

City of Philadelphia



Five Year Financial and Strategic Plan for Fiscal Years 2013-2017

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

Presented to City Council March 8, 2012

Michael A. Nutter, Mayor

This report is available online at www.phila.gov

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LETTER FROM THE MAYOR

My Fellow Philadelphians:

This Five Year Plan tackles the challenges of the present while making investments in our future. With this plan we will put money back in the pockets of all Philadelphians and make it easier and less expensive for businesses to create jobs in our city. And we will make critical investments in neighborhoods throughout our city and continue to innovate and rethink how city government operates in order to improve the lives of all Philadelphians. After some of the toughest years in our great city's long history we are finally turning the corner and Philadelphia is on the way back. Our finances have begun to stabilize, tax receipts are beginning to grow moderately again, our unemployment rate is slowly coming down, and businesses – small and large - are investing and creating jobs in Philadelphia. We must keep this progress going.



Our first priority has to be ensuring that we have a safe city and continuing to drive down the crime rate in Philadelphia. We have made significant gains over the last four years but we must redouble our efforts and send a clear message to those who cause trouble and mayhem in our city that it will not be tolerated and that they will be punished.

Over recent months, working with our local, state and federal law enforcement partners, we have announced a series of innovative and community-based approaches to tackle the violence in this city. This Five Year Plan makes a further investment in that commitment by allocating funding for an additional 400 police officers by the end of the next fiscal year to achieve and maintain a sworn strength of 6,500 officers in the Philadelphia Police Department. As attrition and retirement lessens our numbers in the coming years we will continue to hire to maintain this sworn strength.

Making this a safer city will help us attract further investment but we must also be relentless in our efforts to become more business-friendly and create more jobs. Beginning in Fiscal Year 2014 we will reinstate the wage tax cuts that the recession forced us to suspend. This – together with measures passed by City Council late last year to help small businesses – will result in a tax cut of \$162 million over the next five years to workers and businesses in Philadelphia. This will help us attract even more investment, create even more jobs, and help even more Philadelphians get back to work.

As we work to create jobs and make this a safer Philadelphia we must also continue to make investments in communities throughout this city. We will do that by renovating police stations and firehouses, rebuilding libraries and recreation centers, and carrying out major projects such as a \$20 million overhaul of Love Park, a new South Philadelphia Health Center in partnership with the Children's

Hospital of Philadelphia, and design plans for a new co-located police headquarters, morgue and health offices at 4601 Market Street in West Philadelphia.

We're building a Philadelphia fit for the 21st Century and we're doing it together, as one city, working in partnership. Through programs such as Philly Rising and the Citizens' Planning Institute we are empowering citizens and building capacity in our neighborhoods to tackle issues in new and creative ways. It is because of the dedication of Philadelphians to their city that we are making bold strides towards becoming a safer city, a smarter city, a more sustainable city which is attracting visitors, residents and jobs for all of its citizens.

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

A handwritten signature in black ink, appearing to read "Michael A. Nutter". The signature is fluid and cursive, with a large, stylized initial "M" and "A".

Mayor Michael A. Nutter

EXECUTIVE SUMMARY

In January 2008, Mayor Michael A. Nutter laid out a vision for Philadelphia, focusing his Administration around specific goals designed to make the city more competitive. Last year, the Mayor refined these original goals.

The Mayor's goals and outcomes are:

Philadelphia becomes one of the safest cities in America

Adults and children are safer, people feel safer, and residents feel a greater responsibility to keep their neighborhoods safe.

In the FY13 Budget and FY13-FY17 Five-Year Plan, the Mayor is committed to ensuring the safety of Philadelphians by hiring almost 400 more police officers by the end of FY13 and additional officers in future years to ensure 6,500 sworn officers are in place throughout the next five years.

The education and health of Philadelphians improves.

Philadelphians are better educated and Philadelphians are healthier.

Cuts in State and Federal funding will make improvements in these two areas achieved over the past four years particularly difficult to maintain.

Philadelphia is a place of choice.

Philadelphia is business friendly and people choose to live and stay in Philadelphia.

Major investments in projects throughout the city will create short and long-term jobs, and will help make Philadelphia more attractive for residents, employers, workers, and visitors.

Philadelphia becomes the greenest and most sustainable city in America.

Our water and air are cleaner and we use less energy.

Using *Greenworks* Philadelphia as a guide, the City's tree canopy will expand, the City's stormwater runoff will be mitigated, ensuring a cleaner and healthier Philadelphia.

Philadelphia government works efficiently and effectively, with integrity and responsiveness.

A government that residents can trust to act honestly, openly and to spend their tax dollars wisely and carefully.

The City's comprehensive property reassessment will ensure all property owners will have fair and understandable property tax assessments. The City is also investing \$120 million over seven years in Information Technology designed to ensure that the government runs more effectively and efficiently.

Despite the budget challenges faced by the City over the past few years, departments and agencies have accomplished many objectives through various initiatives and have positively affected the way that the government operates. In the following chapters of this Plan, departments and agencies' key accomplishments and initiatives are described in alignment with each of the Mayor's goals. (Not surprising, many departments support more than one goal and they also support secondary and tertiary goals. These are also described.). The Plan also highlights key developments in Philadelphia and their impact on our growing city. The Plan will discuss the financial state of the City government, the Administration's proposed Fiscal Year 2013 revenues and expenditures, tax revenue forecasts, risks in state and federal funding and the six year Capital program. Additionally, the Plan highlights performance measures for various City departments as they tie to the department's respective budgets.

This Five Year Financial and Strategic Plan for Fiscal Years 2013 through 2017 preserves the City's core services and ensures the City's future ability to support and achieve the Mayor's goals.

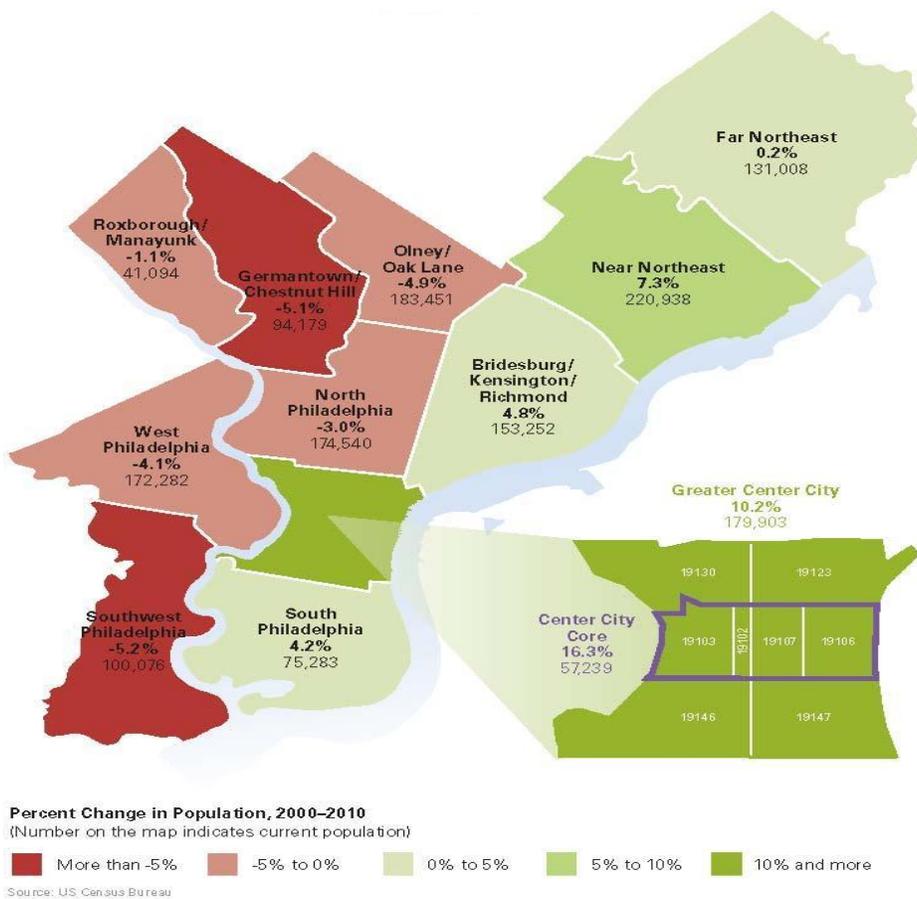
PHILADELPHIA'S DEMOGRAPHICS

Population

According to the 2010 U.S. Census Bureau, the City's population is 1,526,006, making Philadelphia the fifth most populous city after New York City, Los Angeles, Chicago, and Houston. During the last decade, the City experienced its first increase in population (0.6%), since 1950.

Over the past ten years, the neighborhoods in Philadelphia have gone through significant changes in population. The greater Center City neighborhood (as shown in the graph below) experienced the highest growth rate at 10.2% (a growth of 179,903 people) while the Southwest Philadelphia area experienced the largest decrease in population at 5.2% (a loss of 100,076 people).¹ The city has also experienced a general shift in population from the western side of the city to the eastern side.

Philadelphia Population by Neighborhood

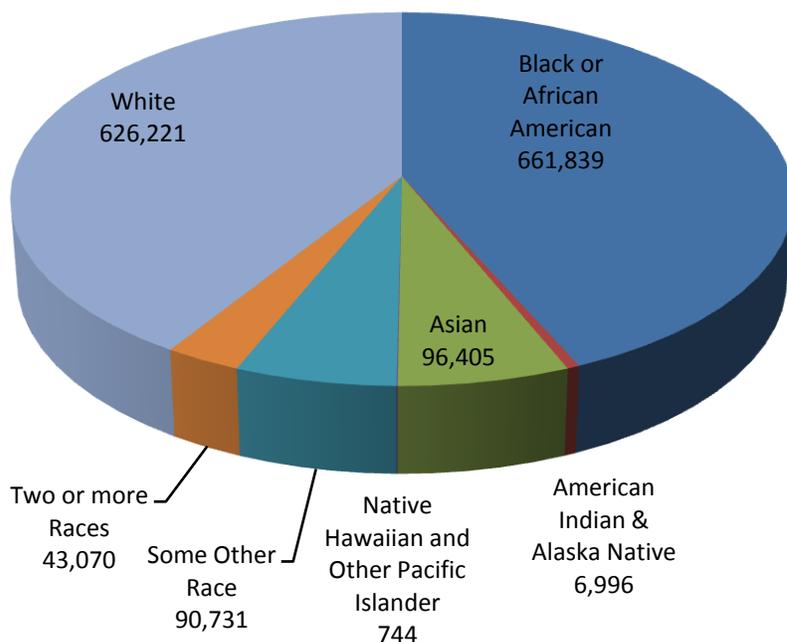


¹ "Center City Reports Leading the Way: Population Growth Downtown," *Central Philadelphia Development Corporation & Center City District*, September 2011

The neighborhood with the largest percentage of young adults in Philadelphia is Manayunk.² Today, 59 percent of its residents are in their 20's or 30's, an increase of 43 percent from 2000. Northern Liberties has also had dramatic growth since 2000, with a 77 percent increase in the number of 20-30 year olds. The growing younger population is changing the look of Philadelphia and helping to drive dining, shopping, and the art scene in these and other neighborhoods.

Philadelphia also continues to be a diverse city. Approximately forty-three percent of Philadelphia's population is Black or African American, a 0.9% increase since 2000.³ Forty-one percent of the population is White, an 8.3% percent decrease from 2000. The Asian population has experienced 42.5% growth, bringing it to 6.3% percent of the total population in 2010. The Some Other Race category comprises 6% of the total population in 2010, a 25.3% growth from 2000. Additionally, the Two or More Race category increased by 28.3% in 2010 to a total of 3% of the total population.⁴

Population by Race/Ethnicity



The majority of the population growth experienced over the past decade can be attributed to an increase in immigrant communities, primarily those of Asian and Hispanic/Latino origin.⁵ The Latino/Hispanic origin has grown by 58,683 people, a 45.5% increase since 2000, representing the City's fastest growing category.⁶

² "Center City Gets Younger," *Philly.com*, June 30, 2011

³ U.S. Census Bureau, 2000 Census Summary File 1 (SF1)

⁴ U.S. Census Bureau, 2010 Demographic Profile Data

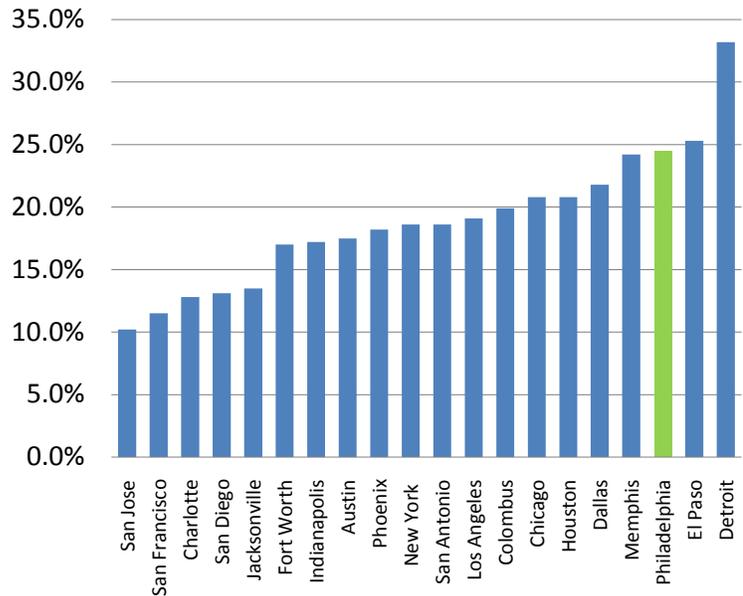
⁵ "A Latin Boos for Philadelphia," *The Daily Pennsylvanian*, March 4, 2011

⁶ U.S. Census Bureau, 2010 Demographic Profile Data

Poverty

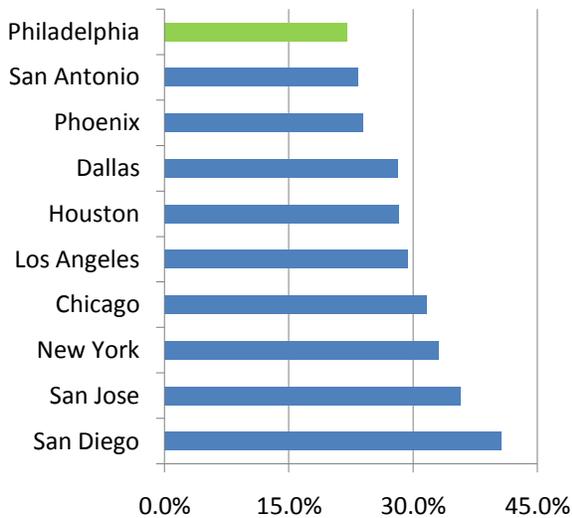
Philadelphia has the third highest rate of poverty among the top twenty most populous cities and is the poorest of the top ten most populous cities.⁷ The city’s high poverty rate indicates that many residents are dependent on City services. The Administration continues to focus on anti-poverty and workforce development efforts so that more Philadelphians are able to transition from poverty level and into stable employment. Please see the Health and Education chapter of this Plan for more details on the types of anti-poverty and workforce development services the City provides.

Poverty Rates, 20 Most Populous U.S. Cities (%)



Education

Population over 25 with a Bachelor's Degree, 10 Most Populous U.S. Cities (%)



Philadelphia remains below the national average in educational attainment but has shown progress over the last few years through various efforts. As of 2010, only 22.2% of Philadelphians over the age of 25 possessed a Bachelor’s degree compared to a national average of 27.9%.⁸ However, this result represents a 10.3% increase since 2008, evidence that efforts to increase the level of college attainment are beginning to show results. The Nutter Administration will continue to focus on increasing the city’s high school graduation rate, helping more local students attend college and retaining college students upon graduation. Please see the Health and Education chapter of this Plan for more details on the City’s education programs.

⁷ U.S. Census Bureau State & County QuickFacts 2010
⁸ U.S. Census Bureau State & County QuickFacts 2010

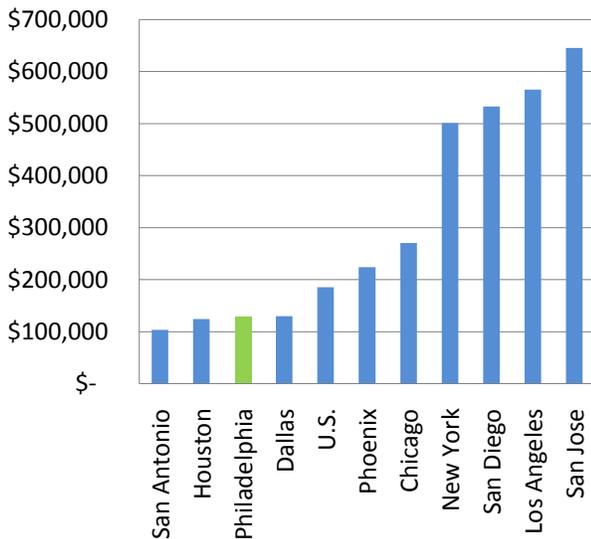
Housing

While the nation continues to see weakness in the housing market despite record low interest rates, Philadelphia was fortunate to not experience the drastic shifts in the housing market that have plagued many American cities. According to IHS Global Insight, the average residential real estate property value in the county increased from \$144,082 in 2004 to \$180,330 in 2011. From 2010 to 2011 the average value decreased by 0.3%.

The median value of owner-occupied housing in Philadelphia increased 4.7% from 2007 to \$142,800 in 2010.⁹ The national average of owner-occupied housing prices in 2010 showed an increase in value to \$188,400 from \$185,000 in 2009.¹⁰ Only two of the ten largest cities in the country had lower median values for owner-occupied housing.

Philadelphia had 575,413 occupied-housing units in 2010.¹¹ Of the total, 54.1% are owner-occupied and 45% are renter occupied. Despite the city's relatively low prices, 41.2% of the owners with mortgages and 58.9% of renters spent 30% or more of their household income on housing in Philadelphia; slightly above the national average of 38% for owners with mortgages and 53% for renters.¹²

Median Value of Owner-Occupied Units, 10 Most Populous U.S. cities and U.S. average



According to the U.S. Department of Housing and Urban Development, the generally accepted definition of affordability is for a household to pay no more than 30% of its annual income on housing. Families who pay more than 30% of their income for housing are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation and medical care.

⁹ U.S. Census Bureau, 2010 American Community Survey

¹⁰ U.S. Census Bureau, 2010 American Community Survey

¹¹ U.S. Census Bureau, 2010 American Community Survey

¹² U.S. Census Bureau, 2010 American Community Survey

THE NATIONAL ECONOMIC FORECAST

As is the case with municipalities across the country, the City experienced significant tax revenue declines during the deep world-wide recession of 2007-2009. Since 2008, governments and businesses across the globe have had to grapple with a world economy beset by a profound financial crisis, large declines in residential housing markets, a global contraction in economic activity, and a weak job market characterized by high unemployment. The economic recovery has been slow and while tax revenues have rebounded somewhat, the level of growth witnessed in years prior to 2007 is not expected to return. In addition, revenues from some taxes have yet to hit the level they attained before the recession.

Growth in the United States' output since the middle of 2009 has been very weak compared to previous economic recoveries. Following weak growth in the first two quarters of 2011, the financial rating agency, Standard & Poor's, cut the U.S.'s AAA credit rating in August 2011, further exacerbating economic concerns. U.S. gross domestic product (GDP) increased only 1.7% in 2011. This was weaker than the growth of 3.0% seen in 2010, the first year of economic recovery.¹³ In contrast to this weak growth in 2011, real GDP grew 5.6% during the second year of recovery following the recession of 1981-1982. Economists believe that recoveries following a financial crisis are weaker and more prolonged as businesses and households reduce debt before increasing spending (compared to recoveries that do not follow a financial crisis).¹⁴ Consensus forecasts of U.S. GDP growth are projected to be 2.2% during 2011 and 2.6% in 2012. The U.S. Consumer Price Index (CPI) forecasts a 2.1% increase this year, compared with increases of 3.1% and 1.6% in 2011 and 2010 respectively.¹⁵ A contraction in 2009 was the first annual decline in the CPI since it was recorded in 1949 and was an indication of how deep the recession was.¹⁶

National unemployment remains high (8.5% in December 2011¹⁷) and is expected to decline only slightly in the next year. According to the Blue Chip consensus, unemployment is expected to be 8.3% during 2011 and 7.9% during calendar 2012. These projections compare to historical averages in unemployment of 9.6% in 2010 and 9.0% in 2011. In addition, the Blue Chip consensus estimate is that housing starts are expected to improve to 720,000 in 2012, from 590,000 in 2010 and 610,000 in 2011.¹⁷ All of this taken together signifies that the economy is anticipated to improve, albeit at a slower pace than in most past recoveries from recession.

¹³ Blue Chip Economic Indicators February 10, 2012

¹⁴ Blue Chip Economic Indicators August 10, 2012

¹⁵ Blue Chip Economic Indicators February 10, 2012

¹⁶ Blue Chip Economic Indicators February 10, 2011

¹⁷ Blue Chip Economic Indicators February 10, 2012

Impact of Recession on Philadelphia County

Philadelphia has been substantially impacted by the economic crises described above. The number of people employed dropped from 584,300 in December 2007 to 577,500 in November 2011, a decline of 1.2%. Unemployment has had a sizable increase, from 6.1% in November 2007 to a peak of 11.5% in August 2011 and has declined to 10.6% in December 2011, a somewhat positive sign for the local economy¹⁸. The employment figure has increased slightly over the last year, from 578,100 in December 2010 to 579,500 in December 2011. Employment levels are particularly important for Philadelphia's budget because those employment levels are a key determinant of wage tax receipts, by far the City's largest single source of revenue.

Tax Revenue Forecast for 2012-2017

After a weak start to the City's FY12, growth in wage and earnings and sales tax receipts, both good indicators of the local economy, have strengthened somewhat in the second quarter. However, similar to economic growth projections across the country, FY12 growth was not as strong in these taxes as originally projected and growth projections have been revised downward. The wage tax is now projected to grow 2.2% in FY12, slower than the 3.4% growth originally projected. Even with this reduction in the projected growth rate, strong growth will be needed for the rest of the year to hit the projection. Sales tax revenue is now projected to grow 2.3% over last year's results, again slower than the 3.5% originally projected. In contrast, the business income and receipts tax, principally a tax on corporate profits, came in stronger than anticipated in FY11 at 3.4% and 2.5% growth is projected for FY12. Most national forecasters are expecting U.S. economic growth to improve in 2012 and beyond as discussed above. Consistent with those forecasts, the Five Year Plan also assumes only moderate economic growth in FY13 and beyond, assuming a slow recovery. The City's tax base growth projections were developed in conjunction with a revenue forecasting consultant and further refined after discussions with leading economists at a meeting at the Federal Reserve Bank of Philadelphia hosted by PICA.

The growth rates for four of the major taxes are shown below. Wage tax is projected to grow at a relatively constant pace of 3.4% over the next few years before tapering off to 3.3% and 3.1% in FY16 and FY17, respectively. Sales tax is projected to have growth that ramps up to 5.5% in FY15 before tapering off to 5.0% in FY16 and 3.5% in FY17. The stronger growth of 5.5% in sales tax in FY15 is projected based on the expectation that consumer spending has been restrained by a greater amount than wages by lack of consumer confidence, which will return after several years of economic recovery and lead to stronger sales growth. Business income and receipts tax is anticipated to increase 2.5% annually. Realty transfer tax is expected to have growth rates of 7.5% in FY13, ramping up to 9.0% from FY14 through FY16 before moderating at 3.0% growth in FY17. This level of growth is significantly below the forecast by the City's revenue forecasting consultant and results in a projection of transfer tax

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

revenues of \$166 million by FY17. The lower forecast for Transfer Tax was refined after discussions with key economists of the Philadelphia Federal Reserve. Even with projected strong growth for transfer tax revenues, the \$166 million the Plan includes for FY17 is almost \$70 million below the \$234 million in transfer tax revenues collected in FY06.

Wage and Earnings Tax

FY	FY12-16 Growth Rates	FY13-17 Growth Rates
2012	3.40%	2.22%
2013	4.00%	3.40%
2014	3.40%	3.40%
2015	3.20%	3.40%
2016	3.10%	3.30%
2017	N/A	3.10%

Business Privilege Tax

FY	FY12-16 Growth Rates	FY13-17 Growth Rates
2012	2.50%	2.50%
2013	2.50%	2.50%
2014	2.50%	2.50%
2015	2.50%	2.50%
2016	2.50%	2.50%
2017	N/A	2.50%

Sales Tax

FY	FY12-16 Growth Rates	FY13-17 Growth Rates
2012	3.50%	2.29%
2013	4.00%	3.50%
2014	3.40%	4.70%
2015	3.20%	5.50%
2016	3.10%	5.00%
2017	N/A	3.50%

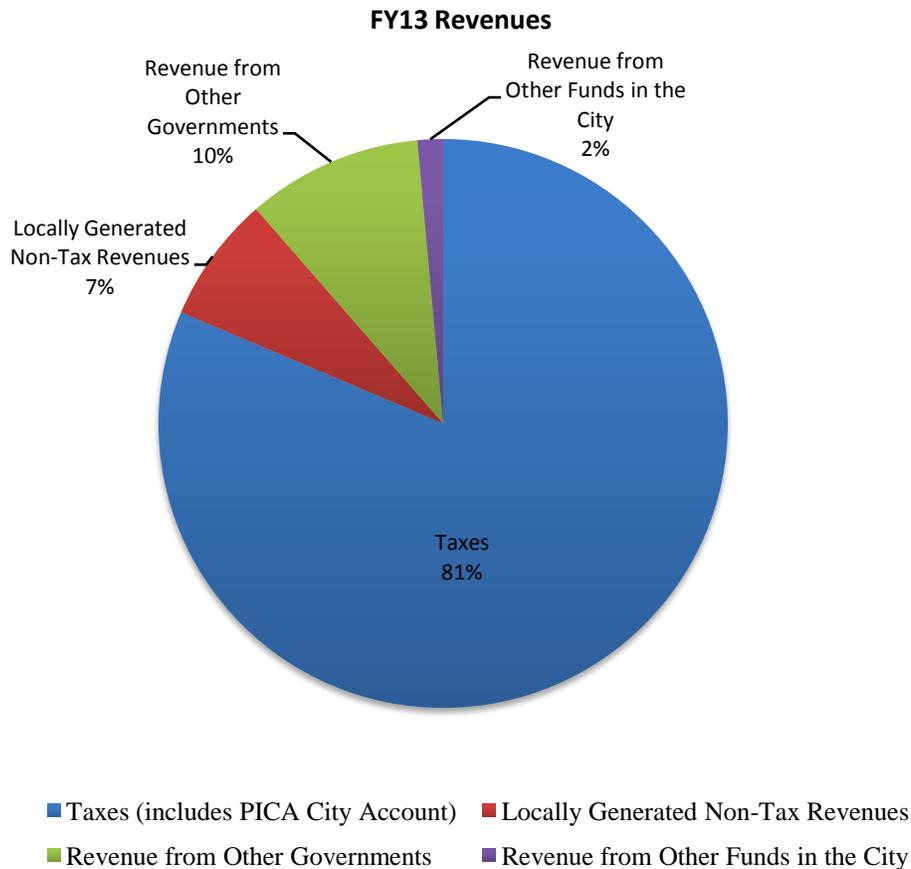
Realty Transfer Tax

FY	FY12-16 Growth Rates	FY13-17 Growth Rates
2012	3.00%	-0.68%
2013	5.00%	7.50%
2014	5.00%	9.00%
2015	4.00%	9.00%
2016	4.00%	9.00%
2017	N/A	3.00%

As noted in previous Five Year Plans, the forecasts and the revenue estimates that they inform are subject to revision given the uncertainty and volatility that continue to characterize the economic situation in the United States, and globally.

THE CITY'S FY13 REVENUES

The City's general fund revenues for FY13 total \$3.56 billion. For FY13, the Administration projects that 81% of its revenues will be generated from tax revenues paid by residents, workers and visitors to Philadelphia. Seven percent of the City's budget is projected to come from locally generated non-tax revenues, and 10% from state and federal funding. The chart below shows the breakdown of these revenue sources.



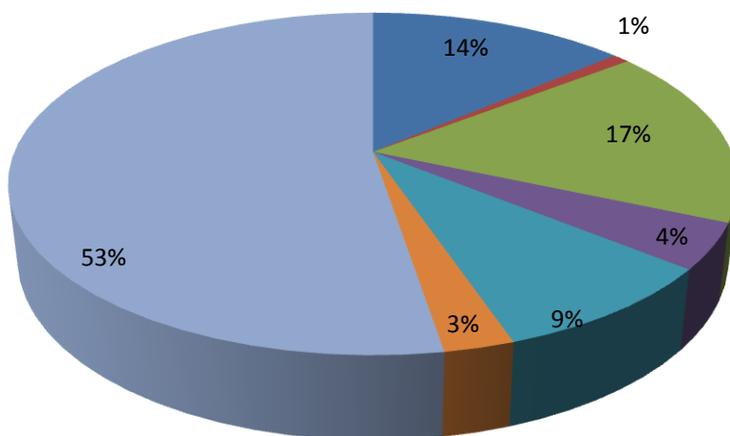
As was the case in municipalities across the country, the City experienced significant revenue declines during the deep recession of 2007-2009. While tax revenues have rebounded somewhat, the level of growth seen in previous years is not expected to return and some tax revenue receipts have not yet returned to their pre-recession levels.

Major Taxes

For FY12, the majority of economically sensitive revenues are growing, albeit at a slower pace than projected in the FY12-FY16 Plan. Wage and Earnings tax revenue was originally projected to grow at a rate of 3.4% in FY12 and is now projected to grow at 2.2% for the year. Sales tax is projected to grow 2.3%, again slower than the 3.5% originally projected.

FY13's tax revenue forecasts project moderate levels of growth from FY12. The chart below shows the breakdown of the tax revenue sources for FY13. At 53% of the overall tax revenue, Wages and Earnings and Net Profits taxes (including PICA portion of Wage Tax) make up the majority of tax revenues received by the City. The second largest source of tax revenue is the Real Property Tax (17%). The Business Income & Receipts Tax revenue is the third largest source of tax revenue at 14% of the total. Sales tax revenue consists of 9% of the total tax revenue received by the City, 4% is from the Real Property Transfer Tax and 3% is from Parking Tax.

FY13 Tax Revenues



- Business Income & Receipts
- Real Property
- Sales Tax
- Wage, Earnings and Net Profits
- Other Taxes
- Real Property Transfer
- Parking Tax

* Note: Includes PICA portion of the Wage Tax

The tax revenue estimates from FY13 to FY17 are shown in Appendix I, along with the percentage change from the prior year.

Wage Tax

As the largest source of tax revenue, the Wage Tax is collected from all employees working within city limits, and all city residents regardless of work location. Currently the Wage tax rate is 3.9280% for residents and 3.4985% for non-residents. The resident rate includes 1.5% that is reserved for the Pennsylvania Intergovernmental Cooperation Authority (PICA) and is counted as revenue from other governments. PICA has overseen the City's finances since 1992, when the State oversight board was

first established. The PICA statute permits the Authority to a “first dollar” claim on its portion of Wage Tax proceeds, which are used to pay debt service on bonds issued by PICA for the benefit of the City. Excluding the PICA portion, the Wage Tax is projected to bring in \$1.2 billion in FY13. This Plan includes a planned resumption in FY14 of City-funded wage tax cuts that were suspended with the economic downturn in FY10.

Real Property (Property) Tax

The Property Tax is the City’s second largest source of tax revenue, estimated to contribute 17% (or \$491.5 million) of total FY13 tax revenues. This tax is levied on the assessed value of residential and commercial property in the city. The Property Tax rate was increased by 9.9 % in FY11 for two years through FY 12 with the City’s portion of the rate increasing to 41.23 mills and the School District’s portion remaining the same at 49.59 mills. In FY12, the tax was increased for one year by 3.85%, with the City’s portion of the rate remaining the same at 41.23 mills and the School District’s portion increasing to 53.09 mills.

The City is in the process of completing the Actual Value Initiative (AVI) which involves reassessing every property in the City and setting assessed values at market rates to create a fair assessment system upon which to base property taxation. This will be the City’s first full reassessment in decades and will ensure that every property owner has fair, accurate and understandable assessments. As properties are now assessed at only a fraction (32%) of their actual value, and assessments have often not kept up with changes in value, this process will result in substantial increases in properties’ assessed values. The Administration proposes several changes to ensure that property owners tax burdens will not be significantly impacted. The Administration proposes to reduce the millage rate when AVI is complete. The new rate will generate at least the amount of revenues needed to meet the property tax revenue projections in the Five Year Plan and will capture the net increase in property values that occurred during the years when the City was not doing comprehensive reassessments.. The amount of revenue anticipated to be generated from the property tax in FY13 is \$491.5 million, the same amount as in FY12.

Business Income and Receipts Tax (formerly the Business Privilege Tax)

The Business Income & Receipts Tax (BIRT) is expected to produce 14% (or \$394.9 million) of total tax revenue in FY13, which is still \$42 million lower than FY07 collections. Under current rates, businesses pay 6.45% of net income and 1.415 mills on gross receipts toward BIRT. There are modified rates for financial institutions, public utilities, some manufacturers, wholesalers and retailers. The City reduced BIRT rates each year from FY96 through FY09 until the economic collapse forced it to freeze those rates. In FY12, BIRT tax reform legislation was signed by the Mayor which incorporated several changes intended to help businesses grow in Philadelphia. These tax changes intend to help small and medium sized businesses and spur lower costs associated with starting a new business in order to stimulate new business formation and increase employment in Philadelphia. Under Bill 110548, the business privilege

license fee for all businesses will be eliminated in FY14. In addition, business taxes for the first two years of operations for all new businesses that employ at least three employees in their first year and six in their second would be eliminated beginning in FY13. Bill 110554 provides for across the board exclusions on the gross receipts portion for all businesses scaled in over a three year period beginning in FY15 and reductions in the net income portion of the BIRT. When the exclusions are fully phased in, the first \$100,000 of receipts will be excluded. Lastly, the bill calls for implementation of single sales factor apportionment. This enables businesses to pay BIRT based solely on sales, not on property or payroll. By taxing property and payroll, the BIRT previously had provided disincentives to firms to locate in the city.

Sales Tax

For FY13, the Sales Tax is expected to produce 9% (or \$259.1 million) of total tax revenue. In October 2009, a temporary increase raising the local share of the sales tax from 1% to 2% was passed by the Commonwealth. The temporary increase will sunset on June 30, 2014, which is reflected in this Five-Year Plan.

Real Estate Transfer Tax (RTT)

The City imposes a 3% tax on real property sales, and an additional 1% is charged by the Commonwealth of Pennsylvania, for a 4% total Real Estate Transfer Tax (RTT). The RTT is estimated to provide \$124.5 million in FY13, down from a high of \$236 million in FY06. Slow collections in the beginning of FY12 led the City to lower its growth projections for RTT from 3.0% to a reduction of 0.7% from FY11.

Parking Tax

The Parking Tax is levied on the gross receipts from all parking transactions. In FY09, the Administration and the City Council raised the tax rate from 15% to 20%. Parking tax revenue is projected to reach \$76.1 million in FY13.

Revenues from Other Governments

The second largest portion of the City's general fund revenues comes from the State and Federal governments. The FY13 budget projects that the Commonwealth of Pennsylvania will provide \$249.5 million, and the Federal government will provide \$38.6 million. Most of the funding from the Commonwealth is Wage Tax Relief (\$86.3 million) and Pension Aid (\$61.2 million), as well as reimbursement for programs in the Department of Public Health.

The City expects to receive \$49.9 million for reimbursement for Department of Human Services' spending in FY11 from the state and federal governments. This is the remainder of the amounts owed to the City's general fund for DHS spending. The reimbursed costs and corresponding revenues for services provided by DHS were moved to the grants fund beginning in FY12 so amounts owed to the City by the

State and the Federal governments for FY12 and future years of DHS services will be deposited into the grants fund.

The largest source of Federal funding in the general fund is for the Philadelphia Nursing Home and totals \$19.0 million in FY13.

As discussed in detail in the State Budget and Federal Funding chapter of this Plan, potential reductions in state and federal funding could have devastating impacts on the residents that receive these City services.

Locally Generated Non-Tax Revenues

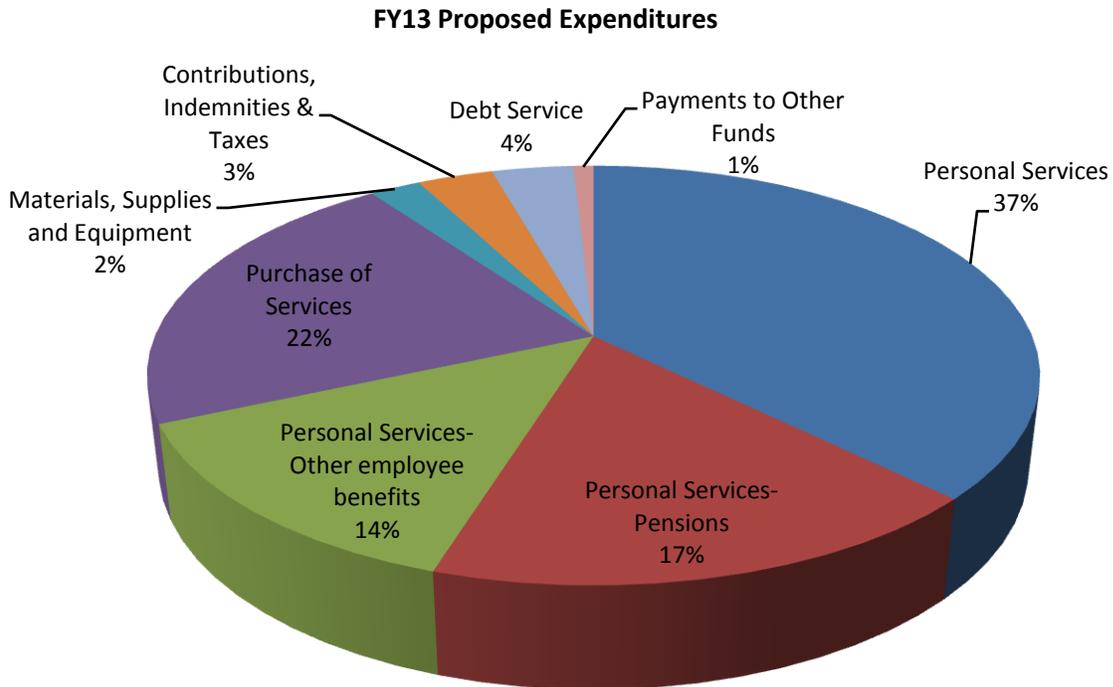
Locally generated non-tax revenues generate 7% of the FY13 budget. Locally generated revenues include various fees, fines, permits and other charges assessed by the City.

Revenue from Other Funds

Revenues from other funds, which primarily consists of payments to the General Fund by the Enterprise funds (Water and Aviation funds) for services performed by other City agencies. This makes up a small percentage of the revenues at 2%.

THE CITY'S FY13 EXPENDITURES

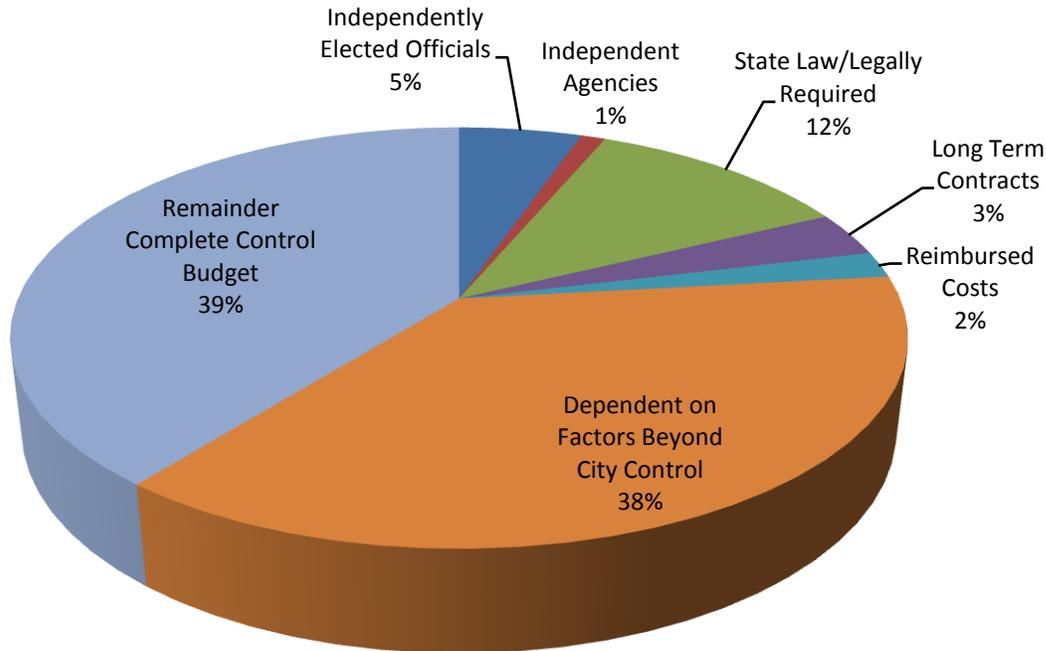
The proposed FY13 expenditures total \$3.589 billion, increasing to \$3.664 billion in FY17. While pensions, other employee benefits and debt service are projected to grow by over 6% over the life of the Plan, the rest of the budget remains flat. The chart below shows the breakdown of these expenditures by class.



As with prior years, the largest costs to the City’s budget pay for City employees, who design, manage, and implement the programs and services that residents depend upon. The combined personal services and employee benefits categories account for \$2.455 billion, or 68% of the total budget. Over the last five years, the employee benefits portion of the budget has grown by 9%, while the remainder of the budget decreased by 1%.

Approximately 61% of the FY13 proposed budget is out of the Administration’s direct control, which gives limited flexibility when balancing the City’s budget. The costs that are out of the Administration’s direct control include: required annual payments either through State Law (such as the School District) or legal requirements (such as debt service), long term contracts (such as leases), independently elected officials (such as First Judicial District), independent agencies (Board of Ethics and Youth Commission) and reimbursed costs for expenses, and employee benefits. The employee benefits, which make up the largest portion out of the Administration’s control, are largely employee health benefits contributions and pensions. The chart below reflects the above costs.

FY13 Budget Beyond the Administration's Control



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

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

In designing proposals for collective bargaining agreements, the City has balanced providing fair contracts to employees with the need to have labor costs that are fair to the taxpayers of the City and to ensure that the City is able to provide quality services. A key to those proposals is slowing the rising costs of benefits.

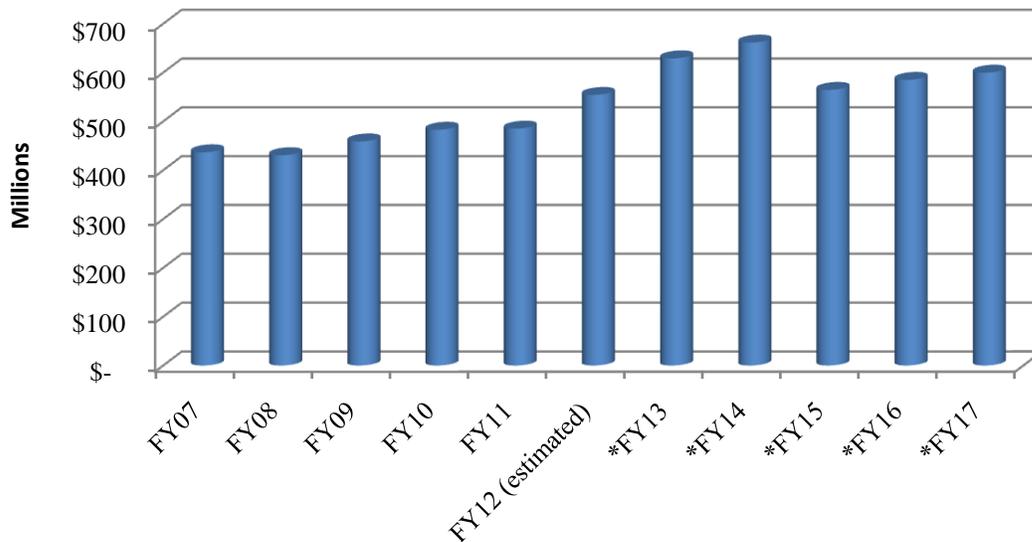
The rapidly escalating costs of pensions, combined with the fund’s declining health – it is now approximately 50 percent funded – make pensions perhaps the most significant financial challenge facing the City. It is crucial that the City’s collective bargaining agreements address this issue. See “LABOR” for a further discussion of the collective bargaining agreements.

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

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

The Pension Board, in conjunction with the above changes, has lowered the assumed rate of interest rate to 8.1% from 8.75%. Reductions in earnings assumptions allow funds to moderate risk of the investments, which can also reduce the likelihood of losses. The Board also increased the smoothing period for actuarial losses and gains from five years to ten years, thus reducing the impact that any particular year will have on the fund’s funded status and on the City’s required payments. The result is to reduce the volatility of pension payments.

City Pension Costs-Actual and Projected



* FY13-FY17 are projected pension costs.

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

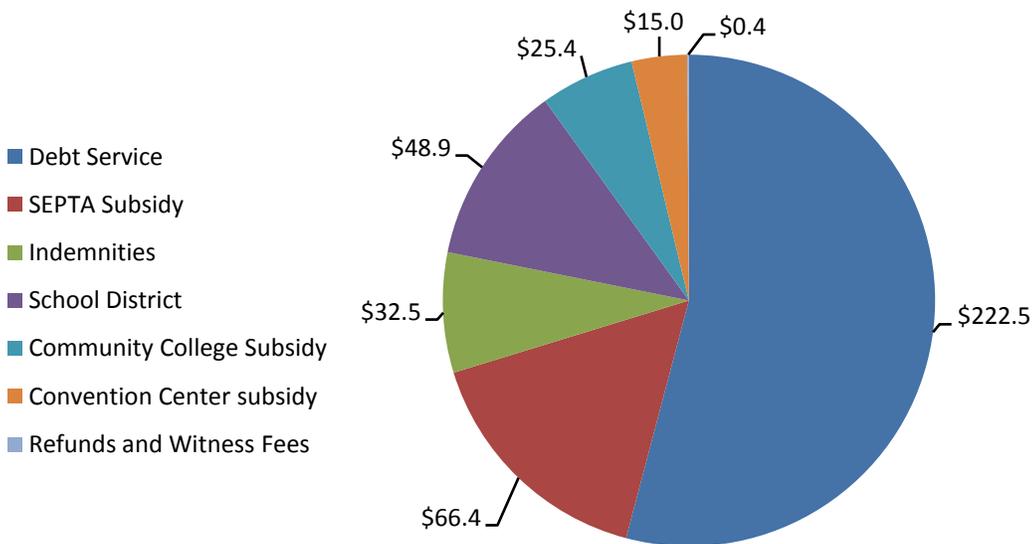
Additionally, pension changes were made under an interest arbitration award with the Fraternal Order of Police (FOP), Lodge 5, which gives new employees the option to participate in the current defined benefit pension plan with an increase to their contribution from 5% to 6% or to participate in a hybrid

plan which comprises both a defined benefit plan and a voluntary defined contribution plan. While various provisions of the International Firefighters (IAFF), Local 22 interest arbitration award are under appeal, the pension changes provision is not under appeal and has been implemented for new IAFF members hired after October 15, 2010. The pension changes in the Local 22 award are the same as those in the FOP award. See “LABOR” for a further discussion of the collective bargaining agreements. An additional award gave the same pension provision for new deputy sheriffs and required that all new employees of the Register of Wills enter a hybrid plan.

Also related to the City’s pension fund were changes made in December 2011 to the Deferred Option Retirement Plan (DROP). Ordinance 110443 is for employees who do not meet the requirements to enter DROP by December 13, 2011; the key points are: the interest rate paid on DROP accounts was changed and will be the lesser of the yield on one (1) year United State Treasury Bonds or one-half of the Board’s actuarially assumed interest rate; non-uniformed employees will be required to wait two additional years past their normal retirement date to enter DROP; and employees have the opportunity to take a partial lump sum benefit at the time of retirement in exchange for a reduction in monthly lifetime pension benefits.

State Law and Legally Required costs make up 12% of the budget and are the second largest cost out of the Administration’s direct control. The City is required under ACT46 to maintain an annual contribution to the School District of Philadelphia, which is set for FY13 at \$48.9 million. The City will contribute \$25.4 million to the Community College of Philadelphia. The City is legally required under contract to make a \$15 million payment to the Convention Center in FY13. The City also pays \$66.4 million to the Southeastern Pennsylvania Transportation Authority (SEPTA). The largest obligation in this category is debt service which equals \$222.5 million.

State Law/Legally Required Costs, in millions



The FY13 budget proposes some moderate investments. The most significant investment will be \$9.0 million for the Public Property Department for the initial design work for a new police headquarters, city morgue, and health offices co-located at 4601 Market Street. This is a consolidation which could provide needed facility upgrades while allowing the sale of existing City assets and revitalizing part of West Philadelphia in need of investment. It is anticipated that the City will request \$9.0 million from PICA for this one-time cost. The second significant investment will be within the Police Department where \$4.1 million will fund the hiring of close to 400 officers by the end of FY13 to increase the uniform officer level to 6,500 and maintain it at that level with expected levels of employee retirement. The next major investment will be for the Office of Supporting Housing as \$1.2 million in additional funding is proposed. These funds will be used for housing contracts. Additional beds are needed to replace beds that were once available at the Ridge Avenue Center, which is closing. Another large expenditure will be to provide additional funding in the amount of \$1.1 million for the Office of Property Assessment. This office is tasked with completing a total overhaul of the City's property assessment system which is scheduled for completion in the fall of 2012. The Managing Director's Office will receive \$1 million to further fund citywide anti-violence initiatives. An important investment with regard to the department of Public Property will be to fund a maintenance team to prevent deferring maintenance on City-owned facilities and keep facilities up to standard. This will cost \$734,000.

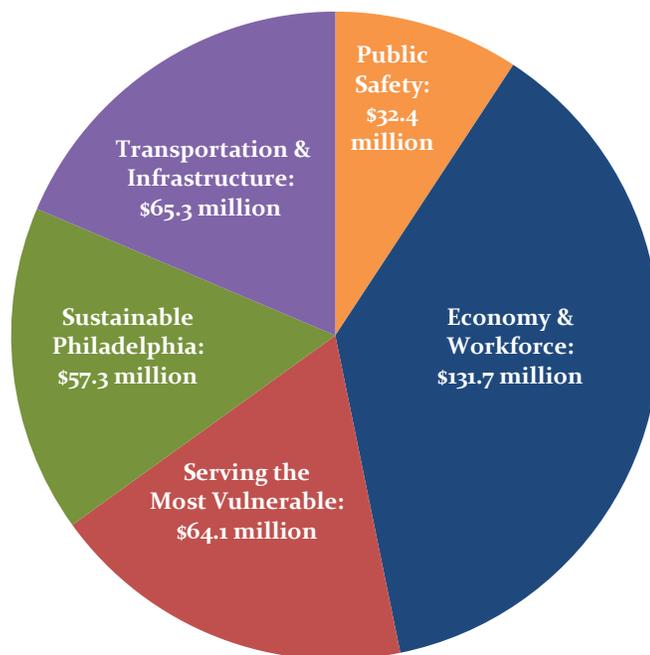
MANAGING AMERICAN RECOVERY AND REINVESTMENT ACT FUNDS

The funding received by the City through the American Recovery and Reinvestment Act of 2009 (the Recovery Act) came at a critical time and helped to serve crucial needs in the City, such as preventing thousands of households from becoming homeless while also strategically investing in projects with long-term benefits such as repaving Philadelphia International Airport’s longest runway and establishing 77 public computer centers – KEYSPTS - in low income neighborhoods.

As of December 31, 2011, the City has been awarded 50 Recovery Act grants totaling \$351 million, and of that total, the Administration is responsible for managing \$276 million, with quasi-City agencies responsible for the remaining \$75 million. To date, of the \$276 million, the City has committed (expended and obligated) \$224 million—81% of the City’s Recovery Act awards.

The City is required to report on its entrusted funds on a quarterly basis to the federal and state governments. The Recovery Act has promoted government transparency and spurred innovations at the federal, state and local levels. The City has maintained high ethical and transparency standards, reporting its quarterly data online at www.phila.gov/recovery and publishing a quarterly update, *Stimulus at Work*, which details the impact of the Recovery Act in Philadelphia which has become a national model for other cities.

Recovery Act Investments by Category
 Applied to \$351 million awarded to the City and its quasi-City agencies.



As a whole county, Philadelphia has received \$2.2 billion in Recovery Act dollars, which has fueled technological advances in science, health and energy efficiency as well as saving and creating thousands of jobs across the Philadelphia region.

The Federal Government's most recent release of quarterly Recovery Act funded jobs data reported Philadelphia had created or saved 1,734 full time equivalent jobs in that quarter (October 1 to December 31, 2011) alone. Of that, the City created or saved 429 full time equivalent jobs within that three month period ending December 31, 2011. The Recovery Act job calculation is not cumulative and only applies to activities taking place within a quarter, not across successive quarters.

The City has completed many of its Recovery Act funded projects and for some of those that are still underway, their progress and achievements are highlighted in this Plan. All Recovery Act-funded grants must be completed by September 30, 2013, unless a special waiver is issued by Federal Office of Management and Budget. The City is making good progress towards meeting the September 2013 deadline and expects that only two grants will require a waiver.

The City has been a strategic and prudent steward of Recovery Act funds. The City established the Recovery Office in late 2009 to provide oversight and monitoring over all Recovery Act dollars. In partnership with the Chief Integrity and Inspector General's offices, the Recovery Office has effectively managed a control and compliance program to minimize and address any fraud, waste and abuse of Recovery Act funds. This program includes the publication of the Recovery Act Control and Compliance Guidebook to help City staff clearly understand and meet their obligations. In the City Controller's recent 2010 Single Audit there were no findings or concerns for Recovery Act funded grants overseen by the City's Recovery Office.

The City continues its efforts in maximizing opportunities for minority-, women- and disabled-owned business enterprises (M/W/DSBEs) to do business with the City and quasi-City agencies. As of December 31, 2011, M/W/DSBEs were expected to receive 20% of Recovery Act dollars that have ranges set by the City's Office of Economic Opportunity and 12% of Recovery Act dollars, when participation ranges are federally mandated.

The City has invested its Recovery Act funds in a range of projects that are designed to attract and leverage new investment, stabilize neighborhoods, create jobs and economic opportunity, and to help serve immediate needs of those who were most deeply affected by the recession.

The City has been nationally recognized for the innovations and achievements made on numerous projects and programs supported with Recovery Act funding. Such recognitions include being honored by the White House as a "Champion of Change" in clean energy for the work being done using \$14 million and \$25 million Energy Efficiency and Conservation Block Grants (EECBG).

The City also received the Pennsylvania Governor's Award for Environmental Excellence for the 38 zero-emission electric powered baggage tractors it purchased with \$670,000 Clean Diesel Grant funds. The City's Big Belly solar-powered trash compactors, also funded with EECBG dollars, received this award in 2010.

The City was also awarded the Technology Solutions Award (2010-11) from the Public Technology Institute for a mobile GIS solution for 58,000 LED traffic signal installation, and wireless monitoring and management of Big Belly trash disposal units. The LED traffic signals and Big Bellies were both purchased with part of the \$14 million in EECBG funds.

The Preservation Alliance of Philadelphia awarded the City the Grand Jury Award for the Presser Senior Apartments that was rehabbed using part of the \$14 million Community Development Block Grant-Recovery funds. In October 2011, the City also received the PennFuture's Green Power Award for the *EnergyWorks* Better Buildings Retrofit Program, funded by \$25 million in EECBG funds.

For more information on the Recovery Act in Philadelphia and a full listing of awarded grants, please visit www.phila.gov/recovery.

EFFECTS OF CHANGES IN THE STATE BUDGET AND FEDERAL FUNDING

Each year the Federal and State governments provide grants to local governments to support a wide range of services. The state and federal funding provided to the City serves as a source of funding and revenue for various departments' service programs. With increasing strain on both the Federal and Commonwealth budgets, these funding streams are at risk of being reduced or eliminated entirely.

Anticipated decreases in state funding and federal grants would directly affect critical services offered to the citizens of Philadelphia. Residents who are affected by these service cuts and programs include children who have been abused or neglected, people with mental illness or intellectual disabilities, people with health concerns, people with drug and alcohol addictions, students, low-income residents, and delinquent youth. Furthermore, the services getting cut assist those who do not have health insurance and those who are homeless.

Cuts from the Commonwealth

Last month the Governor of Pennsylvania released the proposed FY13 Commonwealth budget, which included deep spending cuts. The Commonwealth's proposed budget would decrease state funding for the City by \$40.9 million for health and human services, supportive housing, behavioral health, and parks and recreation services. Reductions in funding for education and public library services are also proposed. As proposed, the Governor's budget would have severe consequences to city services, likely leading to an increase in the number of people with mental illnesses living on the streets and an increase in the prisons census. Additionally, the cuts would jeopardize over \$24 million of federal funds for HIV/AIDS programs due to inability to meet requirements.

Health and Human Services

The Governor's proposed budget consolidates the funding for the Human Services Development Fund, Homeless Assistance, Mental Health Services, MA-Outpatient, Behavioral Health Services, Intellectual Disabilities-Community Base Program, and County Child Welfare budget lines into the Human Services Development Block Grant. The Governor's budget proposes cutting the combined budget line by 20%, which would likely mean a loss of \$34 million for the City. The impacts of the proposed cut to the Human Services Development Block Grant could be disastrous. The City of Philadelphia would experience:

- Loss of bed and services for those with mental health and substance abuse issues, affecting nearly 12,000 individuals,
- Loss of community support services for more than 3,000 people with intellectual disabilities,
- Loss of housing support services for 115 families involved with DHS, and
- Loss of case management for 1,000 people who are homeless.

Proposed reductions in medical and general assistance programs would result in decreased case management, housing assistance and options, treatment services, and social services. A byproduct of

reducing these services would be increased rates in homelessness as residents would be unable to find resources to meet their needs.

Additionally, the cuts would directly result in an increase in the homeless population and a degradation in the City's ability to serve them, a 50% increase in the number of people living on the street, more families without shelter, an increased number of people with untreated mental illness and substance abuse, an increase in jail population and institutionalization, higher demand for emergency services at hospitals, an increase in children placed out of the home and a reduction in the number of families reunified.

Behavioral Health and Intellectual disAbility Services

With the proposed reduction in behavioral health funding and likely increased demand at shelters, the Department of Human Services anticipates an increase in child welfare cases. Specific cuts include a reduction in funds for family services and a reduction in legal services for women victimized by domestic violence.

Department of Human Services

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Office of Supportive Housing

With a proposed 16% reduction in case management service for emergency and transitional housing in the proposed FY13 State budget, the department anticipates increased lengths of shelter stays impacting the ability to get homeless individuals off the street. The Office will also likely see an increase in the number of families that will be turned away from shelters, resulting in families living on the streets. There is also concern that families will be turned away at intake, which could also result in families living on the streets. In addition, the proposed cut to behavioral health services could result in an increase in the number of homeless single individuals.

Education Funding

The Governor's proposed budget would reduce education funding for a second consecutive year. Additionally, the proposed budget consolidates funding for the Basic Education Subsidy, Pupil Transportation, Non-public and Charter School Pupil Transportation, and the School Employee's Social Security budget lines into the Student Accountability Block Grant.

The School District of Philadelphia Basic subsidy for FY13 proposed budget shows a slight increase over FY12's budget, but the Governor's proposed budget eliminates funding for the PA Accountability Grant, which eliminates \$21.6 million in funding for the District. The biggest spending increase in the Governor's proposed education budget is in the pension payments, which individual districts will be

expected to match. For the School District, that will mean a second straight \$14 million increase in net pension costs and will require that the District cut spending in other areas of its budget.

Higher Education programs will also be affected. The proposed budget slashed Temple University's Commonwealth funding by 30%, over \$40 million, and state aid to the Community College of Philadelphia is proposed to be reduced by 5%.

Public Libraries

The proposed State budget slightly reduces Public Library subsidies. Under the budget, the Free Library of Philadelphia would receive approximately \$6.3 million in subsidies, down from \$7.4 million in FY10.

Judiciary and Crime Prevention

Although the Governor's proposed budget does not propose reductions in funding for the Court system in Philadelphia, cuts are proposed for the State Witness Relocation Program' which impacts the amount that Philadelphians may be able to receive while in the program. The budget also proposed cuts for the Joint Local-State Firearm Task Force. These cuts will affect the District Attorney's office operations.

Probation and Parole Services

The proposed State budget slightly decreases funding for the Commonwealth's "Improvement of Adult Probation Services" Budget line. Philadelphia uses these dollars to hire State Probation and Parole Officers, which are historically difficult to attract and retain in the city.

Aging Services

The Governor's proposed FY13 budget would slightly decrease funding, from \$46.3 million to \$46.16 million for aging services. In Philadelphia, these funds are allocated to the Philadelphia Corporation for Aging. Affected services include nutrition, employment, transportation domestic care, personal protection, long-term care assessment, and both basic and intensive in-home services to the elderly.

Homeowners Emergency Mortgage Assistance Program

The Governor's proposed budget provides no new support for the Homeowners Emergency Mortgage Assistance Program (HEMAP), which ended July 2011. In Philadelphia alone last year, 269 HEMAP loans closed totaling \$2.7 million, as a result saving 269 families from losing their home. Since 2002, through HEMAP, 2,537 homes have been saved in Philadelphia. With no funding for HEMAP, it is likely more families will lose their homes.

Cuts from the Federal Government

For the second year in a row, the Federal budget cuts to the City are expected to severely impact the City and certain programs.

Community Development Block Grants (CDBG) and HOME Investment Partnerships

The CDBG funds are being cut by \$7.8 million, a 16.9% cut.

The HOME funds are issued under the U.S. Department of Housing and Urban Development and are intended to create affordable housing for low-income families. For Philadelphia, funds are being cut by \$6.1 million, a 41.6% cut. The City's priority is to keep people in their houses, by maintaining funding for Basic Systems Repair Programs, rental assistance and housing counseling. Therefore, the biggest impact of this cut is on the production of new affordable housing units and on community economic development programs. The Administration is still determining all the impacts of these cuts while maintaining the core priorities in these areas.

Taken together, the impact of cuts from the Governor's proposed budget and the Federal government will have significant impact for the most vulnerable in Philadelphia. Reductions to services for those with behavioral health issues and intellectual disabilities risks jeopardizing the significant successes that the City has made in improving the quality of life for individuals and families. With the loss of CDBG and HOME funds, as well as cuts to HEMAP and the General Assistance, homelessness is expected to rise, with reductions in state funding for City services to manage the demand. These cuts provide serious concerns for the well-being of many City residents.

LABOR

The Administration has been working to obtain collective bargaining agreements that are affordable in the short-term and curtail rising costs in the long-term with all of its major bargaining units. Agreements with three of the four major bargaining units the International Association of Fire Fighters Local 22 (IAFF), American Federation of State, County and Municipal Employees (AFSCME) District Council 33 and District Council 47 expired on June 30, 2009. Negotiations with District Council 33 and District Council 47, as well as interest arbitration proceedings with Local 22 are continuing. The Fraternal Order of Police (FOP) Lodge No. 5 received a five year interest arbitration award on December 18, 2009 to cover FY10 through FY14. The information below summarizes the award for the FOP as well as provides an update for the other bargaining units.

Fraternal Order of Police Lodge No. 5

Important financial components of the award covering uniformed employees of the Police Department include:

- No pay increase in FY10 and three percent increase for FY11 and FY12. This was the first time that an interest arbitration award gave the FOP a year with no pay increase since the 1992 award.
- A re-opener for FY13 and FY14 for a determination by the arbitration panel of salary increases, if any, to be awarded for those two years.
- Beginning the second half of FY10, a reduction in the City's per employee per month contribution to the FOP's health benefits trust. The one-year FY09 contract also included a reduction in the City's contribution to the FOP trust for health benefits. This was the first time since the 1992 award that there was a reduction in health care costs.
- The FOP's health plan moved to self-insurance in FY11. Under self-insurance, the health fund pays for the actual cost of services provided to members, instead of paying a premium to an insurance carrier based on expected claims. The FOP's change is similar to the change the City made in FY10 with its health insurance.
- Pension changes for new hires - FOP members will now choose between either increasing their pension contribution from 5% to 6% of pay or enrolling in a new hybrid pension plan. The hybrid pension plan combines a traditional defined benefit plan with a more sustainable level of benefits, and a voluntary 401(k)-like defined contribution plan. The plan reduces the risk to the City of poor market returns and is unprecedented for uniformed employees in any major city in the country. Meanwhile, increased employee pension contributions provide general fund savings for the City.
- The City gained the right to furlough (a day off without pay) employees up to 30 days each fiscal year.

FOP Deputy Sheriff and Register of Wills

A five year interest arbitration award with the FOP Lodge 5 covering the unionized employees of the Sheriff's Office and Register of Wills was issued on June 21, 2011, covering FY10 through FY14. Important financial components of the award include:

- No pay increase in FY10 and a 2.5% increase for Deputy Sheriffs in FY11 and FY12. There will be a re-opener for FY13 and FY14 for a determination by the arbitration panel of salary increases, if any, to be awarded for those two years.
- Wage increases for Register of Wills employees, if any, will be based on increases negotiated between the City and District Council 33.
- Step and longevity increments, which had been frozen by the City in July 2009, were restored for employees of the Sheriff's Office retroactive to the start of the freeze. Increments for Register of Wills employees were restored as of the date of the award.
- Employees of the Sheriff's Office participate in the FOP's health plan. This award continued that arrangement, along with the same funding terms as the police award. Register of Wills employees will continue to participate in the City-administered plan.
- Pension changes for new hires. Employee of the Sheriff's Office will have to choose between either going into the existing municipal Plan 87 and increasing their contribution to 50% of normal cost from 30% of normal cost, or going into a new hybrid plan, which is similar to the new hybrid plan put in place for police employees under that award. Register of Wills employees hired after the date of the award must enter the hybrid plan. The award was the first that required City employees to enter the hybrid plan.

International Association of Fire Fighters, Local 22

A four-year interest arbitration award with the International Association of Fire Fighters (IAFF) Local 22 was issued on October 12, 2011. Although the award took a crucial step toward reform by establishing a hybrid pension system similar to the one established by the police award, it would have imposed more than \$100 million in new costs over the FY12-FY16 Five-Year Plan without giving the City the required tools to manage these costs. As a result, the City appealed the award, with the exceptions of the revisions to the pension plan (see below) and a change related to vacations. The City contended that the award violated the PICA Act because it failed to give substantial weight to the City's approved Five Year Plan and ability to pay, and, as a result, granted increases in pay and benefits in excess of what the City can afford. The City's appeal also challenged certain provisions in the award on the separate ground that they were illegal under Act 111 because they interfered with the City's managerial rights. Those provisions included a requirement that the City continue to maintain and deploy aides for Fire Battalion Chiefs and a provision setting the scoring components for promotional examinations. On November 16, 2011, the Philadelphia Court of Common Pleas vacated the entire award, with the exception of the pension and vacation provisions, and remanded it to the arbitration panel to issue an award that complies with the PICA Act. Additional proceedings before the interest arbitration panel are on-going.

Changes to IAFF members' pension plan for new hires, which were part of the award, were implemented in 2010. Similar to the pension changes made in the arbitration award with the FOP in December 2009, new IAFF members as of October 15, 2010 must choose between either increasing their pension contribution from 5% to 6% of pay or enrolling in a new hybrid pension plan.

AFSCME District Council 33 and District Council 47

Negotiations with the City's other two major municipal unions, District Council 33 and District Council 47 are ongoing.

The City seeks changes in the structure of health and welfare benefit funding, as well as changes in overtime rules and the right to furlough employees, similar to the police award as part of an overall contract package that the City can afford.

The City also seeks to require all new employees to enter the new hybrid pension plan put in place by the award covering the employees of the Sheriff's Office and Register of Wills, and increased pension contributions from current employees.

The Administration is committed to having reasonable collective bargaining agreements in place as early as possible. Those contracts must, however, be affordable in the short-term and provide long-term reform.

PUBLIC OUTREACH

Since the start of the Administration, Mayor Nutter has focused on establishing an open and transparent government. The Mayor continues to work together with residents to gain input, solicit feedback and be responsive to residents' concerns. In order to reach a more diverse population and more citizens, the Administration has focused on new outreach methods for public input on City activities and the City's budget.

For the first time Channel 64, the City's municipal access TV channel, broadcasted a live special PhillyStat budget session. The session could be viewed by over 311,610 Comcast subscribers and the session was streamed live on-line so that anyone with an internet access could view inside and outside of Philadelphia.

On February 23, 2012, this special PhillyStat session discussed the proposed State Budget cuts and the impacts it would have on City services especially health services, behavioral health services, housing support and homelessness. The session has been rebroadcasted and will continue to run on Channel 64 throughout the weeks leading to the Mayor's budget address on March 8, 2012.

More information, including a weekly schedule of broadcasts, the Channel 64 website can be accessed at: <http://www.phila.gov/channel64/>. Portions of the special PhillyStat session can be found on www.facebook.com/PhiladelphiaCityGovernment.



PhillyStat Budget Session, February 23, 2012

Last fall, in September of 2011, the Mayor, in conjunction with NBC10, hosted the "Ask the Mayor" Hour, a virtual town-hall meeting. Citizens were able to email, Facebook and Tweet the Mayor questions about the City's finances and services.

The City of Philadelphia has also taken advantage of social media and social networks to reach and inform constituents. Along with the Mayor's Twitter account, the City of Philadelphia has an active

Twitter account @PhiladelphiaGov with a following over 10,000 people and Facebook page with nearly 9,000 friends at www.facebook.com/PhiladelphiaCityGovernment Under the Mayor's leadership, the City of Philadelphia uses these mediums regularly to engage, inform and provide information regarding city services, accomplishments, priorities and necessary changes that impact the lives of constituents. These mediums also highlight the City of Philadelphia's budget and new developments and initiatives in the City.

The Mayor's Twitter account, @Michael_Nutter, has over 23,000 followers, which he leverages on a daily basis to get the public's opinion on City issues and general questions.

PERFORMANCE MEASURES AND BUDGET TRENDS

In order to both better manage performance and better communicate that performance, the Administration has established a performance management system through the PhillyStat Program. PhillyStat helps the government to be more effective, efficient and transparent. This year, the performance measures for many departments have been incorporated into the following chapter of this document.

The economy has played a significant role in the finances of the City. Due to the decline in the City's revenues, most departments in the City have seen a decrease in funding from FY08. As the national economy slowly rebounds the City continues to monitor its financial condition and make budgetary changes as needed. The comparisons below focus on the time period that includes the national economic downturn and the beginning of the Nutter Administration.

Department of Human Services (DHS)

Budget Trends: The Department of Human Services' budget was transferred from the General Fund to the Grants Revenue Fund in FY12; as a result the numbers below represent All Funds for the Department. The FY13 Proposed budget provides a 2% decrease to \$655,811,840 in funding to the Department when compared to the FY12 Adopted budget. DHS has managed to make significant progress in improving organizational effectiveness and performance, provider monitoring and oversight, and outcomes for children and families served by DHS since the FY12 budget was adopted.

FY08 Actual	FY12 Adopted Budget	Difference (FY12-FY08)	FY13 Proposed Budget
\$ 625,868,676	\$ 671,688,176	\$ 45,819,500	\$ 655,811,840

Performance Trends: DHS has been successful over the last several years in decreasing the number of placements for both dependent and delinquent populations, increasing the number of adoptions and cutting the number of out of state placements, as shown in the performance measures below. The Department also reports data in both fiscal year (FY) and at the end of the fiscal year ending June 30th for each respective year as noted in the charts below. From FY08 to FY11 the Department slightly decreased the permanency discharges from FY08 to FY11 by ten discharges. Adoptions increased by 84% to 654 in FY11 from FY08. In the second quarter of FY12, the number of adoptions is 118.

Additionally, the average daily Youth Study Center (YSC) population has declined by 11% in FY11 to 117.6. The goal is to maintain an average daily population below the cap of 105 children, however, placement at the YSC is court ordered. Since DHS is under consent decree which limits the maximum daily population in the YSC to 105, DHS works with juvenile probation to ensure that only youth that pose a threat to the community are held in secure detention. The number of dependent children in care for more than two years decreased by 54% to 2,246 in FY11 with a FY12 goal of 1,385. The dependent

population¹⁹ decreased by 27% to 4,182 in fiscal year ending June 30th, 2011 from June 30th 2008. In the second quarter of FY12 the dependent placement population was 4,101. The delinquent placement population²⁰ dropped 15% to 1,413 during the same period and in the second quarter of FY12 the delinquent placement population was 1,203. The dependent out-of-state population significantly decreased from fiscal year ending June 30th 2008 to June 30th 2011, a decline of 69% (98 people), and the delinquent out-of-state population also decreased by 83% (84 people) during the same time period. DHS believes that it is best for children and families to have children placed as dependents or delinquents close to home to facilitate and support reunification or integration. Additionally, it facilitates better contract between DHS social work staff or juvenile probation officers and families. From a fiscal standpoint, out of state placements are often more costly and more expensive to manage with costs associated with out-of-state travel for social workers, probation officers and family members.

Performance Measure	FY08	FY11	FY12 Q2	FY12 Goal	FY13 Goal
Permanency Discharges (all types)	2,140	2,130	359	350	350
Adoptions (subset of permanency discharges)	356	654	118	350	350
Average Daily Youth Studies Center Population	132.6	117.6	112.0	Total Population less than 105	Total Population less than 105
Dependent Children in Care more than two years	4,928	2,246	1,280	1,385	1,247
Performance Measure	End of Fiscal Year 06/30/08	End of Fiscal Year 06/30/11	FY12 Q2	FY12 Goal	FY13 Goal
Dependent Placement Population	5,740	4,182	4,101	4,050	3,950
Delinquent Placement Population	1,657	1,413	1,203	1,100	1,000
Dependent out-of-state Population	143	45	43	30	20
Delinquent out-of-state Population	101	17	8	5	0
Total out-of-state Population	244	62	51	35	20

Health Department

Budget Trends: The Health Department has seen a \$2.3 million decrease from FY08 to the FY12 Adopted budget, as shown below. The decrease was a result of several rounds of budget cuts over the last several years. The FY13 Proposed budget provides a slight increase of \$1,404,262 or 1% over the FY12 Adopted budget.

¹⁹ Dependent population refers to children who are deemed to be abused or neglected according to the Pennsylvania Juvenile Act

²⁰ Delinquent population refers to children who commit certain crimes under the Pennsylvania Juvenile Act

Five-Year Financial and Strategic Plan | **FY13-FY17**

FY08 Actual	FY12 Adopted Budget	Difference (FY12-FY08)	FY13 Proposed Budget
\$ 112,695,423	\$ 110,426,170	\$ (2,269,253)	\$111,646,321

Performance Trends: The Department has been successful in providing services to the public despite the budget reductions over the past few years. The total number of patient visits in health care centers increased by 1% from FY08 to FY11. In the second quarter of FY12, the department had a total of 88,131 visits, with a target goal of 320,000 for FY12. The number of uninsured visits decreased by 3,552 (2%) in the same time period. In the second quarter of FY12, the department had 45,300 visits, and aims to decrease the number of uninsured visits with a FY12 goal of 163,000 visits. The percentage of the uninsured visits dropped from 52.1% to 49.6% from FY08 to FY11. The FY12 goal is 41.0% and as of the second quarter of FY12, the percentage of uninsured visits is 51.4%. The Department has been successful in getting uninsured clients insurance through the use of benefits counselors. In FY11 the Benefit Counselors enrolled 3,797 applicants, an increase in enrollment by 554 over FY10. However, FY12 has seen an increase in the number of people uninsured, potentially due to a rebound in the economy and high unemployment rates. The end of month resident census at the Philadelphia Nursing Home declined by 1% from FY08 to FY11, with a FY12 goal of 429.

Performance Measure	FY08	FY11	FY12 Q2	FY12 Goal	FY13 Goal
Total Number of Patient Visits (Health Care Centers)	334,139	339,032	88,131	320,000	Not Available
Number of Uninsured Visits	171,846	168,294	45,300	163,200	Not Available
Uninsured Visits Percentage	52.1%	49.6%	51.4%	51.0%	Not Available
End of Month Resident Census - Philadelphia Nursing Home (PNH)	433	427	426	429	Not Available

The Fire Department

Budget Trends: The Fire Department has seen an \$852,738 increase from FY08 to the FY12 Adopted budget, as shown below. Maintaining staffing levels in the Department was made more difficult by a court decision that led to the City having to develop a new test, which delayed hiring and led to increased overtime. The City has now developed a revised firefighter test and a hiring list is anticipated to be available during spring 2012. The Department expects to hire 80-160 new firefighters by summer 2012. The FY13 Proposed Budget shows a slight (\$726,746) decrease in funding to \$189,305,204 for the Department when compared to the FY12 Adopted budget. This decrease is due to the elimination of one-time funding in FY12 for equipment purchases as well as a new lower fee on the EMS fee collection contract.

FY08 Actual	FY12 Adopted Budget	Difference (FY12-FY08)	FY13 Proposed Budget
\$ 189,179,212	\$ 190,031,950	\$ 852,738	\$ 189,305,204

Performance Trends: The performance measures for the Department, as shown below, indicate the Department’s performance from FY08 to FY11. EMS response times are required to be within 9 minutes. In FY11, the response times occurred within 9 minutes 68% of the time, compared to 74% in FY08. As of the second quarter of FY12, EMS response times are occurring within 9 minutes 71% of the time. The goal for FY12 and FY13 EMS response times is to respond to fires within 9 minutes 90% of the time. Since FY08, the Department has experienced a 25 second increase in average response times to structural fires. As of the second quarter of FY12, the department has responded to structural fires within 4 minutes and 49 seconds, with a goal to stay below 5 minutes and 20 seconds. The expansion in the definition of structural fires in the NFIRS system, and the creation of new subcategories of structural fires, has resulted in structural fires appearing higher than in previous fiscal years. All data after July 1, 2010 is compiled according to the new definition. Since data is compiled differently, with many more subcategories, comparative data only became available on July 1, 2011. The number of fires reported in FY11 was 3,041 due to the expanded definition and the department aims to reduce the number of structural fires by 5% less than the previous fiscal year. The goals for FY12 and FY13 are 2,889 and 2,745 respectively. The total number of fire deaths increased by 24% from FY08 to FY11. During the second quarter of FY12, there were 5 fire deaths. The Department aims to decrease the number of fire deaths by 5% less than the previous fiscal year. The Department’s goals for FY12 and FY13 are 39 and 37 respectively.

Performance Measure	FY08	FY11	FY12 Q2	FY12 Goal ²¹	FY13 Goal ²²
EMS Response Time (within 9 minutes)	74%	68%	71%	90%	90%
Fire Response Time to Structural Fires (minutes:seconds)	4:32	4:57	4:49	<5:20	<5:20
Number of Structural Fires	N/A	3,041	829	2,889	2,745
Fire Deaths	33	41	5	39	37

The Free Library of Philadelphia

Budget Trends: The Free Library of Philadelphia has seen a \$6.6 million decrease from FY08 to the FY12 Adopted budget, as shown below due to several rounds of budget cuts over the last several years. The FY13 Proposed budget for the Free Library will be decreased by 2% to \$33,353,362 when compared to the FY12 Adopted budget. This decrease took effect in mid-FY12 when cuts across many City departments were made. There is no additional reduction proposed in the FY13 budget.

²¹ FY12 Goal for Number of Structural Fires and Fire Deaths is calculated to be 5% less than previous Fiscal Year

²² FY13 Goal for Number of Structural Fires and Fire Deaths is calculated to be 5% less than previous Fiscal Year

FY08 Actual	FY12 Adopted Budget	Difference (FY12-FY08)	FY13 Proposed Budget
\$ 40,458,971	\$ 33,863,362	\$ (6,595,609)	\$ 33,353,362

Performance Trends: The performance measures for the Department, as shown below, indicate the Department’s positive performance from FY08 to FY11 despite the budget reductions. The Library increased the circulation of library materials by 2% to 7,210,217 in FY11 from FY08 and aims to circulate 7,570,727 library materials in FY12 and 7,949,263 in FY13. Although the Library experienced a decline of 8% in visits in FY11 to 6,103,528, the Department saw a 25% increase in virtual visits via the library website from FY08 and has a goal to increase that number to by 10% to 6,760,228 in FY13. The hours open for the Library decreased by 9% to 99,999 in FY11. As a result of reduced operating budgets in FY09 and a 21% reduction in state funding, the library was unable to maintain its number of hours open in the past couple of years due to staff reductions. For FY12 and FY13, however, the library has a goal of increasing hours open to 101,000 (1%) in FY12 and 102,010 (2%) in FY13. From FY08 to FY11, the computer use in library facilities increased by 27% (276,091) to 1,299,648, with a goal of 1,325,776 for FY13.

Performance Measure	FY08	FY11	FY12 Q2	FY12 Goal	FY13 Goal
Circulation of library materials	7,037,694	7,210,217	3,837,897	7,570,727	7,949,263
Visits	6,648,998	6,103,528	3,105,354	6,408,704	6,729,139
Virtual visits via FLP website	4,912,405	6,131,726	3,314,997	6,438,313	6,760,228
Hours open	110,228	99,999	49,673	101,000	102,010
Computer use	1,023,557	1,299,648	693,895	1,312,650	1,325,776

Department of Behavioral Health and Intellectual disAbility Services (DBHIDS)

Budget Trends: The Office of Behavioral Health saw slight 1% increase from FY08 to the FY12 Adopted budget, as shown below. General fund support for DBHIDS is a 10:1 match to receive state and federal funds. The FY13 Proposed budget for DBHIDS will remained unchanged from the FY12 Adopted budget, at \$14,271,572.

FY08 Actual	FY12 Adopted Target	Difference (FY12-FY08)	FY13 Proposed Budget
\$ 14,136,399	\$ 14,271,572	\$ 135,173	\$14,271,572

Performance Trends: DBHIDS increased the percent of claims paid within 45 days to 99.34% in FY11 from 98.74% in FY08. The goal for FY12 and FY13 is to pay the claims within 45% of the time 100%. As of the second quarter of FY12, the Department has met this goal. This increased compliance is important because DBHIDS is mandated to pay interest to providers if claims are not paid in a timely manner by a Health Choices contractual requirement. DBHIDS also decreased the number of clients served in out-of-state residential treatment facilities significantly to 322 in FY11 from 1,525 in FY08 – a

79% decrease (1,203 clients). This is a positive decrease because it indicates that clients are staying closer to home. The goal for FY12 and FY13 are 250 and 225 respectively. The percent of BHRS Packets processed within two days of receipt increased by 10% to 99.25% in FY11. The goal for FY12 is 90% but as of the second quarter of FY12, the Department has only met the goal 68% of the time. DBHIDS increased the percent of follow-up within 30 days of discharge from an inpatient psychiatric facility from 62.63% to 67.90% in FY11, with a goal of 90% for FY12. From FY08 to FY11, the percent of readmission within 30 days to inpatient psychiatric facilities increased by 1%. The FY12 goal is 15% and as of the second quarter of FY12, the percent of readmission within 30 days is 22%.

Performance Measure	FY08	FY11	FY12 Q2	FY12 Goal	FY13 Goal
Percent of claims paid within 45 days	98.74%	99.34%	100%	100%	100%
Number of clients served in out of state residential treatment facilities	1,525	322	255	250	225
Percent of BHRS Packets ²³ processed within 2 days of receipt	89.97%	99.25%	93%	98%	98%
Percent of follow-up within 30 days of discharge from an Inpatient psychiatric facility	62.63%	67.90%	68%	90%	90%
Percent of readmission within 30 days to Inpatient Psychiatric facility (SA & Non-SA)	21.43%	21.74%	22%	15%	15%

The Department of Licenses and Inspections

Budget Trends: The Department of Licenses and Inspections has seen an \$8.5 million decrease from FY08 to the FY12 Adopted budget, as shown below. The Department experienced departmental reductions in FY11, the largest of which was in the demolition budget. The Neighborhood Transformation Initiative Funding and the Neighborhood Stabilization Program II (NSPII) was able to fund demolitions in designated areas throughout the city, which lessened the burden to the General Fund. The NSPII Program is discussed further in the “Philadelphia becomes the Greenest and Most Sustainable City in America” chapter. The FY13 Proposed budget for the Department will be decreased by 0.6% to \$21,660,905. This decrease took effect in mid-FY12 when cuts across many City departments were made. There is no additional reduction proposed in the FY13 budget.

FY08 Actual	FY12 Adopted Budget	Difference (FY12-FY08)	FY13 Proposed Budget
\$ 30,254,839	\$ 21,780,905	\$ (8,473,934)	\$ 21,660,905

²³ The BHRS (Behavioral Health Rehabilitation Services) “packet” is comprised of the following documents: Comprehensive Biopsychosocial Evaluation, Treatment Plan, MA97, Interagency Summary and Sign-in Sheet and Plan of Care. All BHRS packets are date stamped upon receipt at CBH. A clinical care manager completes an administrative review to verify that all required documents are present and reviews the information to assess for medical necessity. CBH makes a medical necessity determination within 2 business days from receipt of the complete packet.

Performance Trends: During FY11, the Department cleaned and sealed a total of 1,487 properties, 94% more than in FY08 despite the 28% budget decrease. In the second quarter of FY12 the department cleaned and sealed 786 properties with a FY12 goal of 1,286. The Department increased the total number of residential buildings demolished by 17% to 580 in FY11. The goal for FY12 is 586 and in the second quarter of FY12 the department demolished 236 residential buildings. The Department has also been successful in increasing the number of building permits issued from FY08 by 2% to 16,378 in FY11, and has issued 8,210 in the second quarter of FY12.

Performance Measure	FY08	FY11	FY12 Q2	FY12 Goal	FY13 Goal
Total number of Properties clean and sealed ²⁴	768	1,488	786	1,286	1,400
Total number of residential buildings demolished ²⁵	495	567	236	586	500
Total number of building permits issued	16,060	16,448	8,210	Not Available	Not Available

Office of Housing and Community Development (OHCD)

Budget Trends: The Office of Housing and Community Development has seen a \$2.7 million decrease from FY08 to the FY12 Adopted budget, as shown below, due to budget cuts. The FY13 Proposed budget for OHCD will be reduced by \$500,000 from the FY12 Adopted budget.

FY08 Actual	FY12 Adopted Budget	Difference (FY12-FY08)	FY13 Proposed Budget
\$ 5,200,000	\$ 3,020,000	\$ (2,180,000)	\$2,520,000

Performance Trends: Since the Mortgage Foreclosures Diversion Program began in 2008, OHCD was able to divert 1,647 mortgage foreclosures. In the second quarter of FY12, OHCD was able to divert 849 foreclosures with a goal to divert 1,600 foreclosures in FY12 and FY13. Despite budget constraints, OHCD was able to maintain the number of owner occupied homes repaired at 8,232. The goal for FY12 is 7,382 homes repaired and in the second quarter of FY12, the department repaired 2,025 homes. OHCD was also able to increase the number of city lots greened and cleaned by 163 lots in FY11. In the second quarter of FY12, the Department cleaned 4,300 lots and aims to clean 8,500 lots each in FY12 and FY13. Additionally, OHCD was able to provide counseling services to 1,309 more clients in FY11 than in FY08. The goal for FY12 is to serve 11,350 clients and OHCD served 5,788 in the second quarter of FY12. OHCD granted 67% fewer Homebuyer Grants Awarded in FY11 as compared to FY08. The goal for FY12 and FY13 is to grant 200 awards, and in the second quarter of FY12 OHCD has awarded 112 awards. The OHCD initiative of operating at reasonable production levels with substantially reduced state and federal funding will impact all of the major performance metrics. The need is to maintain a

²⁴ The Clean & Seal Unit cleans and seals vacant residential properties and lots to prevent the illegal use of these properties and prevent injury to the public.

²⁵ Includes General Funds, NSP2 and NTI funds

reasonable level of performance output with lower operating and support costs, mainly through back office automation, more optimal use of staff resources and smarter planning in the delivery of housing activities.

Performance Measure	FY08	FY11	FY12 Q2	FY12 Goal	FY13 Goal
Mortgage Foreclosures Diverted	N/A	1,647	849	1,600	1,600
Owner Occupied Homes Repaired (BSRP ²⁶ , Weatherization & Heater Hotline)	8,232	8,232	2,025	7,382	6,120
City Lots Greened & Cleaned ²⁷	8,254	8,417	4,300	8,500	8,500
Clients Receiving Counseling	11,591	12,900	5,788	11,350	11,350
Homebuyer Grants Awarded ²⁸	939	307	112	200	200

Office of Supportive Housing (OSH)

Budget Trends: The Office of Supportive Housing has seen a \$4.1 million decrease from FY08 to the FY12 Adopted budget, as shown below. The FY13 Proposed budget for OSH will increase by 9% to \$39,640,736. The \$3.2 million increase in the FY13 Proposed budget includes \$2.0 million added to OSH’s budget at the beginning of FY12 to handle the loss of funds due to state cuts and an additional \$1.2 million increase for the FY13 Proposed budget. This increase to the budget is necessary to continue providing sufficient housing for the Philadelphia homeless population through housing contracts with the closing of the Ridge facility.

FY08 Actual	FY12 Adopted Budget	Difference (FY12-FY08)	FY13 Proposed Budget
\$ 40,544,073	\$ 36,466,253	\$ (4,077,820)	\$39,640,736

Performance Trends: OSH has been successful in the prevention of homelessness. OSH increased the financial assistance by 1,607 to 1,943 cases in FY11 from FY08 and OSH aims to provide assistance to 263 clients in FY12. OSH was able to provide financial assistance to 1,330 households in FY11 to end homelessness. In the second quarter of FY12 OSH has helped 11 clients and aims to help 150 in FY12. The first two performance measures will be significantly affected when the ARRA HUD homelessness Prevention and Rapid Rehousing Program funds expire in September, 2012. In addition, OSH has increased the number of permanent supportive housing units by 58% to 120 in FY11. The FY12 goal is to provide 108 units and 118 units in FY13. The number of transitional housing placements has increased 17% from FY08 to 510 in FY11. OSH has a goal to make 500 placements in FY12 and 490

²⁶ The Basic System Repair Program (BSRP) is a grant assisted program that allows the Philadelphia Housing Development Corporation to make repairs to the basic systems (plumbing, heating, roofing, electrical & structural repairs) of homes owned and occupied by low income Philadelphia residents. Grant repairs can be completed up to a limit of \$17,500 per property.

²⁷ Greened and Cleaned included land stabilization programs (such as initial cleaning, soil treatment, tree planting and fencing of up to 300 new selected blighted lots) and land maintenance. Also note that the output for this activity was revised from lots greened to lots greened and cleaned in FY11

²⁸ Note that the output noted above is driven by available program funding, which explains reductions in output from previous years

placements in FY13. The number of transitional housing placements is expected to decline because the pace of movement out of transitional housing depends on adequate affordable housing and a limited number of transitional units have been converted to permanent housing. Additionally, the Philadelphia Housing Authority’s (PHA) unit availability was severely limited over the past year, causing a slower pace in movement out of transitional housing.

Performance Measure	FY08	FY11	FY12 Q2	FY12 Goal	FY13 Goal
Prevent homelessness by providing financial assistance (HPRP & HTF) # of households	336	1943	129	263	178
End homelessness by providing financial assistance (HPRP) # of households	N/A	1,330	11	150	135
New permanent supportive housing units for people experiencing homelessness (Non-PHA) ²⁹	76	120	N/A	108	118
Number of transitional housing placements	435	510	N/A	500	490

The Department of Parks and Recreation

Budget Trends: The Department of Parks and Recreation has seen a \$5.6 million decrease from FY08 to the FY12 Adopted budget, as shown below. During FY12, the Fairmount Park Commission and the Recreation Department were consolidated into a single department.³⁰ The FY13 Proposed budget for the Department will increase by 3% to \$47,781,231. This increase is due to a transfer of funds for tree maintenance from the Managing Director’s Office as well as an accounting change bringing certain permit fee revenues into the general fund and adding equal appropriations to Parks and Recreation’s budget to increase transparency in budgeting for these fees.

FY08 Actual	FY12 Adopted Budget	Difference (FY12-FY08)	FY13 Proposed Budget
\$ 51,941,696	\$ 46,325,925	\$ (5,615,771)	\$47,781,231

Performance Trends: The performance measures for the Department, as shown below, indicate the Department’s consolidated performance measures from FY08 to FY11. The Department was able to increase the number of programs to residents by 52% to 3,824 in FY11. In the second quarter of FY12 the Department provided 2,275 programs with a goal of 4,092 programs for FY12, a 7% increase from FY11. The number of citizens that use Parks and Recreation facilities continues to increase, as shown by a 25% increase in the sum total of visits. The Department aims to have 2,890,030 total visits in FY12, a 2.4% increase over FY11. Additionally, the Department decreased the number of acreage mowed by 8% to 37,477 in FY11. The Department hopes to maintain the same level of performance in FY12 and FY13.

²⁹ Tabulated annually as part of federal grant process

³⁰ As a result, the FY08 budget calculated below is a combination of the FY08 individual department budgets.

However, the number of new trees planted increased by 8,449 trees, an increase of 86% in FY11. The Department has a goal to plant 22,200 trees in FY12 and 26,640 trees in FY13.

Performance Measure	FY08	FY11	FY12 Q2	FY12 Goal	FY13 Goal
Total Number of Programs	2,515	3,824	2,275	4,092	4,132
Total of Unique Attended	218,626	276,064	129,810	280,097	282,058
Total Visits	2,258,238	2,823,241	716,787	2,890,030	2,918,930
Number of Acreage Mowed ³¹	40,671	37,477	13,000	34,477	31,477
Number of New Trees Planted ³²	9,879	18,328	6,660	22,200	26,640

The Police Department

Budget Trends: The Philadelphia Police Department has seen a \$26.7 million increase from FY08 to the FY12 Adopted budget, as shown below. The funding increase was largely due to the arbitration award which granted uniform wage increases of 4% in FY11 and 3% in FY12. In addition, as a result of the opening of the Sugar House Casino, funding was increased to cover the additional expenses incurred for added patrols at the casino. The FY13 Proposed budget provides a 1% increase to \$556,818,243 to the Department. This \$6.1 million increase includes funding for additional police classes to bring the uniform officers to a level of 6,500 in order to put more officers on the streets and reduce a recent increase in violent crime.

FY08 Actual	FY12 Adopted Budget	Difference (FY12-FY08)	FY13 Proposed Budget
\$ 523,965,930	\$ 550,686,244	\$ 26,720,314	\$556,818,243

Performance Trends: Since FY08, the Department has seen a 3% decrease in shooting victims to 1,521 in FY11 from FY08, with a FY12 and FY13 goal to reduce the number of shooting victims to 1,500. The Department has experienced a 9% decrease in homicides to 318 in FY11. The Department's goal is to reduce this number to 300 in FY12 and FY13. Part 1 violent crimes have decreased from 20,247 in FY08 to 18,446 in FY11, a 9% decrease. The FY12 goal is to reduce the number of Part 1 Violent Crime by 2.5% to 18,000. In the second quarter of FY12 the department reported 4,596 Part 1 Violent crimes. Additionally, burglaries decreased by 6% to 11,271 in FY11 from FY08. The Department aims to decrease burglaries by 2.4% in FY12 to 11,000. The homicide clearance rate has increased to 70.8% in FY11. The Department's goal in FY12 and FY13 is to bring the clearance rate to 53%. In the second quarter of FY12 the Department reported a clearance rate of 46.3%.

³¹ Number of Acreage Mowed includes the department's athletic fields and manicured neighborhood parks. FY11 number includes projects from most recent tree planting season.

³² Number of New Trees Planted includes street trees planted by the department, tree planted by the department on PPR sites/public land, and trees planted with partners.

Performance Measure	FY08	FY11	FY12 Q2	FY12 Goal	FY13 Goal
Shooting Victims	1,575	1,521	421	1,500	1,500
Homicides	351	318	84	300	300
Part 1 Violent Crime	20,247	18,446	4,596	18,000	18,000
Burglaries	12,019	11,271	3,276	11,000	11,000
Homicide Clearance Rate	66.6%	70.8%	51.7%	80.0%	80.0%
Other Violent Crime Clearance Rate	N/A	49.8%	46.3%	53.0%	53.0%

Philadelphia Prisons Department

Budget Trends: The Philadelphia Prisons Department has seen a \$5.2 million increase from FY08 to the FY12 Adopted budget, as shown below. Funding for the Prisons increased to \$233,814,188 in FY10, mainly due to higher than anticipated prison population in FY10. The prison population decreased from 9,560 to 7,600 which allowed for budget reductions of \$3.6 million from FY10 to the FY12 Adopted budget. However, in FY12, the prison census has risen to the 8,200 range, increasing the need for funding, as discussed further in the “Philadelphia becomes one of the safest cities in America” chapter. The current estimate for FY12 includes \$3 million of additional personnel funding to handle the increase in the prison census as well as overtime because of an increase in correctional officer vacancies. The FY13 budget includes a \$2 million increase over the FY12 Adopted budget, assuming the census increase will remain but that planned hiring will reduce overtime.

FY08 Actual	FY12 Adopted Budget	Difference (FY12-FY08)	FY13 Proposed Budget
\$222,013,102	\$ 227,172,870	\$ 5,159,768	\$229,172,870

Performance Trends: The Department increased to 76% the percent of sentenced inmates provided with an opportunity to participate in a vocational, training, educational and vocational and/or treatments program during confinement in FY11 compared to FY 08. The FY12 goal is to provide this to 100% of sentenced inmates. As of the second quarter of FY12 the Department has provided this service to 75% of sentenced inmates. The Department has continued to maintain 100% of newly admitted inmates that are processed within 24 hours of admission in FY11, which is linked to the increased census. The Department aims to maintain the performance in FY12 and FY13.

Performance Measure	FY08	FY11	FY12 Q2	FY12 Goal	FY13 Goal
Percent of sentenced inmates provided with opportunity to participate in a vocational, training, educational and vocational and/or treatments program during confinement	57%	76%	75%	100%	80%
Percent of newly admitted inmates that are processed within 24 hours of admission	N/A	100%	100%	100%	100%

Streets Department

Budget Trends: The Streets Department has seen a \$3.2 million decrease from FY08 to the FY12 Adopted budget and the Streets Sanitation Division has seen a \$4 million decrease from FY08 to the FY12 Adopted budget, as shown below. The Streets Department, including the Sanitation Division, has taken a range of departmental budget cuts, including decreases to contracts as well as supplies and equipment. The FY13 Proposed budget for the Streets Department will decrease by \$2.1 million to \$28,262,962 from the FY12 Adopted budget. This decrease is the result of \$554,000 in cuts during FY12 when cuts across many City departments were made, the elimination of \$600,000 in one-time funding in FY12 to fix alley lights throughout the City and to construct pedestrian plazas, and includes a \$1 million reduction in salt purchases for FY13 due to a surplus in salt inventory as a result of this year’s mild winter. The FY13 Proposed budget for the Sanitation Division will increase by 1.4% to \$92,231,823 due to an annual increase in disposal contracts.Streets

FY08 Actual	FY12 Adopted Budget	Difference (FY12-FY08)	FY13 Proposed Budget
\$ 33,583,751	\$ 30,407,311	\$ (3,176,440)	\$28,262,962

Streets - Sanitation

FY08 Actual	FY12 Adopted Budget	Difference (FY12-FY08)	FY13 Proposed Budget
\$ 95,005,450	\$ 90,945,823	\$ (4,059,627)	\$92,231,823

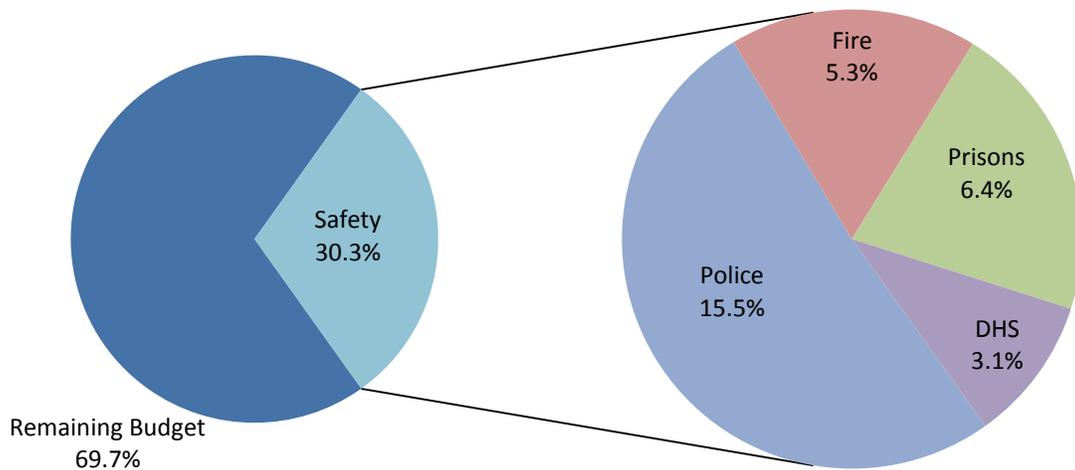
Performance Trends: The recycling rate has seen a significant increase to 20% in FY12 and a projected 21% in FY13 from 8% in FY08. The Department has managed to maintain core services such as collection of recycling and trash despite budget cuts. In FY11, on-time collection of recycling decreased by 2% to 96% and on-time trash collection decreased by 4% to 94% when compared to FY08. The on-time trash collection rate is projected to increase to 96% in FY12 and FY13, while the recycling rate is projected to be 97%. The Department has faced challenges in pothole response times, increasing the number of days by 96% to 1.55 days in FY11 when compared to 0.79 days in FY08.

Five-Year Financial and Strategic Plan | **FY13-FY17**

Performance Measure	FY08	FY11	FY12 Q2	FY12 Goal	FY13 Goal
Recycling Rate	8%	19%	20%	20%	21%
On-time Collection Recycling	98%	96%	97%	97%	97%
On-time Collection Trash	98%	94%	92%	96%	96%
Pothole Response Time (days)	0.79	1.55	1.45	3.00	3.00

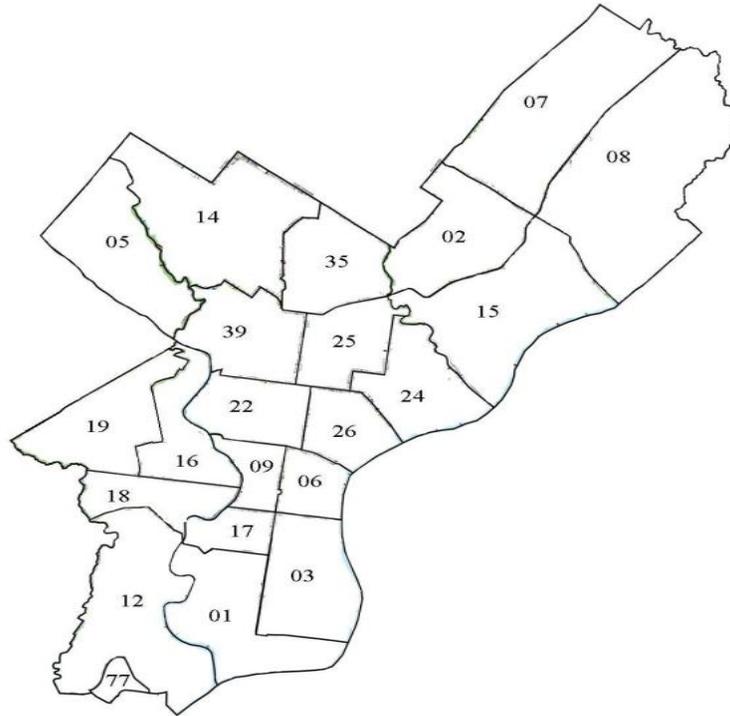
**GOAL 1: PHILADELPHIA BECOMES ONE OF THE SAFEST CITIES IN AMERICA:
OVERVIEW OF INITIATIVES AND KEY ACCOMPLISHMENTS**

Public Safety, which has been one of the Mayor’s primary areas of focus, comprises the largest percent of direct expenditures of the City’s General Fund budget (30.3%). The goal of becoming one of the safest cities in America focuses on achieving three main outcomes. The first is that adults and children are safer (and so uses metrics such as crime rate and fire deaths to measure achievement toward this outcome). The second is that people feel safer, and this includes reducing the number of vacant properties in the city. The third outcome is that residents feel a responsibility to keep their neighborhoods safe. By increasing the number of community clean-ups, and focusing on strategies such as PhillyRising, the Administration hopes that residents will be empowered to help drive safety in their neighborhoods. The departments and agencies that are primarily focused on achieving the outcomes under this goal are the Police Department, the Fire Department, the Prisons System, and the Department of Human Services.



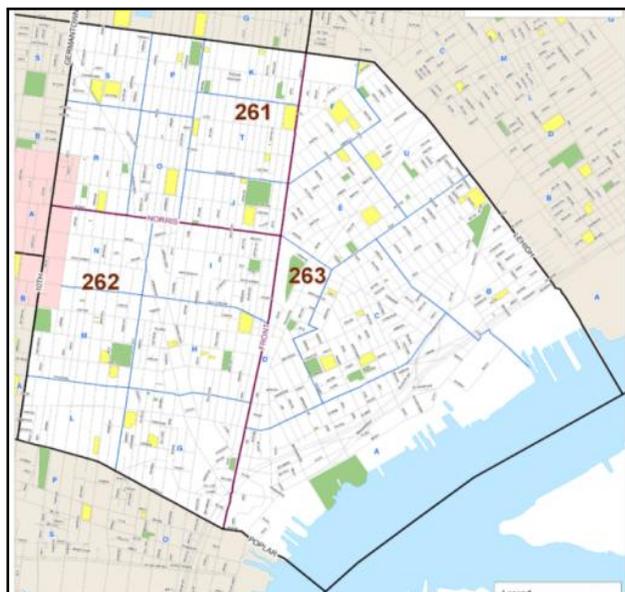
The Philadelphia Police Department (PPD) focuses on fighting crime, enforcing laws, and safeguarding the constitutional rights of all people in the city as well as providing quality service to residents and visitors.

The department is comprised of 22 police districts, as shown in the following picture.



During the last four years, the department has focused on implementing the Police Service Area (PSA) structure within the city. The PSA Areas are geographical subdivisions of a police district that are monitored by the same officers and supervisors, allowing the police officers to become familiar with the community residents, the area, and its crime trends. In the following example, the 26th Police District is subdivided into three PSAs.

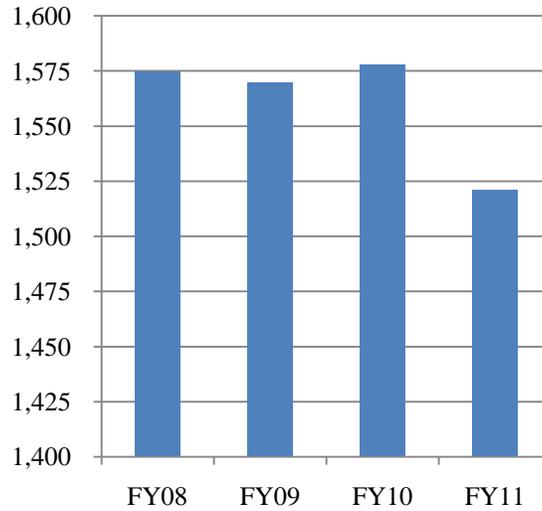
The police officers patrol the area regularly and are available to respond to neighboring PSAs in case of high priority situations. This new structure is helping the department become more strategic about combating crime. The overall goal of the program is to advance long-term crime and disorder reduction strategies in chronic hotspots located within each PSA. As the pillar to the neighborhood-based policing model that drives how the department delivers and organizes police response and services, this crime fighting strategy is dynamic, flexible, and is designed to respond to short-term demands while institutionalizing long-term strategies that promote sustainability around



public safety.

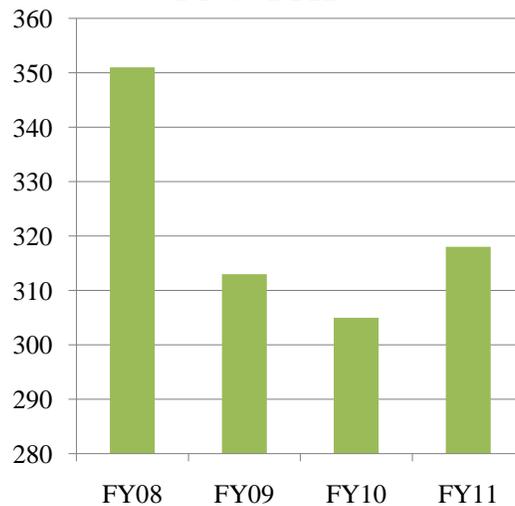
As the following graphs show, the Police Department has been effective in reducing crime in the city. From FY08 to FY11, the number of shooting victims decreased by nearly 3.4% to 1,521 in FY11. As of the second quarter in FY12, the total number of shooting victims is 896, with a FY12 goal to keep this number below 1,500.

**Number of Shooting Victims,
FY08 - FY11**



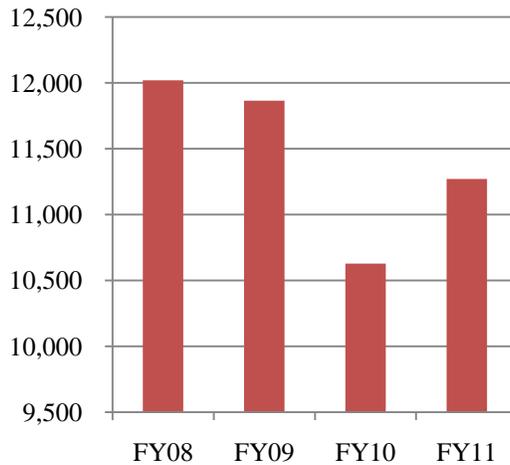
In FY11, the homicide rate decreased by 9.4% from 351 in FY08. As of the second quarter of FY12, the total number of homicides in the city was 166 with a FY12 goal to keep this number below 300.

**Homicides,
FY08 - FY11**



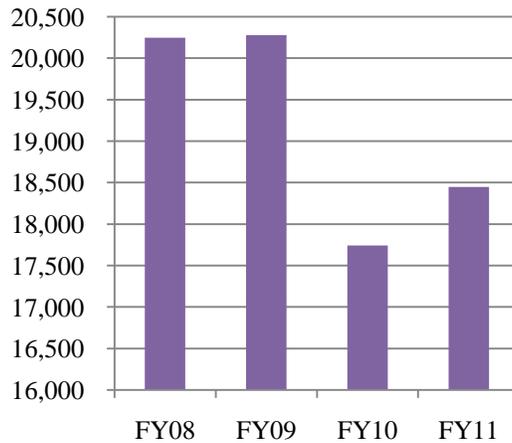
Furthermore, the department has been successful in decreasing property crime. Since FY08, the number of burglaries decreased by approximately 6.2% to 11,271 in FY11. As of the second quarter of FY12 the total number of burglaries is 6,662 with a FY12 goal to keep this number below 11,000.

**Total Burglaries,
FY08 - FY11**



Additionally, the Part 1 Violent Crime rates have decreased since FY08 by 8.9% from to a total of 20,247 to 18,446 in FY11. As of the second quarter of FY12, the total number of Part 1 Violent Crime is 9,553 with a FY12 goal to keep this number below 18,000.

**Part 1 Violent Crime,
FY08 - FY11**



While homicides, burglaries and violent crime are all well below their FY08 levels, there has been an increase in these crimes from FY10 to FY11 as the graph shows.

In January 2012, the Mayor introduced several initiatives that will focus on prevention, intervention and collaboration to mitigate that recent uptick in crime. In collaboration with local, state, and federal partners the Mayor announced the following series of new, specific crime fighting measures:

- Enforcement of sections of the Pennsylvania's Crime Code that focus on strict illegal gun regulations. District Attorney Seth Williams will work with the courts to ensure that individuals caught possessing illegal guns are prosecuted to the full extent of the law, which could mean a jail sentence of up to seven years.
- The Police Department will use incentives to increase arrests and convictions through a new, systematic approach to cash rewards as an incentive to build cases. The City will offer up to \$20,000 for information leading to the arrest and conviction of anyone in a homicide case. The City will also offer a \$500 reward for tips leading to the arrest and conviction of a person carrying an illegal gun.
- The Police Department will increase the lines of communications between citizens and the department. In order to elicit tips from the public to assist the police, new, technology based measures will complement existing crime reporting methods. The Department is also launching a program that will allow citizens to anonymously send text message tips directly to the police department using an easy to remember number. In addition, citizens will be able to e-mail tips, photos and videos directly to the police department to the email tips@phillypolice.com.
- Effective in FY12, the City has doubled the funding for the Witness Assistance Program, which works with the District Attorney's office to protect citizens who come forward as witnesses to a crime. Funding has risen from \$200,000 to \$400,000.
- The City will launch a new program that will provide citizens and businesses with financial support to install exterior surveillance video cameras to observe public spaces.
- Commissioner Ramsey and District Attorney Williams will co-chair the GunStat Program, a collaborative effort to reduce gun violence using data-based tracking of gun violence, focusing on targeted high violence areas. GunStat is an enhancement to the crime analysis work that the Police Department is already using. It is designed after the Crime Briefing strategies from 2008. It will focus on identifying violent offenders, gun crimes, arrests and results through the court system. It will facilitate better tracking of persons on probation or parole.
- Additionally, the department will re-launch Operation Pressure Point as Pressure Point 2.0 in April 2012. Pressure Point 2.0 will run through October 2012 as a multi-agency law enforcement and crime reduction initiative led by the Police Department. Pressure Point 2.0 leverages the resources of different law enforcement and criminal justice organizations the local, state and federal level through coordinated intelligence efforts and targeted deployment strategies to reduce violent crime in high crime areas.
- The Police Department is working with community organizations to promote anti-violence initiatives. Community organizations partner and/or fund anti-violence initiatives across the City. These programs will be funded with \$1 million that has been added to the FY13 proposed budget. In order to improve coordination between these organizations and the City, a meeting called the Mayor's Engaging Communities Dialogue will be held in April 2012.
- Furthermore, the Department plans to increase police presence. In order to combat rising violence, the immediate authorization of additional overtime for police officers has been approved by Mayor Nutter for the use of high-crime areas. In addition, a new cadet police class of up to 100 will enter the police academy in June 2012. In FY13, the Department is budgeted to hire almost 400 officers, including the June 2012 police class, in order to both keep up with attrition and increase the number

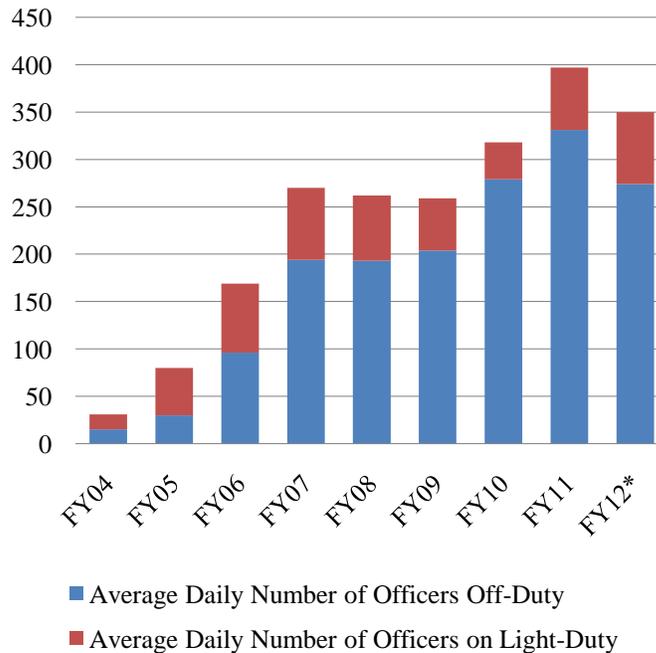
of officers to 6,500. The Five-Year Plan assumes the hiring of police officers each year to maintain the number of officers at 6,500.

The strategy aims to link police, neighborhoods, public and private law enforcement partners to reduce violence in Philadelphia. The above initiatives have been implemented or are in the process of being implemented by the end of the fiscal year.

While the Department has been working to increase the number of officers on the street, increases in the number of officers in no duty status because of injuries had been reducing the number of officers available to work. The Heart and Lung Act, a state law, requires that public safety personal that are temporarily disabled from an injury that occurs during the performance of duty to be fully compensated and continue to receive employee benefits without paying taxes. From FY08 through FY11, the number of officers unavailable for duty because of injury jumped from 193 to 331. The officers reported as off-duty during FY11 was 71.5% higher than FY08.

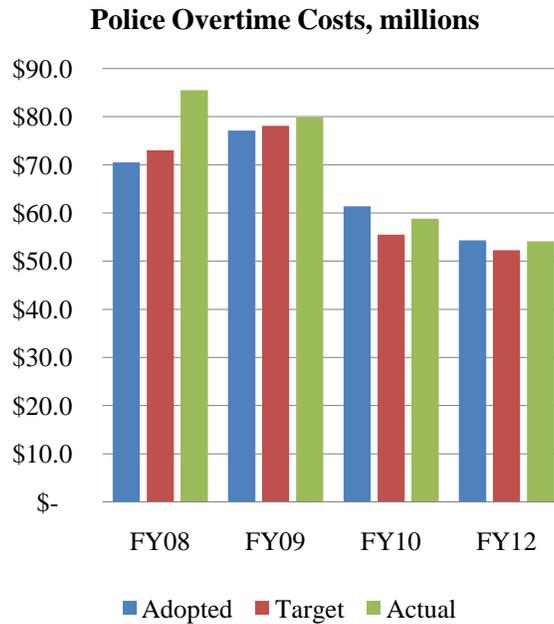
In FY12, the Department has been able to reduce the number of officers on Heart and Lung by working with Risk Management to ensure employees are not abusing the system and by having bi-weekly meetings between the Department and the Fraternal Order of Police to identify and rectify problems as they arise.

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



* FY12 actual as of December 31, 2011

The Department has also been successful in reducing overtime costs over the past several years.



Since FY08, the Department has decreased overtime costs by 36.7% to \$54.1 million in FY11 by creating an overtime management unit where each of the Department’s activity is given an overtime budget that is then tracked and analyzed to keep costs down. This decrease is also a result of collaboration between the Police Department and the Courts making sure that police officers are being used effectively for court appearances.

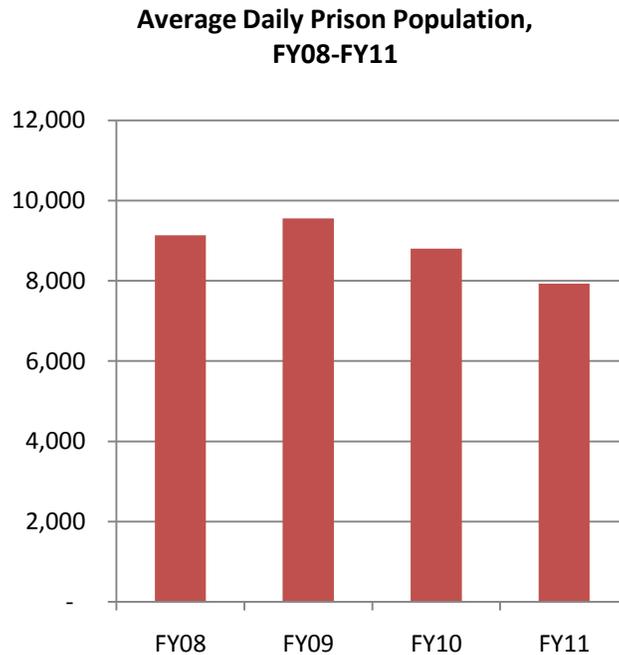
Philadelphia Prison System



Established in 1683, the Philadelphia Prisons system has evolved into a penal system in which prisoners serve their sentences for crimes committed as well as a system that offers methods of rehabilitation to increase successful re-entry into society.

For nearly 20 years the Prison census grew at an alarming but fairly predictable rate. However as the result of local justice agency reforms and new legislation in 2008, the census was reduced by nearly 20% as shown in the chart below. Since early 2010, the trend is reversing.

The incarcerated population is increasing again. The average daily population to date for FY12 is 8,170.



During January 2009, Act 82, which requires the transfer of certain inmates from the Philadelphia Prisons System to the State Department of Corrections, was passed. Over 550 inmates were transferred to State custody and inmates with sentences of 2-5 years were no longer allowed to stay in the county, and were diverted to State custody. This change helped reduce the system's census.

As a result of large costs associated with medical services to prisoners, the Philadelphia Prisons System has focused on reducing medical costs for inmate services. A Pennsylvania Law which became effective July 1, 2011 reduces hospital billing for inmates to a Medicaid rate. Additionally, the system expanded the "opt out" HIV testing for inmates upon intake and raised voluntary testing rates from 60% to over 80%.

Furthermore, the Prisons Department was able to institute a weekly schedule of cell maintenance and was able to reduce the number of inoperable cells by over 50%. This directly results in more cells being available for the incoming inmate population. In partnership with the American Correctional Association,³³ the department has instituted a professional certification program for staff that will focus on educating employees of the Prisons system to make personnel more efficient and effective when working with the inmate population. This partnership will allow the department to implement tactical and focused policies relating to care of the inmates. The certification program has started and the participation is voluntary for all Correctional Professional Managers.

³³American Correctional Association. <http://www.aca.org/> (Accessed February 24, 2012)

In addition, the Criminal Justice Advisory Board had instituted certain changes to help reduce the number of inmates in the system. The First Judicial District began a program to Accelerate Violations of Probation (AVOP) hearings for disposition. This is accomplished by assigning all probation hearings to one judge under the following methods:

- Advanced Review & Consolidation (ARC): a program for identifying individuals with more than one matter in the system and a mechanism for consolidating those matters before a single Judge.
- Video Hearings increased for plea agreements, intermediate punishment, and fugitive of justice, AVOP, and attorney client interviews.

As a result of the changes, scheduling for violations of probation hearings has become more efficient, resulting in shorter lengths of stay in prisons for inmates and cases have moved faster as a result of consolidating specific procedures under one judge. The changes facilitate and increase the speed at which inmate's cases are processed.

In addition to working to reduce the number of inmates in the system, the Administration is working to successfully reintegrate these released inmates back into society. The Mayor's Office of Reintegration Services for Ex-offenders (R.I.S.E.) is responsible for the management of reintegration services for ex-offenders back into society. Two-thirds of those released will commit new crimes and return to prison within three years without serious intervention. This creates a cycle of release and recidivism that is both devastating and costly to the city's economic growth, community and government resources.

In order to support re-entry of ex-offenders into the workforce in the city, Title 9 of the Philadelphia Code, entitled "Regulation of Businesses, Trades and Professions", was amended to include Chapter 9-3000, entitled the "Fair Criminal Record Screening Standards Ordinance" ("ban the box"), to effectively prohibit most employers from asking job applicants about their criminal histories until after an initial job interview. At the press conference announcing the "ban the box" legislation, the Mayor announced his intent to level the playing field for qualified individuals that have paid their debt to society.

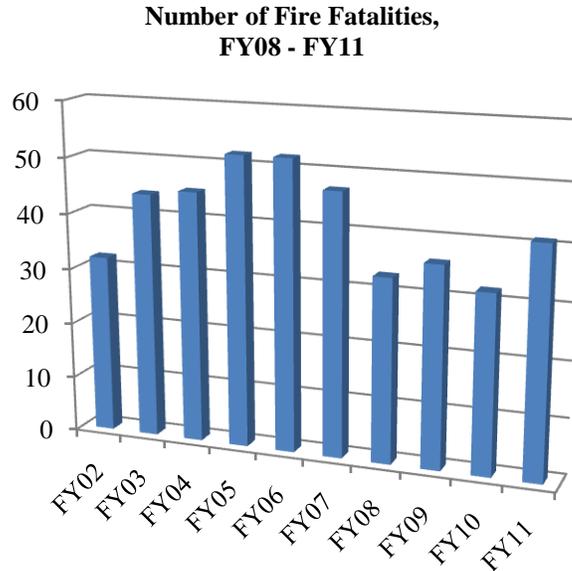
The Prisons System has also expanded its partnership with the Pennsylvania Horticultural Society to double the number of inmates placed in landscape training. The Department initiated pre-literacy and college level education for inmates to deliver a complete spectrum of educational opportunities.



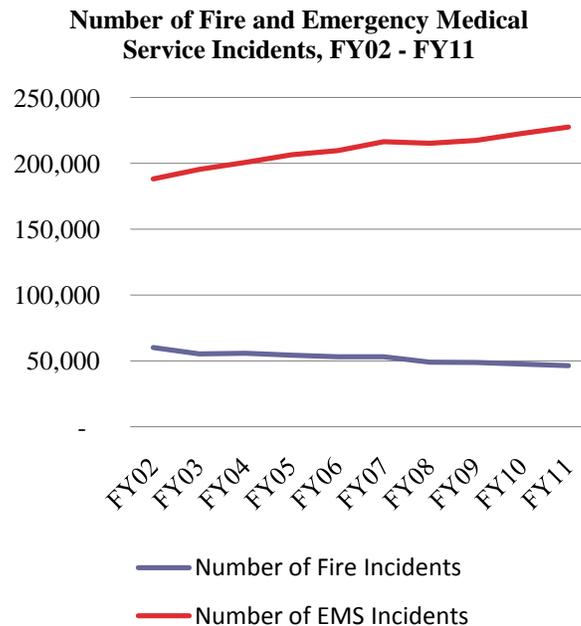
PHILADELPHIA FIRE DEPARTMENT

As one of the oldest fire departments in the nation, the Philadelphia Fire Department provides firefighting and Emergency Medical Services (EMS) to the residents of the city.

In the past year, the Department has been successful in reducing the number of fire fatalities. This reduction is part of a trend that has seen the number of fire deaths drop from over 50 in FY05 and FY06 to 41 in FY11.



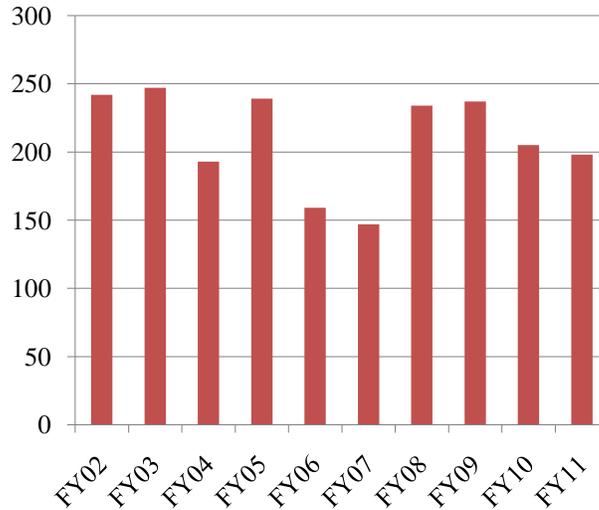
While the number of fire incidents has been dropping, the number of EMS incidents has been skyrocketing.



During FY11, the Department responded to a total of 277,635 emergency incidents. Of those, 229,709 were calls for EMS and from those, 172,765 were hospital transport incidents, the highest number in the past decade.

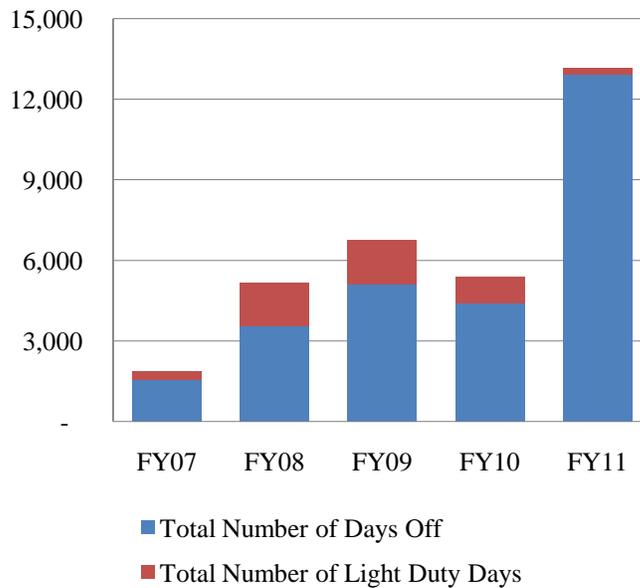
The department has also been working hard to reduce, if not eliminate, the incidence of firefighter injuries and apparatus accidents. During FY11, there were 198 firefighter injuries, down 15% from FY08.

**Number of Firefighter Injuries,
FY02 - FY11**



Like the Police Department, the Fire Department faces the major challenge of large numbers of firefighters who are unavailable for full duty because of Heart and Lung claims. The Department also over the past few years has been faced with high overtime costs. Currently, the department is analyzing the factors causing the overtime.

Total Number of Days Affected by Heart and Lung Claims*, FY07 - FY11



* Data provided was compiled regardless of employees current benefit type which changes over the life of the claim. As a result of this change, the number of days has increased for all of the years as we are now tracking all of the relevant days lost for each Heart and Lung claim.

Given the Department's aging workforce and anticipated turnover over the next few years, it is critical that a high quality eligible list be available for filling firefighter vacancies. Due to a recent court decision related to testing for uniformed public safety employees, the City contracted in FY12 with a vendor for development of an occupationally validated written test. The selected vendor has a successful track record of screening thousands of firefighter applicants, and the resultant examination follows the requirements of the Federal *Uniform Guidelines on Employee Selection Procedures*, complies with the Americans with Disabilities Act and mitigates adverse impact. Almost 16,000 candidates applied for this job opportunity and 5,930 reported to the test sites. An eligible list will be available in spring 2012. The Department plans to hire between 80 and 160 firefighters from the eligible list in summer 2012.

The Pennsylvania Intergovernmental Cooperation Authority (PICA) released an Efficiency and Effectiveness Study of the Philadelphia Fire Department in January of 2012³⁴. The results of the study drew attention to the challenges facing the Department and provided recommendations to improve service and operations within the Department³⁵. The report also projected that its recommendations could realize potential savings. The Administration is examining the report and will determine which of its recommendations should be implemented.

The Fire Department also educates citizens on fire safety. The Department was able to administer 1,184 fire safety programs at 162 schools throughout the city. This program assists in teaching Philadelphia youth how to prevent fires and teaches them skills to react once a fire has started. Additionally, in FY11, the Department successfully installed a total of 17,952 smoke alarms, an increase of 10,660 smoke alarms from FY10. Smoke alarms in homes to help keep residents safer by providing an early warning system to give occupants more time to get out of the house safely once a fire starts. The Department projects installations of 12,600 smoke alarms during FY12.

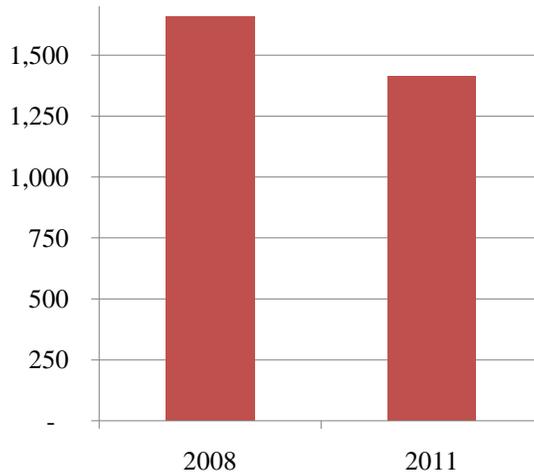
Department of Human Services

The Department of Human Services (DHS) mission is to provide safety, permanency and well-being for children at risk of abuse, neglect and delinquency. The number of children in delinquent placement has been reduced from 1,657 in fiscal year ending June 30, 2008 to 1,413 in fiscal year ending June 30, 2011. As of January 2012, the delinquent placement population is 1,191, a decrease of 39% from 2008.

³⁴PICA Intergovernmental Cooperation Authority. <http://www.picapa.org/> (Accessed February 24, 2012)

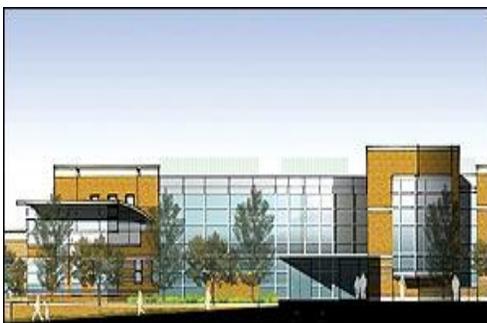
³⁵PICA Releases Study, Fire Department Has Some Challenges, *Philly.com*, January 18, 2012.

Number of Children in Delinquent Placement as of end of Fiscal Year



The Department has also been recognized for its progress with juvenile justice. The Juvenile Justice Services (JJS) Division’s Youth Study Centers was recognized as the 2011 recipient of the County Juvenile Detention Center “Best Practices Award” in the large county category. The JJS Division hosted Youth/Law Enforcement Forums at the Youth Study Center facilitated by the Pennsylvania Commission on Crime and Delinquency’s Philadelphia Working Group on Disproportionate Minority Contact. This was the first time a forum of this nature was held within a secure facility. The unique program was designed to improve relations between minority youth and law enforcement. Moreover, Commissioner Ambrose was selected as one of the national 2011 Casey Excellence for Children Awards and will receive the Excellence in Leadership award from by Casey Family Programs in recognition of the great work of DHS staff in transforming DHS.

A new Youth Study Center, a \$97.5 million investment, is currently under construction and scheduled to open in late 2012. The facility will feature 160,000 square feet of space, about double the space of the old location, 150 beds and is designed to resemble a school.



Located at 48th and Woodland Avenue, the new Youth Study Center will be easily accessible via public transportation and will be open to host community meetings. In addition, the facility will provide additional space for juvenile housing, educational and extra-curricular programming and visitation, dining halls, indoor and outdoor recreation such as walking trails. The facility will also have areas for medical care along with court and

hearing rooms. The facility will enable substantial savings in fuel consumption as it will be the first LEED (Leadership in Energy and environmental Design – Silver Rating) certified building constructed and owned by the City.

The Department has made significant progress in improving organizational effectiveness and performance, provider monitoring and oversight, and outcomes for children and families served by DHS. In an effort to streamline case information, DHS introduced the initial phase of an Electronic Case Management System (ECMS) in the past year. ECMS is a paperless system that reduces the redundancy in the paperwork that workers have to fill out through the use of “smart forms” that guide input of data. This new system reduces errors and decreases omissions of information throughout the documentation process. An additional benefit of the system is the ability for all staff to be able to view data submitted on each case. This is a crucial step in staying informed and up-to-date on cases and results in an increase to the child’s safety.

The Division of Performance, Management and Accountability developed and implemented a Provider Web portal (PWeb) that is accessible through the Department’s extranet. This service allows providers of placement and in-home services under contract with DHS to record essential case-related information on the children and families DHS serves.

Managing Director’s Office (MDO)

The PhillyRising Collaborative, which is administered through the Managing Director’s Office, focuses on neighborhoods throughout Philadelphia that are plagued by persistent crime and quality of life concerns, and establishes relationships and partnerships with the members of the neighborhoods and community to address issues within the neighborhoods.

PhillyRising has worked with residents and various internal and external partners to clear hundreds of vacant lots across the city, enhance existing youth programs in neighborhoods, and fill in gaps where services were missing, all in response to residents voicing their concerns. All PhillyRising activities are documented through action plans that are available to the public.

PhillyRising’s most notable success comes from the first pilot neighborhood, Hartranft in Eastern North Philadelphia. After hearing residents’ concerns, neighbors and the PhillyRising staff formulated and implemented an Action Plan that opened an indoor pool, built a community-operated computer lab, brought the Police Athletic League to the local elementary school, and provided opportunities for a host of other positive activities. As a result of the community’s partnership with the Police and other PhillyRising partners, Part One crimes fell by 15.2% after the first year of operations (February 2010 – February 2011).

After the success in Hartranft, three more PhillyRising sites were launched: Haddington, Market East, and Frankford. Vacant property demolitions, community cleanups, new after-school activities, and several other examples of positive change led by the community contributed to promising results in these neighborhoods as well. Part 1 crimes decreased as follows:

- Haddington – 21.7% (January-September 2011 vs. 2010)

- Market East – 11.4% (January-September 2011 vs. 2010)
- Frankford – 16.8% (March-September 2011 vs. 2010)

Since Frankford, PhillyRising has also expanded to Point Breeze, Swampoodle/Allegheny West, Strawberry Mansion, Kensington, and Elmwood. The PhillyRising Team hopes to see similar results in these communities.

Department of Licenses and Inspections (L&I)

The Department of License and Inspections is focused on increasing high-rise safety. In response to legislation requiring wall inspections by engineers of buildings 6 stories or higher, the Department implemented a reporting process where wall or façade inspection reports could be e-mailed to the Department for recording without a fee. Over 200 wall or façade inspection reports were received and recorded in FY11. Additionally, L&I also executed a high-rise inspection program to inspect all high-rise buildings in the city. This program resulted in a 43% increase in annual high-rise license revenue, but also helped to reinforce the critical importance of high-rise safety in the City. Moreover, the Department conducted 33 administrative hearings for violations by contractors during the past year. These related to all types of issues from failures to obtain required inspections to activities related to a building collapse. Penalties range from warnings to license revocations.

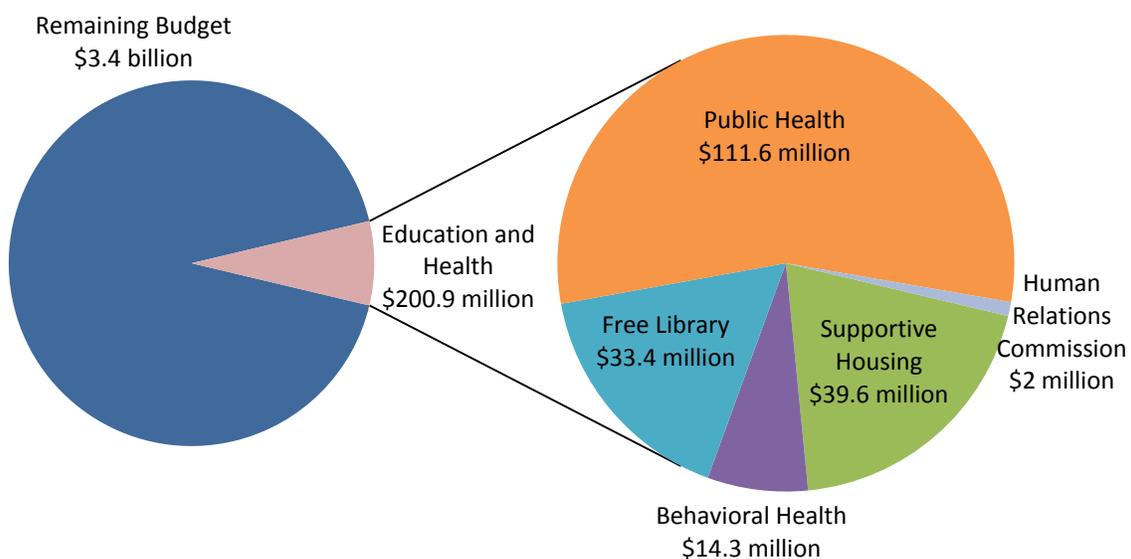
Furthermore, the Department trained the entire staff of inspectors in fire safety as it relates to Family Child Care Facilities. This will allow more inspectors to inspect this type of use, providing a high degree of safety and efficient service to the Child Care Industry. This procedure was automated as an annual inspection in the Department.

**GOAL 2: THE EDUCATION AND HEALTH OF PHILADELPHIANS IMPROVES:
OVERVIEW OF INITIATIVES AND KEY ACCOMPLISHMENTS**

This goal focuses on three main outcomes. The first is that Philadelphians will live, work, play, and learn in environments that promote educational success, healthy eating, active living, and a smoke-free existence, enabling them to have long, productive lives free from disease, disability, and premature death. The second outcome is that Philadelphians will be afforded opportunities to learn and enhance their lives through continued education. Thirdly, the most vulnerable will find support through public-private collaborative efforts to improve the quality of their lives. Success in these outcomes will improve the lives of residents in Philadelphia as well as ensure the health and the well-being of the city as a whole.

Spending on Education and Health comprises 7% of the City’s general fund budget. The departments and agencies that are primarily focused on achieving the outcomes under this goal are the Office of Supportive Housing, the Department of Public Health, The Department of Behavioral Health/Intellectual disAbility, the Free Library and the Human Relations Commission.

As discussed earlier, in the State and Federal Budget chapter of the Plan, proposed cuts to health and human services, behavioral health and intellectual disability services, supportive housing and , library facilities, may jeopardize the support that these departments have been able to provide to individuals and families in need of these services. See “State Budget and Federal Funding” chapter for further discussions of the impact to Philadelphia.



The Mayor's Office of Education (MOE)

The Mayor has been consistently and clearly articulating the Administration's vision for education since his first inaugural speech in May 2011, the Mayor said: "In order to be a truly great city, in order to be a true world-class city, in order to be a city of hope and opportunity, the new Philadelphia must be 'The Education City'. We must take on the challenge of education attainment as an economic, social, and moral imperative." Improving educational attainment in the city is a collaborative effort, and the Mayor's Office of Education leads the Mayor's efforts to advance this goal.

In June 2011, a Memorandum of Understanding (MOU) to formalize a request for improved information sharing and coordination between the City, Commonwealth and the School District of Philadelphia was signed. The Education Accountability Agreement requested documents in a variety of areas including financial oversight, funding, programming, facilities, vendors, personnel, and senior staff. These documents allowed for greater transparency, openness, and understanding of the issues facing the School District. In October 2011, a Memorandum of Understanding was signed between the above three entities which led to the appointment of two Executive Advisors and the establishment of a Financial, Operations and Systems Working Group. The Mayor's Chief Education Officer, Lori Shorr, became an Executive Advisor to the School Reform Commission as the designee from the City.

Another example of collaboration across multiple entities has been the Philadelphia Great School Compact Agreement. This Agreement unites the Mayor, the School District and charter school leaders in a shared plan to focus on replicating and sustaining the most successful school models regardless of the governance structure. The Compact Committee will make recommendations to the School Reform Commission for an improved, multiple-measures school accountability framework, as well as make recommendations for increasing collaboration between the district and charter school in areas such as serving special needs students, facility planning, developing school leaders and aligning enrollment schedules and practices. This agreement will increase the number of high-performing schools in the city.

MOE's programs have also shown significant success in FY12. The MOE's Very Impressive Performers (VIP) Program provides tickets to sporting events to students to inspire their success in school. Now in its fourth year, the program continues to grow and has seen increased participation from public, private, charter and schools from the Archdiocese.

Another highlight has been with that PhillyGoes2College received the Outstanding Achievement Award from the U.S. Conference of Mayors. This initiative is an important strategy to address the Administration's education goal to double the percentage of Philadelphians who attend and complete college in the next 5 to 10 years. This resource center is located in City Hall or can be accessed online at <http://www.phillygoes2college.com>, and provides comprehensive support and referral information to students who are interested in attending and graduating from college. Since the initiative was established in 2010, the office has reached out to over 15,000 students through various seminars and presentations and has had success via the website which has been accessed over 122,000 times.

The Graduation Coach Campaign, was launched in 2010 in partnership with the MOE and various other organizations, This initiative engages adults to take a more active role, or “coach,” in helping young people graduate from high school, go to college and map out a career path. The campaign continues to grow, and to date, has brought over 2,300 adult coaches through 151 workshops.

MOE continues to lead the College Ready Committee for the Council for College and Career Success, which focuses on research, postsecondary preparation and college completion. This Committee is now noted as the City’s primary tool to coordinate and lead efforts to advance the Mayor’s baccalaureate goal.

Returning to Learning Partnership, a program designed for city employees to receive a tuition discount of 25% at participating universities, is tailored for those who wish to attain a postsecondary degree. The Mayor stated, “City employees who have considered going to college or returning to complete the required academic credits for earning their degree will consider this program as a pathway for reaching their goals,”

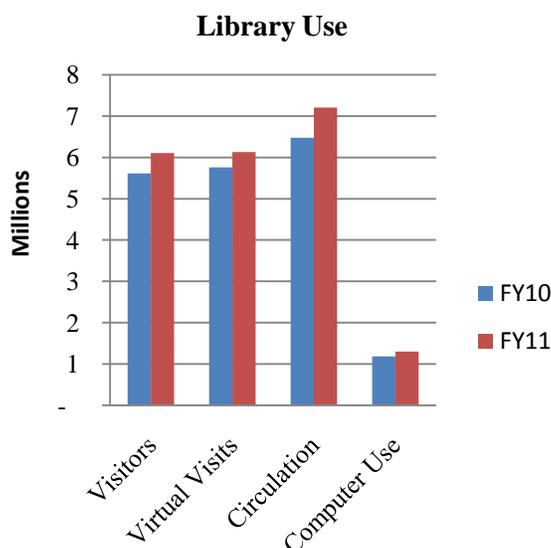
The Free Library of Philadelphia

Another significant partner in the efforts to improve the educational attainment of Philadelphians is the Free Library of Philadelphia. The Library system operates the Central Library, located between 19th and 20th Street on the Parkway and has over 7 million items and special collections, as well has 54 branches citywide, including three larger regional libraries and the Library for the Blind and Physically Handicapped.



The Free Library of Philadelphia objectives are to advance literacy, guide learning and inspire curiosity. The Library system has seen an increase in its use of library facilities and resources in FY11. The number of visits to the various libraries located in the City increased approximately 9% in FY11; the Library saw an increase of 6.5% in the number of virtual visits via the Free Library of Philadelphia website. For the first half of FY12 (July to December), the Department has had 3,105,354 visits and 3,314,997 virtual visits. According to a study conducted by the Fels Institute of Government, designed to assess the impact of the Free Library on the City and the public, 10,788 people would not have learned to read without the Library and 14,035 people taught someone else to read using the Library. The role of the Library on the City and the public is invaluable.

The Library also saw positive growth in other areas such as circulation of library materials and computer use of its 850 free public computers. The chart below highlights the changes:



In FY11, the Library conducted a kindergarten library card registration drive and distributed over 9,600 library cards to kindergarten students. The Library system has many programs offering children story times and craft hours as well as a special section on its website called “Read Baby Read” that includes book lists recommended by librarians and links to other educational based resources to promote early childhood literacy.

In FY12, the Library has expanded its “hot spots” in six locations by partnering with community organizations. The “hot spots” provide computer access, computer training, and the internet in neighborhoods which do not have convenient access to computers or libraries. In Philadelphia, having the opportunity to access these “hot spots” will provide an essential service to its residents, as many residents do not have computer and internet access at home.

In November 2011, the Library implemented a pilot e-reader lending program, “becoming one of the largest urban public libraries in the country to do so.” The program, aimed at adults over the age of 50, is based in the Parkway Central Senior Center and will provide training in the use of the electronic devices. The program is supported with federal Library Services and Technology Act funds and supplemented with funds from the Institute of Museum and Library services. The program will increase resources for its seniors and helps shrink the digital divide. Currently, the Library’s digital collection inventory has more than 32,000 e-books and audio books, which are checked out more than 20,000 times a month for use by the public on e-readers, mobile devices and computers. In FY11, downloads of electronic media (electronic books, music and videos) increased from 43,014 to 179,181, representing over a 400% increase in the use of this media. The Library is committed to become more technologically advanced in the 21st century to meet the needs of all its residents.

The Free Library has also had tremendous impact on the workforce and small business community in Philadelphia. In the first six months of FY12, there have been over 35,000 pageviews of the Library’s

specialized webpages for jobseekers and more than 5,200 pageviews of the entrepreneur pages. As a result, the library can see that the residents and small business of Philadelphia are using their resources available to them through the Library system.



The Mayor's Commission on Literacy has been managed by the Free Library of Philadelphia since 2004.

The Commission was founded in 1983, to ensure that quality education is available to equip all adults in Philadelphia with the literacy skills necessary for the workforce, parenting and community life. In 2011, 7,467 people were served by the Mayor's Commission on Literacy. The Commission, newly appointed by Mayor Michael A. Nutter in the fall of 2010, and a new Executive Director, who began her work in January, 2011, have shaped a new vision and mission, and redefined adult "literacy" to include reading, writing, mathematics, problem solving, critical thinking, digital skills and information literacy, and the "soft" skills that support getting and keeping a job and attaining a family-sustaining career. These are taught in Adult Basic Education (ABE), General Education Diploma (GED), and English as a Second Language (ESL) programs. The Commission partners with community groups, residents, local organizations and business to compile a comprehensive view of community needs.

In 2011 the Commission managed \$4.2 million in grants from state, federal corporate, and foundation sources to provide support to adult literacy organizations, professional and organizational development, systems change, and referrals for adults seeking learning opportunities and adults wishing to tutor other adults. During FY11, the sources, level of funding, and purpose of the Commission changed due to changes in eligibility requirements for state and federal support. The Commission's revenues in FY12 dropped to \$1.2 million, supplemented by software gifts valued at \$350,000. In FY12, the City budgeted \$1 million to the Commission in support of adult literacy, making it the Commission's major funder. This has allowed the Commission to continue working towards its vision of making Philadelphia one of the country's most literate cities by 2016.

Accomplishments in FY12 to date (March, 2012) include:

- Establishment of baseline information on all literacy services in the City of Philadelphia and organization of those services into a city-wide Alliance, including mapping the availability of direct services and identification of "learning deserts."
- Establishment of seven neighborhood Adult Learning Communities;
- Establishment of the city-wide Adult Literacy Alliance;
- Establishment of a new kind of near-peer sponsor volunteer opportunity to reinforce retention and persistence for new learners and persistence for experienced adult learners;
- Establishment of foundational work to incorporate technology in instruction, starting with a new, technology-infused tutor training;
- Software and training for tutors of adults at the 0-3 levels in 19 recreation centers' public computing centers.

Commerce Department

The Commerce Department also supports the educational initiatives of the City. Graduate! Philadelphia is a program designed to increase the number of adults with college degrees in the Greater Philadelphia region. Since inception, Graduate! Philadelphia has provided information to more than 35,800 individuals through www.GraduatePhiladelphia.org, connected with more than 10,000 through outreach activities, and served 3,000 Comebackers in person. Of those, 1,100 have already re-enrolled and are receiving success support services, 77 have graduated with degrees and 1,400 Comebackers are proceeding through the re-enrollment process. The program continues to show a 94% persistence rate for Comebackers in college.

Department of Parks and Recreation

The Department of Parks and Recreation has also been committed to initiatives that fall within the Mayor's goal of Improving the Education and Health of Philadelphians.

Over the past three years, the Mayor's "Splash and Summer FUNd" raised approximately \$1.7 million to keep pools open. In 2011, all 70 operational pools and 5 indoor pools were open for the summer season. There were 1,031,262 visits during the eight-week pool season and 2,744 swim lessons provided, representing a 53% increase over last summer.

Also, during the summer of 2011, the Department's Summer Food Service Program served 3.7 million meals in places such as recreation centers, playgrounds, playstreets, summer camps, parks, houses of worship, community organizations, school and day care centers throughout the city. The program consists of a three-way sponsor between the Department, the Pennsylvania Department of Education and the Division of Child Nutrition Services.

Moreover, for the first time, the Department hosted three youth triathlons and duathlons which included swimming, biking and running throughout sections of Fairmount Park. Over 120 youth participated and the department anticipates the number to increase by 20% next year.

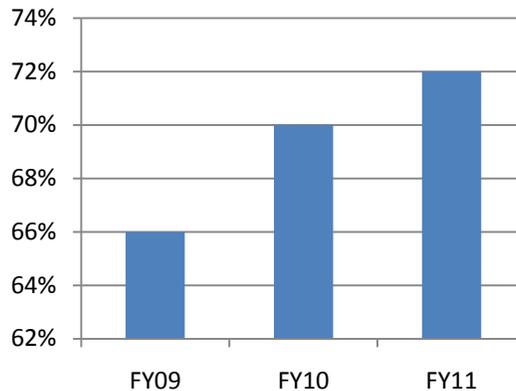
Department of Health

The Department of Public Health plays a leadership role in the aim of improving the health outcomes of Philadelphians. The Department has eight health centers that provide an array of quality medical services to Philadelphia residents. These health centers continue to see an increase in patient care. In FY11, the health centers had 339,032 medical and dental visits and served over 83,000 Philadelphians.

The City health centers continue their efforts to improve coverage, where possible, for those with health insurance and to provide care for the uninsured. Of the recorded visits, 50.4% were for insured patients.

The Department strives to have all children eligible for insurance obtain insurance. The Department has seen an increase regarding the number visits made by insured children.

Number of Visits Made by Insured Children, Percentages



The Department also established a partnership with the Eye Institute to refer children to their three sites for free vision care.

From September 2010 to August 2011, with the Patient Assistance Program (excludes AZ&Me), from September 2010 to August 2011 there were 4,619 patients were served; completed 17,669 applications and brought in free medication valued at \$3,060,842-340(b) and \$7,413,388- average wholesale price (AWP).

The Department has received important new awards that help to benefit the health of Philadelphians. The United States Environmental Protection Agency awarded a grant to Air Management Services (AMS) for the installation of a continuous air monitor in South Philadelphia near the refinery and other industrial activities, in order to generate real time data on air emissions. AMS also received the Governor's Environmental Excellence Award for the replacement of 38 electric baggage tugs at the Philadelphia International Airport with zero-emission, electric models. Also, 15 charging stations were also installed under this project. .

The National Association of County and City Health Officials awarded the Department its Ready Certification. This certification recognizes the Department as a model of public health emergency preparedness, fit to handle any/all public health emergencies. There are very few jurisdictions that are certified, and Philadelphia is the largest city to have achieved this honor.

The Childhood Lead Poisoning Prevention Program was awarded a Healthy Homes Grant from U.S. Department of Housing and Urban Development (HUD) to prevent and correct significant health and safety hazards in homes of children with persistent or difficult asthma to control. The goal of this new program, is to help families effectively manage their child's asthma, leading to more symptom-free days and fewer missed school days, fewer visits to the hospital emergency room, or days hospitalized and fewer missed work days for the child's caregiver. The award is for \$1,000,000 over three years.

A three year extension was granted to the AIDS Activities Coordinating Office for their Enhanced Comprehensive HIV Prevention Planning grant. This extension allows for the completion and update to the comprehensive plan for the implementation of HIV Prevention activities in Philadelphia.



The Department also received a Community Transformation Grant in the amount of \$1.5 million per year for five years to decrease smoking and exposure to second hand smoke; promote healthy eating habits and active living; and improve the care that people receive for hypertension and high cholesterol.

The Department continues to focus on Get Healthy Philly, a Recovery Act funded obesity and tobacco prevention program. According to the Center for Disease Control and Prevention, approximately 17% (or 12.5 million) of children and adolescents aged 2 - 19 years are obese in the U.S. and about one-third of U.S. adults (33.8%) are obese. In Philadelphia in the past eighteen months, Get Healthy Philly has had many accomplishments in educating and helping Philadelphians with obesity. The following lists some of these accomplishments:

- Incorporated physical activity into school days and removed junk foods from classrooms, school stores and fundraisers, engaging 175 public school with over 100,000 kids
- In 64 public schools, serving 40,000 students increased breakfast participation
- Provided bicycle and pedestrian safety lessons through 187 teachers to nearly 28,000 2nd to 4th graders
- Developed and began to Implement food and fitness standards for 211 city-funded after school programs serving 10,000 low-income children
- Offered healthier, more complete meals to 1,500 low-income children in 52 recreation centers after school programs- this equates to 250,000 meals annually.
- More than doubled Supplemental Nutrition Assistance Program, (food stamp benefits), used at markets around the City through the Philly Food Bucks program
- Opened 10 new farmer's markets in low-income communities
- Enrolled 610 stores into the Healthy Corner Store Initiative, making healthier foods available to over 300,000 low-income Philadelphians

- Pedestrian and bike plan completed
- Involved with implementation of new North-South bike lane in Center City
- Worked with the Police Department and the Mayor's Office of Transportation and Utilities to educate and prevent bike and pedestrian crashes through a 30 week education and enforcement campaign
- Launched a 13 month multi-media ad to raise awareness about the health effects of sugary drinks and their consumption among caregivers of young children
- Made 250 beverage vending machines in City buildings healthier through better drink choices, smaller portion sizes and calorie labeling
- Work with over 70,000 employees among eight employers in Philadelphia to implement similar healthier vending machine changes
- Helped 38% of fast food restaurant patrons choose a lower calorie meal through menu labeling

An estimated 45.3 million people, or 19.3% of all adults (aged 18 years or older), in the United States smoke cigarettes. In Philadelphia in the past eighteen months, Get Healthy Philly has had many accomplishments in educating and helping Philadelphians with tobacco-related and smoke-free initiatives. The following lists some of these accomplishments:

- Made 256 city-owned facilities which include recreation centers, playgrounds and pools 100% smoke-free
- Reduced the number of bars with waivers from the Clean Indoor Air Worker Protection Law by 12.3%
- Penalties for merchants who sell tobacco products to minors increased from \$100 to \$250
- Began issuing tickets in person to merchants who sold to minors. generating \$522,000 of revenue in FY11
- Provided in-person education seminars to 1,500 tobacco merchants about how to prevent sales to minors
- Began implementing new retailer permitting requirements for 4,500 tobacco merchants in Philadelphia
- Worked with the Commonwealth Department of Public Welfare and their contracted Medicaid managed care plans for Southeastern Pennsylvania to expand Medicaid coverage for quit-smoking medications among four of the five Medicaid plans in Philadelphia, increasing access to medications for 70,000 low-income smokers
- Launched a 13 month multi-media ad to promote quitting with help among low-income Philadelphians
- Provided free counseling and a one-month supply of nicotine patches to 7,000 Philadelphians, enabling 1/3 of the participants to successfully quit
- With the help of promotions via health care providers, health insurers and the media- 1-800-QUIT-NOW, PA's free quitline, increased use by 200% percent
- Helped to achieve 100% smoke-free including all outdoor areas at a large hospital system

- Provided education on how to help patients quit to over 500 physicians who care for over 250,000 Philadelphians.

The home visiting program, called MOM, aims to improve the educational and health outcomes of children from birth to age five. Children are registered in the program at the time of delivery and support is provided until the age of 5 years old. Parents who register receive a series of home visits and telephone contacts. The Program employs a team of community-based outreach workers and nurses to provide support to new mothers to encourage utilization of preventive health services, facilitate participation in structured child care or preschool before kindergarten, assist in utilizing Early Intervention Services, if needed, and encourage and facilitate enrollment into kindergarten at age 5. The program launched in FY11 in three zip codes and to date, 400 children have been enrolled.

Department of Behavioral Health and Intellectual disAbility Services (DBHIDS)

The DBHIDS supports a vision of recovery, resilience and self-determination. The Department provides comprehensive behavioral health and intellectual disability services through a provider network. There are four units: the Office of Addiction Services, the Office of Mental Health, Community Behavioral Health and Intellectual Disability Services. The Department also partners with the School District, child welfare systems and judicial systems to promote its vision.

During FY11, the Department was able to secure competitive grants that will extend into FY13 and beyond. These grants help to support the following valuable programs:

- The Access to Recovery Grant (ATR) administered by the U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration was awarded in the amount of approximately \$11 million. During the first full year of this grant, 1,423 individuals received a combination of treatment, case coordination and a range of discovery support services.
- Philadelphia received approximately \$144,000 per year for four years of a five year Veteran's Grant called the Pennsylvania Jail Diversion and Trauma Initiative for Veterans. As of January 2012, 47 veterans have received services as a result of this grant with Philadelphia Veterans Court being a continued source of the referrals.
- A \$1.7 million Homeless Case Management Grant was awarded from the Substance Abuse and Mental Health Services Agencies (SAMHSA), Center for Substance Abuse, to Philadelphia for a five year period. To date, 164 people have been supported as a result of this program.

DBHIDS was able to expand Evidence Based Practices which include Cognitive-Behavioral Therapy, Trauma-Focused Cognitive-Behavioral Therapy, Prolonged Exposure, Sanctuary Training, and Dialectical Behavioral Therapy throughout the Philadelphia behavioral health system. Many agencies are participating and training clinicians in the Evidence Based Practices. These and other efforts will help to

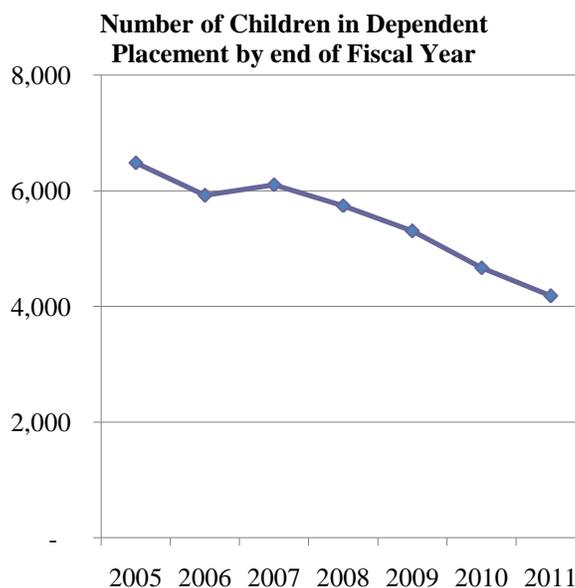
make certain that the citizens of Philadelphia who suffer behavioral health challenges will have unprecedented access to the very best treatments for behavioral health conditions.

DBHIDS also implemented a pay-for-performance program for its HealthChoices network providers. The goal of this is to improve clinical outcomes and reinforce goals of recovery for adult users and resilience for child and adolescent users of the services for behavioral health. In 2011, additional levels of care were added to include Targeted Case Management, Residential Treatment Facilities for Adults, Behavioral Health Rehabilitation Services and Community Integrated Recovery Centers. There are continued efforts by the department to enhance and add measures while expanding the Provider profiles and the pay-for-performance to all levels of care.

In FY11, 5,263 children and families were served through the Infant Toddler/Early Intervention program. This program provides support to an increasing number of children from birth to age three with developmental delays and their families. The average number of children in service with an Individual Family Support Plan was 2,756 this year. The average number of referrals per month was 505.

Department of Human Services

The Department of Human Services (DHS) ensures the well being of vulnerable children and youth. DHS has been successful in decreasing first time placements of children into foster care. Between FY07 and FY11, first time placements into foster care declined by 30% from 2,160 in FY07 to 1,773 in FY11. Moreover, the number of children in dependent placement has declined from 6,103 in FY07 to 4,182 in FY11, a 31.5% decrease. These statistics show that the Department has been successful in keeping families together.



Additionally, DHS has significantly reduced the number of dependent children in out-of-state placement. As a result, social workers can better monitor child safety and children can maintain contact with their biological families. Since the end of FY08, the Department has decreased the dependent out-of-state population by 69% to 45 at the end of FY11.

Furthermore to ensure that the complex medical needs of children served by DHS are being addressed, DHS expanded the medical staff to eight nurses at the Center for Child and Family Well-Being. The increased staff will ensure the effective management of the children's medical needs on an individual and systematic level.

Office of Supportive Housing

The Office of Supportive Housing is the City agency supporting homeless individuals and families to move towards independent living and self-sufficiency in safe and stable housing.

The Homelessness Prevention and Rapid Re-Housing Program (HPRP) is a three year Recovery Act funded program that began on October 1, 2009. This program received more than \$23 million in state and federal funding. The goal was to provide rental assistance and housing-focused services to prevent and end homelessness. The program was comprised of two components. The first, the Prevention Component assists households (individuals and families) who are already housed maintain their housing and avoid homelessness. The second, Rapid Re-Housing provides assistance to homeless households residing in emergency or transitional housing to relocate back into the community.

From October 1, 2010 to September 30, 2011, more than 1,900 households received financial assistance with back rent, utility bills and security deposits in order to prevent homelessness. Homelessness was ended for an additional 630 households who received services and/or financial support to move into their own homes. Since the start of the program, less than 5% of those who were homeless have re-entered shelter.

The number of permanent supportive housing beds for people experiencing homelessness increased from 5,289 in 2010 to 5,972 in 2011, a 12.5% increase. Overall homeless housing units have increased by 50% during the Nutter Administration to a total of more than 4,000 new housing units through construction, rehabilitation and leased units including the City's partnership with the Philadelphia Housing Authority (PHA). A total of 379 permanent, non-PHA supportive housing units were added to the homeless housing inventory between 2008 and 2011. , With PHA's assistance, more than 2,000 family members moved from emergency and transitional housing to permanent PHA housing through the Blueprint Homeless Partnership since 2009, and 98% have remained housed.

The City's Office of Supportive Housing supports Philadelphia's foreclosure prevention initiatives with a Housing Retention Program supported by local Housing Trust Fund dollars. The funds provide direct financial assistance to help homeowners avert foreclosure. In FY11, 252 households received direct financial assistance in the amount of \$364,000 thus preventing foreclosure and keeping the residents of these homes out of shelters.³⁶

Philadelphia Commission on Human Relations and the Fair Housing Commission

A new Fair Practice Ordinance was signed by the Mayor and adopted into law on March 23, 2011. The Commission, in partnership with the Mayor's Office, the Law Department, and City Council, rewrote the Fair Practices Ordinance, the City's civil rights law prohibiting discrimination and employment, housing and real property and public accommodations. The new law expanded protection against employment discrimination by covering more employers, detailed four additional protected classes and granted stronger enforcement provisions for violators.

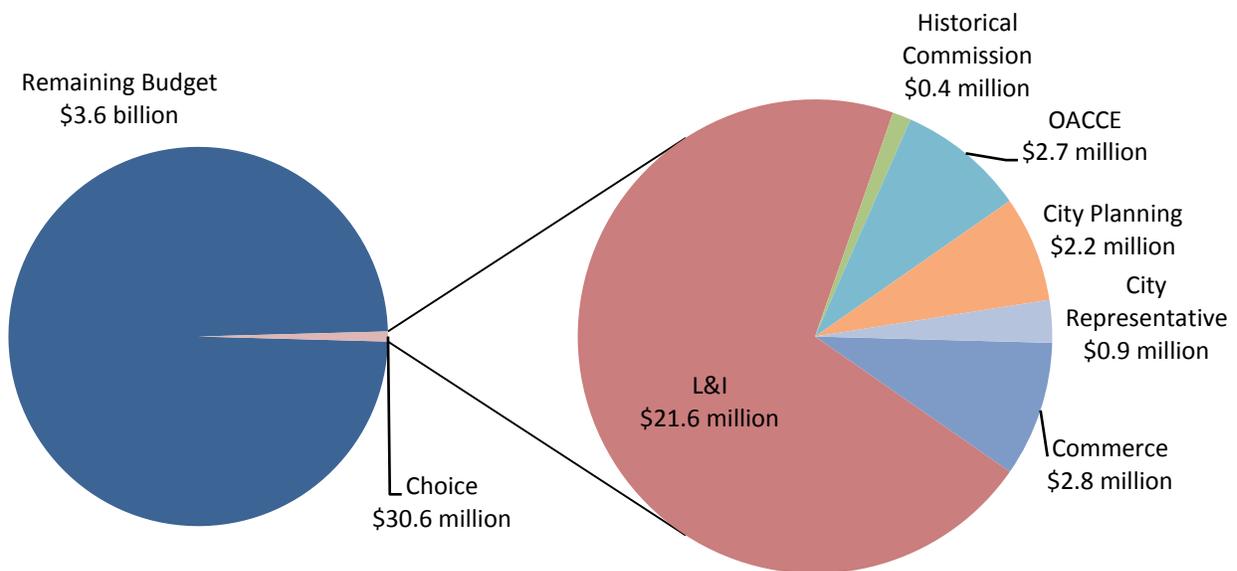
In March 2011, the Commission released a report "Widening the Circle of Our Concern: Public Perceptions of the School District of Philadelphia's Response to Intergroup Conflicts." This report was the product of several public hearings held in 2010 with parents, school staff, students, and other community members about the experiences with intergroup conflicts in the School District. The Commission worked with the School District and the community to see that the recommendations in the report are implemented and continue to improve the way the District resolves, tracks, and prevents intergroup conflicts.

The Philadelphia Commission on Human Relations was also designated by the Mayor as the enforcement authority for the "Ban the Box" law, a law that prohibits employers from inquiring about the criminal convictions during the employment application process and during the first job interview. This legislation was discussed in the Public Safety chapter of the Plan.

³⁶ <http://usmayors.org/pressreleases/uploads/2011-hhreport.pdf>

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

Attracting jobs, residents and visitors is essential for the city’s ability to thrive. In order to do that, Philadelphia must become a place a choice by providing an attractive environment for people who want to live, work, or visit Philadelphia. This chapter will highlight the City’s efforts to become a place of choice. This goal comprises 0.85% of expenditures of the City’s budget. The departments and agencies that are primarily focused on achieving the outcomes under this goal are the Commerce Department, the Department of Licenses and Inspections, the Office of the City Representative, the City Planning Commission, the Office of Arts, Culture and the Creative Economy, the Historical Commission and the Zoning Code Commission.



Commerce Department

The Commerce Department is focused on supporting a thriving business environment in the city.

Development Initiatives

During the past year, the Department launched the second phase of the Business Services Center, which allows businesses to answer questions using a wizard tool, the Business Assistant, to find out all the steps needed to start or expand their operations. Results are populated in a dashboard, where the information can be saved and modified as users work through the steps. The number of site hits has increased to 17,000 per month, with 720 registered users within the first two months of its launch. More than 80% of the registered users indicate they are looking for information to start a business or

expand their existing business. Providing business information in one place should make it easier for businesses to start or expand in Philadelphia.

The Department has been successful in attracting new firms to the city, further diversifying Philadelphia's employment base. One example is British-based The Mark Group, which opened its U.S. headquarters at the Navy Yard's Clean Energy Campus and will employ 300 positions when fully operational. Another, TEVA Pharmaceutical Industries, broke ground on its North American distribution center in 2011. This \$310 million facility will create 770 construction jobs and 375 full-time positions when it is complete in 2013.

Furthermore, the Department has been successful in retaining companies in Philadelphia:

- Janney Montgomery Scott unveiled plans for a new 146,000 square-foot headquarters located at 1717 Arch Street in Center City, keeping about 550 current local employees in the city and expects to add about 100 new jobs in Philadelphia over the next three years.
- GlaxoSmithKline broke ground on a new \$80 million, 205,000 square-foot facility designed to achieve LEED® Platinum certification, at the Navy Yard. The company will move its Center City operations to the Navy Yard in 2012, retaining 1,300 jobs.

The Department's investments in student retention initiatives have also been paying off. Campus Philly is a nonprofit organization that fuels economic growth by encouraging college students to study, explore, live and work in the Greater Philadelphia tri-state region. In 2010 Campus Philly surveyed 4,600 undergraduates, graduate students and alumni from 31 regional colleges and universities as an update to a survey conducted initially in 2004. Most recently, 86% of respondents native to the Philadelphia region were interested in staying in the region, as were 67% of non-native respondents. The region is retaining significantly more non-native Philadelphians after graduation compared to six years ago when the survey was conducted. In 2010, 48% of non-native college students stayed in the region, compared to 29% in 2004. Overall in 2010, 61% of all surveyed alumni (native and non-native) stayed in the region, with 79% of native graduates staying after graduation.

The Office of Economic Opportunity (OEO)

The Office of Economic Opportunity's mission is to promote the economic development of Minority ("MBE"), Women ("WBE") or Disabled ("DSBE") owned business enterprises (collectively "M/W/DSBEs) through its registration program; contract review and monitoring activities; as well as ongoing interaction with other City departments, quasi-public agencies and the local marketplace. Since 2009, the OEO registry has expanded by 50% to 2,000 M/W/DSBEs. The minority contract participation rate for citywide and quasi-government agencies has increased to 26% in FY11 from 20% in FY09, exceeding the 25% goal set by the Mayor.

OEO has introduced three programs which will inform and engage businesses in the public, private and non-profit sectors

- **Doing Business with the City:** this program allows businesses to explore the opportunity to build a business with City contracts, develop strategies for pursuing competitive bid and non-competitive contracts, and will teach businesses the steps for getting started and the resources that are available to support the enterprise.
- **Building Businesses and Putting People to Work:** this program will help create a blueprint for expanding a company's capacity to do business in the public, private and non-profit sectors.
- **Minority Capacity Building Program:** this program provides 50 minority contracting firms an opportunity to learn more about expanding their business, networking and marketing.

OEO also instituted new provisions for the City's Economic Opportunity Plans (EOPs). The Economic Opportunity Plan ("Plan") memorializes the Owner's best and good faith efforts to provide meaningful and representative opportunities for M/W/DSBEs in contracts and covered projects and identifies the Owner's outreach and hiring activities for employing an appropriately diverse building trade(s) workforce in connection with the contract or covered project. Some of the new provisions are:

- The threshold for the dollar value of projects to which an EOP would apply was dropped from \$1 million to \$250,000 resulting in a larger number of contracts with participation and workforce goals. In FY11, there were 120 public works contracts funded by the City, 30 of which were over \$1 million and 92 were over \$250,000;
- EOPs now require OEO's approval prior to City Council hearings, posting on OEO's website and delivery to City Council's Chief Clerk's Office;
- Firms with EOPs are now required to submit quarterly reports in order to increase OEO transparency;
- New systems are currently being implemented to register businesses on-line; track participation monthly so that information is timelier, and track payments from primes to subcontractors.

Office of Neighborhood Economic Development

The Office of Neighborhood Economic Development promotes economic enhancement, encourages entrepreneurship and provides technical assistance and financing to small businesses and projects stewarded by Community Development Corporations. Specialized staff is available to help businesses identify the programs that best suit their needs.

This year, the Office was able to continue support of the following programs:

- **Business Technical Assistance Program:** this program fosters successful establishment, stabilization, and expansion of microenterprises. Six non-profit organizations were contracted with to provide technical assistance to small businesses around the city. The program reached 466 businesses in the first quarter of FY12.
- **Storefront Improvement Program:** this program provides funding to businesses to make improvements to their storefronts to make areas more attractive to shoppers. In FY12, the program has improved over 90 projects, representing a total investment of almost \$2 million. The City funding in the amount of \$700,000 was leveraged by private funding from businesses.

- **Immigrant Business Support:** Commerce expanded its services to immigrants through a partnership with the Welcoming Center, which focuses specifically on immigrant-owned businesses that face language and other barriers to conducting business in Philadelphia. Additionally, in 2010, the Commerce Department launched the AmeriCorps VISTA initiative with two staff members supporting the Russian speaking business community in Northeast Philadelphia and the African-Caribbean business community in West and Southwest Philadelphia. From August 2010 to August 2011, this initiative surveyed 540 businesses, resolved 173 inquiries and conducted ten workshops. As a result, the AmeriCorps VISTA initiative is adding two new staff members to better serve the immigrant business community.

Within the past three years, capital investments totaling \$40 million were made for streetscape improvements on commercial corridors throughout the city. Under the Commercial Corridor bond program, the Commerce Department engaged communities in each area, which included more than 40 corridors and 150 blocks. The overall outcomes are improved infrastructure and new amenities, leveraging an investment of \$47 million from other funding sources, with an estimated 1,000 construction jobs. In addition, the Department is partnering with the Streets Department to engage in construction of streetscape improvements on N. 22nd Street, Germantown & Lehigh, American Street, and other commercial areas that were enhanced through the last phase of funding.

There are 15 organizations currently funded to carry out regularly scheduled litter-removal as part of the larger ReStore commercial corridor strategy. The ReStore strategy aims to revitalize neighborhood commercial corridors and to re-establish their historic roles as central places to shop, to work and to meet neighbors. The selected organizations all serve areas with a concentration of storefront businesses and are required to provide matching funds. Vibrant commercial corridors provide stable centers for healthy neighborhoods by offering necessary retail goods and services, local employment opportunities and sustainable economic activity. Additionally, the strategy helps with business retention and attraction.

The Office plans to use a new matching grant program to attract businesses to key commercial corridors. This new program will provide the Department with a new tool that will offer grants to retail, creative, or food businesses that are starting or expanding their businesses in Philadelphia neighborhoods. The program will be launched in spring 2012 and is expected to award approximately 10 grants totaling \$300,000 in the first year. Additionally, the Department created a multi-lingual brochure to foster communication among the different languages spoken in the City and increase the dispersion of information.

In many of the City's neighborhoods, pedestrian traffic is hindered by obstacles such as small street segments that create unnecessary turning movements or break the grid. The Commerce Department is working with the Mayor's Office of Transportation and Utilities (MOTU), to implement a Pedestrian Plaza Program, to give the public the chance to sit and enjoy the City's busy street life. This program will make streets safer for pedestrians and drivers alike by converting underutilized street segments into

public space. The communities have identified the spaces to be improved, produced a concept for the spaces (including potential furnishings, elements and uses), garnered support, and presented a maintenance plan. The program is expected to be operational by spring 2012.

Working with the Office of Housing and Community Development (OHCD), the Commerce Department will support the development of mixed-use commercial and residential housing. Commerce funds, received from federal sources, will be invested to support the commercial portions of the projects, which include facilities for retail, as well as for- and non-profit service offices. OHCD funds will support the residential portions that will serve as rental units. Grants of up to \$1 million will be awarded in spring 2012.

Division of Aviation

The Division of Aviation is comprised of Philadelphia International Airport (PHL) and Northeast Philadelphia Airport, Philadelphia International Airport's general aviation reliever airport. In calendar year 2011, PHL served 30.8 million passengers, including 4.4 million international travelers. PHL is ranked the ninth busiest airport in the nation and twelfth busiest in the world for aircraft operations (take-offs and landings).

During the past year, the Division began construction on the \$117 million Terminal F project. The project will provide additional capacity for passenger and baggage processing and airline operations. Additionally, the project reconfigures the terminal and adds approximately 80,000 square feet to the existing 205,000 square feet of the terminal. The expansion includes a new baggage claim building on the arrivals roadway providing two claim devices; enlarged passenger holdrooms and concession areas; an enlarged club room; crew lounges; and other airline operations facilities; an enlarged "Central Hub" to accommodate additional concession space and improve passenger flow; a corridor linking Terminals F and E to allow passengers to move between all Airport terminals without having to leave the secure areas to be rescreened; a redesigned security checkpoint that has additional screening capacity and latest screening technology; and other infrastructure improvements. The central hub is under construction with a planned completion in the spring of 2013 and construction of the baggage claim building began in January 2012. The final phases are currently in design.

On January 3, 2011, the Federal Aviation Administration (FAA) issued the Record of Decision (ROD) which enables PHL to move forward with its Capacity Enhancement Program (CEP). The CEP is a comprehensive program that will be completed over the course of 13 years. When completed, the CEP will have added a new runway and extended two existing runways to increase capacity and allow for simultaneous, independent aircraft operations in poor weather conditions, thereby reducing delays. The project will also modernize the Airport complex with new terminal facilities, new ground transportation center, new cargo facilities and a people mover system. The CEP will provide for expansion, enhance operations, and provide efficiency which benefits the airport and its users.

The FAA issued a Letter of Intent to contribute \$466.5 million over the life of the program toward Philadelphia International Airport's CEP, making it the agency's second-largest single award ever made. In addition to the federal funds, the \$6.4 billion CEP will be financed by Airport Revenue Bonds, which will constitute two-thirds of the funding, and a variety of other funding sources such as user fees and additional grants.

Furthermore, PHL has added two new airlines:

- Starting in April 2012, Virgin America will launch three daily nonstop flights to Los Angeles International and two nonstop flights to San Francisco International. The airline's service to Los Angeles and San Francisco will provide travelers with low-fare options on those popular routes.
- Starting June 2012, Alaska Airlines will provide daily nonstop flights to its main hub in Seattle.

Adding these new airlines provides more opportunities for tourism to the region.

In addition to attracting new airlines, the Philadelphia International Airport (PHL) has recently been recognized for its service to its customers. PHL was named the "Airport with the Best Concession Management Team" in the 2011 Airport Revenue News Best Airport & Concessions Awards. PHL's concession program features more than 160 national brand and local retail, food and beverage concessions throughout the Airport's seven terminals. The flagship at PHL is the shopping mall style venue along the Terminal B/C Connector, which was complemented in December 2008, and by the opening of the D/E Connector featuring 10 retail, food and beverage locations. In addition, PHL was recognized as one of the country's Top 10 "Pet Friendly Airports," according to tripswithpets.com, a website dedicated to traveling with pets. The Airport received the accolades for its seven pet relief areas, also known as Pet Ports.

In October 2010, PHL's Arts and Exhibition Program hosted, in conjunction with NHS Autism School, the grand opening of an exhibit between Terminals E and F. The exhibit featured 30 pieces of art from special-needs students.

Wawa celebrated the grand opening of its newest Philadelphia store adjacent to the Philadelphia International Airport Employee Parking Lot at 84th Street and Bartram Avenue with a ceremonial ribbon cutting on November 4th, 2011.



Department of Licenses and Inspections

During the past year, the Department has been successful in supporting the Mayor's goal of making Philadelphia a place of choice by improving the customer experience, refining certain processes and making it easier to conduct business in the City.

In order to provide better customer service, the Department implemented a customer queue system for the Mechanical Services counter in the concourse of the Municipal Services Building. The new queue system provides more efficient servicing of customers as well as statistics related to customer wait times and volume. Furthermore, the Department continued to provide training to regular customers wishing to participate in the application plan review drop-off process. Applicants who learn the requirements of a complete application may drop-off their applications rather than wait for processing in person.

The Department set up an e-mail box (phillyezpermits@phila.gov) to accept EZ permit applications for building permits in order to expedite the approval process. EZ permits are for single family alterations to their homes such as renovating a kitchen or adding a deck and EZ permits establish the code requirements related to work being done in the homes. As a result, permit applications are more accessible and the citizens can submit them in a more convenient method.

In FY11, the Department reformatted the code violation notice to give a clear path to compliance. The reformatted notice provides clear contact information of the District Office, including email addresses, and also clarifies when citizens are receiving a "final notice" prior to enforcement action.

The Department has also been able to increase minority, woman and disabled business participation, through coordination with the city's Office of Economic Opportunity (OEO) and purposeful outreach and strategies. The department successfully increased their OEO participation rate to 21.79% with a goal to reach 25%.

Furthermore, the Department participated in the PA Uniform Construction Code Review and Advisory Council representing the City's interest in construction codes at the state level. Participation will increase significantly for the adoption of the 2012 International Codes and the process changes dictated by PA Act 1 of 2011.

The Department has embarked on a project of mapping all of the Special Vending Districts and prohibited streets. Currently mapped are the Center City and the University City special area Districts.

The Office of the City Representative

The Office of the City Representative works in close cooperation with the Philadelphia Department of Commerce, functioning as a separate office but with the common goal of promoting the city and stimulating economic development.

The Office facilitates the planning of events that draw people from around the country and the world to Philadelphia. Among those events are the Philadelphia Marathon and Wawa Welcome America.

The Philadelphia Marathon will celebrate its 19th year in 2012. The successful “Fan Pass” discount booklet was brought back to connect Philadelphia retail and cultural community to Marathon participants. FY11 the Marathon added a citywide restaurant promotion to showcase the hospitality and fine dining amenities of Philadelphia and provide the 27,000 runners, friends and families, with quality menu options for traditional “carb-loading” pre-race dining. In FY12, the Philadelphia Marathon, now ranked as number 9 in national rankings as reported in MarthonGuide.com, welcomed runners from all 50 states and 40 countries. Approximately 75% of registered runners come from outside Philadelphia. Participation in the marathon has seen 8% growth from 2010.

Wawa Welcome America, the nation’s premier celebration of the Fourth of July, welcomed approximately one million people to its diverse, multiple-day programming in FY12 culminating with the Philly 4th of July Jam featuring The Roots, Earth, Wind, and Fire, Michael McDonald, Sara Bareilles and DJ Jazzy Jeff with a surprise appearance by Philadelphia’s Boyz II Men and Eddie Lavert.

Under the second year banner sponsorship of Wawa, Inc., the Office offered expanded programming for Wawa Welcome America’s Go 4th & Learn series of educational events taking place at Franklin Square, the Robin Hood Dell Music Center and the Franklin Institute. The Go 4th & Learn series focused on building literacy by engaging Philadelphia’s families in entertaining reading activities. Go 4th & Learn programs and the Philly at the Movies series yielded an approximate 30% increase in attendance in FY12.

The fashion scene in Philadelphia has also recently been recognized. In the 2011 edition of the *Travel + Leisure’s*³⁷ on-line reader’s poll, America’s Favorite Cities, Philadelphia appeared as one of the top ten cities for Independent Boutiques. The regional and national media exposure of the Philadelphia Collection identifies Philadelphia as a destination for exciting shopping and also links retailers and entrepreneurs to business development services such as the Commerce Department’s Business Services Portal, provides unified marketing support to the overall retail community, and works to stimulate job creation within the creative economy of the city.

³⁷ Travel + Leisure. <http://www.travelandleisure.com> (Accessed February 24, 2012)

The Philadelphia Fashion Incubator at Macy's in Center City is partnered with the City of Philadelphia, Center City District, Macy's Center City and the city's prominent design schools—Drexel University, Moore College of Art and Philadelphia University. Four aspiring designers will be selected to be provided with workspace and the essential mentoring and business resources needed to run and sustain successful fashion companies in Philadelphia. This program supports student retention and recognizes the value of Philadelphia's vital creative sector in job creation and small business development. This program launched March 2012.

The Office also worked with the Philadelphia's International Visitor's Council to sponsor the first American initiative in northern India to promote Philadelphia as a place of culture and history, as well as higher education in the United States through The Ambassadors' Program. Students from the Yadavindra Public School came to Philadelphia in July of 2011 to meet with the City Representative and to visit the city's outstanding colleges and universities. This fall, five of the prospective students enrolled at Drexel University and five enrolled at the University of Pennsylvania.

Zoning Code Commission

The Zoning Code Commission completed its task of reforming and modernizing the City's 50 year old zoning code. The final report was adopted unanimously by City Council and signed into law by the Mayor in December 2011. The new code will go into effect in August 2012. The new zoning code includes changes to the City's development regulations and approval procedures for instance making the zoning code more user-friendly, reducing number of zoning code classifications, incorporating of a civic design review process and establishing the role of citizens in the zoning approval process.

The four-year code rewrite process, included 50 public meetings of the Zoning code Commission, two City Council public hearings, 36 community-based meetings, seven Stakeholder X-change meetings, two public meetings to discuss reasons for the Commission's adoption, rejection or modification to a groups' proposal, 125 interviews with professional zoning code users and nearly 2,000 surveys from individuals on components of the proposed new zoning code. The new code had substantial participation and quality feedback from Philadelphians across the city.

The new code will attract investment to Philadelphia and allow communities to share thoughts, concerns and input into the planning process and will eliminate the barriers that presently prevented growth. Development and planning in Philadelphia will now be more consistent and coherent.

The Philadelphia City Planning Commission will assume the task of implementing the new zoning code.

City Planning Commission

The City Planning Commission plays a vital role in the economic and neighborhood development of the City. The Department completed and disseminated the Philadelphia Citywide Vision Plan, as part of the comprehensive Plan, Philadelphia2035, a long range citywide plan to create a framework for the continued growth and development of the City.

The Comprehensive Plan is one component of a broader initiative known as the “Integrated Planning and Zoning Process.” The process is designed to align Philadelphia’s zoning code changes with comprehensive and strategic planning, all of which is informed by a formalized public education and outreach organization, the Citizens Planning Institute. As a result of the plan, 18 strategic District Plans will be produced that will guide land-use proposals, study the location and effectiveness of city facilities, improve access to resources and guide enhancements to public spaces.



The Department has recently completed the first two districts of the 18 district strategic plans, Lower South and West Park, with the remaining to be completed over the next four years. The new plans will enhance community and public spaces, making Philadelphia a more attractive place to live and visit.

The Department was also involved with several citywide and regionally specific planning and urban design studies such as the Philadelphia Pedestrian and Bicycle Plan, scheduled to be completed in the spring of 2012, which aims to improve pedestrian and bicycle safety. The Department completed the Germantown and Lehigh Plan, supported the 30th Street project implementation and began an ongoing participation in the West Market Street task force. The Department also supported the Central Delaware River Master Plan, which is expected to be adopted in the spring of 2012.

Office of Arts, Culture and the Creative Economy

Philadelphia was recently named the top city for culture by *Travel + Leisure* magazine, citing Philadelphia's historic sites and monuments. Philadelphia is the home to over sixty-five national historic landmarks and monuments ranging from naval cruisers and submarines, to residences of famous artists and historical figures, banks, hospitals, and prisons, to historic districts and government buildings.

During 2008, the Mayor re-established the Office of Arts, Culture and Creative Economy (OACCE) by consolidating programs and staff from existing arts and culture related departments in order to form a new focus on the creative economy in Philadelphia. The vision for the new OACCE was created by the Mayor's Cultural Advisory Council, a fifty-member team of arts, culture and creative economy leaders. Together with OACCE staff, they developed the Creative Philadelphia Vision Plan: 2010-2014, a plan for how the City and the OACCE can help achieve the Mayor's vision of Philadelphia as a city where art, culture and the creative economy are essential elements in making the Philadelphia region a great place to live, work and visit. The Council's members are active partners in helping to address the city's challenges and opportunities in the areas of economic development, quality of life, and education.

In 2010, the OACCE released Creative Vitality in Philadelphia³⁸: 2010 update, which is a five year index for 2006-2010 measuring the health of Philadelphia's creative sector. The report shows that over the past five years, the City's creative economy was at least 50% stronger than national benchmarks. The Creative Vitality Index CVI™, includes consistent comparative creative economy data for the entire United States. CVI™ is produced by the Western States Arts Federation and is a research product that collects economic inputs using publicly available data on creative employment and community participations. The baseline national CVI score is 1.0 and Philadelphia's CVI score has been over 1.5 for each of the five years measured.

The Office produced the first temporary public art project, Soil Kitchen, featuring artist team FutureFarmers, together with the Environmental Protection Agency's Brownsfields Conference. In

³⁸ Creative Vitality in Philadelphia. <http://creativephl.org> (Accessed February 24, 2012)

In addition, the Office completed the restoration and reinstallation of the Don Diego sculpture using City capital funds, and has raised private funding to restore the Thomas Fitzsimons, both in conjunction with the Center City District's redesign and renovation of Sister Cities Plaza.

In 2011, OACCE is worked to establish the Poet Laureate Program in partnership with the Free Fibrary, and in December, the Mayor announced that Sonia Sanchez, the author of more than eighteen books and recipient of multiple national poetry awards, would be the first official Poet Laureate of Philadelphia. She will work with a committee to design the official program and the selection of a Youth Poet Laureate to whom she will serve as a mentor.

In a city where art thrives and provides a venue for artistic expression, the creative arts movements and programs created in the past year will offer a more focused approach to supporting the creative environment in the city.

Philadelphia Historical Commission

During the past year, the Historical Commission continued the historic district designation program. The Commission was successful in completing the processing of one historic district with 497 properties. The Commission was also able to designate nine historic sites, two historic interiors, one historic object, and designated one new historic district with 29 properties. The Commission continued its building permit application review program for historic sites and approved 1,585 permit applications in 2011. The Commission also continued the Federal historic preservation review program for HUD funded and other projects.

Department of Parks and Recreation

During FY10, the Administration announced the extensive improvements that would begin in the Benjamin Franklin Parkway area. Throughout the next year, the Department of Parks and Recreation in conjunction with Center City District and other partners will revitalize the area in three phases that will include streetscape improvements. The first phase, comprised of the 2100-2200 blocks of the Parkway and restoration of the Rodin Museum grounds and courtyard garden are complete. The second phase includes the creation of an entirely new Sister Cities Park, due to be completed late in 2012. The third phase will include updates to the 1600-1800 blocks of the Parkway, due to be completed in 2013. At a total cost of \$21 million, the improvements will bring needed upgrades and construction jobs to the area.

Office of Housing and Community Development

The Office of Housing and Community Development manages the Residential Mortgage Foreclosure Diversion Program which is funded by state and federal grant sources. Initiated in April of 2008, the program was one of the first initiatives of its type to offer an innovative approach to foreclosure prevention in the city. The program postpones mortgage foreclosure Sheriff Sales for owner-occupied private properties to give homeowners both an opportunity to meet with a housing counselor, and then with their counselor/advocate, to meet face to face with a representative of their mortgage lender in order to negotiate alternatives to foreclosure. Features of the program include:

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

Approximately 12,962 households have participated in this program with over 6,000 homes saved (1,647 in FY11; 849 to date in FY12) from mortgage foreclosure via diversion or pre-foreclosure counseling action through December 2012.

Key Developments in Philadelphia

Throughout Philadelphia, the City's investments in public space and attractions are driving private sector development. These amenities improve Philadelphia's national and international image, as well as the quality of life for residents and those in the region. Several large projects are currently underway that will further enhance Philadelphia's reputation as a destination of choice.

Dilworth Plaza

Created in the 1960's as an urban renewal project along the west side of City Hall, Dilworth Plaza has long featured confusing multiple levels linking SEPTA's Market Frankford line, the Broad Street Subway, Trolley lines and the Regional Rail. Over the next two years, Dilworth Plaza will undergo remarkable changes. When renovations are complete, the revitalized, single-level Dilworth Plaza will contain public green space, a café and large fountain area that converts to a skating rink and to a seating zone for public events such as



concerts and movies. In addition, a public art component within the fountain area created by internationally-known artist Janet Echelman will trace the paths of the trains below in real time.³⁹

Dilworth Plaza will serve as a streamlined connection for all SEPTA public transportation routes via a new transit room.



The Dilworth Plaza project is funded by \$15 million of the Federal Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grant program, as well as \$15.5 million from the Redevelopment Assistance Capital Program grant (\$30.5 million), the City (\$5 million), SEPTA and other sources, for a total cost of \$50 million.⁴⁰

According to a report by the Center City District, “Transforming Dilworth Plaza”, there will be significant economic impacts with the revitalization of Dilworth Plaza. The thirty month construction period will create 1,060 jobs. One-time construction expenditures will also generate over \$780,000 in City taxes, including \$430,000 in wage taxes, \$96,000 in sales taxes and \$254,000 in business privilege taxes over the 30-month construction period.

The Barnes Foundation



The Barnes Foundation was founded in 1922 by Albert C. Barnes as an American educational and horticultural art institute. The Foundation’s mission is the “promotion of the advancement of education and the appreciation of the fine arts”⁴¹ and its collection includes over 2,500 pieces from different cultures and artists, including 181 Renoirs and 69 Cézannes.

Although the Foundation’s original campus is located in Merion, Pennsylvania, the Barnes Foundation collection will soon relocate its priceless artwork to Philadelphia, opening its new campus on the north side of the Benjamin Franklin Parkway in May 2012.

The new building features two floors that span over 4.5 acres, with a total of 17,000 square feet of exhibition space. In order to support the Foundation’s educational mission, the campus will also include in-gallery classrooms, an auditorium, seminar rooms, and an art library. New public spaces such as a café with a courtyard for outdoor dining, an expanded gift shop, and indoor and outdoor gardens are

³⁹ <http://www.centercityphila.org/docs/CCRDilworthPlaza2011.pdf>

⁴⁰ <http://www.centercityphila.org/docs/CCRDilworthPlaza2011.pdf>

⁴¹ The Barnes Foundation. <http://www.barnesfoundation.org> (Accessed February 8, 2011)

also included. The project will cost a total of \$100 million, with funding secured by the Redevelopment Assistance Capital Program Grant, the Pew Charitable Trust and private contributions.

Rodin Museum

During the past three years the Rodin Museum, located next door to the Barnes Foundation on the Benjamin Franklin Parkway, has undergone intensive renovations to restore the building and grounds to their original design from 1929. Home to the largest collection of Auguste Rodin's sculpture work outside of Paris, the rejuvenated museum will pay tribute to the designs and visions of the original architects Paul Cr  t and Jacques Gr  ber. The project is scheduled to be complete in late spring 2012.

Pennsylvania Convention Center

The \$787 million expansion of the Pennsylvania Convention Center, which was completed during 2011, makes it the nation's 14th largest Convention Center, with the largest ballroom on the East Coast. With more than a half-million square feet of connected exhibit space, the Convention Center now has the ability to host two large conventions or conferences simultaneously.



The Convention Center has booked 225 meetings and conventions for 2012, with over 565,000 total hotel room nights, and an estimated economic impact of more than \$813 million. In 2011, over 2.77 million room nights were sold, which is the most in Philadelphia's history.

Hotel Development

Philadelphia's hospitality industry is poised for strong growth, and the City is more than halfway to its goal of adding 3,000 new hotel rooms to the downtown market. Since the beginning of the Convention Center expansion project, there have been 525 new hotel rooms added to Philadelphia's downtown hotel market. An additional 650 rooms are under construction in Center City and University City, which will be completed by 2013, for a total of 1,175 new rooms. Philadelphia's strong rebound in its hotel development market has been driven by boutique hotels serving leisure, business, and health care-related travelers. The last three years have seen the opening of the 230-room Kimpton's Hotel Palomar, the 202-room Le Meridien, and the 92-room Four Points by Sheraton; the groundbreakings of the 136-room Homewood Suites University City and the 270-room Kimpton's Hotel Monaco; and the announcement of the 246-room Hilton Home 2 Suites directly across the street from the convention center. In all, the City has invested more than \$71 million in hotel development over the past four years.

North Broad Street

The Convention Center expansion has reignited development efforts along the North Broad Street corridor. The recently opened Lenfest Plaza, adjacent to the Pennsylvania Academy of Fine Arts (PAFA), and across the street from the Convention Center's new front door, is home to *Paint Torch*, a sculpture by world-renowned American artist Claes Oldenburg.

The Plaza is open 24 hours a day and features changing exhibits, and serves as a venue for special events as well as a public space for dining. Further north at Broad and Wood Streets, the Pennsylvania Ballet is poised to build its new \$17.5 million headquarters, slated to house rehearsal spaces and corporate offices when it opens in 2013.



At Spring Garden Street, the former State office building and the building currently home to the Inquirer and Daily News have been sold and are slated for housing and commercial development. At 600 North Broad Street just north of Spring Garden, a former Wilkie auto dealership and an adjacent former dress factory have been redeveloped to include 101 new residential lofts, new restaurants, and a catering facility. The redevelopment of this block was initiated at 640 North Broad with the conversion of an empty building into Lofts 640, a mixed use development with 250 fully-leased apartments and a restaurant.

Further north on Broad Street, Temple University is undergoing a transformation to accommodate a student population that seeks to live near campus. Temple is planning \$1.2 billion of investment over the next decade to further develop its North Broad Street frontage. Planned upgrades include a new student recreation facility, new academic buildings such as a new library and a science research lab, and a new high rise residence hall featuring additional classroom space and a dining hall.

Tying the corridor together is a planned streetscape enhancement project featuring trees, landscaping and decorative light masts, funded with a mix of federal, state and city funding. The 55-foot light towers will be installed in the center of Broad Street, eventually connecting Center City, the Convention Center, Temple University and neighborhoods to the north.

Market East

Market East serves as a vital link between Philadelphia's historic core and its downtown business district, yet for a variety of reasons has been underutilized for decades. Recent efforts intend to spur investment along this corridor, and are already producing results. Targeted by the City's PhillyRising program in 2011, the area now has the benefit of a coordinated approach to business outreach and nuisance issues. The Gallery and other properties along the corridor have been approved for large format signage in exchange for a \$10 million investment each in exterior improvements. The redevelopment of the Gallery alone (both interior and exterior improvements) is currently estimated at

\$120 million. The Inquirer, the Daily News and Philly.com employees are relocating their offices to the area, which will lead to a significant upgrade in the surrounding retail and service business amenities.

“The Porch” at 30th Street Station

Adjacent to the nation’s third busiest train station, The Porch is at the heart of the University City’s eastern end, an area growing in vitality with the addition of more than 4,000 federal Internal Revenue Services employees across the street, the creation of Penn Park, and Drexel University’s growth-oriented master plan.



To create The Porch⁴², University City District (UCD) leveraged a larger PennDOT project to rehabilitate six bridges adjacent to 30th Street Station. UCD’s vision for the site is the creation of an inviting, animated public place, with amenities such as abundant and comfortable

seating, sun and shade, trees and plantings. Ultimately, The Porch at 30th Street Station will become a vibrant magnet and a source of civic pride.

Sister Cities Park

Scheduled to open in the spring of 2012 to the public and located at Logan Square immediately in front of the Basilica of Saints Peter and Paul, Sister Cities Park will include a plaza that houses a café, discovery garden and play area for children, as well as a fountain commemorating Philadelphia's global sister cities.⁴³

As part of the revitalization, the Thomas Fitzsimons statue will also undergo renovations. The park is a tribute to Philadelphia’s commitment to strengthening global economic ties and cultural understanding and commemorates Philadelphia's sister cities around the world. The park will also host events and programs to teach the community about the natural environment and encourage visitors to explore other areas of the City and outside the general vicinity of Logan Square.



⁴² Barrientos, Tanya. *The Porch*. 30th Street Station, Philadelphia. Web. February 24, 2012

⁴³ Center City District. www.CenterCityPhila.org (Accessed February 24, 2012)

Schuylkill River

The Schuylkill River has more than 16 miles of riverfront through 27 neighborhoods, and includes four national historic landmarks.

Today's new Schuylkill "explorers" - bikers, runners, walkers, commuters, families - make the formerly underutilized river banks come alive with activity. Schuylkill Banks, the lower section of the Schuylkill River, is owned by the City and managed through a partnership between the Schuylkill River Development Corporation (SRDC) and the Department of Parks & Recreation. Further projects are planned along the Schuylkill and include enhancements to the Walnut Street Bridge, which will be consistent with JFK Boulevard bridge enhancements completed in 2009. JFK Boulevard has also undergone significant improvements, including eliminating an eastbound traffic lane to widen sidewalks and install bike lanes. Other enhancements include the addition of new benches, planters, lighting, and a stairway connection from the bridge to Schuylkill Banks. Aesthetic and traffic calming improvements are scheduled to be completed by August 2012.



As a result of an agreement negotiated between the City and CSX, crossing gates, which will close when there is train traffic, will be provided at the Locust Street and Race Street at grade access points to Schuylkill Banks to improve safety and provide access to the trail when trains block entrances. To improve access when these grade crossings are closed, a pedestrian bridge will be built to span the railroad from Schuylkill Banks to Schuylkill River Park with Americans with Disabilities Act (ADA) accessible ramps and 3 overlooks. The project included intensive community involvement in the design process, and architectural lighting and enhancements will be included. The Schuylkill River Parks Connector Bridge has received federal stimulus funding through the TIGER program and a Transportation Enhancement Grant. This project is currently under construction and scheduled for completion in the fall of 2012.

From the South to Catharine Trail Segment, the SRDC plans to work with the City and the Children's Hospital of Philadelphia to design and build a trail segment along the east bank of the Schuylkill from South Street to Catharine Street. The north end of this trail segment will tie in to the southern end of the Schuylkill Banks Boardwalk and the stair tower to the South Street Bridge. SRDC was awarded \$60,000 from the Coastal Zone Management Program funded by National Oceanic Atmospheric Administration for the preliminary design of this trail segment. This project is in preliminary planning stages.

The goal of extending the trail to Bartram's Garden requires a link from the Grays Ferry Crescent to the west bank of the Schuylkill. An abandoned railroad bridge just south of the Grays Ferry Bridge offers the unique opportunity to reuse an existing structure for this river crossing. The bridge is an old turntable

structure, or swing bridge, that is now permanently set in the open position. SRDC hopes to reposition the bridge at an elevation that would meet clearance requirements for the river, with approaches that would meet ADA requirements and provide easy access to the river banks. This project is currently in conceptual stages.

Delaware River Waterfront

The Delaware River has historically been Philadelphia's front door, a center of activity, industry, and commerce, bounded at its north and south ends by active port facilities. The Master Plan for the Central Delaware, adopted by the City in 2011, recognizes this character and aims to create region-serving amenities while also reconnecting the City's residents and visitors with the waterfront.



The Delaware River Waterfront Corporation (DRWC) is a nonprofit corporation that acts as the steward of the Delaware River waterfront to design⁴⁴, develop and manage the central Delaware River waterfront between Oregon and Allegheny Avenues in Philadelphia.

Some of DRWC's previous projects include:

- The Race Street Pier, a sustainable park, opened May of 2011, followed by the first phase of the Race Street Connector, which improved landscaping, lighting, and pedestrian safety access to the new park for a total project cost of \$6 million. Phase 1 of the Race Street Connector opened October, 2011. Improvements included in this Phase are a dedicated bike lane, signage, benches, nautical bollards, increased sidewalk widths, improved crosswalks and intensive landscape treatments along the entire south side of Race St. Phase 1 of the Race Street Connector was funded with \$650,000 from the William Penn Foundation, an equal amount from City Capital funds and \$120,000 from the Pennsylvania Horticultural Society for a total cost of cost 1.5 million. Scheduled to be completed in 2012, improvements in Phase 2 include pedestrian and bike amenities along the north side of Race Street, the creation of an intersection at the I-95 on-ramp to accommodate a sidewalk crossing for pedestrians and a bike lane, ADA compliant crossings, landscape improvements consistent with Phase 1 and the Race Street Pier, site furniture, wayfinding and directional signs and a screen wall treatment for the underpasses consistent with Phase 1. Funding for Phase 2 was secured by a \$1.1 million Pennsylvania Community Transportation Initiative grant.
- Improvements to Penn's Landing Marina, including dredging to accommodate larger vessels, and new docks, gangways, and a wave mitigation system were completed in 2011 with a total cost of \$2.25 million.

⁴⁴ Plan for the Central Delaware. <http://www.plancentraldelaware.com/> (Accessed February 24, 2012)

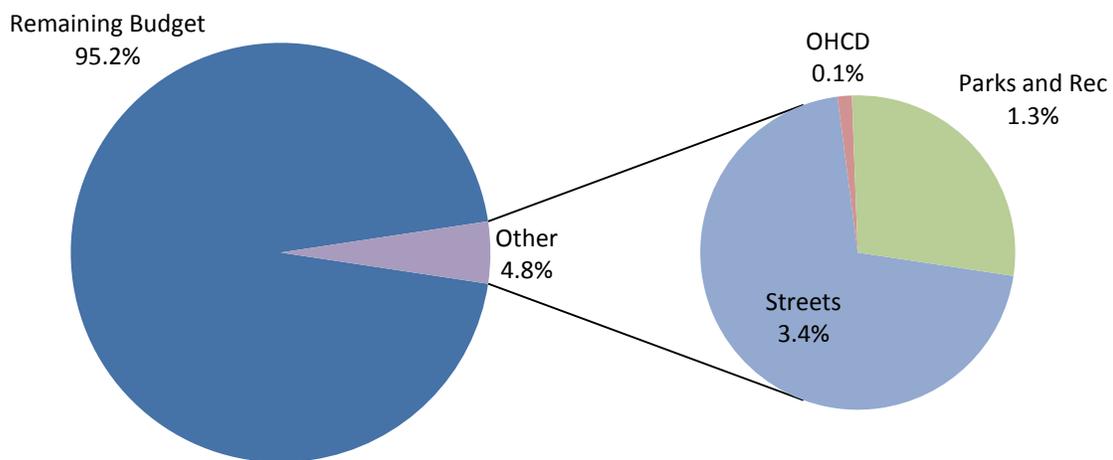
- Improvements to the Great Plaza including upgraded landscaping and infrastructure were also completed in 2011 with a total cost of \$400,000.

These projects not only provide short and long-term jobs for Philadelphia and the region, but will also provide attractive amenities for residents and visitors to the city.

**GOAL 4: PHILADELPHIA BECOMES THE GREENEST AND MOST SUSTAINABLE CITY IN AMERICA:
AN OVERVIEW OF INITIATIVES AND KEY ACCOMPLISHMENTS**

The twenty-first century has brought numerous challenges and opportunities within urban areas. Over the last few years, it has become increasingly apparent that global changes, including rising energy prices, climate change, and an emerging green economy are increasing the value of urban assets. Philadelphia's dense and durable stock of housing, infrastructure and amenities provides an ideal position to allow the city to prosper in a carbon-constrained future. The 2010 Census showed that for the first time in more than 60 years, Philadelphia's population is growing, and to keep attracting people to the city, it is critical to continue providing more economic opportunities and capitalizing on the quality of life that its dense urban infrastructure offers. Places like Philadelphia that provide clean air and water, open space, energy efficient buildings, and a skilled workforce will be the cities of the future.

The fourth goal of the Administration is to make Philadelphia the Greenest and Most Sustainable City in America. This goal comprises 4.8% of expenditures of the City's budget. The departments and agencies that are primarily focused on achieving the outcomes under this goal are the Mayor's Office of Sustainability, Department of Parks and Recreation, the Streets Department and the Office of Housing and Community Development.



Other departments, such as the Water Department, the Commerce Department, the Office of Housing and Community Development and the City Representative also have significant accomplishments over the last year that support the green and sustainability initiatives and are mentioned in this chapter.

Mayor's Office of Sustainability (MOS)

At the beginning of his first term, the Mayor pledged to make “Philadelphia the Greenest City in America”. The Mayor's Office of Sustainability was established to achieve this ambitious goal. Working with departments throughout the government, as well as partners across Philadelphia, MOS was responsible for developing Greenworks Philadelphia, the city's first comprehensive sustainability strategy. Greenworks provides clear guidance to ensure the City makes progress towards fulfilling the Mayor's pledge, and has set 2015 as the target date to do so.



Greenworks is made up of five goal areas, a total of fifteen measureable targets, and 151 initiatives. The individual targets within each goal are evaluated annually. The five goals are:

- Philadelphia reduces its vulnerability to rising energy prices.
- Philadelphia reduces its environmental footprint.
- Philadelphia delivers more equitable access to healthy neighborhoods.
- Philadelphia creates a competitive advantage from sustainability.
- Philadelphians unite to create a sustainable future.

The second *Greenworks Progress Report*, published in June 2011, detailed that 135 of the 151 Greenworks initiatives were either complete or underway. Due to the work happening across City departments and by external stakeholders, the City of Philadelphia is being recognized as a leader in urban sustainability. Highlights from 2011 included the integration of sustainability measures into both the newly adopted zoning code and the Phila2035 comprehensive plan (City Planning Commission); the first City-owned solar installation at the Southeast Wastewater Treatment Plant (Philadelphia Water Department); a continued escalation in the City's recycling rate (Streets Department); and passage of the City's first guaranteed energy savings project, which will invest \$12 million in energy conservation measures (MOS). MOS will release a robust midway report in June 2012. For detailed information on the 2011 Progress Report please visit http://www.phila.gov/green/PDFs/Greenworks_PrgrrsRprt_2011.pdf.

EnergyWorks supports the growth of the energy efficiency market in the Greater Philadelphia region by offering a comprehensive suite of services for home and business owners. The 2011 EnergyWorks Annual Report, published in November, reported that nearly 500 residential loans had been made in the program's first year and over \$12 million in lending for commercial energy efficiency projects. The program has been recognized with awards from PennFuture and the Delaware Valley Regional Planning Commission, and is cited as a national model. A strong pipeline of both residential and commercial projects indicates the program is poised for continued success in 2012.

The Office has been able to form partnerships with private sector firms and organizations, and has also educated other City of Philadelphia offices and departments on its initiatives so that the City can form a cohesive and collaborative effort to reach the goal by 2015.

The following departments have also experienced accomplishments in making Philadelphia greener and more sustainable.

Department of Parks and Recreation

In the past year, the Department of Parks and Recreation has focused on improving the green infrastructure in the City.

The Department has supported the Mayor's tree planting initiative that aims to increase tree coverage in neighborhoods by 30%. Currently Parks and Recreation are at approximately 20% tree canopy coverage overall.



With support from a \$1.8 million Recovery Act grant from the U.S. Forest Service, the Department was able to restore 116 acres of parkland and planted 12,000 trees and shrubs. In addition, the Department began planting 2,500 trees at recreation sites in North Philadelphia through a Commonwealth PennVest grant. Furthermore, the Department worked to increase the number of public space trees planted on streets and in neighborhood parks, while removing hazardous trees and dead trees.

In February 2012, the Mayor announced the launch of the "TreePhilly"⁴⁵ program in conjunction with the Fairmount Park Conservancy and Wells Fargo. The neighborhood-based campaign aims to engage citizens, businesses, and communities in tree plantings around the city. A yard tree giveaway, funded by Wells Fargo, will provide 4,000 free yard trees this spring and fall tree planting seasons to Philadelphia property owners. Working in neighborhoods throughout the city, TreePhilly will help to increase tree plantings that benefit the communities for years to come. The initiative aims to plant 15,000 new trees by the end of 2012, and is funded through a grant of \$75,000 from Wells Fargo.

The Department has formed partnerships with other organizations such as the University of Pennsylvania, Drexel University and WXPN to support Philadelphia in becoming the greenest and most sustainable city. These partners are encouraging and supporting their staff, faculty, students, and other stakeholders to plant trees across Philadelphia. In order to support the reduction in stormwater runoff, which is a source of pollution and can damage green areas, trees and parks, the Department has also formed partnerships with the Philadelphia Water Department and the Friends of Wissahickon to repair seven storm damaged gullies in the Wissahickon Valley Park.

⁴⁵ TreePhilly, <http://treephilly.org/> (Assessed February 24, 2012)

Moreover, the Department has implemented programs to support the urban agricultural targets outlined in the Greenworks Plan. The Department, along with the Mayor's Office of Sustainability, is coordinating with the Food Policy Advisory Council to help facilitate the development of responsible policies that improve access for Philadelphia residents to culturally appropriate, nutritionally sound, and affordable food that is grown locally through sustainable practices. The Council has organized subcommittees to begin work assisting with policy development in the following areas: Anti-Hunger, Vacant Land, Workforce Strategy, and Membership and Governance.

Water Department

In conjunction with 14 City departments and offices and other private and corporate organizations, the Green City, Clean Waters strategy is Philadelphia's 25-year plan to protect and enhance the watersheds by managing stormwater with innovative green infrastructure while adhering to regulatory requirements. The Philadelphia Water Department (PWD) received approval from the Pennsylvania Department of Environmental Protection for a combined sewer overflow long-term control plan that will reduce the combined sewer overflows by 85%. The long-term control plan will cost \$2.4 billion and projects will be implemented over the next 25 years, with metrics and milestones to measure progress. Reduction in the combined sewer overflow will result in reduced overflow of sewage water into streams and rivers, thereby reducing pollution and health risks. In addition, the Department received a \$30 million low-interest PennVest loan for the construction of green and sustainable infrastructure. This funding is in addition to the \$185 million PennVest low-interest loans the department received for traditional water and sewer infrastructure projects.

PWD also participates in the Stormwater Management Incentives Program (SMIP) Grant Program. The innovative program aims to stimulate investment in and construction of stormwater best management practices on private property. Each year, \$5 million in grant funding will be available for non-residential properties to promote the implementation of cost-effective, high performance projects. The use of these funds is restricted to grants which support design and construction of stormwater mitigation measures. The program has been implemented and all applications for eligible projects are due by March 31, 2012.

In 2010, the Department updated its stormwater rate methodologies for nonresidential customers. PWD's stormwater fee began transitioning from meter to parcel based charge in July 2010. A Stormwater Fee Customers Advisory Committee (CAC) was formed to review possible modifications to stormwater rates and formulas and the length of the phase-in period in response to customers' needs regarding the new rates. The new rate structure will relate a property's burden on the sewer system directly to its storm water charge by using the property's individual characteristics as the basis for this fee. This new rate structure will strengthen the incentive for customers to control the amount of stormwater their properties generate, helping the Department meet its combined sewer overflow

reduction goals and improving the quality of the City's water. As recommended by the CAC, PWD will offer financial assistance programs to help customers adjust to new rates which will be phased in over the next four years.

The identification of alternative energy and fuel sources has become a priority for the Department. In partnership with the U.S. Department of Energy's Solar America Cities program, the Department has built the City's first solar electric system⁴⁶ at the new Southeast Water Pollution Control Plant.



At a cost of \$1.7 million, with 50% paid by PWD and the other half provided by the Recovery Act's Energy Efficiency and Conservation Block Grant awarded to the City from the U.S. Department of Energy, the 450-kilowatt plant will produce enough energy to power 28 homes each year or 300,000 kWh of power. Moreover, the energy will be used by the plant to treat water and will reduce the financial burden on taxpayers. The project is expected to pay back the investment in nine

years. The cost savings are estimated to be about \$30,000 per year; however, as the cost of electricity increases, savings will increase.

The Department has also built a new \$70 million Biosolids Treatment Facility, due to be fully operational in February 2012, under a 25 year service agreement with Philadelphia Biosolids Services, which will produce 100% "Class A" product for use as fertilizer or alternative fuel. The new process provides multiple environmental benefits, including reductions in air pollution and odors. The project will result in approximately \$100 million (net present value) of cost savings over the contract term.

In addition, contracts were recently approved for the construction of a \$47.5 million biogas fueled cogeneration system at the Northeast Water Pollution Control Plant. This facility will use the methane gas created by the sewage treatment process as its primary fuel. Five mega-watts of electricity and thermal energy produced through cogeneration will be used onsite to power the wastewater treatment process at the new facility. Energy cost savings of \$12 million over the 16-year contract are anticipated from the project, due to be completed in December 2013.

Commerce Department

In 2009, the Commerce Department established the GreenWorks Small Business Energy Efficiency Rebate Program funded by a Recovery Act funded Energy Efficiency & Conservation Block Grant. This program encourages Philadelphia business and commercial property owners, especially those near

⁴⁶ CETCO. *Southeast Water Pollution Control Plant*. Philadelphia. Web. February 24, 2012.

transit hubs or along commercial corridors, to improve energy efficiency in their operations. The program rebates some of the investment by such businesses in structural retrofits and energy efficient processes and/or equipment, resulting in lower costs and making these entities more economically viable and competitive in the marketplace. The program reimburses up to 50% of the cost of eligible improvements to a maximum of \$10,000. To date, seventeen projects have been completed, with \$107,750 awarded and \$161,000 in private investment leveraged. Furthermore, recipients have collectively lowered their energy consumption by 43%, resulting in an accumulated annual savings of \$36,240 and an annual reduction of 300,000 lbs of carbon dioxide emissions. The funds are now all committed and final projects are scheduled to be completed during spring of 2012.

Office of Housing & Community Development (OHCD)

Although the primary role of the Office of Housing and Community Development is to create affordable housing opportunities for the residents of Philadelphia, OHCD also focuses on improving the sustainability of the City. OHCD manages programs to “green” and maintain vacant land throughout the city - the Vacant Land Stabilization Program, which is administered by the Pennsylvania Horticultural Society (PHS). PHS follows a clearly defined greening strategy that includes tree planting, targeted cleaning and management of vacant land. In FY11, 8,417 total lot parcels were managed and cleaned. In addition, 4,300 lots have also been managed and cleaned in FY2012 to date with another estimated 4,000 to be completed by the end of the fiscal year. Approximately 125 seasonal jobs, many to local residents, have been created.



Several academic studies provide evidence that vacant land stabilization is important in supporting healthy lives of the City’s citizens. As reported in the study published by the Wharton School titled, “Public Investment Strategies: How They Matter for Neighborhoods in Philadelphia,” cleaning and greening of vacant land enhances Philadelphia’s economic prospects by increasing property values and public investment. Additional findings also state that the proximity to a new tree planting increases the value of the adjacent lands by 9%. Furthermore, the University of Pennsylvania study funded by the U.S. Centers for Disease Control and the National Institute of Health found that vacant land greening was associated with significant reductions in gun assaults in Philadelphia and was associated with residents reporting less stress and more exercise. The Pennsylvania Horticultural Society is taking part in a more extensive study with University of Pennsylvania to study the impact of care of vacant land on crime, health and quality of life.

Mayor's Office of Neighborhood Services

The Mayor's Office of Neighborhood Services consists of several programs and agencies dedicated to improving the appearance of neighborhoods throughout Philadelphia 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. The programs under the Community Life Improvement Programs (CLIP) are:

- The Philadelphia Anti-Graffiti Network assists property owners with free graffiti removal services on their respective properties. In 2011, the Graffiti Abatement Team for properties and street fixtures cleaned 117,829 locations.
- The Philadelphia Police Department Neighborhood Services Unit assists with the removal of abandoned vehicles throughout the city.
- The Vacant Lot Program cleans vacant lots and bills the property owner for the costs of the cleanup. In 2011, the Vacant Lot Program cleaned 5,945 lots where the owners complied with the costs of the clean-up.
- The Community Partnership Program (CPP) loans clean-up supplies (rakes, brooms, shovels, etc.) to residents and organizations for community clean ups. In 2011 the CPP program filled 598 supply requests and loaned 9,829 hand tools.
- Community Service Program (CSP) provides a program for non-violent offenders to complete community service hours by cleaning underpasses, city property, streets, etc. In 2011 CSP completed 2,282 citywide clean-up projects.

All the Neighborhood Services Programs removed a total tonnage of 3,643 of trash & debris in 2011.

Department of Licenses and Inspections (L&I)

Although the Department of Licenses and Inspections' primary goal is to enforce the Philadelphia code, the Department also supports green initiatives for the City. The Department's vacant property management strategy won the *America's Crown Communities Award* from the American City and County Magazine for excellence in local government. The L&I initiative seeks to better hold private owners accountable for the maintenance of their vacant property by incentivizing owners to repair or sell their properties, thereby improving the neighborhood in accordance with the vision of residents and community groups. The vacant property management strategy uses three tactics for this strategy:

- Focus on finding the owners,
- New enforcement measures-fines to owners, and
- Dedicated court time to hear vacant cases.

Additionally, the department demolished 64 imminently dangerous properties with funding provided by the Recovery Act, Neighborhood Stabilization Program II (NSP2). This \$4,000,000 grant is part of a larger grant through the Redevelopment Authority (RDA) and Office of Housing and Community Development (OHCD). Reducing the number of vacant properties and land will not only stabilize neighborhoods, but will also lead to lower crime rates as locations for illicit activities are eliminated.

In keeping with the goal with creating a more sustainable city, the Department encouraged solar photovoltaic installations through the streamlining of the permit process. The building permit and electrical permit processes for small installations were combined.

Streets Department

The streets system in Philadelphia totals 2,575 miles. Of the total, 2,180 miles are City streets, 35 miles are Fairmount Park roads and 360 miles are state highways. The Streets Department is responsible for the maintenance and design of the City streets and bridges as well as the sanitation and disposal of trash and recycling.

During the past year, the Streets Department focused on supporting the Greenworks goal of reducing the environmental footprint by maintaining a clean city and clean streets. The Department launched the UnLitter Us campaign, the first public service effort to increase awareness, educate residents and create a united front in the city towards combating littering. The campaign formed a network comprised of community organizations, private companies, and neighborhoods that coordinate cleanup efforts throughout the city, as well as educational programs on reducing litter and sharing resources to make Philadelphia litter-free. The Department has taken a different and creative approach in delivering the message to the citizens of Philadelphia. In partnership with the Mural Arts Program, the Department has decorated litter receptacles with small works of art that help transform public spaces and increase the knowledge of art in Philadelphia. Also, the Department coordinated the country's largest citywide clean up event ever with over 12,000 volunteers collecting 4 million pounds of trash and recycling in over 250 sites throughout the city during the 4th Annual Philly Spring Cleanup Event. The Department hopes that the 5th Annual Philly Spring Cleanup in April 2012 can be even more successful.

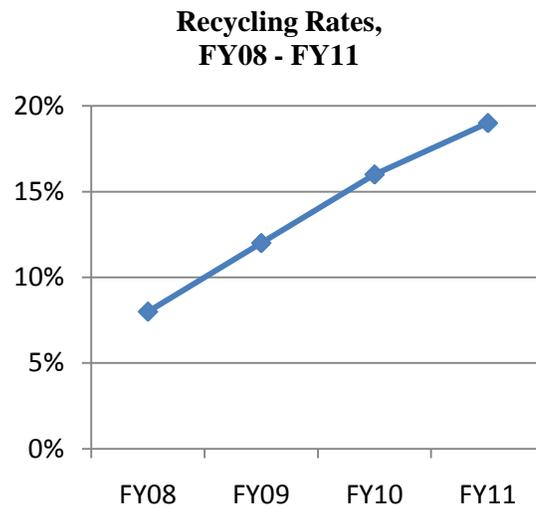


The Department has also focused on increasing recycling rates in the city. The Recycling Rewards program has been successful in increasing awareness throughout the city about recycling, including identification of recyclable compared with non-recyclable items, collection schedules, and even an incentive to earn prizes.

Residents are able to collect points by registering their residence and applying a sticker to their recycling bins that are tied to their accounts. They can then log on to a website where they are able to view point accruals and trade in for rewards.

The recycling program has been effective and recycling rates have increased from a rate of 8% in FY08 to 19% in FY11, resulting in increased revenues for the last two fiscal years, realizing \$4.7 million in FY11

and projecting close to \$6 million for FY12. The recycling tonnage increased from 51,427 in FY08 to 115,078 in FY11.



Additionally, as a result of the significant increases in recycling rates, Waste Management has invested \$20 million in a 60,000 square foot state of the art Material Recovery Facility⁴⁷ located in Northeast Philadelphia. This facility has also created 70 permanent jobs.

At full operations, the facility can sort and process more than 20,000 tons of recyclables a month.



The Department has also focused on energy efficiency. The Department, using federal Recovery Act funds, converted all traffic signals from incandescent bulbs to LEDs, which will reduce maintenance costs and electricity usage for the system. Also, the Department is conducting an LED street light pilot program in conjunction with the U.S. Department of Energy to assess the use of new technologies in lighting that could lead to reduced energy consumption for the city's street lighting system.

This year, the Department finalized work on the Traffic Operations Center, which gives the Department the ability to actively manage signals and operations. The system will improve: roadway system performance and reduce congestion such as monitoring operations and signal timings, and the integration of transit signals; safety and security by implementing emergency response plans; transportation-related communication to the public by notification to transportation partners, provide notification to media on closures and incidents; improved planning by enhancement of data collection, prediction of daily volumes; and other functions such as secure remote access, and assistance to police. These traffic improvements will benefit Philadelphians and the region.

⁴⁷ Stanley, Matt. *Material Recovery Facility*. Philadelphia. Web. Accessed February 24, 2012.

The Department was also a successful recipient of a U.S. Department of Transportation TIGER grant award of over \$64 million, which will fund 7 trail projects and upgrade approximately 75 intersections with new traffic control equipment, pedestrian countdown signals, transit priority and ADA ramps.

Office of the City Representative

In order to support the Mayor's goal, the Office of the City Representative has also implemented green strategies. As the host to the Philadelphia Marathon, the Office of the City Representative implemented an aggressive, eco-friendly strategy in FY12 to reduce the carbon footprint of 27,000 runners, over 60,000 fans, and 3,000 volunteers taking part in Marathon Weekend. Over 300,000 drinking cups during the Race Weekend were collected and composted along with recycled cardboard and plastic. The Office encouraged runners to register online by offering electronic discounts. In addition, the paper size of informational handouts was reduced by fifty percent.

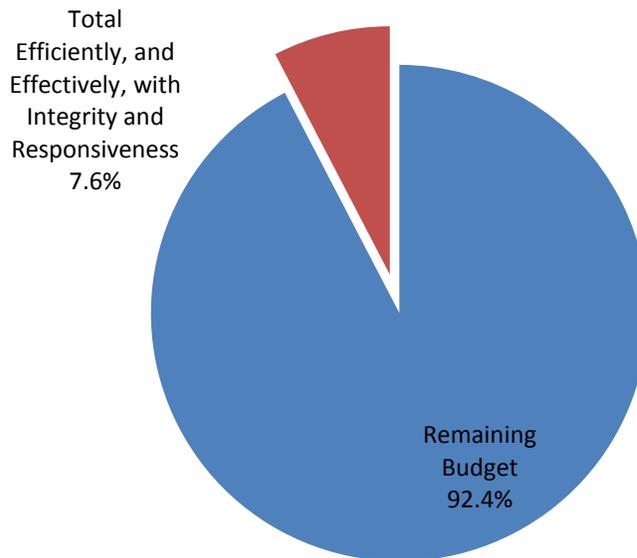
In addition, the Philadelphia Marathon, in cooperation with the Mayor's Office of Sustainability's Waste Watcher Team, assisted spectators and participants with sorting refuse, recyclables and compostables utilizing labeled containers to lessen waste sent to City landfills.

All departments and offices of the City are committed to help ensure the sustainability of their programs and services, not only in the need to ensure that taxpayers' funding is spent wisely and carefully, but also to provide Philadelphia with a healthy and green future.

GOAL 5: PHILADELPHIA GOVERNMENT WORKS EFFICIENTLY AND EFFECTIVELY, WITH INTEGRITY AND RESPONSIVENESS:

AN OVERVIEW OF INITIATIVES AND KEY ACCOMPLISHMENTS

This section highlights the steps the Administration has taken to ensure that the government works efficiently and effectively, with integrity and responsiveness. Taken together, these actions ensure that the government’s customers know that they are getting value from a government that they can trust. This goal comprises almost 8% of the City’s budget. The departments and agencies that are primarily focused on achieving the outcomes under this goal are the Managing Director’s Office, the Office of the Director of Finance, the Law Department, the Office of Fleet Management, the Office of Innovation and Technology, the Office of Human Resources, the Revenue Department, the City Treasurer’s Office, the Records Department, the Office of the Inspector General, the Department of Public Property, the Office of Property Assessment, and the Procurement Department.



Managing Director’s Office (MDO)

The Managing Director’s Office (MDO) is responsible for the coordination and administration of a variety of City services. These tasks are accomplished by prioritizing and communicating key administrative initiatives, monitoring and analyzing the department’s performance and progress, and by serving as a catalyst to encourage cooperation and collaboration. In addition, this office is responsible for organizing and supervising major interdepartmental initiatives and special events.

Philly 311

Philly311 is a key component of the Administration’s strategy to make the government more responsive. The call center connects citizens and visitors to City services. Philly311 has achieved a customer

satisfaction rating of over 90% based on an independent customer survey of 3,000 users. In 2011, the inbound call volume for Philly311 was 1,253,501, which this is a 3% increase from 2009. The average response time for 2011 was 45 seconds. This is a positive improvement from 2009, when the average response time was 52 seconds. Philly311 has also seen a large increase of almost 400% in customer generated emails to philly311@phila.gov. Most Philly 311 questions center around rubbish and recycling information, licensing information, tax information inquiries and court and judge information. Philly311 also takes citizen service requests that come through for vacant lot clean-up, illegal dumping reports, vacant lot clean and seal and abandon vehicle reports. On February 28th, 2012, Philly311 celebrated its four millionth call connecting citizens to City services and departments.

Among recent improvements to Philly311, was the real-time access directly from the police vehicle mobile data computer to the 311 system for Police Officers. This access was available to an additional 3,000 officers city-wide by the close of January 2012. Philly311 conducted a pilot with District 26 where police officers were trained to input service requests into the 311 database from the mobile data computer during their shift. This enabled police officers to report dangerous conditions and other quality of life issues in the communities they patrol. It also gives the officer the ability to easily track the status of the requests they submit. Due to the overwhelming success of the pilot, the Police Department requested implementation in all districts. Train-the trainer sessions were conducted with selected Police Department staff who in turn are charged with training the officers in the other districts. Upon confirmation of completed training, Philly311 trained personnel are given accounts which they may input and track their requests. To date 2,000 service requests have been input through this program since August 2011.

Additionally, Philly311 created the Citizen's Engagement Academy in partnership with the PhillyRising Collaborative Program in 2011. Philly311 has trained over 300 community leaders under the 311 Neighborhood Liaison Program.

PhillyStat

PhillyStat, which is designed to improve the effectiveness and efficiency of government while at the same time increasing its transparency, has two components: PhillyStat Ops, which are operational reviews of individual departments, and PhillyStat Outcomes, which focus on outcomes under the Mayor's goals and involve multiple City departments. Over 30 PhillyStat Ops quarterly review sessions have been held. The departments currently reporting through Philly Ops are: Fleet Management, Human Resources, Innovation and Technology, Philly 311, Procurement, Public Property, and Records. PhillyStat Outcomes have had meetings on various topics related to the Mayor's goals.

Facilities

The Managing Director's Office is also helping to enhance the effectiveness of the government's use of facilities. In August 2011, the Mayor signed an Executive Order establishing a Facilities Management Task Force. The goals of the Task Force include:

- Evaluate existing leases to determine if there are savings that can be obtained by the City by re-negotiating terms and conditions.
- To develop a policy by which the City may pay utility bills for non-profit organizations.
- To create a city-wide maintenance plan for city-owned facilities
- To produce a report with recommendations for facility consolidation
- To ensure that energy efficiency and sustainability are applied to all recommendations

The Task Force includes representatives from Academia, the Bar Association, the Building Owners and Managers Association, the Philadelphia Chamber of Commerce, City Council and Commercial Real Estate Brokers, and is managed by the MDO and staffed by employees throughout the City. The final report will be completed in August 2013.

Global Philadelphia

Global Philadelphia helps to improve access to government by strengthening the relationship between diverse linguistic communities and the City by improving language accessibility to ensure that lack of English language proficiency is never a barrier to using City services and programs.

In the past two fiscal years, over 250 City staff has received cultural sensitivity training under Global Philadelphia's auspices.

Animal Care & Control Team of Philadelphia

Animal Control services are coordinated by the Animal Care & Control Team of Philadelphia (ACCT). The Team's primary mission is to provide shelter for homeless, abandoned, and abused animals.

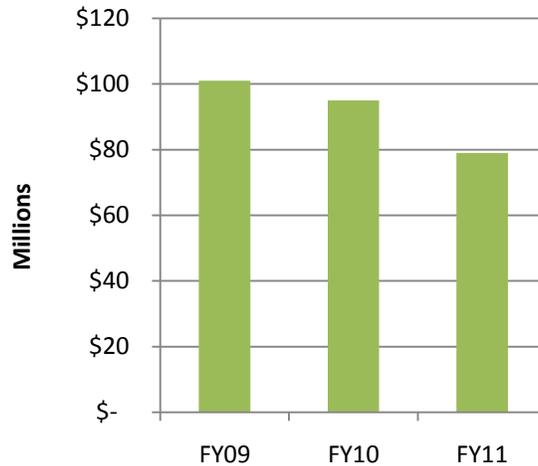
In October 2011, the Mayor approved the appointment of the newly established Board of Directors for ACCT. ACCT was established as a City-related agency and City-created nonprofit and has hired a new Executive Director. ACCT is positioning itself to take control of the City's animal control services from PSPCA on April 1, 2012.

Office of Human Resources (OHR)

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

Controlling rapidly increasing health benefits costs has been a key Administration objective and OHR has played a central role in helping achieve that goal through the implementation of self-insurance for medical benefits, competitive bidding and minor plan design changes. In FY11, the gross fringe health care spend for the City (non-union) benefits was a total of \$79 million. The chart below shows the FY09 to FY11 total health care benefits spending is the total City administered plan gross fringe benefits payments (including claims, premiums, and administration) for medical, prescription, dental and vision insurance.

**Total Health Care Benefit Spending,
FY09 - FY11**



In November 2011, OHR implemented a Health and Wellness program for City employees, which should not only improve the health of City employees, but also help control the cost of benefits. Through employee engagement, financial incentives, and health and wellness coaching, the wellness program serves to educate and assist employees and their dependants in living healthier lives and managing existing health conditions. Thus far, the City's Wellness efforts have far exceeded normative participation rate of 32% with 74% of the eligible employee population receiving free on-site health screening or completing an on-line health assessment to kick-off the program. For FY12, the target is to reach 25% of eligible employees but OHR has already exceeded this target by 40% to a rate of 65%.

OHR also piloted an Electronic Employee Attendance Reporting program during the past year for four City departments. The participating departments reported attendance electronically, improving the timeliness of the information for payroll processing and increasing the accuracy of the arithmetic calculation of employee hours and the consistency of the application of the City's timekeeping rules.

Additionally, OHR was able to complete the first phase of the "Improving the Hiring Process" Initiative. Working with the Managing Director's Office, OHR completed a major data analysis effort which has led to a more streamlined process. During the first half of FY12, OHR reduced the time required to produce eligible lists by an average of 67 days, down to the average time of 96 days.

Furthermore, OHR's test management system has been replaced. The new system revolves around a "candidate referral" process that will be used to send the names of candidates for employment to the departments doing the hiring. The new system will enable OHR to send the candidate's information and a copy of the job application to a hiring manager on-line as well as the receive results of the interview electronically. This will help OHR respond more quickly and will facilitate reporting on the hiring cycle. The Department is about one month away from rolling out the feature. OHR currently has a small focus

group of departments that will be trained first; however, OHR will be training all the Human Resources representatives between now and June 30, 2012 in the other departments. The new system will be fully rolled out during 2012.

Records Department

During the past year, the Records Department has focused on improving internal efficiency while providing ease of filing and access to new records. During the past year, the Department:

- Increased the number of documents electronically recorded from 6.8% in FY06 to 49.4% of total recordings in FY11. The Department anticipates that the number of documents electronically recorded will increase to 53.9% for FY12 and FY13, and will likely exceed 70% by FY15.
- Increased the number of Financial Disclosure form electronic submissions from 46.6% in FY08 to 77.5% in FY10. The Department aims to have 95% or more electronic submissions by filing year 2015.
- Sustained the electronic submission of Campaign Finance Records at 100%.

The turnaround time for responding to requests for public records has successfully remained constant at a one day turnaround for FY08 through FY11. The turnaround time for document recording has also remained at a one day turnaround for the same fiscal years.

The Department was also able to increase the number of school aged children participating in National History Day Philly! from less than 100 students in FY05 to over 700 students in FY11. This initiative focuses on engaging students in history research while developing critical reasoning, research and communication skills.



The Department was recently awarded the 2011 Award of Merit from the American Association for State and Local History Leadership in History Awards for its PhillyHistory.org Project. The winners of the award represent the best in the field and offer guidance for the future of state and local history preservation. PhillyHistory.org is an online database comprised of historic photographs and map collections. The website has an average of 13,500 new visitors per month and 8,000 registered users. Through a mobile application, users can even compare their current location to historic images. The website has garnered attention from history enthusiasts throughout the world.

Office of Fleet Management (OFM)

The Office of Fleet Management supports City departments and agencies in the delivery of municipal services by ensuring that City vehicles and other automotive related equipment and services are available, dependable, and safe to operate.

Included in OFM's fleet are City cars, radio patrol cars, medic units, compactors, and other related equipment and machinery. In order to ensure the safety of residents, OFM has increased the availability of medic units for use to 95%, an increase from 2008 where only 88% were available. The Citywide fleet availability remains at 89%.

Since FY10, OFM has been responsible for managing on-street and off-street parking for the City. The relocation of off-street parking permits, which began in FY12, allowed OFM to save \$210,000 in garage expenses in FY12, exceeding its target of \$150,000 annually.

OFM has also continued the strategy of internet auctions for vehicle relinquishment to generate revenue. Vehicle relinquishment and salvage disposal enabled OFM to generate \$447,380 during the past twelve months.

In conjunction with the City Treasurer, the Department completed a \$28 million lease purchase financing program in March 2011. This program enables OFM to replace older and no longer economically feasible vehicles and equipment with technologically advanced and more fuel efficient vehicles and equipment. Through the lease purchase financing program, OFM will acquire over 90 pieces of heavy equipment vehicles for the Streets Department at an estimated cost of \$14.5 million, 32 apparatus equipment for Fire Department at an estimated cost of \$12.9 million and 5 vehicles for other departments at an estimated cost of \$600,000. This has enabled OFM to provide more reliable and economical services to the operating departments. To date, 109 vehicle orders have been placed.

OFM is also upgrading the existing sixteen year old fuel dispensing technology. This upgrade will allow OFM to automate fuel dispensing to motorcycles, gas cans and other type of equipment and avoid manual recording of fuel transactions. This new system will enhance fuel security, secure all fuel transactions and enable OFM to stay current with technological upgrades in the industry, resulting in future costs savings and efficiencies to the City.

Procurement Department

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

During FY12 the Procurement Department completed the roll-out of its Purchase Order Imaging System in conjunction with the Office of Innovation and Technology. The new system will result in approximately 104,000 fewer sheets of paper over the course of the year and less interoffice mail. The system will provide immediate access to purchase orders after batching overnight and client departments being able to obtain and email purchase orders the same day. Future plans include automated distribution via a purchase order portal. This system also increases the speed of purchasing because departments can access purchase orders electronically through the imaging system and no

longer need to wait for manual distribution resulting in the ability to send purchase orders to vendors more rapidly via email or other electronic means.

In addition, the Department has been able to expand the cooperative purchase program. It is anticipated that savings using this contracting mechanism could reach \$1 million annually. Various contracts certified include those for playground equipment, vehicles, sodium chloride, IT software/hardware, office supplies, and copiers.

In order to better serve customers, the Department is implementing a customer service plan under the support of the Managing Director's Office and in conjunction with the Philly311 and the PhillyStat teams. The Procurement Department's customer service plan has included customer service training with the Philly311 Leadership Academy, customer service surveys of Procurement's departmental clients that were developed with assistance from the Managing Director's Office, and plans to further develop customer surveys. All of which, with the goal of having reliable customer service data, will help make a smooth procurement process for the City.

Office of Innovation and Technology (OIT)

The vision of the Office of Innovation and Technology is to be the premier broker of innovative technology services, recognized for their integrity, talented stewards and high touch customer service. OIT aims to manage the City's technology assets efficiently and effectively to help clients advance opportunities and modernize city government to improve all service to Philadelphians.

During the past year, OIT has successfully updated the following City websites: City of Philadelphia Home page, the Mayor's page, and the PhillyRising sites as part of its Phila.gov 3.0 project. OIT also stabilized portions of the City's technology infrastructure by optimizing the Virtual Server environment and made significant upgrades to firewalls, mainframes, switches and internet bandwidth.

Additionally, OIT launched the Business Services Portal, version 2.0, which included Licenses and Permits; the Lobbyists application; and the Office of the Inspector General (OIG) application. Using the Official Payments Corporation e-Bay Gateway, OIT, working with Licenses and Inspections, was able to implement the online Business Privilege Licenses page, which allows people to apply for their Business Privilege License online.

OIT also began the implementation of the B2GNow software as a service for the Office of Economic Opportunity (OEO). The B2GNow software is designed to track minority participation in contracts awarded and also includes a feature that will allow for OEO to evaluate actual payments (from contractors to subcontractors) to ensure accuracy of minority participation is actually achieved.

Chief Integrity Officer

The Chief Integrity Officer is responsible for proactive oversight and reactive monitoring to promote honesty, integrity, and transparency within City government.

The Integrity Office continues to communicate topical and timely advice regarding integrity and ethics issues to City employees and vendors through its website IntegrityWorks, personal appearances, e-mail communications, and prompt and concise responses to requests for advice or assistance from City officials, employees, and members of boards and commissions. Working with the Inspector General's Office through a joint Control and Compliance program, the Office also monitored Recovery Act grant administration to ensure compliance with City, State, and Federal rules governing conflicts of interest, fraud prevention, and accountability.

Office of the Director of Finance

After the economic and financial challenges over the last three years, the City ended FY11 with a positive fund balance. This was a significant achievement, and took careful management of expenditures by departments and agencies across the City to ensure that they stayed within the City's budget.

The Accounting Bureau has been recognized consistently for its work, with, for the 31st year in a row, the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report.

The Office of Administrative Review (OAR) has focused on improving its responsiveness to its customers. The first notification mailing time for Code Violation Notices has been significantly reduced from 6 months to 6 weeks, allowing for residents to be able to take prompt corrective action and have adequate time to respond if they choose to dispute the violation. OAR has also reduced wait times for all hearings, with the biggest reduction for Code Violation Notice and False Alarm hearings, from a high of 10 months (FY10 and FY11) down to less than 90 days in FY12. Customer service call center response times are down from 7 minutes and 40 seconds, to below 4 minutes.

The Contracting Unit is focusing on three measures that will be managed through the PhillyStat process. These measures will track and monitor departmental performance in regards to improving the contracting process. These include the number of days taken to conform a non-competitively bid contract, the percentage of non-competitively bid contracts conformed by the stated start date, and the number of bidders on non-competitively bid contracts. These measures will ensure that the City is receiving competitive prices and services.

The Recovery Unit manages the Recovery Act funds with integrity, transparency and openness and has put in place controls to minimize fraud, waste and abuse. To date, the City has not received any audit findings for its administration and management of the Recovery Act funds from the City Controller or Federal Inspector Generals. The Funds have totaled \$276 million, and have created and saved thousands of jobs.

The Risk Management Unit reviews and manages all risk exposures citywide. This year, the Unit's efforts to improve safety around the city have shown success, with a 10% increase in the number of departments who have developed formal safety and health goals. These goals may include writing and implementing safety plans, increasing safety training, and reducing employee injuries. In FY11 the number of injuries dropped more than 7% from the number experienced in FY10. Additionally, the unit has substantially reduced the amount of time to handle claims. In the past, claim response time may have been as long as four months in some cases. It is now averaging one week. Industry data indicates that quicker response times on claims means better ability to control claim costs. Finally, Risk Management has aggressively pursued the City's property and casualty insurers and third parties to maximize recovery and subrogation efforts. Risk Management generated recovery funds totaling \$1,021,345, including insured losses of \$578,147 in FY11, and \$558,064 for FY12 as of December 31, 2011, including \$353,110 in insured losses.

The Bureau of Administrative Adjudication (BAA) is responsible for hearing parking ticket disputes. The BAA has focused on ensuring transparent and ethical processes and procedures, and to ensure that residents can expect fair and reasonable hearings.

In FY12, the Finance department created a new unit – the Office of Property Data. This unit will develop and manage processes and procedures to ensure the quality, accuracy and consistency of all City property data.

Office of Property Assessment (OPA)

During FY11 and FY12 the Office of Property Assessment has made progress in moving closer to full, comprehensive and accurate assessments. The Office successfully transitioned former School District employees into Civil Service employees, revised job specifications to improve workforce skills, implemented policies and procedures for effective management of staff and developed new work standards. By this fall, the Office will have completed the city's first full reassessment in decades, ensuring that property owners have accurate, fair and understandable assessments.

The International Association of Assessing Officers (IAAO), leaders in assessment practices, performed a review of the department and submitted a report that supports a new hiring initiative. The additional staff will enable OPA to decrease the workloads of real property evaluators, effectively increasing the accuracy of real property assessments. To date, staff has increased by 20% and has completed over 65

percent of the field inspections necessary for the reassessment project. The new staff will also help keep assessments current and accurate after this year's reassessment is completed.

Department of Revenue

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

In January 2011, the Department instituted a mandatory Automated Clearing House (ACH) payment requirement for all companies that remit, at least, \$20,000 per month in taxes to the City. The number of ACH payments for the first quarter of FY12 was 95,348, a 113% increase from the same quarter in the prior year. Starting January 2012, the mandatory ACH was expanded to all taxpayers who remit at least \$15,000 a month to the City. The ACH payments are a faster way of making payments and are more efficient.

The Department also created a tax clearance unit. The unit is designed to handle all inquiries related to tax clearances needed for City employment, vendor applications, board nominees, etc. The system will ensure that all employees, vendors, and board nominees are compliant with their tax obligations to the City.

In November 2011, the City mailed approximately 2,500 letters to City pension recipients in order to recoup about \$13 million owed in back taxes. The letters urged the recipients to comply with their City tax liabilities or risk having up to 25% withheld from their pension checks. Additionally, the Department launched the next phase of on-line tax clearances for vendors seeking business in the City. The on-line application allows vendors to print out certificates of tax compliance to hand in with bid applications. The process ensures that vendors wishing to do business with the City are tax compliant.

The Department continues to coordinate enforcement efforts of Revenue, Law Department, Inspector General and License and Inspections.

Office of the City Treasurer (CTO)

The Office of the City Treasurer manages new and outstanding City debt in accordance with the City's Debt Management Policies, maximizing the value received from new financings and minimizing interest and transaction costs. The Office also manages the custodial banking of all City funds by encouraging standards and practices consistent with safeguarding City funds. Additionally, the CTO serves as the disbursing agent for payments from the City Treasurer by distribution of checks and electronic payments in the most modern, secure, effective, and efficient method. The CTO also aims to maximize the amount

of cash available for investment after meeting daily cash requirements, thereby providing a source of revenue to support the City's financial commitments.

During the past year, the CTO was able to generate savings for the City by issuing the Tax and Revenue Anticipation Notes (TRAN) receiving a low interest rate through the use of a competitive sales structure, generating a savings of approximately \$1.3 million. Additionally, the CTO has executed four fixed rate refundings, one each for the General Obligation, Water, PGW and Airport. Combined, these refunding have produced over \$30 million in net present value savings to the City.

Law Department

The Law Department's support of the City's attempts to reform government include working with the Office of Property Assessment (OPA) to reform real estate tax assessment procedures to achieve assessments that both more reliably reflect actual property values and are easier to understand. The Law Department has dedicated a senior attorney to counseling the OPA to help enable the OPA to proceed with its assessment reform efficiently and effectively while ensuring compliance with all applicable laws and procedures. The Law Department has also ensured that an attorney attends all assessment appeals before the Board of Revision of Taxes, helping preserve tax revenues for the City and School District.

During the past fiscal year, the Law and Revenue Departments forged a much closer relationship for a more efficient and seamless process for collecting delinquent taxes. Customer Collection Representatives and Tax Analysts have transferred from Law to Revenue and attorneys, including the Tax Unit supervisor, report jointly to Law and Revenue. All written opinions are joint projects of the Law Department and Revenue's policy staff. Additionally, the Department has increased the number of new properties exposed at the Law Department's Sheriff Sale each month by roughly 100 percent and increased collection of Water/Sewer delinquent accounts to the highest level in six years.

The Law Department provides support and assistance for the new Vacant Property, Windows and Doors Court Program (VPWD) with the Department of Licenses and Inspections (L&I). This enforcement program targets blocks that are mostly occupied and aggressively seeks to ensure that owners ensure that their properties have all windows and doors, to remove the blighting influence of properties that are not in compliance. The program has been very successful to date, as the following before and after pictures show.



Before compliance



After compliance

As part of the aggressive enforcement activity, the Law Department is bringing property-owners that do not comply to a hearing. The Law Department worked with the Philadelphia Common Pleas Court to establish hearing dates for these cases, and to date, over 175 cases have been filed. Because the Court often imposes a fine at the first hearing, rather than waiting to see whether the owner complies, owners are now agreeing to pay a fine, rather than argue against it. Moreover, the compliance rate is approximately 40%, which should be a substantial contributor to improving neighborhoods. Beyond the direct assessment and payment of fines, the Law Department has generated additional revenue by requiring owners to pay license and permit fees, as well as back taxes. These amounts collected total approximately \$107,000 to date. The Law Department anticipates the collections to rise as the Department files more cases against nearly 15,000 vacant properties in the City.

Additionally, the Law Department collected a total of approximately \$2.3 million in 2011 as a result of other code enforcement activities, a \$524,890 increase over the collections for 2010. Included in the 2011 collections is an increase in Health Department costs from approximately \$88,000 in 2010 to almost \$263,000 in 2011 – a direct result of the Law Department’s enforcement efforts in non-compliant food establishment cases.

During FY10, changes were made to the Philadelphia Home Rule Charter and the Philadelphia Code that required the City to make comprehensive changes to its contracts and to institute new policies and procedures with respect to the procurement of goods and services. Thereafter, the Law Department attorneys assisted Finance and Procurement in instituting these changes. Specifically, all of the general provisions for the City’s professional services contracts were revised to include the 21st Century minimum wage requirements required by Section 17-1300 of the Philadelphia Code. In addition, changes to Section 8-200 of the Charter enhanced the City’s ability to save money in the procurement of goods and services by broadening the Procurement Department’s ability to enter into cooperative purchase arrangements with other government and quasi governmental entities.

Office of the Inspector General (OIG)

The Office of the Inspector General continues to investigate fraud, corruption and misconduct across all City departments; as a result, government becomes more honest and efficient.

In FY11, the OIG investigated and prosecuted several cases that have aided in fighting corruption and saving the City's taxpayers money. In FY11 and FY12, investigations such as abuse of sick leave, theft related charges, misconduct and fraud related charges have been examined and prosecuted.

Department of Licenses and Inspections (L&I)

Established in 1952, the Department of Licenses and Inspections administers and enforces the City's code requirements for the enhancement of public safety, including building, plumbing, electrical, mechanical, fire, property maintenance, business, and zoning regulations. The Department is responsible for regulating the conduct of businesses and persons by issuing licenses, by conducting inspections, and by enforcing applicable codes and regulations.

In order to provide better customer service, the Department implemented a customer queue system for the Mechanical Services counter in the concourse of the Municipal Services Building. The new queue system provides more efficient servicing of customers as well as statistics related to customer wait times and volume. Furthermore, the Department continued to provide training to regular customers wishing to participate in the application plan review drop-off process. Applicants who learn the requirements of a complete application may drop-off their applications rather than wait for processing in person.

The Department implemented the ordinances that streamlined licensing requirements for businesses, and consolidated more than 130 separate business licenses down to just 38 types. Additional edit checks were implemented to improve the quality of data, and new business licenses are now linked to their Business Privilege License. To reduce the number of delinquent licenses, the Department executed a delinquent license program to inspect over 66,000 business licenses that have unpaid fees more than one year past due. The first invoices for the program were sent to customers.

In coordination with the Revenue Department, the Department audited 116 parking lots for zoning, licenses and tax accounts. This resulted in violations to 19 parking lots for failure to obtain a license, zoning or both.

L&I provides administrative support to appeal boards and executed the Zoning Board of Adjustment (ZBA) requirement to submit a tax clearance form along with applications to prove that those seeking hearings before the Board are in tax compliance.

In FY12, the Operations Division was decentralized, moving the inspectors from a single Center City office to the neighborhoods in which they serve. There are now five Operations districts mirroring L&I's Construction Division. Additionally, the Department instituted a Saturday shift for Construction Inspections, providing greater customer service to residents.

In FY11, the Department coordinated a dedicated day of training at the University of Pennsylvania for the managerial team. The day featured a series of expert speakers on topics such as Influence and Persuasion, Performance Management, Change Processes and Lessons in Leadership. Additionally, the Department established a partnership with Dale Carnegie, one of the country's premier leadership training providers. All members of the L&I management team will be participating in an 8 week *Supervisory Skills for Success* training as well as an 8 week *Leadership Training for Managers* course. The Department also began monthly Performance Management meetings with unit supervisors and managers. The purpose of the monthly performance meetings is to establish a regular discussion and a connection to the larger performance data processes within the City. The monthly meetings also aim to improve communication, engage in serious conversations about performance and outcomes and reinforce supervisory roles in the organization. Customer service, ethics and integrity are the main focus of discussion.

Department of Public Property

The Department of Public Property manages and maintains hundreds of City-owned buildings including maintenance, renovations and upgrades to these facilities.

In FY11 and FY12, the Department has completed various projects which include: roof replacements, interior and exterior renovations, electrical and mechanical work in police stations, fire stations, libraries, health centers and many other city-owned buildings. There were also various recreation center improvements and Fairmount Park projects that were completed in FY11, some of these included Fairmount Park bikeway improvements, Woodford tennis court improvements, Pleasant Hill Park play area improvements, and Shissler Recreation center field improvements.

The Department also completed space planning projects that included design, construction and project management for over 20 City departments. The Department completed a \$250,000 office reconfiguration and updated floor plan to maximize space for existing departments on the 12th floor of the One Parkway Building located at 1515 Arch Street as well as relocated departments to this floor from other locations. This project was completed in FY11.

The Department manages surplus City properties and generated \$5.4 million from sales in FY11 of these surplus properties. This is an increase of over 55% from FY10.

The Department is working with the Managing Director's Office, the Office of the Director of Finance, and the Philadelphia Redevelopment Authority (PRA), on a coordinated vacant property strategy. Over the past 18 months, all public agencies that are responsible for property and land, as well as departments such as City Planning, Commerce, and Licenses and Inspections, have worked to develop a coordinated disposition policy, as well as examined policies related to acquisition, and maintenance of publicly-owned land. In the spring of 2012, a single point of entry for all City and quasi-City owned property (Public Property, PRA, the Office of Housing and Community Development, and the Philadelphia Housing Development Corporation, with the intent to include the Philadelphia Housing Authority at a later date) will open, with a new, user-friendly web-based system to receive expressions of interest. This exciting development will allow residents that are interested in buying publicly-owned surplus land to be able to search online for a property, check on the price listed for the property, and submit an online application for the property. This important reform will remove the confusion and complications over buying a property from the City, and intends to encourage greater interest in the purchase of surplus properties, thus removing the blighting influence of this land.

The Department is working with the Mayor's Office of Sustainability and the qualified energy service company, Noresco, to coordinate access to complete the investment grade audit on certain projects for energy conservation measures in City Hall, One Parkway Building, Municipal Services Building and the Criminal Justice Center. The results would be guaranteed energy savings for the city and reduced energy consumption as well as play a key factor in the Mayor's Greenworks goal. The energy conservation measures will reduce maintenance and implement new equipment and devices in the building.

The Department established a construction unit within the maintenance operations to assist the Capital Programs Division with small projects. By having this labor force and supporting design/management staff in-house for these small projects, it saves time especially for the design and bidding phases of a project. This also reduces the administrative burden due to a more streamlined process within the design and bidding phase and could have the potential for cost savings.

THE CAPITAL BUDGET

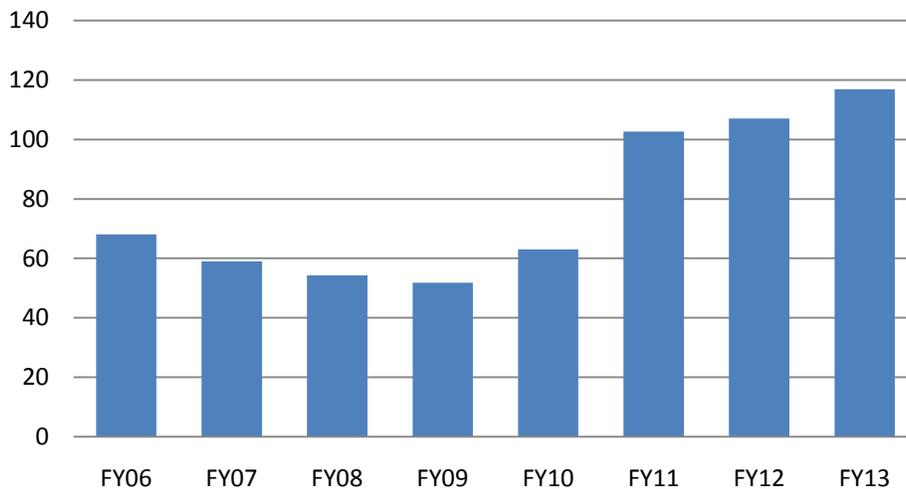
The Capital Program is the City of Philadelphia’s six-year plan for investing in its physical and technology infrastructure, community facilities, and public buildings. The Capital Program supports the overall goals of the City: For Philadelphia to become one of the safest cities in America; to improve the education and health of Philadelphians; to make Philadelphia a place of choice; to become the greenest city in America; and for City government to work efficiently and effectively, with integrity and responsiveness.

The Recommended FY13-18 Capital Program allocates nearly \$10 billion over this six-year period to advance these initiatives and address critically needed public improvements.

City-Supported Capital Funding

The Administration is committed to a continued investment in the City’s infrastructure. To support this infrastructure investment, the City has pledged to spend \$116.9 million in FY13 of City-supported capital funding through new General Obligation (GO) bonds issued by the City. The chart below shows City support of the Capital Budget in FY13, compared to prior years:

**City Supported Capital Funding, General Obligation Loans
FY06-FY13, millions**



FY13 Significant Investments

As shown in the chart above, the City's investments in capital projects has increased in each of the last four years during the Nutter Administration. Key projects in the FY13-18 capital program include:

- \$20 million invested over two years for the design and redevelopment of JFK Plaza, more familiarly known as Love Park. \$11.0 million is budgeted in FY13 and an additional \$9.0 million is included in FY14. This project will create an accessible green space connecting the new Dilworth Plaza with a revitalized Benjamin Franklin Parkway.
- Continued investment in street repaving with \$18 million budgeted for this purpose.
- \$7.5 million budgeted in FY13 for the Office of Information Technology (OIT) for technology improvements. This is part of a \$120 million 7-year commitment to improve the City's technology.
- Increased funding for Police and Fire Station improvements. Taken together, funding has increased from \$890,000 in FY10 to \$6.7 million in FY13.
- \$7 million for bridge rehabilitation and traffic-signal technology which will leverage \$46.5 million in state and federal funds.
- \$1.5 million budgeted in each of FY13-FY15 for neighborhood branch libraries. The City anticipates leveraging these dollars to raise an additional \$6 million in private funds for library improvements over this time period.
- \$2 million for fit-out of the new Health Center 2 in South Philadelphia, with \$1.0 million budgeted in both FY13 and FY14. The new Health Center 2 will be built on the site of the current Health Center 2 and paid for by Children's Hospital of Philadelphia (CHOP) through a partnership between the City and CHOP.

In addition to these key projects, \$9 million is being added to the Department of Public Property's operating budget for the initial design work for a new police headquarters, city morgue, and health offices co-located at 4601 Market Street. This is a consolidation which will provide urgently needed improvements to these facilities while allowing the sale of existing City assets and revitalizing part of West Philadelphia in need of investment.

While the size of the general fund capital budget has increased over the last several years, the capital spend is still lower than the amount recommended by the City Planning Commission.

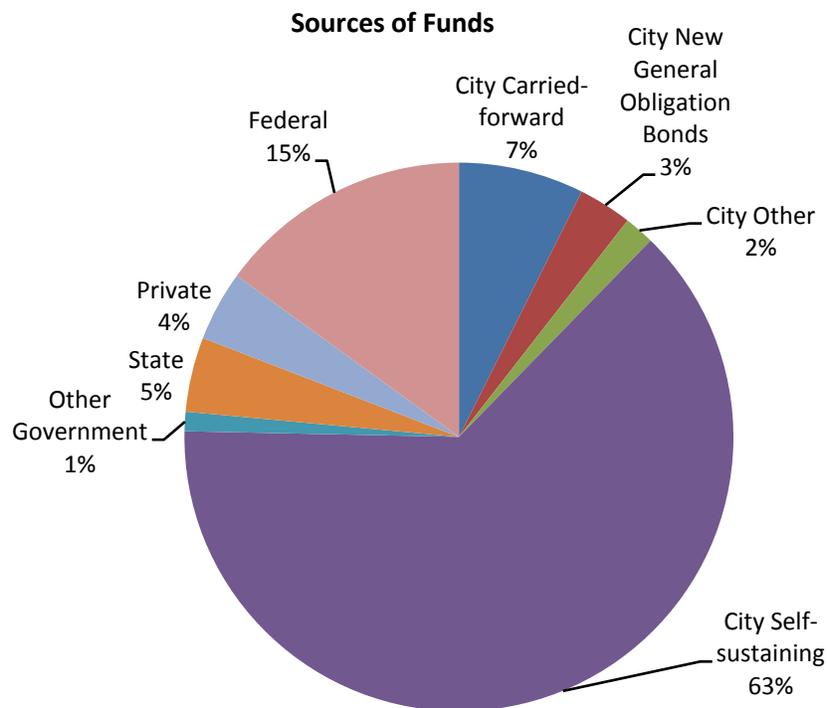
The City's ability to invest in its infrastructure is restricted by both the State Constitutional debt capacity and the City's financial capacity. Under the Pennsylvania Constitution, the City's total debt capacity is limited to 13.5% of the ten-year average of the annual assessed valuations of taxable realty in the City. As of July 1, 2012, the City's remaining debt capacity is estimated to be \$125 million. As discussed in earlier sections, the Office of Property Assessment is in process of moving away from the current system under which properties are assessed at a fraction of their value toward 100% of their value. When assessments increase, the 10-year moving average of assessment values used to determine the

constitutional debt limit would substantially increase. Nevertheless, the City’s ratio of debt service to total expenses will continue to restrict its ability to issue GO debt. A relatively high ratio of debt service to obligations will not only crowd out other operating expenditures, but if the ratio gets too high, it could also result in a reduction of the City’s bond rating, thereby increasing the costs of borrowing. Rating agencies have consistently cited the City’s high level of fixed costs as a reason for its relatively low bond rating.

At the same time that the City has limits on the amount that it should borrow, it also has noticeable infrastructure needs. By committing \$583 million in new City backed borrowing over the next six years, this Capital Program will help to address those needs.

Total FY13 Capital Budget

The total budget for the 64 projects included for FY13 is more than \$3.7 billion. These 64 projects include several hundred subprojects that are either new for FY13 or carried forward from previous years’ budgets.



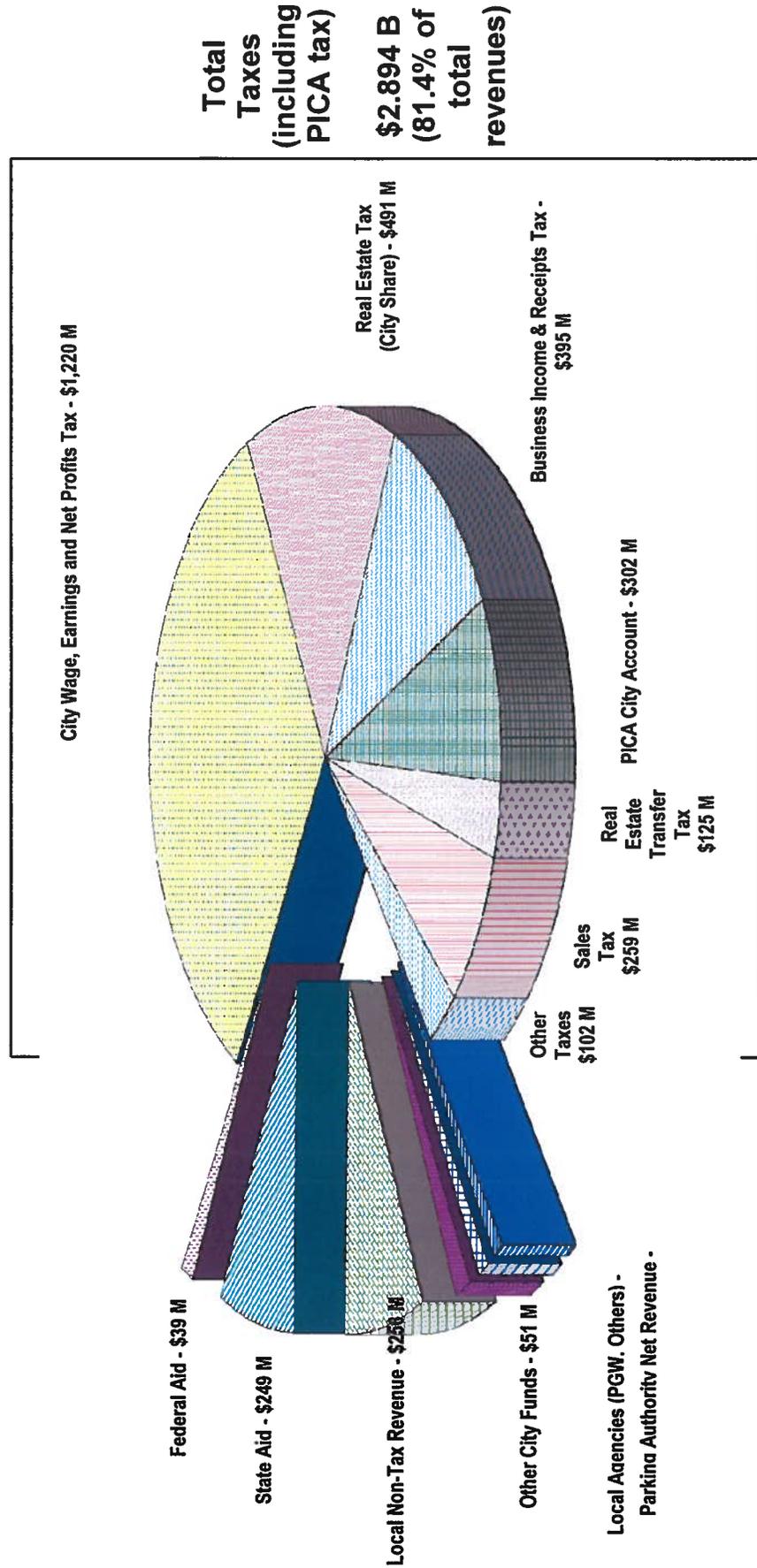
Of the total budget amount, \$116.9 million is recommended to be funded by new general-obligation bonds issued by the City as detailed in Appendix VII of this Plan. These bonds are tax supported (i.e., repaid from the City’s general tax revenues). An additional \$274.2 million will come from carried-forward City tax-supported loan funds. Other City sources total \$63.5 million. City self-sustaining loans for water and aviation account for more than \$2.3 billion of total budget-year funds. Funding from other levels of government, including federal, Commonwealth of Pennsylvania, and regional sources, totals

\$764.8 million in the budget year. Finally, \$152.3 million of FY13 funding will be provided by private sources.

Key airport and water projects include improvements to the City's water system and enhancement of the watersheds by managing stormwater through the *Green City, Clean Waters* strategy, a long-term capital improvement project, and improvements to the Philadelphia International Airport to better service for air traffic and travel to and from Philadelphia, through capacity enhancement, airfield and facilities improvements, and safety and security projects.

APPENDICES

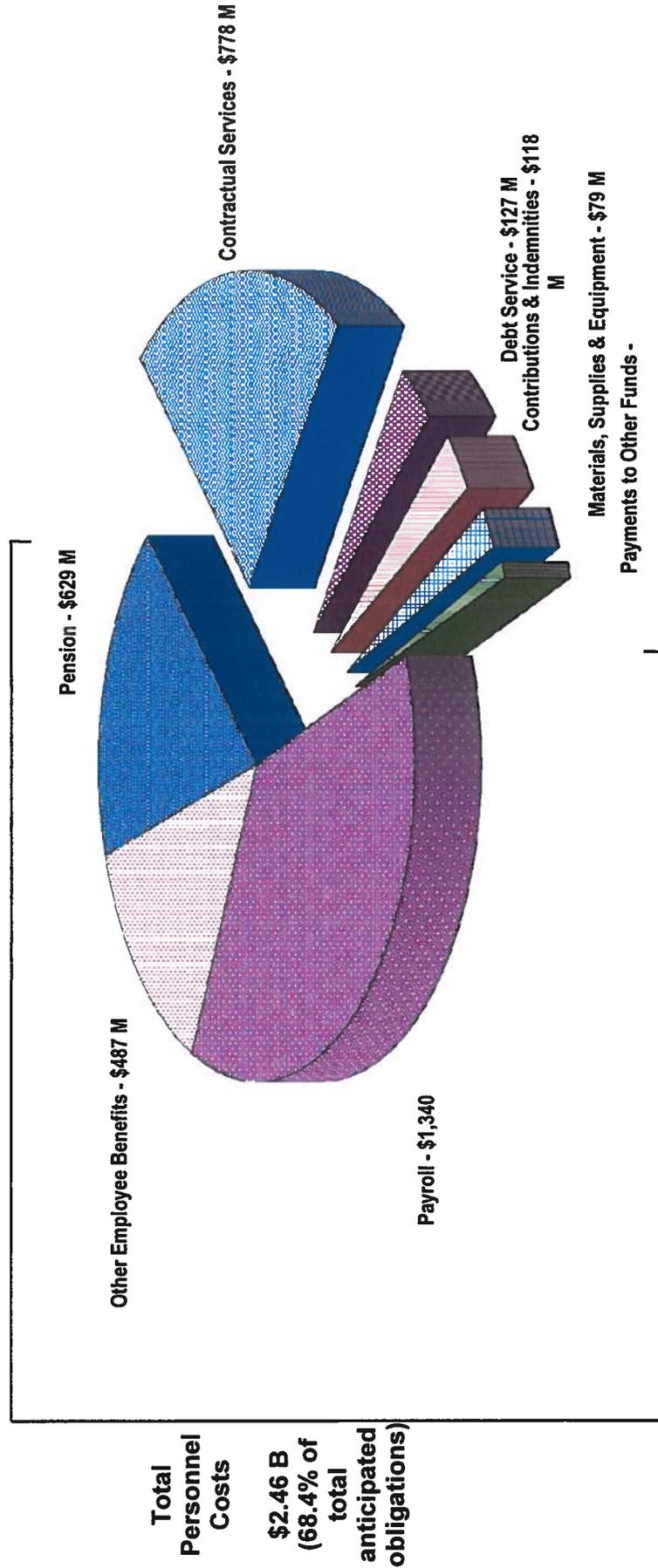
City of Philadelphia Fiscal Year 2013 Estimated Revenues General Fund Total Amount of Funds: \$3.555 Billion



Total Taxes (including PICA tax) \$2.894 B (81.4% of total revenues)

City of Philadelphia Fiscal Year 2013 Obligations By Type of Expenditure General Fund

Total Amount of Funds: \$3.589 Billion



Major Taxes (\$ in Millions)									
with Percentage Change from Previous Year									
Tax	FY11 Actual	FY12 Estimate	FY13 Estimate	FY14 Estimate	FY15 Estimate	FY16 Estimate	FY17 Estimate		
Wage & Net Profits - Current & Prior	1,143.1	1,180.5	1,220.1	1,259.4	1,300.1	1,320.5	1,335.6		
% change from prior year	n.a.	3.3%	3.4%	3.2%	3.2%	1.6%	1.1%		
Real Property - Current & Prior	482.7	491.5	491.5	503.2	514.5	526.9	539.8		
% change from prior year	n.a.	1.8%	0.0%	2.4%	2.2%	2.4%	2.4%		
Business Income & Receipts - Current & Prior	376.9	386.4	394.9	402.9	393.9	379.4	383.0		
% change from prior year	n.a.	2.5%	2.2%	2.0%	-2.2%	-3.7%	1.0%		
Sales	244.6	250.2	259.2	271.3	143.1	150.3	155.6		
% change from prior year	n.a.	2.3%	3.6%	4.7%	-47.3%	5.0%	3.5%		
Real Property Transfer	116.6	115.9	124.5	135.8	148.0	161.3	166.1		
% change from prior year	n.a.	-0.7%	7.5%	9.0%	9.0%	9.0%	3.0%		
Parking	71.6	74.3	76.2	78.1	80.0	82.0	84.1		
% change from prior year	n.a.	3.8%	2.5%	2.5%	2.5%	2.5%	2.5%		
Other Taxes	23.5	23.0	25.4	25.9	26.4	26.9	27.4		
% change from prior year	n.a.	-2.3%	10.7%	1.8%	1.8%	1.8%	1.8%		
Total Taxes	2,459.1	2,521.6	2,591.8	2,676.6	2,605.9	2,647.2	2,691.5		
% Change from prior year	n.a.	2.5%	2.8%	3.3%	-2.6%	1.6%	1.7%		

Note: Wage & Net Profits Taxes include rate reductions that will resume in FY14. Business Income & Receipts Tax incorporate rate reductions in recently passed legislation that will begin in FY13. The reduced estimate for the Sales Tax in FY15 is due to the sunset of the temporary 1% increase that began in FY10. Other Taxes include the Amusement Tax and miscellaneous taxes. Wage tax does not include the PICA tax.

City of Philadelphia
Fiscal Year 2013 Operating Budget
FY 2013-2017 Five Year Plan
General Fund Full-Time Positions

Department	Filled Positions 6/30/11	FY 2012 Adopted Budget	Filled 12/11 Increment Run	FY 2013 Proposed Budget	FY 2014 Proposed Budget	FY 2015 Proposed Budget	FY 2016 Proposed Budget	FY 2017 Proposed Budget
Atwater Kent Museum	4	4	4	4	4	4	4	4
Auditing	113	122	111	124	124	124	124	124
Board of Building Standards	1	1	1	1	1	1	1	1
Board of Ethics	8	9	8	11	11	11	11	11
Board of L & I Review	2	2	2	2	2	2	2	2
Bd. of Revision of Taxes	8	10	9	10	10	10	10	10
City Commissioners	95	98	87	98	98	98	98	98
City Council	182	195	171	195	195	195	195	195
City Planning Commission	33	38	34	33	33	33	33	33
City Representative	6	7	6	6	6	6	6	6
City Treasurer	13	14	14	14	14	14	14	14
Civil Service Commission	2	2	2	2	2	2	2	2
Commerce	23	24	24	24	24	24	24	24
District Attorney - Total	410	422	417	411	411	411	411	411
<i>Civilian</i>	396	411	404	399	399	399	399	399
<i>Uniformed</i>	14	11	13	12	12	12	12	12
Finance	140	146	147	152	152	152	152	152
Fire	2,146	2,229	2,143	2,327	2,327	2,327	2,327	2,327
<i>Civilian</i>	104	110	99	110	110	110	110	110
<i>Uniformed</i>	2,042	2,119	2,044	2,217	2,217	2,217	2,217	2,217
First Judicial District	1,869	1,909	1,936	1,948	1,948	1,948	1,948	1,948
Fleet Management	265	283	268	283	283	283	283	283
Free Library	619	641	616	638	638	638	638	638
Historical Commission	6	6	5	6	6	6	6	6
Human Relations Commission	30	32	30	33	33	33	33	33
Human Services (1)	1,668	807	732	804	804	804	804	804
Labor Relations	6	8	8	8	8	8	8	8
Law	160	148	128	140	140	140	140	140
Licenses & Inspections	290	311	292	306	306	306	306	306
Managing Director	153	145	127	156	156	156	156	156
Mayor	33	35	35	36	36	36	36	36
Mayor's Office of Transportation	8	10	8	12	12	12	12	12
Mural Arts Program	12	12	11	11	11	11	11	11
Office of Arts and Culture	2	2	2	2	2	2	2	2
Office of Behavioral Health	21	21	21	20	19	19	19	19
Office of Human Resources*	73	80	75	86	86	86	86	86
Office of Innovation & Technology	258	284	253	289	289	289	289	289
Office of Inspector General	16	18	18	18	18	18	18	18
Office of Property Assessment	132	227	134	218	218	218	218	218
Office of Supportive Housing	116	118	154	157	157	157	157	157
Parks & Recreation	590	627	582	609	609	609	609	609
Police	7,219	7,371	7,223	7,346	7,346	7,346	7,346	7,346
<i>Civilian</i>	778	846	791	846	846	846	846	846
<i>Uniformed</i>	6,441	6,525	6,432	6,500	6,500	6,500	6,500	6,500
Prisons	2,166	2,310	2,157	2,310	2,310	2,310	2,310	2,310
Procurement	45	49	45	48	48	48	48	48
Public Health	661	731	664	739	739	739	739	739
Public Property	126	129	123	144	144	144	144	144
Records	61	63	56	63	63	63	63	63
Register of Wills	63	65	65	65	65	65	65	65
Revenue	248	299	275	310	310	310	310	310
Sheriff	221	245	225	245	245	245	245	245
Streets	1,689	1,785	1,677	1,789	1,789	1,789	1,789	1,789
Youth Commission	1	1	1	1	1	1	1	1
Zoning Code Commission	2	2	0	0	0	0	0	0
Zoning Board of Adjustment	5	5	5	5	5	5	5	5
TOTAL GENERAL FUND	22,020	22,102	21,131	22,259	22,258	22,258	22,258	22,258

- The Adopted Budget position counts represent the maximum level of positions during the year. Attrition lowers the position count throughout the year.

(1) In FY12, all positions were transferred to the Grants Revenue Fund. Position levels shown represent the prorated number of positions supported by the General Fund. Non-reimbursed expenditures will be transferred to the General Fund during the fiscal year.

City of Philadelphia

Five Year Financial Plan FY2013-2017

SUMMARY OF OPERATIONS

FISCAL YEARS 2011 TO 2017

(Amounts in Thousands)

FUND								
General								
NO.	ITEM	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
(1)	(2)	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
OPERATIONS OF FISCAL YEAR								
REVENUES								
1	Taxes	2,459,146	2,521,619	2,591,788	2,676,604	2,605,932	2,647,242	2,691,457
2	Locally Generated Non-Tax Revenues	280,027	252,732	255,790	258,184	263,530	266,987	269,834
3	Revenue from Other Governments	1,066,501	708,589	656,297	610,759	624,769	638,255	651,359
4	Sub-Total (1)+(2)+(3)	3,805,674	3,482,940	3,503,875	3,545,547	3,494,231	3,552,484	3,612,650
5	Revenue from Other Funds of City	54,620	53,211	51,353	52,463	45,247	46,557	47,982
6	Total - Revenue (4)+(5)	3,860,294	3,536,151	3,555,228	3,598,010	3,539,478	3,599,041	3,660,632
7	Other	0	0	0	0	0	0	0
8	Total Revenue and Other Sources (6)+(7)	3,860,294	3,536,151	3,555,228	3,598,010	3,539,478	3,599,041	3,660,632
OBLIGATIONS/APPROPRIATIONS								
9	Personal Services	1,360,362	1,343,992	1,339,846	1,343,779	1,340,800	1,340,543	1,340,934
10	Personal Services-Pensions	485,208	554,325	629,106	661,572	564,552	585,086	599,891
11	Personal Services-Other Employee Benefits	481,850	473,578	486,992	503,999	518,519	535,972	555,562
12	Sub-Total Employee Compensation	2,327,420	2,371,895	2,455,944	2,509,350	2,423,871	2,461,601	2,496,387
13	Purchase of Services	1,127,817	761,177	777,612	771,876	767,247	765,100	772,868
14	Materials, Supplies and Equipment	78,281	84,332	79,234	76,403	77,755	77,357	77,357
15	Contributions, Indemnities, and Taxes	111,070	118,161	117,862	117,422	117,482	118,044	117,606
16	Debt Service	110,414	123,739	127,433	128,650	149,579	146,048	163,323
17	Capital Budget Financing	0	0	0	0	0	0	0
18	Advances and Miscellaneous Payments	0	4,000	0	0	0	0	0
19	Sub-Total (12 thru 18)	3,755,002	3,463,304	3,558,085	3,603,701	3,535,934	3,568,150	3,627,541
20	Payments to Other Funds	30,292	27,066	31,138	32,219	33,291	35,115	36,936
21	Total - Obligations (19+20)	3,785,294	3,490,370	3,589,223	3,635,920	3,569,225	3,603,265	3,664,477
22	Oper.Surplus (Deficit) for Fiscal Year (8-21)	75,000	45,781	(33,995)	(37,910)	(29,747)	(4,224)	(3,845)
23	Prior Year Adjustments:							
24	Revenue Adjustments	0	0	0	0	0	0	0
25	Other Adjustments	39,120	22,650	18,500	18,500	18,500	18,500	18,500
27	Total Prior Year Adjustments	39,120	22,650	18,500	18,500	18,500	18,500	18,500
28	Adjusted Oper. Surplus/ (Deficit) (22+27)	114,120	68,431	(15,495)	(19,410)	(11,247)	14,276	14,655
OPERATIONS IN RESPECT TO PRIOR FISCAL YEARS								
Fund Balance Available for Appropriation								
29	June 30 of Prior Fiscal Year	(114,028)	92	68,523	53,028	33,618	22,371	36,647
30	Residual Equity Transfer	0	0	0	0	0	0	0
31	Fund Balance Available for Appropriation June 30 (28)+(29)+(30)	92	68,523	53,028	33,618	22,371	36,647	51,302

**City of Philadelphia
General Fund
FY 2013 - 2017 Five Year Financial Plan
Summary by Class**

<u>Expenditure Class</u>	<u>Actual FY 11</u>	<u>Budgeted FY 12</u>	<u>Projected FY 12</u>	<u>Projected FY 13</u>	<u>Projected FY 14</u>	<u>Projected FY 15</u>	<u>Projected FY 16</u>	<u>Projected FY 17</u>
Class 100 - Wages	1,360,361,310	1,330,088,233	1,343,991,942	1,339,846,176	1,343,778,981	1,340,800,380	1,340,543,093	1,340,933,862
Class 100 - Benefits	967,058,680	1,022,702,609	1,027,902,609	1,116,097,429	1,165,571,442	1,083,070,613	1,121,057,922	1,155,453,415
Class 200 - Contracts / Leases	1,127,816,720	758,994,394	761,176,570	777,611,999	771,875,673	767,246,609	765,099,773	772,868,412
Class 300/400 - Supplies, Equipment	78,280,804	78,960,384	84,331,862	79,234,155	76,403,186	77,754,672	77,357,340	77,357,340
Class 500 - Indemnities / Contributions	111,069,899	117,543,800	118,161,400	117,862,400	117,422,500	117,482,700	118,043,700	117,605,600
Class 700 - Debt Service	110,414,263	130,739,164	123,739,164	127,432,925	128,649,578	149,578,853	146,047,623	163,322,597
Class 800 - Payments to Other Funds	30,291,654	27,065,946	27,065,946	31,137,816	32,219,276	33,291,441	35,115,276	36,935,945
Class 900 - Advances / Misc. Payments	0	4,000,100	4,000,100	100	100	100	100	100
Total	<u>3,785,293,330</u>	<u>3,470,094,630</u>	<u>3,490,369,593</u>	<u>3,589,223,000</u>	<u>3,635,920,736</u>	<u>3,569,225,368</u>	<u>3,603,264,827</u>	<u>3,664,477,271</u>

City of Philadelphia
FY 2013 - 2017 Five Year Financial Plan
General Fund
Summary by Department

Department	Actual FY 11	Budgeted FY 12	Projected FY 12	Projected FY 13	Projected FY 14	Projected FY 15	Projected FY 16	Projected FY 17
Art Museum Subsidy	2,350,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
Atwater Kent Museum Subsidy	267,101	268,630	268,630	268,630	268,630	268,630	268,630	268,630
Auditing Department (City Controller's Office)	7,839,698	7,556,052	7,449,931	7,449,931	7,449,931	7,449,931	7,449,931	7,449,931
Board of Building Standards	61,163	71,601	70,169	70,169	70,169	70,169	70,169	70,169
Board of Ethics	680,783	810,000	854,000	898,000	898,000	898,000	898,000	898,000
Board of L & I Review	135,740	155,721	152,607	152,607	152,607	152,607	152,607	152,607
Board of Revision of Taxes	1,879,866	723,000	708,540	708,540	708,540	708,540	708,540	708,540
City Commissioners	8,804,511	9,104,177	8,922,093	8,847,093	8,847,093	8,847,093	8,847,093	8,847,093
City Council	13,772,226	15,049,272	15,049,272	15,049,272	15,049,272	15,049,272	15,049,272	15,049,272
City Planning Commission	2,248,238	2,257,200	2,212,057	2,212,057	2,212,057	2,212,057	2,212,057	2,212,057
City Representative	903,905	907,766	889,611	889,611	889,611	889,611	889,611	889,611
Commerce Department	1,950,658	2,274,813	2,331,813	2,831,813	2,831,813	2,831,813	2,831,813	2,831,813
Commerce Department-Economic Stimulus	1,372,143	1,372,143	1,294,448	1,294,448	1,294,448	1,294,448	1,294,448	1,294,448
City Treasurer	760,712	904,699	886,605	886,605	886,605	886,605	886,605	886,605
Civil Service Commission	167,909	170,309	166,903	166,903	166,903	166,903	166,903	166,903
Community College Subsidy	25,409,207	25,409,207	25,409,207	25,409,207	25,409,207	25,409,207	25,409,207	25,409,207
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
Debt Service (Sinking Fund)	197,918,470	223,906,507	216,906,507	222,473,567	226,601,276	247,588,749	237,498,877	257,070,051
District Attorney	30,503,120	31,054,996	31,054,996	31,054,996	31,054,996	31,054,996	31,054,996	31,054,996
Finance Department	16,360,143	12,703,760	12,816,087	12,810,135	12,180,058	12,180,058	12,680,058	12,180,058
Finance - Contib. School Dist./Tax Cuts	38,600,000	48,930,000	48,930,000	48,990,000	49,050,100	49,110,300	49,171,300	49,233,200
Finance - Employee Benefits	967,058,680	1,022,702,609	1,027,902,609	1,116,097,429	1,165,571,442	1,083,070,613	1,121,057,922	1,155,453,415
Finance - PGW Rental Reimbursement	1,700,000	0	0	0	0	0	0	0
Fire Department	193,766,312	190,031,950	194,031,950	189,305,204	189,806,082	190,261,986	190,770,909	191,310,367
First Judicial District	115,239,201	110,817,323	116,967,323	110,170,322	110,170,322	110,170,322	110,170,322	110,170,322
Fleet Management Office	47,594,973	45,151,989	49,909,814	44,909,814	44,909,814	44,909,814	44,909,814	44,909,814
Fleet Mgmt. - Vehicle Purchase	4,499,955	8,500,000	6,289,135	10,965,000	8,965,000	9,965,000	9,965,000	9,965,000
Free Library	32,505,284	33,863,362	33,353,362	33,353,362	33,353,362	33,353,362	33,353,362	33,353,362
Hero Scholarship Awards	35,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Historical Commission	377,336	387,784	387,784	387,784	387,784	387,784	387,784	387,784
Human Relations Commission	1,941,724	2,039,260	1,998,475	1,998,475	1,998,475	1,998,475	1,998,475	1,998,475
Human Services Department	542,877,321	111,934,770	110,108,096	111,037,535	109,134,770	109,134,770	109,134,770	109,134,770
Indemnities	33,617,728	33,120,000	33,957,600	32,457,600	32,457,600	32,457,600	32,457,600	32,457,600
Labor Relations, Mayor's Office of	457,236	552,416	541,368	541,368	541,368	541,368	541,368	541,368
Law Department	16,962,316	13,119,245	14,856,860	12,770,544	12,770,544	12,770,544	12,770,544	12,770,544
Legal Services (incl. Defenders Assoc.)	36,616,187	37,566,187	37,066,187	37,066,187	37,066,187	37,066,187	37,066,187	37,066,187

City of Philadelphia
FY 2013 - 2017 Five Year Financial Plan
General Fund
Summary by Department

Department	Actual FY 11	Budgeted FY 12	Projected FY 12	Projected FY 13	Projected FY 14	Projected FY 15	Projected FY 16	Projected FY 17
Licenses and Inspections Department	18,098,275	21,780,905	21,660,905	21,660,905	21,660,905	21,660,905	21,660,905	21,660,905
Managing Director's Office	15,904,600	22,972,270	23,050,325	23,376,133	23,376,133	23,376,133	23,376,133	23,376,133
Mayor's Office	3,497,124	3,786,915	3,711,177	3,711,177	3,711,177	3,711,177	3,711,177	3,711,177
Mayor - Mural Arts Program	960,757	1,060,000	1,000,800	940,800	940,800	940,800	940,800	940,800
Mayor's Office of Transportation	419,184	480,000	470,400	545,915	545,915	545,915	545,915	545,915
Mayor - Scholarships	197,600	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Off. of Arts and Culture and the Creative Economy	2,549,976	2,670,238	2,670,238	2,670,238	2,670,238	2,670,238	2,670,238	2,670,238
Off. of Behavioral Health/Intellectual disAbility Svcs.	14,271,572	14,271,572	14,271,572	14,271,572	14,271,572	14,271,572	14,271,572	14,271,572
Office of Housing & Community Development	2,251,408	3,020,000	2,520,000	2,520,000	2,520,000	2,520,000	2,520,000	2,520,000
Office of Human Resources	4,588,003	5,228,327	5,123,760	5,347,459	5,272,459	5,272,459	5,272,459	5,272,459
Office of Innovation and Technology	61,347,850	63,942,751	70,924,530	68,144,250	68,144,250	59,723,386	59,723,386	59,723,386
Office of the Inspector General	1,171,003	1,281,451	1,255,822	1,255,822	1,255,822	1,255,822	1,255,822	1,255,822
Office of Property Assessment	5,730,108	11,740,696	9,105,882	11,714,752	10,654,752	10,654,752	10,654,752	10,654,752
Office of Supportive Housing	36,368,077	36,466,253	38,466,253	39,640,736	39,640,736	39,640,736	39,640,736	39,640,736
Parks and Recreation	45,540,072	46,325,925	45,742,671	47,781,231	47,781,231	47,781,231	47,781,231	47,781,231
Police Department	536,215,299	550,686,244	553,186,244	556,818,243	559,105,036	556,486,201	555,822,222	556,212,991
Prisons System	231,163,979	227,172,870	230,172,870	229,172,870	229,172,870	229,172,870	229,172,870	229,172,870
Procurement Department	4,617,936	4,151,574	4,151,574	4,151,574	4,151,574	4,151,574	4,151,574	4,151,574
Public Health Department	108,848,360	110,426,170	110,426,170	111,646,321	110,685,399	110,685,399	110,685,399	110,685,399
Public Property Department	54,595,326	52,027,433	51,721,912	65,028,173	56,608,755	57,180,016	58,494,928	59,776,139
Public Property - SEPTA Subsidy	65,878,000	66,360,000	66,360,000	66,360,000	67,957,000	68,800,000	70,110,000	71,440,000
Public Property - Space Rentals	15,211,472	18,221,209	17,284,671	17,267,661	16,506,366	16,754,343	17,116,566	17,503,310
Public Property - Utilities	33,099,864	32,224,809	32,540,354	32,015,165	34,198,378	35,558,051	36,951,151	38,378,829
Records	3,982,310	4,009,212	4,009,212	4,009,212	4,009,212	4,009,212	4,009,212	4,009,212
Refunds	25	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Register of Wills	3,239,193	3,399,278	3,331,292	3,331,292	3,331,292	3,331,292	3,331,292	3,331,292
Revenue Department	14,155,313	19,899,715	19,501,721	19,337,750	19,337,750	19,337,750	19,337,750	19,337,750
Sheriff's Office	14,051,802	13,088,657	15,588,657	14,088,657	14,088,657	14,088,657	14,088,657	14,088,657
Streets Department	33,779,435	30,407,311	29,862,962	28,262,962	29,262,962	29,262,962	29,262,962	29,262,962
Streets - Sanitation Division	90,319,991	90,945,823	89,896,981	92,231,823	93,509,330	94,829,002	96,184,845	98,512,862
Witness Fees	131,755	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Youth Commission	77,942	96,000	94,080	94,080	94,080	94,080	94,080	94,080
Zoning Board of Adjustment	329,950	362,756	355,501	355,501	355,501	355,501	355,501	355,501
Zoning Code Commission	464,923	225,000	220,500	0	0	0	0	0
Total	3,785,293,330	3,470,094,630	3,490,369,593	3,589,223,000	3,635,920,736	3,569,225,368	3,603,264,827	3,664,477,271

City of Philadelphia
FY 2013 - 2017 Five Year Financial Plan
General Fund
Estimated Fringe Benefit Allocation

	Actual FY 11	Budgeted FY 12	Projected FY 12	Budgeted FY 13	Budgeted FY 14	Budgeted FY 15	Budgeted FY 16	Budgeted FY 17
Unemployment Compensation	5,874,895	3,180,260	5,580,260	5,580,260	5,580,260	5,580,260	5,580,260	5,580,260
Employee Disability	55,122,313	55,853,503	55,853,503	58,294,301	60,835,933	63,482,296	66,243,776	69,151,877
Pension	387,554,117	452,250,487	452,250,487	522,007,030	553,373,624	452,055,611	469,403,927	484,208,773
Pension Obligation Bonds	97,854,191	102,075,000	102,075,000	107,099,189	108,198,325	112,496,119	115,681,896	115,681,898
FICA	64,599,482	62,145,805	64,945,805	64,893,903	66,308,797	66,335,253	66,354,923	66,354,923
Health / Medical	343,812,891	346,140,249	346,140,249	357,080,746	370,132,503	381,979,074	396,651,140	413,333,686
Group Life	7,727,138	7,690,367	7,690,367	7,750,000	7,750,000	7,750,000	7,750,000	7,750,000
Group Legal	4,050,926	4,133,938	4,133,938	4,134,000	4,134,000	4,134,000	4,134,000	4,134,000
Tool Allowance	120,650	100,000	100,000	125,000	125,000	125,000	125,000	125,000
Flex Cash Payments	742,077	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Reserve for Wage/Health Benefits Increases	0	0	0	0	0	0	0	0
Anticipated Workforce Savings	0	(11,867,000)	(11,867,000)	(11,867,000)	(11,867,000)	(11,867,000)	(11,867,000)	(11,867,000)
TOTAL	<u>967,058,680</u>	<u>1,022,702,609</u>	<u>1,027,902,609</u>	<u>1,116,097,429</u>	<u>1,165,571,442</u>	<u>1,083,070,613</u>	<u>1,121,057,922</u>	<u>1,155,453,415</u>

CASH FLOW PROJECTIONS
GENERAL FUND - FY2012

OFFICE OF THE DIRECTOR OF FINANCE

Projections through January 31, 2012

Amounts in Millions

	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30	Total	Accrued	Estimated Revenues
REVENUES															
Real Estate Tax	7.3	7.3	5.9	5.5	5.3	14.8	39.4	244.7	119.5	22.6	9.7	9.4	491.5		491.5
Total Wage, Earnings, Net Profits	89.4	111.3	85.2	102.3	97.6	90.1	112.4	91.6	105.4	99.1	104.5	91.7	1180.5		1180.5
Realty Transfer Tax	10.2	13.9	11.9	9.3	7.5	8.7	9.4	8.2	7.6	9.3	9.4	10.5	115.9		115.9
Sales Tax	19.4	22.0	20.3	19.4	21.5	20.5	20.3	23.9	18.4	20.1	23.0	21.5	250.2		250.2
Business Income & Receipts Tax	3.6	3.6	9.7	9.5	(0.9)	(0.0)	12.8	10.6	33.0	164.5	117.5	22.3	386.4		386.4
Other Taxes	8.2	9.7	6.6	6.7	7.3	7.1	6.5	7.9	7.9	12.8	8.3	8.3	97.3		97.3
Locally Generated Non-tax	19.4	22.8	16.9	17.5	25.7	22.4	19.6	20.2	23.8	20.2	20.8	23.6	252.7		252.7
Total Other Governments	3.7	53.2	98.3	69.1	4.6	17.4	19.6	57.1	10.2	15.1	5.5	25.7	379.5	39.4	418.9
Total PICA Other Governments	26.0	21.4	22.5	21.6	23.1	25.4	22.2	22.7	23.4	27.9	27.8	25.7	289.7		289.7
Interfund Transfers	8.4	0.0	0.1	0.0	0.0	0.0	0.0	0.9	1.1	2.2	1.2	11.1	25.0		53.2
Total Current Revenue	195.6	265.1	277.5	260.8	191.7	206.4	262.2	487.8	350.2	393.8	327.6	249.8	3468.6	67.6	3536.2
Collection of prior year(s) revenue	18.7	122.0	1.0	10.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	152.1		
Other fund balance adjustments															
TOTAL CASH RECEIPTS	214.3	387.1	278.6	271.3	191.7	206.4	262.2	487.8	350.2	393.8	327.6	249.8	3620.7		

Amounts in Millions

	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30	Total	Vouchers Payable	Encumbrances	Estimated Obligations
EXPENSES AND OBLIGATIONS																
Payroll	73.7	111.6	99.0	99.2	136.1	96.3	103.8	109.7	120.0	110.4	112.0	118.0	1289.8	54.2		1344.0
Employee Benefits	38.1	39.5	36.4	39.0	41.2	36.6	40.0	34.5	39.0	37.7	38.5	40.8	461.2	12.4		473.6
Pension	3.7	(6.3)	6.6	82.4	(4.4)	(0.6)	(6.0)	(4.1)	381.9	101.1	0.0	0.0	554.3			554.3
Purchase of Services	59.1	46.2	51.3	74.4	47.5	45.4	39.9	53.1	75.0	81.6	50.4	53.2	671.1	22.8	67.2	761.2
Materials, Equipment	2.0	5.7	8.9	5.2	6.1	4.6	6.2	4.7	5.3	5.0	6.9	6.5	67.0	4.0	13.3	84.3
Contributions, Indemnities	11.0	7.8	8.7	1.8	5.2	12.0	3.1	1.7	3.8	3.7	49.2	5.0	112.9	5.2		118.2
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	4.0	4.0			4.0
Debt Service-Long Term	53.1	7.7	0.0	0.4	6.1	5.4	30.7	0.6	0.4	0.8	3.4	11.3	119.7			119.7
Interfund Charges	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.5	5.0			27.1
Advances, Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.0			4.0
Current Year Appropriation	235.2	212.2	211.0	302.3	237.7	199.6	217.8	200.1	629.4	340.3	260.4	243.2	3289.1	120.7	80.5	3490.4
Prior Yr. Expenditures against Encumbrances	39.6	22.9	13.7	6.2	3.4	1.4	1.2	5.5	7.5	7.3	6.9	6.8	122.3			
Prior Yr. Salaries & Vouchers Payable	67.0	(5.0)	3.0	39.3	(53.9)	49.9	(32.7)	32.1	(4.0)	0.0	0.0	0.0	95.8			
TOTAL DISBURSEMENTS	341.9	230.1	227.7	347.8	187.2	250.9	186.3	237.7	632.8	347.6	267.3	250.0	3507.2			
Excess (Def) of Receipts over Disbursements	(127.6)	157.0	50.9	(76.5)	4.5	(44.6)	75.9	250.1	(282.6)	46.2	60.3	(0.1)				
Opening Balance	106.9	(18.7)	138.3	189.2	112.7	117.2	245.7	321.5	571.6	289.0	335.2	222.5				
TRANS	0.0	0.0	0.0	0.0	0.0	173.0	0.0	0.0	0.0	0.0	(173.0)	0.0				
CLOSING BALANCE	(18.7)	138.3	189.2	112.7	117.2	245.7	321.5	571.6	289.0	335.2	222.5	222.4				

CASH FLOW PROJECTIONS
 CONSOLIDATED CASH - ALL FUNDS - FY2012

OFFICE OF THE DIRECTOR OF FINANCE

Projections through January 31, 2012

	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	(18.7)	138.3	189.2	112.7	117.2	245.7	321.5	571.6	289.0	335.2	222.5	222.4
Grants Revenue	123.7	136.9	61.2	58.7	(3.4)	(67.3)	(86.0)	(143.7)	(173.4)	(126.6)	(153.4)	(87.3)
Community Development	(9.3)	(0.7)	0.3	(0.1)	2.2	1.0	4.4	(6.4)	(4.4)	(5.2)	(7.4)	(7.5)
Vehicle Rental Tax	6.3	6.9	7.4	7.9	8.2	8.6	9.0	5.4	3.9	4.3	4.8	5.2
Hospital Assessment Fund	5.2	5.0	6.6	6.2	5.9	7.7	7.4	7.1	20.1	8.6	23.4	19.8
Housing Trust Fund	11.2	11.6	11.9	11.9	11.9	9.8	9.9	16.5	15.7	14.7	14.4	14.7
Other Funds	29.4	14.5	19.7	16.6	18.2	57.3	12.7	10.5	4.2	11.2	11.1	20.6
TOTAL OPERATING FUNDS	147.7	312.6	296.3	213.9	160.3	262.7	277.0	460.9	155.0	242.2	115.3	187.9
Capital Improvement	201.0	193.2	183.6	176.3	169.1	160.2	155.3	159.1	154.5	151.1	146.1	134.6
Industrial & Commercial Dev.	3.4	3.4	3.4	3.7	3.7	3.7	3.7	3.6	3.6	3.5	3.5	3.5
TOTAL CAPITAL FUNDS	204.3	196.6	186.9	180.0	172.8	163.8	159.0	162.7	158.1	154.6	149.6	138.1
TOTAL FUND EQUITY	352.0	509.2	483.2	393.9	333.1	426.6	436.0	623.6	313.1	396.8	264.9	326.0

OFFICE OF THE DIRECTOR OF FINANCE

CASH FLOW PROJECTIONS
GENERAL FUND - FY2013

Amounts in Millions

Projection	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30	Total	Accrued	Estimated Revenues
REVENUES															
Real Estate Tax	8.2	8.2	6.1	5.9	5.4	14.3	37.9	249.0	117.7	21.7	8.1	9.0	491.5		491.5
Total Wage, Earnings, Net Profits	99.6	111.2	87.2	97.4	107.4	92.8	116.3	102.9	104.2	102.5	108.3	90.3	1220.1		1220.1
Realty Transfer Tax	14.8	14.1	11.0	10.1	8.6	10.4	9.7	6.6	8.1	9.7	9.9	11.5	124.5		124.5
Sales Tax	20.2	22.1	19.8	18.4	21.6	20.5	22.3	25.8	20.2	21.2	24.7	22.4	259.2		259.2
Business Income & Receipts Tax	3.5	6.6	12.4	7.0	(3.4)	7.9	11.1	5.6	35.6	195.8	102.0	10.8	394.9		394.9
Other Taxes	7.8	10.7	8.2	7.5	8.9	7.5	7.1	6.5	7.4	13.3	8.5	8.2	101.6		101.6
Locally Generated Non-tax	19.2	22.3	22.6	16.3	23.0	24.4	20.0	20.4	23.8	18.3	21.3	24.2	255.8		255.8
Total Other Governments	3.7	62.2	57.1	68.8	47.8	15.0	9.5	10.7	7.0	6.3	8.7	24.5	321.3	33.2	354.5
Total PICA Other Governments	25.0	27.5	17.9	27.4	24.1	23.3	32.4	20.1	32.0	28.8	26.5	16.8	301.8		301.8
Interfund Transfers	8.4	0.0	0.1	0.0	0.0	0.0	0.0	0.9	1.1	2.2	1.2	11.1	25.0	26.3	51.4
Total Current Revenue	210.4	284.9	242.4	258.8	243.4	216.1	266.3	448.5	357.1	419.9	319.2	228.7	3495.7	59.5	3555.2
Collection of prior year(s) revenue	20.5	25.1	22.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	67.6		
Other fund balance adjustments															
TOTAL CASH RECEIPTS	230.9	310.0	264.4	258.8	243.4	216.1	266.3	448.5	357.1	419.9	319.2	228.7	3563.3		

Amounts in Millions

EXPENSES AND OBLIGATIONS	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30	Total	Vouchers Payable	Encumbrances	Estimated Obligations
Payroll	75.9	113.8	101.2	106.2	126.4	101.2	106.8	113.8	101.2	106.6	126.4	106.8	1286.3	53.5	5.1	1399.8
Employee Benefits	37.5	42.2	37.5	37.5	42.2	37.5	37.5	42.2	37.5	37.5	42.2	37.5	468.8	18.2	18.2	487.0
Pension	3.7	0.0	0.0	11.2	0.0	0.0	3.7	0.0	504.4	106.1	0.0	0.0	629.1			629.1
Purchase of Services	32.7	28.6	60.8	77.5	48.5	43.5	73.9	53.4	67.9	84.6	42.2	63.2	676.6	23.3	77.7	777.6
Materials, Equipment	3.5	3.8	7.3	5.3	5.1	5.1	5.9	4.3	5.0	6.7	5.4	5.5	62.8	4.4	12.0	79.2
Contributions, Indemnities	11.6	4.4	8.0	5.3	2.5	9.4	3.6	4.0	8.4	4.1	19.6	31.9	112.8	5.1	5.1	117.9
Debt Service-Short Term	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8.0		8.0	
Debt Service-Long Term	71.4	0.3	0.0	0.6	5.1	5.3	31.0	0.3	0.0	0.5	5.0	0.0	119.4	22.1	119.4	
Interfund Charges	2.1	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6.2	9.0		31.1	
Advances, Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
Current Year Appropriation	238.4	193.8	214.8	243.5	229.7	201.9	262.5	217.9	724.3	346.1	240.8	259.2	3372.9	126.6	89.7	3589.2
Prior Yr. Expenditures against Encumbrances	27.7	13.8	8.2	7.8	2.6	5.6	2.9	3.0	2.7	2.5	1.8	1.8	80.5			
Prior Yr. Salaries & Vouchers Payable	78.1	30.6	4.5	9.9	(13.8)	12.6	(8.2)	7.1	0.0	0.0	0.0	0.0	120.7			
TOTAL DISBURSEMENTS	344.2	236.2	227.4	261.2	218.5	220.1	257.2	228.0	727.0	348.6	242.6	261.0	3574.1			
Excess (Def) of Receipts over Disbursements	(113.4)	71.7	37.0	(2.4)	24.9	(4.0)	9.1	220.5	(369.9)	71.3	76.6	(32.2)				
Opening Balance	222.3	108.9	180.7	217.6	215.3	440.2	436.2	445.3	665.7	295.8	367.1	243.7				
TRAN	0.0	0.0	0.0	0.0	200.0	0.0	0.0	0.0	0.0	0.0	(200.0)	0.0				
CLOSING BALANCE	108.9	180.7	217.6	215.3	440.2	436.2	445.3	665.7	295.8	367.1	243.7	211.5				

CASH FLOW PROJECTIONS
CONSOLIDATED CASH - ALL FUNDS - FY2013

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	108.9	180.7	217.6	215.3	440.2	436.2	445.3	665.7	295.8	367.1	245.7	211.5
Grants Revenue	(37.7)	(9.9)	(67.1)	(63.8)	(109.3)	(166.7)	(180.8)	(230.6)	(201.0)	(148.0)	(188.2)	(106.6)
Community Development	(9.7)	(4.1)	(4.1)	(6.2)	(4.1)	(2.8)	(4.6)	(6.4)	(4.4)	(5.2)	(7.4)	(7.5)
Vehicle Rental Tax	5.6	6.1	4.2	4.7	5.1	5.5	5.8	5.4	3.9	4.3	4.8	5.2
Hospital Assessment Fund	4.5	4.2	15.2	13.3	5.5	7.4	7.5	7.1	20.1	8.6	25.4	19.8
Housing Trust Fund	16.3	16.6	16.6	16.6	15.8	14.7	14.3	16.5	15.7	14.7	14.4	14.7
Other Funds	16.0	16.1	15.3	13.9	21.4	23.6	11.3	10.5	4.2	11.2	11.1	20.6
TOTAL OPERATING FUNDS	103.9	209.7	197.7	193.8	374.6	317.9	298.8	468.2	134.2	252.8	101.8	157.7
Capital Improvement	128.1	121.6	115.1	108.6	102.1	95.6	89.1	82.6	76.1	69.6	63.1	56.6
Industrial & Commercial Dev.	4.3	4.3	4.4	4.5	4.5	4.2	4.2	4.0	4.0	4.0	4.0	4.1
TOTAL CAPITAL FUNDS	132.4	125.9	119.5	113.2	106.7	99.8	93.3	86.6	80.1	73.6	67.1	60.7
TOTAL FUND EQUITY	236.3	335.6	317.2	307.0	481.3	417.7	392.1	554.8	214.3	326.4	168.9	218.4

**Aviation Fund
Five Year Financial Plan
Fiscal Years 2013 - 2017
All Departments**

	FY2012 Estimate	FY2013	FY2014	FY2015	FY2016	FY2017
Revenues						
Locally Generated Non-Tax	\$ 265,740,000	\$ 336,050,000	\$ 352,853,000	\$ 370,496,000	\$ 392,726,000	\$ 416,290,000
Passenger Facility Charges	33,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000
Revenue from Other Governments	3,100,000	3,500,000	3,588,000	3,678,000	3,770,000	3,864,000
Revenue from Other Funds of the City	2,000,000	2,500,000	2,563,000	2,627,000	2,693,000	2,760,000
Total Revenues	303,840,000	377,050,000	394,004,000	411,801,000	434,189,000	457,914,000
Obligations						
100 Personal Services	\$ 105,331,000	\$ 110,310,000	\$ 113,619,000	\$ 115,891,000	\$ 118,209,000	\$ 121,755,000
200 Purchase of Services	105,661,000	114,435,000	117,868,000	120,225,000	122,630,000	127,535,000
300 Materials & Supplies	7,644,000	8,757,000	9,020,000	9,200,000	9,384,000	9,759,000
400 Equipment	8,495,000	9,110,000	9,383,000	9,571,000	9,762,000	10,152,000
500 Contrib., Indemnities & Taxes	5,167,000	5,262,000	5,420,000	5,528,000	5,639,000	5,865,000
700 Debt Service	101,233,000	112,549,000	128,273,000	139,612,000	159,185,000	167,216,000
800 Payments to Other Funds						
Payments to General Fund	3,923,000	3,923,000	4,041,000	4,122,000	4,204,000	4,372,000
Payments to Water Fund	4,250,000	4,450,000	4,584,000	5,042,000	5,143,000	5,349,000
Payments to Capital Fund	13,000,000	13,000,000	13,390,000	13,658,000	13,931,000	14,488,000
Total Payments to Other Funds	21,173,000	21,373,000	22,015,000	22,822,000	23,278,000	24,209,000
900 Advances & Misc. Payments	-	-	-	-	-	-
Total Obligations, All Departments	\$ 354,704,000	\$ 381,796,000	\$ 405,598,000	\$ 422,849,000	\$ 448,087,000	\$ 466,491,000
Fund Balance from Prior Year	80,140,000	39,276,000	44,530,000	42,936,000	41,888,000	37,990,000
Commitments Cancelled	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Ending Fund Balance	\$ 39,276,000	\$ 44,530,000	\$ 42,936,000	\$ 41,888,000	\$ 37,990,000	\$ 39,413,000

**TABLE 11
PROJECTED REVENUE AND REVENUE REQUIREMENTS
(in thousands of dollars)**

Line No.	Description	Fiscal Year Ending June 30,						
		2012	2013	2014	2015	2016	2017	2018
OPERATING REVENUE								
1	Water Service - Existing Rates	232,733	233,780	232,589	230,889	229,173	227,456	225,737
2	Wastewater Service - Existing Rates	<u>331,065</u>	<u>332,284</u>	<u>331,007</u>	<u>329,631</u>	<u>328,240</u>	<u>326,855</u>	<u>325,465</u>
3	Total Service Revenue - Existing Rates	563,798	566,064	563,596	560,520	557,413	554,311	551,202
Additional Service Revenue Required								
			Percent	Months				
	Year		Increase	Effective				
4	FY 2013		4.80%	9				
5	FY 2014		5.30%	12	15,488	27,053	26,905	26,607
6	FY 2015		6.80%	12		31,304	31,134	30,961
7	FY 2016		6.50%	12			42,062	41,829
8	FY 2017		5.10%	12				42,702
9	FY 2018		5.10%	12				35,484
								<u>37,085</u>
10	Total Additional Service Revenue Required	0	15,488	58,357	100,101	142,248	176,941	213,034
11	Total Water & Wastewater Service Revenue	563,798	581,552	621,953	660,621	699,661	731,252	764,236
12	Transfer From/(To) Rate Stabilization Fund	21,215	46,765	21,350	(5,550)	(14,220)	(14,585)	170
Other Income (a)								
13	Other Operating Revenue	16,645	19,612	19,667	19,622	19,477	19,430	19,385
14	Construction Fund Interest Income	1,160	1,236	868	915	3,054	2,070	2,571
15	Debt Reserve Fund Interest Income	0	0	0	0	0	0	0
16	Operating Fund Interest Income	360	559	759	964	1,177	1,479	1,749
17	Rate Stabilization Interest Income	<u>732</u>	<u>843</u>	<u>783</u>	<u>881</u>	<u>1,207</u>	<u>1,665</u>	<u>2,051</u>
18	Total Revenues	603,910	650,567	665,380	677,453	710,356	741,311	790,162
OPERATING EXPENSES								
19	Water & Wastewater Operations	322,875	350,766	359,031	364,332	376,627	391,690	407,412
20	Direct Interdepartmental Charges	<u>48,900</u>	<u>51,745</u>	<u>52,418</u>	<u>52,424</u>	<u>53,669</u>	<u>55,392</u>	<u>57,170</u>
21	Total Operating Expenses	371,775	402,511	411,449	416,756	430,296	447,082	464,582
22	NET REVENUES AFTER OPERATIONS	232,135	248,056	253,931	260,697	280,060	294,229	325,580
DEBT SERVICE								
Senior Debt Service								
Revenue Bonds								
23	Outstanding Bonds	178,515	181,629	182,001	173,843	174,149	115,363	115,444
24	Pennvest Parity Bonds	3,180	10,211	11,839	12,175	12,175	12,310	12,844
25	Projected Future Bonds	<u>10,150</u>	<u>11,483</u>	<u>12,606</u>	<u>24,220</u>	<u>37,720</u>	<u>98,653</u>	<u>122,155</u>
26	Total Senior Debt Service	191,845	203,323	206,446	210,238	224,044	226,326	250,443
27	TOTAL SENIOR DEBT SERVICE COVERA	1.21 x	1.22 x	1.23 x	1.24 x	1.25 x	1.30 x	1.30 x
Subordinate Debt Service								
28	Outstanding General Obligation Bonds	0	0	0	0	0	0	0
29	Pennvest Subordinate Bonds	<u>1,022</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
30	Total Subordinate Debt Service	1,022	0	0	0	0	0	0
31	Total Debt Service on Bonds	192,867	203,323	206,446	210,238	224,044	226,326	250,443
32	CAPITAL ACCOUNT DEPOSIT	18,475	18,846	19,222	19,606	19,999	20,399	20,807
33	TOTAL COVERAGE (L22/(L31+L32))	1.09 x	1.11 x	1.12 x	1.13 x	1.14 x	1.19 x	1.20 x
RESIDUAL FUND								
34	Beginning of Year Balance	34,909	52,079	7,812	9,735	12,088	15,105	15,108
35	Interest Income (b)	233	392	0	0	0	0	0
Plus:								
36	End of Year Revenue Fund Balance	20,793	25,887	28,263	30,853	36,017	47,504	54,330
37	Deposit for Transfer to City General Fund (c)	1,352	2,060	2,101	2,735	3,367	3,945	4,524
Less:								
38	Transfer to Construction Fund	0	0	25,500	28,500	33,000	47,500	54,000
39	Transfer to City General Fund	1,352	2,060	2,101	2,735	3,367	3,945	4,524
40	Transfer to Debt Service Reserve Fund	<u>3,856</u>	<u>70,545</u>	<u>840</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
41	End of Year Balance	52,079	7,812	9,735	12,088	15,105	15,108	15,439
RATE STABILIZATION FUND								
42	Beginning of Year Balance	156,562	135,347	88,582	67,232	72,782	87,002	101,587
43	Deposit From/(To) Revenue Fund	<u>(21,215)</u>	<u>(46,765)</u>	<u>(21,350)</u>	<u>5,550</u>	<u>14,220</u>	<u>14,585</u>	<u>(170)</u>
44	End of Year Balance	135,347	88,582	67,232	72,782	87,002	101,587	101,417

(a) Includes other operating and nonoperating income, including interest income on funds and accounts transferable to the Revenue Fund.

(b) Includes interest earnings on Debt Service Reserve substitution funds deposited in the Special Water Infrastructure Account

(c) Transfer of interest earnings from the Bond Reserve Account to the Residual Fund as shown in Line 37 to satisfy the requirements for the Transfer to the City General Fund.

**Sinking Fund Commission
 General Fund Operating Budget Estimates
 FY 2013-2017 Five Year Plan**

<u>Description</u>	<u>FY 13 Estimate</u>	<u>FY 14 Estimate</u>	<u>FY 15 Estimate</u>	<u>FY 16 Estimate</u>	<u>FY 17 Estimate</u>
<u>Purchase of Services - Class 200</u>					
Long Term Leases	\$ 95,040,642	\$ 97,951,698	\$ 98,009,896	\$ 91,451,254	\$ 93,747,454
Total - Class 200	\$ 95,040,642	\$ 97,951,698	\$ 98,009,896	\$ 91,451,254	\$ 93,747,454
<u>Debt Service - Class 700</u>					
Interest on City Debt - Long Term	\$ 68,541,225	\$ 66,366,378	\$ 76,967,953	\$ 74,005,223	\$ 84,267,297
Principal on City Debt - Long Term	48,535,000	50,735,000	59,475,000	58,395,000	65,420,000
Interest on City Debt - Short Term	8,000,000	9,000,000	10,000,000	11,000,000	11,000,000
Sinking Fund Reserve Payments	1,334,700	1,336,200	1,335,900	1,339,400	1,335,300
Commitment Fee Expense	950,000	950,000	1,700,000	1,200,000	1,200,000
Arbitrage Payments	72,000	262,000	100,000	108,000	100,000
Total - Class 700	\$ 127,432,925	\$ 128,649,578	\$ 149,578,853	\$ 146,047,623	\$ 163,322,597
Total - All Classes	\$ 222,473,567	\$ 226,601,276	\$ 247,588,749	\$ 237,498,877	\$ 257,070,051

City of Philadelphia
Principal General Fund Obligation Growth Assumptions
FY 2013 - 2017 Five Year Financial Plan

		<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
Class 100	Personal Services					
	<i>Civilian Wages</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Uniform Wages - F.O.P.</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Uniform Wages - I.A.F.F.</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	Employee Benefits					
	<i>Unemployment Compensation</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Employee Disability</i>	4.4%	4.4%	4.4%	4.4%	4.4%
	<i>Pension</i>	15.4%	6.0%	-18.3%	3.8%	3.2%
	<i>Pension Obligation Bond</i>	4.9%	1.0%	4.0%	2.8%	0.0%
	<i>FICA</i>	-0.1%	2.2%	0.0%	0.0%	0.0%
	<i>Health/Medical</i>	3.2%	3.7%	3.2%	3.8%	4.2%
	<i>Group Life</i>	0.8%	0.0%	0.0%	0.0%	0.0%
	<i>Group Legal</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Tool Allowance</i>	25.0%	0.0%	0.0%	0.0%	0.0%
	<i>Flex Cash Payments</i>	0.0%	0.0%	0.0%	0.0%	0.0%
Class 200	Purchase of Services	0.0%	0.0%	0.0%	0.0%	0.0%
Class 3/400	Materials, Supplies & Equipment	0.0%	0.0%	0.0%	0.0%	0.0%
Class 500	Contributions, Indemnities & Taxes	0.0%	0.0%	0.0%	0.0%	0.0%
Class 700	Debt Service	See Schedule of Long Term Obligations (Appendix VI)				
Class 800	Payments to Other Funds	-3.2%	3.5%	3.3%	5.5%	5.2%
Class 900	Advances & Misc. Payments	N.A.	N.A.	N.A.	N.A.	N.A.

Note:

Obligation levels in the current plan have been established for most departments and cost centers based upon specific issues concerning desired service levels, management and productivity initiatives underway, anticipated competitive contracting issues, existing and anticipated contractual obligations, and a host of other factors. The growth assumptions set forth above provide only the underlying foundations for the specific proposed obligation levels which have been established for departments in the current plan.

EXHIBIT A

SOURCES OF FUNDS		2013	2014	2015	2016	2017	2018	2013-2018
		(in thousands)						
City Funds--Tax Supported								
CT	Carried-Forward Loans	\$ 274,505	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 274,505
CR	Operating Revenue	\$ 40,697	\$ 4,929	\$ 4,429	\$ 3,929	\$ 1,229	\$ 1,229	\$ 56,442
CN	New Loans	\$ 116,911	\$ 90,310	\$ 89,789	\$ 95,543	\$ 95,246	\$ 94,786	\$ 582,585
A	PICA Prefinanced Loans	\$ 7,297	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,297
City Funds--Self Sustaining								
XT	Self-Sustaining Carried-Forward Loans	\$ 1,695,122	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,695,122
XR	Self Sustaining Operating Revenue	\$ 173,157	\$ 18,844	\$ 19,221	\$ 19,606	\$ 19,998	\$ 20,398	\$ 271,224
XN	Self Sustaining New Loans	\$ 475,227	\$ 595,498	\$ 673,645	\$ 918,708	\$ 1,043,559	\$ 984,610	\$ 4,691,247
Other City Funds								
Z	Revolving Funds	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,000
Other Than City Funds								
TT	Carried-Forward Other Government	\$ 29,971	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,971
TO	Other Governments Off Budget	\$ 4,807	\$ 366	\$ 643	\$ 1,189	\$ 2,041	\$ 2,482	\$ 11,528
TB	Other Governments/Agencies	\$ 7,570	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,570
ST	Carried-Forward State	\$ 89,355	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 89,355
SO	State Off Budget	\$ 48,314	\$ 38,512	\$ 80,874	\$ 136,389	\$ 228,802	\$ 277,437	\$ 810,328
SB	State	\$ 26,065	\$ 4,855	\$ 5,920	\$ 3,900	\$ 5,200	\$ 4,150	\$ 50,090
PT	Carried-Forward Private	\$ 89,399	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 89,399
PB	Private	\$ 63,935	\$ 45,520	\$ 37,020	\$ 30,020	\$ 25,020	\$ 20,020	\$ 221,535
FT	Carried-Forward Federal	\$ 412,748	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 412,748
FO	Federal Off Budget	\$ 45,671	\$ 42,681	\$ 71,748	\$ 60,063	\$ 38,184	\$ 8,444	\$ 266,791
FB	Federal	\$ 99,491	\$ 67,436	\$ 66,280	\$ 76,880	\$ 51,900	\$ 49,450	\$ 411,437
TOTAL--ALL FUNDS		\$ 3,718,242	\$ 908,951	\$ 1,049,569	\$ 1,346,227	\$ 1,511,179	\$ 1,463,006	\$ 9,997,174

Note: Off-budget amounts are shown in this FY2013-2018 Capital Program ordinance, but they are not shown in the FY2013 Capital Budget ordinance.

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
ART MUSEUM							
<i>ART MUSEUM COMPLEX - CAPITAL</i>							
1 Philadelphia Museum of Art - Building Rehabilitation	1,450	500	500	600	800	1,500	5,350
	1,450 CN	500 CN	500 CN	600 CN	800 CN	1,500 CN	5,350 CN
1A Philadelphia Museum of Art - Building Rehabilitation-FY12	1,450						1,450
	1,450 CT						1,450 CT
1B Philadelphia Museum of Art - Building Rehabilitation	600						600
	600 CT						600 CT
<i>ART MUSEUM COMPLEX - CAPITAL</i>							
	3,500	500	500	600	800	1,500	7,400
	1,450 CN	500 CN	500 CN	600 CN	800 CN	1,500 CN	5,350 CN
	2,050 CT						2,050 CT
ART MUSEUM							
	3,500	500	500	600	800	1,500	7,400
	1,450 CN	500 CN	500 CN	600 CN	800 CN	1,500 CN	5,350 CN
	2,050 CT						2,050 CT

AVIATION

NORTHEAST PHILADELPHIA AIRPORT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
2 Airfield Improvements							
	1,500	3,000					4,500
	1,425 FB	2,850 FB					4,275 FB
	37 SB	75 SB					112 SB
	38 XN	75 XN					113 XN
2A Airfield Pavement & Rehabilitation Program-FY12							
	3,000						3,000
	2,850 FT						2,850 FT
	75 ST						75 ST
	75 XT						75 XT
2B Taxiway Expansion & Rehabilitation Program							
	1,950						1,950
	1,850 FT						1,850 FT
	75 ST						75 ST
	25 XT						25 XT
2C Taxiway Expansion & Rehabilitation Program							
	250						250
	200 FT						200 FT
	50 ST						50 ST
2D Airfield Lighting Improvements-FY12							
	1,000						1,000
	950 FT						950 FT
	25 ST						25 ST
	25 XT						25 XT
2E Airfield Lighting Improvements							
	500						500
	476 FT						476 FT
	12 ST						12 ST
	12 XT						12 XT
3 Improvements to Existing Facilities							
	2,000	500	500	500	500	500	4,500
	2,000 XN	500 XN	500 XN	500 XN	500 XN	500 XN	4,500 XN

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
3A Perimeter Sidewalk & Landscaping-FY12	750 750XT						750 750XT
3B Perimeter Sidewalk & Landscaping	500 500XT						500 500XT
3C Improvements to Existing Facilities-FY12	400 400XT						400 400XT
3D Improvements to Existing Facilities	400 400XT						400 400XT
NORTHEAST PHILADELPHIA AIRPORT							
	12,250	3,500	500	500	500	500	17,750
	1,425 FB	2,850 FB					4,275 FB
	6,326 FT						6,326 FT
	37 SB	75 SB					112 SB
	237 ST						237 ST
	2,038 XN	575 XN	500 XN	500 XN	500 XN	500 XN	4,613 XN
	2,187 XT						2,187 XT
PHILADELPHIA INTERNATIONAL AIRPORT							
4 Airfield Improvements	45,600 800 SB	26,000	35,000	15,000	15,000	15,000	151,600 800 SB
	42,800 XN	26,000 XN	35,000 XN	15,000 XN	15,000 XN	15,000 XN	148,800 XN
	2,000 XR						2,000 XR
4A Airfield Renovations & Additions-FY12	20,000 800 ST						20,000 800 ST
	2,000XR						2,000XR
	17,200XT						17,200XT
4B Terminal D-E Apron Reconstruction	25,000 18,750 FT						25,000 18,750 FT
	6,250 PT						6,250 PT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
4C Terminal D-E Apron Reconstruction	12,000						12,000
	9,000 FT						9,000 FT
	3,000 PT						3,000 PT
4D Airport Roadway System Modifications	4,000						4,000
	4,000 XT						4,000 XT
4E Airport Roadway System Modifications	3,766						3,766
	3,766 XT						3,766 XT
4F Runway 9L/27R Rehabilitation	36,000						36,000
	27,000 FT						27,000 FT
	9,000 XT						9,000 XT
4G Airfield Renovations & Additions	41,562						41,562
	9,285 FT						9,285 FT
	3,200 ST						3,200 ST
	29,077 XT						29,077 XT
4H Airfield Renovations & Additions	14,218						14,218
	5,000 XR						5,000 XR
	9,218 XT						9,218 XT
5 Improvements to Existing Facilities	77,500	60,000	41,000	24,000	25,000	15,000	242,500
	7,000 FB	4,000 FB	4,000 FB				15,000 FB
	1,000 SB	1,000 SB	1,000 SB				3,000 SB
	69,500 XN	55,000 XN	36,000 XN	24,000 XN	25,000 XN	15,000 XN	224,500 XN

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
5A Improvements to Existing Facilities-FY12	15,000						15,000
	4,000 FT						4,000 FT
	1,000 ST						1,000 ST
	10,000 XT						10,000 XT
5B Improvements to Existing Facilities	33,760						33,760
	6,469 FT						6,469 FT
	1,284 ST						1,284 ST
	26,007 XT						26,007 XT
5C Improvements to Existing Facilities	20,245						20,245
	9,550 XR						9,550 XR
	10,695 XT						10,695 XT
5D Noise Compatibility Program-FY12	5,000						5,000
	4,000 FT						4,000 FT
	1,000 XR						1,000 XR
5E Noise Compatibility Program	6,193						6,193
	5,284 FT						5,284 FT
	909 XR						909 XR
6 Airport Safety and Security Projects	14,000	13,200	4,000	5,000	5,000	5,000	46,200
	14,000 XN	13,200 XN	4,000 XN	5,000 XN	5,000 XN	5,000 XN	46,200 XN
6A Airport Security Improvements-FY12	5,000						5,000
	3,750 FT						3,750 FT
	1,250 XT						1,250 XT
6B Airport Security System Improvements	5,000						5,000
	3,750 FT						3,750 FT
	1,250 XT						1,250 XT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
6C Airport Security System Improvements	10,000						10,000
	7,500 FT						7,500 FT
	2,500 XT						2,500 XT
7 Capacity Enhancement Program	195,411	352,934	451,938	715,425	794,563	734,866	3,245,137
	21,800 FB	29,800 FB	34,900 FB	35,000 FB	28,000 FB	28,000 FB	177,500 FB
	35,000 PB	35,000 PB	35,000 PB	30,000 PB	25,000 PB	20,000 PB	180,000 PB
	1,200 SB	1,200 SB	1,400 SB	1,400 SB	1,400 SB	1,400 SB	8,000 SB
	137,411 XN	286,934 XN	380,638 XN	649,025 XN	740,163 XN	685,466 XN	2,879,637 XN
7A Airport Expansion Program-FY12	165,000						165,000
	40,000 FT						40,000 FT
	125,000 XT						125,000 XT
7B Airport Expansion Program	80,000						80,000
	10,000 PT						10,000 PT
	10,000 XR						10,000 XR
	60,000 XT						60,000 XT
7C Airport Expansion Program	15,500						15,500
	15,500 XT						15,500 XT
7D Airfield Capacity Enhancement Program-FY12	165,000						165,000
	25,000 FT						25,000 FT
	15,000 PT						15,000 PT
	2,000 ST						2,000 ST
	10,000 XR						10,000 XR
	113,000 XT						113,000 XT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
7E Airfield Capacity Enhancement Program	74,700						74,700
	30,000 FT						30,000 FT
	13,700 PT						13,700 PT
	31,000 XT						31,000 XT
7F Airfield Capacity Enhancement Program	79,619						79,619
	9,906 FT						9,906 FT
	9,713 XR						9,713 XR
	60,000 XT						60,000 XT
7G DOA Maintenance Facilities-FY12	13,000						13,000
	13,000 XT						13,000 XT
7H DOA Maintenance Facilities	8,000						8,000
	8,000 XT						8,000 XT
7I DOA Maintenance Facilities	8,000						8,000
	4,000 XR						4,000 XR
	4,000 XT						4,000 XT
7J Snow Removal Equipment Acquisition	9,920						9,920
	9,920 XT						9,920 XT
7K Ground Transportation Center	10,000						10,000
	10,000 XT						10,000 XT
7L Terminal Expansion & Modernization Program-FY12	274,500						274,500
	20,000 FT						20,000 FT
	254,500 XT						254,500 XT
7M Terminal Expansion & Modernization Program	178,742						178,742
	20,000 FT						20,000 FT
	22,763 PT						22,763 PT
	135,979 XT						135,979 XT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
7N Terminal Expansion & Modernization Program	241,111						241,111
	25,000 FT						25,000 FT
	20,000 XR						20,000 XR
	196,111 XT						196,111 XT
PHILADELPHIA INTERNATIONAL AIRPORT							
	1,912,347	452,134	531,938	759,425	839,563	769,866	5,265,273
	28,800 FB	33,800 FB	38,900 FB	35,000 FB	28,000 FB	28,000 FB	192,500 FB
	268,694 FT						268,694 FT
	35,000 PB	35,000 PB	35,000 PB	30,000 PB	25,000 PB	20,000 PB	180,000 PB
	70,713 PT						70,713 PT
	3,000 SB	2,200 SB	2,400 SB	1,400 SB	1,400 SB	1,400 SB	11,800 SB
	8,284 ST						8,284 ST
	263,711 XN	381,134 XN	455,638 XN	693,025 XN	785,163 XN	720,466 XN	3,299,137 XN
	74,172 XR						74,172 XR
	1,159,973 XT						1,159,973 XT
AVIATION							
	1,924,597	455,634	532,438	759,925	840,063	770,366	5,283,023
	30,225 FB	36,650 FB	38,900 FB	35,000 FB	28,000 FB	28,000 FB	196,775 FB
	275,020 FT						275,020 FT
	35,000 PB	35,000 PB	35,000 PB	30,000 PB	25,000 PB	20,000 PB	180,000 PB
	70,713 PT						70,713 PT
	3,037 SB	2,275 SB	2,400 SB	1,400 SB	1,400 SB	1,400 SB	11,912 SB
	8,521 ST						8,521 ST
	265,749 XN	381,709 XN	456,138 XN	693,525 XN	785,663 XN	720,966 XN	3,303,750 XN
	74,172 XR						74,172 XR
	1,162,160 XT						1,162,160 XT

COMMERCE

ARTS AND CULTURE CAPITAL PROJECTS

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
8 Cultural Facilities Improvements	11,800	9,850	1,750	250	250	250	24,150
	2,400 CN	1,350 CN	1,750 CN	250 CN	250 CN	250 CN	6,250 CN
	9,400 PB	8,500 PB					17,900 PB
8A Cultural Facilities Renovations-FY12	560						560
	560CT						560CT
8B Cultural Facility Improvements	40						40
	40CT						40CT
8C Cultural Facilities	30						30
	30CT						30CT
8D Cultural Facilities	18						18
	18CT						18CT
ARTS AND CULTURE CAPITAL PROJECTS	12,448	9,850	1,750	250	250	250	24,798
	2,400 CN	1,350 CN	1,750 CN	250 CN	250 CN	250 CN	6,250 CN
	648 CT						648 CT
	9,400 PB	8,500 PB					17,900 PB

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
COMMERCIAL DEVELOPMENT							
9 Neighborhood Commercial Centers - Site Improvements	24,150	500	1,000	1,500	1,500	1,500	30,150
	4,150 CN	500 CN	1,000 CN	1,500 CN	1,500 CN	1,500 CN	10,150 CN
	15,000 PB						15,000 PB
	500 SB						500 SB
	4,500 TO						4,500 TO
9A Neighborhood Commercial Centers - Site Improvements-FY12	35,500						35,500
	5,500 CT						5,500 CT
	15,000 FT						15,000 FT
	15,000 ST						15,000 ST
9B Neighborhood Commercial Centers - Site Improvements	3,000						3,000
	1,000 FT						1,000 FT
	2,000 ST						2,000 ST
9C Neighborhood Commercial Centers - Site Improvements	5,000						5,000
	1,000 CT						1,000 CT
	4,000 ST						4,000 ST
9D Neighborhood Commercial Centers - Site Improvements	1,500						1,500
	750 CT						750 CT
	750 ST						750 ST

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
9E NCC - Site Improvements	29 29CT						29 29CT
9F NCC - Site Improvements	91 91FT						91 91FT
9G Avenue of The Arts	40 40CT						40 40CT
9H Avenue of The Arts - N. Broad Street	240 110FT 130ST						240 110FT 130ST
9I Avenue of The Arts - N & S Broad St	500 500CT						500 500CT
9J Avenue of The Arts - N & S Broad St	2,000 2,000TT						2,000 2,000TT
9K Convention Center Area Renewal	701 701CT						701 701CT
9L Convention Center Area - Renewal	275 275CT						275 275CT
9M Cultural Corridors Capital & Infrastructure Projects	4,090 4,090TT						4,090 4,090TT
9N Food Distribution Center - Imps	850 850CT						850 850CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
COMMERCIAL DEVELOPMENT							
	77,966	500	1,000	1,500	1,500	1,500	83,966
	4,150 CN	500 CN	1,000 CN	1,500 CN	1,500 CN	1,500 CN	10,150 CN
	9,645 CT						9,645 CT
	16,201 FT						16,201 FT
	15,000 PB						15,000 PB
	500 SB						500 SB
	21,880 ST						21,880 ST
	4,500 TO						4,500 TO
	6,090 TT						6,090 TT
INDUSTRIAL DEVELOPMENT							
10 Industrial Districts		500	1,000	1,500	2,000	2,000	7,000
		500 CN	1,000 CN	1,500 CN	2,000 CN	2,000 CN	7,000 CN
10A Industrial Districts-FY12	325						325
	325 CT						325 CT
11 Navy Yard Infrastructure Improvements	8,200	12,700	1,500	2,600	2,900	1,150	29,050
	1,500 CN	1,500 CN	1,500 CN	2,600 CN	2,900 CN	1,150 CN	11,150 CN
	6,700 FB	11,200 FB					17,900 FB
11A Navy Yard Infrastructure Improvements	2,900						2,900
	2,900 FT						2,900 FT
11B Navy Yard Infrastructure Improvements	6,350						6,350
	5,800 FT						5,800 FT
	550 ST						550 ST
11C Navy Yard Infrastructure Improvements	1,000						1,000
	500 FT						500 FT
	500 ST						500 ST
11D Navy Yard Infrastructure Improvements	1,000						1,000
	500 FT						500 FT
	500 ST						500 ST
11E Byberry Reuse Plan	100						100
	100 CT						100 CT
11F Byberry Reuse Plan	250						250
	250 CT						250 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
12 Environmental Assessment/Remediation	1,000 400 SB 400 CN 200 FB		1,000 400 SB 400 CN 200 FB		1,000 400 SB 400 CN 200 FB		3,000 1,200 SB 1,200 CN 600 FB
12A Environmental Assessment/Remediation	754 4 CT 250 FT 500 ST						754 4 CT 250 FT 500 ST
12B Environmental Assessment/Remediation	1,580 80 CT 500 FT 1,000 ST						1,580 80 CT 500 FT 1,000 ST
13 PIDC Landbank Improvements, Engineering and Administration	6,000 6,000 Z						6,000 6,000 Z
14 PIDC Landbank Acquisition & Improvements	12,000 12,000 Z						12,000 12,000 Z
INDUSTRIAL DEVELOPMENT	41,459 1,900 CN 759 CT 6,900 FB 10,450 FT 400 SB 3,050 ST 18,000 Z	13,200 2,000 CN 11,200 FB	3,500 2,900 CN 200 FB 400 SB	4,100 4,100 CN	5,900 5,300 CN 200 FB 400 SB	3,150 3,150 CN	71,309 19,350 CN 759 CT 18,500 FB 10,450 FT 1,200 SB 3,050 ST 18,000 Z

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
WATERFRONT IMPROVEMENTS							
15	Central Delaware River Waterfront						
	2,993	1,500	2,000	2,000	3,000	3,000	14,493
	1,680 CN	1,500 CN	2,000 CN	2,000 CN	3,000 CN	3,000 CN	13,180 CN
	200 FB						200 FB
	650 PB						650 PB
	463 SB						463 SB
15A	Central Delaware River Waterfront-FY12						
	3,180						3,180
	2,180 CT						2,180 CT
	1,000 PT						1,000 PT
15B	Central Delaware River Waterfront						
	1,000						1,000
	1,000 PT						1,000 PT
15C	Penns Landing Improvements						
	250						250
	250 TT						250 TT
16	Schuylkill River Waterfront						
	1,850	1,850	1,850	2,350	2,850	2,000	12,750
	1,000 CN	1,000 CN	1,000 CN	1,500 CN	2,000 CN	2,000 CN	8,500 CN
	350 SB	350 SB	350 SB	350 SB	350 SB		1,750 SB
	500 FB	500 FB	500 FB	500 FB	500 FB		2,500 FB
16A	Schuylkill River Waterfront-FY12						
	1,800						1,800
	950 CT						950 CT
	500 FT						500 FT
	350 ST						350 ST
16B	Schuylkill River Waterfront						
	3,350						3,350
	3,000 FT						3,000 FT
	350 ST						350 ST

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
16C Schuylkill Riverfront Improvements	2,755 1,000 FT 1,755 ST						2,755 1,000 FT 1,755 ST
16D Schuylkill Riverfront Improvements	850 500 FT 350 ST						850 500 FT 350 ST
16E Schuylkill Riverfront Improvements	1,125 764 FT 361 ST						1,125 764 FT 361 ST
16F Schuylkill Riverfront Improvements	500 500 ST						500 500 ST
17 North Delaware River Waterfront	1,350 500 CN 350 SB 500 FB	1,150 300 CN 350 SB 500 FB	1,350 500 CN 350 SB 500 FB	1,350 500 CN 350 SB 500 FB	1,350 500 CN 350 SB 500 FB	1,400 700 CN 350 SB 350 FB	7,950 3,000 CN 2,100 SB 2,850 FB
17A North Delaware River Waterfront-FY12	850 500 FT 350 ST						850 500 FT 350 ST
17B North Delaware River Waterfront	1,200 350 CT 500 FT 350 ST						1,200 350 CT 500 FT 350 ST
17C North Delaware Riverfront Improvements	2,925 540 CT 2,160 FT 225 ST						2,925 540 CT 2,160 FT 225 ST

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
17D North Delaware Riverfront Improvements							
	6,821						6,821
	1,131 CT						1,131 CT
	5,340 FT						5,340 FT
	350 ST						350 ST
17E North Delaware Riverfront Improvements							
	1,780						1,780
	1,530 FT						1,530 FT
	250 ST						250 ST
WATERFRONT IMPROVEMENTS							
	34,579	4,500	5,200	5,700	7,200	6,400	63,579
	3,180 CN	2,800 CN	3,500 CN	4,000 CN	5,500 CN	5,700 CN	24,680 CN
	5,151 CT						5,151 CT
	1,200 FB	1,000 FB	1,000 FB	1,000 FB	1,000 FB	350 FB	5,550 FB
	15,794 FT						15,794 FT
	650 PB						650 PB
	2,000 PT						2,000 PT
	1,163 SB	700 SB	700 SB	700 SB	700 SB	350 SB	4,313 SB
	5,191 ST						5,191 ST
	250 TT						250 TT
COMMERCE							
	166,452	28,050	11,450	11,550	14,850	11,300	243,652
	11,630 CN	6,650 CN	9,150 CN	9,850 CN	12,550 CN	10,600 CN	60,430 CN
	16,203 CT						16,203 CT
	8,100 FB	12,200 FB	1,200 FB	1,000 FB	1,200 FB	350 FB	24,050 FB
	42,445 FT						42,445 FT
	25,050 PB	8,500 PB					33,550 PB
	2,000 PT						2,000 PT
	2,063 SB	700 SB	1,100 SB	700 SB	1,100 SB	350 SB	6,013 SB
	30,121 ST						30,121 ST
	4,500 TO						4,500 TO
	6,340 TT						6,340 TT
	18,000 Z						18,000 Z

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
FINANCE							
CAPITAL PROJECTS							
18	Improvements to Facilities	3,100	3,100	3,100	3,100	3,100	18,600
18A	Improvements to Facilities-FY12	4,364					4,364
		3,364 CT					3,364 CT
		1,000 PT					1,000 PT
18B	Improvements to Facilities	6,073					6,073
		5,073 CT					5,073 CT
		1,000 PT					1,000 PT
18C	Improvements to Facilities	6,832					6,832
		5,832 CT					5,832 CT
		1,000 PT					1,000 PT
18D	Capital Program Administration Design and Engineering	970					970
		970 CT					970 CT
18E	Capital Program Administration Design and Engineering	226					226
		226 CT					226 CT
18F	Capital Program Administration Design and Engineering	230					230
		230 CT					230 CT
18G	Capital Program Administration Design and Engineering	710					710
		710 CT					710 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
18H Capital Program Administration Design and Engineering	145 145 CT						145 145 CT
18I CPO Administration, Design & Engineering	262 262 CT						262 262 CT
18J CPO Admin, Design & Engineering	438 438 CT						438 438 CT
18K CPO Admin, Design & Engineering	65 65 CT						65 65 CT
18L CPO Admin, Design & Engineering	28 28 CT						28 28 CT
18M CPO Admin, Design & Engineering	298 298 CT						298 298 CT
18N Citywide Facilities	3,547 2,547 CT 1,000 PT						3,547 2,547 CT 1,000 PT
18O Citywide Facilities	1,252 1,252 CT						1,252 1,252 CT
18P Citywide Facilities	934 934 CT						934 934 CT
18Q Citywide Facilities	386 386 CT						386 386 CT
18R Citywide Facilities	155 155 CT						155 155 CT
18S Citywide Facilities	802 802 CT						802 802 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
18T Citywide Facilities	84 84 CT						84 84 CT
18U Citywide Facilities	53 53 CT						53 53 CT
18V Citywide Facilities	187 187 CT						187 187 CT
18W Citywide Facilities	283 283 CT						283 283 CT
18X Citywide Facilities	4 4 CT						4 4 CT
18Y Facilities Improvements-Citywide	58 58 CT						58 58 CT
CAPITAL PROJECTS							
	31,486	3,100	3,100	3,100	3,100	3,100	46,986
	3,100 CN	3,100 CN	3,100 CN	3,100 CN	3,100 CN	3,100 CN	18,600 CN
	24,386 CT						24,386 CT
	4,000 PT						4,000 PT
FINANCE	31,486	3,100	3,100	3,100	3,100	3,100	46,986
	3,100 CN	3,100 CN	3,100 CN	3,100 CN	3,100 CN	3,100 CN	18,600 CN
	24,386 CT						24,386 CT
	4,000 PT						4,000 PT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
FIRE							
<i>FIRE FACILITIES</i>							
19	2,890	1,000	1,000	1,040	1,494	1,494	8,918
	2,890 CN	1,000 CN	1,000 CN	1,040 CN	1,494 CN	1,494 CN	8,918 CN
19A	3,424						3,424
	3,424 CT						3,424 CT
19B	167						167
	167 CT						167 CT
19C	202						202
	202 CT						202 CT
19D	919						919
	919 A						919 A
19E	1,200						1,200
	1,200 CT						1,200 CT
19F	2,000						2,000
	2,000 CR						2,000 CR
19G	200						200
	200 CT						200 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<i>FIRE FACILITIES</i>							
	11,002	1,000	1,000	1,040	1,494	1,494	17,030
919 A							919 A
2,890 CN		1,000 CN	1,000 CN	1,040 CN	1,494 CN	1,494 CN	8,918 CN
2,000 CR							2,000 CR
5,193 CT							5,193 CT
	11,002	1,000	1,000	1,040	1,494	1,494	17,030
<i>FIRE</i>							
919 A							919 A
2,890 CN		1,000 CN	1,000 CN	1,040 CN	1,494 CN	1,494 CN	8,918 CN
2,000 CR							2,000 CR
5,193 CT							5,193 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
FLEET MANAGEMENT							
CAPITAL PROJECTS							
20		115	215	715	415	740	2,200
		115 CN	215 CN	715 CN	415 CN	740 CN	2,200 CN
20A	130						130
	130CT						130CT
20B	355						355
	355CT						355CT
20C	136						136
	136CT						136CT
20D	8						8
	8CT						8CT
21	1,085	785	785	785	785	785	5,010
	685 CN	385 CN	2,610 CN				
	400 SB	2,400 SB					

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
21A Fuel Tank Replacement-FY12	1,085						1,085
	685 CT						685 CT
	400 ST						400 ST
21B Fuel Tank Replacement	400						400
	400 ST						400 ST
21C Fuel Tank Replacement	400						400
	400 ST						400 ST
CAPITAL PROJECTS	3,599	900	1,000	1,500	1,200	1,525	9,724
	685 CN	500 CN	600 CN	1,100 CN	800 CN	1,125 CN	4,810 CN
	1,314 CT						1,314 CT
	400 SB	400 SB	400 SB	400 SB	400 SB	400 SB	2,400 SB
	1,200 ST						1,200 ST
FLEET MANAGEMENT	3,599	900	1,000	1,500	1,200	1,525	9,724
	685 CN	500 CN	600 CN	1,100 CN	800 CN	1,125 CN	4,810 CN
	1,314 CT						1,314 CT
	400 SB	400 SB	400 SB	400 SB	400 SB	400 SB	2,400 SB
	1,200 ST						1,200 ST

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
FREE LIBRARY							
<i>LIBRARY FACILITIES - CAPITAL</i>							
22 Free Library Improvements	4,905	4,000	4,000	1,000	1,000	2,200	17,105
	2,905 CN	2,000 CN	2,000 CN	1,000 CN	1,000 CN	2,200 CN	11,105 CN
	2,000 PB	2,000 PB	2,000 PB				6,000 PB
22A Free Library Improvements-FY12	1,535						1,535
	1,535 CT						1,535 CT
22B Free Library Improvements	1,274						1,274
	1,274 CT						1,274 CT
22C Free Library Improvements	910						910
	910 CT						910 CT
22D Free Library Improvements	2,256						2,256
	1,256 CT						1,256 CT
	1,000 ST						1,000 ST
22E Free Library Improvements	100						100
	100 CT						100 CT
<i>LIBRARY FACILITIES - CAPITAL</i>							
	10,980	4,000	4,000	1,000	1,000	2,200	23,180
	2,905 CN	2,000 CN	2,000 CN	1,000 CN	1,000 CN	2,200 CN	11,105 CN
	5,075 CT						5,075 CT
	2,000 PB	2,000 PB	2,000 PB				6,000 PB
	1,000 ST						1,000 ST
FREE LIBRARY	10,980	4,000	4,000	1,000	1,000	2,200	23,180
	2,905 CN	2,000 CN	2,000 CN	1,000 CN	1,000 CN	2,200 CN	11,105 CN
	5,075 CT						5,075 CT
	2,000 PB	2,000 PB	2,000 PB				6,000 PB
	1,000 ST						1,000 ST

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
HEALTH							
<i>HEALTH FACILITIES</i>							
23	Health Centers 2 & 10 Major Interior/ Exterior Renovations	1,850 1,850 CN	1,000 1,000 CN				2,850 2,850 CN
24	Health Department Equipment and Improvements	4,200 4,200 CR	2,700 2,700 CR	2,200 2,200 CR	1,700 1,700 CR		10,800 10,800 CR
24A	Health Department Equipment and Improvements-FY12	4,700 4,700 CR					4,700 4,700 CR
24B	Health Department Equipment and Improvements	5,235 5,235 CR					5,235 5,235 CR
24C	Health Department Equipment and Repairs	181 181 CT					181 181 CT
25	Health Facility Renovations	300 300 CN	300 300 CN	400 400 CN	700 700 CN	400 400 CN	3,073 3,073 CN
25A	Health Facility Renovations-FY12	601 601 CT					601 601 CT
25B	Health Facility Renovations	727 727 CT					727 727 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
25C Health Facility Renovations	630 630 CT						630 630 CT
25D Health Facility Renovations	1,211 1,211 CT						1,211 1,211 CT
25E Health Facility Renovations	585 585 CT						585 585 CT
25F Health Facility Renovations	250 250 CT						250 250 CT
25G Health Facility Renovations	680 680 CT						680 680 CT
25H Health Facility Renovations	420 420 CT						420 420 CT
25I Health Facility Renovations	236 236 CT						236 236 CT
25J Health Facility Renovations	18 18 CT						18 18 CT
25K Health Administration Building	1 1 CT						1 1 CT
25L Health Administration Building	1 1 CT						1 1 CT
25M Medical Examiners Office	3,300 1,500 CT 1,800 ST						3,300 1,500 CT 1,800 ST
25N Medical Examiners Office	273 273 CT						273 273 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
HEALTH FACILITIES							
	25,399	4,000	2,600	2,400	400	973	35,772
	2,150 CN	1,300 CN	400 CN	700 CN	400 CN	973 CN	5,923 CN
	14,135 CR	2,700 CR	2,200 CR	1,700 CR			20,735 CR
	7,314 CT						7,314 CT
	1,800 ST						1,800 ST
PHILADELPHIA NURSING HOME							
26	Equipment and Renovations - Philadelphia Nursing Home	1,000	1,000	1,000	1,000		4,000
		1,000 CR	1,000 CR	1,000 CR	1,000 CR		4,000 CR
26A	Equipment and Renovations - Philadelphia Nursing Home-FY12	1,100					1,100
		1,100CR					1,100 CR
26B	Equipment and Renovations - Philadelphia Nursing Home	1,100					1,100
		1,100CR					1,100 CR
26C	Equipment and Renovations - Philadelphia Nursing Home	1,100					1,100
		1,100CR					1,100 CR
26D	Equipment and Renovations - Philadelphia Nursing Home	1,100					1,100
		1,100CR					1,100 CR
26E	Equipment and Renovations - Philadelphia Nursing Home	1,100					1,100
		1,100CR					1,100 CR
26F	Equipment and Renovations - Philadelphia Nursing Home	980					980
		980CR					980 CR
PHILADELPHIA NURSING HOME							
	7,480	1,000	1,000	1,000			10,480
	7,480 CR	1,000 CR	1,000 CR	1,000 CR			10,480 CR
HEALTH							
	32,879	5,000	3,600	3,400	400	973	46,252
	2,150 CN	1,300 CN	400 CN	700 CN	400 CN	973 CN	5,923 CN
	21,615 CR	3,700 CR	3,200 CR	2,700 CR			31,215 CR
	7,314 CT						7,314 CT
	1,800 ST						1,800 ST

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
HUMAN SERVICES							
<i>YOUTH STUDY CENTER - CAPITAL</i>							
27A New Youth Study Center-FY12	16,000						16,000
	2,843 CT						2,843 CT
	13,157 TT						13,157 TT
27B New Youth Study Center	129						129
	129 TT						129 TT
27C Youth Study Center-Renovations	62						62
	62 CT						62 CT
27D Youth Study Center-Renovations	137						137
	137 CT						137 CT
<i>YOUTH STUDY CENTER - CAPITAL</i>	16,328						16,328
	3,042 CT						3,042 CT
	13,286 TT						13,286 TT
HUMAN SERVICES	16,328						16,328
	3,042 CT						3,042 CT
	13,286 TT						13,286 TT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
MDO							
CAPITAL PROJECTS - VARIOUS							
28 Citywide Facilities	1,000 1,000 CN						1,000 1,000 CN
28A Citywide Facilities-FY12	1,500 1,500 CT						1,500 1,500 CT
28B Citywide Facilities	1,651 1,651 CT						1,651 1,651 CT
28C Citywide Facilities	10 10 CT						10 10 CT
29 Office of Sustainability	950 950 CN	600 600 CN	1,000 1,000 CN	700 700 CN	1,000 1,000 CN	700 700 CN	4,950 4,950 CN
29A Office of Sustainability-FY12	700 700 CT						700 700 CT
29B Office of Sustainability	500 500 CT						500 500 CT
29C Office of Sustainability	500 500 CT						500 500 CT
29D Energy Efficiency Improvements	344 344 CT						344 344 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
29E Green Lights Lighting Upgrades	22						22
	22CT						22CT
CAPITAL PROJECTS - VARIOUS							
	7,177	600	1,000	700	1,000	700	11,177
	1,950 CN	600 CN	1,000 CN	700 CN	1,000 CN	700 CN	5,950 CN
	5,227 CT						5,227 CT
MDO							
	7,177	600	1,000	700	1,000	700	11,177
	1,950 CN	600 CN	1,000 CN	700 CN	1,000 CN	700 CN	5,950 CN
	5,227 CT						5,227 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
OFFICE OF SUPPORTIVE HOUSING							
FAMILY CARE FACILITIES - CAPITAL							
30 OSH Facility Renovations	610	200	400	600	600	600	3,010
	610 CN	200 CN	400 CN	600 CN	600 CN	600 CN	3,010 CN
30A OSH Facility Renovations-FY12	600						600
	600 CT						600 CT
30B OSH Facility Renovations	560						560
	560 CT						560 CT
30C OSH Facility Renovations	500						500
	500 CT						500 CT
30D OSH Facility Renovations	528						528
	528 CT						528 CT
30E OSH Facility Renovations	161						161
	161 CT						161 CT
30F OESS Facility Renovations	149						149
	149 CT						149 CT
30G OESS Facility Renovations	100						100
	100 CT						100 CT
30H OESS Facility Renovations	57						57
	57 CT						57 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
30I Riverview Home Renovations	274						274
	274 CT						274 CT
30J Riverview Home Renovations	269						269
	269 CT						269 CT
30K Riverview Home Renovations	119						119
	119 CT						119 CT
30L Riverview Home Renovations	9						9
	9 CT						9 CT
FAMILY CARE FACILITIES - CAPITAL							
	3,936	200	400	600	600	600	6,336
	610 CN	200 CN	400 CN	600 CN	600 CN	600 CN	3,010 CN
	3,326 CT						3,326 CT
OFFICE OF SUPPORTIVE HOUSING							
	3,936	200	400	600	600	600	6,336
	610 CN	200 CN	400 CN	600 CN	600 CN	600 CN	3,010 CN
	3,326 CT						3,326 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
OIT							
CAPITAL PROJECTS							
31 Citywide Technology Improvements & Enhancements	7,500	21,000	23,000	25,000	10,000	6,000	92,500
	7,500 CN	21,000 CN	23,000 CN	25,000 CN	10,000 CN	6,000 CN	92,500 CN
31A Citywide Technology Improvements & Enhancements-FY12	10,000						10,000
	10,000 CT						10,000 CT
31B Citywide Technology Improvements & Enhancements	19,261						19,261
	19,261 CT						19,261 CT
31C Network Infrastructure Stabilization & Enhancement	8						8
	8 CT						8 CT
31D Integrated Case Management System	918						918
	918 CT						918 CT
32 Communications System Improvements	5,318	700	700	700	700	700	8,818
	5,318 CR	700 CR	700 CR	700 CR	700 CR	700 CR	8,818 CR
32A Communications System Improvements-FY12	3,200						3,200
	3,200 CR						3,200 CR
32B Communications System Improvements	1,269						1,269
	1,269 CR						1,269 CR

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
32C Communications Systems Improvements	200						200
	200 CT						200 CT
32D Communications Improvements	108						108
	108 CT						108 CT
32E Police Computer/Communication Systems Imps	39						39
	39 CT						39 CT
32F Fire Department Computer System Imps	161						161
	161 CT						161 CT
CAPITAL PROJECTS							
	47,982	21,700	23,700	25,700	10,700	6,700	136,482
	7,500 CN	21,000 CN	23,000 CN	25,000 CN	10,000 CN	6,000 CN	92,500 CN
	9,787 CR	700 CR	700 CR	700 CR	700 CR	700 CR	13,287 CR
	30,695 CT						30,695 CT
OIT							
	47,982	21,700	23,700	25,700	10,700	6,700	136,482
	7,500 CN	21,000 CN	23,000 CN	25,000 CN	10,000 CN	6,000 CN	92,500 CN
	9,787 CR	700 CR	700 CR	700 CR	700 CR	700 CR	13,287 CR
	30,695 CT						30,695 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
PARKS AND RECREATION							
<i>FAIRMOUNT PARK</i>							
33 Building Improvements	2,840	820	860	890	940	940	7,290
	940 CN	820 CN	860 CN	890 CN	940 CN	940 CN	5,390 CN
	1,700 PB						1,700 PB
	200 SB						200 SB
33A Building Improvements-FY12	720						720
	720 CT						720 CT
33B Building Improvements	1,139						1,139
	139 CT						139 CT
	1,000 ST						1,000 ST
33C Building Improvements	1,565						1,565
	1,565 CT						1,565 CT
33D Building Improvements	496						496
	415 CT						415 CT
	81 ST						81 ST
33E Building Improvements	639						639
	639 CT						639 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
33F Facility Improvements	1,066						1,066
	966 CT						966 CT
	100 ST						100 ST
33G Facility Improvements	653						653
	653 CT						653 CT
33H Facility Improvements	221						221
	221 CT						221 CT
33I Facility Improvements	304						304
	254 CT						254 CT
	50 ST						50 ST
33J Facility Improvements	52						52
	52 CT						52 CT
33K Facility Improvements	400						400
	400 ST						400 ST
34 Infrastructure		50	50	50	50	100	300
		50 CN	50 CN	50 CN	50 CN	100 CN	300 CN
34A Infrastructure-FY12	113						113
	113 CT						113 CT
34B Infrastructure	58						58
	58 CT						58 CT
34C Infrastructure	1,000						1,000
	1,000 ST						1,000 ST
35 Parkland - Site Improvements	14,170	9,720	1,870	2,140	3,520	2,720	34,140
	13,840 CN	9,720 CN	1,770 CN	2,040 CN	3,520 CN	2,620 CN	33,510 CN
	165 PB						165 PB
	165 SB		100 SB	100 SB		100 SB	465 SB

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
35A Parkland - Site Improvements-FY12	3,000 3,000CT						3,000 3,000CT
35B Parkland - Site Improvements	3,321 2,821CT 500ST						3,321 2,821CT 500ST
35C Parkland - Site Improvements	12,809 2,269CT 5,000FT 4,000PT 1,450ST 90XT						12,809 2,269CT 5,000FT 4,000PT 1,450ST 90XT
35D Parkland - Site Improvements	12,377 2,130CT 2,600FT 2,647PT 3,000ST 2,000TT						12,377 2,130CT 2,600FT 2,647PT 3,000ST 2,000TT
35E Parkland - Site Improvements	738 738ST						738 738ST
35F Parkland - Site Improvements	1,424 144CT 1,280FT						1,424 144CT 1,280FT
35G Parkland - Site Improvements	1,177 1,177ST						1,177 1,177ST
35H Athletic and Play Area Improvements	200 200CT						200 200CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
35I Athletic and Play Area Improvements	261 261 CT						261 261 CT
35J Manayunk Canal Improvements	318 318 ST						318 318 ST
35K Manayunk Canal Restoration	2,240 2,240 ST						2,240 2,240 ST
35L Schuylkill River Park	109 109 ST						109 109 ST
36 Roadways, Footways, and Parking	2,970 1,670 CN 1,300 SB	310 310 CN	1,290 1,290 CN	490 490 CN	830 830 CN	1,040 1,040 CN	6,930 5,630 CN 1,300 SB
36A Roadways, Footways, and Parking-FY12	140 140 CT						140 140 CT
36B Roadways, Footways and Parking	2,297 297 CT 1,000 FT 1,000 ST						2,297 297 CT 1,000 FT 1,000 ST

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
36C Roadways, Footways and Parking	90 90CT						90 90CT
36D Roadways, Footways and Parking	1,385 1,135FT 250ST						1,385 1,135 FT 250 ST
36E Manayunk Recreation Path	581 81FT 500ST						581 81 FT 500 ST
<i>FAIRMOUNT PARK</i>	70,873 16,450 CN 17,147 CT 11,096 FT 1,865 PB 6,647 PT 1,665 SB 13,913 ST 2,000 TT 90 XT	10,900 10,900 CN	4,070 3,970 CN	3,570 3,470 CN	5,340 5,340 CN	4,800 4,700 CN	99,553 44,830 CN 17,147 CT 11,096 FT 1,865 PB 6,647 PT 1,965 SB 13,913 ST 2,000 TT 90 XT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
RECREATION							
37 Improvements to Existing Recreation Facilities	7,900 7,900 CN	47,400 47,400 CN					
37A Improvements to Existing Recreation Facilities-FY12	7,900 7,900 CT						7,900 7,900 CT
37B Improvements to Existing Recreation Facilities	7,552 7,552 CT						7,552 7,552 CT
37C Improvements to Existing Recreation Facilities	7,025 7,025 CT						7,025 7,025 CT
37D Improvements to Existing Recreation Facilities	6,799 6,799 CT						6,799 6,799 CT
37E Improvements to Existing Recreation Facilities	4,953 4,953 CT						4,953 4,953 CT
37F Improvements to Existing Recreation Facilities	3,947 3,947 CT						3,947 3,947 CT
37G Improvements to Existing Recreation Facilities	3,202 3,202 CT						3,202 3,202 CT
37H Improvements to Existing Recreation Facilities	1,727 1,727 CT						1,727 1,727 CT
37I Improvements To Existing Rec Facilities	826 826 CT						826 826 CT
37J Imprs To Existing Rec Facilities	646 646 CT						646 646 CT
37K Improvements To Existing Rec Facil	297 297 CT						297 297 CT
37L Imps To Existing Rec Facilities	1,162 1,162 CT						1,162 1,162 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
37M Improvements To Existing Facilities	585 585 CT						585 585 CT
37N Improvements To Existing Facilities	3 3 CT						3 3 CT
37O Improvements To Existing Facilities	9 9 CT						9 9 CT
37P ITEF - Site Improvements	1,122 1,122 CT						1,122 1,122 CT
38 Improvements to Existing Recreation Facilities - Infrastructure	750 750 CN	750 750 CN	750 750 CN	750 750 CN	750 750 CN	750 750 CN	4,500 4,500 CN
38A Improvements to Existing Recreation Facilities - Infrastructure-FY12	1,250						1,250
38B Improvements to Existing Recreation Facilities - Infrastructure	1,250 CT						1,250 CT
38C Improvements to Existing Recreation Facilities - Infrastructure	4,717 4,717 CT						4,717 4,717 CT
38D Improvements to Existing Recreation Facilities - Infrastructure	100 100 CT						100 100 CT
38E Improvements to Existing Recreation Facilities - Infrastructure	100 100 CT						100 100 CT
38F Improvements to Existing Recreation Facilities - Infrastructure	100 100 CT						100 100 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
38G Improvements to Existing Recreation Facilities - Infrastructure	150 150 CT						150 150 CT
38H Improvements to Existing Recreation Facilities - Infrastructure	39 39 CT						39 39 CT
38I Admin, Design & Engineering - Rec	80 80 CT						80 80 CT
38J Admin, Design & Engineering - Rec	58 58 CT						58 58 CT
38K ITEF - Outdoor Lighting	4 4 CT						4 4 CT
38L ITEF - Site Renovations	17 17 CT						17 17 CT
39 Improvements to Existing Recreation Facilities - Swimming Pools	500	500		1,000	2,000	1,500	5,500
	500 CN	500 CN		1,000 CN	2,000 CN	1,500 CN	5,500 CN
39A Improvements to Existing Recreation Facilities - Swimming Pools-FY12	1,000						1,000
	1,000 CT						1,000 CT
39B Improvements to Existing Recreation Facilities - Swimming Pools	500						500
	500 CT						500 CT
39C Improvements to Existing Recreation Facilities - Swimming Pools	157						157
	157 CT						157 CT
40 Improvements to Existing Recreation Facilities - Life Safety Systems	300	300	300	300	300	300	1,800
	300 CN	300 CN	300 CN	300 CN	300 CN	300 CN	1,800 CN

	2013	2014	2015	2016	2017	2018	2013 - 2018
40A Improvements to Existing Recreation Facilities - Life Safety Systems-FY12	\$x000 300	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000 300
	300CT						300CT
40B Improvements to Existing Recreation Facilities - Life Safety Systems	300						300
	300CT						300CT
40C Improvements to Existing Recreation Facilities - Life Safety Systems	300						300
	300CT						300CT
40D Improvements to Existing Recreation Facilities - Life Safety Systems	300						300
	300CT						300CT
40E Improvements to Existing Recreation Facilities - Life Safety Systems	300						300
	300CT						300CT
40F Improvements to Existing Recreation Facilities - Life Safety Systems	203						203
	203CT						203CT
40G Improvements to Existing Recreation Facilities - Life Safety Systems	179						179
	179CT						179CT
40H Improvements to Existing Recreation Facilities - Life Safety Systems	101						101
	101CT						101CT
40I Imps To Existing Facil - Life Safety Sys	155						155
	155CT						155CT
41 Grant Funded Recreation Improvements	2,000	1,500	1,000	1,500	2,000	1,500	9,500
	1,000 CN	500 CN		500 CN	1,000 CN	500 CN	3,500 CN
	1,000 SB	1,000 SB	1,000 SB	1,000 SB	1,000 SB	1,000 SB	6,000 SB

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
41A Grant Funded Recreation Improvements-FY12	4,000						4,000
	1,500 CT						1,500 CT
	2,500 ST						2,500 ST
41B Grant Funded Recreation Improvements	3,681						3,681
	993 CT						993 CT
	1,100 PT						1,100 PT
	1,588 ST						1,588 ST
41C Grant Funded Recreation Improvements	2,401						2,401
	700 CT						700 CT
	1,701 ST						1,701 ST
41D Grant Funded Recreation Improvements	1,174						1,174
	1,174 ST						1,174 ST
41E Grant Funded Recreation Improvements	2,112						2,112
	574 CT						574 CT
	1,538 ST						1,538 ST
41F Grant Funded Recreation Improvements	1,633						1,633
	594 CT						594 CT
	1,039 ST						1,039 ST
41G Grant Funded Recreation Improvements	623						623
	623 ST						623 ST
41H Grant Funded Recreation Improvements	760						760
	185 CT						185 CT
	575 ST						575 ST
41I Grant Funded Recreation Improvements	605						605
	309 CT						309 CT
	296 ST						296 ST

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
41J State Grant Funded Recreation Imps	370						370
	370 ST						370 ST
41K State Grant Funded Recreation Imps	606						606
	45 FT						45 FT
	561 ST						561 ST
RECREATION	87,680	10,950	9,950	11,450	12,950	11,950	144,930
	10,450 CN	9,950 CN	8,950 CN	10,450 CN	11,950 CN	10,950 CN	62,700 CN
	63,120 CT						63,120 CT
	45 FT						45 FT
	1,100 PT						1,100 PT
	1,000 SB	6,000 SB					
	11,965 ST						11,965 ST
PARKS AND RECREATION	158,553	21,850	14,020	15,020	18,290	16,750	244,483
	26,900 CN	20,850 CN	12,920 CN	13,920 CN	17,290 CN	15,650 CN	107,530 CN
	80,267 CT						80,267 CT
	11,141 FT						11,141 FT
	1,865 PB						1,865 PB
	7,747 PT						7,747 PT
	2,665 SB	1,000 SB	1,100 SB	1,100 SB	1,000 SB	1,100 SB	7,965 SB
	25,878 ST						25,878 ST
	2,000 TT						2,000 TT
	90 XT						90 XT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
POLICE							
POLICE FACILITIES							
42	Police Facilities - Renovations	14,570 9,500 CN 5,070 TB	3,810 3,810 CN	1,930 1,930 CN	1,440 1,440 CN	1,000 1,000 CN	23,750 18,680 CN 5,070 TB
42A	Police Facilities - Renovations-FY12	17,180 6,000 CR 10,610 CT 570 FT					17,180 6,000 CR 10,610 CT 570 FT
42B	Police Facilities - Renovations	4,869 2,369 CT 2,500 FT					4,869 2,369 CT 2,500 FT
42C	Police Facilities - Renovations	361 361 CT					361 361 CT
42D	Police Facilities - Renovations	2,127 2,039 A 88 CT					2,127 2,039 A 88 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
42E SWAT/Bomb Squad Facility	6,685						6,685
	4,185A						4,185A
	2,500FT						2,500FT
42F Police Department Interior and Exterior Improvements	165						165
	165CT						165CT
42G Police Dept Interior and Exterior Imps	144						144
	144CT						144CT
POLICE FACILITIES	46,101	3,810	1,930	1,440	1,000	1,000	55,281
	6,224 A						6,224 A
	9,500 CN	3,810 CN	1,930 CN	1,440 CN	1,000 CN	1,000 CN	18,680 CN
	6,000 CR						6,000 CR
	13,737 CT						13,737 CT
	5,570 FT						5,570 FT
	5,070 TB						5,070 TB
POLICE	46,101	3,810	1,930	1,440	1,000	1,000	55,281
	6,224 A						6,224 A
	9,500 CN	3,810 CN	1,930 CN	1,440 CN	1,000 CN	1,000 CN	18,680 CN
	6,000 CR						6,000 CR
	13,737 CT						13,737 CT
	5,570 FT						5,570 FT
	5,070 TB						5,070 TB

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
PRISONS							
<i>CORRECTIONAL INSTITUTIONS - CAPITAL</i>							
43 Prison System - Renovations	3,600 3,600 CN	3,000 3,000 CN	4,200 4,200 CN	1,700 1,700 CN	2,700 2,700 CN	3,550 3,550 CN	18,750 18,750 CN
43A Prison System - Renovations-FY12	3,750 3,750 CT						3,750 3,750 CT
43B Prison System - Renovations	8,345 8,345 TT						8,345 8,345 TT
43C Prison System - Renovations	1,035 1,035 CT						1,035 1,035 CT
43D Prison System - Renovations	2,795 2,795 CT						2,795 2,795 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
43E Prison System - Renovations	1,059 1,059CT						1,059 1,059CT
43F Prison System - Renovations	49 49CT						49 49CT
43G Prison System - Renovations	405 405CT						405 405CT
43H Prison System - Renovations	275 275ST						275 275ST
43I Prison Facilities - Renovations	33 33CT						33 33CT
CORRECTIONAL INSTITUTIONS - CAPITAL							
	21,346	3,000	4,200	1,700	2,700	3,550	36,496
	3,600 CN	3,000 CN	4,200 CN	1,700 CN	2,700 CN	3,550 CN	18,750 CN
	9,126 CT						9,126 CT
	275 ST						275 ST
	8,345 TT						8,345 TT
PRISONS	21,346	3,000	4,200	1,700	2,700	3,550	36,496
	3,600 CN	3,000 CN	4,200 CN	1,700 CN	2,700 CN	3,550 CN	18,750 CN
	9,126 CT						9,126 CT
	275 ST						275 ST
	8,345 TT						8,345 TT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
PUBLIC PROPERTY							
BUILDINGS AND FACILITIES - OTHER							
44	Improvements to Municipal Facilities	3,979	1,979	2,179	2,179	2,179	14,674
		3,450 CN	1,450 CN	1,650 CN	1,650 CN	1,650 CN	11,500 CN
		529 CR	3,174 CR				
44A	Improvements to Municipal Facilities-FY12	4,799					4,799
		449 CR					449 CR
		4,350 CT					4,350 CT
44B	Improvements to Municipal Facilities	1,170					1,170
		317 CR					317 CR
		853 CT					853 CT
44C	Improvements to Municipal Facilities	2,300					2,300
		2,300 ST					2,300 ST
44D	Improvements to Municipal Facilities	361					361
		61 CT					61 CT
		300 PT					300 PT
44E	Improvements to Municipal Facilities	72					72
		72 CT					72 CT
44F	Quadplex Facilities Improvements	279					279
		154 A					154 A
		125 CT					125 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
44G City Hall	941 941 CT						941 941 CT
44H City Hall	748 748 CT						748 748 CT
44I Triplex Facility Improvements	125 125 CT						125 125 CT
44J Eastern State Penitentiary Renov	3,099 3,099 PT						3,099 3,099 PT
44K Emergency Standby Power System	1,000 1,000 FT						1,000 1,000 FT
44L Transit Facilities Improvements	56 56 CT						56 56 CT
44M Transit Facilities Improvements	1 1 CT						1 1 CT
44N Transit Facilities Improvements	873 722 FT 151 ST						873 722 FT 151 ST

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
45 Citywide Asbestos Abatement & Environmental Remediation	500 500 CN	500 500 CN	300 300 CN	300 300 CN	300 300 CN	300 300 CN	2,200 2,200 CN
45A Citywide Asbestos Abatement & Environmental Remediation-FY12	50						50
	50 CT						50 CT
45B Citywide Asbestos Abatement & Environmental Remediation	42 42 CT						42 42 CT
45C Citywide Environmental Remediation	271 271 CT						271 271 CT
45D Citywide Environmental Remediation	11 11 CT						11 11 CT
BUILDINGS AND FACILITIES - OTHER	20,677	2,479	2,479	2,479	2,479	2,479	33,072
	154 A						154 A
	3,950 CN	1,950 CN	13,700 CN				
	1,295 CR	529 CR	529 CR	529 CR	529 CR	529 CR	3,940 CR
	7,706 CT						7,706 CT
	1,722 FT						1,722 FT
	3,399 PT						3,399 PT
	2,451 ST						2,451 ST
PUBLIC PROPERTY - CAPITAL PROG ADMIN							
46 Capital Program Administration Design and Engineering	3,400 3,400 CN	20,400 20,400 CN					
46A Capital Program Administration Design and Engineering-FY12	4,173 4,173 CT						4,173 4,173 CT
46B Capital Program Administration Design and Engineering	430 430 CT						430 430 CT
46C Capital Program Administration Design and Engineering	739 739 CT						739 739 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
PUBLIC PROPERTY - CAPITAL PROG ADMIN							
	8,742	3,400	3,400	3,400	3,400	3,400	25,742
	3,400 CN	3,400 CN	3,400 CN	3,400 CN	3,400 CN	3,400 CN	20,400 CN
	5,342 CT						5,342 CT
	29,419	5,879	5,879	5,879	5,879	5,879	58,814
	154 A						154 A
	7,350 CN	5,350 CN	5,350 CN	5,350 CN	5,350 CN	5,350 CN	34,100 CN
	1,295 CR	529 CR	529 CR	529 CR	529 CR	529 CR	3,940 CR
	13,048 CT						13,048 CT
	1,722 FT						1,722 FT
	3,399 PT						3,399 PT
	2,451 ST						2,451 ST

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
RECORDS							
<i>CAPITAL PROJECTS</i>							
47 Records Improvements	298						298
	298 CN						298 CN
47A Records Improvements-FY12	300						300
	300CT						300 CT
47B Records Improvements	113						113
	113CT						113 CT
<i>CAPITAL PROJECTS</i>							
	711						711
	298 CN						298 CN
	413 CT						413 CT
RECORDS							
	711						711
	298 CN						298 CN
	413 CT						413 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
STREETS							
BRIDGES							
48	19,466	1,866	3,100		5,000	3,000	32,432
	3,000 CN	1,000 CN					4,000 CN
	10,366 FB	686 FB	2,480 FB		4,000 FB	2,400 FB	19,932 FB
	6,100 SB	180 SB	620 SB		1,000 SB	600 SB	8,500 SB
48A	2,707						2,707
	760 CT						760 CT
	1,640 FT						1,640 FT
	307 ST						307 ST
48B	2,600						2,600
	2,225 FT						2,225 FT
	375 ST						375 ST
48C	995						995
	838 FT						838 FT
	157 ST						157 ST

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
48D Bridge Reconstruction & Improvements	3,661 183 CT 3,102 FT 376 ST						3,661 183 CT 3,102 FT 376 ST
48E Bridge Reconstruction & Improvements	3,200 270 CT 2,472 FT 458 ST						3,200 270 CT 2,472 FT 458 ST
48F Bridge Reconstruction & Improvements	10,241 318 CT 5,000 FT 4,923 ST						10,241 318 CT 5,000 FT 4,923 ST
48G Bridge Reconstruction & Improvements	5,259 1,180 CT 3,592 FT 487 ST						5,259 1,180 CT 3,592 FT 487 ST
48H Bridge Reconstruction & Improvements	831 15 CT 399 FT 417 ST						831 15 CT 399 FT 417 ST
48I Bridge Reconstruction & Improvements	1,019 13 CT 846 FT 160 ST						1,019 13 CT 846 FT 160 ST
48J Bridge Reconstruction & Improvements	1,110 157 CT 597 FT 356 ST						1,110 157 CT 597 FT 356 ST

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
48K Bridge Reconstruction & Improvements	363						363
	8 CT						8 CT
	150 FT						150 FT
	205 ST						205 ST
48L Bridge Reconstruction & Improvements	292						292
	292 FT						292 FT
BRIDGES	51,744	1,866	3,100		5,000	3,000	64,710
	3,000 CN	1,000 CN					4,000 CN
	2,904 CT						2,904 CT
	10,366 FB	686 FB	2,480 FB		4,000 FB	2,400 FB	19,932 FB
	21,153 FT						21,153 FT
	6,100 SB	180 SB	620 SB		1,000 SB	600 SB	8,500 SB
	8,221 ST						8,221 ST
GRADING & PAVING							
49 Reconstruction/Resurfacing of Streets	18,000	13,000	13,000	15,000	25,000	30,000	114,000
	18,000 CN	13,000 CN	13,000 CN	15,000 CN	25,000 CN	30,000 CN	114,000 CN
49A Reconstruction/Resurfacing of streets-FY12	20,000						20,000
	20,000 CT						20,000 CT
49B Reconstruction/Resurfacing of streets	1,547						1,547
	1,547 CT						1,547 CT
49C Reconstruction/Resurfacing of streets	41						41
	41 CT						41 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
49D Reconstruction/Resurfacing of Streets	142						142
	142 CT						142 CT
49E Forever Green Program	40						40
	40 CT						40 CT
50 Historic Streets			600	300	600	300	1,800
			600 CN	300 CN	600 CN	300 CN	1,800 CN
50A Historic Streets	200						200
	200 CT						200 CT
50B Historic Streets	200						200
	200 CT						200 CT
50C Historic Streets	123						123
	123 CT						123 CT
51 Rehabilitation of Stairways in Manayunk and Citywide			200				200
			200 CN				200 CN
GRADING & PAINTING	40,293	13,000	13,800	15,300	25,600	30,300	138,293
	18,000 CN	13,000 CN	13,800 CN	15,300 CN	25,600 CN	30,300 CN	116,000 CN
	22,293 CT						22,293 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
IMPROVEMENTS TO CITY HIGHWAYS							
52 Federal Aid Highway Program	71,300	19,800	20,550	48,626	20,800	20,700	201,776
	6,800 CN	2,200 CN	2,350 CN	8,046 CN	2,400 CN	2,300 CN	24,096 CN
	50,500 FB	17,600 FB	18,200 FB	40,580 FB	18,400 FB	18,400 FB	163,680 FB
	11,500 SB						11,500 SB
	2,500 TB						2,500 TB

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
52A Federal Aid Highway Program-FY12	18,777 5,177 CT 13,600 FT						18,777 5,177 CT 13,600 FT
52B Federal Aid Highway Program	3,782 3,782 FT						3,782 3,782 FT
52C Federal Aid Highway Program	5,014 5,014 FT						5,014 5,014 FT
52D Federal Aid Highway Program	8,050 1,852 CT 5,698 FT 500 ST						8,050 1,852 CT 5,698 FT 500 ST
52E Federal Aid Highway Program	4,934 1,797 CT 2,037 FT 500 PT 600 ST						4,934 1,797 CT 2,037 FT 500 PT 600 ST
52F Federal Aid Highway Program	5,039 253 CT 3,786 FT 500 PT 500 ST						5,039 253 CT 3,786 FT 500 PT 500 ST
52G Federal Aid Highway Program	4,134 200 CT 2,434 FT 500 PT 1,000 ST						4,134 200 CT 2,434 FT 500 PT 1,000 ST

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
52H Federal Aid Highway Program	3,371 386 CT 2,585 FT 400 ST						3,371 386 CT 2,585 FT 400 ST
52I Federal Aid Highway Program	6,830 200 CT 6,230 FT 400 ST						6,830 200 CT 6,230 FT 400 ST
52J Federal Aid Highway Program	1,260 1,010 FT 250 ST						1,260 1,010 FT 250 ST
52K Federal Aid Highway Program	622 622 FT						622 622 FT
52L Federal Aid Highway Program	711 711 FT						711 711 FT
52M Federal Aid Highway Program	1,000 1,000 FT						1,000 1,000 FT
52N Westbank Greenway	159 115 CT 44 FT						159 115 CT 44 FT
52O Delaware Ave Extension - Bridesburg	3,682 3,194 FT 488 ST						3,682 3,194 FT 488 ST

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
IMPROVEMENTS TO CITY HIGHWAYS							
	138,665	19,800	20,550	48,626	20,800	20,700	269,141
	6,800 CN	2,200 CN	2,350 CN	8,046 CN	2,400 CN	2,300 CN	24,096 CN
	9,980 CT						9,980 CT
	50,500 FB	17,600 FB	18,200 FB	40,580 FB	18,400 FB	18,400 FB	163,680 FB
	51,747 FT						51,747 FT
	1,500 PT						1,500 PT
	11,500 SB						11,500 SB
	4,138 ST						4,138 ST
	2,500 TB						2,500 TB

SANITATION

53	Modernization of Sanitation Facilities	2,250	2,250	1,050	150		5,700
		2,250 CN	2,250 CN	1,050 CN	150 CN		5,700 CN
53A	Modernization of Sanitation Facilities-FY12	1,000					1,000
		1,000 CT					1,000 CT
53B	Modernization of Sanitation Facilities	975					975
		975 CT					975 CT
53C	Modernization of Sanitation Facilities	7					7
		7 CT					7 CT
SANITATION							
		4,232	2,250	1,050	150		7,682
		2,250 CN	2,250 CN	1,050 CN	150 CN		5,700 CN
		1,982 CT					1,982 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
STREET LIGHTING							
54 Street Lighting Improvements			1,300	650	1,300	250	3,500
			1,300 CN	650 CN	1,300 CN	250 CN	3,500 CN
54A Street Lighting Improvements	1						1
	1CT						1CT
54B Alley Lighting Improvements-FY12	2,500						2,500
	2,500CT						2,500CT
STREET LIGHTING	2,501		1,300	650	1,300	250	6,001
	2,501 CT		1,300 CN	650 CN	1,300 CN	250 CN	3,500 CN
							2,501 CT
STREETS DEPARTMENT FACILITIES							
55 Streets Department Support Facilities			550				550
			550 CN				550 CN
55A Streets Department Support Facilities	1,000						1,000
	1,000CT						1,000CT
55B Streets Department Support Facilities	500						500
	500CT						500CT
55C Streets Department Support Facilities	352						352
	352CT						352CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
55D Streets Department Support Facilities	111 \$x000						111 \$x000
	111 CT						111 CT
STREETS DEPARTMENT FACILITIES	1,963		550				2,513
	1,963 CT		550 CN				550 CN 1,963 CT
TRAFFIC ENGINEERING IMPS							
56 Traffic Control			7,680	1,170	1,780	950	11,580
			2,480 CN	1,170 CN	1,780 CN	950 CN	6,380 CN
			5,200 FB				5,200 FB
56A Traffic Control-FY12	710						710
	710 CT						710 CT
56B Traffic Control	2,250						2,250
	450 CT						450 CT
	1,800 FT						1,800 FT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
56C Traffic Control	311 311 CT						311 311 CT
56D Traffic Control	283 283 CT						283 283 CT
56E Traffic Control	98 98 CT						98 98 CT
56F Traffic Engineering Improvements	225 225 CT						225 225 CT
56G Traffic Engineering Improvements	212 212 CT						212 212 CT
TRAFFIC ENGINEERING IMPS	4,089	7,680	1,170	1,170	1,780	950	15,669
	2,289 CT	2,480 CN	1,170 CN	1,170 CN	1,780 CN	950 CN	6,380 CN
	1,800 FT	5,200 FB					2,289 CT
							5,200 FB
							1,800 FT
STREETS	243,487	36,916	48,030	65,746	54,630	55,200	504,009
	30,050 CN	18,450 CN	21,530 CN	25,166 CN	31,230 CN	33,800 CN	160,226 CN
	43,912 CT						43,912 CT
	60,866 FB	18,286 FB	25,880 FB	40,580 FB	22,400 FB	20,800 FB	188,812 FB
	74,700 FT						74,700 FT
	1,500 PT						1,500 PT
	17,600 SB	180 SB	620 SB		1,000 SB	600 SB	20,000 SB
	12,359 ST						12,359 ST
	2,500 TB						2,500 TB

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						

TRANSIT

TRANSIT IMPROVEMENTS - SEPTA

57	SEPTA Bridge, Track, Signal, and Infrastructure Improvements	53,565	49,151	116,000	172,100	253,551	270,451	914,818
		1,037 CN	673 CN	1,440 CN	2,554 CN	4,176 CN	5,368 CN	15,248 CN
		12,585 FO	16,000 FO	49,067 FO	49,067 FO	35,326 FO	8,444 FO	170,489 FO
		39,659 SO	32,147 SO	64,879 SO	119,302 SO	212,008 SO	254,157 SO	722,152 SO
		284 TO	331 TO	614 TO	1,177 TO	2,041 TO	2,482 TO	6,929 TO
57A	SEPTA Bridge, Track, Signal, and Infrastructure Improvements -FY12	1,500						1,500
		1,500 CT						1,500 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
57B SEPTA Bridge, Track, Signal, and Infrastructure Improvements -FY11	1,638						1,638
	1,638CT						1,638CT
57C SEPTA Bridge, Track, Signal, and Infrastructure Improvements	19						19
	19CT						19CT
57D SEPTA Bridge, Track, Signal, and Infrastructure Improvements	511						511
	511CT						511CT
58 SEPTA Station and Parking Improvements	23,870	3,808	14,674	18,724	20,708	24,056	105,840
	2,000 CN	568 CN	837 CN	968 CN	1,056 CN	776 CN	6,205 CN
	17,086 FO	2,681 FO	2,681 FO	2,681 FO	2,858 FO		27,987 FO
	4,784 SO	559 SO	11,156 SO	15,075 SO	16,794 SO	23,280 SO	71,648 SO

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
58A SEPTA Station and Parking Improvements-FY12	163 163 CT						163 163 CT
58B SEPTA Station and Parking Improvements	432 432 CT						432 432 CT
58C SEPTA Station and Parking Improvements	760 760 CT						760 760 CT
58D SEPTA Vehicle/Equipment Acquisition and Improvement Program	58						58
	58 CT						58 CT
58E SEPTA Vehicle/Equipment Acquisition and Improvement Program	47						47
	47 CT						47 CT
59 SEPTA Passenger Information, Communications, and System Controls	20,000	30,000	25,000	10,394			85,394
	106 CN	159 CN	132 CN	55 CN			452 CN
	16,000 FO	24,000 FO	20,000 FO	8,315 FO			68,315 FO
	3,871 SO	5,806 SO	4,839 SO	2,012 SO			16,528 SO
	23 TO	35 TO	29 TO	12 TO			99 TO
59A SEPTA Passenger Information, Communications, and System Controls -FY11	312						312
	312 CT						312 CT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
59B SEPTA Passenger Information, Communications, and System Controls	486						486
	486 CT						486 CT
TRANSIT IMPROVEMENTS - SEPTA							
	103,361	82,959	155,674	201,218	274,259	294,507	1,111,978
3,143 CN	1,400 CN	2,409 CN	3,577 CN	5,232 CN	6,144 CN	21,905 CN	5,926 CT
45,671 FO	42,681 FO	71,748 FO	60,063 FO	38,184 FO	8,444 FO	266,791 FO	810,328 SO
48,314 SO	38,512 SO	80,874 SO	136,389 SO	228,802 SO	277,437 SO	7,028 TO	
307 TO	366 TO	643 TO	1,189 TO	2,041 TO	2,482 TO		
	103,361	82,959	155,674	201,218	274,259	294,507	1,111,978
3,143 CN	1,400 CN	2,409 CN	3,577 CN	5,232 CN	6,144 CN	21,905 CN	5,926 CT
45,671 FO	42,681 FO	71,748 FO	60,063 FO	38,184 FO	8,444 FO	266,791 FO	810,328 SO
48,314 SO	38,512 SO	80,874 SO	136,389 SO	228,802 SO	277,437 SO	7,028 TO	
307 TO	366 TO	643 TO	1,189 TO	2,041 TO	2,482 TO		
TRANSIT							

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						

WATER

COLLECTOR SYSTEMS - CAPITAL

60	Improvements to Collector System	103,160	106,860	109,960	109,960	141,960	146,960	718,860
		100 FB	600 FB					
		10 PB	60 PB					
		100 SB	600 SB					
		101,450 XN	105,150 XN	108,250 XN	108,250 XN	140,250 XN	145,250 XN	708,600 XN
		1,500 XR	9,000 XR					
60A	Improvements to Collector System-FY12	81,975						81,975
		100 FT						100 FT
		10 PT						10 PT
		900 ST						900 ST
		1,500 XR						1,500 XR
		79,465 XT						79,465 XT
60B	Improvements to Collector System	68,314						68,314
		1,100 FT						1,100 FT
		10 PT						10 PT
		1,000 ST						1,000 ST
		1,000 XR						1,000 XR
		65,204 XT						65,204 XT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
60C Improvements to Collector System							
	46,285						46,285
	283 XR						283 XR
	46,002 XT						46,002 XT
60D Storm Flood Relief / Combined Sewer Overflow							
	71,857						71,857
	1,000 XR						1,000 XR
	70,857 XT						70,857 XT
60E Storm Flood Relief / Combined Sewer Overflow							
	25,071						25,071
	1,000 XR						1,000 XR
	24,071 XT						24,071 XT
60F Storm Flood Relief / Combined Sewer Overflow							
	1,031						1,031
	250 XR						250 XR
	781 XT						781 XT
COLLECTOR SYSTEMS - CAPITAL							
	397,693	106,860	109,960	109,960	141,960	146,960	1,013,393
	100 FB	600 FB					
	1,200 FT						1,200 FT
	10 PB	60 PB					
	20 PT						20 PT
	100 SB	600 SB					
	1,900 ST						1,900 ST
	101,450 XN	105,150 XN	108,250 XN	108,250 XN	140,250 XN	145,250 XN	708,600 XN
	6,533 XR	1,500 XR	14,033 XR				
	286,380 XT						286,380 XT
CONVEYANCE SYSTEMS - CAPITAL							
61 Improvements to Conveyance System							
	35,085	35,085	35,060	35,060	35,060	35,060	210,410
	100 FB	600 FB					
	10 PB	60 PB					
	100 SB	600 SB					
	34,375 XN	34,375 XN	34,350 XN	34,350 XN	34,350 XN	34,350 XN	206,150 XN
	500 XR	3,000 XR					

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
61A Improvements to Conveyance System-FY12	21,610 10PT 500XR 21,100XT						21,610 10PT 500XR 21,100XT
61B Improvements to Conveyance System	14,736 100FT 10PT 1,000ST 500XR 13,126XT						14,736 100FT 10PT 1,000ST 500XR 13,126XT
61C Improvements to Conveyance System	52,848 500XR 52,348XT						52,848 500XR 52,348XT
61D Improvements to Conveyance System	500 500XR						500 500XR
61E Improvements to Conveyance System	4,979 24XR 4,955XT						4,979 24XR 4,955XT
CONVEYANCE SYSTEMS - CAPITAL	129,758 100FB 100FT 10PB 20PT 100SB 1,000ST 34,375XN 2,524XR 91,529XT	35,085 100FB 10PB 100SB	35,060 100FB 10PB 100SB	35,060 100FB 10PB 100SB	35,060 100FB 10PB 100SB	35,060 100FB 10PB 100SB	305,083 600FB 100FT 60PB 20PT 600SB 1,000ST 206,150XN 5,024XR 91,529XT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
GENERAL - CAPITAL							
62 Engineering and Material Support	30,328	31,308	32,328	33,389	34,494	35,642	197,489
	15,762 XN	16,397 XN	17,058 XN	17,745 XN	18,461 XN	19,205 XN	104,628 XN
	14,566 XR	14,911 XR	15,270 XR	15,644 XR	16,033 XR	16,437 XR	92,861 XR
62A Engineering and Material Support-FY12	20,339						20,339
	19,106 XR						19,106 XR
	1,233 XT						1,233 XT
62B Vehicles	500						500
	500 XR						500 XR
62C Vehicles	826						826
	826 XR						826 XR
62D Vehicles	3,778						3,778
	3,778 XR						3,778 XR
62E Vehicles	2,546						2,546
	2,546 XR						2,546 XR
GENERAL - CAPITAL							
	58,317	31,308	32,328	33,389	34,494	35,642	225,478
	15,762 XN	16,397 XN	17,058 XN	17,745 XN	18,461 XN	19,205 XN	104,628 XN
	41,322 XR	14,911 XR	15,270 XR	15,644 XR	16,033 XR	16,437 XR	119,617 XR
	1,233 XT						1,233 XT

TREATMENT FACILITIES - CAPITAL

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
63 Improvements to Treatment Facilities	60,000	60,000	60,000	67,000	67,000	67,000	381,000
	100 FB	600 FB					
	100 SB	600 SB					
	57,891 XN	57,867 XN	57,849 XN	64,838 XN	64,835 XN	64,839 XN	368,119 XN
	1,909 XR	1,933 XR	1,951 XR	1,962 XR	1,965 XR	1,961 XR	11,681 XR
63A Improvements to Treatment Facilities-FY12	51,341						51,341
	7,942 XR						7,942 XR
	43,399 XT						43,399 XT
63B Improvements to Treatment Facilities	42,696						42,696
	850 FT						850 FT
	2,850 ST						2,850 ST
	11,650 XR						11,650 XR
	27,346 XT						27,346 XT
63C Improvements to Treatment Facilities	69,189						69,189
	11,230 XR						11,230 XR
	57,959 XT						57,959 XT
63D Improvements to Treatment Facilities	9,027						9,027
	9,027 XR						9,027 XR
63E Improvements to Treatment Facilities	29,565						29,565
	6,467 XR						6,467 XR
	23,098 XT						23,098 XT
63F Improvements to Treatment Facilities	2,309						2,309
	381 XR						381 XR
	1,928 XT						1,928 XT

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000						
TREATMENT FACILITIES - CAPITAL							
	264,127	60,000	60,000	67,000	67,000	67,000	585,127
100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	600 FB
850 FT							850 FT
100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	600 SB
2,850 ST							2,850 ST
57,891 XN	57,867 XN	57,849 XN	64,838 XN	64,835 XN	64,839 XN	64,839 XN	368,119 XN
48,606 XR	1,933 XR	1,951 XR	1,962 XR	1,965 XR	1,961 XR	1,961 XR	58,378 XR
153,730 XT							153,730 XT
WATER							
	849,895	233,253	237,348	245,409	278,514	284,662	2,129,081
300 FB	300 FB	300 FB	300 FB	300 FB	300 FB	300 FB	1,800 FB
2,150 FT							2,150 FT
20 PB	20 PB	20 PB	20 PB	20 PB	20 PB	20 PB	120 PB
40 PT							40 PT
300 SB	300 SB	300 SB	300 SB	300 SB	300 SB	300 SB	1,800 SB
5,750 ST							5,750 ST
209,478 XN	213,789 XN	217,507 XN	225,183 XN	257,896 XN	263,644 XN	263,644 XN	1,387,497 XN
98,985 XR	18,844 XR	19,221 XR	19,606 XR	19,998 XR	20,398 XR	20,398 XR	197,052 XR
532,872 XT							532,872 XT

ZOOLOGICAL GARDENS

PHILADELPHIA ZOO - CAPITAL

	2013	2014	2015	2016	2017	2018	2013 - 2018
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
64 Philadelphia Zoo Facility and Infrastructure Improvements	1,200 1,200 CN	600 600 CN	300 300 CN	700 700 CN	700 700 CN	1,000 1,000 CN	4,500 4,500 CN
64A Philadelphia Zoo Facility and Infrastructure Improvements-FY12	1,000 1,000 CT						1,000 1,000 CT
64B Philadelphia Zoo Facility and Infrastructure Improvements	2,600 2,600 CT						2,600 2,600 CT
64C Philadelphia Zoo Facility and Infrastructure Improvements	351 351 CT						351 351 CT
64D Philadelphia Zoo Facility and Infrastructure Improvements	300 300 CT						300 300 CT
PHILADELPHIA ZOO - CAPITAL	5,451 1,200 CN 4,251 CT	600 600 CN	300 300 CN	700 700 CN	700 700 CN	1,000 1,000 CN	8,751 4,500 CN 4,251 CT
ZOOLOGICAL GARDENS	5,451 1,200 CN 4,251 CT	600 600 CN	300 300 CN	700 700 CN	700 700 CN	1,000 1,000 CN	8,751 4,500 CN 4,251 CT

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Art Museum							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases								
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions	2,350,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>2,350,000</u>	<u>2,300,000</u>	<u>2,300,000</u>	<u>2,300,000</u>	<u>2,300,000</u>	<u>2,300,000</u>	<u>2,300,000</u>	<u>2,300,000</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Atwater Kent Museum							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	182,101	218,630	218,630	218,630	218,630	218,630	218,630	218,630
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions	85,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>267,101</u>	<u>268,630</u>	<u>268,630</u>	<u>268,630</u>	<u>268,630</u>	<u>268,630</u>	<u>268,630</u>	<u>268,630</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Auditing							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	6,725,248	7,033,602	6,757,481	6,927,481	6,927,481	6,927,481	6,927,481	6,927,481
Class 200 - Contracts / Leases	1,114,450	522,450	692,450	497,450	497,450	497,450	497,450	497,450
Class 300/400 - Supplies, Equipment	0	0	0	25,000	25,000	25,000	25,000	25,000
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>7,839,698</u>	<u>7,556,052</u>	<u>7,449,931</u>	<u>7,449,931</u>	<u>7,449,931</u>	<u>7,449,931</u>	<u>7,449,931</u>	<u>7,449,931</u>

City of Philadelphia
General Fund
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Master Schedule

DEPARTMENT	Board of Building Standards							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits	61,104	71,542	70,169	70,169	70,169	70,169	70,169	70,169
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	59	59	0	0	0	0	0	0
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	61,163	71,601	70,169	70,169	70,169	70,169	70,169	70,169

City of Philadelphia
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DEPARTMENT	Board of Ethics							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits	642,747	700,000	744,000	788,000	788,000	788,000	788,000	788,000
Class 200 - Contracts / Leases	27,026	96,000	96,000	96,000	96,000	96,000	96,000	96,000
Class 300/400 - Supplies, Equipment	11,010	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	680,783	810,000	854,000	898,000	898,000	898,000	898,000	898,000

City of Philadelphia
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DEPARTMENT	Board of L & I Review							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits	126,917	140,645	140,645	140,645	140,645	140,645	140,645	140,645
Class 200 - Contracts / Leases	8,823	15,076	11,962	11,962	11,962	11,962	11,962	11,962
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions								0
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	135,740	155,721	152,607	152,607	152,607	152,607	152,607	152,607

City of Philadelphia
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DEPARTMENT	Board of Revision of Taxes							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	1,848,725	687,073	672,613	672,613	672,613	672,613	672,613	672,613
Class 200 - Contracts / Leases	21,287	20,200	20,200	20,200	20,200	20,200	20,200	20,200
Class 300/400 - Supplies, Equipment	9,854	15,727	15,727	15,727	15,727	15,727	15,727	15,727
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>1,879,866</u>	<u>723,000</u>	<u>708,540</u>	<u>708,540</u>	<u>708,540</u>	<u>708,540</u>	<u>708,540</u>	<u>708,540</u>

City of Philadelphia
General Fund
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Master Schedule

DEPARTMENT	City Commissioners							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	5,320,735	5,511,210	5,329,126	5,329,126	5,329,126	5,329,126	5,329,126	5,329,126
Class 200 - Contracts / Leases	3,032,994	3,051,350	3,051,350	2,976,350	2,976,350	2,976,350	2,976,350	2,976,350
Class 300/400 - Supplies, Equipment	450,782	541,617	541,617	541,617	541,617	541,617	541,617	541,617
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								0
Class 900 - Advances / Misc. Payments								
Total	<u>8,804,511</u>	<u>9,104,177</u>	<u>8,922,093</u>	<u>8,847,093</u>	<u>8,847,093</u>	<u>8,847,093</u>	<u>8,847,093</u>	<u>8,847,093</u>

City of Philadelphia
General Fund
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Master Schedule

DEPARTMENT	City Council							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	11,603,703	12,283,837	12,283,837	12,283,837	12,283,837	12,283,837	12,283,837	12,283,837
Class 200 - Contracts / Leases	1,905,415	1,905,600	1,905,600	1,905,600	1,905,600	1,905,600	1,905,600	1,905,600
Class 300/400 - Supplies, Equipment	263,108	859,535	859,535	859,535	859,535	859,535	859,535	859,535
Class 500 - Indemnities / Contributions		100	100	100	100	100	100	100
Class 700 - Debt Service		0	0	0	0	0	0	0
Class 800 - Payments to Other Funds		100	100	100	100	100	100	100
Class 900 - Advances / Misc. Payments		100	100	100	100	100	100	100
Total	<u>13,772,226</u>	<u>15,049,272</u>	<u>15,049,272</u>	<u>15,049,272</u>	<u>15,049,272</u>	<u>15,049,272</u>	<u>15,049,272</u>	<u>15,049,272</u>

City of Philadelphia
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DEPARTMENT	City Planning							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	2,129,152	2,136,956	2,091,813	2,091,813	2,091,813	2,091,813	2,091,813	2,091,813
Class 200 - Contracts / Leases	84,436	84,592	79,592	79,592	79,592	79,592	79,592	79,592
Class 300/400 - Supplies, Equipment	34,650	35,652	40,652	40,652	40,652	40,652	40,652	40,652
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>2,248,238</u>	<u>2,257,200</u>	<u>2,212,057</u>	<u>2,212,057</u>	<u>2,212,057</u>	<u>2,212,057</u>	<u>2,212,057</u>	<u>2,212,057</u>

City of Philadelphia
General Fund
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DEPARTMENT	City Representative							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	327,235	338,082	338,082	338,082	338,082	338,082	338,082	338,082
Class 200 - Contracts / Leases	527,127	520,584	506,529	506,529	506,529	506,529	506,529	506,529
Class 300/400 - Supplies, Equipment	49,543	49,100	45,000	45,000	45,000	45,000	45,000	45,000
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	<u>903,905</u>	<u>907,766</u>	<u>889,611</u>	<u>889,611</u>	<u>889,611</u>	<u>889,611</u>	<u>889,611</u>	<u>889,611</u>

City of Philadelphia
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DEPARTMENT	City Treasurer							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	666,050	745,937	745,937	745,937	745,937	745,937	745,937	745,937
Class 200 - Contracts / Leases	89,085	136,538	118,444	118,444	118,444	118,444	118,444	118,444
Class 300/400 - Supplies, Equipment	5,577	22,224	22,224	22,224	22,224	22,224	22,224	22,224
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>760,712</u>	<u>904,699</u>	<u>886,605</u>	<u>886,605</u>	<u>886,605</u>	<u>886,605</u>	<u>886,605</u>	<u>886,605</u>

City of Philadelphia
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DEPARTMENT	Civil Service							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	137,932	139,309	136,309	136,309	136,309	136,309	136,309	136,309
Class 200 - Contracts / Leases	29,500	29,500	29,500	29,500	29,500	29,500	29,500	29,500
Class 300/400 - Supplies, Equipment	477	1,500	1,094	1,094	1,094	1,094	1,094	1,094
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>167,909</u>	<u>170,309</u>	<u>166,903</u>	<u>166,903</u>	<u>166,903</u>	<u>166,903</u>	<u>166,903</u>	<u>166,903</u>

City of Philadelphia
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DEPARTMENT	Commerce							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	1,595,054	1,761,678	1,821,678	1,821,678	1,821,678	1,821,678	1,821,678	1,821,678
Class 200 - Contracts / Leases	340,757	486,481	483,481	483,481	483,481	483,481	483,481	483,481
Class 300/400 - Supplies, Equipment	14,847	26,654	26,654	26,654	26,654	26,654	26,654	26,654
Class 500 - Indemnities / Contributions	0			500,000	500,000	500,000	500,000	500,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>1,950,658</u>	<u>2,274,813</u>	<u>2,331,813</u>	<u>2,831,813</u>	<u>2,831,813</u>	<u>2,831,813</u>	<u>2,831,813</u>	<u>2,831,813</u>

City of Philadelphia
General Fund
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DEPARTMENT	Commerce - Economic Stimulus							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	1,372,143	1,372,143	1,294,448	1,294,448	1,294,448	1,294,448	1,294,448	1,294,448
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>1,372,143</u>	<u>1,372,143</u>	<u>1,294,448</u>	<u>1,294,448</u>	<u>1,294,448</u>	<u>1,294,448</u>	<u>1,294,448</u>	<u>1,294,448</u>

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DEPARTMENT	Community College							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases								
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions	25,409,207	25,409,207	25,409,207	25,409,207	25,409,207	25,409,207	25,409,207	25,409,207
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>25,409,207</u>	<u>25,409,207</u>	<u>25,409,207</u>	<u>25,409,207</u>	<u>25,409,207</u>	<u>25,409,207</u>	<u>25,409,207</u>	<u>25,409,207</u>

City of Philadelphia
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DEPARTMENT	Convention Center Subsidy							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>15,000,000</u>	<u>15,000,000</u>	<u>15,000,000</u>	<u>15,000,000</u>	<u>15,000,000</u>	<u>15,000,000</u>	<u>15,000,000</u>	<u>15,000,000</u>

City of Philadelphia
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DEPARTMENT	District Attorney							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits	28,386,002	28,907,203	28,907,203	28,907,203	28,907,203	28,907,203	28,907,203	28,907,203
Class 200 - Contracts / Leases	1,616,706	1,645,672	1,645,672	1,645,672	1,645,672	1,645,672	1,645,672	1,645,672
Class 300/400 - Supplies, Equipment	500,412	502,121	502,121	502,121	502,121	502,121	502,121	502,121
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>30,503,120</u>	<u>31,054,996</u>	<u>31,054,996</u>	<u>31,054,996</u>	<u>31,054,996</u>	<u>31,054,996</u>	<u>31,054,996</u>	<u>31,054,996</u>

**City of Philadelphia
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DEPARTMENT	Finance							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits	8,827,172	7,593,274	7,710,574	7,718,399	7,586,322	7,588,322	7,588,322	7,588,322
Class 200 - Contracts / Leases	3,943,353	4,255,961	4,220,004	4,230,961	4,230,961	4,230,961	4,230,961	4,230,961
Class 300/400 - Supplies, Equipment	97,369	104,525	135,509	110,775	110,775	110,775	110,775	110,775
Class 500 - Indemnities / Contributions	3,492,249	750,000	750,000	750,000	250,000	250,000	750,000	250,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments								
Total	<u>16,360,143</u>	<u>12,703,760</u>	<u>12,816,087</u>	<u>12,810,135</u>	<u>12,180,058</u>	<u>12,180,058</u>	<u>12,680,058</u>	<u>12,180,058</u>

**City of Philadelphia
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DEPARTMENT	Finance - Contribution to the School District							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases								
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions	38,600,000	48,930,000	48,930,000	48,990,000	49,050,100	49,110,300	49,171,300	49,233,200
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>38,600,000</u>	<u>48,930,000</u>	<u>48,930,000</u>	<u>48,990,000</u>	<u>49,050,100</u>	<u>49,110,300</u>	<u>49,171,300</u>	<u>49,233,200</u>

**City of Philadelphia
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DEPARTMENT	Fire							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits	174,356,738	168,444,509	172,444,509	170,191,934	170,191,934	170,191,934	170,191,934	170,191,934
Class 200 - Contracts / Leases	6,418,370	6,436,917	6,786,917	4,945,593	4,945,593	4,900,593	4,900,593	4,900,593
Class 300/400 - Supplies, Equipment	6,429,204	8,171,113	7,821,113	6,687,414	6,687,414	6,687,414	6,687,414	6,687,414
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	6,562,000	6,979,411	6,979,411	7,480,263	7,981,141	8,482,045	8,990,968	9,530,426
Class 900 - Advances / Misc. Payments								
Total	<u>193,766,312</u>	<u>190,031,950</u>	<u>194,031,950</u>	<u>189,305,204</u>	<u>189,806,082</u>	<u>190,261,986</u>	<u>190,770,909</u>	<u>191,310,367</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	First Judicial District							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	84,989,346	84,859,031	90,934,031	85,869,031	85,869,031	85,869,031	85,869,031	85,869,031
Class 200 - Contracts / Leases	27,944,548	21,955,430	22,030,430	21,955,430	21,955,430	21,955,430	21,955,430	21,955,430
Class 300/400 - Supplies, Equipment	2,305,307	4,002,862	4,002,862	2,345,861	2,345,861	2,345,861	2,345,861	2,345,861
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	115,239,201	110,817,323	116,967,323	110,170,322	110,170,322	110,170,322	110,170,322	110,170,322

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Fleet Management							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	15,732,183	15,824,382	15,582,207	15,582,207	15,582,207	15,582,207	15,582,207	15,582,207
Class 200 - Contracts / Leases	6,099,633	4,864,396	4,864,396	4,864,396	4,864,396	4,864,396	4,864,396	4,864,396
Class 300/400 - Supplies, Equipment	25,763,157	24,463,211	29,463,211	24,463,211	24,463,211	24,463,211	24,463,211	24,463,211
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	47,594,973	45,151,989	49,909,814	44,909,814	44,909,814	44,909,814	44,909,814	44,909,814

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Fleet Management - Vehicle Lease/Purchase							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases		4,500,000	4,324,135	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Class 300/400 - Supplies, Equipment	4,499,955	4,000,000	1,965,000	6,465,000	4,465,000	5,465,000	5,465,000	5,465,000
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	4,499,955	8,500,000	6,289,135	10,965,000	8,965,000	9,965,000	9,965,000	9,965,000

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Free Library							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	29,004,685	29,518,037	29,283,037	29,283,037	29,283,037	29,283,037	29,283,037	29,283,037
Class 200 - Contracts / Leases	1,573,460	2,417,666	2,267,666	2,267,666	2,267,666	2,267,666	2,267,666	2,267,666
Class 300/400 - Supplies, Equipment	1,927,139	1,927,659	1,802,659	1,802,659	1,802,659	1,802,659	1,802,659	1,802,659
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	32,505,284	33,863,362	33,353,362	33,353,362	33,353,362	33,353,362	33,353,362	33,353,362

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Hero Awards							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases								
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions	35,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	35,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Historical Commission							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	375,835	385,995	385,995	385,995	385,995	385,995	385,995	385,995
Class 200 - Contracts / Leases	693	980	980	980	980	980	980	980
Class 300/400 - Supplies, Equipment	808	809	809	809	809	809	809	809
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	377,336	387,784	387,784	387,784	387,784	387,784	387,784	387,784

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DEPARTMENT	Human Relations Commission							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits	1,908,658	1,991,572	1,950,787	1,950,787	1,950,787	1,950,787	1,950,787	1,950,787
Class 200 - Contracts / Leases	22,756	34,657	34,657	34,657	34,657	34,657	34,657	34,657
Class 300/400 - Supplies, Equipment	10,310	13,031	13,031	13,031	13,031	13,031	13,031	13,031
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>1,941,724</u>	<u>2,039,260</u>	<u>1,998,475</u>	<u>1,998,475</u>	<u>1,998,475</u>	<u>1,998,475</u>	<u>1,998,475</u>	<u>1,998,475</u>

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DEPARTMENT	Human Services							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits	92,981,141	42,292,544	40,492,544	40,492,544	40,492,544	40,492,544	40,492,544	40,492,544
Class 200 - Contracts / Leases	448,243,376	68,440,461	68,413,787	69,343,226	67,440,461	67,440,461	67,440,461	67,440,461
Class 300/400 - Supplies, Equipment	1,652,804	1,201,765	1,201,765	1,201,765	1,201,765	1,201,765	1,201,765	1,201,765
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>542,877,321</u>	<u>111,934,770</u>	<u>110,108,096</u>	<u>111,037,535</u>	<u>109,134,770</u>	<u>109,134,770</u>	<u>109,134,770</u>	<u>109,134,770</u>

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DEPARTMENT	Indemnities							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases								
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions	33,617,728	33,120,000	33,957,600	32,457,600	32,457,600	32,457,600	32,457,600	32,457,600
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>33,617,728</u>	<u>33,120,000</u>	<u>33,957,600</u>	<u>32,457,600</u>	<u>32,457,600</u>	<u>32,457,600</u>	<u>32,457,600</u>	<u>32,457,600</u>

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DEPARTMENT	Law							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits	9,232,600	6,685,874	6,573,489	6,511,834	6,511,834	6,511,834	6,511,834	6,511,834
Class 200 - Contracts / Leases	7,480,216	6,174,037	8,024,037	6,010,034	6,010,034	6,010,034	6,010,034	6,010,034
Class 300/400 - Supplies, Equipment	249,500	259,334	259,334	248,676	248,676	248,676	248,676	248,676
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>16,962,316</u>	<u>13,119,245</u>	<u>14,856,860</u>	<u>12,770,544</u>	<u>12,770,544</u>	<u>12,770,544</u>	<u>12,770,544</u>	<u>12,770,544</u>

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DEPARTMENT	Legal Services							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	36,616,187	37,566,187	37,066,187	37,066,187	37,066,187	37,066,187	37,066,187	37,066,187
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>36,616,187</u>	<u>37,566,187</u>	<u>37,066,187</u>	<u>37,066,187</u>	<u>37,066,187</u>	<u>37,066,187</u>	<u>37,066,187</u>	<u>37,066,187</u>

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DEPARTMENT	Licenses and Inspections							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits	13,663,965	14,344,790	14,244,790	14,244,790	14,244,790	14,244,790	14,244,790	14,244,790
Class 200 - Contracts / Leases	4,131,295	7,132,502	7,112,502	7,112,502	7,112,502	7,112,502	7,112,502	7,112,502
Class 300/400 - Supplies, Equipment	303,015	303,613	303,613	303,613	303,613	303,613	303,613	303,613
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>18,098,275</u>	<u>21,780,905</u>	<u>21,660,905</u>	<u>21,660,905</u>	<u>21,660,905</u>	<u>21,660,905</u>	<u>21,660,905</u>	<u>21,660,905</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Managing Director							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	12,027,922	14,673,379	14,666,584	14,478,282	14,478,282	14,478,282	14,478,282	14,478,282
Class 200 - Contracts / Leases	3,392,595	7,777,072	7,861,922	8,376,032	8,376,032	8,376,032	8,376,032	8,376,032
Class 300/400 - Supplies, Equipment	484,063	521,819	521,819	521,819	521,819	521,819	521,819	521,819
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	15,904,600	22,972,270	23,050,325	23,376,133	23,376,133	23,376,133	23,376,133	23,376,133

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Mayor							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	2,952,968	3,090,676	3,090,676	3,090,676	3,090,676	3,090,676	3,090,676	3,090,676
Class 200 - Contracts / Leases	525,882	650,336	590,336	590,336	590,336	590,336	590,336	590,336
Class 300/400 - Supplies, Equipment	18,274	45,903	30,165	30,165	30,165	30,165	30,165	30,165
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	3,497,124	3,786,915	3,711,177	3,711,177	3,711,177	3,711,177	3,711,177	3,711,177

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Mayor - Office of Labor Relations							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	448,006	540,979	529,931	529,931	529,931	529,931	529,931	529,931
Class 200 - Contracts / Leases	2,271	3,277	3,277	3,277	3,277	3,277	3,277	3,277
Class 300/400 - Supplies, Equipment	6,959	8,160	8,160	8,160	8,160	8,160	8,160	8,160
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	457,236	552,416	541,368	541,368	541,368	541,368	541,368	541,368

City of Philadelphia
General Fund
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DEPARTMENT	Mayor - Mural Arts Program							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	446,757	446,000	446,000	439,000	439,000	439,000	439,000	439,000
Class 200 - Contracts / Leases	514,000	614,000	554,800	501,800	501,800	501,800	501,800	501,800
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>960,757</u>	<u>1,060,000</u>	<u>1,000,800</u>	<u>940,800</u>	<u>940,800</u>	<u>940,800</u>	<u>940,800</u>	<u>940,800</u>

City of Philadelphia
General Fund
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DEPARTMENT	Mayor - Scholarships							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases								
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions	197,600	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>197,600</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>

City of Philadelphia
General Fund
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DEPARTMENT	Mayor's Office of Transportation							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	419,184	433,677	433,677	464,515	464,515	464,515	464,515	464,515
Class 200 - Contracts / Leases		46,323	36,723	81,400	81,400	81,400	81,400	81,400
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>419,184</u>	<u>480,000</u>	<u>470,400</u>	<u>545,915</u>	<u>545,915</u>	<u>545,915</u>	<u>545,915</u>	<u>545,915</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Arts and Culture and the Creative Economy							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	198,750	198,750	198,750	198,750	198,750	198,750	198,750	198,750
Class 200 - Contracts / Leases	273,800	392,800	392,800	393,800	393,800	393,800	393,800	393,800
Class 300/400 - Supplies, Equipment	6,738	8,000	8,000	7,000	7,000	7,000	7,000	7,000
Class 500 - Indemnities / Contributions	2,070,688	2,070,688	2,070,688	2,070,688	2,070,688	2,070,688	2,070,688	2,070,688
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>2,549,976</u>	<u>2,670,238</u>	<u>2,670,238</u>	<u>2,670,238</u>	<u>2,670,238</u>	<u>2,670,238</u>	<u>2,670,238</u>	<u>2,670,238</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Behavioral Health and Intellectual Disability							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	1,478,243	1,392,261	1,392,261	1,341,311	1,341,311	1,341,311	1,341,311	1,341,311
Class 200 - Contracts / Leases	12,793,329	12,879,311	12,879,311	12,930,261	12,930,261	12,930,261	12,930,261	12,930,261
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>14,271,572</u>	<u>14,271,572</u>	<u>14,271,572</u>	<u>14,271,572</u>	<u>14,271,572</u>	<u>14,271,572</u>	<u>14,271,572</u>	<u>14,271,572</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Housing and Community Development							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	1,780,000	3,020,000	2,520,000	2,520,000	2,520,000	2,520,000	2,520,000	2,520,000
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	471,408							
Class 900 - Advances / Misc. Payments								
Total	<u>2,251,408</u>	<u>3,020,000</u>	<u>2,520,000</u>	<u>2,520,000</u>	<u>2,520,000</u>	<u>2,520,000</u>	<u>2,520,000</u>	<u>2,520,000</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Human Resources							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	3,890,117	4,341,325	4,236,758	4,400,457	4,400,457	4,400,457	4,400,457	4,400,457
Class 200 - Contracts / Leases	648,537	822,070	822,070	882,070	807,070	807,070	807,070	807,070
Class 300/400 - Supplies, Equipment	49,349	64,932	64,932	64,932	64,932	64,932	64,932	64,932
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	4,588,003	5,228,327	5,123,760	5,347,459	5,272,459	5,272,459	5,272,459	5,272,459

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Innovation and Technology							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	16,911,667	17,514,280	17,514,280	17,614,280	17,614,280	17,614,280	17,614,280	17,614,280
Class 200 - Contracts / Leases	40,926,831	42,344,688	46,351,940	45,540,550	45,540,550	37,119,686	37,119,686	37,119,686
Class 300/400 - Supplies, Equipment	3,509,352	4,083,783	7,058,310	4,989,420	4,989,420	4,989,420	4,989,420	4,989,420
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	61,347,850	63,942,751	70,924,530	68,144,250	68,144,250	59,723,386	59,723,386	59,723,386

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Inspector General							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	1,028,356	1,138,201	1,140,622	1,132,622	1,132,622	1,132,622	1,132,622	1,132,622
Class 200 - Contracts / Leases	129,366	129,375	98,375	115,375	115,375	115,375	115,375	115,375
Class 300/400 - Supplies, Equipment	13,281	13,875	16,825	7,825	7,825	7,825	7,825	7,825
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	1,171,003	1,281,451	1,255,822	1,255,822	1,255,822	1,255,822	1,255,822	1,255,822

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Property Assessment							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	5,259,514	10,421,886	8,187,072	10,187,072	10,187,072	10,187,072	10,187,072	10,187,072
Class 200 - Contracts / Leases	379,705	960,278	560,278	1,425,748	365,748	365,748	365,748	365,748
Class 300/400 - Supplies, Equipment	90,889	358,532	358,532	101,932	101,932	101,932	101,932	101,932
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>5,730,108</u>	<u>11,740,696</u>	<u>9,105,882</u>	<u>11,714,752</u>	<u>10,654,752</u>	<u>10,654,752</u>	<u>10,654,752</u>	<u>10,654,752</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Office of Supportive Housing							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	5,825,381	5,852,567	7,652,567	7,652,567	7,652,567	7,652,567	7,652,567	7,652,567
Class 200 - Contracts / Leases	30,186,000	30,237,138	30,437,138	31,611,621	31,611,621	31,611,621	31,611,621	31,611,621
Class 300/400 - Supplies, Equipment	325,062	344,127	344,127	344,127	344,127	344,127	344,127	344,127
Class 500 - Indemnities / Contributions	31,634	32,421	32,421	32,421	32,421	32,421	32,421	32,421
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>36,368,077</u>	<u>36,466,253</u>	<u>38,466,253</u>	<u>39,640,736</u>	<u>39,640,736</u>	<u>39,640,736</u>	<u>39,640,736</u>	<u>39,640,736</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Parks and Recreation							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	36,230,641	36,194,183	35,859,901	36,239,901	36,239,901	36,239,901	36,239,901	36,239,901
Class 200 - Contracts / Leases	4,840,717	4,858,507	4,938,965	5,776,525	5,776,525	5,776,525	5,776,525	5,776,525
Class 300/400 - Supplies, Equipment	2,188,714	2,223,235	2,113,805	2,293,805	2,293,805	2,293,805	2,293,805	2,293,805
Class 500 - Indemnities / Contributions	2,280,000	3,050,000	2,830,000	3,471,000	3,471,000	3,471,000	3,471,000	3,471,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>45,540,072</u>	<u>46,325,925</u>	<u>45,742,671</u>	<u>47,781,231</u>	<u>47,781,231</u>	<u>47,781,231</u>	<u>47,781,231</u>	<u>47,781,231</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Police							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	520,720,951	534,842,399	537,342,399	540,116,495	543,179,377	540,200,776	539,943,489	540,334,258
Class 200 - Contracts / Leases	7,044,807	7,114,147	7,114,147	7,197,427	7,252,307	7,260,587	7,251,227	7,251,227
Class 300/400 - Supplies, Equipment	8,449,541	8,729,698	8,729,698	9,504,321	8,673,352	9,024,838	8,627,506	8,627,506
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>536,215,299</u>	<u>550,686,244</u>	<u>553,186,244</u>	<u>556,818,243</u>	<u>559,105,036</u>	<u>556,486,201</u>	<u>555,822,222</u>	<u>556,212,991</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Prisons							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	117,944,133	117,058,997	120,058,997	119,058,997	119,058,997	119,058,997	119,058,997	119,058,997
Class 200 - Contracts / Leases	106,585,978	104,043,372	104,043,372	104,043,372	104,043,372	104,043,372	104,043,372	104,043,372
Class 300/400 - Supplies, Equipment	5,483,527	4,768,744	4,768,744	4,768,744	4,768,744	4,768,744	4,768,744	4,768,744
Class 500 - Indemnities / Contributions	1,150,341	1,301,757	1,301,757	1,301,757	1,301,757	1,301,757	1,301,757	1,301,757
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>231,163,979</u>	<u>227,172,870</u>	<u>230,172,870</u>	<u>229,172,870</u>	<u>229,172,870</u>	<u>229,172,870</u>	<u>229,172,870</u>	<u>229,172,870</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Procurement							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	2,083,262	2,236,253	2,236,253	2,236,253	2,236,253	2,236,253	2,236,253	2,236,253
Class 200 - Contracts / Leases	2,503,419	1,866,267	1,866,267	1,866,267	1,866,267	1,866,267	1,866,267	1,866,267
Class 300/400 - Supplies, Equipment	31,255	49,054	49,054	49,054	49,054	49,054	49,054	49,054
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>4,617,936</u>	<u>4,151,574</u>	<u>4,151,574</u>	<u>4,151,574</u>	<u>4,151,574</u>	<u>4,151,574</u>	<u>4,151,574</u>	<u>4,151,574</u>

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DEPARTMENT	Public Health							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits	37,686,893	39,388,530	39,388,530	40,217,036	40,217,036	40,217,036	40,217,036	40,217,036
Class 200 - Contracts / Leases	66,093,662	65,719,903	65,719,903	66,057,548	65,096,626	65,096,626	65,096,626	65,096,626
Class 300/400 - Supplies, Equipment	4,567,805	4,817,737	4,817,737	4,871,737	4,871,737	4,871,737	4,871,737	4,871,737
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Class 900 - Advances / Misc. Payments								
Total	<u>108,848,360</u>	<u>110,426,170</u>	<u>110,426,170</u>	<u>111,646,321</u>	<u>110,685,399</u>	<u>110,685,399</u>	<u>110,685,399</u>	<u>110,685,399</u>

City of Philadelphia
General Fund
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DEPARTMENT	Public Property							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits	6,379,553	6,734,507	6,734,507	7,307,104	7,307,104	7,307,104	7,307,104	7,307,104
Class 200 - Contracts / Leases	24,537,152	24,709,529	24,404,008	33,404,008	24,404,008	24,404,008	24,404,008	24,404,008
Class 300/400 - Supplies, Equipment	920,375	996,962	996,962	1,159,608	1,159,608	1,159,608	1,159,608	1,159,608
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds	22,758,246	19,586,435	19,586,435	23,157,453	23,738,035	24,309,296	25,624,208	26,905,419
Class 900 - Advances / Misc. Payments								
Total	<u>54,595,326</u>	<u>52,027,433</u>	<u>51,721,912</u>	<u>65,028,173</u>	<u>56,608,755</u>	<u>57,180,016</u>	<u>58,494,928</u>	<u>59,776,139</u>

City of Philadelphia
General Fund
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DEPARTMENT	Public Property - Space Rentals							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	15,211,472	18,221,209	17,284,671	17,267,661	16,506,366	16,754,343	17,116,566	17,503,310
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>15,211,472</u>	<u>18,221,209</u>	<u>17,284,671</u>	<u>17,267,661</u>	<u>16,506,366</u>	<u>16,754,343</u>	<u>17,116,566</u>	<u>17,503,310</u>

City of Philadelphia
General Fund
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Master Schedule

DEPARTMENT	Public Property - SEPTA Subsidy							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	65,878,000	66,360,000	66,360,000	66,360,000	67,957,000	68,800,000	70,110,000	71,440,000
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>65,878,000</u>	<u>66,360,000</u>	<u>66,360,000</u>	<u>66,360,000</u>	<u>67,957,000</u>	<u>68,800,000</u>	<u>70,110,000</u>	<u>71,440,000</u>

City of Philadelphia
General Fund
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Master Schedule

DEPARTMENT	Public Property - Utilities							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	33,099,864	32,224,809	32,540,354	32,015,165	34,198,378	35,558,051	36,951,151	38,378,829
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>33,099,864</u>	<u>32,224,809</u>	<u>32,540,354</u>	<u>32,015,165</u>	<u>34,198,378</u>	<u>35,558,051</u>	<u>36,951,151</u>	<u>38,378,829</u>

City of Philadelphia
General Fund
FY 2013 - 2017 Five Year Financial Plan
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DEPARTMENT	Records							
	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Expenditure Class								
Class 100 - Wages / Benefits	2,699,931	2,845,219	2,845,219	2,845,219	2,845,219	2,845,219	2,845,219	2,845,219
Class 200 - Contracts / Leases	1,067,322	1,083,779	1,083,779	1,083,779	1,083,779	1,083,779	1,083,779	1,083,779
Class 300/400 - Supplies, Equipment	213,601	78,758	78,758	78,758	78,758	78,758	78,758	78,758
Class 500 - Indemnities / Contributions	1,456	1,456	1,456	1,456	1,456	1,456	1,456	1,456
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>3,982,310</u>	<u>4,009,212</u>	<u>4,009,212</u>	<u>4,009,212</u>	<u>4,009,212</u>	<u>4,009,212</u>	<u>4,009,212</u>	<u>4,009,212</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Refunds							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases								
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service	25	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>25</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Register of Wills							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	3,132,531	3,290,582	3,222,596	3,222,596	3,222,596	3,222,596	3,222,596	3,222,596
Class 200 - Contracts / Leases	75,434	75,486	75,486	75,486	75,486	75,486	75,486	75,486
Class 300/400 - Supplies, Equipment	31,228	33,210	33,210	33,210	33,210	33,210	33,210	33,210
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>3,239,193</u>	<u>3,399,278</u>	<u>3,331,292</u>	<u>3,331,292</u>	<u>3,331,292</u>	<u>3,331,292</u>	<u>3,331,292</u>	<u>3,331,292</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Revenue							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	11,508,747	15,563,214	15,180,220	15,241,875	15,241,875	15,241,875	15,241,875	15,241,875
Class 200 - Contracts / Leases	2,135,402	3,815,439	3,800,439	3,568,349	3,568,349	3,568,349	3,568,349	3,568,349
Class 300/400 - Supplies, Equipment	511,164	521,062	521,062	527,526	527,526	527,526	527,526	527,526
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>14,155,313</u>	<u>19,899,715</u>	<u>19,501,721</u>	<u>19,337,750</u>	<u>19,337,750</u>	<u>19,337,750</u>	<u>19,337,750</u>	<u>19,337,750</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Sheriff							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	13,185,820	12,322,083	14,822,083	13,322,083	13,322,083	13,322,083	13,322,083	13,322,083
Class 200 - Contracts / Leases	553,553	445,042	445,042	445,042	445,042	445,042	445,042	445,042
Class 300/400 - Supplies, Equipment	312,429	321,532	321,532	321,532	321,532	321,532	321,532	321,532
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>14,051,802</u>	<u>13,088,657</u>	<u>15,588,657</u>	<u>14,088,657</u>	<u>14,088,657</u>	<u>14,088,657</u>	<u>14,088,657</u>	<u>14,088,657</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Sinking Fund Commission							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	87,504,207	93,167,343	93,167,343	95,040,642	97,951,698	98,009,896	91,451,254	93,747,454
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service	110,414,263	130,739,164	123,739,164	127,432,925	128,649,578	149,578,853	146,047,623	163,322,597
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>197,918,470</u>	<u>223,906,507</u>	<u>216,906,507</u>	<u>222,473,567</u>	<u>226,601,276</u>	<u>247,588,749</u>	<u>237,498,877</u>	<u>257,070,051</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Streets							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	20,594,857	21,313,190	21,313,190	20,290,190	21,290,190	21,290,190	21,290,190	21,290,190
Class 200 - Contracts / Leases	8,307,790	2,247,371	1,703,022	5,766,022	5,766,022	5,766,022	5,766,022	5,766,022
Class 300/400 - Supplies, Equipment	4,875,988	2,841,750	2,841,750	2,201,750	2,201,750	2,201,750	2,201,750	2,201,750
Class 500 - Indemnities / Contributions	800	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments		4,000,000	4,000,000	0	0	0	0	0
Total	<u>33,779,435</u>	<u>30,407,311</u>	<u>29,862,962</u>	<u>28,262,962</u>	<u>29,262,962</u>	<u>29,262,962</u>	<u>29,262,962</u>	<u>29,262,962</u>

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Streets - Sanitation							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	45,985,953	45,145,923	45,145,923	45,145,923	45,145,923	45,145,923	45,145,923	45,145,923
Class 200 - Contracts / Leases	42,680,901	44,143,517	43,094,675	45,429,517	46,707,024	48,026,696	49,382,539	51,710,556
Class 300/400 - Supplies, Equipment	1,604,966	1,608,212	1,608,212	1,608,212	1,608,212	1,608,212	1,608,212	1,608,212
Class 500 - Indemnities / Contributions	48,171	48,171	48,171	48,171	48,171	48,171	48,171	48,171
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments				0	0	0	0	0
Total	90,319,991	90,945,823	89,896,981	92,231,823	93,509,330	94,829,002	96,184,845	98,512,862

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Witness Fees							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits								
Class 200 - Contracts / Leases	131,755	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	131,755	171,518	171,518	171,518	171,518	171,518	171,518	171,518

City of Philadelphia General Fund FY 2013 - 2017 Five Year Financial Plan Master Schedule								
DEPARTMENT	Youth Commission							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	47,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Class 200 - Contracts / Leases	28,559	43,312	41,392	40,000	40,000	40,000	40,000	40,000
Class 300/400 - Supplies, Equipment	2,383	2,688	2,688	4,080	4,080	4,080	4,080	4,080
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	77,942	96,000	94,080	94,080	94,080	94,080	94,080	94,080

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DEPARTMENT	Zoning Board of Adjustment							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	299,145	320,960	320,960	320,960	320,960	320,960	320,960	320,960
Class 200 - Contracts / Leases	30,805	41,796	34,541	34,541	34,541	34,541	34,541	34,541
Class 300/400 - Supplies, Equipment								
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>329,950</u>	<u>362,756</u>	<u>355,501</u>	<u>355,501</u>	<u>355,501</u>	<u>355,501</u>	<u>355,501</u>	<u>355,501</u>

City of Philadelphia
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DEPARTMENT	Zoning Code Commission							
Expenditure Class	FY 11 Actual	FY 12 Adopted Budget	FY 12 Current Target	FY 13	FY 14	FY 15	FY 16	FY 17
Class 100 - Wages / Benefits	150,000	122,500	122,500	0	0	0	0	0
Class 200 - Contracts / Leases	309,969	100,000	97,750	0	0	0	0	0
Class 300/400 - Supplies, Equipment	4,954	2,500	250	0	0	0	0	0
Class 500 - Indemnities / Contributions								
Class 700 - Debt Service								
Class 800 - Payments to Other Funds								
Class 900 - Advances / Misc. Payments								
Total	<u>464,923</u>	<u>225,000</u>	<u>220,500</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>