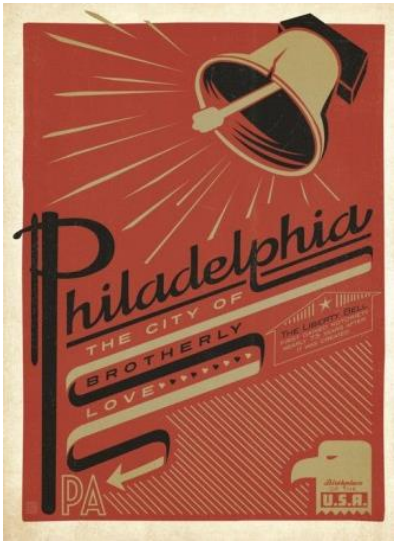
THE CITY OF PHILADELPHIA AND ITS HIGHER EDS: SHARED GOALS, SHARED MISSIONS, SHARED RESULTS



SEPTEMBER 18, 2013

FINAL REPORT SUBMITTED TO:

The Philadelphia Higher Education
Government Relations Officers Group

FINAL REPORT SUBMITTED BY:

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ECONSULT SOLUTIONS
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EXECUTIVE SUMMARY

THE PHILADELPHIA MODEL

The City of Philadelphia is home to a diverse array of non-profit institutions that reach every neighborhood. Under the leadership of Mayor Nutter and City Council, the non-profit sector has forged a strong working partnership that allows non-profits to flourish while providing important benefits for Philadelphia's citizens. This partnership – this **"Philadelphia Model"** – differs from relationships in other cities between government and non-profits, where controversy, confrontation, and litigation often follow in the wake of municipal demands for increasing financial support from the non-profit sector.

This report focuses exclusively on the contributions of the city's colleges and universities (collectively the **"Higher Eds")**. The report describes the Higher Eds in partnership with City government and with community-serving organizations, driven by a shared desire for the collaboration to serve the respective missions of the City, community serving organizations, and higher education in ways that allow each to thrive.

ECONOMIC CONTRIBUTIONS

Higher Eds are some of the largest economic engines in Philadelphia. As a sector, they are some of the City's largest employers, attract students and visitors from around the world, and lead major capital projects. **The Higher Eds' annual economic impact within Philadelphia is estimated to be $10.9 billion, supporting 84,000 jobs and generating $211 million in City tax revenues** (see Table 1).

Importantly, these direct expenditures are made possible in large part by funds imported into the City from across the country and around the world in the form of tuition dollars from non-Philadelphia students, alumni donations, and research grants. Hence, outside dollars are used to support Philadelphia jobs and produce Philadelphia tax revenues, making the Higher Eds among Philadelphia's largest exporters.

Table 1 – Estimated Annual Economic and Fiscal Impact within the City of Philadelphia from Operating Activity, Spending by Students and Visitors, and Construction Activity by Higher Eds in the City

	Direct Expenditures ($B)	Total Output ($B) within the City	Total Jobs Supported within the City	Local Tax Revenue ($M)
Operations	$5.16	$8.29	68,400	$176
Student and Visitor Spending	$1.02	$1.44	11,100	$23
Construction	$0.78	$1.15	4,900	$12
Total	**$6.96**	**$10.88**	**84,400**	**$211**

IN-KIND CONTRIBUTIONS

The Higher Eds have distinguished themselves in finding a healthy intersection between achieving their own institutional missions and maximizing the benefits they can provide for the city and its residents, and have often done so in concert with city government and neighborhood-based groups. All of the Higher Eds in Philadelphia practice a social mission that integrates instruction and research with service and a commitment to benefitting neighborhoods throughout the city.

This work is a fulfillment of the Philadelphia Model: colleges and universities serving their missions of higher education and research in ways that lead to innovative partnerships for the purpose of providing necessary services and resources to every neighborhood in Philadelphia. What results is an extraordinary amount of annual in-kind contributions by the Higher Eds – **$641 million per year in scholarships, community services, public safety, and other resources** – in support of the city and its residents, spanning every neighborhood and every conceivable type of resource and program (see Table 2).

Table 2 – Annual In-Kind Contributions by Higher Eds within the City of Philadelphia (in $M)

Scholarships/Aid	Special Districts	Community Services	Public Safety	Miscellaneous	Total
$118.7	**$4.4**	**$440.6**	**$71.4**	**$6.2**	**$641.2**

THE PHILADELPHIA MODEL IS A PARTNERSHIP THAT WORKS

The Philadelphia Model represents a synergistic partnership between the Higher Eds and City government for the benefit of the city and its residents. It produces measurable results while fulfilling the missions of the respective parties: improving the delivery of City services while supporting opportunities for education, research, and investment.

Despite the demonstrated success of this collaborative approach, however, other city governments with major institutions of higher education have chosen a more transactional relationship. For example, cities such as Boston, Pittsburgh, and Scranton have focused on expanding what are known as Payments in Lieu of Taxes (PILOTs), programs to require non-profit organizations that are otherwise exempt from paying property taxes to make some sort of payment tied to their property ownership.

The experience in these cities is most accurately characterized as controversial and often confrontational. In effect, it is an approach that often turns partners in a common cause into adversaries by expending time and resources in conflict rather than in mutual service. It can also result in a reduction in community services and employment due to offsetting cuts made in response to the required payments.

Individually and in the aggregate, the Higher Eds in Philadelphia have distinguished themselves as practitioners of the natural integration between research, learning, and service. The Philadelphia Model reflects a remarkable commitment to melding institutional mission with engagement in a results-driven partnership that benefits all who live and work in the city. As such, it represents a model of civic engagement that merits continued public support – a higher calling for the Higher Eds and the city we all serve.

1.0 AN OVERVIEW OF "THE PHILADELPHIA MODEL"

1.1 A ROBUST NON-PROFIT SECTOR TOUCHES EVERY NEIGHBORHOOD IN PHILADELPHIA

Philadelphia is home to a diverse array of non-profit institutions, including public and private colleges and universities, world-class cultural institutions, cutting-edge health care providers, committed social service organizations, charter and private schools, and faith-based organizations. These institutions touch every neighborhood throughout the City, and serve a critical role in the everyday life of Philadelphia residents.

For this reason non-profits have historically been treated differently than for-profit entities. The City of Philadelphia's Office of Property Assessment (OPA), the agency responsible for assessing properties, appreciates the distinction:



LaSalle University's *Neighbor to Neighbor* program performs light work projects for neighbors who are elderly and or handicapped.

> *Non-profit organizations typically perform activities and provide valuable services that benefit Philadelphians. The scale of some of these services would be threatened if the organization was subject to taxes. By providing a non-profit with indirect financial support (through the tax exemption), the City actually receives a direct benefit in return, as the organization is performing an activity that relieves some burden that would otherwise fall to the City.*
>
> City of Philadelphia Office of Property Assessment website
> Section on "Non-Profit Tax Exemption"

Under the leadership of Mayor Nutter and City Council, the non-profit sector has forged a strong working partnership that allows non-profits to flourish while providing important benefits for Philadelphia's citizens. The partnership, referred to in this report as the **"Philadelphia Model,"** differs from relationships in other cities between government and non-profits, where controversy, confrontation, and litigation often follow in the wake of demands for increasing financial support from non-profits. As the following narrative will demonstrate, the Philadelphia Model produces better results for both the City government and the non-profit institutions.

1.2 THE PHILADELPHIA MODEL IS DEEPLY INGRAINED IN THE CITY AND ITS HIGHER EDS

While Philadelphia's non-profit community is vast and varied, this report focuses exclusively on the contributions of the city's colleges and universities, referred to in this report as the "Higher Eds." This report describes the Higher Eds in partnership with City government and with community-serving organizations on a wide range of services and resources that benefit local residents. At the heart of the Philadelphia Model is an alliance that serves the respective missions of both municipal government and higher education in ways that allow each to thrive.

The Philadelphia Model is the intersection of City government, community-serving organizations, and the Higher Eds fulfilling their social missions by together serving the city and its residents in numerous ways:

- *Granting scholarships to city residents*
- *Providing financial, human, and knowledge resources in support of public schools*
- *Providing public safety, neighborhood beautification, and community serving resources*
- *Creating jobs through major construction and renovation projects*
- *Serving as some of the city's largest employers and Wage Tax payers*
- *Co-hosting health care and human services programs in neighborhoods around the city*



National Community Day at **St Joseph's University.**



Bioscience Technologies students at **Thomas Jefferson University** serve as mentors to local high school students from Roxborough and Lincoln High Schools, providing them with academic support and shadowing opportunities in research labs, part of a new *Workready Philadelphia* program. The Quest program focuses on teaching science, technology, engineering, and math (STEM) skills to help Philadelphia's high school students develop experience in STEM careers.



Thomas Jefferson University (TJU) is a gold internship supporter in the *Workready Philadelphia* biotechnology training program for high school students, launched at TJU in January 30, 2013. The biotechnology training program, for 25 high school juniors from Roxborough High School and Lincoln High School, is funded by GlaxoSmithKline and the Philadelphia Foundation. The program trains students in the field of Science, Technology, Engineering and Math (STEM). Additionally, it connects them with higher education student mentors from TJU who are currently enrolled in the University's Bioscience Technologies degree program. In addition to mentoring, the TJU students provide program participants with academic support and shadowing opportunities in research labs. The Quest program will also offer professional experience in the form of a paid, six-week internship at the University City Science Center. The students gain experience in the field of biotechnology, one of the fastest growing industries in the country.

1.3 REPORT OVERVIEW

The narrative highlights the significant economic and fiscal impacts generated by the Higher Eds (Section 2), and offers numerous examples of the Philadelphia Model in action (Section 3). The report also provides solid evidence favoring the continuation and expansion of the Philadelphia Model, and it provides some cautions against alternative approaches to a city's relationship with its non-profit institutions (Section 4).

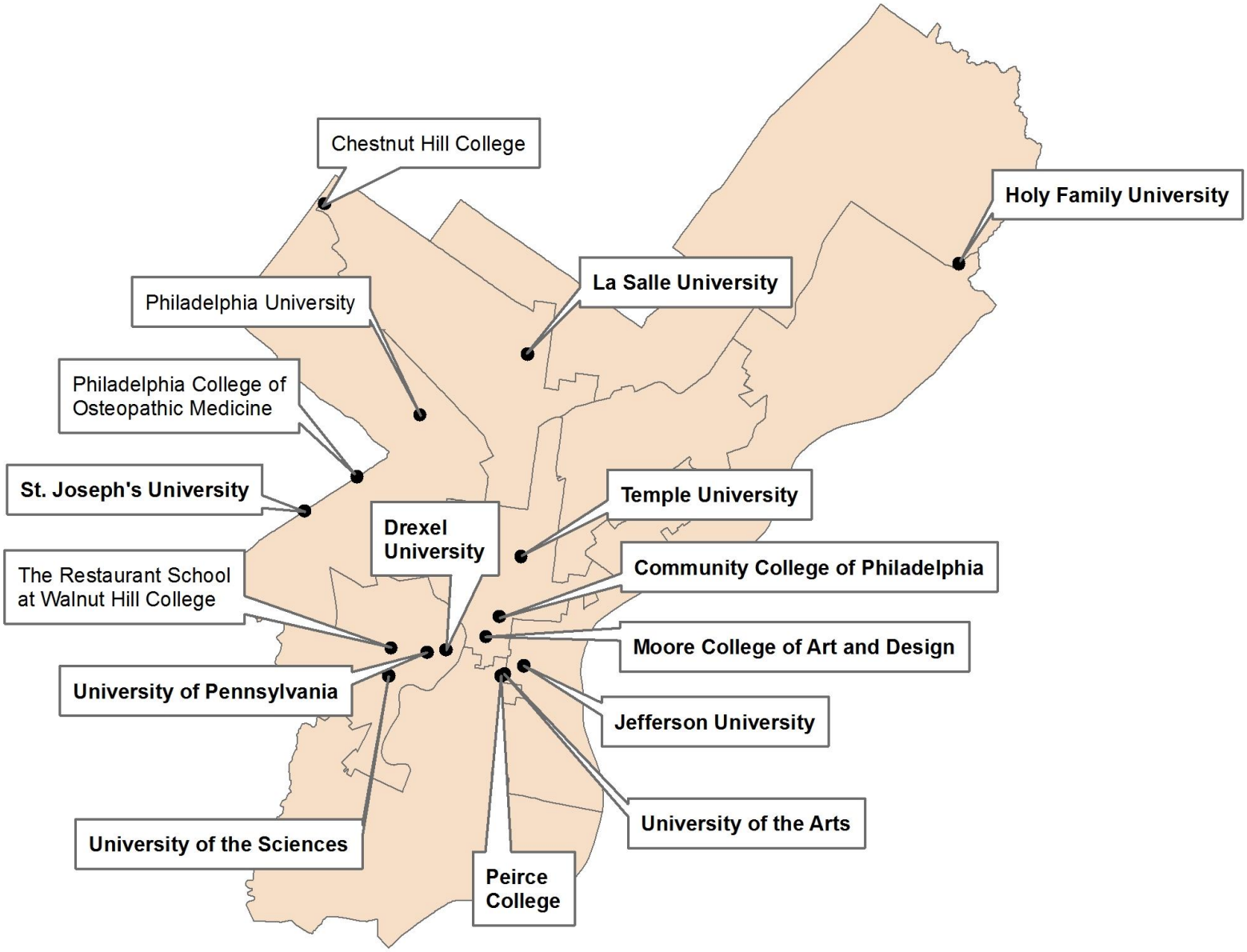


The inaugural recipients of **Drexel University's** full-tuition and fees scholarships known as Drexel's *Liberty Scholars*, selected to receive the scholarship this year, visited with Mayor Michael Nutter at a City Hall Celebration in their honor.

This report was commissioned by a coalition of representatives from 11 institutions of higher education (see Figure 1.1). It was written and produced by Econsult Solutions, Inc. (ESI), a Philadelphia-based economic consulting firm.[1]

[1] Econsult Solutions Inc. provides insights into economic problems, policy questions, and strategic thinking. Its work focuses on providing customized economic expert services in real estate, transportation, economic development, and public policy and finance. In addition, it provides litigation support services in over 40 industries, as well as customized solutions to a variety of clients. Its staff members have outstanding professional and academic credentials, including

Figure 1.1 – Higher Education Institutions of Philadelphia[2]



Source: Econsult Solutions, Inc. (2013)

active positions at the university level, wide experience at the highest levels of the public policy process, and extensive consulting experience.

[2] Philadelphia Higher Education Government Relations Officers Group are shown in bold on this map.

2.0 CONTRIBUTION TO THE CITY ECONOMY AND TO CITY TAX REVENUE

2.1 MULTIPLE LAYERS OF ECONOMIC CONTRIBUTION

Because the Higher Eds are thought of primarily in terms of education and research rather than in terms of economics and job creation, it can be easy to dismiss their contribution to a city's economy and to its tax base. However, non-profit institutions are often a city's most significant economic generators for a variety of reasons, including:

1. They are often among a city's major employers, providing jobs in a wide range of skill and pay levels;

2. They are often among a city's major draws for visitors, whose spending supports local jobs and generates local tax revenues;

3. They lead major capital projects, which support impressive levels of construction and permanent jobs that have a significant impact on the local economy;

4. Direct expenditures by the Higher Eds have a multiplier effect throughout the city's economy, benefiting ancillary businesses in a wide range of industries and supporting additional job creation and tax revenue generation.



Councilman Bobby Henon and State Sen. Michael Stack at **Holy Family University** redevelopment plan announcement for *Liddonfield Homes.*

In addition to attracting visitors (and their spending) to Philadelphia, the Higher Eds serve as a major funding draw through alumni and other institutional giving. For example, **the University of Pennsylvania's** recently-completed capital campaign raised $4.3 billion from individual and organizational donors, nearly $4 billion of which came from *outside Philadelphia*. The vast majority of those funds will be spent *in Philadelphia* to construct buildings, provide scholarships, and serve the University's mission – all while also creating jobs and generating tax revenues for the City of Philadelphia.

The Higher Eds in Philadelphia fulfill all of these conditions. Furthermore, their impact on Philadelphia is particularly impressive for two additional reasons:

1. Direct expenditures from Higher Eds are made possible in large part by funds imported into the City from across the country and around the world, in the form of tuition dollars from non-Philadelphia students and donations from out-of-town alumni. Hence, outside dollars are used to support Philadelphia jobs and produce Philadelphia tax revenues, placing the Higher Eds among Philadelphia's largest exporters.

2. While it is true that the Higher Eds, like all non-profits, are largely (but not entirely) exempt from paying property taxes, in Philadelphia a relatively small proportion of the City's local tax revenues – less than one-third – are derived from property taxes. In fact, the single biggest proportion of the City's local tax revenues – almost half – comes from the Wage Tax, establishing the Higher Eds as some of the City's largest payers of the Wage Tax. Unlike Philadelphia, Boston – another large northeastern city with many institutions of higher education – collects 90 percent of its local tax revenue from the property tax. As a result, tax-exempt entities contribute very little in local taxes to the City of Boston (see Table 2.1, Figure 2.1, and Figure 2.2).

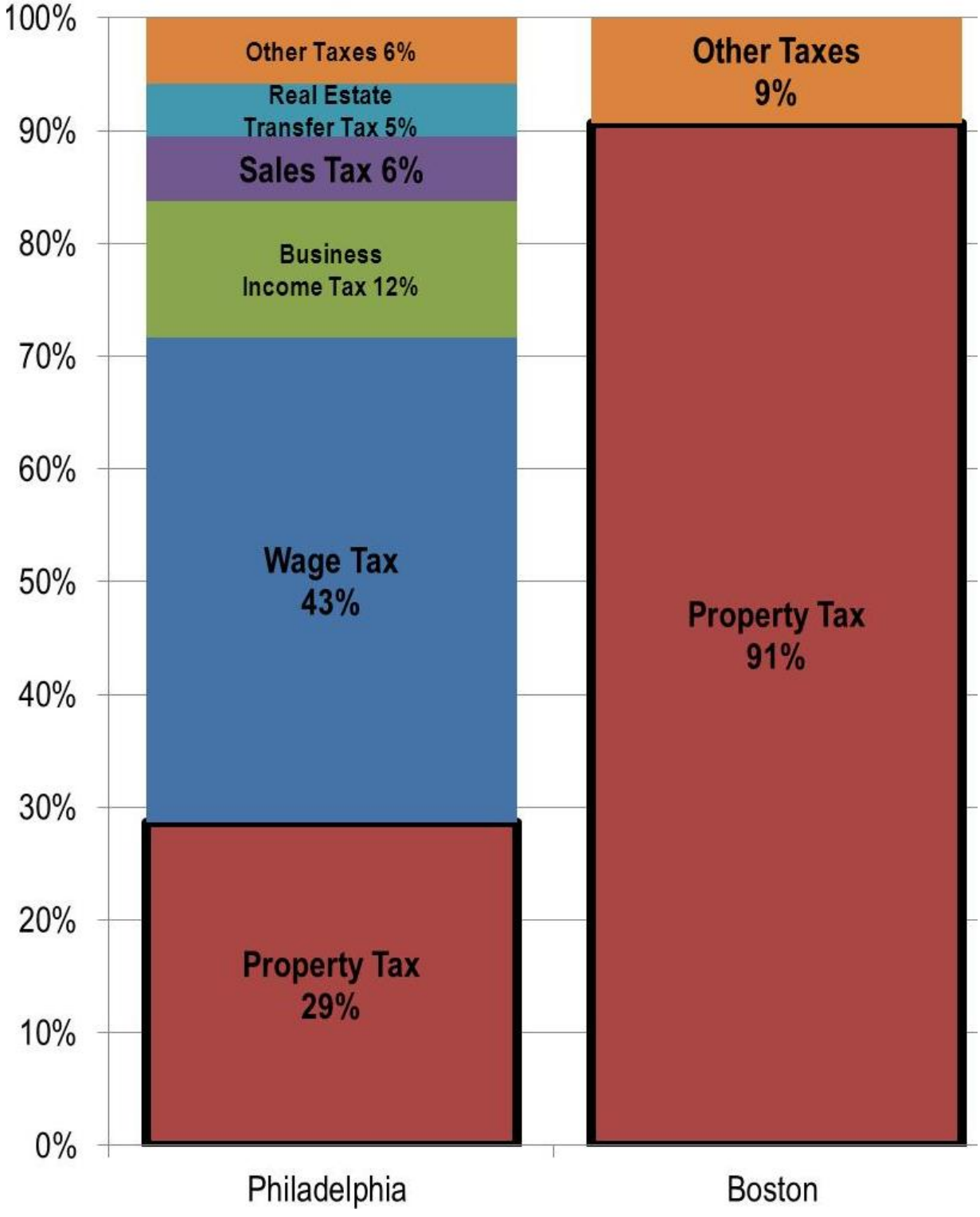
As a bloc, the Higher Eds compete with other institutions of higher education across the country and around the world for students and faculty and administrators, as well as for research grants and economic activity. Accordingly, their investment in capital infrastructure and educational programming is doubly beneficial for Philadelphia: it represents direct expenditures that support local employment and generate local tax revenues, and it strengthens Philadelphia's competitive position as a destination of choice for higher education activity.

Table 2.1 – Distribution of Local Tax Revenues by Tax Type for the City of Philadelphia and the City of Boston

% of Tax Revenues	Philadelphia	Boston
Property	29%	91%
Wage / Income	43%	0%
Business	12%	0%
Sales	6%	0%
Other	6%	9%

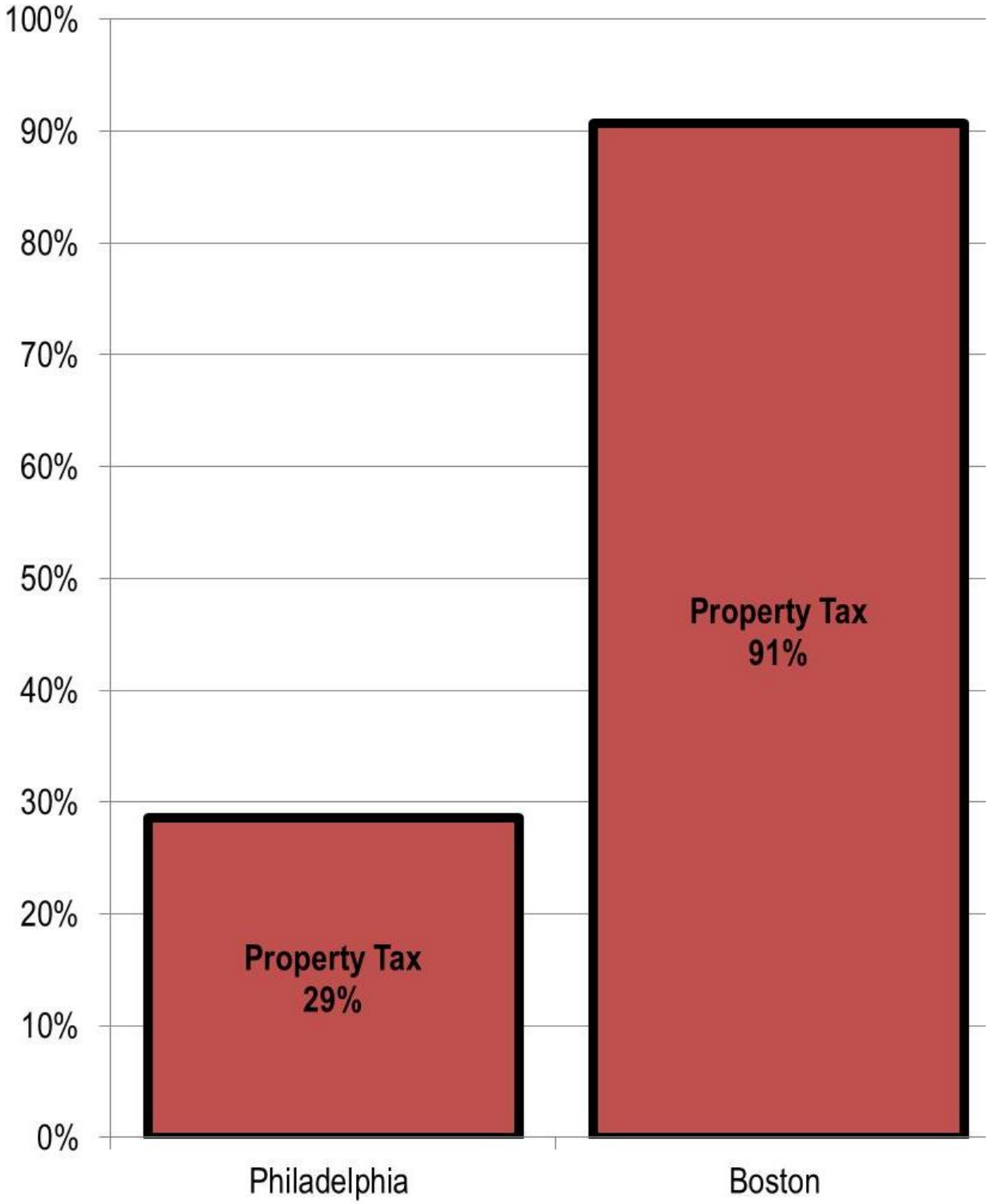
Source: City of Philadelphia (2013), City of Boston (2013)

Figure 2.1 – Distribution of Local Tax Revenues by Tax Type for the City of Philadelphia and the City of Boston



Source: City of Philadelphia (2013), City of Boston (2013)

Figure 2.2 – Percentage of Local Tax Revenues Represented by the Property Tax in the City of Philadelphia and the City of Boston



Source: City of Philadelphia (2013), City of Boston (2013)

2.2 AGGREGATE ANNUAL ECONOMIC AND FISCAL IMPACT

The Higher Eds are some of the City's most significant economic generators. They are among the City's largest employers, drawing a significant amount of students and visitors into the City, and leading major capital projects, all of which have a significant spillover impact on the Philadelphia economy. Between these direct financial contributions and those generated by the many spillover impacts produced by the Higher Eds, it is estimated that **the annual economic impact in the City is as estimated $10.9 billion, supporting 84,000 jobs and generating $211 million in City tax revenues** (see Table 2.2).[3] These impacts result from operations (Section 2.3), student and visitor spending (Section 2.4), and construction projects (Section 2.5).

Table 2.2 – Estimated Annual Economic and Fiscal Impact within the City of Philadelphia from Operating Activity, Spending by Students and Visitors, and Construction Activity by Higher Eds in the City

	Direct Expenditures ($B)	Total Output ($B) within the City	Total Jobs Supported within the City	Local Tax Revenue ($M)
Operations	$5.16	$8.29	68,400	$176
Student and Visitor Spending	$1.02	$1.44	11,100	$23
Construction	$0.78	$1.15	4,900	$12
Total	**$6.96**	**$10.88**	**84,400**	**$211**

Source: Econsult Solutions, Inc. (2013)

[3] As previously noted, these estimates exclude any impacts from the institutions' health systems.

2.3 PHILADELPHIA'S HIGHER EDS STIMULATE THE LOCAL ECONOMY THROUGH THEIR ONGOING OPERATIONS

The ongoing operations of Higher Eds sustain a significant amount of employment and represent a sizeable amount of goods and services procured from businesses throughout the City.[4] In the aggregate, it is estimated that the Higher Eds represent $5.2 billion per year in direct operating expenditures, generating as estimated $8.3 billion in **economic impact annually, supporting 68,000 jobs, and producing $176 million in City tax revenues** (see Table 2.3).

Table 2.3 – Estimated Annual Economic and Fiscal Impact within the City of Philadelphia from Operating Activity by Higher Eds in the City[5]

Direct Operating Expenditures ($B)	Total Output ($B) within the City[6]	Total Jobs Supported within the City[7]	Local Tax Revenue ($M)[8]
$5.16	$8.29	68,400	$176

Source: Econsult Solutions, Inc. (2013)

[4] The Higher Eds as a bloc draw from all over the City for its employees. Penn alone employs hundreds of residents from each Councilmanic district in Philadelphia. See Appendix B for additional detail on the residential distribution of Penn employees by Councilmanic district.

[5] These estimates were extrapolated from economic and fiscal impact studies recently completed by for individual universities (excluding any impacts from the institutions' health systems), as follows:

1. Past years' figures were inflated to the present.
2. Figures for universities for which no data were available were estimated by apportioning amounts based on the relative size of each university, as determined by direct employment.

Direct operating data were available from economic and fiscal impact studies recently completed by Econsult for the following universities (number in parentheses represents year for which direct operating expenditures were available):

1. Drexel University (2011)
2. LaSalle University (2007)
3. Saint Joseph's University (2010)
4. Temple University (2011)
5. Thomas Jefferson University (2007)
6. University of Pennsylvania (2010)
7. University of the Arts (2007)

[6] The estimated sum of direct operating expenditures within the City and the spillover indirect expenditures within the City that are generated by them.

[7] The estimated sum of people directly employed by universities and supported by spillover indirect expenditures within the City that are generated by their operations.

[8] The annual tax revenue amount to the City directly generated by universities and from expansions in various tax bases associated with spillover indirect expenditures within the City that are generated by their operations.

2.4 PHILADELPHIA'S HIGHER EDS STIMULATE THE LOCAL ECONOMY THROUGH STUDENT AND VISITOR SPENDING

Beyond their own expenditures on ongoing operations, the Higher Eds draw additional economic activity into Philadelphia from other places. Universities annually attract hundreds of thousands of students and visitors from all over the world who spend hundreds of millions of dollars within the city each year, over and above the Higher Eds' own expenditures – again, money from outside the city that is spent in Philadelphia to support employment and generate tax revenues for the City. In the aggregate, it is estimated that **the Higher Eds generate over $1 billion per year in student and visitor spending, providing as estimated $1.4 billion in economic impact annually, supporting 11,000 jobs, and producing $23 million in City tax revenues** (see Table 2.4).

Table 2.4 – Estimated Annual Economic and Fiscal Impact within the City of Philadelphia from Spending by Students and Visitors Drawn into the City by Higher Eds in the City[9]

Direct Student and Visitor Spending ($B)	Total Output ($B) within the City[10]	Total Jobs Supported within the City[11]	Local Tax Revenue ($M)[12]
$1.02	$1.44	11,100	$23

Source: Econsult Solutions, Inc. (2013)

[9] These estimates were extrapolated from economic and fiscal impact studies recently completed by Econsult for individual universities. (excluding any impacts from the institutions' health systems), as follows:

1. Past years' figures were inflated to the present.
2. Figures for universities for which no data were available were estimated by apportioning amounts based on the relative size of each university, as determined by direct employment.

Student and visitor spending estimates were available from economic and fiscal impact studies recently completed by Econsult for the following universities (number in parentheses represents year for which direct operating expenditures were available):

1. Drexel University (2011)
2. LaSalle University (2007)
3. Saint Joseph's University (2010)
4. Temple University (2011)
5. Thomas Jefferson University (2007)
6. University of Pennsylvania (2010)
7. University of the Arts (2007)

[10] The estimated sum of direct student and visitor spending within the City and the spillover indirect expenditures within the City that are generated by it.

[11] The estimated sum of people supported by student and visitor spending and by the spillover indirect expenditures within the City that are generated by it.

[12] The annual tax revenue amount to the City directly generated by student and visitor spending and from expansions in various tax bases associated with spillover indirect expenditures within the City that are generated by it.

2.5 PHILADELPHIA'S HIGHER EDS STIMULATE THE LOCAL ECONOMY THROUGH THEIR CONSTRUCTION PROJECTS

Construction projects represent real economic activity and are also a tangible demonstration of investment and growth. During the most recent period of weakened construction demand, the Higher Eds were largely alone in continuing to invest in growth through construction and renovation. They continued to initiate, sustain, and complete major construction projects at a time when the public and private sector effectively ceased to do so. In the aggregate, it is estimated that **the Higher Eds represent an estimated $800 million per year in direct construction activity, generating $1.15 billion in economic impact annually, supporting 4,900 jobs, and producing $12 million in City tax revenues** (see Table 2.5).

Table 2.5 – Estimated Annual Economic and Fiscal Impact within the City of Philadelphia from Construction Activity by Higher Eds in the City

Direct Capital Spending ($B)	Total Output ($B) within the City[13]	Total Jobs Supported within the City[14]	Local Tax Revenue ($M)[15]
$0.78	$1.15	4,900	$12

Source: Econsult Solutions, Inc. (2013)

[13] The estimated sum of direct construction expenditures within the City and the spillover indirect expenditures within the City that are generated by them.

[14] The estimated sum of people directly employed by construction projects and supported by spillover indirect expenditures within the City that are generated by them.

[15] The annual tax revenue amount to the City directly generated by construction projects and from expansions in various tax bases associated with spillover indirect expenditures within the City that are generated by them.

3.0 SERVING THE CITY OF PHILADELPHIA AND ITS NEIGHBORHOODS

3.1 A CULTURE OF SERVICE IN THE ETHOS OF THE CITY AND ITS HIGHER EDS

The Higher Eds have distinguished themselves in finding a healthy intersection between achieving their own institutional missions and maximizing the benefits they can produce for the city and its residents. Moreover, they have often done so in concert with the city government and with neighborhood-based groups.

Penn, Drexel, and Temple are the largest among these non-profit institutions and have accordingly received a significant share of public attention for their many community programs and neighborhood services. But all of the Higher Eds in Philadelphia practice a social mission that integrates instruction and research with service and a commitment to benefitting neighborhoods throughout the city. As a result, there are countless examples of Higher Eds in action on a wide range of "city" issues, often working hand-in-hand with City government and neighborhood groups.

Individually and in the aggregate, these examples are a fulfillment of the Philadelphia Model: colleges and universities serving their missions of higher education and research in ways that lead to innovative partnerships for the purpose of providing necessary services and resources to every neighborhood in Philadelphia. What results is an extraordinary amount of annual in-kind contributions by the Higher Eds in support of the city and its residents, spanning every neighborhood and every conceivable type of resource and program.[16]



Moore College of Art & Design first began offering art courses to young people through the *Young People's Art Workshop* in 1921 (now Pre-College and Young Artists Workshop). Moore's youth programs serve more than 1,000 youth each year.

3.2 HIGHER EDS GENERATE IN-KIND CONTRIBUTIONS TOTAL $641 MILLION PER YEAR, FOCUSING ON COMMUNITY SERVICES, PUBLIC SAFETY RESOURCES, AND SCHOLARSHIPS/AID

The in-kind contributions of the Higher Eds take a number of forms, totaling **$641 million per year** (see Table 3.1). This figure is comprised of: a wide array of **community services** that together total $441 million per year; $71 million annually for **public safety** resources that otherwise would be borne by the Philadelphia Police Department; and $4 million annually in payments to **special service districts** that provide additional "clean and safe" services that otherwise would be borne by the City. These resources supplement those provided by City government, helping to make a better quality of life in neighborhoods throughout Philadelphia.



Philadelphia Mayor, Michael Nutter, with Macy's Senior Vice President and Chairman at the *Philadelphia Fashion Incubator*, a **Philadelphia University** program providing technical assistance and training services to young, promising Philadelphia-based fashion entrepreneurs.

Table 3.1 – Annual In-Kind Contributions within the City of Philadelphia by Higher Eds in the City (in $M)

Scholarships/Aid	Special Districts	Community Services	Public Safety	Miscellaneous	Total
$118.7	$4.4	$440.6	$71.4	$6.2	$641.2

Source: various



Since 2010, **Peirce College** has answered the Mayor's call for more universities to provide full-tuition scholarship awards to Philadelphia residents and employees, and has made a commitment to provide *two full-tuition scholarships each year* to a City employee and a Philadelphia resident.

Another critically important contribution that Higher Eds provide is a ladder of opportunity, through **scholarships and financial aid** totaling $119 million a year, to enable local students to receive a high quality education, earn a degree, and achieve career success. As the growth of the global knowledge economy makes a college degree a prerequisite to a better quality of life, tuition affordability becomes an issue of both equity and economic competitiveness. The scholarships and financial aid provided by the Higher Eds impact students from literally every neighborhood in Philadelphia: scholarships and financial aid went to residents in every zip code in the City.[16]

[16] See Appendix C for additional detail on the zip code distribution of scholarships awarded by higher education institutions in Philadelphia.

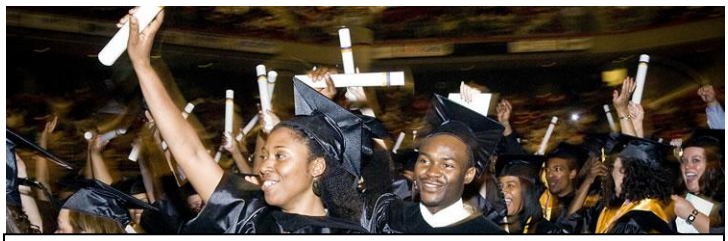
3.3 NOTEWORTHY PUBLIC EDUCATION ENDEAVORS DEMONSTRATE THE HIGHER EDS' COMMITMENT TO INVESTING IN THE CITY AND PARTNERING WITH THE CITY

As municipalities across the nation are recognizing the importance of colleges and universities as drivers of economic development, so too are some colleges and universities throughout the US reinvesting in their host cities as places to commit, engage, and collaborate. Higher Eds in Philadelphia distinguish themselves in this regard, as institutions committed to identifying meaningful ways to connect with their city and their neighborhoods.

Perhaps there is no better example of local investment than in public education, which represents a substantial investment not only in the city's future workforce, but also in the quality of its neighborhoods today. Here too the Higher Eds in Philadelphia have distinguished themselves, through a wide range of impactful initiatives:

The Corzo Center for the Creative Economy at the **University of the Arts** links creative arts, business, and innovation. Guided by the belief that entrepreneurship is both a form of business innovation and a form of public and social action, its programs provide artists, performers, and media makers the tools they need to control their economic lives. The Center has established a number of partnerships and collaborations, co-sponsoring a variety of events and programs with groups throughout the region. Its Creative Incubator supports arts and media-based entrepreneurial ventures; its partnerships encourage the creation of communities and collaborative ventures. It offers workshops, short courses, lectures and one-on-one counseling to equip artists with the economic savvy needed in everyday business applications

- University of Pennsylvania's financial and organizational investments in the Penn Alexander and the Henry C. Lea schools in West Philadelphia represent its commitment to creating high-quality public schools that benefit students from all walks of life;
- Saint Joseph's University notable investments in elementary schools include the funding and building of the playground equipment for the Gompers Elementary School;
- Drexel's collaboration with PECO Energy to improve educational options is a five-year program backed by a $1 million grant from PECO to invest in public schools. The collaboration has funded curriculum enhancement at the Samuel Powel School in West Philadelphia as well as one-on-one mentoring and professional development of teachers and faculty of the Morton McMichael School in Mantua. The main purpose of the partnership is to help create a Science, Technology,



The **Community College of Philadelphia** received the 2013 ACHIEVEability *Commitment to Education Award*.

Engineering and Mathematics (STEM) program for area students by providing youth with summer workshops and assisting them in choosing "appropriate high school program[s]" to further "their pursuit of a STEM career";

- La Salle University students, faculty and alumni perform significant uncompensated, voluntary service in support of Philadelphia Public and Parochial Schools and community groups. Among those efforts are the following:
    - Education Professor Robert Vogel directs more than 1,000 students at eight middle schools in the city (seven public, one parochial) in the "Writers Matter" tutoring program. Among the schools at which students are placed are: Gen. Louis Wagner Middle School, the Charles W. Henry School, the Walter G. Smith Elementary School, the DePaul Catholic School, Amy Middle School, the Laura H. Carnell School (K through 8) and Pastorius Elementary School;
    - La Salle's "Project Team Work" places student athletes in their "adopted" teamwork school, the Logan Elementary School. During the 2012-13 academic year, student athletes performed more than 2,500 hours of service in mentoring, coaching and custodial functions (e.g., painting the school's facilities);



Launched in 2002 as a partnership among **University of the Sciences**, Mercy Health System, and the City of Philadelphia, the *Pro Bono Physical Therapy Clinic* provides underserved residents of Southwest and West Philadelphia with access to physical therapy services while giving students in the Physical Therapy Program a unique context in which to learn. The clinic has provided care to more than 2000 patients and 10,000 visits (uninsured and under-insured). The majority of patients come from Philadelphia Health Centers.

4.0 CONTINUING AND EXTENDING THE PHILADELPHIA MODEL

4.1 A TRANSACTIONAL APPROACH TO CITY/UNIVERSITY RELATIONS

The Philadelphia Model has been mutually beneficial for the Higher Eds, City government, and neighborhoods throughout Philadelphia. It is characterized by collaboration borne of shared mission, shared aims, and shared work. Despite the demonstrated success of this collaborative approach, however, other cities with major institutions of higher education have chosen a more transactional relationship with these institutions. For example, cities such as Boston, Pittsburgh, and Scranton have focused on expanding what are known as PILOTs (Payments in Lieu of Taxes), programs to require non-profit organizations that are otherwise exempt from paying property taxes to make some sort of payment tied to their property ownership.

The experience in these cities is controversial and often confrontational. It is an approach that often turns partners in a common cause into adversaries expending time and resources in conflict rather than in mutual service:

Thomas Jefferson University's *JeffHOPE* (Health, Opportunity, Prevention, and Education) is a student-run clinic founded in 1993 to provide free health care to a diverse population of underserved individuals. The organization is made up of four clinics based in local homeless shelters and one based at a Prevention Point needle exchange site.

1. The City of Pittsburgh is currently suing its largest non-profit organization, the University of Pittsburgh Medical Center (UPMC) in a challenge of UPMC's tax exempt status. The litigation has cast a pall over the entire Pittsburgh non-profit community, rendering many individual institutions unwilling even to discuss future partnerships with the City so long as the UPMC litigation continues.[17]

2. In September 2012, the University of Scranton announced a lawsuit against the City of Scranton regarding the University's parking tax exemption status, and one month later the Pennsylvania Association of Nonprofit Organizations wrote to its 600 Pennsylvania members to say that the City of Scranton was "discriminat[ing] against nonprofits."[18]

[17] "Leader of Pittsburgh Non-Profit Task Force Warns on Tax Fight," Pittsburgh Post-Gazette (March 28, 2013).

[18] "Nonprofit Organizations Wearily Eyeing Scranton's Feud with Tax-Exempt Institutions," Times Tribune (October 4, 2012).

Meanwhile, the City of Boston – often cited as an exemplar of PILOT success– concluded, through its own Task Force, convened to study the effectiveness and applicability of its PILOT program, that **requiring such payments can result in a reduction in community services and employment within the City as offsetting cuts are made in response to the required payments:**

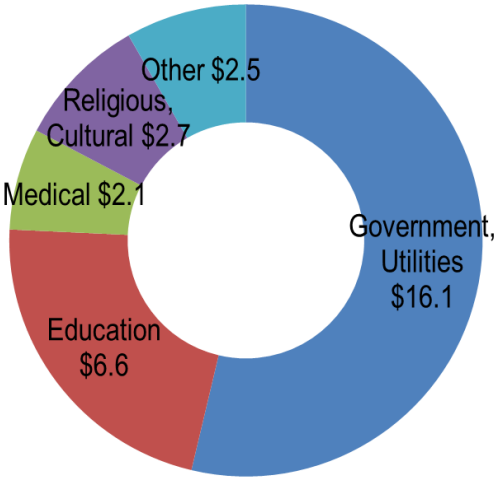
> *"The City must be aware that increasing an institution's PILOT commitment may have unintended consequences – an institution may have to scale back community commitments and/or reduce staff to meet the expected PILOT level."*
>
> "Final Report," Boston PILOT Task Force (December 2010)

4.2 HIGHER EDS IN PHILADELPHIA REPRESENT A RELATIVELY SMALL PROPORTION OF THE CITY'S TAX-EXEMPT VALUE

The findings of the Boston PILOT Task Force resulted in significant shifts in the way the program is administered. For example, only the largest institutions are now subject to PILOTs, and in-kind contributions can be counted as part of the payment. Nevertheless, the program continues, in large part because the City of Boston would not otherwise receive any direct payments from its Higher Eds, since about 90 percent of Boston's tax revenues come from the property tax, from which the Higher Eds are largely exempt. As discussed previously in Section 3, in this regard Boston is fundamentally different from Philadelphia, which collects less than a third of its tax revenues from the property tax and almost a half from the Wage Tax (where the Higher Eds are among the highest payers in the city).

Furthermore, the Higher Eds represent a relatively small proportion of the tax-exempt property value in Philadelphia. Of the estimated $30 billion in tax-exempt property value, government-owned properties represent about one-half. In comparison, the Higher Eds, which are part of the broader "Education" category, represent far less: about one-fifth. Other exempt categories, including medical, religious, and cultural institutions, represent the remaining 30 percent (see Figure 4.1 and Table 4.1). Therefore, tying payments – via a PILOT program – to land holdings would not only radically redefine the City's relationship with the Higher Eds, but also negatively impact many other tax-exempt institutions as well.

Figure 4.1 – Distribution of Exempt Value in the City of Philadelphia by Entity Type



Source: City of Philadelphia Office of Property Assessment (2013), Econsult Solutions, Inc. (2013)

Table 4.1 – Distribution of Exempt Value in the City of Philadelphia by Entity Type

Entity Type	Exempt Value	Excluding Abatements	% Exempt	Excluding Abatements
Abatements, KOZs	$7.5		20.0%	
Federal Government	$1.4	$1.4	3.8%	4.7%
Commonwealth of Pennsylvania	$0.6	$0.6	1.7%	2.1%
City of Philadelphia	$8.4	$8.4	22.4%	27.9%
School District of Philadelphia	$2.8	$2.8	7.5%	9.4%
Quasi-Public (PHA, RDA, PAID)	$2.1	$2.1	5.7%	7.1%
Transp/Util (SEPTA, RR, telecom, PECO)	$0.7	$0.7	1.9%	2.4%
Education[19]	$6.6	$6.6	17.6%	22.0%
Medical	$2.1	$2.1	5.6%	7.0%
Religious	$2.1	$2.1	5.6%	7.0%
Cultural	$0.6	$0.6	1.7%	2.1%
Veteran-Related	$0.1	$0.1	0.2%	0.3%
Cemeteries	$0.1	$0.1	0.3%	0.4%
Miscellaneous	$2.3	$2.3	6.1%	7.6%
Total	**$37.4**	**$30.0**	**100.0%**	**100.0%**

Source: City of Philadelphia Office of Property Assessment (2013), Econsult Solutions, Inc. (2013)

[19] Includes the Higher Eds as well as other educational non-profits such as private schools.

4.3 THE PHILADELPHIA MODEL IS A PARTNERSHIP THAT WORKS

The Philadelphia Model represents a mutually beneficial partnership between the Higher Eds and City government for the betterment of the city and its residents. Moreover, it produces measurable results even as it fulfills the missions of the respective parties; that is, both improving the delivery of City services – the core function of City government – while also supporting and expanding opportunities for education, research, and investment among the Higher Eds, who are eager to contribute to the improvement of the quality of life in the city that they call home.

Thanks to the leadership of the Mayor and City Council, this partnership allows the Higher Eds to contribute to the growth of the city in many different ways: by generating jobs and investment that drive Philadelphia's economy and generate major tax revenues for the City; by providing a staggering $640 million worth of in-kind contributions that benefit local residents in myriad ways; and finally, by demonstrating again and again that government and the non-profit sector can achieve consensus on the best ways to work together for mutually beneficial outcomes. The Philadelphia Model proves, in other words, that collaboration beats confrontation when it comes to building a brighter future for the city. It is for this reason that the Higher Eds continue to implement new initiatives designed to extend both their educational missions and their service to the city (see Table 4.2).

Individually and in the aggregate, the Higher Eds have distinguished themselves as practitioners of the grand integration between research, learning, and service. The Philadelphia Model reflects a remarkable commitment to melding institutional mission with engagement in a results-driven partnership that benefits all who live and work in Philadelphia. This partnership represents an exemplary model of civic engagement that merits public support and a continuation of the dialogue between the Higher Eds and city government to promote mutually beneficial strategies.

Table 4.2 – Selected Examples of New Programs by Higher Eds in the City

- In advance of upcoming changes to the General Educational Development (GED) examination which will make the test longer and more expensive to take, **Community College of Philadelphia** is stepping up its efforts to provide test prep for local residents.
- Mantua in Action, which is a partnership between **Drexel University**, the City of Philadelphia Parks & Recreation Department, and various neighborhood groups, recently received a grant from the Aberdeen Charitable Foundation to fund after-school programming for middle-school students in the Mantua neighborhood of Philadelphia.
- Two faculty members from **Moore College of Art and Design** recently received Knight Arts Challenge Philadelphia grants from the Knight Foundation to pursue artistic innovations that effect community transformation.
- Earlier this year, **Thomas Jefferson University** launched its Workready biotechnology training program, which trains high school students in the fields of Science, Technology, Engineering and Math (STEM), and connects them with higher education student mentors from TJU who are currently enrolled in the University's Bioscience Technologies degree program.
- Since 2010, UPstart at the **University of Pennsylvania** has worked with nearly 100 faculty and staff members to form and launch new companies based on selected inventions and innovative technologies. After just two years, UPstart supports 50 active companies, over half of which are paired with entrepreneurs. Altogether, these companies have obtained $7.5 million in funding, encouraging small businesses to develop and grow in the Philadelphia region.
- In April 2013, **University of the Sciences** - in partnership with City Councilwoman Blondell Reynolds-Brown, the School District of Philadelphia, and the Mayor's Office of Education and other local higher education institutions - hosted the First Annual Pre-College Forum. This day-long program, free and open to all 10th & 11th grade students in the School District of Philadelphia, offered workshops on key college access issues including financial aid, the college application process and selecting a major. The Forum also included workshops for parents focused on navigating the FAFSA form and discussions on things they can do to keep their children on track once they leave home to attend college.

Source: Econsult Solutions, Inc. (2013)

APPENDICES

APPENDIX A – SELECTED IN-KIND CONTRIBUTIONS BY HIGHER EDS IN THE CITY

Councilmanic District	Zip Code	Category	Entity	Description
Multi	Multi	Access to Education	Community College of Philadelphia	Achieving the Dream will help more Community College students succeed. Achieving the Dream is a long-term national initiative to help more community college students earn degrees and certificates, as well as transfer to four-year institutions to continue their studies. This initiative focuses on student groups that have faced the most significant barriers to success, including low-income students and students of color.
Multi	Multi	Grants	Community College of Philadelphia	Diversity Incentive Fund (pilot program effective as of 10/2010) is designed to provide a number of diversity mini-grants, which will make available financial assistance for projects, workshops, and activities that strengthen excellence in diversity.
Multi	Multi	Human Services	Community College of Philadelphia	The National League for Nursing (NLN), Community College of Philadelphia and four like-minded funders sharing bold health care agendas have partnered in launching a visionary initiative called ACES—Advancing Care Excellence for Seniors—with profound implications for providing essential nursing services to a burgeoning senior population across the US.
1	19107	Digital Resources	Drexel University	Urban Affairs Coalition, the City of Philadelphia, and Drexel's College of Engineering, the Freedom Rings Partnership works diligently to bring Internet access, technology, and the necessary training to residents in peripheral communities throughout the City.
3	19104	Employment, Procurement	Drexel University	Drexel and the University City District's West Philadelphia Skills Initiative have teamed to provide training for residents of West Philadelphia to become Certified Medical Assistants

Councilmanic District	Zip Code	Category	Entity	Description
1	19147	Health Care	Drexel University	Provides free health evaluations, referrals, and management of certain chronic conditions for newcomers without health insurance. The clinic is located at the Holy Redeemer Chinese Catholic Church at 10th and Vine Streets in Philadelphia's Chinatown. The mission of the Chinatown Clinic, in partnership with the community, and within the limits of available resources, is to provide caring, nonjudgmental, interdisciplinary healthcare to the medically underserved, regardless of ability to pay. The clinic strives to address community factors, especially language and cultural barriers that affect health and access to health care. In addition to support from Drexel, collaborative relationships include Community Legal Services of Philadelphia, Hahnemann University Hospital, Drexel University College of Nursing and Health Professions, City of Philadelphia Department of Health, and University of Pennsylvania School of Dental Medicine.
3	19104	Human Services	Drexel University	LIFT volunteers work one-on-one to find jobs, secure safe and stable housing, make ends meet through public benefits and tax credits, and secure health care
Multi	Multi	Scholarships	Holy Family University	Holy Family Scholarships - $2,250 – $14,000 Holy Family Grants - $200 – $14,500 Holy Family Endowment Scholarships - $200 – $7,500 Holy Family Athletic Grants - $1,000 – $35,590 Federal Work-Study Program (FWS) - $200 – $1,200
8	19141	Community Improvement	La Salle University	La Salle's "Project Team Work" places student athletes in their "adopted" teamwork school - Logan Elementary School. During the 2012-13 Academic year, student athletes have performed more than 2,500 hours of service in mentoring, coaching and custodial (e.g., painting the school's facilities) functions.
Multi	Multi	Human Services	La Salle University	Education Professor Robert Vogel directs more than 1,000 students at 8 middle schools in the city (7 public, 1 parochial) in the Writers Matter tutoring program. Among the schools at which students are placed are: Gen. Louis Wagner Middle School, the Charles W. Henry School, the Walter G. Smith Elementary School, the DePaul Catholic School, Amy Middle School, the Laura H. Carnell School (k to 8) and Pastorius Elementary School.
Multi	Multi	Human Services	La Salle University	Team Lasallians is a service group that mentors and tutors three times a week at the DePaul School in nearby Germantown and two specialized Lasallian middle schools: La Salle Academy and Brother Rousseau Academy in Philadelphia.

Council manic District	Zip Code	Category	Entity	Description
Multi	Multi	AIDS Outreach	La Salle University	AIDS Outreach volunteers visit and build relationships with individuals living with HIV in North Philadelphia at Calcutta House (1601 W. Girard St.) and at Serenity Court (1221 N. 19th St.). They engage in therapeutic social activities, and sponsor on-campus educational programs.
8	19141	Human Services	La Salle University	**Circle K** is an international community service organization (affiliated with Kiwanis) that works to meet the needs of local communities through a wide variety of service activities that go beyond our university-based programs. La Salle's chapter currently partners with three Philadelphia organizations: Students host a BINGO night for the elderly at Maplewood Manor (125 W. Schoolhouse Lane), volunteer at the Philadelphia headquarters of the Society for the Prevention of Cruelty towards Animals (350 E. Erie Avenue) and Philabundance Food Bank, which serves all of Philadelphia.
8	19141	Human Services	La Salle University	Pheed Philadelphia is a soup kitchen program that serves at St. Francis Soup Kitchen, the Face-to-Face program at St. Vincent de Paul Parish, and Sunday Breakfast Rescue Mission.
8	19141	Human Services	La Salle University	Women's Relationship Awareness Program (WRAP) is a group of volunteers who assist two women's transitional housing organizations. They are also dedicated to raising issues affecting both men and women and healthy relationships awareness on campus.
Multi	Multi	Neighbor to Neighbor	La Salle University	Neighbor to Neighbor performs home improvement projects on weekends for neighbors who are elderly and or handicapped. Neighbor to Neighbor focuses on serving the GLOW area (Germantown, Logan, Olney, West Oak Lane) of Philadelphia which directly surrounds La Salle's campus.
Multi	Multi	Foster Care Tutoring	La Salle University	Foster Care Tutoring is a weekly mentoring and tutoring program for students who are referred to the university through the Philadelphia Department of Human Services or other child welfare organizations. *(on hiatus Academic Year 2012-2013)*
Multi	Multi	LOCK	La Salle University	La Salle Organization Caring for Kids works with youngsters from Ronald McDonald House (3925 Chestnut St.) and the Germantown Y Child Care Center (1240 E. Chelten Ave. #42) to provide educational and recreational activities. LOCK also organizes the annual Christmas Toy Drive. *(on hiatus Spring 2013)*
Multi	Multi	Neighborhood Tutoring	La Salle University	A free one-on-one tutoring and mentoring program that serves children in grades K-8 from Philadelphia schools. Each child comes to La Salle's campus twice a week and spends time with their assigned La Salle tutor doing homework and playing educational games. .

Councilmanic District	Zip Code	Category	Entity	Description
8	19141	Police Athletic League	La Salle University	PAL mobilizes students to volunteer at the Logan PAL Center (1100 W. Rockland St). La Salle PAL volunteers support the overall mission of providing free educational, athletic, recreational and cultural after-school programs in a safe environment.
Multi	Multi	REACHE	La Salle University	Raising Equality for Adults and Children with Exceptionalities is a program which assists developmentally delayed individuals with group recreational activities and competitions, in partnership with, the Philadelphia Special Olympics (2900 Southampton Road), and their adopted team, The Northeast Philadelphia Hawks (at Northeast High School).
Multi	Multi	SEA	La Salle University	Students for Environmental Action work to create awareness and change on our campus and in the real world about environmental issues. They have partnered with the Germantown and Olney Tree Tenders, as well as Awbury Arboretum (1 Awbury Rd.) and the Pennsylvania Horticultural Society (100 N 20th St Philadelphia).
8	19141	Community Service	La Salle University	Trash Bashes 4 per year with an average of 60 students working for 2 hours per trash bash picking up trash in the immediate 20 block radius (120 hrs x 4 days = 480 hours of service
	19150	Volunteering	La Salle University	St. Raymond's volunteers come from La Salle to provide structured recreational activities for the students at Saint Raymond's Elementary School (7940 Williams Ave).
Multi	Multi	Cultural	Moore College of Art and Design	Accessible youth programs providing art classes to over 1,000 youth each year.
5	19103	Cultural	Moore College of Art and Design	Greenfeld Elementary School and Moore collaborate in an after school art program through Moore's course Engaging Community; ArtReach – Online resource that serves special needs audiences to bring them increased accessibility to art and cultural venues. They promote The Galleries' exhibitions and events through online program listings and website links; Philadelphia Cares – murals 2000-02; Alumnae are planning community service projects with Village of Arts and Humanities. On June 4, 2011, made instruments with children. Project is being planned for fall 2012
Multi	Multi	Cultural	Moore College of Art and Design	The Galleries' new Literacy Through Photography project is partnering with five schools, in the five ArtsRising zones: Dimner Beeber Middle School, C.C.A. Baldi Middle School and Grover Washington Middle School are Arts Rising schools. Nueva Esperanza Academy Charter High School and William Cramp Elementary School are located in ArtsRising zones.

Council manic District	Zip Code	Category	Entity	Description
Multi	Multi	Scholarships	Moore College of Art and Design	Moore College of Art & Design Board of Trustees Scholarship: Up to $20,000 awarded to a limited number of students who demonstrate exceptional artistic and academic ability upon entering the college. Automatically renewed for up to four years of full-time enrollment as long as the student maintains a minimum cumulative GPA of 3.0 per year.
Multi	Multi	Scholarships	Moore College of Art and Design	Moore College of Art & Design Presidential Scholarship: Up to $17,000 awarded to eligible students. Automatically renewed for up to four years of full-time enrollment as long as the student maintains a minimum cumulative GPA of 2.75 per year.
Multi	Multi	Scholarships	Moore College of Art and Design	Moore College of Art & Design Dean's Scholarship: Up to $13,500 awarded to eligible students. Automatically renewed for up to four years of full-time enrollment as long as the student maintains a minimum cumulative GPA of 2.5 per year.
Multi	Multi	Scholarships	Moore College of Art and Design	Moore College of Art & Design Admissions Scholarship: Up to $9,500 awarded to eligible students. Automatically renewed for up to four years of full-time enrollment as long as the student maintains a minimum cumulative GPA of 2.5 per year.
2	19102	Human Services	Peirce College	Thomas May Peirce Elementary School & Youth Action Toy Drive
2	19102	Human Services	Peirce College	For the past three years, the Peirce College community has come together to raise money for elementary students in need at Thomas May Peirce Elementary School. This year, Peirce College presented the uniform pieces to members of the school's fifth grade class. Several students who have been identified as in need will receive items from our donations, and the rest will be stored in the nurse's office as spares. These spare clothes are often needed - the school's guidance counselor mentioned that they had recently used up all the spares that were given last year, so there weren't any spares in the school.
Multi	Multi	Scholarships	Peirce College	In 2010, Peirce College announced a 25% tuition discount program for all qualified employees of the City of Philadelphia, as well as their spouses and dependents. The tuition program was officially announced by Mayor Michael A. Nutter at a press conference in the Mayor's Reception Room at City Hall. Peirce College was the first of five higher education institutions in the region to partner with the City of Philadelphia as part of the Mayor's Returning to Learning Partnership program.

Councilmanic District	Zip Code	Category	Entity	Description
Multi	Multi	Scholarships	Peirce College	Peirce College joined Philadelphia Mayor Michael Nutter and other City government leaders to celebrate the official opening of the *PhillyGoes2College* (PC2C) Office located in City Hall. Peirce College is an active participant in Mayor Nutter's new citywide initiative to increase the number of Philadelphians going to college. Peirce's support included the installation of computer equipment and technology for administrative staff in the PhillyGoes2College office. The primary goal of the office center staff is to help students of all ages navigate the college application process.
Multi	Multi	Community Improvement	Saint Joseph's University	Global Community Day; The goal is to identify one day each year when SJU alumni can come together and serve their local communities no matter where they were in life…or in the world.
Multi	Multi	Community Improvement	Saint Joseph's University	Stormwater Management: Seminar open to the public discussing storm water issue, public officials presenting a variety of topics
4	19131	Community Improvement	Saint Joseph's University	The University funded and constructed the playground equipment for the Gompers Elementary School.
4	19131	Research/ Service	Saint Joseph's University	Kinney Center for Autism Education and Support: provides multi-disciplinary education and research opportunities for students, teachers, professionals, and parents who seek to improve and extend opportunities, outcomes, quality of life and best practices in treatment for people with Autism Spectrum Disorders (ASD).
Multi	Multi	Access to Education	Saint Joseph's University	Ignatian College Connection (ICC) : The program provides extensive support and mentorship, along with need-based scholarship to a select number of ICC Scholars enrolled at Saint Joseph's University.
4	19131	K-12 Education	Saint Joseph's University	GeoKids LINKS is a collaborative partnership involving Saint Joseph's University, the Wagner Free Institute of Science, and the School District of Philadelphia. Since 2002, GeoKids has brought hands-on science lessons to elementary schools in north and west Philadelphia. The semester-long units emphasize reading, writing and development of science process skills, such as observing, classifying, inferring and communicating. SJU graduate fellows work with elementary school teachers and educators to implement science lessons in the classroom. Fellows also mentor undergraduate students through a Service Learning course, where students develop and lead science units in classes at a local elementary school. SJU students also participate in community outreach events and lead science lessons for summer camps held on campus. To celebrate the completion of the program, participants come together to engage in fun science activities, display their projects, and receive certificates of completion.

Councilmanic District	Zip Code	Category	Entity	Description
Multi	Multi	Public Services	Saint Joseph's University	Annual Legs Against Arms 5K Run and Fun Walk It raises awareness about gun control and the importance of preventing violence among youth in the Philadelphia area.
Multi	Multi	Human Services	Saint Joseph's University	Project H.O.M.E. --- Collect baskets of food for Project H.O.M.E. They send a list of suggested items and departments, classes, dorms and student groups collect them. Student athletes drive vans and help deliver the baskets to the Project H.O.M.E. location.
Multi	Multi	Human Services	Saint Joseph's University	Thanksgiving Dinner Dance; local senior citizens have a chance to have fun and interact with caring students in their communities.
4	19131	Service	Saint Joseph's University	Richard Johnson Center: Launched in April of 2001, the Richard Johnson Center for Anti-Violence brings together an interdisciplinary approach to the study of violence in order to improve intervention and prevention efforts. Work in being conducted in two Philadelphia schools.
Multi	Multi	Human Services	Saint Joseph's University	Hand-in-Hand is an organization that raises awareness for people with disabilities, both intellectual and physical.
4	19131	Service	Saint Joseph's University	Volunteer Income Tax Assistance (Internal Revenue Service) - 1. Annually, almost 280 tax returns are electronically filed for local residents.
4	19131	Human Services	Saint Joseph's University	Campus Ministry - This program has allowed students the opportunity to serve and build relationships with persons with disabilities, men who are incarcerated, those with long hospital stays.
Multi	Multi	Research Services	Saint Joseph's University	Implementation of the Olweus Bullying Prevention Program ---- The major parts of the evaluation were fidelity of implementation, student survey of bullying related behaviors, observations of violence-related behaviors, pre-existing data, such as serious incident reports, and feedback from key informants.
4	19131	Human Services	Saint Joseph's University	MAGIS (Freshmen Service and Social Justice Program) --- Magis (Latin for "the more") is a formational program for first year students to explore their call to become persons with and for others.
Multi	Multi	Access to Education	Temple University	Temple works with nine community colleges within the Commonwealth to encourage transfer admission to the University, resulting in almost 15,000 enrollments by community college students in the past decade

Council manic District	Zip Code	Category	Entity	Description
5	19122	Community Improvement	Temple University	Over 14,000 students engage in some form of community service, including about 1,300 who tutor and mentor local school-age children. Fresh Serve, Temple's annual day of service, mobilized over 600 students, faculty, and staff, who volunteered an aggregate 1,300 hours at 27 different service locations, including 20 within walking distance of the Main Campus.
5	19122	Employment, Procurement	Temple University	Temple has hired over 1,400 employees from its immediate neighborhood in the past five years, and has established a goal of procuring 30 percent of its purchases from minority-owned business enterprises.
5	19122	Human Services	Temple University	The University Community Collaborative of Philadelphia, which started at Temple, provides a series of programming resources for teens and young adults, currently serving about 150 youths from 46 local schools. Other youth programming includes the Temple Youth Voices Project, the POWER (Prepare, Organize, Write, Educate, Reform/Reflect) Internship, the POPPYN (Presenting Our Perspective on Philly Youth News) news channel, and Upward Bound.
5	19122	Public Safety	Temple University	Temple spends an estimated $19 million per year on policing and security, of which $6 million, or about one-third, is spent off campus
Multi	Multi	Research in Action	Temple University	Temple's center for Obesity Research and Education recently announced a five-year, $3.7 million grant from the US Department of Agriculture to study childhood obesity in low-income families.
Multi	Multi	Healthcare	Thomas Jefferson University	The Department of Family and Community Medicine (DF&CM) partners with local communities to (1) assist in identifying needs, (2) expand access to care, and (3) provide timely, age- and culturally-appropriate educational materials. The DF&CM physicians support several community-based clinics for needy populations in the Philadelphia area.
Multi	Multi	Healthcare	Thomas Jefferson University	Jeff HOPE (Health, Opportunity, Prevention, and Education) is a clinic founded in 1993 to provide free health care to a diverse population of underserved individuals, primarily at four Philadelphia homeless shelters. Physicians also support and treat homeless and poor individuals at Project HOME (Housing, Opportunities for Employment, Medical Care, and Education), founded in 1988 to empower adults, children, and families to break the cycle of homelessness and poverty. In addition, physicians treat individuals with drug addiction at clinics, serve in the Diamond Street Community of North Philadelphia at the St. Elizabeth Community Center and Health Clinic, and promote and coordinate breast and cervical cancer education and screening for uninsured and under-insured women.

Councilmanic District	Zip Code	Category	Entity	Description
	Multi	Employment, Procurement	Thomas Jefferson University	**Jefferson Medical College's Rural Physician Shortage Area Program** (PSAP) is one of the most successful programs in the country in increasing the supply and retention of rural and small town family physicians. The PSAP recruits and selectively admits academically qualified students who have grown up or lived in a rural area or small town and who also have a firm commitment to practice the specialty of family practice in a similar area. The shortage of physicians, especially primary care physicians, in rural areas of the US represents one of the most intractable health policy problems of the past century. With 20% of the population living in rural areas but only 9% of physicians practicing there, rural areas represent one of the largest physician underserved populations in the country. This is a particularly serious problem in the states of Pennsylvania and Delaware, where more than one of every five persons lives in a rural area. Pennsylvania has the third largest rural population of any state. The Jefferson PSAP has been addressing this problem since its inception in1974.
	Multi	Education/ Internships	Thomas Jefferson University	Thomas Jefferson University (TJU) is a gold internship supporter in the Workready biotechnology training program for high school students, launched at TJU in January 30, 2013. The biotechnology training program, for 25 high school juniors from Roxborough and Lincoln High Schools, is funded by GlaxoSmithKline and the Philadelphia Foundation. The program trains students in the field of Science, Technology, Engineering and Math (STEM). Additionally, it connects them with higher education student mentors from TJU who are currently enrolled in the University's Bioscience Technologies degree program. In addition to mentoring, the TJU students provide program participants with academic support and shadowing opportunities in research labs. The Quest program will also offer professional experience in the form of a paid, six-week internship at the University City Science Center. The students gain experience in the field of biotechnology, one of the fastest growing industries in the country. Bioscience Technologies students at Thomas Jefferson University serve as mentors to local high school students from Roxborough and Lincoln High Schools, providing them with academic support and shadowing opportunities in research labs, part of a new Workready Philadelphia program. The Quest program focuses on teaching science, technology, engineering and math (STEM) skills to help Philadelphia's high school students develop experience in STEM careers.

Councilmanic District	Zip Code	Category	Entity	Description
	Multi	Community Health Internship Program	Thomas Jefferson University	**The Bridging the Gaps CHIP** (community health internship program) is a paid community- based summer internship that helps higher education students gain a broader understanding of the factors that affect health in underserved and economically disadvantaged communities. The internship offers students in the health and social services fields an opportunity for interdisciplinary collaboration. Students are matched with approximately 100 nonprofit community partners in Philadelphia. Student teams collaborate with community site personnel, community members and faculty to design projects based on community defined needs and on the students' professional disciplines and interests. Bridging the Gaps (BTG) links the training of health and social service professionals with the provision of health-related services for underserved and economically disadvantaged populations. BTG includes the Community Health Internship Program (BTG CHIP), the BTG Seminar Series and the BTG Clinical Program. Each academic year, students representing health and social service disciplines, including medicine, dentistry, nursing, social work, creative arts in therapy, occupational therapy, physical therapy, pharmacology, public health, law, health psychology, and related disciplines take part in BTG. BTG is administered in Philadelphia by the Bridging the Gaps Consortium, which comprises representatives from Drexel University, Philadelphia College of Osteopathic Medicine, Temple University, Thomas Jefferson University, and the University of Pennsylvania. Philadelphia also includes affiliated programs at Bryn Mawr College (social work), La Salle University (nursing), and University of the Sciences in Philadelphia. Over the years, BTG's work has been recognized locally and nationally by the City of Philadelphia, the Pennsylvania Department of Health, the Senate of the Commonwealth of Pennsylvania, the American College of Physicians, the Philadelphia County Medical Society, and the American Red Cross, as well as community-based and corporate entities.
	Multi	Education	Thomas Jefferson University	The Future Docs Program is a ten-week informational and experiential program for underrepresented and disadvantaged high school juniors and seniors interested in careers in the sciences. Program participants interact with Jefferson physicians, faculty and medical school representatives and explore careers in medicine, the health professions, and graduate biomedical sciences and research.

Council manic District	Zip Code	Category	Entity	Description
	Multi	Education	Thomas Jefferson University	Learning Societies: Thomas Jefferson University and its students provide hundreds of hours of after-school tutoring, mentoring and health education at various high schools and community centers throughout the City of Philadelphia.
	Multi	Community Improvement	Thomas Jefferson University	$50,000 Donation by Thomas Jefferson University for renovations to the City's 1.9-acre Seger Park at 1000-42 Lombard Street, Philadelphia 19147: given in 2011-2012.
	Multi	Community Service	Thomas Jefferson University	Beginning in September 2007, the Nationalities Service Center in Philadelphia and Thomas Jefferson University's Department of Family and Community Medicine began a refugee health clinic model involving a close partnership between a resettlement agency and medical provider. The clinic provides domestic health screenings, primary, obstetric and gynecologic care, and access to laboratory, radiology and subspecialty services. Since establishment of the first clinic in 2007, this clinic model has been successfully replicated - there are now eight specialized refugee health clinics in Philadelphia involving other Philadelphia non-profit institutions. Jefferson screens approximately five to ten new refugees each week, and has continued to provide ongoing care for others, including management of chronic conditions, facilitating access to specialists, and providing obstetric and pediatric care.
	Multi	Community Outreach/ Health Services	Thomas Jefferson University	**Move 4 Health** (M4H) Thomas Jefferson University students work with small groups of chronically ill and overweight patients to teach them about exercise and nutrition.
	Multi	Community Improvement	Thomas Jefferson University	**Jefferson Medical College 'College within a College' (**CwiC) is an educational track for Jefferson Medical College students that exposes them to intense community activity and rotations in the City of Philadelphia. Jefferson medical students provide care to vulnerable populations and promote health through community engagement, programs, and partnerships. The program provides students outstanding training in primary care and innovative education in chronic care management and population and public health in order to prepare primary care leaders to serve as future change agents working to improve the health of Americans, especially its most vulnerable and underserved populations.

Council manic District	Zip Code	Category	Entity	Description
3	19104	Economic Development	University of Pennsylvania	The University of Pennsylvania has paid annual dues of $2 million annually to the University City District (UCD), making Penn the largest contributor to a special services district that, in partnership with Penn and local institutions, community-based organizations and businesses, has played a significant role since 1997 in transforming West Philadelphia into a location of choice for families, students, workers, and employers. Among the UCD initiatives are cleaning, greening, and lighting neighborhood streets; maintaining a public safety patrol force; and establishing a workforce development program for members of the community to create a pipeline from the neighborhoods to some of University City's largest employers.
3	19104	Elementary Education	University of Pennsylvania	The Sadie Tanner Mossell Alexander University of Pennsylvania Partnership School (Penn Alexander School or PAS) was established in1998 with an agreement between Penn, the School District of Philadelphia, and the Philadelphia Federation of Teachers to create a university-assisted PreK-8 neighborhood public school. Penn's contribution of close to one million dollars annually in support services has resulted in PAS being recognized as a top ranking elementary schools in the School District of Philadelphia in terms of academic excellence based on test scores. PAS has made West Philadelphia a neighborhood of choice for young families, leading to household wealth gains for local property owners and significant improvements in key quality of life indicators such as crime and parks. At the Lea School, a broad range of Penn programs and personnel are engaged with staff education, curriculum enhancement, Out of School Time programs, and initiatives that enrich arts and culture development.
3	19104	Employment, Procurement	University of Pennsylvania	Being fully committed to the principle that universities should serve as leading contributors to the local and regional communities to which they belong, Penn has established a proud legacy of working with its neighbors to strengthen the cultural, educational and economic fabric of West Philadelphia and the greater Philadelphia region. Penn has committed significant financial resources to sustaining the local economy and neighborhood culture by purchasing more than $85.7 million in products and services from community businesses this fiscal year, with $69.9 million going to diversity-owned suppliers.
3	19104	Education	University of Pennsylvania	The Penn Summer Scholars Program is a tuition-free opportunity for academically exceptional Philadelphia public and charter high school students to perform study beyond the level offered in high school and to gain a college experience through participation in a four week summer academy at the University of Pennsylvania.

Council manic District	Zip Code	Category	Entity	Description
3	19104	Partnerships	University of Pennsylvania	At Penn, local engagement is one of the core tenets of the Penn Compact –Penn's strategic vision for moving from excellence to eminence – and is an integral part of the University's mission. Students and faculty from across Penn's 12 schools integrate classroom learning with community service in a way that distinguishes Penn as both a world-class teaching and research institution and a good neighbor. In 2009, Penn was ranked as the "Best Neighbor" in the country by the National Saviors of Our Cities: Survey of Best College and University Civic Partnerships for its community involvement in economic, social and cultural issues. One example of Penn's strong community engagement portfolio is the $1 million annual investment in the Barbara and Edward Netter Center for Community Partnerships, which supports a remarkable array of local initiatives that meld community service, student learning, and academic research on topics such as nutrition, history, education, and urban planning. One of these programs, the Agatson Urban Nutrition Initiative, started as a part of a single anthropology course and developed into a nutrition and food access program working in 20 Philadelphia public schools and serving more than 10,000 students each month with hands-on cooking and gardening clubs, youth-run fruit stands, and other related afterschool learning activities for K-12 students. The program continues into the summer, providing more than 100 paid internships to West Philadelphia high school students.
Multi	Multi	Public Safety	University of the Sciences	In addition to being a founding member and financial contributor to University City District, USciences also contracts with the Philadelphia Police Department to provide additional patrol officers for the campus and surrounding neighborhoods. USciences also participated in a program to install additional pedestrian lighting in the campus neighborhood to improve walking safety.
3	Multi	Education	University of the Sciences	Summer Institute for Middle School Science Teachers invites teachers from the School District of Philadelphia to participate in an intensive, 4-week, on-campus workshop during which teachers learn new approaches to science teaching and ways to engage students. Since its inception, the program has impacted science education of more than 6000 middle school students in Philadelphia.
Multi	Multi	Education	University of the Sciences	Provide computer lab facilities to Southwest Community Enrichment Center for the Teens 'n Technology program.
3	19104	Economic Development	University of the Sciences	Conducted special science programs, organized a book drive to enhance the library, and given financial support for the new playground at Alexander Wilson Elementary School. Our students also participate in the Recess Initiative in which elementary school students are engaged in active play.

Councilmanic District	Zip Code	Category	Entity	Description
Multi	Multi	Scholarships	University of the Sciences	Delaware Valley Science Fair: USciences has been a sponsor since the 1970s and offers scholarships to top three winners with an estimated total value of $1.92 million.
3	19104	Economic Development	University of the Sciences	University-supported community-based planning initiative for economic development along the Woodland Avenue commercial corridor that resulted in several new businesses. University support for new businesses along with the support of University City District resulted in a total of $70,000 in grants awarded to merchants.
3	19104	Community Improvement	University of the Sciences	USciences purchased a vacant lot at 45th & Woodland and refurbished them as a public parklet with native plantings and benches for public use. Other improvement projects include streetscaping along Woodland Avenue, clean-ups in Clark Park and The Woodland National Historic Cemetery, and beautification projects in the West shore neighborhood.
3	19104	Community Improvement	University of the Sciences	Stormwater management (USciences Lower Mill Creek Garden): The university purchased and transformed a vacant, trash-strewn lot into a demonstration project for best practices in stormwater management/native plantings. Educational materials were developed by USciences students in the Science Teacher Certification Program and made available to all local elementary schools. The Alexander Wilson Elementary School, Jubilee School, and Penn Alexander School have utilized the garden to supplement their environmental education lessons. The University City Arts League and UC Green have also held summer programs and workshops in the garden.
3	19104	Elder Services	University of the Sciences	In conjunction with the Seniors Collaborative, USciences sponsored a series of workshops on home ownership, tangled title, and property tax relief for the West Shore community. This program included a health fair and renovations to some homes by our occupational therapy students in conjunction with Rebuilding Together and AARP.
3	19104	Philanthropy	University of the Sciences	University of the Sciences Campus Activities Board – a student led organization – raised $5,310 to support the Child Life, Education and Creative Arts Therapy department at Children's Hospital Of Philadelphia. The money was raised by USciences students through a week of fundraising activities culminating in a benefit concert.
Multi	Multi	Human Services	University of the Sciences	Student organizations provided service to the community through food drives, health awareness events, and health screenings. Partners include Habitat for Humanity, MANNA, Operation Santa Clause, Make a Wish Foundation, and Domestic Abuse Project.

Councilmanic District	Zip Code	Category	Entity	Description
Multi	Multi	Human Services	University of the Sciences	In 2012, The USciences community came together to provide 93 Thanksgiving meals for families throughout West Philadelphia.The effort, involving 40 student organizations, administrative offices, and academic departments was organized by Associate Dean of Students, Dr. Walter Perry through Anjali Chainani MS '14 in Councilwoman Jannie Blackwell's office.
Multi	Multi	Cultural	University of the Arts	Promotes learning in and through the arts for students in K-12 schools throughout southeastern Pennsylvania.
Multi	Multi	Economic Development	University of the Arts	Philadelphia's emerging creative-sector businesses will receive business and entrepreneurship assistance not normally available to the artistic community, thanks to a $120,000 grant to the University of the Arts' Corzo Center for the Creative Economy from the John S. and James L. Knight Foundation, as part of its Knight Arts Challenge. The John S. and James L. Knight Foundation's Knight Arts Challenge is a $9 million initiative funding innovative projects that engage and enrich Philadelphia's communities. To promote economic stability for the Philadelphia cultural community, the Corzo Center will offer support to emerging creative businesses through pre-seed funding, mentorship programs and workshops. The Center will expand its current programming to accommodate the rapidly growing number of creative businesses in Philadelphia, providing classes and other assistance to help new companies develop business plans, and offering free expert advice on strategies, marketing, legal issues and business critiques.
Multi	Multi	Scholarships	University of the Arts	Albert K. Murray Scholarship Fine Arts Educational Fund; Richard C. von Hess Travel Fellowship & Scholarship; 2013 Edna Andrade Summer Travel Scholarship The D. Hendrick Ezerman Trust/U Arts Vocal and Instrumental Scholarship Competition; The D. Hendrick Ezerman Trust/U Arts Piano Scholarship Competition; The Commonwealth "Good Citizen" Scholarship (The Good Citizen Scholarship is made possible by two endowments established at the Association of Independent Colleges and Universities of Pennsylvania)

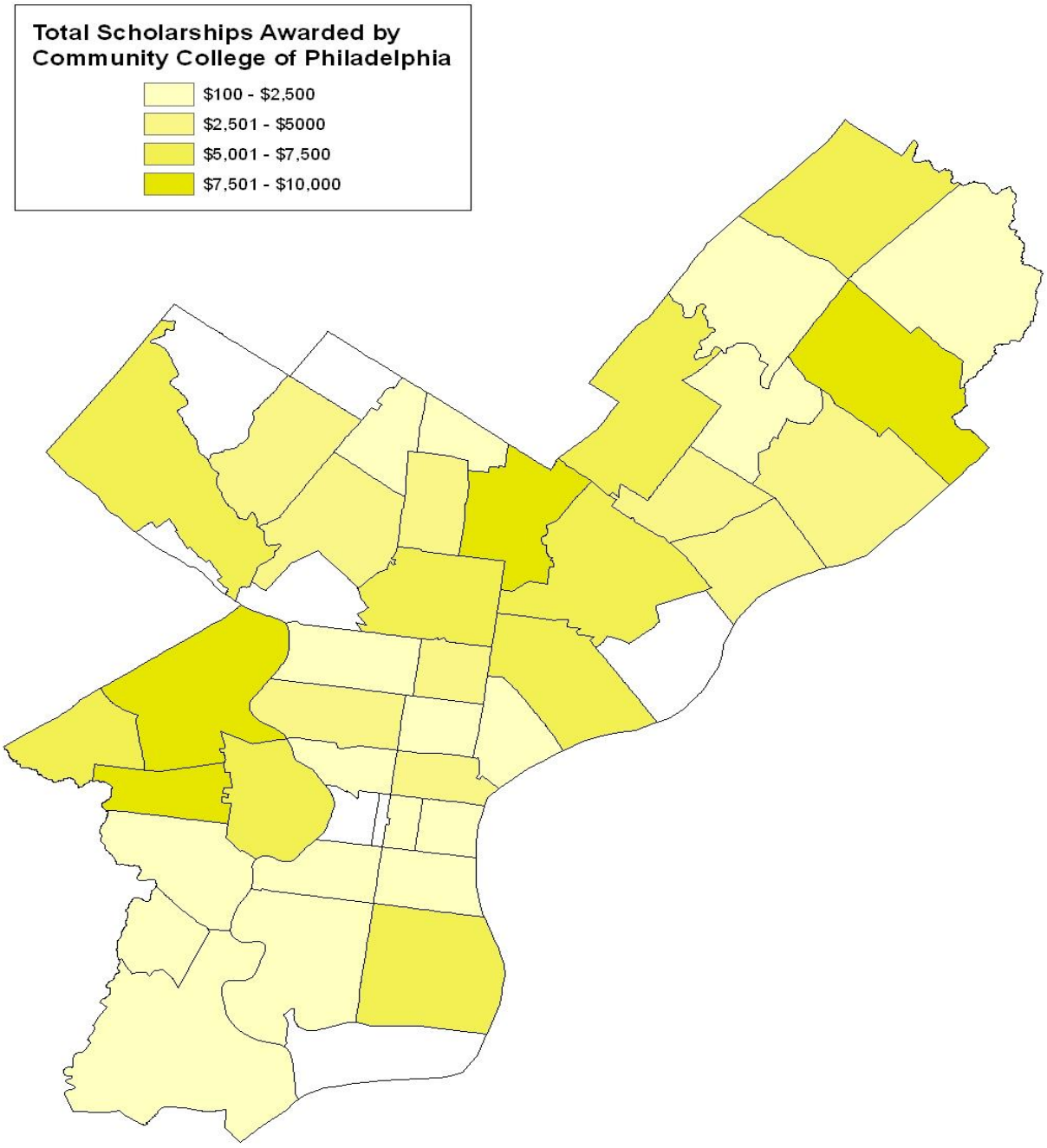
Source: Econsult Solutions, Inc. (2013)

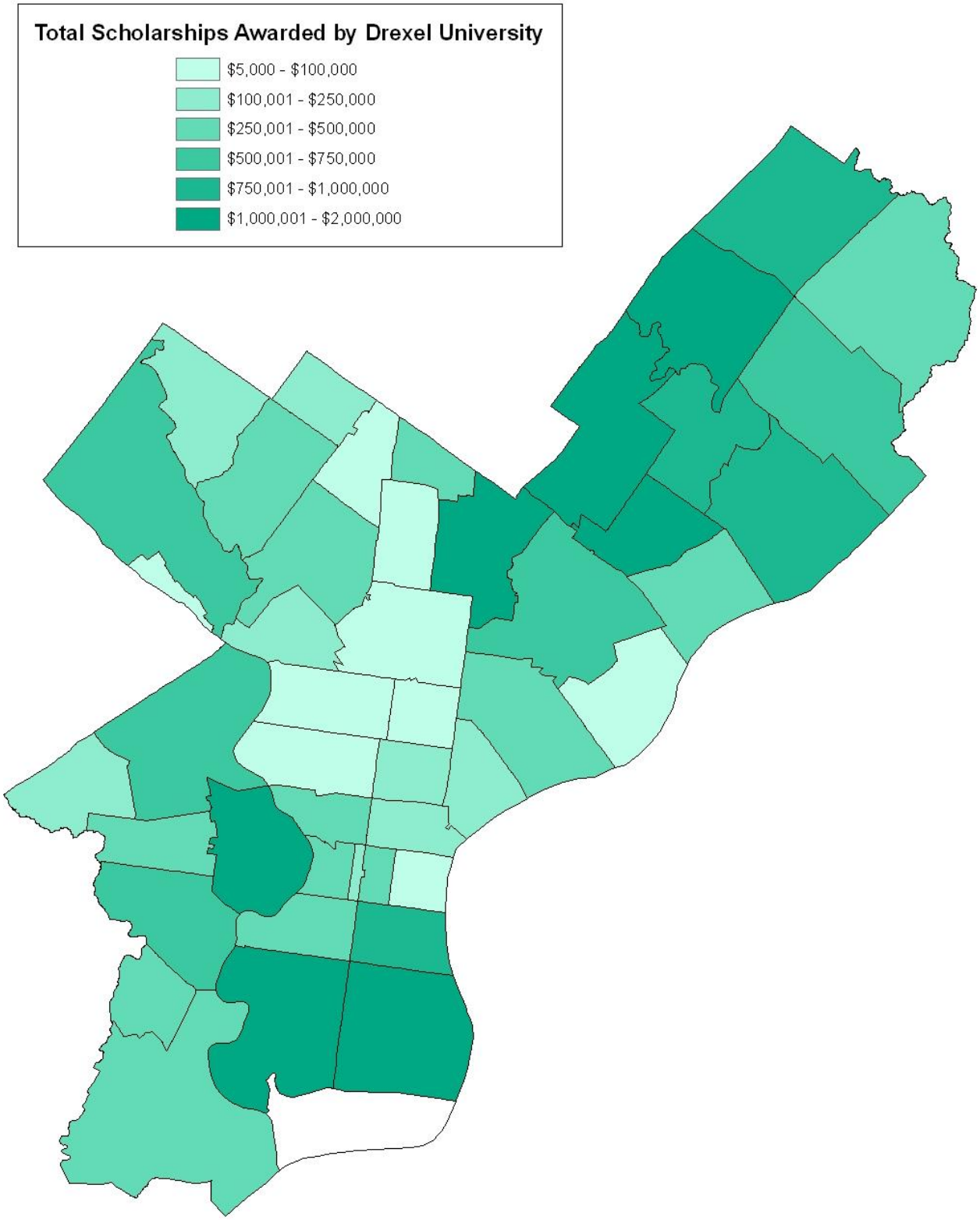
APPENDIX B – RESIDENTIAL DISTRIBUTION OF UNIVERSITY OF PENNSYLVANIA EMPLOYEES BY COUNCILMANIC DISTRICT

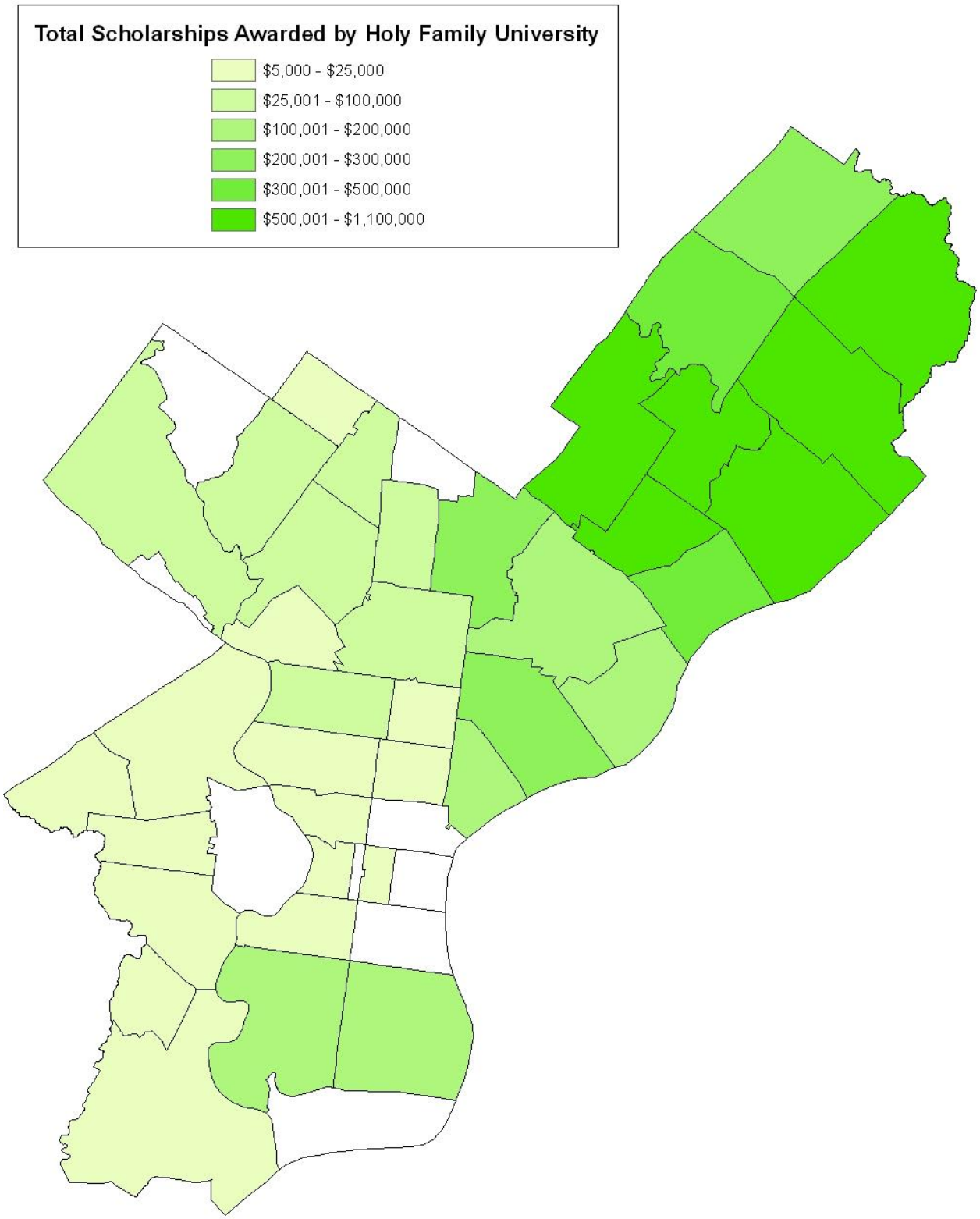
Councilmanic District	Council Member	# Penn Employees Living in District
1	Mark Squilla	1,389
2	Kenyatta Johnson	1,751
3	Jannie Blackwell	2,662
4	Curtis Jones. Jr.	871
5	Darrell Clarke	1,189
6	Bobby Henon	228
7	Maria Quinones-Sanchez	155
8	Cindy Bass	686
9	Marian Tasco	273
10	Brian O'Neill	234

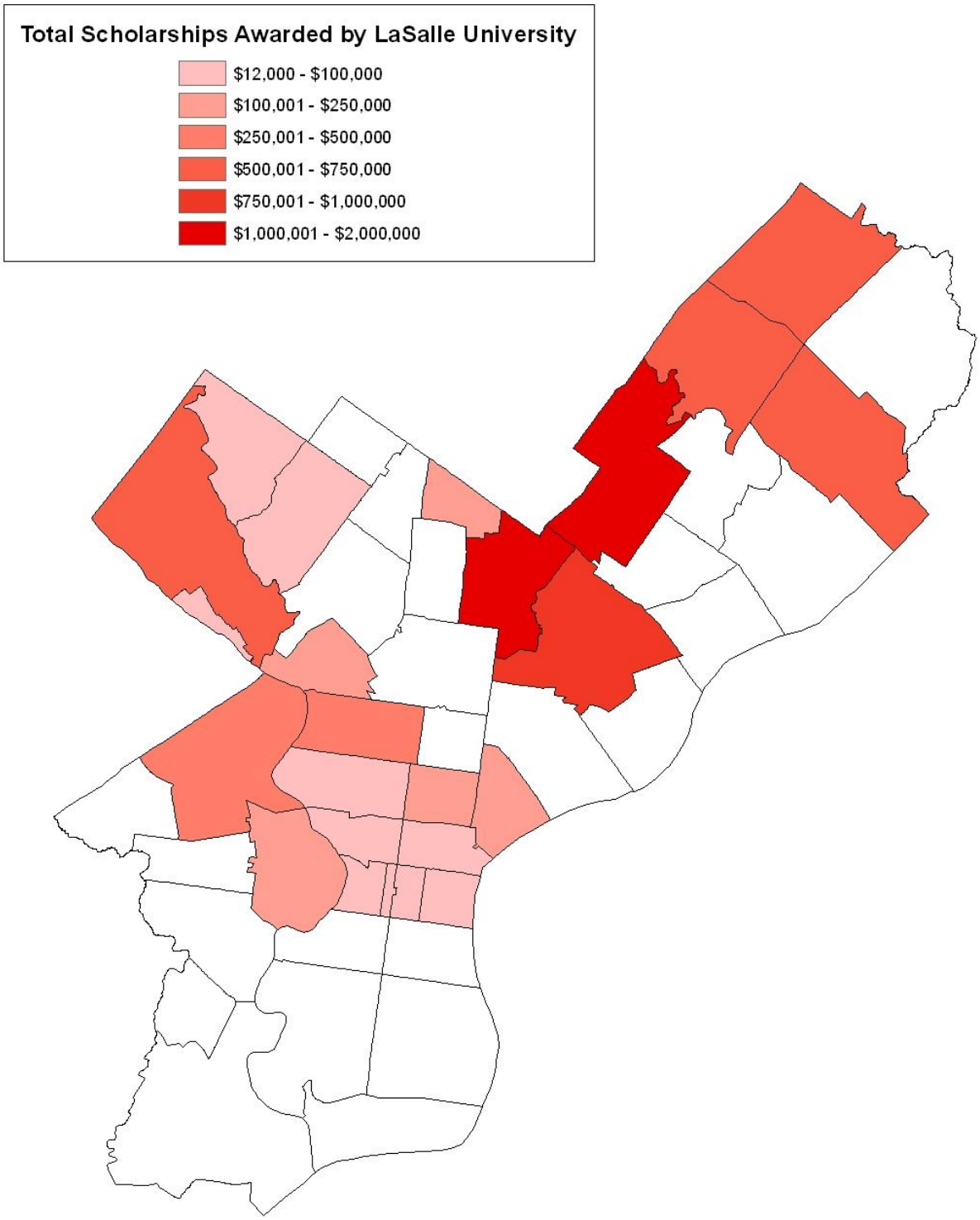
Source: University of Pennsylvania (2013)

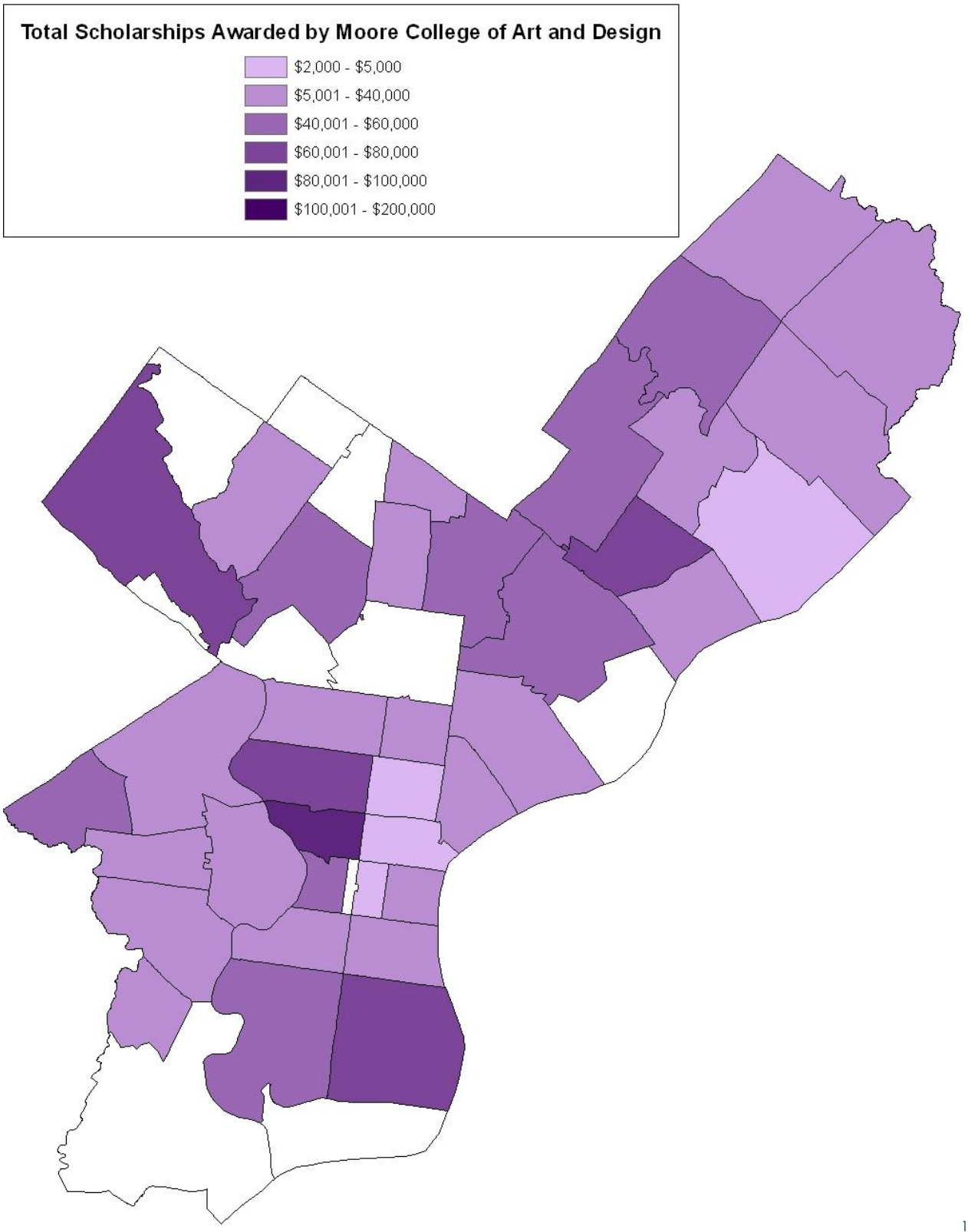
APPENDIX C – ZIP CODE DISTRIBUTION OF SCHOLARSHIPS AWARDED BY HIGHER EDUCATION INSTITUTIONS IN PHILADELPHIA



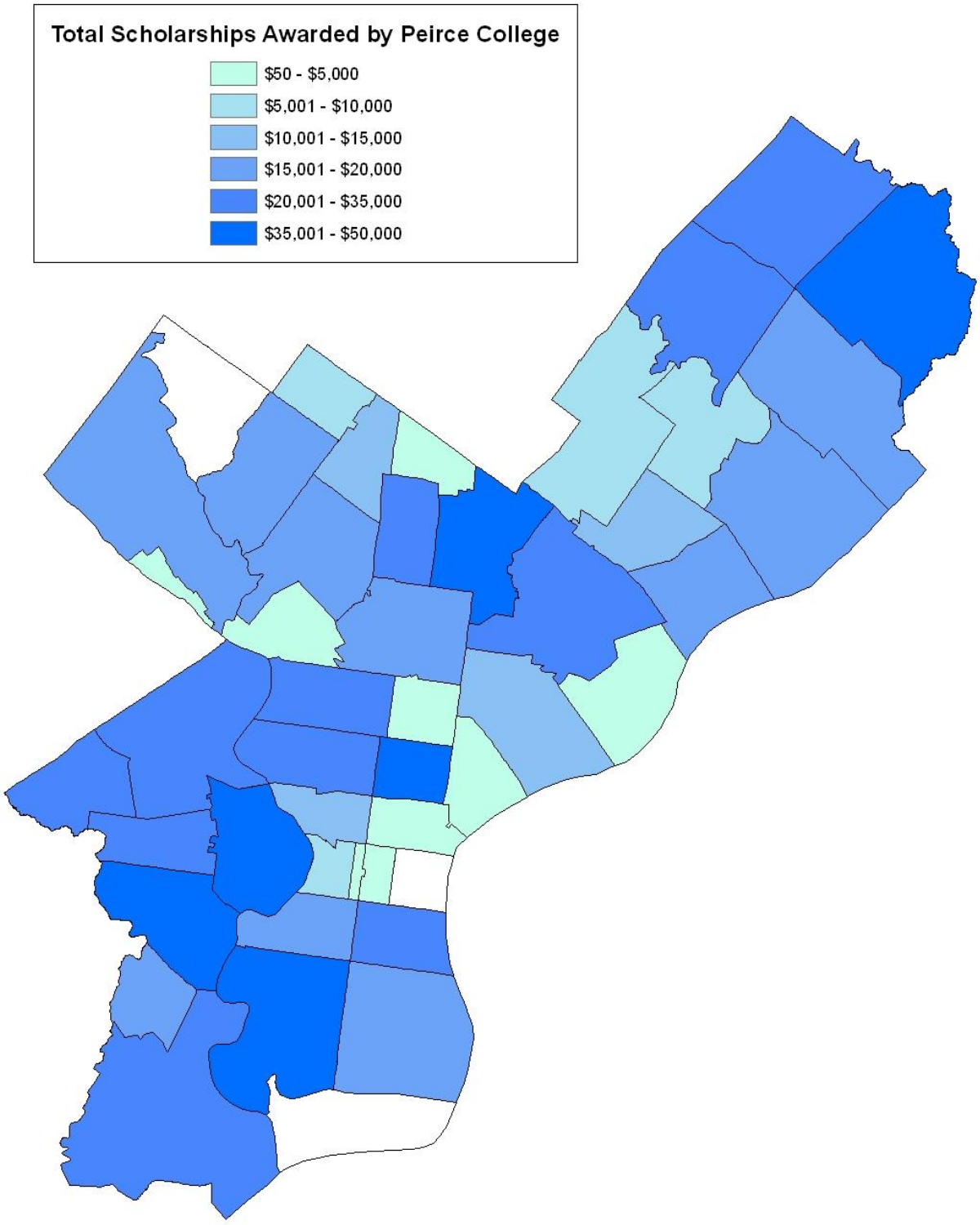

Total Scholarships Awarded by Drexel University
$5,000 - $100,000
$100,001 - $250,000
$250,001 - $500,000
$500,001 - $750,000
$750,001 - $1,000,000
$1,000,001 - $2,000,000

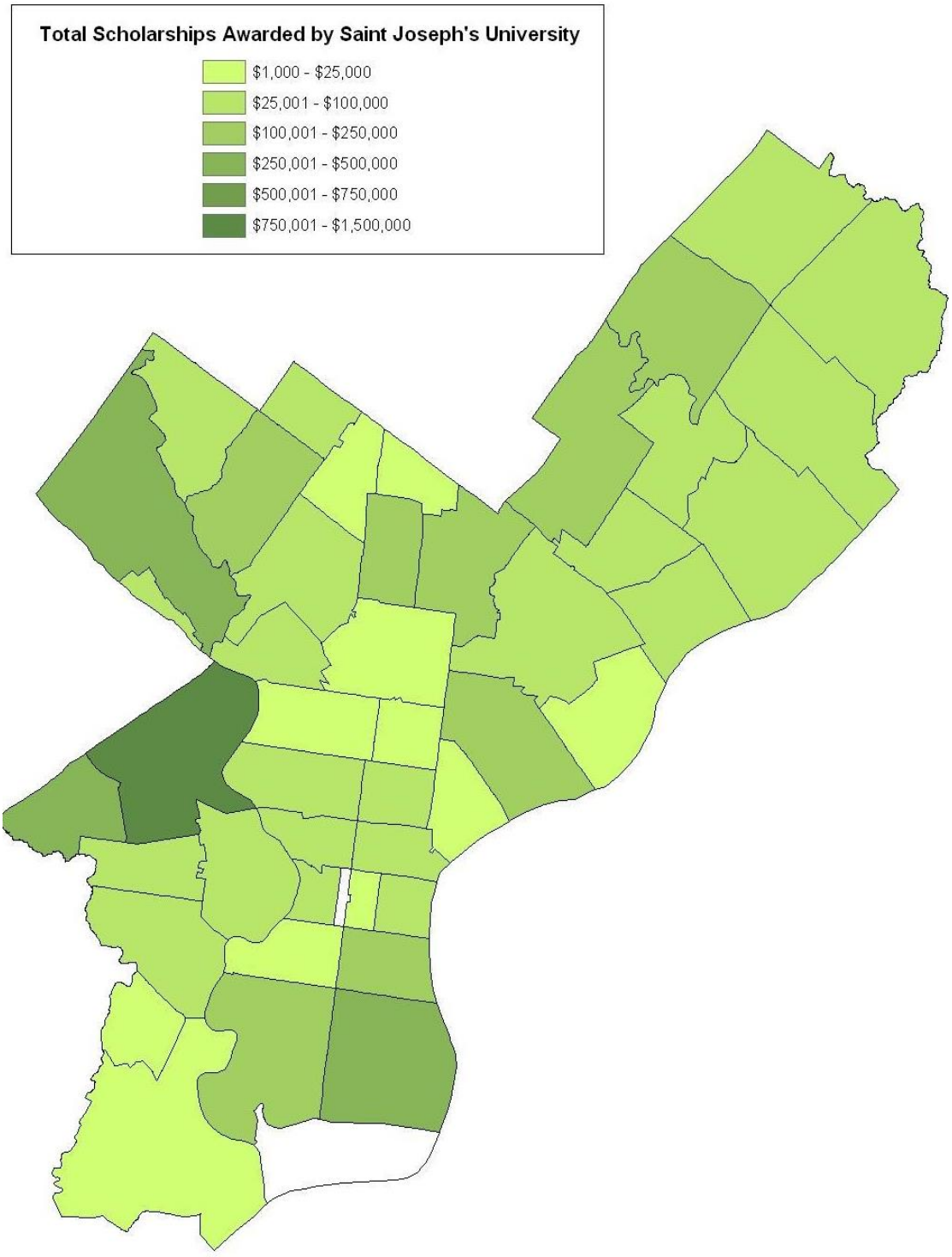

Total Scholarships Awarded by Holy Family University
$5,000 - $25,000
$25,001 - $100,000
$100,001 - $200,000
$200,001 - $300,000
$300,001 - $500,000
$500,001 - $1,100,000

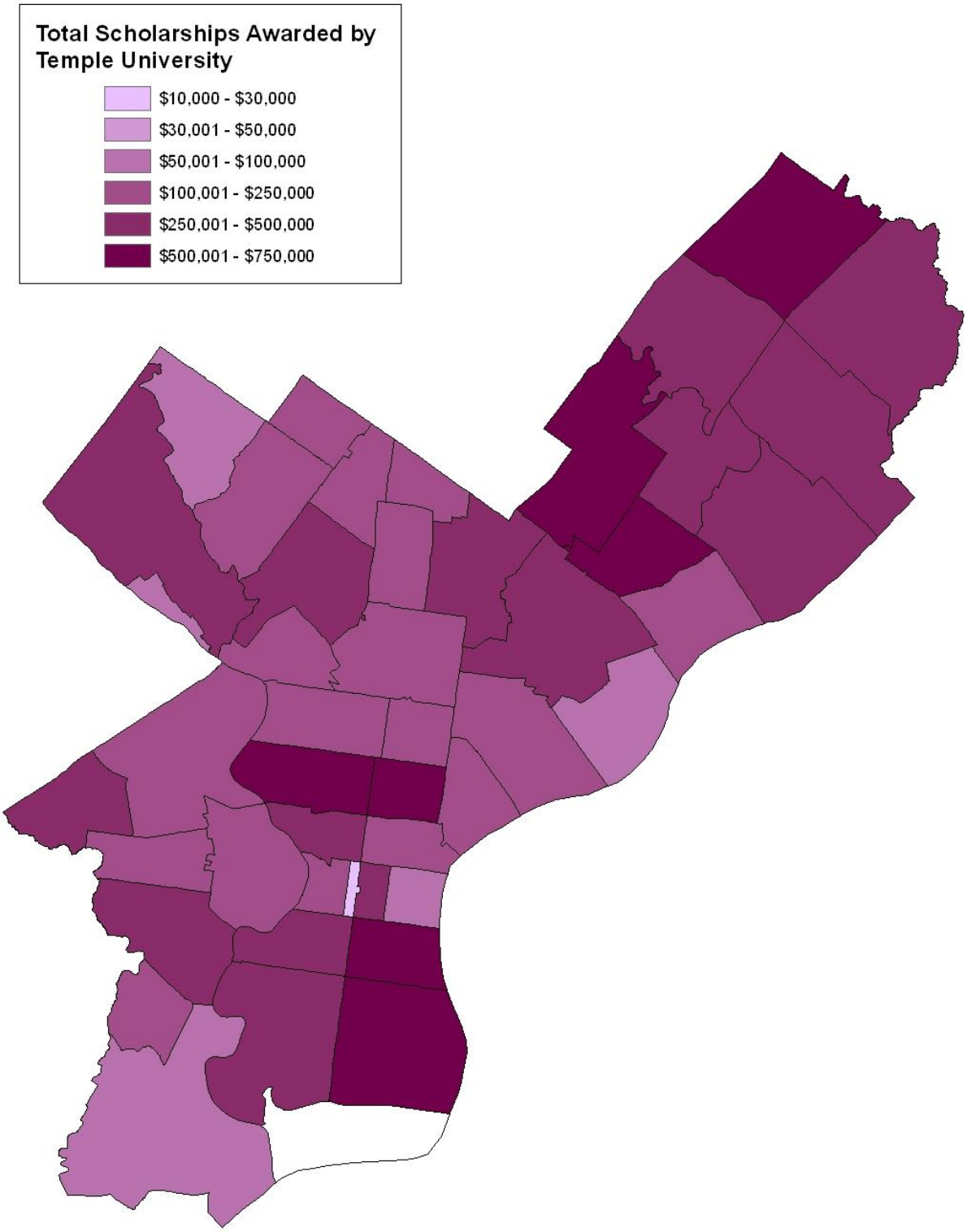

Total Scholarships Awarded by LaSalle University
$12,000 - $100,000
$100,001 - $250,000
$250,001 - $500,000
$500,001 - $750,000
$750,001 - $1,000,000
$1,000,001 - $2,000,000

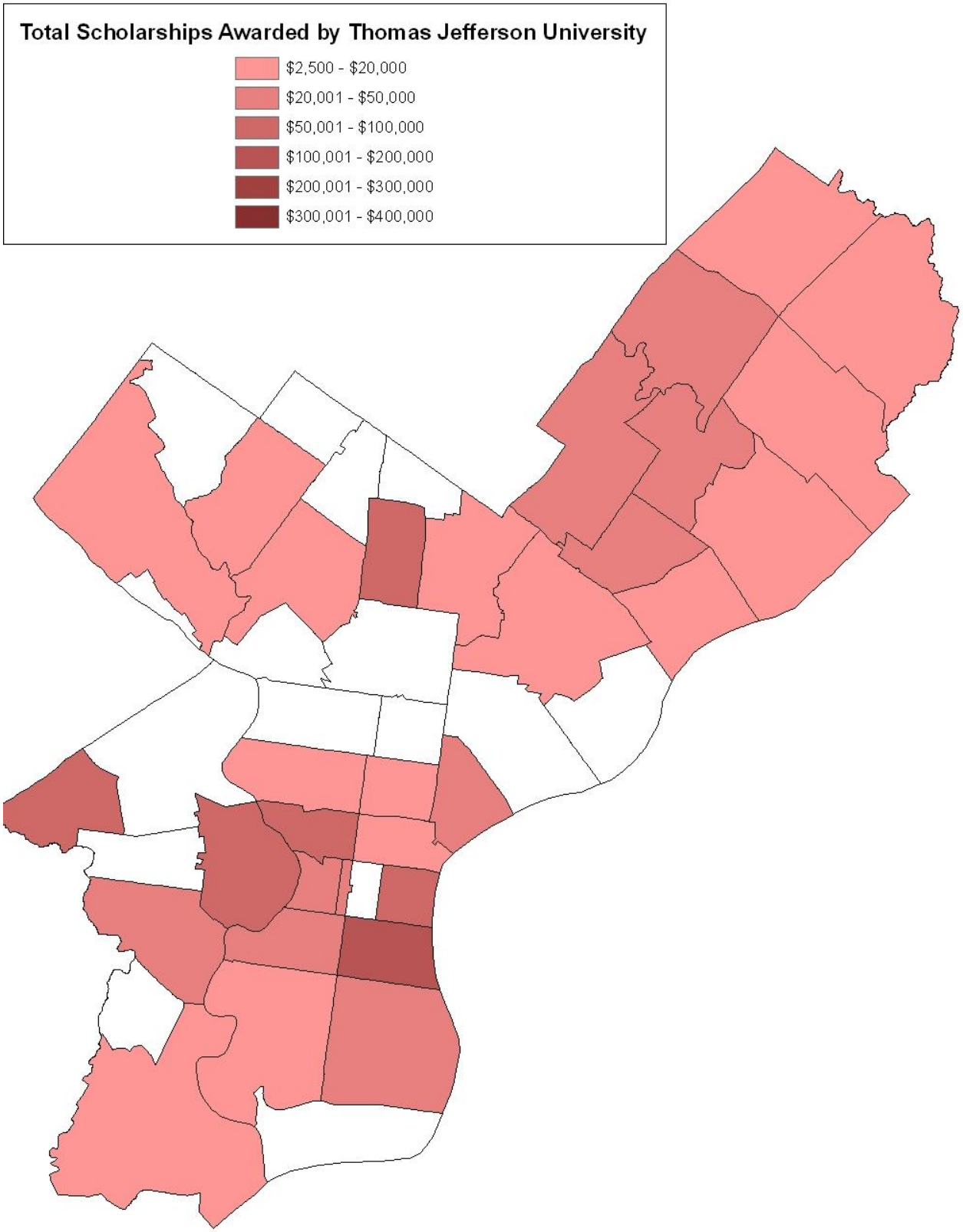

Total Scholarships Awarded by Moore College of Art and Design
$2,000 - $5,000
$5,001 - $40,000
$40,001 - $60,000
$60,001 - $80,000
$80,001 - $100,000
$100,001 - $200,000

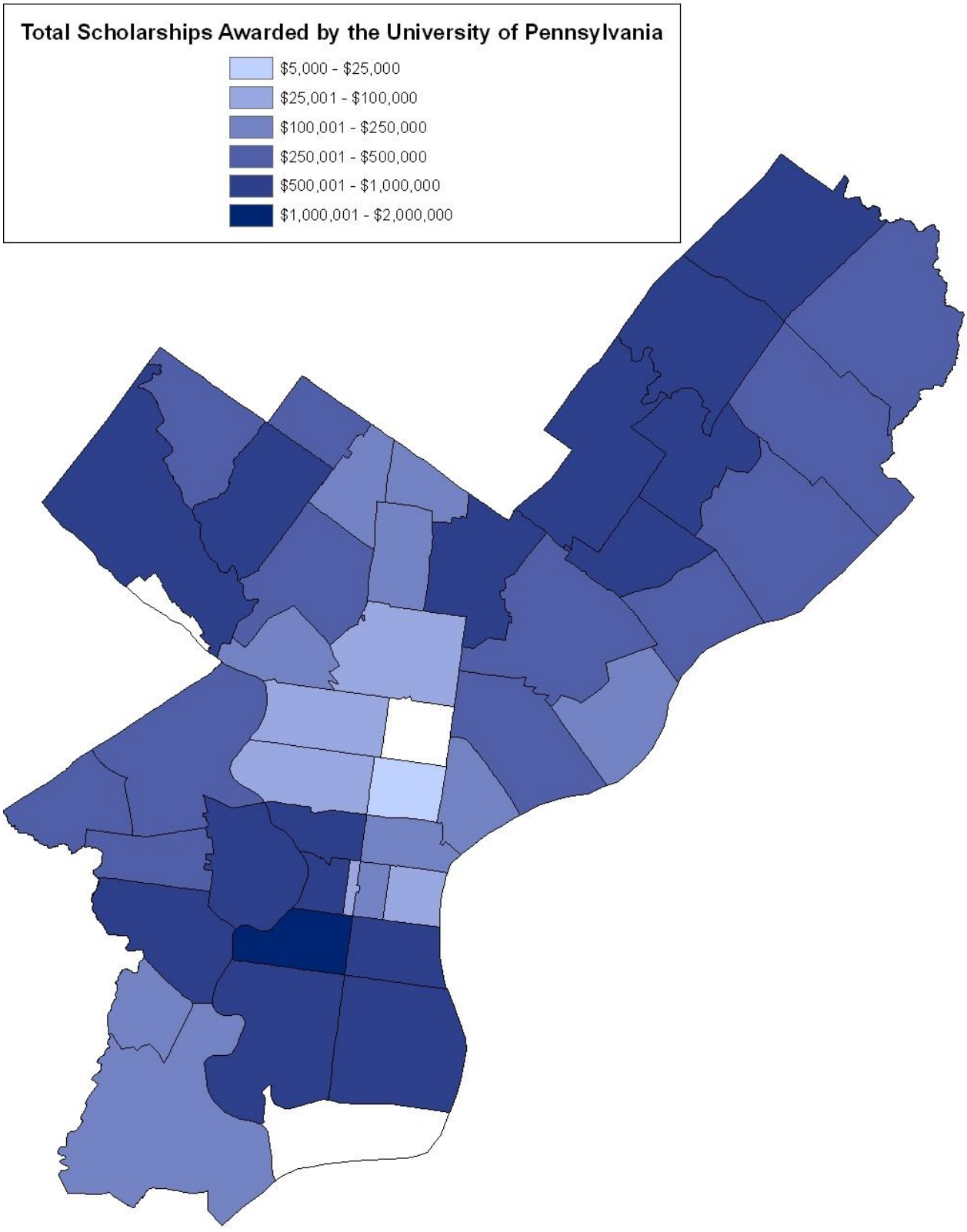
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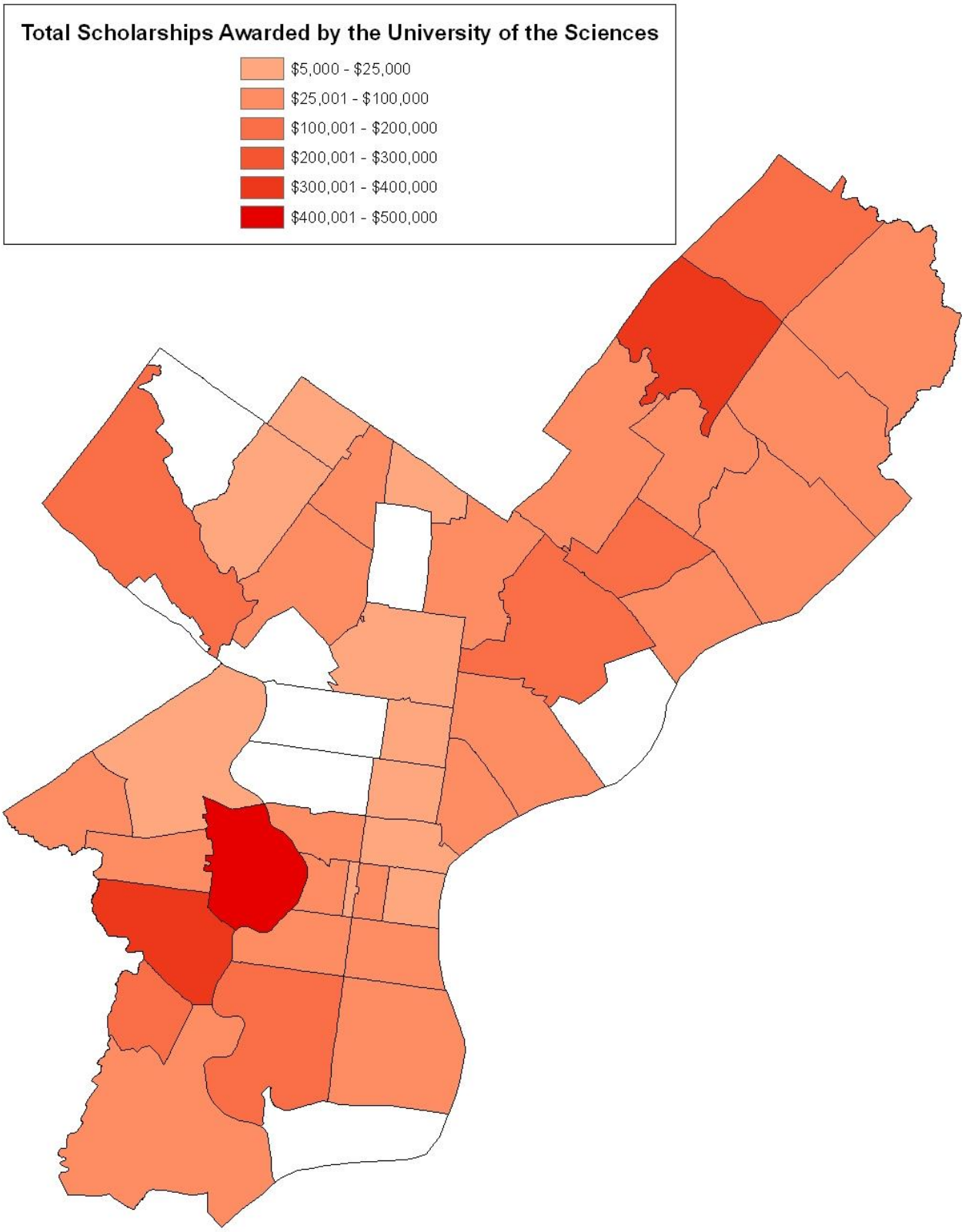

Total Scholarships Awarded by Peirce College
$50 - $5,000
$5,001 - $10,000
$10,001 - $15,000
$15,001 - $20,000
$20,001 - $35,000
$35,001 - $50,000

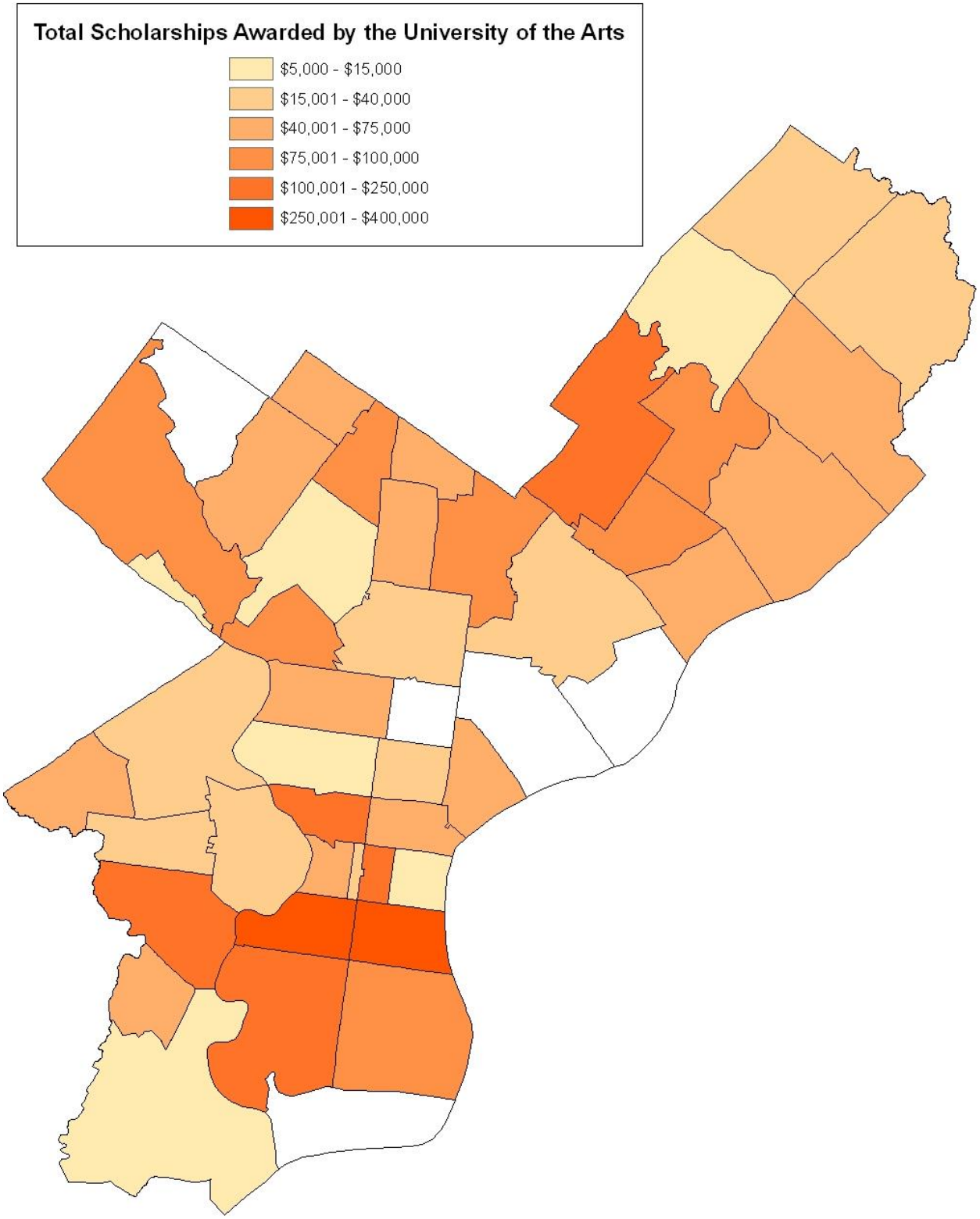

Total Scholarships Awarded by Saint Joseph's University
$1,000 - $25,000
$25,001 - $100,000
$100,001 - $250,000
$250,001 - $500,000
$500,001 - $750,000
$750,001 - $1,500,000


Total Scholarships Awarded by Temple University
$10,000 - $30,000
$30,001 - $50,000
$50,001 - $100,000
$100,001 - $250,000
$250,001 - $500,000
$500,001 - $750,000


Total Scholarships Awarded by Thomas Jefferson University
$2,500 - $20,000
$20,001 - $50,000
$50,001 - $100,000
$100,001 - $200,000
$200,001 - $300,000
$300,001 - $400,000


Total Scholarships Awarded by the University of Pennsylvania
$5,000 - $25,000
$25,001 - $100,000
$100,001 - $250,000
$250,001 - $500,000
$500,001 - $1,000,000
$1,000,001 - $2,000,000


Total Scholarships Awarded by the University of the Sciences
$5,000 - $25,000
$25,001 - $100,000
$100,001 - $200,000
$200,001 - $300,000
$300,001 - $400,000
$400,001 - $500,000


Total Scholarships Awarded by the University of the Arts
$5,000 - $15,000
$15,001 - $40,000
$40,001 - $75,000
$75,001 - $100,000
$100,001 - $250,000
$250,001 - $400,000