

**PHILADELPHIA WATER DEPARTMENT  
FISCAL YEAR 2020 BUDGET TESTIMONY  
APRIL 17, 2019**

**INTRODUCTION**

Good Morning, President Clarke and Members of City Council. I am Sarah Stevenson, Acting Water Commissioner. Joining me today are Donna Schwartz, Deputy Water Commissioner (Operations) and Melissa La Buda, Deputy Water Commissioner (Finance). I am pleased to provide testimony on the Philadelphia Water Department's Fiscal Year 2020 Operating Budget.

**DEPARTMENT MISSION & PLANS**

**Mission:** The Philadelphia Water Department (PWD) supports public health by planning for, operating, and maintaining the infrastructure and organization necessary to reliably provide an uninterrupted supply of high-quality drinking water for its 1.6 million customers; meeting household, commercial and firefighting needs; and sustaining and enhancing the region's watersheds and quality of life by treating wastewater to high standards and effectively managing stormwater.

**Plans for Fiscal Year 2020:** In FY20, the Water Department plans to continue delivering the highest quality drinking water, sanitary, and storm sewer services. The Department also plans the following:

Workforce development: PWD will continue to build its capacity to recruit, hire, and train a diverse staff while supporting and expanding a "safety culture" throughout the Department. In each of these efforts, special focus will be directed toward the development and expansion of programs that support the City as Model Employer initiative, including PWD's Apprenticeship and Internship programs and prioritizing diversity and inclusion. In coordination with OHR, special focus will also be paid to continuing to increase the rate of hire.

System maintenance and stability: PWD will continue to operate the water and wastewater systems dependably, supplying service to the City of Philadelphia and 11 wholesale customers. The Department will maintain, repair and improve the water and wastewater systems efficiently by investing in infrastructure, evaluating alternative technologies, managing PWD maintenance programs, and investing in new technologies, all while continuing to maintain the structural redundancy that is needed to ensure continuous operation. PWD will also continue to improve maintenance efficiencies for green stormwater infrastructure.

Advanced metering infrastructure: In FY19, the PWD received the necessary approvals to finalize a long-term contract with its selected Advanced Metering Infrastructure (AMI) vendor. The existing meter reading system devices are reaching the end of their useful life and need replacement. AMI will provide enhanced customer service, potential to reduce high bills due to leakage, and operational efficiency improvements. In addition, new functionality, including tamper and leak detection and meter failure notification, will support greater overall system reliability. PWD intends to begin replacing the data transmitters on 480,000+ water meters. The age of the current transmitters makes their replacement necessary to mitigate risk of interruption for meter-reading capabilities and related provision of service to more than 1.6 million residents.

Capital investment: PWD will continue to reinvest in the Department's infrastructure through its capital program estimated at \$3.7 billion over the next six years (2020 – 2025). These investments will allow the Department to continue to meet regulatory requirements and ensure reliability of service by replacing water and wastewater infrastructure that has reached the end of its useful life.

Customer service improvements: PWD and WRB combined our call centers in March 2018. In FY20, PWD plans to establish a single communications channel through which to handle customer billing complaints, shut-offs and restore support for customers, while leveraging best practices and technologies to enhance customer interactions at multiple touch points; to implement a comprehensive communications plan that educates and engages with customers and the public-at-large in a manner that is timely, accurate, informative and highly accessible; and strive to transform residents and partners into water resource advocates through engagement and education. PWD will continue to offer lead service line replacements during water main relays and through the HELP program, and work with WRB to enroll more eligible customers in TAP (our low-income assistance program). Lastly, PWD plans to implement a tiered HELP loan, allowing our low-income customers more time to pay back HELP loans for exterior plumbing repairs.

Financial strength: The City has “A” category ratings for its City of Philadelphia, Water and Wastewater Revenue Bonds from all three major rating agencies: A1 (Moody’s), A+ (Standard & Poor’s) and A+ (Fitch). During the next year, PWD will work with other agencies to ensure that the bonds retain both their existing ratings and stable outlook.

**BUDGET SUMMARY & OTHER BUDGET DRIVERS**

<b>Staff Demographics Summary (as of November 2018): All Funds</b>				
	Total	Minority	White	Female
Number of Full-Time Staff	1,880	1,203	677	401
Number of Exempt Staff	16	6	10	8
Number of Executive Staff (deputy level and above)	9	1	8	6
Average Salary, Full-Time Staff	\$52,633	\$48,284	\$60,545	\$57,279
Average Salary, Exempt Staff	\$105,303	\$83,945	\$118,119	\$121,894
Average Salary, Executive Staff	\$132,101	\$123,600	\$133,164	\$135,230
Median Salary, Full-Time Staff	\$47,746	\$46,208	\$52,493	\$47,946
Median Salary, Exempt Staff	\$112,798	\$81,885	\$123,600	\$123,600
Median Salary, Executive Staff	\$123,600	\$123,600	\$127,465	\$131,325

<b>Employment Levels (as of November 2018): All Funds</b>		
	Budgeted in FY19	Filled as of the Increment Run (11/18)
Number of Full-Time Positions	2,190 <sup>1</sup>	1,880
Number of Exempt Positions	21	16
Number of Executive Positions (deputy level and above)	10	9
Average Salary of All Full-Time Positions	\$51,307	\$52,633
Median Salary of All Full-Time Positions	\$45,496	\$47,746

<sup>1</sup>Table includes two additional positions that were approved during the Target Budget.

<b>Water Fund Financial Summary by Class</b>						
	FY18 Original Appropriations	FY18 Actual Obligations	FY19 Original Appropriations	FY19 Estimated Obligations	FY20 Proposed Appropriations	Difference: FY20-FY19
Class 100 - Employee Compensation	\$116,470,294	\$110,753,656	\$119,823,412	\$121,522,006	\$127,354,425	\$5,832,419
Class 200 - Purchase of Services	\$157,471,521	\$150,956,803	\$173,643,500	\$172,488,850	\$170,795,150	(\$1,693,700)
Class 300/400 - Materials, Supplies & Equipment	\$48,934,793	\$43,641,823	\$54,083,000	\$53,129,200	\$54,837,900	\$1,708,700
Class 500 - Contributions	\$600,000	\$6,779,219	\$671,000	\$671,000	\$615,000	(\$56,000)
Class 800 - Payment to Other Funds	\$71,000,000	\$71,000,000	\$71,000,000	\$71,000,000	\$69,000,000	(\$2,000,000)
	<b>\$394,476,608</b>	<b>\$383,131,501</b>	<b>\$419,220,912</b>	<b>\$418,811,056</b>	<b>\$422,602,475</b>	<b>\$3,791,419</b>

<b>Contracts Summary (Professional Services only) - Operating Only</b>						
	FY14	FY15	FY16	FY17	FY18	FY19 YTD (Q1 & Q2)
Total amount of contracts	\$22,319,547	\$24,209,260	\$26,115,593	\$27,320,700	\$31,827,951	\$23,746,201
Total amount to M/W/DSBE	\$7,664,277	\$9,772,361	\$9,095,320	\$10,361,505	\$10,967,337	\$8,240,440
Participation Rate	34%	40%	35%	38%	34%	35%

<b>Contracts Summary (Public Works; Services, Supplies &amp; Equipment; and Professional Services combined) - Operating and Capital</b>						
	FY14	FY15	FY16	FY17	FY18	FY19 YTD (Q1 & Q2)
Total amount of contracts	\$171,861,087	\$189,569,191	\$240,688,928	\$301,721,990	\$292,723,838	\$108,752,187
Total amount to M/W/DSBE	\$39,335,707	\$54,864,670	\$72,423,617	\$83,455,506	\$96,640,179	\$36,382,396
Participation Rate	23%	29%	30%	28%	33%	33%

<b>Total M/W/DSBE Contract Participation Goal (Public Works; Services, Supplies &amp; Equipment; and Professional Services combined)</b>			
	FY18	FY19	FY20
M/W/DSBE Contract Participation Goal	32%	30%	33%

## **PROPOSED BUDGET OVERVIEW**

### **Proposed Funding Request:**

The proposed Fiscal Year 2020 Water Department budget totals \$422,602,475, an increase of \$3,791,419 over Fiscal Year 2019 estimated obligation levels. This net increase is primarily due to increase in labor and equipment costs despite significant savings on professional services and payment to General Fund as detailed below.

The proposed budget includes:

- \$127,354,425 in Class 100, a \$5,832,419 increase over FY19. This funding increase is for increased full-time and seasonal positions, wage increase for union and non-represented employees, and other class 100 increases (such as anticipated lump sum payments).
- \$170,795,150 in Class 200, a \$1,693,700 decrease from FY19. This decrease is due to savings on Professional Service contracts.
- \$54,837,900 in Class 300/400, a \$1,708,700 increase over FY19. This increase is due to a need for Personal Protective Equipment; to maintain stock level for materials; and an increase in the purchase of vehicles from Operating Budget, due to City-wide policy change.
- \$615,000 in Class 500, a \$56,000 decrease from FY19. This decrease is due to a decrease in contribution to non-profit under Public Affairs.
- \$69,000,000 in Class 800, a \$2,000,000 decrease from FY19 due to a reduction in planned Capital transfers.

**STAFFING LEVELS**

The department is requesting 2,242 budgeted positions for FY20, an increase of 52 positions over FY19.

The increase is attributed to 18 new full-time positions related to improving security at the plants, financial planning, green and stormwater infrastructure maintenance, and water treatment; and the transfer of 34 positions from the Capital Fund.

**NEW HIRES**

New Hires (from 7/1/2018 to 11/25/18)					
	Total Number of New Hires	Spanish	Arabic	India-Tamil	Gujarati
Black or African American	20		1		
Asian	5			1	1
Hispanic or Latino					
White	12	1			
Other	1				
<b>Total</b>	<b>38</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

Since November 2018, PWD has hired 25 employees: 13 employees who identify as Black or African American, 2 employees who identify as Asian, 1 employee who identifies as Hispanic or Latino, and 9 employees who identify as White. None of these employees speak any other language besides English.

**PERFORMANCE, CHALLENGES, AND INITIATIVES**

**FINANCE PROGRAM**

<b>FY20 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>Ensure timely administration of operating and capital budgets, PWD invoicing, and the timely completion of all financial reports.</li> <li>At least maintain PWD five-year financial plan to ensure financial resiliency and maintain existing credit ratings.</li> </ul>				
<b>FY20 Performance Measures</b>				
Measure	FY18 Actual	FY19 YTD (Q1 only)	FY19 Target	FY20 Target
Maintain current credit ratings (A+ / A1 / A+) <sup>1</sup>	A+, A1, A+	N/A	A+, A1, A+	A+, A1, A+
Achieve targeted debt and liquidity metrics as defined by the Department's Financial Plan <sup>2</sup>	100%	N/A	100%	100%

<sup>1</sup> This is an annual measure, and FY19 data will be available at year-end. The Water Department aims to ensure that the current creditworthiness of the Department does not decline.

<sup>2</sup> This is an annual measure, and FY19 data will be available at year-end. This measure assesses whether PWD is achieving its targeted debt and liquidity metrics as defined by the Department's Financial Plan.

**HUMAN RESOURCES AND ADMINISTRATION PROGRAM**

<b>FY20 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>Ensure that personnel recruitment, placement, training, career development, and safety programs are consistent with long-term needs of the Department and the City's goals for diversity and inclusion.</li> <li>Coordinate labor management initiatives and employee relations programs with PWD's long-range operational plans.</li> <li>Coordinate personnel functions with initiatives in workforce and management planning.</li> </ul>				
<b>FY20 Performance Measures</b>				
Measure	FY18 Actual	FY19 YTD (Q1 only)	FY19 Target	FY20 Target
Departmental vacancy rate (%)	11%	14%	< 10%	< 15%

<sup>1</sup> This measure is only tracking operating budget vacancies. In FY19, all capital vacancies were transferred to operating, a total of 72 vacancies, which increased the numerator substantially in PWD's operating calculation. PWD will continue to work with the Office of Human Resources to hire vacant positions.

**OPERATIONS PROGRAM**

<b>FY20 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>Operate, maintain, repair, and improve the water system necessary to purvey potable water in compliance with the Safe Drinking Water Act and the Partnership for Safe Water Goals and at adequate quantities and pressures to supply the city of Philadelphia, wholesale customers, and firefighting requirements.</li> <li>Operate, maintain, repair, and improve the wastewater system necessary to efficiently collect and treat wastewater and stormwater from the city of Philadelphia and wholesale customers in compliance with the Clean Water Act.</li> <li>Continue to comply with all federal and state regulations relating to water and wastewater management.</li> </ul>				
<b>FY20 Performance Measures</b>				
Measure	FY18 Actual	FY19 YTD (Q1 only)	FY19 Target	FY20 Target
Millions of gallons of treated water <sup>1</sup>	81,485	21,572	meet customer demand	meet customer demand
Percent of time Philadelphia's drinking water met or surpassed state and federal standards	100%	100%	100%	100%
Miles of pipeline surveyed for leakage <sup>2</sup>	742	153	1,110	1,110
Water main breaks repaired <sup>3</sup>	977	151	meet customer remand	meet customer demand
Average time to repair a water main break upon crew arrival at site (hours) <sup>4</sup>	6.5	7.0	8.0	8.0
Percent of hydrants available <sup>5</sup>	99.5%	99.5%	99.7%	99.7%
Number of storm inlets cleaned/year <sup>6</sup>	103,535	25,836	100,000	100,000
Wastewater Treatment met or surpasses state and federal standards/month <sup>7</sup>	100%	100%	100%	100%

<sup>1</sup> PWD's target is to meet customers' demand. The measure is calculated by taking weekly average treatment flow summed for 3 plants x 7 days to get millions of gallons of treated water.

<sup>2</sup> There were 50 more breaks witnessed in Q1 of FY19 (153 leaks) as compared to Q1 of FY18 (103 leaks), increasing this unit's referral work. This unit goes out to each break to detect additional leaks. Water anticipates that the number of miles surveyed will increase during the remainder of the year to meet the target.

<sup>3</sup> The Department's target is to repair all water main breaks.

<sup>4</sup> Eight hours is the Water Department's service-level agreement (SLA). There were 50 more breaks witnessed in Q1 of FY19 (153 leaks) as compared to Q1 of FY18 (103 leaks), increasing this unit's arrival time in FY19 Q1 as compared to FY18 Q1.

<sup>5</sup> In FY18, PWD's inventory of hydrant parts was depleted due to a delay in awarding a Departmental contract. The contract has since been awarded and materials for hydrant maintenance have been procured for FY19.

<sup>6</sup> This is the number of inlets cleaned each quarter in PWD's system, which contains over 79,000 inlets.

<sup>7</sup> This is calculated by taking the number of days out of compliance and dividing it by days of the month or quarter.

**ENGINEERING AND CONSTRUCTION PROGRAM**

<b>FY20 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Manage and maintain PWD's renewal and replacement program of the conveyance and collector's system.</li> <li>• Optimize and/or maintain the resources required to renew the Department's treatment facilities to ensure reliability.</li> </ul>				
<b>FY20 Performance Measures</b>				
Measure	FY18 Actual	FY19 YTD (Q1 only)	FY19 Target	FY20 Target
Miles of sewers renewed <sup>1</sup>	8	N/A	≥ 10	≥ 10
Miles of water mains renewed <sup>2</sup>	19	N/A	≥ 32	≥ 34
Percent of capital budget encumbered <sup>3</sup>	104%	N/A	≥ 95%	≥ 95%

<sup>1</sup> This is an annual measure, and FY19 data will be available at year-end. This measure identifies the number of miles of sewer replaced in PWD's collector's system.

<sup>2</sup> This is an annual measure, and FY19 data will be available at year-end. The cost per mile of water main renewal has increased. The Department has increased its budget in future years to meet this target.

<sup>3</sup> This is an annual measure, and FY19 data will be available at year-end. This measures the percent of capital budget dollars encumbered and is a percentage of the Department's overall capital budget, including Collectors, Conveyance, Treatment Plants, and Engineering and Material Support.

**PLANNING AND ENVIRONMENTAL SERVICES PROGRAM**

<b>FY20 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Conduct planning and adaptive management analyses and strategies developed for compliance with regulatory obligations.</li> <li>• Comply with required five-, 10-, 15-, 20- and 25-year milestones for the Green City, Clean Water Program.</li> <li>• Provide laboratory support to the Department for compliance and quality initiatives.</li> </ul>				
<b>FY20 Performance Measures</b>				
Measure	FY18 Actual	FY19 YTD (Q1 only)	FY19 Target	FY20 Target
Constructed greened acres	201	73	200	300
Number of Green Acres Design Completed/year	433	72	300	350
Analyses performed by PWD's Bureau of Laboratory Services/year <sup>1</sup>	406,534	101,257	400,000	400,000
Site inspections completed/month <sup>2</sup>	350	425	258	400

<sup>1</sup> This measure is calculated by taking the number of analyses performed at PWD's central laboratory.

<sup>2</sup> This is a measure of the number of average monthly site inspections performed at private properties installing stormwater management practices to confirm compliance with the approved design.



**PUBLIC AFFAIRS PROGRAM**

<b>FY20 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Establish a single communications channel through which to handle customer billing complaints, shut-offs and support for customers, while leveraging best practices and technologies to enhance customer interactions at multiple touch points.</li> <li>• Implement a comprehensive communications plan that educates and engages with customers and the public-at-large in a manner that is timely, accurate, informative and highly accessible.</li> <li>• Strive to transform residents and partners into water resource advocates through engagement and education.</li> </ul>				
<b>FY20 Performance Measures</b>				
Measure	FY18 Actual	FY19 YTD (Q1 only)	FY19 Target	FY20 Target
Average speed to answer customers' emergency calls (minutes) <sup>1</sup>	9.5	3.1	< 5.0	< 3.0
Average speed to answer customers' billing and service calls (minutes) <sup>2</sup>	156	55	< 60	< 60
Number of non-city employees in attendance at public meetings <sup>3</sup>	10,753	3,658	> 4,800	> 4,800

<sup>1</sup> This measure is only reporting on the speed to answer for emergency calls. This includes call back times.

<sup>2</sup> This measure is only reporting on the speed to answer for non-emergency calls. This includes call back times.

<sup>3</sup> FY18 was higher due to a rate increase request, which saw a higher number of non-City employees in attendance at public meetings.

**OTHER BUDGETARY IMPACTS**

**Federal and State (Where Applicable)**

The Water Department is pursuing opportunities with the Commonwealth of Pennsylvania Infrastructure Investment Authority related to a large investment at one of our wastewater treatment plants in support of the Consent Order Agreement.

**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]
Philadelphia Authority for Industrial Development (PAID)	Storm Water Management	\$25,000,000	N/A	5/23/2012	MBE: 20% - 25%	17%	\$4,250,000	29%	\$7,250,000	yes	no
					WBE: 20% - 25%	12%	\$3,000,000				
					DSBE: 0%	0%	\$0				
PMA	Synagro - Biosolids Recycling Center	\$22,800,000	5/24/2004	10/24/2008	MBE: 18%	30%	\$6,840,000	33%	\$7,524,000	yes	yes
					WBE: 10%	3%	\$684,000				
					DSBE: 0%	0%	\$0				
PMA	Cogen NE Biogas	\$3,660,000	9/7/2010	12/23/2011	MBE: 30% - 35%	30%	\$1,098,000	35%	\$1,281,000	yes	yes
					WBE: 5% - 10%	5%	\$183,000				
					DSBE: 0%	0%	\$0				
PMA	Automated Meter Reading	\$3,000,000	1/3/1997	7/10/1997	MBE: 0% - 0%	29%	\$870,000	43%	\$1,290,000	yes	yes
					WBE: 0% - 0%	12%	\$360,000				
					DSBE: 0%-0	2%	\$60,000				
Raftelis Financial Consultants, Inc	Financial & Rate Analysis	\$2,200,000	12/1/2016	7/1/2017	MBE: 20% - 25%	18%	\$396,000	41%	\$902,000	no	no
					WBE: 20% - 25%	23%	\$506,000				
					DSBE: 0%	0%	\$0				

Philadelphia Water Department

Non-Profit Vendor Demographics		
Urban Affairs Coalition	Minority %	Female %
Workforce	93.26%	51.97%
Executive	85.00%	50.00%
Board	60.00%	40.00%
Water Research Foundation	Minority %	Female %
Workforce	9.00%	71.00%
Executive	11.00%	56.00%
Board	11.00%	19.00%
Fifteen Minutes Inc.	Minority %	Female %
Workforce	40.00%	100.00%
Executive	50.00%	100.00%
Board	50.00%	100.00%
Tookany/Tacony-Frankford Watershed Partnership	Minority %	Female %
Workforce	22.00%	60.00%
Executive	50.00%	50.00%
Board	23.00%	77.00%
Lehigh University	Minority %	Female %
Workforce	14.10%	51.50%
Executive	20.00%	20.00%
Board	18.20%	30.30%
Pennsylvania Horticultural Society	Minority %	Female %
Workforce	21.00%	64.00%
Executive	0.00%	54.00%
Board	11.00%	55.00%
Partnership For Delaware Estuary	Minority %	Female %
Workforce	5.00%	80.00%
Executive	0.00%	100.00%
Board	15.00%	53.00%

**EMPLOYEE DATA**

<b>Staff Demographics (as of November 2018)</b>					
<b>Full-Time Staff</b>			<b>Executive Staff</b>		
	Male	Female		Male	Female
	African-American	African-American		African-American	African-American
<i>Total</i>	801	221	<i>Total</i>	0	1
<i>% of Total</i>	43%	12%	<i>% of Total</i>	0%	11%
<i>Average Salary</i>	\$46,304	\$50,157	<i>Average Salary</i>	N/A	\$123,600
<i>Median Salary</i>	\$45,456	\$44,962	<i>Median Salary</i>	N/A	\$123,600
	White	White		White	White
<i>Total</i>	546	131	<i>Total</i>	3	5
<i>% of Total</i>	28%	7%	<i>% of Total</i>	33%	56%
<i>Average Salary</i>	\$58,715	\$67,705	<i>Average Salary</i>	\$125,842	\$135,231
<i>Median Salary</i>	\$51,104	\$61,740	<i>Median Salary</i>	\$123,600	\$131,325
	Hispanic	Hispanic		Hispanic	Hispanic
<i>Total</i>	50	10	<i>Total</i>	0	0
<i>% of Total</i>	3%	1%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$46,650	\$49,295	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	\$46,220	\$43,504	<i>Median Salary</i>	N/A	N/A
	Asian	Asian		Asian	Asian
<i>Total</i>	63	26	<i>Total</i>	0	0
<i>% of Total</i>	3%	1%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$52,584	\$65,961	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	\$47,946	\$64,507	<i>Median Salary</i>	N/A	N/A
	Other	Other		Other	Other
<i>Total</i>	19	13	<i>Total</i>	0	0
<i>% of Total</i>	1%	1%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$63,779	\$63,345	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	\$61,502	\$61,447	<i>Median Salary</i>	N/A	N/A
	Bilingual	Bilingual		Bilingual	Bilingual
<i>Total</i>	61 <sup>1</sup>		<i>Total</i>	0	0
<i>% of Total</i>	3% <sup>1</sup>		<i>% of Total</i>	0%	0%
<i>Average Salary</i>	N/A	N/A	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	N/A	N/A	<i>Median Salary</i>	N/A	N/A
	Male	Female		Male	Female
<i>Total</i>	1479	401	<i>Total</i>	3	6
<i>% of Total</i>	79%	21%	<i>% of Total</i>	33%	67%
<i>Average Salary</i>	\$51,373	\$57,279	<i>Average Salary</i>	\$125,842	\$135,230
<i>Median Salary</i>	\$47,628	\$47,946	<i>Median Salary</i>	\$123,600	\$131,325

<sup>1</sup>The Department created a voluntary, anonymous language survey that did not capture employee gender or title.

## LANGUAGE ACCESS

### 1. Has your leadership received language access training?

The Philadelphia Water Department (PWD) has completed training with approximately 150 employees to date and is in the process of scheduling language access training with all units within the Department, including executive staff, throughout calendar year 2018. The Department's Former Commissioner and the Public Affairs Deputy Commissioner have reviewed and signed off on PWD's Language Access Plan and are routinely involved in its implementation.

### 2. Do you currently have a language access coordinator?

Laura Copeland, one of Public Affairs' Public Information Officers, serves as PWD's language access coordinator. Tiffany Ledesma, PWD's Green City, Clean Waters Engagement Team Manager, serves as an alternate language access coordinator.

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

Yes: <https://beta.phila.gov/media/20170602143450/Philadelphia-Water-Department-LAP-2017-FINAL.pdf>

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

PWD incorporates a language access protocol into its operations through:

- Allocating funds in PWD's operating budget toward language access services.
- Identifying vital documents to be translated and subsequently translating these documents.
- Identifying bilingual employees willing to assist with in-person interpretation and document translation.
- Using Language Line Solutions as a telephonic interpretation.
- Coordinating language access training for all employees.
- Scheduling in-person interpreters for community meetings, when necessary.
- Preparing an annual report detailing the prior year's language access efforts.