

**DEPARTMENT OF PLANNING AND DEVELOPMENT
FISCAL YEAR 2020 BUDGET TESTIMONY**

APRIL 10, 2019

INTRODUCTION

Good morning, President Clarke and Members of City Council. I am Anne Fadullon, Director of Planning and Development. Joining me today are Cathy Califano, First Deputy for Planning and Development; Eleanor Sharpe, Deputy Director, Division of Planning and Zoning; Paul Cesario, Deputy Director for Finance; and John Mondlak, Deputy Director of Development Services. I am pleased to provide testimony on Planning and Development's Fiscal Year 2020 Operating Budget.

DEPARTMENT MISSION & PLANS

Mission: The Department of Planning and Development (DPD) coordinates Philadelphia's planning, zoning, preservation, and housing functions to promote the economic health of all neighborhoods and the City. DPD includes the Divisions of Housing and Community Development; Planning and Zoning; and Development Services. Additionally, DPD oversees the Philadelphia Redevelopment Authority (PRA).

Plans for Fiscal Year 2020: Our plans for the year ahead are to continue to promote the equitable growth of Philadelphia, continue with further implementation of the 2035 Plan, support the strategies identified in the Mayor's Historic Preservation Task Force report, implement the Housing Action Plan, and implement the City's Comprehensive Plan.

In FY19, DPD successfully produced the City's first Housing Action Plan. It outlines the challenges we face and the strategies to meet the housing needs of our existing and future residents. The Housing Action Plan priorities include:

- House our most vulnerable residents.
- Lessen the loss of affordable housing and increase access to quality units.
- Preserve aging houses and apartments, including public housing units.
- Advocate for additional Housing Choice Vouchers and continued use of Annual Contributions Contracts.
- Support continued growth in the housing market.

We are grateful that Administration and City Council have expanded resources to address the critical need for affordable housing in Philadelphia. Mayor Kenney's five-year commitment of \$80 million in local funding will leverage an additional \$170 million or more in federal, state and private funding. In addition, the \$60 million approved by City Council in prior years has been successful in greatly reducing our home repair backlog and the recently announced \$40 million for Restore, Repair, Renew will mean increased opportunities for Philadelphia households to remain in their homes in quality living conditions. General Fund dollars continue to support critical community development strategies, including outreach and counseling services to households facing mortgage foreclosure and the care and disposition of our publicly held land. With these additional resources secured, DPD will work in collaboration with City Council to ensure residents know these programs exist and can access the services in a timely manner.

Our Development Services Team is playing a critical role in supporting projects through the city's review processes. It has become the oversight entity for the Affordable Housing Zoning bonus and a resource for developers seeking to build affordable housing, expand their businesses and larger market-rate development

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to support the City's growing tax base. It will continue to advocate for reforms to improve transparency and predictability for development projects seeking city approvals. Lastly, in support of the Mayor's Historic Preservation Taskforce, Development Services will convene city departments to work through issues specific to historic properties to further promote historic preservation.

The Division of Planning and Zoning (DPZ) responsibilities include maintaining the guardrails for our historic assets, crafting the vision of our city for the future, providing guidance for development to ensure our built environment meets the needs of our residents, and engaging residents through outreach and education to support neighborhood improvements.

In FY19, the DPD supported Mayor Kenney's Historic Preservation Taskforce to complete its review of current processes and best practices to be considered by Philadelphia to improve our preservation efforts. We look forward to working with City Council toward the adoption of many of these recommendations by improving existing laws and regulations and drawing on the combined staff from the DPZ.

The Philadelphia City Planning Commission completed the City's Comprehensive Plan - Philadelphia2035 in FY19. The staff of the Commission in the fall of 2018 completed the last in the series of 18 district plans that comprise the Comprehensive Plan. District Plans address specific land use, zoning, urban design, capital facilities, and other physical infrastructure issues throughout the City. The staff is now focused on working with city departments and external partners on implementing the recommendations from all the District Plans. To date, staff has leveraged \$21M in grant funding dedicated to implementing recommendations of the Comprehensive Plan. Staff is also focused on zoning remapping, to more effectively align the City's zoning maps with district plan land use recommendations. As of December 2018, 16,856 acres of land have been recommended for remapping to correct improper, out-of-date zoning or to advance the development vision of district plans. To date, over 6,088 acres (36%) have been successfully remapped, with another 987 acres (6%) in progress.

The FY20 budget provides additional funding for staff in support of the Zoning Board of Adjustments (ZBA). There has been a significant increase in permit application and variance appeals filed, compromising the ability of staff to deliver services effectively and efficiently. This increase in staff will allow ZBA to operate more effectively to deliver services to residents and developers more efficiently. Staff will now be able to cover multiple roles.

In FY19, an additional 60 "citizen planners" will graduate from the program. Since its creation in 2010, the Citizens Planning Institute has graduated more than 500 citizen planners from over 130 city neighborhoods.

To facilitate this work, DPD will continue to be agile in responding to issues identified by City Council, the needs of Philadelphia's residents, and changes in the real estate and lending markets. We will continue to look to leverage public resources by forging new partnerships with communities, institutions and foundations to work towards a better city for all.

And, we will continue to integrate our department services and skills, so that we can more holistically approach issues and effectively deliver quality services to our stakeholders.

We are committed to building an inclusive environment that understands and responds to the diversity on our team and utilizes this knowledge to better serve the public.

Thank you for your time and attention. I am happy to answer any questions you may have about our budget or plans for FY20.

BUDGET SUMMARY & OTHER BUDGET DRIVERS

| Staff Demographics Summary (as of November 2018): All Funds | | | | |
|--|-----------|-----------|-----------|-----------|
| | Total | Minority | White | Female |
| Number of Full-Time Staff | 110 | 46 | 64 | 65 |
| Number of Exempt Staff | 27 | 9 | 18 | 14 |
| Number of Executive Staff (deputy level and above) | 8 | 3 | 5 | 5 |
| Average Salary, Full-Time Staff | \$73,746 | \$64,793 | \$80,733 | \$73,008 |
| Average Salary, Exempt Staff | \$92,052 | \$83,978 | \$90,488 | \$95,843 |
| Average Salary, Executive Staff | \$129,725 | \$123,452 | \$133,488 | \$138,961 |
| Median Salary, Full-Time Staff | \$72,742 | \$62,314 | \$74,067 | \$67,718 |
| Median Salary, Exempt Staff | \$85,002 | \$72,500 | \$96,305 | \$102,005 |
| Median Salary, Executive Staff | \$118,450 | \$113,300 | \$118,450 | \$149,350 |

| Employment Levels (as of November 2018): All Funds | | |
|---|------------------|--|
| | Budgeted in FY19 | Filled as of the Increment Run (11/18) |
| Number of Full-Time Positions | 114 | 110 |
| Number of Exempt Positions | 28 | 27 |
| Number of Executive Positions (deputy level and above) | 9 | 8 |
| Average Salary of All Full-Time Positions | \$74,732 | \$73,744 |
| Median Salary of All Full-Time Positions | \$72,742 | \$72,742 |

| 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 | \$3,899,308 | \$3,894,669 | \$4,651,095 | \$4,812,959 | \$5,167,172 | \$354,213 |
| Class 200 - Purchase of Services | \$3,345,113 | \$3,341,058 | \$3,900,596 | \$3,900,596 | \$3,192,113 | (\$708,483) |
| Class 300/400 - Materials, Supplies & Equipment | \$101,461 | \$90,768 | \$91,978 | \$91,978 | \$101,461 | \$9,483 |
| Class 500 - Contributions | \$850,000 | \$890,000 | \$4,168,000 | \$4,168,000 | \$1,350,000 | (\$2,818,000) |
| | \$8,195,882 | \$8,216,495 | \$12,811,669 | \$12,973,533 | \$9,810,746 | (\$3,162,787) |

| Grants Revenue 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 | \$90,000 | \$723,609 | \$90,000 | \$90,000 | \$90,000 | \$0 |
| Class 200 - Purchase of Services | \$88,486,222 | \$18,522,495 | \$56,168,222 | \$56,168,222 | \$61,780,058 | \$5,611,836 |
| | \$88,576,222 | \$19,246,104 | \$56,258,222 | \$56,258,222 | \$61,870,058 | \$5,611,836 |

| Community Development 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 | \$4,726,282 | \$2,730,200 | \$4,708,736 | \$4,708,736 | \$4,957,590 | \$248,854 |
| Class 200 - Purchase of Services | \$53,092,975 | \$33,773,706 | \$56,675,441 | \$56,675,441 | \$63,025,771 | \$6,350,330 |
| Class 300/400 - Materials, Supplies & Equipment | \$261,000 | \$116,344 | \$256,000 | \$256,000 | \$252,500 | (\$3,500) |
| Class 800 - Payment to Other Funds | \$25,000 | \$22,385 | \$25,000 | \$25,000 | \$25,000 | \$0 |
| | \$58,105,257 | \$36,642,635 | \$61,665,177 | \$61,665,177 | \$68,260,861 | \$6,595,684 |

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| Housing Trust 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 | \$1,250,000 | \$275,000 | \$1,250,000 | \$1,250,000 | \$2,250,000 | \$1,000,000 |
| Class 200 - Purchase of Services | \$26,250,000 | \$16,345,636 | \$38,750,000 | \$38,750,000 | \$66,166,000 | \$27,416,000 |
| | \$27,500,000 | \$16,620,636 | \$40,000,000 | \$40,000,000 | \$68,416,000 | \$28,416,000 |

| Contracts Summary (Professional Services only) | | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|--------------------|
| | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 YTD (Q1 & Q2) |
| Total amount of contracts | \$377,115 | \$112,500 | \$558,493 | \$159,800 | \$142,000 | \$107,500 |
| Total amount to M/W/DSBE | \$134,015 | \$72,500 | \$288,743 | \$72,500 | \$72,500 | \$72,500 |
| Participation Rate | 36% | 64% | 52% | 45% | 51% | 67% |

| 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 | 25% | 35% | 35% |

PROPOSED BUDGET OVERVIEW

Proposed Funding Request:

General Fund

The proposed Fiscal Year 2020 General Fund budget totals \$9,810,746, a decrease of \$3,162,787 from Fiscal Year 2019 estimated obligation levels. This decrease is primarily due to a reduction in funding for the LandCare program and the Philadelphia Land Bank.

The proposed budget includes:

- \$5,167,172 in Class 100, a \$354,213 increase over FY19. This funding is for the Planning and Development operations in support of the Executive Administration, Planning and Zoning, and Development Services divisions. This increase is for DC33 and DC47 raises; the transfer of personnel from PIDC to the Department of Planning and Development; and the addition of new staff positions in ZBA.
- \$3,192,113 in Class 200, a \$708,483 decrease from FY19. This funding will primarily support greening projects through the LandCare program, along with housing counseling and outreach services to meet the requirements of Bill 170519-A.
- \$101,461 in Class 300/400, a \$9,483 increase over FY19. This funding will provide materials and supplies, and equipment in support of the department's overall operations.
- \$1,350,000 in Class 500, a \$2,818,000 decrease from FY19.

Grants Revenue Fund

The proposed Fiscal Year 2020 Grants Revenue Fund budget totals \$61,870,058, an increase of \$5,611,836 over Fiscal Year 2019 estimated obligation levels. This increase is primarily due to an increase of balances being carried forward from prior years' HOME grants.

The proposed budget includes:

- \$90,000 in Class 100, level with FY19. This funding will support staff as provided under the annual Short-Range Planning grant.
- \$61,780,058 in Class 200, a \$5,611,836 increase over FY19. This funding will primarily support the federal HOME and HOPWA programs under annual HUD grant awards, as well as the carryforward of balances from prior years' HOME, HOPWA, and CHOICE grants.

Community Development Fund

The proposed Fiscal Year 2020 Community Development Fund budget totals \$68,260,861, an increase of \$6,595,684 over Fiscal Year 2019 estimated obligation levels. This increase is primarily due to an increase of balances being carried forward from prior years' CDBG grants.

The proposed budget includes:

- \$4,957,590 in Class 100, a \$248,854 increase over FY19. This funding is for the DHCD administration and program delivery in support of the CDBG program.
- \$63,025,771 in Class 200, a \$6,350,330 increase over FY19. This funding will primarily support the federal CDBG program under the annual HUD grant award, as well as the carry-forward of balances from prior years' CDBG grants.

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- \$252,500 in Class 300/400, a \$3,500 decrease from FY19. This funding will provide materials, supplies, and equipment in support of DHCD's operations.
- \$25,000 in Class 800, level with FY19. This funding will provide support for shared city operations.

Housing Trust Fund

The proposed Fiscal Year 2020 Housing Trust Fund budget totals \$68,416,000, an increase of \$28,416,000 over Fiscal Year 2019 estimated obligation levels. This increase is primarily due to additional funding provided to the HTF sub-fund, as well as an increase of balances being carried forward from prior years' HTF funds.

The proposed budget includes:

- \$2,250,000 in Class 100, a \$1,000,000 increase over FY19. This funding is for administration and program delivery in support of the HTF program.
- \$66,166,000 in Class 200, a \$27,416,000 increase over FY19. This funding will primarily support the HTF program's annual funding requirements, as well as the carry-forward of balances from prior years' HTF funds.

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STAFFING LEVELS

The department is requesting 118 budgeted positions for FY20 in All Funds, an increase of four positions over FY19.

The increase is attributed to the addition of two administrative and two clerical support staff to provide support for the volume of work of the Zoning Board of Appeal (ZBA).

NEW HIRES

| New Hires (from 7/1/2018 to 11/25/18) | | |
|---------------------------------------|---------------------------|---------|
| | Total Number of New Hires | Spanish |
| Black or African American | 2 | |
| Hispanic or Latino | 1 | 1 |
| Total | 3 | 1 |

Since the increment run, three employees have been hired: two White males, and one White female.

PERFORMANCE, CHALLENGES, AND INITIATIVES

EXECUTIVE ADMINISTRATION PROGRAM

| FY20 Strategic Goals | | | | |
|---|-------------|--------------------|-------------|-------------|
| <ul style="list-style-type: none"> • Increase public awareness of programs and resources to promote housing opportunities and preservation resources. • Provide students with opportunities to learn about careers in planning, development, housing and community development to encourage a pipeline of a diverse future workforce. • Forge new partnerships and collaborations with public and private entities to support the Housing Action Plan. | | | | |
| FY20 Performance Measures | | | | |
| Measure | FY18 Actual | FY19 YTD (Q1 + Q2) | FY19 Target | FY20 Target |
| Number of applicants to home improvement programs ¹ | N/A | 2,641 | 5,030 | 5,033 |
| Number of students exposed to careers in housing, planning, and development ² | 57 | 32 | 100 | 200 |

¹ This is a new measure for FY19, so prior-year data is not available. The goal is to increase the number of households that are aware of Planning and Development's programs.

² Planning and Development has been doing programming with middle schools, high schools, and colleges to expose the future workforce to careers in the field. Programming includes but is not limited to attending career fairs and overseeing a project with Frankford Friends to map neighborhoods. This measure captures the number of students who are "touched" by this programming.

PLANNING AND ZONING PROGRAM

| FY20 Strategic Goals | | | | |
|--|-------------|--------------------|-------------|-------------|
| <ul style="list-style-type: none"> • Raising grant funds for the Citizens Planning Institute to build infrastructure and capacity for an expanded alumni support program, as well as to better track outcomes of the program. • Increase collaborations between PCPC and other City agencies and departments in pursuit of implementing the <i>Philadelphia2035</i> Comprehensive Plan. • Improve efficiencies in processing zoning appeals and providing public notification. • Assist administration with implementation of the recommendations of the Historic Preservation Task Force. | | | | |
| FY20 Performance Measures | | | | |
| Measure | FY18 Actual | FY19 YTD (Q1 + Q2) | FY19 Target | FY20 Target |
| Number of ZBA cases that are filed within the reporting period | 1,475 | 809 | 1,200 | 1,200 |

DEVELOPMENT SERVICES PROGRAM

| FY20 Strategic Goals | | | | |
|---|-------------|--------------------|-------------|-------------|
| <ul style="list-style-type: none"> • Continue to provide a resource to developers, investors and communities to understand market conditions and public incentive programs designed to attract and support development. • Identify ways to streamline review processes by public agencies to ensure consistent handing on projects. | | | | |
| FY20 Performance Measures | | | | |
| Measure | FY18 Actual | FY19 YTD (Q1 + Q2) | FY19 Target | FY20 Target |
| Percentage of development process inquiries receiving an initial response within one business day ¹ | | N/A | 90.0% | 90.0% |

¹ This is a new measure for FY19, so prior-year data is not available. FY19 data will be available at year-end.

COMMUNITY DEVELOPMENT PROGRAM

| FY20 Strategic Goals | | | | |
|---|-------------|--------------------|-------------|-------------|
| <ul style="list-style-type: none"> Develop a holistic vacancy strategy for Philadelphia that aligns existing efforts and proposes new strategies to address gaps Continue to advance the Land Bank work and achieve its strategic goals for acquisition and disposition activities Collaborate with external and internal government stakeholders to ensure the Land Care program addresses neighborhood needs and continues to be a means for eliminating blight. | | | | |
| FY20 Performance Measures | | | | |
| Measure | FY18 Actual | FY19 YTD (Q1 + Q2) | FY19 Target | FY20 Target |
| Unique City lots stabilized, greened, and maintained ¹ | 12,841 | 12,481 | 12,000 | 12,000 |
| Land Bank: Number of tax foreclosure properties acquired ² | 275 | 147 | 325 | 325 |
| Land Bank: Number of publicly-owned properties disposed of for redevelopment activities within reporting period | 95 | 27 | 325 | 325 |
| Land Bank: Gross revenue generated from land sales ³ | \$2,246,947 | \$236,352 | \$2,200,000 | \$2,200,000 |

¹ This measure is calculated as a point in time at the end of the quarter. The number of unique lots greened and cleaned includes land stabilization programs (such as initial cleaning, soil treatment, tree planting and fencing of up to 300 new selected blighted lots) and land maintenance.

² This measure captures the number of new properties acquired by the Land Bank. This measure is likely to vary from year to year but will stabilize eventually.

³ These funds support operations and further redevelopment activities. The Land Bank has \$3.8M for acquisition and maintenance.

HOUSING DEVELOPMENT PROGRAM

| FY20 Strategic Goals | | | | |
|---|-------------|--------------------|-------------|-------------|
| <ul style="list-style-type: none"> Identify new non-General Fund funding sources to support housing production and preservation through the relationships between health and housing. Establish new partnerships to fund effective programs with foundations and private partners. Expand services to include more intensive financial counseling to assist residents to become new homeowners and to help tenants avoid eviction. | | | | |
| FY20 Performance Measures | | | | |
| Measure | FY18 Actual | FY19 YTD (Q1 + Q2) | FY19 Target | FY20 Target |
| Mortgage and tax foreclosures diverted ¹ | 1,088 | 643 | 1,100 | 1,100 |
| Homes repaired (BSRP, Weatherization, Heater Hotline, and AMP) ² | 6,920 | 3,317 | 7,400 | 7,400 |
| Residents receiving pre-purchase counseling that received a settlement / downpayment assistance grant ³ | 181 | 107 | 275 | 275 |
| Number of affordable housing units created ⁴ | 213 | 268 | 300 | 300 |

¹ Output is driven by available program funding. To prevent homeowners from becoming homeless due to foreclosure, the program links a Court of Common Pleas order requiring that homeowners facing foreclosure have an opportunity to meet with their lenders to negotiate an alternative to foreclosure with City-funded housing counseling, outreach, a hotline, and legal assistance. Foreclosures are a function of the market; therefore, the number of mortgage foreclosures diverted is subject to fluctuation.

² Output is driven by available program funding. The Basic Systems Repair Program (BSRP) is a grant-assisted program that allows the Philadelphia Housing Development Corporation to make repairs to the basic systems (plumbing, heating, roofing, electrical and structural repairs) of homes owned and occupied by low-income Philadelphia residents. Grant repairs can be completed up to a limit of \$18,000 per property. A \$60 million bond issuance in the spring of 2017 is providing additional home repair services over three years, helping to eliminate the waiting lists for these programs. The FY19 target is higher than the FY18 year-end, as Planning and Development is adding the Adaptive Modification Program (AMP) in FY19. AMP is expected to increase the overall number of homes repaired in FY19 to exceed FY18 performance.

³ Historically, this has averaged 200 per year. Community Development received a grant from Chase that will enable them to do another 75 grants this year. This grant is likely recurring. Typically, people who receive grants are more likely to stay in their homes in the long term.

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Grants get people over the finish line of purchasing a home. Community Development is also exploring additional outside grants that would enable the program to dole out more grants and grow this initiative.

⁴*This measure counts rental and homeowner units funded via the Housing Trust Fund, plus a blend of other dollars.*

OTHER BUDGETARY IMPACTS

Federal and State (Where Applicable)

President Trump’s proposed federal fiscal year 2020 budget does not allocate any funding for the following programs that are currently administered by the U.S. Department of Housing and Urban Development: Choice Neighborhoods, Community Development Fund, HOME Investment Partnerships, Assisted Homeownership Opportunity Program and the Public Housing Capital Fund.

Philadelphia uses these funds to save more than 1,000 homes per year from foreclosure; help small businesses create jobs through loans, grants and technical assistance; provide rental assistance to people facing homelessness; maintain our public housing authority buildings; and leverage private investment to develop affordable housing units.

CONTRACTING EXPERIENCE

| M/W/DSBE Participation on Large Professional Services Contracts with For-Profit Vendors | | | | | | | | | | | |
|---|--|---------------------------|----------------|---------------------|--------------------|--------------------------------------|------------------------------------|-----------------------------------|--|--|---|
| Top 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) <i>[yes / no]</i> | Does the Vendor Have a Waiver for Living Wage Compliance? <i>[yes / no]</i> |
| Tiger Productions | To provide assistance with the design and development of a wide range of public information materials. | \$72,500 | 4/3/18 | 7/1/18 | MBE: Best Efforts | | \$0 | 100% | \$72,500 | No | No |
| | | | | | WBE: Best Efforts | 100% | \$72,500 | | | | |
| | | | | | DSBE: Best Efforts | | \$0 | | | | |

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> | 6 | 28 | <i>Total</i> | 0 | 2 |
| <i>% of Total</i> | 5% | 25% | <i>% of Total</i> | 0% | 25% |
| <i>Average Salary</i> | \$65,386 | \$64,061 | <i>Average Salary</i> | \$0 | \$128,528 |
| <i>Median Salary</i> | \$60,926 | \$59,073 | <i>Median Salary</i> | \$0 | \$128,528 |
| | White | White | | White | White |
| <i>Total</i> | 36 | 28 | <i>Total</i> | 3 | 2 |
| <i>% of Total</i> | 33% | 25% | <i>% of Total</i> | 38% | 25% |
| <i>Average Salary</i> | \$79,548 | \$81,308 | <i>Average Salary</i> | \$114,330 | \$162,225 |
| <i>Median Salary</i> | \$73,567 | \$72,742 | <i>Median Salary</i> | \$114,330 | \$162,225 |
| | Hispanic | Hispanic | | Hispanic | Hispanic |
| <i>Total</i> | 2 | 6 | <i>Total</i> | 0 | 0 |
| <i>% of Total</i> | 2% | 5% | <i>% of Total</i> | 0% | 0% |
| <i>Average Salary</i> | \$53,078 | \$52,119 | <i>Average Salary</i> | \$0 | \$0 |
| <i>Median Salary</i> | \$65,315 | \$55,748 | <i>Median Salary</i> | \$0 | \$0 |
| | Asian | Asian | | Asian | Asian |
| <i>Total</i> | 1 | 2 | <i>Total</i> | 0 | 1 |
| <i>% of Total</i> | 1% | 2% | <i>% of Total</i> | 0% | 13% |
| <i>Average Salary</i> | \$62,991 | \$99,634 | <i>Average Salary</i> | \$0 | \$113,300 |
| <i>Median Salary</i> | \$62,991 | \$99,634 | <i>Median Salary</i> | \$0 | \$113,300 |
| | Other | Other | | Other | Other |
| <i>Total</i> | 0 | 1 | <i>Total</i> | 0 | 0 |
| <i>% of Total</i> | 0% | 1% | <i>% of Total</i> | 0% | 0% |
| <i>Average Salary</i> | \$0 | \$64,663 | <i>Average Salary</i> | \$0 | \$0 |
| <i>Median Salary</i> | \$0 | \$64,663 | <i>Median Salary</i> | \$0 | \$0 |
| | Bilingual | Bilingual | | Bilingual | Bilingual |
| <i>Total</i> | 3 | 8 | <i>Total</i> | 0 | 1 |
| <i>% of Total</i> | 3% | 7% | <i>% of Total</i> | 0% | 13% |
| <i>Average Salary</i> | \$69,972 | \$67,469 | <i>Average Salary</i> | \$0 | \$113,300 |
| <i>Median Salary</i> | \$65,315 | \$62,314 | <i>Median Salary</i> | \$0 | \$113,300 |
| | Male | Female | | Male | Female |
| <i>Total</i> | 45 | 65 | <i>Total</i> | 3 | 5 |
| <i>% of Total</i> | 41% | 59% | <i>% of Total</i> | 38% | 63% |
| <i>Average Salary</i> | \$73,902 | \$73,008 | <i>Average Salary</i> | \$114,330 | \$138,961 |
| <i>Median Salary</i> | \$74,579 | \$67,718 | <i>Median Salary</i> | \$114,330 | \$149,350 |

LANGUAGE ACCESS

1. Has your leadership received language access training?

Yes, in April 2018.

2. Do you currently have a language access coordinator?

Yes, Paul Chrystie.

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

Yes: <https://www.phila.gov/documents/language-access-plans/>

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

- DHCD has hired a bilingual (Spanish-speaking) service representative as receptionist.
- The Land Bank has three bilingual (Spanish-speaking) staff to assist clients.
- The PHDC has bilingual (Spanish-speaking) staff to assist clients with applications and orientation.
- The ZBA provides interpretation services as necessary at its hearings.
- DHCD, PHDC and Save Your Home Philly (foreclosure prevention) have Spanish-language websites.
- There is a new online application form for PHDC in English/Spanish.
- DHCD/PHDC fliers are available in Spanish –for Housing Counseling, BSRP, Weatherization, Adaptive Modifications, Housing Services; New: Neighborhood Advisory Committee, Your First Home, and Restore Repair Renew.
- The Land Bank’s garden brochure has been translated into Spanish.
- DHCD’s foreclosure prevention water bill insert is in English/Spanish
- The Restore Repair Renew disclosure form has been translated into Spanish.
- DHCD is beginning development of housing services flier for Chinese, Russian, Vietnamese, and Arabic (based on American Community Survey data on number of language speakers).
- The New Chinatown Neighborhood Advisory Committee is able to provide information in Chinese.