

PENNSYLVANIA INTERGOVERNMENTAL COOPERATION AUTHORITY
STAFF REPORT ON THE CITY OF PHILADELPHIA'S
FIVE YEAR FINANCIAL PLAN FOR FISCAL YEARS 2018-2022
AS REVISED - SEPTEMBER 5, 2017

PENNSYLVANIA INTERGOVERNMENTAL COOPERATION AUTHORITY

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September 19, 2017

To the Board of Directors of the Pennsylvania Intergovernmental Cooperation Authority:

The staff of the Pennsylvania Intergovernmental Cooperation Authority (“PICA”) is pleased to provide you with our report on the City of Philadelphia’s *Five Year Financial Plan for Fiscal Years 2018 through 2022 as Revised – September 5, 2017* (the “Revised Plan”).

This report provides a review and assessment of the Revised Plan and its compliance with the Pennsylvania Intergovernmental Cooperation Authority Act for Cities of the First Class (the “PICA Act”). It analyzes the revenues, revised obligations, and revised fund balance projections, evaluates the reasonableness of the assumptions, and assesses potential risks to the Revised Plan. Based on this review, and in accordance with the PICA Act Section 209(f), “Authority Review and Approval of Plan,” I recommend that the Board approve the Revised Plan as presented.

The preparation of this report on a timely basis was made possible by the dedicated service of the entire PICA staff. I would also like to thank the City of Philadelphia’s Office of the Director of Finance and the Office of Budget and Program Evaluation for their cooperation, support and continued assistance.

Sincerely,

Harvey M. Rice
Executive Director

EXECUTIVE SUMMARY

Since the approval of the City's *FY2018-FY2022 Five Year Financial Plan* in July 2017 (the "July Plan"), a Fraternal Order of Police ("FOP") arbitration award resulted in \$247.2 million in additional labor costs to the General Fund. This award promulgated the submission of a revised Five Year Plan in accordance with the Pennsylvania Intergovernmental Cooperation Authority Act for Cities of the First Class (the "PICA Act"). Based on a review and analysis of the *FY2018-FY2022 Five Year Financial Plan as Revised - September 5, 2017* (the "Revised Plan"), PICA staff has determined that the assumptions therein, which are mostly consistent with the July Plan, continue to be reasonable and appropriate. Therefore, PICA staff recommends that the Board approve the Revised Plan as presented. The following reasons outline our rationale for approval:

- In the July Plan, the City had set aside \$200 million as a labor reserve to fund future labor agreements and arbitration awards. This labor reserve was entirely used up to fund most of the FOP award issued in August 2017, with the excess \$47.2 million funded by adjustments to the year end fund balances in each of the five years.
- Revenue projections, as presented in the Revised Plan are unchanged from the July Plan. PICA's consultant reviewed those projections and determined that they are reasonable. Furthermore, the City and its consultant are monitoring tax performance in a way that will allow adjustment to changes in economic conditions.
- Both revenue and obligation projections, as presented in the Revised Plan, are "based on reasonable and appropriate assumptions and methods of estimation," which are "consistently applied," as required by the PICA Act.
- The City is continuing to manifest signs of continued economic expansion since the end of the recession. This should promote the continuation of revenue growth. Unemployment has reached pre-recession levels, and median income has also recovered.

Despite lowered fund balances in four of the five fiscal years presented in the Revised Plan, PICA is confident that the Revised Plan is based on reasonable assumptions. Although year end positive fund balances remain, PICA continues to stress risk factors to the Revised Plan that were also identified in the July Plan. The key risks, discussed in more detail in this report, that our review and analysis identified, include:

- Labor costs that are likely to exceed projections,
- Low fund balances,
- The possibility of a decline in economic growth,
- Rising pension costs,
- Accelerating cost growth in employee health benefits, and
- Business income and receipts tax (BIRT) volatility.

I. INTRODUCTION

On September 5, 2017, the City submitted a revision to the FY2018-FY2022 Five Year Financial Plan (the “Revised Plan”). This revision was required under Section 209(k) of the Pennsylvania Intergovernmental Cooperation Authority Act for Cities of the First Class (the “PICA Act”), which requires that if an arbitration panel issues an award to one of the City’s labor unions that is not consistent with the currently-approved Five Year Plan, the City must submit to PICA a revised Five Year Plan demonstrating that revenues sufficient to cover the cost of the contract are available. This revision considers the recent Fraternal Order of Police (“FOP”) arbitration award issued in August 2017.

Since the PICA Board’s approval of the City’s FY2018-2022 Five Year Plan (the “July Plan”) on July 18, 2017, an arbitration award was issued on August 15, 2017 to police officers represented by the FOP. The award covers the period of FY2018 to FY2020. This award resulted in costs to the City in excess of the amounts reserved for future labor obligations in the July Plan, and therefore required a Plan revision under the PICA Act.

The arbitration award provides for wage increases of 3.25 percent in FY2018, 3.5 percent in FY2019, and 3.75 percent in FY2020. The award does not subject new FOP members to the new stacked-hybrid pension plan (“Plan 16”), although it does provide for an increase in certain employee contributions, as detailed in the Pensions section of this report. The award also provides for a one-time cash payment for each member

of \$1,300 relating to grievances regarding court notices, which is being offset by approximately \$8.5 million that the City is relieved of paying into the FOP health fund for one month in FY2018.

The actual costs of the FOP award, as projected by the City in the Revised Plan, are \$247.2 million through FY2022. To pay for this award, the City used the \$200 million labor reserve set aside in the July Plan and adjusted the year end fund balances in each of the five years of the Revised Plan.

II. REVISIONS TO THE JULY PLAN

Table 2.1 summarizes the main components (revenues, obligations, and fund balance projections) of the July Plan, while Table 2.2 summarizes the main components of the Revised Plan. Table 2.3 summarizes the changes in fund balances between the two Plans.

As illustrated in Table 2.2, the projections of tax revenues in the Revised Plan are unchanged from those of the July Plan. The projections of obligations now reflect the additional labor costs associated with the FOP arbitration award in each year of the Revised Plan. Although FY2021 and FY2022 do not project wage increases, they do factor in the baseline cost from the award. Consequently, the year end fund balances for each year of the Revised Plan have been adjusted due to increased obligations resulting from the FOP award. It should be noted that there are no future provisions in the Revised Plan for outstanding labor contracts.

Table 2.1: Summary of July Plan Projections¹ (\$ in Millions)

Plan Component	Actual	Estimate	Projected				
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues	\$3,988.9	\$4,138.2	\$4,405.1	\$4,525.5	\$4,610.7	\$4,718.3	\$4,836.5
Obligations	\$4,015.8	\$4,221.7	\$4,437.7	\$4,535.6	\$4,654.7	\$4,723.1	\$4,808.1
Prior Year Adjustments	23.6	23.7	19.5	19.5	19.5	19.5	19.5
Adjusted Operating Surplus/(Deficit)	(3.2)	(59.7)	(13.1)	9.5	(24.4)	14.7	47.9
Prior Year Fund Balance	151.5	148.3	88.6	75.5	85.0	60.5	75.2
Fund Balance	\$148.3	\$88.6	\$75.5	\$85.0	\$60.5	\$75.2	\$123.1

¹ All figures rounded for readability

Source: FY2018-FY2022 Five-Year Financial Plan submitted to PICA on June 19, 2017

Table 2.2: Summary of Revised Plan Projections¹ (\$ in Millions)

Plan Component	Actual	Estimate	Projected				
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues	\$3,988.9	\$4,138.2	\$4,405.1	\$4,525.5	\$4,610.7	\$4,718.3	\$4,836.5
Obligations	\$4,015.8	\$4,221.7	\$4,435.9	\$4,545.4	\$4,677.7	\$4,736.2	\$4,811.1
Prior Year Adjustments	23.6	23.7	19.5	19.5	19.5	19.5	19.5
Adjusted Operating Surplus/(Deficit)	(3.2)	(59.7)	(11.3)	(.4)	(47.5)	1.6	44.8
Prior Year Fund Balance	151.5	148.3	88.6	77.3	76.9	29.4	31.0
Fund Balance	\$148.3	\$88.6	\$77.3	\$76.9	\$29.4	\$31.0	\$75.9

¹ All figures rounded for readability.² Highlighted fields reflect revised figures.

Source: Revised FY2018-FY2022 Five-Year Financial Plan submitted to PICA on September 5, 2017.

Table 2.3: Change in Fund Balances Between Plans¹ (\$ in Millions)

Plan Component	Projected				
	FY2018	FY2019	FY2020	FY2021	FY2022
Fund Balance per July Plan	75.5	84.9	60.5	75.2	123.1
Fund Balance per Revised Plan	77.3	76.9	29.4	31.0	75.9
Change in Fund Balances	\$1.8	(\$8.0)	(\$31.1)	(\$44.2)	(\$47.2)

¹ All figures rounded for readability.

Source: PICA Staff Analysis.

III. RISKS TO THE REVISED PLAN

The PICA Act requires that Five Year Plan projections of revenues and obligations are based on reasonable assumptions and methods of estimation. This requirement was included in the PICA Act to ensure that all Five Year Plans provide adequate assurance that the City will continue to maintain financial stability, most notably exhibited through positive fund balances. Reasonable assumptions and methods of estimation, in addition to other budget balancing measures, ensure a positive General Fund balance in each fiscal year over the Five Year Plan period. The Revised Plan is in compliance with the above criteria, therefore, PICA staff recommends its approval.

Key Risks to the Revised Plan

The discussion below focuses on key risks to the Revised Plan and its projections. They include: labor costs, fund balances, economic growth, pensions, employee health benefit costs, and BIRT volatility.

Labor Costs

The Revised Plan does not include a provision for future labor obligations, unlike the July Plan, which included a \$200 million labor reserve. Therefore, a significant risk exists that potential wage increases could result in a projected fund balance deficit in several years of the Revised Plan, if corrective action is not implemented. Our estimates of potential labor obligations that are not included in the Revised Plan range from \$213.7 million to \$247.3 million.

The Revised Plan only includes wage increases for District Council 33 (“DC33”) and the FOP through 2020, in accordance with their collective bargaining agreement and arbitration award, with no increases projected for FY2021 and FY2022. The Revised Plan also does not include any wage increases for the remaining bargaining units, as shown in Table 3.1, which shows the outstanding labor contracts. As such, in order to assess the potential impact of future negotiated or arbitrated labor agreements, we calculated additional labor costs that might arise during the life of the Revised

Table 3.1: Terms of Current Contracts Relating to Wages by Bargaining Unit

Bargaining Unit	Term	Wage Provisions ¹	Number of Employees ²
FOP - Police	7/1/17-6/30/20	3.25% 7/1/17 3.25% 7/1/18 3.25% 7/1/19	6,241
FOP - Sheriff	7/1/14-6/30/17	2.5% 7/1/14 3% 7/1/15 3.25% 7/1/16	308
FOP - Register of Wills	7/1/14-6/30/17	3.0% 7/1/16	69
IAFF - Fire and EMS	7/1/13-6/30/17	3% 7/1/13 3% 7/1/14 3.25% 7/1/15 3.25% 7/1/16	2,196
DC33	7/1/16-6/30/20	3.0% 7/1/16 3.0% 7/1/17 2.5% 7/1/18 3.0% 7/1/19	4,478
DC33 - Local 159	7/1/14-6/30/17	3% 7/1/14 3.25% 7/1/15 3.25% 7/1/16	2,062
DC47	7/1/09-6/30/17	3.5% Spring 2014 ³ 2.5% 7/1/15 3.0% 7/1/16	1,703
DC47 - Local 810	7/1/14-6/30/16	2.5% 7/1/14 2.5% 7/1/15	324
Notes: ¹ Only provisions that affect the union pay plan are described. Some unions received lump sum bonuses, but these provisions are not included. ² As of June 4, 2017. ³ Wage increase occurred 30 days after ratification of the contract.			

Plan. Table 3.2 calculates potential labor obligations for all outstanding bargaining units. A wage increase of 3.25

percent in FY2018, 3.5 percent in FY2019, and 3.75 percent in FY2020 is applied for the International Association of Fire Fighters (the “IAFF”)—mirroring the terms of the FOP’s new arbitration award. For all other bargaining units, we applied an estimated wage increase of 3.0 percent, 2.5 percent, and 3.0 percent for FY2018, FY2019, and FY2020, respectively, similar to the DC33 contract. In addition, a two percent wage increase is assumed in FY2021 and FY2022 for all bargaining units to simulate potential labor costs in those fiscal years. We estimate that these annual potential wage increases would result in additional labor costs of \$213.7 million over the life of the Revised Plan.

As Table 3.2 presents, the City could face additional labor costs of \$12.0 million in FY2018, \$23.6 million in FY2019, \$37.2 million in FY2020, \$59.2 million in FY2021, and \$81.7 million in the final year of the Revised Plan. With these additional wage costs, our analysis estimates that the projected fund balances, shown in Table 3.3, will remain positive for only the first two years of the Revised Plan. Without additional revenues or expenditure cuts to offset costs, fund balances may experience a deficit in FY2020, FY2021, and FY2022 in the amounts of \$43.5 million, \$101.1, and \$137.9 million, respectively. It should be noted that these potential wage increases do not reflect a projection, but are used solely for this risk analysis.

Table 3.2: Wage Risk by Bargaining Unit (\$ in Millions)

FOP (Police) & IAFF Estimated Increases	3.25%	3.5%	3.75%	2.0%	2.0%	
All Other Units Estimated Increases	3.0%	2.5%	3.0%	2.0%	2.0%	
Bargaining Unit	FY2018	FY2019	FY2020	FY2021	FY2022	Plan Total
FOP - Police	\$--	\$--	\$--	\$9.8	\$19.7	\$29.5
FOP - Sheriff	0.5	0.9	1.5	1.8	2.2	6.9
FOP - Register of Wills	0.1	0.2	0.3	0.4	0.5	1.5
IAFF - Fire and EMS	5.0	10.5	16.6	20.0	23.4	75.3
DC33	--	--	--	3.7	7.5	11.3
DC33 - Local 159	2.9	5.3	8.4	10.5	12.6	39.6
DC47 - Local 2187	2.1	4.0	6.3	7.8	9.4	29.6
DC47 - Local 2186	0.9	1.7	2.7	3.4	4.1	12.8
DC47 - Local 810	0.5	1.0	1.5	1.9	2.3	7.2
Totals	\$12.0	\$23.6	\$37.2	\$59.2	\$81.7	\$213.7

Source: PICA estimates based on FY2017 salaries with the assumption that IAFF will receive increases similar to FOP (Police) contract; all other bargaining units will receive increases similar to DC33 contract through FY2020, and all bargaining units receive 2% increases in FY2021 and FY2022.

Note: These figures do not constitute a projection of future costs, rather they are compiled based on existing data for analytical purposes.

Table 3.3: Potential Impact of Wage Risk on Revised Plan Fund Balance (\$ in Millions)

	FY2018	FY2019	FY2020	FY2021	FY2022	Total
Estimated Potential Annual Impact	\$12.0	\$23.6	\$37.2	\$59.2	\$81.7	\$213.7
Provision for Future Labor Obligations included in Plan	--	--	--	--	--	--
Overall Plan (Shortage)/Overage	(12.0)	(23.6)	(37.2)	(59.2)	(81.7)	(213.7)
Fund Balance as Projected in the Revised Plan	77.3	76.9	29.4	31.0	75.9	
Adjusted Fund Balance including Wage Shortfall	65.2	53.3	(7.8)	(28.2)	(5.8)	
Shortage from FY2018	--	(12.0)	(12.0)	(12.0)	(12.0)	
Shortage from FY2019	--	--	(23.6)	(23.6)	(23.6)	
Shortage from FY2020	--	--	--	(37.2)	(37.2)	
Shortage from FY2021	--	--	--	--	(59.2)	
Shortage from FY2022	--	--	--	--	--	
Potential Fund Balance per Analysis	\$65.2	\$41.3	(\$43.5)	(\$101.1)	(\$137.9)	

Source: PICA estimates based on FY2017 salaries with the assumption that IAFF will receive increases similar to FOP (Police) contract; all other bargaining units will receive increases similar to DC33 contract through FY2020, and all bargaining units receive 2% increases in FY2021 and FY2022.

If we were to take a conservative approach and estimate a three percent wage increase in FY2021 and FY2022, the annual potential wage increases could result in additional labor costs of \$247.3 million over the life of the Revised Plan. This would result in larger fund balance deficits in FY2021 and FY2022 of \$112.1 million and \$171.5 million, respectively.

Our analysis does not take into account any potential lump-sum payments that may be negotiated or arbitrated into future labor contracts. Also, wage increases for non-union employees such as exempts and non-represented employees, as well as overtime costs, are not considered in our analysis. Therefore, a significant risk exists that the Revised Plan will not cover the cost of all potential wage increases. Any labor agreements that increase General Fund costs will require further revisions to the Revised Plan. Such revisions would have to demonstrate the existence of sufficient funds to cover any additional costs.

Fund Balance

Projected year end fund balances in the last four years of the Revised Plan have been lowered as a result of the FOP award, as shown in Table 2.3. Although the City is in compliance with the PICA Act provision requiring positive fund balances, this risk is now heightened as a result of lower than originally projected fund balances in those

four years. The risk is further increased by the potential impact of the remaining bargaining units with outstanding collective bargaining agreements or arbitration awards, particularly the IAFF and District Council 47 (“DC47”).

As previously discussed in our Staff Report on the July Plan, the Government Finance Officers Association (“GFOA”) recommends that city governments, regardless of size, maintain an “unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures.”¹ In recognition of the GFOA guidance, the City has stated its fund balance target goal to be 6 to 8 percent of General Fund revenues. Although this target is significantly lower than the GFOA recommendation of approximately 17 percent, reaching it would likely allow the City to make contributions to the Budget Stabilization Reserve (the “BSR”).

As shown in Figure 3.1, the City’s projected fund balances in the Revised Plan range between 0.6 to 1.7 percent of revenues, well below the City’s target. Figure 3.2 compares the City’s projected fund balance for each year of the Revised Plan to the BSR threshold, the GFOA recommendation, and the City’s target fund balance.

¹ Government Finance Officers Association, Best Practice: Fund Balance Guidelines for the General Fund, September 2015, <http://www.gfoa.org/fund-balance-guidelines-general-fund>.

The low level of fund balances remains a challenge. Without a higher fund balance, the City will not be able to address many of its greatest financial challenges, including the inadequately funded pension system, potential economic downturns or natural disasters. The City will also not be able to make contributions to its BSR.

While the lack of a BSR is a concern, the City has historically been able to address low fund balances through controlled spending and managing the budget. There are a number of reasons, apart from the most obvious need to guard against contingencies, for maintaining municipal reserves, including: cash availability,

favorable credit ratings, generating investment earnings, and avoiding interest costs. In consideration of these factors, all of which are particularly relevant to Philadelphia, PICA strongly advocates for a dedication to allocating money to the BSR, as well as maintaining healthy fund balances in future Five Year Plans.

Economic Growth

As is typically the case with any five year fiscal projection, a significant risk is the possibility that slower than projected economic growth could result in actual tax revenues below the Revised Plan projections. The Revised Plan continues to assume growth in all major tax bases over the next five fiscal years. However, City tax bases are sensitive to macroeconomic trends. As in the July Plan, the Revised Plan's projections do not take into account the impact of a recession, or the possibility of an economic downturn.

Pensions

Projected pension costs reflect the City's annual contributions to the pension system in satisfaction of the state mandated minimum contribution, known as the Minimum Municipal Obligation ("MMO"). This contribution is annually calculated by the consulting actuary of the Board of Pensions and Retirement. The actuary's calculation is based on a number of key assumptions. If actual experience deviates from these assumptions, actual required pension contributions could exceed the Revised Plan projections. One of the most sensitive actuarial assumptions is the projected return on investments. The investment return assumption is currently 7.70 percent, net of fees. If the assumed investment return of 7.70 percent is not attained, the risk to the Revised Plan is the potential for required annual contributions higher than the projected MMO.

The City has been implementing pension reforms in recent years with the goal of reducing future pension costs. To achieve this goal, the City recently created a new stacked hybrid pension plan, called Plan 16. The stacked hybrid model was one of the recommendations in PICA's

Figure 3.1: Fund Balance as a Percentage of Revenue

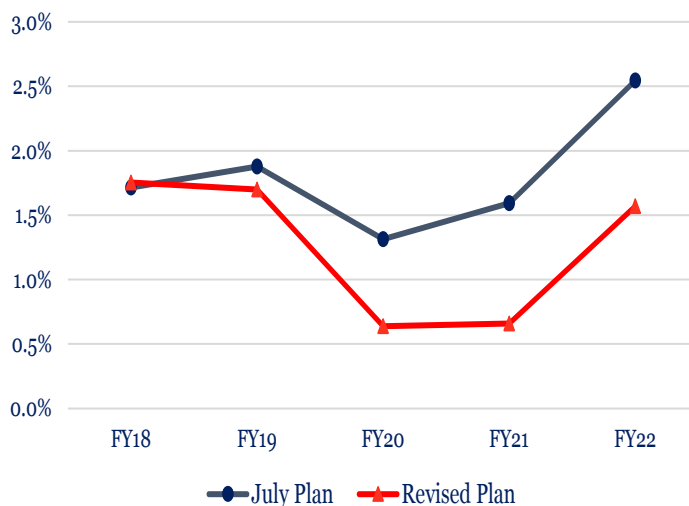
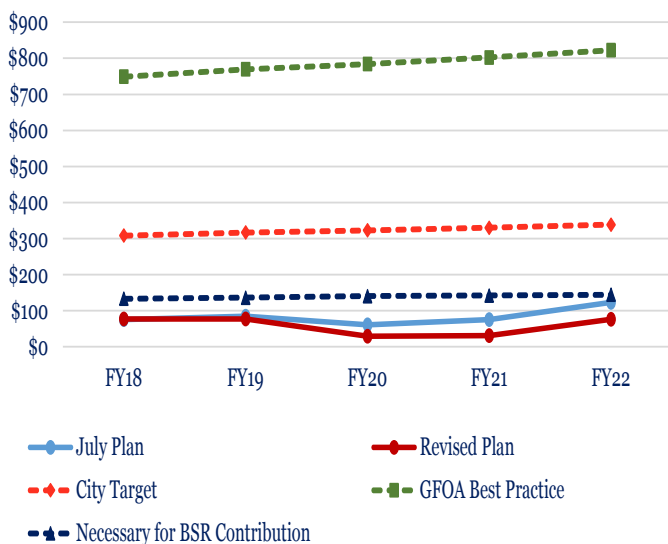


Figure 3.2: Projected Fund Balance (\$ in Millions)



comprehensive report on pensions, issued in 2015. The City attempted to negotiate Plan 16 into the FOP award, as it had succeeded in this effort with DC33; those attempts did not materialize. However, the new FOP award stipulates that new and existing members will pay increased pension contributions, which may increase the assets of the pension fund going forward. Current Plan 87 and Plan 10 FOP members will contribute an additional 0.92 percent, effective July 2017, and another 0.92 percent, effective July 2018. All new members hired beginning in FY2018 will contribute an additional 2.5 percent. Members of Plan 67 will be exempt from these increases.

The risk to the pension fund posed by a lack of, or lesser, employee participation in Plan 16 is the increased likelihood that future pension costs will grow at a higher rate. This growth will be compounded by the wage increases in this award, as well as those in future awards, because they increase the baseline of the pension benefit calculation. Ultimately, if costs to fund the pension system increase, so will annual MMO payments. The MMO is a risk to the General Fund, as payments are already growing at a pace that is fiscally challenging to the City.

Employee Health Benefit Costs

The Revised Plan maintains the July Plan projection that the cost of employee health benefits will increase at a rate of approximately five percent annually. The projections incorporate separate projections for the bargaining unit plans and the City-administered plan, which covers non-represented employees. The risk associated with the growth projection for employee health benefits is that the low cost growth exhibited in recent history appears to be coming to an end, as evidenced by the nearly nine percent increase between FY2016 and FY2017. In addition, research suggests that U.S. employers are expecting healthcare costs to increase by as much as seven percent in upcoming years.²

Another factor that may impact health costs

²Centers for Medicare & Medicaid Services, NHE Fact Sheet: <https://www.cms.gov/research-statistics-data-and-systems/statistics-trends-and-reports/nationalhealthexpenddata/nhe-fact-sheet.html>.

is the potential for healthcare reform at the federal level, the status and impact of which are extremely difficult to foresee or quantify at this point in time.

BIRT Volatility

As reported in our Staff Report on the July Plan, the business income and receipt tax (“BIRT”) is one of the most difficult revenue streams to project. As mentioned previously, revenue projections remained consistent between both Plans. The tax base for this revenue stream, corporate earnings, is volatile and thus difficult to predict. It is impacted both by national and local economic trends. Furthermore, in formulating BIRT projections, the City must also account for business activity occurring within City limits, which is conducted by businesses located elsewhere.

BIRT projections in this Revised Plan continue to be vulnerable to corporate earnings trends, which on the national level, are projected to level off and trend downward in upcoming years. This vulnerability may further be exacerbated by the high level of refunds and credits resulting from the recent BIRT reforms, the full impact of which has not yet been fully seen or analyzed. Because of the complexity of the reforms and the uncertain behavioral response to them, as well as the uncertainty of where business earnings will trend over the life of the Revised Plan, BIRT revenue projections pose a risk to the Revised Plan.

Other Financial Concerns

Other financial concerns impacting the City’s financial condition, which challenge the City’s fiscal stability, and should be continually and closely monitored, include:

Financial Stability of the School District of Philadelphia

With a looming budget deficit of almost one billion dollars by FY2022, the School District continues to pose a potential risk to the Revised Plan. This deficit could draw vital resources

away from other City agencies in the form of an increased City contribution.

Overtime Management

The City reduced total overtime costs by \$10.5 million between FY2016 and FY2017, for a total of \$160.3 million in overtime spending this past fiscal year. However, the City still exceeded its overtime budget of \$129.3 million by \$31.0 million in FY2017. Growth in overtime costs or under-budgeting of those costs are both potential risks to the Revised Plan.

Beverage Tax

Actual collections of Beverage Tax revenue in FY2017 were \$6.5 million dollars short of the City's target of \$46.2 million, which represents an approximate 14 percent decline from the initial projection. It is too early to determine whether the City will meet its FY2018 projection of \$92.4 million. Preliminary collections to-date in FY2018 are below the projected monthly average of \$7.7 million, however, early collections may not be an indicator of full year revenue performance. The main risk associated with this tax is that actual revenues may be lower than projected, if assumptions are not realized, or if the tax becomes legally invalidated, which are two variables detailed in PICA's Staff Report on the July Plan.

Indemnities

General Fund indemnities continue to be projected at a flat \$44.9 million throughout the life of the Revised Plan. Over the past ten years, indemnity costs have increased from \$24.7 million in FY2008 to a projected \$44.9 million in FY2018, representing an 82 percent increase in these obligations. Any increase in indemnity costs beyond the flat projection in each year of the Revised Plan may negatively impact the projected year end fund balances.

Federal and State Funding

The City continues to face potential financial challenges by proposed actions at the state and federal levels, namely the impact of reduction of state and federal funding, based on immigration policies. However, the City has established a contingency plan to set aside between \$50.9 to \$58.4 million in each year of the Revised Plan to prepare for any cuts in revenues from other governments. The risk to the Plan is the unknown nature, amount, and duration of potential state and federal funding cuts.

Court Fee Increases

The First Judicial District recently issued an order announcing a new "Guaranteed Fee System," increasing fees for court appointed criminal defense attorneys. The cost of these fees will range from approximately \$2.5 million to \$4.7 million in FY2018 and FY2019, respectively. The courts have slated the fee increase to commence in FY2018, although there is not presently a source of revenue committed to fund it. The Revised Plan does not include these additional costs, therefore resulting in a potential risk.

Commercial Property Reassessment

The Revised Plan continues to include real estate tax projections, based on a reassessment of both commercial and residential property classifications in the City for calendar year 2018. These projections show an increase of 11.7 percent in the real estate tax in FY2018, while the tax grew by only 2.3 percent in FY2017. As indicated in PICA's Staff Report on the July Plan, it is uncertain how the upcoming commercial reassessment and ensuing appeals will impact the real estate tax base growth that will drive revenue collections.

APPENDIX
CITY'S FY2018-FY2022 FIVE-YEAR FINANCIAL PLAN
AS REVISED SEPTEMBER 5, 2017

CITY OF PHILADELPHIA



FY2018 - FY2022 FIVE YEAR FINANCIAL PLAN

AS REVISED - SEPTEMBER 5, 2017

JAMES F. KENNEY
MAYOR

City of Philadelphia				SUMMARY OF OPERATIONS				
Five Year Financial Plan FY2018-2022				FISCAL YEARS 2016 TO 2022				
				(Amounts in Thousands)				
FUND								
General								
NO.	ITEM	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	OPERATIONS OF FISCAL YEAR REVENUES							
1	Taxes	2,966,648	3,048,694	3,298,332	3,408,425	3,474,279	3,554,317	3,648,749
2	Locally Generated Non-Tax Revenues	290,990	305,120	307,058	290,366	291,651	291,393	295,862
3	Revenue from Other Governments	689,076	708,950	735,524	762,054	779,562	806,798	825,479
4	Sub-Total	3,946,714	4,062,764	4,340,914	4,460,845	4,545,492	4,652,508	4,770,090
5	Revenue from Other Funds of City	42,253	75,426	64,191	64,697	65,228	65,787	66,374
6	Total - Revenue	3,988,967	4,138,190	4,405,105	4,525,542	4,610,720	4,718,295	4,836,464
7	Other	0	0	0	0	0	0	0
8	Total Revenue and Other Sources	3,988,967	4,138,190	4,405,105	4,525,542	4,610,720	4,718,295	4,836,464
	OBLIGATIONS/APPROPRIATIONS							
9	Personal Services	1,562,628	1,590,847	1,656,010	1,680,009	1,711,006	1,711,560	1,711,951
10	Personal Services-Pensions	612,422	632,684	656,208	673,761	692,481	700,996	710,274
11	Personal Services-Pensions - Sales Tax	9,691	18,292	24,041	44,559	49,892	54,916	59,750
12	Personal Services-Other Employee Benefits	559,152	607,635	618,650	644,026	669,679	696,623	725,316
13	Sub-Total Employee Compensation	2,743,893	2,849,458	2,954,909	3,042,355	3,123,058	3,164,095	3,207,291
14	Purchase of Services	822,159	887,459	935,078	933,336	960,585	975,640	995,835
15	Materials, Supplies and Equipment	92,086	109,060	105,678	110,541	110,924	112,427	111,318
16	Contributions, Indemnities, and Taxes	192,729	189,445	196,010	193,522	194,522	193,765	195,258
17	Debt Service	132,089	153,950	157,322	174,421	194,159	192,366	200,031
18	Payments to Other Funds	32,839	32,278	36,026	37,657	39,369	41,167	43,056
19	Advances & Misc. Pmts. / Labor Reserve	0	0	0	0	0	0	0
20	Adv & Misc. Pmts. / Federal Funding Reserve	0	0	50,893	53,573	55,108	56,705	58,356
21	Sub-Total	4,015,795	4,221,650	4,435,916	4,545,405	4,677,725	4,736,165	4,811,145
22	Payment to Budget Stabilization Reserve Fund	0	0	0	0	0	0	0
23	Total - Obligations	4,015,795	4,221,650	4,435,916	4,545,405	4,677,725	4,736,165	4,811,145
24	Oper.Surplus (Deficit) for Fiscal Year	(26,828)	(83,460)	(30,811)	(19,863)	(67,005)	(17,870)	25,319
	Prior Year Adjustments:							
25	Revenue Adjustments	0	0	0	0	0	0	0
26	Other Adjustments	23,612	23,741	19,500	19,500	19,500	19,500	19,500
27	Total Prior Year Adjustments	23,612	23,741	19,500	19,500	19,500	19,500	19,500
28	Adjusted Oper. Surplus/ (Deficit)	(3,216)	(59,719)	(11,311)	(363)	(47,505)	1,630	44,819
	OPERATIONS IN RESPECT TO PRIOR FISCAL YEARS							
	Fund Balance Available for Appropriation							
29	June 30 of Prior Fiscal Year	151,531	148,315	88,596	77,285	76,922	29,417	31,047
30	Residual Equity Transfer	0	0	0	0	0	0	0
	Fund Balance Available for Appropriation							
31	June 30	148,315	88,596	77,285	76,922	29,417	31,047	75,866

City of Philadelphia				SUPPORTING REVENUE SCHEDULES				
Five Year Financial Plan FY2018-2022				FISCAL YEARS 2016 TO 2022				
(Amounts in Thousands)								
FUND								
General								
REVENUE								
Taxes								
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
NO.	AGENCY AND REVENUE SOURCE	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
(1)	(2)	(4)	(5)	(6)	(7)	(8)	(9)	(9)
	A. Real Property							
1	1. Current	521,242	533,511	602,117	623,379	645,118	668,122	690,770
2	2. Prior	50,405	49,627	49,334	63,063	50,878	54,940	50,878
3	Subtotal	571,647	583,138	651,451	686,442	695,996	723,062	741,648
	B. Wage and Earnings							
4	1. Current	1,364,612	1,413,925	1,457,376	1,487,808	1,511,390	1,534,312	1,573,637
5	2. Prior	8,397	7,033	7,224	7,224	7,224	7,224	7,224
6	Subtotal	1,373,009	1,420,958	1,464,600	1,495,032	1,518,614	1,541,536	1,580,861
	C. Business Taxes							
7	1. Business Income & Receipts	474,171	435,113	489,886	506,348	512,894	518,000	527,941
	2. Net Profits							
8	a. Current	23,333	26,007	26,622	26,793	26,749	26,686	26,805
9	b. Prior	2,056	3,083	3,116	3,116	3,116	3,116	3,116
10	Subtotal	25,389	29,090	29,738	29,909	29,865	29,802	29,921
11	Total, Business Taxes	499,560	464,203	519,624	536,257	542,759	547,802	557,862
	D. Other Taxes							
12	1. Sales	144,692	153,292	159,042	164,560	169,892	174,916	179,750
13	2. Sales (Pension)	9,691	18,292	24,041	44,559	49,892	54,916	59,750
14	3. Sales (Debt Service)	15,000	15,000	15,000	0	0	0	0
15	4. Amusement	19,397	21,180	22,148	23,216	24,291	25,336	26,382
16	5. Real Property Transfer	237,347	232,861	242,921	251,156	257,736	264,128	271,999
17	6. Parking	92,665	96,696	103,706	111,287	119,077	126,996	135,302
18	7. Smokeless Tobacco	771	775	779	783	787	791	795
19	8. Philadelphia Beverage	0	39,717	92,412	92,499	92,575	92,147	91,686
20	9. Other	2,869	2,582	2,608	2,634	2,660	2,687	2,714
21	Subtotal	522,432	580,395	662,657	690,694	716,910	741,917	768,378
22	Total Taxes	2,966,648	3,048,694	3,298,332	3,408,425	3,474,279	3,554,317	3,648,749

City of Philadelphia			SUPPORTING REVENUE SCHEDULES					
Five Year Financial Plan FY2018-2022			FISCAL YEARS 2016 TO 2022					
FUND			(Amounts in Thousands)					
General								
REVENUE								
Locally Generated Non - Tax								
No.	Agency and Revenue Source	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(9)	(9)
	<u>Office of Innovation & Technology</u>							
1	Cable Franchise Fees	22,788	24,867	23,236	24,363	23,693	23,925	24,159
2	Telephone Commissions	941	650	650	650	650	650	650
3	Other	180	235	235	235	235	235	235
4	Subtotal	23,909	25,752	24,121	25,248	24,578	24,810	25,044
	<u>Mavor</u>							
5	Other	21	103	103	103	103	103	103
	<u>Managing Director</u>							
6	Other	8,886	600	824	824	824	824	824
	<u>Police</u>							
7	Prior Year Reimb.- Special Services	4,081	3,000	3,000	3,000	3,000	3,000	3,000
8	Carry Arms Fees	194	150	150	150	150	150	150
9	Witness & Jury Fees	61	70	70	70	70	70	70
10	Other	652	1,050	1,050	1,050	1,050	1,050	1,050
11	Subtotal	4,988	4,270	4,270	4,270	4,270	4,270	4,270
	<u>Streets</u>							
12	Survey Charges	607	879	879	879	879	879	879
13	Streets Issued Permits	5,081	5,250	5,250	5,250	5,250	5,250	5,250
14	Prior Year Reimbursements	2	25	25	25	25	25	25
15	Collection Fee - Housing Authority	1,262	1,500	1,500	1,500	1,500	1,500	1,500
16	Disposal of Salvage (Recyclables)	5	10	10	10	10	10	10
17	Right of Way Fees	51	1,190	1,190	1,190	1,190	1,190	1,190
18	Commercial Property Collection Fee	16,401	16,000	16,000	16,000	16,000	16,000	16,000
19	Other	441	800	800	800	800	800	800
20	Subtotal	23,850	25,654	25,654	25,654	25,654	25,654	25,654
	<u>Fire</u>							
21	Emergency Medical Services	42,263	44,000	42,500	41,000	41,000	41,000	41,000
22	Other	906	950	950	950	950	950	950
23	Subtotal	43,169	44,950	43,450	41,950	41,950	41,950	41,950
	<u>Public Health</u>							
24	Payments for Patient Care (HC's)	7,310	17,660	12,860	7,960	7,960	7,960	7,960
25	Pharmacy Fees	1,747	2,500	2,000	2,000	2,000	2,000	2,000
26	Environment User Fees	2,019	2,890	3,696	3,875	3,775	3,775	3,775
27	Other	555	500	500	500	500	500	500
28	Subtotal	11,631	23,550	19,056	14,335	14,235	14,235	14,235

City of Philadelphia		SUPPORTING REVENUE SCHEDULES						
Five Year Financial Plan FY2018-2022		FISCAL YEARS 2016 TO 2022						
FUND		(Amounts in Thousands)						
General								
REVENUE								
Locally Generated Non - Tax								
No.	Agency and Revenue Source	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(9)	(9)
	<u>Parks & Recreation</u>							
29	Other Leases	2	60	60	60	60	60	60
30	Rent from Land, Real Estate	109	80	80	80	80	80	80
31	Permits	1,340	1,254	1,254	1,254	1,254	1,254	1,254
32	Other	481	1,875	575	575	575	575	575
33	Subtotal	1,932	3,269	1,969	1,969	1,969	1,969	1,969
	<u>Public Property</u>							
34	Rent from Real Estate	488	650	650	650	650	650	650
35	PATCO Lease Payment	3,290	3,291	3,485	3,550	3,615	3,615	3,615
36	Sale/Lease of Capital Assets	4,841	1,786	14,750	1,250	1,250	1,250	1,250
37	Commission from Other Leases	2,172	2,350	2,700	2,800	3,000	3,000	3,000
38	Prior Year Refunds & Reimbursements	3,509	1,600	1,600	1,600	1,600	1,600	1,600
39	Other	11	50	50	50	50	50	50
40	Subtotal	14,311	9,727	23,235	9,900	10,165	10,165	10,165
	<u>Human Services</u>							
41	Payments for Child Care - S.S.I.	3,667	4,250	4,250	4,250	4,250	4,250	4,250
42	Other	626	100	100	100	100	100	100
43	Subtotal	4,293	4,350	4,350	4,350	4,350	4,350	4,350
	<u>Philadelphia Prisons</u>							
44	Work Release	55	100	100	100	100	100	100
45	Inmate Account Fees	288	325	325	325	325	325	325
46	Other	6	25	25	25	25	25	25
47	Subtotal	349	450	450	450	450	450	450
	<u>Office of Homeless Services</u>							
48	Payments for Patient Care	754	750	750	750	750	750	750
49	Other	400	20	20	20	20	20	20
50	Subtotal	1,154	770	770	770	770	770	770
	<u>Fleet Management</u>							
51	Sale of Vehicles	256	275	275	275	275	275	275
52	Fuel and Warranty Reimbursements	2,488	2,500	3,000	3,500	4,000	4,000	4,000
53	Other	155	989	300	300	300	300	300
54	Subtotal	2,899	3,764	3,575	4,075	4,575	4,575	4,575

City of Philadelphia		SUPPORTING REVENUE SCHEDULES						
Five Year Financial Plan FY2018-2022		FISCAL YEARS 2016 TO 2022						
FUND		(Amounts in Thousands)						
General								
REVENUE								
Locally Generated Non - Tax								
No.	Agency and Revenue Source	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(9)	(9)
	<u>Licenses and Inspections</u>							
55	Amusement	20	25	25	25	25	25	25
56	Health and Sanitation	16,509	17,400	17,500	17,500	17,500	17,500	17,500
57	Police and Fire Protection	561	875	875	875	875	875	875
58	Street Use	2,926	2,900	2,900	2,900	2,900	2,900	2,900
59	Professional & Occupational	1,174	800	800	800	800	800	800
60	Building Structure & Equipment	25,302	26,101	29,851	30,351	30,351	30,351	33,386
61	Business	(21)	200	200	200	200	200	200
62	Other Licenses & Permits	86	175	175	175	175	175	175
63	Code Violation Fines	1,123	1,125	1,125	1,125	1,125	1,125	1,125
64	Other	6,832	5,725	5,725	5,725	5,725	5,725	5,725
65	Subtotal	54,512	55,326	59,176	59,676	59,676	59,676	62,711
	<u>Zoning Board of Adjustment</u>							
66	Zoning Permits	287	350	0	0	0	0	0
67	Accelerated Review Fees	193	260	0	0	0	0	0
68	Subtotal	480	610	0	0	0	0	0
	<u>Records</u>							
69	Recording of Legal Instrument Fees	11,838	12,000	12,500	12,950	12,950	12,950	12,950
70	Preparation of Records	318	400	400	400	400	400	400
71	Commission on Tax Stamps	702	450	450	450	450	450	450
72	Accident Investigation Reports	1,095	1,200	1,500	1,800	1,800	1,800	1,800
73	Document Technology Fee	2,190	2,450	2,450	2,450	2,450	2,450	2,450
74	Other	673	700	700	700	700	700	700
75	Subtotal	16,816	17,200	18,000	18,750	18,750	18,750	18,750
	<u>Director of Finance</u>							
76	Prior Year Refunds	4	200	200	200	200	200	200
77	SWEEP Fines	5,318	5,375	0	0	0	0	0
78	Burglar Alarm Licenses	3,012	2,965	0	0	0	0	0
79	False Alarm Fines	1,977	1,910	0	0	0	0	0
80	Reimbursements - Other	4,137	2,803	3,385	2,585	3,385	2,585	3,385
81	Reimbursement - Prescription Program	3,558	3,750	2,250	2,250	2,250	2,250	2,250
82	Health Benefit Charges	1,428	1,750	1,750	1,750	1,750	1,750	1,750
83	Other	655	10	10	10	10	10	10
84	Subtotal	20,089	18,763	7,595	6,795	7,595	6,795	7,595

City of Philadelphia				SUPPORTING REVENUE SCHEDULES				
Five Year Financial Plan FY2018-2022				FISCAL YEARS 2016 TO 2022				
(Amounts in Thousands)								
FUND								
General								
REVENUE								
Locally Generated Non - Tax								
No.	Agency and Revenue Source	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(9)	(9)
	<u>Revenue</u>							
85	Miscellaneous Fines	309	75	75	75	75	75	75
86	Non-Profit Org. Voluntary Payments	2,631	2,600	2,600	2,600	2,600	2,600	2,600
87	Casino Settlement Payments	1,586	3,635	1,057	1,057	1,057	1,057	1,057
88	Other	425	750	1,010	1,010	1,010	1,010	1,010
89	Subtotal	4,951	7,060	4,742	4,742	4,742	4,742	4,742
	<u>Procurement</u>							
90	Performance Bonds	8	15	15	15	15	15	15
91	Master Performance Bonds	31	30	30	30	30	30	30
92	Bid Application Fees etc.	122	110	60	60	60	60	60
93	Other	119	120	135	135	135	135	135
94	Subtotal	280	275	240	240	240	240	240
	<u>City Treasurer</u>							
95	Interest Earnings	3,577	1,500	1,700	1,900	1,900	1,900	1,900
96	Other	499	600	600	600	600	600	600
97	Subtotal	4,076	2,100	2,300	2,500	2,500	2,500	2,500
	<u>Commerce</u>							
98	Other	232	302	302	302	302	302	302
	<u>Law</u>							
99	Legal Fees & Charges	256	250	250	250	250	250	250
100	Court Awarded Damages	15	700	500	500	500	500	500
101	Other	60	50	50	50	50	50	50
102	Subtotal	331	1,000	800	800	800	800	800
	<u>Board of Ethics</u>							
103	Other	119	15	15	15	15	15	15
	<u>Inspector General</u>							
104	Other	85	0	0	0	0	0	0
	<u>City Planning Commission</u>							
105	Other	1	1	0	0	0	0	0
	<u>Free Library</u>							
106	Library Fees & Fines	253	277	277	277	277	277	277
107	Other	968	1,020	1,020	1,207	1,207	1,207	1,207
108	Subtotal	1,221	1,297	1,297	1,484	1,484	1,484	1,484

City of Philadelphia		SUPPORTING REVENUE SCHEDULES						
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FUND		(Amounts in Thousands)						
General								
REVENUE								
Locally Generated Non - Tax								
No.	Agency and Revenue Source	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(9)	(9)
	<u>Personnel</u>							
109	Other	2	2	2	2	2	2	2
	<u>Office of Property Assessment</u>							
110	Other	7	2	2	2	2	2	2
	<u>Board of Revision of Taxes</u>							
111	Other	0	1	1	1	1	1	1
	<u>Planning and Development</u>							
112	Zoning Permits	0	0	350	350	350	350	350
113	Accelerated Review Fees	0	0	260	260	260	260	260
114	Other	0	0	1	1	1	1	1
115	Subtotal	0	0	611	611	611	611	611
	<u>Chief Administrator's Office</u>							
116	SWEEP Fines	0	0	5,375	5,375	5,375	5,375	5,375
117	Burglar Alarm Licenses	0	0	2,965	2,965	2,965	2,965	2,965
118	False Alarm Fines	0	0	1,910	1,910	1,910	1,910	1,910
119	Reimbursements - Other	0	1,200	1,200	1,200	1,200	1,200	1,200
120	Subtotal	0	1,200	11,450	11,450	11,450	11,450	11,450
	<u>Register of Wills</u>							
121	Court Costs, Fees & Charges	609	700	700	700	700	700	700
122	Recording Fees	2,263	2,365	2,365	2,365	2,365	2,365	2,365
123	Other	775	885	885	885	885	885	885
124	Subtotal	3,647	3,950	3,950	3,950	3,950	3,950	3,950
	<u>District Attorney</u>							
125	Other	2	2	2	2	2	2	2
	<u>Sheriff</u>							
126	Sheriff Fees	3,701	6,175	6,000	6,000	6,000	6,000	6,000
127	Commission Fees	5,435	5,246	5,246	5,246	5,246	5,246	5,246
128	Other	2,321	4,334	50	50	50	50	50
129	Subtotal	11,457	15,755	11,296	11,296	11,296	11,296	11,296
	<u>City Commissioners</u>							
130	Other	19	25	25	25	25	25	25

City of Philadelphia				SUPPORTING REVENUE SCHEDULES				
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REVENUE								
Locally Generated Non - Tax								
No.	Agency and Revenue Source	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(9)	(9)
	<u>1st Judicial District - Clerk of Courts</u>							
131	Other Fines	204	350	350	350	350	350	350
132	Court Costs, Fees & Charges	1,756	1,750	1,750	1,750	1,750	1,750	1,750
133	Bail Forfeited	562	600	600	600	600	600	600
134	Cash Bail Fees	3,412	3,500	3,500	3,500	3,500	3,500	3,500
135	Other	0	125	125	125	125	125	125
136	Subtotal	5,934	6,325	6,325	6,325	6,325	6,325	6,325
	<u>1st Judicial District - Traffic Court</u>							
137	Traffic Court Fines	5,993	6,400	6,800	7,200	7,690	8,000	8,400
	<u>1st Judicial District - CP & Mun. Court</u>							
138	Court Costs, Fees & Charges	17,588	18,250	18,250	18,250	18,250	18,250	18,250
139	Other Fines	985	1,500	1,500	1,500	1,500	1,500	1,500
140	Other	519	550	550	550	550	550	550
141	Subtotal	19,092	20,300	20,300	20,300	20,300	20,300	20,300
142	Other Adjustments	252	0	0	0	0	0	0
143	Total Locally Generated Non-Tax	290,990	305,120	307,058	290,366	291,651	291,393	295,862

City of Philadelphia				SUPPORTING REVENUE SCHEDULES				
Five Year Financial Plan FY2018-2022				FISCAL YEARS 2016 TO 2022				
(Amounts in Thousands)								
FUND								
General								
REVENUE								
Revenue from Other Governments								
No.	Agency and Revenue Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	<u>Managing Director</u>							
	Federal:							
1	Emergency Management	195	3,676	202	202	202	202	202
	State:							
2	Special Event - Reimbursement	0	4,000	0	0	0	0	0
3	Subtotal	195	7,676	202	202	202	202	202
	<u>Police</u>							
	State:							
4	Police Training - Reimbursement	1,761	2,695	3,200	3,200	3,200	3,200	3,200
	<u>Streets</u>							
	Federal:							
5	Highways	187	1,060	350	350	350	350	350
6	Bridge Design	3	375	215	215	215	215	215
7	Delaware Valley Reg. Planning Comm.	0	185	185	185	185	185	185
	State:							
8	Snow Removal	2,500	2,500	2,500	2,500	2,500	2,500	2,500
9	PennDot Bridge Design	43	65	50	50	50	50	50
10	PennDot Highways	0	0	25	25	25	25	25
11	Subtotal	2,733	4,185	3,325	3,325	3,325	3,325	3,325
	<u>Public Health</u>							
	Federal:							
12	Medicare - Outpatient / HC's	1,514	2,124	2,791	2,791	2,791	2,791	2,791
13	Medicare - PNH	1,346	1,476	1,476	1,476	1,476	1,476	1,476
14	Medical Assistance - Outpatient / HC's	4,892	5,392	6,512	6,512	6,512	6,512	6,512
15	Medical Assistance - PNH	20,640	22,775	22,775	22,775	22,775	22,775	22,775
16	Summer Food Inspection	0	60	60	60	60	60	60
	State:							
17	County Health	15,584	9,706	9,706	9,706	9,706	9,706	9,706
18	Medical Assistance - Outpatient / HC's	4,002	4,366	5,282	5,282	5,282	5,282	5,282
19	Medical Assistance - PNH	16,843	18,607	18,607	18,607	18,607	18,607	18,607
20	Subtotal	64,821	64,506	67,209	67,209	67,209	67,209	67,209
	<u>Public Property</u>							
	Other Governments:							
21	PGW Rental	18,000	18,000	18,000	18,000	18,000	18,000	18,000
	<u>Philadelphia Prisons</u>							
	Federal:							
22	SSA Prisoner Incentive Payments	421	480	480	480	480	480	480
23	State Criminal Alien Assist. Program	121	0	0	0	0	0	0
24	Subtotal	542	480	480	480	480	480	480

City of Philadelphia				SUPPORTING REVENUE SCHEDULES				
Five Year Financial Plan FY2018-2022				FISCAL YEARS 2016 TO 2022				
(Amounts in Thousands)								
FUND								
General								
REVENUE								
Revenue from Other Governments								
No.	Agency and Revenue Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	<u>Director of Finance</u>							
	Federal:							
25	Medicare Part D-Retirees	56	200	200	200	200	200	200
	State:							
26	Pension Aid - State Act 205	70,552	69,762	69,900	69,900	69,900	69,900	69,900
27	Juror Fee Reimbursement	353	500	500	500	500	500	500
28	State Police Fines (Phila. County)	558	700	700	700	700	700	700
29	Wage Tax Relief Funding	86,277	86,284	86,277	86,277	86,277	86,277	86,277
30	Gaming - Local Share Assessment	3,805	3,812	4,577	4,577	4,577	4,577	4,577
	Other Governments:							
31	PATCO Community Impact Fund	75	75	75	75	75	75	75
32	PAID - Parametric Garage	274	475	500	500	500	500	500
33	Reimbursement - Education Costs	1,000	0	0	0	0	0	0
34	Subtotal	162,950	161,808	162,729	162,729	162,729	162,729	162,729
	<u>Revenue</u>							
	Federal:							
35	Reimb. - PILOT	10	3	3	3	3	3	3
36	Tinicum Wildlife Preserve	5	2	2	2	2	2	2
	Other Governments:							
37	PPA - Parking/Violations/Fines (on St.)	33,664	38,101	38,762	39,435	40,120	40,816	41,524
38	Burlington County Bridge Comm.	7	7	7	7	7	7	7
39	Subtotal	33,686	38,113	38,774	39,447	40,132	40,828	41,536
	<u>City Treasurer</u>							
	State:							
40	Retail Liquor License	1,147	1,074	1,100	1,100	1,100	1,100	1,100
41	Public Utility Tax Refund	3,756	3,638	3,809	3,809	3,809	3,809	3,809
42	Subtotal	4,903	4,712	4,909	4,909	4,909	4,909	4,909
	<u>Commission on Human Relations</u>							
	Federal:							
43	Deferred EEOC Cases	136	139	125	125	125	125	125
	<u>District Attorney</u>							
	State:							
44	Reimbursement - DA Salary	119	119	119	119	119	119	119
	<u>City Commissioner</u>							
	State:							
45	Voter Registration	876	0	0	0	0	0	0

City of Philadelphia				SUPPORTING REVENUE SCHEDULES				
Five Year Financial Plan FY2018-2022				FISCAL YEARS 2016 TO 2022				
FUND				(Amounts in Thousands)				
General								
REVENUE								
Revenue from Other Governments								
No.	Agency and Revenue Source	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	<u>1st Judicial District</u>							
	Federal:							
46	Title IV-E	129	200	200	200	200	200	200
	State:							
47	Intensive Probation - Adult	3,964	3,650	3,650	3,650	3,650	3,650	3,650
48	Intensive Probation - Juvenile	1,232	1,232	1,232	1,232	1,232	1,232	1,232
49	Reimbursement - Court Costs	10,075	6,634	10,075	10,075	10,075	10,075	10,075
50	Reimbursement - Attorney Fees	204	82	82	82	82	82	82
51	Subtotal	15,604	11,798	15,239	15,239	15,239	15,239	15,239
52	PICA City Account	383,434	394,719	419,213	445,070	461,893	488,433	506,406
	<u>Totals</u>							
53	Federal	29,655	38,147	35,576	35,576	35,576	35,576	35,576
54	State	223,651	219,426	221,391	221,391	221,391	221,391	221,391
55	Other Governments	53,020	56,658	57,344	58,017	58,702	59,398	60,106
56	PICA Funding	383,434	394,719	419,213	445,070	461,893	488,433	506,406
57	Other Authorized Adjustments	(684)	0	2,000	2,000	2,000	2,000	2,000
58	Total, Revenue From Other Govts.	689,076	708,950	735,524	762,054	779,562	806,798	825,479

City of Philadelphia		SUPPORTING REVENUE SCHEDULES						
Five Year Financial Plan FY2018-2022		FISCAL YEARS 2016 TO 2022						
FUND		(Amounts in Thousands)						
General								
REVENUE								
Revenue from Other Funds								
No.	Agency and Revenue Source	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	<u>Water Fund</u>							
1	Services performed & costs borne by General Fund	8,100	8,240	9,046	9,535	10,049	10,591	11,161
2	Excess interest on Sinking Fund reserve	1,556	900	1,000	1,000	1,000	1,000	1,000
3	Sub-total	9,656	9,140	10,046	10,535	11,049	11,591	12,161
	<u>Aviation Fund</u>							
4	Services performed & costs borne by General Fund	3,155	3,296	3,312	3,329	3,346	3,363	3,380
	<u>Grants Revenue Fund</u>							
5	Services performed & costs borne by General Fund	629	750	750	750	750	750	750
6	HAVA Grant reimbursement	0	0	0	0	0	0	0
7	911 Surcharge	24,116	57,240	45,083	45,083	45,083	45,083	45,083
8	Sub-total	24,745	57,990	45,833	45,833	45,833	45,833	45,833
	<u>Other Funds</u>							
9	Services performed & costs borne by General Fund	4,697	5,000	5,000	5,000	5,000	5,000	5,000
10	Total Revenue from Other Funds	42,253	75,426	64,191	64,697	65,228	65,787	66,374

**City of Philadelphia
General Fund
FY 2018- 2022 Five Year Financial Plan
Summary by Class**

<u>Expenditure Class</u>	FY 2016 Actual	FY 2017 Budget	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
Class 100 - Wages	1,562,629,197	1,565,831,450	1,590,846,718	1,656,009,615	1,680,008,599	1,711,006,054	1,711,559,541	1,711,951,323
Class 100 - Benefits	1,181,264,999	1,229,793,961	1,258,611,363	1,298,899,040	1,362,346,257	1,412,052,343	1,452,534,691	1,495,340,173
Class 200 - Contracts / Leases	822,159,379	896,925,892	887,459,079	935,078,065	933,336,182	960,584,564	975,640,061	995,835,006
Class 300/400 - Supplies, Equipment	92,086,073	109,127,541	109,059,709	105,677,764	110,541,304	110,923,826	112,426,997	111,317,685
Class 500 - Indemnities / Contributions	192,728,861	189,394,917	189,444,917	196,009,581	193,521,841	194,522,219	193,765,091	195,257,709
Class 700 - Debt Service	132,089,447	153,950,119	153,950,119	157,322,070	174,420,370	194,158,353	192,365,822	200,030,842
Class 800 - Payments to Other Funds	32,838,888	32,064,020	32,278,020	36,026,394	37,657,080	39,369,391	41,167,533	43,055,937
Class 900 - Advances / Misc. Payments	0	10,000,100	100	50,893,100	53,573,100	55,108,100	56,705,100	58,356,100
Total	4,015,796,844	4,187,088,000	4,221,650,025	4,435,915,629	4,545,404,733	4,677,724,850	4,736,164,836	4,811,144,775

City of Philadelphia FY 2018 - 2022 Five Year Financial Plan General Fund Summary by Department								
Department	FY 2016 Actual	FY 2017 Budget	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
Art Museum Subsidy	2,620,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
Atwater Kent Museum	273,470	294,817	298,444	301,897	302,912	304,161	304,161	304,161
Auditing	8,411,871	8,431,962	8,492,547	8,949,215	8,967,735	8,990,515	8,990,515	8,990,515
Board of Ethics	924,707	1,071,403	1,082,118	1,095,489	1,096,517	1,097,782	1,097,782	1,097,782
Board of Revision of Taxes	995,224	955,554	968,712	1,048,926	1,050,852	1,053,221	1,053,221	1,053,221
City Commissioners	10,095,472	10,039,785	10,679,262	9,911,167	9,477,355	9,765,596	9,765,596	9,584,596
City Council	15,512,500	16,725,293	16,884,565	17,707,946	17,707,946	17,707,946	17,707,946	17,707,946
City Planning Commission	2,390,786	2,539,728	2,537,796	0	0	0	0	0
City Representative	1,068,844	1,125,111	1,005,906	1,217,420	1,218,372	1,219,543	1,219,543	1,219,543
City Treasurer	1,114,956	1,180,726	1,188,766	1,203,537	1,205,536	1,207,995	1,207,995	1,207,995
Civil Service Commission	179,973	179,476	181,205	196,970	198,056	199,392	199,392	199,392
Civil Service Comm - Provision for Future Labor Obligations	0	10,000,000	0	0	0	0	0	0
Commerce	4,668,598	4,809,700	4,914,026	5,667,596	5,044,485	5,046,808	5,046,808	5,046,808
Commerce - Convention Center Subsidy	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Commerce - Economic Stimulus	3,294,448	3,354,448	3,354,448	2,794,448	2,794,448	5,794,448	2,794,448	2,794,448
District Attorney	35,698,216	36,944,070	36,422,160	37,977,777	38,070,706	37,624,378	37,624,378	37,624,378
Finance	22,640,988	12,979,577	12,857,841	14,861,198	13,852,744	15,141,547	13,891,547	15,141,547
Finance- Provision for Federal Grants	0	0	0	50,893,000	53,573,000	55,108,000	56,705,000	58,356,000
Finance - Community College Subsidy	30,309,207	29,909,207	29,909,207	30,409,207	29,909,207	29,109,207	29,109,207	29,109,207
Finance - Employee Benefits	1,181,264,999	1,229,793,961	1,258,611,363	1,298,899,040	1,362,346,257	1,412,052,343	1,452,534,691	1,495,340,173
Finance - Hero Awards	18,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Finance - Indemnities	0	40,675,000	40,675,000	44,920,000	44,920,000	44,920,000	44,920,000	44,920,000
Finance - Refunds	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Finance - School District Contribution	104,184,673	104,263,617	104,263,617	104,348,281	104,770,541	105,270,919	105,763,791	106,006,409
Finance - Witness Fees	118,808	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Fire	246,241,653	221,812,329	235,985,337	247,546,034	250,515,541	251,342,176	252,173,629	252,853,264
First Judicial District	117,886,691	110,303,140	109,365,577	111,442,508	111,442,508	111,442,508	111,442,508	111,442,508
Fleet Management	44,454,602	48,180,887	47,866,466	49,576,866	49,915,920	50,332,956	50,332,956	50,332,956
Fleet Management - Vehicle Lease/Purchases	17,297,984	12,965,000	13,120,000	13,965,000	13,965,000	13,965,000	13,965,000	13,965,000
Free Library	39,764,426	40,080,990	40,391,645	40,937,562	41,303,298	41,753,154	41,753,154	41,753,154
Historical Commission	343,279	431,732	431,732	0	0	0	0	0
Human Relations Commission	1,901,754	2,190,207	2,195,115	2,204,279	2,207,959	2,212,485	2,212,485	2,212,485
Human Services	98,108,341	103,219,500	105,692,876	109,035,530	110,383,935	111,337,253	111,990,944	112,522,069
Labor Relations	509,434	1,096,229	1,095,229	1,617,396	1,617,396	1,617,396	1,617,396	1,617,396
Law	14,573,200	16,592,715	16,586,279	15,743,191	15,759,669	15,779,936	15,779,936	15,779,936
Licenses & Inspections	30,606,285	33,612,119	34,217,528	35,755,266	36,005,730	36,313,801	36,313,801	36,313,801
L&I: Board of Building Standards	67,890	75,419	75,419	75,419	75,419	75,419	75,419	75,419
L&I: Board of L+I Review	150,198	169,637	171,195	171,785	172,720	173,870	173,870	173,870
L&I: Zoning Board of Adjustment	361,362	372,290	378,673	0	0	0	0	0
Managing Director	37,253,573	39,048,607	39,251,669	40,285,836	39,566,508	39,634,984	39,634,984	39,634,984
Managing Director - Legal Services	44,695,131	45,793,831	46,490,831	48,414,381	48,078,431	47,142,131	47,142,131	47,142,131
Mayor	5,326,597	4,261,140	4,348,883	4,634,141	4,609,141	4,609,141	4,609,141	4,609,141
Mayor - Scholarships	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Mayor - Office of Chief Administrative Officer	0	5,616,490	5,552,201	5,753,587	5,718,559	5,728,175	5,728,175	5,728,175

City of Philadelphia FY 2018 - 2022 Five Year Financial Plan General Fund Summary by Department								
Department	FY 2016 Actual	FY 2017 Budget	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
Mayor - Office of Community Schools & Pre-K	0	27,469,925	26,839,948	42,551,677	50,128,227	56,554,927	69,304,927	69,304,927
Mayor - Planning and Development	0	1,016,000	1,170,197	0	0	0	0	0
Mayor's Office of Community Empowerment and Opportunity	938,500	2,525,318	2,525,318	1,675,000	1,675,000	1,675,000	1,675,000	1,675,000
Mayor's Office of Transportation and Utilities	691,258	0	0	0	0	0	0	0
Mural Arts Program	1,650,828	1,679,016	1,685,510	1,924,602	1,724,602	1,724,602	1,724,602	1,724,602
Office of Arts and Culture and the Creative Economy	4,151,022	4,172,855	4,137,217	4,179,966	4,179,966	4,179,966	4,179,966	4,179,966
Office of Behavioral Health and Intellectual disAbilities	13,970,663	14,136,076	14,131,779	14,218,574	14,220,459	14,222,778	14,222,778	14,222,778
Office of Human Resources	6,230,345	6,425,580	6,447,445	6,011,608	5,875,516	6,069,382	5,907,382	6,069,382
Office of Innovation and Technology	57,323,026	52,072,341	56,582,073	63,141,494	63,571,587	64,251,456	65,932,627	67,516,315
Office of Innovation and Technology - 911	10,842,547	43,239,878	32,704,398	20,596,014	26,248,052	24,613,379	23,110,208	24,188,520
Office of Inspector General	1,646,572	1,668,811	1,680,622	1,648,011	1,648,011	1,648,011	1,648,011	1,648,011
Office of Property Assessment	12,254,032	12,794,865	13,388,532	13,923,826	13,973,144	14,033,805	13,783,805	13,783,805
Office of Homeless Services	45,692,125	46,657,206	46,886,207	48,247,957	47,911,271	47,989,147	47,989,147	47,989,147
Office of Sustainability	718,292	835,327	837,635	969,138	969,138	969,138	969,138	969,138
Parks and Recreation	59,692,793	59,882,081	59,252,494	61,733,041	61,985,908	62,444,534	62,444,534	62,444,534
Planning & Development	3,589,647	2,865,000	3,365,000	8,195,882	7,125,618	7,134,443	7,134,443	7,134,443
Police	658,913,434	650,176,870	649,835,941	679,045,741	692,596,515	716,813,331	716,813,331	716,813,331
Prisons	252,998,325	258,831,670	263,108,195	258,958,360	258,997,724	259,046,141	259,046,141	259,046,141
Procurement	5,368,006	4,869,720	4,905,328	4,932,053	4,952,902	4,978,546	4,978,546	4,978,546
Public Health	121,477,480	123,844,038	127,896,504	136,362,067	135,849,030	135,358,736	135,418,685	135,480,434
Public Property	64,005,967	61,696,310	62,378,568	65,448,723	66,930,931	68,515,023	70,014,272	71,593,322
Public Property - SEPTA Subsidy	74,215,000	79,720,000	79,720,000	82,749,000	86,838,000	90,877,000	95,366,000	99,685,000
Public Property - Space Rentals	20,228,737	20,875,402	20,875,402	20,950,268	21,316,427	21,676,781	22,036,471	22,787,483
Public Property - Utilities	31,611,391	30,656,047	30,656,047	24,655,024	25,286,773	26,135,016	27,011,783	27,918,038
Records	4,682,635	4,767,214	4,790,990	4,878,928	4,924,419	4,980,373	4,980,373	4,980,373
Register of Wills	3,670,375	3,672,195	3,774,522	4,244,282	4,244,282	4,244,282	4,244,282	4,244,282
Revenue	25,030,624	30,203,839	30,042,007	30,492,518	30,423,513	30,667,785	30,667,785	30,667,785
Sheriff	23,430,787	20,142,275	24,661,490	23,071,824	23,080,052	23,090,172	23,090,172	23,090,172
Sinking Fund Commission (Debt Service)	224,730,664	275,339,734	263,256,216	296,019,214	306,396,976	341,189,632	339,225,570	355,972,547
Streets	145,412,435	125,560,192	128,374,284	137,332,424	136,289,769	139,370,760	140,166,789	140,979,825
Youth Commission	101,194	0	0	0	0	0	0	0
Total	4,015,796,844	4,187,088,000	4,221,650,025	4,435,915,629	4,545,404,733	4,677,724,850	4,736,164,836	4,811,144,775

City of Philadelphia General Fund FY 2018 - 2022 Five Year Financial Plan Estimated Fringe Benefit Allocation								
<u>Expenditure Category</u>	<u>FY 2016 Actual</u>	<u>FY 2017 Budget</u>	<u>FY 2017 Estimate</u>	<u>FY 2018 Estimate</u>	<u>FY 2019 Estimate</u>	<u>FY 2020 Estimate</u>	<u>FY 2021 Estimate</u>	<u>FY 2022 Estimate</u>
Unemployment Comp.	2,367,934	4,580,260	4,580,260	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260
Employee Disability	60,315,955	65,669,340	65,669,340	67,087,798	68,536,894	70,017,291	71,529,665	73,074,705
Pension	502,491,103	510,978,618	521,892,018	544,877,667	562,430,050	581,150,383	589,665,650	598,942,983
Pension Obligation Bonds	109,940,160	110,791,652	110,791,652	111,330,520	111,330,520	111,330,520	111,330,520	111,330,520
FICA	71,705,312	74,590,495	75,366,262	76,057,992	76,512,450	76,859,730	76,859,730	76,859,730
Health / Medical	411,452,807	435,547,675	448,123,258	457,526,858	481,000,145	504,825,578	530,256,452	557,405,369
Group Life	7,922,115	8,100,386	8,100,386	8,100,386	8,100,386	8,100,386	8,100,386	8,100,386
Group Legal	4,672,858	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842
Tool Allowance	110,925	146,267	146,267	146,267	146,267	146,267	146,267	146,267
Flex Cash Payments	594,405	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Pension Relief - Sales Tax	9,691,425	13,739,426	18,292,078	24,041,450	44,559,443	49,892,086	54,915,919	59,750,111
Total	1,181,264,999	1,229,793,961	1,258,611,363	1,298,899,040	1,362,346,257	1,412,052,343	1,452,534,691	1,495,340,173

CASH FLOW PROJECTIONS
GENERAL FUND - FY2018

OFFICE OF THE DIRECTOR OF FINANCE

Projection	Amounts in Millions													Estimated Revenues		
	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30	Total		Accrued	Not Accrued
REVENUES																
Real Estate Tax	10.0	8.9	8.6	8.2	7.7	15.3	53.1	365.9	123.5	29.0	12.7	8.4	651.5			651.5
Total Wage, Earnings, Net Profits	126.2	115.4	109.0	127.1	121.1	114.4	146.2	119.6	127.5	150.9	122.6	114.5	1494.3			1494.3
Realty Transfer Tax	21.7	21.7	20.1	18.9	17.7	20.2	19.2	15.4	21.2	21.8	21.3	23.6	242.9			242.9
Sales Tax	26.8	28.8	13.6	13.1	14.5	13.3	13.7	16.0	12.6	12.4	14.8	16.4	195.9	2.2		198.1
Business Income & Receipts Tax	4.1	4.0	16.3	13.3	1.6	5.5	14.1	8.9	51.5	248.1	114.0	8.3	489.9			489.9
Beverage Tax	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	92.4			92.4
Other Taxes	10.4	13.4	9.9	9.6	10.2	9.7	9.6	11.7	8.2	15.8	11.0	9.8	129.2			129.2
Locally Generated Non-tax	26.0	26.1	22.1	23.1	24.7	22.0	26.8	26.1	29.8	23.7	28.8	27.7	307.1			307.1
Total Other Governments	11.9	50.1	78.7	56.1	7.5	6.5	12.0	24.1	11.5	13.6	17.8	26.1	315.9	0.4		316.3
Total PICCA Other Governments	30.6	28.2	32.6	30.6	37.3	27.9	33.5	36.7	42.8	36.8	49.6	32.5	419.2			419.2
Interfund Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	30.5	30.5	33.7		64.2
Total Current Revenue	275.7	304.3	318.7	307.6	250.0	242.5	335.9	632.1	436.4	559.8	400.3	305.5	4368.8	2.6	33.7	4405.1
Collection of prior year(s) revenue	24.2	0.0	0.0	7.9	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	32.2			
Other fund balance adjustments																
TOTAL CASH RECEIPTS	299.9	304.3	318.7	315.5	250.1	242.5	335.9	632.1	436.4	559.8	400.3	305.5	4401.0			
EXPENSES AND OBLIGATIONS																
Payroll	83.5	178.8	134.5	123.1	134.8	123.1	123.1	123.1	172.6	123.1	134.8	127.0	1581.7	70.8	3.5	1656.1
Employee Benefits	32.8	70.3	47.8	38.8	52.4	47.8	47.8	47.8	67.2	47.8	52.4	49.3	602.0	16.1	0.5	618.6
Pension	3.7	(7.8)	4.5	60.4	(6.3)	(2.5)	(7.0)	(5.6)	503.9	108.5	(3.1)	(2.6)	646.0	34.3		680.3
Purchase of Services	48.8	45.2	66.4	118.3	80.7	64.5	57.3	60.9	76.8	77.9	57.3	75.4	829.5	23.8	81.8	935.1
Materials, Equipment	3.9	6.0	10.7	8.6	6.9	7.1	7.3	6.3	7.3	7.4	6.7	7.2	85.5	4.0	16.2	105.7
Contributions, Indemnities	18.4	6.5	9.5	5.1	14.2	3.3	4.4	5.5	11.9	5.7	106.5	5.0	196.0			196.0
Debt Service-Short Term	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.3	5.3			5.3
Debt Service-Long Term	16.4	76.9	0.5	0.0	0.0	13.2	8.3	21.3	0.5	0.0	0.0	14.7	152.1			152.1
Interfund Charges	2.4	1.4	0.0	0.0	0.0	1.4	0.1	1.8	0.0	0.1	0.9	5.9	14.0	22.1		36.0
Advances & Misc. Pmts. / Labor Obligations	0.0	0.0	0.0	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	50.9			50.9
Current Year Appropriation	209.9	377.2	273.9	360.0	288.4	263.5	247.1	266.8	846.0	376.2	361.2	292.8	4162.9	171.1	102.0	4435.9
Prior Yr. Expenditures against Encumbrances	66.4	32.9	21.5	12.6	7.1	4.2	9.6	6.4	5.9	2.7	1.0	2.0	172.4			
Prior Yr. Salaries & Vouchers Payable	96.4	56.7	39.2	24.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	216.5			
TOTAL DISBURSEMENTS	372.7	466.8	334.6	396.9	295.5	267.7	256.7	273.1	851.9	379.0	362.1	294.8	4551.8			
Excess (Def) of Receipts over Disbursements	(72.8)	(162.5)	(15.9)	(81.4)	(45.4)	(25.2)	79.2	359.0	(415.5)	180.9	38.2	10.7				
Opening Balance	634.6	561.8	399.2	383.3	302.0	406.6	381.3	460.5	819.5	404.0	584.9	473.1				
TRAN	0.0	0.0	0.0	0.0	150.0	0.0	0.0	0.0	0.0	0.0	(150.0)	0.0				
CLOSING BALANCE	561.8	399.2	383.3	302.0	406.6	381.3	460.5	819.5	404.0	584.9	473.1	483.8				

CASH FLOW PROJECTIONS
OFFICE OF THE DIRECTOR OF FINANCE

CONSOLIDATED CASH - ALL FUNDS - FY2018

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	561.8	399.2	383.3	302.0	406.6	381.3	460.5	819.5	404.0	584.9	473.1	483.8
Grants Revenue	(92.6)	(36.1)	(41.2)	(106.9)	(154.5)	(213.8)	(179.6)	(199.8)	(227.4)	(236.8)	(212.1)	(119.4)
Community Development	(5.7)	(5.1)	(4.2)	(1.0)	(4.6)	(3.5)	(5.8)	(4.6)	(6.8)	(3.4)	(3.0)	(6.1)
Vehicle Rental Tax	6.7	7.3	3.2	3.7	4.2	4.6	5.0	5.4	4.8	5.3	5.7	6.2
Hospital Assessment Fund	11.3	13.7	22.2	10.8	10.5	16.1	10.8	8.8	23.2	9.4	27.1	15.4
Housing Trust Fund	18.6	19.2	19.7	19.2	20.8	21.9	20.8	18.9	18.6	18.4	18.5	17.7
Other Funds	7.2	7.4	6.6	6.6	7.3	7.1	7.0	7.4	7.6	7.4	7.2	7.2
TOTAL OPERATING FUNDS	507.4	405.6	389.8	234.5	290.3	213.7	318.9	655.7	224.1	385.2	316.6	404.8
Capital Improvement	20.8	302.3	290.8	279.3	267.8	256.3	244.8	229.3	217.8	206.3	190.8	179.3
Industrial & Commercial Dev.	4.2	4.2	4.4	4.3	4.6	4.6	4.6	4.6	4.6	4.4	4.4	4.3
TOTAL CAPITAL FUNDS	25.0	306.5	295.2	283.6	272.4	260.9	249.4	233.9	222.4	210.7	195.2	183.6
TOTAL FUND EQUITY	532.4	712.2	684.9	518.1	562.6	474.6	568.2	889.5	446.5	596.0	511.8	588.5

City of Philadelphia
Fiscal Year 2018 Operating Budget
FY 2018-2022 Five Year Plan
General Fund Full-Time Positions

Department	Filled Positions 6/30/16	FY 2017 Adopted Budget	December 2016 Actual	FY 2018 Adopted Budget	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
Atwater Kent Museum	4	4	4	4	4	4	4	4
Auditing	137	140	131	140	140	140	140	140
Board of Ethics	11	12	11	12	12	12	12	12
Board of Revision of Taxes	13	15	14	16	16	16	16	16
City Commissioners	98	104	99	102	102	102	102	102
City Council	187	195	188	195	195	195	195	195
City Planning Commission	31	32	29	0	0	0	0	0
City Representative	7	8	6	8	8	8	8	8
City Treasurer	15	16	14	16	16	16	16	16
Civil Service Commission	2	2	2	2	2	2	2	2
Commerce	33	28	29	33	33	33	33	33
<i>District Attorney Civilian</i>	464	489	460	489	489	489	489	489
<i>District Attorney Uniform</i>	11	36	33	36	36	36	36	36
District Attorney - Total	475	525	493	525	525	525	525	525
Finance	147	116	110	118	118	118	118	118
<i>Fire Civilian</i>	110	123	112	120	120	120	120	120
<i>Fire Uniform</i>	2,206	2,167	2,184	2,486	2,486	2,486	2,486	2,486
Fire - Total	2,316	2,290	2,296	2,606	2,606	2,606	2,606	2,606
First Judicial District	1,835	1,908	1,866	1,877	1,877	1,877	1,877	1,877
Fleet Management	261	287	269	316	316	316	316	316
Free Library	634	692	637	692	692	692	692	692
Historical Commission	5	6	6	0	0	0	0	0
Human Relations Commission	32	34	33	34	34	34	34	34
Human Services	486	410	385	517	517	517	517	517
Labor	6	16	14	23	23	23	23	23
Law	148	153	158	155	155	155	155	155
Licenses & Inspections	334	411	333	429	429	429	429	429
L&I-Board of Building Standards	1	1	1	1	1	1	1	1
L&I-Board of L & I Review	2	2	2	2	2	2	2	2
L&I-Zoning Board of Adjustment	5	5	5	0	0	0	0	0
Managing Director	281	279	293	302	302	302	302	302
Mayor	49	44	47	47	47	47	47	47
Mayor - Office of the Chief Administrative Officer	0	62	59	62	62	62	62	62
Mayor - Office of Community Schools & Universal Pre-K	0	26	30	36	57	68	68	68
Mayor's Office of Community Empowerment and Opportunity	0	1	0	2	2	2	2	2
Mayor's Office of Transportation and Utilities	10	0	0	0	0	0	0	0
Mayor - Planning & Development	0	3	3	0	0	0	0	0
Mural Arts Program	11	11	11	11	11	11	11	11
Office of Arts and Culture	3	4	4	4	4	4	4	4
Office of Behavioral Health and Intellectual disAbility	16	16	16	16	16	16	16	16
Office of Human Resources	83	90	86	81	81	81	81	81
Office of Innovation & Technology	273	284	271	294	294	294	294	294
Office of Inspector General	19	19	17	19	19	19	19	19
Office of Property Assessment	201	223	198	223	223	223	223	223
Office of Homeless Services	148	162	152	157	157	157	157	157
Office of Sustainability	8	8	8	8	8	8	8	8
Parks & Recreation	590	720	593	748	748	748	748	748
Planning & Development	0	0	0	47	47	47	47	47
<i>Police Civilian</i>	796	846	819	846	846	846	846	846
<i>Police Uniform</i>	6,115	6,525	6,106	6,525	6,525	6,525	6,525	6,525
Police - Total	6,911	7,371	6,925	7,371	7,371	7,371	7,371	7,371
Prisons	2,286	2,325	2,326	2,325	2,325	2,325	2,325	2,325
Procurement	43	51	46	51	51	51	51	51
Public Health	651	773	675	826	823	823	823	823
Public Property	135	159	149	158	158	158	158	158
Records	56	63	53	63	63	63	63	63
Register of Wills	67	71	71	74	74	74	74	74
Revenue	345	438	354	436	436	436	436	436
Sheriff	336	380	347	408	408	408	408	408
Streets	1,679	1,801	1,687	1,819	1,819	1,819	1,819	1,819
Youth Commission	1	0	0	0	0	0	0	0
TOTAL GENERAL FUND	21,427	22,796	21,556	23,411	23,429	23,440	23,440	23,440

Note: The Adopted and Proposed Budget position counts represent the maximum level of positions during the year. Attrition lowers the position count throughout the year.

PENNSYLVANIA INTERGOVERNMENTAL COOPERATION AUTHORITY

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