

Fiscal Year 2027-28 Needs- Based Plan & Budget

Commonwealth of
Pennsylvania

Office of Children, Youth
and Families

**NEEDS-BASED PLAN AND BUDGET
NARRATIVE TEMPLATE**

PUBLIC DRAFT

Budget Narrative Template

The following pages provide a template for counties to use to complete the narrative portion of the Fiscal Year (FY) 2027-28 Needs-Based Plan and Budget (NBPB). All narrative pieces should be included in this template; no additional narrative is necessary. Detailed instructions for completing each section are in the NBPB Bulletin, Instructions & Appendices. As a reminder, this is a public document; using the names of children, families, office staff, and Office of Children, Youth and Families (OCYF) staff within the narrative is inappropriate.

Avoid duplication within the narrative by referencing other responses as needed.

All text must be in either 11-point Arial or 12-point Times New Roman font, and all margins (bottom, top, left, and right) must be 1 inch.

Note: On the following page, once the county inserts its name in the gray shaded text, headers throughout the document will automatically populate with the county name. Enter the county name by clicking on the gray shaded area and typing in the name.

INSERT COUNTY NAME

**NBPB
FYs 2025-26, 2026-27 and 2027-28**

Version Control	
Original Submission Date:	
Version 2 Submission Date:	
Version 3 Submission Date:	
Version 4 Submission Date:	

Section 2: NBPB Development

1-1: Executive Summary

☛ Respond to the following questions.

The Philadelphia Department of Human Services (DHS) is the county's child welfare and juvenile justice agency. As part of our ongoing commitment to better serve Philadelphia's children, youth, and families, DHS continues to align our efforts with our vision, mission, values, and system priorities.

Vision: We aspire for all Philadelphia children and youth to have access to the support, resources, and opportunities they need to thrive within their communities.

Mission: Serve and support Philadelphia's children, youth, and communities by building on their strengths and advancing safe and supportive environments.

Values: Respect, Transparency, Accountability, Equity, and Wellness.

DHS strives to become the nation's leading child welfare and juvenile justice agency that employs and partners with caring and committed professionals who use innovative practices to strengthen families and communities.

Through collaboration with youth, families, social work staff, community members, service providers, judges, juvenile probation, and other stakeholders, DHS developed this Needs-Based Plan and Budget (NBPB). This plan is informed by county data analysis and local, state, and national research, and is designed to support to the goals of Improving Outcomes for Children (IOC):

- More children and youth maintained safely in their own homes and communities.
- More children and youth achieving timely reunification or other permanency.
- A reduction in the use of residential placements.
- Improved child, youth, and family functioning.

To further support these outcomes, DHS has identified the following priorities:

Addressing the disproportionate number of Black children and youth in the child welfare and juvenile justice systems to promote equity and improve overall child, youth, and family functioning.

Supporting families by providing resources outside of the formal child welfare and juvenile justice systems to help more children and youth remain safely in their own homes and communities.

Prioritizing the placement of children and youth with kin or through community-based alternatives to reduce reliance on residential placements and maintain family and community connections.

Reunifying and reintegrating youth with their families and communities to increase timely permanency outcomes and ensuring that youth have a successful transition back to their communities.

Providing high-quality, responsive services to children, youth, and families that support families in strengthening their overall well-being and long-term stability.

Advancing a community-based approach to the child welfare and juvenile justice systems to support prevention, reduce system involvement, and improve outcomes across all IOC goals.

These priorities have guided the development of the 2027–2028 Needs-Based Plan and Budget (NBPB), ensuring alignment with and progress toward the Improving Outcomes for Children (IOC) goals.

- ☐ Identify the top three successes and challenges realized by the CCYA since its most recent NBPB submission.

SUCSESSES

1. Continued growth in the number of children and youth maintained safely in their own homes and communities. DHS continues to reduce the number of children and youth entering formal child welfare services through strengthened prevention and diversion efforts. Following the trend of the previous fiscal year, DHS' Hotline has seen an increase in reports in FY26 (N=30,638), a 9 percent increase from FY25 Q3. DHS has also seen a slight increase in the number of investigations in FY26 Q3, a 7 percent increase from FY25 Q3. Despite those increases, DHS continues to divert more Hotline reports. During FY26, over 61 percent of Hotline reports were diverted, whereas only 39 percent were accepted for investigation. This continued emphasis on prevention and diversion has sustained a reduction in the number of families entering formal child welfare services. Additional information on DHS' diversionary efforts is provided in *Section 3-1c, Service Array*. The following programs and strategies continue to support this positive trend:

- a) **The Family Engagement Initiative (FEI)** continues to serve as a collaborative practice model that helps identify safe, family-driven alternatives to formal child welfare intervention. Using this collaborative practice model, DHS works with the court system, legal advocates, and families to promote meaningful and lasting family engagement, prioritize family well-being, and support family-centered decision-making. Since the last submission, FEI facilitated **1,105 Crisis Rapid Response Meetings in CY25, compared to 987 in CY24**, reflecting continued progress in supporting children to remain safely in their homes or with relatives. In **FY 27–28**, DHS remains committed to sustaining this progress through continued collaboration with families and stakeholders, in alignment with DHS' priority of **delivering responsive, high-quality services that support family well-being and promote long-term stability**.
- b) **Kinship Navigator Program** continues to support the identification and engagement of relatives and kin as placement resources for youth entering placement or transitioning from residential placement settings. Since its inception, the Kinship Navigator Program has offered services to reconnect youth with their families and communities, identifying over 250 kinship caregivers, locating over 275 kinship connections, and assisting with over 100 reunifications. Through the Kinship Navigator Program, DHS continues to prioritize and enhance the process of placing children and youth with kin and within their own communities. DHS remains committed to maintaining this progress through ongoing collaboration with stakeholders to further enhance these positive outcomes. [Fiscal Year 2026 data take at least 14 days for collection and entry, at which point the data analytics unit will peer-review reporting for accuracy and clarity. Data updates will be available upon request by the end of July 2026 and will be included in the final NBPB narrative submission.]

c) Office of Children and Families (OCF) expanded the Out-of-School Time (OST) program. Through the expansion of OST, DHS has been able to contribute to the personal and academic growth of more children and youth Citywide. In the first three quarters of the 2025-2026 school year, over 10,200 youth attended OST programs, a 4 percent increase from the previous school year. Through OST's robust afterschool programming, providing support for parents, kin caregivers and resource parents, and helping in the reduction of children and youth engaging in high-risk behavior, DHS continues to see progress in efforts to maintain more children and youth serviced by OST in their own homes and communities. OCF is requesting funding in OST to build on this progress through increased salaries for staff, ensuring workforce support and continued program quality. See Section 1–3c. *Service Array*, for additional details on this request. [Fiscal Year 2026 data take at least 14 days for collection and entry, at which point the data analytics unit will peer-review reporting for accuracy and clarity. Data updates will be available upon request by the end of July 2026 and will be included in the final NBPB narrative submission.]

d) **DHS utilized and coordinated resources to meet the needs of families affected by the lack of SNAP benefits during a period of national food insecurity and uncertainty.** During the federal budget impasse that disrupted SNAP benefits, DHS demonstrated strong responsiveness to community need by equipping providers with a flexible fiscal mechanism to distribute emergency grocery store gift cards to families accepted for service as well as those supported through prevention and diversion services. Through that mechanism, DHS enabled families to meet immediate food and essential needs. This effort directly supported [# households served], with a total of [\$ amount distributed] in assistance, helping to stabilize access to food for families during the disruption. [Fiscal Year 2026 data take at least 14 days for collection and entry, at which point the data analytics unit will peer-review reporting for accuracy and clarity. Data updates will be available upon request by the end of July 2026 and will be included in the final NBPB narrative submission.]

In addition to addressing urgent needs, this response highlighted a critical gap in the current service array, specifically, the lack of flexible emergency nutrition supports and rapid-response funding mechanisms that can be deployed during federal or economic disruptions. Data from this initiative, including [average benefit per household], [time from request to distribution], and [percentage of providers activated], underscores the importance of timely, flexible resources in preventing escalation of family need and reducing risk of deeper system involvement. [Fiscal Year 2026 data take at least 14 days for collection and entry, at which point the data analytics unit will peer-review reporting for accuracy and clarity. Data updates will be available upon request by the end of July 2026 and will be included in the final NBPB narrative submission.]

2. Servicing older youth through diversionary efforts and prevention to reduce further dependency and delinquent involvement supporting self-sufficiency.

DHS advances a continuum of services to support older youth involved with the Child Welfare and Juvenile Justice System as they transition to adulthood. DHS' programmatic strategies include individualized, developmentally appropriate supports that promote stability, skill-building, and long-term independence. Through coordinated programming, DHS helps young people strengthen connections to education, employment, housing, and supportive relationships while reducing the likelihood of future system involvement.

In FY25, the Achieving Independence Center (AIC) served 940 youth, representing a 5% increase from the prior year, with [X%] of participants engaged in education, employment, or training and [X%] achieving stable housing outcomes. The Fostering Youth Independence

program supported 114 youth/households in securing housing assistance, with [X%] maintaining housing stability for [X months or longer]. Youth Villages LifeSet served [# youth], with outcomes including [X%] employment or school enrollment and [X%] achieving identified transition goals. Boys and Girls T.R.A.C.K. engaged [# youth], with [X%] demonstrating improved school attendance, behavioral outcomes, or connection to positive supports. See section 1-3c. *Service Array* for additional narrative on these programmatic strengths. [Fiscal Year 2026 data take at least 14 days for collection and entry, at which point the data analytics unit will peer-review reporting for accuracy and clarity. Data updates will be available upon request by the end of July 2026 and will be included in the final NBPB narrative submission.]

- 3. Sustained decrease in the use of residential placements.** Philadelphia County continues to demonstrate progress in reducing DHS' use of residential placements. The number of dependent youth in residential care settings decreased from 155 to 149, representing a 4% decrease from the prior year. In FY26, the proportion of youth in residential placements was 6.5%, which remains lower than the national average of 9.2%. This progress reflects DHS' increased use of community-based and family-centered supports, including the Professional Resource Parent Model, through which DHS served [#] youth and supported them in remaining in family-based settings; Kinship Navigator, through which DHS supported 143 families and prioritized placing youth with relatives and other familiar caregivers; and the Crisis Access Link Model (C.A.L.M.) which served [#] of youth. Together, these efforts underpin DHS' commitment to keeping youth connected to their families, communities, and natural supports whenever safely possible, ensuring more children and youth are maintained in their own communities and receive timely reunification, as further described in Section 1-3c. *Service Array*. [Fiscal Year 2026 data take at least 14 days for collection and entry, at which point the data analytics unit will peer-review reporting for accuracy and clarity. Data updates will be available upon request by the end of July 2026 and will be included in the final NBPB narrative submission.]

CHALLENGES

- 1. DHS continues to experience a challenge in reducing placement disruptions due to the complex needs of children and youth.** Since last submission, DHS has noticed a trend of the complex mental and behavioral health needs of children and youth contributing to their instability in placement, housing, transportation, and other facets of their lives as they progress through the system. DHS continues to utilize and enhance programs and models that aide in ensuring those children and youth with complex needs are able to receive quality and responsive services contributing to their overall success, namely the City of Philadelphia Foster Parent Training Support (SOW)/ Dialectical Behavioral Therapy (DBT), and Professional Resource Parent (PRP) Model. DHS is prepared to implement the enhancement and expansion of these services to continue in its effort to address the complex needs and ensure optimal outcomes for children and youth. Additional information on these programs can be found in 1-3c. *Service Array Challenges*.
- 2. Timely reunification** remains a challenge and area of focus for DHS as the percentage of permanencies through reunification have decreased. DHS remains committed to supporting timely reunification and permanency efforts through efforts in developing a comprehensive analysis of the conditions that lead to more rapid permanency, strengthening family and community engagement with the FEI framework, prioritizing reunification resources and supporting parents in the reunification process through programs like the Achieving Reunification Center (ARC) and Family Time Visitation House Model. More information on how these strategies address permanency and reunification challenges can be found in section 1-3c. *Service Array*.

3. **Continued increases nation-wide in insurance premiums have put pressure on the child welfare system.** Community Umbrella Agencies (CUAs) contracts represent 10 geographical areas across 7 non-profit agencies. Unwavering state and county support has allowed CUAs to prioritize quality services to the most vulnerable youth populations in Philadelphia. To maintain this high level of services and stability, DHS is requesting additional funds to offset these costs. Over the past 2 fiscal years, CUAs have experienced a 14% and 16% insurance increase, respectively. CUAs estimate an additional 10% increase over the next fiscal year without any changes in loss runs. Additional information on these programs can be found in 1-3c. *Service Array Challenges*. [Fiscal Year 2026 data take at least 14 days for collection and entry, at which point the data analytics unit will peer-review reporting for accuracy and clarity. Data updates will be available upon request by the end of July 2026 and will be included in the final NBPB narrative submission.]

- ☐ Summarize additional information, including findings, related to the CCYAs annual inspection and Quality Services Review (QSR)/Child Family Service Review (CFSR) findings that will impact the county's planning and resource needs for FYs 2026-27 and 2027-28.

FY 2027-28 also marks our QSR/CFSR review year. As a result, our planning and resource needs will continue to focus on maintaining compliance with licensing requirements while preparing for this review.

Since our last submission, DHS has worked collaboratively with PA's Office of Children, Youth and Families' Southeast Regional Office (SERO) and our community partners to address licensing requirements and support our agency's operations. A major accomplishment during this period was our successful transition from provisional licensure to full licensure for both our Child Welfare Operations on May 9, 2026, to May 9, 2027, and our Juvenile Justice Services March 27, 2026, to March 27, 2027. Achieving full licensure required a coordinated, agency-wide effort to refine our policies, practice, supervision, quality assurance, documentation, and operational processes.

- ☐ Identify the top three successes and challenges realized by JPO since its most recent NBPB submission.

SUCSESSES

1. **Supervising and servicing youth safely in their own homes and communities.** Since last submission, 1,910 youth were supported through meaningful interactions, interventions, and services via formal court supervision and of those youth, 44 percent (n=848) were successfully closed from formal supervision. Through continued stakeholder engagement and collaboration, the Juvenile Probation Department has been able to continue to build on its Balanced and Restorative Justice (BARJ) mission, providing community-based, strength-focused, and culturally competent services for Philadelphia youth and families. This continued success is aided by the following programmatic supports:
- a. The **Balanced and Restorative Justice Approach (BARJ)** continues to benefit youth under court ordered supervision by enhancing their interaction, services, and supports within their own community, leading to successful discharge and self-development. Overall, 17,427 community contacts were conducted by Juvenile Probation Officers (JPOs) that purposefully engaged youth and their families in their own communities and at residential facilities. Moreover, the BARJ framework continues to be present in the collaboration between the PA Bureau of Juvenile Justice and local trade partners and their engagement

with youth through the Philadelphia Building Trades Apprenticeship Program. Through this programming, interested youth developed workforce readiness, while enhancing their professional and self-growth. To date, three cohorts of youth have participated in and successfully completed the program. Additionally, the BARJ framework has allowed youth to engage in skill-building, goal-oriented, and gainful programming Citywide, guiding those youth and their families to positive outcomes overall. BARJ has an ongoing mission that allows case plans to materialize through continued, purposeful engagement and appropriate services. Notably, 93 percent, of the 848 youth who were formally discharged from supervision, successfully completed supervision without a new juvenile offense resulting in a Consent Decree or Adjudication of Delinquency.

- b. The **Global Positioning System (GPS)** continues to allow youth to safely remain in their communities as an alternative to secure detention, while also monitoring conditions of supervision. As residential placement usage decreases, utilization of GPS continues to be a valuable instrument providing appropriate supervision of at-risk-youth in their communities. There were 1,871 GPS activations; totaling 1,026 youth monitored by the GPS unit in 2025. However, 835 of those youth were placed on GPS as an alternative to secure detention. Additionally, 1,578 youth were discharged from GPS that same year. Of that total, over half (58%) were used as an alternative to secure detention. DHS continues to prioritize continued use of GPS which has led to more youth maintained in their own homes and communities and supports the continued work around reduction in the use of residential placements.
- c. **Community Supervision** continues to be essential in treatment and rehabilitation for youth involved in the Juvenile Justice System. Within Juvenile Probation, there are 10 probation units that meet regularly with youth and families in communities across Philadelphia. During this engagement, Juvenile Probation makes efforts to assist youth and families with basic necessities, through the DHS developed Achieving Resilience Intentionally Sustainably, Efficiently (ARISE) concrete goods fund. Additionally, youth are encouraged to engage in evidence-based practices and programming, such as anger regression training, social responsibility classes, Forward Thinking journaling, and functional Family Therapy (FFT). Lastly, youth complete community service hours within the community as a part of the BARJ framework principles. In 2025, youth on supervision completed a total of 3,546 hours of community service.
- d. JJS continues to prioritize diversionary and community-based programming to reduce the number of youth detained at the Philadelphia Juvenile Justice Services Center (PJJSC) and to better serve youth who are justice-involved. In recent fiscal years, PJJSC has consistently operated at or below its licensed capacity of 184 youth, with a steady decline in the facility's population. While the average daily census was approximately 160 in the previous fiscal year, it has since decreased to approximately 133 youth currently in detention. This trend reflects the impact of strengthened front-end diversion strategies and the expansion of community-based alternatives. The following programs have remained instrumental in diverting youth from entering secure detention, reducing recidivism, and support successful reintegration: Intensive Prevention Services (IPS), Community Evening Resource Centers (CERCs), Evening Reporting Centers (ERCs), and other local supports. More information can be found in Section 1-3c. *Service Array Strengths*.

2. **Strengthening community-based responses for youth at risk of juvenile justice system contact.**

- a. **Community Evening Resource Centers (CERCs)** continue to be pillars in the community, providing a safe space for youth to engage in activities and receive services. Through the expansion, CERCs now have a further reach into the community and can serve all youth regardless of their juvenile justice-involvement. CERCs are in priority neighborhoods and

are aligned with citywide services. CERCs have seen an increase in utilization and data suggests youth are interested in the programming given the high number of youth with repeat visits. In FY26, CERCs received 20,565 visits from new youth who had not engaged with the CERC prior. [Fiscal Year 2026 data take at least 14 days for collection and entry, at which point the data analytics unit will peer-review reporting for accuracy and clarity. Data updates will be available upon request by the end of July 2026 and will be included in the final NBPB narrative submission.]

- b. **Intensive Prevention Services (IPS)** continues to provide holistic, family-centered, site-based programming for youth ages 10 through 19, who are at risk for justice involvement. Since last submission, the IPS programs have implemented new strategies in their programming to include anger-management and anti-violence, further enhancing their resources. In FY26, IPS received a significant increase in referrals, 987 referrals were received and of those referrals, only 358 were accepted due to limited staffing, emphasizing the need for further support and expansion of DHS' community-based diversionary programming, so that more youth and families are serviced. [Fiscal Year 2026 data take at least 14 days for collection and entry, at which point the data analytics unit will peer-review reporting for accuracy and clarity. Data updates will be available upon request by the end of July 2026 and will be included in the final NBPB narrative submission.]
- c. Additionally, **strengthening the community-based approach to reintegration supports** keeping youth from re-entering the juvenile justice system by providing opportunities in employment and self-empowerment. Through the Youth Skills Build program, youth are able to participate in vocational and trade skills education so upon graduation, they can continue in higher education or employment. To date, 24 youth have completed the program which is currently on its fourth cohort. A community-based program specific for girls is currently in development to provide support to this population as well.

3. **Enhanced family engagement and community collaboration.** Juvenile Probation and Philadelphia DHS continue to utilize interventions that prioritize and promote intentional and meaningful family engagement in an effort to support successful outcomes for youth and families involved in the juvenile justice system. The below strategies highlight DHS' prioritization of supporting family-centered programming:

- a. **Multidisciplinary Discharge Planning Meetings (MDPs)** continue to support successful reintegration through the strategic collaboration of youth, families and internal and external stakeholders who are actively involved in the youth's success. MDPs allow for all parties to enhance the service continuum for youth and families during reintegration and reduce recidivism. [Fiscal Year 2026 data take at least 14 days for collection and entry, at which point the data analytics unit will peer-review reporting for accuracy and clarity. Data updates will be available upon request by the end of July 2026 and will be included in the final NBPB narrative submission.]
- b. **Juvenile Probation Community Relations Unit** continues to engage with the community by providing information on services and supports available at Family Court and coordinating a myriad of community activities and events that foster family engagement and community collaboration. The Community Relations Unit also continues to provide outreach to all community partners, getting updates on services, and gathering those resources to assist JPOs and probationers in ensuring a cohesive and successful dissemination of programming to better service their families. The Community Relations Unit remains crucial in community engagement, strengthening relationships, and enhancing collaboration.
- c. **Love Visits at Philadelphia Juvenile Justice Services Center (PJJSC)** allow youth to connect with family and extended community who positively impact them, through

additional visits offered on special occasions in support of fostering positive family engagement and broadening the youth's network of support.

- d. **Monthly Parenting Cafe** support groups facilitated by PJJSC Social Service Staff to promote increased protective capacities and extended supportive networks.

CHALLENGES

1. **Staff retention at the Philadelphia Juvenile Justice Services Center (PJJSC)** remains a challenge at PJJSC. Maintaining a fully staffed workforce is difficult due to the demanding nature of juvenile detention work, which requires 24-hour operations, mandatory shift coverage, and the ability to respond to the complex behavioral and clinical needs of youth in custody. These operational demands have made it challenging to retain Juvenile Detention Counselors. Although recruitment classes are held quarterly, applicant pools remain small, and retaining new hires throughout the onboarding process continues to be difficult. To address these challenges, PJJSC leadership works closely with Human Resources to expand recruitment efforts through regular job announcements, participation in job fairs. In addition, PJJSC offers a \$2,000 signing bonus for eligible Juvenile Detention Counselor hires. To improve retention among existing staff, PJJSC has implemented supervisory coaching, ongoing professional development opportunities, workgroups, and town halls to strengthen staff engagement and address concerns related to workplace culture, climate, and work-life balance. Feedback from staff has also informed leadership's ongoing evaluation of scheduling options that better support employee well-being while maintaining operational needs. Overall retention rates have slightly improved due to these strategies; however, PJJSC is looking to hire at a minimum of 40 more Juvenile Detention Counselors, bringing the complement of Juvenile Detention Counselors to 200 staff. DHS will continue to prioritize strategies that strengthen staff retention and foster a positive and supportive work environment at PJJSC.
2. **Community gun violence among the youth.** Overall, youth involved community gun violence resulting in juvenile justice system involvement has been on a steady decline as a testament to the continued collaborative efforts of DHS, the Philadelphia Police Department (PPD), and JPO in gun-violence mitigation and diversion. Since last submission, the number of youth-involved shootings has decreased, notably in 2025, Philadelphia County had 272-gun cases, a decrease of 12.8 percent of reported cases from 2024. Police school-based cases declined by more than half (51.5 percent), with 81 cases diverted compared to the 167 in 2024. Investing in and expanding gun mitigation resources remain a priority so that more youth, families, and communities can thrive without the negative and detrimental effects of youth involved gun violence. More in-depth information on these efforts can be found on page 23 of this document.
3. **Reintegration efforts to support the decrease in recidivism for youth who are justice-involved.** Since the last submission, JJS has continued to strengthen reintegration supports for youth and their families throughout their involvement with the juvenile justice system. These efforts include expanding Cornerstone reintegration services through a revised scope of work, as well as developing additional employment, training, and vocational opportunities that support successful community reintegration. Reducing recidivism remains a key focus for JJS. Recidivism is defined as the percentage of youth who are charged with committing a new offense (resulting in a new substantiated or guilty finding in court) within two years of discharge from juvenile court supervision. JJS' Recidivism statistics are updated annually based on calendar years; therefore, the most current data reflect youth discharged from court supervision in calendar year 2023 and tracked through the end of calendar year 2025. JJS is prepared to continue in the utilization and enhancement of community-based services, which are not only necessary, but will be the key to decreasing recidivism and ensuring the overall

increase in successful reintegration for youth who are justice-involved. Additional information on the supportive services used to address this challenge can be found in section 1-3c. *Service Array Challenges*. [Fiscal Year 2026 data take at least 14 days for collection and entry, at which point the data analytics unit will peer-review reporting for accuracy and clarity. Data updates will be available upon request by the end of July 2026 and will be included in the final NBPB narrative submission.]

- ❑ Summarize any additional areas, including efforts related to the Juvenile Justice System Enhancement Strategy (JJSES) and the data and trends related to the Youth Level of Service (YLS) domains and risk levels impacting the county's planning and resource needs for FYs 2026-27 and 2027-28.

DHS' Division Juvenile Justice Services (JJS) and the Philadelphia Juvenile Probation Department continue in their combined commitment to providing evidence-based practices relative to the most current and substantiated research findings. Research dictates that when applying effective evidence-based practices, there is a reduction in recidivism and best outcomes for youth and their families. Philadelphia County continues in collaborative efforts to reduce recidivism rates through the JJSES framework.

Additionally, the Youth Level of Service (YLS), an actuarial instrument is used to determine each youth's criminogenic needs and remains an integral part of this strategy. In 2025, approximately 2,698 YLS assessments were completed, which included the initial YLS conducted prior to a youth being placed on supervision, the reassessment YLS completed 6 months after the initial, and the closing YLS completed when the youth is discharged from supervision. For youth who completed their probation supervision, 78 percent were deemed at a low risk to re-offend, in comparison to the 47 percent at initial or the 33 percent midway through supervision. Youth deemed high or very high at reassessment, decreased to 3 percent at time of discharge. These numbers demonstrate that when the appropriate services are provided, the risk to re-offend can decrease.

Juvenile Probation and Philadelphia DHS are requesting new or expansion funding in the below strategies to support the initiatives:

In alignment with the JJSES framework, the Massachusetts Youth Screening Instrument – 2 (MAYSI – 2), an evidence-based behavioral health screening tool designed for juvenile justice programs and facilities will be implemented within PJJSC to assess the youth through self-guided questions to immediately identify if crisis intervention is necessary, or if mental health or substance abuse treatments are necessary, leading to improved practices and better outcomes for those youth. Best practice recommends that every youth ages 12 to 17 who are arrested be evaluated by the tool prior to their first hearing. Considering the volume of youth arrested daily, and to ensure all those youth are offered this screening tool and subsequent services, DHS is requesting funding to increase the number of licenses for the PJJSC intake departmental staff and JPOs to have the ability to complete the tool where and when necessary, providing the appropriate immediate services to youth as needed.

A Graduated Response approach continues to support youth with successful completion of their short- and long-term goals in their case plans through incentives. In 2025, 91 percent of youth discharged from supervision successfully completed a case plan and their goals. Additionally, 70 percent of those youth participated in skill building tools and 32 percent in cognitive behavioral group interventions.

DHS continues to support the Philadelphia District Attorney's Office diversionary programs and have requested funding for the following services to further enhance the Juvenile Justice System Enhancement Strategy (JJSES). In FY25, majority of the below partners and programming demonstrated strong alignment with DAO's goal of maintaining an active re-arrest rate of 9 percent or lower for youth actively enrolled, further enhancing the JJSES and strong program effectiveness:

- Educators 4 Education (E4E), E4E's role in the network continues to be instrumental to the positive network-wide discharge outcomes which have consistently improved over time. Network wide positive completions increased from 72% in 2023 to 83% in 2024, and remained strong at 82% in 2025, while re-arrest rates significantly declined from 15% in 2023 to 8% in 2024 and 6% in 2025. These trends reflect a system that is not only stabilizing youth successfully but also reducing recidivism year over year, even as the network serves a more complex, higher-need population.
- Philadelphia Anti-Drug/ Anti-Violence Network (PAAN), through its focused programmatic strategies, PAAN has been able to demonstrate highly effective support for participating youth reaching 81 percent positive discharges with only 3 percent re-arrest in 2025.
- Philly Connect/ Urban Youth Alliance achieved 78 percent positive discharged and just 7 percent re-arrests in 2025, reflecting significant gains in reducing recidivism and positive youth engagement, through their intense participant engagement strategies.
- ReUp 215, remains successful in providing youth with a network of support, achieving 85 percent positive discharges and zero re-arrests in 2025, highlighting the program's success in case management and overall youth support and engagement.
- Collective Climb, continues to utilize highly effective mentoring and conflict resolution strategies with face-to-face mentoring, maintaining exceptionally high performance overall with 100 percent positive discharges in 2023 and 2025, and 94 percent in 2024, with minimal to no re-arrests.
- Ron Da Barber Inc. (Pennsylvania Barber School) continues to provide barber training, mentoring, and life skills guidance, to aid in diversion by prioritizing youth development.
- Glitz and Glam continues to serve youth ages 12-17 throughout the city to empower youths' creativity and entrepreneurial spirit with resources, support, and mentorship to support a successful reintegration.

These trends reflect a clear narrative of steady and consistent improvement with positive outcomes for youth who are justice-involved with complex needs.

- **REMINDER:** This is intended to be a high-level description of county strengths, challenges, and forward direction. Specific details regarding practice and resource needs will be captured in other sections of the budget submission.

1-2: Determination of Need through Collaboration Efforts

- Respond to the following questions.

- ❑ Summarize activities related to active engagement of staff, consumers, communities, and stakeholders in determining how best to provide services that meet the identified needs of children, youth, and families in the county. Describe the county's use of data analysis with the stakeholders toward the identification of practice improvement areas. Counties must utilize a Data Analysis Team as described in the NBPB Bulletin Guidelines, Section 2-4: Program Improvement Strategies. The Data Analysis Team membership should be reflective

of the entities identified. Identify any challenges to collaboration and efforts toward improvement. Counties do NOT need to identify activities with EACH entity highlighted in the instruction guidelines but provide an overview of activities and process by which input has been gathered and utilized in the planning process. Address engagement of the courts, service providers, and County Juvenile Probation Offices separately (see next three questions).

To prepare for this year's Needs-Based Plan and Budget (NBPB), Philadelphia DHS met with stakeholders to share the data analysis and engage in areas of improvement during the following:

- Quarterly Child Welfare Operations (CWO) collaborative meetings held between DHS and Community Umbrella Agency (CUA) operations.
- Formalized presentations with youth at the Achieving Independence Center (AIC), parents at the Achieving Reunification Center (ARC), staff across several divisions, provider agencies, and attorneys.
- Structured meetings with members of the legal community, legal partners, parent advocates, and child advocates.

In addition to the above core meeting and public hearings, other venues for gathering this information included:

- Systems of Care work being led by the City's Department of Behavioral Health and Intellectual_disAbility Service (DBHIDS), Office of Addiction Services (OAS).
- JPO units continuously collaborate with Pennsylvania State Police, Philadelphia Police Department, Pennsylvania Office of Attorney General, Septa Police Department, and multiple neighboring PA counties to ensure the needs of Philadelphia youth involved in the justice system are addressed and those families involved in the justice system can receive the appropriate programming to address any gaps.
- JJS ongoingly collaborates with Juvenile Probation, the Defender Association of Philadelphia, District Attorney's Office, School District of Philadelphia (SDP), PADHS, and other stakeholders in the ongoing implementation of several core strategies of the Juvenile Detention Alternatives Initiative (JDAI).
- PJJSC' leadership facilitates multiple convenings that promote cross-system collaboration. The PJJSC Social Services staff conduct multi-discipline team reviews. Meeting participants include, but are not limited to, the following: youth, parents/legal guardians, probation officers, Community Behavioral Health (CBH) representatives, University of Pennsylvania/Hall Mercer clinicians, Defender Association of Philadelphia, and reintegration programs. The purpose of this meeting is to assess the needs of youth discharging from detention placement and develop appropriate plans to support youth transitions. Additionally, the PJJSC' leadership engages in quarterly meetings with key external stakeholder leadership to review the population census, systemic challenges, and the capacity of the service continuum for juvenile justice. Participants include Family Court, Juvenile Probation, the Defender Association, the District Attorney's Office and CBH. The purpose of the meeting is to remove systemic barriers that contribute to long stays for youth in placement, disproportionality, and recidivism.
- Philadelphia's Juvenile Probation management team collaborated with county and state committees, including the Juvenile Court Judge's Commission (JCJC) Technology Committee, Graduated Response Committee, Local Regional Planning Groups, and PA Justice Network.

- OCF Prevention held the Wellness in Social Service and Education summit to uplift and support wellness, bringing together 3 different system partners to collaborate and have collective conversations around what wellness looks like and how to best support youth in the community with appropriate preventative services. Feedback from participants helped identify opportunities to strengthen cross-system collaboration and informed planning for primary prevention services and supports for children, youth, and families.

By analyzing the data gathered and looking at different data points integral to the overall operations of DHS and system partners, DHS continues to gain meaningful insight into how to better serve Philadelphia children, youth, and families. In this NBPB submission, DHS has highlighted the system priorities to strengthen services throughout.

- Summarize activities related to active engagement of contracted service providers in identifying service level trends, strengths and gaps in service arrays and corresponding resource needs. Identify any challenges to collaboration and efforts toward improvement in the engagement of service providers in the NBPB process.

Through ongoing monitoring, evaluation of, and collaboration with contracted service providers, the Performance Management and Technology (PMT) Data Analytics team is able to examine current data trends in an effort to identify a path toward improvement and system-wide success.

Since last submission, in collaboration with service providers, PMT has begun developing a model that integrates the community voice into the design process, furthering the enhancement of the service provider continuum by creating a crucial component to lend to the overall progress of resource planning and service quality.

Other key activities include but are not limited to:

OCF Prevention continues active engagement with their robust provider community by creating a space for bi-monthly meetings, where they can discuss challenges, celebrate wins and wellness, and build on their successes. Further, OCF Prevention holds a Summer Learning Series, which includes trainings, Q and As, collaborative stakeholder meetings with contracted providers, system partners, the School District of Philadelphia (SDP), and PMT to present data and discuss successes and challenges to ensure overall alignment and supporting ways to overcome those concerns.

CWO and PMT hold ongoing Provider Convenings, where the DHS Commissioner discusses system updates, expectations, and necessary supports with higher level provider professionals.

Additionally, there are bi-weekly collaborative meetings between CWO and providers at various levels, as well as ongoing meetings between all level contracted providers and CUAs, all working toward consistent and vigorous engagement toward cohesion and system-wide alignment.

- Summarize activities related to active engagement of the courts in the NBPB process, specifically identification of strengths and gaps in service arrays and corresponding resource needs. Identify any challenges to collaboration and efforts toward improved engagement with the courts.

Ongoing collaborative meetings led by the DHS Commissioner continue to engage court officials in the consistent effort to identify strengths and challenges with the system, along with corresponding resource requirements. These meetings held with the Administrative Judge, Chief of Juvenile Probation, and Court Administration aims to ensure alignment with current goals, enhance service delivery outcomes, and successful community engagement through identifying areas of improvement and recognizing appropriate service trends.

- ❑ Summarize activities related to active engagement of the County's Juvenile Probation Office in the NBPB process, specifically the identification of in-home, prevention or rehabilitative services needed to assist with discharge of delinquent youth from out-of-home care or decreasing recidivism. Identify any challenges to collaboration and efforts toward improved engagement in the NBPB process.

DHS continues to collaborate and engage with the Juvenile Probation Office (JPO). Through this ongoing partnership, DHS and JPO have been able to continue to enhance their coordination to increase the diversionary program continuum and work toward identifying and solving gaps and challenges. These efforts continue to show in the census at PJJSC, that continues to operate below capacity, and increased use of citywide diversionary programs.

- ❑ Identify any strengths and challenges engaging and coordinating with law enforcement on Multi-Disciplinary Investigative Teams (MDIT) and in joint investigations of child abuse.

DHS and law enforcement continue to maintain a robust relationship and steady collaborative efforts in facilitating Multi-Disciplinary Investigative Teams (MDIT) and joint investigations of child abuse. Through DHS' ongoing Philadelphia Safety Collaborative (PSC) model, featuring a child-friendly and child-focused, one-stop shop, DHS has been able to remain committed to ensuring collaborative measures, furthering a cohesive team approach in the investigations of child sexual abuse and child victims of human trafficking (CVHT).

Through the PSC model, Philadelphia DHS Specialty Investigations, Philadelphia Police Department (PPD) Special Victims Unit (SVU), Philadelphia Children's Alliance (PCA), the District Attorney's Office (DAO), Children's Collaborative Clinic, DHS Nursing staff, and behavioral health agencies are able to engage through regular committee meetings, enhancing operations, addressing system challenges, and developing and revising relevant protocols, with the overarching goal of promoting quality and timely investigatory and prosecution efforts as well as restorative and rehabilitative justice for children, youth, and families.

DHS is requesting funding to enhance PCA's clinical and prevention programs to ensure the following:

- More families have access to education and training to recognize and prevent further abuse.
- To enhance the support of more children and youth throughout Philadelphia County through continued collaboration with community partners and engagement of mental health provider networks.
- Ensure shorter wait times for treatment for children and youth.
- Continued utilization of evidence-based curriculums and programming.
- Provide targeted information and resources.

1-3 Program and Resource Implications

- **Do not address the initiatives in Section 1-3 unless requested below;** address any resource needs related to all initiatives by identifying and addressing within the ADJUSTMENT TO EXPENDITURE request.

1-3b. Workforce

Please respond to the following questions regarding the county's current workforce recruitment and retention efforts:

- ☐ Identify successes the county has experienced implementing recruitment and retention strategies since its most recent NBPB submission.

DHS continues to prioritize recruitment and retention of staff to ensure a stable and skilled workforce. Since last submission, DHS has identified an HR Professional dedicated to completing and supporting the development of more intentional and targeted recruitment efforts. Those efforts include collaboration with DHS Communications around branding via SEPTA, social media, and other public facing entities, with recruitment material, ongoing participation in job fairs and various events including high schools and through the initiative partnership with the Community College of Municipal Employees (CCME) to create new talent pools. Since January 2025, 221 mission-critical employees were onboarded that included 78 Social Work Service Managers (SWSMs) and 31 Juvenile Detention Counselors (JDCs). DHS continues to see success in recruitment efforts. Retention efforts are an ongoing priority for DHS and the continued efforts in retention strategies have aided in the slight increase in retention. DHS has continued the use of the Bridge Unit, and to date, 152 new hires have benefitted from the support, guidance, and coaching the Bridge Unit provides. Another successful strategy has been the continued onboarding of Social Services Aides, providing much needed support and relief to the social work team. Currently, there are 27 active Social Service Aides. DHS' goal is to improve retention and reduce burnout for Social Work Staff.

- ☐ Identify major challenges impacting the county's workforce recruitment and retention experience since its most recent NBPB submission.

Although DHS has seen a slight improvement in recruitment and retention due to ongoing efforts and prioritization of more intentional and targeted practices, PJJSC's recruitment and retention efforts remain a challenge. PJJSC continues to address retention through efforts in hands-on coaching strategies, ongoing trainings, staff workgroups, and staff townhalls to really understand and capture staff feedback on the culture and climate of PJJSC, and to advocate around positive work/life balance. The PJJSC is looking to hire at a minimum of 40 more Juvenile Detention Counselors, bringing the complement of Juvenile Detention Counselors to 200 staff. Additional information on DHS' recruitment and retention efforts can be found in 3-1c. *Complement* section of this narrative.

- ☐ Describe the county's efforts and strategies to address employee recruitment and retention challenges and needs since its most recent NBPB submission. Identify whether the county has obtained any data or collected feedback on effort/strategies implemented to assess effectiveness.

DHS continues in its effort to address recruitment and retention challenges through a multi-faceted approach as discussed in the above questions regarding successes and challenges. Additional information can be found in the response in Section 3-1c. *Complement*.

☐ Identify key areas where technical assistance may be needed in this area.

None currently.

1-3c. Service Array

Please respond to the following questions regarding the county's current service array and identification of gap areas that will be addressed through the plan:

☐ Through the data analysis and stakeholder discussions in the development of the plan, identify any strengths in existent resources and service array available to address the needs of the children, youth and families served.

Through data analysis and stakeholder engagement, DHS identified the following strengths in the existing resource and service array:

Community-Based System Approach

DHS demonstrates a strong commitment to prevention by investing in community-based resources that operate outside of the formal child welfare and juvenile justice systems. These efforts help more children and youth remain safely in their homes and communities. Key investments include:

Commitment to Equity, Justice & Becoming a Trauma-Informed System

DHS is advancing system-wide efforts to achieve equity and justice for all, in order to support children and youth in disinvested communities, while embedding equity, justice, and trauma-informed practices to improve outcomes for all children and families.

DHS has continued in its effort to embrace upstream, cross-sector interventions that work to support families and address pervasive resource deprivation across communities.

Philly Families CAN (PF-CAN) Support Line continues to support early intervention by reducing the risk of deeper involvement with the child welfare system and juvenile justice system. Through collaboration with DHS' division of Policy Development and System Enhancement (PDSE), more mandated reporters have had access to the supplemental mandated reporter training; 2,969 individuals were able to complete the training. Further, PF-CAN has been providing concrete goods to families that offer support outside of the formal child welfare and juvenile justice systems, and those needs continue to increase and expand. In FY25, approximately \$420,000 was distributed to 260 families (586 children) through the support line. Since last submission, PF-CAN has seen an increase in referrals as a result of those strategies. In FY25, there were 3,195 referrals to PF-CAN, compared to 2,074 in FY24. DHS is requesting an expansion of this program to continue this positive trend of decreasing the number of children, youth, and families coming into the child welfare and juvenile justice systems through addressing the increasing immediate

needs of concrete goods and supports for those families and ensuring mandated reporters remain well-informed in their roles.

Out-of-School Time (OST) continues to implement high-quality OST programs that are safe, engaging, and intentionally designed to provide students with opportunities to connect and grow. These programs support literacy for elementary students (K-5th grade), career awareness and preparation for middle school students (6th-8th grade), and career exposure and practice for high school students (9th-12th grade) through structured activities that lead to meaningful culminating events. Over 8,600 youth attended OST programming in Summer 2025, including 1,241 high school OST participants who also benefitted from C2L programming. In the first three quarters of school year 2025-2026, over 10,200 youth attended OST programs, a 4 percent increase from the previous school year. Since 2021, OST attendance has increased 53 percent overall. To ensure continued service quality for all children and youth serviced through OST, DHS is requesting funding for workforce support to ensure the continued consistency and quality of services rendered. Through this funding allocation, not only will DHS be able to better align with market pay rates, but more importantly prioritize and strengthen the overall workforce, reducing vacancies and turnover rates, and increase overall program quality. We believe that more staff can directly result in more student enrollment, attendance, and participation. A healthy OST workforce remains an integral part of the success of the program and thus the success of the children youth and families that benefit from it. Through this request, OST aims to continue to service children and youth through intervention and structured programming, supporting overall literacy, education, and career awareness and preparation.

OCF's expanded Integrated Case Management model continues to provide supportive case management in all 20 Community Schools. With the single case management model integration, OCF has been able to successfully combine services under one provider, streamlining services and ensuring smooth and efficient service delivery. As a result, OCF has been able to realize their goal of prevention and diversion by supporting children and youth in their own homes and communities. There has been an increase in referrals received overall, and OCF expects continual positive trends in their diversionary efforts. [Fiscal Year 2026 data take at least 14 days for collection and entry, at which point the data analytics unit will peer-review reporting for accuracy and clarity. Data updates will be available upon request by the end of July 2026 and will be included in the final NBPB narrative submission.]

Career Connected Learning PHL (C2L-PHL), since last submission, a new online application system was launched for both the youth and intermediary providers to support the growth of the C2L-PHL program, servicing more youth and including more providers into the network. This has been critical in the ability for this program to successfully utilize the funds received for the expansion. In FY25, there were over 14,000 applicants for the 7,000 slots available. With the expansion in FY26, DHS was able to add an additional 1,000 slots. With current funding allocation for FY27, DHS will continue this trend and further expand the C2L-PHL program to with another additional 1,000 additional slots, servicing more youth during both the school year and summer. Currently, C2L-PHL is prepared to service youth with 9,000 slots available during the summer, with some of those slots also available during the school year.

Intensive Prevention Services (IPS) has continued to provide holistic, family-centered, site-based programming for youth ages 10 through 19 who are at risk for involvement with the Juvenile Justice system. Since last submission, 6 IPS programs expanded their staff to include Anti-Violence Coordinators and 1 implemented a full training and trauma/ anti-violence curriculum for their youths. Additionally, "A Better Way" anger management program has been implemented into

the IPS curriculum to facilitate anger management strategies throughout the 7 IPS programs. In line with system priorities, DHS continues to support and promote the enhancement of these diversionary programs, and through this, DHS has seen a steady increase in IPS referrals. In FY26 (Q3), IPS received the most referrals in the past five years and of those referrals, 358 were accepted, emphasizing the need for further support and expansion of diversionary programming, so that DHS may service more youth Citywide.

Community Evening Resource Centers (CERCs) have seen a continual and constant influx of youth who have utilized these centers as a safe space during evening and overnight hours where they can engage in activities, share meals, and access resources and programming. CERCs remain pivotal in prevention and keeping youth from adverse behaviors and continue to serve youth in priority neighborhoods across Philadelphia. DHS has seen an increase of visits and data continues to suggest the interest through the repeat visits. In FY26, (Q1-Q2), CERCs received nearly 15,000 visits representing a seven percent increase from FY25 (Q1-Q2).

Evening Reporting Centers (ERCs), since last submission, the ERCs have seen a steady increase of the number of youth in attendance across the city, and through that increase, ERCs have continued to provide the programming and resources that not only promote successful integration, but also serve as an alternative to secure placement for youth who are justice-involved. Through this programming, youth who participated have been able to obtain their vital documents, learners permit, and have been linked to employment or vocational trade opportunities. ERCs served 119 youth in FY25 (Q1), the most youth served since FY23 and an increase of approximately 22%. In FY26, ERCS served 182 youth in Q1, representing a 12 percent increase from FY25 Q1.

PA School of the Deaf Friday Night Live (FNL) programming, continues to service high school students who experience limited to no-access to activities and programming in their communities. Through the Friday Night Live (FNL) program specifically, these students have access to staff fluent in ASL and can engage in educational and impactful activities throughout the school year. This program ultimately promotes higher self-esteem and self-sufficiency as these students now have enhanced access to opportunities to express themselves and participate in social and educational growth tailored to their needs. Notably, data suggests that when involved in this programming, students' attendance increases leading to a decrease in overall truancy for these students and a decrease in these youth formally entering the child welfare system. DHS is requesting funding to cover increased program expenses to continue in these efforts in providing students with targeted and beneficial community-based programming, ultimately maintaining them in their own home and communities.

Family-Centered Placement Practices:

DHS prioritizes placing children and youth with kin and in community-based settings whenever possible, reducing reliance on residential placements and preserving family and community connections. Key strategies include:

The Crisis Access Link Model (CALM), continues to provide rapid, solution-focused interventions to stabilize placements, reduce referrals to higher levels of care, and keep children and youth connected to their communities and support systems. DHS is preparing to fully integrate CALM to continue its reach and support more children and youth across all the entire CUA network.

Kinship Navigator Program Model continues to utilize a robust network of kinship support for youth entering out-of-home placement or those stepping down from residential placement. To further enhance this model, the following areas are ongoingly prioritized to ensure alignment with DHS goals: stepping youth down from residential placement into kinship care if reunification is not an option, locating kin for children and youth placed in foster care, and locating kinship caregivers for children and youth entering placement for the first time. The Kinship Navigator continues to significantly increase efforts in ensuring more children and youth are able to reconnect to their families and remain in their communities. Since inception, the Kinship Navigator has identified over 250 kinship caregivers, locating over 275 kinship connections, and assisting with over 100 reunifications. As of July 2025, DHS has submitted 143 referrals to the Kinship Navigator, generated from the DHS childcare room, shelter care, residential placement, specialized care facilities, and delinquent facilities. Of those youth referred, the provider identified 50 kinship caregivers (including ICPC support) and 39 kinship supports, and supported 17 reunifications. There were also 5 youth who declined services/AWOL, and 5 prefer to remain in care with kinship support.

The Professional Resource Parent Model (PRP), continues to provide intensive, highly coordinated, trauma-informed, and individualized foster care services for children and youth who have complex emotional and behavioral needs with the goal of providing exceptional support, improving outcomes, reducing placement strain, ensuring progress in goals identified by the family and reunification. To achieve these goals, provider agencies recruit and extensively train and support Professional Resource Parents to anticipate and provide the appropriate level of support and effectively respond to children and youth's needs. Currently, there are 16 certified Professional Resource Parents, and as of January 2026, the cumulative average of youth stabilization in a PRP home is 14 months. DHS plans to expand these services to full capacity of 20 PRP homes that are fully prepared and equipped to support the children and youth.

Focus on Reunification and Permanency:

DHS continues to strengthen approaches that support timely reunification and reintegration, helping youth achieve stable and lasting permanency with their families and communities. Core initiatives include:

Family Time Visitation House Model continues to be a priority in strengthening efforts to support timely reunification. In 2025, DHS launched the Family Time Visitation Homes (FTVH) Program in partnership with Progressive Life Center. The FTVH program seeks to empower parents through the Nurturing Parenting Program® by offering tailored support and coaching that addresses individual family needs and other mandates. By promoting positive parenting practices and facilitating safe interactions in a homelike setting, the FTVH program aims to achieve timely and sustainable family reunifications, ultimately fostering long-term family stability and well-being. Currently serving three CUAs (NET 1, NET 7, and APM 5), DHS is working to include all CUAs. Additionally, an outcomes-focused evaluation plan is currently in development to examine the implementation and success of the FTVH model for continued expansion to support the reunification efforts.

The Family Engagement Initiative (FEI) practice model, DHS continues to prioritize this targeted approach to strengthen collaborative efforts between the county child welfare agency and the courts to enhance meaningful and impactful family involvement in the child welfare system at all levels. As of December 2021, Philadelphia DHS and all CUAs have fully implemented the FEI practice model and continue to utilize FEI strategies system-wide. Through this continued

collaborative effort and implementation of the FEI's three core components (the Family Finding Report, Crisis/Rapid Response Family Meetings, and enhanced legal representation), DHS has been able to increase the likelihood of children and youth remaining safely in their own homes and communities. As a result, there were 13 percent fewer youth in placement from December 31, 2024, to December 31, 2025, and the trend continues downward.

Achieving Reunification Center (ARC), overseen by DHS CWO, acts as a “one-stop” shop, providing a myriad of services to assist parents and reunification resources with identified goals, concrete needs, and self-empowerment programming. ARC engages parents by implementing their “Court Office” providing direct contact with parents at court, offering tailored programming such as Community Legal Services (CLS) law clinic, TURN housing clinics, offering parenting education, trauma support, and milestone celebration to incarcerated and newly released parents. In FY25, ARC received 1,131 referrals, an increase of 80 referrals from the previous fiscal year. Further, ARC has served more parents in the first half of FY26 as compared to the first half of the previous fiscal year.

Parenting Capacity Evaluations ongoingly assists Family Court in making informed safety and custody decisions for children and youth whose parents have been court-ordered for evaluation and who are not currently receiving formal child welfare services. These mandated evaluations provide objective insight into a parent's capacity to safely care for their child. As an independent third-party service required by the Court, Parenting Capacity Evaluations carry costs that are not covered by health insurance and cannot be absorbed by providers, necessitating dedicated funding to ensure timely completion. Sustaining this resource supports efficient court processes, promotes family stability, and reflects the continued collaboration between DHS and Family Court to keep children safely in their own homes and communities or reunify children with their parents.

Additionally, JJS has committed to strengthening their reintegration efforts with the below strategies:

Cornerstone reintegration services, JJS expanded the scope of Cornerstone reintegration services to strengthen support for youth who are justice-involved and their families by engaging families earlier during a youth's stay at PJJSC rather than only following discharge. With this revision of services, PJJSC collaborates more closely with youth and their families throughout their time at the facility, building on each youth's strengths, interests, goals, and support networks to promote successful reintegration into their homes and communities. This work remains ongoing and, in conjunction with the expansion of community-based employment, training, and vocational programming, PJJSC expects to see a favorable trend in overall recidivism rates.

DHS continues to prioritize collaboration between the JJS case management and other supportive services provided through Cornerstone, ensuring that youth who are justice-involved have greater access to coordinated services that promote long-term success.

Vocational training for youth who are justice-involved, JJS continues to collaborate with stakeholders who help youth connect to employment opportunities and skill or trade schools as a part of the reintegration expansion. Through partnerships with the Philadelphia Technician and Trade Institute (PTTI) and the Coy Dental Program, JJS aims to directly target recidivism rates and gun-mitigation by providing youth programming, knowledge, and opportunities that they can then utilize to find employment and overall be less likely to participate in at-risk behaviors.

Youth Skills Building Program (YSBP), also provides vocational and trade skills for youth, aiding in their self-empowerment and confidence to succeed in life. The participating youth receive a stipend and access to Social-Emotional Learning (SEL) classes, civics education, hands-on trade workshops, and community service opportunities. Upon graduation, the youth have the opportunity to attend a high-level skilled labor trade school and/ or employment with a partnering governmental or construction business where they can apply their newly learned skills. Over 20 youth have completed the program to date.

Community-Based Trade Skills Saturday School Program, designed to address critical gaps in the limited opportunities and disengagement of youth who often face barriers to employment, education, and long-term stability, equips youth with industry-relevant trade skills providing structured pathways toward employment and self-sufficiency leading to successful reintegration. With this highly structured and hands-on programming, including a case management component, youth will have the opportunity to succeed with tangible skills. To date, this program has served 386 youth, with 92 successfully completing all training requirements. DHS is requesting funding to ensure more youth participate in this type of program, leading to more meaningful and impactful opportunities for youth through skills building, employment and an overall positive trajectory, thereby increasing successful reintegration.

High-Quality, Responsive Services

DHS continues to strive to provide high-quality services that support families in building long-term stability and overall well-being, with a focus on aligning resources and empowering youth. These efforts include:

Achieving Independence Center (AIC), continues to support youth as they prepare to age out of the child welfare system into independence. The AIC provides classes, employment, resources, and housing services to educate, enrich, and prepare youth for their future success. Through their personal AIC coach, the youth are provided one-on-one assistance in those areas with the addition of support in achieving permanency with family or kin. In FY25, the AIC served 940 youth, an increase of 43 more youth than the previous fiscal year. During the first half of FY26, the AIC served 726 youth, more than three-quarters of the total youth as the previous fiscal year. As AIC continues to service more youth, DHS is proposing targeted investments in AIC's programming to include the Driving Simulation Package, which promotes self-sufficiency and assists youth with obtaining their driver's licenses, the Wellness Recovery Action Plan (WRAP), an evidence-based, self-management tool aimed to support youth in building resilience, managing stress, and developing sustainable wellness routines, and lastly, the Alcohol and Other Drugs Prevention Initiative, programming that aims to reduce substance use, promotes self-esteem, provides early intervention, and increases awareness. This programmatic enhancement is aimed to promote normalcy for all youth served, prioritize their well-being, personal growth and self-sufficiency, as DHS anticipates an increase of participants this upcoming fiscal year.

Fostering Youth Independence (FYI), continues to support older youth ages 18-23 at risk of homelessness, by providing stability through housing vouchers and continued engagement for up to 3 years. In FY25, DHS supported the referral and housing of 114 FYI eligible youth.

The Defender Association of Philadelphia's Child Advocacy Unit (DCAU) Peer Program and Youth Action Board (YAB), continues to utilize the peer advocate model of providing support through lived experience and expertise, leading to positive and successful outcomes for youth and their families, as well as tackling systemic issues that affect youth in the foster system.

Through the Lived Experience Initiative, full-time trained professional peer advocates assist clients in successfully transitioning out of the foster system into adulthood, gaining their trust early on and engaging in culturally competent communications, often identifying and addressing gaps in care. Peer advocates are there to also assist with providing resources, advocating in court, in-person support during case meetings and conferences, providing educational and employment opportunities, reproductive health and birth control and identifying life-long connections for the youth. The YAB works in conjunction with the Peer Program, examining identified gaps and systemic issues, meeting twice a month year-round to focus on how to shape deliverables, ensuring youth are adequately supported as they progress to independence. There is a continual need for services as many youth who age out of care lack permanent housing, financial support, or any trusted adult or kin, which puts youth at a higher risk of adverse behaviors, juvenile justice involvement, substance use and abuse, sex trafficking, and homelessness.

The Support Center for Child Advocates (SCCA) Empowering Older Youth Project (EOYP), continues to provide specialized services to youth and young adults, assisting in family and home stabilization, and providing educational and vocational opportunities to ensure successful independence as youth transition into adulthood. Of the 900+ clients served by SCCA each year, approximately 200 are older youth aged 16+ who have experienced abuse and neglect, lack familial support, and need the additional support and attention that DHS has just described. In the first three quarters of FY25-26, SCCA represented 202 youth aged 16 and older. Of the 38 clients aged 16+ whose cases closed since April 2025, 8 clients (21 percent) remained with parent/caregiver, were reunified, or had PLC; 2 clients (5 percent) were living with a different parent at case closing; 10 clients (26 percent) aged out at the age of 18+ with adequate supports; 8 client (21 percent) aged out at the age of 18+ without adequate supports; 2 clients (5 percent) had temporary legal custody; 5 clients (14 percent) had adoptions finalized at time of case closing and 3 clients (8 percent) were missing at the time the case was discharged. Overall, 7 percent of DHS' older youth clients experienced positive outcomes upon exiting the child welfare system. Furthermore, in the first three quarters of FY25-26, SCCA represented 202 youth aged 16 and older.

The DHS Law Child Welfare Unit (CWU) Redaction Project, continues to be essential in supporting the DHS Law Department in its task of addressing all DHS records requests, including CUA records, and ensuring the necessary information is redacted with the purpose of protecting the personal information of children, youth, and families and maintaining ongoing alignment with current laws.

Additionally, DHS' Division of Performance Management and Technology (PMT) remains committed in the support of early intervention, reducing the number of children that are in the formal child welfare system, primary prevention, and supporting community-based services. PMT provides that support through ongoing efforts in reviewing all community-based contracted providers, ensuring their compliance, identifying any service gaps, and providing pivotal data to DHS highlighting key populations and areas that may require enhancement. PMT is engaged in multiple projects to enhance evaluation and increase community voice, including a project with Social Contract who has interviewed juvenile justice prevention providers and provided analysis of their evaluation needs alongside best practices from other agencies nationwide. Another consultancy, McClanahan and Associates is supporting PMT's work by helping develop processes to use data to better inform and empower youth and families who are or have been involved with DHS.

- ☐ Identify information on any specific populations determined to be underserved or disproportionately served through the analysis.

[Fiscal Year 2026 data take at least 14 days for collection and entry, at which point the data analytics unit will peer-review reporting for accuracy and clarity. Data updates will be available upon request by the end of July 2026 and will be included in the final NBPB narrative submission.]

- ☐ Identify service array challenges for the populations identified and describe the county's efforts to collaboratively address any service gaps.

DHS continues to experience challenges in reducing placement disruptions and ensuring access to appropriate, least restrictive placements for youth with complex social, emotional, and behavioral needs. To address these challenges, DHS is strengthening stabilization services and expanding placement supports that improve placement matching, enhance caregiver capacity, and to reduce the likelihood of disruption. These efforts align with DHS' efforts of improving placement stability and tracking indicators such as placement moves, length of stay in stable placements, and behavioral health outcomes.

These efforts include:

Salvation Army New-Day Program – a specialized program providing trauma-informed clinical services and case management for youth who are survivors of or at risk of human trafficking, supporting stabilization and reducing placement disruption among high-risk youth. [Fiscal Year 2026 data take at least 14 days for collection and entry, at which point the data analytics unit will peer-review reporting for accuracy and clarity. Data updates will be available upon request by the end of July 2026 and will be included in the final NBPB narrative submission.]

City of Philadelphia Foster Parent Training Support (SOW)/ Dialectical Behavioral Therapy (DBT), – a caregiver training model that equips resource parents with evidence-based skills to support youth with complex behavioral and emotional needs. [Fiscal Year 2026 data take at least 14 days for collection and entry, at which point the data analytics unit will peer-review reporting for accuracy and clarity. Data updates will be available upon request by the end of July 2026 and will be included in the final NBPB narrative submission.]

Timely Permanency and Reunification:

As mentioned in the Executive summary, DHS continues to experience challenges in achieving timely permanency for children and youth, including reunification. In response, DHS is continuing to strengthen family-centered practices and expanding strategies to support consistent family support and engagement.

This effort includes:

Family Time Visitation House Model – a structured visitation approach that provides safe, supportive, and neutral environments for parent-child interaction, strengthening family relationships and supporting reunification. [Fiscal Year 2026 data take at least 14 days for collection and entry, at which point the data analytics unit will peer-review reporting for accuracy and clarity. Data updates will be available upon request by the end of July 2026 and will be included in the final NBPB narrative submission.]

Community Legal Services (CLS) Multidisciplinary Parent Representation – offers a holistic model of parent representation in dependent proceedings that includes a robust support system, including lawyers, social workers, parent advocate paralegals, and peer advocates, to increase positive outcomes for families as they navigate the court systems and work toward successful reunification. Updated data shows that DHS’ continued investment in this model creates more opportunities for more children and youth to remain at home and with kin, expediting reunification, and achieving more timely reunification.

Appropriate Placement to address complex needs:

Identifying appropriate placements for youth involved in both the dependency and delinquency systems, particularly those with serious charges, behavioral concerns, or complex clinical needs. To address these gaps, DHS is expanding specialized placement options and developing models designed to meet the needs of this population in less restrictive settings. These efforts are intended to reduce reliance on secure detention, decrease length of stay in detention settings, and increase access to appropriate, community-based placements.

These efforts include:

Violence Prevention Partnership (VPP) – a targeted intervention initiative focused on youth at highest risk of involvement in gun violence, providing enhanced supervision and coordinated services. In 2025, there were 5,231 total contacts conducted by VPP officers: 2,899 home visits, 629 school visits, 576 office visits, 218 agency visits, and 909 telephone contacts.

Juvenile Enforcement Team (JET) – a specialized unit that conducts targeted supervision, enforcement, and intervention activities for high-risk youth. Enforcement and supervision efforts include, but are not limited to, warrant services, probation searches, debriefing interviews, area patrols, and high intensity supervision for youth within specified police districts within the City of Philadelphia. With assistance from our law enforcement partners regarding community targeted field operations, the JET unit worked arduously to positively impact the lives of young people under supervision. JET has proactively assisted active shooting and homicide investigations that involve the youth of Philadelphia,

Collaboration by both the VPP and JET Units with Law Enforcement and the Attorney General’s Gun Violence Task Force – led to coordinated efforts to identify and intervene with youth at risk of gun involvement, including enforcement and prevention activities. In FY 2025, these efforts resulted in the confiscation of 61 illegal firearms and \$345,790 in illegal narcotics. Additionally, 182 juveniles who had judicial warrants were safely apprehended.

Juvenile Probation Community Relations Unit (CRU) – community-based engagement efforts that connect youth and families to resources, support schools, and facilitate restorative justice initiatives. In calendar year 2025 the CRU conducted 32 Community Outreach Events including the CRU Annual Resource Fair, Autism Awareness Resource Fair in partnership with Philadelphia Sheriff’s Department, Summer Night Lights and National Night Out with the Philadelphia Police Department. The CRU has also served 114 youth and families through programs such as the Access Funds through Arise, Issuance of Working Papers, Facilitated Youth obtaining City ID’s, C2L Partnership for Summer Employment, Program, Urban Racing School, Junior Barber Academy, PTTI, Community Baby Shower, Annual Back to School Bookbag Drive, PJJSC Winter Coat Donation, and Adopt a Family Holiday Drive. Additionally, the CRU has supported 185 Community Schools through program such as the School Probation Liaison Officer conducted Training for School Safety Officers, Counselors, and Principals, Host Restorative Justice Circles,

Monthly Contacts and Resources provided to Gun Violence Schools, attendance to monthly School Safety Meetings.

Community gun violence - youth involvement in community gun violence remains a significant concern as it continues to be a detriment to the youth, families, and communities affected. DHS, in collaboration with Juvenile Probation, the Courts, Philadelphia Police, and community partners, is ongoingly strengthening coordinated prevention, intervention, and enforcement strategies to address this issue. **Expansion in gun mitigation efforts** – JJS continues in its effort to address youth gun exposure and violence through expanding vocational skills and programming, via the Community-based Trade Skills Saturday School Program, Philadelphia Technician and Trade Institute (PTTI), and the Youth Builds Program. By increasing access to positive programming, PJJSC aims to decrease youth's opportunity to participate in adverse behaviors. Detailed information on these programs can be found in section 1-3c. *Service Array Strengths*.

Additionally, The **Gun Violence Intervention Juvenile (GVIJ) strategy**, a targeted violence prevention and intervention initiative, focuses on youth aged 12-17 who are at the highest risk for involvement in gun violence, gang activity, victimization, and serious delinquency, and continues to provide intensive mentorship to those youth until they are 18 years old. Youth are identified first through a referral from community organizations and youth-servicing systems including schools, juvenile diversion programs, JPO, DHS, PPD, and detention centers. The youth are then evaluated through a structured risk assessment process that examines their exposure to violence and other relevant factors providing valuable insights into their life experiences, helping to identify the most effective strategies to support their individual needs. By engaging the youth before they are formally involved with the juvenile justice system, this strategy aims to reduce further educational disruption, community trauma, long-term disparities, gun violence and victimization. DHS is requesting funding to increase case management capacity, support outreach, enhance family support services, and strengthen community collaboration. This request aims to enhance the GVIJ strategy, ensuring more youth and families benefit from this intensive engagement and comprehensive case management model, further enhancing and prioritizing gun violence prevention and long-term community stabilization.

Community-Based Detention Shelter (CBDS) – a community-based alternative to secure detention designed to provide short-term supervision and support for youth, particularly females, while awaiting court disposition or placement.

Youth Reentry and Recidivism:

DHS is expanding reintegration and prevention services to better support youth transitioning back into their communities. These efforts are intended to reduce recidivism, decrease repeat admissions to detention, and improve long-term stability and engagement in positive activities. These efforts include:

Reintegration Services Expansion – comprehensive reentry supports that provide case management, service coordination, and family engagement for youth returning from placement. Specifically, through the Cornerstone expansion and vocational training programming for youth involved in the justice system, DHS has been able to enhance service delivery and empower youth and families toward positive outcomes. More information on these programmatic efforts can be found in section 1-3c. *Service Array Strengths*.

Family and Community-Based Stabilization Supports – targeted services that connect youth and families to community-based resources to support successful reintegration. Through

collaborations and partnerships designed to emphasize meaningful detention and successful reintegration, PJJSC has established a robust service continuum that promotes career development, employment readiness, and educational enrichment for youth.

DAO programming for youth who are justice-involved – high-impact, targeted programming in partnership with the District Attorney’s Office focused on prevention, diversion, or reentry support, has reflected an increase of positive outcomes, including a reduction in recidivism for participating youth. Since last submission, these programs have yielded measurable results including increased program completion, positive discharges, and reduced re-arrest rates. More in-depth information on these programs is illustrated above on pages 10 and 11 of this document.

Community Evening Resource Centers (CERCs) - have seen an increase in the number of youth who become repeat and frequent participants. To support and service the needs of youth further enhances support for families within the community and prioritizing family stability. DHS is requesting funding for food security at the CERCs. With this funding, food gift cards can be distributed to families in need, providing immediate relief and preventing formal child welfare involvement. Additional information on CERCs can be found on page 16.

Educational continuity:

Maintaining educational continuity for youth experiencing placement changes remains a challenge. DHS continues to prioritize school stability and access to educational supports to promote academic success and reduce disruption. These efforts are intended to increase the number of youth remaining in their school of origin and improve educational outcomes, including attendance, credit attainment, and graduation rates.

These efforts include:

Education Support Center (ESC) – a centralized unit that supports school stability, coordinates educational services, and assists with transitions during placement changes. In the first half of FY 2026, over 400 youth had ESSA Best Interest Determination (BID) conferences, and 54% remained in their school of origin, a slight decrease from the 55% reported in FY 2025. The percentage of students remaining in their schools of origin increased from FY 2022 to FY 2024 but declined slightly in FY 2025. The 54% that remained in the first half of FY 2026 is a slight decrease from the same period in FY 2025. DHS is requesting funding to expand capacity and increase families served while supporting the existing partnership with the School District of Philadelphia by way of allocating appropriate funds to support reimbursement so that foster parents can continually receive compensation for transportation of children and youth in care.

System Capacity and Infrastructure growth:

DHS is requesting additional investments to strengthen system capacity, improve coordination, and enhance service delivery. These efforts are intended to improve timeliness and appropriateness of services rendered, increase provider capacity, and strengthen data-driven decision-making across the system ensuring the best outcomes for vulnerable children, youth, and families as they navigate through the child welfare system and the juvenile justice system. These efforts include:

CUA Administrative rate increase - Despite federal changes, CUAs currently receive a 10% administrative rate. Increasing this rate to 15% would align with the updated federal minimum standard and strengthen their ability to meet DHS operational, fiscal, and reporting expectations. This increased rate would ultimately support investments in workforce development and

evidence-based practices that improve recruitment, reduce turnover, and stabilize caseloads ensuring children and families receive consistent, high-quality services from a prepared and stable workforce.

Cost of living increases for CUA staff wages - Caregivers and community stakeholders have identified CUA case manager turnover as a barrier to continuity of care and by strengthening wages and earnings, DHS can directly address this challenge. In an effort to increase steady and effective service delivery to families across the city and beyond, DHS supports allocating funding to increase CUA staff salaries.

Clothing Allowance program expansion – Currently, DHS and CUA are permitted to spend up to a combined total of \$300 per child or youth, once, to meet their immediate needs during their initial placement. The clothing items may include uniforms, undergarments, shoes, or any other important and necessary personal items. If a child or youth moves to another location during a single period, require additional purchases, or simply grow out of their current clothing, they are unable to receive extra clothing benefits. To combat this and ensure all children and youth have access to supplemental clothing funding when necessary and to address the rising inflation costs, DHS is requesting additional funding for this program. With an expansion, DHS and CUA would be allotted the appropriate funds to increase the clothing stipend, therefore increasing accessibility to necessities for children and youth in placement, overall improving service delivery and lessening the burden on resource parents to bridge the gap.

Family Support through Primary Prevention (FSPP) - Supporting families in Philadelphia through enhancing their access to primary prevention services remains a crucial part in reducing formal system involvement and increased access to coordinated resources. The planned expansion of Philly Families CAN (PF-CAN) Support Line, through the Philadelphia Department of Public Health, and the ongoing collaboration with the Office of Community Empowerment and Opportunity (CEO) and the Public Health Management Corporation (PHMC), is designed to engage more children, youth, and families with support in obtaining essential basic and concrete needs, home visits, financial assistance, education, training, and employment support, domestic violence counseling, etc. Through this tiered expansion approach, DHS aims to continue in its efforts to provide tailored support to more children, youth, and families in Philadelphia County, enhancing positive outcomes and strengthening system priorities of supporting families by providing resources outside of formal systems and providing quality and responsive services.

Maintaining a safe and secure environment at the Philadelphia Juvenile Justice Services Center (PJJSC). To strengthen security capacity, PJJSC is requesting funding for Inception Whole Body Detection Scanners (Contraband Detection Systems). This enhancement would provide a more comprehensive security screening process by enabling thorough screening of all individuals entering the facility, minimizing opportunities for contraband to enter and enhancing safety for youth, families, visitors, and staff. The enhanced screening process is expected to improve both physical and psychological safety, strengthen staff and resident well-being, and foster a more positive facility climate and culture.

QA/QI Position and Data System Enhancements - Currently, QA/QI resources are appropriately concentrated on required compliance reviews and case-management monitoring for open cases. While these functions are essential, they leave limited capacity for broader data collection, analysis, and reporting that would help capture the full scope and impact of CUA services on the communities they serve. The addition of targeted software and personnel resources would position CUAs to move beyond compliance-focused monitoring and toward a

more robust, community-wide data strategy. These enhancements will support the collection, analysis, planning, and presentation of outcome data that more accurately illustrates the true scope, value, and collective impact of CUA services, as well as the overall positive outcomes of Philadelphia's child welfare system.

Expanding legal capacity to support child welfare priorities. DHS' Law Department continues to strengthen its partnership with DHS' child welfare programs to support safe, timely, and permanent outcomes for children and youth. To further this work, DHS is requesting funding for an **Of Counsel** position within the Social Services Law Group. This position would provide subject matter expertise, mentorship to attorneys, and strategic legal guidance on complex child welfare matters and transformative initiatives, strengthening the Law Department's capacity to support DHS priorities and improve outcomes for children, youth, and families.

- ☐ Identify key areas in which technical assistance may be needed.

Nothing additional to add.

1.3g Substance Affected Infants (SAI) and Plans of Safe Care (POSC)

- ➡ Respond to the following questions:

- ☐ Describe how the CCYA collects data related to POSC in which the CCYA acts as the lead agency.

When a family is referred to Philadelphia DHS and is accepted by the Hotline for a formal services assessment, information related to the family composition, the six-assessment domains, and other regulatory data is collected and stored in DHS' Electronic Case Management System (ECMS). The 'Accept for Service' decisions are stored in the systems and communicated to PA-DHS by way of DHS' reporting obligations to ChildLine. Additionally, the POSC is forwarded by the medical community to DHS' Prevention Division for service recommendation tracking and information retention related to the actual POSC.

- ☐ Describe how the CCYA collects data related to POSC in which the CCYA does NOT as the lead agency.

Philadelphia DHS maintains the same level of data collection as discussed above when the Substance Affected Infant (SAI) indicator is selected by Pennsylvania DHS ChildLine when generating General Protective Services (GPS) or Information Only (INO) reports. Generally, if Philadelphia is not the lead agency, DHS is unable to collect nor store any data with regard to POSC.

- ☐ Describe how the CCYA works with other county offices and community-based agencies to disseminate information related to SAIs and POSC to physical health care and drug and alcohol treatment providers.

Philadelphia DHS attends monthly POSC Steering Committee meetings that are aimed to engage all system partners including but not limited to parents, medical providers, mental health and drug and alcohol professionals in an effort to ensure all perspectives are involved in the discussions and planning around the well-being of infants. These meetings are designed to encourage parents with lived experience to participate in POSC development.

- ☐ Describe how the CCYA engages other county offices and community-based agencies to support the on-going implementation of POSC.

Philadelphia County participates in a monthly workgroup meeting that consists of DHS, Philadelphia Department of Health, the Single County Authority, Parents with Lived Experience, Hospitals, and Community Based Home Visiting programs to ensure that Plans of Safe Care education, referral, and promotion are shared across the region. There are subgroups that have met when developing materials including medical professionals, data and evaluation, and supportive services.

Additionally, DHS Hotline leadership attends quarterly Southeast Region Birth Hospital meetings, used as an information-gathering collaboration and community engagement tool with regard to hospitals within the Greater Philadelphia area and the overall care and planning framework for infants and families who may potentially touch the Philadelphia child welfare system.

- ☐ Describe how the CCYA works with other county offices and community-based agencies to disseminate information related to the effect of prenatal exposure to substances and POSC to pregnant and parenting people and other caregivers.

Philadelphia POSC Workgroup maintains a webpage with DHS' Plan of Safe Care information: <https://www.phila.gov/services/birth-marriage-life-events/birth-adoption-and-parenting/coordinate-a-plan-of-safe-care/>. At monthly workgroup meetings, DHS shares information across networks including safe storage, Phila Birth Justice Conference, and recently an anti-stigma campaign focused on substance-exposed newborns.

- ☐ Describe any other anticipated practice and/or fiscal impact of this provision.

Since last submission, DHS has been able to maintain favorable and improved collaboration and coordination in the delivery of services to children and families. At this time, DHS does not anticipate any additional practice or fiscal impacts associated with this provision.

- ☐ Identify areas of technical assistance needed by the CCYA related to POSC.

No technical assistance is needed currently. The Statewide Core Team continues in its effort to address any technical needs, as collaboration with other counties and CCYA partners remain ongoing.

1-3j. Family First Prevention Services Act

- ➔ Respond to the following questions:

Title IV-E Prevention Services Program

- ☐ Describe the CCYAs engagement with community-based service providers regarding the selection and implementation of EBPs, regardless of their allowability under the Title IV-E Prevention Program.

Over the past fiscal year, DHS has continued to advance our implementation of Evidence-Based Practices (EBPs) in response to the Family First Prevention Services Act (FFPSA). Given the high

threshold for inclusion in the Title IV-E Prevention Services Clearinghouse, DHS remains committed to supporting programs that demonstrate effectiveness in preventing foster care placement and strengthening outcomes for children and families.

Philadelphia County continues to maintain communication with community-based service providers regarding the Evidence-Based Practices (EBPs) available within the prevention service continuum, regardless of their allowability under the Title IV-E Prevention Program. Information regarding service suitability, utilization, and family needs is collected and discussed through our county's teaming process, which further supports our efforts to collaborate and connect families to appropriate services. Our current efforts remain focused on increasing utilization of existing approved EBPs and ensuring that eligible children and families are appropriately assessed and connected to available prevention services.

- ☐ Describe any barriers/challenges experienced by the CCYA in claiming Title IV-E reimbursement for prevention services. How is the CCYA working to address those barriers/challenges?

Philadelphia County continues to implement the requirements necessary to support Title IV-E prevention services claiming. The County launched system training initiatives and implemented case management system updates in October 2025. The County continues to provide staff support, technical assistance, and ongoing training to strengthen our implementation efforts and increase the utilization of approved prevention services. Philadelphia County anticipates continued progress toward increased utilization and Title IV-E prevention reimbursement opportunities during Fiscal Years 2027-2028.

- ☐ Community Pathways support the delivery and planning for evidence-based prevention services for a child who does not have an open case with the child welfare agency and does not require immediate child welfare intervention but meets Pennsylvania's definition of Candidate for Foster Care. County Children and Youth Agencies (CCYAs) must determine candidacy and eligibility for the selected prevention service. The CCYA may contract with approved community-based providers to develop or approve a child-specific prevention plan, provide prevention plan case management, conduct ongoing safety and risk monitoring and assessments, and/or deliver approved evidence-based prevention services as agreed upon in their contract. Processes set up by CCYAs must be reviewed and approved by OCYF. Share whether this is an option the CCYA is considering.

At this time, Philadelphia County is continuing to assess the Community Pathways model and its potential application within our County's service continuum. We will continue to evaluate implementation considerations and work collaboratively with state and local partners to ensure that any future processes align with approved requirements and operational expectations outlined in PA 5-year plan.

- ☐ Identify any areas of technical assistance that the county may need in this area.

None at this time.

1-3I. Teaming Models for Children with a Diagnosed Mental Health Diagnosis and/or Complex Needs

- Respond to the following questions:

☐ What is the Teaming Model(s) used?

Philadelphia County utilizes a Multi-Disciplinary Team (MDT) approach for dependent children and youth with complex behavioral health and multi-system needs. The MDT is a cross-system case planning and consultation process that brings together representatives from the Philadelphia Department of Human Services (DHS), Community Umbrella Agencies (CUAs), the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS), Community Behavioral Health (CBH), the School District of Philadelphia, Juvenile Probation, the Courts, the Department of Public Health, service providers, caregivers, and other child-serving partners, as appropriate.

The MDT is convened when a child's needs require coordinated planning and decision-making across multiple systems to address barriers to service delivery and support the child's safety, permanency, and well-being.

☐ Does the identified teaming model(s) target Pennsylvania children/youth under the age of 21 who now or in the future are adjudicated dependent and have diagnosed mental health disabilities?

The MDT is utilized for children and youth under the age of 21 who are involved with the Philadelphia Department of Human Services and have complex behavioral health needs requiring coordination across multiple child-serving systems. While many youth discussed through the MDT have diagnosed mental health disabilities, the team is convened based on the complexity of the child's behavioral health and service needs rather than on diagnosis alone.

☐ Describe the implementation plan for the identified teaming model(s).

Philadelphia DHS will continue implementing the MDT through its established cross-system collaboration process. Children and youth are referred for MDT review when complex behavioral health needs, placement challenges, or other multi-system issues require coordinated planning beyond routine case management. When cases present complex needs that require additional technical assistance or cannot be resolved at the county level, DHS will continue to consult with the PA's Southeast Regional Office (SERO) to identify additional strategies, resources, and supports.

The MDT convenes representatives from the agencies involved with the child and family to review the child's needs, identify service gaps and barriers, clarify agency roles and responsibilities, and develop a coordinated plan to address identified needs. Children, families, caregivers, and natural supports are engaged in the planning process whenever appropriate.

Overall coordination of the MDT process is overseen by leadership within the Deputy Commissioner's Office for Child Welfare Operations.

☐ Describe the plan to monitor the teaming model(s) and maintain fidelity to the model(s).

Philadelphia DHS will continue to monitor our MDT process through supervisory oversight, multidisciplinary case consultation, and ongoing collaboration with participating agencies. Our Leadership within the Deputy Commissioner's Office for Child Welfare Operations will continue to review the effectiveness of cross-system coordination and work with partner agencies to address barriers that affect service delivery.

- ☐ Identify whether Act 148 and/or Special Grants Initiative will be used for this teaming model(s).

The Multi-Disciplinary Team (MDT) process is supported through existing Philadelphia Department of Human Services operations. Eligible child welfare activities associated with multidisciplinary case planning, coordination, and case management are supported through Act 148, where allowable. Philadelphia County is not requesting Special Grants Initiative funding specifically to implement or maintain the MDT process.

1-3p. Assessing and Planning for Complex Cases and Youth Waiting for Appropriate Placement

- Please respond to the following questions regarding your county's local processes related to assessing service level needs for complex case children and youth:

- ☐ What is the cross-agency process developed in your county to support children and youth when the needs identified require the expertise of multiple systems? Please include information related identification of partner agencies who are a part of the county's integrated children's service planning team, the referral process and identification of team leads. Does your county have a dedicated employee who coordinates and/or facilitates planning efforts across all systems? If yes, how is that position funded and where is the position housed?

Philadelphia DHS continues to utilize a dedicated staff member from the Deputy Commissioner's team for Child Welfare Operations to oversee the coordination and facilitation of complex case efforts across all systems.

DHS' service planning for this includes a multi-disciplinary service planning team established through ongoing collaborative cross-agency processes, in support of children and youth with complex needs that require various system expertise and service. This team includes DHS, CUAs, the Department of Behavioral Health and Intellectual disAbility Services, the School District of Philadelphia, Juvenile Probation, Courts, the Department of Public Health, Community Behavioral Health (CBH), and other relevant agencies as needed, to collaboratively identify and address complex needs and to develop comprehensive service plans.

Moreover, when the multi-disciplinary service planning team is unable to reach a solution and a child or youth's needs require more intricate service planning, Philadelphia DHS engages regional or state-level partners to assist in resolving those challenges. Through this unified level of collaboration, with system partners at multiple levels and the parents or guardians, DHS aims to resolve more complex cases in a timely manner.

- ☐ Identify how the county has engaged systems outside of the county human services system, including for example the education and physical health systems, in this cross-agency planning process. How is child specific information shared across systems?

DHS continues to engage partner agencies from multiple systems, including but not limited to the Department of Behavioral Health and Intellectual disAbility Services, the School District of Philadelphia, Juvenile Probation, Courts, the Department of Public Health, and Community Behavioral Health (CBH). With our cross-system partners, DHS shares child-specific information

through multidisciplinary team meetings, case consultations, joint service planning that support coordinated decision-making. Information is shared to ensure partner agencies have the information necessary to coordinate services, monitor progress, and develop comprehensive plans that support the needs of children and families.

- ☐ In FY 2025-26, how many children were served through your county complex case planning process?

[Fiscal Year 2026 data take at least 14 days for collection and entry, at which point the data analytics unit will peer-review reporting for accuracy and clarity. Data updates will be available upon request by the end of July 2026 and will be included in the final NBPB narrative submission.]

- ☐ What creative processes or services has your county developed to meet the needs of the complex children in your care?

Please see above in Section 1-3c. *Service Array* analysis of information, which identifies DHS' strengths in current resources and service array available to address children, youth, and families with complex needs. Through enhancement of and further programmatic investment in services like the Professional Resource Parent (PRP) model and the Juvenile Justice System Enhancement Strategy (JJSES) programming, DHS continues in its efforts to provide targeted services to meet the needs of complex children in Philadelphia County.

- ☐ Identify any areas of technical assistance the county may need in development, or improvement, of its cross-system integrated children's team.

No technical assistance is needed at this time.

1-3r. Family Reunification Services

☞ Respond to the following questions:

- ☐ What are the current services and activities provided to support family reunification efforts?
 - Family Group Decision-Making (FGDM): engaging family members and professionals to make appropriate decisions regarding the care of children, emphasizing strength-based principles and building support networks.
 - Family Team Conferencing (FTC): collaborative meetings including families and their supports and relevant professional stakeholders, discussing plan interventions and any crucial safety and permanency decisions for children aiming to illicit the most appropriate plans and options.
 - The Family Time Visitation House: neutral and least restrictive home-like setting for visitations, promoting purposeful, consistent, and nurturing parent-child visits to strengthen relationships leading to successful and timely reunification.
 - Achieving Reunification Center (ARC): providing reunification support to parents in areas such as employment, education, housing, behavioral health, physical health, daily life, parenting education, and wellness programming, aiming to increase reunification and reduce children in dependent care.

- Family Finding: establishing lifelong connections for children and youth through ongoing efforts in identifying, locating, and engaging relatives, focusing on permanent connections within a kinship system to support the transition from care to adulthood.
 - Family Unification Program (FUP)/Rapid Re-housing for Reunification: providing rapid re-housing services to families eliminating housing as an obstacle to reunification. By reducing delays in the reunification process through ensuring stable housing, this program prevents children from returning to the formal child welfare system.
- ☐ What were the total costs of services and activities to provide family reunification services in SFY 2025-26?

Note: Updated cost of services and activities for SFY 25-26 will be added in our Final Submission template.

1-3t. Supporting CCYAs with Embedded Nursing Expertise (The SCENE Program)

➡ Respond to the following questions:

- ☐ Describe how you assess and meet the medical, dental, developmental and behavioral health needs of children during active investigations and ongoing case management?

Philadelphia DHS assesses the medical, dental, developmental, and behavioral health needs of children throughout both child protective investigations and ongoing case management. During investigations, caseworkers assess immediate health and safety concerns, gather available medical and behavioral health information, and identify unmet healthcare needs that may require immediate intervention or follow-up.

During ongoing case management, DHS collaborates with caregivers, healthcare providers, Community Behavioral Health (CBH), the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS), the School District of Philadelphia, Early Intervention, and other community partners to coordinate appropriate medical, dental, developmental, and behavioral health evaluations, treatment, and ongoing services. Children's health needs are incorporated into the Single Case Plan and are reviewed regularly to monitor continuity of care, medication management, specialty care, developmental progress, and behavioral health services to ensure identified needs are addressed.

- ☐ If you have a nurse embedded in your CCYA, describe which cases the nurse is involved with and how he/she becomes involved in those cases (e.g. caseworker request, county protocol etc.).

Philadelphia DHS utilizes embedded nursing consultants to provide clinical consultation and medical expertise during investigations and ongoing case management. Our nursing consultants become involved through our established departmental referral protocols, which may be initiated by caseworkers or supervisors or through multidisciplinary case consultations whenever medical expertise is needed to support assessment, case planning, or decision-making.

Our nursing consultants are engaged during both the active investigation and ongoing case management phases for cases involving allegations of physical abuse or medical neglect,

medically fragile children, infants, children with chronic or complex medical conditions, developmental concerns, substance-exposed infants, unexplained injuries, hospitalizations, or other situations involving significant medical concerns that require clinical expertise.

Once involved, our nursing consultants review medical records, communicate with hospitals and other healthcare providers, assist staff in understanding medical findings and recommended plans of care, participate in multidisciplinary case planning, support hospital discharge and transition planning, and provide guidance regarding medical follow-up, specialty care, developmental services, and community healthcare resources. Their involvement strengthens case decision-making by ensuring medical information is accurately interpreted and incorporated into child safety, permanency, and well-being planning.

- ☐ Describe how OCYF can assist you in obtaining the medical expertise you need for investigations and ongoing health concerns for children involved with your agency:

Continued access to statewide clinical resources, best practices, and emerging guidance on pediatric healthcare issues would continue to our informed decision-making processes across our child welfare practice.

Section 2: General Indicators

2-1: County Fiscal Background

- ☐ Indicate whether the county was over or underspent in the Actual Year and reasons why.

Note: County Spending data will be added in our Final Submission template.

- ☐ Is over or underspending anticipated in the Implementation Year? Explain why.

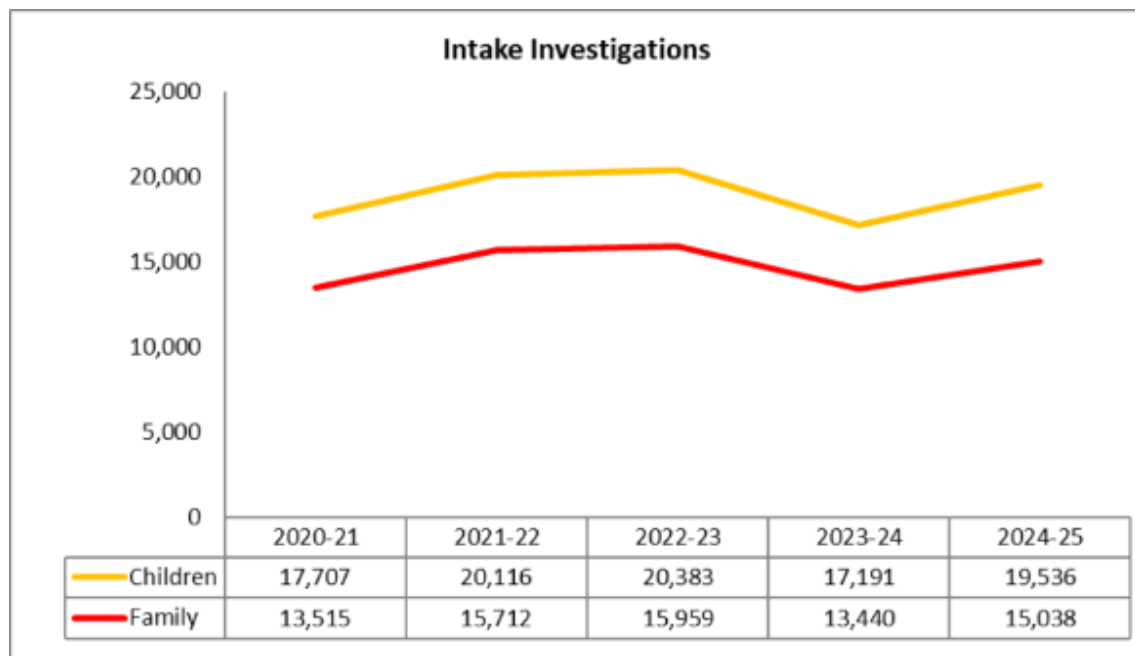
Note: County Spending data will be added in our Final Submission template.

- ☐ Address any changes or important trends that will be highlighted as a resource need through an ADJUSTMENT TO EXPENDITURE submission.

➤ **PLEASE NOTE: Capture any highlights here that are not addressed in the Program Improvement Strategies narrative (Section 2-4)**

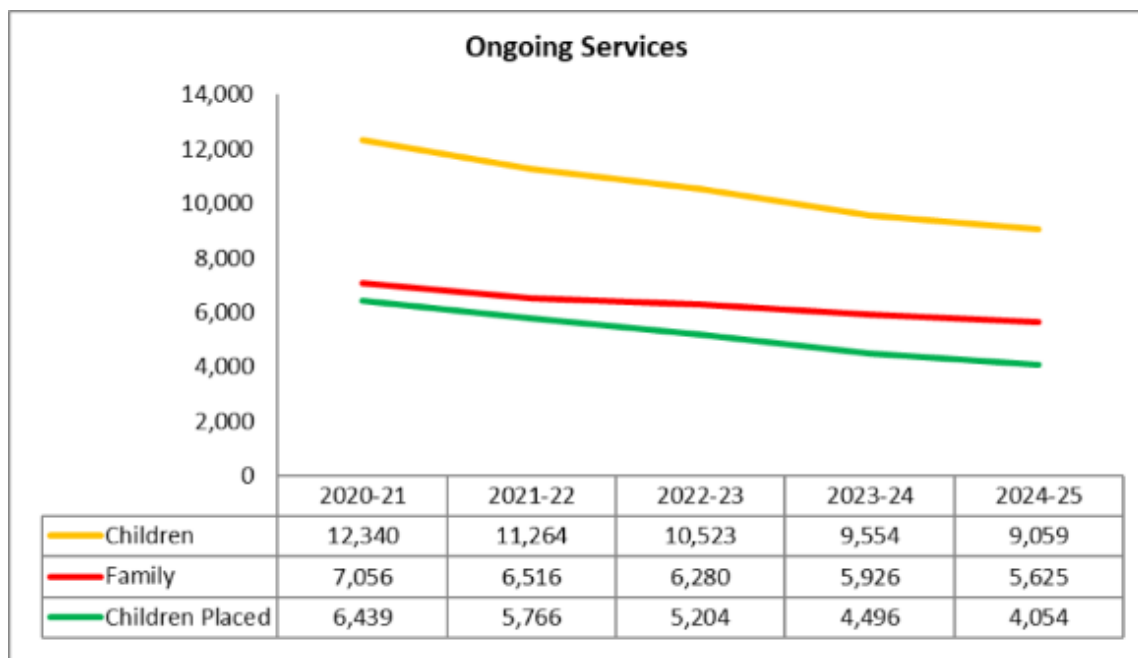
2-2a. Intake Investigations

Insert the Intake Investigations Chart (Chart 1).



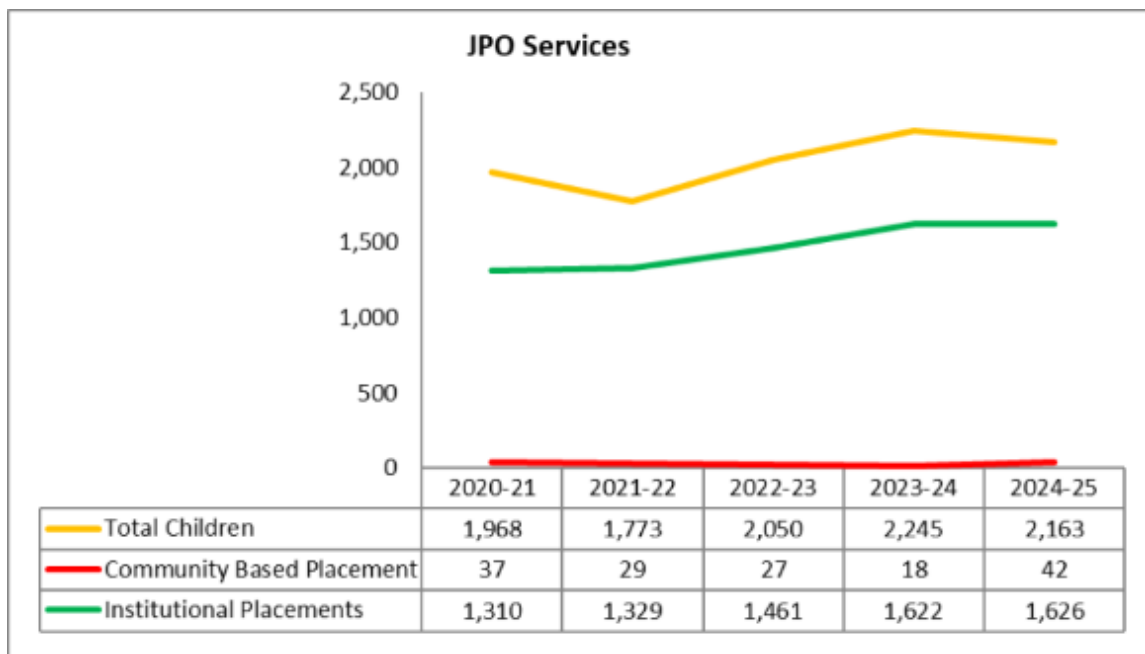
2-2a. Ongoing Services

Insert the Ongoing Services Chart (Chart 2).



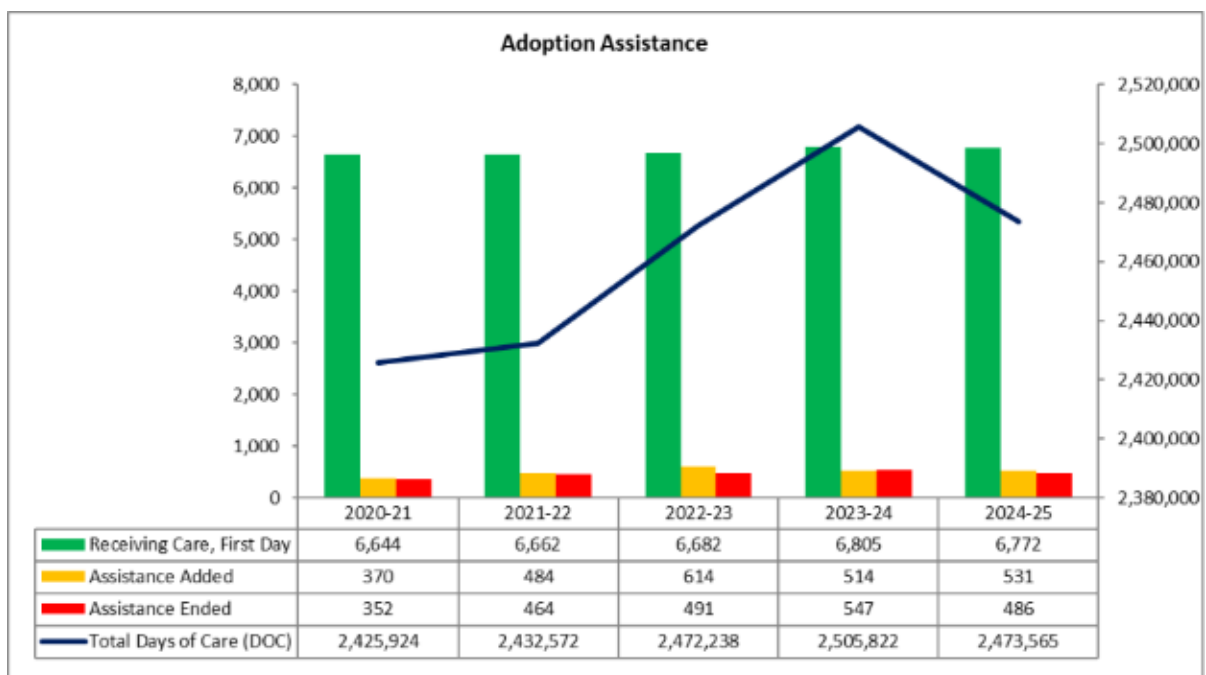
2-2a. JPO Services

Insert the JPO Services Chart (Chart 3).



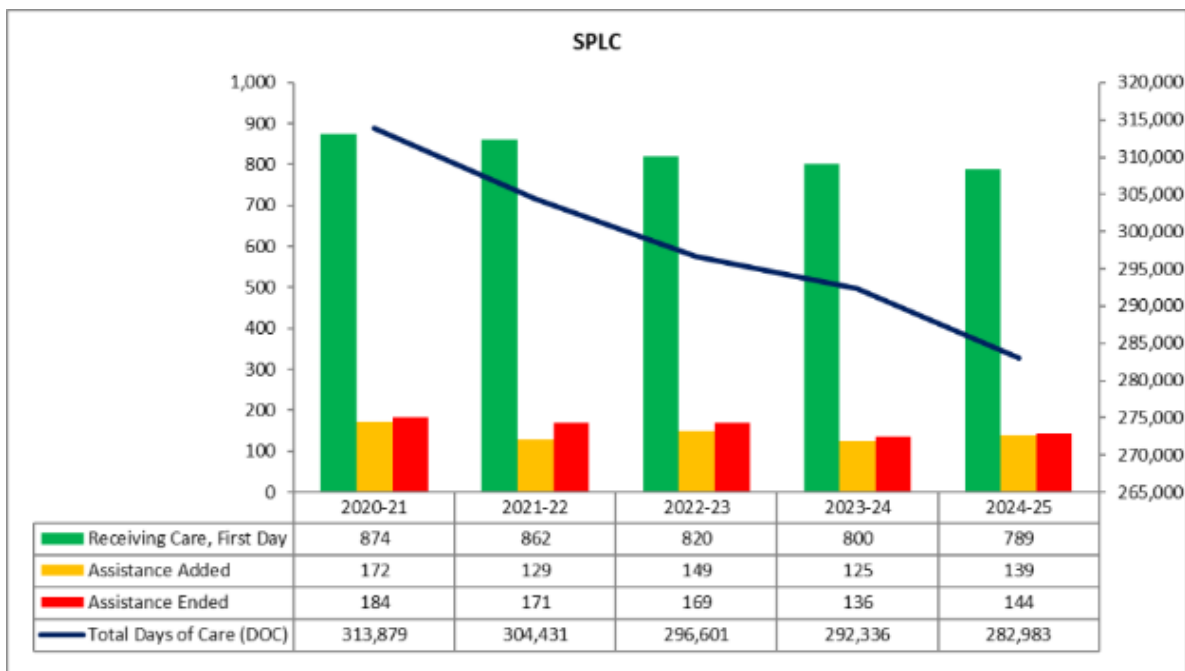
2-2b. Adoption Assistance

Insert the Adoption Assistance Chart (Chart 4).



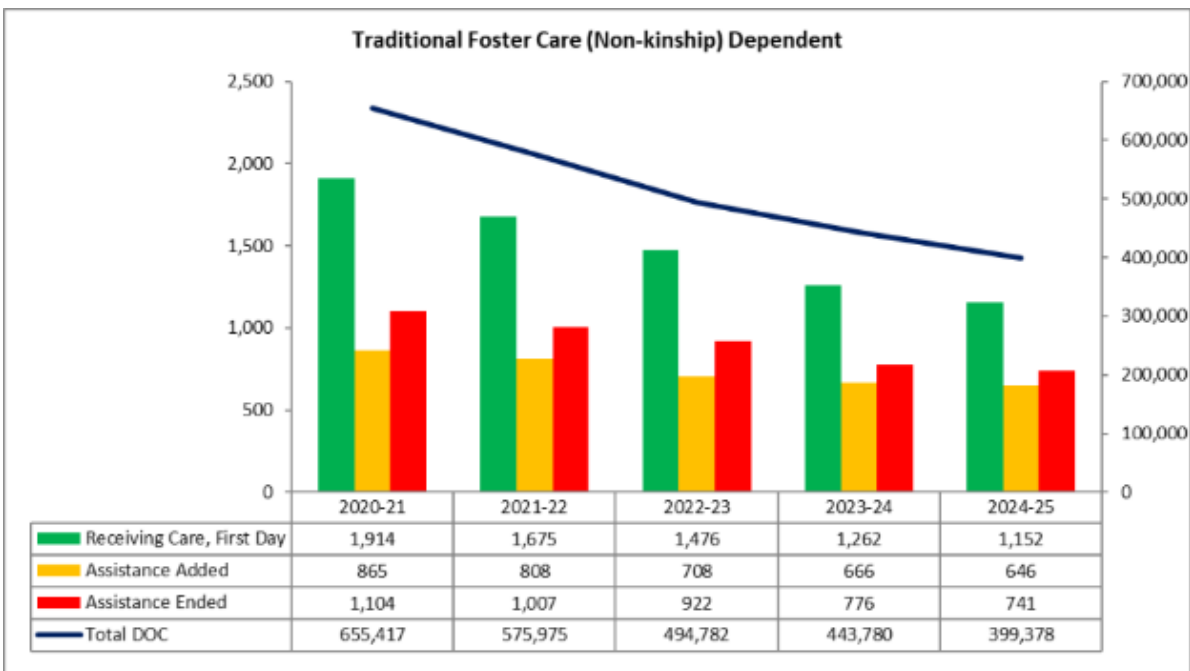
2-2c. Subsidized Permanent Legal Custody (SPLC)

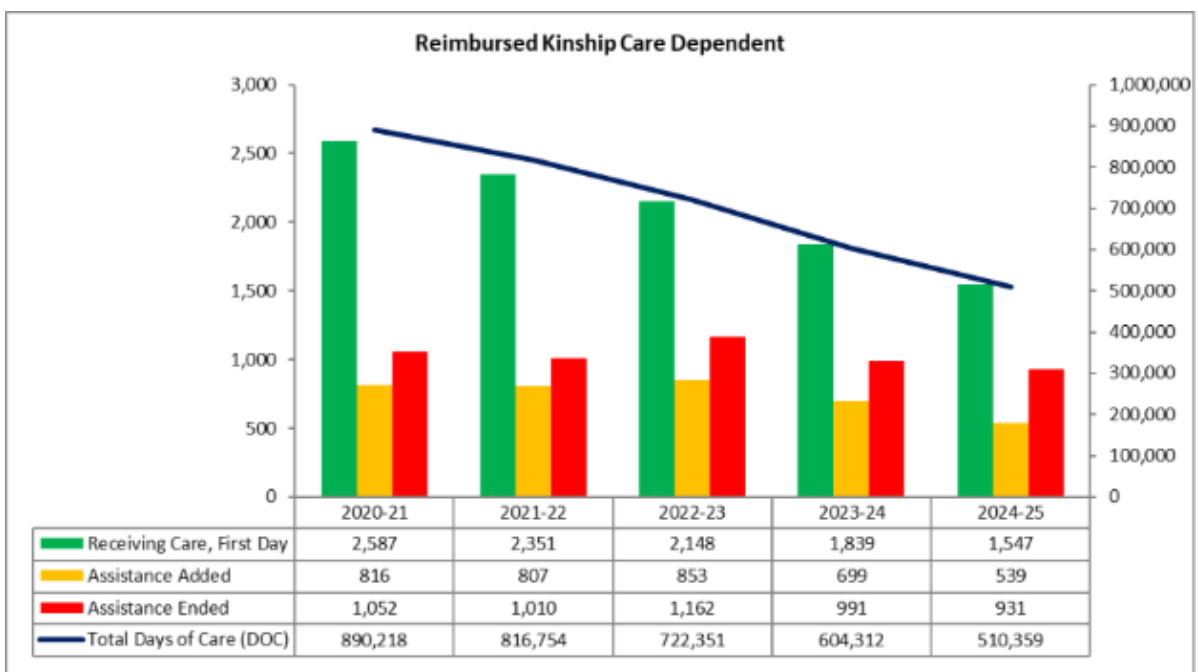
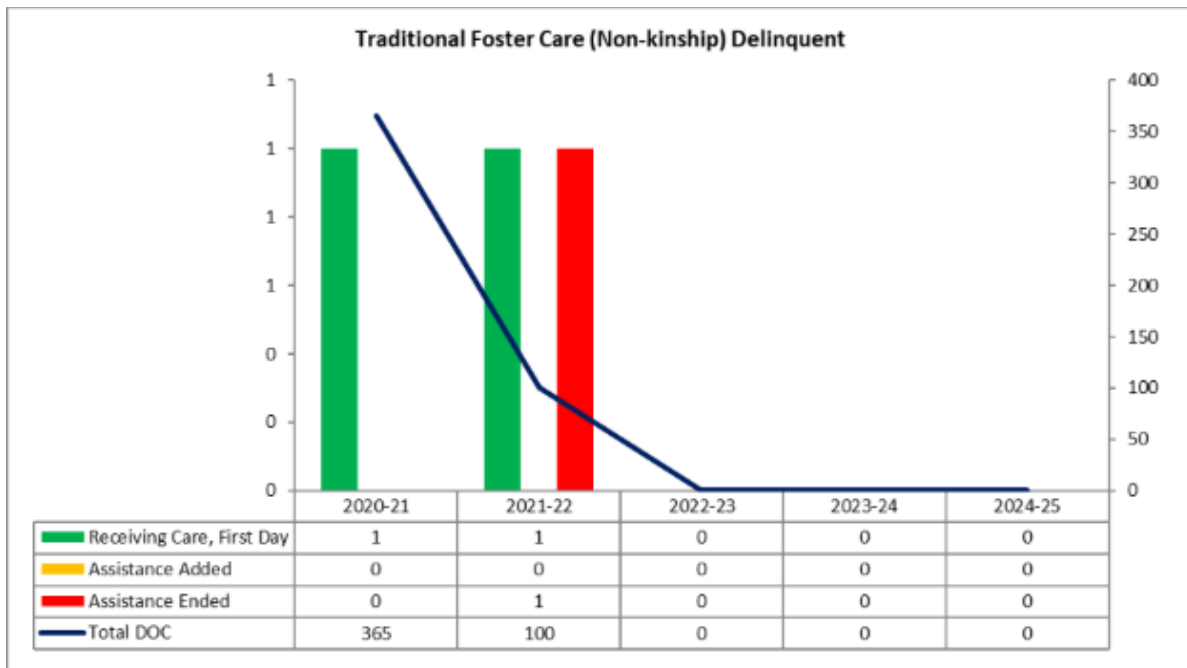
Insert the SPLC Chart (Chart 5).

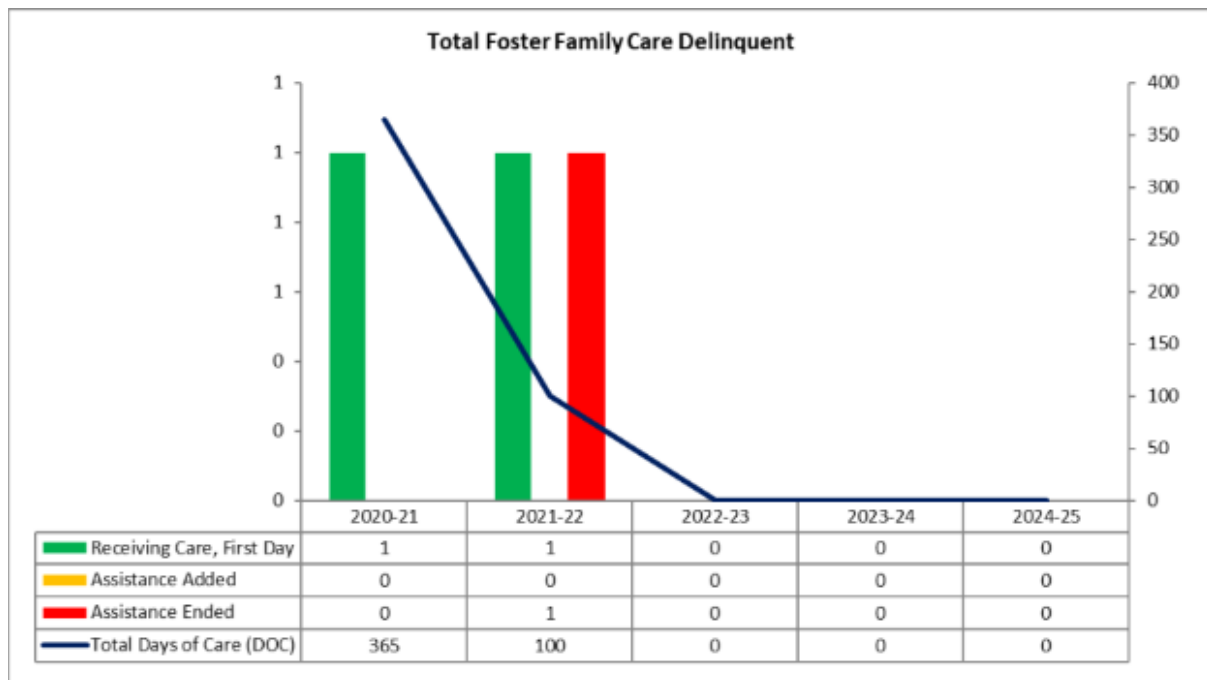
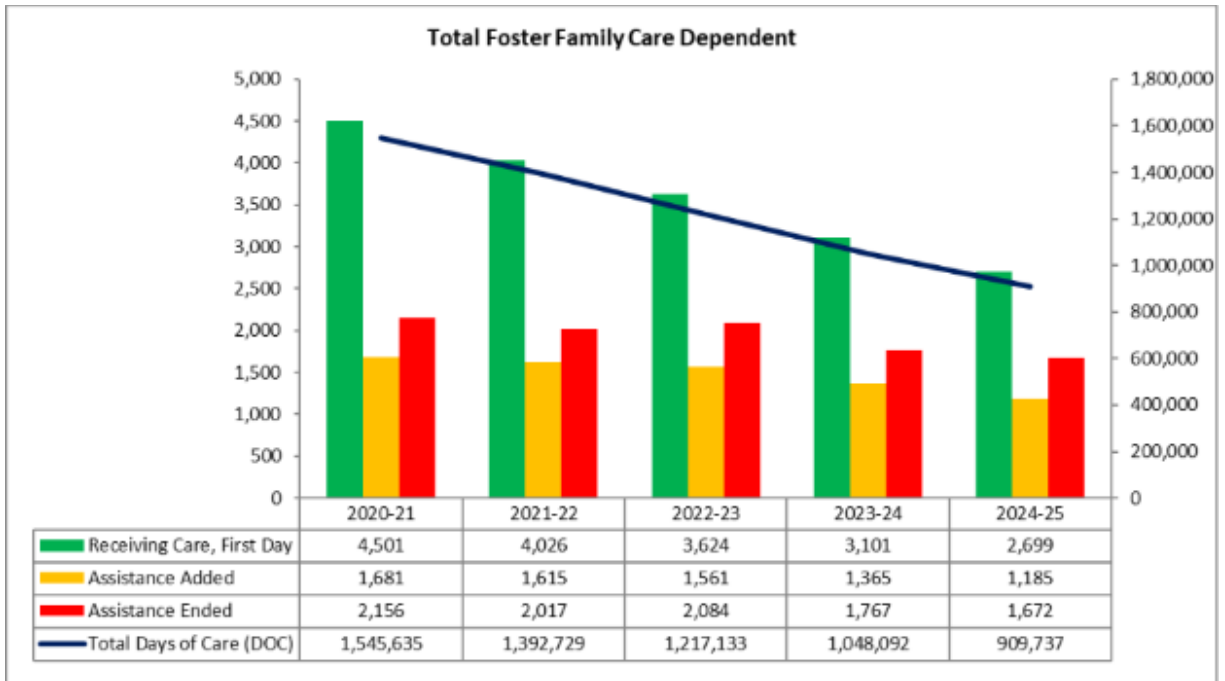


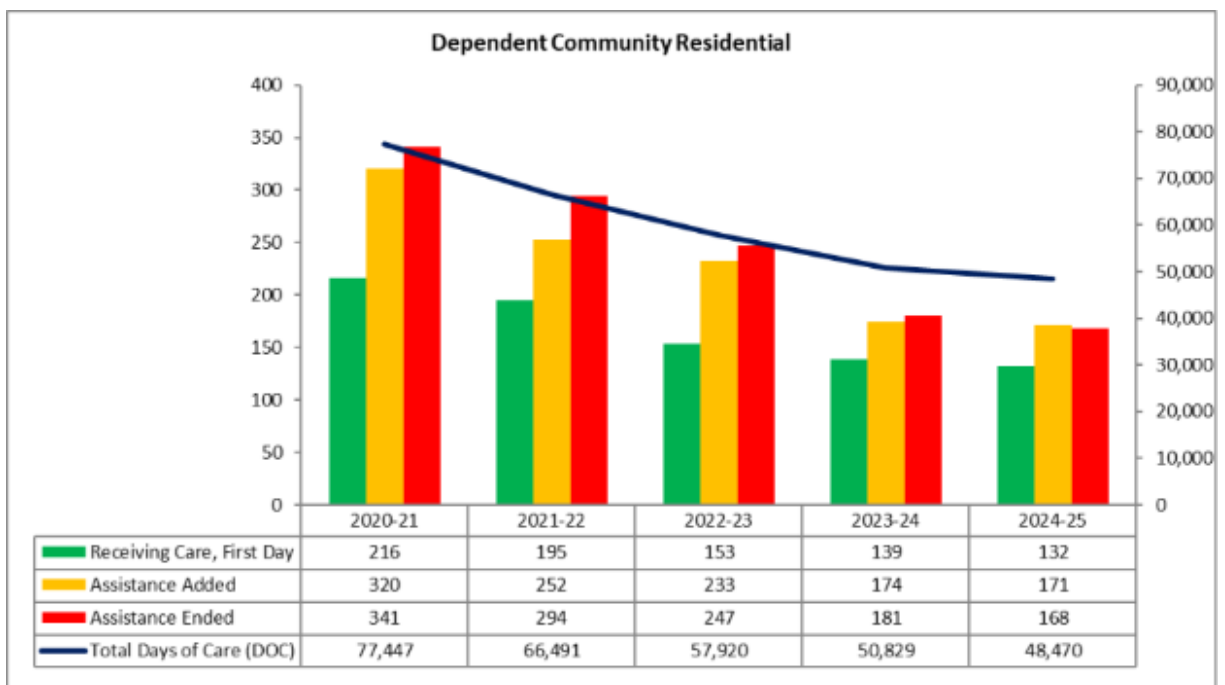
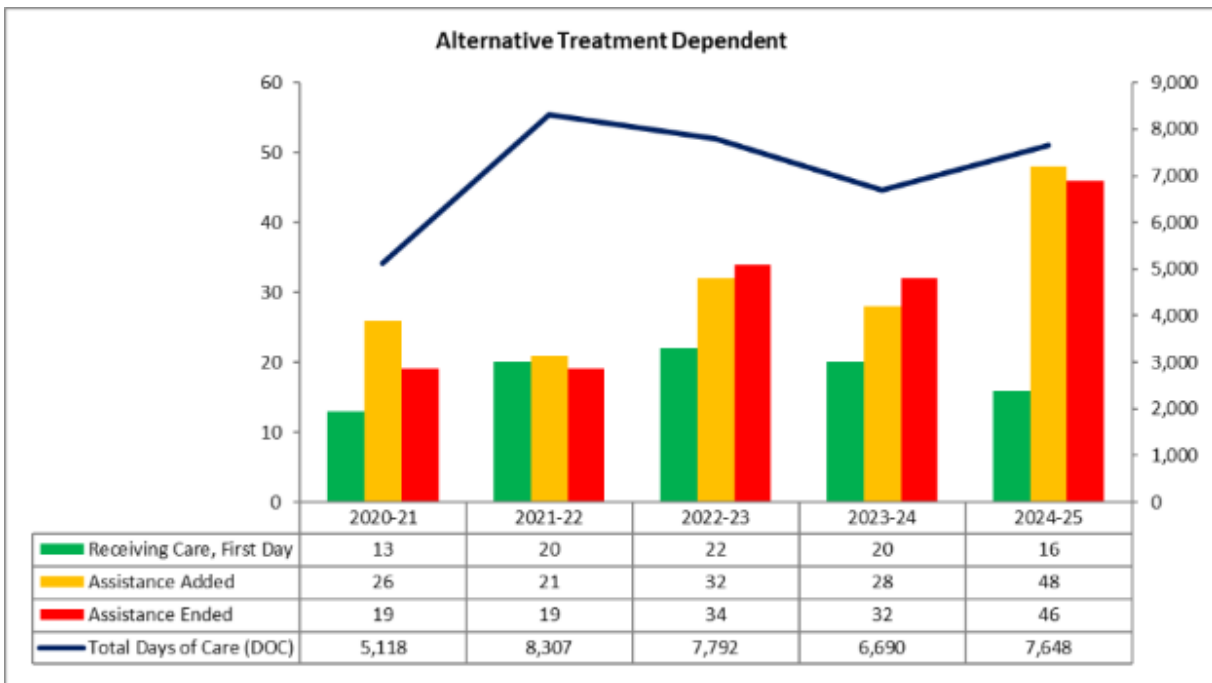
2-2d. Out-of-Home Placements: County Selected Indicator

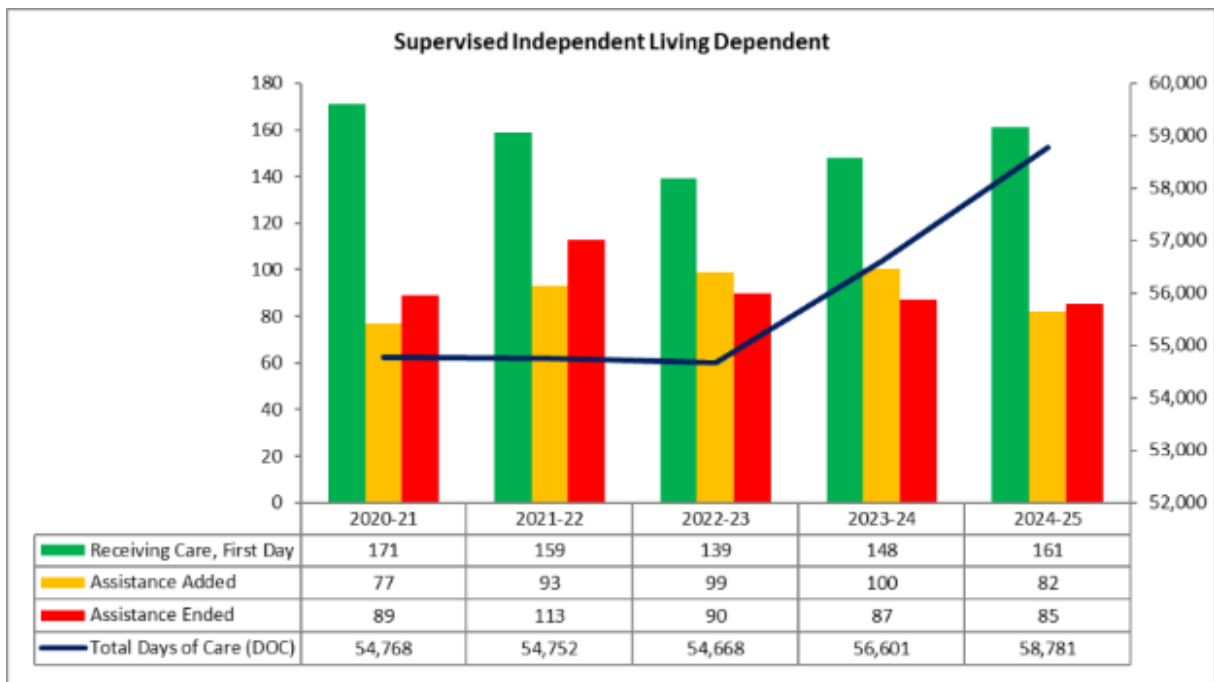
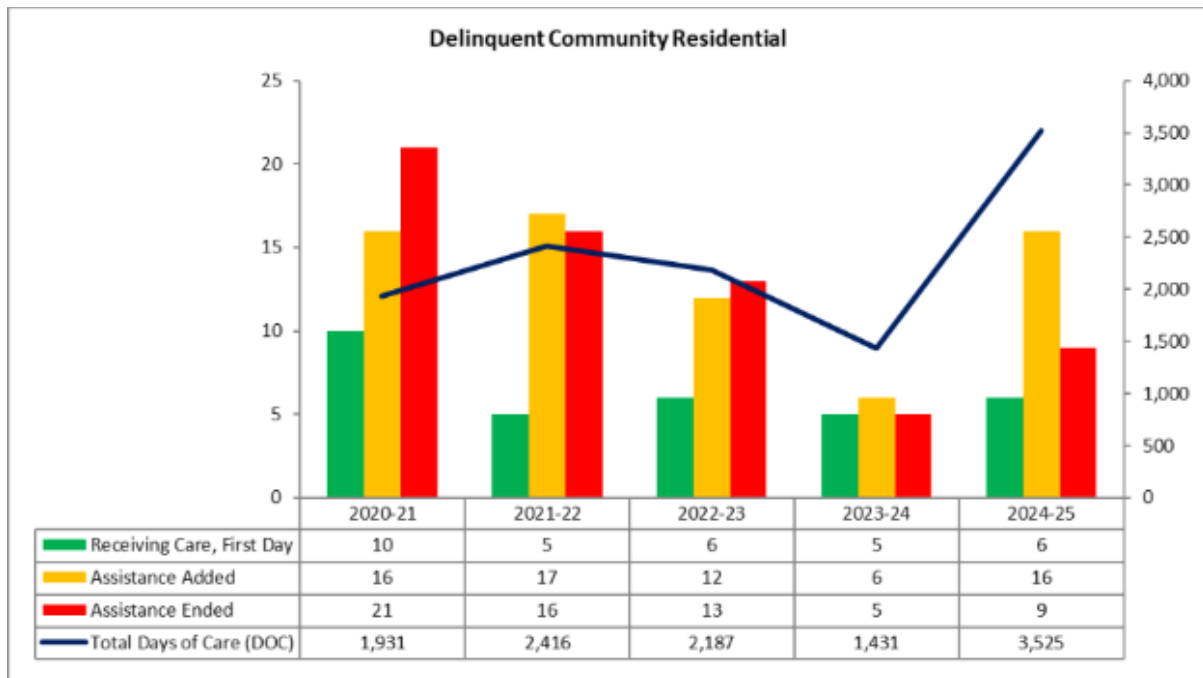
Insert charts related to out-of-home placements where trends are highlighted (Charts 6-22).

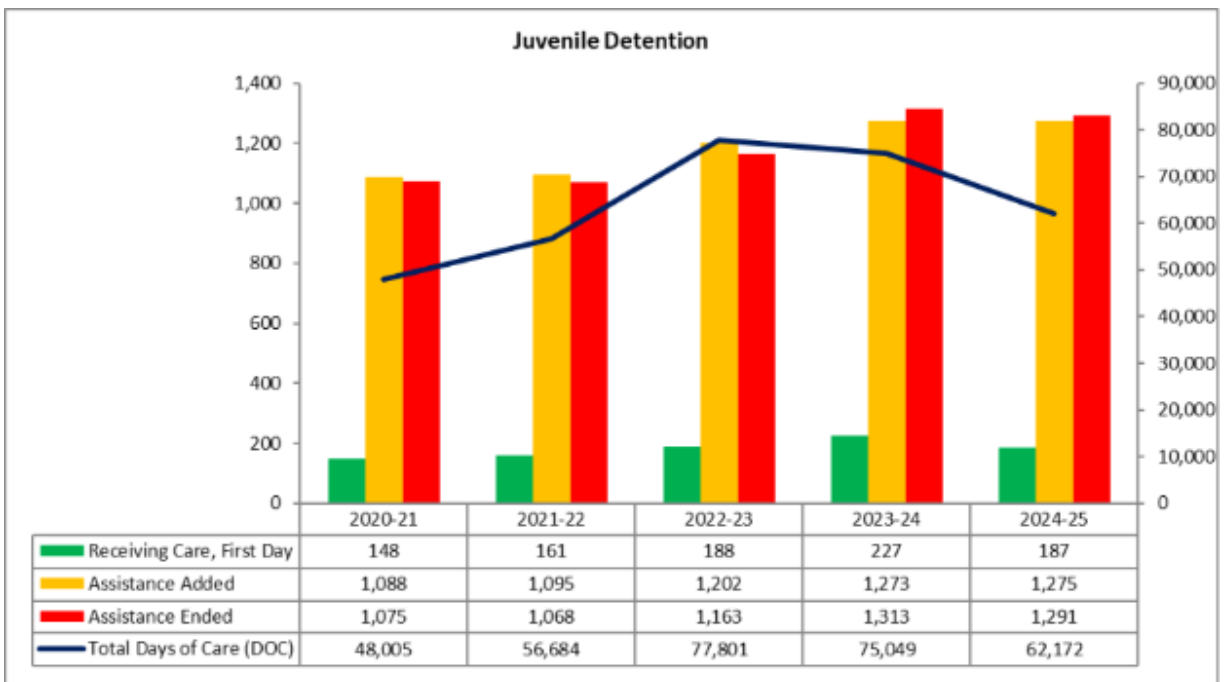
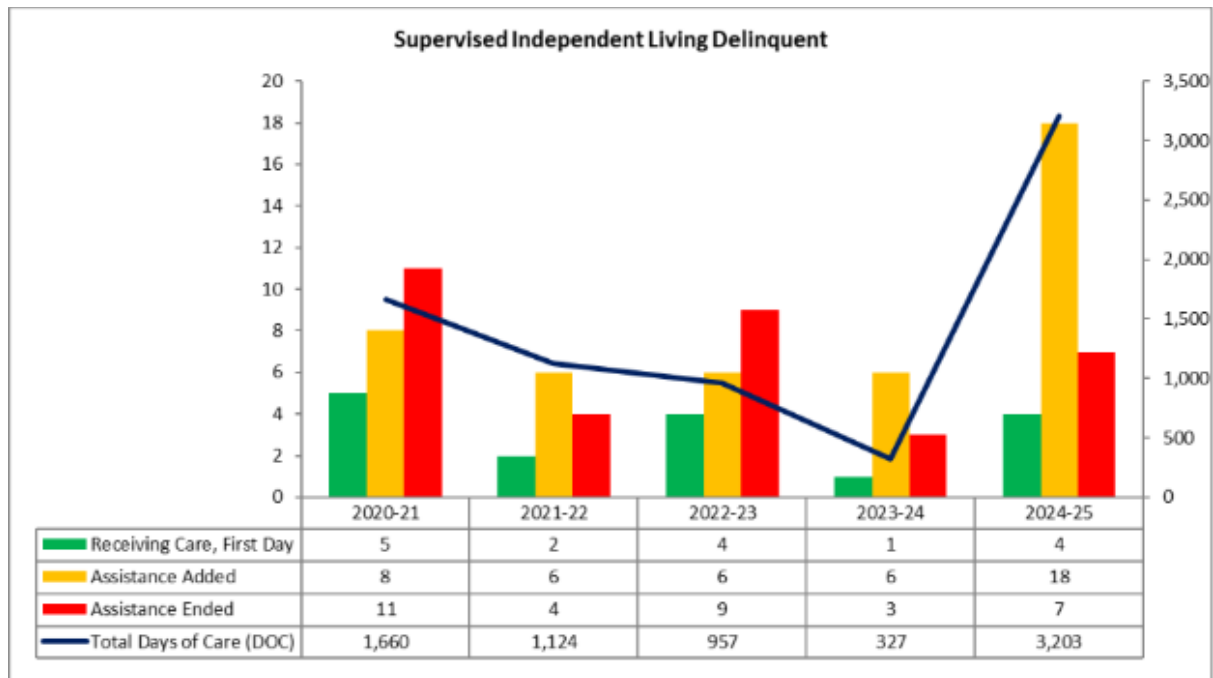


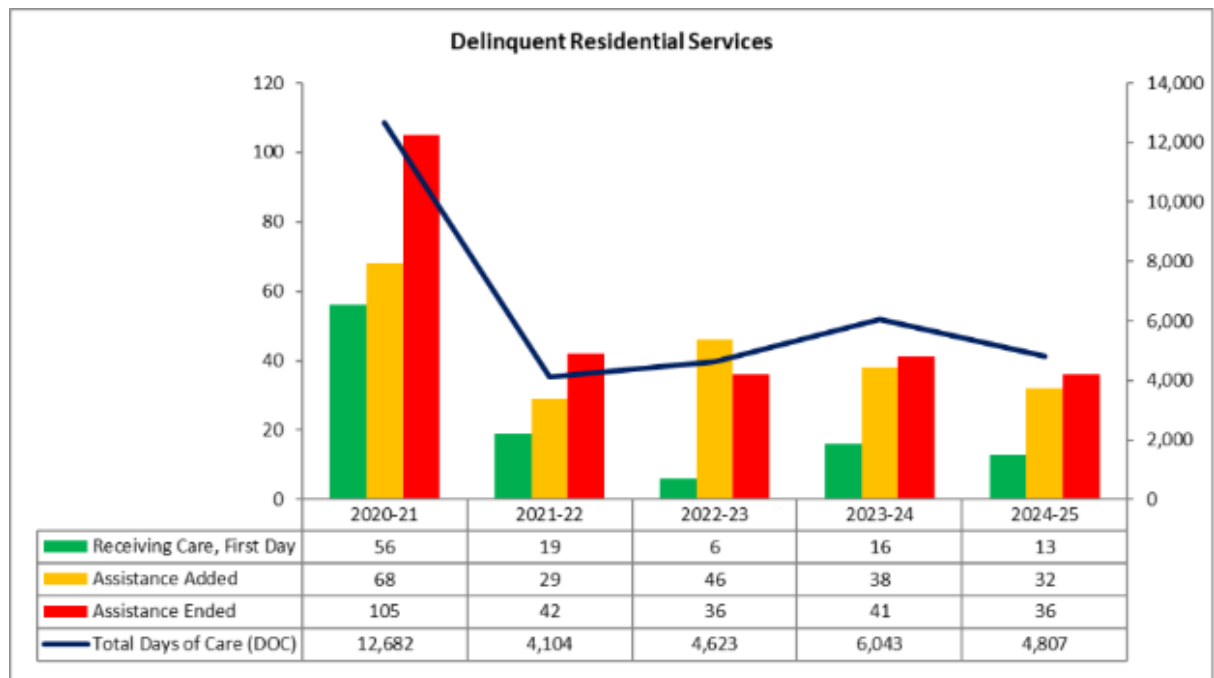
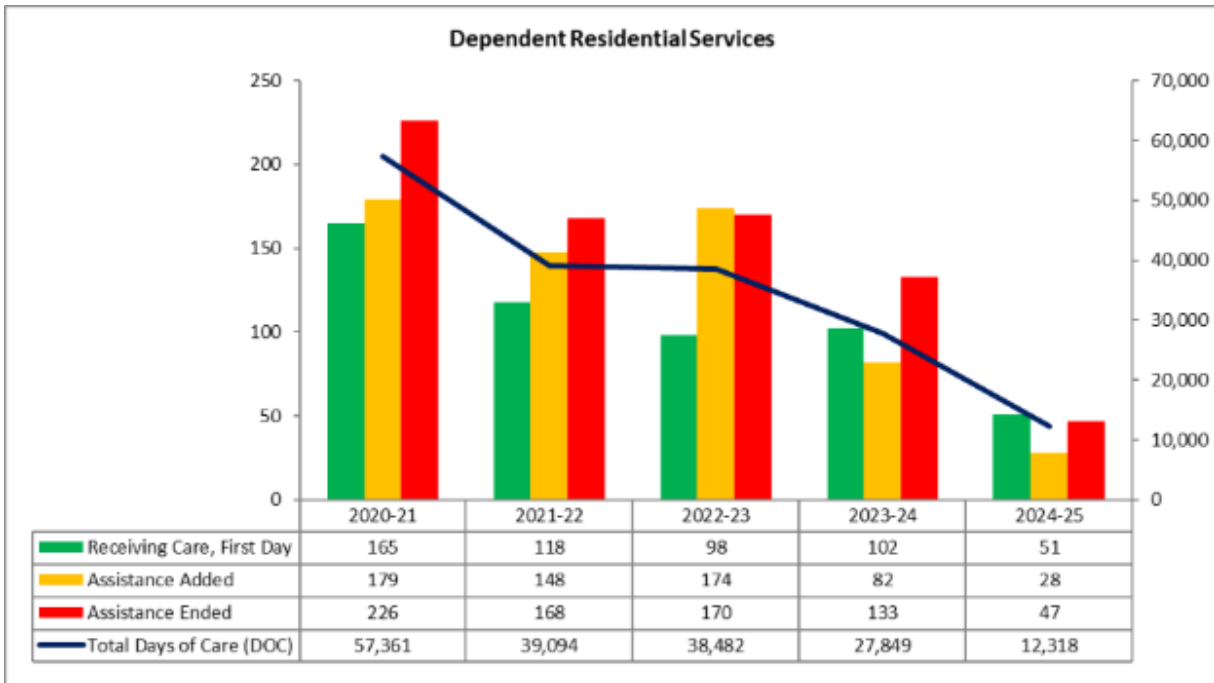


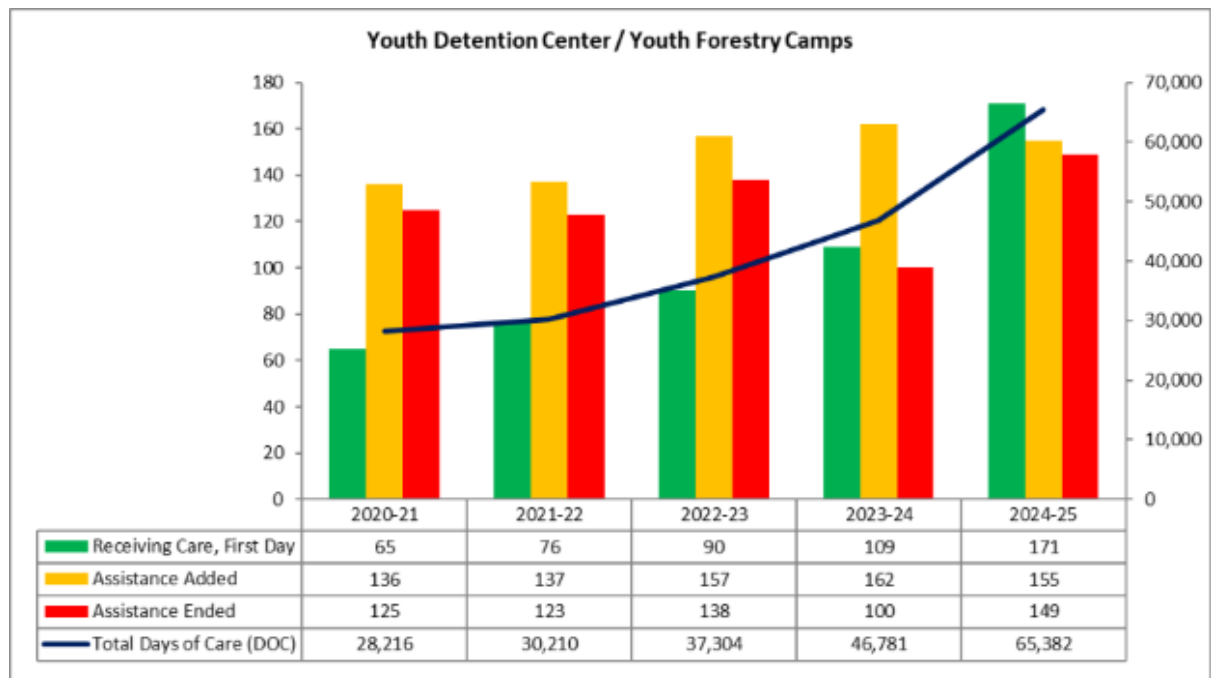
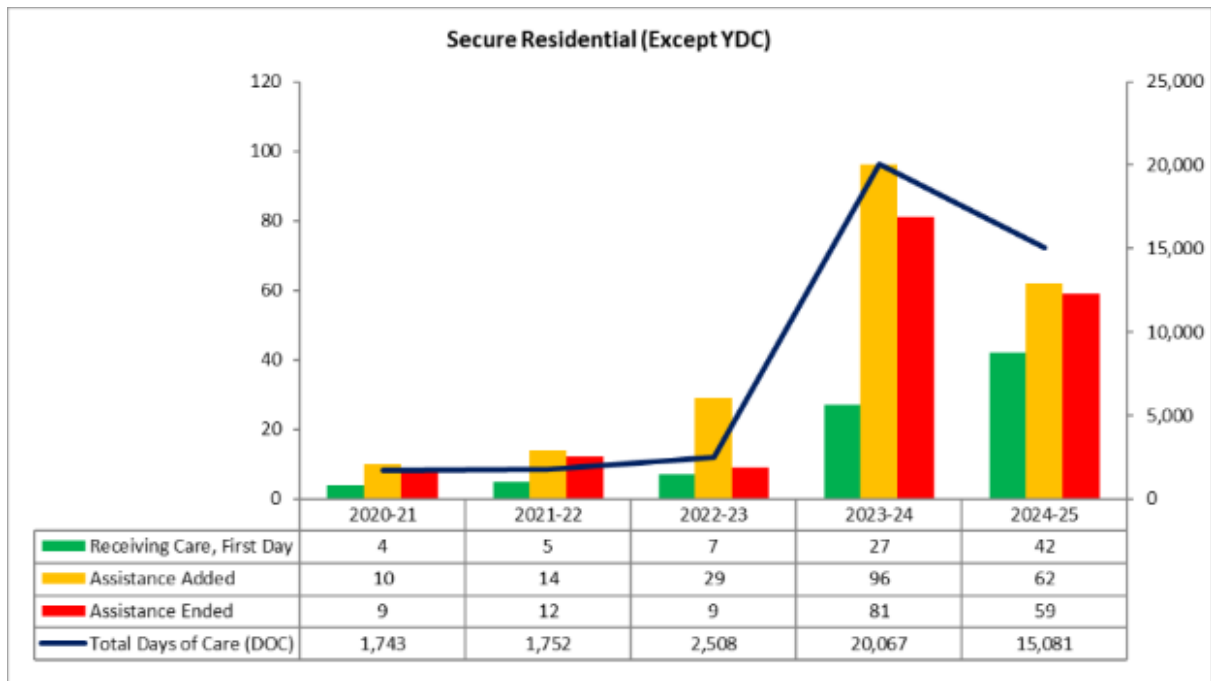






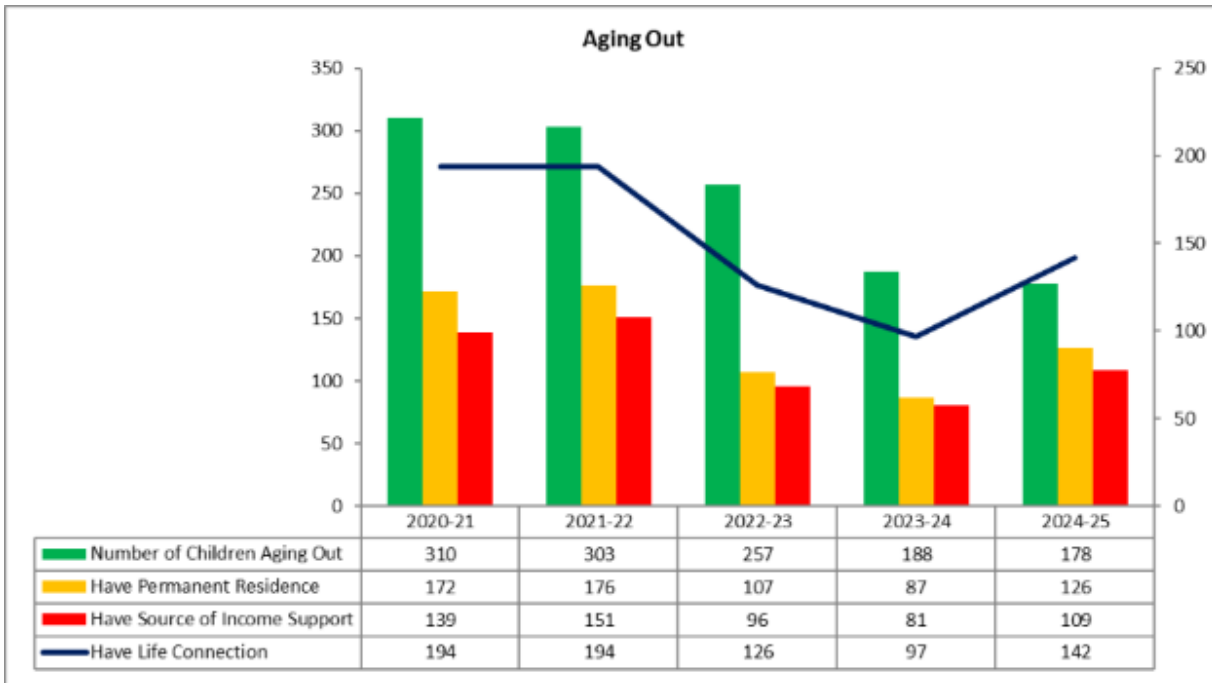






2-2e. Aging Out

Insert the Aging Out Chart (Chart 23).



2-2f. General Indicators

Insert the complete table from the *General Indicators* tab. **No narrative** is required in this section.

2-2a. Service Trends							
Indicator	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	% Change	CAGR
Intake Investigations							
Children	17,707	20,116	20,383	17,191	19,536	10.3%	2.5%
Family	13,515	15,712	15,959	13,440	15,038	11.3%	2.7%
Ongoing Services							
Children	12,340	11,264	10,523	9,554	9,059	-26.6%	-7.4%
Family	7,056	6,516	6,280	5,926	5,625	-20.3%	-5.5%
Children Placed	6,439	5,766	5,204	4,496	4,054	-37.0%	-10.9%
JPO Services							
Total Children	1,968	1,773	2,050	2,245	2,163	9.9%	2.4%
Community Based Placement	37	29	27	18	42	13.5%	3.2%
Institutional Placements	1,310	1,329	1,461	1,622	1,626	24.1%	5.6%

2-2b. Adoption Assistance							
Indicator	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	% Change	CAGR
Adoption Assistance							
Receiving Care, First Day	6,644	6,662	6,682	6,805	6,772	1.9%	0.5%
Assistance Added	370	484	614	514	531	43.5%	9.5%
Assistance Ended	352	464	491	547	486	38.1%	8.4%
Total Days of Care (DOC)	2,425,924	2,432,572	2,472,238	2,505,822	2,473,565	2.0%	0.5%

2-2c. SPLC							
Indicator	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	% Change	CAGR
Subsidized Permanent Legal Custodianship							
Receiving Care, First Day	874	862	820	800	789	-9.7%	-2.5%
Assistance Added	172	129	149	125	139	-19.2%	-5.2%
Assistance Ended	184	171	169	136	144	-21.7%	-5.9%
Total Days of Care (DOC)	313,879	304,431	296,601	292,336	282,983	-9.8%	-2.6%

2-2d. Placement Data							
Indicator	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	% Change	CAGR
Traditional Foster Care (non-kinship) - Dependent							
Receiving Care, First Day	1,914	1,675	1,476	1,262	1,152	-39.8%	-11.9%
Assistance Added	865	808	708	666	646	-25.3%	-7.0%
Assistance Ended	1,104	1,007	922	776	741	-32.9%	-9.5%
Total DOC	655,417	575,975	494,782	443,780	399,378	-39.1%	-11.6%

Traditional Foster Care (non-kinship) - Delinquent							
Receiving Care, First Day	1	1	0	0	0	-100.0%	-100.0%
Assistance Added	0	0	0	0	0	0.0%	0.0%
Assistance Ended	0	1	0	0	0	-100.0%	-100.0%
Total DOC	365	100	0	0	0	-100.0%	-100.0%

Reimbursed Kinship Care - Dependent							
Receiving Care, First Day	2,587	2,351	2,148	1,839	1,547	-40.2%	-12.1%
Assistance Added	816	807	853	699	539	-33.9%	-9.8%
Assistance Ended	1,052	1,010	1,162	991	931	-11.5%	-3.0%
Total Days of Care (DOC)	890,218	816,754	722,351	604,312	510,359	-42.7%	-13.0%

Reimbursed Kinship Care - Delinquent							
Receiving Care, First Day	0	0	0	0	0	0.0%	0.0%
Assistance Added	0	0	0	0	0	0.0%	0.0%
Assistance Ended	0	0	0	0	0	0.0%	0.0%
Total Days of Care (DOC)	0	0	0	0	0	0.0%	0.0%

Foster Family Care - Dependent (Total of 2 above)							
Receiving Care, First Day	4,501	4,026	3,624	3,101	2,699	-40.0%	-12.0%
Assistance Added	1,681	1,615	1,561	1,365	1,185	-29.5%	-8.4%
Assistance Ended	2,156	2,017	2,084	1,767	1,672	-22.4%	-6.2%
Total Days of Care (DOC)	1,545,635	1,392,729	1,217,133	1,048,092	909,737	-41.1%	-12.4%

Foster Family Care - Delinquent (Total of 2 above)							
Receiving Care, First Day	1	1	0	0	0	-100.0%	-100.0%
Assistance Added	0	0	0	0	0	0.0%	0.0%
Assistance Ended	0	1	0	0	0	-100.0%	-100.0%
Total Days of Care (DOC)	365	100	0	0	0	-100.0%	-100.0%

Non-reimbursed Kinship Care - Dependent							
Receiving Care, First Day	0	0	0	0	0	0.0%	0.0%
Assistance Added	0	0	0	0	0	0.0%	0.0%
Assistance Ended	0	0	0	0	0	0.0%	0.0%
Total Days of Care (DOC)	0	0	0	0	0	0.0%	0.0%

Non-reimbursed Kinship Care - Delinquent							
Receiving Care, First Day	0	0	0	0	0	0.0%	0.0%
Assistance Added	0	0	0	0	0	0.0%	0.0%
Assistance Ended	0	0	0	0	0	0.0%	0.0%
Total Days of Care (DOC)	0	0	0	0	0	0.0%	0.0%

Alternative Treatment Dependent							
Receiving Care, First Day	13	20	22	20	16	23.1%	5.3%
Assistance Added	26	21	32	28	48	84.6%	16.6%
Assistance Ended	19	19	34	32	46	142.1%	24.7%

Total Days of Care (DOC)	5,118	8,307	7,792	6,690	7,648	49.4%	10.6%
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Alternative Treatment Delinquent

Receiving Care, First Day	0	0	0	0	0	0.0%	0.0%
Assistance Added	0	0	0	0	0	0.0%	0.0%
Assistance Ended	0	0	0	0	0	0.0%	0.0%
Total Days of Care (DOC)	0	0	0	0	0	0.0%	0.0%

Dependent Community Residential

Receiving Care, First Day	216	195	153	139	132	-38.9%	-11.6%
Assistance Added	320	252	233	174	171	-46.6%	-14.5%
Assistance Ended	341	294	247	181	168	-50.7%	-16.2%
Total Days of Care (DOC)	77,447	66,491	57,920	50,829	48,470	-37.4%	-11.1%

Delinquent Community Residential

Receiving Care, First Day	10	5	6	5	6	-40.0%	-12.0%
Assistance Added	16	17	12	6	16	0.0%	0.0%
Assistance Ended	21	16	13	5	9	-57.1%	-19.1%
Total Days of Care (DOC)	1,931	2,416	2,187	1,431	3,525	82.5%	16.2%

Supervised Independent Living Dependent

Receiving Care, First Day	171	159	139	148	161	-5.8%	-1.5%
Assistance Added	77	93	99	100	82	6.5%	1.6%
Assistance Ended	89	113	90	87	85	-4.5%	-1.1%
Total Days of Care (DOC)	54,768	54,752	54,668	56,601	58,781	7.3%	1.8%

Supervised Independent Living Delinquent

Receiving Care, First Day	5	2	4	1	4	-20.0%	-5.4%
Assistance Added	8	6	6	6	18	125.0%	22.5%
Assistance Ended	11	4	9	3	7	-36.4%	-10.7%
Total Days of Care (DOC)	1,660	1,124	957	327	3,203	93.0%	17.9%

Juvenile Detention

Receiving Care, First Day	148	161	188	227	187	26.4%	6.0%
Assistance Added	1,088	1,095	1,202	1,273	1,275	17.2%	4.0%
Assistance Ended	1,075	1,068	1,163	1,313	1,291	20.1%	4.7%
Total Days of Care (DOC)	48,005	56,684	77,801	75,049	62,172	29.5%	6.7%

Dependent Residential Services							
Receiving Care, First Day	165	118	98	102	51	-69.1%	-25.4%
Assistance Added	179	148	174	82	28	-84.4%	-37.1%
Assistance Ended	226	168	170	133	47	-79.2%	-32.5%
Total Days of Care (DOC)	57,361	39,094	38,482	27,849	12,318	-78.5%	-31.9%

Delinquent Residential Services							
Receiving Care, First Day	56	19	6	16	13	-76.8%	-30.6%
Assistance Added	68	29	46	38	32	-52.9%	-17.2%
Assistance Ended	105	42	36	41	36	-65.7%	-23.5%
Total Days of Care (DOC)	12,682	4,104	4,623	6,043	4,807	-62.1%	-21.5%

Secure Residential (Except YDC)							
Receiving Care, First Day	4	5	7	27	42	950.0%	80.0%
Assistance Added	10	14	29	96	62	520.0%	57.8%
Assistance Ended	9	12	9	81	59	555.6%	60.0%
Total Days of Care (DOC)	1,743	1,752	2,508	20,067	15,081	765.2%	71.5%

Youth Detention Center / Youth Forestry Camps							
Receiving Care, First Day	65	76	90	109	171	163.1%	27.4%
Assistance Added	136	137	157	162	155	14.0%	3.3%
Assistance Ended	125	123	138	100	149	19.2%	4.5%
Total Days of Care (DOC)	28,216	30,210	37,304	46,781	65,382	131.7%	23.4%

2-2e. Aging Out Data							
	FY	FY	FY	FY	FY		

Indicator	2020-21	2021-22	2022-23	2023-24	2024-25	% Change	CAGR
Aging Out							
Number of Children Aging Out	310	303	257	188	178	-42.6%	-13.0%
Have Permanent Residence	172	176	107	87	126	-26.7%	-7.5%
Have Source of Income Support	139	151	96	81	109	-21.6%	-5.9%
Have Life Connection	194	194	126	97	142	-26.8%	-7.5%

2-2g. through 2-2i. Charts

- ☞ NOTE: The section is optional and applies to CCYAs and/or JPOs.
- ☞ NOTE: If inserting charts, identify the data source and parameters and include only one chart per page.
- ☐ Insert up to three additional charts that capture the drivers of county services and supports the county's resource request. For example, these charts may be related to prevention or diversion activities or may be specific to areas or demographics that are driving influences on county resources and practices.
- ☐ Counties may use data charts as provided by PCG or any other county data available. County specific charts outside of PCG data charts must clearly identify the source of the data.

Figure 1. Philadelphia County Hotline Reports and Action³

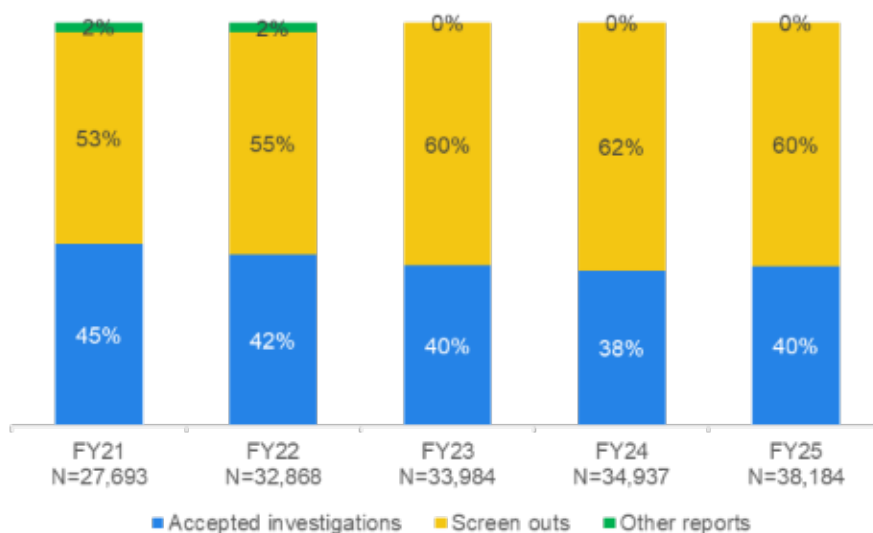


Figure 2. Philadelphia Children in Dependent Placement on Last Day of the Fiscal Year⁴

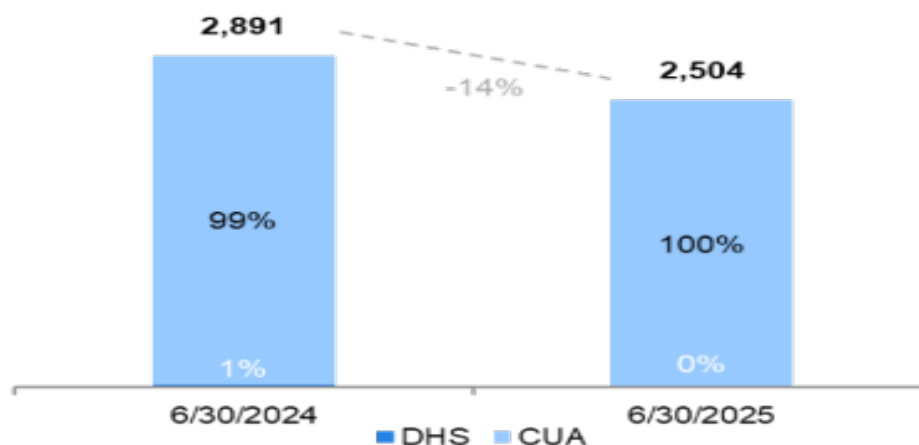


Chart Analysis for 2-2a. through 2-2i.

➤ **NOTE:** These questions apply to both the CCYA and JPO.

- ☐ Discuss any child welfare and juvenile justice service trends and describe factors contributing to the trends noted in the previous charts.

Note: In addition to the General Indicators, DHS has used data from its Quarterly Indicators Report (QIR) to assess trends in service delivery and usage, where appropriate. The QIR is a public facing report that summarizes trends across all major areas of child welfare and juvenile justice services provided by DHS. Quarterly Indicators Reports can be found at: <https://www.phila.gov/documents/community-oversight-board-data-report/Each>. All data is through the end of Fiscal Year 2025 (December 31, 2025).

Service Trends

The number of children accepted for intake investigations increased by 10.3% from FY 21 to FY 25. While the number of children accepted for intake investigations increased in FY 22 and FY 23 as compared to FY 21, the number decreased from 20,383 in FY 23 to 17,191 in FY 24. Specifically, the number of children accepted for intake increased by 13.6% from FY 24 to FY 25. The number of families accepted for investigations has had a similar trend, increasing by 11.3% from FY 21 to FY 25.

Since FY 21, the number of children and families receiving ongoing services has been declining. Overall, FY 21 to FY 25, the number of children served has decreased by 26.6% and the number of families served has decreased by 20.3%. The number of children placed has also decreased from FY 21 to FY 25 by 37%.

During the COVID-19 pandemic and associated public health restrictions to mitigate transmission, Hotline reports and investigations declined, likely due to families having less contact with mandated reporters. Following the Stay-at-Home Order, DHS Hotline reports dropped 40% in March and April 2020, and there were a fewer number of reports for the remainder of FY 20 and for FY 21. In FY 22, Hotline reports and Investigations returned to pre-COVID levels. In FY 23 and FY 24, the number of families reported to and investigated by DHS remain at pre-COVID levels. Although reports and investigations have increased, DHS continues to reduce the number of families, children, and youth, receiving compulsory safety services. In FY 25, Hotline reports increased roughly 9% from FY24 (see Figure 8).

Following large observed decreases in Hotline reports during the height of the COVID-19 pandemic mitigation efforts, Hotline reports increased by 6.2% between FY 22 and FY 24. The total number of Hotline reports in FY 24 was 13.7% higher than the total number of Hotline reports in FY 20¹.

DHS has continued to close more families' cases than it has accepted for service; DHS closed 247 more families' cases than it accepted for services in FY 25². The overall number of children receiving formal in-home services from June 30 2024 (n=1,566) to June 30 2025 (n=1,557) remained about the same. During this same period, the number of youth receiving in-home non-safety services, which are formal child welfare services provided in the home to youth without active safety threats (e.g., court-involved truancy cases), remained the same. During this period the number of youth receiving in-home safety services, which are formal child welfare services designed to safely keep children in their own homes while mitigating any active safety threats, decreased by 3%³.

The total number of youth in dependent placement declined by 13.3% from June 30, 2024 to June 30, 2025⁴.

The number of youth receiving Juvenile Probation services has declined from 2,389 youth in FY 20 to 2,245 youth in FY 24, representing an overall decrease of 6%. The number of children in community-based placements steadily declined from FY 20 to FY 24, decreasing by 69%. While the number of children in institutional placements decreased from FY 20 to FY 22, there was a 22% increase in the number of children with institutional placements from FY 22 to FY 24. Overall, the number of children in institutional placements still decreased by 2.1% in FY 24 compared to FY 20.

Adoption Assistance and Subsidized Permanent Legal Custody (PLC)

The number of children receiving adoption assistance on the first day of the fiscal year increased between FY 21 and FY 25 by 1.9% from 6,644 to 6,772 children. Total days of care for children receiving adoption assistance increased by 2.0% from FY 21 to FY 25.

The number of children with a Subsidized Permanent Legal Custodianship (SPLC) in placement has consistently decreased over time, with an overall decrease of 9.7% from FY 21 to FY 25, the total days of care decreased by 9.8% in this period.

Placement Data

Between FY 21 and FY 25, the number of dependent children and youth receiving dependent family foster care on the first day of the fiscal year decreased overall by 40.0%. Similarly, between FY 21 and FY 25, there was a 39.8% decrease in non-kinship dependent foster care and a 40.2% decrease in kinship care. Non-kinship care has declined at the same rate as kinship care. While the overall numbers of children in care have decreased it is important to note that the children who remain in care and their families have more complex needs and require more intensive supports, especially as DHS continues to prioritize family-based placements and decrease the number of youth in residential placements.

From FY 21 to FY 25, on the first day of the fiscal year, there was a 69.1% decrease in the number of youth receiving dependent residential services (e.g., institution-level) and a 78.5% decrease in the total days of care. During this same time, there has been a 38.9% decrease in the number of youth placed in dependent community residential settings (e.g., group home level), and a 37.4% decrease in the total days of care during this period. The total number of youth receiving dependent residential services has continued to decrease.

From FY 21 to FY 25, there was an 40.0% decrease in the number of youth placed in delinquent community residential settings and an 76.8% decrease in youth receiving delinquent residential services on the first day of the fiscal year. During this same time period, the total days of care for youth in delinquent community residential settings, and receiving delinquent residential services, decreased by 82.5% and 62.1%, respectively. These decreases coincide with DHS's goal to reduce the use of residential placement for both dependent and delinquent youth committed to DHS. While delinquent residential placements decreased, the number of youth placed in juvenile detention has increased by 26.4% from FY 21 to FY 25.

Between FY 21 and FY 25, placements in dependent Supervised Independent Living (SIL) settings have decreased by 5.8%; total days of care also decreased in this interval by 7.3%.

Placements in delinquent SILs have decreased by 20% to 4 youth in FY 25; total days of care decreased by 93%.

Over the past five fiscal years, the total number of youth receiving dependent alternative treatment and days of care for youth receiving dependent alternative treatment has increased by 23.1% and 49.4%, respectively.

Aging Out Youth

The number of youth aging out of care decreased by 42.6% from FY 21 to FY 25.

The number of youth aging out with a permanent residence decreased by 26.7% from FY 21 to FY 25, and the proportion of youth with this support out of all youth aging out has increased (55.5% had a permanent residence in FY 21 compared to 70.8% in FY 25). Compared to FY 21, the number of youth with a source of income in FY 25 decreased by 21.6%; the proportion increased (44.8% had a source of income support in FY 21 compared to 61.2% in FY 25). Similarly, the number of youth who aged out with a life connection decreased by 26.8% between FY 21 and FY 25, and the proportion of youth who had a life connection increased from 62.5% in FY 21 to 79.8% in FY 25.

- ☐ Describe what changes in agency priorities or programs, if any, have contributed to changes in the number of children and youth served or in care and/or the rate at which children are discharged from care.

The updates in priorities and programming that have contributed to changes in the number of children and youth served or in care and the rate at which children are discharged from care are as follows:

- **Addressing disproportionality:** DHS continues to prioritize the reduction of disparities by addressing system biases and implementing fair and unbiased practices for all children, youth, and families. DHS continues to train staff on trauma-informed practices and an equity and justice framework.
- **Supporting families through resources outside of formal systems:** Ongoing efforts have been made to provide families with preventative and restorative resources, including access to concrete goods for families experiencing food insecurity, to prevent families from entering formal child welfare and juvenile justice systems. DHS is working to expand those services and ensure more families are supported in this manner.
- **Kinship placements and community-based alternatives:** DHS recognizes that children and youth thrive in settings where they are familiar with kinship and in their own communities and strives to continue its effort to support those positive outcomes. Through ongoing enhancement of the Family Engagement Initiative (FEI) model, DHS can ensure the continued prioritization of kinship involvement, promoting supportive connections for children and youth and overall reducing the impact of trauma. And in alignment with this priority, JJS prioritizes community-based alternatives, continuing with that framework.
- **Reunification and reintegration efforts within families and communities:** Efforts are focused on engagement with families and youth earlier on, and the expansion of services, resources, education, and employment training and opportunities for youth to promote an overall successful return to their community and keep them out of the formal system.
- **Providing quality and responsive services:** Through enhanced data collection and ongoing system evaluation, DHS has been able to identify system challenges and work

towards ways to address them, including efforts and planning around how children, youth, and families can better benefit from the service continuum.

- **Community approach to child welfare and juvenile justice systems:** Through the establishment and enhancement of a robust community-based array of providers and their services, DHS, CWO, and JJS have been able to divert children and youth from formal systems, provide families with supports and resources, and overall, keep more children and youth engaged within their own communities promoting positive outcomes and the increased success of children, youth, and families.

☐ Provide a description of children/youth placed in congregate care settings.

➤ Consider the children and youth who have the following characteristics, race, age, and gender:

- *Intellectual disability or autism;*
- *A behavioral health impairment;*
- *A physical disability;*
- *Involvement with JPO; and*

☐ Identify the service and treatment needs of the youth counted above with as much specificity as possible.

➤ The following questions may assist in development of a response:

- *What are the service and treatment needs?*
- *Why can those services and treatment needs not be met in the community?*
- *What barriers exist to accessing service and treatment needs in the community?*

Youth placed in residential treatment settings, including institutional facilities, community-based group homes, or psychiatric residential treatment facilities often require specialty services and treatment to address their behavioral needs, support their overall well-being, and help facilitate a smooth transition into adulthood. These may include:

- **Ongoing engagement of the family and community:** While youth are in residential placement, it is crucial that they remain connected to their families and communities to ensure their well-being and provide continual support and encouragement. Engaging families in as many aspects of the youth's life while in residential placement, including in family therapy sessions, enhances their treatment and progression towards positive growth and development through strong connections and a sense of belonging.
- **Supporting educational goals:** Education remains paramount in a youth's life, as a building block to ensuring success into adulthood. Through collaboration with educational professionals, the educational needs of youth in residential placement can be appropriately addressed.
- **Trauma-informed model embedded in the treatment framework:** Many youth entering into residential placement have experienced some level of trauma. With trauma-informed care models, youth should have the opportunity to have targeted treatment plans, involving specialized therapy, arts, and interventions that prioritize trauma-informed care, allowing healthy interactions and positive coping mechanisms, resulting in positive healing outcomes overall.
- **Ensuring appropriate behavioral health services:** Comprehensive behavioral health services are essential for addressing emotional and behavioral challenges that youth are

facing while in residential placement. These services which include individual, group, and family therapy and psychiatric evaluations, promote overall positive mental health.

- **Ongoing medication management and monitoring:** Youth who require medication to help manage mental health symptoms should always have access to appropriate medication management through regular engagement with psychiatric professionals, monitoring, and therapy.
- **Planning for a successful transition into adulthood:** As older youth approach the transitional age, developing a concrete and collaborative plan remains a crucial step to ensure success in future endeavors. With strategies including training, skill building, educational and vocational assistance, housing assistance, and established connections with family and community resources, many youth may be supported in their independence and well-being.

As DHS continues efforts to ensure all youth in residential placement have access to the above services to ensure well-rounded and robust treatment, there have been challenges identified for youth with more complex needs. When a youth has mental health and behavioral health needs and presents with delinquent behaviors or interactions, they are less likely to be accepted for placement, causing waitlists, truancy, and increasing the time in which a youth with complex needs goes without any intervention or appropriate treatment. This is also exacerbated when youth are placed outside of Philadelphia County.

☐ Please describe the county's process related to congregate care placement decisions.

☞ The following questions may assist in development of a response:

- *What policies are in place to guide decision making?*
- *Who oversees and is part of the decision?*
- *Are youth involved in the decision-making? If so, how?*
- *How is the decision reviewed?*

DHS continues to utilize the following two main processes in determining residential placement appropriateness: the Level of Care (LOC) Assessment and the Commissioner's Approval Process. The LOC tool is still completed by DHS' Central Referral Unit (CRU) for children and youth who require placement, except those considered for kinship placement. Whereas the Commissioner's Congregate Care Team (CCCT) approves or denies residential placement based on a comprehensive summary from the CRU. However, prior to considering residential, DHS thoroughly examines and considers all kinship and foster care options and during this process, the youth can provide input to assist with the identification of a placement. Further, there is collaboration between the CCCT, the Courts, and the Juvenile Probation Office (JPO) to determine an appropriate placement for youth who are shared case.

☐ How has the county adjusted staff ratios and/or resource allocations (both financial and staffing, including vacancies, hiring, turnover, etc.) in response to a change in the population of children and youth needing out-of-home care? Is the county's current resource allocation appropriate to address projected needs?

Philadelphia County is continually adjusting staff ratios and resource allocations in response to changes in the population of children and youth needing out-of-home care.

DHS engages in ongoing efforts to increase staff in key areas such as Social Work Service Managers and Juvenile Detention Counselors as well as making targeted funding requests to adjust financial allocations to meet the needs of children and youth in care. Additionally,

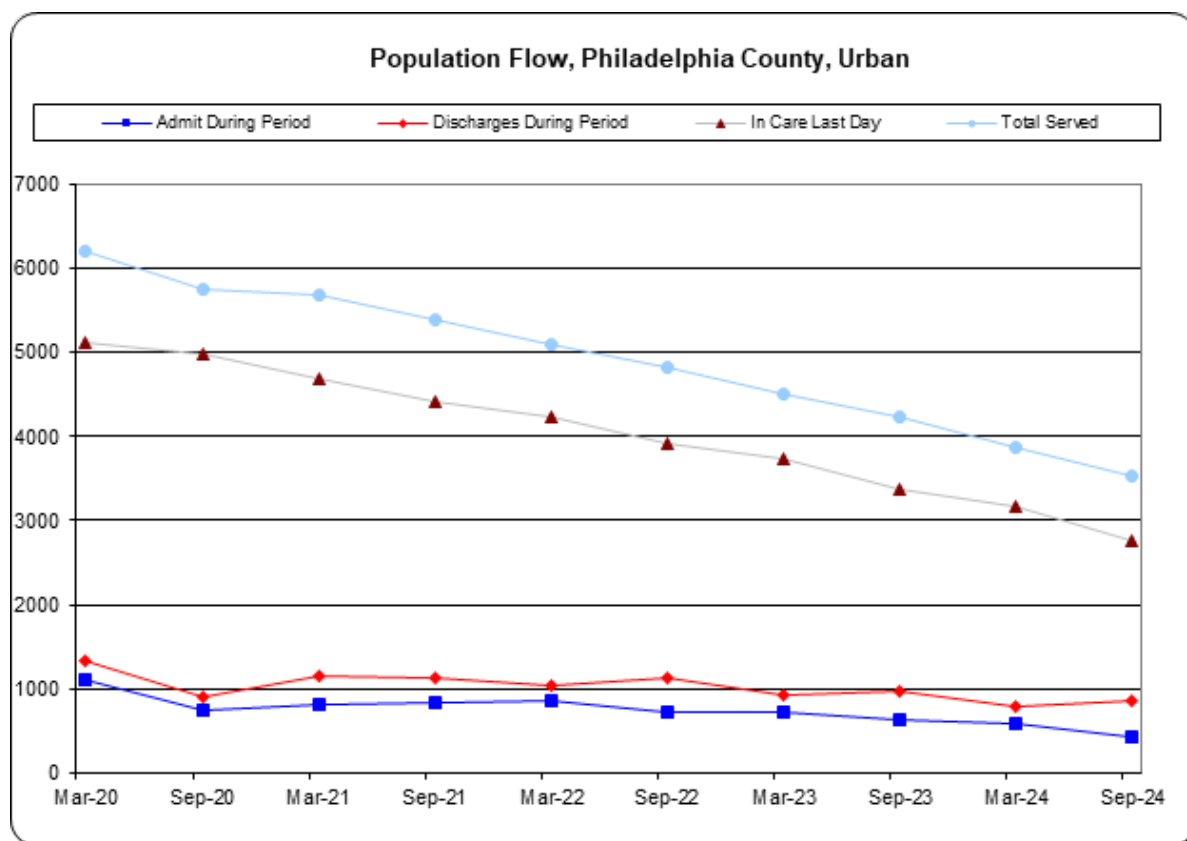
Philadelphia County continues to invest in the recruitment of key staff within the DHS Law Department Child Welfare Unit (CWU), to ensure we are able to make meaningful impacts in the lives of dependent and delinquent children and youth in all facets as they progress through the child welfare system.

DHS also engages in the continued enhancement of retention efforts and invests in targeted system-wide strategies to address retention challenges. More information on these efforts can be found in section 3-1c. *Complement*. Further, DHS continues to regularly monitor staffing levels and resource allocations to ensure specific and important system needs are appropriately addressed, and through these ongoing efforts, DHS has experienced modest improvements in overall retention rates and staffing levels.

DHS continues to invest appropriate funding in system partners that support the identification and recruitment of kin caregivers and strengthen collaboration with community-based partners. These investments sustain efforts to ensure that Philadelphia children and youth have access to safe, nurturing, and familiar environments, advancing DHS' commitment to prioritizing the placement of children and youth with kin and within their own communities.

2-3a Population Flow

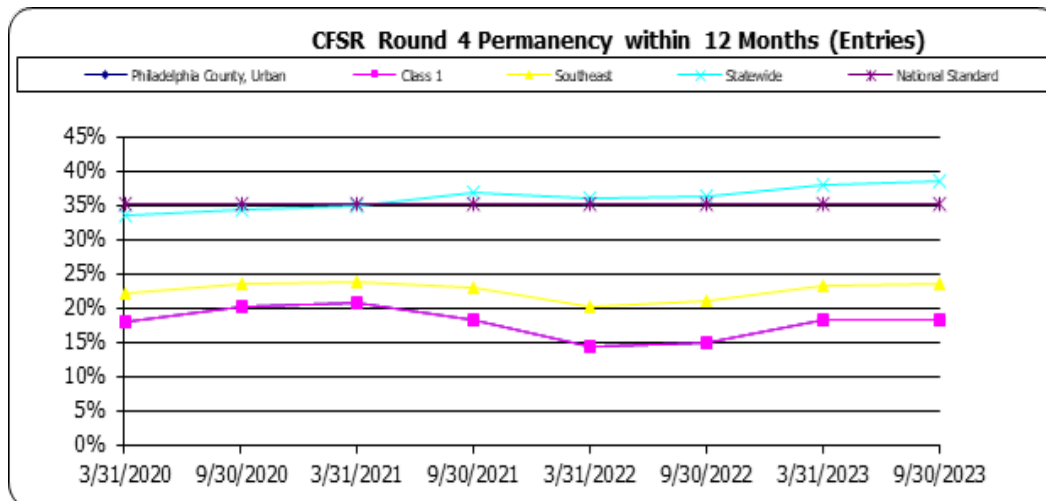
Insert the Population Flow Chart



The charts and analyses currently contain last year's data and will be updated with the finalized data at final submission.

2-3b Permanency in 12 Months (Entry)

Insert the Permanency in 12 Months (Entry) Chart



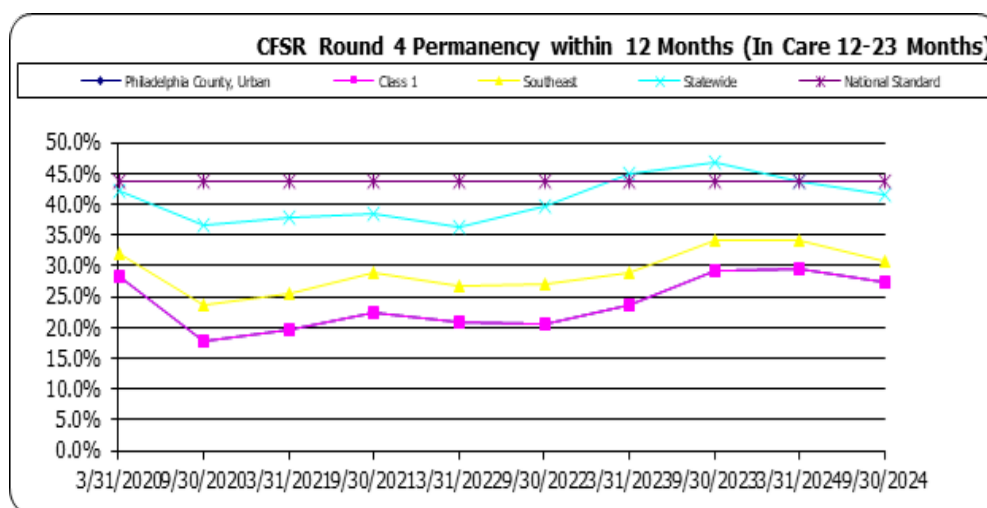
The charts and analyses currently contain last year's data and will be updated with the finalized data at final submission.

This indicator reports on the percentage of children and youth who enter care in a 12-month period and discharged to permanency within 12 months of entering care. The national performance standard is 40.5%. A higher performance of the measure is desirable in this indicator.

☐ Does the county meet or exceed the national performance standard?

2-3c. Permanency in 12 Months (in care 12-23 months)

Insert the Permanency in 12 Months (in care 12-23 months) Chart



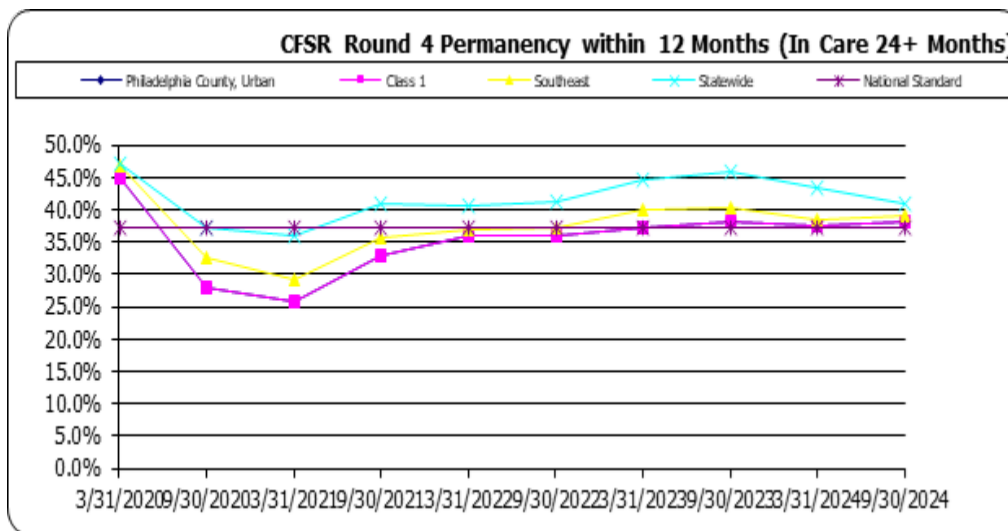
The charts and analyses currently contain last year's data and will be updated with the finalized data at final submission.

This indicator measures the percent of children and youth in care continuously between 12 and 23 months that discharged within 12 months of the first day in care. The national performance standard is 43.6%. A higher percentage is desirable in this indicator.

☐ Does the county meet or exceed the national performance standard?

2-3d Permanency in 12 Months (in care 24 Months)

Insert Permanency in 12 Months (in care 24 Months) Chart



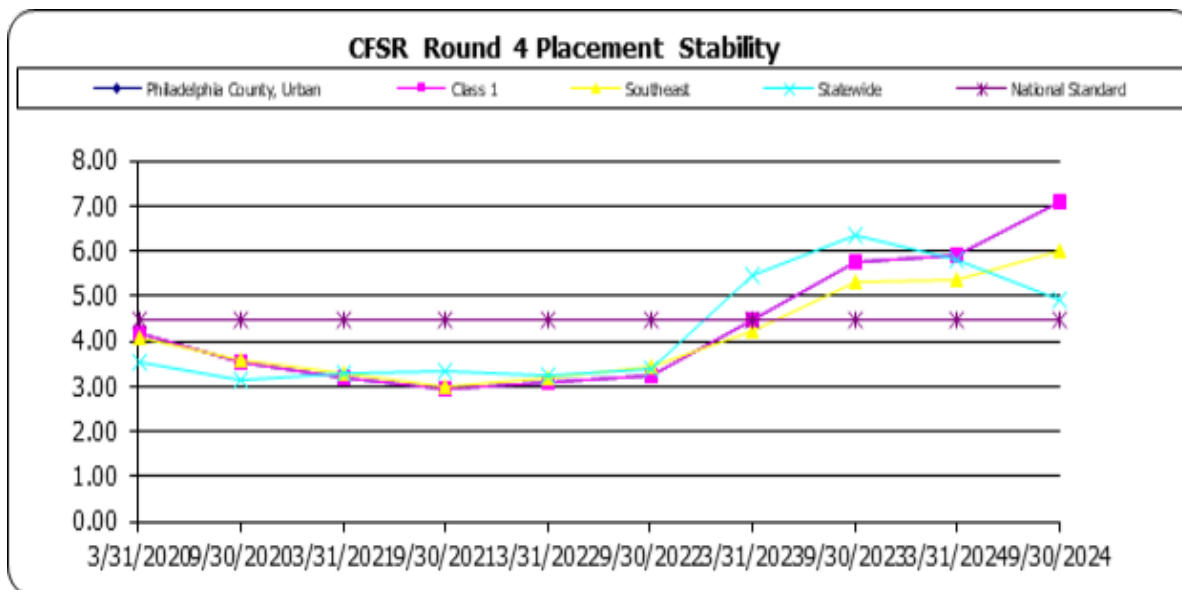
The charts and analyses currently contain last year's data and will be updated with the finalized data at final submission.

This indicator measures the percent of children who had been in care continuously for 24 months or more discharged to permanency within 12 months of the first day in care. The national performance standard is 30.3%. A higher percentage is desirable in this indicator.

☐ Does the county meet or exceed the national performance standard?

2-3e Placement Stability (Moves/1000 days in care)

Insert the Placement Stability (Moves/1000 days in care) Chart



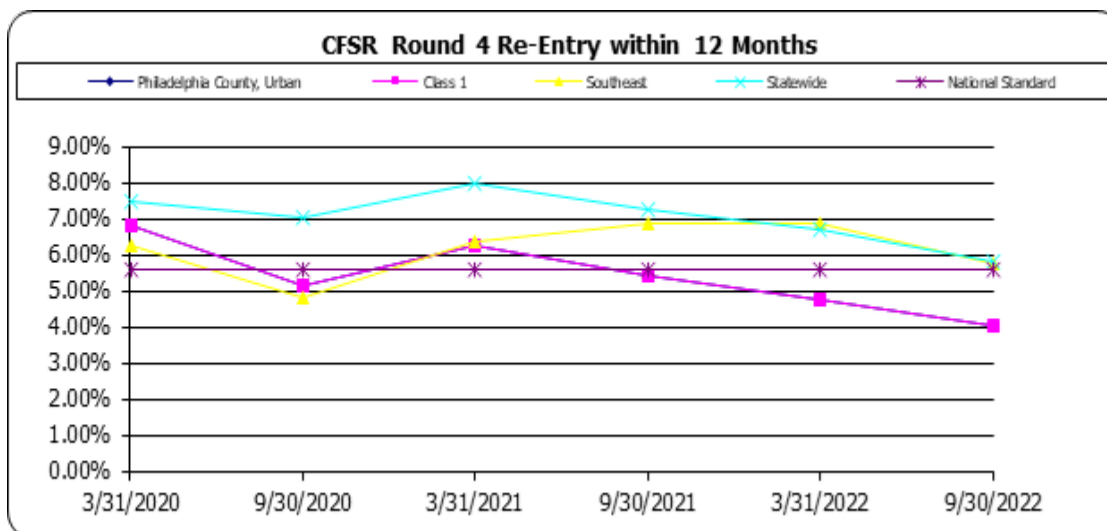
The charts and analyses currently contain last year's data and will be updated with the finalized data at final submission.

This indicator measures the rate of placement moves per 1,000 days of foster care for children and youth who enter care. The national performance standard is 4.12 moves. A lower number of moves is desirable in this indicator.

☐ Does the county have less placement moves than the national performance standard?

2-3f Re-entry (in 12 Months)

Insert the Re-entry (in 12 Months) Chart



The charts and analyses currently contain last year's data and will be updated with the finalized data at final submission.

This indicator measures the percent of children and youth who re-enter care within 12 months of discharge to reunification, live with a relative, or guardianship. The national performance standard is 8.3%. A lower percentage is desirable in this indicator.

☐ Is the county's re-entry rate less than the national performance standard?

2-4 Program Improvement Strategies

For FY 2027-28, counties will fully evaluate their performance in achieving permanency and stability for children and youth who enter placement. The analysis of current practices and services toward meeting the national performance standard for timeliness to permanence, re-entry and stability in placement will identify areas in which targeted program improvement is warranted. This analysis will also help to identify areas of technical assistance needed at the county level to address challenges identified. In addition, the areas of technical assistance identified on the county level across all counties in the commonwealth will help to identify areas that need addressed through a statewide focus. As part of the analysis, counties should take a holistic view of the data available to them, including information in the data packages provided, county-specific data, general indicators, etc.

As part of the data packages, counties were also provided data regarding:

- re-entry and reunification for dependent children and youth only (no SCR);
- children whose placement stay was 30 days or less;
- the number of children entering foster care for the first time who were in previous adoptions; and
- removal reasons for children and youth in placement.

Counties that do not meet or exceed national performance standard must identify program improvement strategies based on their analysis. Based on the county analysis of the data presented in 2-2a through 2-2i and 2-3a through 2-3f, as well as other county data reviewed, counties may also choose to consider other areas in which program improvement strategies have been identified. The following questions and steps outlined below will assist counties in identifying priority outcomes and identification of practice improvement strategies.

1. ANALYSIS

The analysis phase consists of two iterative steps: data analysis and root cause analysis. Initial data analysis can begin the root cause analysis process. The root cause analysis process often requires additional data analysis as one continues to seek more information about why a problem exists.

In addition to utilizing the analysis of the national performance standard for timeliness to permanence, re-entry and stability in placement, the county should consider conducting additional analysis to define problems to be addressed. The county may consider conducting analysis to determine if children and youth who do not achieve permanency in 12 months, do not have placement stability (less than four moves), and do not re-enter care differ from those who DO. The following questions should be considered in this analysis.

- a. Are there any distinctions in age, gender, race, disabilities, etc.?

Note: The data to respond to this question is received from the state and has not yet been received. However, this is last year's response that will be updated once the data is received from the state.

The following information was reported in last year's submission and was derived using the analyses conducted by HZA for Philadelphia County. Specifically, DHS asked: Of the children who enter care in a 12-month period, what percentage discharged to permanency within 12 months of entering care and did this percentage vary by age, gender, and race/ethnicity?

- **Age:** Between October 1, 2020, and September 30, 2021, children aged 6-12 more frequently achieved permanency within 12 months of entry compared with children aged 13-17 and 0-5. For this cohort, 16.2% of children aged 0-5 achieved permanency; 16.8% of children aged 13-17 achieved permanency; and 18.4% of children aged 6-12 achieved permanency. These trends were not consistent for children who remained in care beyond 12 months. Among children who were in care continuously for 12-23 months as of 10/1/22, children aged 0-5 and 6-12 more frequently achieved permanency within the next 12 months compared to children aged 13-17 (22.6% and 22.2% vs. 15.7%, respectively).
- **Gender:** Between October 1, 2020, and September 30, 2021, children who were identified as male achieved permanency within 12 months of entry at a slightly higher rate than children identified as female (17.73% vs. 16.17%, respectively). For children who remained in care beyond 12 months, male children achieved permanency at roughly the same frequently as female children. Among children who were in care continuously for 12-23 months on 10/01/21, 16.62% of male children achieved permanency within the next 12 months compared to 24.17% of female children.
- **Race/Ethnicity:** Between October 1, 2020, and September 30, 2021, children identified as Black or Hispanic more frequently achieved permanency than children who identified as White (17.69% vs. 14.29% vs. 9.68% respectively). These trends did not remain consistent for children who were in care beyond 12 months. Among children who were in care continuously for 12-23 months on 10/01/21, 15.96% of Black children achieved permanency within the next 12 months, compared with 20.00% of Hispanic children and 32.41% of White children.

Placement Stability

Note: The data to respond to this question is received from the state and has not yet been received. However, this is last year's response that will be updated once the data is received from the state.

The following is a calculation of placement stability without reference to age, gender, or race/ethnicity:

To calculate placement stability for each agency, PMT used the following combination of former and current Child and Family Services Review (CFSR) measures:

1. Of all children in foster care during FY25 who were in care for less than 12 months (as of May 6th, 2025), what is the rate of placement moves per 1,000 days of care?

2. Of all children in foster care during FY25 who were in care for at least 12 months but less than 24 months (as of May 6th, 2025), what is the rate of placement moves per 1,000 days of care?

3. Of all children in foster care during FY25 who were in care for at least 24 months (as of May 6th, 2025), what is the rate of placement moves per 1,000 days?

Children in foster care during FY25 as of May 6th, 2025 who were in care for less than 12 months had an average of 2.0 moves per 1,000 days of care. Children in foster care during FY25 as of May 6th, 2025 who were in care between 12 and 24 months had an average of 1.0 moves per 1,000 days of care. Children in foster care in FY25 as of May 6th, 2025 who were in care greater than 24 months had an average of 0.9 moves per 1,000 days. For all categories of length of stay, Philadelphia was below the most recently available national average of 4.48 moves per 1,000 days.⁹

Re-entry to Care

Note: The data to respond to this question is received from the state and has not yet been received. However, this is last year's response that will be updated once the data is received from the state.

The following is a calculation of re-entry into care without reference to age, gender, or race/ethnicity:

For youth who were reunified in FY 24, 10.2% youth re-entered dependent placement within one year. This represents a decrease of 1.3 percentage points since 2020. The re-entry rate for FY 24 was lower than the PA state rate (13.6%) and higher than the national median (7.4%).¹⁰

- b. Are there differences in family structure, family constellation or other family system variables (for example, level of family conflict, parental mental health & substance use)?

Response needed prior to final submission.

- c. Are there differences in the services and supports provided to the child/youth, family, foster family or placement facility?

Compared to last year's submission, the distribution of children and youth by gender slightly varied between those receiving dependent in-home and placement services as of June 30, 2025. For dependent placement services, there were slightly more children who identified as female (52%) than male (48%). For in-home services, roughly half of the children identify as male (49%) and half as female (51%). Additionally, older youth more frequently receive dependent placement services than in-home services. For in-home services, about a third (32%) of the children are aged five and under; a quarter (26%) are aged six-ten; 41% are aged 11-17; and only 2% are 18 or older. Comparatively, for children in dependent placement, a third (32%) are aged five and under; 20% are aged six-ten; about a third (34%) are aged 11-17, and 14% are aged 18 or older.

The demographic composition of children and youth differ based on their receipt of dependent services and supports compared to delinquent services and supports. Point-in-time data from June 30, 2025, indicates that the proportion of male and female children receiving dependent services was similar (i.e., 52% female, 48% male), whereas 93% of youth receiving delinquent services were identified as male and only 7% were identified as female. In terms of age, the

majority of children receiving dependent services were aged ten or younger (54%), whereas 86% receiving delinquent services were aged 16 or older. Regarding race and ethnicity, 84% of children receiving dependent services identified as either Black (67%) or Hispanic (17%), whereas 95% of youth receiving delinquent services identified as either Black (82%) or Hispanic (13%).^{11 12}

d. Are there differences in the removal reasons for entry into placement?

As reported in last year's submission, Philadelphia DHS has continued to work to improve the accuracy of data entry for removal reasons for entry into placement. The removal reason is often conflated with the reasons for placement changes. Once data accuracy is improved, analyses can be conducted to examine differences in removal reasons for entry into placement

e. Are there differences in the initial placement type?

For dependent children accepted for service in Quarter 3 of the past fiscal year, slightly less than two-thirds received in-home services as their first service. 23% of children received family foster care or kinship care as their first service, and 6% of youth received residential placement as their first service (a portion of youth either received "other" service, such as SIL, day treatment, mother/baby or did not have a service identified in DHS's data system during the first 30 days after the child was accepted for service).

The results of the data analysis will lead the county in further root cause analysis in which root causes are identified.

a. What are the resulting root causes identified by the county analysis.

Section to be answered after the data is analyzed.

Time Series Analyses: In order to evaluate our work, we have been conducting our time series analysis for General Protective Services (GPS) reports, which are neglect-related reports, and Child Protective Services (CPS), which are abuse-related reports for each quarter from FY18 to FY25. Our assumption is that as we continue to support children and youth in their own communities through the PF-CAN Support Line, GPS calls to the DHS Hotline will decrease as calls to the PF-CAN Support Line will increase. Overall, the baseline findings suggest that GPS and CPS reports have been stable over time. We are confident that this trend is stable enough for us to be able to identify the proposed impact of the implementation strategies.

On average, GPS reports are 89% of the Hotline reports we receive across each fiscal year while 11% are CPS reports. Both CPS and GPS reports have a range of 13 percentage points with a standard deviation of 3 percentage points across the seven-year period. The percentages remain relatively stable despite the fluctuation of the number of reports received during COVID. This indicates that the impacts of COVID-19 will have little to no impact on the change in reports as we move to full implementation. Additionally, it is also important to note that the last six quarters have seen the lowest percentages of GPS reports since quarter 1 in FY2018.

2. PROGRAM IMPROVEMENT STRATEGIES AND ACTION STEPS TO BE IMPLEMENTED AND MONITORED:

Copy and complete the table below as needed to describe the strategies the county will implement to achieve each desired outcome related to the root causes identified above. Provide rationale for how each strategy will contribute to the achievement of each outcome. Several strategies may be identified for each outcome. Communication with staff and partners should be considered critical action steps, as should the analysis of county and provider capacities in implementing change.

Outcome #1: **Keeping more children and youth in their own homes and communities.**

Related performance measures, if applicable:

Strategy 1:	Ensuring that families in need of child welfare and juvenile justice involvement are accepted for services
Identify if this is an existing strategy identified in prior year NBPB or a new strategy:	Existing strategy identified in prior year NBPB
Action Steps with Timeframes (may be several):	- o Ongoing efforts to train new DHS Social Work Service Managers in Hotline Guided Decision Making (HGDM). - o Continued efforts in implementation of transfer of learning activities and ongoing training and coaching opportunities for new Hotline staff. - o Continued use of Hotline Screening Units to safely divert families from formal system involvement. - o Ongoing efforts in quality assurance and monitoring to ensure appropriate report screen-outs. - o Continued requirement that Social Work Administrators review any family with two previous screen-outs within the past year and to conduct monthly review of all screen-outs to ensure proper services are offered and appropriate measures taken. - o Ongoing collaboration with Family Court to ensure that the Court has adequate resources to inform its safety through parenting capacity evaluations, which assist Family Court in making a custody decision that protects the safety of the child, potentially preserves a child's ability to remain with parent or kin, and potentially reduces the number of children that would enter the formal child welfare system. - o Ongoing efforts to provide training to DHS and CUA staff surrounding the Family First Prevention Services Act law and guidance. - o Ongoing efforts to provide training in the Family Engagement Initiative (FEI) to all new hires and ongoing staff. - o Continued efforts to reinforce protocols that require investigation staff to refer families to Prevention Diversion Services when appropriate. - o Investment in the increased capacity of prevention providers, to engage and serve families during the investigation process.

	- o Ongoing maintenance and support of Family Empowerment Centers in their efforts to serve more families diverted from the Hotline and supporting families during the investigation process. - o Continuous investment in the expansion of research to support prevention in reunification efforts and the ongoing reduction of residential placement through evidence-based programs.
Indicators/Benchmarks (how progress will be measured):	- o Regular review of a sample of screened out reports to ensure quality decision-making and tracking of families, including re-reporting or acceptance for service. - o Continued acceptance of referrals by Family Engagement Centers (FECs) and meeting performance standards. - o Increased engagement of families in the Plan of Safe Care (POSC) program, with successful completion and reduced re-entry into the system. - o Increased number of reports Hotline has diverted as compared to previous years. - o Increased number of families served in the prevention programming sphere. - o Increased diversion of youth from the system instead of arrest. - o Reduction in the number of youth adjudicated delinquent and placed in residential placement. - o Increase in the number of youth successfully diverted from the formal juvenile-justice system.
Evidence of Completion:	More children and youth diverted from formal child welfare and juvenile justice systems.
Resources Needed (financial, staff, community supports, etc.):	- o Continued funding for Graduated Response incentives, which provide incentives and interventions youth who are justice-involved based on their compliance with goals. - o Expansion request regarding diversionary programming system-wide, ensuring more children and youth can remain in their own homes and communities safely, through diversion and resources and without formal intervention. - o Funding requested to expand JPO diversionary and community-based programming for youth providing vocational and educational opportunities that support positive development and reduce future juvenile justice involvement. - o Funding for Juvenile Probation Community Relations Units to support community engagement efforts. - o Additional funding requested for more GPS devices as an alternative to secure detention and residential placement continuing to lower the census within PJJSC and keeping more youth in their own homes and communities - o DHS is requesting an increase to CUA discretionary funds to better service families and result in more children remaining in their own homes and communities and faster permanency rates.

	o Funding to support the implementation of the Massachusetts Youth Screening Instrument (MAYSI-2).
Current Status:	Various- demonstration of need, implementation, increased utilization, or maintenance. In FY26 Q1, just over 1,000 families were referred to DHS Prevention programs. Among those, 597 families accepted. their referral into their respective program. In line with the percent referred, FES and FEC are the most utilized DHS Prevention programs, serving nearly 90 percent of families receiving prevention services.
Monitoring Plan:	- o Ongoing efforts to gather feedback from program stakeholders, such as clients, staff, and community partners, to assess their satisfaction and identify areas of improvement. - o Conduct periodic quality assurance reviews of program operations, including documentation, procedures, and compliance with regulations and best practices. - o Analyze data collected from various sources, including surveys, assessments, and program records, to identify trends, patterns, and areas requiring intervention or additional support. - o Provide ongoing training and professional development opportunities to program staff to enhance their skills, knowledge, and effectiveness in delivering services. - o Utilize reports to provide regular updates on key program metrics, outcomes, and trends to stakeholders and decision-makers. - o Conduct regular case reviews and audits to ensure adherence to program protocols, identify areas of non-compliance, and implement corrective actions as needed. - o Foster collaboration and information sharing between different departments and agencies involved in delivering related services to ensure coordination, efficiency, and alignment of efforts. - o Conduct program evaluations and research studies to assess the effectiveness of interventions, identify best practices, and inform program improvements and policy decisions. - o Utilize a systematic approach for continuous improvement, including regular review of monitoring data, stakeholder feedback, and best practices, and implementation of evidence-based strategies to enhance program outcomes.
Identify areas of Technical Assistance Needed:	No technical assistance needed at this time. DHS will contact the Southeast Regional Office (SERO) if such need arises.
Strategy 2:	Engaging more children, youth, and families outside of formal child welfare and juvenile justice systems targeted prevention programs aimed at diversion and successful outcomes.

Identify if this is an existing strategy identified in prior year NBPB or a new strategy:	Existing strategy identified in prior year NBPB
Action Steps with Timeframes (may be several):	- o Continued investment in and expansion of Family Support through Primary Prevention (FSPP) providing programming to families citywide through several areas of community-based support and resource strategies. - o Expansion of the Integrated Case Management Model into all Community Schools, embedding prevention and diversion programming to service more children and youth. - o Ongoing expansion of PF-CAN Support Line to continue to support children and families with concrete goods aimed to divert them from formal services and provide appropriate resources, coupled with ensuring mandated reporters are trained and well-informed in their roles. - o Increase the use of Community Evening Resource Centers (CERCs) to assist with diverting youth from adverse behaviors by providing a shared community space with resources. - o Expansion of Career Connected Learning (C2L-PHL) to engage and connect more youth with intermediary providers, aiming for successful outcomes for those participating youth and to address the demand for opportunities. - o Expansion of Intensive Prevention Services (IPS) to provide children who are at risk for involvement with the Juvenile Justice system and their families with community-based programming aimed to divert the youth to better outcomes. - o Continual investment in the expansion of research to support prevention in reunification efforts and the ongoing reduction of residential placement through evidence-based programs.
Indicators/Benchmarks (how progress will be measured):	- o Increased family supports through truancy providers, resulting in a decrease in truancy referrals to Regional Truancy and Family Court. - o Increased presence of Out-of-School Time (OST) programs in priority neighborhoods - o Increased attendance in OST programs and data collection via program quality information through surveys and program observations. - o Increased number of referrals received and youth participation in prevention services and programming citywide, such as the OST, the Integrated Case Management within the Community Schools, the IPS programming, CERCs, and PF-CAN. - o Increased number of families served in the prevention programming sphere. - o Increased diversion of youth from the system instead of arrest. - o Reduction in the number of youth adjudicated delinquent and placed in residential placement.

	o Increase in the number of youth successfully diverted from the formal juvenile-justice system.
Evidence of Completion:	More children and youth diverted from for child welfare and juvenile justice systems. (any data or more information?)
Resources Needed (financial, staff, community supports, etc.):	- o Increased funding for PF-CAN Support line to continue to service families, develop and track prioritized service slots, and provide case management through DHS Diversion services such as Family Empowerment Services and Family Empowerment Centers. - o Continued funding for Graduated Response incentives, which provide incentives and interventions for youth who are justice-involved based on their compliance with goals. - o Expansion request regarding diversionary programming system-wide, ensuring more children and youth can remain in their own homes and communities safely, through diversion and resources and without formal intervention. - o Funding requested to expand JPO diversionary and community-based programming to provide youth providing vocational and educational opportunities that support positive development and reduce future juvenile justice involvement. - o Funding for Juvenile Probation Community Relations Units to support community engagement efforts. - o Additional funding requested for more GPS devices as an alternative to secure detention continuing to lower the census within PJJSC.
Current Status:	- o Increased family engagement through truancy providers, resulting in a decrease in truancy referrals to Regional Truancy and Family Court. In progress. - o Increased presence of Out-of-School Time (OST) programs in priority neighborhoods. - o Increase in the referrals and utilization of prevention programming system-wide: ▪ In Summer 20205, over 8,600 youth attended OST programming, including 1,241 High School OST participants who also took part in C2L programming. ▪ In Summer 2025, over 8,000 youth participated in C2L programming, an increase from previous summers. ▪ IPS received the most referrals in the past five years with 338 referrals in FY26 Q1. ▪ In FY26 Q1, CERCs have received over 7,450 visits representing an increase from previous fiscal year Q1. This work remains in progress.
Monitoring Plan:	Ongoing evaluation and monitoring of these services and service delivery, ensuring more children and youth are benefitting from these prevention and diversionary programs. Also, expanding and enhancing services as needed to meet service demands.
Identify areas of Technical Assistance Needed:	No technical assistance needed at this time. DHS will contact the Southeast Regional Office (SERO) if such need arises.

Outcome #2: Increase in Timely Reunifications and other Permanency (including CFSR indicators not met or exceeded by Phila DHS related to timeliness to permanency)

Related performance measures, if applicable:

Strategy 1:	Enhanced practice for timely reunifications and permanency and ongoing efforts in strengthening family engagement.
Identify if this is an existing strategy identified in prior year NBPB or a new strategy:	Existing strategy identified in prior year NBPB
Action Steps with Timeframes (may be several):	- o Ongoing efforts in maintaining the Family Engagement Initiative (FEI) framework to increase timely reunification and other permanency indicators. - o Ongoing expansion to our Law Department's Redaction Project to increase attorney focus on timely permanency by providing support in the case redaction arena. - o Continued investment in the support of quality parent representation in dependency proceedings through the Multidisciplinary Parent Representation, ensuring that parents continue to have adequate support and advocacy throughout the legal process. - o Expand the family voice portfolio to strengthen accountability and consistent engagement of biological families. - o Ongoing collaboration with Family Finding & FGDM partners to in alignment with FEI scope of work, to enhance the practice of keeping families and communities engaged throughout the planning process and identifying family supports for kinship. Additionally, there are ongoing efforts to streamline the submission of Crisis Rapid Response Family Meetings (CRRFM) & Family Finding reports through the Law Department to Family court to ensure quicker service delivery to children, youth, and families in dependency court. - o Continued implementation of the successful Kinship Navigator Program, identifying appropriate kinship options for youth in residential placement settings, reducing residential placement use and prioritizing better outcomes for those youth. - o Ongoing efforts to enhance practices and procedures ensuring a prompt and efficient process by minimize the time between termination of parental rights and finalization. - o Continued use of Family Time Visitation Houses to provide safe and stable environments to develop healthy family relationships.
Indicators/Benchmarks (how progress will be measured):	- o Increase in the number of youth who are reunified. - o Increase in the number of youth reunified within 12 months of placement.

	- o Decrease in youths' re-entry into care after reunification. - o Decrease placement moves so that reunification/permanency can happen in a timelier manner. - o Increase the number of youth adopted or awarded permanent legal custody within 24 months. - o Shortened time between termination of parental rights and finalization. - o Increase in the family engagement scores on the CUA scorecard. - o Increase use of kin and community-based alternatives. - o Increase in the number of timely and focused transition plans for older youth. - o Increase the number of resource parents who can care for youth with complex behavioral and physical health concerns. - o
Evidence of Completion:	More children and youth achieving timely reunification or other permanency.
Resources Needed (financial, staff, community supports, etc.):	- o Increase for Multidisciplinary Parent Representation through legal partner Community Legal Services (CLS), adding an additional attorney to the team to serve more children and families per year. - o Funding increase for CUA funding around cost of living to ensure CUA are adequately staffed and can provide needed services at an appropriate capacity. Funding request for Of Counsel position within DHS Law Department to ensure adequate support and mentorship for attorneys as they work toward providing safe and permanent solutions for court-involved children, youth, and families.
Current Status:	Various- demonstration of need, implementation and in progress.
Monitoring Plan:	- o Continued efforts in addressing any issues or missing information in a timely manner by regular engagement and communication of CUA Case Managers and PMT. - o The Annual reconciliation of the final benchmark list with CUAs before calculating the reinvestment, ensuring that the reinvestment calculation is accurate and holds verified data, promoting transparency and accountability. - o Improve communication channels between PMT and each CUA, including providing comprehensive reports highlighting achievements and areas for improvement, along with actionable recommendations. - o Adjust the provider evaluation frequency to a biannual basis for providers with a high number of service concerns. This more frequent evaluation ensures that ongoing issues are addressed promptly, and providers receive the necessary support and monitoring. - o Conduct regular reviews of case files to ensure the consistent utilization of Family Finding and Accurint. These reviews should be performed systematically and provide

	feedback to CUAs on areas for improvement and best practices. o Foster a culture of continuous improvement by soliciting feedback from CUAs and providers regarding the monitoring process. Regularly assess the effectiveness of the monitoring system, identify bottlenecks, and implement necessary enhancements to streamline operations.
Identify areas of Technical Assistance Needed:	No technical assistance needed at this time. DHS will contact the Southeast Regional Office (SERO) if such need arises.

Strategy 2:	Enhancing programming and resources for older youth and their families in successful transitions and reintegration from formal child welfare and juvenile justice systems.
Identify if this is an existing strategy identified in prior year NBPB or a new strategy:	Existing strategy identified in prior year NBPB
Action Steps with Timeframes (may be several):	- o Continued use of the Fostering Youth Independence (FYI) program that includes clear indicators, data collection methods, and reporting mechanisms. - o Ongoing efforts in monitoring activities to assess those program's effectiveness in providing support to older youth who have aged out of care. - o Regular communication and continued collaboration with stakeholders involved in supporting older youth through various programs such as Older Youth Transition meetings, Resumption of Jurisdiction, NYTD/Credit Check, mentoring programs, Independent Living Services, and Community Based Older Youth Contracts, ensuring a seamless and integrated approach to supporting youth and young adults in their transition to independence. - o Continued utilization of LifeSet to engage youth not active the Achieving Independence Center (AIC) independent living activities, ensuring that older youth aging out of care can establish supportive connections and gain the necessary skills for independent living, including education, employment, housing, and basic life skills. - o Ongoing investment in and support for the Achieving Independence Center (AIC), which continues to provide crucial resources, education, and overall support to older youth, improving outcomes as they transition out of the child welfare system. - o Continued enhancement and expansion of diversionary programs through DAO and system partners, who ongoingly provides successful diversionary efforts through programming such as Educators 4 Education, PAAN, The Urban Youth Alliance (Philly Connect), Glitz and Glam, Pennsylvania Barber School, and Collective Climb.

Indicators/Benchmarks (how progress will be measured):	- o Increased engagement of the county's children and youth in educational systems. - o Increased number of youth aging out with successful permanency and/or housing stability in the community.
Evidence of Completion:	More children and youth achieving timely reunification or other permanency.
Resources Needed (financial, staff, community supports, etc.):	- o Additional funding to expand the Empowering Older Youth Project via system partner Support Center for Child Advocates (SCCA), including bringing on two peer advocates, a child advocate attorney, and a social work manager. - o Onboarding additional Certified Peer/Youth Specialists at DHS to provide specialized support and advocacy for parents and youth involved in the child welfare system through consultations with parents and youth, providing a lived-experience voice in policy writing and system enhancement strategies. - o Maintain funding for older youth housing up to age 24 to assist youth who age out of the system with sustained housing support into adulthood.
Current Status:	In progress Successfully hired two additional Certified Peer/Youth Specialists as civil service/city employees.
Monitoring Plan:	Ongoing efforts to collect feedback to assess participant satisfaction, identify areas for improvement, and gather success stories. Use this feedback to inform program enhancements, identify gaps in service delivery, and make necessary adjustments to ensure the program effectively meets the needs of young adults aging out of foster care.
Identify areas of Technical Assistance Needed:	No technical assistance needed at this time. DHS will contact the Southeast Regional Office (SERO) if such need arises.

Outcome #3: Reduction in the Use of Residential placement (including CFSR indicators not met or exceeded by Phila DHS related to timeliness to permanency)

Related performance measures, if applicable:

Strategy:	Reducing the utilization of residential placement through enhanced monitoring, assessment, and efforts in timely discharges.
Identify if this is an existing strategy identified in prior year NBPB or a new strategy:	Existing strategy identified in prior year NBPB
Action Steps with Timeframes (may be several):	o Ensuring that key decisions surrounding residential placements are made at a higher supervisory level to maintain accountability and consistency through the Commissioner's Approval Process.

	- o Increase the number of referrals for Family Finding for youth in Residential placement as a proactive approach to identify and engage extended family members or other significant connections earlier on, promoting placement stability and long-term support. - o Continued utilization of Accurint searches as part of the process to identify relatives for family-based placement, aiding in locating potential kinship caregivers and supportive environments. - o Continued use of the Kinship Navigator Program and its robust and growing kinship support network system. - o Continued use and enhancement of the Profession Resource Parent (PRP) model, to ensure that youth are offered targeted and highly specialized, trauma-informed foster care services so that those youth with complex needs can be supported outside of residential placement. - o Maintaining regular residential placement reviews to identify ongoing opportunities for timely discharge planning. - o Strengthen collaboration with the behavioral health system to ensure that necessary and up to date services are provided to stabilize family-based placements, enhancing the well-being and success of children and youth in these placements. - o Continue in efforts to expand CALM services to all CUAs and for all children and youth entering placement or moving to a new kinship or foster placement, providing them with the necessary support, coping mechanisms, and other resources to promote stability and well-being for these youth. - o Strengthen resource parent recruitment efforts to identify homes specifically for youth with specialized behavioral health needs, and those with physical health needs. This targeted approach will ensure that these youth are placed in supportive and understanding environments. - o Increase recruitment efforts for resource parents who are willing to have only one child or youth in their home at any given time to comply with court orders. This will address the specific needs of youth requiring individualized attention and support. - o Identify foster care providers who are capable of recruiting and retaining professional resource parents willing to care for children and youth with sexually reactive behaviors resulting from sexual abuse or other complex behavioral health needs. This specialized recruitment strategy will ensure appropriate support and care for these vulnerable populations.
Indicators/Benchmarks (how progress will be measured):	- o Monitored through the frequency of placement disruptions or changes experienced by dependent youth. - o Enhance the process of connecting children and youth with suitable and compatible kin, or non-related caregivers considering their unique needs and preferences.

	- o Providing comprehensive support services through resource access, training, and assistance to children, youth, and kin/caregivers. - o Continue to foster communication and collaboration among all stakeholders involved in the placement process, including individuals, caregivers, caseworkers, and relevant professionals to ensure service alignment. - o Promote consistent and enduring relationships between children/youth and their kin/caregivers, facilitating trust, attachment, and continuity of care. - o Continue efforts to incorporate youth voices into quality improvement strategies and practice development by pursuing survey opportunities. This ongoing engagement will provide valuable insights and perspectives to inform decision-making and enhance services. - o Continue utilizing assessment instruments such as the Youth Level of Service and the Pennsylvania Detention Risk Assessment Instrument to inform Juvenile Probation Officers' recommendations to the court regarding the level of supervision, program selection, and length of stay for youth involved in the juvenile justice system. - o Increase the availability of community-based delinquent placement settings and GPS monitoring devices as an alternative to secure detention and residential placement so that the youth can thrive in their own homes and communities and work toward successful rehabilitation with family and community support.
Evidence of Completion:	- o More children and youth achieving timely reunification or other permanency. - o A reduction in the use of residential placement.
Resources Needed (financial, staff, community supports, etc.):	- o Increased funding for the Kinship Navigator Program Model to expand the network of kinship supports. - o Increased funding for Professional Resource Parent (PRP) Model, to provide comprehensive care for youth with multi-complex behavioral health needs.
Current Status:	DHS will continue to support the maintenance and enhancement of the continuum of alternative placement placements to include Community Based Detention Shelter (CBDS), Secure Detention Services, and institutional placements, through provider selection and service implementation.
Monitoring Plan:	Enhanced monitoring of residential placement providers on a bi-annual basis in an effort to promptly and adequately address issues that arise, ensuring the safety and well-being of the youth in their care.
Identify areas of Technical Assistance Needed:	No technical assistance needed at this time. DHS will contact the Southeast Regional Office (SERO) if such need arises.

Outcome #4: Improved child and family functioning and well-being (including CFSR indicators not met or exceeded by Phila DHS related to timeliness to permanency)

Related performance measures, if applicable:

Strategy 1:	Enhancing child and family well-being and support through trauma-informed principles when children and youth are removed from the home and educational support for those children and youth in out-of-home care.
Identify if this is an existing strategy identified in prior year NBPB or a new strategy:	Existing strategy identified in prior year NBPB.
Action Steps with Timeframes (may be several):	- o Continue to enhance DHS' multi-year system enhancement strategies focused on a trauma-informed child welfare system that expands the trauma-informed service delivery model for all DHS providers, including evaluating current trauma-informed trainings, practices, and programs implemented by DHS frontline staff and provider agencies and making recommendations for appropriate policies, processes, and trauma-informed curricula or trainings. - o OCF Prevention's Education Support Center (ESC) continued support with the Best Interest Determination (BID) processes and interagency Teamings. ESC assesses supports at the time of child placement and ensures educational stability is supporting. - o ESC and School District of Philadelphia (SDP) ongoing collaboration to look at trends and evaluate how technology can support youth when their placement is disrupted and avoid when possible changing schools. - o OCF Preventions' Summer Learning Series collaborative meetings, which include provider agency engagement and trainings.
Indicators/Benchmarks (how progress will be measured):	- o Completion of school Best Interest Determinations (BIDs). - o Increased number of DHS and CUA frontline staff and provider agencies trained in trauma-informed practices. - o Identification and implementation of programming at the PJJSC for youth charged as adults.
Evidence of Completion:	Improved child, youth, and family functioning.
Resources Needed (financial, staff, community supports, etc.):	- o Funding for cross-systems collaborations to strengthen engagement with all stakeholders who service dependent youth to identify appropriate services for children and youth in-need. - o Enhancement in provider capacity and investment into the stabilization of the provider system, improving service delivery and improving outcomes for high-need children and families. - o Expanding Behavioral Health programming into all Community Schools to ensure more children and youth have access to those services and can benefit from those resources. - o Emergency transportation services for youth in out-of-home placement, in order to support keeping children and youth in

	their school of origin, and avoiding the possibility of truancy, emergency transportation services are necessary to ensure a seamless process. - o Enhancement of provider acceptance of youth with complex needs or more challenging backgrounds (such as delinquent behaviors), to combat the long waitlist of youth not in an appropriate placement setting. - o Enhancement of scheduling technologies to ensure more BIDs are completed in an effective and timely manner, ensuring more children and youth have a concrete plan for their schooling while they are in dependent care or out-of-home placement.
Current Status:	In progress Completion of school Best Interest Determination conferences: of the 218 youth who had ESSA BID conferences because they were in dependent placement, 49 percent remained in their school of origin during their placement (during FY26 Q1).
Monitoring Plan:	OCF Prevention monitors the number of Best Interest Determination conferences quarterly and has improved its system for sharing Best Interest Determination forms with the School District of Philadelphia.
Identify areas of Technical Assistance Needed:	No technical assistance needed at this time. DHS will contact the Southeast Regional Office (SERO) if such need arises.

Outcome #5 Create and maintain sufficient infrastructure needed to achieve Outcomes 1-4

Related performance measures, if applicable:

Strategy:	- o Ensuring sufficient quality staffing through enhanced recruitment and retention efforts through: ▪ Improving candidate selection through increased talent pool channels. ▪ Continuing incentive pay program to attract and retain Juvenile Detention Counselors. ▪ Soliciting feedback at all levels to determine areas that require improvement including during Exit Interviews and with active staff during Town Halls and other engagement opportunities. ▪ Providing tools and services to support work, wellness, and employee recognition. ▪ Ensuring sufficient infrastructure to support innovative system-level programmatic growth and development.
Identify if this is an existing strategy identified in prior year NBPB or a new strategy:	Existing strategies identified in prior year NBPB

Action Steps with Timeframes (may be several):	- o Ongoing efforts in marketing, collaboration with the City of Philadelphia's Central Office of Human Resources for job postings and updates and building relationships with universities, colleges, and high schools to create employment pipelines. - o Continue to pay for necessary clearances for new hires to eliminate a barrier to hiring. - o Solicit feedback from new hires and their leadership. This ongoing feedback collection will enable continuous improvement of the onboarding experience to better support the successful integration of new staff. - o Maintain frequent training sessions for new DHS Social Work Services Managers and CUA case managers, ensuring they receive necessary training and support to succeed in their roles. - o Expanding the capacity of the simulation room to train new DHS and CUA staff. - o Ongoing efforts to purchase modern and usable open furniture to replace outdated cubicles in large open spaces, creating a more modern and collaborative work environment that better meets the needs of the staff and boosts moral. - o Ongoing enhancement of network infrastructure and implementing network and security features. - o Ongoing efforts to enhance and modernizing the DHS case management system to improve efficiency and effectiveness in managing cases and supporting client services. - o Continue to hire paraprofessional Social Work Aide staff, who continue to provide administrative assistance to DHS Social Work Services Managers in completing investigations, allowing managers to focus more on critical case work. - o Continue recruitment and retention efforts across the agency and all divisions. - o Expand Employee Recognition efforts to include monthly morale events, promoting a positive work environment and acknowledging the contributions of the staff. - o Continued integration of CQI associates to build greater capacity within DHS to more effectively use data to inform management, system improvements, and strategic planning.
Indicators/Benchmarks (how progress will be measured):	- o Increase in diverse qualified applicants and staff retention to actively promote diversity and create an inclusive work environment. - o Improvement in recruitment and onboarding process to streamline the recruitment and onboarding process, resulting in higher employee satisfaction, better performance, and reduced turnover. - o Enhancements in training infrastructure and quality to provide ample training resources, improve the quality of trainings, and ensure staff members have the necessary knowledge and skills to perform their roles effectively.

	- o Enhanced work environment and IT systems to enhance staff performance and data utilization. - o Average Salary Growth Rate to ensure competitive compensation and reward staff members for their dedication and contribution to the organization.
Evidence of Completion:	Retention of a stable and skilled workforce.
Resources Needed (financial, staff, community supports, etc.):	- o Ongoing hiring of additional staff, such as Clerks, Supervisors, and Program Analysts, to support the training needs of new CUA case managers and DHS Social Work Service Managers. - o Continued funding for the National Staff Development and Training Association (NSDTA) and Summit. - o Maintained funding for Training Consultants.
Current Status:	In progress
Monitoring Plan:	The Executive Cabinet continues to oversee the monitoring of these items and provides regular updates during their meetings.
Identify areas of Technical Assistance Needed:	No technical assistance needed at this time. DHS will contact the Southeast Regional Office (SERO) if such need arises.

Outcome #6: Decrease the number of families accepted for formal child welfare services as a result of non-safety related concerns.

Related performance measures, if applicable:

Strategy:	Enhancement in services and strategies to support families in their own homes and communities.
Identify if this is an existing strategy identified in prior year NBPB or a new strategy:	Existing strategies identified in prior year NBPB
Action Steps with Timeframes (may be several):	- o Continued investment and enhancement of the Philadelphia Department of Public Health's existing Philly Families CAN (PF-CAN) Support Line. - o Continued efforts in modifying, modernizing, and supplementing the statewide mandated reporter training to encourage a culture of support. - o Adoption and implementation of equity and justice framework, DHS' transformative process involving reviewing, assessing, and revising policies and procedures, as well as integrating equity and justice principles into day-to-day practice.
Indicators/Benchmarks (how progress will be measured):	Decrease in the proportion of children reported to the DHS Hotline for non-safety related concerns. In FY26 Q1, Hotline staff diverted 60 percent of reports. - o Reduction in the number of GPS (General Protective Services; neglect-related) reports. - o Decrease in the proportion of parents reported to the DHS Hotline with intergenerational involvement.

	o Increase in investments to address families' concrete needs and enhance resource connections.
Evidence of Completion:	Equity for all children and families through embedding an equity and justice framework systemwide.
Resources Needed (financial, staff, community supports, etc.):	Ongoing partnership with the Center for the Study of Social Policy (CSSP), who continue to provide input and activities to produce outputs of revised policies and training, leading to outcomes of improved cultural competence, trust, equitable services, and trauma-informed practices. Through this continued collaboration, DHS aims to become a sustainable, equitable, and trauma-informed child welfare system, providing better outcomes for the children, youth, and families served. This is not a request for additional funding but a mention of what is needed to sustain this work.
Current Status:	Midpoint
Monitoring Plan:	- o Time series analysis to assess the impact of interventions and determine evidence of completion. - o Ongoing efforts in identifying trend lines over the past ten years for key outcomes, including: • Proportion of children reported to the Hotline by demographics. • Tracking the percentage of GPS (General Protective Services) reports related to neglect. • The percentage of parents with inter-generational reports/ Monitoring changes in the proportion of parents reported to the Hotline with intergenerational involvement. - o Assessing the city-wide impacts of interventions on families who become known to DHS for non-safety concerns. - o Continuously monitoring and evaluating the impact of interventions to inform decision-making and improvements. - o Establishing a process for continuous quality improvement and strategic process evaluation.
Identify areas of Technical Assistance Needed:	No technical assistance needed at this time. DHS will contact the Southeast Regional Office (SERO) if such need arises.

For Program Improvement Areas that were identified in the FY 2026-27 NBPB Submissions, please review them and incorporate the ones that fit with one or more of the outcomes identified above. This approach encourages development of a single plan which encompasses all your improvement efforts.

Section 3: Administration

3-1a. Employee Benefit Detail

- ☐ Submit a detailed description of the county's employee benefit package for FY 2025-26. Include a description of each benefit included in the package and the methodology for calculating benefit costs.

<u>Non-Uniformed Employees</u>					
The following fringe benefit costs for non-uniformed employees are effective as of July 1, 2025, and should be added to all FY2026 costs which are chargeable to other city agencies, other governmental agencies and outside organizations:					
Municipal Pensions (Percentage of Employee's Pension Wages)					
<u>Plan</u>	<u>Employee Classification</u>	<u>Normal Cost</u>	<u>Unfunded Liability</u>	<u>Pension Obligation Bond</u>	<u>Total</u>
M	Exempt & Non-Rep employees and D.C. 47 Local 2186 members hired on or after 1/8/1987 and before 10/2/1992	4.632%	30.087%	6.954%	41.673%
Y	All non-uniformed employees hired after 10/1/1992	4.632%	30.087%	6.954%	41.673%
J	All D.C. 33 members & D.C. 47 Local 2187 members hired before 10/2/1992; and all other non-uniformed employees hired before 1/8/1987	4.632%	30.087%	6.954%	41.673%
10	D.C. 47 members hired after 3/5/2014; Civil service non-rep employees hired after 5/14/2014; D.C 33 members; Exempt,	4.632%	30.087%	6.954%	41.673%
16	Stacked Hybrid Plan D.C 33 and Correctional	4.632%	30.087%	6.954%	41.673%

	Officers hired after 8/20/2016 D.C 47/Exempts /Non- Reps hired after 12/31/2018. Compensation used in calculating benefits is capped at \$65,000				
<u>Employee Disability</u>		<u>Cost per Employee Per Month</u>			
Worker's Compensation		\$ 207.23			
Regulation 32 Disability		\$ 3.05			
<u>Social Security / Medicare</u>					
	Calendar Year Earnings Covered	Effective Period		Percentage	
Social Security	Gross Earnings not to exceed \$176,100	07/01/2025 – 12/31/2025		6.20%	
	Gross Earnings not to exceed \$184,500	01/01/2026 – 06/30/2026		6.20%	
Medicare	Unlimited Gross Earnings	07/01/2025 – 12/31/2025		1.45%	
	Unlimited Gross Earnings	01/01/2026 – 6/30/2026		1.45%	
<u>Group Life Insurance</u>					
All full time employees except those hired as emergency, seasonal or temporary help					
<u>Employee Classification</u>		<u>Coverage</u>		<u>Per Month</u>	
D.C. 33 (except Local 159 B)		\$25,000		\$ 3.92	
D.C. 33 Correctional Officer Classes of Local 159B		25,000		3.92	
D.C. 47		25,000		3.92	
Exempt & Non-Rep		20,000		3.13	
<u>Employee Health Plans</u>					
These plans are available to all non-uniformed employees except emergency, seasonal, temporary and part time employees					
<u>Employee Classification</u>		<u>Cost Per Employee Per Month</u>			
D.C. 33		\$ 1,500.00			

D.C. 47		\$ 1,100.00	
Exempt & Non-Rep Personnel in City Administered Plans:	Single	Single + One	Family
Keystone HMO 2	\$ 664.36	\$1242.11	\$1955.67
Personal Choice PPO 2	602.97	1129.33	1777.30
Dental PPO 3	41.03	75.91	118.99
Dental HMO 3	16.80	33.17	60.34
Optical 3	3.40	6.11	8.66
Prescription Plan 3	244.85	452.98	710.08
2 Based on self-insured conventional rates for calendar year 2025.			
3 Based on fully insured premium rates for calendar year 2025			
<u>Unemployment Compensation</u>			
<u>Employee Classification</u>		<u>Cost Per Employee Per Month</u>	
All non-uniformed employees		\$7.10	
<u>Group Legal Services</u>			
<u>Employee Classification</u>		<u>Cost Per Employee Per Month</u>	
D.C. 33		\$15.00	
D.C. 33 Correctional Officers		12.00	
D.C. 47		15.00	

3-1b. Organizational Changes

☐ Note any changes to the county's organizational chart.

The organizational chart has been updated to reflect recent personnel and leadership changes. An Operations Director was promoted to oversee Child Welfare Operations (CWO) Front-End Investigations, effective 5/11/26. The Operations Director position for CWO Diversionary Prevention became vacant following the incumbent's resignation, effective 5/29/26, and is currently pending recruitment. In addition, effective 1/19/26, two Deputy Commissioners exchanged program responsibilities: the Deputy Commissioner previously overseeing Policy Development System Enhancement (PDSE) now oversees CWO while the Deputy Commissioner previously overseeing CWO now oversees PDSE.

3-1c. Complement

- ☐ Describe what steps the agency is taking to promote the hiring of staff regardless of whether staff are hired to fill vacancies or for newly created positions.

DHS Human Resources collaborates with the Office of Human Resources bi-annually to plan for exam announcements and classification needs. This effort assists DHS in hiring staff to fill vacancies as well as fill new positions.

- ☐ Describe the agency's strategies to address recruitment and retention concerns.
 - **Ongoing updates to job specifications and examinations:** DHS continues to collaborate with Central HR, and the Mayor's Office to highlight strategies when updating and revising job specifications and ensuring that those revisions are completed in alignment with exam announcements so that applicants are not only aware of upcoming opportunities, but will also be aware of DHS' values to help communicate that DHS is an employer of choice.
 - **Ongoing recruitment efforts:** DHS works in conjunction with DHS Communications to ensure the continual approval of recruitment material to be used on SEPTA, social media, and other public facing entities where DHS' ads can reach a wide applicant pool throughout the city.
 - **Job information and fairs:** Providing job information pamphlets to prospective applicants at jobs fairs. Ongoing job fair attendance at area high schools, colleges, and universities. Additionally, candidates can receive a real job preview prior to and during the interview process.
 - **Reducing barriers in the onboarding process:** DHS continues to cover the costs for all required clearances and ensures that new hires have easy access to provide their required information during the on-boarding process.
 - **Continued implementation of Bridge Units:** Newly hired Social Work staff continue to receive ongoing training and close supervision until their final unit assignment, ensuring adequate support designed to aid in the transition and increase retention.
 - **Social Service Aide recruitment and implementation:** Since last submission, DHS has onboarded several Social Service Aides who have been deployed to front line units, assisting those social work staff with administrative duties, completing visits, and other supports to the case management work, aiming to increase retention through reducing worker burnout.
 - **Ongoing coaching efforts:** DHS continues in its commitment to professional development and actively promotes growth within DHS through completion of the Child Welfare Leadership Academy training, staff are also offered the opportunity for coaching as a support on their professional growth.
 - **Philadelphia Child Welfare Leadership Academy (CWLA):** DHS has developed leadership skills and competencies throughout the workforce through the expansion of the Academy to include additional levels of professionals.
 - **Ongoing employee professional development:** DHS continues to utilize the professional development opportunities provided via the continued funding for the National Staff Development and Training Association (NSDTA) and the Summit for Policy Development and System Enhancement (PDSE) staff. The purpose is to update knowledge and skills of PDSE staff needed to enhance all staff abilities to implement the goals of Improving Outcomes for Children (IOC).
 - **Supervising for Excellence training:** DHS continues to prioritize the Supervising for Excellence training program, offering it to supervisors and above in an effort to equip them

with the necessary knowledge and skill to excel and contribute to the overall success of DHS.

- **Ongoing partnerships with Child Welfare Educational Leadership Program (CWEL) and Child Welfare Education for Baccalaureates (CWEB):** DHS continues to collaborate with CWEL, supporting retention efforts through promoting career advancement and providing opportunities to pursue advanced degrees to qualify for supervisory roles. DHS also continues to hire qualified BSW graduates via the Child Welfare Education for Baccalaureates (CWEB) program.
- **Collaboration with Community College of Municipal Employees (CCME):** Since last submission, DHS has started a new initiative around recruitment through partnership with CCME, and through utilization of their various programs, DHS has the opportunity to create a new talent pool. Potential applicants from this partnership would not only be for SWSMs and JDCs, but also positions where there have been retention challenges, such as Administration Technicians.
- **PJJSC Training Supervisors:** New hires are connected with a Training Supervisor who can observe, support, coach, and model, in real time, appropriate and encouraged behaviors. Post on-boarding, new staff continue to feel supported and can obtain adequate and immediate assistance when necessary.
- **Workgroups and Townhalls:** PJJSC offers workgroups and townhalls around climate and culture, allowing current staff to provide feedback on how to improve on those areas and providing staff the opportunity to bring up any concerns or issues occurring as a whole. These workgroups highlight and advocate for work/life balance and staff are presented with opportunities to possibly fulfill that balance and assist with overall moral in an effort to promote retention.

Section 4: Required & Additional Language

4-1a. Assurances

The following pages include assurance forms to be completed by counties. These forms are:

- Assurance of Compliance/Participation
- Documentation of Participation by the Judiciary
- Assurance of Financial Commitment and Participation

The following forms must be signed and submitted electronically via the Send Secure Submissions folders on DocuShare.

**ASSURANCE OF COMPLIANCE/PARTICIPATION FORM
DOCUMENTATION OF PARTICIPATION BY THE JUVENILE COURT**

The Assurance of Compliance/Review Form provided in this bulletin must be signed by the County Executive or a majority of the County Commissioners, the Juvenile Court Judge(s) or his/her designee, the County Human Services Director, the County Children and Youth Administrator, and the County Chief Juvenile Probation Officer, and submitted with the FY 2027-28 Needs-Based Plan and Budget submission.

The Assurance of Compliance/Review Form has two signatory pages. The first page is for the County Human Services Director, the County Children and Youth Administrator, the County Chief Juvenile Probation Officer, and the Juvenile Court Judge(s) or his/her designee. This page must be submitted at the time of the county's implementation plan and needs based plan submissions. The second page is for the signatures of the County Executive or a majority of the County Commissioners. It must be submitted at the time of the county's financial budget submission and must contain the financial commitment of the county.

COUNTY: _____

These assurances are applicable as indicated below.

_____ Fiscal Year 2027-28 Children and Youth Needs-Based Plan and Budget Estimate; and

_____ Fiscal Year 2026-27 Children and Youth Implementation Plan

Note: A separate, signed Assurance of Compliance/Participation form must accompany the Children and Youth Implementation Plan and the Needs-Based Plan and Budget when they are submitted separately. This Assurance of Compliance/Participation form cannot be modified or altered in any manner, or the Children and Youth Implementation Plan and the Needs-Based Plan and Budget will not be accepted.

COMMON ASSURANCES

I/We hereby expressly, and as a condition precedent to the receipt of state and federal funds, assure that in compliance with Title VI of the Civil Rights Act of 1964, Section 504 of the Federal Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Americans with Disabilities Act of 1990, the Pennsylvania Human Relations Act of 1955 as amended, and 16 PA Code, Chapter 49 (Contract Compliance Regulations):

1. I/We do not and will not discriminate against any person because of race, color, religious creed, ancestry, national origin, age, sex, sexual orientation, or disability:
 - a. In providing services or employment, or in our relationship with other providers;
 - b. In providing access to services and employment for handicapped individuals.
2. I/We will comply with all regulations promulgated to enforce the statutory provisions against discrimination.

I/We assure that these documents shall constitute the agreement required by Title IV-E of the Social Security Act 42 U.S.C. § 672 (a)(2) for foster care maintenance, adoption assistance, and subsidized permanent legal custodianship payments.

I/We assure:

- The County Children and Youth Agency and Juvenile Probation Office have the responsibility for placement and care of the children for whom Title IV-E foster care maintenance, adoption assistance, and subsidized permanent legal custodianship payments are claimed;
- The County Children and Youth Agency/Juvenile Probation Office will provide each child all the statutory and regulatory protections required under the Title IV-E agency, including permanency hearings, case plans etc.;
- The agreement between the Office of Children, Youth and Families and the County Children and Youth Agency/Juvenile Probation Office shall be binding on both parties; and
- The state Title IV-E agency shall have access to case records, reports, or other informational materials that may be needed to monitor Title IV-E compliance.

I/We understand that any Administration for Children and Families disallowance incurred as a result of county noncompliance with Title IV-E prevention, foster care maintenance, adoption assistance, subsidized permanent legal custodianship, or Title IV-E administrative claim requirements will be the responsibility of the county.

I/We assure that all information herein is true to the best of my/our knowledge and belief based on my/our thorough review of the information submitted.

EXECUTIVE ASSURANCES

In addition to the Common Assurances,

I/We assure that I/we have participated in the development of the Plan, agree with the Plan as submitted and that all mandated services if funded by the Plan will be delivered.

I/We assure that these Plans comply with the "Planning and Financial Reimbursement Requirements for County Children and Youth Social Services Programs" as found in 55 PA Code Chapter 3140.

I/We assure that, when approved by the Department of Human Services, the attached Children and Youth Implementation Plan and Needs-Based Plan and Budget, including any new initiatives, additional staff and/or increased services and special grants that are approved, shall be the basis for administration of public child welfare services for all children in need under Article VII of the Public Welfare Code, 62 P.S. § 701 et seq., as amended.

I/We assure that, where possible, the county will cooperate with state efforts to maximize the use of federal funds for the services in this Plan.

I/We assure that all contracts for the provision of services addressed herein will require the providers to comply with Chapter 49 provisions (contract compliance regulations).

I/We assure that expenditure of funds shall be in accordance with these Plans and estimates, and Department of Human Service regulations.

I/We assure that services required by 55 PA Code 3130.34 through 3130.38 will be made available as required by 55 PA Code 3140.17 (b)(2).

I/We assure that the capacity of both the county and the providers has been assessed and it is my/our judgment that it will be adequate to implement the Plan as presented.

I/We assure all Title IV-E foster care maintenance, adoption assistance, and subsidized permanent legal custodianship payment eligibility requirements are met for the specified children, not merely addressed by the agreement.

I/We assure that the County Children and Youth Advisory Committee has participated in the development of this Plan and has reviewed the Plan as submitted.

I/We assure that representatives of the community, providers, and consumers have been given the opportunity to participate in the development of this Plan.

I/We assure that the county programs that affect children (e.g., Mental Health, Intellectual Disabilities, and Drug and Alcohol) have participated in the development and review of this Plan.

I/We understand that the accompanying budget projections are based on estimates and that the amounts may change when the state budget is adopted and final allocations are made.

I/We understand that substantial changes to the Plans subsequent to Departmental approval must be submitted to the Regional Office of Children, Youth and Families for approval.

I/We assures the Plan was made available for public comment prior to submission and that any comments were considered before the Plan was submitted. I/We assure that all new Guardians Ad Litem (GAL) have/will complete the pre-service training prior to being appointed to represent a child. If the GAL has not completed the pre-service training, costs incurred for representation of children by this GAL will not be claimed.

I/We assure that the County Children and Youth Agency is in compliance with all credit reporting agency requirements regarding the secure transmission and use of confidential credit information of children in foster care through electronic access for operation by counties where no agreement exists between the county and credit history agency. This also includes limiting online access to users approved by the Office of Children, Youth and Families for the explicit use of obtaining credit history reports for children in agency foster care.

**COUNTY ASSURANCE OF COMPLIANCE AND PARTICIPATION
DOCUMENTATION OF PARTICIPATION BY THE JUVENILE COURT**

**THE SIGNATURES OF THESE COUNTY OFFICIALS REPRESENTS AN ACKNOWLEDGEMENT OF COUNTY
COMMITMENT TO ADHERE TO THE COMMON AND EXECUTIVE ASSURANCES CONTAINED IN THE
PRECEEDING PARAGRAPHS**

County Human Services Director

_____	_____	_____
Name	Signature	Date

County Children and Youth Administrator

_____	_____	_____
Name	Signature	Date

County Chief Juvenile Probation Officer

_____	_____	_____
Name	Signature	Date

DOCUMENTATION OF PARTICIPATION BY THE JUDICIARY

In addition to the Common Assurances:

I/We assure that I/we had the opportunity to review, comment, and/or participate to the level desired in the development of the Children, Youth and Families' Needs-Based Plan and Budget.

I/We assure that the plan accurately reflects the needs of children and youth served by the juvenile court.

I/We assure that the Juvenile Probation Office has actively participated in the development of the Children, Youth and Families' Needs-Based Plan and Budget.

Judicial Comments:

Juvenile Court Judge(s)/ Designee

_____	_____	_____
Name	Signature	Date

_____	_____	_____
Name	Signature	Date

COUNTY ASSURANCE OF FINANCIAL COMMITMENT AND PARTICIPATION

THE SIGNATURES OF THESE COUNTY OFFICIALS REPRESENTS AN ACKNOWLEDGEMENT OF COUNTY COMMITMENT TO ADHERE TO THE COMMON AND EXECUTIVE ASSURANCES CONTAINED IN THE PRECEEDING PARAGRAPHS AS WELL AS COUNTY COMMITMENT TO PROVIDE THE LOCAL FUNDS SPECIFIED IN THE PLAN AS NECESSARY TO OBTAIN THE MATCHING STATE AND FEDERAL FUNDS BASED ON THE COUNTY’S PROPOSAL. THE LOCAL FUND COMMITMENT AS PROVIDED IN THE COUNTY’S PROPOSAL TOTAL \$_____.

Signature(s)

County Executive/Mayor

_____	_____	_____
Name	Signature	Date

County Commissioners

_____	_____	_____
Name	Signature	Date

_____	_____	_____
Name	Signature	Date

_____	_____	_____
Name	Signature	Date