

**OFFICE OF HOMELESS SERVICES  
FISCAL YEAR 2019 BUDGET TESTIMONY  
APRIL 18, 2018**

**INTRODUCTION**

Good afternoon, Council President Clarke and Members of City Council. I am Liz Hersh, Director of the Office of Homeless Services. Joining me today are Tara Gaudin, Chief of Staff, and Peter Curran, Budget Officer. I am pleased to provide testimony on the Office of Homeless Services' Fiscal Year 2019 Operating Budget.

Thank you for your support. The Office of Homeless Services takes our stewardship of public dollars very seriously. We provide high quality, person-centered, data-informed, accountable and transparent services to meet the needs of those experiencing homelessness - and the larger community. Our mission is to make homelessness rare, brief and nonrecurring in Philadelphia.

My testimony highlights some of our work.

**1. Addressing Opioid-Driven Homelessness**

The opioid crisis is driving the growth in street homelessness. While it is affecting every neighborhood, Kensington has been especially hard hit. 200+ people live under the Conrail bridges north of Lehigh. This is the second highest concentration of homeless people outside of Center City. While street homelessness is never desirable, this high concentration of people who are actively addicted living on the street in a dense residential neighborhood poses health and safety challenges we have not encountered before. We are - and have been - taking action.

- We established a 40-bed respite in Kensington in December 2016. It served 160 people in its first year, nearly ½ of whom entered treatment and/or housing. Building on this successful model, we are adding a second 40-bed respite which will open in May. If the proposed budget is approved, it will be able to fund 80 respite beds in FY19.
- We have 75 units of Housing First dedicated exclusively to people who are homeless and who have Opioid Use Disorder. This is a first-of-its-kind in the nation. Over ½ entered treatment or are practicing abstinence. The Mayor has proposed funding another 60 units next year and I hope you will support this needed expansion.
- We are launching an Encampment Resolution Pilot this spring to address two of the encampments using the successful San Francisco “carrot and stick” approach that combines intensive services with a 30-day window to permanently closing the camp. The University of Pennsylvania is evaluating the pilot. We have engaged the civic associations and community development corporations in the planning process.

**2. Focusing Scarce Housing Resources on the Most Vulnerable**

- Since July 2016 when we launched the 100-Day Street Homelessness Challenge, the City together with our 60+ nonprofit partners, have housed 488 chronically homeless men and women. Our strategy is the evidence-based model of supportive housing which has an overall 90% success rate.
- The Hub of Hope opened on January 31, 2018 through a partnership between SEPTA, the City and Project HOME. They are seeing up to 375 people a day. In just the first 8 weeks they have made 415

shelter placements, provided 750 showers to 383 individuals and washed 439 loads of laundry. They have a special “Living Room” for chronically homeless people to get more intensive services.

### **3. Partnerships Help Families and Youth, the Invisible Homeless**

- This year we expanded prevention and diversion to help families stay out of shelter and Rapid Rehousing to shorten shelter stays.
- DHS and Homeless Services came together to establish a partnership funded by the Barra Foundation to launch a family reunification pilot this summer. Credit goes to the Stoneleigh Fellow for this cross-sectional work.
- Building Early Links for Learning (or BELL), led by People’s Emergency Center and funded by Vanguard, focuses on increasing the enrollment of homeless children in high quality early childhood education and making homeless shelters better for young children.
- The Housing for Youth Collaborative, which has now been operating for over a year thanks to new funds, provides youth-centered, LGBTQ-friendly emergency, rapid re-housing and employment services. We have also added a Community Navigator to help young people know what’s available and access services. As a result, Covenant House has seen their turn-away rate cut in half.

I would like to close by providing you with a few facts about Philadelphia’s Homeless Service System:

- In FY17 we housed nearly 15,000 people experiencing homelessness;
- We sheltered nearly 8,000 people, provided transitional housing to 2,200 and permanent supportive housing to more than 4,400 not counting the Blueprint units;
- We helped nearly 400 households be “rapidly rehoused” through a one-year subsidy with an 85% success rate and provided financial assistance to prevent homelessness to 800 more households, mostly families;
- 93% of those who exit our system to permanent housing have not returned to homelessness;
- Nearly 1/2 have increased their income.

Through our 5-year strategic planning process, with the help of our national consultant, the Corporation for Supportive Housing, we have identified that our system capacity would need to grow by about 2,000 more permanent supportive housing units to meet the need.

Thanks to the extraordinary efforts of people throughout the city we have slowed the rate of growth in street homelessness, against the tidal wave of the opioid crisis and ongoing erosion of federal investment, but the numbers have still grown.

We know a lot about what works. Housed people are not homeless. Thank you for your support.

## **DEPARTMENT MISSION & PLANS**

**Mission:** The mission of the Office of Homeless Services (OHS) is to provide the leadership, coordination, planning and mobilization of resources to make homelessness rare, brief, and non-recurring for Philadelphia. OHS works together with more than 60 homeless housing and service providers, as well as

the City, state, and federal government, to make up Philadelphia's homeless service system. This system provides prevention, diversion, emergency, temporary, and long-term housing to people experiencing homelessness.

**Plans for Fiscal Year 2019:**

**Prevention, Diversion and Intake**

- Operating under the newly implemented Coordinated Entry and Assessment Based Housing Referral System ("CEA-BHRS" pronounced "Seabreeze"), OHS will continue to serve as the 24-hour/365-days-per-year crisis triage and homeless system access point for individuals and families experiencing or at risk of imminent homelessness.
- OHS will provide prevention, diversion and intake services at the Housing Crisis Response Centers (Apple Tree and Roosevelt Darby Centers), and through its partnership with two newly established youth-designated access sites (The Attic Center and Valley Youth House).
- With the goal to prevent households from becoming homeless, OHS will continue to provide resources to help remove financial barriers to housing for those at imminent risk of homelessness. These resources include financial assistance, legal consultation, counseling, mediation and connection to benefits.
- OHS' Emergency Assistance and Response Unit (EARU), which was recently relocated to the Apple Tree Center to better centralize and coordinate services, will continue to provide security deposits and delinquent rental payments to resolve an immediate housing crisis and assists those who are homeless as a result of disasters such as fires or gas explosions.
- OHS will continue to provide service days (clean-up of encampments), and oversight and staffing of the Philadelphia Food Access Collaborative.

**Emergency and Temporary Housing**

- OHS will continue to provide short-term housing (emergency and transitional) for vulnerable individuals and families to resolve their immediate housing crisis.
- Housing Case Management assistance will be provided to assist the household with obtaining appropriate permanent housing through our newly implemented Coordinated Entry and Assessment-Based Housing Referral System ("CEA-BHRS"), through which people experiencing or at risk of experiencing homelessness can access the housing crisis response system in a streamlined, centralized way; have their strengths and needs quickly assessed; and quickly connect to appropriate, tailored housing and mainstream services within the community, as available.
- OHS will continue to work to reduce the harm to children in families experiencing homelessness.

**Permanent Housing**

- OHS will continue providing permanent housing for individuals and families experiencing homelessness using funds provided by HUD's Continuum of Care (CoC) program to end homelessness. This pairs affordable housing that is not time-limited with wraparound supportive services for people with disabilities.
- Permanent housing will also be provided through the Rapid Re-housing program, which provides housing-stabilization counseling, rental assistance, security and utility deposits, and/or payments for rent or utility arrearages to enable households experiencing homelessness to move into stable housing. These contracted, cost-effective services are funded through the Federal Emergency Solutions Grant, CoC, and Pennsylvania Temporary Assistance for Needy Families (TANF).
- OHS will continue to focus on chronic street and youth outreach and services.
- OHS will also continue operation of the Riverview Home, a 100-bed personal care facility licensed by the Pennsylvania Department of Human Services to provide individualized personal care services to adults requiring assistance with activities of daily living.

**Infrastructure – Policy, Planning and Performance**

- Entering into the second year of its reorganization, OHS will continue to conduct comprehensive reviews of its administrative and program processes and make any necessary policy, program, procedure and staffing alignment changes to ensure quality, compliance and efficiency throughout all of OHS' work.
- Continuing in its role as Philadelphia's Continuum of Care (CoC) lead agency, OHS will spearhead the implementation of the City's new 5-Year Strategic Plan to address homelessness (creation of plan is currently in process), and continue to provide oversight of the City's Homeless Management Information System (HMIS), and the Coordinated Entry and Assessment-based Housing Referral System (CEA-BHRS).
- OHS will continue to work to continuously improve our performance management tracking ability and program performance outcomes.
- OHS will continue to coordinate services with the City's Health and Human Services Cabinet.
- OHS will continue its efforts to increase public understanding of homelessness in Philadelphia.

**Administrative Services**

- OHS will continue to work to ensure quality, compliance and efficiency of its administrative and program support operations through the work of its fiscal, contracts, human resources, facility and asset management, and information technology units.
- OHS will continue work to align capital improvements with safety and security opportunities for OHS-funded facilities.

**BUDGET SUMMARY & OTHER BUDGET DRIVERS**

<b>Staff Demographics Summary (as of December 2017) -- General Fund</b>				
	Total	Minority	White	Female
Number of Full-Time Staff	148	126	22	106
Number of Exempt Staff	18	11	7	13
Number of Executive Staff (deputy level and above)	4	2	2	4
Average Salary, Full-Time Staff	\$54,284	\$52,214	\$66,800	\$52,655
Average Salary, Exempt Staff	\$81,895	\$79,028	\$86,400	\$81,086
Average Salary, Executive Staff	\$107,500	\$100,000	\$115,000	\$107,500
Median Salary, Full-Time Staff	\$52,422	\$53,690	\$61,235	\$47,502
Median Salary, Exempt Staff	\$83,900	\$85,000	\$82,800	\$82,800
Median Salary, Executive Staff	\$100,000	\$100,000	\$115,000	\$100,000

<b>Employment Levels (as of December 2017) -- General Fund</b>		
	Budgeted	Filled
Number of Full-Time Positions	157	148
Number of Exempt Positions	19	18
Number of Executive Positions (deputy level and above)	4	4
Average Salary of All Full-Time Positions	\$55,283	\$54,284
Median Salary of All Full-Time Positions	\$53,800	\$52,422

<b>Staff Demographics Summary (as of December 2017) -- All Funds</b>				
	Total	Minority	White	Female
Number of Full-Time Staff	176	145	31	126
Number of Exempt Staff	34	20	14	28
Number of Executive Staff (deputy level and above)	4	2	2	4
Average Salary, Full-Time Staff	\$55,396	\$53,049	\$66,675	\$54,479
Average Salary, Exempt Staff	\$75,169	\$73,847	\$77,057	\$73,062
Average Salary, Executive Staff	\$107,500	\$100,000	\$115,000	\$107,500
Median Salary, Full-Time Staff	\$55,304	\$50,586	\$62,000	\$52,622
Median Salary, Exempt Staff	\$70,813	\$70,813	\$72,500	\$67,500
Median Salary, Executive Staff	\$100,000	\$100,000	\$115,000	\$100,000

<b>Employment Levels (as of December 2017) -- All Funds</b>		
	Budgeted	Filled
Number of Full-Time Positions	182	176
Number of Exempt Positions	35	34
Number of Executive Positions (deputy level and above)	4	4
Average Salary of All Full-Time Positions	\$55,283	\$55,396
Median Salary of All Full-Time Positions	\$53,800	\$55,304

<b>General Fund Financial Summary by Class</b>						
	FY17 Original Appropriations	FY17 Actual Obligations	FY18 Original Appropriations	FY18 Estimated Obligations	FY19 Proposed Appropriations	Difference: FY19-FY18
Class 100 - Employee Compensation	\$8,636,443	\$8,491,983	\$8,802,194	\$8,766,821	\$8,830,135	\$63,314
Class 200 - Purchase of Services	\$37,644,215	\$37,992,506	\$39,069,215	\$38,869,215	\$41,904,815	\$3,035,600
Class 300/400 - Materials, Supplies & Equipment	\$344,127	\$268,281	\$344,127	\$344,127	\$344,127	\$0
Class 500 - Contributions	\$32,421	\$31,748	\$32,421	\$32,421	\$32,421	\$0
	<b>\$46,657,206</b>	<b>\$46,784,518</b>	<b>\$48,247,957</b>	<b>\$48,012,584</b>	<b>\$51,111,498</b>	<b>\$3,098,914</b>

Office of Homeless Services

<b>All Funds Financial Summary by Class</b>						
	FY17 Original Appropriations	FY17 Actual Obligations	FY18 Original Appropriations	FY18 Estimated Obligations	FY19 Proposed Appropriations	Difference: FY19-FY18
Class 100 - Employee Compensation	\$9,247,144	\$9,127,335	\$10,030,395	\$10,458,663	\$10,636,101	\$177,438
Class 200 - Purchase of Services	\$83,486,231	\$70,930,899	\$83,721,322	\$80,728,520	\$83,778,230	\$3,049,710
Class 300/400 - Materials, Supplies & Equipment	\$1,344,127	\$1,181,970	\$1,344,127	\$1,294,127	\$1,365,503	\$71,376
Class 500 - Contributions	\$32,421	\$31,748	\$32,421	\$32,421	\$32,421	\$0
	<b>\$94,109,923</b>	<b>\$81,271,952</b>	<b>\$95,128,265</b>	<b>\$92,513,731</b>	<b>\$95,812,255</b>	<b>\$3,298,524</b>

<b>Contracts Summary (Professional Services only)</b>						
	FY13	FY14	FY15	FY16	FY17	FY18 YTD (Q1 & Q2)
Total amount of contracts	\$4,518,015	\$4,546,644	\$4,378,024	\$4,390,706	\$3,823,226	\$1,902,146
Total amount to M/W/DSBE	\$1,709,346	\$1,242,480	\$1,830,730	\$1,216,353	\$1,615,331	\$803,250
Participation Rate	38%	27%	42%	28%	42%	50%

<b>Total M/W/DSBE Contract Participation Goal (Public Works; Services, Supplies &amp; Equipment; and Professional Services combined)</b>			
	FY17	FY18	FY19
M/W/DSBE Contract Participation Goal	30%	30%	32%

## **PROPOSED BUDGET OVERVIEW**

### **Proposed Funding Request:**

The proposed Fiscal Year 2019 General Fund budget totals \$51,111,498, an increase of \$3,098,914 over Fiscal Year 2018 estimated obligation levels. This increase is primarily due to DC33 salary increases and additional permanent housing opportunities, respite and operational support for the Hub of Hope.

The proposed budget includes:

- \$8,830,135 in Class 100, a \$63,314 increase over FY18. This funding increase is for negotiated salary increases for DC33 members.
- \$3,098,914 in Class 200, a \$3,035,600 increase over FY18. This funding will provide additional permanent housing opportunities, respite and operational support for the Hub of Hope.
- \$344,127 in Class 300/400, level funding with FY18.
- \$32,421 in Class 500, level funding with FY18.

### **Proposed Funding Request:**

The proposed Fiscal Year 2019 budget for All Funds total \$95,812,255, an increase of \$3,298,524 over Fiscal Year 2018 estimated obligation levels. This increase is primarily due to DC33 salary increases, new grant funded hires, additional food purchases and additional permanent housing opportunities, respite and operational support for the Hub of Hope.

The proposed budget includes:

- \$10,636,101 in Class 100, a \$177,438 increase over FY18. This funding increase is for negotiated salary increases for DC33 members and new grant funded hires.
- \$83,778,230 in Class 200, a \$3,049,710 increase over FY18. This funding will provide additional permanent housing opportunities, respite and operational support for the Hub of Hope.
- \$1,365,503 in Class 300/400, a \$71,376 increase over FY18. This funding increase is for additional food purchases.
- \$32,421 in Class 500, level funding with FY18.

**STAFFING LEVELS**

The department is requesting 188 All Funds positions (157 General Fund positions and 31 Grant Fund positions) for FY19, an increase of 6 grant positions over FY18.

The increase is attributed to additional grant positions.

**NEW HIRES**

<b>New Hires (from 7/1/2017 to December 2017)</b>		
	Total Number of New Hires	Spanish
Black or African American	3	-
Asian	1	-
Hispanic or Latino	1	1
White	5	-
Other	1	1
Total	11	2

Since the increment run, OHS has made four (4) new hires, all of which are female. Of these new hires, three identify as Black or African American, and one identifies as Asian and speaks Hindi, Malayalam, and Urdu.



**PERFORMANCE, CHALLENGES, AND INITIATIVES****Prevention, Diversion and Intake:**

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Prioritize prevention and diversion assistance to help households re-connect to community and family supports, enabling them to stay out of shelter.</li> <li>• Implement recommendations from the PHL Participatory Design Lab project to improve participant experience at OHS Homeless Crisis Response Centers.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of households provided homeless prevention assistance <sup>1</sup>	760	358	650	725
Number of new persons entering homelessness <sup>2</sup>	N/A	2,611	5,200	5,075

<sup>1</sup> This figure measures the number of households provided Homeless Prevention assistance. "Household" means individual and/or family. Annual targets are based on funding awarded through the Housing Trust Fund and Community Services Block Grant (CSBG). OHS's FY18 target is 650. This figure assumes \$1,000 of assistance per household. Often, households require less assistance, and OHS can serve more households. The number might vary, based on level of need.

<sup>2</sup> This measure is new for FY18, so FY17 is not available. This is a cumulative measure.

**Emergency and Temporary Housing:**

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Provide training and education to emergency and temporary housing staff to further support the transition to a housing-focused system.</li> <li>• Implement a standardized participant assessment to identify recommended housing interventions.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Median length of stay in shelter, transitional, and safe haven programs <sup>1</sup>	N/A	170	165	160
Percent of exits to permanent housing destinations from shelter and transitional housing programs <sup>2</sup>	N/A	28%	29%	29%

<sup>1</sup> This is a new measure for FY18, so FY17 data is not available. Safe Haven (SH): Serves hard-to-reach homeless persons who have severe mental illness, are on the streets and have been unable or unwilling to participate in supportive services. The program provides 24-hour residence for an unspecified duration.

<sup>2</sup> This is a new measure for FY18, so FY17 data is not available.

**Permanent Housing:**

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Accelerate and streamline the application and move-in processes for permanent housing.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of households provided Rapid Re-Housing assistance to end their homelessness	380	200	380	400
Percent of households that return to homelessness within two years after exiting to a permanent housing destination <sup>1</sup>	N/A			8%
Number of households placed into all types of permanent housing, including permanent supportive housing and Rapid Re-Housing <sup>2</sup>	970	411	775	820

<sup>1</sup> This is an annual measure, so YTD data is not available. This measure is new; OHS will begin reporting on this measure in FY19. The 8% target measures the return to homelessness of households that exited from any program type into any permanent housing type.

<sup>2</sup> The Philadelphia Housing Authority has reduced the number of blueprint vouchers since FY17.

**Infrastructure and Administrative Services:**

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Complete and launch new five-year plan to make homelessness rare, brief, and non-recurring in Philadelphia.</li> <li>Evaluate the implementation of the Coordinated Entry System and Assessment Based Housing Referral System (CEA-BHRS) to ensure the system is working effectively and efficiently to move households into the most appropriate housing intervention.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Median number of days to conform contracts (days) <sup>1</sup>	N/A			45
Data quality: number of key data elements in the Homeless Management Information System (HMIS) that meet the completeness threshold <sup>2</sup>	N/A	9 of 16 Data Elements	9 of 16 Data Elements	10 of 16 Data Elements

<sup>1</sup> This measure is new; OHS will begin reporting on this measure in FY19.

<sup>2</sup> The completeness threshold requires a less-than-10% error rate for each data element.

**OTHER BUDGETARY IMPACTS**

**Federal and State (Where Applicable)**

OHS receives \$37,050,456 in federal dollars, and these funds are used for Prevention, Diversion & Intake, Emergency & Temporary Housing, Permanent Housing and Infrastructure/Administrative Services.

OHS receives \$7,650,301 in state dollars, and these funds are used for Prevention, Diversion & Intake, Emergency & Temporary Housing and Administrative Services.

Half of the funds that support the 12,000+ “beds” in the city’s homeless system are funded by federal and state dollars. Any reduction in state and/or federal funds would mean a decrease in available “beds” for those experiencing homelessness.

**CONTRACTING EXPERIENCE**

<b>M/W/DSBE Participation on Large Professional Services Contracts</b>											
<b>Top Five Largest Contracts, FY18</b>											
Vendor Name	Service Provided	Dollar Amount of Contract	RFP Issue Date	Contract Start Date	Ranges in RFP	% of M/W/DSBE Participation Achieved	\$ Value of M/W/DSBE Participation	Total % Participation - All DSBEs	Total \$ Value Participation - All DSBEs	Local Business (principal place of business located within City limits) [yes / no]	Waiver for Living Wage Compliance ? [yes / no]
Food Management Services Inc dba Linton's Managed Services <sup>1</sup>	Food Service for the Riverview Home	\$762,511	4/1/2016	7/1/1/16	MBE: 8 - 11%	0%	\$0	0%	\$0	No	No
					WBE: 7 - 10%	0%	\$0				
					DSBE: Best Efforts	0%	\$0				
Eccovia d/b/a ClientTrack <sup>2</sup>	Customization/ongoing support for HUD-Mandated HMIS Database	\$759,977	6/25/2013	10/1/2015	MBE: N/A	N/A	N/A	0%	\$0	No	No
					WBE: N/A	N/A	N/A				
					DSBE: N/A	N/A	N/A				
US Facilities	Maintenance service at 6 City Supported Housing Facilities	\$729,000	4/7/2017	7/1/2017	MBE: 12-15%	100%	\$729,000	100%	\$729,000	Yes	No
					WBE: 8 - 11%	0%	\$0				
					DSBE: Best Efforts	0%	\$0				
Darlene Morris	Emergency Housing & Support Services to Homeless Families	\$656,953	3/17/2014	7/1/2014	MBE: Best Efforts	0%	\$0	100%	\$656,953	Yes	No
					WBE: Best Efforts	100%	\$656,953				
					DSBE: Best Efforts	0%	\$0				
Core Care Food Service, Inc.	Food Service for Families Forward Phila. Campus	\$652,953	3/24/2017	7/1/2017	MBE: 9 - 12 %	0%	\$0	0%	\$0	Yes	No
					WBE: 8 - 11%	0%	\$0				
					DSBE: Best Efforts	0%	\$0				

<sup>1</sup> Linton's Managed Services was the only respondent for this particular RFP. However, they are using a minority vendor for OHS' food and paper purchases. The total commitment is 8% of the yearly contract of \$762,511.00 or \$61,000 in purchasing per year. The purchases for the 2017-18 contract is currently at \$77,426.49.

<sup>2</sup> In order to protect the City from the potential loss of State and Federal Grant Funds, OHS received an exemption on 6/17/15 for the above Provider Agreement (Contract) in order to immediately purchase a new data collection and reporting system, the Homeless Management Information System (HMIS). OSH and its vendors are required by HUD to report homeless data through an HMIS and must immediately begin to collect and report homeless data.

Office of Homeless Services

<b>Non-Profit Vendor Demographics</b>		
<b>PHMC</b>	<b>Minority %</b>	<b>Female %</b>
Workforce	68.00%	77.00%
Executive	51.00%	76.00%
Board	50.00%	35.00%
<b>Urban Affairs Coalition (UAC)</b>	<b>Minority %</b>	<b>Female %</b>
Workforce	93.00%	55.00%
Executive	100.00%	50.00%
Board	60.00%	43.00%
<b>Friends Rehabilitation Program, Inc.</b>	<b>Minority %</b>	<b>Female %</b>
Workforce	75.00%	48.00%
Executive	57.00%	57.00%
Board	10.00%	40.00%
<b>Congreso de Latinos Unidos</b>	<b>Minority %</b>	<b>Female %</b>
Workforce	87.00%	54.00%
Executive	67.00%	67.00%
Board	58.00%	33.00%
<b>Pennsylvania Real Estate Corp. (PCRC)</b>	<b>Minority %</b>	<b>Female %</b>
Workforce	78.00%	72.00%
Executive	100.00%	80.00%
Board	50.00%	67.00%

**EMPLOYEE DATA**

<b>Staff Demographics (as of December 2017) -- General Fund</b>					
<b>Full-Time Staff</b>			<b>Executive Staff</b>		
	<b>Male</b>	<b>Female</b>		<b>Male</b>	<b>Female</b>
	<b>African-American</b>	<b>African-American</b>		<b>African-American</b>	<b>African-American</b>
<i>Total</i>	26	76	<i>Total</i>	0	1
<i>% of Total</i>	21%	49%	<i>% of Total</i>	0%	25%
<i>Average Salary</i>	\$57,480	\$50,770	<i>Average Salary</i>	N/A	\$100,000
<i>Median Salary</i>	\$60,070	\$47,290	<i>Median Salary</i>	N/A	\$100,000
	<b>White</b>	<b>White</b>		<b>White</b>	<b>White</b>
<i>Total</i>	11	11	<i>Total</i>	0	2
<i>% of Total</i>	7%	7%	<i>% of Total</i>	0%	50%
<i>Average Salary</i>	\$62,093	\$71,507	<i>Average Salary</i>	N/A	\$115,000
<i>Median Salary</i>	\$60,270	\$65,437	<i>Median Salary</i>	N/A	\$115,000
	<b>Hispanic</b>	<b>Hispanic</b>		<b>Hispanic</b>	<b>Hispanic</b>
<i>Total</i>	1	9	<i>Total</i>	0	0
<i>% of Total</i>	1%	6%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$63,406	\$50,892	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	\$63,406	\$46,913	<i>Median Salary</i>	N/A	N/A
	<b>Asian</b>	<b>Asian</b>		<b>Asian</b>	<b>Asian</b>
<i>Total</i>	2	5	<i>Total</i>	0	0
<i>% of Total</i>	1%	3%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$46,201	\$42,312	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	\$46,201	\$35,105	<i>Median Salary</i>	N/A	N/A
	<b>Other</b>	<b>Other</b>		<b>Other</b>	<b>Other</b>
<i>Total</i>	2	5	<i>Total</i>	0	1
<i>% of Total</i>	1%	3%	<i>% of Total</i>	0%	25%
<i>Average Salary</i>	\$48,476	\$53,358	<i>Average Salary</i>	N/A	\$100,000
<i>Median Salary</i>	\$48,476	\$36,105	<i>Median Salary</i>	N/A	\$100,000
	<b>Bilingual</b>	<b>Bilingual</b>		<b>Bilingual</b>	<b>Bilingual</b>
<i>Total</i>	5	12	<i>Total</i>	0	1
<i>% of Total</i>	3%	8%	<i>% of Total</i>	0%	25%
<i>Average Salary</i>	\$58,935	\$54,940	<i>Average Salary</i>	N/A	\$100,000
<i>Median Salary</i>	\$63,091	\$47,650	<i>Median Salary</i>	N/A	\$100,000
	<b>Male</b>	<b>Female</b>		<b>Male</b>	<b>Female</b>
<i>Total</i>	42	106	<i>Total</i>	0	4
<i>% of Total</i>	32%	68%	<i>% of Total</i>	0%	100%
<i>Average Salary</i>	\$57,808	\$52,655	<i>Average Salary</i>	N/A	\$107,500
<i>Median Salary</i>	\$60,270	\$47,502	<i>Median Salary</i>	N/A	\$100,000

Office of Homeless Services

Staff Demographics (as of December 2017) -- All Funds					
Full-Time Staff			Executive Staff		
	Male	Female		Male	Female
	African-American	African-American		African-American	African-American
<i>Total</i>	34	87	<i>Total</i>	0	1
<i>% of Total</i>	21%	48%	<i>% of Total</i>	0%	25%
<i>Average Salary</i>	\$57,134	\$52,231	<i>Average Salary</i>	N/A	\$100,000
<i>Median Salary</i>	\$58,482	\$49,406	<i>Median Salary</i>	N/A	\$100,000
	White	White		White	White
<i>Total</i>	11	20	<i>Total</i>	0	2
<i>% of Total</i>	6%	11%	<i>% of Total</i>	0%	50%
<i>Average Salary</i>	\$62,093	\$69,195	<i>Average Salary</i>	N/A	\$100,000
<i>Median Salary</i>	\$62,270	\$63,500	<i>Median Salary</i>	N/A	\$100,000
	Hispanic	Hispanic		Hispanic	Hispanic
<i>Total</i>	1	9	<i>Total</i>	0	0
<i>% of Total</i>	1%	5%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$63,406	\$50,892	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	\$63,406	\$46,913	<i>Median Salary</i>	N/A	N/A
	Asian	Asian		Asian	Asian
<i>Total</i>	2	5	<i>Total</i>	0	0
<i>% of Total</i>	1%	3%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$46,201	\$42,312	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	\$46,201	\$35,105	<i>Median Salary</i>	N/A	N/A
	Other	Other		Other	Other
<i>Total</i>	2	5	<i>Total</i>	0	1
<i>% of Total</i>	1%	3%	<i>% of Total</i>	0%	25%
<i>Average Salary</i>	\$48,476	\$53,358	<i>Average Salary</i>	N/A	\$100,000
<i>Median Salary</i>	\$48,476	\$36,105	<i>Median Salary</i>	N/A	\$100,000
	Bilingual	Bilingual		Bilingual	Bilingual
<i>Total</i>	6	13	<i>Total</i>	0	1
<i>% of Total</i>	3%	7%	<i>% of Total</i>	0%	25%
<i>Average Salary</i>	\$64,112	\$57,473	<i>Average Salary</i>	N/A	\$100,000
<i>Median Salary</i>	\$63,249	\$59,870	<i>Median Salary</i>	N/A	\$100,000
	Male	Female		Male	Female
<i>Total</i>	50	126	<i>Total</i>	0	4
<i>% of Total</i>	30%	70%	<i>% of Total</i>	0%	100%
<i>Average Salary</i>	\$57,535	\$54,479	<i>Average Salary</i>	N/A	\$107,500
<i>Median Salary</i>	\$60,170	\$52,622	<i>Median Salary</i>	N/A	\$100,000

**LANGUAGE ACCESS**

**1) Has your leadership received language access training?**

The Director of Homeless Services has received language access training. OHS’ full leadership team is scheduled to be trained on July 5th, 2018.

**2) Do you currently have a language access coordinator?**

Yes. Linda White, Communications Coordinator.

**3) Has your department written a language access plan and is it posted online?**

Yes, and it is available here: <https://beta.phila.gov/documents/language-access-plans/>.

**4) Explain what your department has done to improve language access services over the past year.**

Homeless Services continues to make use of interpretation and translation services at all of our program sites. We have added language to our posters and brochures at our intake sites and on our website that informs potential clients of our use of these services. We had 16 essential forms translated into Spanish, which is the most common language that we encounter other than English.

We have a total of 12 employees who are bilingual:

Bilingual Staff Data	
Language	# of Employees
Spanish	10
Hindi	2
Malayalam	2
Mandarin	1
French	1
Korean	1
Yoruba	1
Tamil	1
Igbo	1
Kananda	1
<b>TOTAL</b>	<b>12</b>