

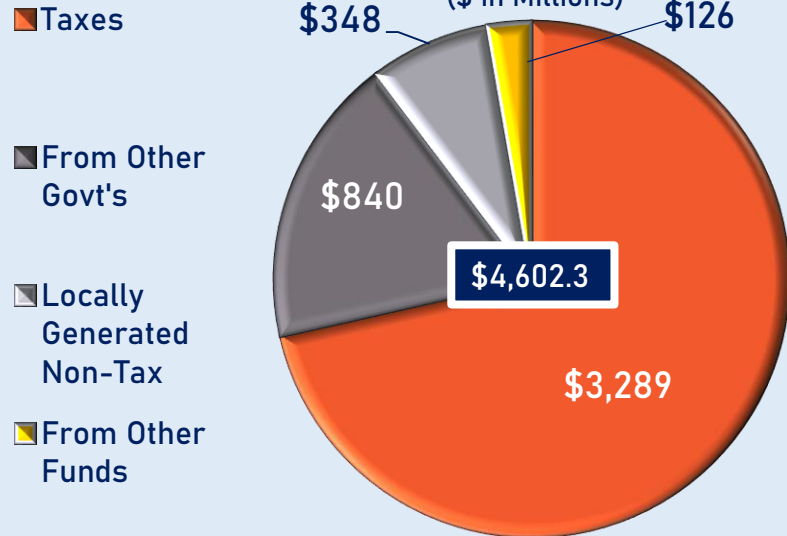


**PENNSYLVANIA INTERGOVERNMENTAL COOPERATION AUTHORITY**  
**Staff Report on the City of Philadelphia's**  
**Quarterly City Managers Report**  
**For the Period Ending December 31, 2020**

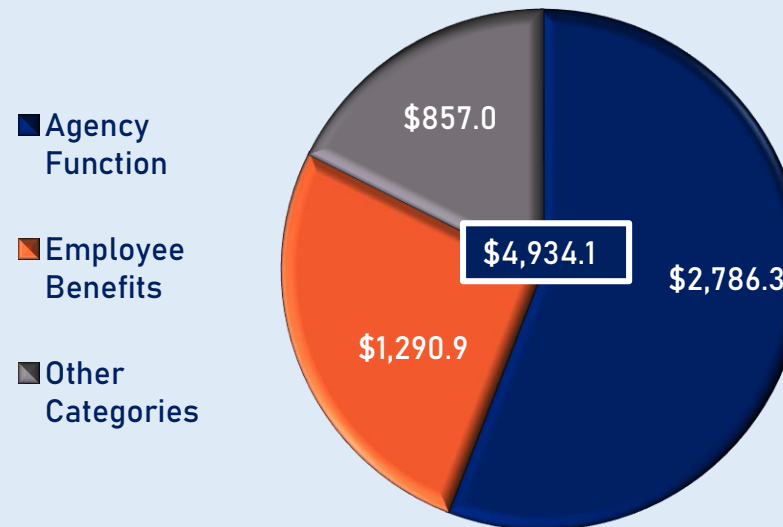


# Executive Summary

Projected Revenues in Second Quarter  
(\$ in Millions)



Projected Obligations in Second Quarter  
(\$ in Millions)



## Second Quarter Projections



**Projected Fund Balance:**  
\$29.1 million, \$22.3 million less than Five Year Plan, but \$6.2 million more than the Q1 projection



**Projected Revenues:**  
\$4.602 billion, \$20.6 million higher than Five Year Plan



**Projected Obligations:**  
\$4.934 billion, \$129.3 million higher than Five Year Plan



## Staffing

Total staffing through the Second Quarter of FY2021 is 21,268, a decrease of 542 full-time employees, or 2.4% since the second quarter of last year



## Police

Second Quarter Homicides increased by 105 (54.7%) compared to last year, while shooting victims increased by 592, or 74.8%



## Human Services

The Dependent Population continues to decline, and is at the lowest point since the start of the current mayoral administration



## Streets

The On-Time Recycling and Trash Collection Rates both declined considerably due to an increase in tonnage for each, and very high levels of sanitation staff outages

# FY2021 SECOND QUARTER: FINANCIALS



- **THE NUMBERS**
- **OVERVIEW**
- **REVENUES**
- **OBLIGATIONS**



# The Numbers

FY2021  
Five Year Plan  
Projection

Fund  
Balance



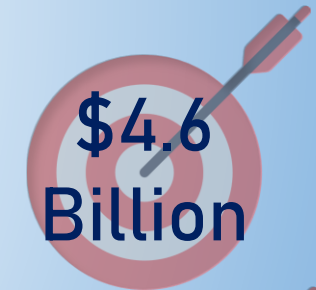
FY21  
Estimated  
FY20  
Actual



Revenues



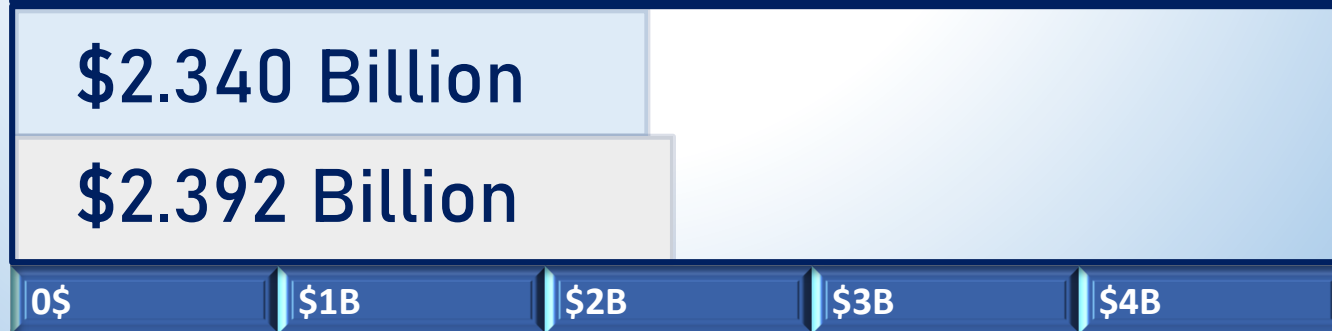
FY21  
Actual  
FY20  
Actual



Obligations



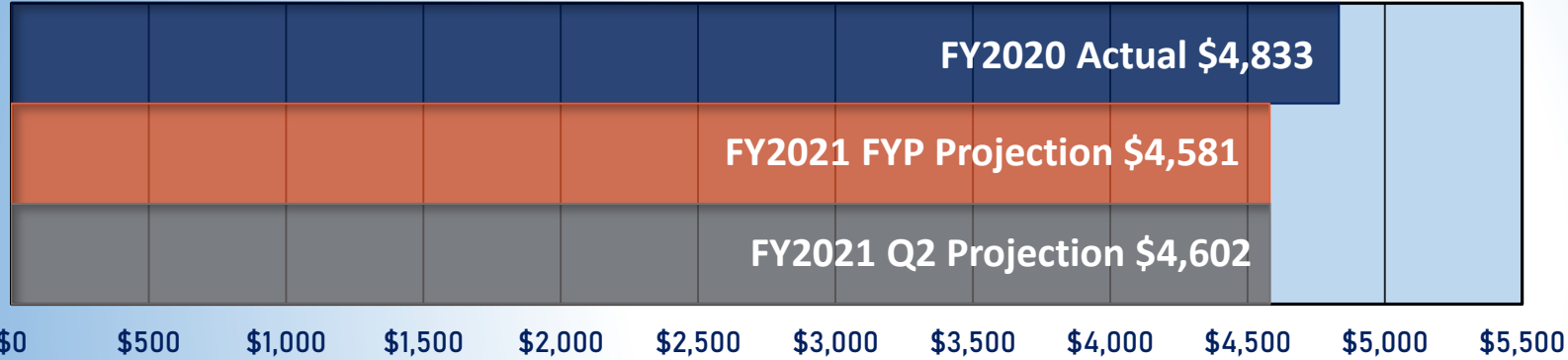
FY21  
Actual  
FY20  
Actual



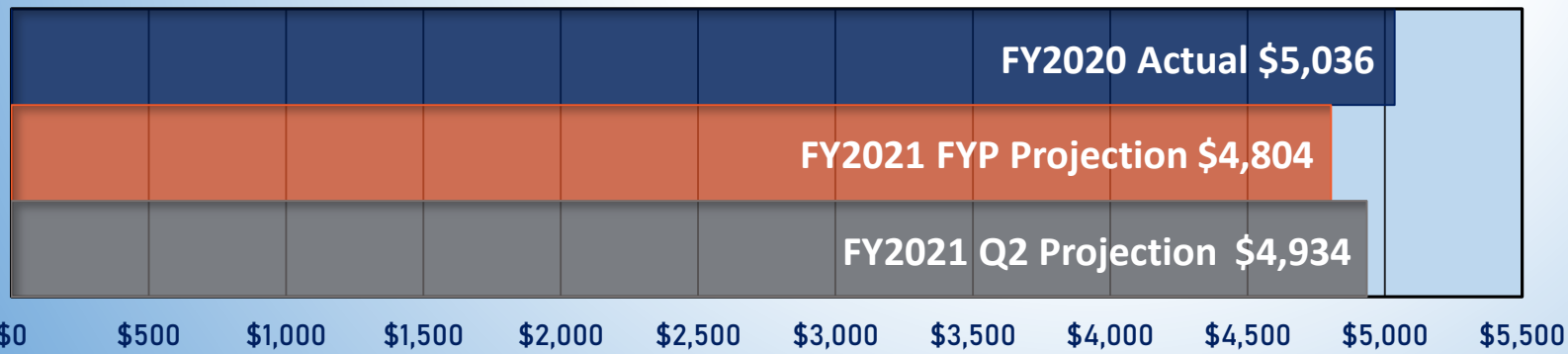



# Projected Revenues & Obligations


FY2021 Projected Revenues  
(\$ in Millions)



FY2021 Projected Obligations  
(\$ in Millions)



 *Revenue.* The current net revenue projection is \$4,602.3 million, \$20.6 million above the Five Year Plan projection.

 *Obligations.* FY2021 General Fund obligations are projected at \$4,934.1 million, an increase of \$129.3 million from the Five Year Plan.

✓ **Fast Fact:**  
The FY2021 projections show a downward trend in revenues and significantly increased spending due to the pandemic and economic downturn



## General Fund Summary



Revenues are projected to increase by \$20.6 million from the Five Year Plan

Obligations are projected to increase by \$129.3 million from the Five Year Plan

The FY2021 second quarter projected Fund Balance is \$29.1, almost \$22.3 million less than the Five Year Plan projection of \$51.3 million

**Fund Balance.** Although slightly higher than the first quarter, the projected Fund Balance is still precariously low.

**FY2021 General Fund Summary for the Second Quarter**  
(\$ in Millions)

Category	FY2021-25 Five Year Plan	Projection in Second Quarter FY2021	Amount Change From Plan to Second Quarter FY2021 Projection
Revenues	\$4,581.7	\$4,602.3	\$20.6
Obligations	4,804.7	4,934.1	129.3
Fund Balance	\$51.3	\$29.1	(\$22.3)

✓ **Fast Fact:**  
The Projected Fund Balance of \$29.1 million, which is less than 3 days of spending, represents less than 1% of total obligations, and is far less than the City's internal goal (6-8%), and the GFOA's recommended 17%



## Projected Revenues



Tax collections are projected to decrease by \$40.8 million from the Five Year Plan



Locally Generated Non-Tax revenue is projected to decrease by \$10.3 million from the Five Year Plan



Revenue from Other Governments is projected to increase by \$71.6 million from the Five Year Plan

FY2021 General Fund Revenues (\$ in Millions)			
Category	FY2021-25 Five Year Plan	Projection in Second Quarter FY2021	Amount Change From Plan to Second Quarter FY2021 Projection
Taxes	\$3,330.1	\$3,289.3	(\$40.8)
Locally Generated Non-Tax	357.9	347.6	(10.3)
Revenue from Other Governments	768.2	839.8	71.6
Revenue from Other Funds	125.6	125.6	--
<b>Total</b>	<b>\$4,581.8</b>	<b>\$4,602.3</b>	<b>\$20.6</b>



## Projected Tax Revenues by Type

↑ Sales Tax is projected to increase by 29.8 million, while Business Income & Receipts Tax is projected to increase by \$17.8 million from the Five Year Plan

↓ Parking Tax is projected to decrease by \$31.1 million, Wage & Earnings is projected to decrease by \$16.5 million, and Amusement Tax is projected to decrease by \$15.8 million from the Five Year Plan

FY2021 General Fund Tax Revenues by Type (\$ in Millions)			
Category	FY2021-25 Five Year Plan	Projection in Second Quarter FY2021	Change From Plan to Second Quarter FY2021
Wage & Earnings	\$1,519.1	\$1,502.6	(16.5)
Real Estate	684.3	674.6	(9.7)
Business Income & Receipts	464.3	482.1	17.8
Sales	174.5	204.3	29.8
Real Estate Transfer	292.8	288.3	(4.6)
Net Profits	29.8	24.7	(5.2)
Parking	76.7	45.6	(31.1)
Amusement	16.6	0.8	(15.8)
Beverage	67.4	63.0	(4.4)
Other	4.4	3.3	(1.1)
<b>Total</b>	<b>\$3,330.1</b>	<b>\$3,289.3</b>	<b>\$(40.8)</b>



## Projected Obligations by Class



Wages are projected to increase by \$40.4 million from the Five Year Plan



Purchase of Services (contracts) are projected to increase by \$3.7 million from the Five Year Plan



Total obligations are projected to increase by \$129.3 million from the Five Year Plan

FY2021 General Fund Obligations by Class (\$ in Millions)			
Obligation Class	FY2021-25 Plan	Projection in Second Quarter FY2021	Amount Change From Plan to Second Quarter FY2021 Projection
Wages	\$1,795.1	\$1,835.6	(\$40.4)
Employee Benefits	1,287.1	1,290.8	(3.7)
Purchase of Services	948.5	1,000.0	(51.4)
Materials, Supplies & Equipment	117.3	135.5	(18.2)
Contributions & Indemnities	378.7	394.3	(15.6)
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>\$4,934.1</b>	<b>(\$129.3)</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, while the Streets Department is projecting an increase of \$8.7 million, over the Five Year Plan

FY2021 General Fund Obligations by Department (\$ in Millions)			
Department	FY2021-25 Five Year Plan	Projection in Second Quarter FY2021	Change From Plan to Second Quarter FY2021
Finance – Employee Benefits	\$1,287.2	\$1,290.9	\$3.7
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	220.4	0.2
Human Services	163.1	164.5	1.4
Public Health	159.4	163.3	3.9
Streets	153.0	161.7	8.7
First Judicial District	116.0	116.0	--
Sub-Total	3,676.1	3,718.1	42.0
Other Department/Uses	1,128.7	1,151.9	87.3
<b>Total</b>	<b>\$4,804.8</b>	<b>\$4,934.1</b>	<b>\$129.3</b>



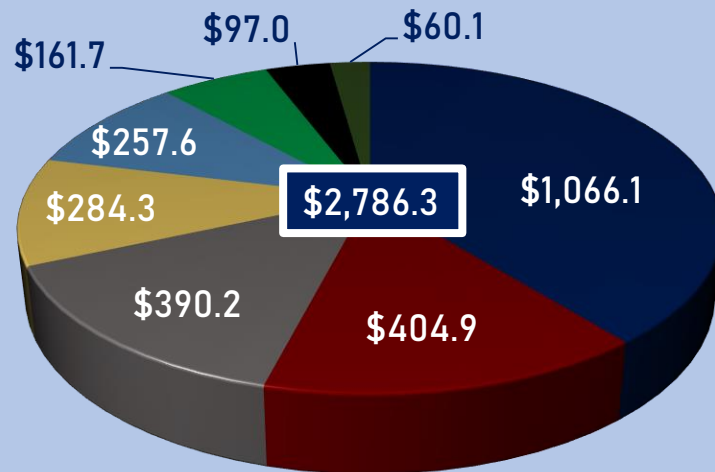
# Projected Obligations by Function

- ✓ 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 Second 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 SECOND QUARTER: MANAGEMENT

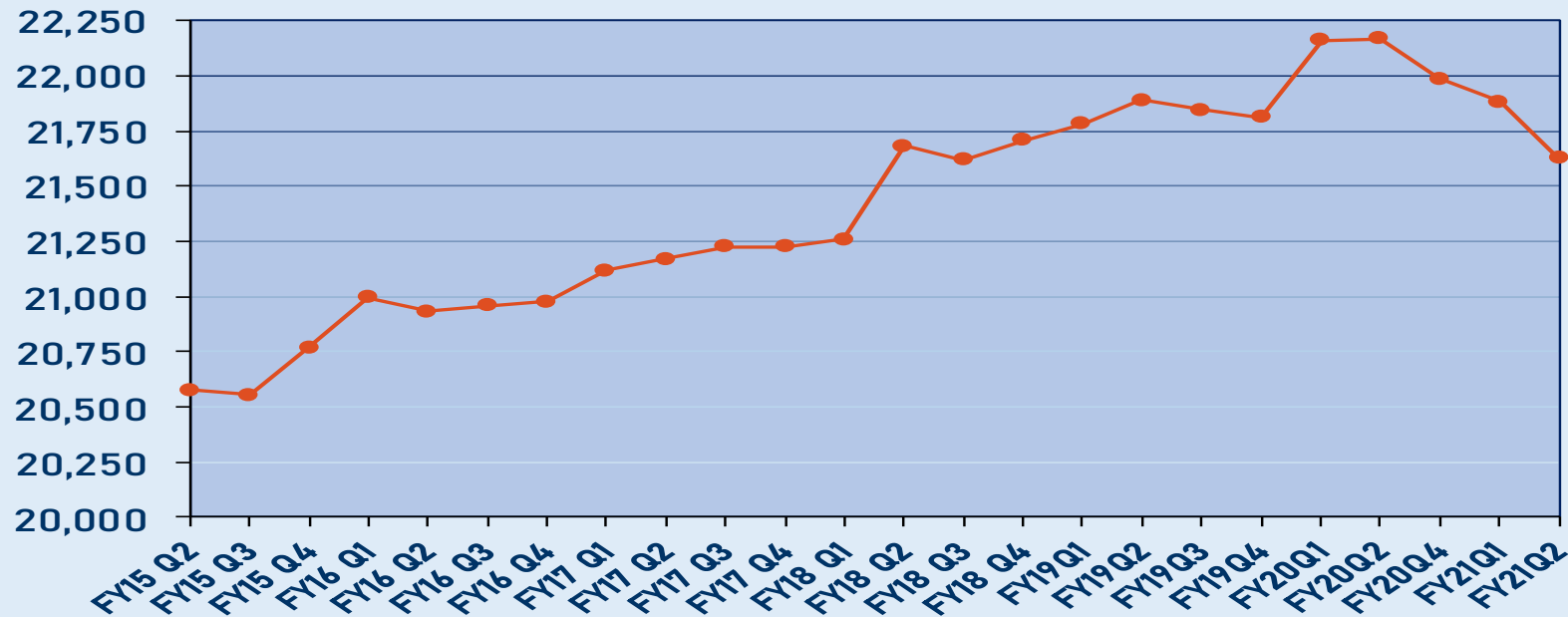


- STAFFING
- OVERTIME
- LEAVE USAGE



## Staffing

General Fund Filled Full-Time Positions\*  
FY2015–FY2021



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 Q2 of FY2021 is 21,268, a decrease of 542 full-time employees, or 2.4% since the second quarter of last year

↑ Overall, staffing has increased by 107, or 0.5% 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, 2,352 employees above current staffing levels



## Overtime

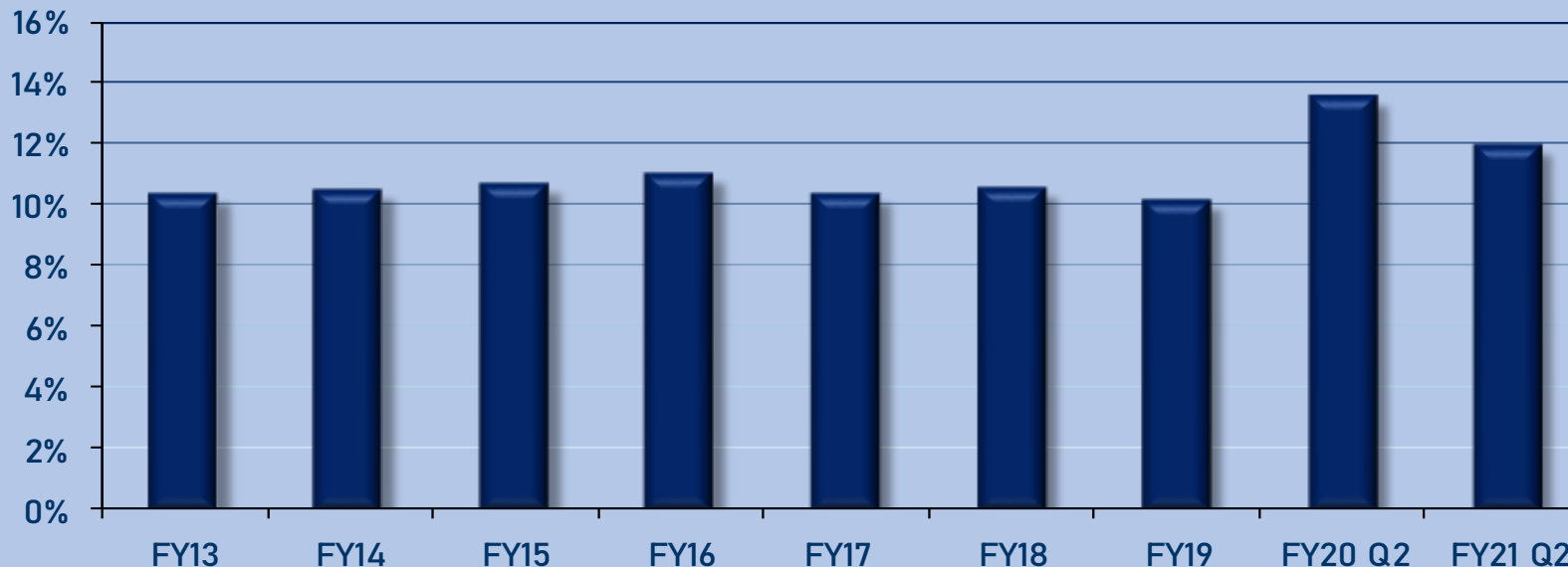


FY2021 Q2 overtime costs (\$105.1 million) were 11.9% of total wages, 1.6 percentage points lower than through the second quarter of last year



City Departments spent \$8.0 million less on overtime through the second quarter of FY2021 than over the same period last year, a decrease of 7.0%

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



## Fast Facts



The reduction in overtime through Q2 is an unintended benefit of the COVID-19 pandemic, as City facilities have been closed, programming reduced, and special events curtailed



Departments are expected to remain within the revised overtime projections published in the Q2 QCMR, barring any unforeseen and unbudgeted circumstances

## Second Quarter Overtime Watch



Police: \$41.8 million



Fire: \$38.3 million



Streets: \$6.5 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



The City continues to see a trend in the decline of median leave usage, and a decline in Q2 leave usage compared to last year



Civilian employees of the Police Department recorded the high leave usage, likely due to a COVID-19 outbreak in the 911 call center.

## Second Quarter Leave Usage



High Leave Usage: **35.6%**  
Police-Civilian



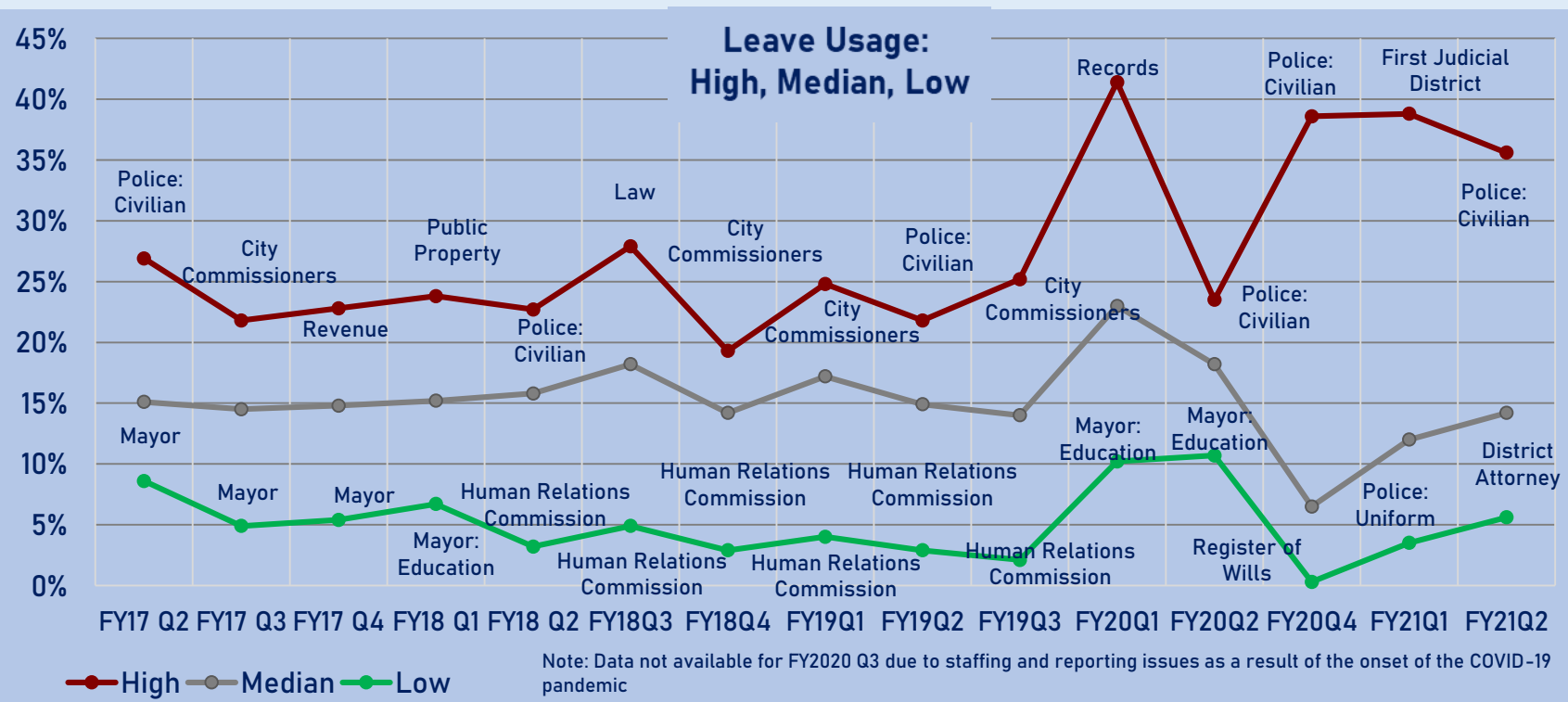
Median Leave Usage: 14.2%



Low Leave Usage: **5.6%**  
District Attorney

## 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



\*Red = New OnePhilly Data



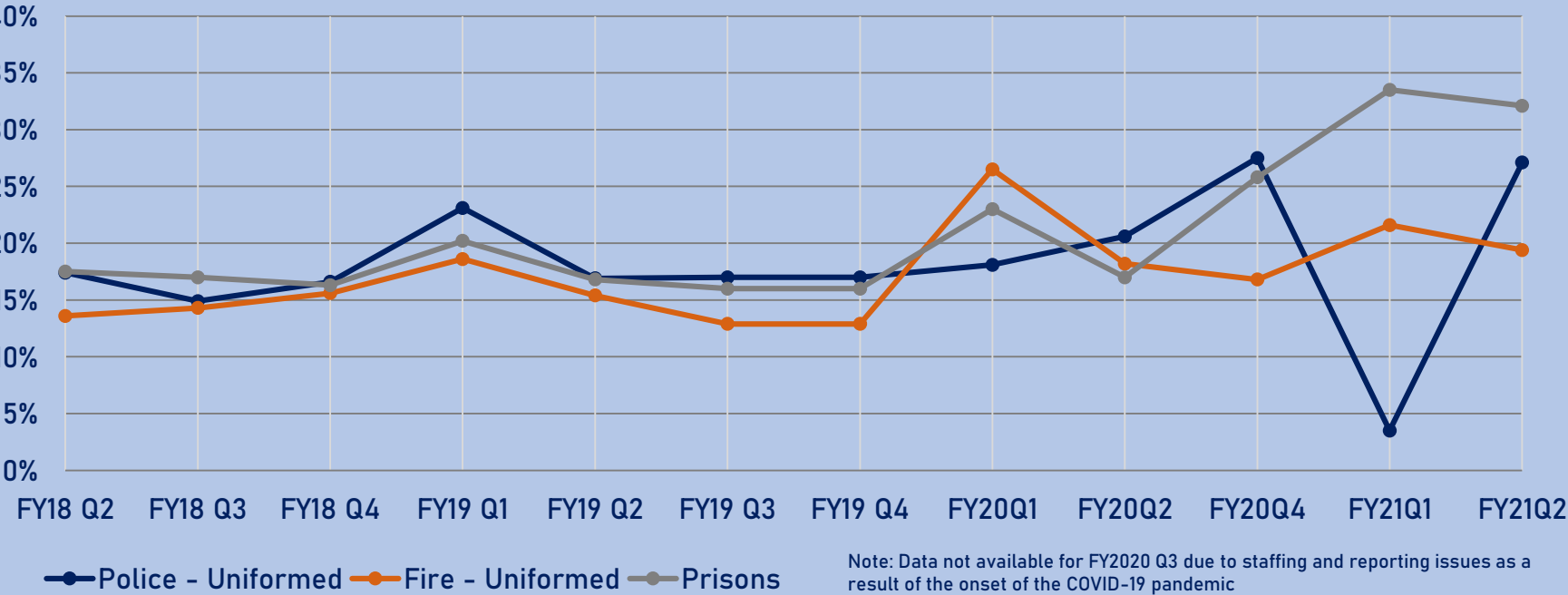
# Leave Usage: Public Safety

- NEW** 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 Q2 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

## Second Quarter Leave Usage

- High Leave Usage:**  
32.1% Prisons
- Median Leave Usage:**  
14.2%
- Low Leave Usage:**  
19.4% Fire

Percent of Time Not Available  
Public Safety Employees



Note: Data not available for FY2020 Q3 due to staffing and reporting issues as a result of the onset of the COVID-19 pandemic

**✓ 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 SECOND QUARTER: PERFORMANCE





## Police Department



Homicides



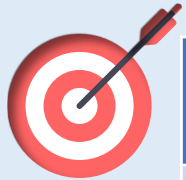
Part 1 Violent  
Crime



Shooting  
Victims



Homicide  
Clearance Rate



FY2021 Target	Less Than FY2020	Less Than FY2020	Less Than FY2020	Higher Than 60.0%
FY2021 Through Q2	297	8,047	1,383	36.7%
FY2020 Through Q2	192	8,031	791	51.3%
FY2019 Through Q2	203	7,463	769	40.9%

### Trends



Q2 Homicides increased by 105 (54.7%) compared to last year, while shooting victims increased by 592, or 74.8%



The Homicide Clearance Rate declined by 14.6 percentage points due to the increase in homicides



Part I Violent Crime, which had been trending downward, increased by 16 crimes through Q2

- ✓ Fast Fact: The PPD took a record number of guns off the street in 2020 and are outpacing the 2020 numbers in 2021



# 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 Q2	15	1,618	6:41	36.9%
FY2020 Through Q2	18	2,011	6:23	33.7%
FY2019 Through Q2	6	2,573	6:43	32.9%

## Trends



Q2 Fire Deaths decreased by 3 after increasing by 3 times in Q2 of last year.



Structure fires continued the trend of decreasing year-over year



EMS response time continues to be well below the Department's target of nine minutes or better, 90% of the time

- ✓ **Fast Fact:** In FY2020, PFD oversaw the execution of a \$16.6 million SAFER grant that enabled them to reopen 4 companies that had been closed since 2009




# Prisons Department

✓ **Fast Figure:**  
Current New Inmate  
Processing Time: 8-10 hours

  
Inmates in  
Educational /  
Treatment Programs

  
Reincarceration  
Rate


  
24 Hour  
Processing





FY2021 Target	20.0%	38.0%	100%
FY2021 Through Q2	74.9%	33.1%	100%
FY2020 Through Q2	86.3%	39.3%	100%
FY2019 Through Q2	82.6%	36.7%	100%

✓ **Fast Fact:** The PDP remains its Yellow Phase of the COVID-19 recovery plan. This phase allows for a small complement of inmates to participate in limited educational and treatment programs

## Trends

 Inmates in Educational or Treatment Programs decreased by 11.4 percentage points compared to last year due to COVID-19 restrictions.

 The reincarceration rate decreased by 6.2 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 recommended 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 Q2	191	25,286	68.5%	248
FY2020 Q2	193	30,808	87.0%	178
FY2019 Q2	227	29,802	82.5%	116

- ✓ Fast Fact: Reductions in demolitions performed so far this fiscal year were due to COVID impacts on the bidding process as well as delays caused by transitioning to eCLIPSE, a new online permit issuance software

## Trends



Permit activity decreased by 5,522 as a result of the COVID-19 Pandemic

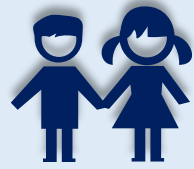


The percentage of Nuisance Properties inspected within 20 days continued to decrease through Q2 by 18.5 percentage points compared to last year



## Department of Human Services

✓ **Fast Figure:**  
Average daily number of  
youth in detention through  
Q2: 134.1



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 Q2	4,622	50.2%	50.5%	99.6%
FY2020 Q2	5,023	41.3%	48.9%	99.6%
FY2019 Q2	5,594	38.6%	47.7%	99.7%

✓ **Fast Fact:** DHS was limited in its ability to close cases in FY20 Q4 due to the Court's COVID-19 closure, affecting the Percent of Children in Care More Than 2 Years; through FY21 Q2, all courtrooms are operating, but with reduced capacity and no timeline for returning to full capacity

### Trends



The Dependent Population continues to decline, and 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 8.9 percentage points, compared to last year's Q2 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



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 Q2	40.8%	67.7%	181	95.6%
FY2020 Q2	44.2%	70.0%	214	87.8%
FY2019 Q2	41.2%	70.3%	214	92.5%

### Trends



Uninsured visits to District Health Centers decreased by 3.4 percentage points (7.7%) compared to Q2 of last year, after increasing over the year before



Autopsy reports completed within 90 days has exceeded the FY2019 rate, after decreasing by almost 5 percentage points through Q2 last year

- ✓ Fast Fact: Childrens' vaccinations decreased during the pandemic due to closed medical offices, transition to telemedicine, and patient fear of medical offices.



# Office of Homeless Services

✓ **Fast Figure:**  
OHS's annual target assumes \$2,011 of homeless prevention assistance per household



Homelessness Prevention Assistance



Rapid Rehousing




Exits to Permanent Housing




FY2021 Target	1000	750	40.0%
FY2021 Q2	690	168	41.5%
FY2020 Q2	676	284	35.0%
FY2019 Q2	546	195	34.5%

✓ **Fast Fact:** As part of the agreement that closed the homeless encampment on the Benjamin Franklin Parkway in October, the City will construct two tiny house villages and provide 25 vacant houses in various neighborhoods for people experiencing homelessness


### Trends



Assistance to Prevent Homelessness increased by 14 households, or 2.1% 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 116 households, or 40.8%



Exits to Permanent Housing from Shelters or Transitional Housing increased by 6.5 percentage points compared to last year



# Free Library of Philadelphia

✓ **Fast Figure:**  
% of Philadelphians with  
Library Cards in Q2: 39.5



In-Person Visits



Website Visits



Digital Access



Program  
Attendance



FY2021 Target	2.3 Million	3.9 Million	3.2 Million	453,000
FY2021 Q2	56,130	2.0 Million	1.8 Million	239,557
FY2020 Q2	2.5 Million	3.3 Million	2.0 Million	412,778
FY2019 Q2	2.4 Million	3.4 Million	2.0 Million	361,237

✓ **Fast Fact:** Closures due to the COVID-19 pandemic have prevented onsite programming; thus the Library updated their FY2021 targets for in-person visits and program attendance accordingly

## Trends



In-Person Visits declined by 2.5 million, or 97.8% in Q2 compared to last year due to branch closures during the COVID-19 Pandemic



Website Visits also decreased by 1.3 million, or 39.5%



Program Attendance was also affected by closures, but rates are starting to recover compared to Q1 as libraries begin to reopen



## Planning and 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 Q2	198	2,468	25,479	0
FY2020 Q2	310	3,361	25,193	252
FY2019 Q2	643	3,317	24,962	3,584

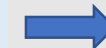
### Trends



Mortgage Foreclosures  
Diverted declined by 112, or  
36.1% in Q2



Owner-occupied homes  
repaired decreased by 893,  
or 26.6%



No clients received housing  
counseling through Q2 as  
foreclosures have not been  
proceeding during the  
COVID-19 pandemic

- ✓ During the moratorium on foreclosure, Housing Counselors that previously assisted homeowners facing tax foreclosure are assisting tenants in the Eviction Diversion program—this includes financial assessments, help with accessing rental assistance, preparation of repayment terms, and preparation/support in advance and during the mediation conferences with their landlords



# Department of Parks & Recreation

✓ **Fast Figure:**  
Total Trees Planted in  
FY2020: 4,100



Programs  
Offered



Unique Program  
Attendees



Visits to Facilities  
and Sites



Trees Planted

FY2021 Target	644	26,753	0.9 Million	700
FY2021 Q2	344	8,817	0.3 Million	1,386
FY2020 Q2	2,010	113,979	5.5 Million	2,072
FY2019 Q2	2,104	109,583	5.5 Million	1,131

✓ **Fast Fact:** Parks and Recreation anticipated a small number of new programs in Q2 due to changes in weather and restrictions on activities announced in November 2020.

## Trends



The number of Programs Offered has decreased by 1,666, or 92.2% compared to Q2 of FY2020, an impact of the COVID-19 pandemic



The number of Unique Program Attendees decreased by 105,162, or 92.2%



Visits to Facilities and Sites decreased by 5.2 million, or 93.9%



# 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 Q2	5.7%	67.5%	54.0%	2.7 Days	91.0%	42
FY2020 Q2	15.2%	98.0%	84.5%	3.4 Days	91.5%	52
FY2019 Q2	15.0%	96.5%	87.0%	3.5 Days	91.0%	55

✓ Fast Fact: On-time trash and recycling rates are beginning to improve in the wake of the pandemic, with improvements of 60% and 61% compared to Q1 of FY2021

## Trends



The Recycling Rate declined by 30.5 percentage points through Q2 compared to the same period last year



The On-Time Recycling and Trash Collection Rates both declined considerably due to an increase in tonnage for each, and very high levels of sanitation staff outages



Streets resurfaced 10 less miles through Q2 compared to the same period last year.

# PENNSYLVANIA INTERGOVERNMENTAL COOPERATION AUTHORITY

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Pennsylvania Intergovernmental  
Cooperation Authority

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