

**DEPARTMENT OF PLANNING AND DEVELOPMENT
FISCAL YEAR 2024 BUDGET TESTIMONY
APRIL 12, 2023**

INTRODUCTION

Good Afternoon, President Clarke and Members of City Council. I am Anne Fadullon, Deputy Mayor and Director of the Department of Planning and Development. Joining me today from DPD are Catherine Califano, First Deputy, Melissa Long, Director, Division of Housing & Community Development, Eleanor Sharpe, Deputy Director, for the Division of Planning & Zoning, John Mondlak, Deputy Director, Development Services, and from PHDC, David Thomas, CEO and President, and Angel Rodriguez, Senior VP of Land Management. Additional staff are here who support our boards and commissions.

I am pleased to provide testimony on the Department of Planning and Development's Fiscal Year 2024 Operating Budget.

DEPARTMENT MISSION & PLANS

Mission: The Department of Planning and Development (DPD) aligns the City's agencies whose missions relate to the built environment. DPD works in collaboration with communities to promote, plan, preserve, and develop successful neighborhoods for all. DPD includes the Divisions of Executive Administration; Housing and Community Development (DHCD); Planning and Zoning (DPZ); and Development Services (DS). DPD works closely with the Philadelphia Housing Development Corporation (PHDC), the City's full-service community development organization.

Plans for Fiscal Year 2024: In FY24, the Department of Planning and Development will continue to work across our multiple areas of expertise to deliver well-coordinated programs and services, informed by deep and intentional engagement with the public. DPD will:

Champion equity and inclusion through robust community engagement. In collaboration with a diverse steering committee of Philadelphia residents and experts in DEI and community outreach, the Philadelphia City Planning Commission (PCPC) at DPD is developing equitable and inclusive processes for ensuring vigorous public participation as PCPC updates the city's Comprehensive Plan. At the same time, the DPD Historical Commission is conducting extensive outreach to historically underrepresented communities' to identify neighborhood cultural resources. This research will inform the Commission's innovative project of adapting traditional historical preservation methodologies for use protecting cultural assets – tangible and intangible – that come from marginalized communities of color.

Build Philadelphia's status as a center for life-sciences and other job-creating investment in inclusive development. DPD's effectiveness in this area reflected in a recent comparative study ranking Philadelphia second nationwide among U.S. hubs for cell and gene therapy. DPD's Development Services Division works to coordinate complex systems, sync up approval processes, and foresee and remove barriers. Development Services, a trusted source of knowledge in the life sciences investment community, will continue to partner with government, nonprofit, and private economic development partners to see ambitious development projects through to completion.

Leverage our City’s unprecedented investment in affordable housing and a full range of necessary housing options. With the extraordinary financial investment from the Neighborhood Preservation Initiative (NPI) and the Housing Trust Fund, DPD’s Division of Housing and Community Development and PHDC are implementing the City’s Housing Action Plan to produce and preserve more homes for Philadelphians. DPD and PHDC will continue keeping residents in their current homes through effective repair and renovation programs, building affordable housing for renters and homeowners, helping residents become first-time homebuyers, and supporting small landlords and renters at risk of eviction.

BUDGET SUMMARY & OTHER BUDGET DRIVERS

| Staff Demographics Summary (as of December 2022) | | | | |
|---|-----------|-----------|-----------|-----------|
| | Total | Minority | White | Female |
| Number of Full-Time Staff | 110 | 46 | 64 | 67 |
| Number of Exempt Staff | 30 | 16 | 14 | 16 |
| Number of Executive Staff (deputy level and above) | 13 | 5 | 8 | 10 |
| Average Salary, Full-Time Staff | \$82,326 | \$68,091 | \$83,406 | \$81,759 |
| Average Salary, Exempt Staff | \$99,123 | \$83,112 | \$91,970 | \$116,342 |
| Average Salary, Executive Staff | \$130,567 | \$129,611 | \$144,491 | \$141,618 |
| Median Salary, Full-Time Staff | \$81,249 | \$80,879 | \$80,879 | \$78,275 |
| Median Salary, Exempt Staff | \$79,891 | \$74,802 | \$80,853 | \$70,381 |
| Median Salary, Executive Staff | \$141,617 | \$122,300 | \$133,998 | \$133,998 |

| Employment Levels (as of December 2022) | | |
|---|----------|--------|
| | Budgeted | Filled |
| Number of Full-Time Positions | 150 | 110 |
| Number of Part-Time Positions | 0 | 0 |
| Number of Exempt Positions | 34 | 30 |

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| | | |
|--|----------|----------|
| Number of Executive Positions (deputy level and above) | 13 | 13 |
| Average Salary of All Full-Time Positions | \$75,125 | \$82,326 |
| Median Salary of All Full-Time Positions | \$78,275 | \$81,249 |

| General Fund Financial Summary by Class | | | | | | |
|---|------------------------------|-------------------------|------------------------------|----------------------------|------------------------------|-----------------------|
| | FY22 Original Appropriations | FY22 Actual Obligations | FY23 Original Appropriations | FY23 Estimated Obligations | FY24 Proposed Appropriations | Difference: FY24-FY23 |
| Class 100 - Employee Compensation | \$4,873,604 | \$4,756,995 | \$5,783,913 | \$5,999,386 | \$7,031,654 | \$1,032,268 |
| Class 200 - Purchase of Services | \$5,619,463 | \$5,570,466 | \$21,339,463 | \$21,683,463 | \$21,756,463 | \$73,000 |
| Class 300/400 - Materials, Supplies & Equipment | \$80,761 | \$73,540 | \$89,761 | \$89,761 | \$116,305 | \$26,544 |
| Class 500 - Contributions | \$6,500,000 | \$3,000,720 | \$3,000,000 | \$8,000,000 | \$3,000,000 | (\$5,000,000) |
| | \$17,073,828 | \$13,401,721 | \$30,213,137 | \$35,772,610 | \$31,904,422 | (\$3,868,188) |

| Contracts Summary (Professional Services only) | | | | | | |
|--|----------|----------|----------|----------|--------------------|----------------|
| | FY20 | FY21 | FY22 | FY23 | FY23 YTD (Q1 & Q2) | FY24 Projected |
| Total amount of contracts | \$72,500 | \$82,500 | \$82,500 | \$82,500 | \$332,500 | \$332,500 |

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| | | | | | | |
|--------------------------|----------|----------|----------|----------|-----------|-----------|
| Total amount to M/W/DSBE | \$72,500 | \$82,500 | \$82,500 | \$82,500 | \$282,500 | \$282,500 |
| Participation Rate | 100% | 100% | 100% | 100% | 85% | 85% |

| Total M/W/DSBE Contract Participation Goal (Public Works; Services, Supplies & Equipment; and Professional Services combined) | | | |
|--|------|------|----------------|
| | FY22 | FY23 | FY24 Projected |
| M/W/DSBE Contract Participation Goal | 35% | 35% | 35% |

PROPOSED BUDGET OVERVIEW

Proposed Funding Request:

The proposed Fiscal Year 2024 General Fund budget totals \$31,904,422, a decrease of \$3,868,188 from Fiscal Year 2023 estimated obligation levels.

The proposed budget includes:

- \$7,031,654 in Class 100, a \$1,032,268 increase from FY23. This funding increase is for the negotiated wage increase in FY24, and an additional 13 budgeted positions.
- \$21,756,463 in Class 200, a \$73,000 increase from FY23. This funding is for the purchase of services in support of DPD's operations.
- \$116,305 in Class 300/400, a \$26,544 increase from FY23. This funding will provide materials and supplies, and equipment in support of DPD's operations.
- \$3,000,000 in Class 500, a \$5,000,000 decrease from FY23. This funding supports the operations of the Philadelphia Land Bank. The decrease from FY 23 is due to the elimination of one-time funding.

The proposed Fiscal Year 2024 Grants Revenue Fund budget totals \$112,171,433, an increase of \$7,561 from Fiscal Year 2023 estimated obligation levels.

The proposed budget includes:

- \$90,000 in Class 100, level with FY23. This funding will support staff as provided under the annual Short Range Planning grant.
- \$112,081,433 in Class 200, a \$7,561 increase from FY23. This funding will primarily support the federal HOME and HOPWA programs under annual HUD grant awards as well as the carry forward of balances from prior years' HOME, HOPWA, and other grants.

The proposed Fiscal Year 2024 HUD Community Development Fund budget totals \$229,055,528, an increase of \$160,517,506 from Fiscal Year 2023 estimated obligation levels.

The proposed budget includes:

- \$4,968,702 in Class 100, a \$126,219 decrease from FY23. This funding is for the DHCD administration and program delivery in support of the CDBG program. This funding decrease is primarily due to the shift of our NAC program from CDBG to HTF funding in FY24.
- \$223,847,826 in Class 200, a \$160,682,225 increase from FY23. This funding will support the federal CDBG program under the annual HUD grant award and the carry forward of balances from prior years' CDBG grants. The increase is primarily due to our application for a \$163,204,000 CDBG Disaster Recovery grant award.
- \$214,000 in Class 300/400, a \$38,500 decrease from FY23. This funding will provide materials and supplies, and equipment in support of the DHCD's operations.
- \$25,000 in Class 800, level with FY23. This funding will provide support for shared city operations.

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The proposed Fiscal Year 2024 Housing Trust Fund budget totals \$102,700,000, an increase of \$22,702,000 from Fiscal Year 2023 estimated obligation levels.

The proposed budget includes:

- \$4,214,568 in Class 100, a \$963,950 increase from FY23. This funding is for administration and program delivery in support of the HTF program.
- \$98,335,432 in Class 200, a \$21,738,050 increase from FY23. This funding will support the HTF program under annual funding requirements and the carry forward of balances from prior years' HTF funds.
- \$150,000 in Class 300/400, level with FY23. This funding will provide materials and supplies, and equipment in support of the HTF program.

Staffing Levels

The department is requesting 150 budgeted positions for FY24, an increase of 13 positions over FY23.








The increase is attributed to the need for more City Planners and support staff to efficiently administer our programs.

NEW HIRES

| | Total Number of New Hires | English | French | Arabic |
|---------------------------|---------------------------|---------|--------|--------|
| Black or African American | 4 | 4 | | |
| White | 7 | 7 | 1 | 1 |
| Total | 11 | 11 | 1 | 1 |

PERFORMANCE, CHALLENGES, AND INITIATIVES






EXECUTIVE ADMINISTRATION

| Measure |  FY22 ACTUAL |  FY23 TARGET |  FY24 TARGET |  MAYORAL PRIORITY |
|--|---|---|---|--|
| Median payment processing time for sub-recipients, vendors, and staff (in days) | 15 | 5 | 5 |  |
| Number of applicants to home improvement programs | 11,713 | 10,000 | 10,000 |  |
| Number of students exposed to careers in housing, planning, and development | 199 | 200 | 200 |  |

FY24 Strategic Goals

- The Administrative Team will continue to work to build a more resilient Department that continually improves its service to the public by increasing internal capacity, migrating from outdated data systems to enterprise tools, improving processes to reduce inefficiencies, improving its workspace, and making information accessible through new technology and platforms.

PLANNING AND ZONING

| Measure |  FY22 ACTUAL |  FY23 TARGET |  FY24 TARGET |  MAYORAL PRIORITY |
|---|---|---|---|--|
| Number of Zoning Board of Adjustments (ZBA) cases that are filed within the reporting period | 1,333 | 1,200 | 1,200 |  |









FY24 Strategic Goals

- Move beyond the legacy of top-down planning by embedding robust public engagement processes that center racial equity within all significant DPZ initiatives.

Department of Planning and Development

- Maximize revenue and ensure safe, sustainable, and lawful development by completing application and appeal reviews in an accurate and timely manner.
- Identify additional grant funding opportunities, to support DPZ activities and initiatives.






DEVELOPMENT SERVICES (DS)




| Measure |  FY22 ACTUAL |  FY23 TARGET |  FY24 TARGET |  MAYORAL PRIORITY |
|---|---|---|---|--|
| Percentage of development process inquiries receiving an initial response within one business day | 91% | 90% | 90% |  |
| Development Service Committees (full meetings) | 4 | 10 | 10 |  |
| Development Process Inquiries receiving a response within 1 business day | 525 | 500 | 500 |  |
| Civic Engagement - # of Community members engaged with/supported to understand processes | 360 | 400 | 400 |  |

FY24 Strategic Goals

- DPD Development Services seeks to: maximize private development investment in Philadelphia by spearheading timely resolution of existing and potential obstacles; collaborate with economic development partners to attract “critical mass” projects that will grow Philadelphia’s status as a center for inclusive growth in the life sciences sector; and become a leading source of credible and up-to-date data on location, progress, and cost of development projects and deals.

COMMUNITY DEVELOPMENT









| Measure |  FY22 ACTUAL |  FY23 TARGET |  FY24 TARGET |  MAYORAL PRIORITY |
|------------------------|---|---|---|--|
| Unique lots stabilized | 13,125 | 12,500 | 12,500 |  |

| | | | | |
|--|------------------|------------------|------------------|---|
| Land Bank: Number of tax foreclosure properties acquired | 0 | 325 | 325 |  |
| Land Bank: Number of publicly owned properties disposed of for redevelopment activities within reporting period | 76 | 325 | 325 |  |
| Land Bank: Gross revenue generated from land sales | \$282,042 | \$200,000 | \$200,000 |  |

FY24 Strategic Goals

- HDC and DPD will continue to expedite the disposition of publicly owned land and work with community-based organizations to remove blight and improve neighborhoods. Through NPI, it also will explore new ways to improve neighborhood infrastructure and support small commercial businesses.

HOUSING DEVELOPMENT

| Measure |  FY22 ACTUAL |  FY23 TARGET |  FY24 TARGET |  MAYORAL PRIORITY |
|---|--|--|--|---|
| Mortgage foreclosures prevented | 1,715 | 1,100 | 1,100 |  |
| Homes repaired (BSRP, Heater Hotline, LIHEAP Crisis, and AMP) | 5,791 | 5,400 | 5,400 |  |
| Clients receiving counseling for properties in tax foreclosure | 53 | 250 | 250 |  |
| Homeowners' assistance grants | 41 | 900 | 900 |  |

| | | | | |
|---|------------|------------|------------|---|
| Number of affordable housing units created | 340 | 300 | 300 |  |
|---|------------|------------|------------|---|

FY24 Strategic Goals

- Help residents secure safe, healthy, and affordable homes by preparing them for homeownership, financing affordable units, helping them avoid foreclosure, and assisting with their rent and utility costs.
- Through the Turn the Key and PhillyFirst Home programs, PHDC will support 1,200 residents to become homeowners before the end of FY24.
- In FY24, PHDC will continue to administer the Shallow Rent Program that began in FY22. Funds from the Housing Trust Fund will support approximately 400 households.

OTHER BUDGETARY IMPACTS

Federal and State (Where Applicable)

There is no additional funding from the US Department of Treasury (Emergency Rental Assistance Program) or from HUD (CDBG-CV) anticipated in FY24.

In FY24, DPD will be receiving allocations from HUD under two new programs: an allocation of \$163M in CDBG-DR (Disaster Recovery) to address unmet needs from Hurricane IDA and an allocation of \$42M in HOME-ARP (American Recovery Program) to address homeless housing and services.

CONTRACTING EXPERIENCE

| M/W/DSBE Participation on Large Professional Services Contracts | | | | | | | | | | | |
|---|--|---------------------------|----------------|---------------------|---------------|--------------------------------------|------------------------------------|-----------------------------------|--|--|---|
| Top Five Largest Contracts, FY23 | | | | | | | | | | | |
| 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] |
| HCH Enterprise, LLC | Provide on call Diversity, Equity and Inclusion training and consultation services. | \$75,000 | 8/22/2022 | 11/15/2022 | MBE: | 100% | \$75,000 | 100% | \$75,000 | | |
| | | | | | WBE: | 0% | \$0 | | | | |
| | | | | | DSBE: | 0% | \$0 | | | | |
| Imahni Moise Communications | Provide on-call PR services for the Philadelphia City Planning Commission to update the City's comprehensive plan. | \$50,000 | 8/23/2022 | 11/15/2022 | MBE: | 0% | \$0 | 0% | \$0 | | |
| | | | | | WBE: | 0% | \$0 | | | | |
| | | | | | DSBE: | 0% | \$0 | | | | |

Department of Planning and Development

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|----------------------------------|--|-----------|-----------|-----------|-------|------|-----------|------|-----------|-----|----|
| Connect the Dots Insight, LLC | Select teams to develop an equitable engagement strategy for the City comprehensive planning process. | \$125,000 | 8/24/2022 | 12/6/2022 | MBE: | 0% | \$0 | 100% | \$125,000 | Yes | No |
| | | | | | WBE: | 100% | \$125,000 | | | | |
| | | | | | DSBE: | 0% | \$0 | | | | |
| Tiger Productions | To provide assistance with the design and development of a wide range of public information materials. | \$82,500 | 3/10/2022 | 7/1/2022 | MBE: | 0% | \$0 | 100% | \$82,500 | No | No |
| | | | | | WBE: | 100% | \$82,500 | | | | |
| | | | | | DSBE: | 0% | \$0 | | | | |

| Non-Profit Vendor Demographics | | |
|--------------------------------|------------|----------|
| PHDC | Minority % | Female % |
| Workforce | 78% | 54% |
| Executive | 71% | 29% |
| Board | 33% | 67% |

EMPLOYEE DATA

| Staff Demographics (as of December 2022) | | | | | |
|--|------------------|------------------|-----------------------|------------------|------------------|
| Full-Time Staff | | | Executive Staff | | |
| | Male | Female | | Male | Female |
| | African-American | African-American | | African-American | African-American |
| <i>Total</i> | 12 | 18 | <i>Total</i> | 0 | 4 |
| <i>% of Total</i> | 12% | 18% | <i>% of Total</i> | 0% | 31% |
| <i>Average Salary</i> | \$69,698 | \$62,508 | <i>Average Salary</i> | \$0 | \$133,661 |
| <i>Median Salary</i> | \$73,351 | \$69,090 | <i>Median Salary</i> | \$0 | \$122,300 |
| | White | White | | White | White |
| <i>Total</i> | 29 | 28 | <i>Total</i> | 3 | 5 |
| <i>% of Total</i> | 29% | 28% | <i>% of Total</i> | 23% | 38% |
| <i>Average Salary</i> | \$85,934 | \$92,737 | <i>Average Salary</i> | \$134,675 | \$153,624 |
| <i>Median Salary</i> | \$80,879 | \$78,275 | <i>Median Salary</i> | \$134,675 | \$133,998 |
| | Hispanic | Hispanic | | Hispanic | Hispanic |
| <i>Total</i> | 1 | 6 | <i>Total</i> | 0 | 0 |
| <i>% of Total</i> | 1% | 6% | <i>% of Total</i> | 0% | 0% |
| <i>Average Salary</i> | \$50,233 | \$70,850 | <i>Average Salary</i> | \$0 | \$0 |
| <i>Median Salary</i> | \$50,233 | \$80,879 | <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% | 8% |
| <i>Average Salary</i> | \$66,674 | \$122,851 | <i>Average Salary</i> | \$0 | \$137,632 |
| <i>Median Salary</i> | \$66,674 | \$122,851 | <i>Median Salary</i> | \$0 | \$137,632 |

Department of Planning and Development

| | Other | Other | | Other | Other |
|-----------------------|-----------|-----------|-----------------------|-----------|-----------|
| <i>Total</i> | 2 | 1 | <i>Total</i> | 0 | 0 |
| <i>% of Total</i> | 2% | 1% | <i>% of Total</i> | 0% | 0% |
| <i>Average Salary</i> | \$81,889 | \$94,445 | <i>Average Salary</i> | 0 | 0 |
| <i>Median Salary</i> | \$81,889 | \$94,445 | <i>Median Salary</i> | 0 | 0 |
| | Bilingual | Bilingual | | Bilingual | Bilingual |
| <i>Total</i> | 3 | 13 | <i>Total</i> | 0 | 0 |
| <i>% of Total</i> | 3% | 13% | <i>% of Total</i> | 0% | 0% |
| <i>Average Salary</i> | \$82,411 | \$83,508 | <i>Average Salary</i> | \$0 | \$0 |
| <i>Median Salary</i> | \$83,508 | \$83,508 | <i>Median Salary</i> | \$0 | \$0 |
| | Male | Female | | Male | Female |
| <i>Total</i> | 43 | 67 | <i>Total</i> | 3 | 10 |
| <i>% of Total</i> | 39% | 61% | <i>% of Total</i> | 23% | 77% |
| <i>Average Salary</i> | \$66,909 | \$88,913 | <i>Average Salary</i> | \$134,675 | \$145,192 |
| <i>Median Salary</i> | \$80,879 | \$80,879 | <i>Median Salary</i> | \$134,675 | \$137,632 |

LANGUAGE ACCESS

- 1. Provide the name of your language access coordinator, the date of your last department training, and a link to the posting of your language access plan.**

Antoinette Garcia is DPD's language access coordinator.

The last departmental training took place on 7/19/19.

<https://www.phila.gov/media/20190319151051/Planning-Development-Language-Access-Plan-2016-for-DPD.pdf>

- 2. Breakdown new hires and existing staff by race and language. Breakdown how many front-line personnel are trained to provide language access services.**

Please refer to FY23 Budget Hearing Summary Charts section 8: New Hire Information.

Front line staff are trained on how to connect residents with interpretation services. Information is available on our intranet page for all staff to reference. DPD Communications staff regularly distributes information to all staff and service providers to remind staff how to access telephonic interpretation services for both on demand and for prescheduled meetings. Staff are aware that when they are planning public hearings/meeting that they to coordinate with our Communications staff to ensure both sign language and language interpretation services are schedule.

- 3. How many requests for language access services did your department receive in the past year? How many language access services were delivered by staff? Breakdown language access services provided, by language, including but not limited to the language line, translation of public notices and documents, website language services, and advertisement/publication services.**

DPD received and delivered 132 language access services, including taking non-English calls at PHDC, document translations, and hearing interpretation services. DPD delivered document translation via our vendor, Powerling, and language interpretation services via our vendor GLOBO.

Approximately 104 language access services were delivered by staff by way of our language interpretation service through GLOBO.

Language access services were delivered as follows:

- **Spanish and Mandarin/Simplified Chinese, Portuguese:** our language line, document translation, website language translation services (Google translate and officially translated text), and advertisements, publications, reports and flyer distributions
- **Russian, Arabic, French, Vietnamese, Japanese, and Korean:** our document translation, website language translation services (Google translate and officially translated text), and advertisements, publications, reports and flyer distributions
- **Haitian Creole and Polish:** our language line and website language translation services (Google translate)

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

DPD translates our public facing documents into multiple languages and these are available through our website. Both the DPD and the PHDC websites use Google Translate, which offers users immediate access to their preferred language. In FY22, we translated 14 documents into some or all of the following languages based upon the audience: Arabic, Chinese (Simplified), French, Portuguese, Russian, Spanish and Vietnamese.

Since the beginning of the FY23, DPD has spent \$694 on telephonic interpretation, in-person Interpretation, and remote simultaneous interpretation via Zoom or WebEx. In addition, 23 of our Housing Counseling Agencies held and tracked interactions in languages other than English to inform our future demands for translation services. All DHCD, HCA and NAC have access to the City's translation contractors, so that residents whose first language is not English are able to receive services.

CLIMATE CHANGE

1. How has climate change affected your department’s provision of services?

DPD works in concert with departments that are responsible for regulatory controls and approval for how, where and what is produced in the built environment. Through our reviews, we seek to align with City staff to ensure projects are built to adapt to changing conditions. Additionally, we anticipate that demand for the housing repair programs will expand as the winters get wetter. DHCD seeks to support homeowners by connecting them to energy coordinating agencies to consider ways to adapt their properties and reduce energy usage through property improvement strategies. DPD is also seeking to work with Sustainability and other city departments to expand resources available to help households adapt to climate change.

2. How might worsening climate change increase costs and demands for your department?

As water levels rise and more properties are impacted by storms, our housing repair and improvement programs are likely to see more demand.

3. How does your department intend to mitigate and adapt to climate change?

New housing development projects are required to meet PHFA and city building standards that seek to mitigate anticipated growing challenges for climate change. The Planning and Historical Commissions contribute to the OEM Hazard Mitigation Plan and the Office of Sustainability's plans and will incorporate climate change considerations into its comprehensive plan revisions.

Additionally, PHDC works with the Energy Coordinating Agency and the Energy Authority to maximize the investments in BSRP properties and help homeowners adapt to climate change.