



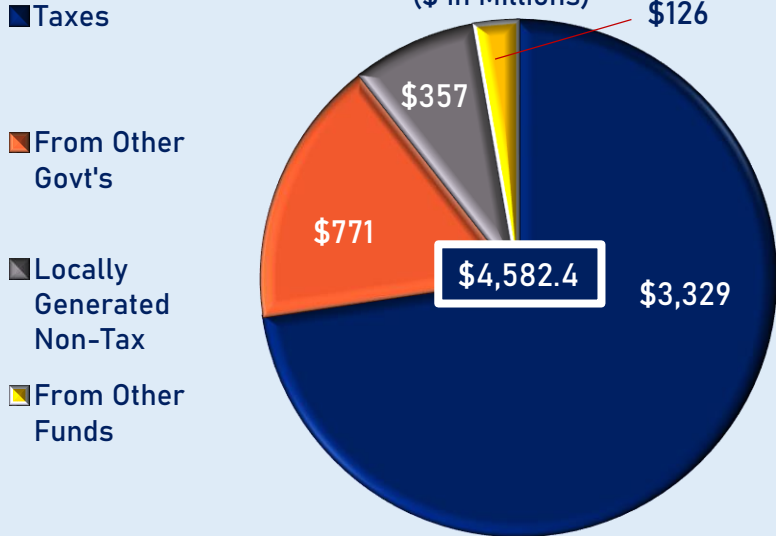
**PENNSYLVANIA INTERGOVERNMENTAL COOPERATION AUTHORITY**  
**Staff Report on the City of Philadelphia's**  
**Quarterly City Managers Report**  
**For the Period Ending September 30, 2020**



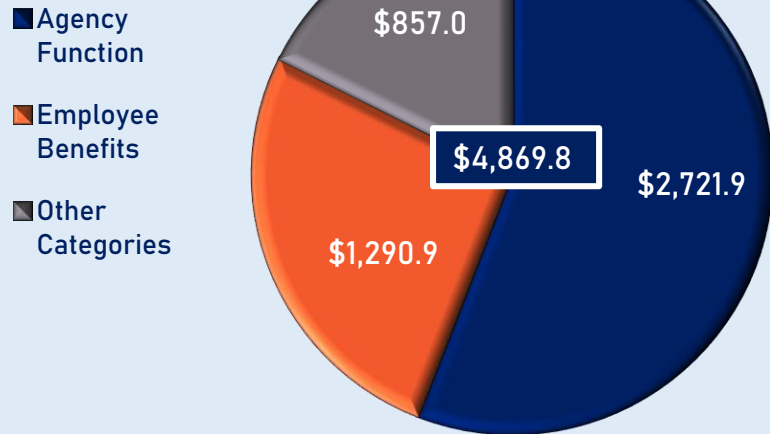


## Executive Summary

Projected Revenues in First Quarter  
(\$ in Millions)



Projected Obligations in First Quarter  
(\$ in Millions)



### First Quarter Projections



Projected Fund Balance:  
\$22.8 Million, \$28.4 Million  
less than Five Year Plan



Projected Revenues:  
\$4.582 Billion, \$0.7 Million  
Higher than Five Year Plan



Projected Obligations:  
\$4.869 Billion, \$65.0  
Million Higher than Five  
Year Plan



### Overtime

FY2021 first quarter overtime costs (\$40.2 million) were 10.3% of total wages, 3.8 percentage points lower than the Q1 of last year; departments spent \$12.8 million less on overtime in Q1



### Police

First quarter Homicides increased by 54 (58.7%) compared to last year; the Homicide Clearance Rate declined by 16.1 percentage points



### Fire

Q1 Fire Deaths decreased by half after increasing by 4 times to in Q1 of last year; structure fires continued the trend of decreasing year-over year



### Streets

The On-Time Recycling and Trash Collection Rates both declined considerably due to an increase in tonnage for each, due to citizens spending more time at home during the COVID-19 pandemic



# FY2021 FIRST QUARTER: FINANCIALS

- THE NUMBERS
- OVERVIEW
- REVENUES
- OBLIGATIONS





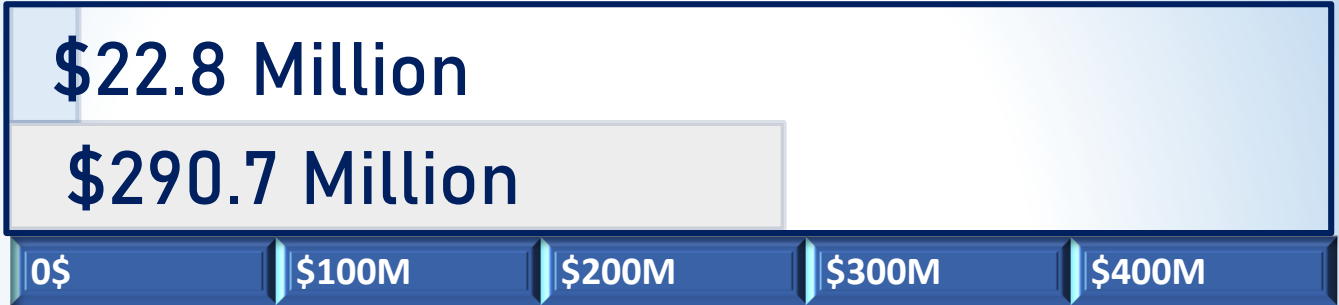


# The Numbers

Fund Balance



FY21  
Estimated  
FY20  
Actual



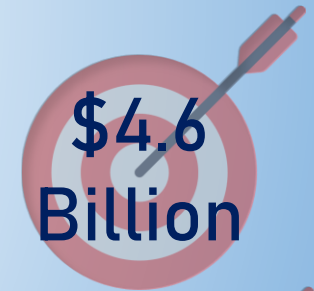
FY2021  
Five Year Plan  
Projection



Revenues



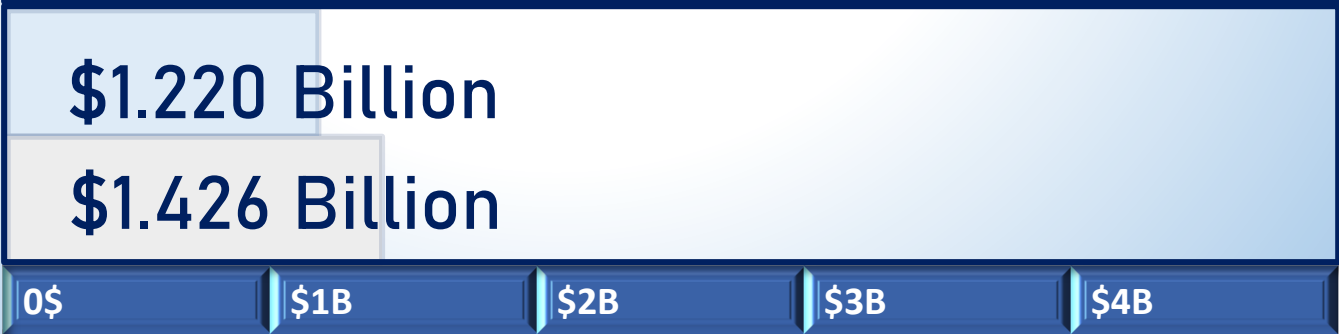
FY21  
Actual  
FY20  
Actual



Obligations



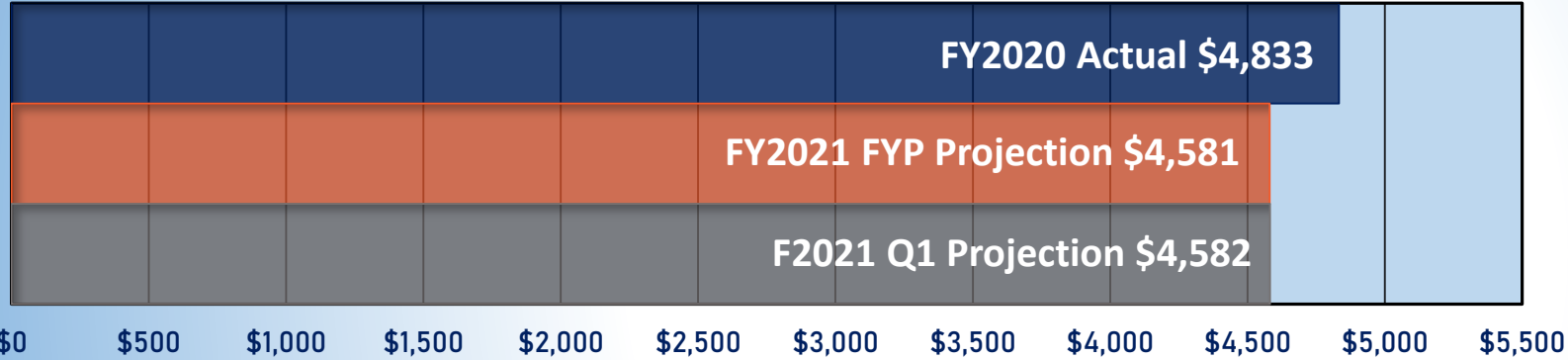
FY21  
Actual  
FY20  
Actual







# Projected Revenues & Obligations

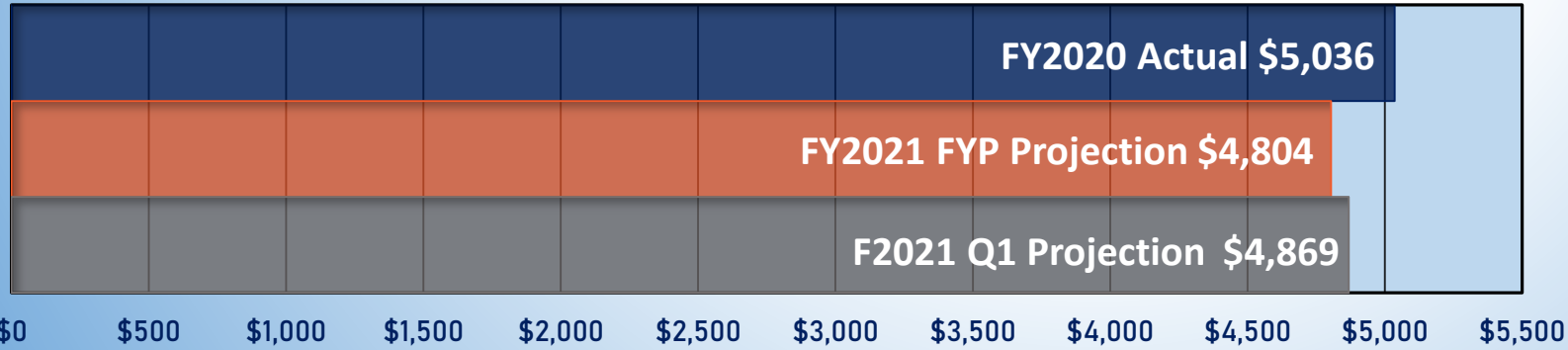
FY2021 Projected Revenues  
(\$ in Millions)



 **Revenue.** The current net revenue projection is \$4,582.4 million, \$0.7 million above the Plan projection.

 **Obligations.** FY2021 General Fund obligations are projected at \$4,869.7 million, an increase of \$65.0 million from the Plan.

FY2021 Projected Obligations  
(\$ in Millions)





## General Fund Summary



Revenues are projected to increase by \$0.7 Million from the Five Year Plan

Obligations are projected to increase by \$65.0 Million from the Five Year Plan

The FY2021 first quarter projected Fund Balance is \$22.8, almost \$28.5 Million less than the Plan projection of \$51.3 Million

**Fund Balance.** The projected Fund Balance is precariously low. The current resurgence of the pandemic most likely will negatively impact Fund Balance. The City should consider implementing its cost cutting contingency plan outlined in the Five Year Plan Addendum.

FY2021 General Fund Summary for the First Quarter (\$ in Millions)			
Category	FY2021-25 Five Year Plan	Projection in First Quarter FY2021	Amount Change From Plan to First Quarter FY2021 Projection
Revenues	\$4,581.7	\$4,582.4	\$0.7
Obligations	4,804.7	4,869.7	65.0
Fund Balance	\$51.3	\$22.8	(\$28.5)

✓ **Fast Fact:**  
The Projected Fund Balance of \$22.8 Million Representing less than 1% of Total Obligations, is far less than the City's Internal Goal (6-8%), and the GFOA's Recommendation of 17%



## Projected Revenues



Tax revenue is projected to decrease by \$1.6 Million from the Five Year Plan



Revenue from Other Governments is projected to increase by \$3.0 Million from the Five Year Plan



Locally Generated Non-Tax revenue is projected to decrease by \$0.8 Million from the Five Year Plan

FY2021 General Fund Revenues (\$ in Millions)			
Category	FY2021-25 Five Year Plan	Projection in First Quarter FY2021	Amount Change From Plan to First Quarter FY2021 Projection
Taxes	\$3,330.1	\$3,328.5	(\$1.6)
Locally Generated Non-Tax	357.9	357.1	(0.8)
Revenue from Other Governments	768.2	771.2	3.0
Revenue from Other Funds	125.6	125.6	--
<b>Total</b>	<b>\$4,581.8</b>	<b>\$4,582.4</b>	<b>\$0.6</b>



## Projected Tax Revenues by Type

 Business Income & Receipts Tax is projected to increase by \$17.8 Million from the Five Year Plan

 Parking Tax is projected to decrease by \$15.6 Million, while Amusement Tax is projected to decrease by \$3.8 Million from the Five Year Plan

FY2021 General Fund Tax Revenues by Type (\$ in Millions)			
Category	FY2021-25 Five Year Plan	Projection in First Quarter FY2021	Change From Plan to First Quarter FY2021
Wage & Earnings	\$1,519.1	\$1,519.1	--
Real Estate	684.3	684.3	--
Business Income & Receipts	464.3	482.1	17.8
Sales	174.5	174.5	--
Real Estate Transfer	292.8	292.8	--
Net Profits	29.8	29.8	--
Parking	76.7	61.1	(15.6)
Amusement	16.6	12.8	(3.8)
Beverage	67.4	67.4	--
Other	4.4	4.4	--
<b>Total</b>	<b>\$3,330.1</b>	<b>\$3,328.5</b>	<b>\$(1.6)</b>





## Projected Obligations by Class

- ↑ Wages are projected to increase by \$30.0 Million from the Five Year Plan projection
- ↑ Purchase of Services (contracts) are projected to increase by \$30.3 Million from the Five Year Plan projection
- ↑ Total obligations are projected to increase by \$65.0 Million from the Five Year Plan projection


FY2021 General Fund Obligations by Class (\$ in Millions)			
Obligation Class	FY2021-25 Plan	Projection in First Quarter FY2021	Amount Change From Plan to First Quarter FY2021 Projection
Wages	\$1,795.1	\$1,825.2	\$30.0
Employee Benefits	1,287.1	1,290.8	3.7
Purchase of Services	948.5	978.8	30.3
Materials, Supplies & Equipment	117.3	115.4	(1.9)
Contributions & Indemnities	378.7	381.4	2.7
Debt Service	185.7	185.7	--
Payments to Other Funds	67.2	67.2	--
Advances & Miscellaneous	25.0	25.0	--
<b>Total</b>	<b>\$4,804.8</b>	<b>\$4,869.8</b>	<b>\$65.0</b>

### Employee Benefits Include:

- ✓ Pensions
- ✓ Health and Medical
- ✓ Employee Disability (Workers' Compensation)
- ✓ Social Security (FICA)
- ✓ Unemployment Compensation
- ✓ Group Life
- ✓ Group Legal
- ✓ Tool Allowance
- ✓ Flex Cash Payments



## Projected Obligations – by Department/Uses

 The Fire Department is projecting an increase of its obligations by \$24.0 million.

FY2021 General Fund Obligations by Department (\$ in Millions)			
Department	FY2021-25 Five Year Plan	Projection in First Quarter FY2021	Change From Plan to First Quarter FY2021
Finance – Employee Benefits	\$1,287.2	\$1,287.2	--
Police	727.0	727.0	--
Fire	315.1	339.1	24.0
Sinking Fund (Debt Service)	282.6	282.6	--
School District Contribution	252.6	252.6	--
Prisons	220.2	220.2	--
Human Services	163.1	164.5	1.4
Public Health	159.4	163.3	3.9
Streets	101.6	101.9	0.3
First Judicial District	116.0	116.0	--
Sub-Total	3,557.1	3,597.4	24.7
Other Department/Uses	1,247.7	1,272.4	40.3
Total	\$4,804.8	\$4,869.8	\$65.0





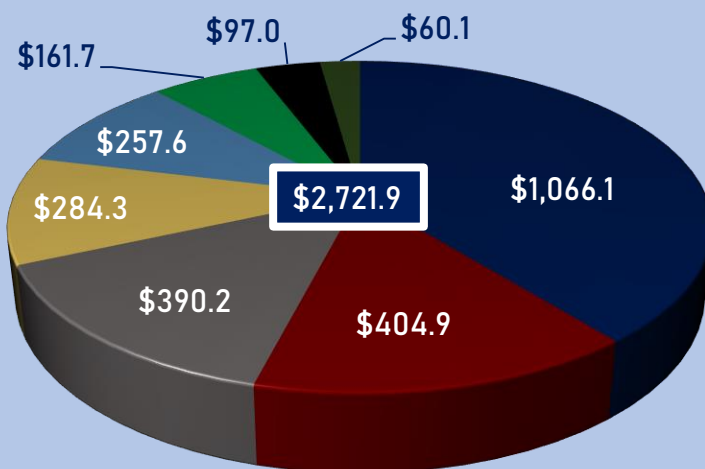
# Projected Obligations by Function

- ✓ Public Safety Accounts for 39% of Agency Obligations
- ✓ Judicial and Corrections accounts for 15% of Agency Obligations

## Category Examples:

- ✓ Public Safety: Police, Fire
- ✓ Judicial & Corrections: First Judicial District, Prisons, District Attorney, Sheriff
- ✓ Health & Human Services: DHS, Homeless Services, Public Health, Behavioral Health/Intellectual disAbility Services
- ✓ Governance & Administration: Mayor, Managing Director, Finance, City Council, Labor Relations, Property Assessment
- ✓ Central Services: Public Property, Innovation and Technology, 911, Fleet Management
- ✓ Transportation & Sanitation: Streets Department
- ✓ Art, Culture, & Recreation: Free Library, Parks & Rec, Mural Arts
- ✓ Regulation & Economic Development: Commerce, City Rep, L&I, Planning & Development, Sustainability

Projected Departmental Obligations in First Quarter  
(\$ in Millions)



- |                               |                                     |                               |
|-------------------------------|-------------------------------------|-------------------------------|
| Public Safety                 | Judicial and Corrections            | Health and Human Services     |
| Governance and Administration | Central Services                    | Transportation and Sanitation |
| Arts, Culture, and Recreation | Regulation and Economic Development |                               |



# FY2021 FIRST QUARTER: MANAGEMENT

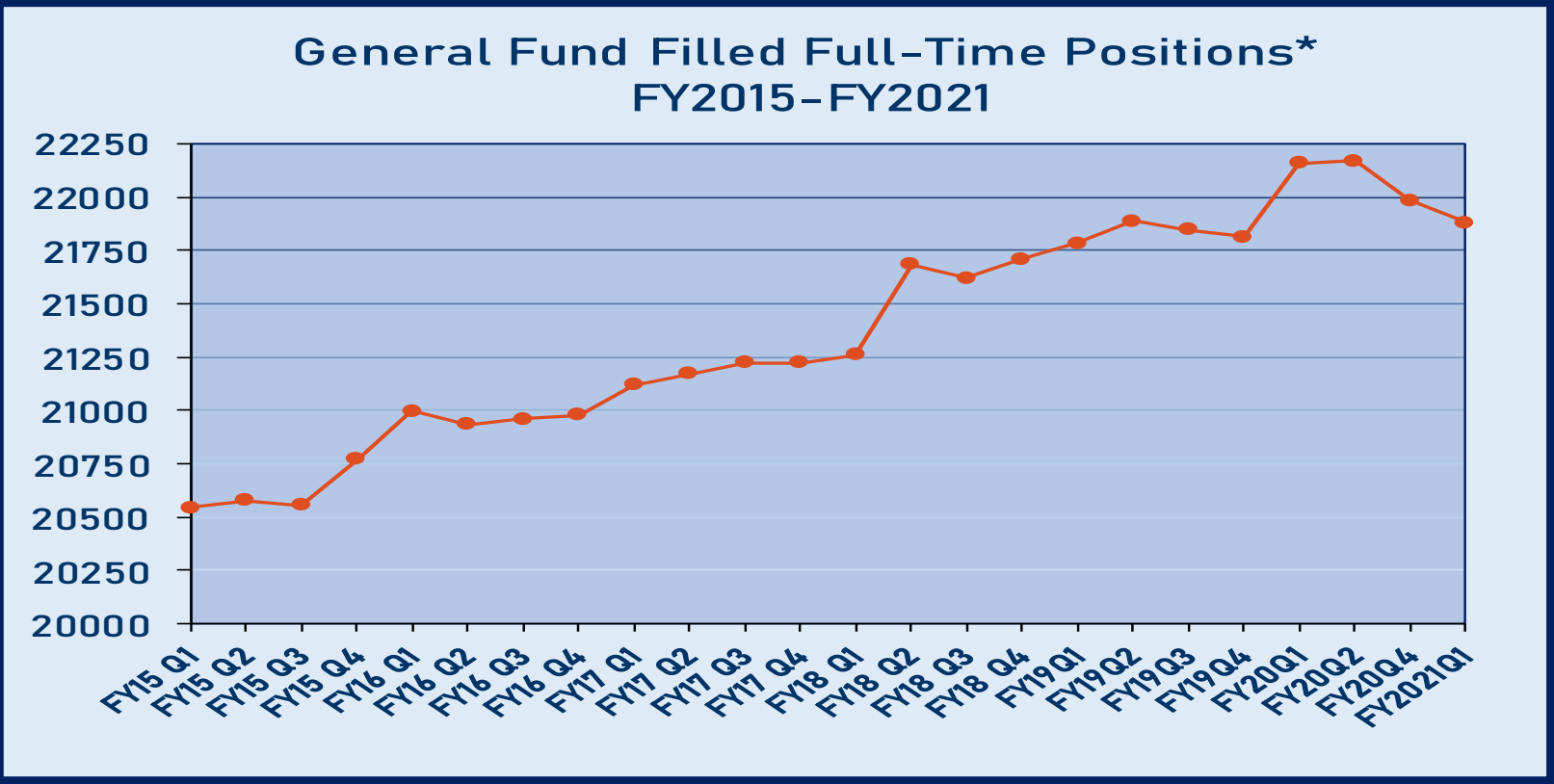


- **STAFFING**
- **OVERTIME**
- **LEAVE USAGE**





# Staffing



Note: Data not available for FY2020 Q3 due to staffing and reporting issues as a result of the onset of the COVID-19 pandemic  
\*DHS employees not included in the total

↓ Total staffing through Q1 of FY2021 is 21,882, a decrease of 279 full-time employees, or 1.3% since the first quarter of last year

↑ Overall, staffing has increased by 361, or 1.7% from pre-Recession levels, recorded in the first quarter of FY2009

→ City's adopted budget for FY2021 approves a total of 23,980 full-time General Fund employees, 2,098 employees above current staffing levels



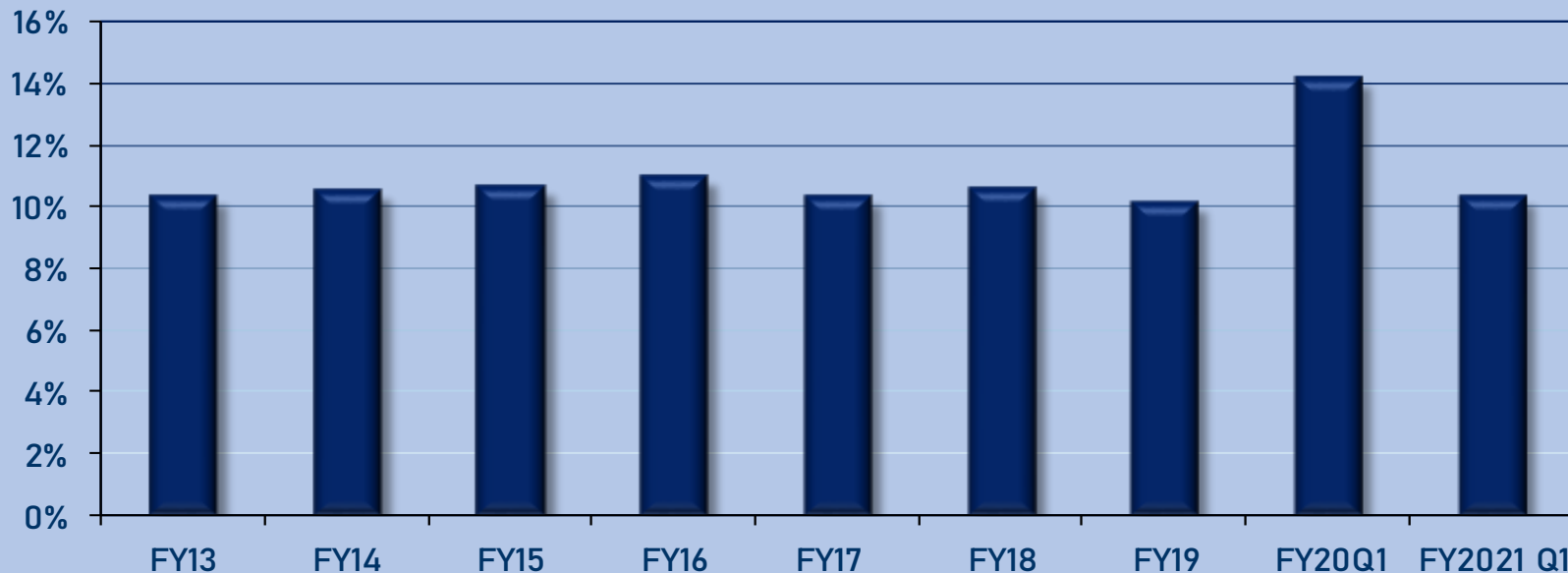
# Overtime

↓ FY2021 Q1 overtime costs (\$40.2 million) were 10.3% of total wages, 3.8 percentage points lower than the first quarter of last year

↓ City Departments spent \$12.8 million less on overtime in the first quarter of FY2021 than in the first quarter of last year, a decrease of 24.1%

→ These decreases are an unintended effect of the COVID-19 pandemic; offices and facilities have been closed and programming drastically reduced, resulting in less overall need for use of overtime

General Fund Overtime as a Percent of Total Wage Costs  
FY2013-FY2021



## Fast Facts

\$ FY2020 Overtime Costs:  
\$208.0 Million

\$ Highest Ever Overtime:  
\$208.0 Million in FY2020

↑ The City increased overtime costs from FY2019 to FY2020 by \$31.4 million, or 17.8%

## First Quarter Overtime Watch



Police: \$13.7 million



Fire: \$16.4 million



Streets: \$3.3 million





# Leave Usage



In the fourth quarter of FY2019, the City implemented the new OnePhilly human resources system; therefore, leave usage data for that quarter is unavailable and is not shown in the below figure. Additionally, OnePhilly captures more categories of leave usage than the prior system (see "Leave Usage Includes" at bottom right), so data preceding the first quarter of FY2020 is not comparable to following quarters; additionally, first quarter leave usage tends to be higher due to seasonality



Police—Uniformed achieved the low leave usage during an unusually high quarter for leave usage, a likely effect of the COVID-19 pandemic



The First Judicial District recorded the high leave usage, likely due to the COVID-19 pandemic

## First Quarter Leave Usage



High Leave Usage: **38.8%**  
First Judicial District



Median Leave Usage: 12.0%

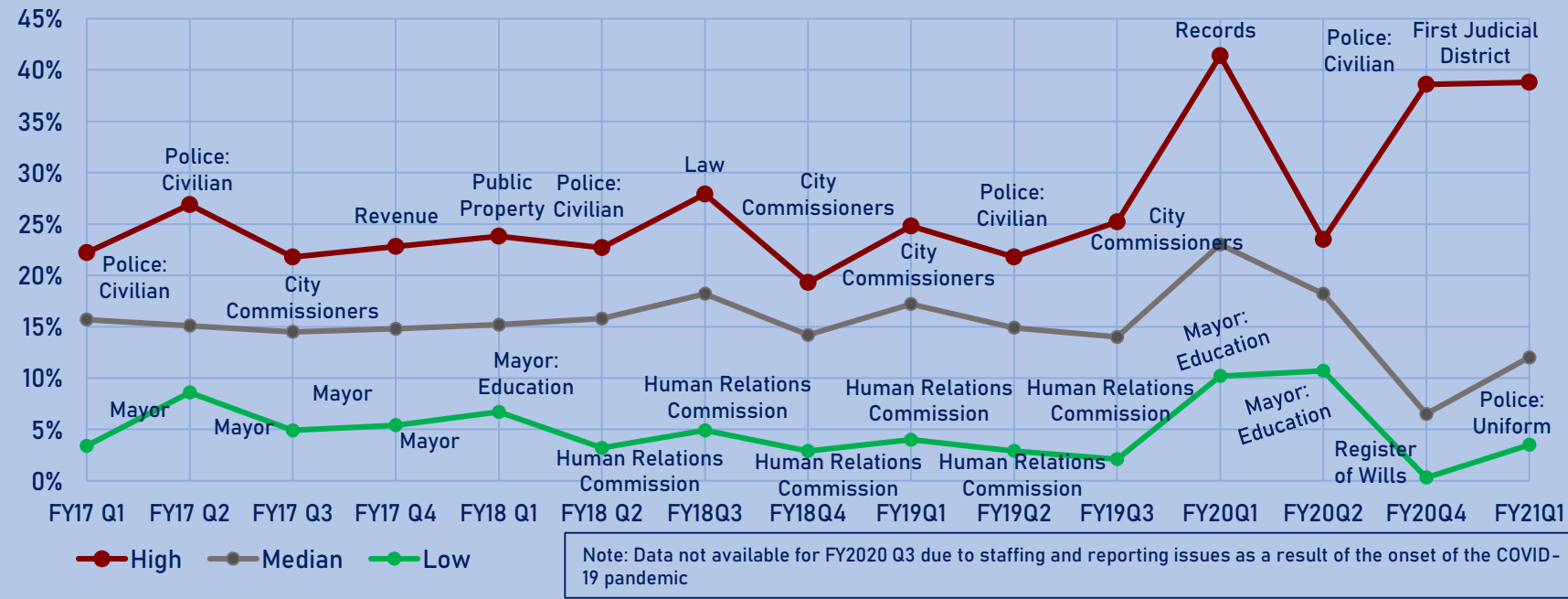


Low Leave Usage: **3.5%**  
Police—Uniformed

## Leave Usage Includes:

- ✓ Sick
- ✓ Injured-on-Duty
- ✓ Vacation
- ✓ Comp/Holiday Comp Funeral
- ✓ Military
- ✓ Excused
- ✓ AWOL
- ✓ Suspension
- ✓ Administrative/Other
- ✓ Unpaid Family Medical
- ✓ Paid Parental
- ✓ Paid Family Medical Parental
- ✓ Unpaid Military Caretaker
- ✓ Training
- ✓ Union Paid/Unpaid

## Leave Usage: High, Median, Low



\*Red = New OnePhilly Data



# Leave Usage: Public Safety



Data prior to the first quarter of FY2020 is not comparable to following quarters due to the implementation of the new OnePhilly human resources system (see previous page)



Employees of the Prisons Department recorded high leave usage in Q1 after having recorded the low mark in the previous quarter



Uniformed employees of the Police Department recorded the low leave usage for first time since Q4 of FY2016

## First Quarter Leave Usage



High Leave Usage:  
33.5% Prisons

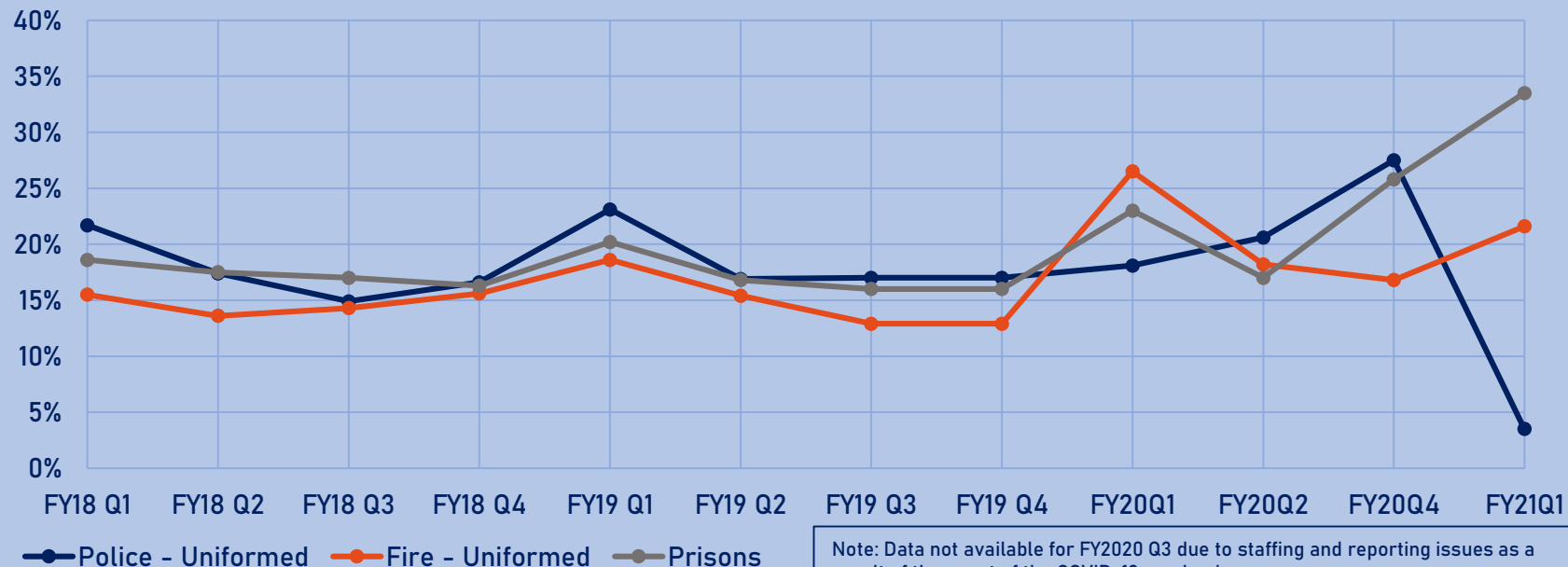


Median Leave Usage:  
12.0%



Low Leave Usage:  
3.5% Police-Uniformed

Percent of Time Not Available  
Public Safety Employees



### ✓ Fast Fact:

- ✓ PICA focuses on Leave Usage within Public Safety Departments, because excessive leave usage for Police and Fire has the potential to affect coverage areas for both departments, as well as result in high overtime costs from backfilling shifts.



# FY2021 FIRST QUARTER: PERFORMANCE







## Police Department



Homicides



Part 1 Violent  
Crime



Shooting  
Victims



Homicide  
Clearance Rate



FY2021 Target	Less Than FY2020	Less Than FY2020	Less Than FY2020	Higher Than 60.0%
FY2021 Through Q1	146	3,950	723	40.4%
FY2020 Through Q1	92	4,079	400	56.5%
FY2019 Through Q1	100	3,850	388	39.0%

### Trends



Q1 Homicides increased by 54 (58.7%) compared to last year



The Homicide Clearance Rate declined by 16.1 percentage points due to the significant increase in homicides



Despite the precipitous increase in homicides and shootings, overall Part I Violent Crime is down

- ✓ Fast Fact: The Police Department is in the early stages of implementing the Commissioner's Crime Prevention and Violence reduction plan in an effort to reduce homicides and gun violence



# Fire Department



Fire Deaths



Structure Fires



Fire Response Time



EMS Response



FY2021 Target	Less Than FY2020	Less Than FY2020	Less than 6:39	Better Than 90% within 9 Minutes
FY2021 Through Q1	4	726	6:43	37.0%
FY2020 Through Q1	8	914	6:50	33.3%
FY2019 Through Q1	2	1,195	6:47	33.0%

## Trends



Q1 Fire Deaths decreased by half after increasing by 4 times in Q1 of last year.



Structure fires continued the trend of decreasing year-over year



The FY2021 target for Fire Response Time has been increased by more than a minute, from 5:20 to 6:39 from last year's target; Response Time has improved slightly this year

- ✓ **Fast Fact:** The Department is working to resolve several data collection efforts which have hampered its efforts to provide reliable performance metrics in recent years; i.e. EMS response time is based on only about 60% of runs due to incomplete data






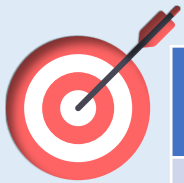
# Prisons Department

✓ **Fast Figure:**  
Adult Prisons Census as  
of 11/29/2020: 4,174

  
Inmates in  
Educational /  
Treatment Programs

  
Reincarceration  
Rate


  
24 Hour  
Processing





FY2021 Target	20.0%	38.0%	100%
FY2021 Through Q1	76.2%	35.1%	100%
FY2020 Through Q1	84.3%	38.6%	100%
FY2019 Through Q1	83.4%	38.0%	100%

✓ **Fast Fact:** One-year re-incarceration rate is based on the number of prisoners who are released from PDP custody and return to PDP custody; therefore the metric is not captured if a former prisoner is imprisoned elsewhere within one year

## Trends

 Inmates in Educational or Treatment Programs decreased by 8.1 percentage points compared to last year due to COVID-19 restrictions.

 The reincarceration rate decreased by 3.5 percentage points

 Prisons has maintained a 24 hour processing rate of 100% since at least FY2010, when the City began reporting that metric; PICA continues to recommend the Department revise or replace this metric



# Department of Licenses & Inspections



Demolitions



Permits Issued



Nuisance Properties  
Inspected Within  
20 Days



Imminently Dangerous  
Properties

FY2021 Target	450	55,000	85.0%	Less Than FY2020
FY2021 Q1	90	12,515	70.0%	216
FY2020 Q1	77	15,777	87.8%	78
FY2019 Q1	120	14,783	83.0%	115

- ✓ Fast Fact: The number of imminently dangerous properties has increased due to demolition funding reductions and a slower pace of demolition activity due to COVID-19

## Trends



Demolitions increased by 13 over Q1 of last year



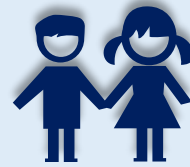
Permit activity decreased by 3,262 as a result of the COVID-19 Pandemic



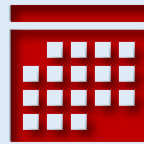
The percentage of Nuisance Properties inspected within 20 days has decreased by 17.8 percentage points, after increasing from FY2019 to FY2020



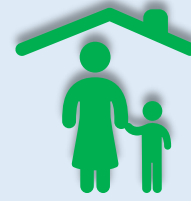
# Department of Human Services



Dependent  
Population



% in Care More  
Than 2 Years



% of Children in  
Kinship care



CPS investigations  
Determined Within  
60 Days  
(FY2019 Q4 Data Shown)



FY2021 Target	Less Than 4,800	Less Than 36%	48.0%	98.0%
FY2021 Q1	4,843	48.5%	50.5%	99.4%
FY2020 Q1	5,136	39.3%	48.6%	99.8%
FY2019 Q1	5,810	39.5%	46.9%	99.6%

- ✓ Fast Fact: CPS investigations are conducted according to state law to investigate whether abuse or neglect occurred; increases in the number of staff and consistent use of data to track investigation timeliness has helped DHS maintain a 60 day investigation rate of over 99%

## Trends



The Dependent Population, is at the lowest point since the start of the current mayoral administration



The number of dependents in Care More Than 2 years increased by nearly ten percentage points, compared to last year's Q1 figure



The Percent of Children in Kinship Care (the ideal out-of-home care situation) continued the trend of increasing year over year





# Department of Public Health

✓ Fast Figure:  
Socially-Distanced  
Restaurant Inspections  
conducted in Q1: 2,500



Uninsured  
Visits



Children With Complete  
Immunizations

**HIV**

New HIV  
Diagnoses



Autopsy Reports  
Issued Within 90 Days

FY2021 Target	45.0%	70.0%	450	More than 90.0%
FY2021 Q1	40.4%	68.0%	88	95.8%
FY2020 Q1	42.2%	70.0%	112	85.6%
FY2019 Q1	41.2%	70.3%	103	96.0%

## Trends



Uninsured visits to District Health Centers decreased by 4.6 percentage points (8.6%) compared to Q1 of last year, after increasing over the year before



New HIV Diagnoses decreased by 24 cases, or 21.4%



Autopsy reports completed within 90 days has returned to the FY2019 rate, after decreasing by almost 10 percentage points last year

✓ Fast Fact: The Health Department continues to invest in benefits-enrollment activities in an effort to decrease uninsured visits to City Health Centers.



# Office of Homeless Services



Homelessness  
Prevention Assistance



Rapid  
Rehousing



Exits to  
Permanent Housing



FY2021 Target	1000	750	40.0%
FY2021 Q1	275	61	43.0%
FY2020 Q1	197	117	35.0%
FY2019 Q1	334	100	34.0%

- ✓ Fast Fact: Homeless Services assisted 1,362 households (4,378 people) in FY2019, addressing unprecedented demand with the number of people seeking homelessness prevention services, more than doubling from FY17 to FY19 with over 7,000 visits

## Trends



Assistance to Prevent Homelessness increased by 78 households, or 39.6% in the first quarter, compared to last year



Rapid Rehousing Assistance, which targets residents of emergency or transitional housing for quick permanent rehousing, decreased by 56 households, or 47.9%



Exits to Permanent Housing from Shelters or Transitional Housing increased by 8 percentage points



# Free Library of Philadelphia

✓ **Fast Figure:**  
% of Philadelphians with  
Library Cards in Q1: 39.7



In-Person Visits



Website Visits



Digital Access



Program  
Attendance



FY2021 Target	2.3 Million	3.9 Million	3.2 Million	453,000
FY2021 Q1	8,277	986,912	777,281	76,212
FY2020 Q1	1.3 Million	1.7 Million	1.0 Million	206,064
FY2019 Q1	1.2 Million	1.8 Million	1.0 Million	165,676

✓ **Fast Fact:** Closures due to the COVID-19 pandemic have prevented onsite programming; Free Library are currently conducting virtual programs with attendance proving to be unpredictable.

## Trends



In-Person Visits declined by 1.2 million in Q1 due to branch closures during the COVID-19 Pandemic



Website Visits also decreased, by 40.8%



Program Attendance was also affected by closures, declining by 129,852, or 63%





## Division of Housing and Community Development



Mortgage  
Foreclosures Diverted



Owner-Occupied  
Homes Repaired



City Lots  
Cleaned & Greened



Clients Receiving  
Housing Counseling



FY2021 Target	1,100	5,860	12,000	475
FY2021 Q1	148	1,291	12,559	0
FY2020 Q1	123	1,523	12,408	126
FY2019 Q1	309	1,609	12,841	1,913

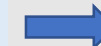
### Trends



Mortgage Foreclosures  
Diverted declined by 25 in Q1



Owner-occupied homes  
repaired decreased by 232,  
or 15.2%



No clients received housing  
counseling in Q1 as  
foreclosures have not been  
proceeding during the  
COVID-19 pandemic

- ✓ A recent Philadelphia Horticultural Society study found that people living near treated (cleaned & greened) lots had a 41.5% decrease in feelings of depression and there was a 29% decrease in gun violence



# Department of Parks & Recreation



Programs Offered



Unique Program Attendees



Visits to Facilities and Sites



Trees Planted



FY2021 Target	644	26,753	0.9 Million	700
FY2021 Q1	299	7,194	0.2 Million	N/A
FY2020 Q1	1,293	63,773	3.2 Million	N/A
FY2019 Q1	1,563	85,912	3.3 Million	N/A

## Trends

↓ The number of Programs Offered has decreased by 1,904, or 86.4% compared to Q1 of FY2020, an impact of the COVID-19 pandemic

↓ The number of Unique Program Attendees decreased by 56,579, or 88.7%

↓ Visits to Facilities and Sites decreased by 3.0 million, or 93.7%

✓ Fast Fact: Parks and Recreation was perhaps the department most heavily impacted by the COVID-19 pandemic in terms of performance metrics, and has adjusted its FY2021 targets to reflect that impact



# Streets Department



Recycling Rate



On-Time Recycling Collection



On-Time Trash Collection



Pothole Response Time



Potholes Repaired Within 3 Days



Miles Resurfaced



FY2021 Target	10.0%	75.0%	80.0%	3 Days	90.0%	56
FY2021 Q1	4.3%	37.0%	27.0%	2.7 Days	91.0%	29
FY2020 Q1	13.8%	98.0%	78.0%	3.8 Days	87.0%	36
FY2019 Q1	16.0%	97.0%	86.0%	5.0 Days	89.0%	21

- ✓ Fast Fact: The excess tonnage generated during the COVID-19 pandemic required significant operational changes, particularly during July and August when recycling materials were mixed with the regular trash stream in order to attempt to keep up with area collections schedules

## Trends



The Q1 Recycling Rate declined by 68.0% compared to last year



The On-Time Recycling and Trash Collection Rates both declined considerably due to an increase in tonnage for each, due to citizens spending more time at home during the COVID-19 pandemic



Pothole Response Time and the Rate of Potholes Repaired Within 3 Days have both improved after remaining level from FY2019 to FY2020



# PENNSYLVANIA INTERGOVERNMENTAL COOPERATION AUTHORITY

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Pennsylvania Intergovernmental  
Cooperation Authority

[www.picapa.org](http://www.picapa.org)



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