

**DEPARTMENT OF HUMAN SERVICES
FISCAL YEAR 2020 BUDGET TESTIMONY
APRIL 17, 2019**

INTRODUCTION

Good Afternoon, President Clarke and Members of City Council. I am Cynthia Figueroa, Commissioner of the City of Philadelphia Department of Human Services. Joining me today are Kimberly Ali, Deputy Commissioner for Child Welfare Operations, and Christopher Simi, Deputy Commissioner for Finance. I am pleased to provide testimony on the Department of Human Services' Fiscal Year 2020 Operating Budget.

DEPARTMENT MISSION & PLANS

Mission: The Philadelphia Department of Human Services (DHS) is the county's child welfare agency. The Department's mission is to provide and promote child safety, permanency, and well-being for children and youth at risk of abuse, neglect, and delinquency.

Plans for Fiscal Year 2020:

During Fiscal Year 2020, DHS plans to continue its efforts to reduce the overall system size with a special focus on congregate care and the delinquent population. In addition, the Department will continue development of a strong infrastructure to align with changing federal reimbursement programs. These initiatives fit into DHS's existing mission of achieving stability through permanency.

- **Child Welfare Operations (CWO):** DHS operates a child abuse hotline 24 hours per day, 365 days per year to respond to allegations of child abuse or neglect. In addition, social work staff conducts investigations and assesses families to determine their need for services. While the primary focus is to keep children at home with their families, DHS manages the placement of children based on the existence of safety threats in a family. DHS works with six providers called Community Umbrella Agencies (CUAs) to provide ongoing services (in-home and placement) to children and families in 10 geographic regions in the city. In-home safety services are case management social services designed to stabilize a family and eliminate the existence of safety threats. Placement services are living environments for children removed from their parents or guardians and include kinship care, non-relative foster care, and congregate care.
- **Juvenile Justice Services (JJS):** DHS operates the Philadelphia Juvenile Justice Services Center (PJJSC), the City's secure detention facility for juveniles. In addition, the JJS division supports and funds a full array of diversion programs to prevent youth from entering the juvenile justice system as well as placement services for youth adjudicated delinquent. In FY20, DHS is taking a strategic approach to increasing funding to target a combination of juvenile justice reforms focused on reducing recidivism and alternatives to detention.
- **Community-Based Prevention Services (CBPS):** In conjunction with community-based providers, DHS provides services designed to divert children and families from the formal child welfare system. These services include Out-of-School Time (OST), in-home case management, domestic violence support services, truancy intervention services, housing support, and mentoring. DHS's focus will be on diversionary initiatives and concentrated reductions in the congregate care population. To carry out

DEPARTMENT OF HUMAN SERVICES

these initiatives, the department will be expanding existing, highly incentivized services that link families at risk of entering the DHS system with community-based services.

DEPARTMENT OF HUMAN SERVICES

BUDGET SUMMARY & OTHER BUDGET DRIVERS

Staff Demographics Summary (as of November 2018): All Funds				
	Total	Minority	White	Female
Number of Full-Time Staff	1,542	1,274	268	1,149
Number of Exempt Staff	29	18	11	23
Number of Executive Staff (deputy level and above)	10	7	3	8
Average Salary, Full-Time Staff	\$59,156	\$58,255	\$63,397	\$59,983
Average Salary, Exempt Staff	\$107,396	\$112,515	\$99,020	\$107,993
Average Salary, Executive Staff	\$128,028	\$133,605	\$115,016	\$131,067
Median Salary, Full-Time Staff	\$62,548	\$62,548	\$62,548	\$62,548
Median Salary, Exempt Staff	\$108,150	\$111,898	\$97,850	\$105,575
Median Salary, Executive Staff	\$126,173	\$129,708	\$105,575	\$130,810

Employment Levels (as of November 2018): All Funds		
	Budgeted in FY19	Filled as of the Increment Run (11/18)
Number of Full-Time Positions	1,790	1,542
Number of Exempt Positions	29	29
Number of Executive Positions (deputy level and above)	10	10
Average Salary of All Full-Time Positions	\$54,920	\$59,156
Median Salary of All Full-Time Positions	\$53,207	\$62,548

General Fund Financial Summary by Class						
	FY18 Original Appropriations	FY18 Actual Obligations	FY19 Original Appropriations	FY19 Estimated Obligations	FY20 Proposed Appropriations	Difference: FY20-FY19
Class 100 - Employee Compensation	\$30,720,570	\$30,712,077	\$27,246,823	\$27,246,823	\$27,646,449	\$399,626
Class 200 - Purchase of Services	\$77,424,027	\$76,253,919	\$82,756,805	\$82,756,805	\$86,248,594	\$3,491,789
Class 300/400 - Materials, Supplies & Equipment	\$890,933	\$1,644,282	\$2,069,970	\$2,069,970	\$2,069,970	\$0
Class 500 - Contributions	\$0	\$12,604	\$0	\$0	\$0	\$0
	\$109,035,530	\$108,622,882	\$112,073,598	\$112,073,598	\$115,965,013	\$3,891,415

All Funds Financial Summary by Class						
	FY18 Original Appropriations	FY18 Actual Obligations	FY19 Original Appropriations	FY19 Estimated Obligations	FY20 Proposed Appropriations	Difference: FY20-FY19
Class 100 - Employee Compensation	\$148,726,902	\$142,486,557	\$147,346,059	\$148,033,610	\$155,674,169	\$7,640,559
Class 200 - Purchase of Services	\$547,510,054	\$482,741,580	\$567,241,134	\$565,600,033	\$577,305,551	\$11,705,518
Class 300/400 - Materials, Supplies & Equipment	\$2,973,047	\$4,484,063	\$5,999,125	\$5,999,125	\$5,999,125	\$0
Class 500 - Contributions	\$0	\$12,604	\$0	\$0	\$0	\$0
	\$699,210,003	\$629,724,804	\$720,586,318	\$719,632,768	\$738,978,845	\$19,346,077

DEPARTMENT OF HUMAN SERVICES

Contracts Summary (Professional Services only)						
	FY14	FY15	FY16	FY17	FY18	FY19 YTD (Q1 & Q2)
Total amount of contracts	\$13,075,473	\$14,300,883	\$15,142,553	\$22,844,712	\$24,594,088	\$15,723,409
Total amount to M/W/DSBE	\$3,880,931	\$3,993,187	\$4,564,711	\$8,680,892	\$10,815,952	\$9,492,927
Participation Rate	30%	28%	30%	38%	44%	60%

Total M/W/DSBE Contract Participation Goal (Public Works; Services, Supplies & Equipment; and Professional Services combined)			
	FY18	FY19	FY20
M/W/DSBE Contract Participation Goal	30%	32%	35%

PROPOSED BUDGET OVERVIEW

Proposed Funding Request:

The proposed Fiscal Year 2020 combined **General and Grants Fund** budget totals \$738,978,845, an increase of \$19.3 million over Fiscal Year 2019 estimated obligation levels. This increase is primarily due to the annualization of previously-approved increases to resource parent maintenance payments as well as additional resources being allocated to enhance the existing service array to support the department's mission of increasing diversionary services, decreasing the number of children in congregate care, and infrastructure needed to maximize reimbursements and comply with recent changes to federal law.

The proposed budget includes:

- \$155,674,169, in Class 100, a \$7,640,559 increase from FY19. To further reduce long-standing vacancies, DHS has eliminated a total of 10 positions from its Fiscal Year 2020 budget, in addition to the 24 positions eliminated in FY19. This continues DHS's efforts to reflect an appropriate level of funding for the staffing needed to provide the department's services. Increases are a reflection of DC 33 and DC 47 contract negotiations.
- \$577,305,551 in Class 200, an \$11,705,518 increase over FY19. This funding makes up the bulk of the department's expenditures and supports a variety of services. The current funding will enable the department to align itself with current City and Commonwealth initiatives, such as increased investment in alternatives to juvenile detention, foster care administrative rate increases, additional investments and coordination in the citywide WorkReady program, and enhancements to the current infrastructure through modernization of research and evaluation.
- \$1,995,704 in Class 300, level funding with FY19. This funding supports materials and supplies, most notably food and clothing at the Philadelphia Juvenile Justice Services Center (PJJSC).
- \$4,003,421 in Class 400, level funding with FY19. This funding supports state-mandated equipment maintenance and systems modernization department-wide.

The proposed Fiscal Year 2020 DHS **General Fund** budget totals \$115,965,013, an increase of \$3,891,415 over Fiscal Year 2019 estimated obligation levels. This increase is primarily due to the additional resources being allocated to enhance the existing infrastructure to align with the department's mission of increasing evidence-based programs and decreasing the number of children in congregate care. These funds are used to leverage state and federal funding and optimize the return on investment.

The proposed General Fund budget includes:

- \$27,646,449 in Class 100, a \$399,626 increase from FY19. This reflects an appropriate level of funding for the staffing needed to provide the Department's services, and includes increases that reflect DC 33 and DC 47 contract negotiations and additional support for WorkReady expansion.
- \$86,248,594 in Class 200, a \$3,491,789 increase over FY19. This funding makes up the bulk of the department's expenditures and supports a variety of services—prevention programs, foster care, adoption subsidies, and case management provided by community-based partners. The current funding increases will be leveraged to enable the department to align itself with current city and state initiatives, such as increased investment in alternatives to juvenile detention, foster care administrative rate

DEPARTMENT OF HUMAN SERVICES

increases, additional investments and coordination in the citywide WorkReady program, and enhancements to the current infrastructure through research and evaluation modernization

- \$654,261 in Class 300, level funding with FY19. This funding supports materials and supplies, most notably food and clothing at the Philadelphia Juvenile Justice Services Center (PJJSC).
- \$1,415,709 in Class 400, level funding with FY19. This funding supports state-mandated equipment maintenance and systems modernization department-wide.

DEPARTMENT OF HUMAN SERVICES

STAFFING LEVELS

The department is requesting 1,780 budgeted (All Funds) positions for FY20, a decrease of 10 positions from FY19.

The department has been systematically assessing staffing levels in an effort to better align the number of funded positions to the number of filled positions, without the unintentional increase of overtime. In FY19, the department eliminated 24 vacant positions, and in FY20 another 10 vacancies will be eliminated. The conservative reduction reflects the elimination of long-standing vacancies.

NEW HIRES

New Hires (from 7/1/2018 to 11/25/18)		
	Total Number of New Hires	Spanish
Black or African American	34	
Hispanic or Latino	3	2
White	10	
Other	1	
Total	48	2

Since the increment run, DHS has hired 18 Black or African American employees; one White employee; and two employees who identify as “Other.”

PERFORMANCE, CHALLENGES, AND INITIATIVES

ADMINISTRATION AND MANAGEMENT PROGRAM

FY20 Strategic Goals				
<ul style="list-style-type: none"> Fully implement OnePhilly. Increase recruitment and retention of qualified candidates. Increase the ability to report out on A&M services. Work with Public Property to build a collaborative workspace for staff. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of DHS/CUA employees who complete Charting the Course and stay employed in the DHS or CUA system for one year ¹	72.0%	74.0%	≥ 70%	≥ 70%

¹ Charting the Course is a mandatory six-week course for all new case managers (hired at DHS and at CUAs). This measure captures both hiring and training for new employees.

FINANCE PROGRAM

FY20 Strategic Goals				
<ul style="list-style-type: none"> Work internally to prepare for the Family First Prevention Services Act, including developing plans to maximize revenue. Continue to refine contracting process to allow for timelier conformance. Continue to refine invoicing process to allow for more timely processing of payments and receipt of revenue to the City. Refine internal mechanisms to track financial trends via service type. Collaborate with Performance Management and Technology to support the implementation of performance-based contracting in FY20 and FY21. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of current year placement provider contracts conformed by the end of Q1 ¹	38%	88%	≥ 75%	≥ 75%

¹ The goal is to conform most contracts early in the year so that providers can get paid expeditiously

PERFORMANCE MANAGEMENT AND TECHNOLOGY (PMT) PROGRAM

FY20 Strategic Goals				
<ul style="list-style-type: none"> Continue to finalize development and production of the Integrated Case Management System and migrate off legacy systems. Continue to enhance data analysis capability for DHS by supporting more robust data analysis, including the use of qualitative survey data. Provide rigorous, actionable research to assist with reform efforts in the Child Welfare Operations, Community Based Prevention Services and Juvenile Justice programs. Continue to enhance monitoring and evaluation of providers. Continue to finalize business and financial model for performance-based contracting. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of CUA case file reviews completed per quarter ¹	15.0%	15.0%	15.0%	15.0%

¹ DHS reviews approximately 600 case files per quarter. Reviews help to form the basis for data that appears in the CUA Scorecard.

COMMUNITY-BASED PREVENTION SERVICES (CBPS) PROGRAM

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Support rightsizing of the Child Welfare and Juvenile Justice systems by diverting families to voluntary social service programs. • Continue to align prevention services to meet the guidelines under the Family First Prevention Services Act. • Work with the School District of Philadelphia and truancy provider agencies to reduce truancy and prevent entry into the formal child welfare system. • Increase the number of employment opportunities and job readiness skills for older youth. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of Rapid Service Response Initiative (RSRI) referrals that are accepted for service ¹	86.0%	N/A	86.0%	87.0%

¹ This is an annual measure, so FY19 data will be available at year-end. Rapid Service Response Initiative (RSRI) is an in-home support service focused on increasing parents' and caregivers' ability to provide safe and nurturing home environment in order to prevent the need for formal child welfare services. This is a DHS-only referred service for up to 60 days. The RSRI was designed to assist families that have been reported to DHS but are not in immediate need of formal child welfare services.

CHILD WELFARE OPERATIONS PROGRAM

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Right-size the system by ensuring only families in need of protective services are involved in the formal child welfare system. • Attain timely permanency for children in placement. • Improve family engagement throughout the life of a case. • Continued to decrease the use of congregate care. • Increase recruitment of quality resource parents. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Dependent placement population (as of the last day of the quarter)	5,927	5,614	≤ 5,927	≤ FY19 year-end
Percent of Child Protective Services (CPS) investigations that were determined within 60 days ¹	99.3%	<i>FY19 Q1 only: 99.7%</i>	≥ 98.0%	≥ 98.0%
Percent of General Protective Services (GPS) investigations that were determined within 60 days ²	70.0%	<i>FY19 Q1 only: 75.3%</i>	≥ 75.0%	≥ 75.0%
Percent of children who enter an out-of-home placement from in-home services ^{3,4}	8.3%	5.3%	≤ 9.0%	≤ 9.0%
Percent of children in out-of-home placement who achieved permanency out of all children in placement in a given year ^{3,5}	23.5%	16.2%	28.0%	≥ 28.0%
Percent of dependent placement population in Congregate Care (as of the last day of the quarter) ⁶	11.7%	10.4%	≤ 12.0%	≤ 12.0%
Percent of dependent placement population in Kinship Care (as of the last day of the quarter) ⁷	47.0%	47.3%	48.0%	≥ 48.0%
Percent of dependent placement population in care more than two years (as of the last day of the quarter) ⁸	37.6%	39.1%	≤ 36.0%	≤ 36.0%

¹ Data provided is on a one-quarter lag as DHS needs to account for the 60-day window. CPS investigations are conducted pursuant to state law in order to determine whether abuse or neglect occurred. By law, CPS investigations not determined in 60 days can be unfounded automatically. Increases in the number of staff and consistent use of data to track investigation timeliness helped DHS increase the timeliness rate.

² Data provided is on a one-quarter lag as DHS needs to account for the 60-day window. GPS investigations are assessments conducted to determine if a family is in need of child welfare services to prevent abuse or neglect, stabilize family, and safeguard a child's well-being and development. DHS is working on multiple fronts to improve the completion of GPS reports within 60 days. Some of these efforts include adding staff to Intake and Investigations, doing training upgrades, and creating specialty screening units to enable safe diversion of reports to community-based services when there are no safety threats.

³ This is a cumulative measure, meaning that the first quarter percentage appears lower than the ensuing quarters' percentages. It takes into account activity for the entire fiscal year up to the last day of the quarter being reported.

⁴ In-home services are case management services provided to a family to stabilize family functioning and prevent placement. Out-of-home placement includes foster care, kinship care, and congregate care.

⁵ The rate is calculated by dividing the number of children in placement during the year to date who achieved permanency by the total number of children in placement during the year. Children in care for fewer than eight days are excluded. The permanency rate in FY19 Q2 is three percentage points higher than the FY18 Q2 permanency rate.

⁶ Congregate care is a term used to describe highly structured placement settings such as group homes, childcare institutions, and residential treatment facilities collectively.

⁷ Kinship care is a type of foster care in which a child is placed with a relative (kin). DHS has made great progress in increasing the number of children placed with kin when children have to be removed from their homes. Through continued collaborative efforts with the Community Umbrella Agencies, DHS is seeking further improvement.

⁸ DHS has implemented new initiatives to accelerate the pace of permanency for children in care more than two years. For example, the department added new legal staff in FY18 to reduce caseloads and improve the speed of court proceedings. DHS has also implemented Rapid Permanency Reviews to review cases of children in care more than two years and address systemic barriers to permanency. DHS anticipates improved outcomes from these initiatives in one to two years.

JUVENILE JUSTICE SERVICES (JJS) PROGRAM

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Continue to decrease the census at the Philadelphia Juvenile Justice Services Center. • Continue the expansion of alternatives to placement including Evening Reporting Centers and increased use of GPS monitors. • Support the Office of Criminal Justice with the Juvenile Justice Hub. • Reduce the number of youth in juvenile justice placement through the use of enhanced graduated response programs and opportunities. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Average daily number of youth in detention at the Philadelphia Juvenile Justice Services Center (PJJSC) ¹	147.1	116.4	≤ 136.0	≤ 136.0

¹ DHS is responsible for running this secure detention facility and maintaining state-mandated staffing levels.

OTHER BUDGETARY IMPACTS

Federal and State (Where Applicable)

Federal

The proposed budget includes approximately \$154M in federal funding, made up of the following components:

1. \$26.0M in TANF, primarily used for Out-of-School Time programming;
2. \$121.8M in Traditional Title IV-E for income-eligible children and youth in placement, adopted, or with permanent legal custodianship.
3. \$3.5M in Title XX, which supports child protective services; and
4. \$2.6M in Title IV-B, a small but flexible child welfare-related allocation.

State

DHS's proposed budget assumes \$415M in State funding, primarily through Act 148. This funding is applied to all of the services DHS provides, including prevention, placements, juvenile justice expenses, and administrative functions. Services provided by DHS are legislatively required to address a demonstrated need through the Commonwealth's annual Needs Based Plan and Budget process. The funding is received on a reimbursement rate basis that varies based on the type of service rendered

DEPARTMENT OF HUMAN SERVICES

CONTRACTING EXPERIENCE

M/W/DSBE Participation on Large Professional Services Contracts with For-Profit Vendors											
Top Five Largest Contracts over \$34,000 for FY19											
Vendor Name	Brief Description of 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	Is This a Local Business? (principal place of business located within City limits) [yes / no]	Does the Vendor Have a Waiver for Living Wage Compliance? [yes / no]
Future Net	Staff Augmentation	\$3,050,000	7/21/2016	9/1/2016	MBE: 35%	100%	\$3,050,000	100%	\$3,050,000	Yes	No
					WBE: 35%	0%	\$0				
					DSBE: 0%	0%	\$0				
MODIS	Staff Augmentation	\$3,050,000	5/3/2016	7/1/2016	MBE: 30%	13%	\$393,755	13%	\$393,755	No	No
					WBE: 30%	0%	\$0				
					DSBE: 0%	0%	\$0				
Resilient Business Solutions	Staff Augmentation	\$2,050,000	5/3/2016	7/1/2016	MBE: 30%	0%	\$0	100%	\$2,050,000	No	No
					WBE: 30%	100%	\$2,050,000				
					DSBE: 0%	0%	\$0				
US Facilities	Building Management	\$1,832,389	11/10/2016	1/1/2017	MBE: 35%	100%	\$1,832,389	100%	\$1,832,389	Yes	No
					WBE: 35%	0%	\$0				
					DSBE: 0%	0%	\$0				
Computer Aid, Inc.	Staff Augmentation	\$1,468,228	5/3/2016	7/1/2016	MBE: 30%	55%	\$805,059	55%	\$805,059	No	No
					WBE: 30%	0%	\$0				
					DSBE: 0%	0%	\$0				

DEPARTMENT OF HUMAN SERVICES

Non-Profit Vendor Demographics		
Public Health Management Corporation	Minority %	Female %
Workforce	72%	77%
Executive	52%	81%
Board	52%	43%
Catholic Social Services	Minority %	Female %
Workforce	72%	61%
Executive	31%	50%
Board	8%	23%
A Second Chance	Minority %	Female %
Workforce	80%	73%
Executive	43%	57%
Board	78%	56%
Turning Points for Children	Minority %	Female %
Workforce	86%	81%
Executive	67%	67%
Board	40%	50%
Asociacion Puertorriquenos En Marcha	Minority %	Female %
Workforce	96%	79%
Executive	75%	50%
Board	77%	38%

DEPARTMENT OF HUMAN SERVICES

EMPLOYEE DATA

Staff Demographics (as of November 2018)					
Full-Time Staff			Executive Staff		
	Male	Female		Male	Female
	African-American	African-American		African-American	African-American
<i>Total</i>	271	884	<i>Total</i>	1	2
<i>% of Total</i>	18%	59%	<i>% of Total</i>	10%	20%
<i>Average Salary</i>	\$56,046	\$57,929	<i>Average Salary</i>	\$113,300	\$127,203
<i>Median Salary</i>	\$55,107	\$62,548	<i>Median Salary</i>	\$113,300	\$127,203
	White	White		White	White
<i>Total</i>	89	179	<i>Total</i>	1	2
<i>% of Total</i>	5%	10%	<i>% of Total</i>	10%	20%
<i>Average Salary</i>	\$63,058	\$62,265	<i>Average Salary</i>	\$118,450	\$113,300
<i>Median Salary</i>	\$62,548	\$62,548	<i>Median Salary</i>	\$118,450	\$113,300
	Hispanic	Hispanic		Hispanic	Hispanic
<i>Total</i>	16	49	<i>Total</i>	0	3
<i>% of Total</i>	1%	3%	<i>% of Total</i>	0%	30%
<i>Average Salary</i>	\$60,512	\$67,097	<i>Average Salary</i>	\$0	\$149,693
<i>Median Salary</i>	\$62,548	\$62,548	<i>Median Salary</i>	\$0	\$133,900
	Asian	Asian		Asian	Asian
<i>Total</i>	13	22	<i>Total</i>	0	1
<i>% of Total</i>	1%	1%	<i>% of Total</i>	0%	10%
<i>Average Salary</i>	\$60,839	\$63,520	<i>Average Salary</i>	\$0	\$118,450
<i>Median Salary</i>	\$62,548	\$62,548	<i>Median Salary</i>	\$0	\$118,450
	Other	Other		Other	Other
<i>Total</i>	4	15	<i>Total</i>	0	0
<i>% of Total</i>	0%	1%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$76,978	\$56,721	<i>Average Salary</i>	\$0	\$0
<i>Median Salary</i>	\$62,548	\$53,861	<i>Median Salary</i>	\$0	\$0
	Bilingual	Bilingual		Bilingual	Bilingual
<i>Total</i>	26	47	<i>Total</i>	0	3
<i>% of Total</i>	2%	3%	<i>% of Total</i>	0%	30%
<i>Average Salary</i>	\$60,424	\$61,206	<i>Average Salary</i>	\$0	\$149,693
<i>Median Salary</i>	\$62,548	\$62,548	<i>Median Salary</i>	\$0	\$133,900
	Male	Female		Male	Female
<i>Total</i>	393	1,149	<i>Total</i>	2	8
<i>% of Total</i>	26%	74%	<i>% of Total</i>	20%	80%
<i>Average Salary</i>	\$58,041	\$59,983	<i>Average Salary</i>	\$115,875	\$131,067
<i>Median Salary</i>	\$62,548	\$62,548	<i>Median Salary</i>	\$115,875	\$130,810

LANGUAGE ACCESS

1. Has your leadership received language access training?

All DHS leadership staff have received language access training at different times, most recently in early April 2019.

2. Do you currently have a language access coordinator?

Yes, DHS does have a language access coordinator, Rosemarie Kwiecien.

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

DHS's language access plan is current and is posted online: <https://beta.phila.gov/documents/language-access-plans/>. The language access plan is scheduled to be revised and the updated version will be posted online by June 30, 2019.

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

On March 13, 2018, supervisors from DHS' Child Welfare Operations (CWO) division and DHS' Community Umbrella Agencies (CUAs) received language access training. On April 3, 2018, training was provided during the CWO division's monthly meeting with DHS and CUA executive staff. In collaboration with the Managing Director's Office (MDO) Language Access Manager and DHS' CWO Language Access Coordinator, individual training sessions will be provided at each CUA agency. An updated training curriculum is being developed by the MDO's office and will be offered via the Learning Management System (LMS) for both DHS and CUA staff once it is completed. The CWO Division, in partnership with DHS University, continues to provide language access training to all newly hired DHS and CUA staff.

On November 27, 2018, the Language Access Services Memo, which includes instructions and information on how to access telephonic interpretation, in-person interpretation, and document translation, was sent to both DHS and CUA staff. Finally, the DHS Central and DHS Connect home pages, which serve as the home pages for DHS and CUA staff, contain a Language Interpretation Services section that includes instructions and information on how to access these services.