansion of the Conviction Integrity Unit to deal with a tremendous increase in the volume of cases submitted for review; strengthening the Special Investigations Unit to meet the demands of public accountability; and increasing the number of cases prosecuted in the Economic Crimes Unit.

The additional volume of cases will include worker protection related prosecution and cases involving wage theft and misclassification, including hiring ADAs to engage in worker's rights litigation and with worker legal advocacy communities to identify, investigate, and prosecute economic crimes committed by employers against employees.

## PROGRAM 4: LAW

### PROGRAM DESCRIPTION

The Law program includes Civil Litigation, PCRA, Appeals, Federal Litigation, and Government Affairs Units. The Law program represents the Commonwealth in all adult and juvenile criminal matters in state and federal appellate courts and post-conviction proceedings. The program also handles the Post Conviction Act proceedings as well as drafts rule changes and proposes statutes to improve the Criminal Justice System. In addition, it handles civil actions arising from criminal prosecution and prison conditions litigation.

### RECENT ACCOMPLISHMENTS



**THE DAO FILED HIS OWN LAWSUIT AGAINST BIG PHARMA COMPANIES:** The DAO filed his own lawsuit against big pharma companies claiming that misleading marketing methods have fueled the city's opioid crisis.



**SETTLEMENT OF CIVIL ASSET FORFEITURE LITIGATION**





## ADDRESSED ISSUES INVOLVING PROBATION AND PAROLE

### FY21 STRATEGIC GOALS

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- ▲ Increase diversity and inclusion within the program
- ▲ Identify opportunities for affirmative litigation



### FY21-25 STRATEGIC INITIATIVES

The strategic initiative of the Law program is to use appellate courts for systemic criminal justice reforms and to add affirmative civil litigation.

## PROGRAM 5: DETECTIVES

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### PROGRAM DESCRIPTION

The Detective program assists the other programs by investigating crimes referred to the District Attorney's Office in conjunction with prosecutors. Services performed by the Detective Program include witness interviews, evidence recovery and processing, warrant service, the location and transportation of witnesses, service of subpoenas, prisoner transport, and arrest by arrest warrant.

### RECENT ACCOMPLISHMENTS

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**HOST OF MEMBERS OF A DRUG ORGANIZATION CHARGED:** DDOU Investigated and charged a host of members of a drug organization. The arrests led to lengthy sentences for the higher-ranking members of the organization and a reduction of narcotics traffic in the immediate area.



**JOINT INVESTIGATION:** Participated in a joint investigation with the DEA resulting in seized narcotics.



## FY21 STRATEGIC GOALS

- ▲ Increase diversity and inclusion within the program
- ▲ Increase the number detectives in the Investigative program to handle the sharp increase in caseloads. The caseload increases are driven by the rise in deed theft, wage theft, gun violence, and narcotics trafficking.



### FY21-25 STRATEGIC INITIATIVES

The Detective program assists and supports the Investigative Units. The strategic initiatives of the Detective program coincide with Investigative Units. (See the Investigative Program).

## PROGRAM 6: JUVENILE

### PROGRAM DESCRIPTION

The Juvenile program reviews, charges, prosecutes, and diverts alleged crimes committed by juveniles in the City. This includes cases in which juveniles are being tried in adult court, based on the seriousness of the crime that's been committed. For non-violent crimes, the program manages several diversion programs aimed at improving school attendance and achieving restorative justice.

### RECENT ACCOMPLISHMENTS



**JUVENILE JUSTICE REFORM POLICIES OF FEBRUARY 6, 2019**







**DIVERSION EXPANSION**



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of juvenile cases opened	553	616	600	600
Percent of cases reslated from Adult Court to Juvenile Court	71.8%	84.5%	85.0%	85.0%

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<sup>1</sup>This number only accounts for juvenile cases in adult court that have been resolved either by being returned to the juvenile system or by being adjudicated in adult court. Pending cases are not counted until they have been resolved, so numbers for more recent quarters are subject to future adjustment up or down.

### FY21 STRATEGIC GOALS

- ▲ Increase diversity and inclusion within the program
- ▲ Reduce out-of-home placement
- ▲ Increase community-based alternatives to placement
- ▲ Double the number of juvenile cases diverted



### FY21-25 STRATEGIC INITIATIVES

The strategic initiatives of the Juvenile program include prioritizing prevention supports for at-risk youth and expanding diversion services for youth and their families. The program will

collaborate with stakeholders to ensure that youth with disabilities and/or special education needs are properly identified and used to help develop the most appropriate treatment plan.



The program will continue to work with system and community partners to develop programming and services that are specifically designed to address the unique needs of marginalized and special populations of youth, develop specialized programming to eliminate

the reliance on placement facilities to address technical violations, and create developmentally appropriate residential placement facilities that are geographically close to Philadelphia in order to maintain familial bonds.

## PROGRAM 7: NARCOTICS

### PROGRAM DESCRIPTION

The Narcotics program enforces state drug laws by various means including the use of the Grand Jury, electronic surveillance, forfeiture laws, and community prosecution.

### RECENT ACCOMPLISHMENTS



**THE NARCOTICS PROGRAM PROVIDES SUPPORT TO THE INVESTIGATIVE PRO-**

### FY21 STRATEGIC GOALS

- ▲ Increase diversity and inclusion within the program
- ▲ Increase the number of bilingual detectives and ADAs



### FY21-25 STRATEGIC INITIATIVES

The Narcotics program assists and supports the Investigative Units. The strategic initiatives of the Narcotics Program coincide with Investigative Units. (See the Investigative Program).



# PROGRAM 8: GENERAL SUPPORT – COMMUNITY ENGAGEMENT

## PROGRAM DESCRIPTION

The General Support program provides Personnel, Finance, Purchasing and Technology services to all programs of the DAO. Additionally, the Community Engagement Unit serves as the primary link between the residents of Philadelphia and the DAO. The unit proactively builds relational equity with community residents by implementing programs and initiatives designed to serve the needs of each respective community.

## RECENT ACCOMPLISHMENTS







**JOB AND RESOURCE EVENTS:** Hosting monthly One Stop Job and Resource Hub events around the city. The hub hosts over 50 service providers, each month, offering job opportunities, victim service resources, and trauma informed care.



**TRAINING PROGRAMS:** Developed training program that emphasized connections to community resources and the importance of building relationships, including neighborhood walks and visits to the county jails.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Number of Annual Community Engagement Events	79	215	238	238

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<sup>1</sup>The number includes events hosted and attended by members of the Office



## FY21 STRATEGIC GOALS

- ▲ Increase diversity and inclusion within the program
- ▲ Increase number of community events
- ▲ Train all staff, with emphasis on new attorneys, on the policies of the DAO



### FY21-25 STRATEGIC INITIATIVES

The strategic initiative of the Community Engagement Unit is to create cleaner, safer neighborhoods by providing quality education about the criminal justice system and building relational equity with community groups. Through a

diverse, inclusive, and effective staff the DAO intends to expand the existing programs of One Stop Job and Resource Hub and innovate programming that engages constituents across community boundaries.



# FIRST JUDICIAL DISTRICT OF PENNSYLVANIA



## DEPARTMENT PAGE

PHILA.GOV/DEPARTMENTS/  
FIRST-JUDICIAL-DISTRICT-OF-  
PENNSYLVANIA/

Pursuant to the Pennsylvania Constitution creating the unified judicial system under the authority of the Supreme Court of Pennsylvania, the courts of the First Judicial District of Pennsylvania (FJD) serves the county and City of Philadelphia.

A strong and independent judiciary is a founding premise of our democratic form of government. Functioning separate and apart from the legislative and executive divisions - the judicial branch is fundamentally responsible for providing an impartial forum for the resolution of disputes, ensuring the rule of law and the protection of individual rights. The FJD adheres to these principles by guaranteeing access to the court process for all who seek it, by promoting transparency, and by the timely and fair disposition of cases filed.

The judiciary is, by necessity, deliberative. While efficiency of government is laudable, the unique nature of our courts' responsibilities dictate that our primary focus be in taking considered and thoughtful steps to ensure justice, guarantee liberty, resolve disputes, maintain the rule of law, provide equal protection, and ensure due process; thus formulating the foundation of public trust and confidence in our democracy.



The First Judicial District of Pennsylvania is organized into several divisions. In the Court of Common Pleas there are three divisions: Trial Division (Criminal and Civil Sections), Family Division (Domestic Relations and Juvenile), and the Orphans' Court Division. The Municipal Court includes the Criminal Division, Civil Division, and the Traffic Division.









Our courts and judges reflect the values of our communities and understand the challenges facing the people who appear in our courtrooms. FJD remains committed to fairness, equality, and shortening the distance between the Court and our Community.

For more information related to the FJD, please view the FJD's 2018 Annual Report using the following link:

<https://www.courts.phila.gov/pdf/report/2018-First-Judicial-District-Annual-Report.pdf>.

The FJD's Annual Report details accomplishments for each court and division, along with the services and programs provided to the residents of Philadelphia.

## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
<b>Class 100 - Wages</b>	100,719,400	104,792,068	105,279,568	105,608,619	105,608,619	105,608,619	105,608,619	105,608,619
<b>Class 200 - Contracts/Leases</b>	10,285,571	8,480,039	8,480,039	9,426,545	9,426,545	9,426,545	9,426,545	9,426,545
<b>Class 300/400 - Materials, Supplies, Equipment</b>	2,231,867	2,231,868	2,231,868	2,231,868	2,231,868	2,231,868	2,231,868	2,231,868
<b>Class 500 - Indemnities/ Contributions</b>	0	0	0	0	0	0	0	0
<b>Class 700 - Debt Service</b>	0	0	0	0	0	0	0	0
<b>Class 800 - Payments to Other Funds</b>	0	0	0	0	0	0	0	0
<b>Class 900 - Advances/Misc. Payments</b>	0	0	0	0	0	0	0	0
<b>Total</b>	113,236,838	115,503,975	115,991,475	117,267,032	117,267,032	117,267,032	117,267,032	117,267,032





# REGISTER OF WILLS

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## PROGRAMS

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ESTATE ADMINISTRATION  
ORPHAN'S COURT ADMINISTRATION



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
REGISTER-OF-WILLS/](https://phila.gov/departments/register-of-wills/)

## MISSION









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The Register of Wills & Clerk of Orphans' Court serves the residents of Philadelphia with professionalism, compassion and integrity in overseeing the administration of estates, the issuance of marriage licenses, as well as the fee collection and record keeping of all Philadelphia County Probate Estates, Trusts, Guardian Accounts, and Marriage Licenses and Records.





## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	4,262,942	4,286,409	4,388,409	4,388,409	4,388,409	4,388,409	4,388,409	4,388,409
Class 200 - Contracts/Leases	82,583	125,000	238,700	125,000	75,486	75,486	75,486	75,486
Class 300/400 - Materials, Supplies, Equipment	23,706	140,236	140,236	140,236	189,750	189,750	189,750	189,750
Class 500 - Indemnities/Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances/Misc. Payments	0	0	0	0	0	0	0	0
Total	4,369,231	4,551,645	4,767,345	4,653,645	4,653,645	4,653,645	4,653,645	4,653,645

## PROGRAM 1: ESTATE ADMINISTRATION

### PROGRAM DESCRIPTION

The Estate Administration program will oversee the probate process for estates in the City of Philadelphia. This includes the issuance of Letters Testamentary and Letters of Administration, the collection of fees and Inheritance Taxes, and the creation and maintenance of the records.

### RECENT ACCOMPLISHMENTS







**UPDATED SYSTEMS:** The program recently conformed a contract for updated security systems through its software vendor to maintain increased security and confidentiality. Furthermore, a new credit card system was put in place to facilitate the most updated transactional options for payment processing. Lastly, the Inheritance Tax office has implemented and complied with the Commonwealth's initiative for a new MyPath reporting system.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Median in-person wait time for Probate Filings <sup>1</sup>	45	37	40	40
Median time-frame to fulfill a research request (days) <sup>2</sup>	10	10	10	10
Median time from filing to certification <sup>3</sup>	7	4	5	5

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<sup>1</sup>A probate filing is a petition submitted to the Register of Wills in order for a person to receive Letters of Administration/Testamentary, among other reasons.

<sup>2</sup>The timeframe measured here is defined as time from an initial inquiry to the fulfillment of the request.

<sup>3</sup>The granting of Letters of Administration/Testamentary is the result of a person submitting a petition to the Register of Wills to be appointed as the administrator/executor of a decedent estate.

### FY21 STRATEGIC GOALS

- ▲ Implement a Probate Fee Deferral System

### FY21-25 STRATEGIC INITIATIVES

The Register of Wills Estate Administration Program's core mission over the next five years will be to educate Philadelphians on estate planning and dissolve financial barriers prohibiting constituents from probating estates.

By educating the community about proper estate planning, the Register of Wills will be able to proactively address the Tangled Titled Epidemic plaguing Philadelphia. The formation of a Community Outreach Initiative today, will alleviate the Tangled Title problems of tomorrow.

The implementation of a Fee Deferral Program will be an immediate solution to the financial hurdles that prohibit many within the Philadelphia community when probating an estate. The Fee Deferral Program will work with low income constituents to develop payment plans, that will increase their ability to navigate the costly probate process.



With the implementation of these two new programs the Register of Wills will be able to execute its mission to reduce poverty and create generational wealth across the City of Philadelphia.

## PROGRAM 2: ORPHAN'S COURT ADMINISTRATION

### PROGRAM DESCRIPTION

The Orphans' Court Administration program oversees the creation, maintenance, and associated fees for Trust, Decedent, and Guardian Accounts as well as the issuance of Marriage Licenses in the City of Philadelphia.





### RECENT ACCOMPLISHMENTS



**UPDATED SYSTEMS:** The Orphans' Court continues to refine its implementation of the Administrative Office of Pennsylvania Courts new Guardian Tracking System. The Marriage Records Department's archive facility made improvements to its organizational management and record tracking. Lastly, a new credit card system was put in place to facilitate the most updated transactional options for payment processing.

### PERFORMANCE MEASURES

#### FY21 PERFORMANCE MEASURES

Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Median timeframe to review E-Filing, GTS, and Manual petitions (days/weeks/etc.) <sup>1</sup>	55	55	55	55
Median timeframe for application process (days/weeks/etc.) <sup>2</sup>	20	19	20	20
Median time-frame to fulfill a request for a copy of a marriage record (days) <sup>3</sup>	7	7	7	7

<sup>1</sup>"GTS" is the acronym for Guardianship Tracking System, a system created by Pennsylvania Courts to track filings by Guardians of Estates. A "Manual Petition" is defined as a petition that is entered in the court's case management system by a clerk on behalf of petitioner.

<sup>2</sup>The process is measured from the submission of an application to the issuance of the license

<sup>3</sup>The timeframe measured here is defined as time from an initial inquiry to the fulfillment of the request.





## PROGRAMS

**EXECUTIVE DIRECTION, STRATEGIC  
DIRECTION, AND ADMINISTRATION  
LAW ENFORCEMENT  
REAL ESTATE AND GENERAL SUPPORT**











**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/SHERIFF/](https://phila.gov/departments/sheriff/)

## MISSION

The Sheriff's Office of the City and County of Philadelphia is committed to service, procedural justice, and the sanctity of human life. Our duties encompass protecting the lives, property, and rights of all people within a framework of service, uncompromising integrity, fiscal responsibility, professionalism, vigilance, and bias-free conduct.



## BUDGET

	 FY19 ACTUAL	 FY20 ADOPTED BUDGET	 FY20 CURRENT BUDGET	 FY21 ESTIMATE	 FY22 ESTIMATE	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE
Class 100 - Wages	27,638,571	25,443,537	25,443,537	25,443,537	25,443,537	25,443,537	25,443,537	25,443,537
Class 200 - Contracts/Leases	613,827	894,517	894,517	1,105,267	1,105,267	1,105,267	1,105,267	1,105,267
Class 300/400 - Materials, Supplies, Equipment	650,117	708,907	708,907	498,157	498,157	498,157	498,157	498,157
Class 500 - Indemnities/ Contributions	250,743	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	29,153,258	27,046,961	27,046,961	27,046,961	27,046,961	27,046,961	27,046,961	27,046,961

## PROGRAM 1: EXECUTIVE DIRECTION, STRATEGIC DIRECTION, AND ADMINISTRATION





### PROGRAM DESCRIPTION

Sheriff Bilal is establishing standards that will lead to safety, accountability, positivity, and a productive work environment. The Sheriff's Office is implementing policies and procedures to carefully manage taxpayers' money and to improve efficiency and engagement among its more than 400 employees.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Overtime as a percentage of overall personnel spending <sup>1</sup>	22%	21%	20%	13%
Percentage of sworn officers trained in Active Shooter, De-escalation, and Anti-Harassment policies <sup>2</sup>	N/A			90%
Percentage of ranking officers completing FBI-LEEDA Supervisor Leadership Institute <sup>3</sup>	N/A			90%
Percentage of ranking officers completing FBI-LEEDA Supervisor Leadership Institute <sup>4</sup>	N/A			SET BASELINE FOR FY21
Average evaluation of the office environment <sup>5</sup>	N/A			SET BASELINE FOR FY21

<sup>1</sup>FY19 numbers are from the September 30, 2019 City of Philadelphia Quarterly City Managers Report; FY 20 numbers are estimates from the Sheriff's Office. The new administration plans to add new deputies to fill vacant positions, incorporate a new time-clock system, and institute new overtime-oversight provisions.

<sup>2</sup>This is a new measure for new training initiated by Sheriff Bilal to best prepare Sheriff's Office deputies to protect and serve the residents of Philadelphia. Enhanced training will be a priority for the new administration. This is a new measure.

<sup>3</sup>Filling vacant positions will be a priority for the new administration. This is a new measure and the Sheriff's Office is currently gathering data.

<sup>4</sup>This is a new measure Sheriff's Office is conducting a survey of office employees to form a baseline. Improving the office environment will be a priority for the new administration.

### FY21 STRATEGIC GOALS

- ▲ Decrease overtime to improve overall office efficiency.
- ▲ Increase the number of sworn officers trained in active shooter, de-escalation, and anti-harassment policies to improve readiness and effectiveness.



- ▲ Increase the number of ranking officers with certification from the FBI-LEEDA Supervisor Leadership Institute.
- ▲ Reduce time necessary to onboard and train new deputies so they can be placed on duty protecting the public.
- ▲ Improve internal evaluations of office environment.



## FY21-25 STRATEGIC INITIATIVES

The Sheriff's Office aims to reduce overtime costs and build on current training and professional development requirements, particularly covering bias-free policing, de-escalation, post-traumatic stress disorder,

substance abuse, and ethics. It seeks to build relationships within the diverse communities of Philadelphia through robust engagement and impeccable customer service.

## PROGRAM 2: LAW ENFORCEMENT

### PROGRAM DESCRIPTION

As the enforcement arm of the First Judicial District of Pennsylvania, the Sheriff's Office provides security at the City's courtrooms and transports prisoners to and from the courts. The Office executes warrants, orders, and writs, including foreclosures, evictions, protection-from-orders, and confiscation of property. The Sheriff's Warrant Unit finds and arrests felons and individuals with outstanding warrants.

### RECENT ACCOMPLISHMENTS



**PROTECTION:** Sheriff deputies protect judges, juries, and others in more than 80 courtrooms and security posts in the criminal, civil, municipal, and family courts. The bicycle unit and K-9 unit augment the protection of court facilities and perimeters.





**TRANSPORTATION:** Sheriff deputies safely transport more than 80,000 prisoners each year between county jails and courts.







**WARRANTS:** The Sheriff's Warrant Unit executes more than 6,000 warrants and makes over 4,000 arrests each year.



**FIREARM SAFETY AND STORAGE:** The Sheriff's Office has given out more than 6,000 free gun locks since August 2016 to encourage safe firearm storage and protect families from unintentional shootings.

## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of weapons recovered (or verification statements received) in active cases pursuant to Protection-From-Abuse Orders where relinquishment is ordered	N/A	16%	16%	40%
Average wait time for a Sheriff Deputy to be available to secure a courtroom	N/A			SET BASELINE FOR FY21
Incident-free hours at locations secured by Sheriff's deputies as a function of total locations/hours of coverage	N/A			SET BASELINE FOR FY21
Arrests as a percentage of total arrest warrants issued	49%	N/A	50%	60%
Attempts to serve a warrant as a percentage of total warrants issued	92%	N/A	93%	95%
Percentage of prisoner transports without incident	N/A			SET BASELINE FOR FY21



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<sup>1</sup>Gun safety will be a priority for the new administration.

<sup>2</sup>Ensuring efficient court operations will be a priority of the new administration. This is a new measure and the Sheriff's Office is currently gathering data.

<sup>3</sup>Ensuring the safety of court employees and citizens will be a priority for the new administration. This is a new measure and the Sheriff's Office is currently gathering data.

<sup>4</sup>Data collected by calendar year. Bringing more suspects to justice will be a priority for the new administration.

<sup>5</sup>Bringing more suspects to justice will be a priority for the new administration.

<sup>6</sup>Transporting prisoners safely to reduce risk to prisoners and the public at large will be a priority for the new administration. The Sheriff's Office is currently gathering data.

## FY21 STRATEGIC GOALS

- ▲ Increase the percentage of weapons recovered pursuant to Protection from Abuse orders to protect families and the public at large.
- ▲ Reduce average wait time for a Sheriff deputy to be available to secure a courtroom to improve efficient court operations.
- ▲ Decrease incidents at locations secured by Sheriff deputies to protect court personnel and the public.
- ▲ Increase the number of arrests made to bring more subjects to justice.
- ▲ Increase the number of attempts to serve warrants to bring more subjects to justice.
- ▲ Transport prisoners safely and reduce risk to prisoners and the public at large.



### FY21-25 STRATEGIC INITIATIVES

The Sheriff's Office will work to continuously improve the service it provides the courts, the public, and those involved in the criminal justice system by prioritizing efficiency and professionalism in its security, warrant,

and transport functions. The Office is committed to increasing enforcement and compliance with Pennsylvania Act 79, the new law requiring that individuals subject to Protection from Abuse orders relinquish their firearms within 24 hours.



## PROGRAM 3: REAL ESTATE AND GENERAL SUPPORT

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### PROGRAM DESCRIPTION

The Sheriff's Office executes foreclosures and evictions, sells seized properties at auction, and returns excess funds from Sheriff sales to former homeowners. The Office carries out the final steps in these processes and as such has a pivotal role at a critical juncture for homeowners. The Sheriff will fulfill the promise to bring fairness to foreclosures and evictions by carefully identifying homeowners who are at risk for losing their properties and targeting them with education and resources.

### RECENT ACCOMPLISHMENTS

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**PROPERTIES:** The Sheriff's Office offers more than 2,000 properties for auction each month, including mortgage foreclosure, tax delinquent, and tax lien sales. The Office sells approximately 6,000 properties each year.



**DEFENDANT ASSET RECOVERY TEAM (DART):** Each year, the Sheriff Defendant Asset Recovery Team (DART) returns more than \$3 million left over from Sheriff sales to homeowners after their properties' liabilities are paid.



**WORKSHOPS:** The Sheriff's Office conducted almost 40 workshops in English and Spanish to educate at-risk homeowners in how to avoid losing their homes to Sheriff sales.

### FY21 STRATEGIC GOALS





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- ▲ Increase the number of targeted vulnerable homeowners who can remain in their homes after intervention through an initiative to avoid sheriff sales in targeted cases.
- ▲ Decrease the amount of time it takes to record Sheriff deeds and distribute monies to proper parties after Sheriff sales.
- ▲ Decrease the amount of time it takes to complete refunds of recovered money to former homeowners.



## PERFORMANCE MEASURES

### FY21 PERFORMANCE MEASURES

Performance Measure	 FY19 ACTUAL	 FY20 YTD (Q1 + Q2)	 FY20 TARGET	 FY21 TARGET
Percentage of targeted vulnerable homeowners who avoided Sheriff Sale as a function of total identified targeted vulnerable homeowners	N/A			SET BASELINE FOR FY21
Percentage of Sheriff deeds and monies recorded and distributed to proper parties within 30 days of settlement after sheriff sale	N/A			SET BASELINE FOR FY21
Percentage of refunds to former property owners completed within 90 days of opening a claim	21%	N/A	25%	40%

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<sup>1</sup>This is a new measure for a program initiated by Sheriff Bilal to intervene in cases where Sheriff Sale can be avoided to keep homeowners in their homes. Keeping residents in their homes will be a priority for the new administration. This is a new measure and the Sheriff's Office is creating program metrics for measurement.

<sup>2</sup>Data collected by calendar year. Efficiently conducting sheriff sales will be a priority for the new administration. The Sheriff's Office is currently gathering data.

<sup>3</sup>Returning money to rightful owners will be a priority for the new administration.



### FY21-25 STRATEGIC INITIATIVES

The Sheriff will build systems to ensure deputies engage at-risk homeowners to help forestall or avoid foreclosure and educate those losing their homes about their rights and the available resources.





# BUDGET OVERVIEW AND PROCESS

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## THE OFFICE OF THE DIRECTOR OF FINANCE

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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 Budget Office 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, the Budget Office is responsible for monitoring operating spending by expenditure class code, department, and fund; and the capital budget by projects, budget lines, funding, historical records of bid awards, cost overruns, as well as other fiscal and project information.

## ANNUAL BUDGET PROCESS

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The Charter requires that, at least 30 days before the end of each fiscal year, City Council must adopt by ordinance an



Operating Budget and Capital Budget for the ensuing fiscal year and a Capital Program for the next six years. The Operating Budget and Capital Budget bills must be signed into law by the Mayor like any other ordinance, although the Charter does authorize a line item veto for budget bills. A budget process timeline is shown below:

## CITY OF PHILADELPHIA ANNUAL BUDGET PROCESS

The City of Philadelphia's fiscal year (FY) runs from July 1 to June 30

### JULY

July 1st - Fiscal Year Begins

Controller provides opinions on the Five Year Plan to PICA  
PICA votes on the Five Year Plan within 30 days of passage

Capital and Operating  
Budget calls and meetings



### OCTOBER - DECEMBER

**October:** Capital Budget call

**November:** Capital Budget meetings  
held with departments

**December:** Operating Budget call  
and meetings held with departments

Capital and Operating Budget  
adjustments made by Council  
City Council Budget Hearings  
City Council passes Budget



### MARCH - JUNE

**March/April:** City Council holds Capital  
and Operating Budget hearings

**May/June:** City Council Budget hearings end; City  
Council passes annual Budget



Normal Business Operations

### JULY - SEPTEMBER



Operating Budget meetings continue  
Capital and Operating Budget formulation  
Recommendations prepared for the Mayor  
Mayor's Budget Address  
City Council Budget Hearings

### JANUARY - MARCH

**January:** Operating Budget meetings with  
departments continue

**February:** Internal deliberations for Capital and  
Operating Budget. Recommendations prepared for  
the Mayor





**March:** Mayor delivers proposed Operating Budget,  
Five Year Plan, Capital Budget and Program;  
City Council budget hearings start

### JUNE

June 30th - Fiscal Year Ends



The chart below notes the differences between the operating budget versus the capital budget:

OPERATING BUDGET AND FIVE YEAR PLAN	CAPITAL PROGRAM AND BUDGET
 <b>ANNUAL BUDGET, WHICH IS INCLUDED IN FIVE YEAR PLAN FOR LONGER-TERM FISCAL STABILITY</b>	 <b>ANNUAL BUDGET, WHICH IS INCLUDED IN SIX-YEAR PROGRAM FOR FUTURE PLANNING PURPOSES</b>
Appropriations do not carry forward from prior years	Carryforward funding from year to year
 <b>INCLUDES ALL CITY DEPARTMENTS</b>	 <b>ONLY INCLUDES CITY DEPARTMENTS WITH CAPITAL PROJECTS</b>
Funding by expenditure classes as well as fund types (for example, General Fund and Grants Revenue Fund)	One class with different funding sources (for example, GO funds and private funds)

With Program-Based Budgeting, coordination of operating-related costs with capital investments has been made stronger. For example, staffing increases in Class 100 have a direct impact on capital investments. If the City is increasing the number of firefighters or paramedics, then this should be timed with any future engine or medic unit vehicle purchases. Similarly, when assets are being decommissioned or acquired, utility costs should be factored in the Operating Budget during the transition period.

Transfers of appropriations between budget lines must be approved by City Council, and 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 must be either carried forward to the next fiscal year (for upcoming use) or are canceled.

## OPERATING BUDGET

Submitted on an annual basis, the Operating Budget is 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.



## EXPENDITURE CLASSES

<b>Class 100</b>	Personal Services
<b>Class 200</b>	Purchase of Services
<b>Class 300</b>	Materials & Supplies
<b>Class 400</b>	Equipment
<b>Class 500</b>	Contributions, Indemnities, Taxes
<b>Class 700</b>	Debt Service
<b>Class 800</b>	Payments to Other Funds
<b>Class 900</b>	Advances; Other Miscellaneous Payments

The operating funds of the City, consisting of the General Fund, ten 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, Budget Stabilization Reserve and Housing Trust Funds) and two Enterprise Funds (Water and Aviation) which make payments into and receive payments from the General Fund, require 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 (shown above). Expenditures for the repair of any property, the repaving, resurfacing, or repairing of streets, and the acquisition of any property, or for any work or project that does not have a probable useful life to the City of at least five years are deemed to be ordinary expenses provided for in the annual operating budget ordinance. Appropriations for the use of any departmental board or commission are made to the department with which it is connected.

The appropriation amounts for each fund are supported by revenue estimates and consider any deficits and surpluses to the extent necessary. All transfers between departments or major classes (except for materials and supplies and equipment, which are appropriated together) within the General Fund 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 – factors that will drive spending and revenues that are beyond the control of city management, such as debt service payments to PECO or Philadelphia Gas Works, whom determine their own utility rates. This is followed by the Budget Call, where departments are required to submit their budget requests, including the following information: previous fiscal year actual expenditures, current estimates, the proposed current budget, the Five Year Plan estimates, and information on personnel projections. The information is also sorted by major class and fund as legally required. Departments submit their budget requests, which are compiled and used by the Budget Office to discuss departmental requests (including potential areas of expenditure reductions or revenue measures) and make budgetary recommendations to the Mayor.

**EXPENDITURE CLASS**

Class 600	Real Property
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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, the Budget Office assembles the proposed budget which is submitted to Council in the form of a budget ordinance. Once the budget ordinance is introduced in City Council, the Operating Budget Detail is prepared and distributed in time for the annual City Council budget hearing process.

**CAPITAL BUDGET AND CAPITAL PROGRAM**

The Capital Program serves as a blueprint for capital expenditures and facilitates long-range planning for capital improvements in the City’s physical and technology infrastructure, community facilities, specialized vehicles, and public buildings. The Capital Program is prepared annually by the City Planning Commission and the Budget Office to present the capital expenditures planned for each of the six ensuing fiscal years, including the estimated total cost of each project and the sources of funding (local, State, Federal, and private) estimated to be required to finance each project. The Capital Budget ordinance, authorizing in detail the capital expenditures to be made or incurred in the ensuing fiscal year, is adopted by City Council concurrently with the Capital Program. The Capital Budget must be in full conformity with that part of the Capital Program applicable to the fiscal year that it covers.



The capital funds of the City consist of General Obligation bonds and self-sustaining revenue bonds, funding from other sources, including Federal and State government, and private sources. These funds are appropriated by department and project through the major class real property (Class 600).

The first year of the Capital Program, the budget year, reflects funds to be appropriated by City Council. Years two through six of the Capital Program represent the plans of the City and its partners to continue necessary capital investment activities and, in significant instances, to begin to prepare for investment in new facilities and major rehabilitations.

The annual review process for capital spending requests and recommendations has several stages. All departments requesting capital funding must submit a formal annual request to the City Planning Commission. In addition to their annual capital requests, the agencies are required to present their capital needs over a six-year period. After the submission period is over, the City Planning Commission and the Budget Office meet with each agency, analyze the capital requests, and recommend projects for the Six Year Capital Program. According to the City Charter, at least 120 days before the end of the fiscal year, the City Planning Commission shall prepare and submit to the Mayor a recommended capital program for the ensuing six years and a recommended capital budget for the ensuing fiscal year. The capital program is reviewed by the Mayor and transmitted to City Council for deliberation and adoption. The Home Rule Charter requires the Capital Budget and Program to be adopted by City Council at least thirty days before the end of the fiscal year.



The basis of budgeting describes how the City of Philadelphia performs its budgeting. Philadelphia's budget is prepared on a modified accrual basis in accordance with generally accepted standards.

In the modified accrual basis of budgeting, 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 (e.g. vacations and sick leave) and claims and judgments, are recorded only when payment is due; however, those expenditures may be accrued if cash is available. The City's Financial Plan reflects balanced budgets for each fiscal year.

The City, through the Budget Office, estimates General Fund revenues. The Budget Office provides forecasts of major taxes – Wage and Earnings Tax, Parking Tax, Business Income and Receipts Tax, Real Estate Transfer Tax, Sales Tax, and Net Profits Tax, as well as the estimates for the other categories.

Tax projections for the Five Year Plan are developed by the Budget Office in



# BASIS OF BUDGETING AND FINANCIAL POLICIES

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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 the six taxes described above.

Budget schedules prepared on the legally enacted basis differ from the General Accepted Accounting Principles (GAAP) basis in that both expenditures and encumbrances are applied against the current budget, adjustments affecting activity budgeted in prior years are accounted for through fund balance or as reduction of expenditures, and certain inter-fund transfers and reimbursements are budgeted as revenues and expenditures. A difference between the City's fund balance on a GAAP and budgetary, or legally enacted, basis can arise when, for example, taxes are collected mid-year (e.g., April 2018) 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 (FY18), on a GAAP basis only half of the revenue can be accounted for in that fiscal year (FY18). The other half of the tax revenue would need to be accounted for in the next fiscal year (FY19). 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

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The Pennsylvania Intergovernmental Cooperation Authority (PICA) was created on June 5, 1991, by the PICA Act for Cities of the First Class (the "PICA Act"). PICA was created by the state to prevent the City from going into bankruptcy. 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 is set to sunset in 2023.

The PICA Act requires the City to annually develop a five year financial plan and 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.

## EXPENDITURE POLICIES

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**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.



**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.









**DEBT MANAGEMENT:** To monitor the City's debt levels and overall financial flexibility (the balance between fixed costs and available resources), the City Treasurer's Office watches 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. Other major fixed costs include retiree medical costs and debt service payments. The Executive Director of the Sinking Fund Commission is responsible for making debt service payments.

- ▲ Tax Supported Debt Service (excluding Pension Obligation Bond Debt Service) as a percentage of General Fund Expenditures should not exceed 6%
- ▲ Tax Supported Debt Service (excluding Pension Obligation Bond Debt Service) plus other Fixed Payments as a percentage of General Fund Expenditures should not exceed 7%
- ▲ Tax Supported Debt Service plus Other Fixed Payments and Pension Costs (including Pension Obligation Bond Debt Service) as a percentage of General Fund Expenditures should not exceed 20%
- ▲ Amount of Total Variable Rate Debt as a percentage of Debt should not exceed 35%
- ▲ Amount of Un-hedged Variable Rate Debt as a percentage of Debt should not exceed 15%



These ratios are shown below, both historically and projected:

	 <b>TARGET</b>	 <b>2017</b>	 <b>2018</b>	 <b>2019</b>	 <b>2020</b> (1 <sup>ST</sup> QRT QCMR EST.)	 <b>2021</b> (PROPOSED)
<b>Tax Supported Debt Service (excluding Pension Bonds)<sup>1</sup></b>	<b>6%</b>	5.7%	6.0%	5.4%	5.5%	5.3%
<b>Tax Supported Debt Service plus other Fixed Playments<sup>2</sup></b>	<b>7%</b>	6.3%	6.6%	6.0%	6.0%	5.8%
<b>Tax Supported Debt Service plus other Fixed Playments and Pension Costs<sup>3</sup></b>	<b>20%</b>	22.0%	21.9%	20.6%	19.7%	19.7%
<b>Variable Rate Debt as % of General Fund Debt</b>	<b>35%</b>	10.7%	9.5%	9.7%	4.7%	4.7%
<b>Un-hedged Variable Rate Debt as % of General Fund Debt<sup>4</sup></b>	<b>15%</b>	0.0%	0.0%	0.0%	0.0%	0.0%

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<sup>1</sup>"Tax Supported Debt Service" is defined as debt service on general obligation bonds and other tax-supported debt less any self-supporting general obligation debt. This excludes PICA debt service, other fixed payments, and all pension related obligations.

<sup>2</sup>This measure includes fixed payments to other entities, including amounts payable by the City under the Convention Center Operation Agreement among the City, 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). This excludes PICA debt service, and all pension related obligations.

<sup>3</sup>This measure includes pension obligation debt service, and the portion of the MMO that goes toward paying the unfunded liability (MMO less normal cost). While a target of 20% is higher than is preferable, it is the lowest threshold that allows the City to continue to invest in its infrastructure, given the large proportion of the budget that is consumed by pension costs. This ratio is in line with large cities rated in the 'A' category by Moody's.

<sup>4</sup>This limitation should be calculated separately for General Fund-supported debt, Airport Revenue Bonds, Water and Wastewater Revenue Bonds, and Gas Works Revenue Bonds. When deciding whether to issue any variable rate debt, historic averages of cash balances should be evaluated to confirm that the financial flexibility is available if interest rates rise or in the case of hedged variable rate debt, if there is a dislocation between the swap rate and the bond rate.



# GLOSSARY



**ACCRUAL(S):** Earned revenues and incurred expenses that have an overall impact on an income statement.

**ACTUAL(S):** How much revenue has actually been generated or how much money an account has actually been obligated at a given point in time during or a fiscal year.

**ADOPTED BUDGET:** A plan of financial operation legally adopted by Philadelphia City Council on an annual basis. The plan 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.

**AMORTIZATION:** The repaying of debt over time in regular installments of interest and principal sufficient to repay the loan in full by maturity.

**ANNUAL OPERATING BUDGET:** The document prepared by the Budget Office and supporting staff representing the adopted budget of operating funds 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).

**ARBITRATION:** Uniformed employees bargain under Pennsylvania Act 111 of 1968, which provides for final and binding interest arbitration to resolve collective bargaining impasses. Uniformed employees are not permitted to strike under state law. Non-uniformed employees bargain under Act 195 of 1970, which allows for the right to strike over collective bargaining impasses. Certain employees, including employees of the Sheriff's Office and the Register of Wills, corrections officers (represented by DC33), and employees of the First Judicial District (represented by DC47), are not permitted to strike but may proceed to interest arbitration under Act 195.

**AUDIT:** An objective examination and evaluation of the financial statements of an organization to ensure its records are a fair and accurate representation of transactions they claim to represent.

**BALANCED BUDGET:** When total revenues are equal to or greater than total expenses.

**BILL:** Proposed law under consideration by City Council.

**BOND(S):** A debt security issued by the municipality to finance its capital expenditures, such as the construction of buildings or repairs to roofs.

**BUDGET:** An estimate of revenues and expenses for a fiscal year.

**CAFR:** The Comprehensive Annual Financial Report (CAFR) is a set of financial statements comprising the financial report of a municipal government entity in compliance with Governmental Accounting Standards Board (GASB) accounting requirements.

**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.

**CAPITAL PROGRAM:** The City's six-year plan for long-term capital projects. The Capital Budget is the first year of the Capital Program.

**CARRYFORWARD:** Unspent prior year capital appropriations that are re-appropriated into the next fiscal year.



**COLLECTIVE BARGAINING AGREEMENT:** Written, legally enforceable contract for a specified period, between the City of Philadelphia and its employees represented by an independent trade union. The contract sets down and defines employment conditions, including wages and benefits.

**CURRENT ESTIMATE/PROJECTION:** Current projection of revenues, expenditures, and cash flows by covered funds compared to budgeted revenues, expenditures, and cash flows by covered funds.

**DEBT SERVICE:** Interest and principal payments on City bonds and payments to other government entities that issue bonds on behalf of the City, including the Philadelphia Municipal Authority, Philadelphia Authority for Industrial Development, and the Redevelopment Authority. The Water Department, Division of Aviation, and Philadelphia Gas Works pay interest and principal out of their own revenue streams. 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 his/her 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.

**DEPRECIATION:** An accounting method of allocating the cost of a tangible asset over its useful life, used to account for declines in value.

**DISTRICT COUNCIL 33 (DC33):** The City's largest union, which represents over 7,000 members.

**DISTRICT COUNCIL 47 (DC47):** The City's union that represents administrative, professional, and technical employees and first level supervisors.

**ENCUMBRANCE:** A commitment of funds to be expended and recorded in the City's accounting system.



**ENTERPRISE FUND:** These funds are used by the City to account for the financial activity of the City's operations for which customers are charged a user fee. The City has two Enterprise Funds: the Water Fund and the Aviation fund.

**EXOGENOUS VARIABLES:** Expenditure variables that are independent from other variables in the budget. The Budget Office issues an annual call for exogenous variable estimates for projected City expenditures on items such as utilities, fuel, and energy costs in late November.

**EXPENDITURES:** Monies spent by the City in the course of operations during a fiscal year. Synonym for Obligations.

**FISCAL YEAR (FY):** A twelve-month period 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 2019 (FY19) began July 1, 2018 and will end June 30, 2019.

**FIVE YEAR PLAN (FYP):** The City's five-year spending and revenue projections, broken out by fiscal year. The City issues a new Plan each fiscal year and may issue an amended Plan following financially impactful events, such as new labor contracts.

**FOP:** Fraternal Order of Police, Lodge 5. Several of the bargaining units for unionized City employees are in the FOP.

**FULL-TIME EQUIVALENT (FTE):** A unit that indicates the workload of an employed person in a way that makes workloads comparable across various contexts.

**FUND:** A sum of money saved or made available for a particular purpose.

**FUND BALANCE:** The amount of money remaining in a fund at the end of the fiscal year after accounting for all of the revenues and expenditures of the completed fiscal year.

**GENERAL FUND:** The primary fund supporting the operations of City government. This fund is primarily financed through tax revenue. It accounts for all revenues and expenditures of the City government except those for which a dedicated fund has been created.



**GENERAL OBLIGATION DEBT:** A general obligation (GO) bond is a municipal bond backed by the credit and taxing power of the issuing jurisdiction rather than the revenue from a given project. General obligation bonds are issued with the belief that a municipality will repay its debt obligation through taxation or other revenues. No assets are used as collateral.

**GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA):** Professional association of state, provincial, and local finance officers in the United States and Canada.

**GOVERNMENTAL FUND:** Funds generally used to account for tax-supported activities. There are five different types of governmental funds; the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

**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.

**HOME RULE CHARTER:** A home rule municipality in Pennsylvania is incorporated under its own unique charter, which is created pursuant to the state's Home Rule and Optional Plans Law and approved by referendum. Philadelphia became the first home rule city in Pennsylvania in 1951.

**IAFF:** International Association of Fire Fighters, Local 22. One of the bargaining units for unionized City employees.

**INDEMNITY:** A sum of money paid as compensation against damage, loss, or injury.

**INTERNAL SERVICES:** Services provided by administrative agencies to other City agencies. These administrative agencies include the Office of Fleet Management, Department of Public Property, Office of Innovation and Technology, Office of the Director of Finance, Law Department, Procurement Department, Office of the Chief Administrative Officer, and the Office of Human Resources.

**LGBTQ+:** Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, and Others.

**LOCALLY-GENERATED NON-TAX REVENUE:** Revenue received from sources other than taxes, grants from federal and state government, and inter-fund transfer payments. Includes user fees, fines, rents, proceeds of asset sales, interest earnings, and payments in lieu of taxes from nonprofit organizations.



**LONG-TERM OBLIGATIONS:** Commitments the City has made that require the expenditure of funds after the current fiscal year. These commitments include outstanding debt, long-term leases, and pension payments to retirees.

**MINORITY-, WOMEN-, AND DISABLED-OWNED BUSINESS ENTERPRISES (M/W/DSBES):**

The Office of Economic Opportunity ensures that M/W/DSBE firms receive an equitable share of contracting opportunities with the City of Philadelphia.

**MODIFIED ACCRUAL:** An accounting method commonly used by government agencies that combines accrual-basis accounting with cash-basis accounting, which recognizes revenues when they become available and measurable and, with a few exceptions, recognizes expenditures when liabilities are incurred.

**MUNICIPAL BOND:** A bond issued by a local government and that is generally used to finance public projects such as roads, schools, airports, and infrastructure-related capital expenses and repairs.

**OBLIGATIONS:** Monies spent by the City in the course of operations during a fiscal year. Synonym for expenditures.

**ORDINANCE:** An ordinance is a law enacted by a municipal body, such as City Council.

**OVERTIME:** The amount of time individuals work beyond their normal working hours.

**PICA:** The Pennsylvania Intergovernmental Cooperation Authority (PICA) was created by the Commonwealth of Pennsylvania in 1991 to provide financial assistance to the City of Philadelphia in overcoming a severe financial crisis. PICA has certain financial and oversight functions, including issuing refunding bonds and granting or lending the proceeds to the City, exercising financial review and advisory powers, and approving the City's annual and amended five-year financial plans.

**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.

**RATING AGENCY:** These are private companies, such as Moody’s, Standard & Poor’s, and Fitch Ratings, that assign credit ratings to government entities. These ratings assess the debtor’s ability to pay back debt and the debtor’s likelihood of default.

**RECESSION:** A business cycle contraction resulting in slowdown in economic activity.

**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.



# GENERAL FUND SUMMARY TABLES

## CITY OF PHILADELPHIA

### GENERAL FUND

### FY 2021-2025 FIVE YEAR FINANCIAL PLAN

### SUMMARY BY CLASS

Expenditure Class	Actual FY 19	Budgeted FY 20	Projected FY 20	Projected FY 21	Projected FY 22	Projected FY 23	Projected FY 24	Projected FY 25
Class 100 - Wages	1,749,789,358	1,820,084,499	1,844,647,074	1,864,058,076	1,877,564,198	1,898,182,673	1,901,679,312	1,902,536,864
Class 100 - Benefits	1,371,066,396	1,411,963,002	1,412,938,432	1,430,746,607	1,473,243,529	1,525,401,650	1,576,064,395	1,624,988,316
Class 200 - Contracts / Leases	915,528,453	1,001,324,495	1,026,450,838	1,035,605,423	1,051,572,603	1,082,435,544	1,088,513,943	1,095,782,341
Class 300/400 - Supplies, Equipment	113,266,308	123,681,775	126,531,179	132,674,816	122,841,108	122,372,381	122,424,420	114,422,379
Class 500 - Indemnities / Contributions	279,769,358	322,432,210	331,732,210	394,206,357	410,302,527	408,351,916	414,991,147	414,991,147
Class 700 - Debt Service	159,786,966	187,482,819	187,482,819	181,589,117	204,731,919	218,735,144	242,239,863	255,616,857
Class 800 - Payments to Other Funds	183,181,730	103,189,100	108,189,100	100,461,504	93,412,504	99,520,504	109,545,504	109,290,504
Class 900 - Advances / Misc. Payments	0	55,108,100	80,108,100	96,705,100	118,356,100	138,356,100	158,356,100	158,356,100
<b>Total</b>	<b>4,772,388,569</b>	<b>5,025,266,000</b>	<b>5,118,079,752</b>	<b>5,236,047,000</b>	<b>5,352,024,488</b>	<b>5,493,355,912</b>	<b>5,613,814,684</b>	<b>5,675,984,508</b>



<b>City of Philadelphia</b> <b>FY 2021 - 2025 Five Year Financial Plan</b> <b>General Fund</b> <b>Summary by Department</b>								
Department	Actual FY 19	Budgeted FY 20	Projected FY 20	Projected FY 21	Projected FY 22	Projected FY 23	Projected FY 24	Projected FY 25
Art Museum	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
Atwater Kent Museum	250,000	0	0	0	0	0	0	0
Auditing	9,051,422	9,384,550	9,974,550	9,974,550	9,974,550	9,974,550	9,974,550	9,974,550
Board of Ethics	925,638	1,101,630	1,101,630	1,101,630	1,101,630	1,101,630	1,101,630	1,101,630
Board of Revision of Taxes	978,352	1,060,791	1,060,791	1,060,791	1,060,791	1,060,791	1,060,791	1,060,791
City Commissioners	16,486,919	12,216,911	12,216,911	22,465,755	14,453,869	14,453,869	14,589,869	14,589,869
City Council	16,537,331	17,927,973	18,277,973	18,277,973	18,277,973	18,277,973	18,277,973	18,277,973
City Representative	1,034,100	1,249,695	1,284,721	1,357,177	1,341,177	1,341,177	1,341,177	1,341,177
City Treasurer	1,652,411	1,483,167	1,509,534	1,693,934	1,700,534	1,700,534	1,700,534	1,700,534
Civil Service Commission	198,497	204,935	204,935	204,935	204,935	204,935	204,935	204,935
Civil Service Comm - Provision for Future Labor Obligations	0	0	0	40,000,000	60,000,000	80,000,000	100,000,000	100,000,000
Commerce	7,340,303	9,851,361	10,287,560	9,595,966	8,752,082	8,750,913	8,759,966	8,759,966
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	21,242,883	7,671,624	7,671,624	1,171,624	1,171,624	11,171,624	11,171,624	11,171,624
District Attorney	42,281,095	38,908,536	42,058,536	41,408,536	41,408,536	41,408,536	41,408,536	41,408,536
Finance	158,383,010	45,227,334	75,864,488	40,069,932	32,010,908	34,693,508	41,690,250	40,535,366
Finance-Reg #32	2,413,758	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000
Finance-Budget Stabilization	0	34,276,000	34,276,000	36,528,000	37,563,000	39,264,000	40,124,000	41,126,000
Finance - Recession/Federal Reserve	0	55,108,000	55,108,000	56,705,000	58,356,000	58,356,000	58,356,000	58,356,000
Finance - Community College Subsidy	32,409,207	33,759,207	36,059,207	54,498,018	54,569,545	54,569,545	54,569,545	54,569,545
Finance - Employee Benefits	1,371,066,396	1,411,963,002	1,412,938,432	1,430,746,607	1,473,243,529	1,525,401,650	1,576,064,395	1,624,988,316
Finance - Hero Awards	0	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Finance - Indemnities	0	49,246,000	49,246,000	50,320,000	50,320,000	50,320,000	50,320,000	50,320,000
Finance - Refunds	18,667	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Finance - School District Contribution	180,870,541	222,456,410	222,456,410	267,578,558	284,953,201	282,052,590	288,191,821	288,191,821
Finance - Witness Fees	98,988	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Fire	309,671,593	298,549,278	313,799,278	306,645,312	310,883,253	329,293,857	331,464,583	331,992,445
First Judicial District	113,236,838	115,503,975	115,991,475	117,267,032	117,267,032	117,267,032	117,267,032	117,267,032
Fleet Management	47,005,990	50,114,034	50,114,034	51,341,478	51,389,478	51,437,478	51,437,478	51,437,478
Fleet Management - Vehicle Lease/Purchases	17,297,617	17,286,549	17,286,549	14,797,739	14,797,739	14,797,739	14,797,739	14,797,739



<b>City of Philadelphia</b> <b>FY 2021 - 2025 Five Year Financial Plan</b> <b>General Fund</b> <b>Summary by Department</b>								
Department	Actual FY 19	Budgeted FY 20	Projected FY 20	Projected FY 21	Projected FY 22	Projected FY 23	Projected FY 24	Projected FY 25
Free Library	42,596,496	45,760,383	45,760,383	48,560,590	48,578,169	48,591,347	48,599,467	48,599,467
Human Relations Commission	2,127,256	2,386,402	2,401,402	2,545,089	2,545,089	2,545,089	2,545,089	2,545,089
Human Services	107,447,455	118,965,013	119,029,114	178,918,509	186,067,475	190,269,233	188,805,223	188,805,223
Labor	1,769,531	2,454,828	2,510,841	3,124,241	2,921,841	3,021,841	3,021,841	3,021,841
Law	15,462,819	16,085,045	16,356,786	16,306,786	16,456,786	16,506,786	16,556,786	16,556,786
Licenses & Inspections	38,311,706	41,282,551	42,116,503	41,679,445	41,288,146	40,631,896	40,631,896	40,631,896
L&I: Board of Building Standards	83,562	80,366	80,366	80,366	80,366	80,366	80,366	80,366
L&I: Board of L+I Review	139,997	173,870	173,870	173,870	173,870	173,870	173,870	173,870
Managing Director	45,304,925	55,280,720	60,796,660	66,751,494	68,696,909	68,948,004	68,811,726	68,849,071
Managing Director - Legal Services	51,574,391	50,938,541	50,938,541	50,938,541	50,938,541	50,938,541	50,938,541	50,938,541
Mayor	5,435,738	6,113,633	6,298,286	6,824,786	6,824,786	6,774,786	6,724,786	6,724,786
Mayor - Scholarships	181,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Mayor - Office of Chief Administrative Officer	5,996,422	7,438,265	7,510,044	7,652,794	7,192,794	7,132,794	7,132,794	7,132,794
Office of Children and Families	26,141,449	45,350,014	45,350,014	442,000	442,000	442,000	442,000	442,000
Mayor's Office of Community Empowerment and Opportunity	88,250	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Mural Arts Program	2,367,227	2,499,602	2,545,184	2,510,184	2,510,184	2,510,184	2,510,184	2,510,184
Office of Arts and Culture and the Creative Economy	4,310,450	4,098,002	4,419,130	4,169,130	4,169,130	4,169,130	4,169,130	4,169,130
Office of Behavioral Health and Intellectual disAbilities	17,115,534	15,895,444	16,131,407	15,701,323	15,701,323	15,701,323	15,701,323	15,701,323
Office of Homeless Services	56,769,589	59,945,719	60,821,026	60,802,045	59,269,144	59,936,417	59,553,697	59,553,697
Office of Human Resources	5,695,053	6,874,287	6,895,524	6,885,524	6,805,524	6,805,524	6,885,524	6,885,524
Office of Innovation and Technology	65,709,411	71,198,539	75,969,758	85,035,059	86,673,731	89,466,442	88,865,865	88,904,846
Office of Innovation and Technology - 911	12,895,463	41,235,086	41,235,086	23,564,955	24,643,267	24,643,267	24,643,267	24,643,267
Office of Inspector General	1,513,853	1,680,441	1,742,423	1,742,423	1,742,423	1,742,423	1,742,423	1,742,423
Office of Property Assessment	13,934,797	17,318,408	17,318,408	17,627,682	17,343,408	17,243,408	17,243,408	17,243,408
Office of Sustainability	955,678	1,213,258	1,467,804	2,466,304	2,498,804	2,498,804	2,498,804	2,498,804
Parks and Recreation	67,144,275	65,058,055	65,396,789	65,823,438	66,124,821	66,754,945	66,614,945	66,614,945
Planning & Development	12,481,691	11,810,746	16,817,476	15,691,664	15,661,664	15,661,664	15,661,664	15,661,664
Police	727,904,939	741,165,097	742,947,000	746,337,802	746,408,208	746,234,586	746,801,130	747,210,498
Prisons	237,042,656	238,183,523	252,183,523	253,183,523	252,183,523	252,183,523	252,183,523	252,183,523
Procurement	5,025,883	5,674,563	6,952,227	5,104,227	5,104,227	5,104,227	5,104,227	5,104,227
Public Health	142,683,666	160,572,140	154,140,340	167,232,629	162,703,356	162,590,130	162,627,934	162,666,796



**City of Philadelphia**  
**FY 2021 - 2025 Five Year Financial Plan**  
**General Fund**  
**Summary by Department**

Department	Actual FY 19	Budgeted FY 20	Projected FY 20	Projected FY 21	Projected FY 22	Projected FY 23	Projected FY 24	Projected FY 25
<b>Public Property</b>	71,552,535	68,691,597	76,842,290	75,723,688	78,019,902	80,328,962	82,343,372	82,412,804
<b>Public Property - SEPTA Subsidy</b>	84,608,000	87,556,000	86,356,000	88,955,000	91,629,000	94,816,000	98,117,000	101,532,000
<b>Public Property - Space Rentals</b>	20,912,273	26,278,677	26,278,677	29,555,004	29,460,453	29,557,712	30,230,784	31,075,653
<b>Public Property - Utilities</b>	25,108,810	27,393,339	27,393,339	25,447,623	26,304,495	27,242,881	28,160,163	29,108,406
<b>Records</b>	4,381,749	4,910,278	4,942,152	4,942,152	4,942,152	4,942,152	4,942,152	4,942,152
<b>Register of Wills</b>	4,369,231	4,551,645	4,767,345	4,653,645	4,653,645	4,653,645	4,653,645	4,653,645
<b>Revenue</b>	31,623,367	32,879,233	32,922,858	32,885,858	32,885,858	32,885,858	32,885,858	32,885,858
<b>Sheriff</b>	29,153,258	27,046,961	27,046,961	27,046,961	27,046,961	27,046,961	27,046,961	27,046,961
<b>Sinking Fund Commission (Debt Service)</b>	256,995,453	296,705,317	296,705,317	283,244,931	315,912,727	337,311,294	361,594,390	374,783,177
<b>Streets</b>	159,471,175	157,032,932	158,793,742	169,968,650	173,681,882	177,431,448	181,757,980	175,638,018
<b>Total</b>	<b>4,772,388,569</b>	<b>5,025,266,000</b>	<b>5,118,079,752</b>	<b>5,236,047,000</b>	<b>5,352,024,488</b>	<b>5,493,355,912</b>	<b>5,613,814,684</b>	<b>5,675,984,508</b>



# CITY OF PHILADELPHIA

## GENERAL FUND

### FY 2021-2025 FIVE YEAR FINANCIAL PLAN

### MAJOR TAXES (\$ IN MILLIONS) WITH PERCENTAGE CHANGE FROM PREVIOUS YEARS

Tax	Actual FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24	Projected FY25
Wage & Net Profits - Current & Prior	1,617.7	1,701.2	1,770.9	1,834.9	1,898.1	1,961.2	2,032.1
% change from prior year	n.a.	5.2%	4.1%	3.6%	3.4%	3.3%	3.6%
Real Property - Current & Prior	696.6	702.0	715.0	746.7	769.4	796.0	823.1
% change from prior year	n.a.	0.8%	1.9%	4.4%	3.0%	3.5%	3.4%
Business Income & Receipts - Current & Prior	540.9	540.9	575.0	595.8	612.8	617.6	622.6
% change from prior year	n.a.	0.0%	6.3%	3.6%	2.9%	0.8%	0.8%
Sales	224.2	236.2	247.4	259.3	271.3	284.4	298.8
% change from prior year	n.a.	5.4%	4.7%	4.8%	4.6%	4.8%	5.1%
Real Property Transfer	328.4	338.3	341.7	356.2	371.0	384.7	367.1
% change from prior year	n.a.	3.0%	1.0%	4.2%	4.2%	3.7%	-4.6%
Parking	99.3	101.5	104.3	107.3	110.4	113.6	117.2
% change from prior year	n.a.	2.2%	2.8%	2.9%	2.9%	2.9%	3.2%
Other Taxes	30.8	30.2	31.2	32.2	33.1	34.2	35.2
% change from prior year	n.a.	-1.9%	3.3%	3.2%	2.8%	3.3%	2.9%
Philadelphia Beverage	76.9	76.1	75.3	74.6	73.8	73.1	72.4
% change from prior year	n.a.	-1.0%	-1.1%	-0.9%	-1.1%	-0.9%	-1.0%
<b>Total Taxes</b>	<b><u>3,614.8</u></b>	<b><u>3,726.4</u></b>	<b><u>3,860.8</u></b>	<b><u>4,007.0</u></b>	<b><u>4,139.9</u></b>	<b><u>4,264.8</u></b>	<b><u>4,368.5</u></b>
<b>% Change from prior year</b>	<b>6.3%</b>	<b>3.1%</b>	<b>3.6%</b>	<b>3.8%</b>	<b>3.3%</b>	<b>3.0%</b>	<b>2.4%</b>

Note: Wage & Net Profits Taxes include rate reductions that resumed in FY14. Business Income & Receipts Tax incorporate rate reductions that began in FY13. Wage tax does not include the PICA portion. Real Property Transfer Tax includes the rate increase from 3.1% to 3.278% effective July 1, 2018.

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**CITY OF PHILADELPHIA**  
**GENERAL FUND**  
**FY 2021-2025 FIVE YEAR FINANCIAL PLAN**  
**ESTIMATED FRINGE BENEFIT ALLOCATION**

Expenditure Category	Actual FY 19	Budgeted FY 20	Projected FY 20	Projected FY 21	Projected FY 22	Projected FY 23	Projected FY 24	Projected FY 25
Unemployment Comp.	2,874,875	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260
Employee Disability	63,572,955	69,844,607	70,600,000	74,028,253	77,622,977	81,392,257	85,344,568	89,488,799
Pension	590,415,269	584,663,838	580,863,172	585,843,372	598,102,200	614,120,292	626,469,804	634,565,412
Pension Obligation Bonds	109,793,658	110,158,479	109,794,742	109,794,742	109,794,742	109,794,742	109,794,742	109,794,742
FICA	81,838,789	84,546,988	84,546,988	86,899,230	87,075,320	87,353,379	87,397,296	87,397,296
Health / Medical	457,038,668	489,978,550	489,978,550	490,777,183	511,274,585	537,355,102	565,156,276	594,642,520
Group Life	7,034,330	8,465,202	8,665,000	8,850,000	8,850,000	8,850,000	8,850,000	8,850,000
Group Legal	5,427,259	5,049,842	5,049,842	5,535,000	5,535,000	5,535,000	5,535,000	5,535,000
Tool Allowance	108,675	146,267	146,267	150,000	150,000	150,000	150,000	150,000
Flex Cash Payments	623,539	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Pension Relief - Sales Tax	52,099,331	53,928,969	58,113,611	63,688,567	69,658,445	75,670,618	82,186,449	89,384,287
Pension - Plan 10	239,048	300,000	300,000	300,000	300,000	300,000	300,000	300,000
<b>Total</b>	<b>1,371,066,396</b>	<b>1,411,963,002</b>	<b>1,412,938,432</b>	<b>1,430,746,607</b>	<b>1,473,243,529</b>	<b>1,525,401,650</b>	<b>1,576,064,395</b>	<b>1,624,988,316</b>



# REVENUES AND EXPENDITURES

City of Philadelphia As Adopted Five Year Financial Plan FY2021-2025				SUMMARY OF OPERATIONS FISCAL YEARS 2019 TO 2025 (Amounts in Thousands)				
General Fund								
NO.	ITEM	FY 2019 Actual	FY 2020 Estimate	FY 2021 Budget	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	OPERATIONS OF FISCAL YEAR							
	REVENUES							
1	Taxes	3,614,840	3,726,419	3,860,761	4,007,032	4,139,921	4,264,787	4,368,489
2	Locally Generated Non-Tax Revenues	349,062	391,235	398,016	366,535	422,851	366,942	370,933
3	Revenue from Other Governments	311,146	299,958	310,026	311,108	312,158	314,159	315,274
4	Other Govts. - PICA City Account (1)	493,552	517,337	551,450	574,325	610,283	655,555	680,941
5	Sub-Total Other Governments	804,698	817,295	861,476	885,433	922,441	969,714	996,215
6	Revenue from Other Funds of City	51,677	77,276	60,132	60,572	62,115	62,601	63,111
7	Total - Revenue	4,820,277	5,012,225	5,180,385	5,319,572	5,547,328	5,664,044	5,798,748
8	Other	0	0	0	0	0	0	0
9	Total Revenue and Other Sources	4,820,277	5,012,225	5,180,385	5,319,572	5,547,328	5,664,044	5,798,748
	OBLIGATIONS/APPROPRIATIONS							
10	Personal Services	1,749,789	1,844,647	1,864,058	1,877,564	1,898,183	1,901,679	1,902,537
11	Personal Services-Pensions	700,450	690,958	695,938	708,197	724,215	736,565	744,660
12	Personal Services-Pensions - Sales Tax	52,099	58,114	63,689	69,658	75,671	82,186	89,384
13	Personal Services-Other Employee Benefits	618,517	663,866	671,120	695,389	725,516	757,313	790,944
14	Sub-Total Employee Compensation	3,120,855	3,257,585	3,294,805	3,350,807	3,423,585	3,477,473	3,527,525
15	Purchase of Services	915,529	1,026,451	1,035,605	1,051,573	1,082,436	1,088,514	1,095,782
16	Materials, Supplies and Equipment	113,267	126,531	132,675	122,841	122,372	122,425	114,423
17	Contributions, Indemnities, and Taxes	279,769	331,732	394,206	410,303	408,352	414,991	414,991
18	Debt Service	159,787	187,483	181,589	204,731	218,735	242,240	255,617
19	Payments to Other Funds	183,182	73,913	63,934	55,850	60,256	69,422	68,165
20	Advances & Misc. Pmts. Incl. Labor Reserve	0	25,000	40,000	60,000	80,000	100,000	100,000
21	Adv & Misc. Pmts.-Federal/Recession Reserve	0	55,108	56,705	58,356	58,356	58,356	58,356
22	Sub-Total	4,772,389	5,083,803	5,199,519	5,314,461	5,454,092	5,573,691	5,634,859
23	Payment to Budget Stabilization Reserve Fund	0	34,276	36,528	37,563	39,264	40,124	41,126
24	Total - Obligations	4,772,389	5,118,079	5,236,047	5,352,024	5,493,356	5,613,815	5,675,985
25	Oper. Surplus (Deficit) for Fiscal Year	47,888	(105,854)	(55,662)	(32,452)	53,972	50,229	122,763
	Prior Year Adjustments:							
26	Revenue Adjustments	0	0	0	0	0	0	0
27	Other Adjustments	22,009	19,500	19,500	19,500	19,500	19,500	19,500
28	Total Prior Year Adjustments	22,009	19,500	19,500	19,500	19,500	19,500	19,500
29	Adjusted Oper. Surplus/ (Deficit)	69,897	(86,354)	(36,162)	(12,952)	73,472	69,729	142,263
	OPERATIONS IN RESPECT TO PRIOR FISCAL YEARS							
30	Fund Balance Available for Appropriation June 30 of Prior Fiscal Year	368,783	438,680	352,326	316,164	303,212	376,684	446,413
31	Fund Balance Available for Appropriation June 30	438,680	352,326	316,164	303,212	376,684	446,413	588,676

(1) PICA City Account = PICA tax minus (PICA expenses + PICA debt service).



**CITY OF PHILADELPHIA**  
**GENERAL FUND**  
**FISCAL YEAR 2021 REVENUES**  
**TOTAL AMOUNT OF FUNDS: \$5.180 BILLION**

City Wage Earnings and Net Profits Tax	\$1,771 M
PICA City Account	\$551 M
Real Estate Tax (City Share)	\$715 M
Business Income & Receipts Tax	\$575 M
Real Estate Transfer Tax	\$342 M
Sales Tax	\$247 M
Beverage Tax	\$75 M
Other Taxes	\$136 M
Local Non-Tax Revenue	\$398 M
Local Agencies (PPA, PGW, etal)	\$64 M
Other City Funds	\$60 M
State Aid	\$223 M
Federal Aid	\$23 M
<b>Total</b>	<b>\$5.180 B</b>



**CITY OF PHILADELPHIA**  
**GENERAL FUND**  
**FISCAL YEAR 2021 ESTIMATED OBLIGATIONS**  
**TOTAL AMOUNT OF FUNDS: \$5.236 BILLION**

<b>Payroll</b>	\$1,864 M
<b>Other Employee Benefits</b>	\$671 M
<b>Pension</b>	\$760 M
<b>Contractual Services</b>	\$1,036 M
<b>Debt Service</b>	\$181 M
<b>Contributions &amp; Indemnities</b>	\$394 M
<b>Materials, Supplies &amp; Equipment</b>	\$133 M
<b>Payments to Other Funds</b>	\$63 M
<b>Payments to Budget Stabilization Fund</b>	\$37 M
<b>Provision for Labor Obligations</b>	\$40 M
<b>Precession/Federal Reserve</b>	\$57 M
<b>TOTAL</b>	<b>\$5,236 B</b>



City of Philadelphia Fiscal Year 2021 Proposed All Funds Operating Budget															
Department	Acute Care Hospital Assessment Fund	Aviation Fund	Budget Stabilization 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							0								0
Auditing							9,974,550	600,000							10,574,550
Board of Ethics							1,101,630								1,101,630
Board of Revision of Taxes							1,060,791								1,060,791
City Commissioners							22,465,755	2,765,000							25,230,755
City Council							18,277,973	205,300							18,483,273
City Representative							1,357,177								1,357,177
City Treasurer							1,693,934								1,693,934
Civil Service Commission							204,935								204,935
Civil Service Commission - Provision for Labor							40,000,000								40,000,000
Commerce		199,500,000			11,152,625		9,595,966	10,175,000		88,220,000					318,643,591
Commerce - Convention Center Subsidy							15,000,000								15,000,000
Commerce - Economic Stimulus							1,171,624								1,171,624
District Attorney							41,408,536	16,829,540							58,238,076
Finance	75,000	4,146,000					40,069,932								44,290,932
Finance - Budget Stabilization			1,000				36,528,000								36,529,000
Finance - Community College Subsidy							54,498,018								54,498,018
Finance - Employee Benefits	268,408	68,292,698			4,973,268		1,430,746,607					1,000,000	145,223,378		1,650,504,476
Finance - Hero Awards							25,000								25,000
Finance - Indemnities		2,512,000					50,320,000						7,500,000		60,332,000
Finance - Provision for Other Grants					20,000,000		56,705,000	220,000,606							296,705,606
Finance - Reg#32							2,650,000								2,650,000
Finance - Refunds							250,000								250,000
Finance - School District Contribution							267,578,558								267,578,558
Finance - Witness Fees							171,518								171,518
Fire		10,285,474					306,645,312	31,051,733							347,982,519
First Judicial District							117,267,032	57,295,102							174,562,134
Fleet Management		8,501,109					66,139,217						8,846,754		83,487,080
Free Library							48,560,590	8,423,500							56,984,090
Human Relations Commission							2,545,089								2,545,089
Human Services							178,918,509	653,563,022							832,481,531
Labor							3,124,241								3,124,241
Law		1,607,235			195,573		16,306,786						3,304,069		21,413,663
Licenses & Inspections					490,303		41,679,445								42,169,748
L&I Board of Building Standards							80,366								80,366
L&I Board of L & I Review							173,870								173,870
Managing Director							66,751,494	16,427,957					138,550		83,318,001
Managing Director - Legal Services							50,938,541								50,938,541
Mayor							6,824,786	175,000							6,999,786
Mayor - Scholarships							200,000								200,000
Mayor - Office of the Chief Administrative Officer							7,652,794								7,652,794
Mayor - Office of Children and Families							442,000								442,000
Mayor's Office of Community Empowerment and Opportunity							90,000	19,687,603							19,777,603
Mural Arts Program							2,510,184								2,510,184
Office of Arts and Culture & the Creative Economy							4,169,130								4,169,130
Office of Behavioral Health and Intellectual Disability							15,701,323	294,453,266	1,300,000,000						1,610,154,589
Office of Homeless Services							60,802,045	45,429,240							106,231,285
Office of Human Resources							6,885,524								6,885,524
Office of Innovation & Technology		3,151,689					108,600,014	48,218,878					31,445,728		191,416,309
Office of Inspector General							1,742,423								1,742,423
Office of Property Assessment							17,627,682								17,627,682
Office of Sustainability		93,873					2,466,304	225,000					93,874		2,879,051
Parks & Recreation							65,823,438	13,225,829							79,049,267
Planning & Development					66,370,231		15,691,664	62,082,437			79,808,000				223,952,332
Police		18,250,828					746,337,802	15,364,778							779,953,408
Prisons							253,183,523								253,183,523
Procurement							5,104,227						109,232		5,213,459
Public Health	318,527,592						167,232,629	190,773,209							676,533,430
Public Property		26,900,000					75,723,688						4,368,565		106,992,253
Public Property - Septa Subsidy							88,955,000								88,955,000
Public Property - Space Rentals							29,555,004								29,555,004
Public Property - Utilities							25,447,623								25,447,623
Records							4,942,152								4,942,152
Register of Wills							4,653,645	200,000							4,853,645
Revenue	45,000						32,885,858	23,000,000					17,473,500		73,404,358
Sheriff							27,046,961								27,046,961
Sinking Fund Commission (Debt Service)		138,778,094		7,000,000			283,244,931						203,122,357		632,145,382
Streets						10,873,000	169,968,650	37,219,000				39,929,000			257,989,650
Water													463,344,235	38,100,000	501,444,235
Water, Sewer & Stormwater Rate Board													799,758		799,758
TOTAL	318,916,000	482,019,000	1,000	7,000,000	103,182,000	10,873,000	5,236,047,000	1,767,391,000	1,300,000,000	88,220,000	79,808,000	40,929,000	885,770,000	38,100,000	10,358,256,117



# OTHER STATUTORY REQUIREMENTS

## CITY OF PHILADELPHIA

### PRINCIPAL GENERAL FUND OBLIGATION GROWTH ASSUMPTIONS

#### FY 2021 - 2025 FIVE YEAR FINANCIAL PLAN

		FY 21	FY 22	FY 23	FY 24	FY 25
<b>Class 100</b>	<b>Personal Services</b>					
	Civilian Wages - DC#47/NR	0.00%	0.0%	0.0%	0.0%	0.0%
	Civilian Wages - DC#33	0.00%	0.0%	0.0%	0.0%	0.0%
	Civilian Wages - Other	0.00%	0.0%	0.0%	0.0%	0.0%
	Uniform Wages - Local #159	0.00%	0.0%	0.0%	0.0%	0.0%
	Uniform Wages - F.O.P.	0.00%	0.0%	0.0%	0.0%	0.0%
	Uniform Wages - I.A.F.F.	0.00%	0.0%	0.0%	0.0%	0.0%
	Employee Benefits					
	Unemployment Compensation	0.0%	0.0%	0.0%	0.0%	0.0%
	Employee Disability	4.9%	4.9%	4.9%	4.9%	4.9%
	Pension	0.9%	2.1%	2.7%	2.0%	1.3%
	Pension Obligation Bond	0.0%	0.0%	0.0%	0.0%	0.0%
	Pension Relief - Sales Tax	9.6%	9.4%	8.6%	8.6%	8.8%
	FICA	2.8%	0.2%	0.3%	0.1%	0.0%
	Health/Medical	0.2%	4.2%	5.1%	5.2%	5.2%
	Group Life	2.1%	0.0%	0.0%	0.0%	0.0%
	Group Legal	9.6%	0.0%	0.0%	0.0%	0.0%
	Tool Allowance	2.6%	0.0%	0.0%	0.0%	0.0%
	Flex Cash Payments	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 200</b>						
	Purchase of Services	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 3/400</b>						
	Materials, Supplies & Equipment	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 500</b>						
	Contributions, Indemnities & Taxes	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 700</b>						
	Debt Service					
<b>Class 800</b>						
	Payments to Other Funds	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 900</b>						
	Advances & Misc. Payments	0.0%	0.0%	0.0%	0.0%	0.0%

Note 1: The above Personal Services assumptions do not include the amount set aside in the Civil Service Commission budget for potential future labor obligations.

Note 2: Obligation levels in the current plan have been established for most departments and cost centers based upon specific issues concerning desired service levels, management and productivity initiatives underway, anticipated competitive contracting issues, existing and anticipated contractual obligations, and a host of other factors. The growth assumptions set forth above provide only the underlying foundations for the specific proposed obligation levels which have been established for departments in the current plan.



**City of Philadelphia**  
**Fiscal Year 2021 Operating Budget**  
**FY 2021-2025 Five Year Plan**  
**General Fund Full-Time Positions**

Department	Filled Positions 6/30/19	FY 2020 Adopted Budget	November 2019 Increment	FY 2021 Proposed Budget	FY 2022 Proposed Budget	FY 2023 Proposed Budget	FY 2024 Proposed Budget	FY 2025 Proposed Budget
Auditing	123	135	123	135	135	135	135	135
Board of Ethics	9	12	10	12	12	12	12	12
Board of Revision of Taxes	11	15	15	16	16	16	16	16
City Commissioners	94	105	96	105	105	105	105	105
City Council	197	208	193	208	208	208	208	208
City Representative	8	10	8	12	12	12	12	12
City Treasurer	16	18	16	19	19	19	19	19
Civil Service Commission	2	2	2	2	2	2	2	2
Commerce	51	55	50	61	61	61	61	61
<i>District Attorney Civilian</i>	455	470	516	470	470	470	470	470
<i>District Attorney Uniform</i>	36	43	36	43	43	43	43	43
District Attorney - Total	491	513	552	513	513	513	513	513
Finance	116	124	118	146	145	145	145	144
<i>Fire Civilian</i>	114	170	114	177	177	177	177	177
<i>Fire Uniform</i>	2,437	2,534	2,444	3,227	3,227	3,227	3,227	3,227
Fire - Total	2,551	2,704	2,558	3,404	3,404	3,404	3,404	3,404
First Judicial District	1,842	1,850	1,806	1,878	1,878	1,878	1,878	1,878
Fleet Management	293	310	256	312	312	312	312	312
Free Library	672	737	692	801	801	801	801	801
Human Relations Commission	32	35	33	37	37	37	37	37
Human Services	397	437	370	494	494	494	494	494
Labor	22	30	22	38	38	38	38	38
Law	128	133	118	133	133	133	133	133
Licenses & Inspections	410	470	382	468	468	468	468	468
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
Managing Director	307	344	318	418	418	418	418	418
Mayor	54	60	59	68	68	68	68	68
Mayor - Office of the Chief Administrative Officer	54	74	61	69	69	69	69	69
Office of Children and Families	29	47	34	3	3	3	3	3
Mayor's Office of Community Empowerment and Opportunity	0	0		0	0	0	0	0
Mural Arts Program	12	12	12	11	11	11	11	11
Office of Arts and Culture	8	8	8	8	8	8	8	8
Office of Behavioral Health and Intellectual disAbility	21	23	24	28	28	28	28	28
Office of Human Resources	74	88	76	88	88	88	88	88
Office of Innovation & Technology	273	316	299	358	358	358	358	358
Office of Inspector General	19	21	19	21	21	21	21	21
Office of Property Assessment	196	251	194	250	250	250	250	250
Office of Homeless Services	151	160	151	163	163	163	163	163
Office of Sustainability	9	9	9	17	17	17	17	17
Parks & Recreation	650	759	655	776	776	776	776	776
Planning & Development	57	62	58	63	63	63	63	63
<i>Police Civilian</i>	836	868	806	951	959	959	959	959
<i>Police Uniform</i>	6,486	6,575	6,441	6,575	6,575	6,575	6,575	6,575
Police - Total	7,322	7,443	7,247	7,526	7,534	7,534	7,534	7,534
Prisons	2,130	2,160	2,031	2,160	2,160	2,160	2,160	2,160
Procurement	41	50	41	50	50	50	50	50
Public Health	752	839	748	850	850	850	850	850
Public Property	132	149	128	186	201	201	201	201
Records	55	59	53	59	59	59	59	59
Register of Wills	72	70	70	71	71	71	71	71
Revenue	405	458	400	462	462	462	462	462
Sheriff	363	428	369	428	428	428	428	428
Streets	1,736	1,982	1,854	2,057	2,057	2,057	2,057	2,057
<b>TOTAL GENERAL FUND</b>	<b>22,390</b>	<b>23,778</b>	<b>22,341</b>	<b>24,987</b>	<b>25,009</b>	<b>25,009</b>	<b>25,009</b>	<b>25,008</b>

Note: The Adopted and Proposed Budget position counts represent the maximum level of positions during the year. Attrition lowers the position count throughout the year



**CASH FLOW PROJECTIONS  
GENERAL FUND - FY2020**

**OFFICE OF THE DIRECTOR OF FINANCE**

Projection as of December 31, 2019

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	Not Accrued	Estimated Revenues
<b>REVENUES</b>																
Real Estate Tax	8.6	9.3	6.9	7.0	5.2	31.9	64.8	368.3	147.7	31.2	15.3	5.9	702.0			702.0
Total Wage, Earnings, Net Profits	159.2	114.7	128.7	156.6	121.8	126.1	188.7	130.0	146.8	168.0	137.0	123.7	1701.2			1701.2
Realty Transfer Tax	31.2	30.0	21.2	38.7	27.6	30.1	22.1	18.3	24.5	31.3	30.7	32.5	338.3			338.3
Sales Tax	28.0	34.8	13.9	13.8	15.5	14.4	12.3	16.6	13.2	13.2	28.5	30.0	234.3	1.9		236.2
Business Income & Receipts Tax	10.3	8.7	19.7	19.6	6.1	30.5	17.7	6.4	42.8	325.6	44.2	9.4	540.9			540.9
Beverage Tax	6.8	6.7	6.8	7.7	5.1	7.0	6.4	5.5	5.6	6.1	6.3	6.2	76.1			76.1
Other Taxes	9.7	10.5	14.1	10.0	10.8	11.1	11.8	10.3	9.7	13.5	10.5	9.7	131.7			131.7
Locally Generated Non-tax	34.2	31.5	27.4	31.5	40.6	32.9	28.1	30.0	35.7	33.4	32.1	33.8	391.2			391.2
Total Other Governments	9.9	54.7	90.8	52.5	15.4	7.3	5.4	17.7	8.4	6.6	6.0	9.3	283.9	16.0		300.0
Total PICA Other Governments	33.0	44.7	32.7	45.8	21.1	57.5	40.9	51.3	54.3	44.7	44.4	47.0	517.3			517.3
Interfund Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	25.5	25.5		51.8	77.3
<b>Total Current Revenue</b>	<b>330.7</b>	<b>345.6</b>	<b>362.1</b>	<b>383.3</b>	<b>269.3</b>	<b>348.8</b>	<b>398.0</b>	<b>654.4</b>	<b>488.8</b>	<b>673.6</b>	<b>355.0</b>	<b>332.9</b>	<b>4942.5</b>	<b>17.9</b>	<b>51.8</b>	<b>5012.2</b>
Collection of prior year(s) revenue	10.9	2.5	0.0	3.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	17.3			
Other fund balance adjustments																
<b>TOTAL CASH RECEIPTS</b>	<b>341.6</b>	<b>348.1</b>	<b>362.1</b>	<b>387.2</b>	<b>269.3</b>	<b>348.8</b>	<b>398.0</b>	<b>654.4</b>	<b>488.8</b>	<b>673.6</b>	<b>355.0</b>	<b>333.0</b>	<b>4959.8</b>			

	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	Vouchers Payable	Encum- brances	Estimated Obligations
<b>EXPENSES AND OBLIGATIONS</b>																
Payroll	77.3	198.1	100.3	143.6	188.6	127.6	189.3	143.8	144.5	144.5	157.6	155.4	1770.6	69.8	4.2	1844.6
Employee Benefits	42.8	51.0	55.7	48.9	45.8	61.5	57.2	53.3	53.5	53.5	58.4	55.2	636.9	26.5	0.5	663.9
Pension	3.5	(0.6)	10.7	81.5	(0.6)	3.2	(0.5)	(2.7)	603.4	(3.0)	(2.2)	(1.8)	691.0	58.1		749.1
Purchase of Services	51.3	50.3	77.0	78.8	57.7	77.5	69.9	58.0	82.6	79.8	89.5	71.1	843.4	26.4	156.7	1026.5
Materials, Equipment	4.3	4.1	4.7	10.8	6.0	6.7	6.7	8.6	10.8	9.7	9.1	12.0	93.5	3.0	30.0	126.5
Contributions, Indemnities	10.6	72.0	4.8	16.2	67.7	6.3	5.1	56.6	11.6	5.0	64.1	11.7	331.7			331.7
Debt Service-Short Term	0.0	0.0	0.1	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	5.8	6.1			6.1
Debt Service-Long Term	106.6	10.4	0.0	0.0	0.8	6.8	34.0	0.0	0.4	0.2	22.0	0.2	181.4			181.4
Interfund Charges	34.6	10.0	0.0	0.0	0.0	0.0	0.0	3.2	0.0	4.2	0.5	33.6	86.2	22.0		108.2
Advances & Misc. Pmts. / Labor Obligations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.0	20.0	20.0	20.1	80.1			80.1
<b>Current Year Appropriation</b>	<b>330.8</b>	<b>395.3</b>	<b>253.3</b>	<b>379.8</b>	<b>366.2</b>	<b>289.7</b>	<b>361.7</b>	<b>320.9</b>	<b>926.9</b>	<b>313.9</b>	<b>419.0</b>	<b>363.3</b>	<b>4720.9</b>	<b>205.8</b>	<b>191.4</b>	<b>5118.1</b>
Prior Yr. Expenditures against Encumbrances	44.2	36.0	23.7	14.0	5.4	4.4	5.5	7.1	4.6	4.1	1.7	1.8	152.6			
Prior Yr. Salaries & Vouchers Payable	43.2	(64.3)	60.2	89.3	5.0	(26.8)	6.3	0.0	0.0	0.0	0.0	0.0	112.9			
<b>TOTAL DISBURSEMENTS</b>	<b>418.2</b>	<b>367.0</b>	<b>337.2</b>	<b>483.1</b>	<b>376.6</b>	<b>267.4</b>	<b>373.5</b>	<b>327.9</b>	<b>931.5</b>	<b>318.0</b>	<b>420.8</b>	<b>365.2</b>	<b>4986.4</b>			
Excess (Def) of Receipts over Disbursements	(76.6)	(18.9)	24.9	(95.9)	(107.3)	81.4	24.5	326.5	(442.7)	355.6	(65.8)	(32.2)				
Opening Balance	966.4	889.8	870.8	895.8	799.9	692.6	774.0	798.5	1124.9	682.2	1037.8	972.0				
TRAN	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				
<b>CLOSING BALANCE</b>	<b>889.8</b>	<b>870.8</b>	<b>895.8</b>	<b>799.9</b>	<b>692.6</b>	<b>774.0</b>	<b>798.5</b>	<b>1124.9</b>	<b>682.2</b>	<b>1037.8</b>	<b>972.0</b>	<b>939.8</b>				



CASH FLOW PROJECTIONS  
OFFICE OF THE DIRECTOR OF FINANCE  
CONSOLIDATED CASH - ALL FUNDS - FY2020

Projection as of December 31, 2019	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
General	889.8	870.8	895.8	799.9	692.6	774.0	798.5	1124.9	682.2	1037.8	972.0	939.8
Grants Revenue	(17.2)	(0.6)	24.6	14.3	(34.0)	(68.8)	(64.6)	(184.1)	(210.1)	(202.6)	(184.7)	(125.7)
Community Development	(2.5)	(1.4)	(1.6)	0.7	(2.8)	(7.8)	(12.4)	(5.2)	(4.7)	(1.0)	(0.4)	(6.5)
Vehicle Rental Tax	5.0	5.7	6.4	7.0	7.6	8.1	8.6	4.1	4.4	4.9	5.3	5.8
Hospital Assessment Fund	20.5	20.0	45.8	22.1	21.7	41.0	24.0	11.2	20.1	11.6	31.4	13.8
Housing Trust Fund	58.5	56.4	55.4	62.2	61.4	61.1	61.3	59.2	57.1	55.0	52.9	64.1
Budget Stabilization Fund	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3
Other Funds	10.9	10.1	9.8	9.6	8.8	8.7	8.7	8.2	7.7	7.8	7.8	7.5
<b>TOTAL OPERATING FUNDS</b>	<b>999.2</b>	<b>995.4</b>	<b>1070.4</b>	<b>950.1</b>	<b>789.5</b>	<b>850.6</b>	<b>858.5</b>	<b>1052.6</b>	<b>591.0</b>	<b>947.8</b>	<b>918.7</b>	<b>933.1</b>
Capital Improvement	102.6	451.0	425.5	409.6	398.9	386.8	374.8	359.8	344.8	329.8	314.8	299.8
Industrial & Commercial Dev.	10.1	10.1	10.1	10.1	10.1	10.1	10.1	10.1	10.1	10.1	10.1	10.1
<b>TOTAL CAPITAL FUNDS</b>	<b>112.7</b>	<b>461.0</b>	<b>435.6</b>	<b>419.6</b>	<b>409.0</b>	<b>397.0</b>	<b>384.9</b>	<b>369.9</b>	<b>354.9</b>	<b>339.9</b>	<b>324.9</b>	<b>309.9</b>
<b>TOTAL FUND EQUITY</b>	<b>1111.9</b>	<b>1456.5</b>	<b>1506.0</b>	<b>1369.8</b>	<b>1198.5</b>	<b>1247.6</b>	<b>1243.4</b>	<b>1422.5</b>	<b>945.9</b>	<b>1287.7</b>	<b>1243.6</b>	<b>1243.0</b>



CASH FLOW PROJECTIONS  
GENERAL FUND - FY2021

OFFICE OF THE DIRECTOR OF FINANCE

Projection

Amounts in Millions

	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30	Total	Accrued	Not Accrued	Estimated Revenues
<b>REVENUES</b>																
Real Estate Tax	10.4	10.0	8.4	8.5	7.9	21.0	59.5	379.3	152.9	32.0	15.8	9.3	715.0			715.0
Total Wage, Earnings, Net Profits	152.1	135.8	131.1	153.8	137.4	127.9	180.3	137.8	158.2	180.1	148.2	128.3	1771.0			1771.0
Realty Transfer Tax	35.6	30.1	25.6	28.5	25.8	27.6	28.7	20.7	25.1	31.4	30.8	31.8	341.7			341.7
Sales Tax	29.5	36.8	14.5	14.5	16.2	14.9	12.9	17.2	13.6	13.7	32.2	31.1	247.2	0.2		247.4
Business Income & Receipts Tax	5.6	5.1	19.0	18.3	3.0	10.9	23.6	6.4	62.0	337.2	73.1	10.7	575.0			575.0
Beverage Tax	6.8	6.3	6.5	6.9	6.4	5.7	6.2	5.7	5.5	6.2	6.5	6.5	75.3			75.3
Other Taxes	11.4	12.9	11.5	10.9	11.2	10.5	10.7	11.0	10.4	13.2	11.3	10.4	135.4			135.4
Locally Generated Non-tax	33.1	37.0	29.6	32.5	32.2	30.4	36.5	29.6	35.1	34.7	38.5	28.7	398.0			398.0
Total Other Governments	11.0	58.8	96.3	56.4	17.5	8.2	6.5	18.9	9.9	7.8	7.5	11.1	310.0			310.0
Total PICA Other Governments	38.0	41.6	40.7	35.5	49.2	35.8	50.9	48.6	52.6	57.3	67.6	33.7	551.5			551.5
Interfund Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	25.5	25.5		34.6	60.1
<b>Total Current Revenue</b>	<b>333.6</b>	<b>374.4</b>	<b>383.4</b>	<b>365.8</b>	<b>307.0</b>	<b>292.8</b>	<b>415.9</b>	<b>675.1</b>	<b>525.4</b>	<b>713.8</b>	<b>431.4</b>	<b>327.1</b>	<b>5145.5</b>	<b>0.2</b>	<b>34.6</b>	<b>5180.4</b>
Collection of prior year(s) revenue	33.9	7.1	3.5	6.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	51.1			
Other fund balance adjustments																
<b>TOTAL CASH RECEIPTS</b>	<b>367.5</b>	<b>381.5</b>	<b>386.9</b>	<b>372.4</b>	<b>307.0</b>	<b>292.8</b>	<b>415.9</b>	<b>675.1</b>	<b>525.4</b>	<b>713.8</b>	<b>431.4</b>	<b>327.1</b>	<b>5196.6</b>			

	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30	Total	Vouchers Payable	Encum- brances	Estimated Obligations
<b>EXPENSES AND OBLIGATIONS</b>																
Payroll	92.5	201.7	144.7	140.2	153.6	140.2	201.7	139.5	140.2	140.2	153.6	144.7	1792.7	67.2	4.2	1864.1
Employee Benefits	33.8	73.6	52.8	51.2	56.1	51.2	73.6	50.9	51.2	51.2	56.1	52.8	654.5	16.1	0.5	671.1
Pension	3.5	(0.6)	10.7	81.5	(0.6)	3.2	(0.5)	(1.7)	606.2	(5.2)	(0.3)	(0.3)	695.9	63.7		759.6
Purchase of Services	36.5	41.0	68.1	101.7	47.5	70.6	47.4	45.9	209.6	72.2	71.2	55.8	867.5	28.0	140.1	1035.6
Materials, Equipment	5.0	6.1	12.0	11.1	9.2	9.3	8.6	8.4	10.4	8.7	9.6	11.3	109.8	3.0	19.9	132.7
Contributions, Indemnities	20.0	73.9	14.3	12.3	16.1	73.9	7.7	14.8	70.9	6.4	3.4	80.6	394.2			394.2
Debt Service-Short Term	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.2	5.2			5.2
Debt Service-Long Term	19.7	99.7	0.4	0.2	0.2	0.2	5.4	43.2	0.4	0.2	0.2	6.6	176.4			176.4
Interfund Charges	42.8	5.2	0.0	0.0	0.3	0.2	1.0	3.7	0.0	4.8	0.0	20.5	78.5	22.0		100.5
Advances & Misc. Pmts. / Labor Obligations	8.1	8.1	8.1	8.1	8.1	8.1	8.1	8.1	8.1	8.1	8.1	8.1	96.7			96.7
<b>Current Year Appropriation</b>	<b>261.8</b>	<b>508.7</b>	<b>311.1</b>	<b>406.2</b>	<b>290.6</b>	<b>356.8</b>	<b>352.9</b>	<b>312.8</b>	<b>1096.9</b>	<b>286.6</b>	<b>301.8</b>	<b>385.2</b>	<b>4871.4</b>	<b>200.0</b>	<b>164.7</b>	<b>5236.0</b>
Prior Yr. Expenditures against Encumbrances	64.4	39.2	25.8	12.6	9.0	5.8	12.5	8.7	3.9	5.2	2.0	2.3	191.4			
Prior Yr. Salaries & Vouchers Payable	84.7	17.6	0.0	74.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	176.4			
<b>TOTAL DISBURSEMENTS</b>	<b>410.8</b>	<b>565.6</b>	<b>336.8</b>	<b>492.8</b>	<b>299.6</b>	<b>362.6</b>	<b>365.4</b>	<b>321.5</b>	<b>1100.8</b>	<b>291.7</b>	<b>303.8</b>	<b>387.6</b>	<b>5239.2</b>			
Excess (Def) of Receipts over Disbursements	(43.4)	(184.1)	50.0	(120.5)	7.4	(69.9)	50.4	35.6	(575.4)	422.1	127.6	(60.5)				
Opening Balance	910.4	867.0	683.0	733.0	612.5	619.9	550.0	600.5	954.1	378.7	800.8	928.4				
TRAN	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				
<b>CLOSING BALANCE</b>	<b>867.0</b>	<b>683.0</b>	<b>733.0</b>	<b>612.5</b>	<b>619.9</b>	<b>550.0</b>	<b>600.5</b>	<b>954.1</b>	<b>378.7</b>	<b>800.8</b>	<b>928.4</b>	<b>867.9</b>				



CASH FLOW PROJECTIONS  
CONSOLIDATED CASH - ALL FUNDS - FY2021

OFFICE OF THE DIRECTOR OF FINANCE

Projection	Amounts in Millions											
	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30
General	867.0	683.0	733.0	612.5	619.9	550.0	600.5	954.1	378.7	800.8	928.4	867.9
Grants Revenue	(52.4)	34.8	(0.0)	(7.5)	(83.8)	(154.8)	(83.3)	(73.0)	(88.7)	(66.3)	(91.4)	(86.9)
Community Development	(7.3)	(8.2)	(6.3)	(4.6)	(4.4)	(5.5)	(7.2)	(5.5)	(3.3)	(0.3)	0.2	(6.5)
Vehicle Rental Tax	6.4	7.0	1.4	1.9	2.4	2.8	3.2	3.6	3.9	4.4	4.8	5.3
Hospital Assessment Fund	13.2	16.0	27.8	13.4	13.2	27.6	14.3	13.3	24.2	14.1	37.8	15.9
Housing Trust Fund	62.0	59.9	57.8	55.7	53.6	51.5	49.4	47.3	45.2	43.1	41.0	55.5
Budget Stabilization Fund	70.8	70.8	70.8	70.8	70.8	70.8	70.8	70.8	70.8	70.8	70.8	70.8
Other Funds	8.7	9.1	8.2	8.1	8.6	8.3	8.4	8.3	8.1	8.1	7.8	7.9
<b>TOTAL OPERATING FUNDS</b>	<b>968.4</b>	<b>872.4</b>	<b>892.6</b>	<b>750.3</b>	<b>680.2</b>	<b>550.8</b>	<b>656.0</b>	<b>1018.8</b>	<b>439.0</b>	<b>874.6</b>	<b>999.4</b>	<b>929.9</b>
Capital Improvement	284.8	269.8	254.8	239.8	224.8	209.8	194.8	179.8	164.8	149.8	134.8	119.8
Industrial & Commercial Dev.	10.1	10.1	10.1	10.1	10.1	10.1	10.1	10.1	10.1	10.1	10.1	10.1
<b>TOTAL CAPITAL FUNDS</b>	<b>294.9</b>	<b>279.9</b>	<b>264.9</b>	<b>249.9</b>	<b>234.9</b>	<b>219.9</b>	<b>204.9</b>	<b>189.9</b>	<b>174.9</b>	<b>159.9</b>	<b>144.9</b>	<b>129.9</b>
<b>TOTAL FUND EQUITY</b>	<b>1263.3</b>	<b>1152.4</b>	<b>1157.5</b>	<b>1000.3</b>	<b>915.1</b>	<b>770.7</b>	<b>861.0</b>	<b>1208.8</b>	<b>613.9</b>	<b>1034.5</b>	<b>1144.4</b>	<b>1059.9</b>



# ENTERPRISE FUNDS: AVIATION AND WATER

## AVIATION FUND FIVE YEAR FINANCIAL PLAN FISCAL YEARS 2021-2025 ALL DEPARTMENTS

		FY2020 Estimate	FY2021	FY2022	FY2023
<b>Revenues</b>					
	Locally Generated Non-Tax	\$ 426,485,000	\$ 462,043,000	\$ 489,766,000	\$ 519,152,000
	Passenger Facility Charges	33,075,000	35,754,000	36,754,000	37,754,000
	Revenue from Other Governments	2,695,000	2,913,000	3,000,000	3,090,000
	Revenue from Other Funds of the City	1,420,000	1,527,000	1,565,000	1,604,000
	<b>Total Revenues</b>	<b>\$ 463,675,000</b>	<b>\$ 502,237,000</b>	<b>\$ 531,085,000</b>	<b>\$ 561,600,000</b>
<b>Obligations</b>					
100	Personal Services	\$ 81,152,175	\$ 86,675,786	\$ 88,409,000	\$ 90,177,000
100	Employee Benefits	64,314,886	66,061,224	67,382,000	68,730,000
200	Purchase of Services	138,340,589	139,191,589	140,584,000	141,990,000
300	Materials & Supplies	8,972,043	9,342,900	9,436,000	9,530,000
400	Equipment	8,521,486	8,189,000	8,271,000	8,354,000
500	Contrib., Indemnities & Taxes	8,812,000	8,812,000	8,900,000	8,989,000
700	Debt Service	163,801,936	134,825,501	137,522,000	140,272,000
800	Payments to Other Funds				
	Payments to General Fund	4,123,000	4,023,000	4,063,000	4,104,000
	Payments to Water Fund	5,000,000	5,000,000	5,050,000	5,101,000
	Payments to Capital Fund	14,900,000	11,000,000	11,110,000	11,221,000
	<b>Total Payments to Other Funds</b>	<b>24,023,000</b>	<b>20,023,000</b>	<b>20,223,000</b>	<b>20,426,000</b>
900	Advances & Misc. Payments	-	-	-	-
	<b>Total Obligations, All Departments</b>	<b>\$ 497,938,115</b>	<b>\$ 473,121,000</b>	<b>\$ 480,727,000</b>	<b>\$ 488,468,000</b>
	<b>Fund Balance from Prior Year</b>	<b>143,069,000</b>	<b>123,805,885</b>	<b>167,921,885</b>	<b>233,279,885</b>
	<b>Commitments Cancelled</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>
	<b>Ending Fund Balance</b>	<b>\$ 123,805,885</b>	<b>\$ 167,921,885</b>	<b>\$ 233,279,885</b>	<b>\$ 321,411,885</b>



# WATER FUND (TABLE 1)

## FIVE YEAR FINANCIAL PLAN FISCAL YEARS 2021-2025

<b>TABLE 1</b> <b>PROJECTED REVENUE AND REVENUE REQUIREMENTS</b> <b>Base and TAP-R Surcharge Rates</b> <b>(in thousands of dollars)</b>							
Line No.	Description	2020 (c)	2021	2022	2023	2024	2025
<b>OPERATING REVENUE</b>							
1	Water Service - Existing Rates	280,747	277,861	275,363	272,903	270,460	268,028
2	Wastewater Service - Existing Rates	444,265	444,209	441,805	438,760	435,677	432,609
3	Total Service Revenue - Existing Rates	725,012	722,070	717,168	711,663	706,137	700,637
	Additional Service Revenue Required						
	<div> <div>Percent</div> <div>Months</div> </div>						
	<div> <div>Year</div> <div>Increase</div> <div>Effective</div> </div>						
4	FY 2021 6.11% 10		36,104	43,832	43,496	43,160	42,826
5	FY 2022 6.12% 10			38,079	46,193	45,836	45,481
6	FY 2023 6.71% 10				43,691	52,996	52,585
7	FY 2024 6.72% 10					46,280	56,135
8	FY 2025 6.73% 10						49,021
9	Total Additional Service Revenue Required	-	36,104	81,911	133,381	188,272	246,047
10	Total Water & Wastewater Service Revenue	725,012	758,174	799,079	845,043	894,410	946,684
	Other Income (a)						
11	Other Operating Revenue	37,728	19,516	19,437	19,352	19,267	19,184
12	Debt Reserve Fund Interest Income	-	-	-	-	-	-
13	Operating Fund Interest Income	985	1,035	1,089	1,089	1,177	1,169
14	Rate Stabilization Interest Income	1,681	1,532	1,486	1,436	1,412	1,396
15	Total Revenues	765,405	780,257	821,091	866,919	916,266	968,433
<b>OPERATING EXPENSES</b>							
16	Total Operating Expenses	(518,271)	(534,165)	(552,364)	(571,485)	(590,284)	(608,717)
<b>NET REVENUES</b>							
17	Transfer From/(To) Rate Stabilization Fund	21,883	7,905	622	9,021	(4,575)	7,728
18	NET REVENUES AFTER OPERATIONS	269,017	253,997	269,349	304,455	321,406	367,443
<b>DEBT SERVICE</b>							
	Senior Debt Service						
	Revenue Bonds						
19	Outstanding Bonds	(196,266)	(177,586)	(167,288)	(161,204)	(140,923)	(140,987)
20	Pennvest Parity Bonds	(10,631)	(10,765)	(11,080)	(13,611)	(13,611)	(13,611)
21	Projected Future Bonds	-	(7,000)	(28,788)	(59,345)	(92,657)	(128,031)
22	Total Senior Debt Service	(206,897)	(195,351)	(207,155)	(234,161)	(247,191)	(282,629)
23	TOTAL SENIOR DEBT SERVICE COVERAGE (L18/L22)	1.30 x	1.30 x	1.30 x	1.30 x	1.30 x	1.30 x
24	Subordinate Debt Service	-	-	-	-	-	-
25	Transfer to Escrow	-	-	-	-	-	-
26	Total Debt Service on Bonds	(206,897)	(195,351)	(207,155)	(234,161)	(247,191)	(282,629)
27	CAPITAL ACCOUNT DEPOSIT	(27,065)	(29,230)	(31,569)	(34,094)	(36,822)	(39,767)
28	TOTAL COVERAGE (L18/(L22+L24+L27))	1.14 x	1.13 x	1.12 x	1.13 x	1.13 x	1.13 x



## TABLE 1 CONTINUED

<b>TABLE 1 (Continued)</b> <b>PROJECTED REVENUE AND REVENUE REQUIREMENTS</b> <b>Base and TAP-R Surcharge Rates</b> <b>(in thousands of dollars)</b>							
Line No.	Description	2020 (c)	2021	2022	2023	2024	2025
<b>RESIDUAL FUND</b>							
29	Beginning of Year Balance	15,666	15,073	15,039	15,014	15,063	15,007
30	Interest Income	153	150	150	150	150	149
	Plus:						
31	End of Year Revenue Fund Balance	35,055	29,416	30,625	36,200	37,394	45,047
32	Deposit for Transfer to City General Fund (b)	1,922	1,920	2,107	2,330	2,616	2,977
	Less:						
33	Transfer to Construction Fund	(35,800)	(29,600)	(30,800)	(36,300)	(37,600)	(45,200)
34	Transfer to City General Fund	(1,922)	(1,920)	(2,107)	(2,330)	(2,616)	(2,977)
35	Transfer to Debt Service Reserve Fund	-	-	-	-	-	-
36	End of Year Balance	15,073	15,039	15,014	15,063	15,007	15,003
<b>RATE STABILIZATION FUND</b>							
37	Beginning of Year Balance	177,971	156,089	148,184	147,561	138,541	143,116
38	Deposit From/(To) Revenue Fund	(21,883)	(7,905)	(622)	(9,021)	4,575	(7,728)
39	End of Year Balance	156,089	148,184	147,561	138,541	143,116	135,388

(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 2020.

(b) Transfer of interest earnings from the Bond Reserve Account to the Residual Fund as shown in Line 32 to satisfy the requirements for the transfer to the City General Fund shown on Line 34.

(c) FY 2020 beginning balance is estimated based on preliminary FY 2019 results.

.....

(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 2020.

(b) Transfer of interest earnings from the Bond Reserve Account to the Residual Fund as shown in Line 32 to satisfy the requirements for the transfer to the City General Fund shown on Line 34.

(c) FY 2020 beginning balance is estimated based on preliminary FY 2019 results.



# LONG TERM OBLIGATIONS

Description	FY 20 Estimate	FY 21 Estimate	FY 22 Estimate	FY 23 Estimate	FY 24 Estimate	FY 25 Estimate
<b>Purchase of Services - Class 200</b>						
Long Term Leases	\$ 109,222,498	\$ 101,655,814	\$ 111,180,808	\$ 118,576,150	\$ 119,354,527	\$ 119,166,320
<b>Total - Class 200</b>	<b>\$ 109,222,498</b>	<b>\$ 101,655,814</b>	<b>\$ 111,180,808</b>	<b>\$ 118,576,150</b>	<b>\$ 119,354,527</b>	<b>\$ 119,166,320</b>
<b>Debt Service - Class 700</b>						
Interest on City Debt - Long Term	\$ 85,890,789	\$ 88,290,329	\$ 96,151,694	\$ 103,085,788	\$ 110,724,163	\$ 117,430,494
Principal on City Debt - Long Term	94,195,000	86,725,000	101,630,000	107,825,000	123,560,000	129,855,000
Interest on City Debt - Short Term	4,113,730	4,125,000	4,500,000	4,875,000	5,250,000	5,625,000
Sinking Fund Reserve Payments	1,337,800	1,336,288	1,337,725	1,336,856	1,333,200	1,333,863
Commitment Fee Expense	1,620,500	712,500	712,500	1,212,500	972,500	972,500
Arbitrage Payments	325,000	400,000	400,000	400,000	400,000	400,000
<b>Total - Class 700</b>	<b>\$ 187,482,819</b>	<b>\$ 181,589,117</b>	<b>\$ 204,731,919</b>	<b>\$ 218,735,144</b>	<b>\$ 242,239,863</b>	<b>\$ 255,616,857</b>
<b>Total - All Classes</b>	<b>\$ 296,705,317</b>	<b>\$ 283,244,931</b>	<b>\$ 315,912,727</b>	<b>\$ 337,311,294</b>	<b>\$ 361,594,390</b>	<b>\$ 374,783,177</b>



# HOW TO READ THE CAPITAL PROGRAM AND BUDGET



## FUNDING SOURCE CODES – CITY SOURCES

City sources identified with the **PREFIX** “**C**” represent tax-supported funding. The **PREFIX “X”** represents self-sustaining City amounts – projects that generate sufficient revenue from user charges to cover their debt service.

**CN, XN:** New loans are financed either through tax-supported general obligation bonds (CN) or through revenue bonds (XN).

**CT, XT:** Carried-Forward Loans are funds for the same or equivalent project carried forward from FY2020 to FY2021.

**CR, XR:** Operating Revenue appropriated to the Capital Budget from the Operating Budget.

**CA:** Pre-financed Loans are funds that the electorate or City Council has already authorized.

**A:** Previously Authorized PICA Funds are provided through loans obtained on behalf of the City by the Pennsylvania Intergovernmental Cooperation Authority (PICA).

**Z:** Revolving Funds are replenished through proceeds from the sale of property acquired

## FUNDING SOURCE CODES – NON-CITY SOURCES

For the non-City funding sources listed below, the **SUFFIX “B” – BUDGET** – represents funds that are appropriated in the Capital Budget and for which the City will be responsible for accounting and spending.

**THE SUFFIX “O” – OFF-BUDGET** – is used for amounts that are not appropriated in the Capital Budget, but rather are the responsibility of other agencies, such as SEPTA, to budget and spend. These funds are shown in the Capital Program in order to provide complete information on the scope and cost of City-supported projects.

**THE SUFFIX “T”** represents funds for the same or equivalent project carried forward from FY2020 to FY2021.

**FB, FO, FT:** Federal sources.

**PB, PT:** Private sources.

**SB, SO, ST:** State sources.

**TO, TT:** Other Governments and Agencies including SEPTA, adjacent counties and townships, and proceeds from the bonds of quasi-public authorities.



## Exhibit A: SOURCES OF FUNDS

		2021	2022	2023	2024	2025	2026	2021 - 2026
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>City Funds-Tax Supported</b>								
CT	Carried Forward Loans	394,164						394,164
CR	Operating Revenue	129,902	12,200	12,200	12,200	1,700	700	168,902
CN	New Loans	170,760	199,734	199,944	199,432	190,033	191,058	1,150,961
CA	Prefinanced Loans	4,793						4,793
A	PICA Prefinanced Loans	4,279						4,279
<b>City Funds-Self Sustaining</b>								
XT	Self Sustaining Carry Forward Loans	475,968						475,968
XR	Self Sustaining Operating Revenue	228,810	74,019	73,907	72,206	67,873	78,887	595,702
XN	Self Sustaining New Loans	818,600	798,334	969,168	750,958	859,811	941,170	5,138,041
<b>Other City Funds</b>								
Z	Revolving Funds	17,000	15,000	13,000	13,000	13,000	5,000	76,000
<b>Other Than City Funds</b>								
TT	Carried Forward Other Govt	28,614						28,614
TO	Other Governments Off Budget	2,257	2,120	1,621	1,681	1,664	1,639	10,982
TB	Other Governments/Agencies	3,100	2,100	100	100	100	100	5,600
ST	Carried Forward State	211,974						211,974
SO	State Off Budget	205,112	234,393	201,119	210,933	201,948	194,362	1,247,867
SB	State	61,900	51,937	46,029	50,681	47,833	47,881	306,261
PT	Carried Forward Private	136,868						136,868
PB	Private	45,220	41,382	38,291	37,442	37,654	37,707	237,696
FT	Carried Forward Federal	366,520						366,520
FO	Federal Off Budget	35,284	77,752	21,212	16,000	8,800	9,600	168,648
FB	Federal	124,950	135,354	99,188	108,707	106,963	106,542	681,704
<b>TOTAL - ALL FUNDS</b>								
		3,466,075	1,644,325	1,675,779	1,473,340	1,537,379	1,614,646	11,411,544



		2021	2022	2023	2024	2025	2026	2021 - 2026
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
ART MUSEUM								
ART MUSEUM COMPLEX - CAPITAL								
1	Philadelphia Museum of Art - Building Rehabilitation		2,000	2,000	2,000	500	500	7,000
			2,000 CN	2,000 CN	2,000 CN	500 CN	500 CN	7,000 CN
ART MUSEUM COMPLEX - CAPITAL			2,000	2,000	2,000	500	500	7,000
			2,000 CN	2,000 CN	2,000 CN	500 CN	500 CN	7,000 CN
ART MUSEUM			2,000	2,000	2,000	500	500	7,000
			2,000 CN	2,000 CN	2,000 CN	500 CN	500 CN	7,000 CN



## AVIATION

### PHILADELPHIA INTERNATIONAL AIRPORT

	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
2 Airfield Area	96,950	97,250	102,999	104,001	104,499	105,000	610,699
	30,000 FB	30,093 FB	31,872 FB	32,182 FB	32,336 FB	32,491 FB	188,974 FB
	5,000 PB	5,015 PB	5,312 PB	5,364 PB	5,389 PB	5,415 PB	31,495 PB
	1,000 SB	1,003 SB	1,062 SB	1,073 SB	1,078 SB	1,083 SB	6,299 SB
	60,950 XN	61,139 XN	64,753 XN	65,382 XN	65,696 XN	66,011 XN	383,931 XN
3 Terminal Area	144,800	162,090	156,499	155,058	157,050	157,002	932,499
	10,000 PB	11,194 PB	10,808 PB	10,708 PB	10,846 PB	10,843 PB	64,399 PB
	8,000 SB	8,955 SB	8,646 SB	8,567 SB	8,677 SB	8,674 SB	51,519 SB
	123,800 XN	138,583 XN	133,803 XN	132,570 XN	134,273 XN	134,232 XN	797,261 XN
	3,000 XR	3,358 XR	3,242 XR	3,213 XR	3,254 XR	3,253 XR	19,320 XR
4 Outside Terminal Area (OTA)	100,500	95,001	99,000	101,001	101,500	101,800	598,802
	10,000 PB	9,453 PB	9,851 PB	10,050 PB	10,099 PB	10,129 PB	59,582 PB
	6,000 SB	5,672 SB	5,910 SB	6,030 SB	6,060 SB	6,078 SB	35,750 SB
	74,500 XN	70,423 XN	73,388 XN	74,871 XN	75,241 XN	75,464 XN	443,887 XN
	10,000 XR	9,453 XR	9,851 XR	10,050 XR	10,100 XR	10,129 XR	59,583 XR



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
4A Outside Terminal Area (OTA)-FY20	20,000 20,000 XT						20,000 20,000 XT
4B Outside Terminal Area (OTA)-FY19	30,000 30,000 XT						30,000 30,000 XT
5 Other Airport Services	54,200 10,000 FB	54,800 10,111 FB	55,100 10,166 FB	55,149 10,175 FB	55,700 10,277 FB	58,000 10,701 FB	332,949 61,430 FB
	650 SB 41,550 XN 2,000 XR	657 SB 42,010 XN 2,022 XR	661 SB 42,240 XN 2,033 XR	661 SB 42,278 XN 2,035 XR	668 SB 42,700 XN 2,055 XR	696 SB 44,463 XN 2,140 XR	3,993 SB 255,241 XN 12,285 XR
<b>PHILADELPHIA INTERNATIONAL AIRPORT</b>	446,450 40,000 FB 25,000 PB 15,650 SB 300,800 XN 15,000 XR 50,000 XT	409,141 40,204 FB 25,662 PB 16,287 SB 312,155 XN 14,833 XR	413,598 42,038 FB 25,971 PB 16,279 SB 314,184 XN 15,126 XR	415,209 42,357 FB 26,122 PB 16,331 SB 315,101 XN 15,298 XR	418,749 42,613 FB 26,334 PB 16,483 SB 317,910 XN 15,409 XR	421,802 43,192 FB 26,387 PB 16,531 SB 320,170 XN 15,522 XR	2,524,949 250,404 FB 155,476 PB 97,561 SB 1,880,320 XN 91,188 XR 50,000 XT
<b>AVIATION</b>	446,450 40,000 FB 25,000 PB 15,650 SB 300,800 XN 15,000 XR 50,000 XT	409,141 40,204 FB 25,662 PB 16,287 SB 312,155 XN 14,833 XR	413,598 42,038 FB 25,971 PB 16,279 SB 314,184 XN 15,126 XR	415,209 42,357 FB 26,122 PB 16,331 SB 315,101 XN 15,298 XR	418,749 42,613 FB 26,334 PB 16,483 SB 317,910 XN 15,409 XR	421,802 43,192 FB 26,387 PB 16,531 SB 320,170 XN 15,522 XR	2,524,949 250,404 FB 155,476 PB 97,561 SB 1,880,320 XN 91,188 XR 50,000 XT



		2021	2022	2023	2024	2025	2026	2021 - 2026
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>COMMERCE</b>								
<i>COMMERCIAL DEVELOPMENT</i>								
6	Neighborhood Commercial Centers - Site Improvements	2,000	2,000	3,000	1,000	2,500	2,500	13,000
		2,000 CN	2,000 CN	3,000 CN	1,000 CN	2,500 CN	2,500 CN	13,000 CN
6A	Neighborhood Commercial Centers - Site Improvements-FY20	2,500 2,500 CR						2,500 2,500 CR
6B	Neighborhood Commercial Centers - Site Improvements-FY19	4,000 2,500 CR 1,500 CT						4,000 2,500 CR 1,500 CT
6C	Neighborhood Commercial Centers - Site Improvements-FY17	364 364 CT						364 364 CT
6D	Neighborhood Commercial Centers - Site Improvements-FY16	9,168 3,979 CT 1,850 PT 3,339 ST						9,168 3,979 CT 1,850 PT 3,339 ST
6E	Neighborhood Commercial Centers - Site Improvements-FY15	285 285 CT						285 285 CT
6F	Neighborhood Commercial Centers - Site Improvements-FY14	1,669 1,669 CT						1,669 1,669 CT
<i>COMMERCIAL DEVELOPMENT</i>		19,986 2,000 CN 5,000 CR 7,797 CT 1,850 PT 3,339 ST	2,000 2,000 CN	3,000 3,000 CN	1,000 1,000 CN	2,500 2,500 CN	2,500 2,500 CN	30,986 13,000 CN 5,000 CR 7,797 CT 1,850 PT 3,339 ST



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>INDUSTRIAL DEVELOPMENT</b>							
7 Industrial Districts	2,000 2,000 CN						2,000 2,000 CN
7A Industrial Districts-FY17	3,000 800 FT 2,200 ST						3,000 800 FT 2,200 ST
7B Industrial Districts-FY16	1,000 1,000 ST						1,000 1,000 ST
8 Navy Yard Infrastructure Improvements					1,000 1,000 CN	1,000 1,000 CN	2,000 2,000 CN
8A Navy Yard Infrastructure Improvements-FY20	6,100 6,100 CT						6,100 6,100 CT
8B Navy Yard Infrastructure Improvements-FY17	8,200 3,900 FT 4,300 ST						8,200 3,900 FT 4,300 ST
9 Environmental Assessment/Remediation					500 500 CN	500 500 CN	1,000 1,000 CN
10 PIDC Landbank Improvements, Engineering and Administration	5,000 5,000 Z	5,000 5,000 Z	5,000 5,000 Z	5,000 5,000 Z	5,000 5,000 Z	5,000 5,000 Z	30,000 30,000 Z
11 PIDC Landbank Acquisition & Improvements	12,000 12,000 Z	10,000 10,000 Z	8,000 8,000 Z	8,000 8,000 Z	8,000 8,000 Z		46,000 46,000 Z



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
11A PIDC Landbank Acquisition & Improvements-FY19	3,000 3,000 CT						3,000 3,000 CT
11B PIDC Landbank Acquisition & Improvements-FY18	3,000 3,000 CT						3,000 3,000 CT
<b>INDUSTRIAL DEVELOPMENT</b>	43,300 2,000 CN 12,100 CT 4,700 FT 7,500 ST 17,000 Z	15,000	13,000	13,000	14,500 1,500 CN	6,500 1,500 CN	105,300 5,000 CN 12,100 CT 4,700 FT 7,500 ST 76,000 Z
<b>WATERFRONT IMPROVEMENTS</b>							
12 Central Delaware River Waterfront	500 500 CN	20,000 20,000 CN	20,000 20,000 CN	21,500 21,500 CN	1,500 1,500 CN	1,500 1,500 CN	65,000 65,000 CN
12A Central Delaware River Waterfront-FY20	11,000 11,000 CT						11,000 11,000 CT
12B Central Delaware River Waterfront-FY17	16,160 5,110 PT 11,050 ST						16,160 5,110 PT 11,050 ST
12C Central Delaware River Waterfront-FY16	25,000 25,000 FT						25,000 25,000 FT
13 Schuylkill River Waterfront	22,000 10,000 CN 3,500 PB 8,500 SB	6,000 5,000 CN	1,000	1,000			30,000 15,000 CN 3,500 PB 11,500 SB



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
13A Schuylkill River Waterfront-FY20	20,500 3,500 CR 2,000 CT 14,000 FT 1,000 ST						20,500 3,500 CR 2,000 CT 14,000 FT 1,000 ST
13B Schuylkill River Waterfront-FY19	5,000 4,000 PT 1,000 ST						5,000 4,000 PT 1,000 ST
13C Schuylkill River Waterfront-FY17	16,550 4,500 FT 12,050 ST						16,550 4,500 FT 12,050 ST
13D Schuylkill River Waterfront-FY16	1,500 500 FT 1,000 ST						1,500 500 FT 1,000 ST
14 North Delaware River Waterfront					1,000 1,000 CN	1,000 1,000 CN	2,000 2,000 CN
14A North Delaware River Waterfront-FY20	750 750 CT						750 750 CT
14B North Delaware River Waterfront-FY19	500 500 CT						500 500 CT
14C North Delaware River Waterfront-FY17	3,420 2,470 FT 350 PT 600 ST						3,420 2,470 FT 350 PT 600 ST



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
14D North Delaware River Waterfront-FY16	850 500 FT 350 ST						850 500 FT 350 ST
14E North Delaware River Waterfront-FY15	235 235 FT						235 235 FT
<b>WATERFRONT IMPROVEMENTS</b>	123,965 10,500 CN 3,500 CR 14,250 CT 47,205 FT 3,500 PB 9,460 PT 8,500 SB 27,050 ST	26,000 25,000 CN      1,000 SB	21,000 20,000 CN      1,000 SB	22,500 21,500 CN      1,000 SB	2,500 2,500 CN      	2,500 2,500 CN      	198,465 82,000 CN 3,500 CR 14,250 CT 47,205 FT 3,500 PB 9,460 PT 11,500 SB 27,050 ST
<b>COMMERCE</b>	187,251 14,500 CN 8,500 CR 34,147 CT 51,905 FT 3,500 PB 11,310 PT 8,500 SB 37,889 ST 17,000 Z	43,000 27,000 CN      1,000 SB 15,000 Z	37,000 23,000 CN      1,000 SB 13,000 Z	36,500 22,500 CN      1,000 SB 13,000 Z	19,500 6,500 CN       13,000 Z	11,500 6,500 CN       5,000 Z	334,751 100,000 CN 8,500 CR 34,147 CT 51,905 FT 3,500 PB 11,310 PT 11,500 SB 37,889 ST 76,000 Z



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>FINANCE</b>							
<i><b>CAPITAL PROJECTS</b></i>							
15 Improvements to Facilities	1,254 254 CA 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	6,254 254 CA 6,000 CN
15A Improvements to Facilities-FY20	15,151 14,151 CR 1,000 CT						15,151 14,151 CR 1,000 CT
15B Improvements to Facilities-FY19	6,986 2,933 CR 1,641 CT 2,047 PT 365 TT						6,986 2,933 CR 1,641 CT 2,047 PT 365 TT
15C Improvements to Facilities-FY18	2,420 2,420 CT						2,420 2,420 CT
15D Improvements to Facilities-FY17	1,112 1,112 CT						1,112 1,112 CT
15E Improvements to Facilities-FY16	500 500 CT						500 500 CT



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		2021	2022	2023	2024	2025	2026	2021 - 2026
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
18A	City Council - ITEF CD3-FY20	510 510 CT						510 510 CT
18B	City Council - ITEF CD3-FY19	510 510 CT						510 510 CT
18C	City Council - ITEF CD3-FY18	510 510 CT						510 510 CT
18D	City Council - ITEF CD3-FY17	410 410 CT						410 410 CT
18E	City Council - ITEF CD3-FY16	410 410 CT						410 410 CT
18F	City Council - ITEF CD3-FY15	410 410 CT						410 410 CT
18G	City Council - ITEF CD3-FY14	410 410 CT						410 410 CT
18H	City Council - ITEF CD3-FY13	166 166 CT						166 166 CT
18I	City Council - ITEF CD3-FY12	9 9 CT						9 9 CT
19	City Council - ITEF CD4	510 510 CN	510 510 CN	510 510 CN	510 510 CN	510 510 CN	510 510 CN	3,060 3,060 CN
19A	City Council - ITEF CD4-FY20	640 575 CT 65 TT						640 575 CT 65 TT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
19B City Council - ITEF CD4-FY19	510 510 CT						510 510 CT
19C City Council - ITEF CD4-FY18	109 109 CT						109 109 CT
19D City Council - ITEF CD4-FY17	114 114 CT						114 114 CT
19E City Council - ITEF CD4-FY16	47 47 CT						47 47 CT
19F City Council - ITEF CD4-FY15	120 120 CT						120 120 CT
19G City Council - ITEF CD4-FY14	266 266 CT						266 266 CT
19H City Council - ITEF CD4-FY13	27 27 CT						27 27 CT
19I City Council - ITEF CD4-FY00	70 70 CT						70 70 CT
20 City Council - ITEF CD5	510 510 CN	510 510 CN	510 510 CN	510 510 CN	510 510 CN	510 510 CN	3,060 3,060 CN
20A City Council - ITEF CD5-FY20	510 510 CT						510 510 CT
20B City Council - ITEF CD5-FY19	2,010 1,500 CR 510 CT						2,010 1,500 CR 510 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
20C City Council - ITEF CD5-FY18	510 510 CT						510 510 CT
20D City Council - ITEF CD5-FY17	410 410 CT						410 410 CT
20E City Council - ITEF CD5-FY16	410 410 CT						410 410 CT
20F City Council - ITEF CD5-FY15	366 366 CT						366 366 CT
20G City Council - ITEF CD5-FY14	340 340 CT						340 340 CT
20H City Council - ITEF CD5-FY13	410 410 CT						410 410 CT
20I City Council - ITEF CD5-FY12	210 210 CT						210 210 CT
20J City Council - ITEF CD5-FY11	56 56 CT						56 56 CT
20K City Council - ITEF CD5-FY10	1 1 CT						1 1 CT
21 City Council - ITEF CD6	510 510 CN	510 510 CN	510 510 CN	510 510 CN	510 510 CN	510 510 CN	3,060 3,060 CN
21A City Council - ITEF CD6-FY20	510 510 CT						510 510 CT
21B City Council - ITEF CD6-FY19	510 510 CT						510 510 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
21C City Council - ITEF CD6-FY18	422 422 CT						422 422 CT
21D City Council - ITEF CD6-FY17	387 387 CT						387 387 CT
21E City Council - ITEF CD6-FY16	119 119 CT						119 119 CT
21F City Council - ITEF CD6-FY15	1 1 CT						1 1 CT
21G City Council - ITEF CD6-FY14	91 91 CT						91 91 CT
21H City Council - ITEF CD6-FY13	57 57 CT						57 57 CT
21I City Council - ITEF CD6-FY12	45 45 CT						45 45 CT
21J City Council - ITEF CD6-FY10	65 65 CT						65 65 CT
21K City Council - ITEF CD6-FY09	15 15 CT						15 15 CT
22 City Council - ITEF CD7	510 510 CN	510 510 CN	510 510 CN	510 510 CN	510 510 CN	510 510 CN	3,060 3,060 CN
22A City Council - ITEF CD7-FY20	510 510 CT						510 510 CT
22B City Council - ITEF CD7-FY19	510 510 CT						510 510 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
22C City Council - ITEF CD7-FY18	510 510 CT						510 510 CT
22D City Council - ITEF CD7-FY17	410 410 CT						410 410 CT
22E City Council - ITEF CD7-FY16	21 21 CT						21 21 CT
22F City Council - ITEF CD7-FY15	4 4 CT						4 4 CT
22G City Council - ITEF CD7-FY14	79 79 CT						79 79 CT
22H City Council - ITEF CD7-FY13	35 35 CT						35 35 CT
22I City Council - ITEF CD7-FY12	17 17 CT						17 17 CT
22J City Council - ITEF CD7-FY11	15 15 CT						15 15 CT
22K City Council - ITEF CD7-FY09	1 1 CT						1 1 CT
23 City Council - ITEF CD8	510 510 CN	510 510 CN	510 510 CN	510 510 CN	510 510 CN	510 510 CN	3,060 3,060 CN
23A City Council - ITEF CD8-FY20	510 510 CT						510 510 CT
23B City Council - ITEF CD8-FY19	510 510 CT						510 510 CT



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	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
25A City Council - ITEF CD9-FY20	522 522 CT						522 522 CT
25B City Council - ITEF CD9-FY19	510 510 CT						510 510 CT
25C City Council - ITEF CD9-FY18	510 510 CT						510 510 CT
25D City Council - ITEF CD9-FY17	410 410 CT						410 410 CT
25E City Council - ITEF CD9-FY16	410 410 CT						410 410 CT
25F City Council - ITEF CD9-FY15	410 410 CT						410 410 CT
25G City Council - ITEF CD9-FY14	410 410 CT						410 410 CT
25H City Council - ITEF CD9-FY13	410 410 CT						410 410 CT
25I City Council - ITEF CD9-FY12	17 17 CT						17 17 CT
25J City Council - ITEF CD9-FY11	29 29 CT						29 29 CT
25 City Council - ITEF CD10	510 510 CN	510 510 CN	510 510 CN	510 510 CN	510 510 CN	510 510 CN	3,060 3,060 CN
25A City Council - ITEF CD10-FY20	510 510 CT						510 510 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
25B City Council - ITEF CD10-FY19	510 510 CT						510 510 CT
25C City Council - ITEF CD10-FY18	510 510 CT						510 510 CT
25D City Council - ITEF CD10-FY17	410 410 CT						410 410 CT
25E City Council - ITEF CD10-FY16	388 388 CT						388 388 CT
25F City Council - ITEF CD10-FY15	6 6 CT						6 6 CT
25G City Council - ITEF CD10-FY13	61 61 CT						61 61 CT
25H City Council - ITEF CD10-FY12	2 2 CT						2 2 CT
25I City Council - ITEF CD10-FY11	71 71 CT						71 71 CT
25J City Council - ITEF CD10-FY06	45 45 CT						45 45 CT
25K City Council - ITEF CD10-FY03	3 3 CT						3 3 CT
<b>CAPITAL PROJECTS</b>	61,114 254 CA 6,100 CN 18,584 CR 33,699 CT 2,047 PT 430 TT	6,100	6,100	6,100	6,100	6,100	91,614 254 CA 36,600 CN 18,584 CR 33,699 CT 2,047 PT 430 TT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
FINANCE	61,114	6,100	6,100	6,100	6,100	6,100	91,614
	254 CA						254 CA
	6,100 CN	6,100 CN	6,100 CN	6,100 CN	6,100 CN	6,100 CN	36,600 CN
	18,584 CR						18,584 CR
	33,699 CT						33,699 CT
	2,047 PT						2,047 PT
	430 TT						430 TT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>FIRE</b>							
<i>FIRE FACILITIES</i>							
26 Fire Department Interior and Exterior Renovations	5,000	6,000	6,000	6,000	13,000	11,000	47,000
	5,000 CN	6,000 CN	6,000 CN	6,000 CN	13,000 CN	11,000 CN	47,000 CN
26A Fire Department Interior and Exterior Renovations-FY20	4,828 1,650 CR 3,178 CT						4,828 1,650 CR 3,178 CT
26B Fire Department Interior and Exterior Renovations-FY19	1,776 695 A 1,081 CT						1,776 695 A 1,081 CT
26C Fire Department Interior and Exterior Renovations-FY18	1,693 1,693 CT						1,693 1,693 CT
26D Fire Department Interior and Exterior Renovations-FY17	515 515 CT						515 515 CT
26E Fire Department Interior and Exterior Renovations-FY16	16 16 CT						16 16 CT
26F Fire Department Interior and Exterior Renovations-FY15	33 33 CT						33 33 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b><i>FIRE FACILITIES</i></b>	13,861 695 A 5,000 CN 1,650 CR 6,516 CT	6,000  6,000 CN  6,000 CN	6,000  6,000 CN  6,000 CN	6,000  6,000 CN  6,000 CN	13,000  13,000 CN  13,000 CN	11,000  11,000 CN  11,000 CN	55,861 695 A 47,000 CN 1,650 CR 6,516 CT
<b>FIRE</b>	13,861 695 A  5,000 CN 1,650 CR 6,516 CT	6,000  6,000 CN  6,000 CN	6,000  6,000 CN  6,000 CN	6,000  6,000 CN  6,000 CN	13,000  13,000 CN  13,000 CN	11,000  11,000 CN  11,000 CN	55,861 695 A  47,000 CN 1,650 CR 6,516 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>FLEET MANAGEMENT</b>							
<i>CAPITAL PROJECTS</i>							
27 Fleet Management Facilities	1,000	500	1,000	1,000	1,000	1,000	5,500
	1,000 CN	500 CN	1,000 CN	1,000 CN	1,000 CN	1,000 CN	5,500 CN
27A Fleet Management Facilities-FY19	174						174
	174 CT						174 CT
27B Fleet Management Facilities-FY18	458						458
	458 CT						458 CT
28 Fuel Tank Replacement	1,450	2,500	4,500	1,500	1,500	1,500	12,950
	1,450 CN	2,500 CN	4,500 CN	1,500 CN	1,500 CN	1,500 CN	12,950 CN
28A Fuel Tank Replacement-FY20	3,408						3,408
	1,500 CR						1,500 CR
	1,908 CT						1,908 CT
28B Fuel Tank Replacement-FY19	250						250
	250 CT						250 CT
28C Fuel Tank Replacement-FY18	1						1
	1 CT						1 CT
28D Fuel Tank Replacement-FY17	188						188
	188 CT						188 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
29 Vehicle Purchases	7,919 2,369 CA 5,550 CN	10,000 10,000 CN	10,500 10,500 CN	10,000 10,000 CN	18,000 18,000 CN	18,000 18,000 CN	74,419 2,369 CA 72,050 CN
29A Vehicle Purchases-FY20	28,000 12,000 CR 11,000 CT 5,000 ST						28,000 12,000 CR 11,000 CT 5,000 ST
29B Vehicle Purchases-FY19	10,450 5,285 CR 941 CT 2,224 FT 2,000 ST						10,450 5,285 CR 941 CT 2,224 FT 2,000 ST
29C Vehicle Purchases-FY18	2,384 384 FT 2,000 TT						2,384 384 FT 2,000 TT
<b>CAPITAL PROJECTS</b>	55,682 2,369 CA 8,000 CN 18,785 CR 14,920 CT 2,608 FT 7,000 ST 2,000 TT	13,000 13,000 CN	16,000 16,000 CN	12,500 12,500 CN	20,500 20,500 CN	20,500 20,500 CN	138,182 2,369 CA 90,500 CN 18,785 CR 14,920 CT 2,608 FT 7,000 ST 2,000 TT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
FLEET MANAGEMENT	55,682	13,000	16,000	12,500	20,500	20,500	138,182
	2,369 CA						2,369 CA
	8,000 CN	13,000 CN	16,000 CN	12,500 CN	20,500 CN	20,500 CN	90,500 CN
	18,785 CR						18,785 CR
	14,920 CT						14,920 CT
	2,608 FT						2,608 FT
	7,000 ST						7,000 ST
	2,000 TT						2,000 TT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>FREE LIBRARY</b>							
<i>LIBRARY FACILITIES - CAPITAL</i>							
30 Free Library Improvements	1,000	2,000	2,000	1,000	2,000	2,000	10,000
	1,000 CN	2,000 CN	2,000 CN	1,000 CN	2,000 CN	2,000 CN	10,000 CN
31A Free Library Improvements-FY20	3,000 1,000 CR 2,000 CT						3,000 1,000 CR 2,000 CT
31B Free Library Improvements-FY19	1,000 1,000 CT						1,000 1,000 CT
31C Free Library Improvements-FY18	871 871 CT						871 871 CT
31D Free Library Improvements-FY15	9 9 CT						9 9 CT
31E Free Library Improvements-FY14	690 690 A						690 690 A
31F Free Library Improvements-FY10	1 1 CT						1 1 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
31G Free Library Improvements-FY09	4 4 CT						4 4 CT
32A HVAC and Infrastructure Upgrades-FY18	25 25 CT						25 25 CT
<b>LIBRARY FACILITIES - CAPITAL</b>	6,600 690 A 1,000 CN 1,000 CR 3,910 CT	2,000	2,000	1,000	2,000	2,000	15,600 690 A 10,000 CN 1,000 CR 3,910 CT
<b>FREE LIBRARY</b>	6,600 690 A  1,000 CN 1,000 CR 3,910 CT	2,000	2,000	1,000	2,000	2,000	15,600 690 A  10,000 CN 1,000 CR 3,910 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>HEALTH</b>							
<i>HEALTH FACILITIES</i>							
32 Health Department Equipment and Improvements	15,500 10,500 CR 5,000 SB	10,500 10,500 CR	10,500 10,500 CR	10,500 10,500 CR			47,000 42,000 CR 5,000 SB
32A Health Department Equipment and Improvements-FY20	21,000 16,000 CR 5,000 ST						21,000 16,000 CR 5,000 ST
32B Health Department Equipment and Improvements-FY19	20,500 15,500 CR 5,000 ST						20,500 15,500 CR 5,000 ST
33 Health Facility Renovations	600 600 CN	1,000 1,000 CN	1,000 1,000 CN	800 800 CN	1,000 1,000 CN	1,000 1,000 CN	5,400 5,400 CN
33A Health Facility Renovations-FY20	900 900 CT						900 900 CT
33B Health Facility Renovations-FY18	600 600 CT						600 600 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
33C Health Facility Renovations-FY17	30 30 CT						30 30 CT
33D Health Facility Renovations-FY16	74 74 CT						74 74 CT
<b>HEALTH FACILITIES</b>	59,204 600 CN 42,000 CR 1,604 CT 5,000 SB 10,000 ST	11,500 1,000 CN 10,500 CR	11,500 1,000 CN 10,500 CR	11,300 800 CN 10,500 CR	1,000 1,000 CN	1,000 1,000 CN	95,504 5,400 CN 73,500 CR 1,604 CT 5,000 SB 10,000 ST
<b>PHILADELPHIA NURSING HOME</b>							
34 Equipment and Renovations - Philadelphia Nursing Home	1,000 1,000 CR	1,000 1,000 CR	1,000 1,000 CR	1,000 1,000 CR	1,000 1,000 CR		5,000 5,000 CR
34A Equipment and Renovations - Philadelphia Nursing Home-FY20	961 961 CR						961 961 CR
34B Equipment and Renovations - Philadelphia Nursing Home-FY19	1,000 1,000 CR						1,000 1,000 CR
<b>PHILADELPHIA NURSING HOME</b>	2,961 2,961 CR	1,000 1,000 CR	1,000 1,000 CR	1,000 1,000 CR	1,000 1,000 CR		6,961 6,961 CR
<b>HEALTH</b>	62,165 600 CN 44,961 CR 1,604 CT 5,000 SB 10,000 ST	12,500 1,000 CN 11,500 CR	12,500 1,000 CN 11,500 CR	12,300 800 CN 11,500 CR	2,000 1,000 CN 1,000 CR	1,000 1,000 CN	102,465 5,400 CN 80,461 CR 1,604 CT 5,000 SB 10,000 ST



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>MDO</b>							
<i>CAPITAL PROJECTS - VARIOUS</i>							
35 Citywide Facilities	14,550	14,550	250	250	250	250	30,100
	750 CN	750 CN	250 CN	250 CN	250 CN	250 CN	2,500 CN
	4,400 FB	4,400 FB					8,800 FB
	2,900 PB	2,900 PB					5,800 PB
	4,500 SB	4,500 SB					9,000 SB
	2,000 TB	2,000 TB					4,000 TB
35A Citywide Facilities-FY20	41,750						41,750
	1,150 CR						1,150 CR
	19,517 CT						19,517 CT
	6,250 FT						6,250 FT
	2,900 PT						2,900 PT
	3,933 ST						3,933 ST
	8,000 TT						8,000 TT
35B Citywide Facilities-FY19	13,300						13,300
	5,900 FT						5,900 FT
	2,900 PT						2,900 PT
	4,500 ST						4,500 ST



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
35C Citywide Facilities-FY18	14,129 117 CT 4,800 FT 3,250 PT 5,962 ST						14,129 117 CT 4,800 FT 3,250 PT 5,962 ST
35D Citywide Facilities-FY17	1,300 250 CT 250 PT 800 ST						1,300 250 CT 250 PT 800 ST
35E Citywide Facilities-FY15	7,500 4,000 PT 3,500 ST						7,500 4,000 PT 3,500 ST
35F Citywide Facilities-FY14	2,500 2,500 PT						2,500 2,500 PT
35G Citywide Facilities-FY13	117 117 CT						117 117 CT
35H Citywide Facilities-FY11	151 151 CT						151 151 CT
36A Office of Sustainability-FY16	99 99 CT						99 99 CT
36B Office of Sustainability-FY15	45 45 CT						45 45 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
36C Office of Sustainability-FY14	29						29
	29 CT						29 CT
<b>CAPITAL PROJECTS - VARIOUS</b>	95,470	14,550	250	250	250	250	111,020
	750 CN	750 CN	250 CN	250 CN	250 CN	250 CN	2,500 CN
	1,150 CR						1,150 CR
	20,325 CT						20,325 CT
	4,400 FB	4,400 FB					8,800 FB
	16,950 FT						16,950 FT
	2,900 PB	2,900 PB					5,800 PB
	15,800 PT						15,800 PT
	4,500 SB	4,500 SB					9,000 SB
	18,695 ST						18,695 ST
	2,000 TB	2,000 TB					4,000 TB
	8,000 TT						8,000 TT
<b>MDO</b>	95,470	14,550	250	250	250	250	111,020
	750 CN	750 CN	250 CN	250 CN	250 CN	250 CN	2,500 CN
	1,150 CR						1,150 CR
	20,325 CT						20,325 CT
	4,400 FB	4,400 FB					8,800 FB
	16,950 FT						16,950 FT
	2,900 PB	2,900 PB					5,800 PB
	15,800 PT						15,800 PT
	4,500 SB	4,500 SB					9,000 SB
	18,695 ST						18,695 ST
	2,000 TB	2,000 TB					4,000 TB
	8,000 TT						8,000 TT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>OFFICE OF HOMELESS SERVICES</b>							
<i>FAMILY CARE FACILITIES - CAPITAL</i>							
37 OHS Facility Renovations	1,000	1,000	1,000	1,000	1,000	1,000	6,000
	1,000 CN	1,000 CN	1,000 CN	1,000 CN	1,000 CN	1,000 CN	6,000 CN
37A OSH Facility Renovations-FY20	1,406 400 CR 1,006 CT						1,406 400 CR 1,006 CT
37B OSH Facility Renovations-FY19	1,118 1,118 CT						1,118 1,118 CT
37C OSH Facility Renovations-FY18	632 632 CT						632 632 CT
37D OSH Facility Renovations-FY17	84 84 CT						84 84 CT
37E OSH Facility Renovations-FY16	615 615 CT						615 615 CT
<i>FAMILY CARE FACILITIES - CAPITAL</i>	4,855 1,000 CN 400 CR 3,455 CT	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	9,855 6,000 CN 400 CR 3,455 CT
<b>OFFICE OF HOMELESS SERVICES</b>	4,855	1,000	1,000	1,000	1,000	1,000	9,855
	1,000 CN 400 CR 3,455 CT	1,000 CN	1,000 CN	1,000 CN	1,000 CN	1,000 CN	6,000 CN 400 CR 3,455 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>OFFICE OF SUSTAINABILITY</b>							
<i>OFFICE OF SUSTAINABILITY</i>							
38 Energy and Sustainability Improvements for Municipal Buildings	450	450	450	450	450	450	2,700
	250 CN 200 CR	250 CN 200 CR	250 CN 200 CR	250 CN 200 CR	250 CN 200 CR	250 CN 200 CR	1,500 CN 1,200 CR
38A Energy and Sustainability Improvements-FY20	750 750 CR						750 750 CR
38B Sustainability and Energy Improvements-FY18	412 412 CT						412 412 CT
38C Sustainability and Energy Improvements-FY17	637 637 CT						637 637 CT
<i>OFFICE OF SUSTAINABILITY</i>	2,249 250 CN 950 CR 1,049 CT	450 250 CN 200 CR	450 250 CN 200 CR	450 250 CN 200 CR	450 250 CN 200 CR	450 250 CN 200 CR	4,499 1,500 CN 1,950 CR 1,049 CT
<b>OFFICE OF SUSTAINABILITY</b>	2,249	450	450	450	450	450	4,499
	250 CN 950 CR 1,049 CT	250 CN 200 CR	250 CN 200 CR	250 CN 200 CR	250 CN 200 CR	250 CN 200 CR	1,500 CN 1,950 CR 1,049 CT



# **OIT**

## **CAPITAL PROJECTS**

	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
39 Citywide Technology Improvements & Enhancements	24,537 2,037 CA 22,500 CN	33,700 33,700 CN	27,815 27,815 CN	22,745 22,745 CN	22,219 22,219 CN	24,623 24,623 CN	155,639 2,037 CA 153,602 CN
39A Citywide Technology Improvements & Enhancements-FY20	37,545 7,500 CR 30,045 CT						37,545 7,500 CR 30,045 CT
39B Citywide Technology Improvements & Enhancements-FY19	23,324 23,324 CT						23,324 23,324 CT
39C Citywide Technology Improvements & Enhancements-FY18	7,259 7,259 CT						7,259 7,259 CT
39D Citywide Technology Improvements & Enhancements-FY17	4,990 4,990 CT						4,990 4,990 CT
39E Citywide Technology Improvements & Enhancements-FY16	1,027 1,027 CT						1,027 1,027 CT
39F Citywide Technology Improvements & Enhancements-FY15	1 1 CT						1 1 CT
39G Citywide Technology Improvements & Enhancements-FY14	1 1 CT						1 1 CT
<b>CAPITAL PROJECTS</b>	98,684 2,037 CA 22,500 CN 7,500 CR 66,647 CT	33,700 33,700 CN	27,815 27,815 CN	22,745 22,745 CN	22,219 22,219 CN	24,623 24,623 CN	229,786 2,037 CA 153,602 CN 7,500 CR 66,647 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
OIT	98,684	33,700	27,815	22,745	22,219	24,623	229,786
	2,037 CA						2,037 CA
	22,500 CN	33,700 CN	27,815 CN	22,745 CN	22,219 CN	24,623 CN	153,602 CN
	7,500 CR						7,500 CR
	66,647 CT						66,647 CT



		2021	2022	2023	2024	2025	2026	2021 - 2026
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>PARKS AND RECREATION</b>								
<i>PARKS AND RECREATION</i>								
40	Buildings, Courts, Play Areas, Athletic Fields	2,005	1,250	250	1,500	750	1,000	6,755
		2,005 CN	1,250 CN	250 CN	1,500 CN	750 CN	1,000 CN	6,755 CN
40A	Buildings, Courts, Play Areas, Athletic Fields-FY20	2,012						2,012
		2,012 CT						2,012 CT
40B	Buildings, Courts, Play Areas, Athletic Fields-FY19	618						618
		368 CR						368 CR
		250 CT						250 CT
40C	Buildings, Courts, Play Areas, Athletic Fields-FY18	1						1
		1 CT						1 CT
40D	Buildings, Courts, Play Areas, Athletic Fields-FY17	3,483						3,483
		3,483 CT						3,483 CT
40E	Buildings, Courts, Play Areas, Athletic Fields-FY16	459						459
		459 CT						459 CT
40F	Buildings, Courts, Play Areas, Athletic Fields-FY15	110						110
		110 CT						110 CT
41	Rebuilding Community Infrastructure			7,000	14,000			21,000
				7,000 CN	14,000 CN			21,000 CN



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
41A Rebuilding Community Infrastructure-FY20	7,000 7,000 CT						7,000 7,000 CT
41B Rebuilding Community Infrastructure-FY19	7,000 7,000 CT						7,000 7,000 CT
41C Rebuilding Community Infrastructure-FY18	4,981 4,981 CT						4,981 4,981 CT
42 Neighborhood Parks and Facilities	2,050	11,850	11,900	12,400	12,400	12,400	63,000
	550 CN 1,000 PB 500 SB	10,350 CN 1,000 PB 500 SB	10,400 CN 1,000 PB 500 SB	10,900 CN 1,000 PB 500 SB	10,900 CN 1,000 PB 500 SB	10,900 CN 1,000 PB 500 SB	54,000 CN 6,000 PB 3,000 SB
42A Neighborhood Parks-FY20	3,865 2,000 CR 865 CT 1,000 PT						3,865 2,000 CR 865 CT 1,000 PT
42B Neighborhood Parks-FY19	1,605 105 CT 1,500 PT						1,605 105 CT 1,500 PT
42C Neighborhood Parks-FY18	1,501 1,501 PT						1,501 1,501 PT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
42D Neighborhood Parks-FY17	2,502 1 CT 2,501 PT						2,502 1 CT 2,501 PT
42E Neighborhood Parks-FY15	1,570 70 CT 1,500 PT						1,570 70 CT 1,500 PT
43 Natural Lands / Large Manicured Parks/Buildings	2,245 1,045 CN 1,000 FB 200 PB	1,450 250 CN 1,000 FB 200 PB	1,450 250 CN 1,000 FB 200 PB	4,090 2,890 CN 1,000 FB 200 PB	4,150 3,950 CN 200 PB	2,450 2,250 CN 200 PB	15,835 10,635 CN 4,000 FB 1,200 PB
43A Natural Lands/Large Manicured Parks-FY20	8,996 200 CR 3,927 CT 3,000 FT 321 PT 1,548 ST						8,996 200 CR 3,927 CT 3,000 FT 321 PT 1,548 ST
43B Natural Lands/Large Manicured Parks-FY19	8,977 2,150 CR 1,607 CT 3,000 FT 720 PT 1,500 ST						8,977 2,150 CR 1,607 CT 3,000 FT 720 PT 1,500 ST



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
43C Natural Lands/Large Manicured Parks-FY18	5,338 2,938 CT 1,000 FT 1,400 PT						5,338 2,938 CT 1,000 FT 1,400 PT
43D Natural Lands/Large Manicured Parks-FY16	3,387 944 CT 1,000 FT 580 PT 863 ST						3,387 944 CT 1,000 FT 580 PT 863 ST
43E Natural Lands/Large Manicured Parks-FY15	598 348 CT 100 PT 150 ST						598 348 CT 100 PT 150 ST
44 Parks and Recreation Projects	4,600 1,100 CN 1,000 FB 500 PB 2,000 SB	4,000 500 CN	4,500 2,000 FB	5,000 500 CN 2,000 FB	5,000 500 CN 2,000 FB	4,000 500 CN 1,000 FB	27,100 3,100 CN 9,000 FB 1,000 PB 14,000 SB



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	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
46A Improvements to Existing Recreation Facilities-CD2-FY20	790 790 CT						790 790 CT
46B Improvements to Existing Recreation Facilities-CD2-FY19	618 618 CT						618 618 CT
46C Improvements to Existing Recreation Facilities-CD2-FY18	312 312 CT						312 312 CT
46D Improvements to Existing Recreation Facilities-CD2-FY17	282 282 CT						282 282 CT
46E Improvements to Existing Recreation Facilities-CD2-FY16	41 41 CT						41 41 CT
46F Improvements to Existing Recreation Facilities-CD2-FY15	49 49 CT						49 49 CT
46G Improvements to Existing Recreation Facilities-CD2-FY14	107 107 CT						107 107 CT
46H Improvements to Existing Recreation Facilities-CD2-FY13	250 250 CT						250 250 CT
46I Improvements to Existing Recreation Facilities-CD2-FY12	82 82 CT						82 82 CT
46J Improvements to Existing Recreation Facilities-CD2-FY11	42 42 CT						42 42 CT
46K Improvements to Existing Recreation Facilities-CD2-FY10	40 40 CT						40 40 CT
46L Improvements to Existing Recreation Facilities-CD2-FY09	198 198 CT						198 198 CT
46M Improvements to Existing Recreation Facilities-CD2-FY08	263						263



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
	263 CT						263 CT
46N Improvements to Existing Recreation Facilities-CD2-FY07	1 1 CT						1 1 CT
46O Improvements to Existing Recreation Facilities-CD2-FY06	14 14 CT						14 14 CT
46P Improvements to Existing Recreation Facilities-CD2-FY05	13 13 CT						13 13 CT
46Q Improvements to Existing Recreation Facilities-CD2-FY02	8 8 CT						8 8 CT
46R Improvements to Existing Recreation Facilities-CD2-FY01	101 101 CT						101 101 CT
47 Improvements to Existing Recreation Facilities-CD3	790 790 CN	790 790 CN	790 790 CN	790 790 CN	790 790 CN	790 790 CN	4,740 4,740 CN
47A Improvements to Existing Recreation Facilities-CD3-FY20	790 790 CT						790 790 CT
47B Improvements to Existing Recreation Facilities-CD3-FY19	790 790 CT						790 790 CT
47C Improvements to Existing Recreation Facilities-CD3-FY18	790 790 CT						790 790 CT
47D Improvements to Existing Recreation Facilities-CD3-FY17	485 485 CT						485 485 CT
47E Improvements to Existing Recreation Facilities-CD3-FY16	255 255 CT						255 255 CT
47F Improvements to Existing Recreation Facilities-CD3-FY15	478 478 CT						478 478 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
47G Improvements to Existing Recreation Facilities-CD3-FY14	13 13 CT						13 13 CT
47H Improvements to Existing Recreation Facilities-CD3-FY13	56 56 CT						56 56 CT
47I Improvements to Existing Recreation Facilities-CD3-FY11	119 119 CT						119 119 CT
47J Improvements to Existing Recreation Facilities-CD3-FY10	276 276 CT						276 276 CT
47K Improvements to Existing Recreation Facilities-CD3-FY09	40 40 CT						40 40 CT
47L Improvements to Existing Recreation Facilities-CD3-FY08	403 403 CT						403 403 CT
47M Improvements to Existing Recreation Facilities-CD3-FY07	21 21 CT						21 21 CT
47N Improvements to Existing Recreation Facilities-CD3-FY06	10 10 CT						10 10 CT
47O Improvements to Existing Recreation Facilities-CD3-FY04	18 18 CT						18 18 CT
48 Improvements to Existing Recreation Facilities-CD4	790 790 CN	790 790 CN	790 790 CN	790 790 CN	790 790 CN	790 790 CN	4,740 4,740 CN
48A Improvements to Existing Recreation Facilities-CD4-FY20	790 790 CT						790 790 CT
48B Improvements to Existing Recreation Facilities-CD4-FY19	531 531 CT						531 531 CT



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	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
49A Improvements to Existing Recreation Facilities-CD5-FY20	790 790 CT						790 790 CT
49B Improvements to Existing Recreation Facilities-CD5-FY19	790 790 CT						790 790 CT
49C Improvements to Existing Recreation Facilities-CD5-FY18	790 790 CT						790 790 CT
49D Improvements to Existing Recreation Facilities-CD5-FY17	790 790 CT						790 790 CT
49E Improvements to Existing Recreation Facilities-CD5-FY16	407 407 CT						407 407 CT
49F Improvements to Existing Recreation Facilities-CD5-FY15	162 162 CT						162 162 CT
49G Improvements to Existing Recreation Facilities-CD5-FY14	26 26 CT						26 26 CT
49H Improvements to Existing Recreation Facilities-CD5-FY13	2 2 CT						2 2 CT
49I Improvements to Existing Recreation Facilities-CD5-FY12	359 359 CT						359 359 CT
49J Improvements to Existing Recreation Facilities-CD5-FY11	87 87 CT						87 87 CT
49K Improvements to Existing Recreation Facilities-CD5-FY10	168 168 CT						168 168 CT
49L Improvements to Existing Recreation Facilities-CD5-FY09	66 66 CT						66 66 CT
49M Improvements to Existing Recreation Facilities-CD5-FY08	3						3



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
	3 CT						3 CT
49N Improvements to Existing Recreation Facilities-CD5-FY07	126 126 CT						126 126 CT
49O Improvements to Existing Recreation Facilities-CD5-FY06	1 1 CT						1 1 CT
49P Improvements to Existing Recreation Facilities-CD5-FY03	10 10 CT						10 10 CT
49Q Improvements to Existing Recreation Facilities-CD5-FY02	4 4 CT						4 4 CT
49R Improvements to Existing Recreation Facilities-CD5-FY01	36 36 CT						36 36 CT
49S Improvements to Existing Recreation Facilities-CD5-FY00	74 74 CT						74 74 CT
50 Improvements to Existing Recreation Facilities-CD6	790 790 CN	790 790 CN	790 790 CN	790 790 CN	790 790 CN	790 790 CN	4,740 4,740 CN
50A Improvements to Existing Recreation Facilities-CD6-FY20	790 790 CT						790 790 CT
50B Improvements to Existing Recreation Facilities-CD6-FY19	463 463 CT						463 463 CT
50C Improvements to Existing Recreation Facilities-CD6-FY18	527 527 CT						527 527 CT
50D Improvements to Existing Recreation Facilities-CD6-FY17	19 19 CT						19 19 CT
50E Improvements to Existing Recreation Facilities-CD6-FY16	189 189 CT						189 189 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
50F Improvements to Existing Recreation Facilities-CD6-FY15	190 190 CT						190 190 CT
50G Improvements to Existing Recreation Facilities-CD6-FY14	1 1 CT						1 1 CT
50H Improvements to Existing Recreation Facilities-CD6-FY13	81 81 CT						81 81 CT
50I Improvements to Existing Recreation Facilities-CD6-FY12	601 601 CT						601 601 CT
50J Improvements to Existing Recreation Facilities-CD6-FY11	58 58 CT						58 58 CT
50K Improvements to Existing Recreation Facilities-CD6-FY07	136 136 CT						136 136 CT
50L Improvements to Existing Recreation Facilities-CD6-FY06	1 1 CT						1 1 CT
50M Improvements to Existing Recreation Facilities-CD6-FY00	96 96 CT						96 96 CT
51 Improvements to Existing Recreation Facilities-CD7	790 790 CN	790 790 CN	790 790 CN	790 790 CN	790 790 CN	790 790 CN	4,740 4,740 CN
51A Improvements to Existing Recreation Facilities-CD7-FY20	790 790 CT						790 790 CT
51B Improvements to Existing Recreation Facilities-CD7-FY19	655 655 CT						655 655 CT
51C Improvements to Existing Recreation Facilities-CD7-FY18	3 3 CT						3 3 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
51D Improvements to Existing Recreation Facilities-CD7-FY17	541 541 CT						541 541 CT
51E Improvements to Existing Recreation Facilities-CD7-FY16	228 228 CT						228 228 CT
51F Improvements to Existing Recreation Facilities-CD7-FY15	114 114 CT						114 114 CT
51G Improvements to Existing Recreation Facilities-CD7-FY14	206 206 CT						206 206 CT
51H Improvements to Existing Recreation Facilities-CD7-FY13	30 30 CT						30 30 CT
51I Improvements to Existing Recreation Facilities-CD7-FY12	166 166 CT						166 166 CT
51J Improvements to Existing Recreation Facilities-CD7-FY11	113 113 CT						113 113 CT
51K Improvements to Existing Recreation Facilities-CD7-FY10	11 11 CT						11 11 CT
51L Improvements to Existing Recreation Facilities-CD7-FY09	64 64 CT						64 64 CT
51M Improvements to Existing Recreation Facilities-CD7-FY08	59 59 CT						59 59 CT
51N Improvements to Existing Recreation Facilities-CD7-FY06	41 41 CT						41 41 CT
51O Improvements to Existing Recreation Facilities-CD7-FY05	15 15 CT						15 15 CT
51P Improvements to Existing Recreation Facilities-CD7-FY03	3						3



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
	3 CT						3 CT
52 Improvements to Existing Recreation Facilities-CD8	790 790 CN	790 790 CN	790 790 CN	790 790 CN	790 790 CN	790 790 CN	4,740 4,740 CN
52A Improvements to Existing Recreation Facilities-CD8-FY20	790 790 CT						790 790 CT
52B Improvements to Existing Recreation Facilities-CD8-FY19	41 41 CT						41 41 CT
52C Improvements to Existing Recreation Facilities-CD8-FY18	625 625 CT						625 625 CT
52D Improvements to Existing Recreation Facilities-CD8-FY17	648 648 CT						648 648 CT
52E Improvements to Existing Recreation Facilities-CD8-FY16	343 343 CT						343 343 CT
52F Improvements to Existing Recreation Facilities-CD8-FY15	50 50 CT						50 50 CT
52G Improvements to Existing Recreation Facilities-CD8-FY14	21 21 CT						21 21 CT
52H Improvements to Existing Recreation Facilities-CD8-FY13	209 209 CT						209 209 CT
52I Improvements to Existing Recreation Facilities-CD8-FY11	53 53 CT						53 53 CT
52J Improvements to Existing Recreation Facilities-CD8-FY09	29 29 CT						29 29 CT
52K Improvements to Existing Recreation Facilities-CD8-FY08	363 363 CT						363 363 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
52L Improvements to Existing Recreation Facilities-CD8-FY07	1 1 CT						1 1 CT
52M Improvements to Existing Recreation Facilities-CD8-FY05	68 68 CT						68 68 CT
52N Improvements to Existing Recreation Facilities-CD8-FY04	62 62 CT						62 62 CT
52O Improvements to Existing Recreation Facilities-CD8-FY03	33 33 CT						33 33 CT
52P Improvements to Existing Recreation Facilities-CD8-FY02	25 25 CT						25 25 CT
52Q Improvements to Existing Recreation Facilities-CD8-FY01	6 6 CT						6 6 CT
53 Improvements to Existing Recreation Facilities-CD9	790 790 CN	790 790 CN	790 790 CN	790 790 CN	790 790 CN	790 790 CN	4,740 4,740 CN
53A Improvements to Existing Recreation Facilities-CD9-FY20	790 790 CT						790 790 CT
53B Improvements to Existing Recreation Facilities-CD9-FY19	790 790 CT						790 790 CT
53C Improvements to Existing Recreation Facilities-CD9-FY18	790 790 CT						790 790 CT
53D Improvements to Existing Recreation Facilities-CD9-FY17	790 790 CT						790 790 CT
53E Improvements to Existing Recreation Facilities-CD9-FY16	790 790 CT						790 790 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
53F Improvements to Existing Recreation Facilities-CD9-FY15	528 528 CT						528 528 CT
53G Improvements to Existing Recreation Facilities-CD9-FY14	84 84 CT						84 84 CT
53H Improvements to Existing Recreation Facilities-CD9-FY13	106 106 CT						106 106 CT
53I Improvements to Existing Recreation Facilities-CD9-FY12	128 128 CT						128 128 CT
53J Improvements to Existing Recreation Facilities-CD9-FY11	56 56 CT						56 56 CT
53K Improvements to Existing Recreation Facilities-CD9-FY10	50 50 CT						50 50 CT
53L Improvements to Existing Recreation Facilities-CD9-FY09	1 1 CT						1 1 CT
53M Improvements to Existing Recreation Facilities-CD9-FY05	46 46 CT						46 46 CT
53N Improvements to Existing Recreation Facilities-CD9-FY04	19 19 CT						19 19 CT
54 Improvements to Existing Recreation Facilities-CD10	790 790 CN	790 790 CN	790 790 CN	790 790 CN	790 790 CN	790 790 CN	4,740 4,740 CN
54A Improvements to Existing Recreation Facilities-CD10-FY20	829 829 CT						829 829 CT
54B Improvements to Existing Recreation Facilities-CD10-FY19	790 790 CT						790 790 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
54C Improvements to Existing Recreation Facilities-CD10-FY18	629 629 CT						629 629 CT
54D Improvements to Existing Recreation Facilities-CD10-FY17	140 140 CT						140 140 CT
54E Improvements to Existing Recreation Facilities-CD10-FY16	637 637 CT						637 637 CT
54F Improvements to Existing Recreation Facilities-CD10-FY15	253 253 CT						253 253 CT
54G Improvements to Existing Recreation Facilities-CD10-FY14	138 138 CT						138 138 CT
54H Improvements to Existing Recreation Facilities-CD10-FY13	433 433 CT						433 433 CT
54I Improvements to Existing Recreation Facilities-CD10-FY12	239 239 CT						239 239 CT
54J Improvements to Existing Recreation Facilities-CD10-FY11	531 531 CT						531 531 CT
54K Improvements to Existing Recreation Facilities-CD10-FY10	38 38 CT						38 38 CT
54L Improvements to Existing Recreation Facilities-CD10-FY09	1 1 CT						1 1 CT
54M Improvements to Existing Recreation Facilities-CD10-FY04	83 83 CT						83 83 CT
55 Cultural Facilities Improvements		500 500 CN		100 100 CN			600 600 CN



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
55A Cultural Facilities Improvements-FY20	1,700 600 CR 1,100 CT						1,700 600 CR 1,100 CT
55B Cultural Facilities Improvements-FY18	3,000 3,000 PT						3,000 3,000 PT
55C Cultural Facilities Improvements-FY14	3,215 15 CT 3,200 PT						3,215 15 CT 3,200 PT
55D Cultural Facilities Improvements-FY13	9,413 13 CT 9,400 PT						9,413 13 CT 9,400 PT
56A Building Improvements-FY14	306 205 CT 101 PT						306 205 CT 101 PT
56B Building Improvements-FY13	1,980 80 CT 1,700 PT 200 ST						1,980 80 CT 1,700 PT 200 ST
56C Building Improvements-FY12	2 2 CT						2 2 CT
57A Infrastructure-FY12	113 113 CT						113 113 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
58A Parkland - Site Improvements-FY14	2,943 83 CT 2,421 PT 439 ST						2,943 83 CT 2,421 PT 439 ST
58B Parkland - Site Improvements-FY13	333 3 CT 165 PT 165 ST						333 3 CT 165 PT 165 ST
58C Parkland - Site Improvements-FY11	500 500 ST						500 500 ST
58D Parkland - Site Improvements-FY10	7,118 83 CT 1,785 FT 3,800 PT 1,450 ST						7,118 83 CT 1,785 FT 3,800 PT 1,450 ST
58E Parkland - Site Improvements-FY09	4,508 55 CT 374 FT 3,195 ST 884 TT						4,508 55 CT 374 FT 3,195 ST 884 TT
58F Parkland - Site Improvements-FY08	14 14 ST						14 14 ST
59A Roadways, Footways, and Parking-FY14	1,446 246 CT 1,200 ST						1,446 246 CT 1,200 ST



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
59B Roadways, Footways, and Parking-FY13	1,051 134 CT 400 PT 517 ST						1,051 134 CT 400 PT 517 ST
59C Roadways, Footways, and Parking-FY11	1,774 74 CT 1,000 FT 700 ST						1,774 74 CT 1,000 FT 700 ST
60A Improvements to Existing Recreation Facilities - Infrastructure-FY14	30 30 CT						30 30 CT
60B Improvements to Existing Recreation Facilities - Infrastructure-FY13	272 272 CT						272 272 CT
60C Improvements to Existing Recreation Facilities - Infrastructure-FY12	478 478 CT						478 478 CT
60D Improvements to Existing Recreation Facilities - Infrastructure-FY11	1,003 1,003 CT						1,003 1,003 CT
60E Improvements to Existing Recreation Facilities - Infrastructure-FY10	14 14 CT						14 14 CT
61A Grant Funded Recreation Improvements-FY14	352 2 CT 350 ST						352 2 CT 350 ST
61B Grant Funded Recreation Improvements-FY13	1,000 1,000 ST						1,000 1,000 ST



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
61C Grant Funded Recreation Improvements-FY12	529 529 ST						529 529 ST
61D Grant Funded Recreation Improvements-FY11	2,330 1,100 PT 1,230 ST						2,330 1,100 PT 1,230 ST
<b>PARKS AND RECREATION</b>	192,233 12,600 CN 5,318 CR 79,382 CT 2,000 FB 18,845 FT 1,700 PB 43,910 PT 2,500 SB 25,094 ST 884 TT	26,950 20,750 CN	33,000 25,800 CN	44,990 37,790 CN	30,200 24,000 CN	27,750 22,550 CN	355,123 143,490 CN 5,318 CR 79,382 CT 13,000 FB 18,845 FT 8,200 PB 43,910 PT 17,000 SB 25,094 ST 884 TT
<b>PARKS AND RECREATION</b>	192,233 12,600 CN 5,318 CR 79,382 CT 2,000 FB 18,845 FT 1,700 PB 43,910 PT 2,500 SB 25,094 ST 884 TT	26,950 20,750 CN	33,000 25,800 CN	44,990 37,790 CN	30,200 24,000 CN	27,750 22,550 CN	355,123 143,490 CN 5,318 CR 79,382 CT 13,000 FB 18,845 FT 8,200 PB 43,910 PT 17,000 SB 25,094 ST 884 TT



POLICE

POLICE FACILITIES

		2021	2022	2023	2024	2025	2026	2021 - 2026
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
62	Police Facilities - Renovations	23,004 4 CA 23,000 CN	7,600 7,600 CN	5,000 5,000 CN	5,000 5,000 CN	12,500 12,500 CN	12,500 12,500 CN	65,604 4 CA 65,600 CN
62A	Police Facilities - Renovations-FY20	23,108 500 CR 17,608 CT 5,000 TT						23,108 500 CR 17,608 CT 5,000 TT
62B	Police Facilities - Renovations-FY19	12,948 12,948 CT						12,948 12,948 CT
62C	Police Facilities - Renovations-FY17	1,598 1,598 CT						1,598 1,598 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
62D Police Facilities - Renovations-FY16	376 376 CT						376 376 CT
62E Police Facilities - Renovations-FY15	11 11 CT						11 11 CT
62F Police Facilities - Renovations-FY14	1,704 1,702 A 2 CT						1,704 1,702 A 2 CT
62G Police Facilities - Renovations-FY12	36 36 CT						36 36 CT
62H Police Facilities - Renovations-FY08	925 925 A						925 925 A
<b>POLICE FACILITIES</b>	63,710 2,627 A 4 CA 23,000 CN 500 CR 32,579 CT 5,000 TT	7,600	5,000	5,000	12,500	12,500	106,310 2,627 A 4 CA 65,600 CN 500 CR 32,579 CT 5,000 TT
<b>POLICE</b>	63,710 2,627 A 4 CA 23,000 CN 500 CR 32,579 CT  5,000 TT	7,600	5,000	5,000	12,500	12,500	106,310 2,627 A 4 CA 65,600 CN 500 CR 32,579 CT  5,000 TT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>PRISONS</b>							
<i>CORRECTIONAL INSTITUTIONS - CAPITAL</i>							
63 Prison System - Renovations	2,000	8,000	13,000	1,500	6,000	8,800	39,300
	2,000 CN	8,000 CN	13,000 CN	1,500 CN	6,000 CN	8,800 CN	39,300 CN
63A Prison System - Renovations-FY20	11,900 9,500 CR 2,400 CT						11,900 9,500 CR 2,400 CT
63B Prison System - Renovations-FY18	416 416 CT						416 416 CT
63C Prison System - Renovations-FY17	2,350 2,350 CT						2,350 2,350 CT
63D Prison System - Renovations-FY16	3,744 44 CT 3,700 TT						3,744 44 CT 3,700 TT
<i>CORRECTIONAL INSTITUTIONS - CAPITAL</i>	20,410 2,000 CN 9,500 CR 5,210 CT 3,700 TT	8,000 CN	13,000 CN	1,500 CN	6,000 CN	8,800 CN	57,710 39,300 CN 9,500 CR 5,210 CT 3,700 TT
<b>PRISONS</b>	20,410	8,000	13,000	1,500	6,000	8,800	57,710
	2,000 CN 9,500 CR 5,210 CT 3,700 TT	8,000 CN	13,000 CN	1,500 CN	6,000 CN	8,800 CN	39,300 CN 9,500 CR 5,210 CT 3,700 TT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>PUBLIC PROPERTY</b>							
<i>BUILDINGS AND FACILITIES - OTHER</i>							
64 Citywide Asbestos Abatement & Environmental Remediation	500	500	500	500	500	500	3,000
	500 CN	500 CN	500 CN	500 CN	500 CN	500 CN	3,000 CN
64A Citywide Asbestos Abatement & Environmental Remediation-FY20	500						500
	500 CT						500 CT
64B Citywide Asbestos Abatement & Environmental Remediation-FY19	325						325
	325 CT						325 CT
65 Improvements to Municipal Facilities	12,900	13,900	12,900	12,900	5,900	5,900	64,400
	11,200 CN	12,200 CN	11,200 CN	12,200 CN	5,200 CN	5,200 CN	57,200 CN
	500 CR	500 CR	500 CR	500 CR	500 CR	500 CR	3,000 CR
	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	600 FB
	1,100 PB	1,100 PB	1,100 PB	100 PB	100 PB	100 PB	3,600 PB



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
65A Improvements to Municipal Facilities-FY20	19,522 6,061 CR 4,761 CT 100 FT 1,100 PT 7,500 TT						19,522 6,061 CR 4,761 CT 100 FT 1,100 PT 7,500 TT
65B Improvements to Municipal Facilities-FY19	4,143 2,443 CR 600 FT 1,100 PT						4,143 2,443 CR 600 FT 1,100 PT
65C Improvements to Municipal Facilities-FY18	4,973 3,823 CT 50 FT 1,100 PT						4,973 3,823 CT 50 FT 1,100 PT
65D Improvements to Municipal Facilities-FY17	267 267 CT						267 267 CT
65E Improvements to Municipal Facilities-FY16	719 719 CT						719 719 CT
65F Improvements to Municipal Facilities-FY15	25 25 CT						25 25 CT
65G Improvements to Municipal Facilities-FY14	69 69 CT						69 69 CT
65H Improvements to Municipal Facilities-FY12	1 1 CT						1 1 CT
65I Improvements to Municipal Facilities-FY11	9 9 CT						9 9 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b><i>BUILDINGS AND FACILITIES - OTHER</i></b>	43,953	14,400	13,400	13,400	6,400	6,400	97,953
	11,700 CN	12,700 CN	11,700 CN	12,700 CN	5,700 CN	5,700 CN	60,200 CN
	9,004 CR	500 CR	500 CR	500 CR	500 CR	500 CR	11,504 CR
	10,499 CT						10,499 CT
	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	600 FB
	750 FT						750 FT
	1,100 PB	1,100 PB	1,100 PB	100 PB	100 PB	100 PB	3,600 PB
	3,300 PT						3,300 PT
	7,500 TT						7,500 TT
<b>PUBLIC PROPERTY</b>	43,953	14,400	13,400	13,400	6,400	6,400	97,953
	11,700 CN	12,700 CN	11,700 CN	12,700 CN	5,700 CN	5,700 CN	60,200 CN
	9,004 CR	500 CR	500 CR	500 CR	500 CR	500 CR	11,504 CR
	10,499 CT						10,499 CT
	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	600 FB
	750 FT						750 FT
	1,100 PB	1,100 PB	1,100 PB	100 PB	100 PB	100 PB	3,600 PB
	3,300 PT						3,300 PT
	7,500 TT						7,500 TT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>RECORDS</b>							
<i>CAPITAL PROJECTS</i>							
66A Records Improvements-FY20	325 250 CR 75 CT						325 250 CR 75 CT
66B Records Improvements-FY18	181 181 CT						181 181 CT
66C Records Improvements-FY15	64 64 CT						64 64 CT
<i>CAPITAL PROJECTS</i>	570 250 CR 320 CT						570 250 CR 320 CT
<b>RECORDS</b>	570 250 CR 320 CT						570 250 CR 320 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>STREETS</b>							
<b>BRIDGES</b>							
67 Bridge Reconstruction & Improvements	31,600	54,400	23,100	25,100	24,100	24,100	182,400
	1,400 CN		1,000 CN	3,000 CN	2,000 CN	2,000 CN	9,400 CN
	22,400 FB	43,200 FB	16,000 FB	16,000 FB	16,000 FB	16,000 FB	129,600 FB
	7,300 SB	11,200 SB	6,100 SB	6,100 SB	6,100 SB	6,100 SB	42,900 SB
	500 TB						500 TB
67A Bridge Reconstruction & Improvements-FY20	126,328						126,328
	2,856 CT						2,856 CT
	78,270 FT						78,270 FT
	3,260 PT						3,260 PT
	41,942 ST						41,942 ST
67B Bridge Reconstruction & Improvements-FY19	28,500						28,500
	2,200 CT						2,200 CT
	19,200 FT						19,200 FT
	7,100 ST						7,100 ST



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
67C Bridge Reconstruction & Improvements-FY18	41,292 662 CT 31,530 FT 9,100 ST						41,292 662 CT 31,530 FT 9,100 ST
67D Bridge Reconstruction & Improvements-FY17	1,750 1,750 CT						1,750 1,750 CT
67E Bridge Reconstruction & Improvements-FY15	1,200 1,200 CT						1,200 1,200 CT
67F Bridge Reconstruction & Improvements-FY14	139 139 CT						139 139 CT
<b>BRIDGES</b>	230,809 1,400 CN 8,807 CT 22,400 FB 129,000 FT 3,260 PT 7,300 SB 58,142 ST 500 TB	54,400	23,100 1,000 CN	25,100 3,000 CN	24,100 2,000 CN	24,100 2,000 CN	381,609 9,400 CN 8,807 CT 129,600 FB 129,000 FT 3,260 PT 42,900 SB 58,142 ST 500 TB
<b>GRADING &amp; PAVING</b>							
68 Reconstruction/Resurfacing of Streets	37,300 35,100 CN 1,000 FB 1,200 SB	40,000 40,000 CN	42,500 42,500 CN	43,500 43,500 CN	42,500 42,500 CN	42,500 42,500 CN	248,300 246,100 CN 1,000 FB 1,200 SB



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
68A Reconstruction/Resurfacing of Streets-FY20	29,400 1,500 CR 27,900 CT						29,400 1,500 CR 27,900 CT
68B Reconstruction/Resurfacing of Streets-FY19	8,038 7,038 CT 1,000 TT						8,038 7,038 CT 1,000 TT
68C Reconstruction/Resurfacing of Streets-FY18	1 1 CT						1 1 CT
68D Reconstruction/Resurfacing of Streets-FY16	151 151 CT						151 151 CT
68E Reconstruction/Resurfacing of Streets-FY14	268 267 A 1 CT						268 267 A 1 CT
69A Modernization of Transportation Facilities-FY18	750 750 CT						750 750 CT
70 Highways Citywide	150 150 CN			500 500 CN			650 650 CN
70A Highways Citywide-FY20	1,000 1,000 CT						1,000 1,000 CT
70B Rehabilitation of Stairways in Manayunk and Citywide-FY16	171 171 CT						171 171 CT
<b>GRADING &amp; PAVING</b>	77,229 267 A 35,250 CN 1,500 CR 37,012 CT 1,000 FB 1,200 SB 1,000 TT	40,000 40,000 CN	42,500 42,500 CN	44,000 44,000 CN	42,500 42,500 CN	42,500 42,500 CN	288,729 267 A 246,750 CN 1,500 CR 37,012 CT 1,000 FB 1,200 SB 1,000 TT



		2021	2022	2023	2024	2025	2026	2021 - 2026
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<i>IMPROVEMENTS TO CITY HIGHWAYS</i>								
71	Federal Aid Highway Program	66,229	54,100	48,650	37,500	34,500	34,000	274,979
	129 CA							129 CA
	7,300 CN	6,700 CN	5,450 CN	4,500 CN	5,500 CN	5,000 CN	34,450 CN	
	50,800 FB	40,200 FB	32,800 FB	26,000 FB	24,000 FB	24,000 FB	197,800 FB	
	500 PB						500 PB	
	7,000 SB	7,200 SB	10,400 SB	7,000 SB	5,000 SB	5,000 SB	41,600 SB	
	500 TB						500 TB	



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
71A Federal Aid Highway Program-FY20	89,558 750 CT 63,600 FT 201 PT 25,007 ST						89,558 750 CT 63,600 FT 201 PT 25,007 ST
71B Federal Aid Highway Program-FY19	33,000 4,500 CT 28,500 FT						33,000 4,500 CT 28,500 FT
71C Federal Aid Highway Program-FY18	2,532 2,500 CT 32 FT						2,532 2,500 CT 32 FT
71D Federal Aid Highway Program-FY17	23,284 1,215 CT 21,069 FT 1,000 PT						23,284 1,215 CT 21,069 FT 1,000 PT
71E Federal Aid Highway Program-FY16	240 240 CT						240 240 CT
71F Federal Aid Highway Program-FY15	1 1 CT						1 1 CT
71G Federal Aid Highway Program-FY14	1 1 CT						1 1 CT
71H Federal Aid Highway Program-FY13	1 1 CT						1 1 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>IMPROVEMENTS TO CITY HIGHWAYS</b>	214,846	54,100	48,650	37,500	34,500	34,000	423,596
129 CA							129 CA
7,300 CN		6,700 CN	5,450 CN	4,500 CN	5,500 CN	5,000 CN	34,450 CN
9,208 CT							9,208 CT
50,800 FB		40,200 FB	32,800 FB	26,000 FB	24,000 FB	24,000 FB	197,800 FB
113,201 FT							113,201 FT
500 PB							500 PB
1,201 PT							1,201 PT
7,000 SB		7,200 SB	10,400 SB	7,000 SB	5,000 SB	5,000 SB	41,600 SB
25,007 ST							25,007 ST
500 TB							500 TB
<b>SANITATION</b>							
72 Modernization of Sanitation Facilities	4,000	1,500		2,000	2,000	2,000	11,500
	4,000 CN	1,500 CN		2,000 CN	2,000 CN	2,000 CN	11,500 CN
72A Modernization of Sanitation Facilities-FY20	2,500						2,500
	2,500 CT						2,500 CT
72B Modernization of Sanitation Facilities-FY18	16						16
	16 CT						16 CT
72C Modernization of Sanitation Facilities-FY17	34						34
	34 CT						34 CT
72D Modernization of Sanitation Facilities-FY16	1						1
	1 CT						1 CT
72E Modernization of Sanitation Facilities-FY15	2						2
	2 CT						2 CT
<b>SANITATION</b>	6,553	1,500		2,000	2,000	2,000	14,053
	4,000 CN	1,500 CN		2,000 CN	2,000 CN	2,000 CN	11,500 CN
	2,553 CT						2,553 CT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>STREET LIGHTING</b>							
73 Street Lighting Improvements	1,250		1,000	1,600	1,350	1,350	6,550
	750 CN		1,000 CN	1,600 CN	1,350 CN	1,350 CN	6,050 CN
	500 PB						500 PB
73A Street Lighting Improvements-FY20	1,500						1,500
	1,500 CT						1,500 CT
73B Street Lighting Improvements-FY19	500						500
	500 CT						500 CT
73C Street Lighting Improvements-FY18	1,000						1,000
	1,000 CT						1,000 CT
73D Street Lighting Improvements-FY16	64						64
	64 CT						64 CT
73E Alley Lighting Improvements-FY12	1						1
	1 CT						1 CT
<b>STREET LIGHTING</b>	4,315		1,000	1,600	1,350	1,350	9,615
	750 CN		1,000 CN	1,600 CN	1,350 CN	1,350 CN	6,050 CN
	3,065 CT						3,065 CT
	500 PB						500 PB



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<i>STREETS DEPARTMENT FACILITIES</i>							
74 Streets Department Facilities	600			100	100	100	900
	600 CN			100 CN	100 CN	100 CN	900 CN
74A Streets Department Facilities-FY20	1,650						1,650
	350 CR						350 CR
	1,300 CT						1,300 CT
74B Streets Department Facilities-FY19	5,462						5,462
	1,462 CT						1,462 CT
	4,000 PT						4,000 PT
<i>STREETS DEPARTMENT FACILITIES</i>	7,712			100	100	100	8,012
	600 CN			100 CN	100 CN	100 CN	900 CN
	350 CR						350 CR
	2,762 CT						2,762 CT
	4,000 PT						4,000 PT
<i>TRAFFIC ENGINEERING IMPS</i>							
75 Traffic Control	16,800	15,000	15,000	41,750	48,000	48,000	184,550
	2,800 CN	1,000 CN	1,000 CN	3,750 CN	9,000 CN	9,000 CN	26,550 CN
	4,000 FB	5,000 FB	5,000 FB	21,000 FB	22,000 FB	22,000 FB	79,000 FB
	10,000 SB	9,000 SB	9,000 SB	17,000 SB	17,000 SB	17,000 SB	79,000 SB



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
75A Traffic Control-FY20	59,657 5,850 CT 29,711 FT 3,260 PT 20,836 ST						59,657 5,850 CT 29,711 FT 3,260 PT 20,836 ST
75B Traffic Control-FY19	8,450 2,450 CT 3,000 FT 3,000 ST						8,450 2,450 CT 3,000 FT 3,000 ST
75C Traffic Control-FY18	7,043 1,282 CT 5,761 ST						7,043 1,282 CT 5,761 ST
75D Traffic Control-FY16	40 40 CT						40 40 CT
75E Traffic Control-FY14	1 1 CT						1 1 CT
<b>TRAFFIC ENGINEERING IMPS</b>	91,991 2,800 CN 9,623 CT 4,000 FB 32,711 FT 3,260 PT 10,000 SB 29,597 ST	15,000 1,000 CN 5,000 FB 9,000 SB	15,000 1,000 CN 5,000 FB 9,000 SB	41,750 3,750 CN 21,000 FB 17,000 SB	48,000 9,000 CN 22,000 FB 17,000 SB	48,000 9,000 CN 22,000 FB 17,000 SB	259,741 26,550 CN 9,623 CT 79,000 FB 32,711 FT 3,260 PT 79,000 SB 29,597 ST



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>STREETS</b>	633,455	165,000	130,250	152,050	152,550	152,050	1,385,355
267 A							267 A
129 CA							129 CA
52,100 CN	49,200 CN	50,950 CN	58,950 CN	62,450 CN	61,950 CN	335,600 CN	
1,850 CR						1,850 CR	
73,030 CT						73,030 CT	
78,200 FB	88,400 FB	53,800 FB	63,000 FB	62,000 FB	62,000 FB	407,400 FB	
274,912 FT						274,912 FT	
1,000 PB						1,000 PB	
11,721 PT						11,721 PT	
25,500 SB	27,400 SB	25,500 SB	30,100 SB	28,100 SB	28,100 SB	164,700 SB	
112,746 ST						112,746 ST	
1,000 TB						1,000 TB	
1,000 TT						1,000 TT	



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>TRANSIT</b>							
<i>TRANSIT IMPROVEMENTS - SEPTA</i>							
76 SEPTA Bridge, Track, Signal, and Infrastructure Improvements	172,687	160,070	138,714	129,958	121,689	128,955	852,073
	3,182 CN	3,622 CN	3,129 CN	2,951 CN	2,766 CN	2,979 CN	18,629 CN
	5,128 FO	4,506 FO	2,126 FO				11,760 FO
	162,164 SO	150,589 SO	132,184 SO	125,768 SO	117,767 SO	124,798 SO	813,270 SO
	2,213 TO	1,353 TO	1,275 TO	1,239 TO	1,156 TO	1,178 TO	8,414 TO



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
76A SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY20	3,207						3,207
	3,207 CT						3,207 CT
76B SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY19	28						28
	28 CT						28 CT
76C SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY15	1						1
	1 CT						1 CT
77 SEPTA Station and Parking Improvements	73,089	65,239	44,319	50,373	45,787	29,482	308,289
	1,471 CN 28,891 FO 42,691 SO 36 TO	1,750 CN 9,598 FO 53,846 SO 45 TO	1,237 CN 4,686 FO 38,355 SO 41 TO	1,546 CN 48,749 SO 78 TO	1,368 CN 44,310 SO 109 TO	899 CN 28,532 SO 51 TO	8,271 CN 43,175 FO 256,483 SO 360 TO
77A SEPTA Station and Parking Improvements-FY20	1,318						1,318
	1,318 CT						1,318 CT
78 SEPTA Passenger Information, Communications, and System Controls	1,537						1,537
	7 CN 1,265 FO 257 SO 8 TO						7 CN 1,265 FO 257 SO 8 TO



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
78A SEPTA Passenger Information, Communications, and System Controls-FY20	55						55
	55 CT						55 CT
79 Rail Vehicle / Equipment Acquisition and Improvement Program		94,640	45,998	53,630	50,000	51,999	296,267
		312 CN	713 CN	850 CN	930 CN	957 CN	3,762 CN
		63,648 FO	14,400 FO	16,000 FO	8,800 FO	9,600 FO	112,448 FO
		29,958 SO	30,580 SO	36,416 SO	39,871 SO	41,032 SO	177,857 SO
		722 TO	305 TO	364 TO	399 TO	410 TO	2,200 TO
<b>TRANSIT IMPROVEMENTS - SEPTA</b>	251,922	319,949	229,031	233,961	217,476	210,436	1,462,775
	4,660 CN	5,684 CN	5,079 CN	5,347 CN	5,064 CN	4,835 CN	30,669 CN
	4,609 CT						4,609 CT
	35,284 FO	77,752 FO	21,212 FO	16,000 FO	8,800 FO	9,600 FO	168,648 FO
	205,112 SO	234,393 SO	201,119 SO	210,933 SO	201,948 SO	194,362 SO	1,247,867 SO
	2,257 TO	2,120 TO	1,621 TO	1,681 TO	1,664 TO	1,639 TO	10,982 TO
<b>TRANSIT</b>	251,922	319,949	229,031	233,961	217,476	210,436	1,462,775
	4,660 CN	5,684 CN	5,079 CN	5,347 CN	5,064 CN	4,835 CN	30,669 CN
	4,609 CT						4,609 CT
	35,284 FO	77,752 FO	21,212 FO	16,000 FO	8,800 FO	9,600 FO	168,648 FO
	205,112 SO	234,393 SO	201,119 SO	210,933 SO	201,948 SO	194,362 SO	1,247,867 SO
	2,257 TO	2,120 TO	1,621 TO	1,681 TO	1,664 TO	1,639 TO	10,982 TO



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>WATER</b>							
<i>COLLECTOR SYSTEMS - CAPITAL</i>							
80 Improvements to Collector System	159,460	154,860	154,860	154,860	154,860	216,860	995,760
100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	600 FB
10 PB	10 PB	10 PB	10 PB	10 PB	10 PB	10 PB	60 PB
100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	600 SB
100 TB	100 TB	100 TB	100 TB	100 TB	100 TB	100 TB	600 TB
153,550 XN	139,550 XN	144,550 XN	144,550 XN	144,550 XN	196,550 XN	923,300 XN	
5,600 XR	15,000 XR	10,000 XR	10,000 XR	10,000 XR	20,000 XR	70,600 XR	
80A Improvements to Collector System-FY20	112,766						112,766
400FT							400FT
10PT							10PT
400ST							400ST
100TT							100TT
41,069XR							41,069XR
70,787XT							70,787XT
80B Improvements to Collector System-FY19	28,247						28,247
500XR							500XR
27,747XT							27,747XT
80C Improvements to Collector System-FY18	10,370						10,370
10,370XT							10,370XT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
80D Improvements to Collector System-FY17	6,629 6,629 XR						6,629 6,629 XR
80E Improvements to Collector System-FY16	1,410 1,410 XR						1,410 1,410 XR
80F Improvements to Collector System-FY14	531 531 XR						531 531 XR
<b>COLLECTOR SYSTEMS - CAPITAL</b>	319,413	154,860	154,860	154,860	154,860	216,860	1,155,713
	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	600 FB
	400 FT						400 FT
	10 PB	10 PB	10 PB	10 PB	10 PB	10 PB	60 PB
	10 PT						10 PT
	100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	600 SB
	400 ST						400 ST
	100 TB	100 TB	100 TB	100 TB	100 TB	100 TB	600 TB
	100 TT						100 TT
	153,550 XN	139,550 XN	144,550 XN	144,550 XN	144,550 XN	196,550 XN	923,300 XN
	55,739 XR	15,000 XR	10,000 XR	10,000 XR	10,000 XR	20,000 XR	120,739 XR
	108,904 XT						108,904 XT
<b>CONVEYANCE SYSTEMS - CAPITAL</b>							
81 Improvements to Conveyance System	98,060	106,060	177,160	122,460	113,060	113,060	729,860
	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	600 FB
	10 PB	10 PB	10 PB	10 PB	10 PB	10 PB	60 PB
	100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	600 SB
	97,350 XN	105,350 XN	176,450 XN	121,750 XN	112,350 XN	112,350 XN	725,600 XN
	500 XR	500 XR	500 XR	500 XR	500 XR	500 XR	3,000 XR
81A Improvements to Conveyance System-FY20	106,236						106,236
	100 FT						100 FT
	10 PT						10 PT
	100 ST						100 ST
	500 XR						500 XR
	105,526 XT						105,526 XT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
81B Improvements to Conveyance System-FY19	49,729 84 XR 49,645 XT						49,729 84 XR 49,645 XT
81C Improvements to Conveyance System-FY18	17,718 18 XR 17,700 XT						17,718 18 XR 17,700 XT
81D Improvements to Conveyance System-FY17	12 12 XT						12 12 XT
<b>CONVEYANCE SYSTEMS - CAPITAL</b>	271,755 100 FB 100 FT 10 PB 10 PT 100 SB 100 ST 97,350 XN 1,102 XR 172,883 XT	106,060 100 FB 10 PB 100 SB 105,350 XN 500 XR	177,160 100 FB 10 PB 100 SB 176,450 XN 500 XR	122,460 100 FB 10 PB 100 SB 121,750 XN 500 XR	113,060 100 FB 10 PB 100 SB 112,350 XN 500 XR	113,060 100 FB 10 PB 100 SB 112,350 XN 500 XR	903,555 600 FB 100 FT 60 PB 10 PT 600 SB 100 ST 725,600 XN 3,602 XR 172,883 XT
<b>GENERAL - CAPITAL</b>							
82 Engineering and Material Support	25,865 25,865 XR	25,865 25,865 XR	25,865 25,865 XR	25,865 25,865 XR	25,865 25,865 XR	25,865 25,865 XR	155,190 155,190 XR
82A Engineering and Material Support-FY20	21,503 21,503 XR						21,503 21,503 XR
82B Engineering and Material Support-FY19	25,707 25,707 XR						25,707 25,707 XR
82C Engineering and Material Support-FY18	1 1 XR						1 1 XR



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
82D Engineering and Material Support-FY16	1 1 XR						1 1 XR
82E Engineering and Material Support-FY15	1 1 XR						1 1 XR
<b>GENERAL - CAPITAL</b>	73,078 73,078 XR	25,865 25,865 XR	25,865 25,865 XR	25,865 25,865 XR	25,865 25,865 XR	25,865 25,865 XR	202,403 202,403 XR
<b>TREATMENT FACILITIES - CAPITAL</b>							
83 Improvements to Treatment Facilities	328,000 50 FB 50 SB 266,900 XN 61,000 XR	259,200 50 FB 50 SB 241,279 XN 17,821 XR	356,500 50 FB 50 SB 333,984 XN 22,416 XR	190,200 50 FB 50 SB 169,557 XN 20,543 XR	301,200 50 FB 50 SB 285,001 XN 16,099 XR	329,200 50 FB 50 SB 312,100 XN 17,000 XR	1,764,300 300 FB 300 SB 1,608,821 XN 154,879 XR
83A Improvements to Treatment Facilities-FY20	88,868 50 FT 50 ST 10,924 XR 77,844 XT						88,868 50 FT 50 ST 10,924 XR 77,844 XT
83B Improvements to Treatment Facilities-FY19	53,662 714 XR 52,948 XT						53,662 714 XR 52,948 XT
83C Improvements to Treatment Facilities-FY18	13,597 208 XR 13,389 XT						13,597 208 XR 13,389 XT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
83D Improvements to Treatment Facilities-FY17	76 76 XR						76 76 XR
83E Improvements to Treatment Facilities-FY16	10,969 10,969 XR						10,969 10,969 XR
<b>TREATMENT FACILITIES - CAPITAL</b>	495,172	259,200	356,500	190,200	301,200	329,200	1,931,472
	50 FB	50 FB	50 FB	50 FB	50 FB	50 FB	300 FB
	50 FT						50 FT
	50 SB	50 SB	50 SB	50 SB	50 SB	50 SB	300 SB
	50 ST						50 ST
	266,900 XN	241,279 XN	333,984 XN	169,557 XN	285,001 XN	312,100 XN	1,608,821 XN
	83,891 XR	17,821 XR	22,416 XR	20,543 XR	16,099 XR	17,000 XR	177,770 XR
	144,181 XT						144,181 XT
<b>WATER</b>	1,159,418	545,985	714,385	493,385	594,985	684,985	4,193,143
	250 FB	250 FB	250 FB	250 FB	250 FB	250 FB	1,500 FB
	550 FT						550 FT
	20 PB	20 PB	20 PB	20 PB	20 PB	20 PB	120 PB
	20 PT						20 PT
	250 SB	250 SB	250 SB	250 SB	250 SB	250 SB	1,500 SB
	550 ST						550 ST
	100 TB	100 TB	100 TB	100 TB	100 TB	100 TB	600 TB
	100 TT						100 TT
	517,800 XN	486,179 XN	654,984 XN	435,857 XN	541,901 XN	621,000 XN	3,257,721 XN
	213,810 XR	59,186 XR	58,781 XR	56,908 XR	52,464 XR	63,365 XR	504,514 XR
	425,968 XT						425,968 XT



## ZOO

### PHILADELPHIA ZOO - CAPITAL

	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
84 Philadelphia Zoo Facility and Infrastructure Improvements	15,000	13,000	13,000	13,000	11,000	11,000	76,000
	5,000 CN 10,000 PB	3,000 CN 10,000 PB	3,000 CN 10,000 PB	3,000 CN 10,000 PB	1,000 CN 10,000 PB	1,000 CN 10,000 PB	16,000 CN 60,000 PB
84A Philadelphia Zoo Facility and Infrastructure Improvements-FY20	16,002 1,002 CT 15,000 PT						16,002 1,002 CT 15,000 PT
84B Philadelphia Zoo Facility and Infrastructure Improvements-FY19	16,261 1,261 CT 15,000 PT						16,261 1,261 CT 15,000 PT
84C Philadelphia Zoo Facility and Infrastructure Improvements-FY18	13,000 13,000 PT						13,000 13,000 PT
84D Philadelphia Zoo Facility and Infrastructure Improvements-FY17	1,580 1,580 PT						1,580 1,580 PT
84E Philadelphia Zoo Facility and Infrastructure Improvements-FY16	1,080 1,080 PT						1,080 1,080 PT
84F Philadelphia Zoo Facility and Infrastructure Improvements-FY15	3,100 3,100 PT						3,100 3,100 PT
PHILADELPHIA ZOO - CAPITAL	66,023 5,000 CN 2,263 CT 10,000 PB 48,760 PT	13,000 3,000 CN 10,000 PB	13,000 3,000 CN 10,000 PB	13,000 3,000 CN 10,000 PB	11,000 1,000 CN 10,000 PB	11,000 1,000 CN 10,000 PB	127,023 16,000 CN 2,263 CT 60,000 PB 48,760 PT



	2021	2022	2023	2024	2025	2026	2021 - 2026
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
ZOO	66,023	13,000	13,000	13,000	11,000	11,000	127,023
	5,000 CN	3,000 CN	3,000 CN	3,000 CN	1,000 CN	1,000 CN	16,000 CN
	2,263 CT						2,263 CT
	10,000 PB	10,000 PB	10,000 PB	10,000 PB	10,000 PB	10,000 PB	60,000 PB
	48,760 PT						48,760 PT