

**PHILADELPHIA PARKS & RECREATION
FISCAL YEAR 2018 BUDGET TESTIMONY
APRIL 26, 2017**

INTRODUCTION

Good Afternoon, President Clarke and Members of City Council. I am Kathryn Ott Lovell, Commissioner of Philadelphia Parks & Recreation. Joining me today are Marissa Washington, Deputy Commissioner of Administration, and Aparna Palantino, Deputy Commissioner of Capital Infrastructure and Natural Lands Management. I am pleased to provide testimony on Philadelphia Parks & Recreation's Fiscal Year 2018 Operating Budget.

DEPARTMENT MISSION & PLANS

Mission: The mission of Philadelphia Parks and Recreation (PPR) is to advance the prosperity of the city and the progress of Philadelphians through intentional and sustained stewardship of public land and waterways as well as through safe, stimulating recreation, and environmental and cultural centers. PPR helps Philadelphia's children and other residents grow by connecting them to the natural world, to each other, and to fun, physical, and social opportunities.

Plans for Fiscal Year 2018: Plans for FY18 include implementing PPR's first strategic plan as a merged department. Implementing the new plan will not only strengthen the department's ability to operate as a single and aligned entity, but position it to more effectively serve and continuously engage communities across the entire city. It will help to build stronger relationships between the parks and recreation system and Philadelphians for years to come. As the City of Philadelphia, under Mayor Kenney's leadership, moves toward program-based budgeting, the need for a strategic plan with measurable outcomes is greater than ever.

In FY18, the Department will continue to build on its youth workforce efforts and take on a leadership role in the design and implementation of the *City as Model Employer* strategy by way of our new Career Advancement Project (CAP), a career-exposure program designed to connect youth and young adults to permanent careers. CAP will support innovative pre-apprenticeship career pathways that expose young adults to natural resource management, health and wellness, and community engagement.

Other new initiatives and projects for the department in FY18 include the completion of the Love Park renovation and the opening of the Reading Viaduct Rail Park; opening the City of Philadelphia's first zip line and ropes adventure course in West Fairmount Park; hosting our second annual Philadelphia International Unity Cup, which celebrates the city's diversity through the game of soccer; and offering a unique opportunity for 200 children to experience overnight camp in the Pocono Mountains through a new program called CAMP Philly.

As part of our strategic plan, the Department will support the Rebuilding Community Infrastructure Initiative (Rebuild) while also improving how our assets (recreation centers, fields, parks and playgrounds) meet the needs of every community in Philadelphia.

Lastly, we will continue engaging community members in every neighborhood of Philadelphia and building the capacity of the volunteers serving in our hundreds of registered Park Friends groups and Recreation Advisory Councils.

BUDGET SUMMARY & OTHER BUDGET DRIVERS

Staff Demographics Summary (as of December 2016) *				
	Total	Minority	White	Female
Number of Full-Time Staff	615	291	324	167
Number of Civil Service-Exempt Staff	27	8	19	15
Number of Executive Staff (deputy level and above)	5	3	2	4
Average Salary, Full-Time Staff	\$48,936	\$44,427	\$52,277	\$54,647
Average Salary, Civil Service-Exempt Staff	\$80,066	\$92,063	\$75,015	\$86,151
Average Salary, Executive Staff	\$121,400	\$115,667	\$130,000	\$121,750
Median Salary, Full-Time Staff	\$47,935	\$36,323	\$48,098	\$50,400
Median Salary, Civil Service-Exempt Staff	\$75,555	\$92,500	\$75,000	\$83,000
Median Salary, Executive Staff	\$115,000	\$115,000	\$130,000	\$112,500

Employment Levels (as of December 2016) *		
	Budgeted	Filled
Number of Full-Time Positions	764	615
Number of Part-Time Positions	102	93
Number of Civil-Service Exempt Positions	29	27
Number of Executive Positions (deputy level and above)	5	5
Average Salary of All Full-Time Positions	\$47,328	\$48,936
Median Salary of All Full-Time Positions	\$45,501	\$47,935

* Employment levels listed are for All Funds.

General Fund Financial Summary by Class						
	FY16 Original Appropriations	FY16 Actual Obligations	FY17 Original Appropriations	FY17 Estimated Obligations	FY18 Proposed Appropriations	Difference: FY18-FY17
Class 100 - Employee Compensation	\$43,429,053	\$42,943,935	\$45,386,251	\$45,960,006	\$46,660,211	\$700,205
Class 200 - Purchase of Services	\$9,344,525	\$9,235,890	\$9,294,525	\$9,381,100	\$9,294,525	(\$86,575)
Class 300 - Materials and Supplies	\$2,303,622	\$2,355,378	\$2,303,622	\$2,145,622	\$2,303,622	\$158,000
Class 400 - Equipment	\$370,183	\$360,614	\$370,183	\$238,266	\$370,183	\$131,917
Class 500 - Contributions	\$2,427,500	\$4,796,976	\$2,527,500	\$2,527,500	\$2,527,500	\$0
Class 700 - Debt Service	\$0	\$0	\$0	\$0	\$0	\$0
Class 800 - Payment to Other Funds	\$0	\$0	\$0	\$0	\$0	\$0
Class 900 - Advances/Misc. Payments	\$0	\$0	\$0	\$0	\$0	\$0
	\$57,874,883	\$59,692,793	\$59,882,081	\$60,252,494	\$61,156,041	\$903,547

Professional Services Contracts Summary*						
	FY12	FY13	FY14	FY15	FY16	FY17 YTD* (Q1 & Q2)
Total amount of contracts	\$2,981,885	\$2,602,639	\$2,098,752	\$2,394,649	\$1,655,920	\$549,868
Total amount to M/W/DSBE	\$637,098	\$557,833	\$727,776	\$501,986	\$347,621	\$28,834
Participation Rate	21%	21%	35%	21%	21%	5%

*Note: This chart includes SSE (services, supplies and equipment) contracts. FY17 participation on these contracts is expected to increase to 25% by year-end, since several contracts with M/W/DSBE participation are not yet conformed.

M/W/DSBE Contract Participation Goal			
	FY16	FY17	FY18
M/W/DSBE Contract Participation Goal	25%	25%	25%

PROPOSED BUDGET OVERVIEW

Proposed Funding Request:

The proposed Fiscal Year 2018 General Fund budget totals \$61,156,041, an increase of \$903,547 over Fiscal Year 2017 estimated obligation levels. This increase is primarily due to contractual salary increases and additional staff.

The proposed budget includes:

- \$46,660,211 in Class 100, a \$700,205 increase over FY17. Class 100 funding will support the Department's 743 (General Fund) full-time positions, 102 part-time positions, and over 1,400 seasonal positions. This funding supports pay increases for DC33 members due to contractual obligations, a 3% increase for exempt staff, the transfer of Public Property staff to PPR, and an increase in seasonal employment slots for the Workforce Development program.
- \$9,294,525 in Class 200, an \$86,575 decrease over FY17. This funding will support contracts for professional services and consultants during FY18. These contracts provide the necessary resources to maintain safe, clean and ready-to-use facilities and grounds. These funds are also used to expand youth workforce development opportunities for high school-aged youth and young adults in Philadelphia.
- \$2,303,622 in Class 300, an \$158,000 increase over FY17. This funding will provide the basic materials and supplies to maintain facilities and care for public lands. Parks & Recreation continues to focus on improving maintenance of public lands and facilities to connect people to new and existing pathways.
- \$370,183 in Class 400, an \$131,917 increase over FY17. This funding will be used to purchase the necessary equipment for department staff to complete their daily responsibilities.
- \$2,527,500 in Class 500, no change over FY17. This funding supports local community groups with grants awarded through the Philadelphia Activity Fund, KEYSPTS Computer labs, and youth tennis programming. These resources help local communities provide activities for youth, seniors, and special populations.

STAFFING LEVELS

The department is requesting 743 General Fund full-time budgeted positions for FY18, an increase over FY17.

The increase is attributed to the addition of four Public Property staff persons transferring to Parks & Recreation. This will allow for better coordination of Capital projects with ongoing programming and operations at facilities; better delegation of work between Skilled Trades and Capital projects; and will result in overall cost savings to the Capital budget. The Capital staff will also provide oversight for Special Capital projects and projects performed by other non-profit partners to ensure compliance and facilitate quicker and more cost-effective maintenance to PPR facilities.

NEW HIRES

New Hires (from December 2016 to present)			
	Total Number of New Hires	Korean	Spanish
Black or African American	11	0	0
Asian	1	1	0
Hispanic or Latino	1	0	1
White	15	0	0
Total	28	1	1

PERFORMANCE, CHALLENGES, AND INITIATIVES

FY18 Performance Measures: Recreational Services				
Measure	FY16 Actual	FY17 YTD (Q1 & Q2)	FY17 Estimate	FY18 Target
Program participation rate*	86.33%	84.42%	85.00%	86.50%
Percent increase in pool visits **	5.8%	11.6%	11.6%	2.3%
Number of programs***	3,196	2,028	3,378	3,450
Number of unique individuals who attended programs****	217,313	137,203	230,280	240,000
Total visits	9,651,675	5,653,948	9,914,599	10,000,000

* Program participation rate = Total Unique Program Participants / Total Unique Registered Participants.

**This is a conservative FY18 target based on a target number of 940,000 engaged.

*** Does not include special events. Includes community-led programs at PPR facilities.

**** Does not include participants from special events. Includes participants from community-led programs at PPR facilities.

FY18 Performance Measures: Infrastructure and Property Management				
Measure	FY16 Actual	FY17 YTD (Q1 & Q2)	FY17 Estimate	FY18 Target
Percent of 311 requests closed that meet standard *	N/A	48.2%	50.4%	55.0%
Percent of Performo requests closed that meet standard**	N/A		62.6%	64.1%
New trees planted	7,476	3,287	5,287	5,300

* Prior to FY17, 311 requests were not closed against a standard number of days.

** Calendar year 2016 was the first year that Performo was measured. This measure is reported on an annual basis.

FY18 Performance Measures: Communication and Engagement				
Measure	FY16 Actual	FY17 YTD (Q1 & Q2)	FY17 Estimate	FY18 Target
Percent increase in concessions revenue *	11.7%	N/A	23.9%	12.2%
Social media impressions**	2,846,647	2,077,537	4,515,074	5,075,074
Percent increase in volunteer participation ***	5.2%	N/A	6.7%	9.0%
Percent increase in Net Promoter Score from permit holders****	N/A			1%

* This measure marks percent changes across years, so this is calibrated on an annual basis. Two reasons for the significant increase in FY17 are Parks On Tap and Cescaphe at the Waterworks. Both of these newer concessions had nominal returns in FY16 and multiplied their returns at least once between 16 and 17.

**Includes impressions for @PhilaParkandRec on Facebook, Twitter, and Instagram.

*** This measure marks percent changes across years, so this is calibrated on an annual basis.

****Currently building capacity to track this measure in a consistent manner. Implementing baseline in FY17. This measure marks percent changes across years, so this is calibrated on an annual basis.

Philadelphia Parks & Recreation

FY18 Performance Measures: Executive, Administration and Performance Management				
Measure	FY16 Actual	FY17 YTD (Q1 & Q2)	FY17 Estimate	FY18 Target
Percentage of permanent staff attending trainings*	N/A	52.8%	90.0%	92.0%
Paper form / processes made available online**	3	3	3	6
Net hires (full- and part-time) ***	(10)	13	48	63

**This measure is new and is calibrated annually. It gives the opportunity for all staff persons to be trained.*

*** The number of total paper form processes varies from year to year.*

**** PPR anticipates stable funding, and retirements through DROP are expected to decrease for FY18. The last three years have seen a decrease in staff signing up for DROP; there has been an approximate 50% reduction in staff committed to retiring through DROP in FY18 as compared to FY17.*

OTHER BUDGETARY IMPACTS

Federal \$9,915,041

- The Afterschool Snack program offers reimbursement to eligible organizations to help schools serve healthy snacks to children in after school activities. PPR receives \$1,722,000 in federal funding for this program.
- The Phil-A-Job II Work Experience is a federal grant program funded through the Philadelphia Youth Network. PPR receives \$760,000 in federal funding.
- The Summer Food Service Program (SFSP) ensures that low-income children continue to receive nutritious meals when schools are not in session. PPR receives \$6,117,869 in federal funding.
- PPR receives \$450,000 in federal funding from the Community Service Block Grant.
- The Older Adult Program provides programs for senior citizens in the six older adult centers and also in public recreation facilities. PPR receives \$865,172 in federal funding.

State \$716,513

- The Pennsylvania Department of Human Services' Human Services Development Fund (HSDF) fund provides services to youth & community centers, violence reduction initiatives, and Out of School Time programs. HSDF funding also supports seasonal staff salaries and a small portion goes towards bus rental services for programs. PPR receives \$614,013 in state funding.
- The Senior Community Center Grant is for the development and improvement of the South Philadelphia Older Adult Center. PPR receives \$102,500 in state funding.

CONTRACTING EXPERIENCE

Parks and Recreation does not have any large Professional Service Contracts conformed through the 2nd quarter.

The Department has approximately \$2.5 million of city-wide Professional Service contracts conformed through the 2nd quarter for services like landscaping, turf maintenance and tree pruning. These contracts are let through the Procurement department.

In addition, the department has large non-profit contracts conformed through the 2nd quarter valued at \$3.3 million. These contracts provide employment services for youth and formerly incarcerated adults.

EMPLOYEE DATA

Staff Demographics (as of December 2016)					
Full-Time Staff			Executive Staff		
	Male	Female		Male	Female
	African-American	African-American		African-American	African-American
<i>Total</i>	185	75	<i>Total</i>	0	1
<i>% of Total</i>	30%	12%	<i>% of Total</i>	0%	20%
<i>Average Salary</i>	\$42,226	\$48,500	<i>Average Salary</i>	-	\$112,000
<i>Median Salary</i>	\$39,129	\$44,062	<i>Median Salary</i>	-	\$112,000
	White	White		White	White
<i>Total</i>	240	84	<i>Total</i>	0	2
<i>% of Total</i>	39%	14%	<i>% of Total</i>	0%	40%
<i>Average Salary</i>	\$50,615	\$59,754	<i>Average Salary</i>	-	\$130,000
<i>Median Salary</i>	\$50,503	\$58,196	<i>Median Salary</i>	-	\$130,000
	Hispanic	Hispanic		Hispanic	Hispanic
<i>Total</i>	20	6	<i>Total</i>	1	0
<i>% of Total</i>	3%	1%	<i>% of Total</i>	20%	0%
<i>Average Salary</i>	\$44,876	\$49,335	<i>Average Salary</i>	\$120,000	-
<i>Median Salary</i>	\$41,570	\$41,689	<i>Median Salary</i>	\$120,000	-
	Asian	Asian		Asian	Asian
<i>Total</i>	2	1	<i>Total</i>	0	1
<i>% of Total</i>	0%	0%	<i>% of Total</i>	0%	20%
<i>Average Salary</i>	\$39,082	\$115,000	<i>Average Salary</i>	-	\$115,000
<i>Median Salary</i>	\$39,082	\$115,000	<i>Median Salary</i>	-	\$115,000
	Other	Other		Other	Other
<i>Total</i>	1	1	<i>Total</i>	0	0
<i>% of Total</i>	0%	0%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$34,062	\$58,196	<i>Average Salary</i>	-	-
<i>Median Salary</i>	\$34,062	\$58,196	<i>Median Salary</i>	-	-
	Bilingual	Bilingual		Bilingual	Bilingual
<i>Total</i>	24	8	<i>Total</i>	1	1
<i>% of Total</i>	4%	1%	<i>% of Total</i>	20%	20%
<i>Average Salary</i>	\$44,484	\$59,199	<i>Average Salary</i>	\$120,000	\$115,000
<i>Median Salary</i>	\$42,182	\$52,138	<i>Median Salary</i>	\$120,000	\$115,000
	Male	Female		Male	Female
<i>Total</i>	448	167	<i>Total</i>	1	4
<i>% of Total</i>	73%	27%	<i>% of Total</i>	20%	80%
<i>Average Salary</i>	\$46,807	\$54,647	<i>Average Salary</i>	\$120,000	\$121,750
<i>Median Salary</i>	\$53,102	\$50,400	<i>Median Salary</i>	\$120,000	\$112,500

NUMBER OF BILINGUAL EMPLOYEES

Number of Bilingual Employees							
	Spanish	Greek	Hindi	Gujarati	German	Polish	Hebrew
Recreational Services	9	1	0	0	1	0	1
Infrastructure & Property Management	13	0	1	1	0	1	0
Communication & Engagement	0	0	0	0	0	0	0
Executive, Administration & Performance	0	0	2	2	0	0	0
Total - All Divisions	22	1	3	3	1	1	1
Total - # of Bilingual Employees		32					
Total - # of Languages Spoken		7					

In addition to the full-time bilingual staff captured above, we have a host of diverse seasonal staff and volunteers. Of the 360 current seasonal staff, 60% are minority. Our seasonal staff is more representative of the city of Philadelphia, with the majority of staff hired from neighborhoods within walking distance of where they reside.

In collaboration with the Mayor’s Office of Immigrant Affairs, PPR developed a language access plan with the goal of ensuring meaningful access to City services and programs for individuals with limited English Proficiency. In FY18, PPR staff will receive language access training to ensure we continue to provide a welcoming experience for all Philadelphians.