

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEES ON PUBLIC HEALTH AND
HUMAN SERVICES AND PUBLIC SAFETY

Room 400, City Hall
Philadelphia, Pennsylvania
Wednesday, December 10, 2014
10:30 a.m.

PRESENT:

COUNCILWOMAN MARIAN B. TASCO, CO-CHAIR
COUNCILMAN CURTIS JONES, JR., CO-CHAIR
COUNCILWOMAN JANNIE BLACKWELL
COUNCILMAN WILLIAM K. GREENLEE
COUNCILMAN KENYATTA JOHNSON
COUNCILMAN ED NEILSON
COUNCILMAN DENNIS O'BRIEN
COUNCILWOMAN MARIA D. QUINONES-SANCHEZ
COUNCILMAN MARK SQUILLA

RESOLUTION 140706 - Resolution authorizing the committees on Public Safety and Health and Human Services to conduct joint hearings to evaluate DHS Family Service Plan (FSP) policies and procedures...

RESOLUTION 140952 - Resolution authorizing the Committee on Public Health and Human Services to hold hearings regarding the Department of Human Services' Improving Outcomes for Children initiative and the Community Umbrella Agency provider system.

- - -

1
2 COUNCILWOMAN TASCO: Good
3 morning, everyone. We're sorry we're
4 running a little late, because we're
5 trying to get the mics straightened out.
6 I'm Councilwoman Marian Tasco and I'm
7 Chair of the Public Health and Human
8 Services Committee, and next to me is
9 Councilman Curtis Jones, who is Chair of
10 the Public Safety Committee. Also on the
11 Committee we have Councilman Greenlee,
12 Councilwoman Maria Quinones-Sanchez,
13 Councilman Dennis O'Brien, and Councilman
14 Neilson.

15 Today we are here to have
16 hearings on two City Council resolutions.
17 They are not bills, but the resolution
18 gives us an opportunity to discuss issues
19 that have been brought before the City
20 Council without taking any action at the
21 end of the session, but can move to a
22 bill if that is necessary.

23 So we welcome you. We want to
24 recognize State Senator Shirley Kitchen
25 who is here with us today. She's in the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 State Senate up in Harrisburg.

3 (Applause.)

4 COUNCILWOMAN TASC0: So we're
5 here to have an open discussion on
6 Resolution Nos. 140952 and 140706.

7 I would ask the Clerk to please
8 read the resolutions.

9 THE CLERK: Resolution 140952,
10 authorizing the Committee on Public
11 Health and Human Services to hold
12 hearings regarding the Department of
13 Human Services' Improving Outcomes for
14 Children initiative and the Community
15 Umbrella Agency provider system.

16 Resolution No. 140706,
17 authorizing the committees on Public
18 Safety and Health and Human Services to
19 conduct joint hearings to evaluate DHS
20 Family Service Plan policies and
21 procedures, including the relevance of
22 the Family Service Plan in reunification
23 or alternative permanency planning goals
24 for children and youth under DHS
25 authority.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COUNCILWOMAN TASCO: Thank you
3 very much.

4 We will now recognize and call
5 to the witness stand the Commissioner,
6 Ms. Vanessa Garrett Harley.

7 (Witnesses approached witness
8 table.)

9 COUNCILWOMAN TASCO: I'm sorry.
10 Please forgive me. Sit down.

11 Let me recognize Councilman
12 Jones.

13 COUNCILMAN JONES: Thank you,
14 Chairwoman Tasco. I appreciate the
15 opportunity to say a brief statement.

16 These joint hearings on Health
17 and Human Service and Public Safety are
18 to examine procedures that the CUA system
19 has put in place over the last year.

20 DHS is important to the City of
21 Philadelphia. Human services are an
22 integral part of the fabric of our city.
23 In addition, they are approximately a
24 \$600 million annual appropriation that
25 represents about 9 to 10 percent of our

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 local budget, but its impacts go far
3 beyond the budget. Young people's
4 outcomes touch every aspect of City life.
5 And so their well-being is the City of
6 Philadelphia's well-being.

7 So we came here today to look
8 at SDPs, PPDs, and we'll learn a lot more
9 about these things today. In government
10 we know a lot about acronyms. But what
11 we want to look at is how we're doing,
12 how we can do it even better, and the
13 outcomes that we all want, we all want
14 for those kids get improved.

15 After one year of this system
16 of CUAs, Community Umbrella Agencies, we
17 are looking at how these services are
18 beginning to impact communities. And so
19 let me start by saying I could never,
20 ever, ever -- and I say this privately;
21 I'll say it on the record -- do your job.
22 You have an awesome responsibility, but
23 we are better together when we're all
24 giving input about how our children and
25 how the well-being of our society is.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 So thank you, Madam Chair, for
3 having these hearings.

4 COUNCILWOMAN TASC0: Thank you.
5 We certainly appreciate your comments,
6 and I think we're here to sort of get an
7 update on what's going on, what's been
8 going on, and if there are any issues or
9 any recommendations for improvement or
10 introducing new ideas, then we can have
11 that discussion here.

12 So Ms. Harley, would you like
13 to identify yourself for the record and
14 begin your testimony.

15 COMMISSIONER HARLEY: Yes.
16 Good morning. I'm Vanessa Garrett
17 Harley, the Commissioner of the
18 Philadelphia Department of Human
19 Services.

20 COUNCILWOMAN TASC0: You may
21 proceed.

22 COMMISSIONER HARLEY: Good
23 morning, Councilwoman Tasco and members
24 of City Council. I'm here today to
25 testify regarding Resolution No. 140952,

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 authorizing the Committee on Public
3 Health and Human Services to hold
4 hearings regarding DHS's Improving
5 Outcomes for Children, known as IOC,
6 initiative and the Community Umbrella
7 Agency, or CUA, provider system.

8 DHS's mission is to provide and
9 promote safety, permanency, and
10 well-being for children and youth at risk
11 of abuse, neglect, and delinquency. Our
12 vision is to become the nation's leading
13 child welfare agency that employs caring,
14 committed professionals who use
15 innovative and collaborative practices to
16 strengthen families and communities. The
17 IOC system transformation is the
18 cornerstone of our innovative approach,
19 as we believe that a community
20 neighborhood approach with clearly
21 defined roles between the county and
22 provider staff will positively impact
23 safety, permanency, and well-being of the
24 children and families that are involved
25 with DHS.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 I would like to take this
3 opportunity to provide you with some
4 context of what prompted DHS to develop
5 and implement IOC. The path to child
6 welfare reform in Philadelphia began in
7 2006 with the tragic death of Danieal
8 Kelly, a 14-year-old girl with cerebral
9 palsy who died of starvation and
10 infection in her own home. The grand
11 jury investigated the case and issued a
12 scathing indictment of DHS and called for
13 a large-scale reform to improve
14 coordination between DHS and its
15 providers and to improve accountability.

16 In 2006, Mayor John Street
17 created the Child Welfare Review Panel,
18 which is a high level panel of experts
19 charged with recommending reforms focused
20 on all aspects of DHS. The panel made 37
21 recommendations for both DHS and our
22 providers, calling its recommendations,
23 quote, imperative to improving the safety
24 of children, unquote. Most of its
25 recommendations have been implemented,

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 and some of the key ones are reflected in
3 IOC, including implementation of a safety
4 model of practice, development of an
5 internal strategy to monitor performance
6 and provide oversight, and clarification
7 of the roles and responsibilities between
8 DHS and its private providers. The panel
9 also recommended the development of a
10 process for ongoing community oversight
11 of improvements at DHS. This
12 recommendation resulted in an Executive
13 Order issued by Mayor Street, has been
14 continued by Mayor Nutter, which
15 established the formation of the
16 Community Oversight Board, known as COB.
17 This Board continues to meet on a regular
18 basis to provide both monitoring and
19 oversight regarding the operations of DHS
20 as well as the implementation of IOC.

21 Prior to IOC, DHS's child
22 welfare practice involved a dual case
23 management system, meaning that families
24 had a minimum of two main case workers,
25 one from DHS and one from a private

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 provider agency under contract with DHS
3 to deliver contracted services. For a
4 family with numerous children, the
5 workers multiplied, and a lack of
6 communication between DHS and the
7 provider agencies abounded, often with
8 negative consequences with the delivery
9 of services. As former DHS Commissioner
10 Anne Marie Ambrose who served from 2008
11 to August of 2014 stated, When
12 everybody's responsible, nobody's
13 responsible.

14 Under IOC, DHS is implementing
15 a single case management system in which
16 a family will have one case manager who
17 is responsible for the provision of
18 ongoing services. This case manager is
19 employed by a Community Umbrella Agency,
20 or a CUA, that is located in the
21 community where the family resides. IOC
22 is designed for families to receive their
23 services in the community whenever
24 possible. This model was developed by
25 studying numerous other jurisdictions.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 We conducted extensive planning over a
3 period of years, with significant
4 community and stakeholder input,
5 including child advocates, parent
6 advocates, the Department of Public
7 Welfare, Department of Behavioral Health,
8 Family Court, and the unions, DC47. We
9 continue to receive feedback and guidance
10 from the Improving Outcomes for Children
11 Steering Committee, who assist us with
12 identifying challenges and barriers to
13 full implementation. Additionally, we
14 received guidance regarding the design of
15 IOC from leading child welfare experts at
16 both Casey Family Programs and the Anne
17 E. Casey Foundation. These foundations
18 continue to provide us with technical
19 assistance regarding the implementation
20 of IOC.

21 The four goals of IOC are:
22 More children and youth maintained safely
23 in their own homes and communities; more
24 children and youth achieving timely
25 reunification or other permanencies; a

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 reduction in the use of congregate care;
3 and improved children, youth, and family
4 functioning.

5 In order to make sure the CUAs
6 are connected to and informed by the
7 community that they serve, each CUA is
8 required to have a Community Advisory
9 Board whose role it is to guide and
10 inform the delivery and type of services
11 offered by the CUA. Additionally, one
12 member of the Community Advisory Board is
13 required to sit on the Board of the CUA
14 organization.

15 Under IOC, DHS employees
16 continue to staff a 24-hour, 365-day
17 child abuse hotline as well as operate an
18 extensive investigation division, which
19 includes our sex abuse investigators who
20 are co-located with the Police,
21 Philadelphia Children's Alliance, and the
22 District Attorney's Office. In addition,
23 DHS staff facilitates family team
24 decision-making meetings, a process that
25 brings parents and their chosen support

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 network together to make decisions about
3 the Family Service Plan. DHS staff also
4 provide oversight and monitoring of the
5 CUAs. We also employ teams of people who
6 provide on-site technical assistance at
7 the CUAs. The DHS employees who perform
8 the technical assistance are seasoned
9 social work service managers and
10 supervisors who are co-located in the
11 Community Umbrella Agency. These
12 employees use their experience to coach
13 and provide guidance to the CUA staff on
14 case management.

15 There are now ten Community
16 Umbrella Agencies, all of who are
17 experienced child welfare service
18 providers that consist of seven agencies,
19 three of whom cover two CUAs each. They
20 have contracted with the City, each
21 representing approximately 10 percent of
22 the City's child welfare population. The
23 CUAs then all subcontract with other
24 agencies for placement and other social
25 services. However, the CUAs cannot

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 subcontract case management or in-home
3 services.

4 The geographic scope of each
5 CUA is based on police districts. At
6 this point, all CUAs are receiving cases
7 from DHS. It is our goal to have all
8 cases fully transitioned to the CUA
9 system during 2015. Currently, all new
10 cases where a family needs either in-home
11 or placement services are being
12 transitioned to the CUAs, and cases where
13 families are already receiving services
14 are individually reviewed by DHS before
15 being transitioned to the CUAs. As of
16 November 2014, 2,244 cases or families
17 are receiving services from the CUAs.

18 I would like to be very clear.
19 Although the core of ongoing casework is
20 transferred to the CUAs, DHS has been and
21 will always be responsible for the City's
22 child protective services and ongoing
23 service delivery system. As I mentioned
24 earlier, hotline, investigation, and
25 intake responsibilities remain at DHS and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 are being strengthened. Roles for other
3 DHS workers are changing. However, DHS's
4 staff continue to work with our provider
5 partners on the development of the
6 initial single case plan.

7 Using the family team
8 conferencing, DHS and CUA workers meet
9 with families and the family support
10 systems to develop the initial single
11 case plan. Then DHS transitions the case
12 to the CUA case manager, who leads the
13 work, including children and family
14 visitation, safety assessment, service
15 plan, court participation, and the
16 coordination of all services, until the
17 case is closed. DHS University, which is
18 the training arm of DHS, coordinates
19 training on the core curricula for all
20 social workers and supervisors so that
21 DHS and the CUA staff have a shared
22 understanding of law, policy, and
23 practice.

24 DHS is using the "Strengthening
25 Family" framework to support building a

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 common language concerning child safety
3 across all of the CUAs. This is a
4 strength-based approach to the delivery
5 of child welfare services. The framework
6 is built upon five evidence-based factors
7 that are shown to keep children safe in
8 their own communities, including parent
9 resilience, social connections, knowledge
10 of parenting and child development,
11 concrete support in times of need, and
12 social and emotional competence of
13 children. Consistent with this
14 framework, each CUA has several "Parent
15 Cafes," which are support groups that
16 incorporate this framework in order to
17 build community and provide parents and
18 caregivers an opportunity to network,
19 obtain emotional support, and receive
20 education concerning the five factors.
21 In addition, CUAs are facilitating other
22 community-building activities such as
23 movie nights, flea markets, and family
24 photo days.

25 DHS staff facilitate the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 ongoing family team conferences and
3 critical decision-making points
4 throughout the life of the case. Team
5 coordinators, a new position for DHS
6 staff, organize these family meetings,
7 engage the family in the process, and
8 identify extended family members and
9 other key people to attend and support
10 the family and track the progress of all
11 meetings, while working to identify the
12 strengths and barriers to reunification
13 and permanence. These meetings are
14 intentionally held in locations that are
15 most convenient for the family. They
16 allow the family to drive decision-making
17 and build the supports they need for
18 improved family functioning.

19 It takes more than a village to
20 reform a large child welfare system.
21 Because child welfare, behavioral health,
22 and education systems serve many of the
23 same families, DHS is working with these
24 other systems to create a comprehensive
25 continuum of community-based services

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 through collaboration. Community
3 Behavioral Health, or CBH, has assigned
4 two clinical care coordinators to each
5 CUA, helping to arrange for targeted
6 services for each family. DHS's
7 Education Support Center educational
8 liaisons will be co-located within
9 neighborhood schools, tied to CUA areas,
10 and serve all of the schools near each
11 CUA, with the goal of troubleshooting
12 educational issues for children involved
13 in child welfare. Our DHS nurses, who
14 are also assigned to the CUAs, continue
15 to work with families and the CUAs to
16 monitor the health and well-being of the
17 children that we serve.

18 DHS also provides significant
19 oversight and monitoring of the CUAs.
20 Based in the Division of Performance
21 Management and Accountability, PMA, DHS's
22 quality visitation reviewers and practice
23 monitors evaluate the CUAs provision of
24 services to families, ensuring that
25 visitation is occurring at appropriate

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 intervals, that safety assessment and
3 planning is occurring, and that each case
4 plan is working towards safe case
5 closure. This includes visiting with
6 caregivers. Program analysts and
7 supervisors are assessing the CUAs in
8 terms of contract compliance related to
9 safety, permanency, and well-being. DHS
10 also conducts ongoing Quality Service
11 Reviews to allow outside stakeholders to
12 interview family members concerning their
13 experience with the CUAs and to identify
14 system barriers to achieving positive
15 outcomes. Each IOC outcome has several
16 identified outcome measures, which are
17 evaluated and reported out at quarterly
18 ChildStat meetings.

19 Because Pennsylvania has a
20 state-supervised, county-administered
21 child welfare system, the state has been
22 an essential partner in the IOC system
23 transformation, and there is a signed
24 protocol and constant communication
25 between DHS and the Department of Public

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Welfare, now known as the Pennsylvania
3 Department of Human Services. Family
4 Court has also been an essential partner.
5 DHS continues to brief Family Court about
6 IOC. DHS continues to meet with the
7 leadership of the CUAs on a weekly basis,
8 while making adjustments and adapting the
9 model as implemented.

10 We all know that system reform
11 on such a large scale can be extremely
12 complex and many challenges will arise.
13 I am proud to say that DHS has been
14 successful in the planning and initial
15 implementation of our IOC. We are
16 receptive to feedback and are willing to
17 make appropriate adjustments as needed,
18 while always ensuring the safety,
19 permanency, and well-being of the
20 children and families that we serve. We
21 are committed to making IOC a success and
22 we are confident that it will result in
23 improved outcomes for Philadelphia's
24 children and families involved with our
25 system.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Thank you for allowing me to
3 testify today. I have here with me
4 Kimberly Ali, who is my Chief
5 Implementation Officer for IOC, and other
6 members of my staff are in the audience.
7 We are available to answer any questions
8 that you may have about this system
9 transformation.

10 COUNCILWOMAN TASC0: Thank you
11 very much for your testimony.

12 Before we continue, at the
13 request of Councilman Neilson,
14 Councilman, I call on you.

15 COUNCILMAN NEILSON: Thank you,
16 Madam Chair.

17 Yesterday we had a tragedy in
18 Philadelphia. We lost one of our
19 Philadelphia firefighters, and I only
20 thought it would be appropriate if prior
21 to commencing with this hearing that we
22 all stand for a moment of silence for
23 someone who has protected our lives as we
24 sleep safe at night, and maybe say a
25 prayer for Joyce Craig's family.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 (Moment of silence.)

3 COUNCILMAN NEILSON: Amen.

4 Thank you, Madam Chairwoman.

5 COUNCILWOMAN TASCO: Thank you
6 very much, Councilman Neilson. Thank
7 you.

8 Before we get into any
9 questions, you talked about other systems
10 across the country. In what other states
11 or cities are there comparable CUAs that
12 exist?

13 COMMISSIONER HARLEY: So
14 Florida, the State of Florida is doing
15 the system. New York City. I'm sorry.
16 New York City, the State of Florida,
17 Ohio -- I'm sorry, not Ohio. Wisconsin
18 has done a version of it. Nebraska at
19 one point in time, although, admittedly,
20 Nebraska's system did not do well, and at
21 this point, my understanding is that
22 Nebraska has revamped their system and
23 there's only one CUA left standing.
24 However, that one CUA is still servicing
25 about 40 percent of the kids in that

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 state.

3 Kansas has done very well with
4 their system across their state, and in
5 particular, Philadelphia went and we had
6 the ability to be able to, through the
7 facilitation of the two child welfare
8 experts, Casey Family Programs and Anne
9 E. Casey, to do some peer to peer and
10 learning from some of the other
11 jurisdictions, in particular Florida and
12 New York's.

13 So we actually have had many
14 conversations and have visited these
15 jurisdictions or these jurisdictions have
16 come here on multiple times. And so we
17 tried to adapt our Improving Outcomes to
18 what works for Philadelphia. So our
19 system does not directly mirror any other
20 jurisdiction. What we tried to do was
21 take what we thought were the best parts,
22 tried to learn from the lessons learned
23 or mistakes or things that appeared that
24 were not working and then tried to adapt
25 it for a system for Philadelphia.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 We actually are still in the
3 process, as you know, of implementing and
4 still trying to correct and make
5 adaptation where necessary. We have
6 actually some peer-to-peer calls
7 scheduled with Florida either this week
8 or next week, and we are also still
9 meeting with New York City. And,
10 actually, I just talked to the new
11 Commissioner for New York City last week,
12 and we will be going there in January for
13 some additional looking at what they're
14 doing, and they're also very interested
15 in some of the things that we're doing.

16 COUNCILWOMAN TASC0: Did you
17 look at Nebraska to see why they failed?

18 COMMISSIONER HARLEY: Yes,
19 ma'am, I did. I did some research on
20 Nebraska. There are multiple opinions,
21 but if you look at the articles and the
22 research, a lot of it is because, one,
23 they said Nebraska rushed it and they did
24 not have a lot of planning. It kind of
25 was ill-conceived and very rushed, and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 also that it was inadequately funded.

3 There were criticisms that the
4 caseloads that the -- they're in most
5 places called a lead agency. We call it
6 Community Umbrella Agency, if you hear me
7 using those words interchangeably. But
8 their lead agency caseworkers had very
9 heavy caseloads and also that they did
10 not have the necessary training.

11 And so what I would say is that
12 we tried to be very cognizant of those
13 factors as we were planning ours.
14 Philadelphia DHS has planned this for
15 approximately three to four years. It
16 was really a very thought-out planning
17 process. We established the IOC Steering
18 Committee that was multidisciplinary with
19 people from the various stakeholder
20 groups, including the courts, child
21 advocates, parent advocates, the union,
22 the provider community, DHS, and other
23 child welfare experts as we were
24 planning, and the planning has been going
25 on for quite some time.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 The other thing is that we set
3 the caseload standard for the Community
4 Umbrella Agency workers at ten, because
5 we thought that was a manageable
6 caseload. Now, that's debatable. Some
7 people think that it's too low; some
8 people think it may be too high. But we
9 did set it at ten because we knew that
10 what we were asking them to do and we're
11 hoping that to get the quality of work
12 that we're looking for, we didn't want to
13 set it too high and make the same mistake
14 that happened in Nebraska.

15 The other thing is that our
16 training is very extensive. We give
17 what's called Charting the Course. We
18 did it in conjunction, and it has been
19 certified and agreed upon by the state.
20 It's the same training that DHS social
21 workers receive. We have -- in essence,
22 when we bring in a class and they go
23 through on-the-job training, they get ten
24 modules of Charting the Course that goes
25 through all of the various parts of

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 everything that our social workers need
3 to know as well. We also provide booster
4 trainings and we'll go in and do
5 additional training whenever necessary.

6 So we tried to be very
7 intentional about what we were doing, and
8 that extensive planning had a lot to do
9 and having the willingness, just as we
10 are here, willingness to receive feedback
11 and try to tweak the system where you
12 hear or know that something is not
13 working.

14 MS. ALI: The final thing I
15 want to add about Nebraska is that one of
16 the other lessons learned was that they
17 did not --

18 COUNCILWOMAN TASC0: State your
19 name for the record. I'm sorry.

20 MS. ALI: My name is Kimberly
21 Ali. I'm the Chief Implementation
22 Officer for Improving Outcomes for
23 Children, IOC.

24 Another lesson that was learned
25 was that Nebraska did not implement IOC

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 in stages. We were very intentional in
3 terms of the rollout and the
4 implementation of our Community Umbrella
5 Agencies. Specifically, Northeast
6 Treatment, which is our first CUA,
7 started receiving cases in January of
8 2013. Our second CUA, which is APM,
9 began receiving cases in April of 2013.
10 From April of 2013 until December of
11 2013, we did not implement another CUA
12 because we wanted to look at the lessons
13 and look at some of the things that we
14 would learn from NET and APM in order to
15 make sure that when we rolled out
16 subsequent CUAs, that we can adjust as
17 necessary.

18 COUNCILWOMAN TASC0: Thank you
19 very much.

20 These CUAs, could you kind of
21 identify them for us in terms of where
22 they are and the caseload, the police
23 districts.

24 COMMISSIONER HARLEY: So the
25 first CUA is NET, or known as Northeast

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Treatment Center, and it is in --
3 actually, NET, Northeast Treatment Center
4 actually have two CUAs, CUA No. 1 and
5 they have CUA No. 7.

6 In terms of the police
7 districts -- I'm sorry. Let me pull out
8 that document that has that.

9 COUNCILWOMAN TASC0: I'll tell
10 you what would be helpful for us, if you
11 would sort of map it out where they are,
12 the police district, and then we can see
13 what communities are covered.

14 COMMISSIONER HARLEY:
15 Absolutely.

16 COUNCILWOMAN TASC0: That would
17 be helpful, if you could get that to the
18 Chair and we can share it with the
19 Councilmembers.

20 COMMISSIONER HARLEY: We have
21 that. And we do have a chart that has
22 the schematic for each Councilperson on
23 the Committee which CUAs are in your
24 community and which neighborhood is
25 there. We have that as well.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 MS. ALI: So Northeast
3 Treatment, as our Commissioner stated,
4 has CUA No. 1, which is the 25th Police
5 District. They also have CUA No. 7,
6 which is the 22nd Police District.

7 CUA No. 2 is APM. They have
8 the 24th and 26th Police District.

9 Turning Points for Children is
10 CUA No. 3. They have the 15th Police
11 District.

12 Catholic Social Services is CUA
13 No. 4. They have the 2nd, the 7th, and
14 8th Police District.

15 CUA No. 5 is Wordsworth
16 Community Services. CUA No. 5 has the
17 35th and 39th Police Districts.

18 CUA No. 6 is Tabor Community
19 Northern Partners -- excuse me; Tabor
20 Northern Community Partners. They have
21 the 5th and the 14th Police District.

22 CUA No. 8 is Bethanna.
23 Bethanna has the 1st, the 3rd, the 9th,
24 and the 17th Police Districts.

25 CUA No. 9 is Turning Points for

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Children. They have the -- I can't
3 remember. West Philadelphia. They do
4 Southwest, West Philadelphia. I can't
5 remember the specific police districts.
6 I'm sorry. It escapes me.

7 And CUA No. 10 is also
8 Wordsworth for Children.

9 CUA No. 9 and 10 both sort of
10 service the West Philadelphia, Southwest
11 Philadelphia police districts. And the
12 police districts escape me. My
13 apologies.

14 COUNCILWOMAN TASC0: Thank you
15 very much.

16 Our Councilman had a chart.

17 MS. ALI: I have it too. We'll
18 make sure we get that for you. She has
19 it.

20 COUNCILWOMAN TASC0: Thank you.

21 I don't have a light, so I
22 don't know who has questions. Councilman
23 Jones.

24 COUNCILMAN JONES: Councilman
25 Neilson.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COUNCILMAN NEILSON: Thank you,
3 Madam Chair.

4 What determines -- because we
5 just went through CUAs and we looked at
6 them. Some of them have multiple
7 districts. Just take like No. 4 has
8 three police districts in it. No. 2 has
9 two police districts. Some of them have
10 multiple police districts and some of
11 them only have one.

12 What determines how many and
13 where and what?

14 COMMISSIONER HARLEY: So what
15 determined how many police districts they
16 had was directly correlated with where we
17 saw the number of cases that we receive
18 at DHS from. So some of them where you
19 see that they have multiple police
20 districts, we don't get as many cases
21 from those districts. And then others
22 where they only have one is because we
23 receive a large amount of cases from
24 those districts, and so that's about all
25 that CUA would be able to handle.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COUNCILMAN NEILSON: So it's
3 based on the need of that individual
4 police district?

5 COMMISSIONER HARLEY: Yes.

6 COUNCILMAN NEILSON: Now, is
7 that reevaluated on an annual basis?
8 Because we know how the demographics of
9 the City change constantly. Is that
10 something that you look at on an annual
11 basis to correct that, whereas there may
12 not be as much need in Area A as there is
13 in B next year?

14 COMMISSIONER HARLEY: So --

15 COUNCILMAN NEILSON: Is that
16 something you can shift?

17 COMMISSIONER HARLEY: We are
18 definitely talking about it and looking
19 at it now. I cannot tell you that we had
20 shifted it or done it before. I've been
21 Commissioner since the end of August.
22 Since that timeframe, we have been
23 talking about that and looking at
24 boundaries. But it is something we will
25 definitely be monitoring. We do monitor

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 where our cases come from, because you're
3 correct, sometimes one area is a hotspot
4 and then for whatever the reason it
5 changes and another part of the City, you
6 begin to get more cases. And so we will
7 have to monitor. We'll continue to
8 monitor, and we'll do shifts as
9 necessary.

10 COUNCILMAN NEILSON: All right.
11 That's it, Madam Chair, for me for now.

12 COUNCILWOMAN TASCO: The Chair
13 recognizes Councilman Jones.

14 Get the mics fixed, please.

15 COUNCILMAN JONES: Yeah, we're
16 not low tech.

17 Thank you so much, first of
18 all, and congratulations for your new
19 role within DHS.

20 COMMISSIONER HARLEY: Thank
21 you.

22 COUNCILMAN JONES: And I'll
23 reemphasize, I couldn't do this job. It
24 is a monumental task, and when individual
25 families have troubles or fail, you guys

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 are asked to step in, you, your staff,
3 and the CUAs. So we appreciate what you
4 do.

5 Just a couple of clarifying
6 points and I'll go into some questions.
7 So as a result of the Danieal Kelly case
8 in the Street Administration, we created
9 an advisory board to look at how we do
10 this service and make recommendations,
11 and up until last year, we even
12 implemented it with the CUA system as we
13 know it.

14 COMMISSIONER HARLEY: That's
15 correct. The Street Administration did
16 the initial Community Advisory Board via
17 the Executive Order. They made about 37
18 recommendations, and looking at the
19 recommendations they made as we were
20 trying to implement it, several of the
21 recommendations kept sort of crossing
22 over each other, such as clarification of
23 roles and responsibility, who is really
24 responsible, the fact that we were just
25 one large building on the corner of 16th

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 and Arch and not disposable to families
3 and sort of intimidating the families,
4 that one big steel-looking building on
5 the corner and that we had no community
6 presence. And so part of the IOC
7 development was in particular trying to
8 get at those two recommendations, amongst
9 others, about service delivery.

10 COUNCILMAN JONES: So at some
11 point in this process, people a lot more
12 in tune with the needs than us decided
13 that DHS under its original structure was
14 not equipped or could be further enhanced
15 to provide it and those rationales were,
16 if I heard what you just said, being more
17 accessible in the community as opposed --
18 or de-centralized in another way, and
19 that these ten districts were recommended
20 somehow as the catchment areas for those
21 services.

22 COMMISSIONER HARLEY: So pretty
23 much as what you said. We wanted to
24 de-centralize. We wanted to be in the
25 community, wanted to be more accessible.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 And to be just honest, everybody in this
3 room knows DHS did not have a good
4 reputation in the neighborhoods amongst
5 the communities that we served. There
6 was often fear or intimidation or other
7 reasons that families who may have needed
8 our services would not avail themselves
9 of the services, so that -- and so the
10 hope was that we would get families who
11 were more aligned with some of these
12 community organizations that many of them
13 or provider agencies that are now CUAs
14 might go to them, get some services, and
15 they could prevent them from having to
16 come into the formal child welfare system
17 or be able to stabilize a family before
18 we have to remove a home, hoping that the
19 embeddedness in the community -- and the
20 community part is sort of the cornerstone
21 of IOC, which is why we did so much work
22 on community engagement, collaboration,
23 requiring the Community Advisory Board,
24 requiring a member of that Community
25 Advisory Board to be on the original

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Board for IOC. But a lot of it was about
3 that de-centralization, but also the
4 clarification of roles and
5 responsibilities.

6 The system that we had at
7 DHS -- and we are still truthfully in a
8 dual system, because we haven't moved all
9 of our cases to IOC -- was a sort of
10 cumbersome system, in that every family
11 had at least two social workers that they
12 were working with - the DHS social
13 worker, who was providing case
14 management, and then the ongoing worker
15 from the provider agency, who was
16 providing direct services.

17 But if you had a family, as
18 many of our families are, who have
19 multiple children, sometimes a family
20 with four kids could potentially have
21 four to five social workers working with
22 them, because you'd have your DHS case
23 manager, but many of the provider
24 agencies, the social workers were
25 assigned per child and not always

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 necessarily per family, depending on the
3 level of care that was involved with the
4 family or whatever. You could imagine,
5 that's very confusing for a family to
6 figure out who am I supposed to listen
7 to. We did not do a good job of
8 communication. So the social workers at
9 DHS and sometimes provider agencies,
10 sometimes they worked very well together;
11 other times they didn't. Sometimes they
12 communicated; sometimes they didn't. But
13 it was very confusing to families, as you
14 can imagine, when different people are
15 telling you to do different things.

16 So part of the Improving
17 Outcomes was trying to streamline this
18 case management, and we like to say one
19 case manager, one family, one plan. So
20 that was another thing that went into it.

21 COUNCILMAN JONES: So I won't
22 debate whether that could have been done
23 in-house or under -- let's go where we
24 are. So we are now one year from the
25 first implementation of a CUA?

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COMMISSIONER HARLEY: The first
3 CUA started around January of 2013.
4 January, February 2013 they started
5 getting cases. So we are one year
6 implementation for the first one or two
7 CUAs. We are past one year. Actually,
8 the last three CUAs - CUAs 8, 9, and 10 -
9 just started receiving cases on November
10 17th.

11 COUNCILMAN JONES: So it's
12 difficult to have measurements to see
13 before and after yet, but we will keep an
14 eye on whatever -- because in any new
15 system, you're going to have issues, and
16 you're supposed to be mindful of those
17 issues and tweak it along the way. So I
18 get that.

19 Of the two thousand and -- I
20 think it's 2,244 cases, is that roughly
21 what you have?

22 COMMISSIONER HARLEY: That's
23 about right. At the Community Umbrella
24 Agencies?

25 COUNCILMAN JONES: Yes.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COMMISSIONER HARLEY: Yes.

3 COUNCILMAN JONES: So is that
4 your total caseload for DHS or just
5 within CUA systems?

6 COMMISSIONER HARLEY: No; just
7 within the CUA system.

8 COUNCILMAN JONES: So what is
9 your total caseload?

10 COMMISSIONER HARLEY: So total
11 caseload as of September of 2014, we had
12 approximately a little over 4,600
13 children in placement. However, our
14 total caseload, you would have to add the
15 in-home services cases to that. I
16 believe in November of 2014, somewhere
17 around that ball park, what we -- the
18 last measurement we had with the CUA is
19 that there were the 2,244 cases with the
20 CUA and there was still 2,794 cases at
21 DHS.

22 COUNCILMAN JONES: So we don't
23 know -- all right. So roughly 50 percent
24 are within CUAs and roughly 50 percent
25 are still within the traditional DHS

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 structure?

3 COMMISSIONER HARLEY: Yes.

4 COUNCILMAN JONES: And is that
5 evenly divided among in-home cases versus
6 custody cases?

7 COMMISSIONER HARLEY: No, I
8 would not say it was evenly divided.

9 COUNCILMAN JONES: What's your
10 guesstimate?

11 COMMISSIONER HARLEY: The
12 reason I say that is, when we started the
13 implementation of IOC, intentionally the
14 first two to maybe four CUAs even, but
15 definitely the first two CUAs, CUAs 1 and
16 2, we only gave them in-home cases in the
17 beginning, because it's a little bit
18 easier to transition the in-home cases as
19 opposed to placement.

20 I would say that the majority
21 of in-home cases have already been
22 transitioned to the CUA. So that means
23 that many of the cases remaining at DHS
24 are what we call placement cases, which
25 means you're in some level of foster care

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 and/or congregate care, which means group
3 home or institutional. So the majority
4 of cases left at DHS are more the
5 placement cases.

6 COUNCILMAN JONES: So in your
7 testimony, it is your goal to in 2015
8 transition the other 50 percent?

9 COMMISSIONER HARLEY: Yes.

10 COUNCILMAN JONES: Originally,
11 as I remember as well, there was an
12 effort not to displace traditional DHS
13 staff workers. Is that still the case?

14 COMMISSIONER HARLEY: Yes. The
15 union was at the table in the beginning.
16 DC47 was invited to the table and did
17 participate on the IOC Steering
18 Committee, leadership from the union.
19 One of the agreements that then
20 Commissioner Ambrose made with the union
21 is that we would not lay off or displace
22 any DHS workers who were working at the
23 Department at the time of initial
24 implementation around January 2013, and
25 in fact, we have not laid off any DHS

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 workers. Their jobs are changing for
3 some of the workers that are going into
4 some of these newly created positions
5 that have been developed for IOC, but
6 they are still social workers and/or
7 social work supervisors, but their roles
8 are just changing in how we use them, and
9 in fact, we are still hiring staff. We
10 have an OJT class in right now, and we
11 have authority to bring in a few more in
12 January, because through normal attrition
13 ranks and other things, we still had to
14 make sure that we have some adequate
15 staffing levels, although trying to be
16 intentional about staffing as we brought
17 it in. Because what you didn't want to
18 do is have an excess of staff and not
19 have jobs for them to do, but we
20 definitely have positions for all of the
21 existing DHS staff.

22 COUNCILMAN JONES: So what is
23 the size of that staff, roughly?

24 COMMISSIONER HARLEY: Roughly
25 close to -- well, it's hard for me to

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 separate. I would say it's a little over
3 1,600 staff that we have, but I'm in my
4 mind adding in Juvenile Justice Services,
5 which is not part of this IOC. I would
6 say roughly in the Children and Youth
7 Division, which is the division most
8 affected by IOC, we had about 1,000 staff
9 all together.

10 COUNCILMAN JONES: So your
11 intentions are in 2015 to transition and
12 we won't see layoffs in your Department,
13 but you'll see, I'm imagining, a
14 reassignment or some new role?

15 COMMISSIONER HARLEY: Yes.
16 That's correct. You'll see some
17 reassignment. Some staff will stay as
18 they are. We are required and we are
19 keeping our Hotline and our Investigation
20 Division. So we have regular
21 investigations. We have Hotline when you
22 call in a report. Those staff will
23 remain as they are, unless they get
24 promoted or they transfer to another
25 department by choice. But those

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 divisions all remain, all of the
3 investigation units.

4 All of the front end of DHS
5 remains as it is right now. However, in
6 the ongoing service regions are the staff
7 that are most affected. That is the
8 staff whose work we were transitioning to
9 the Community Umbrella Agencies. For
10 those staff, there will be reassignment.
11 Some of them will either be reassigned to
12 our Intake and Investigation Units as we
13 try to strengthen them or our Hotline or
14 some of them have gone into newly created
15 positions around IOC.

16 COUNCILMAN JONES: So within
17 that, you mentioned in your testimony how
18 you're doing university-style training of
19 the CUA staff in conjunction with
20 traditional DHS workers?

21 COMMISSIONER HARLEY: Yes. DHS
22 University is what we call our training
23 department. They are providing the
24 training to the Community Umbrella staff.
25 They also provide the training to DHS

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 staff. And the Community Umbrella social
3 workers are required to receive the same
4 training that DHS workers receive,
5 because they had to be certified also by
6 the state in order to be able to go out
7 and do this work. And so they are
8 receiving the same training.

9 We also offer booster and
10 educational trainings, and just like DHS
11 social workers, they are required to get
12 an additional 20 hours of training per
13 year to continue to be certified to do
14 social work.

15 COUNCILMAN JONES: So if I'm a
16 family recipient of these services, do I
17 have an option between a CUA or a DHS
18 traditional? If I was working with a
19 prior child with a DHS worker, was that
20 relationship severed or --

21 COMMISSIONER HARLEY: Yes. In
22 some instances, yes.

23 COUNCILMAN JONES: And were
24 there complaints about that at all?

25 COMMISSIONER HARLEY: Yes.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Being honest, we did receive complaints
3 about it sometimes.

4 COUNCILMAN JONES: I wouldn't
5 expect you to be anything but honest.
6 And I'm not judging. I'm just asking.

7 COMMISSIONER HARLEY: I
8 understand. Yes, we did get complaints
9 about it, because naturally some families
10 may have developed relationships with the
11 DHS workers that they were working with,
12 but in order to transform the system and
13 to move to the Community Umbrella Agency
14 system, they were transferred to
15 Community Umbrella workers. We did try
16 to be as intentional about it and as
17 courteous to the families as we could in
18 terms of trying to -- the family team
19 conferencing is where the initial handoff
20 of the case takes place, and the DHS
21 worker would be present as well as the
22 new or someone from the Community
23 Umbrella Agency, so that hopefully you
24 could introduce them to it, but tried to
25 be intentional about transferring. But

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 unfortunately the transformation of cases
3 did cause the severing of some
4 relationships.

5 COUNCILMAN JONES: I want to --

6 MS. ALI: However, Councilman,
7 you indicated and the Commissioner
8 indicated that we still have about 50
9 percent of cases that are still at the
10 Department of Human Services. And those
11 cases that are still at the Department of
12 Human Services are the cases that are
13 already actively involved with the
14 ongoing service region social worker.
15 Because we wanted to ensure that we
16 always took the needs of the child, the
17 youth, and family into consideration, the
18 reason why we just did not transition all
19 of those cases over to the Community
20 Umbrella Agency is because we wanted to
21 look at each of those cases individually.
22 So if that child or youth or family, the
23 case was either going to be closed out
24 with the Department or if a child was
25 going to be reunified with their family,

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 we made a decision to hold those cases at
3 the Department so that we can move to
4 safe case closure as opposed to
5 introducing another social worker to the
6 family.

7 COUNCILMAN JONES: So what I
8 want to do is yield, Madam Chair, for the
9 Senator's questions.

10 COUNCILWOMAN TASC0: Yes.
11 Senator Kitchen asked that -- we invited
12 her to come to the table, so she wanted
13 to participate and still are --

14 COUNCILMAN JONES: Do you want
15 to come up?

16 SENATOR KITCHEN: No. The
17 question is good.

18 COUNCILWOMAN TASC0: I have a
19 question she asked. What determines what
20 agencies that CUAs subcontract with, and
21 does the community reputation drive this
22 process or the lowest bidder?

23 COMMISSIONER HARLEY: That's a
24 good question, Senator.

25 SENATOR KITCHEN: Thank you

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 very much.

3 (Applause.)

4 COMMISSIONER HARLEY: So the
5 Community Umbrella Agencies do
6 subcontract. There is a vigorous
7 subcontracting process. Most of what I
8 think drives who they subcontract with is
9 who can provide the service that is
10 needed in particular. But in an effort
11 to try and ensure that appropriate
12 services were being provided in that, it
13 was being done fairly and the right
14 opportunities and everything given.

15 DHS stayed involved in the
16 subcontracting process, and in fact, we
17 have sort of a robust system involved
18 where the CUAs have to apply and tell DHS
19 who it is they want to subcontract with.
20 We do a vetting process through DHS for
21 different areas, looking at everything
22 from past performance, history for those
23 providers who have delivered this type of
24 service before, to even our financial
25 department trying to do some look-see at

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 financial viability, because we want to
3 make sure that whomever is being brought
4 on board to deliver services is able to
5 be able to be viable and continue to
6 deliver them.

7 But the main driver, as far as
8 I can see, is more about who has the
9 competency and the ability to deliver the
10 services.

11 Certainly they are -- and, now,
12 it depends on what services you're
13 talking about. When I'm saying
14 subcontractor, the big bucket in my mind
15 is those that are delivering services to
16 the children and families such as foster
17 care beds, foster care homes or group
18 homes or institutional placements. There
19 are also subcontracting, though, that
20 goes on with the -- some of the Community
21 Umbrella Agencies also subcontract for
22 other services. We encourage them to try
23 and subcontract with people in the
24 neighborhood. For example, with someone
25 like our Parenting Cafes, they may

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 subcontract with some of the local
3 restaurants or other things that can
4 provide services. So we do try and
5 encourage as much as we can community
6 participation in it, but ultimately the
7 contract between the subcontractor and
8 the CUA is the contract between the
9 subcontractor and the CUA. We just try
10 to make sure that they're not getting
11 anybody that we think won't be
12 appropriate to deliver services to our
13 kids.

14 COUNCILWOMAN TASC0: Senator
15 Kitchen, would you identify yourself for
16 the record.

17 SENATOR KITCHEN: Yes. State
18 Senator Shirley kitchen, 3rd Senatorial
19 District in Philadelphia.

20 COUNCILWOMAN TASC0: Proceed.

21 SENATOR KITCHEN: Thank you,
22 Madam Chair. Thank you for inviting me
23 here to join you.

24 I'm so glad I came here this
25 morning because I've learned more just in

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 the short time I've been here about what
3 you're doing than in several of the
4 meetings we had, but the concern still
5 rests is, are the CUAs qualified to
6 deliver the services that the children
7 need?

8 (Applause.)

9 SENATOR KITCHEN: And what is
10 happening -- which I raised this before.
11 I just want to put it out there, because
12 to try to really answer just one, it
13 wouldn't do justice, because what is
14 happening to the long-term agencies that
15 had delivered services and as I said
16 before in our meetings is, assistance was
17 needed fiscally or if it was other kinds
18 of internal help, I feel as though it
19 should be given. This CUA is not the
20 save-all. It is not the do-all to answer
21 the problems the Department is having,
22 and my concern is CUAs, which has a good
23 chunk of my district, Northeast Treatment
24 has never, ever worked in North
25 Philadelphia, and now all of the sudden

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 in the heart of North Philadelphia you
3 have an agency. Maybe they do deliver
4 good services where they come from, but
5 those are the concerns.

6 Can the CUAs -- this model, can
7 it deliver? And what I'm gathering here
8 this morning is this system is more or
9 less in place with you all and you all
10 are defending something maybe because you
11 have to, because the CUAs --

12 (Applause.)

13 SENATOR KITCHEN: I would like
14 to really know exactly what is going on.

15 COMMISSIONER HARLEY: Exactly.

16 (Applause.)

17 SENATOR KITCHEN: I didn't say
18 that for you all to clap. No. I didn't
19 say it for you all to do that.

20 MS. ALI: So, first, just let
21 me state that the reason why we are here
22 is because we wanted to do the right
23 things for children, youth, and families.
24 So that's why we're here, because we have
25 that fundamental goal, desire, and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 mission and ministry, some of us, to do
3 the right things for children, youth, and
4 families.

5 But just to speak to the
6 qualifications that you asked about, the
7 qualifications of the CUA case manager
8 and the CUAs, the Commissioner indicated
9 that our very own DHS University, which
10 is DHS staff, not only do the training
11 for the Department but also does the
12 training for the Community Umbrella
13 Agency.

14 To give you a sense of that
15 training, the initial training in order
16 to be a direct services social worker
17 consists of 120 hours of training, and
18 the training consists of understanding
19 child abuse and neglect, understanding
20 child welfare, understanding how to
21 engage families, understanding how to do
22 appropriate safety assessments and risk
23 assessments, understanding how to
24 intervene and advocate on behalf of
25 families, understanding how to safely

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 close a case, and a number of other
3 things go into that training. In
4 addition, they have to be, just like our
5 DHS staff, they have to maintain
6 certification each year by completing 20
7 hours of training.

8 But in between those years, we
9 also have booster shots, if you will, in
10 order to ensure that people receive
11 refreshers on anything that's changing in
12 terms of the child welfare law.

13 In addition, what we also have
14 is that we also have practice coaches,
15 who are DHS social work service managers,
16 who are co-located at each CUA, and they
17 are there so that they can mentor, so
18 that they can coach, so that they can
19 provide additional training, so that they
20 can shadow CUA case managers in the field
21 to ensure that there is appropriate
22 transfer and learning.

23 We also have senior learning
24 specialists, which are Master-prepared
25 DHS supervisors, who are also co-located

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 at the CUAs to do the same thing, but
3 with a supervisory level staff - the
4 coaching, the mentoring, the training.

5 In addition, we have a division
6 or a section on technical assistance in
7 which -- that is ran by a director, who
8 also teams cases, most difficult cases,
9 with the CUA case managers, because we
10 know that we are talking about a precious
11 entity and that's our children, youth,
12 and family. And we also know that DHS,
13 we do have a number of years of expertise
14 and we want to make sure that we impart
15 and implant the expertise in each of the
16 CUAs.

17 COUNCILWOMAN TASC0: Let me
18 follow through on the Senator's concern.
19 We have a concern about the minority
20 participation. Prior to the system
21 changing, I particularly -- not in my
22 district, but there was a lady in
23 Southwest Philadelphia whose community
24 was sort of a special community that she
25 dealt with, and we found that she was not

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 selected to be a CUA. And so I want to
3 know -- and this question also comes from
4 Councilwoman Blondell Reynolds Brown as
5 well as the Senator, and I'm sure all of
6 us -- what have you done to better foster
7 opportunities for minority, women, and
8 disabled businesses in your system? And
9 how many of the CUAs represent the
10 minority community in terms of business?

11 COMMISSIONER HARLEY: Excellent
12 question. We too have real concerns
13 around minority, women, and disabled
14 participation, are trying to do what we
15 can to monitor it. If you are asking me
16 the CUAs themselves in terms of how many
17 of the CUAs are minority, we have APM is
18 minority and Tabor Northern, Tracey
19 Lavallias who runs Northern. Quite
20 frankly, some of it goes to who applied
21 to be a CUA. And what it takes to be a
22 CUA is very large infrastructure, and the
23 amount of infrastructure and staffing and
24 other things that you needed was
25 extensive. We did not get many who fell

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 into this category of minority, women or
3 disabled who applied to be a CUA, but
4 certainly we are encouraging every CUA
5 and in fact are monitoring it and
6 requiring them to try and reach certain
7 goals around subcontracting in that
8 community.

9 COUNCILWOMAN TASC0: Let me
10 just say this, and I appreciate your
11 testimony, but I keep hearing you say
12 "trying," "encouraging." We do have an
13 equal opportunity program here in the
14 City of Philadelphia and I do think you
15 have more power to require than to
16 encourage, and we ask you to use that
17 power --

18 (Applause.)

19 COUNCILWOMAN TASC0: -- to
20 encourage, and not just to encourage but
21 to require that there be minority
22 participation.

23 Were you a part of the
24 selection process for the CUAs in terms
25 of their filing an application with the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 City?

3 COMMISSIONER HARLEY: I was a
4 part of the selection process. I was the
5 Deputy Commissioner at DHS during the
6 time that the selection took place.

7 If I could, Councilwoman, to go
8 back to the answer about the minority
9 stuff, and I agree with you 100 percent,
10 we should hold them accountable and do
11 more than just encourage, and I think
12 that we do. Obviously I have not been
13 here that long and will certainly be
14 working on that mandate. We are looking
15 at the discretionary funds that each CUA
16 has and are measuring kind of what
17 they've spent. Every CUA has so far
18 spent dollars on minority, women
19 set-aside, and for some it's much higher
20 than others. For those that it is not as
21 high as we think it should be, we'll
22 certainly be doing some robust working
23 with them on that.

24 We also partnered with the
25 Office of Economic Opportunity this past

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 fall doing a Doing Business with
3 Non-Profit CUAs, particularly targeted
4 around bringing in minority, women, and
5 disabled providers and help with the
6 networking. I went myself to talk to the
7 CUAs and the others who came about the
8 importance of trying to foster these
9 types of relationships and contracts. So
10 we are also working with the OEO Office
11 around trying to make sure that this is
12 implemented.

13 COUNCILWOMAN TASC0: Well, you
14 know how important that issue is with the
15 Councilmembers and particularly
16 Councilman Jones and all of us really.

17 I'm going to call on
18 Councilwoman Maria Quinones-Sanchez, but
19 first before I do that, Senator, do you
20 have other questions? And you can stay.
21 Don't leave. Stay.

22 SENATOR KITCHEN: No.
23 Actually, I have other -- you all
24 hearings last longer than ours. I
25 thought it was a couple of hours. I

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 understand it's four from your staff.

3 COUNCILWOMAN TASC0: Let me ask
4 I think Councilwoman Quinones wants to
5 respond also to the same question that
6 you asked.

7 COUNCILWOMAN SANCHEZ: Yes.
8 Thank you. I was waiting, since we don't
9 have our light system here, in line.

10 I want to go back, because I
11 think it's real important. Having been
12 the Council district where a lot of this
13 stuff was first initiated, I really feel
14 like I've gone through some of the
15 growing pains, and notwithstanding the
16 partner organizations and the
17 stakeholders that I work closely with,
18 both NET and APM, I want to talk a little
19 bit about the systems and policies that
20 take us to where we are going, because I
21 think the value of these types of
22 hearings is clarification, as the Senator
23 says, really understanding this, but also
24 articulating what our core values are in
25 terms of who we are as a government and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 our responsibility, as Councilman Jones
3 says, to these children.

4 And so I want to go to the
5 depth, to the heart of what has been some
6 of the growing pain issues and ask you
7 your perspective as you move forward how
8 are you going to deal with it.

9 Initially many of us -- and we
10 continue to have some concerns about the
11 way the services were bundled, because in
12 a sense, going to the issue of
13 contracting, what you've done is because
14 you've made this so large, there are very
15 few organizations, particularly if we
16 really want to be inclusive and say the
17 diversity in the service provider world,
18 they're so large that very few
19 organizations have the capacity to do
20 this. And even the ones who have the
21 capacity -- and I think Nilda Ruiz from
22 APM would agree with me -- this is a huge
23 undertaking.

24 COMMISSIONER HARLEY:

25 Absolutely.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COUNCILWOMAN SANCHEZ: So in
3 the way we've packaged it, we've limited
4 ourselves, unless we're really willing to
5 revisit what has been -- and Councilwoman
6 Tasco has been Chair of Health and Human
7 Services for a long time. We had a
8 robust system of providers - good, bad or
9 indifferent - in the City for many, many,
10 many years. The bundling has created
11 this challenge that I want us to use as a
12 caution piece.

13 The geography of the Police
14 Department was a huge issue in the
15 beginning. Is this going to be
16 revisited? Because as we know, in my
17 case Lehigh Avenue becomes the dividing
18 line between NET and APM. If the goal is
19 ultimately to get to your point, which is
20 we want to have a unified case management
21 system for a family, then the system
22 cannot reflect geography, because our
23 community is transient. Is that going to
24 be revisited as you move forward?

25 COMMISSIONER HARLEY: So we

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 will definitely be looking at the police
3 districts and the geographic assignment.
4 Part of the reason -- and I do respect
5 that many of the families are transient.
6 Almost all of our families are transient,
7 and it does become difficult to move them
8 around from place to place, but we were
9 geographically assigning cases within DHS
10 even before IOC. In our current system
11 cases were geographically assigned.

12 The thought process behind that
13 was that hoping that people would get to
14 know the community, get to know the
15 services in the community, be able to
16 piggyback on some of the other, like
17 police community efforts and other
18 community efforts that were going on.

19 I do recognize, having heard
20 some feedback now, that we may definitely
21 have to look at the boundary lines again
22 and police districts or whatnot and
23 neighborhoods. And we kind of did police
24 districts also just because neighborhoods
25 are so flexible in Philadelphia. You

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 cross one street, you're here. You cross
3 another street, it's there. Just in
4 terms of what it would mean for us in
5 terms of our system and other things of
6 being able to delineate exactly where a
7 home went.

8 The value -- the reason we do
9 the neighborhood also is so that we have
10 some way of knowing. We know that if we
11 use the home of origin, what police
12 district the home of origin, which means
13 the home that the parent was living in
14 with the child or caregiver, whoever, we
15 got involved with the child from. That's
16 how we determine. But definitely we are
17 more than willing to tweak that.

18 In terms of having a robust
19 system of providers, you're absolutely
20 correct. Philadelphia definitely had a
21 robust system of providers. We had over
22 300 contracts. You can imagine that's
23 very difficult to sort of manage and to
24 evaluate and monitor kind of. Part of
25 the design of Improving Outcomes was

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 hoping to streamline that to some extent,
3 but to be frank with you, we still have
4 close to that many contracts.

5 One of the things we have not
6 done as of yet, there are some things
7 that we are intentionally keeping at DHS.
8 So those individual contracts with those
9 providers will remain between DHS and the
10 provider. We have not turned over the
11 majority, pretty much any, of the
12 prevention services that we were
13 providing. Those are still with DHS. So
14 we still have all of those contracts.

15 There were some other things
16 that we did, and this kind of piggybacks
17 on this question as well as your last
18 question. For example, we just issued a
19 truancy RFP, but I made the decision that
20 we would not allow the CUAs to be able to
21 apply for the truancy RFP, trying to get
22 at exactly what you're talking about, not
23 wanting any one group to sort of have a
24 conglomerate of all the services for DHS.
25 So we just awarded ten truancy contracts

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 to ten different providers that are not
3 Community Umbrella Agencies.

4 So there will always be a
5 network of providers that also still
6 contract with DHS as well. But
7 definitely we are very flexible at
8 looking at the feedback lines.

9 One of the things that we have
10 to look at and we kind of have not talked
11 about -- and you're right, it is robust
12 and this is very difficult to do. We
13 recognize that. Child welfare is
14 difficult, as Councilman Jones said,
15 whether it's DHS or the private provider
16 agencies doing it. But we are
17 experiencing an increase in the number of
18 cases that are coming in and some of the
19 increases coming in in different
20 neighborhoods that maybe we had
21 anticipated or not anticipated. So we're
22 going to always have to be flexible at
23 kind of looking at what is manageable for
24 a Community Umbrella Agency and where we
25 may have to do some tweaking of the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 dividing lines or adding or
3 subcontracting.

4 COUNCILWOMAN SANCHEZ: So one
5 of the issues that you brought out was in
6 Nebraska, one of the issues was about
7 adequate funding. So we'll talk about
8 the CUA system and then we can talk about
9 the City versus the stakeholder community
10 doing that. One of the challenges that I
11 saw in the beginning with the CUA was the
12 amount of funding provided and the salary
13 scales for the high level of
14 qualifications that we're requiring,
15 because we want to be able to say to the
16 City workforce, we're not just
17 privatizing this, we're going to give it
18 to folks and we're going to set the same
19 bar.

20 So has that been revisited in
21 terms of the financial packaging of how
22 this is done to ensure that it is apples
23 to apples, our current system versus a
24 private system?

25 COMMISSIONER HARLEY: Can't

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 honestly say to you that we're doing
3 exactly apples to apples. Cannot say to
4 you that the case managers at the CUA
5 necessarily make what the DHS staff
6 workers make. However, you're also
7 looking at experience levels and
8 longevity and other stuff in that
9 package.

10 We do, though, I think provide
11 funding for the CUAs in such a way that
12 the CUAs present their budgets, we sit
13 down with them, we go over their budgets
14 with them. I know you have heard that
15 we've had to do some real tightening of
16 the belt this year. This is a pivotal
17 year for us around funding, because all
18 ten of the Community Umbrella Agencies
19 are standing and we still have cases at
20 DHS, that dual case system, which is
21 putting a strain on the system in many
22 different ways. So we are looking at
23 that.

24 But we definitely review it,
25 look at it all the time in terms of

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 number of positions and a salary range.

3 We sort of provide funding to the CUAs
4 that they can pay within a certain salary
5 range for the designated positions.

6 COUNCILWOMAN SANCHEZ: If you
7 could provide some of those financial
8 analyses to the Chair, we definitely want
9 to be able to look at that and have a
10 further conversation about that during
11 our budget.

12 COMMISSIONER HARLEY:
13 Absolutely.

14 COUNCILWOMAN SANCHEZ: You
15 talked about coordination with CBH. DHS,
16 this system, \$600 million; CBH, a billion
17 dollars. How are we tracking -- again,
18 the goal of this is the child, the
19 family. How are we tracking the fee for
20 services as it relates to a child, and
21 particularly with CUAs, who also have CBH
22 fee for services? Is any tracking going
23 on as it relates to that?

24 So I'm a CUA. I'm doing the
25 CUA work, but I'm also providing mental

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 health services, other stuff, fee for
3 services on that child. How are we
4 making sure that the systems are
5 transparent?

6 COMMISSIONER HARLEY: I can
7 speak for DHS's system definitely. We
8 are trying to be as transparent as we
9 can. There are certain things that we
10 are not allowed to pay for through our
11 funding, and certainly we are cognizant
12 of all of our requirements. We have
13 walked this partnership very closely with
14 our state partners who provide oversight
15 and licensing to DHS, and they definitely
16 have been in tune to all of the things
17 you've just asked in terms of the
18 financials. And so we're walking that
19 very closely with them.

20 There are cases where -- and we
21 normally know, we know which cases CBH
22 are involved in as well as DHS. There
23 are sometimes dual funding coming in on a
24 case. What we pay for, for example, may
25 be the room and board and CBH may be

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 paying for the therapeutic services that
3 are being delivered to a child. But we
4 do take precautions to make sure there is
5 no duplication of payment for the same
6 like services.

7 COUNCILWOMAN SANCHEZ: Our
8 concern is -- and we had this
9 conversation recently as we talked about
10 school funding and then dealing with the
11 outside funding of how do you bring
12 community-based services into a school
13 and so forth.

14 So as much as we appreciate the
15 coordination, the accountability is not
16 there if someone is not following the
17 money. And so it's very important that
18 as you look to expand this, that we
19 establish a mechanism by which we can be
20 as transparent as possible and ask the
21 providers around how much money is going
22 to a child.

23 I have concerns around some of
24 the mental health services that are
25 provided, particularly in my community.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 I call some of these my storefront
3 providers. And for me it's real
4 important that somebody has to watch
5 that. And so it's a conversation that we
6 need to have with Dr. Evans and the folks
7 at CBH, because somebody should be able
8 to look at that. I don't want to violate
9 HIPAA laws or whatever, but somebody
10 should be able to tell me, This child has
11 20, 30, 40, 50 thousand dollars in
12 services that are being provided, and to
13 ensure that that is quality services. So
14 as we look at this, we need to move in
15 that direction.

16 One of the challenges in
17 addition that I see in this -- and I
18 think it's a timely discussion that we
19 have here, and then I'll leave it,
20 because I have a lot more other questions
21 to ask, is -- and I think this is a good
22 time to -- we call it -- Councilwoman
23 Blondell Reynolds calls it the pause
24 button. As much as I appreciate, again,
25 the providers and the stakeholders, this

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 is a huge responsibility. I personally
3 have an issue with a full privatization
4 of responsibility for City government.

5 (Applause.)

6 COUNCILWOMAN SANCHEZ: And
7 we've seen this in other parts of the
8 City where we outsource every single
9 function and then we don't have the
10 ability to roll it back because we have
11 lost our capacity to provide that service
12 and we lose the institutional knowledge
13 and, quite frankly, our obligation.
14 Because this is a City government
15 obligation.

16 And so one of the things that I
17 would caution you is, because we don't
18 have the data about its impact, its
19 collective impact, that we may want to
20 look at what we have, figure out all the
21 things we need to fix in this system --
22 and I appreciate the honesty in which our
23 stakeholders have interfaced with you.
24 As you know or you may not have known, I
25 was part of many discussions with the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 providers in my district around getting
3 there, and I really appreciated the
4 former Commissioner, and I'm sure you've
5 continued that dialogue and that honesty
6 around the tension. But I really believe
7 that there are some core systems service
8 delivery pieces that as a government, we
9 need to maintain and sustain and support
10 and enhance through all these trainings
11 as opposed to just sourcing this out.
12 And it's a conversation we've had at this
13 Committee many a times, because we have
14 some organizations who are almost as big,
15 if not bigger, than government as it
16 relates to providing services funded
17 through government.

18 And so I really just caution
19 that we put a pause, we really develop
20 some benchmarks and some reviews before
21 we decide. And the reason I say that is,
22 going back to the diversity of the
23 provider system, what I don't want is a
24 situation that only a certain amount of
25 organizations that can provide this.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Again, the capacity, the internal piece,
3 the capability to do this. We're going
4 to get the same providers. And so rather
5 than force people to say, I'm going to go
6 into an area that's not germane to me, to
7 the Senator's point, that we look at how
8 do we build capacity internally in those
9 areas and a partnership that allows DHS
10 to remain to its core functions and at
11 the same time engage our stakeholders'
12 expertise, collaboration, and partnership
13 but, again, underscoring that
14 accountability. Because now we're
15 talking about creating a private system
16 between CBH and DHS of almost \$2 billion.
17 And so that's a lot of money and a lot of
18 reform to swallow at one point.

19 COMMISSIONER HARLEY:

20 Understood.

21 (Applause.)

22 COUNCILWOMAN TASC0: I'm the
23 messenger here today. I have a question
24 from Councilwoman Blackwell, and she says
25 what is the transition plan of these CUAs

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 if these CUAs do not work out, especially
3 those CUAs that have multiple districts?
4 How and when does DHS step in?

5 COMMISSIONER HARLEY: So we are
6 working very robustly right now to make
7 sure that we are developing appropriate
8 contingency plans, both with regards to
9 the practice as well as with regard to
10 the financial arena. We are trying to
11 learn from some of those other
12 jurisdictions, like I said, that didn't
13 do as well.

14 Some of the problems in
15 Nebraska centered around the funding, as
16 we discussed before. So we are trying to
17 make sure that we are keeping that
18 correct sort of monitoring on the
19 financial piece of it and a contingency
20 plan should something go wrong there in
21 terms of a CUA's financial viability.
22 But the practice piece in particular is
23 important and of concern to me as well,
24 because my primary goal is to keep the
25 children and families of this City safe.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 So we are definitely working on
3 contingency plans and when we step in.
4 We're doing everything we can to work
5 with the CUAs in order to make sure that
6 they are stable and providing the
7 services that we need. We have a
8 Performance Management and Accountability
9 Unit that goes out and does everything
10 from random sampling monthly to see how
11 they're complying with certain benchmarks
12 and goals, and we're setting sort of
13 floors, which are minimums, as well as
14 targets that they need to reach, to the
15 extent that we can. We are developing
16 the technical assistance arm. You heard
17 my colleague, Kimberly Ali, talk about a
18 director that we've put in over technical
19 assistance to go out and help the CUA by
20 using some of the expertise that we
21 already have at DHS.

22 But we do recognize that there
23 may be instances and have been instances
24 that we will -- we have provisions for
25 them to go in plans of correction. We

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 will monitor very closely how they walk
3 that plan of correction, continue to
4 collect data and look at data to the
5 extent that we can, but if it does look
6 like that we have to step in, we are
7 willing to do that. And we are trying to
8 finalize the plan for me to be able to
9 tell you exact contingency plan, but we
10 are definitely very cognizant that we
11 have to at the ready, because we don't
12 want any children and families in a
13 precarious situation.

14 COUNCILWOMAN TASC0: Let me ask
15 a question. You stated when you began
16 your testimony that as a result of the
17 Danieal Kelly incident, you all moved to
18 make changes in the Department. Even
19 under this system, can we have a Danieal
20 Kelly case?

21 COMMISSIONER HARLEY: You
22 could. You could.

23 COUNCILWOMAN TASC0: So we
24 changed the whole system based on that
25 one case?

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COMMISSIONER HARLEY: So I'm
3 not saying that we changed the whole
4 system based on that one case. The
5 Danieal Kelly case, what I was trying to
6 highlight in my testimony, was the
7 beginning of the transformation of DHS.
8 At that time, back in 2006, it became
9 very clear the Danieal Kelly case, once
10 it was discovered, made it very evident
11 that the system was broken in many places
12 and needed some real revamping. So that
13 was the beginning of reforms internal to
14 DHS.

15 Now, the Improving Outcomes for
16 Children system sort of originated a
17 little later down the line as we were
18 continuing to do those improvements and
19 continuing to try and meet the 37
20 recommendations that came out of the
21 advisory panel. There were certain ones
22 that were overlapping and we were
23 struggling with how to implement them in
24 the existing system and what would be
25 best. But it was not just about Danieal

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Kelly. We do something called Quality
3 Service Reviews, which is when we bring
4 in people internal to DHS as well as
5 external and they walk through the life
6 of a case, so to speak, talk to everybody
7 who has touched that case - the child,
8 the family, the teachers, the doctors,
9 the DHS workers, the lawyers, everybody -
10 to try and see did we do a good job or
11 not and what we learned from that,
12 whether it's systemic or other things.
13 And there were some of those QSRs that
14 kept making it clear that it was so
15 confusing, the roles and
16 responsibilities, and that we were --
17 despite all of -- and I think we have
18 made great strides. Despite all of the
19 transformations we had done internally,
20 there still was a lot of very muddled
21 water. At that time, Commissioner
22 Ambrose in particular had participated in
23 one of the QSRs and was very disturbed by
24 some stuff that she saw and the confusion
25 that was taking place in these families

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 with multiple social workers being
3 accountable and sort of -- she liked to
4 say when everybody was responsible,
5 nobody was responsible. And so I started
6 trying to do the research and look at
7 other methods of streamlining the system,
8 and that's where the IOC was sort of
9 borne out of. It was not the initial
10 thought process directly out of Danieal
11 Kelly, but from the beginning of the
12 reforms, kind of started there and
13 continued to grow.

14 COUNCILWOMAN TASC0: You talked
15 about staff changes. What impact does
16 that have on the employees in DHS?

17 COMMISSIONER HARLEY: It has a
18 major impact on the employees of DHS.

19 COUNCILWOMAN TASC0: Could you
20 kind of give us an idea of what the
21 impact would have on the workers.

22 COMMISSIONER HARLEY: So the
23 impact that we are having now and have
24 had -- because I was the Deputy for
25 Children and Youth Division, so very well

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 lived it and cared a lot about my
3 employees, still do, and know the
4 challenges that they were facing, because
5 what's happening is, any time you
6 transform a system, you're going to have
7 some consequences, some unintended ones
8 and often sometimes negative consequences
9 as you're trying to get to the positive.
10 And so one of the unintended consequences
11 was, as we're trying to move these cases
12 and you're moving DHS employees into the
13 new IOC positions, when that worker
14 leaves, their caseload got to go
15 somewhere. So it's being distributed
16 amongst the other workers that are in the
17 unit, which the unintended consequence is
18 making them have very high caseloads
19 while we're in the middle of this
20 transition or caseloads that I know the
21 workers feel are extremely high or a
22 little unmanageable, and until we're
23 able -- but as we transition more and
24 more cases to the Community Umbrella
25 Agencies, then you'll feel more relief

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 for the DHS staff. Tried to be very
3 cognizant about that, and that's why we
4 started bringing in some OJT classes. In
5 the last year or so alone, last fiscal
6 year, we brought in close to 100 people,
7 trying to help fill some of the
8 vacancies, because the only way our staff
9 will feel relief is to have additional
10 people to distribute the work among.

11 And so while we're running this
12 dual system in particular, definitely
13 hard on my DHS workers, and I appreciate
14 all of the work that they do. And I have
15 some good workers, and I'm not saying I
16 don't, but I know that they are feeling
17 the crunch of all these cases.

18 In addition, at the same time
19 while we're doing this huge system
20 transformation and this having those
21 unintended consequences, we're
22 experiencing an increase in the number of
23 cases that we are getting in. So my
24 investigation units are experiencing the
25 crunch of having a lot more cases and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 work to come in, and that's one of those
3 volatile things in the system that we
4 don't control, the number of reports that
5 come in and the number of cases we have
6 to take. And so that's had some major
7 impact on this whole process and
8 definitely on the staff and the workload
9 levels.

10 MS. ALI: What we tried to do
11 in terms of solutions as well is that we
12 wanted to provide relief to the DHS
13 social workers. So in particular, the
14 social workers who have been most
15 affected were the social workers in the
16 Ongoing Service Region. We created a
17 case transition -- a Case Closure Unit in
18 which -- that we brought in actually
19 former DHS employees who retired from the
20 City. We brought them in because we
21 valued their expertise, so that they can
22 take a targeted look at cases that needed
23 to be closed by the Department.

24 In addition, we also staffed
25 two transition units so that those cases

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 that I talked about that are still in the
3 Ongoing Service Region that need to be
4 transitioned over to the Community
5 Umbrella Agencies, those transition units
6 not only look at each case individually,
7 they also complete the initial referral
8 forms, so that we make sure that the
9 Community Umbrella Agency case manager
10 receive the necessary documentation in
11 order for them to do the work.

12 So we tried different
13 strategies in order to provide relief
14 despite the fact that the caseloads were
15 rising.

16 COUNCILWOMAN TASC0: Are the
17 salaries comparable with DHS as well as
18 with the CUAs in terms of same class of
19 worker, same responsibility?

20 MS. ALI: So in particular, the
21 CUA case manager, the CUA case manager
22 has to have a Bachelor's degree in either
23 social work or some related field, and
24 all of that is spelled out in our CUA
25 guidelines. Their salary gave salary

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 ranges. Their salary ranges is
3 comparable to our Social Worker 1. The
4 classes we have brought in recently in
5 the Department are actually social work
6 trainees. So the CUA case manager
7 actually makes more than our trainee
8 staff.

9 So I know the salary in terms
10 of the CUA case manager is comparable to
11 our DHS Social Worker 1. I'm not sure
12 about the supervisor, the CUA supervisor.

13 COUNCILWOMAN SANCHEZ: I just
14 want to say on that same line of thought
15 in terms of -- I think that's one of the
16 challenges when you're setting up an
17 outside system, is -- again, we may never
18 get to apples to apples, but it would be
19 good for us, particularly for the budget
20 process, if you could give us kind of an
21 alignment of the salaries, the job
22 specifications, both internally and then
23 what we're requiring or suggested
24 guidelines for our CUA operators.

25 I know one of the challenges

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 with this -- and I want you to kind of
3 talk to it, because it does deal with
4 accountability when you have multiple
5 systems. And I've worked on the
6 co-location of SUV and Child Services and
7 DHS over at the center in my district.
8 In your testimony you talked about the
9 co-location of DHS, CBH, and the CUAs.
10 Can we look at -- so who is the
11 reporting? I mean, if we're co-locating
12 people in the building, who is ultimately
13 responsible to what's happening? How are
14 you managing that and troubleshooting any
15 of the complications as it relates to
16 staffing there?

17 COMMISSIONER HARLEY: So the
18 co-location of the DHS staff, like for
19 example the DHS practice coaches, are
20 still accountable to DHS, not the CUAs.
21 They are stationed there to provide
22 coaching, some technical assistance, some
23 expertise and other things. They also
24 assist the CUAs because of the many
25 confidentiality laws, HIPAA laws and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 other things. The CUAs have access to
3 our electronic case system, but has
4 limited access on the cases that they
5 work on. There are some things sometimes
6 if you need a more comprehensive or
7 robust search, the DHS workers have that
8 kind of access and they are allowed to do
9 that.

10 But DHS workers are still
11 accountable to DHS. CBH workers who are
12 at the CUAs are still accountable to CBH.
13 And then the CUA workers are accountable
14 in that chain.

15 Now, one of the things that
16 helps link all of this together in a way
17 and is another form for us to do a
18 check-in is the family team conferencing
19 model that we have instituted where we
20 bring the families to the table, and that
21 model -- one of the reasons we like that
22 model is that that model allows the
23 families to have a voice in the process
24 in a way that they did not before and
25 understand the process kind of in terms

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 of what's going on, but also at that
3 table the CBH is there, if necessary the
4 practice coach is there, the Community
5 Umbrella person is there, as well as the
6 family. Counsel is invited and do attend
7 sometimes and sometimes don't. When I
8 say "counsel," that is child advocate,
9 parent counsel, and DHS counsel. But
10 primarily it allows all of those
11 professionals to kind of have a juncture
12 where they come together, and it's that
13 critical decision-making points in the
14 case usually kind of around the court
15 hearing dates. And we tend to go to
16 court now about every 90 days or so. And
17 so there are multiple teamings and things
18 that take place, but also there is an
19 integration, and we do collaboration
20 meetings with DHS. I do a collaboration
21 meeting with CBH, Joan Erney's
22 leadership, myself on a routine basis, as
23 well as I have my staff doing
24 collaboration meeting with her staff, so
25 that we make sure that we are sort of

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 aligning this and working out any
3 problems or kinks that develop.

4 We have started what we call
5 mobile workforce with DHS staff, and
6 we're excited about that, because it's
7 kind of an innovative practice. So many
8 of our staff who are in the new IOC
9 positions are actually all mobile
10 workforce, where they are equipped to
11 sign in and out and whatever from either
12 their laptop computers that they've been
13 equipped with, depending on what position
14 you have, and/or from their computer or
15 position at the Community Umbrella
16 Agency. Stationing them there, the
17 thought was to make it easier for the CUA
18 staff to have access to them when they
19 really needed them to help them work
20 through this process. And then they
21 still come into DHS for some training,
22 sometimes for additional supervision
23 meetings and things of that nature.

24 COUNCILWOMAN TASC0: Okay.

25 Thank you very much.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 The Chair recognizes Councilman
3 Jones.

4 COUNCILMAN JONES: Thank you,
5 Madam Chair, and I will attempt to -- I
6 can take my time. I'll be brief as
7 possible.

8 There are a lot of questions
9 that we have, as you can see, and it's
10 not designed to be a "gotcha" moment, but
11 it is designed because what you do
12 impacts us so greatly.

13 COMMISSIONER HARLEY:
14 Absolutely.

15 COUNCILMAN JONES: And the
16 outcomes that you have will either make
17 us a wonderful community to live, work,
18 and play or we set the time bomb that
19 comes back in different ways as people
20 mature out of the system. So we're in
21 this together, but we have to be in this
22 together. And one of the things that I'm
23 hearing about why we so much want to know
24 which DHS worker versus a CUA worker is
25 not because -- because I have called over

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 on occasion to people who have been in
3 your system so long that they know this
4 stuff like -- I mean, they could tell you
5 chapter and verse what laws are involved
6 and other things like that, and they have
7 that institutional memory that we rely
8 on. Is this a case where we should be
9 involved? And so we trust that Civil
10 Service worker to that degree. I don't
11 know what degree CUAs will have
12 transitions by way of turnover. That is
13 a concern. It's good to have a lifer in
14 some places so that you have an
15 institutional memory to rely on. That's
16 number one.

17 Number two, when you mention
18 how the young people move around, if you
19 said the home base is where they get
20 their services from, so if I was living
21 in Maria's district and then moved to my
22 district, would that cause or kick in a
23 change in services?

24 MS. ALI: Absolutely not. So
25 we do recognize that our families are

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 transient. So at the time that the CUA
3 starts providing services to the family,
4 if that family was to move outside of
5 that geographical location, the case
6 manager will follow that family to the
7 geographical location. Under no
8 circumstances do we want to continue to
9 disrupt a family by moving them to
10 another Community Umbrella Agency.

11 Now, if that family, for
12 example, successfully closed with a
13 particular CUA and for some unfortunate
14 reason had to receive services again
15 through the Department, then we would
16 take into consideration the neighborhood
17 that the family is currently living in.
18 But the services follow the family.

19 COUNCILMAN JONES: Real quick.
20 The monitoring reports you're getting
21 from the CUAs, are you able to share that
22 with in a periodic -- it's not every day
23 where you get them, but from time to
24 time, on a quarterly or biannual basis,
25 to the Chair of the Committee so that we

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 can get a sense of how well they're doing
3 as well?

4 COMMISSIONER HARLEY: You mean
5 the monitoring reports that my staff are
6 doing, of course?

7 COUNCILMAN JONES: Correct.

8 COMMISSIONER HARLEY: Yes.
9 Yes.

10 COUNCILMAN JONES: And then at
11 the end of this -- I'm done with my
12 questions -- what I'd like to do is ask
13 you to stay, because we have other
14 panelists and we might ask that you
15 respond to some of the major issues they
16 may raise.

17 COMMISSIONER HARLEY: Yes.
18 We'll stay.

19 COUNCILMAN JONES: Thank you,
20 Madam Chair.

21 COUNCILWOMAN TASC0: Thank you.
22 Any other questions?
23 Councilwoman.

24 COUNCILWOMAN SANCHEZ: Just
25 real quickly, I want to go back to the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 training issues. And, again, not for
3 today, but if you could get to us, to the
4 Chair or by the time we talk about budget
5 is, you made a decision around the
6 truancy to separate those pieces there
7 and to create that, but I want to go to
8 how much technical training we are
9 providing to the smaller organizations.
10 You and I had this conversation about the
11 need to create a technical institute, not
12 just for the big CUAs but for those very
13 specific geographically based
14 non-profits. What are we investing in
15 building the capacity of that system so
16 that as we're reforming, people can meet
17 the standards to be part of the network,
18 whether directly through DHS or through
19 the CUAs.

20 So if you could kind of break
21 that out for us, that would be important.
22 And I'd really like to compare going
23 back -- and we've had this conversation
24 in previous hearings around the
25 participation, not only geographically

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 based but of minority and other
3 providers. So really providing the list
4 and saying this is where we were -- and
5 we had a similar discussion when we
6 dismantled kind of our truancy program
7 before at the School District where we
8 had parents doing truancy work, and some
9 people said that model really worked. We
10 had the evening centers. Yeah, remember
11 all the reporting? I mean, we've gone
12 through all of these different
13 renditions. So comparing it two or three
14 years back around the number of
15 partnerships we had versus now and where
16 that funding has gone. And then for you
17 to tell us if in fact you continue to
18 roll this out in the system, what does
19 that look like? What does that timeline
20 look like, in light of what I said
21 before, which is how much capacity are we
22 keeping internally to our system and will
23 we always have?

24 You've defined -- assuming we
25 go all private, what does our internal

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 capacity look like? Assuming we are
3 going to slow it down, what does that
4 kind of transition look like and the
5 ability for us to maintain kind of a dual
6 system that maintains that core value of
7 it's about the child but at the same time
8 there's accountability, an internal
9 system versus the private one.

10 So, again, as we build up to
11 the budget and we review this, those
12 outlines for us by district I think will
13 be very instrumental, and you can provide
14 that to the Chair.

15 COMMISSIONER HARLEY: Yes.
16 We'll provide it.

17 COUNCILMAN JONES: Thank you,
18 Councilwoman.

19 The Chair recognizes Councilman
20 O'Brien.

21 COUNCILMAN O'BRIEN: Thank you,
22 Mr. Chairman.

23 Commissioner, in this
24 transition, are there children getting
25 lost or falling through the cracks?

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COMMISSIONER HARLEY: We are
3 certainly trying everything we can to
4 make sure that they are not.

5 COUNCILMAN O'BRIEN: I'm sorry?

6 COMMISSIONER HARLEY: We are
7 trying everything we can to make sure
8 that no child is getting lost or falling
9 through the cracks. That's why we are,
10 as we are transitioning cases to the
11 CUAs, not just turning over the casework,
12 which would certainly be easier for DHS
13 and for -- we wouldn't be running this
14 dual system, but we are trying to
15 painstakingly look at each case and each
16 child individually in terms of where that
17 child is and the level of care.

18 We certainly monitor every case
19 that goes to the CUA, whether it's from
20 the front door when it comes in after our
21 investigation is completed and we turn it
22 over and even being more intentional
23 about those cases that we are
24 transitioning to the CUA, so that we can
25 make sure that every child is getting the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 level of services that they need.

3 COUNCILMAN O'BRIEN: I

4 understand more kids are meeting the
5 criteria to be eligible for services, and
6 this is the usual question that follows.
7 Are there enough funds in place to cover
8 the services for these kids who are now
9 eligible for services given it's greater
10 than it was initially anticipated?

11 COMMISSIONER HARLEY: You mean
12 given the increase in the number of kids
13 coming into the system? So what it is
14 causing us to do is re-prioritize. Our
15 priorities have to be looked at. We will
16 always make sure that we utilize our
17 funding to cover all of the mandated
18 services that we have to cover. It does
19 cause us to have to look at some of the
20 non-mandated services that we do believe
21 in in terms of some of the prevention
22 services or other things, and we may have
23 to tighten our belt some or do some cuts
24 to ensure that the mandated services are
25 covered. But we do believe that we have

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 enough funding to cover the mandated
3 services.

4 You know our funding comes in
5 tri-fold, some from the federal
6 government, mostly the state, and then
7 also the City's share. And so some of
8 the funding that we draw down is drawn
9 down based on per diem for the child.

10 COUNCILMAN O'BRIEN: I am a
11 firm believer in the preventative
12 services. So I think we have to tune up
13 our advocacy rather than cut those
14 non-mandated services.

15 Are the services being
16 delivered through the CUAs as
17 comprehensive as they were when they were
18 delivered through DHS directly?

19 COMMISSIONER HARLEY: I believe
20 that they are still as comprehensive,
21 because even when the services were being
22 delivered through DHS directly, DHS had
23 case management, but DHS was not doing
24 the direct work one on one with the
25 family. That was always private provider

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 agencies. So for 20-plus years, we've
3 been dealing with private provider
4 agencies who were providing that direct
5 service work. So that part of the model
6 has not changed. What changed was, we
7 turned over the case management functions
8 in the cases to the CUAs as well.

9 COUNCILMAN O'BRIEN: I have a
10 three-part question. I think it would be
11 more efficient. So if I have to break it
12 up, let me know.

13 Given the services are
14 localized so families can easily access
15 all services in the community, how have
16 you handled communities that are
17 significantly lacking necessary
18 resources? Have you been able to provide
19 additional resources to these communities
20 to ensure they're able to meet those
21 needs? And do families have what they
22 need when they're released from care to
23 help ensure they're successful?

24 COMMISSIONER HARLEY: So the
25 communities that are lacking, one of the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 things that this Improving Outcomes has
3 done has started to highlight those
4 communities where there is diminished
5 service need -- or there is a service
6 need, so to speak. And so to the extent
7 that we can, we are trying to work on
8 that in the communities.

9 Have we really been able to put
10 in additional services? We make sure
11 that every kid or every family gets the
12 service that they need. Hopefully it is
13 in that community or we try to do it as
14 closely as we can to giving it to them in
15 that community, which is something that
16 DHS never did before. Quite frankly, we
17 had no rhyme or reason when we made
18 referrals or gave people services as to
19 where they lived or the community that
20 they lived in. So this is a very new
21 undertaking for us that we are trying to
22 sort of align that.

23 I can't remember the second
24 part. Could you repeat that for me.

25 COUNCILMAN O'BRIEN: Have you

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 been able to provide the additional
3 resources to the communities to ensure
4 they're able to meet the needs? And the
5 third question was, do families have what
6 they need when they're released from care
7 to ensure they're successful?

8 COMMISSIONER HARLEY: So we
9 have built in sort of -- we at the
10 traditional DHS, we used to have
11 after-care services, but only for certain
12 levels of care. We have now built in
13 some provisions with the Community
14 Umbrella Agencies and provided funding
15 for some positions for after-care workers
16 who once a family is transitioned or
17 discharged from DHS, that they continue
18 to work with the family for a period of
19 time to provide whatever service needs
20 and to ensure hopefully that that
21 transition out of the system is a smooth
22 one and to try to reduce the number of
23 families that come back into the system.

24 COUNCILMAN O'BRIEN: And I
25 believe this question was probably asked,

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 but I'd like to ask it again just for
3 edification. Are all CUA agencies
4 performing to the level they should be,
5 and are any underperforming at the risk
6 for not being able to serve their
7 community?

8 COMMISSIONER HARLEY: Are all
9 CUA agencies performing at the level that
10 they should be?

11 COUNCILMAN O'BRIEN: That they
12 should be. And are there any
13 underperforming and at risk for not being
14 able to serve their community?

15 COMMISSIONER HARLEY: I don't
16 believe that all CUA agencies are
17 performing at the level that I would like
18 them to be, being frank. That is why DHS
19 is doing such an enhanced job of trying
20 to work with these CUAs, because we do
21 want them all to be successful and we are
22 monitoring very closely in terms of what
23 they're doing, and we try to take
24 appropriate action when necessary. And
25 ultimately DHS is responsible for these

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 children and these families, and we want
3 to make sure that they're okay. So when
4 DHS needs to step in, we do and we will.

5 But in answer to your question,
6 being very frank, no, all of the CUAs at
7 this point are not performing at the
8 level that I would like them to be
9 performing at, but it is still very new
10 in the process and we are definitely
11 trying to work with them to develop that
12 level of expertise.

13 COUNCILMAN O'BRIEN: If they're
14 not performing at that level, are any of
15 them at risk for not being able to serve
16 the community? If they're
17 underperforming, is that
18 under-performance at a level where the
19 community is at risk for receiving
20 services?

21 COMMISSIONER HARLEY: We will
22 make sure that no community is at risk
23 for receiving services. So to the extent
24 that we have to undergird the CUA, we
25 will and we do. There may be one or two

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 that are underperforming at a level that
3 is of much more concern to me than
4 others, and we are trying to address that
5 certainly working with those CUAs,
6 working on a plan of corrections,
7 monitoring very closely what's going on.
8 And if we have to take -- and we can and
9 will take further action if we have to.
10 But we will ensure that the children and
11 families are receiving the services that
12 they need.

13 COUNCILMAN O'BRIEN: Thank you
14 very much.

15 COUNCILWOMAN TASCIO: Thank you
16 very much.

17 Let me recognize that
18 Councilman Kenyatta Johnson has joined
19 us, Councilwoman Blackwell, and we just
20 lost Councilman Neilson. So he'll be
21 back. We have a joint committee here,
22 Public Safety and Health and Human
23 Services.

24 COMMISSIONER HARLEY:
25 Understood.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COUNCILWOMAN TASC0: Are there
3 any other questions from the Committee?
4 Councilman Johnson.

5 COUNCILMAN JOHNSON: Can y'all
6 give us an overview of the selection
7 process for the companies who were
8 awarded the contracts to operate the
9 CUAs?

10 COMMISSIONER HARLEY: So the
11 Community Umbrella Agencies, we call them
12 CUAs, but it's Community Umbrella
13 Agencies were awarded. There was a very
14 robust process, and we made sure that we
15 were working with both Law as well as the
16 City ethics and integrity officers and
17 everything so that we would comply with
18 all of the requirements of the City
19 contracting process.

20 There was a very robust RFP
21 period. I think the RFP was issued
22 sometime in 2012. People had to apply,
23 present their proposal, attach everything
24 from budgets to their creative ideas
25 about how they were going to address it.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 It was divided out into sort of different
3 categories that were considered, such as
4 infrastructure. The practice was one of
5 the pieces heavily weighted in terms of
6 your ability to actually deliver the
7 service and the practice, even considered
8 financial viability and one or two other
9 areas that escape me. But not only did
10 they have to enter the paper RFP and
11 there was a committee that was scored and
12 oriented and multiple people looked at it
13 and we had a whole scoring process, we
14 also had the top, I think, three or four
15 individuals for each CUA come in and do
16 live presentations, and they were given a
17 targeted amount of time. Each one was
18 given the same amount of time, same
19 amount of people that they were allowed
20 to bring, told what areas they needed to
21 address. They did the presentation, and
22 then final selection process was
23 ultimately made.

24 COUNCILMAN JOHNSON: How many
25 of the companies are from the City of

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Philadelphia?

3 COMMISSIONER HARLEY: You know
4 what, I don't have that in front of me,
5 but I can get it for you in terms of you
6 mean whether or not their office was from
7 the City at the time. I don't have that
8 in front of me, and I apologize for that.
9 Part of the Improving Outcomes, though,
10 is, we mandated that every CUA not only
11 had to have an office in Philadelphia but
12 office in the community that they serve.

13 COUNCILMAN JOHNSON: Can you
14 give us an update on the actual
15 transition from the old model into the
16 new model.

17 COMMISSIONER HARLEY: So we are
18 about, I'd say, about 40 to 45 percent of
19 the cases are transitioned to the
20 Community Umbrella Agencies. The other
21 probably 50, 55 percent are still at DHS.
22 All ten of the Community Umbrella
23 Agencies are now operating and receiving
24 cases. The last three - CUAs 8, 9, and
25 10 - just started getting cases on

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 November 17th. So they don't have many
3 yet, but it's coming.

4 All cases that come from the
5 front door, I like to say, which means we
6 get a report, we investigate, accept the
7 family services, are being filtered
8 directly to the CUA, but the
9 transitioning of the cases from DHS is
10 still occurring. That has not been
11 completed. So in my mind, full
12 implementation won't occur until we have
13 transitioned all of the cases from DHS
14 over to the CUA.

15 COUNCILMAN JOHNSON: Worker
16 retention, can you give us an update in
17 terms of the transition in terms of the
18 workforce. How is that looking?

19 COMMISSIONER HARLEY: The DHS
20 workforce? We have not laid off any DHS
21 workers and, in fact, made an agreement
22 with the labor unions that we would not,
23 that many of the workers are either --
24 all those who were in positions on the
25 front end, many of them are still in the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 same positions, because we are keeping
3 those areas and, in fact, strengthening
4 them. So there may be some staff moving
5 in them. And then the workers whose
6 cases get transitioned to the Community
7 Umbrella Agencies are moving into new
8 positions, some of them. So they're
9 still doing social work and/or social
10 work supervisory level work, but it is
11 transitioning into -- it looks different.
12 The work that they're doing is different,
13 but our workforce is essentially still
14 the same. We still have the majority of
15 the DHS workers that we have when this
16 began and we are in fact still hiring.
17 We have a class in right now for OJT.

18 COUNCILMAN JOHNSON: And last
19 question. In terms of the CUAs, the
20 umbrella organizations, integrating the
21 mom-and-pop non-profits, because that was
22 the initial -- some of these questions
23 may have already been asked early on, as
24 the Chairwoman has already just alluded
25 to to me, and so I just wanted to just

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 get a couple questions answered. But
3 nevertheless, in terms of the umbrella
4 organizations and incorporating the local
5 non-profit mom-and-pop type of
6 organization, how is that coming along?

7 COMMISSIONER HARLEY: So that
8 we did do some extensive detailing, but
9 to try and summarize it, we call it
10 subcontracting. When the CUA
11 subcontracts with other agencies or
12 services, we have been monitoring and
13 will continue to monitor, strongly
14 encourage -- and I heed Councilwoman
15 Tasco's admonishment that not only should
16 we be encouraging, that we need to
17 require, and we do require and are
18 monitoring that they try to bring along
19 those smaller mom-and-pop, as you call
20 them, service providers in the community,
21 also trying to make sure that there is a
22 targeted look at trying to bring in some
23 minority, women, disabled service
24 providers as well.

25 We are monitoring and working

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 with them, and in some CUAs, it's going
3 better than it is in others. I mean,
4 some of them have a much higher level.
5 We do monitor the amount of their
6 discretionary funds that they utilize
7 towards bringing in minority and women,
8 disabled providers as well.

9 COUNCILMAN JOHNSON: And for
10 the record, I know Bethanna is doing work
11 in my district, and so they've done a
12 good job in terms of coming in,
13 integrating with the local community
14 organizations, actually recruited some
15 individuals from the actual neighborhood
16 to be a part of their workforce, which I
17 thought was a plus, because the
18 individuals they recruited are people who
19 live in the neighborhood, they know the
20 people, they have a track record of
21 working with the organizations. So when
22 I saw that, I definitely thought that was
23 a plus.

24 So thank you very much.

25 COMMISSIONER HARLEY: Thank

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 you. Thank you, Bethanna.

3 (Applause.)

4 COUNCILWOMAN TASC0: Okay.

5 Now, what we're going to do is ask some
6 of the other panelists to come forward.

7 We're still on 140952, that resolution.

8 And then we'll finish with that and come
9 back to the 140706.

10 So we'd like to call Panel 2,
11 and you will be here --

12 COMMISSIONER HARLEY: Yes.

13 COUNCILWOMAN TASC0: -- so that
14 you can hear the testimony.

15 Ms. Vanessa Fields, Shar
16 Habibi, Stacey Moultrie, Shirlana Dash,
17 Charles Younger.

18 (Witnesses approached witness
19 table.)

20 COUNCILWOMAN TASC0:
21 Ms. Fields, you want to come to the
22 table.

23 And then after they testify,
24 then we'll call the others, and then
25 we'll ask questions at the end of all of

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 the testimony, if that's all right with
3 you.

4 Would you please state your
5 name for the record and proceed.

6 MS. FIELDS: My name is Vanessa
7 Fields.

8 COUNCILWOMAN TASC0: Good
9 morning. Would you identify yourself for
10 the record, please.

11 MS. FIELDS: My name is Vanessa
12 Fields.

13 COUNCILWOMAN TASC0: You have
14 to speak into the mic. We have old ears.

15 MS. FIELDS: Can you hear me
16 now?

17 COUNCILWOMAN TASC0: Yes.

18 MS. FIELDS: Okay. My name is
19 Vanessa Fields and I am the Vice
20 President of AFSCME District Council 47.

21 COUNCILWOMAN TASC0: Proceed.
22 We'll let you testify and then the next
23 person will testify. Identify yourself
24 before you make the testimony.

25 Go ahead, please.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 MS. FIELDS: Thank you,
3 Chairwoman Marian Tasco and members of
4 the Committee on Public Health and Human
5 Services for the opportunity to testify
6 regarding the Department of Human
7 Services' Improving Outcomes for
8 Children, the IOC initiative. My name is
9 Vanessa Fields. I currently serve as the
10 Vice President of AFSCME District Council
11 47, which represents 7,000 active members
12 and retirees throughout the City of
13 Philadelphia.

14 Before my election to Vice
15 President, I worked as a social worker
16 for 36 years. Twenty-eight of those
17 years was with the Department of Human
18 Services, first as a Child Protective
19 Service worker and later as a hotline
20 worker. While employed at DHS, I was
21 active with the union, including shop
22 steward, and became very familiar with
23 the many issues that my fellow co-workers
24 and union members at DHS faced.

25 As Councilmembers, I urge you

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 to let our members' experience sink in.

3 The reality is that contracting out has
4 been pockmarked with serious challenges.

5 Our DHS members are committed and
6 passionate about making a positive impact
7 on the safety, well-being, and permanence
8 of the children in our care. Their
9 firsthand accounts of role confusion with
10 CUAs and continued understaffing and
11 overworked situation must be addressed.

12 Let me first turn your
13 attention to the role confusion. The way
14 IOC is supposed to work is that DHS and
15 CUA each have a discrete set of duties.
16 Yet DHS staff from across all units
17 routinely support CUA staff. In some
18 cases, CUAs are rejecting child welfare
19 cases referred to them and re-referring
20 the most difficult and challenging cases
21 back to DHS. Cherry-picking cases make
22 our members not only do more, but it
23 creates an atmosphere of lower quality by
24 the public sector.

25 I bring up the issues of

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 caseloads because we all know that child
3 welfare needs are only increasing for
4 several reasons. Changes to the Child
5 Protective Service Law expand the
6 definition of child abuse and
7 perpetrator, which will require
8 additional staff in the Hotline and
9 Investigation sections. Unemployment
10 continues to be an ongoing challenge.
11 More than one-third of Philadelphia's
12 children and youth live in poverty. DHS
13 projects that in Fiscal Year 2015 there
14 will be 20,895 intake investigations of
15 children. That is an increase of 15
16 percent since 2010. During that time
17 period, there will be a 31 percent
18 decrease in the number of social work
19 staff, including supervisors and
20 trainees. At the same time, our members
21 report that CUAs are experiencing high
22 turnover, a phenomenon that is also
23 happening inside DHS and is documented in
24 the latest Community Oversight Board
25 report.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Some of our members who work in
3 Intake have caseloads of over 17, but
4 what some lay people might not know is
5 that caseloads does not equal children.
6 A single social worker assigned to Intake
7 could have a caseload of 10, but be
8 dealing with 20 to 30 children. The
9 Child Welfare League of America, the
10 country's oldest and largest child
11 welfare coalition, recommends an intake
12 caseload of 12. They also recommend
13 though the agencies tailor their
14 standards by factoring whether children
15 are served at home or in care, court
16 involvement, distance, and other factors.
17 High caseloads and workloads negatively
18 impact a number of important child
19 welfare indicators, including safety and
20 permanency outcomes for vulnerable
21 children; timeliness, continuity, and
22 quality of service delivery; family
23 engagement and relationship-building; and
24 worker retention.

25 The question begs to be asked,

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 how is DHS monitoring the subcontractors
3 and exactly how many subcontractors are
4 there? To prepare for this hearing, I
5 went through all the public reports
6 related to IOC progress to see what gets
7 reported to the public. What I recommend
8 is that on top of the key child welfare
9 outcomes measures, DHS should also report
10 more thoroughly on the workforce in DHS
11 and CUAs, such as number, retention rate,
12 turnover rate, et cetera; their working
13 conditions, caseloads, number of children
14 served, the number of cases re-referred
15 to DHS; financial stability of the CUAs
16 and subcontractors; and indicators
17 related to contract performance.

18 Transparency is a powerful force that,
19 when applied consistently, can improve
20 governance and promote accountability.

21 Philadelphia's vulnerable
22 children and families deserve a full
23 accounting of IOC's progress and its
24 impact to the people who work with them
25 the closest, the social workers.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 As the newly elected Vice
3 President of AFSCME District 47 and a
4 longtime child welfare social worker, I
5 stand ready to work with the different
6 child welfare stakeholders to ensure
7 quality services are delivered by trained
8 professionals who are supported by their
9 employers.

10 (Applause.)

11 MS. HABIBI: My name is Shar
12 Habibi and I'm the Research and Policy
13 Director for In the Public Interest.
14 Thank you very much, Councilwoman Tasco
15 and other Councilmembers, for having me
16 here today.

17 In the Public Interest is a
18 non-profit resource center that examines
19 government outsourcing and responsible
20 contracting across the country. And as a
21 resource and our focus on government
22 outsourcing, we've examined the
23 experiences of other governments that
24 have utilized a similar lead agency model
25 to provide child welfare services, and I

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 would like to take a few minutes to share
3 the experiences of Nebraska and Florida
4 and their child welfare systems and shed
5 light on some of the problems that can
6 occur in these types of systems and then,
7 based on those experiences, provide some
8 recommendations for strengthening
9 contracting practices and mitigating
10 those risks.

11 And so first is Nebraska. I
12 think Commissioner Garrett Harley did a
13 good job talking about some of the
14 problems in Nebraska, and I just wanted
15 to elaborate on those just a little bit.

16 So Nebraska privatized their
17 child welfare system in 2009. The state
18 moved from a system where it directly
19 contracted with over 100 providers to a
20 model where it contracted with five
21 private companies responsible for the
22 delivery and coordination of child
23 welfare services.

24 By March 2012, four of the five
25 contractors either ended or lost their

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 contracts. In a 2011 audit by the state
3 auditor examining the system, he found
4 that child welfare costs had increased by
5 27 percent after the system was
6 privatized. The state failed to seek
7 bids on multi-million-dollar contracts.
8 The state overpaid contractors millions
9 and continued to pay contractors who
10 failed to meet benchmarks. The state
11 failed to document how money given to
12 contractors was spent. Lead contractor
13 records were not reconciled with the
14 state's database containing information
15 on clients and the services that they
16 received. And the state had poor
17 procedures to oversee lead contractors'
18 management of subcontractors.

19 Additionally, caseworkers
20 working for private contractors did not
21 have enough training to deal with the
22 complexities of the welfare system, and
23 reports of other problems included
24 private caseworkers' lack of knowledge
25 about the children in their care, poor

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 understanding of the judicial system, and
3 high staff turnover.

4 The privatized system has
5 created instability, and the outcomes for
6 children and families have failed to
7 improve. Of the 4,313 children in
8 out-of-home cases in June 2012, 61
9 percent had four or more caseworkers
10 during their lifetime. That compares to
11 35 percent in December 2008 before the
12 privatization began. And a lack of
13 documentation by contractors has impeded
14 the state and the court's ability to
15 really get to the bottom and get an
16 accurate picture of progress of parents
17 and children.

18 So currently only one
19 contractor remains and operates in the
20 Omaha area and the state has taken back
21 responsibilities in other parts of the
22 state. Unfortunately, the fallout from
23 privatization has continued as a federal
24 audit by the Administration for Children
25 and Families found that Nebraska misspent

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 nearly \$22 million in Title IV-E foster
3 care dollars, which now must be returned.

4 So then Florida, they also
5 utilized that lead agency model for its
6 child welfare system. Florida privatized
7 its system in the year 2000. The fact is
8 that after almost 15 years of the system,
9 the outcomes for families and children
10 are mixed. While some outcomes have
11 improved under the current system, such
12 as decreasing the total number of
13 children in the system, much of this is
14 due to factors other than privatization.
15 Florida has increased spending in this
16 area from 717 million in 2000 to more
17 than a billion in 2011. And in 2006,
18 Florida became one of the first states to
19 be granted a federal Title IV-E waiver,
20 which gives the state more flexibility to
21 use foster care funds on things like
22 prevention. So that's another
23 contributing factor to the decrease in
24 the state's child welfare population.

25 But other measures have

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 suffered. In 2012, 432 Florida children
3 died of abuse and neglect, and 40 percent
4 of them were already involved in the
5 child welfare system.

6 Another important objective is
7 the stability of foster care placements.
8 Between 2000, the first year of the new
9 system, and 2006, the percentage of
10 children with three or more placements
11 within the first 12 months more than
12 doubled to 18.8 percent. In 2012, that
13 percentage has decreased, but it's still
14 at 13.7 percent.

15 Lead agencies in Florida are
16 currently experiencing high turnover of
17 caseworkers. Caseworker turnover
18 averages 37 percent per year on average
19 in the state, and contractors in -- lead
20 contractors in some parts of the state
21 are experiencing turnover as high as 80
22 percent due to low pay and high
23 caseloads.

24 And then the other issue is lax
25 oversight of contractors. So earlier

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 this year, the State Senate President
3 called for greater accountability of
4 Florida's child welfare system after a
5 series of children's deaths in 2013, and
6 in response to the recent children's
7 deaths, Judge Larry Schack of the 19th
8 Judicial Circuit in St. Lucie County
9 testified in September of 2013 that the
10 child welfare system in Florida is broken
11 because, quote, no one is in charge. And
12 he further described the privatized
13 system as fragmented and one that
14 deprives the Department of Children and
15 Families' Secretary with the authority
16 needed to keep the system accountable.
17 Quote, so if there is a problem with case
18 management, adoptions or services and the
19 Secretary wants to act, he or she has to
20 ask the community-based group to make a
21 change and hope that it does. The bottom
22 line is that there is no vertical control
23 over the system, unquote.

24 So based on the experiences of
25 other governments that have experimented

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 with the privatization of child welfare
3 services, I just want to offer a couple
4 of broad recommendations that may be
5 useful as the City evaluates its own
6 system. And I also want to note that as
7 the City assesses its current child
8 welfare system, I think it makes sense to
9 review all options. And many places like
10 Nebraska have found that direct public
11 control and coordination of services is
12 more efficient and effective, and
13 reassessing division of public and
14 private responsibilities can be useful to
15 governments as they figure out how to
16 improve their system. Nonetheless, I
17 think the following recommendations are
18 useful in many child welfare
19 arrangements:

20 So first is the comprehensive
21 collection of documentation, and I think
22 this is documentation of all aspects of
23 the system, including information
24 regarding client services and outcomes,
25 information related to how funds are

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 spent by contractors and subcontractors,
3 and data related to the functioning of
4 the actual system.

5 Two, transparent data. This
6 data that I just discussed must be made
7 transparent and made available to the
8 relevant stakeholders and committees.
9 Stakeholders can't properly assess,
10 improve, and make appropriate decisions
11 without full access to collected data.

12 Third, robust contract
13 oversight. The agency must ensure that
14 it has robust oversight of its lead
15 contractors, the CUAs as you guys call
16 them, and that the agency has the
17 mechanisms in place to oversee
18 contractors' management of
19 subcontractors, and ensure that the
20 programmatic and financial integrity of
21 the services provided -- the financial
22 and programmatic integrity of the
23 services provided to vulnerable families
24 and children.

25 The City is ultimately

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 responsible for the well-being of the
3 children in its child welfare system and
4 must have adequate resources, policies,
5 and procedures for the oversight of the
6 entire system regardless of who provides
7 the service.

8 And, lastly, investment in DHS
9 staff. In addition to providing adequate
10 resources for contract oversight, the
11 City should ensure that the agency has
12 the funding to maintain a stable and
13 expert workforce. In a lot of -- in many
14 cases, public agency caseworkers are the
15 glue that keeps the system together when
16 problems occur and often troubleshoot
17 contractor problems. And the
18 institutional knowledge of the staff is
19 the agency's greatest asset and key to
20 ensuring that children and families don't
21 fall through the cracks.

22 So in closing, I just want to
23 say that the child welfare system is a
24 system that makes life and death
25 decisions, and it's important to note

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 that failing to do what is best for a
3 particular child or family does not
4 necessarily constitute a contract
5 violation. And cities and states that
6 are committed to building a system that
7 strives to make the best decision for
8 each vulnerable child and individual must
9 retain ultimate control over their child
10 welfare system.

11 Thank you very much.

12 (Applause.)

13 COUNCILWOMAN TASCO: Thank you
14 very much for your testimony. I'm sure
15 there will be a lot of questions at the
16 end of the panel.

17 MS. MOULTRIE: Good afternoon,
18 Councilwoman Marian Tasco and the Board.
19 My name is Stacey Moultrie. I am a
20 hotline social worker and I'm also a
21 Chief Steward for AFSCME Local 2187.

22 I'm here to explain,
23 Councilwoman, about the things that we
24 experience as social workers, also on the
25 hotline, and some issues that my peers

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 are having.

3 I have been a social worker for
4 the last past 17 years and I've only been
5 on the hotline for the past seven years.
6 I've noticed that calls have increased on
7 the hotline with a lot of calls from CUA
8 workers. And I also do the walk-ins when
9 people walk in off the street to ask
10 questions, and I have noticed that they
11 have increased also.

12 Let me give you an example of a
13 case that I've encountered. I had a
14 woman come in who had an active case who
15 had an active CUA worker, and she came in
16 ranting and raving: I want my case back
17 at DHS. I don't want my case with a CUA
18 worker.

19 So I tried to calm the lady
20 down, and she said, My kid got hurt, was
21 beat by a foster parent. She showed me a
22 picture, and I said, Okay, wait, let me
23 see what I can do.

24 She said, But they removed my
25 kid, but they kept my other two in that

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 house.

3 I said, Hold it, wait a minute.

4 Let me call your CUA worker.

5 I called the CUA worker, and
6 his exact words to me, quote/unquote, I
7 did what my supervisor told me.

8 I then got up and I went
9 upstairs to my supervisor and I called
10 that CUA worker's supervisor. I said to
11 the supervisor, I said to her, How could
12 you leave two kids in a home when you
13 know one already got hurt in that home?

14 She said, Okay, I'm going to
15 move them.

16 That was two days later. The
17 kid got hurt on November 15th. The other
18 children were moved on November 18th.
19 That's an example.

20 Then you have -- let me give
21 you another example. You have judges
22 over at 1501 who say, I want this case to
23 stay at DHS. I don't want it to go to
24 the CUA.

25 You know, our hands are tied.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 You got things that are happening like
3 this. You got CUA workers who can't get
4 OPCs. That means that they have to call
5 DHS to get an OPC. The DHS worker has to
6 go out and be with them to remove that
7 child. It's crazy. I mean, it just
8 drives us bananas. We're still doing the
9 work. We're still doing the work. We're
10 still doing the work. That's just a
11 prime example.

12 You have foster parents who --
13 I have a foster parent who says she's
14 been a foster parent, quote/unquote, for
15 42 years. She says she has never
16 experienced -- this is her saying to me:
17 I have never experienced the lack of
18 compassion and support demonstrated by
19 the CUA agency, end quote. That's what
20 the woman said to me.

21 Now, Councilwoman Tasco, I come
22 before you to say that I don't know what
23 we're going to do at this point with
24 these type of situations that my peers
25 are encountering and that they are coming

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 to me as their union rep to say what can
3 we do.

4 COUNCILWOMAN TASC0: Well,
5 that's why we're having this hearing
6 today, to kind of get a sense and get an
7 update on this whole new program. So we
8 appreciate your coming out with your
9 testimony, and thank you very much.

10 MS. MOULTRIE: And I thank you
11 for allowing me to testify.

12 COUNCILWOMAN TASC0: Any time.
13 (Applause.)

14 COUNCILWOMAN TASC0: Good
15 afternoon.

16 MS. DASH: Good afternoon,
17 Councilwoman, Chairperson Marian Tasco
18 and Councilmembers. My name is Shirlana
19 Dash and I am currently a DHS Intake
20 social worker as well as a shop steward.
21 I've been at DHS almost 14 years. I am a
22 social worker at heart. My Bachelor's
23 degree is in social work. My Master's is
24 in public administration, and I'm writing
25 my dissertation for my Ph.D. in public

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 policy.

3 I speak to you as someone who
4 does the work every day. We do the work
5 we do because we love to serve the
6 families and children in Philadelphia.

7 But recently this transition at DHS has
8 seemed to provide a burden, as the shop
9 steward workers come to me every day.

10 And while working within various CUA
11 agencies at DHS, this transition process
12 has been hectic, unorganized, and
13 slothful.

14 Numerous social work service
15 managers have come to me complaining as a
16 steward and as a co-worker about the lack
17 of guidance that is received both from
18 leadership within the Department of Human
19 Services as well as the CUA agencies
20 regarding the service delivery process.

21 Although CUA agencies and OJT workers
22 have received training, DHS workers
23 at-large have not received extensive
24 training on the process and practice
25 change of CUA.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 With any system change, there
3 are vast changes that occur on every
4 level. However, the workers have not
5 received extensive training. I believe
6 it was a two-hour training on one mode or
7 part of the CUA process, but there has
8 been no extensive training regarding the
9 entire process and what it entails and
10 how it daily affects the work we do.

11 The CUA workers appear to lack
12 some of the skill and expertise necessary
13 to handle emergencies that occur every
14 day at DHS. Recently, I had to place a
15 teenage child, and while working with the
16 CUA agency specifically, there seemed to
17 be a lack of organization during the
18 process. After waiting several hours for
19 a placement to be identified, which is
20 normal even within the Department, the
21 worker attempted me -- the CUA worker
22 attempted me to drop a child off at a
23 placement location without properly
24 securing the placement. Again, when I
25 questioned the worker about this, I was

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 told to take the child to a placement
3 without having proper approval. This
4 action was in direct violation of
5 placement protocol, unless something has
6 changed where, again, I wasn't told, we
7 can drop children off without placement
8 being confirmed.

9 My supervisor, I spoke to her
10 about the matter, likewise continued.
11 The child ended up being placed. There
12 were other issues regarding foster parent
13 being notified and about the proper
14 timeframe for the placement to occur.

15 The very next day I received a
16 phone call from another CUA worker within
17 the same agency asking me to identify the
18 location of this child. Despite being
19 given the placement location from the CUA
20 intake worker who handled it, the same
21 agency called the next day asking me
22 where was the child.

23 It seems that these issues with
24 communication is something that is a
25 grave problem. If there are

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 communication problems within their own
3 agency, you can imagine how the
4 communication process flows down to the
5 workers and supervisors at DHS.

6 This process directly can
7 affect, if continued to go unchecked, it
8 can affect the safety and well-being of
9 the children and families we service,
10 because we are here to save the children.
11 We are here to make sure that children
12 are safe and okay. But if we do not
13 effectively communicate with one another,
14 that is a problem that will only continue
15 to grow.

16 The CUA workers appear to
17 struggle with this transition as well,
18 transitioning from the role of a service
19 provider to a direct service
20 practitioner. Again, if the training --
21 again, they received training. As a DHS
22 worker, we are provided training.
23 However, the training regarding the CUA
24 transition, I haven't seen mandatory
25 training and/or otherwise. I've asked

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 co-workers other than a two-hour training
3 on the safety meeting, I've asked was
4 there training? Is there training?

5 Because it becomes very frustrating when
6 you're going to follow this process, you
7 go to your supervisor and they may have
8 some answers. They go out, I don't know.
9 And then we call up the chain of command.
10 That becomes very frustrating.

11 I'm sorry. Stacey gave me a
12 note about training hours, saying that
13 the training hours have been taken from
14 us and given to the CUA. Oh, as far as
15 mandatory training, we have a set amount
16 of mandatory training that we must attend
17 every year in order to be certified.
18 However, if the training is full, it is
19 full. So it appears that the priority is
20 the CUA workers being trained. And then
21 come to the end of the year when DHS
22 workers likewise have to be trained,
23 we're told the trainings are full and we
24 cannot make it. We can't get in. That
25 seems to be an issue.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 It seems, again, as I close,
3 that the lack of training -- it is a very
4 different job. Yes, we are to work
5 together. However, if we do not know how
6 to effectively communicate and that the
7 roles are not clear, CUA workers are
8 calling DHS workers asking what am I to
9 do. I am the DHS worker. I cannot -- I
10 don't have the authority to tell the CUA
11 worker what needs to be done. That is
12 something that must go through their
13 chain of command. But workers are saying
14 all the time, CUA workers are calling the
15 DHS workers after the kid has been placed
16 asking us what to do. Again, if in fact
17 that is the role that we are to have, I
18 have no problem doing it, but then I need
19 to be trained and know that that is the
20 role that I now have so I can effectively
21 do it.

22 That's it.

23 (Applause.)

24 MR. YOUNGER: Good morning,
25 Council.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COUNCILWOMAN TASC0: Good
3 afternoon.

4 MR. YOUNGER: It is afternoon.
5 When it started, it was morning. Now
6 it's afternoon. Oh, my goodness. Here
7 we are. How is everybody? Good morning,
8 and thank you, Your Honor, for allowing
9 us this opportunity. Everybody knows me.
10 Y'all know I try to keep it real and so
11 on. Everybody --

12 COUNCILWOMAN TASC0: Tell the
13 record who you are.

14 MR. YOUNGER: But everybody is
15 so uptight. We're here for a purpose.
16 Everybody in this room knows someone,
17 because we are an interdependent system.
18 We are. We depend on each other. And
19 although things were scripted for me and
20 I am going to stick to the script
21 because --

22 COUNCILWOMAN TASC0: You
23 haven't told me who you are yet.

24 MR. YOUNGER: I'm sorry. I am
25 Charles D. Younger, Your Honor.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COUNCILWOMAN TASC0: She needs
3 to know.

4 MR. YOUNGER: Yes, ma'am. I am
5 so sorry, for the record. Charles D.
6 Younger, formerly for seven years I was a
7 DHS Ongoing Service Region worker. Now I
8 am currently working with the union,
9 DC47, as a union organizer. Hoorah.

10 Good morning -- I mean good
11 afternoon once again. I do want to just
12 suggest this: Malcolm X always said make
13 it plain, you know. We've heard a lot of
14 different information today. I think my
15 role through my testimony is to try to
16 make it as plain as possible, and it's a
17 personal story. I just left a month ago
18 Ongoing Service Region, which we
19 sometimes called Little Beirut, because
20 the work was so hard. But I just wanted
21 to share a personal story based on what I
22 saw as a worker in the Ongoing Service
23 Region. And now I go to the script.

24 I am here today because I want
25 what we all want. We want all children

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 to be secure, stable, and safe,
3 preferably in their own homes. We want
4 children and families to be provided with
5 the best services possible. However, I
6 can attest that since the implementation
7 of the IOC, it has sort of wreaked a
8 little havoc in what we do.

9 I appreciate the opportunity
10 now to share my story and a few
11 suggestions on how child welfare can work
12 more effectively and safely in
13 Philadelphia and under the guise of DHS.

14 During my time in OSR, what I
15 saw and experienced after IOC started on
16 January 13th, 2013 in terms of the
17 deterioration of working conditions for
18 DHS staff might startle some of you.
19 Several reasons contributed to this.
20 One, under IOC, DHS changed quickly and
21 drastically. In Ongoing Services, I saw
22 a high level of role confusion between
23 the workers of the CUAs, Community
24 Umbrella Agencies, and Ongoing Services
25 workers, DHS. This misunderstanding was

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 basically in the form of policy and
3 procedure. Some people interpreted one
4 set of rules one way and some interpreted
5 one set of rules the other way.

6 The systemwide misunderstanding
7 was exacerbated by the fact that everyone
8 in DHS was already stretched so thin with
9 dealing with their own current caseloads.

10 When you combine the tendency
11 of CUA workers being more inexperienced
12 than DHS workers, in fact it is
13 ultimately the DHS worker that if
14 anything occurs is responsible for what
15 may occur or what may happen. And did
16 you know that CUAs can re-refer or give
17 back cases? That is a problem with
18 Ongoing Service workers. If we did
19 overtime before -- and Lord knows that's
20 all we do it seems is overtime because of
21 the high caseloads -- much of the work
22 that was performed was performed cleaning
23 up some of the problems that may have
24 been caused by the CUAs.

25 The increased demands and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 stress have forced many workers to leave
3 the agency. My co-workers are getting
4 worn out physically, mentally, and
5 emotionally. And the overtime projects
6 do not rectify the void left by full-time
7 experienced workers who are knowledgeable
8 and committed to the care of vulnerable
9 populations.

10 Now, there's other dire
11 consequences. For example, I have seen
12 extremely high levels of uncovered cases
13 and a tremendous backlog in court. And
14 if something goes wrong in court, well,
15 the judge doesn't always penalize the CUA
16 worker. The judge will penalize DHS,
17 with no reasonable efforts.

18 So stepping back from the
19 operational details, my question about
20 IOC is, how is it improving families'
21 economic situations? Poverty is a major
22 risk factor in child neglect and abuse.
23 But let me be clear. While most people
24 in financial need do not mistreat their
25 children, poverty can increase the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 likelihood of maltreatment. It seems to
3 me that organizations that deal directly
4 with economics and labor such as labor
5 unions should be more involved with IOC
6 implementation.

7 Malcolm X also said if you live
8 in a poor community, it forces you to go
9 to a poor school, and if you go to a poor
10 school, it forces you to get a poor
11 education, and with that poor education
12 it then again forces you to live back in
13 a poor community. So it's a very vicious
14 cycle, and we must be very conscious of
15 that.

16 So in conclusion, I want to
17 reiterate my thanks to the Committee for
18 allowing me to hear -- to hear some of
19 the things and some of the concerns that
20 we have as former DHS workers and now
21 current labor leaders regarding the IOC
22 and CUAs.

23 Thank you very much.

24 COUNCILWOMAN TASC0: Thank you
25 very much.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 (Applause.)

3 COUNCILWOMAN TASC0: Now we
4 want this panel to stay in place. We do
5 have to give our stenographer a break.
6 And then we'll bring you back to the
7 table. There are questions for you from
8 the Councilmembers.

9 (Short recess.)

10 COUNCILWOMAN TASC0: Could we
11 have your attention, please. Could we
12 have your attention, please. We'd like
13 to get started.

14 The Chair recognizes
15 Councilman -- we'll call the next panel
16 after we question the panel that was just
17 here.

18 We want the other panel back.
19 Is the other panel still here?

20 Do you have questions of that
21 panel?

22 COUNCILMAN JOHNSON: Yes. If
23 it's okay, Madam Chair, Ms. Fields, hold
24 on just for one second. It will be
25 helpful to have -- I'm not going to say a

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 rebuttal, but insight from the
3 Administration on the implementation and
4 the actual communication and response to
5 those things, those issues and concerns
6 that were put forth. So can the
7 Administration please come back up. That
8 would be the Commissioner and Kim.

9 (Witnesses approached witness
10 table.)

11 COUNCILMAN JOHNSON: How you
12 doing, Commissioner? How are you?

13 COMMISSIONER HARLEY: Okay.

14 COUNCILMAN JOHNSON: How you
15 doing, Kim? How are you?

16 MS. ALI: I'm great.

17 COUNCILMAN JOHNSON: Kim hails
18 from the great neighborhood of Point
19 Breeze, South Philadelphia.

20 COUNCILWOMAN TASCO: She moved
21 from Mount Airy.

22 COUNCILMAN JOHNSON: You lived
23 in Mount Airy?

24 MS. ALI: I'm born and raised
25 in South Philly. I am a South

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Philadelphian, Church of the Redeemer
3 Baptist, 24th and Dickinson, 15th Street.

4 COUNCILWOMAN TASC0: I was just
5 trying to steal you.

6 MS. ALI: You were trying to
7 steal me?

8 COMMISSIONER HARLEY: Well, I
9 live in Mount Airy.

10 COUNCILMAN JOHNSON: Yes.

11 So, you know, obviously as
12 members of this Committee, we have an
13 opportunity to hear two sides of the
14 actual transition of this process, and
15 obviously on the worker side this seems
16 like, at least from the outside looking
17 in, there's not a connect. There's a
18 disconnect from the testimony that we've
19 heard.

20 So can y'all give us an
21 overview on where we're at, on what
22 systems are in place to address some of
23 these issues. I think what stuck out for
24 me more than anything else is, what is
25 actual oversight?

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COUNCILMAN JONES: Friendly
3 amendment, Councilman?

4 COUNCILMAN JOHNSON: Sure.

5 COUNCILMAN JONES: If you could
6 speak to specifically the giveback of
7 cases, the right of refusal of the CUAs.
8 In particular what grabbed me was the
9 turnover of CUAs, which was a concern I
10 had before I heard the testimony, and
11 then the advocates group that talked
12 about the 61 percent -- the study that
13 shows that 61 percent versus 35 percent
14 had four or more caseworkers. And so
15 those three things, in conjunction with
16 what you said.

17 COUNCILMAN JOHNSON: Thank you,
18 Mr. Chair. May I have the floor back,
19 sir?

20 COUNCILMAN JONES: It's my
21 hearing, but go ahead.

22 COUNCILMAN JOHNSON: Thank you,
23 sir.

24 Probably the only component
25 that really stuck out for me is,

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 elaborate on the role of the CUA workers
3 and their interactions with the families
4 versus the actual professional -- well,
5 they both can be professional, but I
6 understand in the context of the DHS
7 workers, they are pretty much hired to be
8 full-fledged experienced social workers
9 by the nature of their actual practice.
10 And so can you give me an overview of
11 that process.

12 COMMISSIONER HARLEY: So thank
13 you for the opportunity to provide some
14 clarity. I'm not necessarily going to
15 disagree with anything that has been
16 said, because I think a lot of this is a
17 matter of interpretation, and I do -- I
18 even know about some of the scenarios
19 that were given you about cases, because
20 some of them were brought to my attention
21 at different levels.

22 What I can say to you is that
23 this is a new process. We are
24 developing. We are in the midst of the
25 development. There are growing pains.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Obviously the CUA staff is not as
3 experienced as the DHS staff, and we
4 certainly value the expertise of the DHS
5 staff, which is why we are using the DHS
6 staff to provide the technical assistance
7 to the CUAs. But for every one of those
8 kind of individual case anecdotes that
9 was given to you, I could give you one
10 equally that involves a DHS worker.

11 Now, I have some really good
12 workers. I do. And most of them are
13 extremely committed, but some of what was
14 described to you was not an indictment of
15 the IOC system. It was about personal
16 performance of an individual worker that
17 perhaps was not up to par. It does not
18 necessarily mean that the appropriate
19 policies or procedures are not in place
20 because somebody doesn't follow through
21 with them, and we do understand that.

22 We also understand that the DHS
23 system has had its challenges. That's
24 part of how we got here today. It's part
25 of how we got to Danieal Kelly. And we

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 are growing and making strides, the same
3 thing that we're going to have to give
4 this Improving Outcome system the
5 opportunity to do.

6 But I do respect the fact of
7 the information that the workers are
8 giving, and I know that many of the
9 workers, my workers, DHS workers, were
10 very frustrated about this system and are
11 concerned, and I appreciate the fact that
12 they are concerned about the children and
13 families that we serve, because they're
14 social workers and that's what we want
15 them to be. But I do want to say some of
16 it, I think, is about understanding and
17 clarity. We have tried to communicate
18 with our internal staff as well as
19 external staff as much as we can. We
20 have a DHS website. We have an IOC
21 website. We send out an IOC newsletter
22 every month. We send out blurbs. We
23 have posters on the walls if you come
24 into the building at 1515 Arch. We have
25 posters in the elevators that talk about

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 some of the various things.

3 So we try to -- and we have
4 done, many of us have done, and I know I
5 did it personally when I was a Deputy
6 Commissioner, went to a lot of union
7 meetings talking about IOC and trying to
8 filter and answer questions. We just
9 recently had a series of all-staff
10 meetings when I came in, probably in
11 September, sometime late September, to
12 talk about sort of what I'm going to do
13 or what I hope to accomplish as new
14 Commissioner, but also about IOC, because
15 most of the questions centered around
16 that. Commissioner Ambrose had a series
17 of staff meetings as well when she was
18 there.

19 Could the communication be
20 better? Absolutely. Always
21 communication can be tightened. We do
22 try to address it at every way that we
23 can. We have a Communications Director
24 who fields a lot of these things and
25 works very hard at trying to get out the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 message about IOC and why we're doing it.

3 Having said that, some of what
4 you heard, you heard a lot from in
5 particular the intake workers or the
6 hotline workers who have a concern about
7 the number of calls or cases coming back
8 in from the CUA having increased, but I
9 do want to lay some framework behind
10 that.

11 As a matter of law, we cannot
12 contract out our hotline services or our
13 intake and investigation services. So
14 although we have the Community Umbrella
15 Agencies addressing the ongoing direct
16 service work, any time that they see
17 something that they think warrants a new
18 report of additional abuse and neglect or
19 anything of that nature, they must call
20 it back in to the DHS hotline. Only a
21 DHS worker who is a governmental agent,
22 is the law in Pennsylvania, has the
23 ability to conduct an investigation or to
24 go in someone's home and remove a child.
25 So some of the reports they're talking

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 about, the CUA workers are doing what
3 they have to do in terms of calling them
4 back in to have us do the investigation.

5 Now, I do know, because I talk
6 to my staff a lot, there is some rub
7 about was that the right report that the
8 CUA worker called in, but I always say in
9 an abundance of caution, I would rather
10 people call in a report and we go out and
11 investigate and it's nothing than no one
12 calling in something and some child is
13 actually being harmed or abused.

14 So some of it is, they are
15 required and it is the system we've set
16 up to call it back in, because only a DHS
17 worker can do that kind of level of
18 investigation.

19 MS. ALI: The other thing that
20 I wanted to talk about specifically was
21 around the training in terms of the
22 training that we offered to DHS social
23 work staff, in particular Hotline and
24 Intake and Investigations, was because we
25 knew that given the fact they were from

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 the front door, that they would be the
3 first ones who will have some contact
4 with the Community Umbrella Agencies.
5 Therefore, we actually offered a two-day
6 training for all Hotline, Intake, and
7 Investigation staff, and we did an
8 overview for the Ongoing Service Region
9 staff.

10 However, as the Commissioner
11 stated, we know that communication is
12 extremely important, and what I learned
13 last year in 2013 when I participated in
14 the two-day training, now that it's real
15 for me because I actually have a case, I
16 need to know more. So the written
17 communication that we do monthly, but
18 we're going to institute in January in my
19 new role as Chief Implementation Officer
20 of IOC, my vision is to go to the floor
21 so that I can talk directly to the social
22 work service managers and the supervisor
23 and the clerical staff, because they also
24 have questions, as opposed to reading it
25 in a pamphlet or in a newsletter so that

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 we can have some direct communication so
3 that we can clarify any
4 misunderstandings, provide some
5 additional coaching so that we can
6 strengthen the communication around IOC.

7 COMMISSIONER HARLEY: In
8 addition to trying to address -- and I'm
9 trying to remember both of your
10 questions, Councilmen.

11 In terms of monitoring and how
12 do we determine that the CUAs know what
13 they're doing, we have put in place
14 various types of monitoring, but one of
15 the ones I think that would help the most
16 in terms of trying to determine whether
17 or not the service will actually be
18 delivered in the manner in which they say
19 they are, we have something called
20 Quality Visitation Review, where we now
21 have DHS workers -- it comes under our
22 Performance Management and Accountability
23 Unit -- who actually go out into the
24 community to these families' homes to try
25 and verify was your Community Umbrella

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Agency case manager here, how long did
3 they stay, what did they do, what did
4 they talk to you about. It's to
5 verify -- now, it's a random selection
6 and obviously we can't go to every home,
7 but it does give you a picture and a
8 snapshot of whether or not the
9 information that is being reported to us
10 is accurate. And that's one of the
11 things that we're doing, in addition to
12 the Performance Management and
13 Accountability Unit pulls a random
14 sampling from each of the CUAs every
15 month to review to look for things such
16 as safety assessments, visitation, other
17 things that we -- and other data points
18 that we're monitoring.

19 We also have in place something
20 we call CUA ChildStat. We also do it on
21 DHS as well to look at --

22 COUNCILMAN JOHNSON: Can you
23 repeat that.

24 COMMISSIONER HARLEY: I'm
25 sorry. ChildStat.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COUNCILMAN JOHNSON: ChildStat?

3 COMMISSIONER HARLEY: Right.

4 But we call the one specifically about
5 the Community Umbrella Agencies CUA
6 ChildStat, where we look at certain
7 measures and we're sort of putting the
8 information up publicly and you are
9 comparing what each CUA did in certain
10 benchmarks in order to be able to see
11 where there needs to be some growth and
12 then there's some discussion for those
13 who are doing it well, what are you doing
14 that helped you develop to this level.
15 For those who are not doing it so well
16 sometimes, there is an urging, and we are
17 committed to trying to help them do
18 better and trying to work with the team
19 to do that.

20 So those are just some examples
21 of sort of the monitoring that we do.

22 MS. ALI: The one other thing
23 that we do probably more frequently and
24 definitely more frequently than the QVR,
25 the Quality Visitation Review or the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Quality Service Review, is that we talked
3 about it initially in terms of family
4 team conferencing. We actually have DHS
5 social workers who have transitioned into
6 a new role, which is called team
7 coordinators, and they are responsible
8 for bringing the family to the table.
9 They bring the family to the table
10 initially. So at the time we complete a
11 safety assessment, once we identify that
12 there is an active safety threat in their
13 home, we have a child safety conference
14 within three days. The DHS investigator
15 social worker is there, the CUA case
16 manager is there, the family is there
17 with the family supports, as well as any
18 other stakeholders.

19 In addition, at that family
20 team conference we have a practice
21 specialist, which is a DHS supervisor,
22 who facilitates the team meeting. From
23 there, we do another 20-day meeting.
24 Again, the purpose of that 20-day meeting
25 is to develop that single case plan to

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 make sure that there is appropriate and
3 adequate sharing of information so that
4 the CUA case manager can take that case
5 and service the family appropriately.
6 And from there, we team those cases every
7 three months. Since January of 2013, we
8 have conducted over 5,000 teamings on
9 cases to ensure that the families are
10 receiving the services that they
11 rightfully deserve.

12 COMMISSIONER HARLEY:

13 Councilman, to go to your question about
14 cases coming back to DHS, which certainly
15 is a concern of mine as well and you're
16 right, a refusal, as you put it, of the
17 CUAs. The CUAs do not have a right of
18 refusal. So every case that comes that
19 is within your police district or in your
20 assigned CUA, the CUAs have to accept.
21 They do not have a right of refusal.

22 I believe what the testimony
23 was referring to is, there are some
24 cases -- and we've had a few that have
25 been brought to my attention, but I will

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 say that there are a few, and I'm sure
3 you're going to hear from another panel
4 that has some of my colleagues in the
5 legal field who may say some of the same
6 things. But there are some judges who
7 say, I want the case to remain at DHS,
8 because they are frustrated either with
9 the performance that they've seen in
10 front of them of that individual CUA case
11 manager or the CUA team or because this
12 is new. This is a culture shift, and for
13 many people, it is a little bit more
14 difficult to adjust to that culture shift
15 than it is for others.

16 So there are some judges who
17 like the way DHS was handling the case or
18 something of that nature. So we have
19 gotten some orders for DHS to remain. On
20 some of them we file motions for
21 reconsideration under the -- and go
22 through the appropriate legal channels to
23 have them addressed and to see if we can
24 get a judge to move from that. We are
25 also working with our Family Court,

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 though. And so we -- and Family Court
3 has been online with us, and in fact, we
4 have representatives from Family Court on
5 our IOC Steering Committee, as well as we
6 have been to the court and talked to the
7 judges and tried to educate them about
8 IOC, why the change. I personally went
9 and talked to them about the angst, and
10 it is a lot of turnover and there is a
11 lot of sort of tumultuousness in the
12 system right now, but that is to be
13 expected when you're doing a change or
14 transformation of this magnitude. And so
15 of that translates into some of the
16 frustration, I believe, that the judges
17 sometimes feel on some cases. And so we
18 have had that.

19 But, by and large, there is
20 absolutely no right of refusal. A CUA
21 cannot say we are not accepting a case or
22 a family, and we do not get a large
23 number of cases that are sent back to us
24 from court at this point. I have not
25 seen them.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COUNCILMAN JONES: Can you
3 provide to the Chair any numbers
4 statistically on that returning ratio.
5 And I also asked about staff turnover by
6 way of the CUAs. Are there any
7 statistics relevant to turnover?

8 COMMISSIONER HARLEY: I will
9 absolutely try to provide you what I can.
10 I'm not sure how much data collection
11 we've done around cases that have been
12 returned, but I will see what we can
13 gather together and absolutely submit it
14 to you.

15 In terms of turnover, DHS staff
16 turnover was mentioned at one point, that
17 a lot of staff are leaving because
18 they're upset. Our staff turnover has
19 been stable for the last at least three
20 to four years at somewhere around 12 to
21 14 percent, I believe.

22 Now, in terms of turnover for
23 the CUAs, that turnover varies. It is
24 much higher in some CUAs than I want it
25 to be or that it should be.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COUNCILMAN JONES: So what are
3 those numbers?

4 COMMISSIONER HARLEY: So
5 looking from a time period of January
6 2013 to November 2014, the turnover rate
7 has varied from 14 percent, 15 percent,
8 21 percent, 28 percent, and the highest
9 is 47 percent, which is a CUA that we
10 have definitely been working with,
11 trying -- and have done some really
12 robust work around going out, trying to
13 figure out what's going on both with the
14 recruitment and the retention of staff
15 and trying to get a better handle on why
16 the turnover rate has been so high and
17 what's going on. And I will say that
18 that is a CUA that the initial
19 projections in terms of the size of that
20 CUA has almost doubled, and I do think
21 that that has sort of impacted a little
22 bit, because obviously the work is much
23 harder and much more than they expected.
24 But we're definitely working with that
25 CUA to try to address that, and I'm

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 actually using some of the people from my
3 own Personnel Department and others to
4 try and see which ways we can help that
5 impact. We are definitely tracking it,
6 because turnover rate is vitally
7 important and I'm not going to tell you
8 that it is not, because turnover rate
9 directly indicates turnover of continuity
10 of caseworkers and care for families. So
11 that's why we're tracking it and I happen
12 to have the numbers.

13 COUNCILMAN JONES: Again, I
14 appreciate your candor. I mean, it takes
15 intestinal fortitude to say this is what
16 I'm doing and this is where we need to do
17 better. I get that.

18 When it comes to that turnover
19 ratio, the other impact is to the actual
20 clients who I confided in you, I've
21 gained confidence in you, you made me
22 step up or step against something that's
23 wrong, I've changed my behavior or I've
24 started to go to school, and now you're
25 gone. And in a lot of cases,

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 particularly with young people, that
3 level of trust and stability is a key
4 factor in trusting anybody, because
5 they've been disappointed before.

6 So a 50 percent turnover ratio
7 signals an alarm to me.

8 COMMISSIONER HARLEY:

9 Absolutely.

10 COUNCILMAN JONES: How do they
11 compare -- so you said the high end was
12 50 something. What was the low end?

13 COMMISSIONER HARLEY: The high
14 end was 47 percent. The lowest was 14
15 percent.

16 COUNCILMAN JONES: And how does
17 that --

18 COMMISSIONER HARLEY: That's
19 really of the first five CUAs. Because
20 the other CUAs had just started getting
21 cases, there's not a measurable enough of
22 a turnover rate yet.

23 COUNCILMAN JONES: And how does
24 that compare to DHS turnover?

25 COMMISSIONER HARLEY: DHS, as I

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 said, we've been stable for about the
3 last three to four years at 12 to 14
4 percent.

5 COUNCILMAN JONES: So the 12 to
6 14 percent --

7 COMMISSIONER HARLEY: So the 47
8 is definitely high. It is definitely
9 high, and it's definitely something that
10 we are concerned about and trying to work
11 with the Community Umbrella Agency to
12 address.

13 COUNCILMAN JONES: One other
14 statistic that I was asking about was
15 that turnover related to the number of
16 caseworkers on average a young person
17 has. So if I start out with you --

18 COMMISSIONER HARLEY: I
19 understand.

20 COUNCILMAN JONES: So how
21 many --

22 COMMISSIONER HARLEY: So that I
23 don't have. I don't have that data
24 compiled yet. I believe the information
25 that was being presented in the testimony

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 was about another jurisdiction, what the
3 data had been collected about a
4 jurisdiction that had been doing
5 Improving Outcomes or something like it
6 for a period of time. We have yet to
7 compile that data.

8 That is always a concern of
9 child welfare, I will tell you, even in
10 the old DHS. There was a lot of turnover
11 on workers on cases sometimes, whether it
12 was the DHS worker or the private
13 provider worker who was providing direct
14 services. Some of it is just the
15 difficult nature of the cases at DHS, and
16 so --

17 COUNCILMAN JONES: So I would
18 hope that those who are listening take
19 this as an indicator of what we're going
20 to be asking constantly on the budget,
21 during the budget cycle and looking at
22 performances going forward and to take
23 this opportunity, if they have a problem,
24 to address it before they come back to
25 this body and really focus on -- I know

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 you are, but also correspondingly, they
3 need to know why you're on them is
4 because we're also concerned about it as
5 well.

6 Madam Chair.

7 COUNCILWOMAN TASC0: Yes. I
8 just have a couple of questions. Do you
9 provide training for the CUA employees,
10 caseworkers, through your Department
11 University?

12 COMMISSIONER HARLEY: Yes. DHS
13 University does all of the training of
14 the Community Umbrella staff.

15 COUNCILWOMAN TASC0: And they
16 do attend? Is it mandatory?

17 COMMISSIONER HARLEY:
18 Mandatory, yes.

19 MS. ALI: In addition to the
20 DHS University, we also have a
21 partnership with the state Child Welfare
22 Resource Center, in which DHS social
23 workers receive training from there, as
24 well as the CUA case managers can also
25 receive training from the Child Welfare

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Resource Center, as well as the
3 Pennsylvania Council also, which is a
4 provider organization, also offers
5 training as well.

6 But our initial training, which
7 was the 120 hours of certification in
8 order to be a direct service social
9 worker, was offered by DHS University,
10 and then there are some additional
11 mandatory trainings particular around
12 Child Protective Services Law and the
13 changes in the Child Protective Services
14 Law that will continue to be offered by
15 DHS as well as the Child Welfare Resource
16 Center.

17 COUNCILWOMAN TASC0: The high
18 turnover at the CUAs that you
19 mentioned -- and I know you're trying to
20 investigate the why, but was staff
21 inexperienced? Is that one of the
22 issues?

23 COMMISSIONER HARLEY: I believe
24 so, yes. I think that sort of
25 inexperienced staff -- and, you know,

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 it's one thing to go through training,
3 sit in training for 12 weeks. It's a
4 totally other when I give you your first
5 assignment and you have to go in that
6 neighborhood that you're very afraid of
7 or whatever, and sometimes staff just
8 can't handle it. Once they get out
9 there, it's, I don't want to do that.

10 Now, we do experience some like
11 at DHS. Certainly not at that level, but
12 when we first bring in an OJT class and
13 everybody goes through training, within
14 the first couple of months we usually
15 lose a few staff as well once they get
16 out there in that community, because they
17 just realize doing the work -- being
18 taught the work or sitting in an academic
19 situation is very different from the
20 hands-on practical work. But I do think
21 the inexperience has something to do with
22 it.

23 COUNCILWOMAN TASC0: Are you
24 also looking beyond the work experience?
25 Are you also investigating the salary

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 range? Could that be an issue?

3 MS. ALI: So we actually went
4 out and did at this particular CUA that
5 we are talking about, we actually went
6 out there as a team, and what I mean as a
7 team, we had practice individuals, we
8 have individuals from our Personnel
9 Department, we had individuals from our
10 DHS University, our training arm, to look
11 at -- individuals from our Finance, to
12 look at all aspects of that particular
13 Community Umbrella Agency so that we can
14 identify all of the symptoms in reference
15 to the reason why the turnover was so
16 high. We actually during those
17 conversations not only talked to
18 leadership, but we spent a tremendous
19 amount of time, days, talking to the
20 actual CUA case managers as well as the
21 CUA supervisor.

22 So I think it's a number of
23 things, not only the fact that the work
24 is hard, but in terms of the
25 infrastructure. The Commissioner

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 indicated that our initial projections in
3 terms of the number of the families that
4 that particular CUA was going to receive
5 has actually increased. So that
6 certainly speaks to the infrastructure
7 that they needed to get on board in terms
8 of making sure that they can adequately
9 service.

10 So we took a multi-pronged
11 approach as to why the retention rates
12 were so high.

13 COUNCILWOMAN TASC0: Well, how
14 long would you allow a CUA to keep the
15 contract if you don't see any
16 improvement?

17 COMMISSIONER HARLEY: You know
18 what, we have not set that definitive
19 type of goals. That's something that we
20 are definitely focused on, concentrating
21 on right now. We've had a number of
22 meetings, even a retreat or two, to
23 really talk about that type of
24 contingency planning. Definitely we'll
25 enter into plans of correction. They

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 have very specified timelines as to when
3 they have to get back to us, but we have
4 not definitively made the determination.
5 But certainly we would not allow a CUA to
6 keep the contract if we believe that the
7 safety of the children are at risk. DHS
8 does do everything that we can do to go
9 in and undergird and make sure that there
10 is no child safety as a result.

11 COUNCILWOMAN TASC0: Okay.

12 Thank you. We still ask you to stay.

13 COMMISSIONER HARLEY: Sure.

14 I'll be here.

15 MS. ALI: Sure.

16 COUNCILWOMAN TASC0: We'll have
17 the next panel. This is on Resolution
18 140952.

19 (Witnesses approached witness
20 table.)

21 COUNCILWOMAN TASC0: Is this
22 about the CUAs?

23 (Yes.)

24 COUNCILWOMAN TASC0: Yes. Come
25 on.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COUNCILMAN JONES: They don't
3 go by resolution numbers.

4 COUNCILWOMAN TASC0: Good
5 afternoon. Would you state your name for
6 the record, please.

7 MS. JONES: Good afternoon,
8 Councilwoman Tasco. My name is Alfreda
9 Jones and I am President of Local 2186,
10 and I represent supervisors in the City
11 of Philadelphia and in particular DHS,
12 who is here today.

13 COUNCILWOMAN TASC0: We'll just
14 introduce each one before they make their
15 presentations. So would you proceed with
16 your testimony.

17 MS. JONES: Proceed with my
18 testimony? Okay. I am here on behalf of
19 my supervisors, and my supervisors have
20 come to me on numerous occasions in
21 reference to the work as a result of the
22 changes with the Department. Yes, we
23 understand and it's very unfortunate that
24 this child Danieal Kelly suffered at the
25 hands of her mother, what-have-you.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 However, we've had many children -- and
3 I'm not being insensitive here. We have
4 many children that have suffered.

5 Yes, changes are needed at the
6 Department, but I think it moves so fast
7 and it's impacted on the Department in
8 such a manner that it has created such a
9 stress level for my supervisors in
10 particular as well as the rest of the
11 workers here at the Department as well as
12 some management who have brought to my
13 attention their concerns.

14 Change is necessary. Change is
15 needed, but not at such a force where
16 it's like so overwhelming where the work
17 is not only the work -- the families and
18 the children in particular, from my
19 supervisors' perspective, are suffering,
20 and they're suffering as a result of
21 services being transitioned over to the
22 CUA, to the CUAs where people don't have
23 that, as it's been stated before, that
24 knowledge base that we've had in the
25 past, shortage of staff.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 My supervisors are being left
3 with, as a result of people leaving,
4 transitioning or what-have-you, with a
5 significant number of cases. And these
6 are not just cases; these are families.
7 You can have -- my supervisors are saying
8 that they have cases where there are at
9 least 25 to 30 cases in one person's
10 name. That's not saying the number of
11 children that they're having to service.
12 So families are being neglected.

13 My supervisors are working now
14 to ensure the safety of the children and
15 the families. They're doing the work of
16 the workers. They're going out, seeing
17 children, visiting children, making sure
18 children are safe and that their needs
19 are being met to the best of their
20 abilities. They're working seven days a
21 week, some of them. They're stressed.
22 They're overwhelmed with trying to meet
23 the needs of these families, and they're
24 doing this because, you know what,
25 they're social workers and they really

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 care about these families, and that's
3 what it's about. And I have to be honest
4 here. These are children of color that
5 are suffering, in my professional
6 opinion, because I'm a social worker
7 myself and I've been with the Department
8 of DHS for 17 years or so before I
9 transitioned over to the union full time.
10 So I'm constantly hearing from my people
11 what's going on, and they're stressed.
12 They're so overwhelmed, they're leaving.
13 They're leaving to go on leave, you know,
14 for periods of time, and cases are just
15 building up. They're building up, you
16 know.

17 And some of the things that are
18 occurring as well, I heard my workers
19 say -- my supervisors saying to me that
20 cases are like floating out there and
21 they don't know where they are in the
22 system. They're being flipped over or
23 what-have-you and they don't know what's
24 going on, because it's not showing in the
25 system. They expected to make sure

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 children are safe following their workers
3 or what-have-you.

4 Also during all of this
5 insurmountable amount of paperwork, which
6 is stressful in itself, making sure work
7 is in the system. It's too much. It's
8 too much. If it went a little slower,
9 that would be fine, but not all at one
10 time. It's too much.

11 Anybody have any concerns?
12 Christine, you're one of my supervisors
13 here.

14 COUNCILWOMAN TASC0: State your
15 name for the record.

16 MS. DIXON: Christine Dixon and
17 I'm a supervisor at the Department of
18 Human Services. I'm also a steward for
19 District Council 47.

20 MS. JONES: Local 2186.

21 MS. DIXON: And I guess
22 listening to the testimony and the
23 concerns, we all feel the same. We're
24 concerned for our children and our
25 families. And I have had the opportunity

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 to work with some of the CUAs doing
3 the -- training them to do the parenting,
4 and I must say that we do have some fine
5 workers in our communities, you know. I
6 don't want to leave that out. But DHS
7 has a large responsibility, because we
8 are the county agency, and no matter what
9 happens at the end of the day, my
10 Commissioner that I respect is going to
11 come to me at the end of the day, why,
12 what, and how.

13 I think that there's a blockage
14 somewhere, and we still have to shoulder
15 the bulk of the responsibility, because
16 if they don't know, we can't drop the
17 ball. You know, these are families.
18 These are children. And we have to help
19 them. We have to assist them. The
20 families are still calling back, because
21 they don't know who their worker is, and
22 we don't as supervisors have time always
23 to assist them, because we're carrying
24 the bulk of the cases that are left at
25 DHS.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 I love what I do. I've been
3 doing it for a long time. I think that
4 the Department has a great
5 responsibility, and we are being
6 scrutinized and we are held to the
7 highest standard. We don't have enough
8 workers. I don't think any of us at this
9 table have the actual solution.

10 COUNCILWOMAN TASCO: You don't
11 have enough workers at DHS?

12 MS. DIXON: No. They're
13 leaving. A lot of them are leaving to
14 the CUA. A lot of them -- you know, I've
15 been through like eight workers. Some of
16 them just say, Look, I'm leaving, I can't
17 do this, I'm not doing this. They're not
18 all leaving because of retirement or
19 because they're going to the CUA.

20 Now, I heard that we don't have
21 any statistical data on that at this
22 time, but that will be something to look
23 into, because it's a hard job. It's not
24 easy. And we're asking the CUA to do
25 what we've been doing for a long time and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 they're just learning. So, you know, of
3 course, in the change, things are going
4 to happen, and we have to continue to
5 hold all the pressure back from the CUA,
6 and it's really tiring out a lot of our
7 members, because we're workers and
8 supervisors, which we are anyway, but
9 we're even more so. And I don't think
10 our management understands how much
11 pressure that is for us and how much of a
12 disservice they may be to our families
13 that we service.

14 COUNCILWOMAN TASCO: Let me ask
15 you a question. It is a new system and
16 what -- and you may not want to answer
17 this or can't answer this, but what is --
18 is there dialogue going on between the
19 union representatives and the
20 Administration to address some of the
21 questions and issues you've raised today?

22 MS. JONES: Councilwoman Tasco,
23 yes, we do have labor management when
24 we're able to do it, but, again, it's
25 still -- we hear you. Management, we're

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 hearing you. However, we still need to
3 move forward with this process. As I
4 said before, people are really
5 overwhelmed.

6 COUNCILWOMAN TASC0: So do you
7 suppose that we should go back to what we
8 had before?

9 MS. JONES: No. You can't go
10 backwards.

11 COUNCILWOMAN TASC0: So what we
12 can do is try and work and fix this,
13 right?

14 MS. JONES: The best of our
15 abilities.

16 COUNCILWOMAN TASC0: So you ask
17 your Commissioner to work with you to
18 address and straighten out some of the
19 bugs in the program. Is that --

20 MS. JONES: Yes, ma'am.

21 COUNCILWOMAN TASC0: She seems
22 to be willing to do that. Now, I'm not
23 getting into that whole thing. I don't
24 know enough about it.

25 MS. JONES: It sounds like

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 management over here, but...

3 COUNCILWOMAN TASC0: I'm just
4 saying -- it's a rhetorical question.

5 You don't have to ask, because if it's a
6 program that we have to move forward
7 with, I would hope and I think Ms. Fields
8 and the members of all your District
9 Council 47 have the children and the
10 families at heart.

11 MS. JONES: That's right.

12 COUNCILWOMAN TASC0: And really
13 want to work to resolve some of the
14 issues.

15 MS. JONES: Absolutely.

16 COUNCILWOMAN TASC0: And if the
17 CUA system is going to work, we're going
18 to work with the CUAs to see that they
19 get their act together. So that's the
20 only way this is going to work, otherwise
21 you're going to be a stalemate. We're
22 going to be fighting all the time. So we
23 don't need to do that. We need to figure
24 out how we sit down, take the issues that
25 you raise today, go have the notes of

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 testimony here -- you will have access to
3 them -- and see if we can come to some
4 resolution on some of the things.

5 Now, some of this is going to
6 take time. I mean, human nature, people
7 are going to leave. Ain't going to like
8 it. I'm going out of here and all that.
9 They may be back next year.

10 So let's just -- and my thought
11 is that if we can -- but putting it on
12 the table is very important. Having a
13 public discussion is very important, but
14 I think that both the leadership of both
15 the union and the District Council 47 and
16 the Commissioner can find a way to come
17 to some accommodation on some of the
18 issues. Now, you might not resolve them
19 all, but if we're not going back to the
20 old system, we got to figure out how we
21 fix the new system.

22 MS. JONES: Absolutely.

23 COUNCILWOMAN TASC0: And that
24 takes a dialogue on both parts and
25 cooperation on both parts.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 MS. JONES: Yes, it does. But
3 don't kill my people in the meantime.

4 COUNCILWOMAN TASC0: Don't do
5 what?

6 MS. JONES: I said don't kill
7 my people in the meantime.

8 COUNCILWOMAN TASC0: I agree.
9 I agree.

10 MS. JONES: Because they are
11 needed to do the job.

12 COUNCILWOMAN TASC0: I know.
13 It's hard work.

14 MS. JONES: They're the ones
15 doing all the hard work.

16 COUNCILWOMAN TASC0: It's not
17 easy.

18 MS. JONES: Absolutely.

19 COUNCILWOMAN TASC0: I
20 understand that.

21 COUNCILMAN JONES: Just a
22 comment, Madam Chair.

23 So I've been around long enough
24 to remember Cheryl Ramsey as a DHS
25 Commissioner.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 MS. JONES: Ransom.

3 COUNCILMAN JONES: Ransom, yes.

4 And may God be pleased with her soul.

5 I want you to know, first of
6 all, whether it's management or rank and
7 file staff, thank you for doing what you
8 do, and that I want to remind you even
9 though we're looking at some of the
10 things we can do better, I want you to
11 know that people know of some of the good
12 things you have done. And there's one
13 kid that comes to mind. In another life,
14 I was -- real quick, Madam Chair. I was
15 a track coach. I mean, some of the best
16 years of my life was spent on a hot
17 smelly track, I'll tell you. You ain't
18 lived until you did that. And there was
19 one kid that was, you know, in trouble,
20 and you find that out when you're a coach
21 because you wind up going to the house
22 getting permission slips signed and this,
23 that, and the other, and then you walk
24 into their world. When I walked into
25 that world, it was very dysfunctional. I

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 mean, extremely dysfunctional and
3 dangerous, and calls were made by other
4 concerned individuals, and that young
5 child, even still without taking her out
6 of the home, was cared for by you. Today
7 she's a whole grown person, graduate
8 of -- I'm not going to even say the
9 university here in Philadelphia, because
10 them people narrow it down. And she is a
11 social worker.

12 So I want you to know that at
13 the end of the day, as frustrating as it
14 is and as much as a pain in the butt
15 sitting here listening to us is, what you
16 do matters, and it can change the whole
17 community that we are elected to serve,
18 and that's why you're important to us.
19 So I just want you to know that.

20 (Applause.)

21 MS. JONES: From my social
22 workers, yes, thank you so much.

23 COUNCILWOMAN TASC0: Okay.

24 Thank you so much. Thank you.

25 I think, Ms. Fields, you want

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 to come back.

3 Do you have any questions for
4 her? Do you have any questions of Ms.
5 Fields?

6 MR. JONES: No. My previous
7 comments were for you as well.

8 MS. FIELDS: It was most
9 definitely, I'm sure.

10 COUNCILWOMAN TASC0: Okay.
11 Councilman, do you have any questions?

12 COUNCILMAN O'BRIEN: No.

13 COUNCILWOMAN TASC0: I don't
14 have any questions. I just hope that as
15 a result of this hearing today that we
16 can move forward. Since we can't get rid
17 of the CUAs -- the system, you can't
18 change the system, but we need to look
19 how we move forward.

20 MS. FIELDS: And I'd like to
21 add some things to that. First of all,
22 as I stated in my testimony, I've been a
23 social worker at DHS for 28 years, and
24 currently with the CUA delivery service
25 model, the CUA social worker is the lead

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 worker. What I'd like to see changed is
3 the DHS worker be the lead worker. And,
4 I mean, we've already stated the various
5 reasons, but that definitely has to
6 occur.

7 The other piece is, the people
8 who do the work need to be involved in
9 the change. We're not on the IOC
10 Steering Committee. We're not on the
11 COB. We're not on anything that results
12 or impacts on this whole service delivery
13 model or whatever. Because ultimately
14 the folk who have to do the work are the
15 people we represent. So we need to be a
16 part of each and every one of those
17 committees, which we currently are not.

18 So I just wanted to make sure
19 those pieces were added. And I also
20 wanted to ask my colleague, Jackie
21 Marshall, who is the President of 2187,
22 to add some things.

23 COUNCILWOMAN TASC0: Sure.

24 Please identify yourself and
25 speak into the microphone.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 MS. MARSHALL: Good afternoon.

3 My name is Jacqueline Marshall. I'm the
4 President of Local 2187 and I represent
5 the social workers who work for the
6 Department of Human Services, similar to
7 my colleague who represents the
8 supervisors. And I think the most
9 important piece or an additional piece,
10 if you will, is the discussion around
11 impact.

12 When we talk about change and
13 transition, there are components to that,
14 pieces like communication, inclusiveness,
15 and planning around outcomes, good, bad
16 or indifferent. And when we talk about
17 that under the umbrella of impact, you
18 have to have the people who are involved
19 or who become the players involved.

20 A huge barrier in this
21 process -- and I heard the Commissioner
22 speak about this, and she and I and her
23 team have been having this conversation
24 for a long time -- is communication.
25 When you want people to get involved in a

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 process, you must include them and
3 communicate with them how that change
4 will impact their lives.

5 The challenge in this is the
6 discussion that -- or the lack of
7 discussion about privatization, if you
8 will, and what that means in terms of
9 this practice model. So the notion isn't
10 so much that the people who do this work
11 aren't interested in doing it, because
12 they're committed and they're
13 compassionate people, but the notion is
14 having partnerships with the people who
15 do the work, so that when they go out
16 into the community, they can speak about
17 it in a way that they have ownership.

18 What's happening is, we have a
19 model that's built here, and then the
20 people who benefit or the people who
21 service the people who benefit aren't
22 connected to that. And I appreciate
23 newsletters and billboards and posters
24 and signs, but as Sister Fields said,
25 we're not represented on those -- at

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 those meetings or at that committee
3 level. So who is speaking for us? Who
4 is bringing the message about impact and
5 inclusiveness? So we want to talk about
6 that as a real process if we're talking
7 about change.

8 You know, I've been with the
9 City, I worked for the Department of
10 Human Services for 29 years as a social
11 worker, not because I just wanted to hang
12 out. You know, I did that because I
13 believe in the mission of this
14 department, and I want to have a true
15 partnership with the people who drive
16 that process so that my members can have
17 buy-in and do and continue to do good
18 work, with value and meaning for them.
19 Right now they're suffering through
20 transition, and I don't think that that
21 purpose is -- I don't think that impact
22 is purposeful. I just think that it's
23 about changing a practice model, and
24 ultimately what happens is, people don't
25 get connected to the change. And that's

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 all we're asking for. And if it doesn't
3 work, we're open to suggestions. We have
4 some ideas about what that can look like
5 moving forward. Not necessarily breaking
6 it up, throwing it away, but we believe
7 as people who have been around for 30
8 years, if you will, that we know. I
9 mean, I've seen a lot of Commissioners
10 come and go, a lot of Mayors come and go.
11 Everybody has a vision, and we join that
12 vision each time. We had some
13 discussions that we didn't necessarily
14 agree, if you will, but we got there.

15 So we're asking for that level
16 of inclusiveness, so that there's value
17 and meaning for the people who do the
18 work and for the next generation after
19 we're all gone, because the Department is
20 going to be here servicing the community.

21 MR. YOUNGER: And if I may just
22 follow up, and that was just so
23 eloquently stated, because that's how
24 folks feel.

25 There is a high level of

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 commitment, from the janitor to the
3 judge, when it comes to children, because
4 we make these wonderful flowery little
5 statements, but if you don't stand for
6 certain principle and that principle
7 dictates to how you live and what you
8 believe in regarding a child, then your
9 words are just hollow to me.

10 When I was at the Department
11 and currently now with the union a month
12 ago, there are some of the most sincere
13 people that I have ever seen working with
14 children, but when the work demands
15 become so unbearable, they tend to change
16 their understanding of what they do. And
17 we don't want them to lose that
18 commitment to a child or commitment to
19 the system that they are operating in in
20 protecting the child. We want to sort of
21 continue to cultivate that so that we can
22 enhance that to a particular point where
23 things become better.

24 As I stated earlier, we're all
25 basically friends here, and we get to

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 these particular points of frustration
3 because obviously something isn't
4 working. But when we miss that level of
5 communication where we can come back to
6 the table, sit down over a drink of water
7 and just really iron it out, then you
8 know you're making some progress. But we
9 cannot forget those who are still
10 suffering from missing weddings, from
11 missing graduations, from missing
12 funerals, from missing all the other
13 things that are intricate to their own
14 personal life so that they can make other
15 children safe and secure. Sometimes that
16 is missed, you know, through this level
17 of communication. So that's important to
18 that individual, but it's also important
19 to that collective, because we are still
20 human beings here and we're not machines,
21 and it seems that under this particular
22 system, there is just an automated way of
23 doing things, data processing, people --
24 we're not even social workers to some
25 anymore. We're just putting in numbers,

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 putting a case here, putting a case
3 there, and we need to stop that, because,
4 you know, in the ancestry of Danieal
5 Kelly, which to me in some cases her
6 legacy has been, you know, a little
7 changed or has been daunted, let her soul
8 rest in peace. Let's move forward,
9 because there has been others who have
10 passed on. We may not be saying it, but
11 if you look deeper enough, you will see.

12 But the point is, every life is
13 important, from the worker to the child,
14 to the management to labor. It is
15 important, and we have to collectively
16 work together with some sensibilities to
17 come up with an appropriate resolution to
18 this.

19 And I thank you.

20 (Applause.)

21 COUNCILWOMAN TASC0: Thank you.

22 Well, we have other people here
23 to testify and we're going to move to the
24 next panel, but it seems to me that there
25 is no hurdle that we can't overcome here.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 I think it's just a matter of
3 communication. I do believe the
4 Commissioner and staff are open to
5 dialogue and listening, and certainly we
6 will -- when we finish this, we won't
7 close it out. We'll do it to the call of
8 the Chair, but the Commissioner has to
9 come back here at budget time and she'll
10 have to give a report on this hearing in
11 terms of the issues you have raised to
12 the entire body.

13 So I don't think -- change is
14 hard. It's not easy. And so if we can
15 figure out a way to make it work -- and I
16 think we're going to have to figure out
17 how it works, because we can't, again, go
18 back to the old system. And everybody is
19 not going to have 100 percent happiness,
20 but if we could get to about 95 percent,
21 I think that will be pretty good.

22 Our next panel will be Margaret
23 Zukoski, Donella Shaffer, and Nilda Ruiz.

24 (Witnesses approached witness
25 table.)

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COUNCILWOMAN TASCO: Good
3 afternoon.

4 (Good afternoon.)

5 COUNCILWOMAN TASCO: It's been
6 a long day. You've been here all day.
7 So if you all can kind of summarize your
8 testimony, I'd appreciate it.

9 MS. ZUKOSKI: I'm going to try
10 to be very quick.

11 COUNCILWOMAN TASCO: Thank you.
12 Would you identify yourself.

13 MS. ZUKOSKI: Good afternoon,
14 Councilwoman Tasco and members of City
15 Council. My name is Margaret Zukoski and
16 I work for the members of the
17 Pennsylvania Council of Children, Youth,
18 and Family Services, a statewide
19 association of private provider agencies.
20 My office is in Philadelphia. On behalf
21 of the member agencies, I want to thank
22 you for convening these important
23 hearings.

24 As you've heard from
25 Commissioner Garrett Harley, the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Improving Outcomes for Children --

3 COUNCILWOMAN TASCO: Could you
4 speak into the mic.

5 MS. ZUKOSKI: As you've heard
6 from Commissioner Garrett Harley, the
7 Improving Outcomes for Children
8 initiative is the most far-reaching and
9 ambitious system reform and redesign
10 effort ever undertaken by DHS. The
11 Pennsylvania Council's testimony today
12 will focus on four points relevant to IOC
13 that we would like to bring to your
14 attention.

15 A brief overview of those
16 points. I want to reaffirm Pennsylvania
17 Council's members' support of the IOC
18 initiative and our commitment to
19 providing responsive and quality services
20 to Philadelphia's children and families.
21 We agree that a rigorous assessment and
22 an analysis of IOC's impact and outcomes
23 is critical to ensuring that the goals
24 are met. However, it is too early in the
25 process to make any final determinations

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 about this model's efficacy.

3 Notwithstanding that, we are
4 aware that there are very clear system
5 challenges that have been identified by
6 children, families, advocates, and other
7 stakeholders. DHS and providers have
8 been making ongoing adjustments and
9 corrections, and we must continue a
10 continuous improvement quality effort.

11 My last point before I get to
12 my body of my testimony is, the provision
13 of adequate and timely funding are
14 crucial to ensuring that Community
15 Umbrella Agencies and their
16 subcontractors have the continued
17 capacity to deliver these critical
18 services.

19 I'd just like to give you a
20 little more background about the
21 Pennsylvania Council. We're, as I said,
22 a statewide membership association. We
23 have 115 private provider agencies. To
24 participate in the Pennsylvania Council,
25 they deliver a broad array of services.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 They deliver prevention services,
3 truancy, crisis nursery services,
4 out-of-school time, parenting education.

5 Our member agency also provides 24/7
6 foster care for children who need to be
7 placed, including care for medically
8 fragile children and children with
9 significant behavioral healthcare needs
10 who would otherwise be placed in
11 institutional settings. Our members
12 provide group homes for older youth and
13 supervise independent living. Many of
14 our member agencies also deliver
15 behavioral health and educational
16 services.

17 For almost 40 years, the
18 Council staff and representatives have
19 actively participated in national and
20 local work groups focused on improving
21 child welfare policy and practice, as
22 well as promoting accessible services
23 within our neighborhoods and communities.

24 Our staff and members also
25 participated in IOC planning work groups.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 I sit on the IOC Steering Committee and I
3 attend the COB meetings. We ourselves
4 convene regular meetings with Community
5 Umbrella Agencies and subcontractors, the
6 state Office of Children, Youth, and
7 Families and the Philadelphia Department
8 Human Services.

9 As you know, there's a
10 longstanding history of reliance by DHS
11 on the private sector to deliver child
12 welfare services. Some private agencies
13 in your districts have been caring for
14 children and families well before the
15 advent of DHS. In 2010,
16 then-Commissioner Anne Marie Ambrose
17 began informing providers about its plans
18 to redesign the system through
19 transitioning full case management
20 responsibilities from DHS to ten
21 community-based lead agencies.

22 Providers embraced the
23 overarching goals. We agree, more
24 children needed to remain safely in their
25 homes. There needed to be increases in

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 timely unification and other permanency
3 outcomes, decreased placements in
4 congregate care settings, and the
5 provision of services in neighborhoods
6 where our clients live.

7 There were, however, many
8 questions and concerns about the lead
9 agency model, the single case management
10 system, and the level of risk provider
11 agencies would be assuming under the IOC
12 model. A primary concern centered on the
13 lead agency model and how it would affect
14 children and families who have received
15 services from agencies that might not be
16 selected as CUAs. Would those agencies
17 and their services remain viable to
18 clients.

19 To address these questions and
20 concerns, the Pennsylvania Council
21 brought in national experts who were
22 familiar with similar lead agency models
23 and who had implemented them in other
24 jurisdictions. I went to Florida and New
25 York several times to meet with

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 providers. We had representatives from
3 Nebraska come here to Philadelphia to
4 meet with our members. Also we met with
5 provider agency leaders from Kansas.
6 They shared their experiences with us,
7 both the pitfalls and positives.
8 Repeatedly they were clear, though,
9 with -- their statement is with efforts
10 to maintain a strong base of community
11 agency partners, the positive results
12 will be realized.

13 Through ongoing dialogue with
14 DHS and CUAs, concerns were addressed as
15 to how Philadelphia could best ensure
16 that a broad array of diverse provider --
17 and our diverse provider network would be
18 maintained. I can report that CUAs have
19 instituted vigorous subcontracting
20 efforts, and the vast majority of
21 agencies that contracted with DHS are now
22 partnering with CUAs. CUAs and their
23 subcontractors are meeting regularly to
24 identify ways to improve service delivery
25 and troubleshoot problems. Moreover, DHS

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 continues to contract directly for
3 prevention services with many of its
4 community-based providers.

5 Although most agencies are or
6 plan to subcontract with CUAs, there are
7 some that have elected not to participate
8 in IOC. They have transitioned their
9 missions to other services for vulnerable
10 Philadelphia residents or they have
11 chosen to close their programs
12 altogether.

13 Change of this magnitude has
14 been challenging, as you heard, for DHS,
15 providers, families, and other
16 stakeholders. It has been difficult to
17 adjust to a new process and redefine
18 relationships. However, based on
19 experiences from other jurisdictions, the
20 majority of providers recognize that IOC
21 and the CUAs support system change in a
22 way that will positively impact service
23 delivery and improve outcomes for
24 children. The implementation of the
25 single case manager model, development of

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 a single case plan, family team
3 conferencing, and CUAs embedded in the
4 community are all positive outcomes of
5 the new system.

6 I also want to talk about the
7 status of IOC at the moment. IOC is
8 still in its implementation. The first
9 two CUAs, NET and APM, began services in
10 2013. Turning Points for Children and
11 Catholic Community Services have been
12 operating for 11 months. Wordsworth
13 began operating in April of 2014. Tabor
14 Northern Community Partners and NET again
15 have been operational since July 2014 in
16 their CUA districts. Finally, CUAs 8, 9,
17 and 10, Bethanna, Turning Points, and
18 Wordsworth, went live less than a month
19 ago. Approximately one-half of the
20 children who potentially could have their
21 case management services transitioned to
22 CUAs still remain with DHS case managers.
23 Eight out of the ten CUAs have been in
24 operation less than a year. CUAs 8, 9,
25 and 10 are not scheduled to accept group

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 home and other referrals until March of
3 2015.

4 Additionally, any review of IOC
5 performance should take into account that
6 currently CUAs are facing some challenges
7 not within their control in achieving
8 positive outcomes. Data has shown that
9 after several years of steady decreases
10 in the number of children in placement,
11 Philadelphia is experiencing an uptick in
12 the number of children entering the
13 system. We also have heard that there is
14 a decrease in the number of permanencies
15 and, concomitantly, an increase in
16 lengths of stays.

17 Philadelphia is not unique in
18 this regard, and many counties in the
19 Commonwealth are having similar
20 experiences. However, what is unique to
21 Philadelphia, many of the delays for
22 Philadelphia children moving to
23 permanency appear to be driven by
24 significant increases in the number of
25 case continuances at Family Court as well

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 as staffing turnover at the City
3 Solicitor's Office.

4 In light of the fact that eight
5 out of the ten CUAs have been in
6 operation less than a year and there are
7 significant intervening factors affecting
8 performance, it is really much too early
9 to draw conclusions regarding whether IOC
10 is achieving outcomes.

11 Again, although it is too early
12 to assess the model's efficacy, careful
13 performance monitoring of CUAs has been
14 ongoing since the first agencies were up
15 and running. DHS has been collecting and
16 analyzing CUA performance measures on a
17 number of variables, and these data are
18 shared regularly with the CUAs and the
19 Community Oversight Board. Data are
20 revealing where their efforts are needed,
21 and you heard that today when we talked
22 about staff turnover. Moreover, CUAs are
23 being monitored by DHS to ensure that
24 they are meeting practice expectations,
25 and DHS is inspected regularly by the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 state Office of Children, Youth, and
3 Families. Moreover, all the CUAs have
4 embedded Quality Assurance Units in their
5 agencies.

6 Many families have lauded the
7 positive aspects of the IOC model.
8 However, we know that there are clear
9 system challenges. Concerns about
10 communication between CUA workers and
11 families, DHS, and other stakeholders has
12 been identified as an issue, as well as
13 resources for CUA case managers to meet
14 the demands of their expanded
15 responsibilities. Additionally, foster
16 home availability has been -- the issue
17 of having sufficient foster homes
18 available for children is at a critical
19 point. These are not necessarily new
20 system concerns, but they have increased
21 during the transition period.

22 There are several factors that
23 are closely related to these concerns,
24 and you've heard a lot about this today,
25 but I just wanted to reiterate.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Recruitment and retention of child
3 welfare case managers is a national
4 concern. Having a well-trained and
5 stable workforce is crucial to ensuring
6 that children remain safe and their
7 well-being and permanency goals are
8 addressed. Consistent communication and
9 effectiveness of service intervention are
10 adversely affected by staff turnover.
11 CUAs have reported difficulty in
12 retaining their case manager workforce,
13 with several reporting higher than usual
14 levels of turnover. CUAs report that
15 case managers who are exiting their
16 agency frequently cite caseload and
17 workload issues as the primary reason for
18 resigning.

19 Although staff turnover as a
20 result of system change is not unusual
21 and providers are aware of other states
22 that initially experienced this as they
23 began their transition, we cannot afford
24 to wait and see if this issue will
25 resolve itself. Its impact is so

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 significant that it's now time to closely
3 analyze and make caseload and workload
4 adjustments as necessary to ensure that
5 case managers have the time to deliver
6 timely and quality services to
7 Philadelphia's children and families.

8 Particular attention needs to
9 be paid to how caseload size impacts
10 services to children with special medical
11 and behavioral healthcare needs to ensure
12 that their complex conditions are
13 appropriately addressed.

14 Again, to reiterate, the
15 workforce issue is a national issue, but
16 we must come up with constructive ways to
17 stabilize our staff.

18 I also want to at this point
19 cut off testimony for one moment and say
20 while there has been some discussion here
21 about the inexperience of the provider
22 workforce, I want to reiterate that the
23 agencies that were selected as CUAs did
24 not come new to the child welfare world.
25 They are experienced providers. They

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 have demonstrated the delivery of quality
3 services for many years, and they were
4 selected in part, in great part, by the
5 capacity of their leadership and their
6 senior staff to move this initiative
7 forward. While there are new workers
8 coming into the system, there is
9 certainly many workers that have worked
10 in provider agencies for years and they
11 bring this experience with them to their
12 new role.

13 With regard to family foster
14 recruitment, more children remain in the
15 system -- as more children remain in the
16 system and fewer are placed in congregate
17 care, Philadelphia needs additional
18 foster families. Despite ongoing and
19 targeted recruitment efforts, providers
20 report they are not able to certify
21 enough homes to meet this increased need.
22 DHS has engaged in broad-scale
23 recruitment campaigns and brought in
24 national experts to support our efforts.
25 However, while that is laudable, we must

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 be able to maintain the foster parents
3 that are currently caring for
4 Philadelphia's children. We need their
5 experience and their expertise. And in
6 order to do this, we need to ensure that
7 they have adequate case management
8 support.

9 My last point, other
10 jurisdictions have repeatedly cautioned
11 us about the need for appropriate and
12 timely funding to support transformation
13 efforts. Without secure and timely
14 funding, both CUAs and subcontracting
15 agencies are at risk.

16 We must pay attention to the
17 level of financial support needed to keep
18 this initiative moving. DHS was
19 fortunate to benefit from additional
20 funding that resulted from securing a
21 federal demonstration Title IV-E waiver.
22 These dollars support innovative
23 practices that CUAs are implementing,
24 models to engage in and strengthen
25 families, and refined child and family

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 assessment tools to better target
3 services. However, there is a potential
4 challenge as total federal dollars are
5 now capped. As children are staying
6 longer in placement and an increase in
7 placement is projected due to changes in
8 Pennsylvania's Child Protective Service
9 Law, these available funds must be
10 stretched to respond to growing needs.
11 Again, we need to watch these trends
12 closely and assess how they will impact
13 funding for CUAs.

14 Issues related to timely
15 payment and access to funding resources
16 are not new. We have brought these
17 concerns to you on many times. As you
18 know, the DHS contracting process is very
19 complex. Providers often begin the new
20 fiscal year without a conformed contract
21 in place. Without a conformed contract,
22 they cannot receive payment. We cannot
23 and should not expect the worker CUAs to
24 move ahead without conformed contracts
25 and timely payments in place.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 As our system transforms and
3 faces many challenges, we always should
4 come back and remember that we began this
5 effort on behalf of the children we all
6 want to see have safe and permanent
7 families. A provider from Kansas whose
8 agency significantly improved outcomes
9 and is held up as a national model told
10 me, the first few years of this
11 transition were extremely difficult and a
12 strong level of resistance from all sides
13 to such a massive system overhaul is to
14 be expected. He emphasized, though,
15 through time and consistent effort, the
16 system will stabilize and a strong
17 public-private partnership will be
18 redefined as the capacity for service
19 increases and the system sees its desired
20 outcomes realized. The best advice we've
21 heard from both public and private
22 agencies that engaged in this type of
23 effort was stay the course.

24 In summary, I would like to
25 reiterate Commissioner Garrett Harley's

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 statement that implementation challenges
3 have been addressed and we will continue
4 to do so. I want to reiterate the
5 Pennsylvania Council's membership to the
6 IOC initiative and to continuing to
7 provide services to Philadelphia's
8 children.

9 And I would be remiss at this
10 point if I didn't express my gratitude to
11 Commissioner Vanessa Garrett Harley, who
12 took on this huge task a very short time
13 ago. In that short time, though, I can
14 say from our membership and personally
15 she has gained the respect, trust, and
16 confidence of the provider community and
17 her leadership.

18 Thank you very much.

19 COUNCILWOMAN TASC0: Thank you
20 very much.

21 (Applause.)

22 COUNCILWOMAN TASC0: Before you
23 begin your testimony, I just have an
24 announcement here. If there's anyone
25 here for the veterans hearing, please be

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 advised that the hearing is across the
3 hall in the Caucus Room. So if you're
4 here for the veterans hearing, it's
5 across the hall in the conference room.
6 Thank you.

7 Good afternoon.

8 MS. SHAFFER: Good afternoon,
9 Councilwoman Tasco, Councilman Quinones.
10 My name is Donella Shaffer and I'm an
11 attorney at the Defender Association of
12 Philadelphia and I'm the Chief of the
13 Child Advocacy Unit at the Defender
14 Association of Philadelphia.

15 The Child Advocacy Unit at the
16 Defender Association represents
17 approximately 3,400 children who are
18 involved in the court system as a result
19 of Department of Human Services
20 petitions.

21 After the tragic death of
22 Danieal Kelly, my office had the
23 opportunity to represent her siblings in
24 their dependency proceeding, and during
25 the course of our representation of those

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 siblings, we painfully learned about the
3 horrifying facts of her case and learned
4 about all the numerous times the things
5 that occurred that could have changed the
6 outcome for that child if someone had
7 intervened. It was a situation that we
8 saw that was replete with error after
9 error after error. There was a lack of
10 oversight by the private agency that was
11 assigned to monitor her case and to
12 provide services to her family. And
13 there was no one at DHS at that time who
14 held that private agency accountable
15 despite the fact that there was a DHS
16 worker assigned.

17 It was as a result of the Kelly
18 case that DHS put forth its new
19 initiative, the Improving Outcomes for
20 Children, which brings us all here today.

21 As a stakeholder in that
22 dependency process in court, the CAU was
23 asked to participate in several of the
24 IOC committees. And I found it
25 interesting that we expressed during

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 those committee meetings many of the same
3 questions and concerns that I have heard
4 all of you raise here today. We were
5 concerned about the fact that we didn't
6 know that this model would actually
7 address safety issues for our clients,
8 and it appeared to us that it was fraught
9 with some nature of gaps in service
10 delivery, and we weren't sure how those
11 were going to be resolved or addressed.
12 It also concerned us that under this
13 model, DHS was shifting its
14 responsibilities in many ways to the very
15 private agencies that had been servicing
16 someone like Danieal Kelly, and also that
17 it was a shift of responsibility to the
18 community as a whole. And much of the
19 shift to end this responsibility depends
20 on the community's willingness and
21 ability to intervene and, as Councilman
22 O'Brien raised, the issue of what
23 resources are available within the
24 community.

25 We have continually questioned

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 who was ultimately responsible for the
3 safety and well-being of the children,
4 and we have been always reassured and
5 informed that DHS obviously has the final
6 responsibility for these cases, but that
7 ongoing case issues and case management
8 would be handled by agencies which were
9 based in the communities.

10 We observed that there was an
11 extremely complex system of contracting
12 for placements and services that was
13 established for each Community Umbrella
14 Agency, a CUA, and, in essence, they each
15 became mini DHSs, with each of those
16 supposed to be providing all of the
17 services that DHS provided, with, as the
18 Commissioner has stated, the exception of
19 Hotline and Intake, which rests with the
20 DHS by virtue of its statute.

21 As attorneys, we also raised
22 the issue that in court this model
23 presents a rather unique situation,
24 because we have City Solicitors who are
25 there representing the Department of

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Human Services with essentially no
3 client. The CUAs are their contractee.
4 The DHS worker who is the party to the
5 proceeding is not present, because there
6 is no DHS worker assigned in this case,
7 and many Solicitors are then left with a
8 DHS court representative who is present
9 with them, who may or may not know facts
10 of the case that they can provide to the
11 court.

12 So in light of these issues, we
13 had some major concerns regarding the
14 legal and social work perspective of this
15 model.

16 I will have to say to you that
17 in practice thus far in the past year and
18 nine months, the CUA system has
19 unfortunately been for us everything that
20 we anticipated and more. We have
21 continually experienced CUA workers who
22 are unprepared in court. I think Senator
23 Kitchen addressed the issue very clearly
24 when she raised the issue of training.
25 They seem not to be aware of their roles

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 and not to know what they're expected to
3 do. They don't know in many cases basic
4 underlying facts of cases, which presents
5 major problems in the courtroom arena,
6 because based on this lack of knowledge,
7 they develop single case plans, which is
8 now their responsibility, but they don't
9 necessarily address the appropriate
10 issues.

11 We've had numerous cases where
12 parents have documented drug and alcohol
13 issues or perhaps some type of mental
14 health issues, and these single case
15 plans have just required that the parents
16 obtain housing or visit. As you know and
17 as we all would know, that if we don't
18 address the original presenting problems
19 that have brought this child to the
20 attention of DHS and the court, we will
21 never be able to ensure that child's
22 safety if that child returns home.

23 Further, CUA workers make
24 recommendations based on those single
25 case plans which are in many cases

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 flawed. The consequences of those
3 recommendations and what can occur has
4 and will result in some type of harm to a
5 child.

6 I would also suggest to you
7 that we'd had experience where there is a
8 lack of services or delay in services
9 being implemented for our clients. We
10 have had numerous examples of clients who
11 have gone months without medical benefits
12 because the CUA social workers either did
13 not know how to apply for the medical
14 benefits, didn't know what forms needed
15 to be completed or didn't know who to
16 contact to do that.

17 We've had to address these
18 issues in court to ensure that our
19 clients receive appropriate medical care,
20 and when we do that, we are asking in
21 many cases for a CUA to pay those
22 expenses out of pocket, if need be. But
23 our clients need to receive the
24 appropriate medical care, and that's what
25 we ask the court to order.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Additionally, we've had
3 instances where the court has ordered CUA
4 to provide kinship care payments to a
5 family, and in this particular case, it
6 was since March of 2014. Our client has
7 Type 1 diabetes, she has serious mental
8 health issues, and without that type of
9 support, she would not be able to remain
10 in her current kinship home and she will
11 have to be placed most likely in some
12 type of residential facility, which none
13 of us want. We've again had to address
14 that issue with the court, asking the
15 court to make rulings and asking the
16 court to order those type of payments.

17 In another situation very
18 similar to it, the court has ordered CUA
19 to provide daycare payments to a
20 grandmother so that she can work while
21 the grandchild that she is caring for
22 goes to daycare. Again, that has not
23 been done. So what we've been asking the
24 court to do is order those payments to be
25 made.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 The difficulty again becomes
3 that when we do that, we are also asking
4 the court to make a determination as have
5 there been reasonable efforts made by the
6 Department. Because as we all know and
7 as we've all agreed, the Department bears
8 the primary responsibility to provide
9 permanency for the child and to look at
10 reunification or planning for our client.
11 If the court finds that there have been
12 no reasonable efforts, then that does
13 have an impact on DHS. They might not be
14 standing in the room that day, but the
15 reasonable efforts does go as to DHS, and
16 what it goes to is to their funding. It
17 goes to will they receive the appropriate
18 state and federal reimbursement for that
19 child during that time. I would suggest
20 to you that it has a major fiscal impact.

21 I would also suggest to you
22 that we make those kind of requests
23 regarding no reasonable efforts as it
24 relates to CUA agencies on a regular
25 basis in court because of not having the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 appropriate information and not having
3 done what was ordered.

4 The individual CUAs are also
5 responsible for either providing or
6 subcontracting with other agencies to
7 provide the spectrum of placements and
8 services that our clients and their
9 families might need.

10 Councilwoman Quinones, you were
11 the one who, I think, earlier talked
12 about we used to have a robust community
13 of provider agencies, and now we found
14 that that doesn't necessarily exist,
15 because the CUAs again have to work out
16 those arrangements and have to identify
17 their own agencies.

18 We have found that placements
19 are woefully lacking in many of the CUAs,
20 and our clients have suffered as a
21 result. A most recent example, which was
22 disturbing to all of us, was that in a
23 situation where some of the CUAs don't
24 even have generalized foster homes. We
25 have three clients who were removed from

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 their parents under very difficult
3 circumstances, age 12, 9, and 6. They
4 were placed in a home where the CUA
5 foster parent only spoke Spanish. Our
6 clients only speak English. They have
7 been removed from their home, which was
8 traumatic. They have now been placed in
9 a situation where their identified
10 caretaker cannot comfort them, cannot
11 provide them with reassurance, doesn't
12 even understand why they're crying or
13 what their issues are right now. It's
14 ironic that we've had to request and make
15 a demand that if the children were not
16 removed, that we would be asking the
17 court to order that removal. It would
18 have seemed a very easy answer.

19 As you've heard also from Ms.
20 Zukoski, there's a significant lack in
21 medical foster homes. Specifically, we
22 have a number of clients who have been
23 ready for discharge from either a
24 psychiatric or medical hospital and there
25 has been no placement resource that

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 individual CUAs have. We recently had a
3 situation where we had a baby who was
4 being discharged from a hospital, and
5 CUA's answer in court was that they were
6 going to place that child in a pediatric
7 nursing facility while they recruited a
8 medical foster home, which could have
9 taken, by their estimation, most likely
10 weeks to months, and that baby would be
11 in a pediatric nursing home at the time.

12 We requested the court order
13 that CUA go outside of their network to
14 locate somebody and also, as the
15 Commissioner said, we requested the court
16 order DHS look for placement for this
17 child.

18 Finally, we have crossover
19 clients, clients with both dependency and
20 delinquency cases, who are being held at
21 the Juvenile Justice Center and sometimes
22 they have waited as long as three to four
23 weeks for placement because some of the
24 CUAs that are responsible for them simply
25 do not have the placement for these type

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 of children with those type of issues.

3 We have requested on numerous

4 occasions -- and the judge has granted

5 this request -- that the court order DHS

6 to plan for those clients.

7 So, again, as the Commissioner
8 has indicated, there are court orders
9 that are coming back asking that DHS plan
10 for these clients because the CUAs do not
11 at this point have the capability to
12 address our clients' needs.

13 As it relates to connecting our
14 clients and their families with services,
15 it appears that the CUAs seem to be
16 unfamiliar with how they deal with
17 systems outside of their own. When it is
18 requiring them to be involved with
19 utilizing the Clinical Evaluation Unit at
20 court, mental health facilities or some
21 type of drug and alcohol facilities, they
22 appear unable to know how to do that. It
23 wasn't their role before. It was DHS's
24 role before to do that. Now they need to
25 have that role, and they don't know how

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 to access those services. It delays
3 services. It delays permanency.

4 We would also suggest to you
5 that when they do get them connected,
6 they, the CUA workers, are not familiar
7 with the fact that one then needs to
8 follow up and procure information to show
9 whether the parent is complying with the
10 services so that we know whether we can
11 move forward with the reunification plan.
12 Without that documentation, we are left
13 unable to move forward with the plan.

14 We believe that many of the
15 issues that have occurred are compounded
16 by the fact that many of the CUAs are in
17 many cases understaffed and that they
18 have had significant staff turnover. I
19 was interested in hearing about some of
20 the statistics from Florida and Nebraska
21 this morning, because it mirrors some of
22 what we have seen. In one particular
23 case, a CUA supervisor admitted to us
24 that the previous social worker who had
25 left the agency had not made any of the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 routine visits to the home and that he
3 did not have any staffing and would not
4 be assigning anyone to that case. He
5 would make a visit, but he did not know
6 in the future when anything would be
7 done. Our recourse was to request the
8 case be relisted in court and have the
9 judge order that someone be assigned to
10 the case forthwith. That's the only
11 recourse that we have, and that's how we
12 use the court.

13 We also have noticed that there
14 is an extremely high turnover rate in the
15 CUA agencies and that it's impossible at
16 times to determine who, if anyone, is
17 assigned to a case. We have a case
18 that's been assigned to a CUA for
19 approximately a year right now. For
20 seven months, that case was unassigned to
21 anyone. During the other five months,
22 we've had five different CUA workers.

23 As Councilman Jones says, it's
24 one thing to have staff turnover, but my
25 client has now had to talk to five people

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 five times and tell five different people
3 his or her story. It's a travesty that
4 children need to go through that. It's
5 bad enough what has happened to them and
6 why they're involved in our system. It's
7 terrible that our system then in some
8 ways abuses them in this way. It's also
9 virtually impossible to plan when you
10 have that type of a revolving door of
11 social workers coming before you.

12 Finally, and perhaps most
13 disturbingly for us, we've had a number
14 of cases where the CUA agencies have had
15 a lack of contact with the families to
16 whom they are to be providing services.
17 I've had a recent experience in court
18 with a grandmother who came in and
19 testified that although she's been caring
20 for her toddler granddaughter, who has
21 numerous needs and that she does need to
22 talk to the CUA worker, that she hasn't
23 seen her since prior to the last court
24 date, which was three months earlier.
25 She had spoken with the worker the day

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 before on the phone. She had reminded
3 the worker about court, but the worker
4 didn't appear in court that day. So
5 we've gotten a reasonably short court
6 date. The court has invited the CUA
7 worker to appear via subpoena, and we
8 will be addressing that issue with the
9 court. But here's a grandmother who is
10 struggling to take care of her
11 granddaughter, as the system is asking
12 her to do, and she's not receiving any
13 assistance.

14 In another instance we have a
15 kinship parent who has reported to us
16 that the CUA social worker was failing to
17 do his regular home visits and that he
18 had asked her to lie for him because if
19 he was found out, he would lose his job.
20 She has refused, and again that matter is
21 being addressed in court.

22 Councilwoman Tasco, you asked
23 earlier today if a Danieal Kelly case
24 could occur again in these circumstances,
25 and I would suggest to you that in

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 certain cases, these last few cases, they
3 are for us eerily like what we saw in
4 Danieal Kelly's case, because there you
5 have private agencies again who are not
6 meeting with the families and servicing
7 them and providing them what we all
8 believe we're contracting them to do.

9 So, yes, I believe there could be another
10 Danieal Kelly under this circumstance,
11 and I believe your question was a very
12 pointed one and one that we all need to
13 deal with.

14 In summary, I just want to say
15 that we have found the CUA system to be
16 replete with problems and issues that
17 appear to be worsening and, frankly, by
18 what we see in court on a daily basis,
19 they are compounded every day.

20 Ironically, this was a system that was
21 touted to all of us that there would
22 never be another child who would suffer
23 in this way because we were going to put
24 together a system that was going to have
25 those kind of safety nets. However, just

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 in the Danieal Kelly case, we have found
3 that there is error after error after
4 error, that there is a total lack of
5 monitoring at this point of the private
6 CUA agencies that are to be providing
7 services, and now, ironically enough, by
8 design, there's not a DHS social worker
9 who is even assigned to these cases. So
10 there's no one overseeing them. There's
11 no one who knows what they're supposed to
12 be doing and if they're doing it, until
13 it gets into court.

14 But you must all remember that
15 not all these cases the Department has
16 are court active. So there are many
17 children whose cases are not involved in
18 court. That was Danieal Kelly's case.
19 Her case was not involved in court.
20 There was no court oversight.

21 I would suggest to you that the
22 very system that we have now established
23 in the CUAs to purportedly address these
24 issues has failed to address them and in
25 some ways has created more issues.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 I heard you say earlier,
3 Councilwoman Quinones, that Councilwoman
4 Reynolds has this statement of hit the
5 pause button. I would suggest all of you
6 that it's time we hit the pause button.

7 (Applause.)

8 MS. SHAFFER: And that we step
9 back and look at what are we really doing
10 and what do we want to happen. Because
11 the one thing I can say to all of you is
12 that I believe everyone sitting in this
13 room, every single person in this room is
14 most concerned about the safety of
15 children and the welfare of families.

16 (Applause.)

17 MS. SHAFFER: And as child
18 advocates, I would also say to you that
19 we are extremely hopeful that no other
20 child will have to suffer, because I must
21 tell you, it's very, very difficult
22 knowing what has happened to a child and
23 imagining what it must have been like for
24 that child and knowing that we as a
25 system could have done something and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 didn't.

3 So I implore you at this point
4 to please carefully look at what we are
5 doing. Provide us some direction. Maybe
6 provide us some assistance. We
7 appreciate your thoughts, but I think we
8 all need to take a step back. And please
9 tell Councilwoman Reynolds I appreciate
10 the "hit the pause button," because I'll
11 be using that a lot in the future. Maybe
12 we need to hit the pause button.

13 From the Child Advocate's
14 Office at the Defender Association, I
15 just want to say thank you for listening
16 and thank you for being so concerned
17 about our kids.

18 (Applause.)

19 COUNCILWOMAN TASC0: Thank you
20 so much for your testimony. Don't go
21 away. We have some questions, but we'll
22 let this young lady present her testimony
23 and then we'll ask questions of all of
24 you.

25 Would you identify yourself for

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 the record. And can you be brief.

3 MS. RUIZ: Yes, I will be
4 brief. I'm Nilda -- Council Chairwoman
5 Marian Tasco and Councilwoman Quinones,
6 thank you for allowing me to testify
7 today. I am Nilda Ruiz. I'm the
8 President and CEO of Asociacion
9 Puertorriquenos en Marcha, CUA No. 2.

10 So I had something nicely
11 written, but a lot of it has been
12 expressed here today. I think somebody
13 mentioned about letting poor Danieal rest
14 in peace. I will not go there. But
15 we've all heard what brought this about,
16 and rather than go through all this, I
17 want to give some perspective from the
18 CUA.

19 APM has been in this community
20 for over 40 years, and we have been in
21 child protective services doing foster
22 care for that long as well. We're a
23 multi-faceted organization doing health,
24 behavioral health, child welfare, and
25 community development in our

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 neighborhood. And community engagement
3 is a really big part of what we do.

4 The concept of the IOC is
5 something that was really vetted and
6 many, many -- it was a collective
7 collaboration with many, many providers
8 and stakeholders, as you've heard here.

9 I am a Philadelphian, born and
10 raised here, and one of the things that I
11 always criticize our city is that we
12 never give ourselves enough time to see
13 things through. And the IOC concept I
14 think is one that the City -- it was very
15 courageous. It came about at a time that
16 was a very low, low time for Philadelphia
17 and our children system, children welfare
18 system. We got national attention over
19 the Danieal case, but there were many
20 more before that, and unfortunately what
21 we kept hearing time and time after is
22 that's just the way things are. Kids
23 die. And for the first time, we have a
24 solution, and we're saying let's go to
25 grassroots organizations and let's try to

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 meet people.

3 I can say so many experiences
4 where we thought those children should
5 not have been removed from parents
6 because we are culturally competent and
7 because a grandmother lives in a
8 drug-infected neighborhood. The children
9 have been taken from that grandmother
10 when they really shouldn't have, and then
11 they end up coming back to us.

12 For the first time, we're able
13 to work with these children and be able
14 to work with them from a culturally
15 competent perspective. Right here is
16 some of our corporate Community Advisory
17 Board members and some of our staff. We
18 reflect our community. We've been there.
19 And for the first time, they have a voice
20 in what's happening with our children.

21 I can give you early -- in
22 fact, this didn't even hit DHS. The
23 first -- one of the first families that
24 we were given, we had to return that
25 child -- and this is the stuff that

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 people don't hear about. We had to
3 return the child to the biological
4 mother. As we were returning the child,
5 that mother was evicted because she
6 couldn't pay her water bill. Because APM
7 is so multi-faceted, I was able to pick
8 up the phone, call our property
9 management, get that family placed in a
10 home. I called our psychiatrist, asked
11 him if he would -- and it was the end of
12 the day and he didn't want to do it, but
13 because he worked for me, he had to do
14 it. He evaluated this family. We were
15 able to get the mother into drug and
16 alcohol, and the father had a mental
17 health issue, but we had them both in
18 treatment. Within 14 days, we had that
19 family reunited. Had that gone through
20 the DHS system, it would have been over a
21 year, and the family would have gone --

22 (Applause.)

23 MS. RUIZ: The mother and child
24 would have gone to a shelter. The father
25 would have gone to another, and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 statistics show that they do not get
3 reunified. These are the stories that we
4 don't hear about on an everyday basis.

5 Now, it's still early. I'm not
6 going to tell you that there's not kinks,
7 because there are, and we don't have our
8 act all together, but I'll tell you, we
9 have seen early wins and I really believe
10 that the City is moving in the right
11 direction. And I would ask that we're
12 given a year and a half to three years at
13 least to roll this out to really see the
14 impact of this. I think we're moving in
15 the right direction.

16 We have gotten the attention
17 not only of the nation but of the world.
18 The Philadelphia Department of Human
19 Services was the recipient of the 2013
20 United Nations Public Service Award,
21 taking second place for improving the
22 delivery of public service in the
23 European and North American region. More
24 than 600 organizations from 82 countries
25 submitted applications to the United

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Nations. DHS was one of only 47 to be
3 recognized and the only one in North
4 America to be selected for the 2013
5 United Nations Public Service Award.
6 That's what this IOC has done.

7 It's early. While we're in the
8 infancy stage, I would really implore
9 that -- I thank you for doing this
10 public, because I heard what many are
11 saying, and I understand. Children, it
12 is our number one, to get families and
13 children -- I myself have adopted two
14 children from the foster care system.
15 This to me is very personal. And we want
16 the safety of these children, but I think
17 we need to give ourselves time.

18 We're the second of two CUAs.
19 There's ten others, but I really -- I
20 think that if you give us enough time,
21 you will see that for the first time,
22 we've taken a bold move and we are going
23 to lead the nation and the world in
24 showing how this work should be done.

25 (Applause.)

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COUNCILWOMAN TASC0: We
3 appreciate the testimony from all three
4 of you, and we're not here to point
5 fingers. We're here to try to figure out
6 how do we fix this system. It's a new
7 system, and the Public Defender has her
8 points. She represented some children.
9 She has some ideas. I don't know if
10 you're part of this committee that was
11 put together to create the CUA, but I'd
12 certainly like to think -- was the Public
13 Defender Office involved?

14 MS. SHAFFER: We were involved
15 in some of the committees. We are not
16 part of the Steering Committee.

17 COUNCILWOMAN TASC0: So I think
18 that there has to be a dialogue with key
19 stakeholders to take what has been said
20 here today, issues that have been raised,
21 go back to the drawing room. We can't do
22 away with the program, but we can try and
23 fix it. And certainly, as I said before,
24 and I don't want to be repetitive, there
25 are always bugs in a new system, but we

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 can't let our children be hurt while
3 we're trying to fix it.

4 So my charge is to ask the
5 Commissioner to move quickly to bring
6 some of the people here today who have
7 had some concern and issues raised -- and
8 they've heard the testimony. There will
9 be the testimony on the record -- that we
10 look at what we need to do to begin to
11 straighten out some of the problems that
12 have been raised today. And I think it
13 can be done. It's not going to be done
14 overnight, but that the bottom line, we
15 have to know that it's the children that
16 we care about and the families we care
17 about.

18 So with that as the goal, then
19 we have to move quickly, because we don't
20 want another Danieal.

21 Councilwoman.

22 COUNCILWOMAN SANCHEZ: Yes. I
23 have some questions, and I think it's
24 very important and I appreciate all the
25 testimony. And as I think the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Commissioner and others have alluded to
3 here, change is difficult. You're
4 changing a whole system. And I don't
5 want to put anybody on the spot, but as
6 we roll this out, it is our job as public
7 officials to create an environment where
8 we're working out these kinks in a very
9 public, transparent way.

10 I think to Nilda's point, as I
11 told her in the beginning when she took
12 on this challenge, this is a huge
13 responsibility, and I think that as
14 sensitive as Anne Marie was, the former
15 Commissioner, and this Commissioner is,
16 there are policies and procedures in
17 place that sometimes need to be
18 revisited, and we have appreciated the
19 fact that the DHS Commissioner has been
20 open to making those changes. And I
21 know, Nilda, you and NET, Regan, all the
22 folks could talk about all those
23 challenges, and we're working through
24 them.

25 I think the public testimony

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 here is about we do have to figure out
3 how much we're going to commit to this
4 system, how we're going to let it work,
5 how we're going to ensure the DHS core
6 has the resources that it needs and the
7 integrity piece that it needs so that it
8 could ultimately absorb the obligation,
9 because there is a concern about shifting
10 responsibility and obligation into the
11 public-sector arena. And so we want to
12 make sure that the commission, that as
13 DHS, we're not overly burdening our
14 stakeholders with roles and
15 responsibilities and not providing the
16 resources for them.

17 And so these types of pauses
18 are about, okay, we're rolling this out,
19 what do we need to adjust internally and
20 externally, and ultimately who is in
21 charge, who is going to be ultimately
22 responsible.

23 I do want to talk about the
24 Defenders Office, because you made some
25 statements, and I'm sure we can provide

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 stories, good stories, as Nilda says, and
3 bad stories, as others are speaking to.

4 A lot of the things that you reference
5 are system and policy and protocol
6 issues. And so my question to you is --
7 because at one point it was so negative.

8 Do you not see that there's some
9 opportunities in this process to work
10 eventually as it relates to the
11 interfacing with your office?

12 MS. SHAFFER: Well, I don't
13 think it's about the interfacing with our
14 office. I think it's about the issue of
15 although the child welfare system has
16 changed, the legal system has not
17 changed. So our mandate as child
18 advocates and as court-appointed counsel
19 for children is to ensure that our
20 clients -- all of our clients' needs are
21 met. And I think the change has been --
22 and we've just met recently actually with
23 representatives from APM about the fact
24 that we have not changed. It's just that
25 the provider has changed. They have now

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 stepped into the shoes of DHS. So all of
3 those things that we used to ask DHS to
4 do before have now unfortunately become
5 the responsibility of the provider to do.

6 So I think in many ways it's
7 all the individuals getting used to their
8 shift in roles, because clearly for the
9 agencies have now shifted into the old
10 DHS role. And so it's them who we are
11 looking for to find the placements. It's
12 them who we are looking for to find the
13 funding and to provide the funding.

14 So that obviously will take
15 some time, but I think in the meantime,
16 we need to recognize that we will still
17 be asking for those things for our
18 clients because our clients still need
19 those things.

20 And the other piece of it is
21 that the legal system hasn't changed, in
22 that for parents, that clock is ticking
23 for them. The law says that at a certain
24 point, we have to move forward with the
25 permanency plan. If we do not get

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 certain things in place in a certain
3 amount of time, then the law says that
4 certain things need to happen in terms of
5 what's going to look for permanency for
6 children. And, therefore, if we lose
7 three, four, five months with not having
8 workers on a case, it's just not the
9 child that's lost, it's also the parents
10 that have lost, because time is still
11 ticking against them.

12 COUNCILWOMAN SANCHEZ: Okay.

13 So I guess one of the points I want to
14 make to that is -- because I want to, as
15 the Commissioner is looking at how does
16 she deal with some of these issues, is
17 what are the protocols around
18 notification when certain permanency
19 plans are not met with 30 days, 50 days,
20 those types of things. Those are the
21 kind of clarity points that need to
22 happen, because the issue of finding
23 foster care and emergency placement is
24 one, whether DHS is doing it or the CUAs,
25 is something that we all experience. So

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 what I'd like to get clarity on is the
3 protocols, because I expect you to be a
4 child advocate and I expect you to go to
5 court and mandate that we do what we have
6 to do. I mean, that's your job. And
7 whether it's APM or DHS, I expect you to
8 do that, but to me the issues are when
9 does the flags go off in those systems
10 and how do you interface with DHS around
11 notification of that.

12 And so those are some of the
13 conversations we can have, because maybe
14 we need to tighten those protocols around
15 that so that it gets flagged up. The
16 same way I'm sure Nilda has a flag up in
17 some of what ends up in Dr. Pope's lot
18 versus what ends up in Nilda's, we may
19 need the same kind of protocols in the
20 DHS piece about at the core is there a
21 simultaneous report that goes out to the
22 CUA and DHS to notify them that this
23 child is somewhere.

24 And so those to me are systems
25 and policy pieces that I think to -- that

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 I gather from your testimony we need to
3 be clear about. We're not. And then the
4 accountability piece for you as a core
5 system.

6 So I appreciate -- as strong as
7 your testimony is, I appreciate it,
8 because I think those are the things that
9 we need to think through. Again, this is
10 a massive, massive undertaking, and I
11 think one of the pieces that we took away
12 and particularly from the DC47
13 perspective is, everybody in this room,
14 as you said, is very committed to this.
15 We want this to work. We want clarity.
16 Everybody wants clarity, roles,
17 responsibilities, and accountability.
18 Everybody wants that, and what we don't
19 want is a situation for anybody saying,
20 That's what my supervisor said, or
21 passing that buck. Because in this
22 system, we don't have room for that,
23 because we are dealing with someone's
24 lives. So I appreciate that.

25 I wanted to just -- and, Nilda,

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 I don't want to put you on the spot, but
3 one of the questions we asked the
4 Commissioner was around resources. And
5 you don't need to provide the answer now,
6 but I think what would be important --
7 and I would ask that all of the CUA
8 providers do that. In terms of -- and I
9 know as we've looked at this, the
10 resources that are provided, we've asked
11 the DHS Commissioner for a comparable,
12 because we want apples to apples -
13 salary, job classifications, credentials,
14 and those types of things. And I think
15 it would be helpful for all the providers
16 to give us that information, profiles of
17 staff, those types of things, because I
18 think that's hugely important. She's
19 going to do an analysis for us, but I
20 think the challenges to some of those
21 qualifications, the reality of that,
22 sharing that, for the record,
23 particularly when we come back to the
24 budget time when a lot of the stuff is
25 going to be reviewed. So we're not

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 talking about having that conversation
3 today, but definitely in March or April,
4 saying what are you still seeing are some
5 of the gaps, recruitment, all of those
6 types of things. I think those are
7 important, because one of the things that
8 I heard the Pennsylvania Council say was
9 the issue of resources and timely the
10 conforming of contracts, which is a
11 citywide problem, not a DHS problem.
12 Unfortunately, it's a citywide problem
13 that we need to be acutely aware of as we
14 move forward.

15 And my reason for the pause is
16 because we do want to analyze. We want
17 to get the ten providers that are here.
18 We want to fix whatever, as Councilwoman
19 Tasco, we want to fix that before we
20 start adding more. And so having gone
21 through -- my entire district has a CUA.
22 Having gone through all those learning
23 curves, it's like I want to get this
24 system right if it has the potential to
25 serve all the outcomes that we want

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 before we add more folks to it and to
3 look at it -- again, maintaining that
4 integrity of DHS, because ultimately we
5 have the responsibility and the
6 obligation.

7 So me it's not an either/or.
8 It's an "and." It's like how do we
9 reform a system and provide resources and
10 clarity that folks need. And that's why
11 I think these public discussions are so
12 important. And I know everybody is so
13 passionate because we are dealing with
14 children's lives. We are so passionate.
15 I don't want people to feel defensive. I
16 think this is the place where we have
17 kind of the honest dialogue, and our job
18 as this committee, the Councilwoman as
19 Chair and for me as Vice Chair, is to
20 create that political environment where
21 people feel like we can be honest
22 about -- if there's anything in this
23 government we need to be honest about,
24 it's how do we protect children and their
25 families.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 So I appreciate all of your
3 testimony, and we look forward to the
4 followup and hope that all of you will be
5 engaged in that followup.

6 MS. SHAFFER: And I think you
7 raise an issue that certainly there are
8 two facets to it also, because the
9 reality being that there are a whole
10 group of children who are not court
11 involved, but once you get court-involved
12 children, then you have to deal with the
13 overlay of the legal system, because then
14 the legal system drives much of it. So
15 that creates a whole other facet and
16 whole other level for that group of
17 children, which is different from
18 children who are not court involved. But
19 once we open the door to the court
20 system, then lawyers get involved. You
21 know what that's like.

22 COUNCILWOMAN SANCHEZ: That's
23 been one of the criticisms DHS has
24 gotten, all the lawyers over there.
25 Sometimes we're too legalese and we

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 forget that these are children. So
3 that's been one of the criticisms
4 publicly.

5 But I think as an advocate and
6 for the law, we feel very strongly that
7 we have to follow the law, but we also
8 have to be where the child is and where
9 that family is. And so the flexibility
10 that you don't have at the courtroom, we
11 should all have as policymakers.

12 Thank you.

13 MS. SHAFFER: Thank you.

14 COUNCILWOMAN TASC0: Thank you
15 very much.

16 MS. RUIZ: I just wanted to
17 mention that DHS has been incredibly
18 supportive and amazingly supportive. Not
19 easy, but amazingly supportive. But I
20 really appreciate that.

21 (Applause.)

22 COUNCILWOMAN TASC0: Okay. It
23 is quarter to 3:00. Our next panel is
24 Karen Deanna Williams, Patricia Cochran,
25 Regine Charles-Asar, Marva

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Lewis-Campbell. And we'd like for you
3 all to please summarize your testimony,
4 because if you passed us the testimony,
5 it will be in the full record.

6 (Witnesses approached witness
7 table.)

8 MS. WILLIAMS: There isn't much
9 to say, Councilwoman.

10 COUNCILWOMAN TASC0: I know.
11 Well, just kind of give us an overview of
12 what you wanted to say. Identify
13 yourself.

14 MS. WILLIAMS: I'd like to
15 first thank you for having us, and I'd
16 like to thank you on behalf of the
17 private bar, because most of the times
18 we're not included in these discussions.
19 We're not considered stakeholders despite
20 the fact that we do most of the work
21 representing parents or children. And
22 it's interesting that two years ago when
23 the --

24 COURT STENOGRAPHER: Can you
25 state your name.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 MS. WILLIAMS: Karen Deanna
3 Williams. I'm sorry.

4 When the Administration was
5 moving to unemploy the court-appointed
6 attorneys, we called it a gamble that was
7 being taken, without any thought to the
8 impact it would have on the lives of our
9 constituencies. And monies were found at
10 that point for profit motive, but not
11 money for public servants. So here we
12 are again, it seems, and it looks like
13 the CUA concept is again something that
14 is akin to a gamble.

15 I understand the concept was
16 supported by the former DHS Commissioner,
17 who walked away from the job, stating
18 that it was one that no one could do.
19 However, I look at our current
20 Commissioner and find that she is one who
21 is eminently qualified, because she has
22 done this long and well in so many
23 different capacities. I believe that we
24 would all be better served if we could be
25 freed from this particular vision of

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 change that is CUA.

3 I don't know what kind of
4 monies have been given over for the CUA
5 system, but I don't understand why such
6 precious resources and limited resources
7 are being given over to an untested
8 experiment of this magnitude. Why didn't
9 we bolster the ranks of the overworked
10 and underpaid DHS workers with more
11 workers and give them increased wages?
12 Why didn't they work more closely with
13 the court system, from which the former
14 Commissioner came, to better manage
15 workers' court appearance schedules and
16 ensure that time was not being wasted in
17 court, where they're often off schedule?

18 If the workers' time and the
19 budgetary resources that are so precious
20 had been better deployed with workers in
21 their offices servicing clients, we all
22 would have been better off and perhaps we
23 wouldn't have seen the need for such a
24 big CUA idea.

25 DHS didn't develop a transport

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 system, which meant that those same
3 workers who were often in court all day
4 wasting time and not servicing clients
5 then had to transport our clients to
6 placement. And there was no interest, we
7 don't think as the private bar, or effort
8 made to make it better for the workers at
9 DHS. And that would have improved the
10 service to our families. Instead, we're
11 given CUA. And the CUA workers, which we
12 understand are not necessarily trained
13 social workers, don't have much social
14 work experience, seemingly are willing to
15 work for much less, are not doing that
16 which our clients need.

17 I have a case where the
18 children were brutalized by their mother.
19 Their father was incarcerated. It was a
20 near death case. The injuries were
21 horrific, and they are given over to the
22 maternal grandmother. Dad was
23 incarcerated at the time and could only
24 have been a visitation resource. Well,
25 by the time I got the case from former

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 counsel, it was still a DHS case. But
3 the problems of the case, there's such
4 substantial psychological overtones, the
5 physical abuse suffered by the children,
6 that it was a case that required a DHS
7 worker. Instead, what happened was
8 almost as soon as I got the case, it was
9 given over to CUA. And it's been a year,
10 and in that year, this case, which was
11 difficult from the beginning, has gone to
12 a nightmare, because DHS does not provide
13 CUA with the historical record.

14 I understand they have access
15 to the case file. I don't know that any
16 of the CUA workers with whom we've dealt
17 have actually gone and studied in-depth
18 the DHS file itself. So if they're not
19 given the case file, they don't know the
20 history of the case, and oftentimes the
21 history of the case involves children
22 that are no longer before the court in
23 this particular instance.

24 So as a result in this case,
25 CUA didn't know what had been going on by

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 and between maternal grandmother and
3 father, and as a result, as the case
4 droned on for the year, the children were
5 being damaged by this unhealthy
6 attachment that we all recognize now that
7 was allowed to develop by virtue of the
8 fact that CUA didn't know what to do.

9 CUA has a DHS coach who sits in
10 the agency, but the coach is not able to
11 do the day-to-day work for CUA, and this
12 case got so bad that I ultimately had to
13 ask the court to reassign DHS to the
14 matter, because we needed somebody with
15 experience.

16 Now, the sad thing is that
17 because of what has gone on in this
18 particular case in this year, the bond
19 between this father and his children
20 might have been effectively severed by
21 virtue of the fact that CUA just didn't
22 know how to handle it.

23 So now I'm faced with a
24 situation where there needs to be an
25 appeal, if father's rights are terminated

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 or the children are given over to this
3 caregiver, but it raised some questions
4 for me as to the nature of the
5 relationship between DHS and CUA.
6 Because if DHS is the principal and
7 represented by the City Solicitor, then
8 who is CUA and who represents them? CUA
9 is the agent, but CUA comes into court
10 represented by the City Solicitor. Well,
11 if CUA and DHS are at odds, then the City
12 Solicitor has a conflict and can't
13 represent them both, but then we're not
14 given any indication that the conflict
15 exists. So we don't know what's going on
16 in the back rooms with these two clients
17 who are not actually the client. And if
18 there is a conflict and the attorney
19 continues to represent both parties, that
20 presents some ethical concerns.

21 If DHS is actually determining
22 the course of the case, why do we need
23 CUA? And if we have agents who were then
24 not doing what they're supposed to do and
25 CUA doesn't know how to supervise the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 agents, then we're opening ourselves up
3 to a lot of litigation and a lot of
4 liability, because children will be
5 damaged as this thing kind of plays
6 itself out.

7 So in my particular case, I
8 have the fact that we didn't get an
9 experienced CUA worker. The agent is
10 undermining the goal of reunification,
11 and CUA can't do anything about it.

12 DHS has a lot of good men and
13 good women doing what they do and did,
14 and while we can't go back necessarily, I
15 heard it said to hit the pause button. I
16 suggest that we should hit the rewind and
17 maybe rewind to a point where we don't
18 have the same traditional DHS model, but
19 we don't give everything over to CUA.

20 I really believe --

21 (Applause.)

22 MS. WILLIAMS: -- that DHS
23 needs to be in charge, that we need to
24 put in some policing and some mechanisms
25 that will further support DHS and these

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 workers who need more money and more
3 help, because there are a lot of cases,
4 and we need to have more collaboration so
5 that the chiefs are not necessarily
6 running the show. People need to begin
7 to talk to the Indians, and the Indians
8 need to be invited to all of these places
9 where everyone sits on high and talks
10 about what should or should not be in the
11 lives of these children and families that
12 we all love, but who will not be served
13 if we continue to just do things in our
14 heads without looking at the real world.

15 Thank you for your time.

16 (Applause.)

17 COUNCILWOMAN TASC0: Thank you
18 very much.

19 MS. COCHRAN: Good afternoon.
20 My name is Patricia Cochran. I
21 appreciate the opportunity to appear
22 before you today.

23 My experience with cases that
24 have been transferred from DHS to CUA has
25 been a mix of experiences. What I am

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 here today to do is just talking a little
3 bit of what I've seen.

4 The most obvious problem
5 generally with CUA workers is their lack
6 of experience. I believe this is their
7 first experience working in the child
8 dependency system. They do not know how
9 the dependency system works. They do not
10 know how to testify in court. They don't
11 understand the importance of following
12 court orders, and they don't know the
13 importance of knowing the facts of the
14 case.

15 By far, the most common
16 experience I have with CUA is when they
17 fail to appear in court or come late. I
18 had a hearing continued Friday and a
19 hearing continued yesterday for failure
20 to appear. This happens too frequently.
21 This means the cases are continued to
22 another date, where visits can't be
23 changed because this is a continuance,
24 reunification can't occur. And it's hard
25 to tell a parent that I represent that

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 after they've worked so hard to try to
3 achieve their goals, that the CUA worker
4 didn't appear today, so we have to wait.
5 That's not fair to the parent. It's not
6 fair to the children, and it just slows
7 down the reunification process.

8 A dependency case is either
9 initiated by an Order of Protective
10 Custody or the filing of a Petition for
11 an Adjudication hearing. After these
12 hearings are held, we'll find out whether
13 the case is going to be transferred to
14 CUA. There is a 20-day meeting that is
15 to be scheduled for this transfer to
16 occur. But the time that passes between
17 the date in court and that 20-day meeting
18 is like time stands still. Visitation is
19 not set up. I've had parents wait three
20 weeks to have visits with their children.
21 That's fundamentally unfair. It's hard
22 on the children. It's hard on the
23 parents.

24 Referrals for kinship care, I
25 had one case where DHS made the referral

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 for kinship care. After two weeks, took
3 the agency out of the home and told CUA
4 to refer for kinship care. The family
5 had to restart the process from the
6 beginning again.

7 It's also apparent when cases
8 are transferred from DHS to CUA that
9 either the petition that brought the case
10 to court is not being provided or they're
11 not reading it. I have had a -- while
12 I've never attended a 20-day meeting, I
13 could see from the single case plan the
14 objectives. They must be provided by
15 information from DHS, but they don't all
16 make it to the single case plan. The CUA
17 workers appear in court completely
18 unprepared, with the excuse that they
19 just received the case, that they don't
20 know what the single case plan objectives
21 are for the parents. And this is
22 fundamental testimony needed for a case
23 to move forward.

24 I have one case where a CUA
25 worker was not familiar with the original

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 petition. Mother had drug and alcohol
3 issues, mental health concerns, and
4 questioning parenting skills. A
5 parenting capacity evaluation was ordered
6 because it was alleged she tried to drown
7 two of her children.

8 Based on the mother's
9 enrollment in a drug and alcohol program
10 and the attending supervised visits, the
11 CUA worker recommended unsupervised
12 visits. This was before the parenting
13 capacity evaluation was done. And in a
14 case where a parent tries to kill her
15 children, a parenting capacity evaluation
16 should be completed before we move to
17 unsupervised visits.

18 Another instance I had with CUA
19 was, the worker testified that the
20 children were in foster care. The
21 children had been reunified with mother
22 three months prior at their earliest
23 court date. Nevertheless, the CUA worker
24 was testifying as if the children were in
25 foster care.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 And there have been instances,
3 one where a CUA worker failed to follow
4 the court order. Mother was ordered to
5 do drug and alcohol treatment. She was
6 having difficulty attending. So the CUA
7 worker told her, Well, you don't have to
8 do that; we'll just give you random
9 screens. Well, that's nice for mother,
10 but when she got to court, she was told
11 she was not in compliance with the court
12 order, even though she was in compliance
13 with the single case plan.

14 Another where a CUA worker
15 changed the visitation schedule without
16 consulting mother. She signed up for a
17 parenting class and was given the
18 ultimatum of either go to your parenting
19 class or do your visits. The worker
20 would not change the visitation schedule.
21 Obviously there was intervention needed
22 in that case.

23 Single case plans that I have
24 received have been as long as two pages
25 and as long as 31. Some of them, they're

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 clear what the objectives are. Some of
3 them are a disaster. They don't tell the
4 parent what they need to know. In the
5 one that I received that was 31 pages, it
6 had seven addresses listed for me. Four
7 of them were duplicates. All of them
8 included my home address. I find this
9 troubling.

10 Overall, my experience with CUA
11 has not been a positive one. Whether it
12 is due to the lack of experience or the
13 lack of supervision is not clear, but
14 clients are not receiving the services
15 they need. My main concern is the
16 inconsistencies of CUA, that it does not
17 provide service in a timely fashion,
18 fails to guide the parents to services
19 available in their community, and overall
20 delays reunification of families or
21 permanency for the child.

22 I hope my testimony has been of
23 some help this afternoon. Again, I thank
24 you for the opportunity to present this
25 before you.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 (Applause.)

3 COUNCILWOMAN TASC0: Thank you
4 very much. Thank you very much.

5 MS. CHARLES-ASAR: Good
6 afternoon. My name is Regine
7 Charles-Asar.

8 COUNCILWOMAN TASC0: Would you
9 speak into the mic and speak slowly. I
10 have old ears.

11 MS. CHARLES-ASAR: Good
12 afternoon. My name is Regine
13 Charles-Asar. Like my colleagues, I'm
14 another court-appointed attorney working
15 in Family Court, and similarly like my
16 colleagues, my experience with CUA has
17 not been positive.

18 Two major cases that they're
19 not in the forefront of my mind are one
20 case where I was actually child advocate
21 on, and we had a minor mother that had a
22 history of running away. The minor
23 mother had actually ran away with the
24 child before. So the child was placed
25 with maternal grandmother. A year in,

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 CUA came on the case, and mother had been
3 missing for a while. She showed up to
4 court for the first time that year, and
5 as we were taking testimony, it comes out
6 that although it was ordered that mother
7 only have supervised visits at the agency
8 line of sight, CUA started giving mother
9 visits at a local McDonald's. And as
10 child advocate, I was very shocked given
11 the fact that mother has a history of
12 running away, mother had previously ran
13 away with the baby, and it was court
14 ordered only supervised line of sight,
15 line of sight visits.

16 When I questioned the CUA
17 worker as to why was she going against
18 the court order, she stated she had no
19 knowledge that that was the ordered
20 visitation. I asked her did she have an
21 opportunity to review the file. She
22 stated no, she wasn't aware of that. And
23 to me, there's a big problem when you're
24 potentially putting a child's life in
25 danger.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Another case that I had that
3 was troubling to me, I had a case where
4 the family needed a lot of services.
5 Both parents had delays and mental health
6 issues. There was about five children in
7 the home, and three out of the five
8 needed special services, medical issues,
9 mental health issues. And for a long
10 time, this family was having trouble
11 being stabilized. The goal was
12 stabilization. The children were not
13 removed. And it took a large team of
14 workers to finally get the family
15 stabilized. So here we were year two,
16 family was doing well, parents were in
17 full compliance, and the case is
18 transferred over to CUA. No explanation
19 was given as to why this ongoing case
20 with issues that were ongoing was being
21 transferred. The family had built a bond
22 with their workers, which I feel like
23 it's really important, especially when
24 you're dealing with parents that have
25 mental health issues. A lot these

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 parents have trust issues. In order to
3 get their goals across, they need to be
4 able to have a reliable team of workers
5 that they can work with.

6 So CUA came on the case, and
7 the trouble with that was that a lot of
8 the services that they were getting
9 through the DHS involvement, they lost.
10 Some of the children lost their services
11 that they had for special needs. The
12 parents lost some of the services. And I
13 don't understand how are these parents
14 supposed to achieve goals when the
15 services that they need are cut. And the
16 answer that was given to us by CUA when
17 we questioned why they weren't getting
18 these services was that CUA doesn't do
19 that. CUA doesn't offer these services.
20 So I don't understand how we're supposed
21 to not only help stabilize and reunite
22 these families, but also keep children
23 safe when CUA seems to be at times very
24 negligent and irresponsible and does not
25 offer the services needed to these

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 families.

3 COUNCILWOMAN TASC0: Thank you
4 very much. I appreciate your testimony.

5 (Applause.)

6 COUNCILWOMAN TASC0: Ms. Marva
7 Lewis-Campbell. Thank you.

8 MS. LEWIS-CAMPBELL: Good
9 afternoon. My name is Marva
10 Lewis-Campbell. I'm the sister to
11 Clinton Lewis, whose kids have been in
12 the foster care system for five years.
13 I'm from Long Island, New York.

14 COUNCILWOMAN TASC0: You work
15 with DHS?

16 MS. LEWIS-CAMPBELL: Not in
17 Philadelphia. I'm from Long Island, New
18 York. I have a Master's in social work
19 from Stony Brook University.

20 I'm just here to say
21 Philadelphia does things different.
22 Social work is a helping profession, and
23 so far, I have not seen anything that
24 they have helped my brother with. They
25 took his kids illegally and they've been

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 in foster care for five years. The case
3 worker took them to New York and then
4 insists about two or three weeks later,
5 insists that I brought them back to
6 Philadelphia. I said -- she said they
7 had a doctor's appointment.

8 I said, We have great doctors
9 in New York.

10 She insists, so I brought them
11 back so as not to jeopardize anything.

12 They have put him through so
13 much trauma of nothing to do with taking
14 the kids. Parenting class and all of
15 that has nothing to do with them taking
16 the kids. And so far, five years of
17 wasting funding when they were pretty
18 good in New York. And I don't
19 understand. I don't know. I mean, they
20 have gone as far as threatening the kids.
21 Rebecca Mainor has threatened the kids to
22 send them home in a body bag. She's
23 supposed to be a child advocate. She has
24 not done anything so far. But every time
25 my brother goes to court, Oh, that day is

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 not convenient, this day is not
3 convenient, and it keeps going back.

4 COUNCILWOMAN TASC0: This is in
5 Philadelphia?

6 MS. LEWIS-CAMPBELL: Excuse me?

7 COUNCILWOMAN TASC0: Is this
8 happening in Philadelphia?

9 MS. LEWIS-CAMPBELL: It's in
10 Philadelphia.

11 COUNCILWOMAN TASC0: The case
12 worker is in Philadelphia?

13 MS. LEWIS-CAMPBELL: Excuse me?

14 COUNCILWOMAN TASC0: The case
15 worker is in Philadelphia?

16 MS. LEWIS-CAMPBELL: Everything
17 is in Philadelphia.

18 COUNCILWOMAN TASC0: And your
19 brother is in Philadelphia?

20 MS. LEWIS-CAMPBELL: Yes,
21 ma'am.

22 COUNCILWOMAN TASC0: And the
23 children are in New York?

24 MS. LEWIS-CAMPBELL: Foster
25 care in Philadelphia here.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COUNCILWOMAN TASC0: Foster

3 care in Philadelphia?

4 MS. LEWIS-CAMPBELL: Yes,

5 ma'am.

6 COUNCILWOMAN TASC0: But they

7 were living in New York?

8 MS. LEWIS-CAMPBELL: Yes. They

9 took them up to New York for about three
10 weeks.

11 COUNCILWOMAN TASC0: Why don't
12 you just wait a minute and we'll talk to
13 the Commissioner. Okay?

14 MS. LEWIS-CAMPBELL: Okay.

15 COUNCILWOMAN TASC0: Joan
16 Williams, West Philadelphia Coalition for
17 Neighborhoods; Tiffany Green; Carol
18 Hemingway.

19 (Witnesses approached witness
20 table.)

21 COUNCILWOMAN TASC0: Let me
22 just get a census here. Is Shamia
23 Robinson here?

24 (No response.)

25 COUNCILWOMAN TASC0: Rosalind

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Lopez?

3 MS. LOPEZ: Right here.

4 COUNCILWOMAN TASC0: Okay.

5 You're next. The next panel, Pierre St.

6 Farr?

7 (No response.)

8 COUNCILWOMAN TASC0: Cameron

9 Reed?

10 MR. REED: Right here.

11 COUNCILWOMAN TASC0: Clinton

12 Lewis.

13 MR. LEWIS: Yes.

14 COUNCILWOMAN TASC0: You all

15 come up and be prepared to testify.

16 Desiree Whitfield?

17 MS. WHITFIELD: Yes.

18 COUNCILWOMAN TASC0: Marcia

19 Green-Robinson?

20 (No response.)

21 COUNCILWOMAN TASC0: Sharif

22 Green?

23 MR. GREEN: Right here.

24 COUNCILWOMAN TASC0: If you all

25 would just be prepared to -- we're going

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 to have you all just testify.

3 And we hope you take -- it's
4 been a long day and we appreciate you
5 being here all day, but it's a very
6 important issue we're dealing with. So
7 it will take some time.

8 Excuse me. I am out of order.
9 Ms. Williams and Green are testifying on
10 Resolution 140952 and the other witnesses
11 are testifying on 140706.

12 MR. GREEN: Mr. Green?

13 COUNCILWOMAN TASC0: Not yet.
14 I'll call you.

15 Okay. Would you state your
16 name, Joan Williams, and proceed with
17 your testimony.

18 MS. WILLIAMS: Good afternoon,
19 Councilwoman Tasco. My name is Joan
20 Williams and I am the First Vice
21 President and Director of Programs and
22 Projects for the West Philadelphia
23 Coalition of Neighborhoods and
24 Businesses. I'm here today representing
25 the Coalition to discuss the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 participation and involvement of Lee
3 Tolbert, President and CEO, and myself
4 with the Philadelphia Department of Human
5 Services, or DHS, and its establishment
6 of Community Umbrella Agencies, or CUAs.

7 I would first like to give you
8 a little background on the Coalition, and
9 this will be brief. The Coalition is a
10 community-based 501(c)(3) organization
11 whose membership includes other
12 community-based organizations,
13 businesses, churches, and institutions
14 primarily in West and Southwest
15 Philadelphia. Our boundaries are from
16 City Avenue on the north to the Airport
17 on the south and from the Schuylkill
18 River on the east to Cobbs Creek Parkway
19 on the west. Our mission is to improve
20 local social and economic conditions;
21 promote the area as a place to live,
22 work, and conduct business; and unite
23 area community and business organizations
24 for the benefit of all of West and
25 Southwest Philadelphia.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Since its establishment in
3 1987, the Coalition has provided a
4 variety of services free of charge in
5 West and Southwest Philadelphia. These
6 services include, but are not limited to,
7 advocacy, housing, education reform,
8 health education, youth recreation, crime
9 and safety, juvenile justice, outreach
10 and recruitment, child welfare, and
11 workshops and training on accessing
12 health services, non-violent conflict
13 resolution, and leadership. In all of
14 our activities our primary focus is
15 community access and participation.

16 I understand that Council is
17 interested, in part, in improving
18 transparency and community access to DHS.
19 Based on our involvement with this
20 process, I believe that transparency,
21 community access to DHS, and community
22 participation were achieved.

23 Regarding the IOC initiative,
24 former DHS Commissioner Anne Marie
25 Ambrose invited the Coalition to sit on

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 the IOC Steering Committee at the
3 beginning of the process. The purpose of
4 the initiative was to change the way DHS
5 provides welfare services to children and
6 families from an agency-down process to a
7 community-up process. We accepted the
8 invitation because we believe, as does
9 DHS, that community involvement is key in
10 the successful implementation of programs
11 serving children, youth, and families.

12 We began attending Steering
13 Committee meetings in January 2011. The
14 Steering Committee was scheduled to meet
15 monthly, and either Mr. Tolbert or I were
16 present at all but a few of the meetings.
17 In addition, several work groups were
18 established that addressed a variety of
19 issues. Mr. Tolbert or I participated on
20 the Community Engagement, Finance and
21 Contracting, and Policy work groups.

22 It's important to note that the
23 input from community representatives is
24 not just important to issues related to
25 the community. Many times agencies and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 governments seeking to let contracts
3 overlook community organizations because
4 they see us as the recipients of services
5 rather than the provider of services,
6 even though many of us have been
7 providing services for years, sometimes
8 with little or no resources. I believe
9 our input was helpful in ensuring that by
10 policy, community organizations would be
11 considered for contracts by DHS and/or
12 the successful CUAs.

13 Of course, ours was not the
14 only community input. In 2011, DHS was
15 working on establishing the first CUAs in
16 Police Districts 24 and 25, I believe.
17 Thus, community residents and
18 organizations from those areas of the
19 City were involved either on the Steering
20 Committee or on the Community Engagement
21 work group or other work groups as
22 chairs, co-chairs or members. In
23 addition, DHS had established its own
24 internal community groups in the form of
25 EPIC, or Equal Partners in Change,

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 stakeholders who were also involved in
3 the process.

4 The Coalition ensured that the
5 information regarding the IOC initiative
6 was disseminated beyond those
7 participating on the Steering Committee.
8 During its monthly meetings, Mr. Tolbert
9 and I provided updates on the IOC
10 initiative and invited the attendees to
11 get involved and help spread the word.
12 Many of our meeting attendees are heads
13 of their own organizations or agencies
14 with their own constituents to whom they
15 could relay the information.

16 In 2012, we invited former
17 Commissioner Ambrose to be the guest
18 speaker at one of our meetings. She
19 discussed the IOC and the CUAs that had
20 been selected, answered questions, and
21 invited input from the community on the
22 process.

23 The Coalition supported the IOC
24 initiative because from what we observed,
25 experienced, and did, we believe that the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 community served by the Coalition was
3 well represented and well informed.

4 Ten CUAs were selected overall.

5 CUA No. 10, which is a program of
6 Wordsworth, serves West Philadelphia. At
7 the Coalition's October 2014 monthly
8 meeting, a community representative
9 raised some concerns about the IOC
10 process and actions by CUA No. 10,
11 especially in regards to the EPIC
12 stakeholders. Mr. Tolbert committed to
13 inviting DHS or a representative of the
14 IOC initiative to an upcoming Coalition
15 meeting to address any concerns. We
16 confirmed the participation of the IOC
17 implementation officer and DHS's Director
18 of Prevention for November 24th, our next
19 Coalition meeting.

20 On November 18th, 2014, I met
21 with Wordsworth Director of
22 Community-Based Services and the
23 Executive Director of CUA No. 10. CUA
24 No. 10 had accepted its first cases on
25 November 17th, so it had been in full

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 operation for just one day. We discussed
3 a variety of issues, including the EPIC
4 stakeholders, whose roles will be
5 changing. CUA No. 10 is aware of the
6 community's concerns and said it is
7 working to address them. CUA No. 10
8 accepted my invitation to attend the
9 Coalition's November meeting and to send
10 a representative to subsequent meetings.

11 At the November Coalition
12 meeting, DHS representatives provided an
13 overview of the IOC initiative from
14 beginning to end and an update on new
15 procedures and programs that are in place
16 now that the CUAs are up and running,
17 such as team conferences that include
18 family members and are held in the
19 community where the client lives, Parent
20 Cafes where parents can meet to discuss
21 common issues, rental of community venues
22 to hold Parent Cafes, et cetera. The
23 representatives also answered all
24 questions raised by the attendees.

25 In any event, the planning

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 stage is over and the CUAs are all
3 operating now. The next step for the
4 community is to monitor the process to
5 ensure that the plans made are
6 implemented or if changes have to be
7 made, that we have input into what those
8 changes are. We will continue to work
9 closely with DHS and the CUAs to address
10 any issues that might impact the
11 community.

12 I cannot overstate the
13 importance of our involvement in the
14 planning and implementation of programs
15 that affect us. In September of this
16 year, each Councilmember received a
17 letter from Mr. Tolbert dated August
18 25th, 2014 addressing lessons learned
19 regarding community participation. The
20 Coalition is the chartered community
21 partner with the City on the construction
22 and operation of the Philadelphia
23 Juvenile Justice Services Center, or
24 PJJSC. Mr. Tolbert wrote his letter as a
25 result of his participation on the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 oversight committee for the PJJSC.

3 Although he addressed community

4 participation in the context of the

5 City's public works projects, it has

6 relevance to other issues, including the

7 establishment or revision of programs and

8 services such as the IOC initiative that

9 impact communities. And by the way, I

10 would like to thank Councilman Squilla

11 and Councilwoman Reynolds Brown for

12 responding to that letter.

13 Mr. Tolbert's letter reads in

14 part, quote, At the present time, there

15 is no definition of community

16 participation at the city, state or

17 federal level, despite the fact that

18 everyone encourages and sometimes even

19 requires such participation. This means

20 that there is no consensus on when such

21 participation begins and what the

22 community's role is. Community

23 participation, in my opinion, must begin

24 when an entity decides to implement a new

25 policy or procedure in a particular

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 community and not after all the decisions
3 have been made.

4 I believe that DHS has met this
5 condition with respect to the IOC
6 initiative. However, the true test comes
7 with implementation. We are encouraged
8 by the passion and commitment that the
9 current Commissioner, Vanessa Garrett
10 Harley, has demonstrated for moving this
11 project forward and ensuring continued
12 community participation. We remain
13 committed to working with DHS and, as
14 members of the Steering Committee, with
15 all of the CUAs to ensure success of this
16 process for all families involved.

17 I thank you for the opportunity
18 to testify regarding this issue.

19 COUNCILWOMAN TASC0: Next.
20 Proceed with your testimony.

21 MS. GREEN: Hi. Tiffany Green
22 with Concerned Citizens of Point Breeze,
23 but I also do a lot of -- put together
24 programs for youth.

25 The reason why I wanted to

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 speak today regarding this issue,
3 because, first of all, I spoke with
4 Dr. Schultz about a year and a half --
5 about a year and a couple months ago, and
6 we talked about this, because I had a
7 concern about the disparity in funding
8 and the lack of diversity in terms of
9 funding. And for Dr. Schultz and the
10 previous Commissioner, Ambrose, to
11 implement these type of programs, this
12 CUA program, and then leave their
13 position, throwing a lot -- I believe
14 throwing a lot of this on Commissioner
15 Vanessa, I want to say that all of this
16 is not on her, because this was created
17 long before she ever got a chance on
18 this. And the problem we have is that
19 the CUAs have all been selected in ten
20 different districts. They're going to
21 receive quite a bit of millions of
22 dollars that they're going to oversee.
23 And as I spoke to Dr. Schultz about this,
24 which is the fact that many of them were
25 not minority run and the fact that you

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 have a lot of these large agencies who
3 many are white run or lack of minority
4 participation and they will be going into
5 our communities, particularly minority
6 communities, making these decisions for
7 our children and for our families. And
8 we as -- many of us are African Americans
9 and minorities who are professionals in
10 our own right. We can provide services,
11 but we can also run agencies too, and
12 that we should -- that it should have
13 been more diversity in terms of the
14 funding.

15 The reason why I'm saying that,
16 because, for example, Bethanna that is
17 now in South Philadelphia, first of all,
18 they come from outside of the City,
19 number one.

20 Number two, they have set up a
21 satellite site. They don't even have a
22 permanent site at the time when they were
23 meeting with certain members of the South
24 Philadelphia community. They were in the
25 process of looking for a permanent site.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 How is it that an agency outside of
3 Philadelphia can receive such a large
4 contract and not even have a permanent
5 site inside of Philadelphia was a serious
6 concern for many of us.

7 At the same time, we talked to
8 them about additional funding in terms of
9 prevention services, and that in terms of
10 DHS, there was meetings with DHS staff in
11 terms of them considering having PYD.

12 The concern I have is this:
13 You have SCOP, which is a lot of the
14 groups in there are minority CBOs, and
15 then you have PYD, which is Positive
16 Youth Development. Then you have
17 out-of-school time that's being funded.
18 Then you have the 250 level, which I like
19 to talk about, and then now you have the
20 CUAs.

21 First of all, SCOP, it's not
22 fair that you have CBOs part of this who
23 only receive less than \$5,000 to operate
24 their program. Then not only that, they
25 get maybe 2,500 to run their little

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 community service program. Then they
3 have to come out the pocket first in
4 order to run their program.

5 So my point is that they're not
6 receiving a lot of money at this
7 particular time.

8 Next is PYD, which is Positive
9 Youth Development program. These
10 agencies are receiving money, and there
11 has not been an open grant cycle in the
12 last four years for these groups to apply
13 for this type of funding. And a lot of
14 these groups also service the same type
15 of families that the CUAs are going to
16 service.

17 Then you have
18 out-of-school-time funding, which a lot
19 of the CUAs are already being funded for.
20 You have CUAs like Wordsworth and
21 Catholic Services being funded for seven,
22 eight sites at one time around different
23 sites around the City. Not only that,
24 now they're receiving money to become a
25 CUA. This is creating monopolies in our

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 community and without any full
3 participation or, let's say, community
4 inclusion going on here, and now you're
5 talking about creating this CUA piece
6 where they're getting millions of dollars
7 that they're going to control in our
8 community.

9 I say all that -- and I'm going
10 to sum it up, because I know everybody is
11 very tired. This has got to be looked
12 at, and I'm asking that during the
13 process of looking at the CUAs, that we
14 begin to look at the funding and how we
15 can diverse the funding for all of the
16 CBOs and the groups that are
17 participating and that it not be these
18 different levels that where the small
19 community-based organizations only get
20 less than 5,000 or 2,500 to operate while
21 you have these large agencies, majority
22 white run, receiving millions of dollars
23 to run services in our community, but yet
24 the CBOs are doing similar work to the
25 large agencies. It's just discrimination

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 in funding.

3 Real quick, right now it was
4 under my understanding that the DHS is
5 considering that the PYD funding would be
6 transferred to the CUAs. We're asking
7 that they do not be transferred to the
8 CUAs. They should not be deciding who
9 gets funded for prevention services.

10 That means after-school programs, you
11 know, girls programs, that type of thing.
12 It should stay under DHS.

13 We ask that there be an open
14 process for PYD, which is PYD is for that
15 type of funding. I understand -- please
16 understand where I'm going with this.
17 I'm just going with this because I think
18 that it's important that not only was the
19 CUAs given control over these type of
20 social services, but they're talking
21 about -- they were talking about giving
22 control as far as prevention services
23 too, which is just as important. That's
24 why I'm testifying to this. All right?

25 The other thing is that we ask

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 that in terms of like the budget for the
3 CUAs. Now, under the CUAs in terms of
4 millions of dollars, you have here an
5 agency under the 990, which is the
6 Northwest Treatment Center -- Northeast
7 Treatment Center where the President has
8 down that he's going to get paid
9 \$539,000. That's quite a bit of money
10 to -- is DHS fully funding that
11 particular type of salary? That's more
12 than what the President of the United
13 States. That's more than what City
14 Council get paid. So we're asking are we
15 saying funding this or not? I mean, this
16 is quite elaborate.

17 We have another -- a
18 psychiatrist being paid \$190,000, but
19 after retirement and benefits, he's going
20 to get paid \$207,000. That's a lot of
21 money going into one particular agency
22 for salaries. I'm not undermining what
23 their work is, but we're saying on the
24 level scale, we got to keep it balanced.

25 I'm going to sum it up real

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 quick. CUAs should not be able to apply
3 for out-of-school-time funding or any
4 other kind of funding if you're going to
5 keep this type in place. It should be
6 open to other CBOs and other agencies so
7 that they can get funded, especially
8 during these hard times.

9 The other thing I want to say
10 in the end is that I think that it needs
11 to be looked at, because you have
12 agencies like Education Alliance getting
13 funded for 27 sites. This is the problem
14 I had and this is the problem that I
15 spoke to Dr. Schultz about, is that the
16 lack of diversity for community-based
17 groups in North, South, East, and West.
18 They all should be able to participate,
19 and I'd like for City Council to not just
20 look at the CUAs and the situation
21 regarding CUAs, but look at the funding
22 and how the funding is actually being
23 allocated to groups around the City. We
24 all do good work. We're not taking away
25 from the CUAs, but just because someone

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 is running a tutoring program or
3 after-school program or sports program
4 does not mean they should receive such
5 low funding as opposed to other agencies,
6 and the agencies should not be able to
7 apply for funding in PYD,
8 out-of-school-time and CUAs. That's
9 creating monopolies in our community.
10 And I'd like for you to really consider
11 adding that as part of the commission or
12 the committee that you -- I think that's
13 being set up to look at DHS as a whole.

14 Thank you very much.

15 (Applause.)

16 COUNCILWOMAN TASCO: Yes,
17 ma'am, Ms. Hemingway. Welcome back.

18 MS. HEMINGWAY: Thank you,
19 Madam Chairperson Tasco. I just would
20 like to thank you for the honor today to
21 be able to speak in front of you and
22 Councilwoman. My name is Carol
23 Hemingway. I'm a longtime children,
24 parent, community activist. I am
25 educated as a social worker who has

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 worked in the field for 25 years. My
3 other role is as a community activist who
4 has done advocacy for the issues that
5 affect low and moderate-income people for
6 25 years. And as a Philadelphia
7 taxpayer, which I think is a very
8 important role, I believe that the
9 citizens of the City have to be stewards
10 over the tax dollars and how they're
11 being utilized for services provided by
12 City government, which I think is also
13 one of my roles.

14 I'm talking today because I
15 am -- I realize and have been involved in
16 the history of DHS and some of the
17 problems that they have encountered in
18 the past, being a social worker, having
19 had to work with children who were under
20 their services, and I realized that there
21 was certainly a need for change,
22 certainly a need for how to bring about
23 services so that we don't have multiple
24 providers providing services to a family,
25 and I'm all for that. I just -- but I

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 have to come back to the concerns of what
3 is going on now with the CUAs. And I'm
4 coming and speaking specifically from a
5 community concern; that is, how the
6 contracts with these CUAs and some of
7 these subcontracts are not being
8 allocated to providers in the community
9 who are also doing the services and, as
10 previously stated, have been doing these
11 services with little or no money. There
12 has to be some kind of clear-cut pattern
13 of how these people are going to be
14 involved. We are the community. We are
15 the recipient of these services, and
16 these are our children that we're talking
17 about. Okay?

18 Community residents, I'm
19 concerned the fact that I know being a
20 recipient of some of the training that
21 was provided by DHS in the early 2005,
22 2001, there was a lot of money spent on
23 City residents becoming advocates for
24 DHS. And we were trained to do that
25 work, trained very well, very thoroughly,

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 and there's many pockets of people
3 throughout the City, because that was the
4 whole purpose, is to put -- bring in
5 residents from different areas of the
6 City so that we could talk about and
7 engage the community and the services
8 that DHS provides. This was done, as I
9 said before, really well.

10 Now, here we are today talking
11 about CUAs coming into our community who
12 are supposed to be providing services and
13 enlisting the help of community
14 residents. And I want to know -- this is
15 the taxpayer part -- why for the life of
16 me people who DHS spent lots of money on
17 training haven't been an integral part of
18 this whole process in making sure that
19 the community is not only notified, that
20 they're involved and engaged in this
21 whole CUA process. That is a question.
22 And have been left out of this transition
23 for the most part.

24 This transition, it has been
25 scary for lack of organization as far as

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 the community is concerned and community
3 involvement.

4 My recommendation is real
5 clear, that CUAs not be encouraged, that
6 there be some mandates that come down
7 that says that they will work with the
8 community. I think that people such as
9 some of the members from the EPIC groups
10 be solicited and put in place to watch
11 over this transition in our community to
12 make sure that the services that they say
13 they're going to provide are certainly
14 done and done well.

15 Thank you.

16 (Applause.)

17 COUNCILWOMAN TASCO: Thank you.

18 Thank you all for coming out. It's
19 particularly nice to see Ms. Hemingway.
20 Ms. Hemingway, we worked together for a
21 long time on some community issues. So
22 it's good to see you again. Thank you
23 for coming out.

24 MS. HEMINGWAY: I'm here. I'm
25 back.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COUNCILWOMAN TASCIO: I'm glad
3 to see you back.

4 Okay. Now, we're going to
5 discuss this other resolution, 140706.

6 Now, Ms. Garrett, you're going
7 to testify on this?

8 (Witnesses approached witness
9 table.)

10 COUNCILWOMAN SANCHEZ: I just
11 wanted to ask the Commissioner, because
12 there was a discussion around the
13 prevention dollars. I didn't know if
14 quickly you wanted to respond to that.

15 COMMISSIONER HARLEY: Just
16 briefly around the prevention dollars. I
17 did hear the discussion, and I do agree
18 with some of the things that have been
19 said. I thank you guys for the
20 opportunity today to hear this feedback
21 from the various stakeholders and those
22 involved in this.

23 But the prevention dollars have
24 not been turned over to the CUA yet. I
25 believe the person testifying was

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 correct, that that was the original plan,
3 and I'm not saying that the plan is
4 totally scrapped off the table, but as
5 you've been talking about today, we hit
6 the pause button when we came in for many
7 years, and one of them was, we wanted the
8 CUA to be able to concentrate on the
9 practice and to perfect the service that
10 they were already providing. But we are
11 also cognizant of the fact that we wanted
12 to not create a monopoly, so to speak, in
13 terms of contracts and/or money for any
14 one provider.

15 So all of the prevention
16 programs, for the most part, are still at
17 DHS. Still those contracts are directly
18 with DHS, and for some of the things that
19 we have RFP'd out recently, like I said,
20 truancy, we also have the same
21 requirement for our family empowerment
22 services, that if you were a CUA, you
23 were prohibited from receiving that
24 secondary contract, just trying not to do
25 exactly what was described here. But

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 we'll be bringing more information out
3 with regard to the prevention contracts.

4 COUNCILWOMAN TASC0: I'm sorry.
5 Were you all for the CUAs?

6 MS. LOPEZ: I was for the other
7 resolution, 140952.

8 COUNCILWOMAN TASC0: Were you
9 for the CUA?

10 MR. REED: 140706.

11 COUNCILWOMAN TASC0: How many
12 of you are for 140706? So you're just
13 the only one with the CUA, right?

14 MS. LOPEZ: Yes.

15 COUNCILWOMAN TASC0: Okay.
16 Give me a minute. I want to ask the
17 Commissioner a question.

18 Thank you. You've been so
19 patient. You've been here all day.

20 COMMISSIONER HARLEY: No
21 problem.

22 COUNCILWOMAN TASC0: No lunch.
23 Let me ask you a question,
24 because listening to the testimony and
25 particularly from the Public Defender and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 the legal side of this issue, it seems,
3 it appears, it appears that some of the
4 workers for the CUAs are not trained in
5 the court process. Now, these CUAs, a
6 lot of them were working in the community
7 providing service, but not to the degree
8 that they are doing now. So prior to
9 now, did they have staffing or staff to
10 go to court with clients or they just
11 provided services and DHS represented in
12 the court?

13 COMMISSIONER HARLEY: So the
14 answer is kind of both. The CUAs did
15 provide services to the clients, and the
16 private providers in the traditional way
17 we were delivering services also came to
18 court. However, it is true that the DHS
19 social workers were the primary witnesses
20 in the courtroom and gave the bulk of the
21 testimony. There were occasions when the
22 private provider workers were asked to
23 give testimony, and so they would, and
24 often what they gave was very limited
25 testimony on something that we call

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 safety, which meant that they had seen
3 the child within the last 30 days and
4 they might talk about a little bit of how
5 the child was doing.

6 So I agree that this whole
7 court process is relatively new for many
8 of these CUA case managers, and so it is
9 agreed, and I took many notes from what I
10 was hearing that the education process
11 around how they need to interact with
12 court and kind of how that whole system
13 needs to work needs some additional
14 training from us. They have received
15 training, though. Part of the core
16 training -- and we actually have some of
17 the Law Department lawyers, the City
18 Solicitors who come over and actually
19 assist the training staff at DHS
20 University in providing core training
21 around the legal principles and models,
22 and it's a pretty extensive training.
23 But, again, it's one thing to be trained
24 in an academic setting or a classroom and
25 it's another when you go into court and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 you're confronted with all these
3 different elements, like a judge and
4 being cross-examined by different lawyers
5 and others.

6 So the training piece around
7 the court process is something that we
8 need to do, and as my background as an
9 attorney, I'm very familiar with it and
10 also familiar with DHS. I'm willing to
11 try and sort of rethink this and lend a
12 hand in seeing how we can enhance the
13 training and make the CUA case managers,
14 one, feel more comfortable; two, we will
15 work with the Law Department around the
16 preparation in order to make sure
17 everybody is appropriately prepared for
18 court.

19 And I do hear and obviously are
20 concerned about many of the case
21 scenarios that were given, anecdotal case
22 scenarios that were given, but, again,
23 many of these same people have given me
24 stories like that over the years about
25 DHS workers as well.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Now, I'm not throwing my own
3 workers under the bus, but what I'm
4 saying, that some of this is about
5 individual performance of individual
6 workers and not necessarily an indictment
7 on the entire Improving Outcomes for
8 Children system.

9 COUNCILWOMAN TASC0: Okay.

10 Now, if you would just stay there and let
11 this one young lady come over and testify
12 on the CUA. You don't have to leave.
13 She can sit over here at this side and
14 give her testimony, and then we'll move
15 to the next resolution.

16 I apologize.

17 MS. LOPEZ: Thank you. My name
18 is Rosalind Lopez and I'm a community
19 resident. I'm an advocate as well. My
20 testimony was pretty much what was
21 already said before. The only thing that
22 I'm going to add is the accountability of
23 the DHS, because I feel like they're
24 doing -- they're shifting their
25 responsibilities to the CUAs to take

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 blame from themselves.

3 I didn't have -- I just found
4 out about this resolution on Monday, so I
5 didn't really have time to do enough of
6 my research and to put this together more
7 probably.

8 COUNCILWOMAN TASCO: You can
9 always submit testimony. If you want to
10 prepare it in a different format, you can
11 always present it to us and we'll put it
12 in the record.

13 MS. LOPEZ: Okay. Thank you.

14 I just feel like them
15 developing these CUAs is, like I said,
16 shifting their responsibilities to them,
17 so if anything happens to children, the
18 blame will be on them and not go back to
19 DHS where it should be.

20 I feel like DHS -- according to
21 a Philly.com article dated October 15th,
22 2006, with the tortured murder of
23 three-year-old Porchia Bennett, they
24 were -- they sought out expert advice to
25 improve the investigative procedures, and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 in this article it says that they failed
3 to meet some of those recommendations
4 that they sought out themselves. And I
5 don't know if until now if they've
6 changed any of those recommendations.
7 Like I said, I work with the community
8 and I've seen where DHS has failed to
9 come out to the home, for example, right
10 in my neighbor's. I've called DHS
11 myself. Those kids are not going to
12 school. They have not been in school for
13 a year. Right now they're home. Well,
14 they should be home. But they didn't go
15 to school today. They didn't go to
16 school yesterday. So now this is year
17 two that these kids have not gone to
18 school.

19 DHS have come to the home, but
20 those kids are still there and they are
21 in danger, because the baby is, I think,
22 three months old and she's left home with
23 the two-year-old, and that shouldn't be
24 happening. And I'm not the only person
25 on the block that's called about this

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 family that's staying there.

3 COUNCILWOMAN TASC0: Are you
4 contacting DHS or are you contacting the
5 CUA?

6 MS. LOPEZ: DHS. I called the
7 hotline. I don't contact the CUAs. I
8 call DHS directly.

9 And I've had -- I worked with a
10 non-profit agency a long time ago where I
11 had worked with DHS workers themselves,
12 and I used that contact to tell them
13 directly what's going on, but still no
14 changes are still happening with either
15 this family or any other family that I
16 may report with them.

17 So I just want to see more
18 accountability with DHS rather than just
19 shifting it to another agency that may
20 not have the training, so may not have
21 the know-how.

22 And earlier we heard testimony
23 from other DHS workers that there is no
24 communication within the CUAs, but
25 there's also -- doesn't seem to be any

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 communication within the DHS

3 infrastructure themselves. They're not

4 communicating, and I think that was

5 evident today.

6 That's all I have. Thank you.

7 COUNCILWOMAN TASC0: Thank you

8 very much.

9 (Applause.)

10 COUNCILWOMAN TASC0: And thank

11 you for waiting.

12 Now, Commissioner, you want to
13 testify on Resolution 140706.

14 COMMISSIONER HARLEY: Yes, just
15 brief testimony.

16 Well, now it's good
17 afternoon --

18 COUNCILWOMAN TASC0: Good
19 afternoon.

20 COMMISSIONER HARLEY: --
21 Councilwoman Tasco --

22 COUNCILWOMAN TASC0: Don't go
23 to the good evening.

24 COMMISSIONER HARLEY: Right.

25 -- (continued) and Councilwoman

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Sanchez. Again, I'm Vanessa Garrett
3 Harley, Commissioner of the Department of
4 Human Services, the largest child welfare
5 agency in the Commonwealth of
6 Pennsylvania, and I'm here today to
7 testify regarding Resolution No. 140706,
8 introduced by Councilwoman Tasco and I
9 believe also introduced and sponsored by
10 Councilman Jones, which authorizes the
11 Committee on Public Health and Human
12 Services to hold hearings regarding DHS
13 and its development of family service
14 plans.

15 DHS's mission is to provide and
16 promote safety, permanency, and
17 well-being for children and youth at risk
18 of abuse, neglect, and delinquency. Case
19 planning is the cornerstone of DHS's work
20 with families. Throughout the life of a
21 case, DHS works with parents, children,
22 and youth as well as their support system
23 and advocates to develop and implement a
24 plan for the child and family's future.
25 This plan is called a Family Service Plan

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 or in the new IOC system, it's called the
3 Single Case Plan. It is a legal document
4 based on federal and state law and
5 regulation, which lays out the goals for
6 the family, such as stabilizing the
7 family, reunification or adoption. The
8 document also lists objectives for the
9 parents to complete within a specified
10 time in order to achieve the goal. It
11 also contains information about
12 visitation between children and their
13 parents and siblings. DHS continually
14 assesses the progress of the plan and
15 adapts the plan as needed.

16 Of course, our first objective
17 is always to try to stabilize families
18 and keep children home with parents, if
19 it is safe to do so. In fact, this is
20 the first goal of Improving Outcomes for
21 Children. Where this cannot be done, we
22 must develop a plan for each and every
23 child. When a family cannot be
24 stabilized and a child needs to be
25 placed, the first goal is to reunify the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 child with his or her family. If
3 reunification cannot occur, we try to
4 find a permanent family for a child,
5 always prioritizing placement with kin
6 when possible.

7 The process of developing the
8 plan is as follows: When a family first
9 becomes involved with DHS, DHS brings
10 together family members, including the
11 child at 14 years old of age or older,
12 their representatives, and service
13 providers to give them the opportunity to
14 participate in the development and
15 amendment of the family service plan.
16 DHS provides the parents and their legal
17 counsel with a copy of the service plan.

18 DHS is required by law to
19 review service plans at least every six
20 months. However, as court hearings are
21 now held every three months, these case
22 plans are being reviewed either before or
23 during court. State regulations also
24 require that the plan be submitted to
25 court prior to the initial disposition

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 hearing, and the goal in the plan is
3 reviewed by the court at each hearing.

4 Under Improving Outcomes for
5 Children, or IOC, the process of
6 developing a family service plan is more
7 inclusive of the family and the youth.
8 The plan is developed during the family
9 team conference, which is held in the
10 community. The family is allowed to
11 bring their support system to the
12 conference and is encouraged to provide
13 input into the information -- I'm sorry;
14 into the formulation and development of
15 the plan. Under IOC, we have revised
16 this process to consolidate all of the
17 planning into one plan. As we say at DHS
18 under IOC, one family, one case manager,
19 one plan.

20 DHS and/or the CUA assist the
21 parent with making the necessary
22 referrals for a parent to achieve the
23 objectives set forth in the plan. These
24 referrals could be for things such as
25 behavioral health services, vocational

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 training, housing or parenting classes.

3 When a child is placed into the
4 legal custody of DHS, the child's case is
5 reviewed by the court at a minimum of
6 every five months, but in most cases,
7 court is held every three months. At the
8 court hearing, the judge must review a
9 parent's compliance with the objectives
10 detailed in the family service or single
11 case plan. The DHS social work services
12 manager or the CUA case worker will often
13 testify regarding a parent's progress or
14 struggles with completing the objectives
15 necessary to reunify with the child. The
16 parent attorneys and the child advocate
17 also present testimony. Ultimately, the
18 court decides whether the parent's
19 compliance is sufficient to allow for a
20 child to reunify with his or her parents.

21 I believe that our system is
22 working and improving every day. I am
23 proud of the changes that we have made
24 under IOC that allows families to have a
25 larger voice in the process.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Thank you for allowing me to
3 testify today. My staff and I are
4 available to answer questions.

5 (Applause.)

6 COUNCILWOMAN TASC0: Thank you
7 very much. We're going to ask you to
8 just bear with us a few more moments
9 until we have the folks testify.

10 COMMISSIONER HARLEY:
11 Absolutely.

12 COUNCILWOMAN TASC0: Do you
13 have any questions?

14 COUNCILWOMAN SANCHEZ: Yeah. I
15 have some. I'm sorry. And I'll read
16 them out to you and then when you come
17 back, you can respond to it, because it's
18 probably some of the issues that will be
19 brought up by the constituents as they
20 testify.

21 Councilman Jones had another
22 presentation to make, but some of the
23 questions we are going to ask you around
24 the family services plan is, are there
25 minimal standards for what the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 composition is of the family service
3 plan? If you have that framework, if you
4 could share it with the Chair around when
5 modifications are made, who approves them
6 as it relates to making modifications.
7 And when those cases are referred to the
8 CUA, who gets to review it at the DHS
9 level. So we will let them testify and
10 then you can come back and respond to
11 those.

12 COUNCILWOMAN TASC0: We have
13 the first panel, Mr. Pierre St. Farr?
14 (No response.)

15 COUNCILWOMAN TASC0: Cameron
16 Reed, Clinton Lewis.

17 (Witnesses approached witness
18 table.)

19 COUNCILWOMAN TASC0: Good
20 afternoon. Good afternoon. Mr. St.
21 Farr? Am I saying that correctly?

22 MR. REED: Mr. Cameron Reed.

23 COUNCILWOMAN TASC0: All right,
24 Mr. Reed.

25 MR. REED: How you doing,

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Council?

3 COUNCILWOMAN TASC0: Fine.

4 MR. REED: Me and my wife and
5 DHS -- when DHS first came out to the
6 house I used to live at, I guess I got a
7 random call on the GPS. Someone called
8 and was saying that my kids was getting
9 neglected, but there was none of that
10 going on at my house. I'm a hard-working
11 man. I know I've been working for 12
12 years in my life.

13 I have four kids living in my
14 house at Hansberry Street. It's 109 West
15 Hansberry Street. And me and my wife
16 took care of my kids real well with
17 medical needs, schooling, the dental. We
18 did a good job with my kids.

19 Well, they came out and looked
20 at the place at Hansberry Street, and at
21 the time, the City was doing work on the
22 street, the sewer system line, so they
23 had to shut the water off. So they came
24 out and they was wondering why the water
25 was off, and we told them why the water

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 was off.

3 And so about a month went by
4 later, DHS came out to the house and
5 removed my kids for nine days because the
6 City had shut the water off. And the
7 case was discharged on November the 12th.

8 We moved to a better home at
9 Wayne Avenue September 2013, into a new
10 house. Before we could even get into the
11 house, DHS worker Ms. Gladys Watson and
12 our head worker, Mr. Drew Bennett, took
13 pictures of the house, took them back to
14 the court and obtained a removal order to
15 get my kids out of the house.

16 They allegeded (sic) to the
17 court that it was physical and mental
18 neglect, but there was only a clogged
19 toilet and a loose wire. But we had just
20 moved into the setting to set up the
21 place yet. They never gave us the chance
22 to set up the place yet. They gave us no
23 time.

24 They also allegeded that we
25 were not caring for our children's

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 medical needs, but we have all document
3 records to prove that we did the right
4 thing. We were then requested to have an
5 SAP meeting with DHS before we could see
6 our kids. The meeting wasn't until
7 December the 13th, 2013.

8 When the kids was removed, DHS
9 went straight to the school and took one
10 of my kids. They came back to the house
11 and got the other three. We were trying
12 to find out where were the kids. They
13 were placed into a shelter in North
14 Philly on Cecil B. Moore almost a week.
15 And then it was called -- I think it was
16 called Alliance Center.

17 DHS called around to find
18 somebody to take them. The Village found
19 a placement for two of my kids, and they
20 stayed five months, but they were not
21 properly cared for. They were dirty, and
22 we complained to the Village. The
23 Village moved the kids to the homes they
24 were in now. Three of my boys are in one
25 home in Upper Darby, my one daughter in

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 North Philly and were requested to
3 transfer her out of Philadelphia School
4 District to Chester County.

5 My wife and I immediately began
6 fulfilling all FSP goals to get our
7 children back. My wife has completed 12
8 weeks of companion classes, physical
9 elevation, parent capacity studies, and
10 500 questionnaire tests, 12 weeks women
11 empowerment courses, nine weeks healthy
12 relation classes, community counseling,
13 therapeutic weekly visits on March the
14 8th -- through March the 8th and shows --
15 community counseling, therapeutic weekly
16 visits from March the 8th and shows now
17 attending biweekly, and family school for
18 10 to 12 months and group counseling.

19 I completed Focus on Fathers
20 12-week course with perfect attendance,
21 healthy relations for 12 weeks, anger
22 management for ten weeks, drug and
23 alcohol treatment. And eight random drug
24 tests all came back negative. A physical
25 elevation, plus therapeutic and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 counsel -- therapeutic and group therapy
3 or counsel -- wait a minute. Excuse me.
4 Couples therapy. Since March the 8th,
5 2014, we also attended all visitations
6 with the kids and medical visits. We
7 also went to Sharon Hill to meet with the
8 autism teachers and to provide the
9 education plan -- to approve the
10 education plan.

11 I was in full compliance with
12 all FSP goals and I attended -- when I
13 attended my hearing scheduled on December
14 the 2nd, 2014, Judge Tackin (ph),
15 Courtroom G. I expected to get my kids
16 back since I did everything that DHS told
17 me I had to do, but on that day, a whole
18 new set of goals was ordered for me and
19 my wife. I don't believe that's
20 satisfaction. These goals were to bring
21 my kids home, because I already did that,
22 and they weren't returned to me. Some of
23 these new goals are the same goals that I
24 already completed. For example, I was
25 ordered to do three more drug screen

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 tests. I had a copy of the court order
3 here for you to see. That clearly states
4 that I was in full compliance with all
5 goals.

6 What I want to know is since I
7 have elevated of housing, medical care
8 for kids, and education needs were met,
9 what do I have to do -- why do I have to
10 do -- why do I have to have drug tests,
11 relationship counseling, physical
12 elevation? This has nothing whatsoever
13 to do with the reason that they said they
14 took my kids.

15 DHS came out before the court
16 date in November to inspect the house,
17 Ashley Johnson and Shanette Johnson --
18 no; Ashley John and Shanette Johnson, and
19 came back out to look at the house once
20 we got it fixed up. But they told the
21 court on December the 2nd that they had
22 not been to fully inspect the house for
23 heat.

24 We got one hour a week with
25 four kids, and we are watched and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 inspected for every move we make, like we
3 going to do something to the kids. We
4 never hurt our kids. I cannot take my
5 kids anywhere, much less sit down with my
6 kids. Time with them is up.

7 That's it.

8 (Applause.)

9 COUNCILWOMAN TASCO: Thank you
10 very much.

11 Mr. Lewis.

12 MR. LEWIS: Yes. Good evening,
13 Councilwoman Tasco. This is what I've
14 rendered. I reach out to Philadelphia
15 Department of Human Service for
16 assistance caring for my medical need of
17 my youngest son who was released from
18 Children's Hospital of Philadelphia.
19 After being on life support for several
20 months, on May 2009, DHS send two
21 representatives to assist me with my
22 children need. A social worker was
23 assigned by the name of Nina Brown
24 Latricia Real (ph), which was very good.
25 Then another worker was assigned by the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 name of Tracy Dockery, social worker,
3 came out to my house in July 2009 and
4 introduced herself.

5 We walk and talk for about an
6 hour of my child need, my family support
7 system, as well as employment hours and
8 my vehicle, which was acting up,
9 preventing me from getting back and forth
10 to my appointments able to respond to an
11 emergency.

12 Four days later, Mrs. Dockery
13 came back to my house with her husband in
14 a car, told us that she need to bring --
15 I need to bring the children mother,
16 Angela Battle, to court to sign up for
17 program offered by DHS. I told her I
18 wasn't under DHS.

19 The children were at home at
20 the time with around-the-clock nurse. We
21 got back in her car in the back seat
22 after driving off with Tracy and her
23 husband. She told me that her husband
24 had prostate cancer. By me being
25 Jamaican, she asked me if I could know

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 where to get some marijuana for her
3 husband prostate cancer. I told
4 Mrs. Dockery no. She was unhappy about
5 it. I drove around approximately 45
6 minutes in Philadelphia and she refused
7 to -- I refused to say anything more
8 about the drugs. I told her I didn't
9 know where to get no drugs, because I'm a
10 Christian.

11 Finally, Mrs. Tracy Dockery
12 called -- dropped me off in Center City,
13 me and the children mother. I took the
14 bus home. Two days later, Mrs. Dockery
15 came to my house around 8:30 a.m. in a
16 municipal car and told me that she was
17 going to get me situated. The house that
18 I was living with my children was
19 currently rehabbed. However, I still --
20 it still without water, electric, and gas
21 service. I got new Sheetrock, interior
22 wall, new roof, and windows installed.
23 Because of the dust and the windows being
24 removed, this environment was unhealthy
25 for my sick son. Ms. Tracy offered to

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 drive me and my children to my mother
3 house up in New York for two weeks while
4 I got my house completed. We quickly
5 packed a couple of bags and drove up to
6 New York with her co-worker at 74 Sutton
7 Street in Hempstead, Long Island. She
8 left me there.

9 I got a call about my house two
10 weeks later that the work was complete,
11 and I returned to Philadelphia to inspect
12 the house with my children. I left them
13 in New York. I telephoned Mrs. Tracy and
14 told her that my house was complete.
15 Unknown to me, Tracy called my sister,
16 Marva, in New York and told her to bring
17 the children then back to Philadelphia,
18 she would return them to me.

19 My sister drove the children
20 back to Philadelphia on September 2009
21 and dropped them off at DHS, as
22 instructed by Tracy Dockery. Tracy then
23 placed them in foster care and did not --
24 I did not discover it until September the
25 11th, 2009. I called my mother house and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 check up on my children. My mother said,
3 You didn't get them?

4 I asked her what she was
5 talking about.

6 She said Tracy told her -- told
7 my sister Marva to drive the kids back,
8 she was going to return them to me.

9 I called Tracy office and I was
10 advised that she was out on medical sick
11 leave. It took me a couple of days to
12 finally connect to Ms. Tracy supervisor,
13 Danielle Tucker-Mills. Mrs. Mills told
14 me that my children are placed in foster
15 care home with Sheila Barge. I told
16 Ms. Mills that I didn't know what was
17 going on. I tried to explain what
18 happened, but Ms. Mills told me that she
19 had no control over my children coming
20 into the foster care system. In order to
21 get them back now, she told me that I
22 have to go into parenting class, family
23 school, and that I have to go to court
24 scheduled soon with Judge Alice Dubow.

25 In court, Judge Dubow advised

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 me that my children were removed due to
3 inadequate housing. I told the judge
4 that the rehab was -- my house was
5 rehabbed and it was just completed. The
6 judge called a sidebar. When I spoke to
7 Byron Allen, the attorney from Community
8 Legal Service, he advised me to just do
9 whatever they tell you to get your
10 children back. The judge order
11 unsupervised visit and the right to
12 accompany my special needs son for all
13 medical need. The judge further ordered
14 parenting class and family school.

15 My FSP required me to do the
16 following: One, in order to attend
17 family school, I have to go to class from
18 9:00 a.m. to 2:00 p.m. three days a week.
19 Therefore, I had to quit my job as a
20 truck driver in order to get my children
21 back.

22 I went to family school
23 consistently without one day absent for
24 18 months, from January to May, 2010 to
25 2011, Family Support Service located at

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 54 Woodland Avenue, Philadelphia.

3 Number two, complete parenting
4 class 11 weeks at Best Nest located at
5 1709 Washington Avenue in Philadelphia.

6 Three, completed a second
7 parenting class focused on father at ARC,
8 701 Market Street, another 11 weeks.

9 In February 2010, I filed a
10 written complaint with DHS Commissioner
11 Anne Marie Ambrose on the conduct that I
12 have experienced with Tracy Dockery. I
13 never received any response regarding any
14 complaint. However, I learned that
15 Danielle Tucker-Mills a couple of months
16 later let me know that I got Tracy
17 Dockery in trouble. I got Tracy Dockery
18 in trouble with my complaint.

19 When I returned to court on
20 August 2010 before Judge Alice Dubow, I
21 requested overnight visit, weekend visit,
22 and reunification. The court ordered
23 overnight visit and weekend visit.
24 However, Janae Robinson, the assigned
25 social worker, said to me after the court

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 concluded, This is the only one visit
3 you're only going to have, you're going
4 to get, because you got my co-worker in
5 trouble.

6 COUNCILWOMAN TASC0: Could you
7 please summarize that, sir. We have
8 another panel and it's quarter after
9 4:00.

10 MR. LEWIS: Yes. I'm going to
11 wrap it up right now.

12 COUNCILWOMAN TASC0: Could you
13 just wrap it up? Thank you.

14 MR. LEWIS: Yes. I'm going to
15 read here where I went to --

16 COUNCILWOMAN TASC0: Did you
17 get your children back?

18 MR. LEWIS: No, ma'am. I went
19 to court. I went to court, and the child
20 advocate came up in the line beside me,
21 Rebecca Mainor, and she was looking me up
22 and down. She said, I got you B-I-T-C-H,
23 went to the guard and tell the guard I
24 got a gun, I tried to kill her. They
25 grabbed me, threw me up against the wall,

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 break my whole rotating cuff. Okay?

3 Break my whole arm shoulder. I have to
4 get surgery. Okay? This is all because
5 I asked for help from DHS for my
6 children. Okay?

7 Now, I'm going to read this
8 last line.

9 I went to court and Ms. Rebecca
10 was seen in court in the morning
11 representing clients. On my court
12 hearing, she disappeared. She
13 disappeared and asked Mrs. Kachinski to
14 help her request perpetrating a violation
15 of my civil rights by standing in for
16 Rebecca. Therefore, there was no witness
17 or testimony provided.

18 Now, I am asking you as a City
19 Councilmember as far as this DHS abuse,
20 mistreatment, and trauma, family and
21 children throwing away and separating
22 from loved one. As a taxpayer, this is
23 what I'm paying for? Please help me get
24 my children back. I'm begging you,
25 because there is no one helping me. I

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 have Mrs. Stacey Graham come to court for
3 me from City Councilman office. I'm
4 asking Mrs. Stacey Graham come to court.
5 She attend to observe the situation I was
6 telling her. Rebecca Mainor argued
7 against Mrs. Graham being present,
8 stating that she requested preservation
9 of privacy of my client, my son, but the
10 judge stated people frequently observe
11 the court hearing, that she could --
12 that's no violation of my privacy and
13 asked Mrs. Graham to stay.

14 Now --

15 COUNCILWOMAN TASC0: Well,
16 Commissioner, you've heard this -- are
17 you familiar with these two cases?

18 COMMISSIONER HARLEY: I am not.
19 (Commissioner talking without
20 microphone.)

21 COUNCILWOMAN TASC0: Because we
22 can't resolve that here today. The only
23 thing we can do is ask the Commissioner
24 to sit down with all of you, go over
25 this, and report back to us what the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 situation is. We will be an oversight.

3 MR. LEWIS: I appreciate it.

4 COUNCILWOMAN TASC0: Okay?

5 Thank you.

6 Are you going to testify on
7 this same case?

8 MS. WHITFIELD: Yes.

9 COUNCILWOMAN TASC0: Well, if
10 it's a case similar to her, we're going
11 to give you to the Commissioner, because
12 we can't resolve it. The Commissioner
13 has to deal with that.

14 You have written testimony?

15 MS. WHITFIELD: Yes, I have
16 written testimony.

17 COUNCILWOMAN TASC0: You can
18 leave it with us.

19 MS. WHITFIELD: You said leave
20 it with you?

21 COUNCILWOMAN TASC0: Yes.

22 MS. WHITFIELD: Okay. Yes, I
23 want to leave it with you, but I sat here
24 and listened to the Danieal Kelly case.
25 My child is a living Danieal Kelly. I

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 want to have the opportunity to talk to
3 Ms. Tasco -- and I respect you -- to tell
4 my story. This story needs to be told.

5 I have a living dead child.
6 She's living -- okay. So I want everyone
7 to know about my child. I have been
8 wavering on this for over a year. I
9 started all this coming to Councilman
10 Curtis Jones' office. I want the City
11 Council and the world to know about
12 Morgan Brianna Whitfield. So please give
13 me ten minutes to represent --

14 COUNCILWOMAN TASCO: I'll give
15 you five minutes.

16 MS. WHITFIELD: Fine. Fine.

17 COUNCILWOMAN TASCO: We don't
18 have -- it would be helpful if you would
19 give us the facts and not all the
20 details. Okay?

21 MS. WHITFIELD: Sure. Sure.
22 First, before I start, I, Desiree A.
23 Whitfield, mother of Morgan Brianna
24 Nattiel, a living citizen and one of the
25 free people of the Commonwealth of

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 Pennsylvania who my father was a free man
3 and national, I'm here today to state my
4 claim and the claim of my daughter who
5 was injured by a City of Philadelphia
6 known criminal. Our injury claims for
7 compensation is guaranteed under State
8 Constitution, Article 1, Section 11. I
9 am asking for \$3 million, suits against
10 the Commonwealth and the City of
11 Philadelphia for breach of contract and
12 negligent liability and omission. Your
13 insurers are obligated to pay for our
14 injuries. Will you secure this for me
15 and my daughter?

16 I thank you for your time and
17 consideration and helping in our injury
18 claim for remedy. Any help that you can
19 give me shall be a blessing. I thank
20 you. Desiree Anne Whitfield, mother of
21 Morgan Brianna Nattiel.

22 I am here to -- I am here on
23 Bill No. 140706. This all started in
24 August 30th of 2012. I was contacted by
25 the Philadelphia Police Department and

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 was told to come to the Northwest
3 Detectives. Sergeant Kinsey showed me a
4 letter from Willie Nattiel, my child's
5 father, that was given to them by Richard
6 DeSipio. I was asked if this letter was
7 Willie's signature and his handwriting.
8 The note stated that Willie was going to
9 kill me and kill him and he had gone on a
10 run with our daughter Morgan.

11 After Willie returned to
12 Philadelphia, I was told by the police to
13 go to 46 South 11th Street to file for
14 emergency custody. It was there that
15 Judge Rucker (ph) signed an order to
16 remove Morgan from Willie. I was told by
17 the court master to go to 1515 Arch
18 Street to let the court master know that
19 I was available and to go somewhere safe
20 with my child.

21 When I went to DHS's office at
22 1515 Arch Street, a supervisor by the
23 name of Ricardo met me. His exact words
24 to me was he was told who my child's
25 father was. He was told by the officials

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 to not give me my child.

3 I asked him why.

4 He said, Ma'am, I have a family
5 and I have children. I don't want any
6 problems in my home, but I have to do
7 what the officials of DHS told me to do.
8 He said, I don't agree with this, but one
9 thing I will do is to place your child in
10 a family friend's home, in a home where I
11 say.

12 I said my parents.

13 He said to me, That's not a
14 good idea, because the first place that
15 Willie would go was my parents' house.

16 I said, How about the family
17 the Jones's.

18 Morgan was placed in the
19 Jones's residence.

20 When I got home -- and I'm
21 going to try to summarize this. When I
22 got home after I left and a few days, we
23 went to 1801 Vine. Judge Johnson's exact
24 words was to leave my child at the
25 Jones's until he could figure out whether

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 me and her were safe, because at that
3 point we weren't safe together, and that
4 we would come back to court on September
5 the 6th.

6 On September the 5th, Morgan
7 called me crying, Mommy, they're moving
8 me from grand-mom and grand-pop Jones.

9 I said, Morgan, no, they're
10 not. The judge said.

11 She said, Yes, they are.

12 I said, The judge said you're
13 going to stay there until you're safe.

14 She said, Mommy, my bags are
15 packed. They're moving me.

16 I kept saying, No, they were
17 not.

18 Well, DHS moved my child. The
19 next day we got to court on September --
20 and when I got home, someone knocked on
21 my door, the social worker from DHS. Her
22 exact words was while my child was in
23 custody, I was responsible for everything
24 of my child, her food, her clothes,
25 everything. I packed up four huge bags

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 of everything in my home of my child.

3 The three bags was so heavy, she had to
4 come back to get the other one, and I
5 took the fifth bag to DHS, clothes,
6 shoes, everything of my child's.

7 On September the 6th, we went
8 to court. We went upstairs to have a
9 meeting before we went to court. Well,
10 my child advocate attorney, Marion
11 Cowperthwait-Murray, asked where was
12 Morgan.

13 They told us they was not
14 telling us where Morgan was. That whole
15 day we stayed there until 5 o'clock, only
16 to hear that my case was continued until
17 September 20th. I now did not know where
18 my child was, because DHS did not feel
19 the need to tell me.

20 From December 6th to December
21 20th, I was at DHS every day, banging
22 every day, asking everybody where my
23 child was. They went upstairs and they
24 got Carla, a supervisor, to find out.
25 They put my child's name in the system.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 They kept on asking me, Ma'am, are you
3 sure your child is here at DHS? No one
4 from DHS knew the name Morgan Brianna
5 Nattiel.

6 We went back to court on
7 September the 20th. That's when the DHS
8 social worker told DHS that my child was
9 moved for transportation purposes.
10 Remember the word "transportation."

11 On September 20th, the judge
12 said, Well, mom didn't do anything.
13 Let's find a safe place until we can come
14 up with a -- come up with something that
15 makes sure we are both safe. Melinda
16 Caruth (ph) told my attorney that she was
17 not the caseworker on this case nor was
18 she doing anything. There was no social
19 worker, no supervisor on my child's case
20 for over a month. I did not see my child
21 until October the 24th.

22 Now, I need you to brace
23 yourself. When my child first came to
24 see me, she was hysterical. She told me
25 three things. Mommy, you got to get me

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 out here or else they gonna kill me. I
3 can't stay here. She was being bitten up
4 by bed bugs. She wasn't in her right
5 school. And she said the foster mother
6 and her daughter was not treating her
7 nicely.

8 I reported this to everyone,
9 the social worker, the supervisor, up the
10 chain of command to the Commissioner's
11 office.

12 Two days later when I saw my
13 child, she was absolutely out of her
14 mind. When I finally got her to sit on
15 my lap, I smelled the smell of sex. I
16 was quite sure of what I smelled. Morgan
17 said, Mommy, why are you looking at me
18 like that?

19 I said, Nothing, baby girl.

20 She said, You got to get me out
21 of here, Mommy. You got to get me out of
22 here, Mommy. She said, They're not doing
23 nice things to me, Mommy.

24 And I knew when I smelled, I
25 was quite sure that I was in my full

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 mind.

3 She said when she told, they
4 whipped my child like no tomorrow. She
5 had bruises all over her body. She
6 smelled like sex. She was in the same
7 dirty clothes. She said when she told
8 about her not being in her school, they
9 locked her in her room, would only feed
10 her a bowl of cereal. My child was so
11 hungry that on that day, I had brought
12 her snacks. She ate like a mad person
13 with her hands. She was so hungry that
14 the therapist that was there went and
15 found my child food. She couldn't get
16 enough food.

17 My child reported to me that
18 the social worker of Presbyterian -- I
19 mean DHS said that she was bad and that
20 she was a tattletale, and this is the
21 house where bad little tattletales go. I
22 reported this to everybody at DHS,
23 everybody at Presbyterian Children's
24 Village, because I believe my child. DHS
25 and Presbyterian Children kept telling me

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 for months my child was crazy, she was
3 never around another man, she was never
4 around another lady, she was never around
5 another dog. My child did the whole --
6 told me what the house looked like and
7 everything.

8 Well, in November, my child
9 just started to be just crazy, not the
10 child that I knew. December my child
11 said, Mommy, you are my mommy. You
12 supposed to protect me. I picked up the
13 phone and I called 9-1-1 at my child's
14 visit to tell them what my child had
15 reported. Nothing was done.

16 Then in December, I called
17 again from DHS. DHS social worker,
18 supervisor, and the administrator, Marian
19 Youngu, told the police that I was not --
20 that I was crazy, that this did not
21 happen, that my child was a liar. Well,
22 come to find out from me picking up the
23 phone -- all I did was pick up a phone.
24 If you want to call me crazy, if you want
25 to call me irrational, I picked up the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 phone to report what I smelled and what
3 my child was saying and about the bruises
4 that she had on her.

5 DHS went to court and told the
6 judge that I was crazy. Do you know that
7 my visits was stopped. I didn't see my
8 child for four months, but in those four
9 months, I was still at DHS bringing my
10 child clothes and food and everything
11 else. I was still at Presbyterian
12 Children's Village bringing my child
13 necessities.

14 They sent my child back to the
15 same home of sexual predator Walter
16 Scott, who did the most terrible things
17 to my child as possible, while they had
18 me seeing a psychiatrist. This man was
19 making my child look at sex tapes and
20 perform sex acts while they was saying
21 that I was crazy. My child was going
22 through sexual and physical abuse.

23 She was then moved to a second
24 foster home, Angonelle (ph) Murray. The
25 agreement was Angonelle Murray wasn't

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 supposed to have another man in her
3 house. Morgan told me in -- let me go
4 back.

5 In April I received a call from
6 Marian Youngu. She told me, she said,
7 I'm sorry that I have to tell you some
8 bad news about your child. I thought my
9 child was dead. She said it should have
10 never happened to your child because she
11 was such a precious, innocent child. I
12 fell on my knees because I thought my
13 child was dead, because I knew when I
14 left her, she told me if I didn't get her
15 out that house, they was going to kill
16 her. So when I got that call, I thought
17 my child was dead.

18 She said -- I said, Can I see
19 my child's body? Just can I hold my
20 child one more time?

21 She told me, No. She said, I
22 need you to go to the Special Victims --
23 I need you to go to Front and Lehigh.

24 I said, What does Front and
25 Lehigh have to do with my child?

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 She said, The Special Victims
3 Unit.

4 I said, I'm not understanding.

5 She said, Just be there at 2
6 o'clock.

7 I went the minute that she told
8 me to go. I got there and I saw Special
9 Victims Unit Tyrone Green, detective. He
10 was surprised to see me because they
11 weren't expecting me to be there until 2
12 o'clock. He called the administrator,
13 Marian Youngu, the same administrator who
14 I had reported what my child said and
15 what I smelled. She had also reported it
16 to the School District of Philadelphia
17 counselor and principal, who failed to
18 report it. I also have reported it to
19 the Mayor of this city of what I smelled
20 and what my child had said, and he didn't
21 bother about reporting it either, nor did
22 his assistant Lauren.

23 When we got to Special Victims
24 Unit, they told me about an incident that
25 happened that February. This is now

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 February 2013. I said to the detective,
3 I said, No, it didn't happen in 2013
4 February.

5 He said, Ma'am, I need you to
6 listen.

7 I said, No. I need you to
8 listen to me. I said, I believe that
9 this is the same house that she was
10 telling me about and I told her of 2012.

11 He said, What do you mean? And
12 I told him. He said, I wanted to talk to
13 you, but DHS told me that I had abandoned
14 my child and they didn't know where I
15 was. If you run the cameras back at DHS
16 and if you run the cameras back at
17 Presbyterian Children's Village, mom was
18 always there bringing her child food and
19 clothes and money and everything else.
20 So they knew where I was. They had my
21 new lease.

22 Detective Tyrone Green promised
23 me that he was going to investigate this
24 case and arrest whoever was involved. I
25 worked with him. He told me to call the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 hotline. I called the hotline. Walter
3 Scott was arrested, because I pressed the
4 issue. DHS wasn't trying to let anybody
5 know what happened. Walter Scott was
6 arrested and now he's out on 100,000
7 bail.

8 As time went on, DHS went to
9 court, and from me working with Tyrone
10 Green and Philadelphia Children's
11 Alliance and all, they have retaliated
12 against me. I have had to -- I walked
13 away from everything in my apartment. I
14 left everything, because when I used to
15 come here to meet with Councilman Curtis
16 Jones' office, a man whispered in my ear
17 if I didn't shut up and if I caused the
18 Councilman -- if I caused Commissioner
19 Ambrose or the Mayor any problems, that
20 they was going to kill me and throw my
21 body into a river. You know what I did?
22 Either I had to save my child's life or I
23 had to walk away from going back to my
24 apartment, getting my belongings, and I
25 hid in a hotel for five months so that no

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 one would know where I was.

3 I then contacted President
4 Barack Obama, who the White House
5 contacted me again. I contacted the
6 Attorney General's Office. They put a
7 special agent on this case, Agent David
8 Pfeifer. I contacted the U.S.
9 Department of Justice, who I got into the
10 office of Eric Holder's office. I
11 contacted everyone, because DHS kept on
12 telling them that it didn't happen. How
13 crazy was I? How crazy was I? You'd
14 rather have me to do parenting classes
15 and all because they say I was making
16 false allegations while my little
17 seven-year-old little girl, little girl
18 was being sexually and physically abused.

19 When she was placed in that
20 second home of Angonelle Murray, no man
21 was supposed to be there, because my
22 child was telling that a man was --

23 COUNCILWOMAN TASC0: Desiree,
24 where is your daughter now?

25 MS. WHITFIELD: Right now she's

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 still in DHS. Councilwoman Tasco,
3 Councilwoman, DHS has retaliated against
4 me and has threatened me. I have gotten
5 death threats. I've gotten -- we going
6 to put this on the record. I have gotten
7 death threats against me and my child.
8 As long as -- they told me if I didn't
9 shut my mouth, I would never get my child
10 back.

11 Walter Scott's trial was in May
12 of this year. His trial was continued.
13 His trial is now in this year January
14 2015. All my little girl wants to do is
15 come home, but every time she tells about
16 how these people are treating her, they
17 tell her that she's not coming home and
18 they retaliate against me.

19 I have pictures of my child.
20 My child used to be brown. My child is
21 dark. She has darkness under her eyes.
22 She just had to see a cardiologist.
23 She's at walking death's door. If y'all
24 don't get her out of their hands -- my
25 child's blood pressure was stroke-bound.

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 COUNCILWOMAN TASC0: Lady, you
3 know I know you as lady. All right?

4 MS. WHITFIELD: Yes.

5 COUNCILWOMAN TASC0: It's very
6 painful to hear all of this. It is too
7 painful to hear it.

8 MS. WHITFIELD: Tasco --

9 COUNCILWOMAN TASC0: Listen,
10 what we're going to do is, we're going to
11 talk to the Commissioner and we're going
12 to get to the bottom of this.

13 MS. WHITFIELD: Tasco, I have
14 talked to these people right here. Gary
15 Williams. I have talked to these people
16 right here. They hid this. I am asking
17 the U.S. Attorney General's Office to
18 come into the City of Philadelphia to
19 indict Vanessa Garrett Harley, Kimberly
20 Ali, Gary Williams, and the rest of the
21 DHS staff. I am asking for an
22 indictment. They knew about my child and
23 they hid it.

24 When Senator Williams stood up
25 and said they are hiding something, they

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 are hiding it.

3 My child is a living Danieal
4 Kelly. I want them arrested and
5 indicted. They're sitting there knowing
6 that they hid this. Okay? My child is
7 nine years old. Please get her home.

8 COUNCILWOMAN TASC0: We'll talk
9 to the Commissioner about this.

10 MS. WHITFIELD: I want to
11 indict them. I want to indict them.

12 COUNCILWOMAN TASC0: Lady,
13 please. Be quiet, darling.

14 Marcia Green-Robinson?

15 (No response.)

16 COUNCILWOMAN TASC0: Mr. Green?

17 (No response.)

18 COUNCILWOMAN TASC0: Is there
19 anyone else here to testify on these two
20 bills?

21 (No response.)

22 COUNCILWOMAN TASC0: We
23 certainly appreciate --

24 MS. SHAFFER: Councilwoman
25 Tasco, my office submitted written

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 testimony. It's in agreement with what
3 the Commissioner testified to. You have
4 our testimony. Thank you. As it relates
5 to the family service plan bills.

6 COUNCILWOMAN TASC0: Oh, okay.
7 Yeah. Thank you.

8 MS. SHAFFER: We had submitted
9 testimony.

10 COUNCILWOMAN TASC0: We have
11 it. We have it.

12 MS. SHAFFER: It's
13 self-explanatory, and it's in agreement
14 with what the Commissioner identified.

15 COUNCILWOMAN TASC0: We
16 certainly appreciate all of you being
17 here today. You have been here since
18 9:30, 10 o'clock and you haven't had any
19 lunch and you haven't -- and you've
20 listened and you've testified. It's been
21 very, very revealing and very
22 informative.

23 We will be in contact and
24 conversation with the Department of Human
25 Services to follow through on the

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 testimony that was given today to see how
3 we move forward to address a number of
4 the issues that have been raised today
5 and what kinds of action can be taken to
6 remedy some of the problems.

7 The constituents who were here
8 today to raise their issues about their
9 family matters, we will certainly -- I
10 mean, we're not privy to a lot of the
11 information because of confidentiality
12 laws, but certainly we'll find a way to
13 find some comfort for these family
14 members in addressing the issues that
15 they have.

16 Thank you all again for coming
17 out. We appreciate it. And we will
18 recess -- that means we don't have to
19 advertise. We can just call and tell you
20 we're going to have another hearing.
21 We'll recess until the call of the Chair.

22 We certainly thank you. It's
23 been a good day. I really learned a lot.

24 (Applause.)

25 (Committees on Public Health

1 12/10/14-PUBLIC HEALTH/PUBLIC SAFETY-RES 140952

2 and Human Services and Public Safety

3 concluded at 4:35 p.m.)

4 - - -

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

CERTIFICATE

I HEREBY CERTIFY that the
proceedings, evidence and objections are
contained fully and accurately in the
stenographic notes taken by me upon the
foregoing matter, and that this is a true and
correct transcript of same.

MICHELE L. MURPHY
RPR-Notary Public

(The foregoing certification of this
transcript does not apply to any reproduction
of the same by any means, unless under the
direct control and/or supervision of the
certifying reporter.)

Committee on Public Health and Human Services
December 10, 2014

Page 1

A	192:18	account	135:14,15	47:12 57:19	addresses	320:24	197:2 205:3
abandoned	329:11	214:5	165:12	86:9 93:22	279:6	advised 224:2	205:4,13
361:13	355:13	accountabil...	242:16	104:19	addressing	341:10,25	224:7,8
abilities	absorb 254:8	8:15 18:21	actively 49:13	105:10	159:15	342:8	273:19
183:20	abundance	74:15 78:14	208:19	106:2 121:8	240:8	advisory 12:8	279:23
189:15	160:9	80:8 90:4	activist	159:18	297:18	12:12 35:9	280:6,12
ability 23:6	abuse 7:11	100:8	308:24	162:5	368:14	35:16 37:23	284:9
52:9 76:10	12:17,19	123:20	309:3	176:10	adequate	37:25 82:21	289:18
100:5 111:6	56:19 121:6	130:3	activities	197:9	44:14 70:7	247:16	323:17,19
127:14	129:3	162:22	16:22	219:17	133:4,9	advocacy	330:20,20
159:23	149:22	163:13	291:14	220:19	166:3	103:13	afterschool
226:21	159:18	259:4,17	acts 358:20	302:8	207:13	224:13,15	305:10
able 23:6	269:5	319:22	actual 112:14	317:13	220:7	291:7 309:4	308:3
32:25 37:17	324:18	322:18	116:15	additionally	adequately	advocate	age 234:3
47:6 52:4,5	345:19	accountable	132:4 152:4	11:13 12:11	179:8	56:24 92:8	326:11
66:15 67:6	358:22	61:10 84:3	153:14,25	126:19	adjudication	258:4 264:5	agencies 5:16
68:20 70:15	abused	90:20 91:11	155:4,9	214:4	275:11	280:20	10:7 13:16
72:9 75:7	160:13	91:12,13	171:19	216:15	adjust 28:16	281:10	13:18,24
75:10 81:8	363:18	130:16	178:20	231:2	167:14	285:23	28:5 37:13
85:23 96:21	abuses 239:8	225:14	187:9	address 109:4	212:17	319:19	38:24 39:9
104:18,20	academic	accounting	acutely	110:25	254:19	328:16	40:24 46:9
105:9 106:2	177:18	123:23	261:13	111:21	adjustments	344:20	50:20 51:5
106:4 107:6	317:24	accounts	adapt 23:17	153:22	20:8,17	353:10	52:21 54:14
107:14	accept 113:6	120:9	23:24	158:22	207:8 218:4	advocates	69:3,16
108:15	166:20	accurate	adaptation	162:8	administrat...	11:5,6	71:18 85:25
164:10	213:25	127:16	24:5	170:25	35:8,15	25:21,21	88:5 104:2
188:24	accepted	163:10	adapting	173:12	127:24	154:11	104:4
219:20	292:7	accurately	20:8	174:24	138:24	207:6	106:14
220:2	295:24	370:5	adapts	188:20	152:3,7	243:18	107:3,9,16
229:21	296:8	achieve 275:3	325:15	189:18	188:20	244:13	110:11,13
231:9	accepting	283:14	add 27:15	210:19	266:4	255:18	112:20,23
247:12,13	168:21	325:10	41:14	226:7 229:9	administrat...	310:23	114:7
248:7,15	access 91:2,4	327:22	195:21	229:18	357:18	324:23	115:11
270:10	91:8 93:18	achieved	196:22	230:17	360:12,13	affect 142:7,8	122:13
283:4 307:2	104:14	291:22	262:2	231:13	admitted	210:13	129:15
307:18	132:11	achieving	319:22	236:12	237:23	297:15	139:11,19
308:6,21	191:2	11:24 19:14	added 196:19	242:23,24	admittedly	309:5	139:21
314:8	221:15	214:7	adding 45:4	279:8	22:19	afford 217:23	147:24
338:10	237:2	215:10	70:2 261:20	295:15	admonishm...	afraid 177:6	159:15
abounded	269:14	acronyms	308:11	296:7 297:9	115:15	african 301:8	161:4 164:5
10:7	291:15,18	5:10	addition 4:23	368:3	adopted	afscme	205:19,21
absent	291:21	act 130:19	12:22 16:21	addressed	250:13	118:20	207:15,23
342:23	accessible	190:19	57:4,13	120:11	adoption	119:10	208:14
absolutely	36:17,25	249:8	58:5 75:17	167:23	325:7	124:3	209:5,12,21
29:15 64:25	208:22	acting 338:8	86:18 87:24	211:14	adoptions	134:21	210:11,15
67:19 72:13	accessing	action 2:20	133:9 162:8	217:8	130:18	aftercare	210:16
94:14 95:24	291:11	107:24	163:11	218:13	advent	106:11,15	211:21
158:20	accommoda...	109:9 141:4	165:19	223:3	209:15	afternoon	212:5
168:20	191:17	368:5	175:19	226:11	adversely	134:17	215:14
169:9,13	accompany	actions	292:17	228:23	217:10	138:15,16	216:5
172:9	342:12	295:10	293:23	240:21	advertise	145:3,4,6	218:23
190:15	accomplish	active 119:11	additional	292:18	368:19	146:11	219:10
191:22	158:13	119:21	24:13 27:5	298:3	advice 222:20	181:5,7	220:15

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 2

222:22	agencys	49:6 55:20	3:23	anger 334:21	255:23	323:9 329:5	152:9
226:15	133:19	80:17 87:10	altogether	angonelle	258:7	337:8	180:19
227:8	agent 159:21	88:20 95:24	212:12	358:24,25	apologies	368:24	204:24
232:24	271:9 272:9	152:16,24	amazingly	363:20	31:13	apples 70:22	265:6
233:6,13,17	363:7,7	153:6	264:18,19	angst 168:9	apologize	70:23 71:3	287:19
238:15	agents 271:23	160:19	ambitious	anne 10:10	112:8	71:3 89:18	313:8
239:14	272:2	164:22	206:9	11:16 23:8	319:16	89:18	330:17
241:5 242:6	ago 146:17	175:19	ambrose	209:16	apparent	260:12,12	appropriate
256:9 290:6	201:12	178:3	10:10 43:20	253:14	276:7	application	18:25 20:17
292:25	213:19	180:15	83:22	291:24	appeal	60:25	21:20 51:11
294:13	223:13	365:20	158:16	343:11	270:25	applications	53:12 56:22
301:2,11	265:22	alice 341:24	209:16	349:20	appear	249:25	57:21 79:7
303:10	300:5	343:20	291:25	announcem...	140:11	applied 59:20	107:24
304:21,25	322:10	align 105:22	294:17	223:24	142:16	60:3 123:19	132:10
307:6,12	agree 61:9	aligned 37:11	300:10	annual 4:24	214:23	apply 51:18	156:18
308:5,6	64:22 192:8	aligning 93:2	343:11	33:7,10	236:22	68:21	166:2
agency 1:22	192:9	alignment	362:19	answer 21:7	240:4,7	110:22	167:22
3:15 7:7,13	200:14	89:21	amen 22:3	54:12,20	241:17	230:13	203:17
10:2,19	206:21	allegated	amendment	61:8 108:5	273:21	303:12	220:11
13:11 25:5	209:23	332:16,24	154:3	158:8	274:17,20	307:2 308:7	229:9
25:6,8 26:4	313:17	allegations	326:15	188:16,17	275:4	370:20	230:19,24
38:15 48:13	317:6 351:8	363:16	america	234:18	276:17	appointment	232:17
48:23 49:20	agreed 26:19	alleged 277:6	122:9 250:4	235:5 260:5	appearance	285:7	233:2
55:3 56:13	232:7 317:9	allen 342:7	american	283:16	267:15	appointme...	appropriat...
69:24 88:9	agreement	alliance 12:21	249:23	316:14	appeared	338:10	166:5
93:16 96:10	113:21	307:12	americans	329:4	23:23 226:8	appreciate	218:13
124:24	358:25	333:16	301:8	answered	appears	4:14 6:5	318:17
128:5	367:2,13	362:11	amount 32:23	115:2	143:19	35:3 60:10	appropriati...
132:13,16	agreements	allocated	59:23 70:12	294:20	236:15	74:14 75:24	4:24
133:11,14	43:19	307:23	77:24	296:23	316:3,3	76:22 86:13	approval
137:19	ahead 118:25	310:8	111:17,18	answers	applause 3:3	138:8 147:9	141:3
140:16	154:21	allow 17:16	111:19	143:8	51:3 54:8	157:11	approve
141:17,21	221:24	19:11 68:20	116:5	anticipated	55:12,16	171:14	335:9
142:3 149:3	aint 191:7	179:14	143:15	69:21,21	60:18 76:5	198:22	approves
163:2	193:17	180:5	178:19	102:10	78:21 117:3	205:8 244:7	330:5
173:11	airport	328:19	185:5 257:3	228:20	124:10	244:9 251:3	approximat...
178:13	290:16	allowed 73:10	analyses 72:8	anybody	134:12	252:24	4:23 13:21
186:8 208:5	airy 152:21	91:8 111:19	analysis	53:11 172:4	138:13	259:6,7,24	25:15 41:12
210:9,13,22	152:23	270:7	206:22	185:11	144:23	263:2	213:19
211:5,11	153:9	327:10	260:19	253:5	151:2	264:20	224:17
217:16	akin 266:14	allowing 21:2	analysts 19:6	259:19	194:20	273:21	238:19
222:8	alarm 172:7	138:11	analyze 218:3	362:4	203:20	284:4 289:4	339:5
225:10,14	alcohol	145:8	261:16	anymore	223:21	347:3	april 28:9,10
227:14	229:12	150:18	analyzing	202:25	243:7,16	366:23	213:13
237:25	236:21	245:6 329:2	215:16	anyway 188:8	244:18	367:16	261:3 359:5
270:10	248:16	allows 78:9	ancestry	apartment	248:22	368:17	arc 343:7
276:3 281:7	277:2,9	91:22 92:10	203:4	362:13,24	250:25	appreciated	arch 36:2
302:2 306:5	278:5	328:24	anecdotal	apm 28:8,14	264:21	77:3 253:18	157:24
306:21	334:23	allstaff 158:9	318:21	30:7 59:17	272:21	approach	350:17,22
322:10,19	alfreda 181:8	alluded	anecdotes	63:18 64:22	273:16	7:18,20	area 33:12
324:5	ali 21:4 27:14	114:24	156:8	65:18 213:9	280:2 284:5	16:4 179:11	34:3 78:6
agencydown	27:20,21	253:2	angela	245:19	308:15	approached	127:20
292:6	30:2 31:17	alternative	338:16	248:6	312:16	4:7 117:18	128:16

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 3

290:21,23	341:4 345:5	assigned 18:3	attend 17:9	33:21	281:13	335:16	11:12 17:12
areas 18:9	345:13	18:14 38:25	92:6 143:16	297:17	321:21	336:19	19:14
36:20 51:21	346:13	66:11 122:6	175:16	343:20	355:19	338:9,13,21	base 95:19
78:9 111:9	350:6 351:3	166:20	209:3 296:8	349:24	bachelors	338:21	182:24
111:20	353:11	225:11,16	342:16	authority	88:22	340:17,20	211:10
114:3	asking 26:10	228:6 238:9	346:5	3:25 44:11	138:22	341:7,21	based 14:5
293:18	48:6 59:15	238:17,18	attendance	130:15	back 61:8	342:10,21	18:20 33:3
311:5	141:17,21	242:9	334:20	144:10	63:10 76:10	344:17	81:24 82:4
arena 79:10	144:8,16	337:23,25	attended	authorizes	77:22 82:8	345:24	98:13 99:2
229:5	173:14	343:24	276:12	324:10	94:19 97:25	346:25	103:9 125:7
254:11	174:20	assigning	335:5,12,13	authorizing	98:23 99:14	352:4 353:4	130:24
arent 198:11	187:24	66:9 238:4	attendees	1:16,19	106:23	354:6	146:21
198:21	200:2,15	assignment	294:10,12	3:10,17 7:2	109:21	358:14	212:18
argued 346:6	230:20	66:3 177:5	296:24	autism 335:8	117:9	359:4	227:9 229:6
arm 15:18	231:14,15	assist 11:11	attending	automated	120:21	361:15,16	229:24
80:16	231:23	90:24	277:10	202:22	127:20	362:23	277:8
178:10	232:3	186:19,23	278:6	avail 37:8	135:16	364:10	291:19
345:3	234:16	317:19	292:12	availability	148:17	background	325:4
aroundthec...	236:9	327:20	334:17	216:16	149:18	207:20	basic 229:3
338:20	240:11	337:21	attention	available	150:12	290:8 318:8	basically
arrange 18:5	256:17	assistance	120:13	21:7 132:7	151:6,18	backlog	148:2
arrangeme...	304:12	11:19 13:6	151:11,12	216:18	152:7	149:13	201:25
131:19	305:6	13:8 54:16	155:20	221:9	154:18	backwards	basis 9:18
233:16	306:14	58:6 80:16	166:25	226:23	159:7,20	189:10	20:7 33:7
array 207:25	345:18	80:19 90:22	182:13	279:19	160:4,16	bad 65:8	33:11 92:22
211:16	346:4 349:9	156:6	206:14	329:4	166:14	197:15	96:24
arrest 361:24	353:22	240:13	218:8	350:19	168:23	239:5 255:3	232:25
arrested	354:2	244:6	220:16	avenue 65:17	174:24	270:12	241:18
362:3,6	365:16,21	337:16	229:20	290:16	180:3	356:19,21	249:4
366:4	asociacion	assistant	246:18	332:9 343:2	186:20	359:8	battle 338:16
article 320:21	245:8	360:22	249:16	343:5	188:5 189:7	bag 285:22	bear 329:8
321:2 349:8	aspect 5:4	association	attest 147:6	average	191:9,19	353:5	bears 232:7
articles 24:21	aspects 8:20	205:19	attorney	129:18	195:2 202:5	bags 340:5	beat 135:21
articulating	131:22	207:22	224:11	173:16	204:9,18	352:14,25	becoming
63:24	178:12	224:11,14	271:18	averages	222:4 236:9	353:3	310:23
ashley 336:17	216:7	224:16	280:14	129:18	243:9 244:8	bail 362:7	bed 355:4
336:18	assess 132:9	244:14	318:9 342:7	award 249:20	247:11	balanced	beds 52:17
asked 35:2	215:12	assuming	353:10	250:5	251:21	306:24	began 8:6
50:11,19	221:12	99:24 100:2	354:16	awarded	260:23	ball 41:17	28:9 81:15
56:6 63:6	assesses	210:11	363:6	68:25 110:8	271:16	186:17	114:16
73:17	131:7	assurance	365:17	110:13	272:14	bananas	127:12
106:25	325:14	216:4	attorneys	aware 207:4	285:5,11	137:8	209:17
114:23	assessing	ate 356:12	12:22	217:21	286:3	banging	213:9,13
122:25	19:7	atlarge	227:21	228:25	308:17	353:21	217:23
142:25	assessment	139:23	266:6	261:13	310:2	baptist 153:3	222:4
143:3 169:5	15:14 19:2	atmosphere	328:16	281:22	312:25	bar 70:19	292:12
225:23	165:11	120:23	attrition	296:5	313:3	265:17	334:5
240:18,22	206:21	attach 110:23	44:12	awesome 5:22	320:18	268:7	begging
248:10	221:2	attachment	audience 21:6	B	329:17	barack 363:4	345:24
260:3,10	assessments	270:6	audit 126:2	b 1:11 33:13	330:10	barge 341:15	beginning
281:20	56:22,23	attempt 94:5	127:24	333:14	332:13	barrier	5:18 42:17
316:22	163:16	attempted	auditor 126:3	baby 235:3	333:10	197:20	43:15 65:15
338:25	asset 133:19	140:21,22	august 10:11	235:10	334:7,24	barriers	70:11 82:7

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 4

82:13 84:11	313:25	267:22	blurbs 157:22	breeze 152:19	44:16 52:3	bulk 186:15	357:24,25
253:11	324:9	268:8 332:8	board 9:16	299:22	70:5 86:6	186:24	359:5,16
269:11	328:21	beyond 5:3	9:17 12:9	brianna	87:18,20	316:20	361:25
276:6 292:3	335:19	177:24	12:12,13	348:12,23	89:4 155:20	bundled	368:19,21
296:14	356:24	294:6	35:9,16	349:21	166:25	64:11	called 8:12
begins 298:21	361:8	biannual	37:23,25	354:4	182:12	bundling	25:5 26:17
begs 122:25	believer	96:24	38:2 52:4	brief 4:15	210:21	65:10	83:2 94:25
behalf 56:24	103:11	bidder 50:22	73:25	20:5 94:6	219:23	burden 139:8	130:3 136:5
181:18	belongings	bids 126:7	121:24	206:15	221:16	burdening	136:9
205:20	362:24	big 36:4	134:18	245:2,4	229:19	254:13	141:21
222:5	belt 71:16	52:14 77:14	179:7	290:9	245:15	bus 319:3	146:19
265:16	102:23	98:12 246:3	215:19	323:15	276:9 285:5	339:14	160:8
behavior	benchmarks	267:24	247:17	briefly	285:10	business	162:19
171:23	77:20 80:11	281:23	body 174:25	313:16	329:19	59:10 62:2	165:6
behavioral	126:10	bigger 77:15	204:12	bring 26:22	356:11	290:22,23	248:10
11:7 17:21	164:10	bill 2:22	207:12	44:11 74:11	brown 59:4	businesses	266:6
18:3 208:9	benefit	248:6	285:22	83:3 91:20	298:11	59:8 289:24	321:10,25
208:15	198:20,21	349:23	356:5	111:20	337:23	290:13	322:6
218:11	220:19	billboards	359:19	115:18,22	364:20	butt 194:14	324:25
245:24	290:24	198:23	362:21	120:25	bruises 356:5	button 75:24	325:2 331:7
327:25	benefits	billion 72:16	bold 250:22	151:6 165:9	358:3	243:5,6	333:15,16
beings 202:20	230:11,14	78:16	bolster 267:9	177:12	brutalized	244:10,12	333:17
beirut 146:19	306:19	128:17	bomb 94:18	206:13	268:18	272:15	339:12
believe 7:19	bennett	bills 2:17	bond 270:18	219:11	buck 259:21	314:6	340:15,25
41:16 77:6	320:23	366:20	282:21	252:5	bucket 52:14	buyin 199:17	341:9 342:6
102:20,25	332:12	367:5	booster 27:3	309:22	budget 5:2,3	byron 342:7	352:7
103:19	best 23:21	biological	47:9 57:9	311:4	72:11 89:19		357:13,16
106:25	82:25 134:2	248:3	born 152:24	327:11	98:4 100:11	C	360:12
107:16	134:7 147:5	bit 42:17	246:9	335:20	174:20,21	c 290:10	362:2
140:5	183:19	63:19	borne 84:9	338:14,15	204:9	cafes 16:15	calling 8:22
166:22	189:14	125:15	bother	340:16	260:24	52:25	144:8,14
168:16	193:15	167:13	360:21	bringing 62:4	306:2	296:20,22	160:3,12
169:21	211:15	170:22	bottom	86:4 116:7	budgetary	call 4:4 21:14	186:20
173:24	222:20	274:3	127:15	165:8 199:4	267:19	25:5 42:24	calls 24:6
176:23	343:4	300:21	130:21	315:2 358:9	budgets	45:22 46:22	75:23 135:6
180:6	bethanna	306:9 317:4	252:14	358:12	71:12,13	62:17 75:2	135:7 159:7
199:13	30:22,23	bitch 344:22	365:12	361:18	110:24	75:22 93:4	194:3
200:6 201:8	116:10	bitten 355:3	boundaries	brings 12:25	bugs 189:19	110:11	calm 135:19
204:3	117:2	biweekly	33:24	225:20	251:25	115:9,19	cameras
237:14	213:17	334:17	290:15	326:9	355:4	117:10,24	361:15,16
241:8,9,11	301:16	blackwell	boundary	broad 131:4	build 16:17	132:15	cameron
243:12	better 5:12	1:12 78:24	66:21	207:25	17:17 78:8	136:4 137:4	288:8
249:9	5:23 59:6	109:19	bowl 356:10	211:16	100:10	141:16	330:15,22
266:23	116:3	blame 320:2	boys 333:24	broadscale	building	143:9	campaigns
272:20	158:20	320:18	brace 354:22	219:22	15:25 35:25	151:15	219:23
274:6	164:18	blessing	breach	broken 82:11	36:4 90:12	159:19	cancer
291:20	170:15	349:19	349:11	130:10	98:15 134:6	160:10,16	338:24
292:8 293:8	171:17	block 321:25	break 98:20	brook 284:19	157:24	163:20	339:3
293:16	193:10	blockage	104:11	brother	184:15,15	164:4 204:7	candor
294:25	201:23	186:13	151:5 345:2	284:24	built 16:6	248:8	171:14
299:4	221:2	blondell 59:4	345:3	285:25	106:9,12	289:14	cant 31:2,4
300:13	266:24	75:23	breaking	286:19	198:19	316:25	70:25
309:8	267:14,20	blood 364:25	200:5	brought 2:19	282:21	322:8 331:7	105:23
						340:9	

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 5

132:9 137:3	230:19,24	38:22 39:18	242:18,19	148:9,21	239:14	cbh 18:3	251:12,23
143:24	231:4	39:19 43:13	246:19	cases 14:6,8	241:2,2	72:15,16,21	263:7
163:6 177:8	240:10	48:20 49:23	257:8	14:10,12,16	242:9,15,17	73:21,25	309:21,22
186:16	245:22	50:4 56:7	268:17,20	28:7,9	273:3,23	75:7 78:16	312:13
187:16	250:14	57:2,20	268:25	32:17,20,23	274:21	90:9 91:11	366:23
188:17	252:16,16	58:9 65:17	269:2,3,6,8	34:2,6 38:9	276:7	91:12 92:3	367:16
189:9	257:23	65:20 71:4	269:10,15	40:5,9,20	280:18	92:21	368:9,12,22
195:16,17	275:24	71:20 73:24	269:19,20	41:15,19,20	295:24	cbos 302:14	certificate
203:25	276:2,4	81:20,25	269:21,24	42:5,6,16	328:6 330:7	302:22	370:2
204:17	277:20,25	82:4,5,9	270:3,12,18	42:18,21,23	346:17	304:16,24	certification
251:21	284:12	83:6,7	271:22	42:24 43:4	casework	307:6	57:6 176:7
252:2	285:2	87:17,17	272:7	43:5 49:2,9	14:19	cecil 333:14	370:19
271:12	286:25	88:6,9,21	274:14	49:11,12,19	101:11	census 287:22	certified
272:11,14	287:3	88:21 89:6	275:8,13,25	49:21 50:2	caseworker	center 18:7	26:19 47:5
274:22,24	331:16	89:10 91:3	276:9,13,16	58:8,8 66:9	129:17	29:2,3 90:7	47:13
346:22	336:7	92:14 95:8	276:19,20	66:11 69:18	354:17	124:18	143:17
347:12	340:23	96:5 101:15	276:22,24	71:19 73:20	caseworkers	175:22	certify 219:20
355:3	341:15,20	101:18	277:14	73:21 85:11	25:8 126:19	176:2,16	370:3
capability	cared 85:2	103:23	278:13,22	85:24 86:17	126:24	235:21	certifying
78:3 236:11	194:6	104:7	278:23	86:23,25	127:9	297:23	370:23
capacities	333:21	130:17	280:20	87:5,22,25	129:17	306:6,7	cetera 123:12
266:23	careful	135:13,14	281:2 282:2	91:4 101:10	133:14	333:16	296:22
capacity	215:12	135:16,17	282:3,17,19	101:23	154:14	339:12	chain 91:14
64:19,21	carefully	136:22	283:6 285:2	104:8	171:10	centered	143:9
76:11 78:2	244:4	156:8	286:11,14	112:19,24	173:16	79:15	144:13
78:8 98:15	caregiver	161:15	317:8	112:25	175:10	158:15	355:10
99:21 100:2	67:14 271:3	163:2	318:13,20	113:4,9,13	casey 11:16	210:12	chair 2:7,9
207:17	caregivers	165:15,25	318:21	114:6	11:17 23:8	centers 99:10	6:2 21:16
219:5	16:18 19:6	166:4,4,18	324:18,21	120:18,19	23:9	ceo 245:8	29:18 32:3
222:18	caretaker	167:7,10,17	325:3	120:20,21	catchment	290:3	34:11,12
277:5,13,15	234:10	168:21	326:21	123:14	36:20	cereal 356:10	50:8 53:22
334:9	caring 7:13	175:24	327:18	127:8	categories	cerebral 8:8	65:6 72:8
capped 221:5	209:13	178:20	328:4,11,12	133:14	111:3	certain 60:6	94:2,5
car 338:14,21	220:3	203:2,2	332:7 347:7	148:17	category 60:2	72:4 73:9	96:25 97:20
339:16	231:21	209:19	347:10,24	149:12	catholic	77:24 80:11	98:4 100:14
cardiologist	239:19	210:9	353:16	154:7	30:12	82:21	100:19
364:22	332:25	212:25	354:17,19	155:19	213:11	106:11	151:14,23
care 12:2	337:16	213:2,21,22	361:24	159:7 166:6	303:21	164:6,9	154:18
18:4 39:3	carla 353:24	214:25	363:7	166:9,14,24	cau 225:22	201:6 241:2	169:3 175:6
42:25 43:2	carol 287:17	216:13	caseload 26:3	168:17,23	caucus 224:3	256:23	192:22
52:17,17	308:22	217:3,12,15	26:6 28:22	169:11	cause 49:3	257:2,2,4	193:14
101:17	carrying	218:5 220:7	41:4,9,11	171:25	95:22	257:18	204:8
104:22	186:23	225:3,11,18	41:14 85:14	172:21	102:19	301:23	262:19,19
106:6,12	caruth	227:7,7	122:7,12	174:11,15	caused	certainly 6:5	330:4
120:8	354:16	228:6,10	217:16	183:5,6,8,9	148:24	52:11 60:4	368:21
122:15	case 8:11	229:7,14,25	218:3,9	184:14,20	362:17,18	61:13,22	chairman
126:25	9:22,24	231:5	caseloads	186:24	causing	73:11 101:3	100:22
128:3,21	10:15,16,18	237:23	25:4,9	203:5 227:6	102:14	101:12,18	chairperson
129:7 149:8	13:14 14:2	238:4,8,10	85:18,20	229:3,4,11	caution 65:12	109:5 156:4	138:17
171:10	15:6,11,11	238:17,17	88:14 121:2	229:25	76:17 77:18	166:14	308:19
184:2 208:6	15:12,17	238:20	122:3,5,17	230:21	160:9	177:11	chairs 293:22
208:7 210:4	17:4 19:3,4	240:23	123:13	235:20	cautioned	179:6 180:5	chairwoman
219:17	35:7 38:13	241:4 242:2	129:23	237:17	220:10	204:5 219:9	4:14 22:4

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 6

114:24	147:20	cheryl 192:24	165:13	353:2,10,18	127:6,7,17	251:8 252:2	281:24
119:3 245:4	171:23	chester 334:4	174:9	353:23	127:24	252:15	328:4 350:4
challenge	196:2 203:7	chief 21:4	175:21,25	354:3,8,20	128:9,13	255:19	350:24
65:11	225:5	27:21	176:12,13	354:23	129:2,10	257:6	353:6,25
121:10	255:16,17	134:21	176:15	355:13	130:14	262:24	354:19
198:5 221:4	255:24,25	161:19	180:10	356:4,10,15	132:24	263:10,12	357:13
253:12	256:21	224:12	181:24	356:17,24	133:3,20	263:17,18	359:19
challenges	274:23	chiefs 273:5	194:5 201:8	357:2,5,8	136:18	264:2	362:22
11:12 20:12	278:15	child 7:13 8:5	201:18,20	357:10,10	139:6 141:7	265:21	364:25
70:10 75:16	321:6	8:17 9:21	203:13	357:14,21	142:9,10,11	268:18	childstat
85:4 89:16	changes 34:5	11:5,15	208:21	358:3,8,10	146:25	269:5,21	19:18
89:25 120:4	81:18 84:15	12:17 13:17	209:11	358:12,14	147:4	270:4,19	163:20,25
156:23	121:4 140:3	13:22 14:22	217:2	358:17,19	149:25	271:2 272:4	164:2,6
207:5 214:6	176:13	16:2,5,10	218:24	358:21	157:12	273:11	choice 45:25
216:9 222:3	181:22	17:20,21	220:25	359:8,9,10	180:7 182:2	275:6,20,22	chosen 12:25
223:2	182:5 221:7	18:13 19:21	221:8	359:11,13	182:4,18	277:7,15,20	212:11
253:23	253:20	23:7 25:20	224:13,15	359:17,20	183:11,14	277:21,24	christian
260:20	297:6,8	25:23 37:16	225:6	359:25	183:17,17	282:6,12	339:10
challenging	322:14	38:25 47:19	229:19,22	360:14,20	183:18	283:10,22	christine
120:20	328:23	49:16,22,24	230:5 232:9	361:14,18	184:4 185:2	286:23	185:12,16
212:14	changing	56:19,20	232:19	363:22	185:24	292:5,11	chunk 54:23
chance	15:3 44:2,8	57:12 67:14	235:6,17	364:7,9,19	186:18	301:7	church 153:2
300:17	57:11 58:21	67:15 69:13	241:22	364:20,20	190:9 201:3	308:23	churches
332:21	199:23	72:18,20	243:17,20	365:22	201:14	309:19	290:13
change 33:9	253:4 296:5	73:3 74:3	243:22,24	366:3,6	202:15	310:16	circuit 130:8
95:23	channels	74:22 75:10	244:13	children 1:21	205:17	319:8	circumstance
130:21	167:22	83:7 90:6	245:21,24	3:14,24	206:2,7,20	320:17	241:10
139:25	chapter 95:5	92:8 100:7	247:25	5:24 7:5,10	207:6 208:6	324:17,21	circumstan...
140:2 168:8	charge	101:8,16,17	248:3,4,23	7:24 8:24	208:8,8	325:12,18	96:8 234:3
168:13	130:11	101:25	255:15,17	10:4 11:10	209:6,14,24	325:21	240:24
182:14,14	252:4	103:9	257:9 258:4	11:22,24	210:14	327:5 334:7	cite 217:16
188:3	254:21	119:18	258:23	12:3 15:13	212:24	337:22	cities 22:11
194:16	272:23	120:18	264:8 274:7	16:7,13	213:10,20	338:15,19	134:5
195:18	291:4	121:2,4,6	279:21	18:12,17	214:10,12	339:13,18	citizen 348:24
196:9	charged 8:19	122:9,10,18	280:20,24	20:20,24	214:22	340:2,12,17	citizens
197:12	charles	123:8 124:4	280:24	27:23 30:9	216:2,18	340:19	299:22
198:3 199:7	117:17	124:6,25	281:10	31:2,8	217:6 218:7	341:2,14,19	309:9
199:25	145:25	125:4,17,22	285:23	38:19 41:13	218:10	342:2,10,20	city 1:2,7
201:15	146:5	126:4 128:6	291:10	45:6 52:16	219:14,15	344:17	2:16,19
204:13	charlesasar	128:24	317:3,5	54:6 55:23	220:4 221:5	345:6,21,24	4:20,22 5:4
212:13,21	264:25	129:5 130:4	324:4,24	56:3 58:11	222:5 223:8	351:5	5:5 6:24
217:20	280:5,7,11	130:10	325:23,24	64:3 79:25	224:17	356:25	13:20 22:15
253:3	280:13	131:2,7,18	326:2,4,11	81:12 82:16	225:20	childrens	22:16 24:9
255:21	chart 29:21	133:3,23	328:3,15,16	84:25	227:3	12:21 130:5	24:11 33:9
267:2	31:16	134:3,8,9	328:20	100:24	234:15	130:6	34:5 60:14
278:20	chartered	137:7	338:6	108:2	236:2 239:4	262:14	61:2 65:9
292:4	297:20	140:15,22	344:19	109:10	242:17	332:25	70:9,16
293:25	charting	141:2,11,18	347:25	119:8 120:8	243:15	337:18	76:4,8,14
309:21	26:17,24	141:22	348:5,7	121:12,15	246:17,17	356:23	79:25 87:20
changed	check 341:2	147:11	350:20	122:5,8,14	247:4,8,13	358:12	110:16,18
81:24 82:3	checkin 91:18	149:22	351:2,9,24	122:21	247:20	361:17	111:25
104:6,6	cherrypicki...	159:24	352:18,22	123:13,22	250:11,13	362:10	112:7
141:6	120:21	160:12	352:24	126:25	250:14,16	childs 229:21	119:12

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 7

131:5,7	259:15,16	236:6,10,12	coaching 58:4	76:19	329:16	commission	161:10
132:25	262:10	236:14	90:22 162:5	202:19	330:10	254:12	162:7
133:11	class 26:22	255:20,20	coalition	246:6	346:2,4	308:11	163:24
181:10	44:10 88:18	256:18,18	122:11	collectively	350:2 352:4	commissioner	164:3
199:9	114:17	267:21	287:16	203:15	353:4	4:5 6:15,17	166:12
205:14	177:12	268:4,5,16	289:23,25	colocated	354:13,14	6:22 10:9	169:8 170:4
215:2	278:17,19	271:16	290:8,9	12:20 13:10	357:22	22:13 24:11	172:8,13,18
227:24	285:14	279:14	291:3,25	18:8 57:16	362:15	24:18 28:24	172:25
246:11,14	341:22	316:10,15	294:4,23	57:25	364:15	29:14,20	173:7,18,22
249:10	342:14,17	345:11	295:2,14,19	colocating	365:18	30:3 32:14	175:12,17
271:7,10,11	343:4,7	clinical 18:4	296:11	90:11	comes 59:3	33:5,14,17	176:23
290:16	classes 86:4	236:19	297:20	colocation	94:19	33:21 34:20	178:25
293:19	89:4 328:2	clinton	coalitions	90:6,9,18	101:20	35:14 36:22	179:17
297:21	334:8,12	284:11	295:7 296:9	color 184:4	103:4	40:2,22	180:13
298:16	363:14	288:11	cob 9:16	com 320:21	162:21	41:2,6,10	186:10
301:18	classification...	330:16	196:11	combine	166:18	42:3,7,11	189:17
303:23	260:13	clock 256:22	209:3	148:10	171:18	43:9,14,20	191:16
306:13	classroom	clogged	cobbs 290:18	come 23:16	193:13	44:24 45:15	192:25
307:19,23	317:24	332:18	cochair 1:11	34:2 37:16	201:3 271:9	46:21 47:21	197:21
309:9,12	cleaning	close 44:25	1:11	50:12,15	281:5 299:6	47:25 48:7	204:4,8
310:23	148:22	57:2 68:4	cochairs	55:4 87:2,5	comfort	49:7 50:23	205:25
311:3,6	clear 14:18	86:6 144:2	293:22	92:12 93:21	234:10	51:4 55:15	206:6
317:17	82:9 83:14	204:7	cochran	106:23	368:13	56:8 59:11	222:25
331:21	144:7	212:11	264:24	111:15	comfortable	61:3,5	223:11
332:6	149:23	closed 15:17	273:19,20	113:4 117:6	318:14	64:24 65:25	227:18
339:12	207:4 211:8	49:23 87:23	cognizant	117:8,21	coming 69:18	70:25 72:12	235:15
345:18	216:8 259:3	96:12	25:12 73:11	135:14	69:19 73:23	73:6 77:4	236:7 252:5
346:3	279:2,13	closely 63:17	81:10 86:3	137:21	102:13	78:19 79:5	253:2,15,15
348:10	312:5	73:13,19	314:11	139:9,15	113:3 115:6	81:21 82:2	253:19
349:5,10	clearcut	81:2 105:14	collaboration	143:21	116:12	83:21 84:17	257:15
360:19	310:12	107:22	18:2 37:22	152:7	137:25	84:22 90:17	260:4,11
365:18	clearly 7:20	109:7	78:12 92:19	157:23	138:8 159:7	94:13 97:4	266:16,20
citys 13:22	228:23	216:23	92:20,24	174:24	166:14	97:8,17	267:14
14:21 103:7	256:8 336:3	218:2	246:7 273:4	180:24	219:8 236:9	100:15,23	287:13
298:5	clerical	221:12	collaborative	181:20	239:11	101:2,6	291:24
citywide	161:23	267:12	7:15	186:11	247:11	102:11	294:17
261:11,12	clerk 3:7,9	297:9	colleague	191:3,16	310:4	103:19	299:9
civil 95:9	client 131:24	closest 123:25	80:17	195:2	311:11	104:24	300:10,14
345:15	228:3 231:6	closing	196:20	200:10,10	312:18,23	106:8 107:8	313:11,15
claim 349:4,4	232:10	133:22	197:7	202:5	341:19	107:15	315:17,20
349:18	238:25	closure 19:5	colleagues	203:17	348:9	108:21	316:13
claims 349:6	271:17	50:4 87:17	167:4	204:9 211:3	364:17	109:24	323:12,14
clap 55:18	296:19	clothes	280:13,16	218:16,24	368:16	110:10	323:20,24
clarification	346:9	352:24	collect 81:4	222:4	command	112:3,17	324:3
9:6 35:22	clients 126:15	353:5 356:7	collected	260:23	143:9	113:19	329:10
38:4 63:22	171:20	358:10	132:11	274:17	144:13	115:7	343:10
clarify 162:3	210:6,18	361:19	174:3	288:15	355:10	116:25	346:16,18
clarifying	226:7 230:9	coach 13:12	collecting	301:18	commencing	117:12	346:19,23
35:5	230:10,19	57:18 92:4	215:15	303:3 310:2	21:21	125:12	347:11,12
clarity 155:14	230:23	193:15,20	collection	312:6	comment	152:8,12,13	362:18
157:17	233:8,20,25	270:9,10	131:21	317:18	192:22	153:8	365:11
257:21	234:6,22	coaches 57:14	169:10	319:11	comments 6:5	155:12	366:9 367:3
258:2	235:19,19	90:19	collective	321:9,19	195:7	158:6,14,16	367:14

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 8

commission...	commonwe...	30:16,18,20	223:16	298:22	230:15	266:13,15	conclusions
200:9	214:19	35:16 36:5	226:18,24	community...	277:16	concern 54:4	215:9
355:10	324:5	36:17,25	227:13	292:7	334:7,19	54:22 58:18	concomitan...
commit 254:3	348:25	37:12,19,20	233:12	companies	335:24	58:19 74:8	214:15
commitment	349:10	37:22,23,24	245:19,25	110:7	340:4 342:5	79:23 95:13	concrete
201:2,18,18	communicate	40:23 46:9	246:2	111:25	343:6	109:3 154:9	16:11
206:18	142:13	46:24 47:2	247:16,18	125:21	completely	159:6	condition
299:8	144:6	48:13,15,22	279:19	companion	276:17	166:15	299:5
committed	157:17	49:19 50:21	290:6,23	334:8	completing	174:8	conditions
7:14 20:21	198:3	51:5 52:20	291:15,18	comparable	57:6 328:14	210:12	123:13
120:5 134:6	communica...	53:5 56:12	291:21,21	22:11 88:17	complex	217:4 252:7	147:17
149:8	39:12	58:23,24	292:9,20,23	89:3,10	20:12	254:9	218:12
156:13	communica...	59:10 60:8	292:25	260:11	218:12	279:15	290:20
164:17	323:4	65:23 66:14	293:3,10,14	compare	221:19	300:7 302:6	conduct 1:17
198:12	communica...	66:15,17,18	293:17,20	98:22	227:11	302:12	3:19 159:23
259:14	10:6 19:24	69:3,24	293:24	172:11,24	complexities	310:5	290:22
295:12	39:8 141:24	70:9 71:18	294:21	compares	126:22	concerned	343:11
299:13	142:2,4	74:25 85:24	295:2,8	127:10	compliance	157:11,12	conducted
committee	152:4	88:4,9 92:4	296:19,21	comparing	19:8 278:11	173:10	11:2 166:8
1:20 2:8,10	158:19,21	93:15 94:17	297:4,11,19	99:13 164:9	278:12	175:4	conducts
2:11 3:10	161:11,17	96:10	297:20	compassion	282:17	185:24	19:10
7:2 11:11	162:2,6	104:15	298:3,15,22	137:18	328:9,19	194:4 226:5	conference
25:18 29:23	197:14,24	105:13,15	299:2,12	compassion...	335:11	226:12	165:13,20
43:18 77:13	202:5,17	105:19	301:24	198:13	336:4	243:14	224:5 327:9
96:25	204:3	106:13	303:2 304:2	compensati...	complicatio...	244:16	327:12
109:21	216:10	107:7,14	304:3,8,23	349:7	90:15	299:22	conferences
110:3	217:8	108:16,19	308:9,24	competence	comply	310:19	17:2 296:17
111:11	322:24	108:22	309:3 310:5	16:12	110:17	312:2	conferencing
119:4	323:2	110:11,12	310:8,14,18	competency	complying	318:20	15:8 48:19
150:17	communica...	112:12,20	311:7,11,13	52:9	80:11 237:9	concerning	91:18 165:4
153:12	158:23	112:22	311:19	competent	component	16:2,20	213:3
168:5	communities	114:6	312:2,2,8	247:6,15	154:24	19:12	confided
196:10	5:18 7:16	115:20	312:11,21	compile 174:7	components	concerns 55:5	171:20
199:2 209:2	11:23 16:8	116:13	316:6	compiled	197:13	59:12 64:10	confidence
226:2	29:13 37:5	121:24	319:18	173:24	composition	74:23	171:21
251:10,16	104:16,19	147:23	321:7	complained	330:2	150:19	223:16
262:18	104:25	150:8,13	327:10	333:22	compounded	152:5	confident
292:2,13,14	105:4,8	159:14	334:12,15	complaining	237:15	182:13	20:22
293:20	106:3 186:5	161:4	342:7	139:15	241:19	185:11,23	confidential...
294:7 298:2	208:23	162:24,25	community...	complaint	comprehen...	210:8,20	90:25
299:14	227:9 298:9	164:5	17:25 74:12	343:10,14	17:24 91:6	211:14	368:11
308:12	301:5,6	173:11	130:20	343:18	103:17,20	216:9,20,23	confirmed
324:11	community	175:14	209:21	complaints	131:20	221:17	141:8
committees	1:21 3:14	177:16	212:4	47:24 48:2	computer	226:3	295:16
1:3,17 3:17	5:16 7:6,19	178:13	290:10,12	48:8	93:14	228:13	conflict
132:8	9:10,16	194:17	295:22	complete 88:7	computers	271:20	271:12,14
196:17	10:19,21,23	198:16	304:19	165:10	93:12	277:3 295:9	271:18
225:24	11:4 12:7,8	200:20	307:16	325:9	concentrate	295:15	291:12
251:15	12:12 13:11	207:14	community...	340:10,14	314:8	296:6 310:2	conformed
368:25	13:15 16:17	209:4	16:22	343:3	concentrati...	concluded	221:20,21
common 16:2	18:2 25:6	211:10	communitys	completed	179:20	344:2 369:3	221:24
274:15	25:22 26:3	213:4,11,14	226:20	101:21	concept 246:4	conclusion	conforming
296:21	28:4 29:24	215:19	296:6	113:11	246:13	150:16	261:10

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 9

confronted 318:2	305:5 consist 13:18	79:8,19 80:3 81:9	171:9 continuous 207:10	293:2,11 310:6	259:4 317:15,20	2:9,11,13 2:13 4:11	172:10,16 172:23
confusing 39:5,13 83:15	consistent 16:13 217:8 222:15	179:24 continually 226:25	continuum 17:25	314:13,17 315:3	corner 35:25 36:5	4:13 21:13 21:14,15	173:5,13,20 174:17
confusion 83:24 120:9 120:13 147:22	consistently 123:19 342:23 consists 56:17	228:21 325:13 continuance 274:23	contract 10:2 19:8 53:7,8 69:6 123:17 132:12	contributed 147:19 contributing 128:23 control 87:4	cornerstone 7:18 37:20 324:19 corporate 247:16	22:3,6 31:16,22,24 31:24 32:2 33:2,6,15 34:10,13,15	181:2 192:21 193:3 195:11,12 224:9
conglomerate 68:24	56:18 consolidate	continuances 214:25	133:10 134:4	130:22 131:11	correct 24:4 33:11 34:3	34:22 36:10 39:21 40:11	226:21 238:23
congratulat... 34:18	327:16 constant	continue 11:9 11:18 12:16	159:12 179:15	134:9 214:7 304:7	35:15 45:16 67:20 79:18	40:25 41:3 41:8,22	298:10 324:10
congregate 12:2 43:2 210:4 219:16	19:24 constantly 33:9 174:20 184:10	15:4 18:14 21:12 34:7 47:13 52:5 64:10 81:3	180:6 212:2 221:20,21 302:4 314:24 349:11	305:19,22 341:19 370:22 convene 209:4	97:7 314:2 370:8 correction 80:25 81:3 179:25	42:4,9 43:6 43:10 44:22 45:10 46:16 47:15,23 48:4 49:5,6	329:21 346:3 348:9 362:15,18 councilme... 297:16
conjunction 26:18 46:19 154:15	constituenci... 266:9 constituents	96:8 99:17 106:17 115:13	contracted 10:3 13:20 125:19,20 211:21	convenient 17:15 286:2 286:3	corrections 109:6 207:9 correctly 330:21	50:7,14 62:16 64:2 69:14 94:2 94:4,15	345:19 councilme... 29:19 62:15 119:25
connect 153:17 341:12	329:19 368:7 constitute	176:14 188:4 199:17	contractee 228:3	convening 205:22 conversation 72:10 74:9	correlated 32:16 correspondi... 175:2	96:19 97:7 97:10,19 100:17,19 100:21	124:15 138:18 151:8 councilmen 162:10
connected 12:6 198:22 199:25 237:5	134:4 constitution 349:8 construction	201:21 207:9 223:3 273:13 297:8	contracting 64:13 110:19 120:3	75:5 77:12 98:10,23 197:23 261:2	costs 126:4 couldnt 34:23 248:6	100:17,19 100:21 101:5 102:3 103:10 104:9	151:8 councilmen 162:10 councilpers... 29:22
connecting 236:13	297:21 constructive	continued 9:14 77:5 84:13	124:20 125:9	367:24 conversations 23:14	356:15 council 1:2 2:16,20	105:25 106:24 107:11	29:22 councils 206:11,17 223:5
connections 16:9	218:16 consulting	120:10 126:9 127:23	221:18 227:11 241:8 292:21	23:14 178:17 258:13 cooperation 191:25	6:24 63:12 118:20 119:10 144:25	108:13 109:13,18 109:20 110:4,5	223:5 councilwom... 1:11,12,14 2:2,6,12 3:4
conscious 150:14	contact 161:3 230:16 239:15	141:10 142:7 207:16	contractor 126:12 127:19 133:17	coordinates 15:18 coordination 8:14 15:16	176:3 185:19 190:9 191:15	111:24 112:13 113:15 114:18	4:2,9 6:4,20 6:23 21:10 22:5 24:16 27:18 28:18
consensus 298:20	contacting 322:4,4 contained	274:18,19 274:21 299:11	contractors 125:25 126:8,9,12 126:17,20	cooperation 191:25 coordinates 15:18	190:9 191:15 205:15,17 207:21,24	116:9 151:15,22 152:11,14 152:17,22	31:14,20 34:12 50:10 50:18 53:14 53:20 58:17
consequence 85:17	322:7,12 367:23 contacted	141:10 142:7 207:16	126:12 127:19 133:17	cooperation 191:25 coordinates 15:18	190:9 191:15 205:15,17 207:21,24	152:11,14 152:17,22 153:10 154:2,3,4,5	59:4 60:9 60:19 61:7 62:13,18 63:3,4,7
consequences 10:8 85:7,8 85:10 86:21 149:11 230:2	349:24 363:3,5,5,8 363:11 contacting	274:21 299:11 323:25 353:16 364:12	125:25 126:8,9,12 126:17,20 127:13	coordination 8:14 15:16 72:15 74:15 125:22 131:11	190:9 191:15 205:15,17 207:21,24	116:9 151:15,22 152:11,14 152:17,22	62:13,18 63:3,4,7 65:2,5 70:4 72:6,14
consider 308:10	322:4,4 contained	364:12 continues 9:17 20:5,6	127:13 129:19,20 129:25 132:2,15,18	cooperation 191:25 coordinates 15:18	190:9 191:15 205:15,17 207:21,24	152:11,14 152:17,22 153:10 154:2,3,4,5	72:6,14 74:7 75:22 76:6 78:22 78:24 81:14
consideration 49:17 96:16 349:17	370:5 containing 126:14	9:17 20:5,6 121:10 212:2 271:19	contracts 62:9 67:22 68:4,8,14 68:25 110:8	cooperation 191:25 coordinates 15:18	190:9 191:15 205:15,17 207:21,24	152:11,14 152:17,22 153:10 154:2,3,4,5	72:6,14 74:7 75:22 76:6 78:22 78:24 81:14
considered 111:3,7 265:19 293:11	contains 325:11 context 8:4 155:6 298:4	271:19 continuing 82:18,19 223:6	62:9 67:22 68:4,8,14 68:25 110:8	cooperation 191:25 coordinates 15:18	190:9 191:15 205:15,17 207:21,24	152:11,14 152:17,22 153:10 154:2,3,4,5	72:6,14 74:7 75:22 76:6 78:22 78:24 81:14
considering 302:11	contingency	continuity 122:21	221:24 261:10	cooperation 191:25 coordinates 15:18	190:9 191:15 205:15,17 207:21,24	152:11,14 152:17,22 153:10 154:2,3,4,5	72:6,14 74:7 75:22 76:6 78:22 78:24 81:14

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 10

81:23 84:14	251:17	255:18	168:24	341:23,25	262:20	13:13 14:5	148:11
84:19 88:16	252:21,22	269:2	214:25	343:19,22	314:12	14:8 15:8	149:15
89:13 93:24	257:12	326:17	224:18	343:25	created 8:17	15:12,21	155:2 156:2
97:21,23,24	261:18	335:2,3	225:22	344:19,19	35:8 44:4	16:14 18:5	159:8 160:2
100:18	262:18	counseling	227:22	345:9,10,11	46:14 65:10	18:9,11	160:8
109:15,19	263:22	334:12,15	228:8,11,22	346:2,4,11	87:16 127:5	22:23,24	163:20
110:2	264:14,22	334:18	229:20	350:17,18	182:8	28:6,8,11	164:5,9
115:14	265:9,10	336:11	230:18,25	352:4,19	242:25	28:25 29:4	165:15
117:4,13,20	273:17	counselor	231:3,14,15	353:8,9	300:16	29:5 30:4,5	166:4,20
118:8,13,17	280:3,8	360:17	231:16,18	354:6 358:5	creates	30:7,10,12	167:10,11
118:21	284:3,6,14	counties	231:24	362:9	120:23	30:15,16,18	168:20
124:14	286:4,7,11	214:18	232:4,11,25	courtappoi...	263:15	30:22,25	170:9,18,20
134:13,18	286:14,18	countries	234:17	255:18	creating	31:7,9	170:25
134:23	286:22	249:24	235:5,12,15	266:5	78:15	32:25 35:12	175:9,24
137:21	287:2,6,11	country	236:5,8,20	280:14	303:25	39:25 40:3	178:4,20,21
138:4,12,14	287:15,21	22:10	238:8,12	courteous	304:5 308:9	41:5,7,18	179:4,14
138:17	287:25	124:20	239:17,23	48:17	creative	41:20 42:22	180:5
145:2,12,22	288:4,8,11	countrys	240:3,4,5,6	courtinvolv...	110:24	46:19 47:17	182:22
146:2	288:14,18	122:10	240:9,21	263:11	credentials	53:8,9	187:14,19
150:24	288:21,24	county 7:21	241:18	courtroom	260:13	54:19 56:7	187:24
151:3,10	289:13,19	130:8 186:8	242:13,16	229:5	creek 290:18	57:16,20	188:5
152:20	298:11	334:4	242:18,19	264:10	crime 291:8	58:9 59:2	190:17
153:4 175:7	299:19	countyadmi...	242:20	316:20	criminal	59:21,22	195:24,25
175:15	308:16,22	19:20	258:5	335:15	349:6	60:3,4	213:16
176:17	312:17	couple 35:5	263:10,18	courts 25:20	crisis 208:3	61:15,17	215:16
177:23	313:2,10	62:25 115:2	263:19	127:14	criteria 102:5	70:8,11	216:10,13
179:13	315:4,8,11	131:3 175:8	265:24	cover 13:19	critical 17:3	71:4 72:24	227:14
180:11,16	315:15,22	177:14	267:13,15	102:7,17,18	92:13	72:25 80:19	228:18,21
180:21,24	319:9 320:8	300:5 340:5	267:17	103:2	206:23	88:21,21,24	229:23
181:4,8,13	322:3 323:7	341:11	268:3	covered	207:17	89:6,10,12	230:12,21
185:14	323:10,18	343:15	269:22	29:13	216:18	89:24 91:13	231:3,18
187:10	323:21,22	couples 335:4	270:13	102:25	criticisms	93:17 94:24	232:24
188:14,22	323:25	courageous	271:9	coworker	25:3 263:23	96:2,13	234:4
189:6,11,16	324:8 329:6	246:15	274:10,12	139:16	264:3	101:19,24	235:13
189:21	329:12,14	course 26:17	274:17	340:6 344:4	criticize	107:3,9,16	237:6,23
190:3,12,16	330:12,15	26:24 97:6	275:17	coworkers	246:11	108:24	238:15,18
191:23	330:19,23	188:3	276:10,17	119:23	cross 67:2,2	111:15	238:22
192:4,8,12	331:3 337:9	222:23	277:23	143:2 149:3	crosssexami...	112:10	239:14,22
192:16,19	337:13	224:25	278:4,10,11	cowperthw...	318:4	113:8,14	240:6,16
194:23	344:6,12,16	271:22	280:15	353:11	crossing	115:10	241:15
195:10,13	346:15,21	293:13	281:4,13,18	cracks 100:25	35:21	120:15,17	242:6 245:9
196:23	347:4,9,17	325:16	285:25	101:9	crossover	135:7,15,17	245:18
203:21	347:21	334:20	316:5,10,12	133:21	235:18	136:4,5,10	251:11
205:2,5,11	348:14,17	courses	316:18	craigs 21:25	crucial	136:24	258:22
205:14	363:23	334:11	317:7,12,25	crazy 137:7	207:14	137:3,19	260:7
206:3	364:2,3	court 11:8	318:7,18	357:2,9,20	217:5	139:10,19	261:21
223:19,22	365:2,5,9	15:15 20:4	326:20,23	357:24	crunch 86:17	139:21,25	266:13
224:9	366:8,12,16	20:5 92:14	326:25	358:6,21	86:25	140:7,11,16	267:2,4,24
233:10	366:18,22	92:16	327:3 328:5	363:13,13	crying 234:12	140:21	268:11,11
240:22	366:24	122:15	328:7,8,18	create 17:24	352:7	141:16,19	269:9,13,16
243:3,3	367:6,10,15	149:13,14	332:14,17	98:7,11	cua 4:18 7:7	142:16,23	269:25
244:9,19	counsel 92:6	167:25	336:2,15,21	251:11	10:20 12:7	143:14,20	270:8,9,11
245:5 251:2	92:8,9,9	168:2,4,6	338:16	253:7	12:11,13	144:7,10,14	270:21

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 11

271:5,8,8,9	55:6,11	215:13,18	150:21	156:25	daunted	90:3 126:21	134:7
271:11,23	56:8 58:2	215:22	231:10	181:24	203:7	150:3	decisionma...
271:25	58:16 59:9	216:3	266:19	203:4	david 363:7	236:16	12:24 17:3
272:9,11,19	59:16,17	217:11,14	299:9	224:22	day 96:22	241:13	17:16 92:13
273:24	60:24 62:3	218:23	currently	226:16	139:4,9	257:16	decisions 13:2
274:5,16	62:7 68:20	220:14,23	14:9 96:17	240:23	140:14	263:12	132:10
275:3,14	71:11,12	221:13,23	119:9	241:4,10	141:15,21	347:13	133:25
276:3,8,16	72:3,21	228:3 233:4	127:18	242:2,18	186:9,11	dealing 74:10	299:2 301:6
276:24	78:25 79:2	233:15,19	129:16	245:13	194:13	104:3 122:8	decrease
277:11,18	79:3,21	233:23	138:19	246:19	205:6,6	148:9	121:18
277:23	80:5 88:18	235:2,5,24	146:8	252:20	232:14	259:23	128:23
278:3,6,14	90:9,20,24	236:10,15	195:24	347:24,25	239:25	262:13	214:14
279:10,16	91:2,12	237:16	196:17	366:3	240:4	282:24	decreased
280:16	95:11 96:21	242:23	201:11	danielle	241:19	289:6	129:13
281:2,8,16	98:12,19	250:18	214:6 220:3	341:13	248:12	dealt 58:25	210:3
282:18	101:11	257:24	339:19	343:15	268:3	269:16	decreases
283:6,16,18	103:16	290:6	curricula	darby 333:25	285:25	deanna	214:9
283:19,23	104:8	293:12,15	15:19	dark 364:21	286:2 289:4	264:24	decreasing
295:5,10,23	107:20	294:19	curtis 1:11	darkness	289:5 296:2	266:2	128:12
295:23	108:6 109:5	295:4	2:9 348:10	364:21	315:19	death 8:7	deeper
296:5,7	110:9,12	296:16	362:15	darling	328:22	133:24	203:11
300:12	112:24	297:2,9	curves 261:23	366:13	335:17	224:21	defender
303:25	114:19	299:15	custody 42:6	dash 117:16	342:23	268:20	224:11,13
304:5	116:2	300:19	275:10	138:16,19	352:19	364:5,7	224:16
311:21	120:10,18	302:20	328:4	data 76:18	353:15,21	deaths 130:5	244:14
313:24	121:21	303:15,19	350:14	81:4,4	353:22	130:7	251:7,13
314:8,22	123:11,15	303:20	352:23	132:3,5,6	356:11	364:23	315:25
315:9,13	132:15	304:13	cut 103:13	132:11	368:23	debatable	defenders
317:8	147:23	305:6,8,19	218:19	163:17	daycare	26:6	254:24
318:13	148:16,24	306:3,3	283:15	169:10	231:19,22	debate 39:22	defending
319:12	150:22	307:2,20,21	cuts 102:23	173:23	days 16:24	december 1:8	55:10
322:5	154:7,9	307:25	cycle 150:14	174:3,7	92:16	28:10	defensive
327:20	156:7	308:8 310:3	174:21	187:21	136:16	127:11	262:15
328:12	162:12	310:6	303:11	202:23	165:14	333:7	defined 7:21
330:8	163:14	311:11		214:8	178:19	335:13	99:24
cuas 5:16	166:17,17	312:5 315:5	D	215:17,19	183:20	336:21	definitely
12:5 13:5,7	166:20	316:4,5,14	d 1:14 138:25	database	248:18	353:20,20	33:18,25
13:19,23,25	169:6,23,24	319:25	145:25	126:14	257:19,19	357:10,16	42:15 44:20
14:6,12,15	172:19,20	320:15	146:5	date 239:24	317:3 332:5	decentraliz...	66:2,20
14:17,20	176:18	322:7,24	dad 268:22	240:6	338:12	38:3	67:16,20
16:3,21	180:22	cuff 345:2	daily 140:10	274:22	339:14	decentralize	69:7 71:24
18:14,15,19	182:22	cultivate	241:18	275:17	341:11	36:24	72:8 73:7
18:23 19:7	186:2	201:21	damaged	277:23	342:18	decentralized	73:15 80:2
19:13 20:7	190:18	culturally	270:5 272:5	336:16	351:22	36:18	81:10 86:12
22:11 28:16	195:17	247:6,14	danger	dated 297:17	355:12	decide 77:21	87:8 108:10
28:20 29:4	210:16	culture	281:25	320:21	daytoday	decided 36:12	116:22
29:23 32:5	211:14,18	167:12,14	321:21	dates 92:15	270:11	decides	164:24
35:3 37:13	211:22,22	cumbersome	dangerous	daughter	dc47 11:8	298:24	170:10,24
40:7,8,8	212:6,21	38:10	194:3	333:25	43:16 146:9	328:18	171:5 173:8
41:24 42:14	213:3,9,16	current 66:10	daniel 8:7	349:4,15	259:12	deciding	173:8,9
42:15,15	213:22,23	70:23	35:7 81:17	350:10	dead 348:5	305:8	179:20,24
50:20 51:18	213:24	128:11	81:19 82:5	355:6	359:9,13,17	decision 50:2	195:9 196:5
54:5,22	214:6 215:5	131:7 148:9	82:9,25	363:24	deal 64:8	68:19 98:5	261:3
			84:10				

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 12

definition	234:15	337:15	298:17	302:16	88:17 89:11	174:10,12	266:16
121:6	demands	349:25	detailed	303:9	90:7,9,18	174:15	267:10,25
298:15	148:25	363:9	328:10	324:13	90:19,20	175:12,20	268:9 269:2
definitive	201:14	367:24	detailing	326:14	91:7,10,11	175:22	269:6,12,18
179:18	216:14	depend	115:8	327:14	92:9,20	176:9,15	270:9,13
definitively	demograph...	145:18	details 149:19	dhs 1:18 3:19	93:5,21	177:11	271:5,6,11
180:4	33:8	dependency	348:20	3:24 4:20	94:24 98:18	178:10	271:21
degree 88:22	demonstrat...	224:24	detective	7:25 8:4,12	101:12	180:7	272:12,18
95:10,11	137:18	225:22	360:9 361:2	8:14,20,21	103:18,22	181:11	272:22,25
138:23	219:2	235:19	361:22	9:8,11,19	103:22,23	184:8 186:6	273:24
316:7	299:10	274:8,9	detectives	9:25 10:2,6	105:16	186:25	275:25
delay 230:8	demonstrat...	275:8	350:3	10:9,14	106:10,17	187:11	276:8,15
delays 214:21	220:21	depending	deterioration	12:15,23	107:18,25	192:24	283:9
237:2,3	dennis 1:14	39:2 93:13	147:17	13:3,7 14:7	108:4	195:23	284:15
279:20	2:13	depends	determinati...	14:14,20,25	112:21	196:3	290:5
282:5	dental 331:17	52:12	180:4 232:4	15:3,8,11	113:9,13,19	206:10	291:18,21
delineate	department	226:19	determinati...	15:17,18,21	113:20	207:7	291:24
67:6	1:20 3:12	deployed	206:25	15:24 16:25	114:15	209:10,15	292:4,9
delinquency	6:18 11:6,7	267:20	determine	17:5,23	119:20,24	209:20	293:11,14
7:11 235:20	19:25 20:3	deprives	67:16	18:13,18	120:5,14,16	211:14,21	293:23
324:18	43:23 45:12	130:14	162:12,16	19:9,25	120:21	211:25	295:13
deliver 10:3	45:25 46:23	depth 64:5	238:16	20:5,6,13	121:12,23	212:14	296:12
52:4,6,9	49:10,11,24	deputy 61:5	determined	25:14,22	123:2,9,10	213:22	297:9 299:4
53:12 54:6	50:3 51:25	84:24 158:5	32:15	26:20 32:18	123:15	215:15,23	299:13
55:3,7	54:21 56:11	described	determines	34:19 36:13	133:8	215:25	302:10,10
111:6	65:14 81:18	130:12	32:4,12	37:3 38:7	135:17	216:11	305:4,12
207:17,25	87:23 89:5	156:14	50:19	38:12,22	136:23	219:22	306:10
208:2,14	96:15 119:6	314:25	determining	39:9 41:4	137:5,5	220:18	308:13
209:11	119:17	deserve	271:21	41:21,25	138:19,21	221:18	309:16
218:5	130:14	123:22	develop 8:4	42:23 43:4	139:7,11,22	225:13,15	310:21,24
delivered	139:18	166:11	15:10 77:19	43:12,22,25	140:14	225:18	311:8,16
51:23 54:15	140:20	design 11:14	93:3 108:11	44:21 46:4	142:5,21	226:13	314:17,18
74:3 103:16	171:3	67:25 242:8	164:14	46:20,21,25	143:21	227:5,17,20	316:11,18
103:18,22	175:10	designated	165:25	47:4,10,17	144:8,9,15	228:4,6,8	317:19
124:7	178:9	72:5	229:7	47:19 48:11	146:7	229:20	318:10,25
162:18	181:22	designed	267:25	48:20 51:15	147:13,18	232:13,15	319:23
delivering	182:6,7,11	10:22 94:10	270:7	51:18,20	147:20,25	235:16	320:19,20
52:15	184:7	94:11	324:23	56:9,10	148:8,12,13	236:5,9	321:8,10,19
316:17	185:17	desipio 350:6	325:22	57:5,15,25	149:16	242:8	322:4,6,8
delivery 10:8	187:4 197:6	desire 55:25	developed	58:12 61:5	150:20	247:22	322:11,18
12:10 14:23	199:9,14	desired	10:24 44:5	66:9 68:7,9	155:6 156:3	248:20	322:23
16:4 36:9	200:19	222:19	48:10 327:8	68:13,24	156:4,5,10	250:2	323:2
77:8 122:22	201:10	desiree	developing	69:6,15	156:22	253:19	324:12,21
125:22	209:7	288:16	79:7 80:15	71:5,20	157:9,20	254:5,13	325:13
139:20	224:19	348:22	155:24	72:15 73:15	159:20,21	256:2,3,10	326:9,9,16
195:24	227:25	349:20	320:15	73:22 78:9	160:16,22	257:24	326:18
196:12	232:6,7	363:23	326:7 327:6	78:16 79:4	162:21	258:7,10,20	327:17,20
211:24	242:15	despite 83:17	development	80:21 82:7	163:21	258:22	328:4,11
212:23	249:18	83:18 88:14	9:4,9 15:5	82:14 83:4	165:4,14,21	260:11	330:8 331:5
219:2	290:4	141:18	16:10 36:7	83:9 84:16	166:14	261:11	331:5 332:4
226:10	317:17	219:18	155:25	84:18 85:12	167:7,17,19	262:4	332:11
249:22	318:15	225:15	212:25	86:2,13	169:15	263:23	333:5,8,17
demand	324:3	265:19	245:25	87:12,19	172:24,25	264:17	335:16

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 13

336:15	272:8 275:4	difficulty	discharge	disservice	301:13	86:19 92:23	donella
337:20	313:13	217:11	234:23	188:12	307:16	97:2,6 99:8	204:23
338:17,18	320:3,5	232:2 278:6	discharged	distance	divided 42:5	103:23	224:10
340:21	321:14,15	diminished	106:17	122:16	42:8 111:2	107:19,23	dont 31:21,22
343:10	339:8 341:3	105:4	235:4 332:7	distribute	dividing	114:9,12	32:20 41:22
345:5,19	341:16	dire 149:10	disconnect	86:10	65:17 70:2	116:10	62:21 63:8
351:7	354:12	direct 38:16	153:18	distributed	division	137:8,9,10	75:8 76:9
352:18,21	358:7	56:16	discover	85:15	12:18 18:20	144:18	76:17 77:23
353:5,18,21	359:14	103:24	340:24	district 12:22	45:7,7,20	152:12,15	81:11 86:16
354:3,4,7,8	360:20	104:4	discovered	29:12 30:5	58:5 84:25	159:2 160:2	87:4 92:7
356:19,22	361:3,14	131:10	82:10	30:6,8,11	131:13	162:13	95:10
356:24	362:17	141:4	discrete	30:14,21	divisions 46:2	163:11	107:15
357:17,17	363:12	142:19	120:15	33:4 53:19	dixon 185:16	164:13,13	112:4,7
358:5,9	364:8	159:15	discretionary	54:23 58:22	185:16,21	164:15	113:2
361:13,15	die 246:23	162:2	61:15 116:6	63:12 67:12	187:12	168:13	133:20
362:4,8	died 8:9	174:13	discriminat...	77:2 90:7	doall 54:20	171:16	135:17
363:11	129:3	176:8	304:25	95:21,22	dockery	174:4	136:23
364:2,3	diem 103:9	370:22	discuss 2:18	99:7 100:12	338:2,12	177:17	137:22
365:21	different	direction	289:25	116:11	339:4,11,14	183:15,24	143:8
dhss 7:4,8	39:14,15	75:15 244:5	296:20	118:20	340:22	186:2 187:3	144:10
9:21 15:3	51:21 69:2	249:11,15	313:5	119:10	343:12,17	187:17,25	173:23,23
18:6,21	69:19 71:22	directly 23:19	discussed	124:3	343:17	192:15	177:9
73:7 227:15	88:12 94:19	32:16 84:10	79:16 132:6	166:19	doctors 83:8	193:7	179:15
236:23	99:12 111:2	98:18	294:19	185:19	285:7,8	198:11	181:2
295:17	114:11,12	103:18,22	296:2	190:8	document	202:23	182:22
324:15,19	124:5 144:4	113:8	discussion 3:5	191:15	29:8 126:11	242:12,12	184:21,23
350:21	146:14	125:18	6:11 75:18	261:21	325:3,8	243:9 244:5	186:6,16,21
diabetes	155:21	142:6 150:3	99:5 164:12	334:4	333:2	245:21,23	186:22
231:7	177:19	161:21	191:13	360:16	documentat...	250:9	187:7,8,10
dialogue 77:5	238:22	171:9 212:2	197:10	districts 14:5	88:10	257:24	187:20
188:18	239:2	314:17	198:6,7	28:23 29:7	127:13	268:15	188:9
191:24	263:17	322:8,13	218:20	30:17,24	131:21,22	271:24	189:23
204:5	266:23	director 58:7	313:12,17	31:5,11,12	237:12	272:13	190:5,23
211:13	284:21	80:18	discussions	32:7,8,9,10	documented	282:16	192:3,4,6
251:18	300:20	124:13	76:25	32:15,20,21	121:23	304:24	195:13
262:17	303:22	158:23	200:13	32:24 36:19	229:12	310:9,10	199:20,21
dickinson	304:18	289:21	262:11	66:3,22,24	doesnt 149:15	316:8 317:5	199:24
153:3	311:5 318:3	295:17,21	265:18	79:3 209:13	156:20	319:24	201:5,17
dictates 201:7	318:4	295:23	dismantled	213:16	200:2	330:25	204:13
didnt 26:12	320:10	dirty 333:21	99:6	293:16	233:14	331:21	229:3,8,17
39:11,12	difficult	356:7	disparity	300:20	234:11	354:18	233:23
44:17 55:17	40:12 58:8	disabled 59:8	300:7	disturbed	271:25	355:22	236:25
55:18 79:12	66:7 67:23	59:13 60:3	displace	83:23	283:18,19	dollars 61:18	244:20
200:13	69:12,14	62:5 115:23	43:12,21	disturbing	322:25	72:17 75:11	248:2 249:4
223:10	120:20	116:8	disposable	233:22	dog 357:5	128:3	249:7 251:9
226:5	167:14	disagree	36:2	disturbingly	doing 5:11	220:22	251:24
230:14,15	174:15	155:15	disposition	239:13	22:14 24:14	221:4	252:19
240:4 244:2	212:16	disappeared	326:25	diverse	24:15 27:7	300:22	253:4
247:22	222:11	345:12,13	disrupt 96:9	211:16,17	46:18 54:3	304:6,22	255:12
248:12	234:2	disappointed	disseminated	304:15	61:22 62:2	306:4	259:18,22
267:8,12,25	243:21	172:5	294:6	diversity	62:2 69:16	309:10	260:2,5
269:25	253:3	disaster	dissertation	64:17 77:22	70:10 71:2	313:13,16	262:15
270:8,21	269:11	279:3	138:25	300:8	72:24 80:4	313:23	264:10

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Commitee on Public Health and Human Services
December 10, 2014

Page 14

267:3,5	driving	240:23	131:12	125:15	85:12 87:19	enhanced	253:7
268:7,13	338:22	243:2	effectively	155:2	175:9	36:14	262:20
269:15,19	droned 270:4	322:22	142:13	306:16	employers	107:19	339:24
271:15	drop 140:22	earliest	144:6,20	elected 124:2	124:9	enlisting	epic 293:25
272:17,19	141:7	277:22	147:12	194:17	employment	311:13	295:11
274:10,12	186:16	early 114:23	270:20	212:7	338:7	enrollment	296:3 312:9
276:15,19	dropped	206:24	effectiveness	election	employs 7:13	277:9	equal 60:13
278:7 279:3	339:12	215:8,11	217:9	119:14	empowerm...	ensure 49:15	122:5
283:13,20	340:21	247:21	efficacy 207:2	electric	314:21	51:11 57:10	293:25
285:18,19	drove 339:5	249:5,9	215:12	339:20	334:11	57:21 70:22	equally
287:11	340:5,19	250:7	efficient	electronic	en 245:9	75:13	156:10
301:21	drown 277:6	310:21	104:11	91:3	encountered	102:24	equipped
309:23	drug 229:12	ears 118:14	131:12	elements	135:13	104:20,23	36:14 93:10
319:12	236:21	280:10	effort 43:12	318:3	309:17	106:3,7,20	93:13
321:5 322:7	248:15	easier 42:18	51:10	elevated	encountering	109:10	eric 363:10
323:22	277:2,9	93:17	206:10	336:7	137:25	124:6	erneys 92:21
335:19	278:5	101:12	207:10	elevation	encourage	132:13,19	error 225:8,9
348:17	334:22,23	easily 104:14	222:5,15,23	334:9,25	52:22 53:5	133:11	225:9 242:3
351:5,8	335:25	east 290:18	268:7	336:12	60:16,20,20	166:9	242:3,4
364:24	336:10	307:17	efforts 66:17	elevators	61:11	183:14	escape 31:12
368:18	druginfected	easy 187:24	66:18	157:25	115:14	211:15	111:9
door 101:20	247:8	192:17	149:17	eligible 102:5	encouraged	215:23	escapes 31:6
113:5 161:2	drugs 339:8,9	204:14	211:9,20	102:9	299:7 312:5	218:4,11	especially
239:10	dual 9:22	234:18	215:20	eloquently	327:12	220:6	79:2 282:23
263:19	38:8 71:20	264:19	219:19,24	200:23	encourages	229:21	295:11
352:21	73:23 86:12	economic	220:13	embedded	298:18	230:18	307:7
364:23	100:5	61:25	232:5,12,15	213:3 216:4	encouraging	254:5	essence 26:21
doubled	101:14	149:21	232:23	embedded...	60:4,12	255:19	227:14
129:12	dubow	290:20	eight 187:15	37:19	115:16	267:16	essential
170:20	341:24,25	economics	213:23	embraced	ended 125:25	297:5	19:22 20:4
dr 75:6	343:20	150:4	215:4	209:22	141:11	299:15	essentially
258:17	due 128:14	ed 1:13	303:22	emergencies	ends 258:17	ensured	114:13
300:4,9,23	129:22	edification	334:23	40:13	258:18	294:4	228:2
307:15	221:7	107:3	either 14:10	emergency	engage 17:7	ensuring	establish
drastically	279:12	educate 168:7	24:7 46:11	257:23	56:21 78:11	18:24 20:18	74:19
147:21	342:2	educated	49:23 88:22	338:11	220:24	133:20	established
draw 103:8	duplicates	308:25	93:11 94:16	350:14	311:7	206:23	9:15 25:17
215:9	279:7	education	113:23	eminently	engaged	207:14	227:13
drawing	duplication	16:20 17:22	125:25	266:21	219:22	217:5 293:9	242:22
251:21	74:5	18:7 150:11	167:8	emotional	222:22	299:11	292:18
drawn 103:8	dust 339:23	150:11	230:12	16:12,19	263:5	entails 140:9	293:23
drew 332:12	duties 120:15	208:4 291:7	233:5	emotionally	311:20	enter 111:10	establishing
drink 202:6	dysfunctional	291:8	234:23	149:5	engagement	179:25	293:15
drive 17:16	193:25	307:12	262:7 275:8	emphasized	37:22	entering	establishme...
50:21	194:2	317:10	276:9	222:14	122:23	214:12	290:5 291:2
199:15		335:9,10	278:18	employ 13:5	246:2	entire 133:6	298:7
340:2 341:7	E	336:8	292:15	employed	292:20	140:9	estimation
driven 214:23	e 11:17 23:9	educational	293:19	10:19	293:20	204:12	235:9
driver 52:7	ear 362:16	18:7,12	322:14	119:20	english 234:6	261:21	et 123:12
342:20	earlier 14:24	47:10	326:22	employees	enhance	319:7	296:22
drives 51:8	129:25	208:15	360:21	12:15 13:7	77:10	entity 58:11	ethical
137:8	201:24	eerily 241:3	362:22	13:12 84:16	201:22	298:24	271:20
263:14	233:11	effective	elaborate	84:18 85:3	318:12	environment	ethics 110:16
	239:24						

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 15

european	352:22	221:23	86:24	161:12	272:8	7:24 9:23	236:14
249:23	exactly 55:14	258:3,4,7	121:21	194:2	281:11	10:22 14:13	239:15
evaluate 1:18	55:15 67:6	expectations	129:16,21	222:11	298:17	14:16 15:9	241:6
3:19 18:23	68:22 71:3	215:24	214:11	227:11	300:24,25	17:23 18:15	243:15
67:24	123:3	expected	experiment	238:14	310:19	18:24 20:20	247:23
evaluated	314:25	168:13	267:8	243:19	314:11	20:24 34:25	250:12
19:17	examine 4:18	170:23	experimented	eye 40:14	325:19	36:2,3 37:7	252:16
248:14	examined	184:25	130:25	eyes 364:21	factor 128:23	37:10 38:18	262:25
evaluates	124:22	222:14	expert 133:13		149:22	39:13 48:9	268:10
131:5	examines	229:2	320:24	F	172:4	48:17 52:16	273:11
evaluation	124:18	335:15	expertise	fabric 4:22	factoring	55:23 56:4	279:20
236:19	examining	expecting	58:13,15	faced 119:24	122:14	56:21,25	283:22
277:5,13,15	126:3	360:11	78:12 80:20	270:23	factors 16:6	66:5,6	284:2 292:6
evans 75:6	example	expenses	87:21 90:23	faces 222:3	16:20 25:13	79:25 81:12	292:11
evening 99:10	52:24 68:18	230:22	108:12	facet 263:15	122:16	83:25 91:20	299:16
323:23	73:24 90:19	experience	140:12	facets 263:8	128:14	91:23 95:25	301:7
337:12	96:12	13:12 19:13	156:4 220:5	facilitate	215:7	104:14,21	303:15
evenly 42:5,8	135:12	71:7 120:2	experts 8:18	16:25	216:22	106:5,23	324:20
event 296:25	136:19,21	134:24	11:15 23:8	facilitates	facts 225:3	108:2	325:17
eventually	137:11	177:10,24	25:23	12:23	228:9 229:4	109:11	328:24
255:10	149:11	219:11	210:21	165:22	274:13	123:22	family 1:18
everybody	233:21	220:5 230:7	219:24	facilitating	348:19	127:6,25	3:20,22
37:2 83:6,9	301:16	239:17	explain	16:21	fail 34:25	128:9	10:4,16,21
84:4 145:7	321:9	257:25	134:22	facilitation	274:17	130:15	11:8,16
145:9,11,14	335:24	268:14	341:17	23:7	failed 24:17	132:23	12:3,23
145:16	examples	270:15	explanation	facilities	126:6,10,11	133:20	13:3 14:10
177:13	164:20	273:23	282:18	236:20,21	127:6	139:6 142:9	15:7,9,13
200:11	230:10	274:6,7,16	express	facility	242:24	147:4	15:25 16:23
204:18	excellent	279:10,12	223:10	231:12	278:3 321:2	149:20	17:2,6,7,8
259:13,16	59:11	280:16	expressed	235:7	321:8	155:3	17:10,15,16
259:18	exception	experienced	225:25	facing 85:4	360:17	157:13	17:18 18:6
262:12	227:18	13:17	245:12	214:6	failing 134:2	162:24	19:12 20:3
304:10	excess 44:18	137:16,17	extended	fact 35:24	240:16	166:9	20:5 21:25
318:17	excited 93:6	147:15	17:8	43:25 44:9	fails 279:18	171:10	23:8 37:17
353:22	excuse 30:19	149:7 155:8	extensive	51:16 60:5	failure	179:3	38:10,17,19
356:22,23	276:18	156:3	11:2 12:18	88:14 99:17	274:19	182:17	39:2,4,5,19
everybodys	286:6,13	217:22	26:16 27:8	113:21	fair 275:5,6	183:6,12,15	47:16 48:18
10:12	289:8 335:3	218:25	59:25 115:8	114:3,16	302:22	183:23	49:17,22,25
everyday	executive	228:21	139:23	128:7	fairly 51:13	184:2	50:6 58:12
249:4	9:12 35:17	272:9	140:5,8	144:16	fall 62:2	185:25	65:21 72:19
evicted 248:5	295:23	294:25	317:22	148:7,12	133:21	186:17,20	83:8 91:18
evidence	exist 22:12	343:12	extent 68:2	157:6,11	falling 100:25	188:12	92:6 96:3,4
370:4	233:14	experiences	80:15 81:5	160:25	101:8	190:10	96:6,9,11
evidenceba...	existing 44:21	124:23	105:6	168:3	fallout 127:22	206:20	96:17,18
16:6	82:24	125:3,7	108:23	178:23	false 363:16	207:6 209:7	103:25
evident 82:10	exists 271:15	130:24	external 83:5	215:4	familiar	209:14	105:11
323:5	exiting	211:6	157:19	225:15	119:22	210:14	106:16,18
exacerbated	217:15	212:19	externally	226:5 237:7	210:22	212:15	113:7
148:7	expand 74:18	214:20	254:20	237:16	237:6	216:3,6,11	122:22
exact 81:9	121:5	247:3	extremely	247:22	276:25	218:7	134:3 165:3
136:6	expanded	273:25	20:11 85:21	253:19	318:9,10	219:18	165:8,9,16
350:23	216:14	experiencing	149:12	255:23	346:17	220:25	165:17,19
351:23	expect 48:5	69:17 86:22	156:13	265:20	families 7:16	222:7 233:9	166:5
				270:8,21			

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 16

167:25	206:8	309:2	51:24 52:2	246:23	flagged	74:16	338:9
168:2,4,22	fashion	fields 117:15	70:21 72:7	247:12,19	258:15	131:17	forthwith
205:18	279:17	117:21	79:10,19,21	247:23,23	flags 258:9	185:2	238:10
213:2	fast 182:6	118:6,7,11	111:8	250:21	flawed 230:2	274:11	fortitude
214:25	father 248:16	118:12,15	123:15	265:15	flea 16:23	342:16	171:15
219:13	248:24	118:18,19	132:20,21	274:7 281:4	flexibility	follows 102:6	fortunate
220:25	268:19	119:2,9	149:24	289:20	128:20	326:8	220:19
225:12	270:3,19	151:23	220:17	290:7	264:9	followup	forward 64:7
231:5 248:9	343:7 349:2	158:24	financials	293:15	flexible 66:25	263:4,5	65:24 117:6
248:14,19	350:5,25	190:7	73:18	295:24	69:7,22	food 352:24	174:22
248:21	fathers	194:25	find 191:16	300:3	flipped	356:15,16	189:3 190:6
264:9 276:4	270:25	195:5,8,20	193:20	301:17	184:22	358:10	195:16,19
280:15	334:19	198:24	256:11,12	302:21	floating	361:18	200:5 203:8
282:4,10,14	fear 37:6	fifth 353:5	266:20	303:3	184:20	force 78:5	219:7
282:16,21	february 40:4	fighting	275:12	325:16,20	floor 154:18	123:18	237:11,13
296:18	343:9	190:22	279:8 326:4	325:25	161:20	182:15	256:24
309:24	360:25	figure 39:6	333:12,17	326:8	floors 80:13	forced 149:2	261:14
314:21	361:2,4	76:20	353:24	330:13	florida 22:14	forces 150:8	263:3
322:2,15,15	federal 103:5	131:15	354:13	331:5	22:14,16	150:10,12	276:23
324:13,25	127:23	170:13	357:22	348:22	23:11 24:7	forefront	299:11
325:6,7,23	128:19	190:23	368:12,13	351:14	125:3 128:4	280:19	368:3
326:2,4,8	220:21	191:20	finding	354:23	128:6,15,18	foregoing	foster 42:25
326:10,15	221:4	204:15,16	257:22	firsthand	129:2,15	370:7,19	52:16,17
327:6,7,8	232:18	251:5 254:2	finds 232:11	120:9	130:10	forget 202:9	59:6 62:8
327:10,18	298:17	351:25	fine 185:9	fiscal 86:5	210:24	264:2	128:2,21
328:10	325:4	file 167:20	186:4 331:3	121:13	237:20	forgive 4:10	129:7
329:24	fee 72:19,22	193:7	348:16,16	221:20	floridas 130:4	form 91:17	135:21
330:2	73:2	269:15,18	fingers 251:5	232:20	flowery 201:4	148:2	137:12,13
334:17	feed 356:9	269:19	finish 117:8	fiscally 54:17	flows 142:4	293:24	137:14
338:6	feedback	281:21	204:6	five 16:6,20	focus 124:21	formal 37:16	141:12
341:22	11:9 20:16	350:13	firefighters	38:21	174:25	format	208:6
342:14,17	27:10 66:20	filed 343:9	21:19	125:20,24	206:12	320:10	216:15,17
342:22,25	69:8 313:20	filing 60:25	firm 103:11	172:19	291:14	formation	219:13,18
345:20	feel 54:18	275:10	first 28:6,25	238:21,22	334:19	9:15	220:2
351:4,10,16	63:13 85:21	fill 86:7	34:17 39:25	238:25	focused 8:19	former 10:9	233:24
367:5 368:9	85:25 86:9	filter 158:8	40:2,6	239:2,2	179:20	77:4 87:19	234:5,21
368:13	168:17	filtered 113:7	42:14,15	257:7 282:6	208:20	150:20	235:8
familys	185:23	final 27:14	55:20 62:19	282:7	343:7	253:14	245:21
324:24	200:24	111:22	63:13	284:12	folk 196:14	266:16	250:14
far 5:2 52:7	262:15,21	206:25	119:18	285:2,16	folks 70:18	267:13	257:23
61:17	264:6	227:5	120:12	328:6	75:6 200:24	268:25	277:20,25
143:14	282:22	finalize 81:8	125:11	333:20	253:22	291:24	284:12
228:17	318:14	finally 213:16	128:18	348:15	262:2,10	294:16	285:2
274:15	319:23	235:18	129:8,11	362:25	329:9	formerly	286:24
284:23	320:14,20	239:12	131:20	fix 76:21	follow 58:18	146:6	287:2
285:16,20	353:18	282:14	161:3	189:12	96:6,18	forms 88:8	340:23
285:24	feeling 86:16	339:11	172:19	191:21	143:6	230:14	341:14,20
305:22	fell 59:25	341:12	177:4,12,14	251:6,23	156:20	formulation	355:5
311:25	359:12	355:14	193:5	252:3	200:22	327:14	358:24
345:19	fellow 119:23	finance	195:21	261:18,19	237:8 264:7	forth 74:13	found 58:25
farr 288:6	fewer 219:16	178:11	213:8	fixed 34:14	278:3	152:6	126:3
330:13,21	field 57:20	292:20	215:14	336:20	367:25	225:18	127:25
farreaching	88:23 167:5	financial	222:10	flag 258:16	following	327:23	131:10

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 17

225:24	346:10	functioning	229:23	86:23 96:20	giveback	146:23	goals 3:23
233:13,18	friday 274:18	12:4 17:18	272:25	100:24	154:6	150:8,9	11:21 60:7
240:19	friendly	132:3	342:13	101:8,25	given 51:14	154:21	80:12
241:15	154:2	functions	future 238:6	112:25	54:19 102:9	159:24	179:19
242:2 266:9	friends	78:10 104:7	244:11	149:3	102:12	160:10	206:23
320:3	201:25	fundamental	324:24	172:20	104:13	161:20	209:23
333:18	351:10	55:25		189:23	111:16,18	162:23	217:7 275:3
356:15	front 46:4	276:22	G	193:22	126:11	163:6	283:3,14
foundation	101:20	fundament...	g 335:15	256:7 283:8	141:19	166:13	325:5 334:6
11:17	112:4,8	275:21	gained	283:17	143:14	167:21	335:12,18
foundations	113:5,25	funded 25:2	171:21	304:6	155:19	171:24	335:20,23
11:17	161:2	77:16	223:15	307:12	156:9	177:2,5	335:23
four 11:21	167:10	302:17	gamble 266:6	331:8 338:9	160:25	180:8 181:3	336:5
25:15 38:20	308:21	303:19,21	266:14	362:24	247:24	184:13	god 193:4
38:21 42:14	359:23,24	305:9 307:7	gaps 226:9	girl 8:8	249:12	189:7,9	goes 26:24
63:2 111:14	frustrated	307:13	261:5	355:19	267:4,7	190:25	52:20 59:20
125:24	157:10	funding 70:7	garrett 4:6	363:17,17	268:11,21	198:15	80:9 101:19
127:9	167:8	70:12 71:11	6:16 125:12	364:14	269:9,19	200:10,10	149:14
154:14	frustrating	71:17 72:3	205:25	girls 305:11	271:2,14	204:17	177:13
169:20	143:5,10	73:11,23	206:6	give 26:16	278:17	232:15	231:22
173:3	194:13	74:10,11	222:25	56:14 70:17	281:10	235:13	232:16,17
206:12	frustration	79:15 99:16	223:11	84:20 89:20	282:19	239:4	258:21
235:22	168:16	102:17	299:9 313:6	110:6	283:16	244:20	285:25
257:7 279:6	202:2	103:2,4,8	324:2	112:14	305:19	245:14,16	going 6:7,8
303:12	fsp 1:18	106:14	365:19	113:16	318:21,22	246:24	24:12 25:24
331:13	334:6	133:12	gary 365:14	135:12	318:23	251:21	40:15 44:3
336:25	335:12	207:13	365:20	136:20	350:5 368:2	258:4,9	49:23,25
338:12	342:15	220:12,14	gas 339:20	148:16	gives 2:18	272:14	55:14 62:17
352:25	fulfilling	220:20	gather	151:5	128:20	278:18	63:20 64:8
358:8,8	334:6	221:13,15	169:13	153:20	giving 5:24	316:10	64:12 65:15
fragile 208:8	full 11:13	232:16	259:2	155:10	105:14	317:25	65:23 66:18
fragmented	76:3 113:11	256:13,13	gathering	156:9 157:3	157:8 281:8	320:18	69:22 70:17
130:13	123:22	285:17	55:7	163:7 177:4	305:21	321:14,15	70:18 72:22
framework	132:11	300:7,9	generalized	204:10	glad 53:24	323:22	74:21 77:22
15:25 16:5	143:18,19	301:14	233:24	207:19	313:2	341:22,23	78:3,5 85:6
16:14,16	143:23	302:8	generally	245:17	gladys 332:11	342:17	92:2 98:22
159:9 330:3	184:9	303:13,18	274:5	246:12	glue 133:15	346:24	100:3 109:7
frank 68:3	209:19	304:14,15	generals	247:21	go 5:2 26:22	350:13,17	110:25
107:18	265:5	305:2,5,15	363:6	250:17,20	27:4 35:6	350:19	116:2 117:5
108:6	282:17	306:10,15	365:17	260:16	37:14 39:23	351:15	136:14
frankly 59:20	295:25	307:3,4,21	generation	265:11	47:6 57:3	356:21	137:23
76:13	304:2	307:22	200:18	267:11	61:7 63:10	359:3,22,23	143:6
105:16	335:11	308:5,7	geographic	272:19	64:4 71:13	360:8	145:20
241:17	336:4	funds 61:15	14:4 66:3	278:8 290:7	78:5 79:20	goal 14:7	151:25
fraught 226:8	355:25	102:7 116:6	geographical	315:16	80:19,25	18:11 43:7	155:14
free 291:4	fullfledged	128:21	96:5,7	316:23	85:14 92:15	55:25 65:18	157:3
348:25	155:8	131:25	geographic...	319:14	97:25 98:7	72:18 79:24	158:12
349:2	fulltime 149:6	221:9	66:9,11	326:13	99:25	252:18	161:18
freed 266:25	fully 14:8	funerals	98:13,25	347:11	118:25	272:10	167:3
frequently	306:10	202:12	geography	348:12,14	136:23	282:11	170:12,13
164:23,24	336:22	further 36:14	65:13,22	348:19	137:6 142:7	325:10,20	170:17
217:16	370:5	72:10 109:9	germane 78:6	349:19	143:7,8	325:25	171:7
274:20	function 76:9	130:12	getting 40:5	351:2	144:12	327:2	174:19,22
			53:10 77:2				

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 18

179:4	344:14	351:14	280:25	312:9	167:17	178:24	152:13
183:16	345:7 347:6	368:23	grandpop	grow 84:13	handoff	187:23	153:8
184:11,24	347:10	goodness	352:8	142:15	48:19	192:13,15	155:12
186:10	350:8	145:6	grant 303:11	growing	hands 136:25	204:14	162:7
187:19	351:21	gotcha 94:10	granted	63:15 64:6	181:25	274:24	163:24
188:3,18	352:13	gotten 167:19	128:19	155:25	356:13	275:2,21,22	164:3
190:17,17	358:21	240:5	236:4	157:2	364:24	307:8	166:12
190:20,21	359:15	249:16	grassroots	221:10	handson	harder	169:8 170:4
190:22	361:23	263:24	246:25	grown 194:7	177:20	170:23	172:8,13,18
191:5,7,7,8	362:20,23	364:4,5,6	gratitude	growth	handwriting	hardworking	172:25
191:19	364:5	governance	223:10	164:11	350:7	331:10	173:7,18,22
193:21	365:10,10	123:20	grave 141:25	guaranteed	hang 199:11	harley 4:6	175:12,17
194:8	365:11	government	great 83:18	349:7	hansberry	6:12,15,17	176:23
200:20	368:20	5:9 63:25	152:16,18	guard 344:23	331:14,15	6:22 22:13	179:17
203:23	gonna 355:2	76:4,14	187:4 219:4	344:23	331:20	24:18 28:24	180:13
204:16,19	good 2:2 6:16	77:8,15,17	285:8	guess 185:21	happen	29:14,20	205:25
205:9	6:22 37:3	103:6	greater 102:9	257:13	148:15	32:14 33:5	206:6
226:11	39:7 50:17	124:19,21	130:3	331:6	171:11	33:14,17	223:11
235:6	50:24 54:22	262:23	greatest	guesstimate	188:4	34:20 35:14	299:10
241:23,24	55:4 65:8	309:12	133:19	42:10	243:10	36:22 40:2	313:15
249:6	75:21 83:10	governmen...	greatly 94:12	guest 294:17	257:4,22	40:22 41:2	315:20
250:22	86:15 89:19	159:21	green 287:17	guidance	357:21	41:6,10	316:13
252:13	95:13	governments	288:22,23	11:9,14	361:3	42:3,7,11	323:14,20
254:3,4,5	116:12	124:23	289:9,12,12	13:13	363:12	43:9,14	323:24
254:21	118:8	130:25	299:21,21	139:17	happened	44:24 45:15	324:3
257:5	125:13	131:15	360:9	guide 12:9	26:14 239:5	46:21 47:21	329:10
260:19,25	134:17	293:2	361:22	279:18	243:22	47:25 48:7	346:18
269:25	138:14,16	gps 331:7	362:10	guidelines	269:7	50:23 51:4	365:19
271:15	144:24	grabbed	366:16	88:25 89:24	341:18	55:15 59:11	harleys
275:13	145:2,7	154:8	greenlee 1:12	guise 147:13	359:10	61:3 64:24	222:25
281:17	146:10,10	344:25	2:11	gun 344:24	360:25	65:25 70:25	harm 230:4
286:3	156:11	graduate	greenrobins...	guys 34:25	362:5	72:12 73:6	harmed
288:25	181:4,7	194:7	288:19	132:15	happening	78:19 79:5	160:13
300:20,22	193:11	graduations	366:14	313:19	54:10,14	81:21 82:2	harrisburg
301:4	197:2,15	202:11	group 43:2		85:5 90:13	84:17,22	3:2
303:15	199:17	graham	52:17 68:23	H	121:23	90:17 94:13	hasnt 239:22
304:4,7,9	204:21	346:2,4,7	130:20	habibi 117:16	137:2	97:4,8,17	256:21
305:16,17	205:2,4,13	346:13	154:11	124:11,12	198:18	100:15	havent 38:8
306:8,19,21	224:7,8	grand 8:10	208:12	hails 152:17	247:20	101:2,6	142:24
306:25	255:2	grandchild	213:25	half 249:12	286:8	102:11	145:23
307:4 310:3	272:12,13	231:21	263:10,16	300:4	321:24	103:19	311:17
310:13	273:19	granddaug...	293:21	hall 1:7 224:3	322:14	104:24	367:18,19
312:13	280:5,11	239:20	334:18	224:5	happens	106:8 107:8	havoc 147:8
313:4,6	284:8	240:11	335:2	hand 318:12	186:9	107:15	head 332:12
319:22	285:18	grandmom	groups 16:15	handle 32:25	199:24	108:21	heads 273:14
321:11	289:18	352:8	25:20	140:13	274:20	109:24	294:12
322:13	307:24	grandmother	208:20,25	170:15	320:17	110:10	health 1:3,17
329:7,23	312:22	231:20	292:17,21	177:8	happiness	112:3,17	1:20 2:7 3:1
331:10	323:16,18	239:18	293:21,24	270:22	204:19	113:19	3:11,18 4:1
337:3	323:23	240:9 247:7	302:14	handled	hard 44:25	115:7	4:16 5:1 6:1
339:17	330:19,20	247:9	303:12,14	104:16	86:13	116:25	7:1,3 8:1
341:8,17	331:18	268:22	304:16	141:20	146:20	117:12	9:1 10:1
344:3,3,10	337:12,24	270:2	307:17,23	227:8	158:25	125:12	11:1,7 12:1
				handling			

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 19

13:1 14:1	114:1 115:1	217:1 218:1	312:1 313:1	153:19	324:12	312:19,20	280:22
15:1 16:1	116:1 117:1	219:1 220:1	314:1 315:1	154:10	326:20	312:24	281:11
17:1,21	118:1 119:1	221:1 222:1	316:1 317:1	159:4,4	heart 55:2	hempstead	309:16
18:1,3,16	119:4 120:1	223:1 224:1	318:1 319:1	184:18	64:5 138:22	340:7	hit 243:4,6
19:1 20:1	121:1 122:1	225:1 226:1	320:1 321:1	187:20	190:10	heres 240:9	244:10,12
21:1 22:1	123:1 124:1	227:1 228:1	322:1 323:1	197:21	heat 336:23	hes 306:8,19	247:22
23:1 24:1	125:1 126:1	229:1,14	324:1,11	205:24	heavily 111:5	362:6	272:15,16
25:1 26:1	127:1 128:1	230:1 231:1	325:1 326:1	206:5	heavy 25:9	hi 299:21	314:5
27:1 28:1	129:1 130:1	231:8 232:1	327:1,25	212:14	353:3	hid 362:25	hold 1:20
29:1 30:1	131:1 132:1	233:1 234:1	328:1 329:1	214:13	hectic 139:12	365:16,23	3:11 7:3
31:1 32:1	133:1 134:1	235:1 236:1	330:1 331:1	215:21	heed 115:14	366:6	50:2 61:10
33:1 34:1	135:1 136:1	236:20	332:1 333:1	216:24	held 17:14	hiding 365:25	136:3
35:1 36:1	137:1 138:1	237:1 238:1	334:1 335:1	222:21	187:6 222:9	366:2	151:23
37:1 38:1	139:1 140:1	239:1 240:1	336:1 337:1	226:3	225:14	high 8:18	188:5
39:1 40:1	141:1 142:1	241:1 242:1	338:1 339:1	234:19	235:20	26:8,13	296:22
41:1 42:1	143:1 144:1	243:1 244:1	340:1 341:1	243:2	275:12	61:21 70:13	324:12
43:1 44:1	145:1 146:1	245:1,23,24	342:1 343:1	245:15	296:18	85:18,21	359:19
45:1 46:1	147:1 148:1	246:1 247:1	344:1 345:1	246:8	326:21	121:21	holders
47:1 48:1	149:1 150:1	248:1,17	346:1 347:1	250:10	327:9 328:7	122:17	363:10
49:1 50:1	151:1 152:1	249:1 250:1	348:1 349:1	252:8 261:8	hell 109:20	127:3	hollow 201:9
51:1 52:1	153:1 154:1	251:1 252:1	350:1 351:1	272:15	help 54:18	129:16,21	home 8:10
53:1 54:1	155:1 156:1	253:1 254:1	352:1 353:1	322:22	62:5 80:19	129:22	37:18 43:3
55:1 56:1	157:1 158:1	255:1 256:1	354:1 355:1	346:16	86:7 93:19	147:22	67:7,11,12
57:1 58:1	159:1 160:1	257:1 258:1	356:1 357:1	hearing 21:21	104:23	148:21	67:13 95:19
59:1 60:1	161:1 162:1	259:1 260:1	358:1 359:1	60:11 92:15	162:15	149:12	122:15
61:1 62:1	163:1 164:1	261:1 262:1	360:1 361:1	94:23 123:4	164:17	170:16	136:12,13
63:1 64:1	165:1 166:1	263:1 264:1	362:1 363:1	138:5	171:4	172:11,13	159:24
65:1,6 66:1	167:1 168:1	265:1 266:1	364:1 365:1	154:21	186:18	173:8,9	163:6
67:1 68:1	169:1 170:1	267:1 268:1	366:1 367:1	184:10	273:3	176:17	165:13
69:1 70:1	171:1 172:1	269:1 270:1	368:1,25	189:2	279:23	178:16	194:6 214:2
71:1 72:1	173:1 174:1	271:1 272:1	369:1	195:15	283:21	179:12	216:16
73:1,2 74:1	175:1 176:1	273:1 274:1	healthcare	204:10	294:11	200:25	229:22
74:24 75:1	177:1 178:1	275:1 276:1	208:9	223:25	311:13	238:14	231:10
76:1 77:1	179:1 180:1	277:1,3	218:11	224:2,4	345:5,14,23	273:9	234:4,7
78:1 79:1	181:1 182:1	278:1 279:1	healthy	237:19	349:18	higher 61:19	235:8,11
80:1 81:1	183:1 184:1	280:1 281:1	334:11,21	246:21	helped	116:4	238:2
82:1 83:1	185:1 186:1	282:1,5,9	hear 25:6	274:18,19	164:14	169:24	240:17
84:1 85:1	187:1 188:1	282:25	27:12	275:11	284:24	217:13	248:10
86:1 87:1	189:1 190:1	283:1 284:1	117:14	317:10	helpful 29:10	highest 170:8	276:3 279:8
88:1 89:1	191:1 192:1	285:1 286:1	118:15	327:2,3	29:17	187:7	282:7
90:1 91:1	193:1 194:1	287:1 288:1	150:18,18	328:8	151:25	highlight	285:22
92:1 93:1	195:1 196:1	289:1 290:1	153:13	335:13	260:15	82:6 105:3	321:9,13,14
94:1 95:1	197:1 198:1	291:1,8,12	167:3	345:12	293:9	hill 335:7	321:19,22
96:1 97:1	199:1 200:1	292:1 293:1	188:25	346:11	348:18	hipaa 75:9	325:18
98:1 99:1	201:1 202:1	294:1 295:1	248:2 249:4	368:20	helping 18:5	90:25	332:8
100:1 101:1	203:1 204:1	296:1 297:1	313:17,20	hearings 1:17	284:22	hired 155:7	333:25
102:1 103:1	205:1 206:1	298:1 299:1	318:19	1:20 2:16	345:25	hiring 44:9	335:21
104:1 105:1	207:1 208:1	300:1 301:1	353:16	3:12,19	349:17	114:16	338:19
106:1 107:1	208:15	302:1 303:1	365:6,7	4:16 6:3 7:4	helps 91:16	historical	339:14
108:1 109:1	209:1 210:1	304:1 305:1	heard 36:16	62:24 63:22	hemingway	269:13	341:15
109:22	211:1 212:1	306:1 307:1	66:19 71:14	98:24	287:18	history 51:22	351:6,10,10
110:1 111:1	213:1 214:1	308:1 309:1	80:16	205:23	308:17,18	209:10	351:20,22
112:1 113:1	215:1 216:1	310:1 311:1	146:13	275:12	308:23	269:20,21	352:20

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 20

353:2	337:18	253:12	267:24	77:4 78:5	319:2,3,18	implant	202:17,18
358:15,24	hot 193:16	352:25	351:14	78:22 82:2	319:19,22	58:15	203:13,15
363:20	hotel 362:25	hugely	ideas 6:10	86:15 89:11	321:24	implement	205:22
364:15,17	hotline 12:17	260:18	110:24	94:22 97:11	324:2,6	8:5 27:25	252:24
366:7	14:24 45:19	human 1:4,17	200:4 251:9	101:5	327:13	28:11 35:20	260:6,18
homes 11:23	45:21 46:13	1:20,21 2:7	identified	124:12	329:15	82:23	261:7
52:17,18	119:19	3:11,13,18	19:16	134:14,20	331:10	298:24	262:12
147:3	121:8	4:17,21	140:19	134:22	339:9	300:11	282:23
162:24	134:20,25	6:18 7:3	207:5	136:14	344:10,14	324:23	289:6
208:12	135:5,7	20:3 49:10	216:12	138:24	345:7,23,24	implementa...	292:22,24
209:25	159:6,12,20	49:12 65:6	234:9	143:11	346:3 349:3	9:3,20	305:18,23
216:17	160:23	109:22	367:14	145:24	351:20	11:13,19	309:8
219:21	161:6	119:4,6,17	identify 6:13	151:25	359:7 360:4	20:15 21:5	impossible
233:24	227:19	139:18	17:8,11	152:16,24	imagine 39:4	27:21 28:4	238:15
234:21	322:7 362:2	185:18	19:13 28:21	155:14	39:14 67:22	39:25 40:6	239:9
333:23	362:2	191:6 197:6	53:15 118:9	158:12	142:3	42:13 43:24	improve 8:13
honest 37:2	hotspot 34:3	199:10	118:23	162:8	imagining	113:12	8:15 123:19
48:2,5	hour 336:24	202:20	141:17	163:24	45:13	147:6 150:6	127:7
184:3	338:6	209:8	165:11	167:2	243:23	152:3	131:16
262:17,21	hours 47:12	224:19	178:14	169:10	immediately	161:19	132:10
262:23	56:17 57:7	228:2	196:24	170:25	334:5	212:24	211:24
honestly 71:2	62:25	249:18	205:12	171:7,16	impact 5:18	213:8 223:2	212:23
honesty 76:22	140:18	290:4 324:4	211:24	182:3 184:6	7:22 76:18	292:10	290:19
77:5	143:12,13	324:11	233:16	184:10	76:19 84:15	295:17	320:25
honor 145:8	176:7 338:7	337:15	244:25	185:17,18	84:18,21,23	297:14	improved
145:25	house 136:2	367:24	265:12	187:16,17	87:7 120:6	299:7	5:14 12:3
308:20	193:21	369:2	identifying	189:22	122:18	implemented	17:18 20:23
hoorah 146:9	331:6,10,14	hungry	11:12	190:3 191:8	123:24	8:25 20:9	128:11
hope 37:10	332:4,10,11	356:11,13	ill 5:21 29:9	194:8 195:9	171:5,19	35:12 62:12	222:8 268:9
130:21	332:13,15	hurdle	34:22 35:6	197:3 205:9	197:11,17	210:23	improvement
158:13	333:10	203:25	75:19 94:6	224:10,12	198:4 199:4	230:9 297:6	6:9 179:16
174:18	336:16,19	hurt 135:20	180:14	245:4,7	199:21	implementi...	207:10
190:7	336:22	136:13,17	193:17	249:5	206:22	10:14 24:3	improveme...
195:14	338:3,13	252:2 337:4	244:10	254:25	212:22	220:23	9:11 82:18
263:4	339:15,17	husband	249:8	258:16	217:25	implore 244:3	improving
279:22	340:3,4,9	338:13,23	289:14	266:3	221:12	250:8	1:21 3:13
289:3	340:12,14	338:23	329:15	270:23	232:13,20	importance	7:4 8:23
hopeful	340:25	339:3	348:14	280:13	249:14	62:8 274:11	11:10 23:17
243:19	342:4	hysterical	illconceived	284:10,13	266:8	274:13	27:22 39:16
hopefully	351:15	354:24	24:25	284:17,20	297:10	297:13	67:25 82:15
48:23	356:21		illegally	289:24	298:9	important	105:2 112:9
105:12	357:6 359:3	I	284:25	301:15	impacted	4:20 62:14	119:7
106:20	359:15	id 97:12	im 2:6,6 4:9	304:9,12	170:21	63:11 74:17	149:20
hoping 26:11	361:9 363:4	98:22 107:2	6:16,24	305:16,17	182:7	75:4 79:23	157:4 174:5
37:18 66:13	housing	112:18	22:15,17	305:24	impacts 5:2	98:21	206:2,7
68:2	229:16	195:20	27:19,21	306:22,25	94:12	122:18	208:20
horrific	291:7 328:2	196:2 205:8	29:7 31:6	308:23	196:12	129:6	225:19
268:21	336:7 342:3	207:19	45:3,13	309:14,25	218:9	133:25	249:21
horrifying	huge 64:22	251:11	47:15 48:6	310:3,18	impart 58:14	161:12	291:17
225:3	65:14 76:2	258:2	48:6 52:13	312:24,24	impeded	171:7	319:7
hospital	86:19	265:14,15	53:24 55:7	313:2 314:3	127:13	191:12,13	325:20
234:24	197:20	307:19	59:5 62:17	315:4 318:9	imperative	194:18	327:4
235:4	223:12	308:10	72:24,24,25	318:10	8:23	197:9	328:22
		idea 84:20					

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 21

inadequate 342:3	128:15 135:6,11	14:14 49:21 88:6 101:16	88:7 114:22 170:18	337:2 instability	110:16 132:20,22	148:3,4 intervals 19:2	320:25 investigator
inadequately 25:2	148:25 159:8 179:5	individuals 111:15	176:6 179:2 326:25	127:5 installed	254:7 262:4 intentional	intervene 56:24	165:14 investigators
incarcerated 268:19,23	216:20 219:21	116:15,18 178:7,8,9	initially 64:9 102:10	339:22 instance	27:7 28:2 44:16 48:16	226:21 intervened	12:19 investing
incident 81:17	267:11 increases	178:11 194:4 256:7	165:3,10 217:22	240:14 269:23	48:25 101:22	225:7 intervening	98:14 investment
360:24 include 198:2	69:19 209:25	inexperience 177:21	initiated 63:13 275:9	277:18 instances	intentionally 17:14 42:13	215:7 intervention	133:8 invitation
291:6 296:17	214:24 222:19	218:21 inexperienc...	initiative 1:21 3:14 7:6	47:22 80:23 80:23 231:3	68:7 intentions	217:9 278:21	292:8 296:8 invited 43:16
included 126:23	increasing 121:3	148:11 176:21,25	119:8 206:8 206:18	278:2 institute	45:11 interact	interview 19:12	50:11 92:6 240:6 273:8
265:18 279:8	incredibly 264:17	infancy 250:8 infection 8:10	219:6 220:18	98:11 161:18	317:11 interactions	intestinal 171:15	291:25 294:10,16
includes 12:19 19:5	independent 208:13	inform 12:10 information	223:6 225:19	instituted 91:19	155:3 interchange...	intimidating 36:3	294:21 inviting 53:22
290:11 including	indepth 269:17	126:14 131:23,25	291:23 292:4 294:5	211:19 institutional	25:7 interdepen...	intimidation 37:6	295:13 involved 7:24
3:21 9:3 11:5 15:13	indians 273:7 273:7	146:14 157:7 163:9	294:10,24 295:14	43:3 52:18 76:12 95:7	145:17 interest	202:13 introduce	9:22 18:12 20:24 39:3
16:8 25:20 119:21	indicated 49:7,8 56:8	164:8 166:3 173:24	296:13 298:8 299:6	95:15 133:18	124:13,17 268:6	48:24 181:14	49:13 51:15 51:17 67:15
121:19 122:19	179:2 236:8 indicates	233:2 237:8 260:16	injured 349:5 injuries	208:11 institutions	interested 24:14	introduced 324:8,9	73:22 95:5 95:9 129:4
131:23 208:7 296:3	171:9 indication	276:15 294:5,15	268:20 349:14	290:13 instructed	198:11 237:19	338:4 introducing	150:5 196:8 197:18,19
298:6 326:10	271:14 indicator	315:2 325:11	injury 349:6 349:17	340:22 instrumental	291:17 interesting	6:10 50:5 investigate	197:25 224:18
inclusion 304:4	174:19 indicators	327:13 368:11	innocent 359:11	100:13 insurers	225:25 265:22	236:18 239:6	236:18 239:6
inclusive 64:16 327:7	122:19 123:16	informative 367:22	innovative 7:15,18	349:13 insurmount...	interface 258:10	242:17,19 251:13,14	242:17,19 251:13,14
inclusiveness 197:14	indict 365:19 366:11,11	informed 12:6 227:5	93:7 220:22 input 5:24	185:5 intake 14:25	interfaced 76:23	263:11,18 263:20	263:11,18 263:20
199:5 200:16	indicted 366:5	295:3 informing	11:4 292:23 293:9,14	46:12 121:14	interfacing 255:11,13	293:19 investigating	293:19 294:2,11
inconsisten... 279:16	indictment 8:12 156:14	209:17 infrastruct...	294:21 297:7	122:3,6,11 138:19	interior 339:21	299:16 investigation	299:16 309:15
incorporate 16:16	319:6 365:22	59:22,23 111:4	327:13 insensitive	141:20 159:5,13	internal 9:5 54:18 78:2	310:14 311:20	310:14 311:20
incorporati... 115:4	indifferent 65:9 197:16	178:25 179:6 323:3	182:3 inside 121:23	160:24 161:6	82:13 83:4 99:25 100:8	313:22 326:9	313:22 326:9
increase 69:17 86:22	individual 33:3 34:24	inhome 14:2 14:10 41:15	302:5 insight 152:2	227:19 integral 4:22	157:18 293:24	361:24 involvement	361:24 122:16
102:12 121:15	68:8 134:8 156:8,16	42:5,16,18 42:21	insists 285:4 285:5,10	311:17 integrating	internally 78:8 83:19	283:9 290:2 291:19	283:9 290:2 291:19
149:25 214:15	167:10 202:18	inhouse 39:23 initial 15:6,10	inspect 336:16,22	114:20 116:13	89:22 99:22 254:19	292:9 292:9	292:9 292:9
221:6 increased	233:4 235:2 319:5,5	20:14 35:16 43:23 48:19	340:11 inspected	integration 92:19	interpretati... 155:17	297:13 312:3	297:13 312:3
126:4 individually	56:15 84:9	56:15 84:9	215:25	integrity	interpreted	investigative	involves

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 22

156:10	ironic 234:14	217:17	jackie 196:20	153:10	195:6	235:21	kept 35:21
269:21	ironically	221:14	jacqueline	154:4,17,22	238:23	291:9	83:14
ioc 7:5,17 8:5	241:20	226:7 227:7	197:3	163:22	324:10	297:23	135:25
9:3,20,21	242:7	228:12	jamaican	164:2	329:21	363:9	246:21
10:14,21	irrational	229:10,13	338:25	336:17,17	348:10	juvenile 45:4	352:16
11:15,20,21	357:25	229:14	janae 343:24	336:18	352:8	235:21	354:2
12:15 19:15	irresponsible	230:18	janitor 201:2	johnsons	362:16	291:9	356:25
19:22 20:6	283:24	231:8	jannie 1:12	351:23	jones 351:17	297:23	363:11
20:15,21	island 284:13	234:13	january	join 53:23	351:19,25		key 9:2 17:9
21:5 25:17	284:17	236:2	24:12 28:7	200:11	joyce 21:25	K	123:8
27:23,25	340:7	237:15	40:3,4	joined 109:18	jr 1:11	k 1:12	133:19
36:6 37:21	isnt 198:9	241:16	43:24 44:12	joint 1:17	judge 130:7	kachinski	172:3
38:2,9	202:3 265:8	242:24,25	147:16	3:19 4:16	149:15,16	345:13	251:18
42:13 43:17	issue 62:14	251:20	161:18	109:21	167:24	kansas 23:3	292:9
44:5 45:5,8	64:12 65:14	252:7 255:6	166:7 170:5	jones 1:11 2:9	201:3 236:4	211:5 222:7	kick 95:22
46:15 66:10	76:3 129:24	257:16	292:13	4:12,13	238:9 318:3	karen 264:24	kid 105:11
84:8 85:13	143:25	258:8 277:3	342:24	31:23,24	328:8	266:2	135:20,25
93:8 119:8	178:2	282:6,8,9	364:13	34:13,15,22	335:14	keep 16:7	136:17
120:14	216:12,16	282:20,25	jeopardize	36:10 39:21	341:24,25	40:13 60:11	144:15
123:6 147:7	217:24	283:2	285:11	40:11,25	342:3,6,10	79:24	193:13,19
147:15,20	218:15,15	292:19,24	joan 92:21	41:3,8,22	342:13	130:16	kids 5:14
149:20	226:22	296:3,21	287:15	42:4,9 43:6	343:20	145:10	22:25 38:20
150:5,21	227:22	297:10	289:16,19	43:10 44:22	346:10	179:14	53:13 102:4
156:15	228:23,24	298:6 309:4	job 5:21	45:10 46:16	350:15	180:6	102:8,12
157:20,21	231:14	312:21	34:23 39:7	47:15,23	351:23	220:17	136:12
158:7,14	240:8	329:18	83:10 89:21	48:4 49:5	352:10,12	283:22	244:17
159:2	248:17	368:4,8,14	107:19	50:7,14	354:11	306:24	246:22
161:20	255:14	ive 33:20	116:12	62:16 64:2	358:6	307:5	284:11,25
162:6 168:5	257:22	53:25 54:2	125:13	69:14 94:3	judges	325:18	285:14,16
168:8 196:9	261:9 263:7	63:14 90:5	144:4	94:4,15	136:21	keeping	285:20,21
206:12,17	289:6	128:2,19	187:23	96:19 97:7	167:6,16	45:19 68:7	321:11,17
208:25	299:18	135:4,6,13	192:11	97:10,19	168:7,16	79:17 99:22	321:20
209:2	300:2 316:2	138:21	240:19	100:17	judging 48:6	114:2	331:8,13,16
210:11	362:4	142:25	253:6 258:6	154:2,5,20	judicial 127:2	keeps 133:15	331:18
212:8,20	issued 8:11	143:3	260:13	169:2 170:2	130:8	286:3	332:5,15
213:7,7	9:13 68:18	171:20,23	262:17	171:13	july 213:15	kelly 8:8 35:7	333:6,8,10
214:4 215:9	110:21	171:23	266:17	172:10,16	338:3	81:17,20	333:12,19
216:7 223:6	issues 2:18	184:7 187:2	331:18	172:23	juncture	82:5,9 83:2	333:23
225:24	6:8 18:12	187:14	342:19	173:5,13,20	92:11	84:11	335:6,15,21
246:4,13	40:15,17	192:23	jobs 44:2,19	174:17	june 127:8	156:25	336:8,14,25
250:6	64:6 70:5,6	195:22	john 8:16	181:2,7,9	jurisdiction	181:24	337:3,4,5,6
291:23	97:15 98:2	199:8 200:9	336:18	181:17	23:20 174:2	203:5	341:7
292:2 294:5	119:23	220:21	johnson 1:13	185:20	174:4	224:22	kill 192:3,6
294:9,19,23	120:25	239:17	109:18	188:22	jurisdictions	225:17	277:14
295:9,14,16	134:25	274:3	110:4,5	189:9,14,20	10:25 23:11	226:16	344:24
296:13	141:12,23	275:19	111:24	189:25	23:15,15	240:23	350:9,9
298:8 299:5	152:5	276:12	112:13	190:11,15	79:12	241:10	355:2
325:2 327:5	153:23	321:8,10	113:15	191:22	210:24	242:2	359:15
327:15,18	176:22	322:9	114:18	192:2,6,10	212:19	347:24,25	362:20
328:24	188:21	331:11	116:9	192:14,18	220:10	366:4	kim 152:8,15
iocs 123:23	190:14,24	337:13	151:22	192:21	jury 8:11	kellys 241:4	152:17
206:22	191:18	364:5	152:11,14	193:2,3	justice 45:4	242:18	kimberly
iron 202:7	204:11		152:17,22	194:21	54:13	kenyatta 1:13	21:4 27:20
		J				109:18	

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 23

80:17	365:22	200:8 202:8	243:22,24	113:20	317:17	149:2	298:12,13
365:19	knocked	202:16	274:13	language	318:4	184:13	350:4,6
kin 326:5	352:20	203:4,6	366:5	16:2	lax 129:24	186:6 191:7	letting 245:13
kind 24:24	know 5:10	209:9 216:8	knowledge	lap 355:15	lay 43:21	300:12	level 8:18
28:20 61:16	20:10 24:3	221:18	16:9 76:12	laptop 93:12	122:4 159:9	319:12	39:3 42:25
66:23 67:24	27:3,12	226:6 228:9	126:24	large 17:20	layoffs 45:12	341:11	58:3 70:13
68:16 69:10	31:22 33:8	229:2,3,16	133:18	20:11 32:23	lays 325:5	347:18,19	101:17
69:23 84:12	35:13 41:23	229:17	182:24	35:25 59:22	lead 25:5,8	347:23	102:2 107:4
84:20 89:20	55:14 58:10	230:13,14	229:6	64:14,18	124:24	351:24	107:9,17
90:2 91:8	58:12 59:3	230:15	281:19	168:19,22	126:12,17	leaves 85:14	108:8,12,14
91:25 92:11	62:14 65:16	232:6	knowledgea...	186:7	128:5	leaving	108:18
92:14 93:7	66:14,14	236:22,25	149:7	282:13	129:15,19	169:17	109:2
98:20 99:6	67:10 71:14	237:10	known 7:5	301:2 302:3	132:14	183:3	114:10
100:4,5	73:21,21	238:5 251:9	9:16 20:2	304:21,25	195:25	184:12,13	116:4 140:4
138:6 156:8	76:24 85:3	252:15	28:25 76:24	larger 328:25	196:3	187:13,13	147:22
160:17	85:20 86:16	253:21	349:6	largescale	209:21	187:16,18	160:17
205:7	89:9,25	260:9	knows 37:3	8:13	210:8,13,22	lee 290:2	164:14
232:22	94:23 95:3	262:12	145:9,16	largest	250:23	left 22:23	172:3
241:25	95:11 103:4	263:21	148:19	122:10	leaders	43:4 146:17	177:11
257:21	104:12	265:10	242:11	324:4	150:21	149:6 183:2	182:9 199:3
258:19	112:3	267:3		larry 130:7	211:5	186:24	200:15,25
262:17	116:10,19	269:15,19	L	lastly 133:8	leadership	228:7	202:4,16
265:11	121:2 122:4	269:25	l 370:14	late 2:4	20:7 43:18	237:12,25	210:10
267:3 272:5	136:13,25	270:8,22	labor 113:22	158:11	92:22	311:22	220:17
307:4	137:22	271:15,25	150:4,4,21	274:17	139:18	321:22	222:12
310:12	143:8 144:5	274:8,10,12	188:23	latest 121:24	178:18	340:8,12	263:16
316:14	144:19	276:20	203:14	latricia	191:14	351:22	298:17
317:12	145:10	279:4	lack 10:5	337:24	219:5	359:14	302:18
kinds 54:17	146:3,13	285:19	126:24	laudable	223:17	362:14	306:24
368:5	148:16	304:10	127:12	219:25	291:13	legacy 203:6	330:9
kinks 93:3	153:11	305:11	137:17	lauded 216:6	leading 7:12	legal 167:5,22	levels 44:15
249:6 253:8	155:18	310:19	139:16	lauren 360:22	11:15	228:14	71:7 87:9
kinsey 350:3	157:8 158:4	311:14	140:11,17	lavallias	leads 15:12	255:16	106:12
kinship 231:4	160:5	313:13	144:3 198:6	59:19	league 122:9	256:21	149:12
231:10	161:11,16	321:5	225:9 229:6	law 15:22	learn 5:8	263:13,14	155:21
240:15	162:12	331:11	230:8	57:12	23:22 28:14	316:2	217:14
275:24	174:25	336:6	234:20	110:15	79:11	317:21	304:18
276:2,4	175:3	338:25	239:15	121:5	learned 23:22	325:3	lewis 284:11
kitchen 2:24	176:19,25	339:9	242:4 274:5	159:11,22	27:16,24	326:16	288:12,13
50:11,16,25	179:17	341:16	279:12,13	176:12,14	53:25 83:11	328:4 342:8	330:16
53:15,17,18	183:24	343:16	300:8 301:3	221:9	161:12	legalese	337:11,12
53:21 54:9	184:13,16	348:7,11	307:16	256:23	225:2,3	263:25	344:10,14
55:13,17	184:21,23	350:18	311:25	257:3 264:6	297:18	lehigh 65:17	344:18
62:22	186:5,16,17	353:17	lacking	264:7	343:14	359:23,25	347:3
228:23	186:21	358:6	104:17,25	317:17	368:23	lend 318:11	lewiscampb...
knees 359:12	187:14	361:14	233:19	318:15	learning	lengths	265:2 284:7
knew 26:9	188:2	362:5,21	lady 58:22	325:4	23:10 57:22	214:16	284:8,10,16
160:25	189:24	363:2 365:3	135:19	326:18	57:23 188:2	lesson 27:24	286:6,9,13
354:4	192:12	365:3	244:22	laws 75:9	261:22	lessons 23:22	286:16,20
355:24	193:5,11,11	knowhow	319:11	90:25,25	lease 361:21	27:16 28:12	286:24
357:10	193:19	322:21	357:4 365:2	95:5 368:12	leave 62:21	297:18	287:4,8,14
359:13	194:12,19	knowing	365:3	lawyers 83:9	75:19	letter 297:17	liability 272:4
361:20	199:8,12	67:10	366:12	263:20,24	136:12	297:24	349:12
			laid 43:25				

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 24

liaisons 18:8	listening	95:20 96:17	71:8	24:13 26:12	155:16	286:21	211:20
liar 357:21	174:18	208:13	longstanding	33:18,23	158:6,24	287:5	212:20
licensing	185:22	287:7	209:10	35:18 51:21	159:4 160:6	308:17	304:21
73:15	194:15	331:13	longterm	61:14 66:2	168:10,11	344:18	making 20:8
lie 240:18	204:5	339:18	54:14	69:8,23	169:17	351:4 354:2	20:21 73:4
life 5:4 17:4	244:15	347:25	longtime	71:7,22	171:25	361:5	83:14 85:18
83:5 133:24	315:24	348:5,6,24	124:4	113:18	174:10	machines	120:6 157:2
193:13,16	lists 325:8	366:3	308:23	153:16	187:13,14	202:20	179:8
202:14	litigation	local 5:2 53:2	look 5:7,11	170:5	188:6 200:9	mad 356:12	183:17
203:12	272:3	115:4	24:17,21	174:21	200:10	madam 6:2	185:6 202:8
281:24	little 2:4	116:13	28:12,13	177:24	216:24	21:16 22:4	207:8
311:15	41:12 42:17	134:21	33:10 35:9	193:9	244:11	32:3 34:11	253:20
324:20	45:2 63:18	181:9	49:21 66:21	256:11,12	245:11	50:8 53:22	301:6
331:12	82:17 85:22	185:20	69:10 71:25	257:15	255:4	94:5 97:20	311:18
337:19	125:15	197:4	72:9 74:18	273:14	258:17	151:23	327:21
362:22	146:19	208:20	75:8,14	301:25	260:24	175:6	330:6
lifer 95:13	147:8	281:9	76:20 78:7	304:13	272:3,3,12	192:22	358:19
lifetime	167:13	290:20	81:4,5 84:6	344:21	273:3 282:4	193:14	363:15
127:10	170:21	localized	87:22 88:6	355:17	282:25	308:19	malcolm
light 31:21	185:8 201:4	104:14	90:10 99:19	looks 114:11	283:7	magnitude	146:12
63:9 99:20	203:6	locate 235:14	99:20 100:2	266:12	299:23	168:14	150:7
125:5 215:4	207:20	located 10:20	100:4	looksee 51:25	300:13,14	212:13	maltreatme...
228:12	274:2 290:8	342:25	101:15	loose 332:19	301:2	267:8	150:2
liked 84:3	293:8	343:4	102:19	lopez 288:2,3	302:13	main 9:24	man 331:11
likelihood	302:25	location 96:5	115:22	315:6,14	303:6,13,18	52:7 279:15	349:2 357:3
150:2	310:11	96:7 140:23	163:15,21	319:17,18	306:20	mainor	358:18
likewise	317:4	141:18,19	164:6	320:13	310:22	285:21	359:2
141:10	356:21	locations	178:10,12	322:6	316:6	344:21	362:16
143:22	363:16,17	17:14	187:16,22	lord 148:19	368:10,23	346:6	363:20,22
limited 65:3	363:17	locked 356:9	195:18	lose 76:12	lots 311:16	maintain	manage
91:4 267:6	364:14	long 61:13	200:4	177:15	love 139:5	57:5 77:9	67:23
291:6	live 94:17	65:7 95:3	203:11	201:17	187:2	100:5	267:14
316:24	111:16	163:2	232:9	240:19	273:12	133:12	manageable
line 63:9	116:19	179:14	235:16	257:6	loved 345:22	211:10	26:5 69:23
65:18 82:17	121:12	187:3,25	243:9 244:4	lost 21:18	low 26:7	220:2	management
89:14	150:7,12	192:23	252:10	76:11	34:16	maintained	9:23 10:15
130:22	153:9 201:7	197:24	257:5 262:3	100:25	129:22	11:22	13:14 14:2
252:14	210:6	205:6	263:3	101:8	172:12	211:18	18:21 38:14
281:8,14,15	213:18	235:22	266:19	109:20	246:16,16	maintaining	39:18 65:20
331:22	290:21	245:22	304:14	125:25	308:5 309:5	262:3	80:8 103:23
344:20	331:6	266:22	307:20,21	257:9,10	lower 120:23	maintains	104:7
345:8	lived 85:2	278:24,25	308:13	283:9,10,12	lowest 50:22	100:6	126:18
lines 66:21	105:19,20	282:9	336:19	lot 5:8,10	172:14	major 84:18	130:18
69:8 70:2	152:22	284:13,17	358:19	24:22,24	lucie 130:8	87:6 97:15	132:18
link 91:16	193:18	289:4	looked 32:5	27:8 36:11	lunch 315:22	149:21	162:22
list 99:3	lives 21:23	300:17	102:15	38:2 63:12	367:19	228:13	163:12
listed 279:6	198:4 247:7	312:21	111:12	75:20 78:17		229:5	182:12
listen 39:6	259:24	322:10	260:9	78:17 83:20	M	232:20	188:10,23
361:6,8	262:14	340:7 364:8	304:11	85:2 86:25	m 1:8 339:15	280:18	188:25
365:9	266:8	longer 62:24	307:11	94:8 133:13	342:18,18	majority	190:2 193:6
listened	273:11	221:6	331:19	134:15	369:3	42:20 43:3	203:14
347:24	296:19	269:22	357:6	135:7	maam 24:19	68:11	209:19
367:20	living 67:13	longevity	looking 5:17	146:13	146:4	114:14	210:9
					189:20		

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 25

213:21	261:3	maternal	368:18	92:21,24	301:23	mics 2:5	125:2 339:6
220:7 227:7	334:13,14	268:22	370:21	102:4 143:3	312:9	34:14	348:13,15
248:9	334:16	270:2	meant 268:2	165:22,23	326:10	middle 85:19	mirror 23:19
334:22	335:4	280:25	317:2	165:24	368:14	midst 155:24	mirrors
manager	marcha 245:9	matter	measurable	211:23	membership	million 4:24	237:21
10:16,18	marcia	141:10	172:21	215:24	207:22	72:16 128:2	missed
15:12 38:23	288:18	155:17	measurement	241:6	223:5,14	128:16	202:16
39:19 56:7	366:14	159:11	41:18	275:14,17	290:11	349:9	missing
88:9,21,21	margaret	186:8 204:2	measureme...	276:12	memory 95:7	millions	202:10,11
89:6,10	204:22	240:20	40:12	294:12	95:15	126:8	202:11,12
96:6 163:2	205:15	270:14	measures	295:8,15,19	men 272:12	300:21	281:3
165:16	maria 1:14	370:7	19:16 123:9	296:9,12	mental 72:25	304:6,22	mission 7:8
166:4	2:12 62:18	matters	128:25	301:23	74:24	306:4	56:2 199:13
167:11	marian 1:11	194:16	164:7	333:5,6	229:13	mills 341:13	290:19
212:25	2:6 119:3	368:9	215:16	353:9	231:7	341:16,18	324:15
217:12	134:18	mature 94:20	measuring	meetings	236:20	mind 45:4	missions
327:18	138:17	mayor 8:16	61:16	12:24 17:6	248:16	52:14	121:9
328:12	245:5	9:13,14	mechanism	17:11,13	277:3 282:5	113:11	misspent
managers	357:18	360:19	74:19	19:18 54:4	282:9,25	193:13	127:25
13:9 57:15	359:6	362:19	mechanisms	54:16 92:20	332:17	280:19	mistake
57:20 58:9	360:13	mayors	132:17	93:23 158:7	mentally	355:14	26:13
71:4 139:15	marias 95:21	200:10	272:24	158:10,17	149:4	356:2	mistakes
161:22	marie 10:10	mcdonalds	medical	179:22	mention	mindful	23:23
175:24	209:16	281:9	218:10	199:2 209:3	95:17	40:16	mistreat
178:20	253:14	mean 67:4	230:11,13	209:4 226:2	264:17	mine 166:15	149:24
213:22	291:24	90:11 95:4	230:19,24	292:13,16	mentioned	mini 227:15	mistreatment
216:13	343:11	97:4 99:11	234:21,24	294:8,18	14:23 46:17	minimal	345:20
217:3,15	marijuana	102:11	235:8 282:8	296:10	169:16	329:25	misunderst...
218:5 317:8	339:2	112:6 116:3	331:17	302:10	176:19	minimum	147:25
318:13	marion	137:7	333:2 335:6	melinda	245:13	9:24 328:5	148:6
managing	353:10	146:10	336:7	354:15	mentor 57:17	minimums	misunderst...
90:14	mark 1:15	156:18	337:16	member	mentoring	80:13	162:4
mandate	market 343:8	171:14	341:10	12:12 37:24	58:4	ministry 56:2	mitigating
61:14	markets	178:6 191:6	342:13	205:21	message	minor 280:21	125:9
255:17	16:23	193:15	medically	208:5,14	159:2 199:4	280:22	mix 273:25
258:5	marshall	194:2 196:4	208:7	members	messenger	minorities	mixed 128:10
mandated	196:21	200:9 258:6	meet 9:17	6:23 17:8	78:23	301:9	mobile 93:5,9
102:17,24	197:2,3	285:19	15:8 20:6	19:12 21:6	met 183:19	minority	mode 140:6
103:2	marva	306:15	82:19 98:16	119:3,11,24	206:24	58:19 59:7	model 9:4
112:10	264:25	308:4	104:20	120:2,5,22	211:4	59:10,13,17	10:24 20:9
mandates	284:6,9	356:19	106:4	121:20	255:21,22	59:18 60:2	55:6 91:19
312:6	340:16	361:11	126:10	122:2	257:19	60:21 61:8	91:21,22,22
mandatory	341:7	368:10	183:22	153:12	295:20	61:18 62:4	99:9 104:5
142:24	massive	meaning 9:23	210:25	188:7 190:8	299:4 336:8	99:2 115:23	112:15,16
143:15,16	222:13	199:18	211:4	199:16	350:23	116:7	124:24
175:16,18	259:10,10	200:17	216:13	205:14,16	methods 84:7	300:25	125:20
176:11	master	means 42:22	219:21	206:17	mic 118:14	301:3,5	128:5
manner	350:17,18	42:25 43:2	247:2	208:11,24	206:4 280:9	302:14	195:25
162:18	masterprep...	67:12 113:5	292:14	211:4	michele	minute 136:3	196:13
182:8	57:24	137:4 198:8	296:20	247:17	370:14	287:12	198:9,19
map 29:11	masters	274:21	321:3 335:7	293:22	microphone	315:16	199:23
march 125:24	138:23	298:19	362:15	296:18	196:25	335:3 360:7	210:9,12,13
214:2 231:6	284:18	305:10	meeting 24:9	299:14	346:20	minutes	212:25

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 26

216:7 222:9	115:13	321:22	167:20	muddled	350:23	200:5,13	250:17
226:6,13	116:5	326:20,21	motive	83:20	353:25	216:19	252:10
227:22	225:11	328:6,7	266:10	multidiscipl...	354:4	229:9	253:17
228:15	297:4	333:20	moultrie	25:18	narrow	233:14	254:19
272:18	monitored	334:18	117:16	multifaceted	194:10	268:12	256:16,18
models 207:2	215:23	337:20	134:17,19	245:23	nation 249:17	272:14	257:4,21
210:22	monitoring	342:24	138:10	248:7	250:23	273:5 319:6	258:14,19
215:12	9:18 13:4	343:15	mount 152:21	multimillio...	national	necessary	259:2,9
220:24	18:19 33:25	357:2 358:8	152:23	126:7	208:19	2:22 24:5	260:5
317:21	60:5 79:18	358:9	153:9	multiple	210:21	25:10 27:5	261:13
moderate in...	96:20 97:5	362:25	mouth 364:9	23:16 24:20	217:3	28:17 34:9	262:10,23
309:5	107:22	monumental	move 2:21	32:6,10,19	218:15	88:10 92:3	267:23
modifications	109:7	34:24	48:13 50:3	38:19 79:3	219:24	104:17	268:16
330:5,6	115:12,18	moore 333:14	64:7 65:24	84:2 90:4	222:9	107:24	271:22
modules	115:25	morgan	66:7 75:14	92:17	246:18	140:12	272:23
26:24	123:2	348:12,23	85:11 95:18	111:12	349:3	182:14	273:2,4,6,8
mom 354:12	162:11,14	349:21	96:4 136:15	309:23	nations 7:12	218:4	279:4,15
361:17	163:18	350:10,16	167:24	multiplied	249:20	327:21	283:3,15
momandpop	164:21	351:18	189:3 190:6	10:5	250:2,5	328:15	309:21,22
114:21	215:13	352:6,9	195:16,19	multipronged	nattiel 348:24	necessities	317:11
115:5,19	242:5	353:12,14	203:8,23	179:10	349:21	358:13	318:8
moment	monitors	354:4	219:6	municipal	350:4 354:5	need 16:11	337:16,22
21:22 22:2	18:23	355:16	221:24	339:16	naturally	17:17 27:2	338:6,14,15
94:10 213:7	monopolies	359:3	237:11,13	murder	48:9	33:3,12	342:13
218:19	303:25	morning 2:3	250:22	320:22	nature 93:23	54:7 75:6	353:19
moments	308:9	6:16,23	252:5,19	murphy	155:9	75:14 76:21	354:22
329:8	monopoly	53:25 55:8	256:24	370:14	159:19	77:9 80:7	359:22,23
mommy	314:12	118:9	261:14	murray	167:18	80:14 88:3	361:5,7
352:7,14	month 146:17	144:24	276:23	358:24,25	174:15	91:6 98:11	needed 20:17
354:25	157:22	145:5,7	277:16	363:20	191:6 226:9	102:2	37:7 51:10
355:17,21	163:15	146:10	319:14		271:4	104:22	54:17 59:24
355:22,23	201:11	237:21	337:2 368:3	N	near 18:10	105:5,6,12	82:12 87:22
357:11,11	213:18	345:10	moved 38:8	name 27:19	268:20	106:6	93:19
monday	332:3	mother	81:17 95:21	27:20 118:5	nearly 128:2	109:12	111:20
320:4	354:20	181:25	125:18	118:6,11,18	nebraska	115:16	130:16
money 74:17	monthly	248:4,5,15	136:18	119:8	22:18,22	144:18	179:7 182:5
74:21 78:17	80:10	248:23	152:20	124:11	24:17,20,23	149:24	182:15
126:11	161:17	268:18	332:8,20	134:19	26:14 27:15	161:16	192:11
266:11	292:15	277:2,21	333:23	138:18	27:25 70:6	171:16	209:24,25
273:2 303:6	294:8 295:7	278:4,9,16	352:18	181:5,8	79:15 125:3	175:3 189:2	215:20
303:10,24	months	280:21,23	354:9	183:10	125:11,14	190:23,23	220:17
306:9,21	129:11	281:2,6,8	358:23	185:15	125:16	195:18	230:14
310:11,22	166:7	281:11,12	moves 182:6	197:3	127:25	196:8,15	270:14
311:16	177:14	338:15	movie 16:23	205:15	131:10	203:3 208:6	276:22
314:13	213:12	339:13	moving 85:12	224:10	211:3	219:21	278:21
361:19	228:18	340:2,25	96:9 114:4	265:25	237:20	220:4,6,11	282:4,8
monies 266:9	230:11	341:2	114:7 200:5	273:20	nebraskas	221:11	283:25
267:4	235:10	348:23	214:22	280:6,12	22:20	230:22,23	325:15
monitor 9:5	238:20,21	349:20	220:18	284:9	necessarily	233:9	needs 14:10
18:16 33:25	239:24	355:5	249:10,14	289:16,19	39:2 71:5	236:24	36:12 49:16
34:7,8	257:7	mothers	266:5	308:22	134:4	239:4,21	104:21
59:15 67:24	277:22	277:8	299:10	319:17	155:14	241:12	106:4,19
81:2 101:18	300:5	motions	352:7,15	337:23	156:18	244:8,12	108:4 121:3
				338:2			

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 27

144:11	287:17	138:7	258:16	135:10	169:3 170:3	observed	160:22
146:2	289:23	155:23	259:25	238:13	171:12	227:10	161:5 176:9
164:11	neighbors	158:13	nildas 253:10	notification	181:3	294:24	176:14
183:18,23	321:10	159:17	258:18	257:18	202:25	obtain 16:19	338:17
208:9 218:8	neilson 1:13	161:19	nina 337:23	258:11	numerous	229:16	339:25
218:11	2:14 21:13	165:6	nine 228:18	notified	10:4,25	obtained	offers 176:4
219:17	21:15 22:3	167:12	332:5	141:13	139:14	332:14	office 12:22
221:10	22:6 31:25	188:15	334:11	311:19	181:20	obvious 274:4	61:25 62:10
236:12	32:2 33:2,6	191:21	366:7	notify 258:22	225:4	obviously	112:6,11,12
237:7	33:15 34:10	210:24	nobodys	notion 198:9	229:11	61:12	205:20
239:21	109:20	212:17	10:12	198:13	230:10	153:11,15	209:6 215:3
254:6,7	nest 343:4	213:5	nonmandat...	notwithstan...	236:3	156:2 163:6	216:2
255:20	net 28:14,25	216:19	102:20	63:15 207:3	239:21	170:22	224:22
270:24	29:3 63:18	218:24	103:14	november	nurse 338:20	202:3 227:5	244:14
272:23	65:18 213:9	219:7,12	nonprofit	14:16 40:9	nursery	256:14	251:13
283:11	213:14	221:16,19	62:3 115:5	41:16 113:2	208:3	278:21	254:24
307:10	253:21	225:18	124:18	136:17,18	nurses 18:13	318:19	255:11,14
317:13,13	nets 241:25	251:6,25	322:10	170:6	nursing 235:7	occasion 95:2	341:9 346:3
325:24	network 13:2	284:13,17	nonprofits	295:18,20	235:11	occasions	348:10
331:17	16:18 69:5	285:3,9,18	98:14	295:25	nutter 9:14	181:20	350:21
333:2 336:8	98:17	286:23	114:21	296:9,11	O	236:4	355:11
342:12	211:17	287:7,9	nonviolent	332:7	obama 363:4	316:21	362:16
348:4	235:13	296:14	291:12	336:16	objections	occur 113:12	363:6,10,10
negative 10:8	networking	298:24	normal 44:12	357:8	370:4	125:6	365:17
85:8 255:7	62:6	317:7 325:2	140:20	number	objective	133:16	366:25
334:24	never 5:19	332:9	normally	32:17 57:2	129:6	140:3,13	officer 21:5
negatively	54:24 89:17	335:18,23	73:21	58:13 69:17	325:16	141:14	27:22
122:17	105:16	339:21,22	north 54:24	72:2 86:22	objectives	148:15	161:19
neglect 7:11	137:15,17	340:3,6,13	55:2 249:23	87:4,5	276:14,20	196:6 230:3	295:17
56:19 129:3	229:21	340:16	250:3	95:16,17	279:2 325:8	240:24	officers
149:22	241:22	361:21	290:16	99:14	327:23	274:24	110:16
159:18	246:12	newly 44:4	307:17	102:12	328:9,14	275:16	offices 267:21
324:18	276:12	46:14 124:2	333:13	106:22	obligated	326:3	officials 253:7
332:18	332:21	news 359:8	334:2	121:18	obligation	occurred	350:25
neglected	337:4	newsletter	northeast	122:18	349:13	225:5	351:7
183:12	343:13	157:21	28:5,25	123:11,13	obligation	237:15	oftentimes
331:9	357:3,3,4	161:25	29:3 30:2	123:14	76:13,15	occurring	269:20
negligent	359:10	newsletters	54:23 306:6	128:12	254:8,10	18:25 19:3	oh 143:14
283:24	364:9	198:23	northern	159:7	262:6	113:10	145:6
349:12	nevertheless	nice 278:9	30:19,20	168:23	obrien 1:14	184:18	285:25
neighborho...	115:3	312:19	59:18,19	173:15	2:13 100:20	occurs 148:14	367:6
7:20 18:9	277:23	355:23	213:14	178:22	100:21	oclock 353:15	ohio 22:17,17
29:24 52:24	new 6:10 14:9	nicely 245:10	northwest	179:3,21	101:5 102:3	360:6,12	ojt 44:10 86:4
67:9 96:16	17:5 22:15	355:7	306:6 350:2	183:5,10	103:10	367:18	114:17
116:15,19	22:16 23:12	night 21:24	nos 3:6	214:10,12	104:9	october 295:7	139:21
152:18	24:9,10,11	nightmare	note 131:6	214:14,24	105:25	320:21	177:12
177:6 246:2	34:18 40:14	269:12	133:25	215:17	106:24	354:21	okay 93:24
247:8	45:14 48:22	nights 16:23	143:12	234:22	107:11	odds 271:11	108:3 117:4
neighborho...	85:13 93:8	nilda 64:21	292:22	239:13	108:13	oeo 62:10	118:18
37:4 66:23	105:20	204:23	350:8	250:12	109:13	offer 47:9	135:22
66:24 69:20	108:9	245:4,7	notes 190:25	301:19,20	195:12	131:3	136:14
208:23	112:16	253:21	317:9 370:6	343:3 368:3	226:22	283:19,25	142:12
210:5	114:7 129:8	255:2	noticed 135:6	numbers	observe 346:5	offered 12:11	151:23
					346:10		

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 28

152:13	ongoing 9:10	89:24	303:4	originally	outsource	153:21	167:3
180:11	10:18 14:19	opinion 184:6	318:16	43:10	76:8	155:10	180:17
181:18	14:22 17:2	298:23	325:10	originated	outsourcing	161:8	203:24
194:23	19:10 38:14	opinions	332:14	82:16	124:19,22	206:15	204:22
195:10	46:6 49:14	24:20	336:2	osr 147:14	overall	265:11	264:23
254:18	87:16 88:3	opportunities	341:20	outcome	279:10,19	296:13	288:5
257:12	121:10	51:14 59:7	342:10,16	19:15,16	295:4	overwhelmed	330:13
264:22	146:7,18,22	255:9	342:20	157:4 225:6	overarching	183:22	344:8
287:13,14	147:21,24	opportunity	350:15	outcomes	209:23	184:12	panelists
288:4	148:18	2:18 4:15	ordered	1:21 3:13	overcome	189:5	97:14 117:6
289:15	159:15	8:3 16:18	231:3,18	5:4,13 7:5	203:25	overwhelmi...	paper 111:10
310:17	161:8 207:8	60:13 61:25	233:3 277:5	11:10 19:15	overhaul	182:16	paperwork
313:4	211:13	119:5 145:9	278:4 281:6	20:23 23:17	222:13	overworked	185:5
315:15	215:14	147:9	281:14,19	27:22 39:17	overlapping	120:11	par 156:17
319:9	219:18	153:13	335:18,25	67:25 82:15	82:22	267:9	parent 11:5
320:13	227:7	155:13	342:13	94:16 105:2	overlay	ownership	16:8,14
345:2,4,6	282:19,20	157:5	343:22	112:9 119:7	263:13	198:17	25:21 67:13
347:4,22	online 168:3	174:23	orders 167:19	122:20	overlook		92:9 135:21
348:6,20	onsite 13:6	185:25	236:8	123:9 127:5	293:3	P	137:13,14
366:6 367:6	onthejob	224:23	274:12	128:9,10	overly 254:13	p 342:18	141:12
old 112:15	26:23	273:21	organization	131:24	overnight	369:3	234:5 237:9
118:14	opc 137:5	279:24	12:14 115:6	174:5	252:14	package 71:9	240:15
174:10	opcs 137:4	281:21	140:17	197:15	343:21,23	packaged	274:25
191:20	open 3:5	299:17	176:4	206:2,7,22	overpaid	65:3	275:5
204:18	200:3 204:4	313:20	245:23	210:3	126:8	packaging	277:14
256:9	253:20	326:13	290:10	212:23	oversee	70:21	279:4
280:10	263:19	348:2	311:25	213:4 214:8	126:17	packed 340:5	296:19,22
321:22	303:11	opposed	organizations	215:10	132:17	352:15,25	308:24
326:11	305:13	36:17 42:19	37:12 63:16	222:8,20	300:22	pages 278:24	327:21,22
366:7	307:6	50:4 77:11	64:15,19	225:19	overseeing	279:5	328:16
older 208:12	opening	161:24	77:14,25	261:25	242:10	paid 218:9	334:9
326:11	272:2	308:5	98:9 114:20	319:7	oversight 9:6	306:8,14,18	parenting
oldest 122:10	operate 12:17	option 47:17	115:4	325:20	9:10,16,19	306:20	16:10 52:25
omaha	110:8	options 131:9	116:14,21	327:4	13:4 18:19	pain 64:6	186:3 208:4
127:20	302:23	order 9:13	150:3	outlines	73:14	194:14	277:4,5,12
omission	304:20	12:5 16:16	246:25	100:12	121:24	painful 365:6	277:15
349:12	operates	28:14 35:17	249:24	outofhome	129:25	365:7	278:17,18
once 82:9	127:19	47:6 48:12	290:12,23	127:8	132:13,14	painfully	285:14
106:16	operating	56:15 57:10	293:3,10,18	outofschool	133:5,10	225:2	328:2
146:11	112:23	80:5 88:11	294:13	208:4	153:25	pains 63:15	341:22
165:11	201:19	88:13	304:19	302:17	215:19	155:25	342:14
177:8,15	213:12,13	143:17	organize 17:6	outofschool...	225:10	painstakingly	343:3,7
263:11,19	297:3	164:10	organizer	303:18	242:20	101:15	363:14
336:19	operation	176:8 220:6	146:9	307:3 308:8	298:2 347:2	palsy 8:9	parents 12:25
onehalf	213:24	230:25	oriented	outreach	overstate	pamphlet	16:17 99:8
213:19	215:6 296:2	231:16,24	111:12	291:9	297:12	161:25	127:16
ones 9:2	297:22	234:17	origin 67:11	outside 19:11	overtime	panel 8:17,18	137:12
64:20 82:21	operational	235:12,16	67:12	74:11 89:17	148:19,20	8:20 9:8	220:2
85:7 161:3	149:19	236:5 238:9	original	96:4 153:16	149:5	82:21	229:12,15
162:15	213:15	275:9 278:4	36:13 37:25	235:13	overtones	117:10	234:2 247:5
192:14	operations	278:12	229:18	236:17	269:4	134:16	256:22
onethird	9:19	281:18	276:25	301:18	overview	151:4,15,16	257:9
121:11	operators	283:2 289:8	314:2	302:2	110:6	151:18,19	265:21
						151:21	

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 29

275:19,23	304:17	partnered	73:10,24	123:24	172:14,15	permanent	12:21 21:18
276:21	participation	61:24	126:9	135:9 148:3	173:4,6	222:6	21:19 23:5
279:18	15:15 53:6	partnering	129:22	149:23	204:19,20	301:22,25	23:18,25
282:5,16,24	58:20 59:14	211:22	220:16	160:10	percentage	302:4 326:4	25:14 31:3
283:2,12,13	60:22 98:25	partners 15:5	230:21	167:13	129:9,13	permission	31:4,10,11
296:20	290:2	30:19,20	248:6	171:2 172:2	perfect 314:9	193:22	53:19 54:25
324:21	291:15,22	73:14	349:13	182:22	334:20	perpetrating	55:2 58:23
325:9,13,18	295:16	211:11	paying 74:2	183:3	perform 13:7	345:14	60:14 66:25
326:16	297:19,25	213:14	345:23	184:10	358:20	perpetrator	67:20 112:2
328:9,13,18	298:4,16,19	293:25	payment 74:5	189:4 191:6	performance	121:7	112:11
328:20	298:21,23	partnership	221:15,22	192:3,7	9:5 18:20	person 92:5	119:13
351:12,15	299:12	73:13 78:9	payments	193:11	51:22 80:8	118:23	139:6
park 41:17	301:4 304:3	78:12	221:25	194:10	123:17	173:16	147:13
parkway	particular	175:21	231:4,16,19	196:7,15	156:16	194:7	152:19
290:18	23:5,11	199:15	231:24	197:18,25	162:22	243:13	181:11
part 4:22	36:7 51:10	222:17	peace 203:8	198:10,13	163:12	243:25	194:9
34:5 36:6	79:22 83:22	partnerships	245:14	198:14,20	167:9 214:5	321:24	205:20
37:20 39:16	86:12 87:13	99:15	pediatric	198:20,21	215:8,13,16	356:12	209:7 211:3
45:5 60:23	88:20 96:13	198:14	235:6,11	199:15,24	319:5	personal	211:15
61:4 66:4	134:3 154:8	parts 23:21	peer 23:9,9	200:7,17	performanc...	146:17,21	212:10
67:24 76:25	159:5	26:25 76:7	peers 134:25	201:13	174:22	156:15	214:11,17
98:17 104:5	160:23	127:21	137:24	202:23	performed	202:14	214:21,22
105:24	176:11	129:20	peertopeer	203:22	148:22,22	250:15	219:17
112:9	178:4,12	191:24,25	24:6	238:25	performing	personally	224:12,14
116:16	179:4	party 228:4	penalize	239:2 247:2	107:4,9,17	76:2 158:5	246:16
140:7	181:11	passed	149:15,16	248:2 252:6	108:7,9,14	168:8	249:18
156:24,24	182:10,18	203:10	pennsylvania	262:15,21	period 11:3	223:14	284:17,21
196:16	201:22	265:4	1:7 19:19	273:6 309:5	106:18	personnel	285:6 286:5
219:4,4	202:2,21	passes 275:16	20:2 159:22	310:13	110:21	171:3 178:8	286:8,10,12
246:3	218:8 231:5	passing	176:3	311:2,16	121:17	persons 183:9	286:15,17
251:10,16	237:22	259:21	205:17	312:8	170:5 174:6	perspective	286:19,25
291:17	266:25	passion 299:8	206:11,16	318:23	216:21	64:7 182:19	287:3,16
298:14	269:23	passionate	207:21,24	346:10	periodic	228:14	289:22
302:22	270:18	120:6	210:20	348:25	96:22	245:17	290:4,15,25
308:11	272:7	262:13,14	223:5 261:8	364:16	periods	247:15	291:5 295:6
311:15,17	298:25	path 8:5	324:6 349:2	365:14,15	184:14	259:13	297:22
311:23	303:7	patient	pennsylvan...	peoples 5:3	permanence	petition	301:17,24
314:16	306:11,21	315:19	221:8	percent 4:25	17:13 120:7	275:10	302:3,5
317:15	particularly	patricia	people 13:5	13:21 22:25	permanenci...	276:9 277:2	309:6 334:3
participate	58:21 62:3	264:24	17:9 25:19	41:23,24	11:25	petitions	337:14,18
43:17 50:13	62:15 64:15	273:20	26:7,8	43:8 49:9	214:14	224:20	339:6
207:24	72:21 74:25	pattern	36:11 39:14	61:9 112:18	permanency	pfeifer 363:8	340:11,17
212:7	89:19 172:2	310:12	52:23 57:10	112:21	3:23 7:9,23	ph 138:25	340:20
225:23	259:12	pause 75:23	66:13 78:5	121:16,17	19:9 20:19	335:14	343:2,5
307:18	260:23	77:19 243:5	83:4 86:6	126:5 127:9	122:20	337:24	349:5,11,25
326:14	301:5	243:6	86:10 90:12	127:11	210:2	350:15	350:12
participated	312:19	244:10,12	94:19 95:2	129:3,12,14	214:23	354:16	360:16
83:22	315:25	261:15	95:18 98:16	129:18,22	217:7 232:9	358:24	362:10
161:13	parties	272:15	99:9 105:18	154:12,13	237:3	phenomenon	365:18
208:19,25	271:19	314:6	110:22	154:13	256:25	121:22	philadelphi...
292:19	partner 19:22	pauses	111:12,19	169:21	257:5,18	philadelphia	153:2 246:9
participating	20:4 63:16	254:17	116:18,20	170:7,7,8,8	279:21	1:2,7 4:21	philadelphias
294:7	297:21	pay 72:4	122:4	170:9 172:6	324:16	6:18 8:6	5:6 20:23

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 30

121:11	330:13	42:24 43:5	329:24	230:22	66:23 67:11	213:4 214:8	220:23
123:21	piggyback	140:19,23	330:3 335:9	303:3	166:19	216:7	practitioner
206:20	66:16	140:24	335:10	pockets 311:2	293:16	279:11	142:20
218:7 220:4	piggybacks	141:2,5,7	367:5	pockmarked	349:25	280:17	prayer 21:25
223:7	68:16	141:14,19	planned	120:4	350:12	302:15	precarious
philly 152:25	pitfalls 211:7	214:10	25:14	point 14:6	357:19	303:8	81:13
320:21	pivotal 71:16	221:6,7	planning 3:23	22:19,21	policies 1:18	positively	precautions
333:14	pjjsc 297:24	234:25	11:2 19:3	36:11 65:19	3:20 63:19	7:22 212:22	74:4
334:2	298:2	235:16,23	20:14 24:24	78:7,18	133:4	positives	precious
phone 141:16	place 4:19	235:25	25:13,16,24	108:7	156:19	211:7	58:10 267:6
240:2 248:8	48:20 55:9	257:23	25:24 27:8	137:23	253:16	possible	267:19
357:13,23	61:6 66:8,8	268:6 326:5	179:24	152:18	policing	10:24 74:20	359:11
357:23	83:25 92:18	333:19	197:15	168:24	272:24	94:7 146:16	predator
358:2	102:7	placements	208:25	169:16	policy 15:22	147:5 326:6	358:15
photo 16:24	132:17	52:18 129:7	232:10	201:22	124:12	358:17	preferably
physical	140:14	129:10	296:25	203:12	139:2 148:2	posters	147:3
269:5	151:4	210:3	297:14	207:11	208:21	157:23,25	preparation
332:17	153:22	227:12	324:19	216:19	255:5	198:23	318:16
334:8,24	156:19	233:7,18	327:17	218:18	258:25	potential	prepare
336:11	162:13	256:11	plans 79:8	220:9	292:21	221:3	123:4
358:22	163:19	places 25:5	80:3,25	223:10	293:10	261:24	320:10
physically	221:21,25	82:11 95:14	179:25	236:11	298:25	potentially	prepared
149:4	235:6	131:9 273:8	209:17	242:5 244:3	policymakers	38:20	288:15,25
363:18	249:21	plain 146:13	229:7,15,25	251:4	264:11	213:20	318:17
pick 248:7	253:17	146:16	257:19	253:10	political	281:24	presbyterian
357:23	257:2	plan 1:18	278:23	255:7	262:20	poverty	356:18,23
picked	262:16	3:20,22	297:5	256:24	poor 126:16	121:12	356:25
357:12,25	290:21	13:3 15:6	324:14	266:10	126:25	149:21,25	358:11
picking	296:15	15:11,15	326:19,22	272:17	150:8,9,9	power 60:15	361:17
357:22	307:5	19:4 39:19	play 94:18	299:22	150:10,11	60:17	presence 36:6
picture	312:10	78:25 79:20	players	303:5 352:3	150:13	powerful	present 1:10
127:16	331:20	81:3,8,9	197:19	pointed	245:13	123:18	48:21 71:12
135:22	332:21,22	109:6	plays 272:5	241:12	popes 258:17	ppds 5:8	110:23
163:7	351:9,14	165:25	please 3:7	points 17:3	population	practical	228:5,8
pictures	354:13	212:6 213:2	4:10 34:14	30:9,25	13:22	177:20	244:22
332:13	placed 141:11	236:6,9	118:4,10,25	35:6 92:13	128:24	practice 9:4	279:24
364:19	144:15	237:11,13	151:11,12	163:17	populations	9:22 15:23	292:16
piece 65:12	208:7,10	239:9	152:7 181:6	202:2	149:9	18:22 57:14	298:14
78:2 79:19	219:16	256:25	196:24	206:12,16	porchia	79:9,22	320:11
79:22 196:7	231:11	276:13,16	223:25	213:10,17	320:23	90:19 92:4	328:17
197:9,9	234:4,8	276:20	244:4,8	251:8	position 17:5	93:7 111:4	346:7
254:7	248:9	278:13	265:3	257:13,21	93:13,15	111:7	presentation
256:20	280:24	314:2,3	305:15	police 12:20	300:13	139:24	111:21
258:20	325:25	324:24,25	344:7	14:5 28:22	positions 44:4	155:9	329:22
259:4 304:5	328:3	324:25	345:23	29:6,12	44:20 46:15	165:20	presentations
318:6	333:13	325:3,14,15	348:12	30:4,6,8,10	72:2,5	178:7 198:9	111:16
pieces 77:8	340:23	325:22	366:7,13	30:14,17,21	85:13 93:9	199:23	181:15
98:6 111:5	341:14	326:8,15,17	pleased 193:4	30:24 31:5	106:15	208:21	presented
196:19	351:18	326:24	plus 116:17	31:11,12	113:24	215:24	173:25
197:14	363:19	327:2,6,8	116:23	32:8,9,10	114:2,8	228:17	presenting
258:25	placement	327:15,17	334:25	32:15,19	positive 19:14	314:9	229:18
259:11	13:24 14:11	327:19,23	pma 18:21	33:4 65:13	85:9 120:6	practices	presents
pierre 288:5	41:13 42:19	328:11	pocket	66:2,17,22	211:11	7:15 125:9	227:23

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 31

229:4	79:24	127:23	procedures	297:4	17:10 123:6	119:18	327:12
271:20	210:12	128:14	1:18 3:21	299:16	123:23	121:5	335:8
preservation	217:17	131:2 198:7	4:18 126:17	301:25	127:16	176:12,13	provided
346:8	232:8	privatized	133:5	304:13	202:8	221:8	51:12 70:12
president	291:14	125:16	156:19	305:14	325:14	245:21	74:25 75:12
118:20	316:19	126:6 127:4	253:16	311:18,21	328:13	275:9	106:14
119:10,15	prime 137:11	128:6	296:15	316:5 317:7	prohibited	protocol	132:21,23
124:3 130:2	principal	130:12	320:25	317:10	314:23	19:24 141:5	142:22
181:9	271:6	privatizing	proceed 6:21	318:7 326:7	project	255:5	147:4
196:21	360:17	70:17	53:20 118:5	327:5,16	299:11	protocols	227:17
197:4 245:8	principle	privy 368:10	118:21	328:25	projected	257:17	260:10
289:21	201:6,6	probably	181:15,17	processing	221:7	258:3,14,19	276:10,14
290:3 306:7	principles	106:25	289:16	202:23	projections	proud 20:13	291:3 294:9
306:12	317:21	112:21	299:20	procure	170:19	328:23	296:12
363:3	prior 9:21	154:24	proceeding	237:8	179:2	prove 333:3	309:11
pressed 362:3	21:20 47:19	158:10	224:24	profession	projects	provide 7:8	310:21
pressure	58:20	164:23	228:5	284:22	121:13	8:3 9:6,18	316:11
188:5,11	239:23	320:7	proceedings	professional	149:5	11:18 13:4	345:17
364:25	277:22	329:18	370:4	155:4,5	289:22	13:6,13	provider 1:22
pretty 36:22	316:8	problem	process 9:10	184:5	298:5	16:17 27:3	3:15 7:7,22
68:11 155:7	326:25	130:17	12:24 17:7	professionals	promised	36:15 46:25	10:2,7 15:4
204:21	priorities	141:25	24:3 25:17	7:14 92:11	361:22	51:9 53:4	25:22 37:13
285:17	102:15	142:14	36:11 50:22	124:8 301:9	promote 7:9	57:19 71:10	38:15,23
317:22	prioritizing	144:18	51:7,16,20	profiles	123:20	72:3,7	39:9 64:17
319:20	326:5	148:17	60:24 61:4	260:16	290:21	73:14 76:11	68:10 69:15
prevent 37:15	priority	174:23	66:12 84:10	profit 266:10	324:16	77:25 87:12	77:23
preventative	143:19	261:11,11	87:7 89:20	program 19:6	promoted	88:13 90:21	103:25
103:11	privacy 346:9	261:12	91:23,25	60:13 99:6	45:24	100:13,16	104:3
preventing	346:12	274:4	93:20	138:7	promoting	104:18	142:19
338:9	private 9:8	281:23	108:10	189:19	208:22	106:2,19	174:13
prevention	9:25 69:15	300:18	110:7,14,19	190:6	prompted 8:4	124:25	176:4
68:12	70:24 78:15	307:13,14	111:13,22	251:22	proper 141:3	125:7 139:8	205:19
102:21	99:25 100:9	315:21	139:11,20	277:9 295:5	141:13	155:13	207:23
128:22	103:25	problems	139:24	300:12	properly	156:6 162:4	210:10
208:2 212:3	104:3	54:21 79:14	140:7,9,18	302:24	132:9	169:3,9	211:5,16,17
295:18	125:21	93:3 125:5	142:4,6	303:2,4,9	140:23	175:9	218:21
302:9 305:9	126:20,24	125:14	143:6	308:2,3,3	333:21	208:12	219:10
305:22	131:14	126:23	153:14	338:17	property	223:7	222:7
313:13,16	174:12	133:16,17	155:11,23	programm...	248:8	225:12	223:16
313:23	205:19	142:2	189:3	132:20,22	proposal	228:10	233:13
314:15	207:23	148:23	197:21	programs	110:23	231:4,19	255:25
315:3	209:11,12	211:25	198:2 199:6	11:16 23:8	prostate	232:8 233:7	256:5 293:5
previous	222:21	229:5,18	199:16	212:11	338:24	234:11	314:14
98:24 195:6	225:10,14	241:16	206:25	289:21	339:3	244:5,6	316:22
237:24	226:15	252:11	212:17	292:10	protect	254:25	providers
300:10	241:5 242:5	269:3	221:18	296:15	262:24	256:13	8:15,22 9:8
previously	265:17	309:17	225:22	297:14	357:12	260:5 262:9	13:18 51:23
281:12	268:7	351:6	255:9 275:7	298:7	protected	269:12	62:5 65:8
310:10	316:16,22	362:19	276:5	299:24	21:23	279:17	67:19,21
primarily	privately	368:6	291:20	300:11	protecting	301:10	68:9 69:2,5
92:10	5:20	procedure	292:3,6,7	305:10,11	201:20	312:13	74:21 75:3
290:14	privatization	148:3	294:3,22	314:16	protective	316:15	75:25 77:2
primary	76:3 127:12	298:25	295:10	progress	14:22	324:15	78:4 99:3

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 32

115:20,24	248:10	93:1 94:1	189:1 190:1	285:1 286:1	puertorriqu...	19:10 26:11	114:22
116:8	306:18	95:1 96:1	191:1,13	287:1 288:1	245:9	75:13 83:2	115:2
125:19	358:18	97:1 98:1	192:1 193:1	289:1 290:1	pull 29:7	120:23	117:25
207:7	psychological	99:1 100:1	194:1 195:1	291:1 292:1	pulls 163:13	122:22	134:15
209:17,22	269:4	101:1 102:1	196:1 197:1	293:1 294:1	purportedly	124:7	135:10
211:2 212:4	public 1:3,4	103:1 104:1	198:1 199:1	295:1 296:1	242:23	162:20	151:7,20
212:15,20	1:17,20 2:7	105:1 106:1	200:1 201:1	297:1 298:1	purpose	164:25	158:8,15
217:21	2:10 3:1,10	107:1 108:1	202:1 203:1	298:5 299:1	145:15	165:2	161:24
218:25	3:17 4:1,17	109:1,22	204:1 205:1	300:1 301:1	165:24	206:19	162:10
219:19	5:1 6:1 7:1	110:1 111:1	206:1 207:1	302:1 303:1	199:21	207:10	175:8
221:19	7:2 8:1 9:1	112:1 113:1	208:1 209:1	304:1 305:1	292:3 311:4	216:4 218:6	188:21
246:7 260:8	10:1 11:1,6	114:1 115:1	210:1 211:1	306:1 307:1	purposeful	219:2	195:3,4,11
260:15	12:1 13:1	116:1 117:1	212:1 213:1	308:1 309:1	199:22	quarter	195:14
261:17	14:1 15:1	118:1 119:1	214:1 215:1	310:1 311:1	purposes	264:23	210:8,19
309:24	16:1 17:1	119:4 120:1	216:1 217:1	312:1 313:1	354:9	344:8	226:3
310:8	18:1 19:1	120:24	218:1 219:1	314:1 315:1	put 4:19	quarterly	244:21,23
316:16	19:25 20:1	121:1 122:1	220:1 221:1	315:25	54:11 77:19	19:17 96:24	252:23
326:13	21:1 22:1	123:1,5,7	222:1,21	316:1 317:1	80:18 105:9	question	260:3 271:3
provides	23:1 24:1	124:1,13,17	223:1 224:1	318:1 319:1	152:6	50:17,19,24	294:20
18:18 133:6	25:1 26:1	125:1 126:1	225:1 226:1	320:1 321:1	162:13	59:3,12	296:24
208:5 292:5	27:1 28:1	127:1 128:1	227:1 228:1	322:1 323:1	166:16	63:5 68:17	329:4,13,23
311:8	29:1 30:1	129:1 130:1	229:1 230:1	324:1,11	225:18	68:18 78:23	quick 96:19
326:16	31:1 32:1	131:1,10,13	231:1 232:1	325:1 326:1	241:23	81:15 102:6	193:14
providing	33:1 34:1	132:1 133:1	233:1 234:1	327:1 328:1	251:11	104:10	205:10
38:13,16	35:1 36:1	133:14	235:1 236:1	329:1 330:1	253:5 260:2	106:5,25	305:3 307:2
46:23 68:13	37:1 38:1	134:1 135:1	237:1 238:1	331:1 332:1	272:24	108:5	quickly 97:25
72:25 77:16	39:1 40:1	136:1 137:1	239:1 240:1	333:1 334:1	285:12	114:19	147:20
80:6 96:3	41:1 42:1	138:1,24,25	241:1 242:1	335:1 336:1	299:23	122:25	252:5,19
98:9 99:3	43:1 44:1	139:1 140:1	243:1 244:1	337:1 338:1	311:4	149:19	313:14
104:4 133:9	45:1 46:1	141:1 142:1	245:1 246:1	339:1 340:1	312:10	151:16	340:4
174:13	47:1 48:1	143:1 144:1	247:1 248:1	341:1 342:1	320:6,11	166:13	quiet 366:13
206:19	49:1 50:1	145:1 146:1	249:1,20,22	343:1 344:1	353:25	188:15	quinones
227:16	51:1 52:1	147:1 148:1	250:1,5,10	345:1 346:1	363:6 364:6	190:4	63:4 224:9
233:5	53:1 54:1	149:1 150:1	251:1,7,12	347:1 348:1	putting 71:21	241:11	233:10
239:16	55:1 56:1	151:1 152:1	252:1 253:1	349:1 350:1	164:7	255:6	243:3 245:5
241:7 242:6	57:1 58:1	153:1 154:1	253:6,9,25	351:1 352:1	191:11	311:21	quinonessa...
254:15	59:1 60:1	155:1 156:1	254:1 255:1	353:1 354:1	202:25	315:17,23	1:14 2:12
293:7	61:1 62:1	157:1 158:1	256:1 257:1	355:1 356:1	203:2,2	questioned	62:18
309:24	63:1 64:1	159:1 160:1	258:1 259:1	357:1 358:1	281:24	140:25	quit 342:19
311:12	65:1 66:1	161:1 162:1	260:1 261:1	359:1 360:1	pyd 302:11	226:25	quite 25:25
314:10	67:1 68:1	163:1 164:1	262:1,11	361:1 362:1	302:15	281:16	59:19 76:13
316:7	69:1 70:1	165:1 166:1	263:1 264:1	363:1 364:1	303:8 305:5	283:17	105:16
317:20	71:1 72:1	167:1 168:1	265:1 266:1	365:1 366:1	305:14,14	questioning	300:21
provision	73:1 74:1	169:1 170:1	266:11	367:1 368:1	308:7	277:4	306:9,16
10:17 18:23	75:1 76:1	171:1 172:1	267:1 268:1	368:25		questionnaire	355:16,25
207:12	77:1 78:1	173:1 174:1	269:1 270:1	369:1,2	Q	334:10	quote 8:23
210:5	79:1 80:1	175:1 176:1	271:1 272:1	370:15	qsrs 83:13,23	questions	130:11,17
provisions	81:1 82:1	177:1 178:1	273:1 274:1	publicly	56:6,7	21:7 22:9	136:6
80:24	83:1 84:1	179:1 180:1	275:1 276:1	164:8 264:4	70:14	31:22 35:6	137:14,19
106:13	85:1 86:1	181:1 182:1	277:1 278:1	publicprivate	222:17	50:9 62:20	298:14
psychiatric	87:1 88:1	183:1 184:1	279:1 280:1	publicsector	qualified 54:5	75:20 94:8	qvr 164:24
234:24	89:1 90:1	185:1 186:1	281:1 282:1	254:11	266:21	97:12,22	
psychiatrist	91:1 92:1	187:1 188:1	283:1 284:1		quality 18:22	110:3	R
							raise 97:16

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 33

190:25	read 3:8	183:25	345:9,16	47:16	245:2 252:9	275:25	294:5
226:4 263:7	329:15	188:6 189:4	346:6	249:19	260:22	referrals	297:19
368:8	344:15	190:12	rebuttal	310:15,20	265:5	105:18	299:18
raised 54:10	345:7	202:7 215:8	152:2	recipients	269:13	214:2	300:2
152:24	reading	243:9 246:3	receive 10:22	293:4	320:12	275:24	307:21
188:21	161:24	246:5	11:9 16:19	recognize	364:6	327:22,24	324:7,12
204:11	276:11	247:10	26:21 27:10	2:24 4:4,11	records	referred	328:13
226:22	reads 298:13	249:9,13	32:17,23	66:19 69:13	126:13	120:19	343:13
227:21	ready 81:11	250:8,19	47:3,4 48:2	80:22 95:25	333:3	330:7	regardless
228:24	124:5	264:20	57:10 88:10	109:17	recourse	referring	133:6
246:10	234:23	272:20	96:14	212:20	238:7,11	166:23	regards 79:8
251:20	reaffirm	282:23	175:23,25	256:16	recreation	refined	295:11
252:7,12	206:16	308:10	179:4	270:6	291:8	220:25	regime 264:25
271:3 295:9	real 59:12	311:9 320:5	221:22	recognized	recruited	reflect 65:22	280:6,12
296:24	63:11 71:15	368:23	230:19,23	250:3	116:14,18	247:18	region 49:14
368:4	75:3 82:12	reason 34:4	232:17	recognizes	235:7	reflected 9:2	87:16 88:3
ramsey	96:19 97:25	42:12 49:18	300:21	34:13 94:2	recruitment	reform 8:6,13	146:7,18,23
192:24	145:10	55:21 66:4	302:3,23	100:19	170:14	17:20 20:10	161:8
ran 58:7	161:14	67:8 77:21	308:4	151:14	217:2	78:18 206:9	249:23
280:23	193:14	96:14	received	recommend	219:14,19	262:9 291:7	regions 46:6
281:12	199:6	105:17	11:14	122:12	219:23	reforming	regular 9:17
random	273:14	178:15	126:16	123:7	261:5	98:16	45:20 209:4
80:10 163:5	305:3	217:17	139:17,22	recommend...	291:10	reforms 8:19	232:24
163:13	306:25	261:15	139:23	9:12 312:4	rectify 149:6	82:13 84:12	240:17
278:8 331:7	312:4	299:25	140:5	recommend...	redeemer	refreshers	regularly
334:23	331:16	301:15	141:15	6:9 8:21,22	153:2	57:11	211:23
range 72:2,5	337:24	336:13	142:21	8:25 35:10	redefine	refusal 154:7	215:18,25
178:2	reality 120:3	reasonable	210:14	35:18,19,21	212:17	166:16,18	regulation
ranges 89:2,2	260:21	149:17	276:19	36:8 82:20	redefined	166:21	325:5
rank 193:6	263:9	232:5,12,15	278:24	125:8 131:4	222:18	168:20	regulations
ranks 44:13	realize	232:23	279:5	131:17	redesign	refused	326:23
267:9	177:17	reasonably	297:16	229:24	206:9	240:20	rehab 342:4
ransom 193:2	309:15	240:5	317:14	230:3 321:3	209:18	339:6,7	rehabbed
193:3	realized	reasons 37:7	343:13	321:6	reduce	regan 253:21	339:19
ranting	211:12	91:21 121:4	359:5	recommend...	106:22	regard 79:9	342:5
135:16	222:20	147:19	receiving	9:9 36:19	reduction	214:18	reimburse...
rate 123:11	309:20	196:5	14:6,13,17	277:11	12:2	219:13	232:18
123:12	really 25:16	reassessing	28:7,9 40:9	recommend...	reed 288:9,10	315:3	reiterate
170:6,16	35:23 54:12	131:13	47:8 108:19	8:19	315:10	regarding	150:17
171:6,8	55:14 62:16	reassign	108:23	recommends	330:16,22	1:20 3:12	216:25
172:22	63:13,23	270:13	109:11	122:11	330:22,24	6:25 7:4	218:14,22
238:14	64:16 65:4	reassigned	112:23	reconciled	330:25	9:19 11:14	222:25
rates 179:11	77:3,6,18	46:11	166:10	126:13	331:4	11:19 119:6	223:4
ratio 169:4	77:19 93:19	reassignment	240:12	reconsidera...	reemphasize	131:24	rejecting
171:19	98:22 99:3	45:14,17	279:14	167:21	34:23	139:20	120:18
172:6	99:9 105:9	46:10	303:6,10,24	record 5:21	reevaluated	140:8	related 19:8
rationales	127:15	reassurance	304:22	6:13 27:19	33:7	141:12	88:23 123:6
36:15	154:25	234:11	314:23	53:16	refer 276:4	142:23	123:17
raving	156:11	reassured	receptive	116:10,20	reference	150:21	131:25
135:16	170:11	227:4	20:16	118:5,10	178:14	201:8 215:9	132:3
reach 60:6	172:19	rebecca	recess 151:9	145:13	181:21	228:13	173:15
80:14	174:25	285:21	368:18,21	146:5 181:6	255:4	232:23	216:23
337:14	179:23	344:21	recipient	185:15	referral 88:7	291:23	221:14

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 34

292:24	remains 46:5	159:18	296:12,23	requirements	resolutions	127:21	195:15
relates 72:20	127:19	160:7,10	326:12	73:12	2:16 3:8	131:14	217:20
72:23 77:16	remedy	204:10	337:21	110:18	resolve	209:20	224:18
90:15	349:18	211:18	represented	requires	190:13	216:15	225:17
232:24	368:6	217:14	198:25	298:19	191:18	226:14	230:4
236:13	remember	219:20	251:8 271:7	requiring	217:25	254:15	233:21
255:10	31:3,5	258:21	271:10	37:23,24	346:22	259:17	269:24
330:6 367:4	43:11 99:10	322:16	295:3	60:6 70:14	347:12	319:25	270:3
relation	105:23	346:25	316:11	89:23	resolved	320:16	297:25
334:12	162:9	358:2	representing	236:18	226:11	responsibility	resulted 9:12
relations	192:24	360:18	13:21	rerefer	resource	5:22 35:23	220:20
334:21	222:4	reported	227:25	148:16	124:18,21	64:2 76:2,4	results
relationship	242:14	19:17 123:7	265:21	rereferred	175:22	88:19 186:7	196:11
47:20 271:5	354:10	163:9	289:24	123:14	176:2,15	186:15	211:11
336:11	remind 193:8	217:11	345:11	rereferring	234:25	187:5	retain 134:9
relationship...	reminded	240:15	represents	120:19	268:24	226:17,19	retaining
122:23	240:2	355:8	4:25 119:11	research	resources	227:6 229:8	217:12
relationships	remiss 223:9	356:17,22	197:7	24:19,22	104:18,19	232:8	retaliate
48:10 49:4	removal	357:15	224:16	84:6 124:12	106:3 133:4	253:13	364:18
62:9 212:18	234:17	360:14,15	271:8	320:6	133:10	254:10	retaliated
relatively	332:14	360:18	reprioritize	residence	216:13	256:5 262:5	362:11
317:7	remove 37:18	reporter	102:14	351:19	221:15	responsible	364:3
relay 294:15	137:6	370:23	reproduction	resident	226:23	10:12,13,17	retention
released	159:24	reporting	370:20	319:19	254:6,16	14:21 35:24	113:16
104:22	350:16	90:11 99:11	reputation	residential	260:4,10	84:4,5	122:24
106:6	removed	217:13	37:4 50:21	231:12	261:9 262:9	90:13	123:11
337:17	135:24	360:21	request 21:13	residents	267:6,6,19	107:25	170:14
relevance	233:25	reports 87:4	234:14	212:10	293:8	124:19	179:11
3:21 298:6	234:7,16	96:20 97:5	236:5 238:7	293:17	respect 66:4	125:21	217:2
relevant	247:5	123:5	345:14	310:18,23	157:6	133:2	rethink
132:8 169:7	282:13	126:23	requested	311:5,14	186:10	148:14	318:11
206:12	332:5 333:8	159:25	235:12,15	resides 10:21	223:15	165:7 227:2	retired 87:19
reliable 283:4	339:24	represent	236:3 333:4	resigning	299:5 348:3	233:5	retirees
reliance	342:2	59:9 181:10	334:2	217:18	respond 63:5	235:24	119:12
209:10	rendered	196:15	343:21	resilience	97:15	254:22	retirement
relief 85:25	337:14	197:4	346:8	16:9	221:10	352:23	187:18
86:9 87:12	renditions	224:23	requests	resistance	313:14	responsive	306:19
88:13	99:13	271:13,19	232:22	222:12	329:17	206:19	retreat
relisted 238:8	rental 296:21	274:25	require 60:15	resolution	330:10	rest 182:10	179:22
rely 95:7,15	rep 138:2	348:13	60:21	1:16,16,19	338:10	203:8	return 247:24
remain 14:25	repeat 105:24	representat...	115:17,17	1:19 2:17	responding	245:13	248:3
45:23 46:2	163:23	224:25	121:7	3:6,9,16	298:12	365:20	340:18
68:9 78:10	repeatedly	representat...	326:24	6:25 117:7	response	restart 276:5	341:8
167:7,19	211:8	228:8 295:8	required 12:8	180:17	130:6 152:4	restaurants	returned
209:24	220:10	295:13	12:13 45:18	181:3 191:4	287:24	53:3	128:3
210:17	repetitive	296:10	47:3,11	203:17	288:7,20	rests 54:5	169:12
213:22	251:24	representat...	160:15	289:10	330:14	227:19	335:22
217:6	replete 225:8	168:4	229:15	291:13	343:13	result 20:22	340:11
219:14,15	241:16	188:19	269:6	313:5 315:7	366:15,17	35:7 81:16	343:19
231:9	report 45:22	208:18	326:18	319:15	366:21	180:10	350:11
299:12	113:6	211:2	342:15	320:4	responsibili...	181:21	returning
remaining	121:21,25	255:23	requirement	323:13	9:7 14:25	182:20	169:4 248:4
42:23	123:9	292:23	314:21	324:7	38:5 83:16	183:3	returns

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 35

229:22	revisit 65:5	344:11	15:2 35:23	231:15	163:16	84:1 85:1	190:1 191:1
reunification	revisited	355:4	38:4 44:7	run 300:25	165:11,12	86:1 87:1	192:1 193:1
3:22 11:25	65:16,24	363:25	83:15 144:7	301:3,11	165:13	88:1 89:1	194:1 195:1
17:12	70:20	365:3,14,16	228:25	302:25	180:7,10	90:1 91:1	196:1 197:1
232:10	253:18	rightfully	254:14	303:4	183:14	92:1 93:1	198:1 199:1
237:11	revolving	166:11	256:8	304:22,23	226:7 227:3	94:1 95:1	200:1 201:1
272:10	239:10	rights 270:25	259:16	350:10	229:22	96:1 97:1	202:1 203:1
274:24	rewind	345:15	296:4	361:15,16	241:25	98:1 99:1	204:1 205:1
275:7	272:16,17	rigorous	309:13	running 2:4	243:14	100:1 101:1	206:1 207:1
279:20	reynolds 59:4	206:21	roll 76:10	86:11	250:16	102:1 103:1	208:1 209:1
325:7 326:3	75:23 243:4	rising 88:15	99:18	101:13	291:9 317:2	104:1 105:1	210:1 211:1
343:22	244:9	risk 7:10	249:13	215:15	324:16	106:1 107:1	212:1 213:1
reunified	298:11	56:22 107:5	253:6	273:6	369:2	108:1 109:1	214:1 215:1
49:25 249:3	rfp 68:19,21	107:13	rolled 28:15	280:22	safetyres 3:1	110:1 111:1	216:1 217:1
277:21	110:20,21	108:15,19	rolling	281:12	4:1 5:1 6:1	112:1 113:1	218:1 219:1
reunify	111:10	108:22	254:18	296:16	7:1 8:1 9:1	114:1 115:1	220:1 221:1
325:25	rfpd 314:19	149:22	rollout 28:3	308:2	10:1 11:1	116:1 117:1	222:1 223:1
328:15,20	rhetorical	180:7	roof 339:22	runs 59:19	12:1 13:1	118:1 119:1	224:1 225:1
reunite	190:4	210:10	room 1:7 37:3	rushed 24:23	14:1 15:1	120:1 121:1	226:1 227:1
283:21	rhyme 105:17	220:15	73:25	24:25	16:1 17:1	122:1 123:1	228:1 229:1
reunited	ricardo	324:17	145:16		18:1 19:1	124:1 125:1	230:1 231:1
248:19	350:23	risks 125:10	224:3,5	S	20:1 21:1	126:1 127:1	232:1 233:1
revamped	richard 350:5	river 290:18	232:14	s 363:8	22:1 23:1	128:1 129:1	234:1 235:1
22:22	rid 195:16	362:21	243:13,13	365:17	24:1 25:1	130:1 131:1	236:1 237:1
revamping	right 34:10	robinson	251:21	sad 270:16	26:1 27:1	132:1 133:1	238:1 239:1
82:12	40:23 41:23	287:23	259:13,22	safe 16:7 19:4	28:1 29:1	134:1 135:1	240:1 241:1
revealing	44:10 46:5	343:24	356:9	21:24 50:4	30:1 31:1	136:1 137:1	242:1 243:1
215:20	51:13 55:22	robust 51:17	rooms 271:16	79:25	32:1 33:1	138:1 139:1	244:1 245:1
367:21	56:3 69:11	61:22 65:8	rosalind	142:12	34:1 35:1	140:1 141:1	246:1 247:1
review 8:17	79:6 114:17	67:18,21	287:25	147:2	36:1 37:1	142:1 143:1	248:1 249:1
71:24	118:2 154:7	69:11 91:7	319:18	183:18	38:1 39:1	144:1 145:1	250:1 251:1
100:11	160:7 164:3	110:14,20	rotating	185:2	40:1 41:1	146:1 147:1	252:1 253:1
131:9	166:16,17	132:12,14	345:2	202:15	42:1 43:1	148:1 149:1	254:1 255:1
162:20	166:21	170:12	roughly	217:6 222:6	44:1 45:1	150:1 151:1	256:1 257:1
163:15	168:12,20	233:12	40:20 41:23	283:23	46:1 47:1	152:1 153:1	258:1 259:1
164:25	179:21	robustly 79:6	41:24 44:23	325:19	48:1 49:1	154:1 155:1	260:1 261:1
165:2 214:4	189:13	role 12:9	44:24 45:6	350:19	50:1 51:1	156:1 157:1	262:1 263:1
281:21	190:11	34:19 45:14	routine 92:22	352:2,3,13	52:1 53:1	158:1 159:1	264:1 265:1
326:19	199:19	120:9,13	238:2	354:13,15	54:1 55:1	160:1 161:1	266:1 267:1
328:8 330:8	234:13	142:18	routinely	safely 11:22	56:1 57:1	162:1 163:1	268:1 269:1
reviewed	238:19	144:17,20	120:17	56:25	58:1 59:1	164:1 165:1	270:1 271:1
14:14	247:15	146:15	rprnotary	147:12	60:1 61:1	166:1 167:1	272:1 273:1
260:25	249:10,15	147:22	370:15	209:24	62:1 63:1	168:1 169:1	274:1 275:1
326:22	261:24	155:2	rub 160:6	safety 1:4,17	64:1 65:1	170:1 171:1	276:1 277:1
327:3 328:5	288:3,10,23	161:19	rucker	2:10 3:18	66:1 67:1	172:1 173:1	278:1 279:1
reviewers	301:10	165:6	350:15	4:17 7:9,23	68:1 69:1	174:1 175:1	280:1 281:1
18:22	305:3,24	219:12	ruiz 64:21	8:23 9:3	70:1 71:1	176:1 177:1	282:1 283:1
reviews 19:11	315:13	236:23,24	204:23	15:14 16:2	72:1 73:1	178:1 179:1	284:1 285:1
77:20 83:3	321:9,13	236:25	245:3,7	19:2,9	74:1 75:1	180:1 181:1	286:1 287:1
revised	323:24	256:10	248:23	20:18 56:22	76:1 77:1	182:1 183:1	288:1 289:1
327:15	330:23	298:22	264:16	109:22	78:1 79:1	184:1 185:1	290:1 291:1
revision	333:3	309:3,8	rules 148:4,5	120:7	80:1 81:1	186:1 187:1	292:1 293:1
298:7	342:11	roles 7:21 9:7	rulings	122:19	82:1 83:1	188:1 189:1	294:1 295:1
				142:8 143:3			

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 36

298:1 299:1	89:13 97:24	scale 20:11	scotts 364:11	179:15	300:19	sergeant	165:2 166:5
300:1 301:1	252:22	306:24	scrapped	190:18	selection	350:3	176:8 179:9
302:1 303:1	257:12	scales 70:13	314:4	191:3 196:2	60:24 61:4	series 130:5	183:11
304:1 305:1	263:22	scary 311:25	screen 335:25	203:11	61:6 110:6	158:9,16	188:13
306:1 307:1	313:10	scathing 8:12	screens 278:9	217:24	111:22	serious 120:4	195:24
308:1 309:1	324:2	scenarios	script 145:20	222:6	163:5	231:7 302:5	196:12
310:1 311:1	329:14	155:18	146:23	241:18	selfexplanat...	servants	198:21
312:1 313:1	sap 333:5	318:21,22	scripted	246:12	367:13	266:11	211:24
314:1 315:1	sat 347:23	schack 130:7	145:19	249:13	senate 3:2	serve 12:7	212:22
316:1 317:1	satellite	schedule	scrutinized	250:21	130:2	17:22 18:10	217:9 221:8
318:1 319:1	301:21	267:17	187:6	255:8	senator 2:24	18:17 20:20	222:18
320:1 321:1	satisfaction	278:15,20	sdps 5:8	276:13	50:11,16,24	107:6,14	226:9
322:1 323:1	335:20	scheduled	search 91:7	293:4	50:25 53:14	108:15	249:20,22
324:1 325:1	save 142:10	24:7 213:25	seasoned 13:8	312:19,22	53:17,18,21	112:12	250:5
326:1 327:1	saveall 54:20	275:15	seat 338:21	313:3	54:9 55:13	119:9 139:5	268:10
328:1 329:1	saw 32:17	292:14	second 28:8	322:17	55:17 59:5	157:13	279:17
330:1 331:1	70:11 83:24	335:13	105:23	333:5 336:3	62:19,22	194:17	303:2,14,16
332:1 333:1	116:22	341:24	151:24	354:20,24	63:22	261:25	314:9 316:7
334:1 335:1	146:22	schedules	249:21	358:7	228:22	served 10:10	324:13,25
336:1 337:1	147:15,21	267:15	250:18	359:18	365:24	37:5 122:15	326:12,15
338:1 339:1	225:8 241:3	schematic	343:6	360:10	senatorial	123:14	326:17,19
340:1 341:1	355:12	29:22	358:23	364:22	53:18	266:24	327:6
342:1 343:1	360:8	school 74:10	363:20	368:2	senators 50:9	273:12	328:10
344:1 345:1	52:13 82:3	74:12 99:7	secondary	seeing 183:16	58:18 78:7	295:2	330:2
346:1 347:1	86:15 99:4	150:9,10	314:24	261:4	send 157:21	serves 295:6	337:15
348:1 349:1	137:16	171:24	secretary	318:12	157:22	service 1:18	339:21
350:1 351:1	143:12	321:12,12	130:15,19	358:18	285:22	3:20,22	342:8,25
352:1 353:1	144:13	321:15,16	section 58:6	seek 126:6	296:9	4:17 13:3,9	367:5
354:1 355:1	183:7,10	321:18	349:8	seeking 293:2	337:20	13:17 14:23	services 1:4
356:1 357:1	184:19	333:9 334:3	sections	seemingly	senior 57:23	15:14 19:10	1:17,20,21
358:1 359:1	190:4	334:17	121:9	268:14	219:6	31:10 35:10	2:8 3:11,13
360:1 361:1	203:10	341:23	sector 120:24	seen 76:7	sense 56:14	36:9 46:6	3:18 4:21
362:1 363:1	246:24	342:14,17	209:11	142:24	64:12 97:2	49:14 51:9	5:17 6:19
364:1 365:1	250:11	342:22	secure 147:2	149:11	131:8 138:6	51:24 57:15	7:3 10:3,9
366:1 367:1	259:19	355:5 356:8	202:15	167:9	sensibilities	64:17 76:11	10:18,23
368:1 369:1	261:4	360:16	220:13	168:25	203:16	77:7 83:3	12:10 13:25
salaries 88:17	301:15	schooling	349:14	200:9	sensitive	87:16 88:3	14:3,11,13
89:21	306:15,23	331:17	securing	201:13	253:14	95:10 104:5	14:17,22
306:22	314:3 319:4	schools 18:9	140:24	237:22	sent 168:23	105:5,5,12	15:16 16:5
salary 70:12	330:21	18:10	220:20	239:23	358:14	106:19	17:25 18:6
72:2,4	331:8	schultz 300:4	see 24:17	249:9	separate 45:2	111:7	18:24 20:3
88:25,25	332:16	300:9,23	29:12 32:19	267:23	98:6	115:20,23	30:12,16
89:2,9	352:16	307:15	40:12 45:12	274:3	separating	119:19	36:21 37:8
177:25	358:3,20	schuylkill	45:13,16	284:23	345:21	121:5	37:9,14
260:13	says 63:23	290:17	52:8 75:17	317:2 321:8	september	122:22	38:16 41:15
306:11	64:3 78:24	scop 302:13	80:10 83:10	345:10	41:11 130:9	133:7	45:4 47:16
sampling	137:13,15	302:21	94:9 123:6	sees 222:19	158:11,11	139:14,20	49:10,12
80:10	238:23	scope 14:4	135:23	selected 59:2	297:15	142:9,18,19	51:12 52:4
163:14	255:2	scored 111:11	159:16	210:16	332:9	146:7,18,22	52:10,12,15
sanchez 63:7	256:23	scoring	164:10	218:23	340:20,24	148:18	52:22 53:4
65:2 70:4	257:3 312:7	111:13	167:23	219:4 250:4	352:4,6,19	159:16	53:12 54:6
72:6,14	321:2	scott 358:16	169:12	294:20	353:7,17	161:8,22	54:15 55:4
74:7 76:6		362:3,5	171:4	295:4	354:7,11	162:17	56:16 64:11

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Commitee on Public Health and Human Services
December 10, 2014

Page 37

65:7 66:15	227:12,17	143:15	336:17,18	shocked	signals 172:7	sister 198:24	slow 100:3
68:12,24	228:2 230:8	148:4,5	shar 117:15	281:10	signature	284:10	slower 185:8
72:20,22	230:8 233:8	160:15	124:11	shoes 256:2	350:7	340:15,19	slowly 280:9
73:2,3 74:2	236:14	179:18	share 29:18	353:6	signed 19:23	341:7	slows 275:6
74:6,12,24	237:2,3,10	275:19	96:21 103:7	shop 119:21	193:22	sit 4:10 12:13	small 304:18
75:12,13	239:16	301:20	125:2	138:20	278:16	71:12 177:3	smaller 98:9
77:16 80:7	242:7	308:13	146:21	139:8	350:15	190:24	115:19
90:6 95:20	245:21	327:23	147:10	short 54:2	significant	202:6 209:2	smell 355:15
95:23 96:3	249:19	332:20,22	330:4	151:9	11:3 18:18	291:25	smelled
96:14,18	279:14,18	335:18	shared 15:21	223:12,13	183:5 208:9	319:13	355:15,16
102:2,5,8,9	282:4,8	setaside	211:6	240:5	214:24	337:5	355:24
102:18,20	283:8,10,12	61:19	215:18	shortage	215:7 218:2	346:24	356:6 358:2
102:22,24	283:15,18	setting 80:12	sharif 288:21	182:25	234:20	355:14	360:15,19
103:3,12,14	283:19,25	89:16	sharing 166:3	shots 57:9	237:18	site 301:21,22	smelly 193:17
103:15,21	290:5 291:4	317:24	260:22	shoulder	significantly	301:25	smooth
104:13,15	291:6,12	332:20	sharon 335:7	186:14	104:17	302:5	106:21
105:10,18	292:5 293:4	settings	shed 125:4	345:3	222:8	sites 303:22	snacks
106:11	293:5,7	208:11	sheetrock	shouldnt	signs 198:24	303:23	356:12
108:20,23	295:22	210:4	339:21	247:10	silence 21:22	307:13	snapshot
109:11,23	297:23	seven 13:18	sheila 341:15	321:23	22:2	sits 270:9	163:8
113:7	298:8	135:5 146:6	shell 204:9	show 237:8	similar 99:5	273:9	social 13:9,24
115:12	301:10	183:20	shelter	249:2 273:6	124:24	sitting 177:18	15:20 16:9
119:5,7,18	302:9	238:20	248:24	showed	197:6	194:15	16:12 26:20
124:7,25	303:21	279:6	333:13	135:21	210:22	243:12	27:2 30:12
125:23	304:23	303:21	shes 2:25	281:3 350:3	214:19	366:5	38:11,12,21
126:15	305:9,20,22	sevenyearold	137:13	showing	231:18	situated	38:24 39:8
130:18	309:11,20	363:17	194:7	184:24	304:24	339:17	44:6,7 47:2
131:3,11,24	309:23,24	severed 47:20	239:19	250:24	347:10	situation	47:11,14
132:21,23	310:9,11,15	270:20	240:12	shown 16:7	similarly	77:24 81:13	49:14 50:5
139:19	311:7,12	severing 49:3	260:18	214:8	280:15	120:11	56:16 57:15
147:5,21,24	312:12	sewer 331:22	285:22	shows 154:13	simply	177:19	84:2 87:13
159:12,13	314:22	sex 12:19	321:22	334:14,16	235:24	225:7	87:14,15
166:10	316:11,15	355:15	348:6	shut 331:23	simultaneous	227:23	88:23 89:3
174:14	316:17	356:6	363:25	332:6	258:21	231:17	89:5,11
176:12,13	324:4,12	358:19,20	364:17,23	362:17	sincere	233:23	114:9,9
182:21	327:25	sexual 358:15	shift 33:16	364:9	201:12	234:9 235:3	119:15
185:18	328:11	358:22	167:12,14	siblings	single 10:15	259:19	121:18
197:6	329:24	sexually	226:17,19	224:23	15:6,10	270:24	122:6
199:10	367:25	363:18	256:8	225:2	76:8 122:6	307:20	123:25
205:18	369:2	shadow 57:20	shifted 33:20	325:13	165:25	346:5 347:2	124:4
206:19	servicing	shaffer	256:9	sic 332:16	210:9	situations	134:20,24
207:18,25	22:24	204:23	shifting	sick 339:25	212:25	137:24	135:3
208:2,3,16	200:20	224:8,10	226:13	341:10	213:2 229:7	149:21	138:20,22
208:22	226:15	243:8,17	254:9	side 153:15	229:14,24	six 326:19	138:23
209:8,12	241:6	251:14	319:24	316:2	243:13	size 44:23	139:14
210:5,15,17	267:21	255:12	320:16	319:13	276:13,16	170:19	155:8
212:3,9	268:4	263:6	322:19	sidebar 342:6	276:20	218:9	157:14
213:9,11,21	serving	264:13	shifts 34:8	sides 153:13	278:13,23	skill 140:12	160:22
218:6,10	292:11	366:24	shirlana	222:12	325:3	skills 277:4	161:21
219:3 221:3	session 2:21	367:8,12	117:16	sight 281:8	328:10	sleep 21:24	165:5,15
223:7	set 26:2,9,13	shamia	138:18	281:14,15	sink 120:2	slips 193:22	175:22
224:19	70:18 94:18	287:22	shirley 2:24	sign 93:11	sir 154:19,23	slothful	176:8
225:12	120:15	shanette	53:18	338:16	344:7	139:13	183:25

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 38

184:6	son 337:17	31:4,10	128:15	12:16,23	44:16 59:23	147:15	223:2 243:4
194:11,21	339:25	58:23	spent 61:17	13:3,13	90:16 215:2	151:13	statements
195:23,25	342:12	290:14,25	61:18	15:4,21	238:3 316:9	171:24	201:5
197:5	346:9	291:5	126:12	16:25 17:6	stage 250:8	172:20	254:25
199:10	soon 269:8	spanish 234:5	132:2	21:6 35:2	297:2	281:8 348:9	states 22:10
202:24	341:24	speak 56:5	178:18	43:13 44:9	stages 28:2	349:23	126:14
228:14	sorry 2:3 4:9	73:7 83:6	193:16	44:18,21,23	stakeholder	357:9	128:18,24
230:12	22:15,17	105:6	310:22	45:3,8,17	11:4 25:19	startle 147:18	134:5
237:24	27:19 29:7	118:14	311:16	45:22 46:6	70:9 225:21	starts 96:3	217:21
239:11	31:6 101:5	139:3 154:6	spoke 141:9	46:8,10,19	stakeholders	starvation	306:13
240:16	143:11	196:25	234:5 300:3	46:24 47:2	19:11 63:17	8:9	336:3
242:8	145:24	197:22	300:23	56:10 57:5	75:25 76:23	state 2:24 3:2	statesuperv...
268:13,13	146:5	198:16	307:15	58:3 63:2	78:11 124:6	19:21 22:14	19:20
284:18,22	163:25	206:4 234:6	342:6	71:5 84:15	132:8,9	22:16 23:2	statewide
290:20	266:3 315:4	280:9,9	spoken	86:2,8 87:8	165:18	23:4 26:19	205:18
305:20	327:13	300:2	239:25	89:8 90:18	207:7	27:18 47:6	207:22
308:25	329:15	308:21	sponsored	92:23,24	212:16	53:17 55:21	stating
309:18	359:7	314:12	324:9	93:5,8,18	216:11	73:14 103:6	266:17
316:19	sort 6:6 29:11	speaker	sports 308:3	97:5 114:4	246:8	118:4	346:8
328:11	31:9 35:21	294:18	spot 253:5	120:16,17	251:19	125:17	stationed
337:22	36:3 37:20	speaking	260:2	121:8,19	254:14	126:2,6,8	90:21
338:2	38:9 51:17	199:3 255:3	spread	127:3 133:9	265:19	126:10,16	stationing
343:25	58:24 67:23	310:4	294:11	133:18	294:2	127:14,20	93:16
352:21	68:23 72:3	speaks 179:6	squilla 1:15	147:18	295:12	127:22	statistic
354:8,18	79:18 80:12	special 58:24	298:10	156:2,3,5,6	296:4	128:20	173:14
355:9	82:16 84:3	218:10	st 130:8 288:5	157:18,19	313:21	129:19,20	statistical
356:18	84:8 92:25	282:8	330:13,20	158:17	stalemate	130:2	187:21
357:17	105:22	283:11	stability	160:6,23	190:21	175:21	statistically
society 5:25	106:9 111:2	342:12	123:15	161:7,9,23	stand 4:5	181:5	169:4
solicited	147:7	359:22	129:7 172:3	169:5,15,17	21:22 124:5	185:14	statistics
312:10	158:12	360:2,8,23	stabilization	169:18	201:5	209:6 216:2	169:7
solicitor	164:7,21	363:7	282:12	170:14	standard	232:18	237:20
271:7,10,12	168:11	specialist	stabilize	175:14	26:3 187:7	265:25	249:2
solicitors	170:21	165:21	37:17	176:20,25	standards	289:15	status 213:7
215:3	176:24	specialists	218:17	177:7,15	98:17	298:16	statute
227:24	201:20	57:24	222:16	182:25	122:14	325:4	227:20
228:7	318:11	specific 31:5	283:21	193:7 204:4	329:25	326:23	stay 45:17
317:18	sought	98:13	325:17	208:18,24	standing	349:3,7	62:20,21
solution	320:24	specifically	stabilized	215:22	22:23 71:19	stated 10:11	97:13,18
187:9	321:4	28:5 140:16	282:11,15	217:10,19	232:14	30:3 81:15	136:23
246:24	soul 193:4	154:6	325:24	218:17	345:15	161:11	151:4 163:3
solutions	203:7	160:20	stabilizing	219:6	stands 275:18	182:23	180:12
87:11	sounds	164:4	325:6	237:18	start 5:19	195:22	222:23
somebody	189:25	234:21	stable 80:6	238:24	173:17	196:4	305:12
75:4,7,9	sourcing	310:4	133:12	247:17	261:20	200:23	319:10
156:20	77:11	specifications	147:2	260:17	348:22	201:24	346:13
235:14	south 152:19	89:22	169:19	302:10	started 28:7	227:18	352:13
245:12	152:25,25	specified	173:2 217:5	316:9	40:3,4,9	281:18,22	355:3
270:14	290:17	180:2 325:9	stacey 117:16	317:19	42:12 84:5	310:10	stayed 51:15
333:18	301:17,23	spectrum	134:19	329:3	84:12 86:4	346:10	333:20
someones	307:17	233:7	143:11	365:21	93:4 105:3	350:8	353:15
159:24	350:13	spelled 88:24	346:2,4	staffed 87:24	112:25	statement	staying 221:5
259:23	southwest	spending	staff 7:22	staffing 44:15	145:5	4:15 211:9	322:2

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 39

stays 214:16	straight	strong 211:10	310:7	suggested	185:12	73:4 74:4	38:8,10
steady 214:9	333:9	222:12,16	submit	89:23	186:22	77:4 79:7	40:15 41:7
steal 153:5,7	straighten	259:6	169:13	suggestions	188:8 197:8	79:17 80:5	48:12,14
steellooking	189:18	strongly	320:9	147:11	supervisory	88:8 89:11	51:17 55:8
36:4	252:11	115:13	submitted	200:3	58:3 114:10	92:25 101:4	58:20 59:8
steering	straightened	264:6	249:25	suits 349:9	support	101:7,25	63:9 65:8
11:11 25:17	2:5	structure	326:24	sum 304:10	12:25 15:9	102:16	65:21,21
43:17 168:5	strain 71:21	36:13 42:2	366:25	306:25	15:25 16:11	105:10	66:10 67:5
196:10	strategies	struggle	367:8	summarize	16:15,19	108:3,22	67:19,21
209:2	88:13	142:17	subpoena	115:9 205:7	17:9 18:7	110:14	70:8,23,24
251:16	strategy 9:5	struggles	240:7	265:3 344:7	77:9 120:17	115:21	71:20,21
292:2,12,14	streamline	328:14	subsequent	351:21	137:18	134:14	72:16 73:7
293:19	39:17 68:2	struggling	28:16	summary	206:17	142:11	76:21 77:23
294:7	streamlining	82:23	296:10	222:24	212:21	154:4 166:2	78:15 81:19
299:14	84:7	240:10	substantial	241:14	219:24	167:2	81:24 82:4
stenographer	street 8:16	stuck 153:23	269:4	supervise	220:8,12,17	169:10	82:11,16,24
151:5	9:13 35:8	154:25	success 20:21	208:13	220:22	179:8 180:9	84:7 85:6
265:24	35:15 67:2	studied	299:15	271:25	231:9	180:13,15	86:12,19
stenographic	67:3 135:9	269:17	successful	supervised	272:25	183:17	87:3 89:17
370:6	153:3	studies 334:9	20:14	277:10	324:22	184:25	91:3 94:20
step 35:2 79:4	331:14,15	study 154:12	104:23	281:7,14	327:11	185:6 195:9	95:3 98:15
80:3 81:6	331:20,22	studying	106:7	supervision	337:19	196:18,23	99:18,22
108:4	340:7 343:8	10:25	107:21	93:22	338:6	226:10	100:6,9
171:22,22	350:13,18	stuff 61:9	292:10	279:13	342:25	254:12,25	101:14
243:8 244:8	350:22	63:13 71:8	293:12	370:22	supported	258:16	102:13
297:3	strengthbas...	73:2 83:24	successfully	supervisor	124:8	311:18	106:21,23
stepped 256:2	16:4	95:4 247:25	96:12	89:12,12	266:16	312:12	125:17,18
stepping	strengthen	260:24	sudden 54:25	136:7,9,10	294:23	318:16	126:3,5,22
149:18	7:16 46:13	subcontract	suffer 241:22	136:11	supportive	348:21,21	127:2,4
steward	162:6	13:23 14:2	243:20	141:9 143:7	264:18,18	354:3,15	128:6,7,8
119:22	220:24	50:20 51:6	suffered	161:22	264:19	355:16,25	128:11,13
134:21	strengthened	51:8,19	129:2	165:21	supports	surgery 345:4	129:5,9
138:20	15:2	52:21,23	181:24	178:21	17:17	surprised	130:4,10,13
139:9,16	strengtheni...	53:2 212:6	182:4	185:17	165:17	360:10	130:16,23
185:18	15:24 114:3	subcontract...	233:20	237:23	suppose	sustain 77:9	131:6,8,16
stewards	125:8	51:7,16	269:5	259:20	189:7	sutton 340:6	131:23
309:9	strengths	52:19 60:7	suffering	341:12	supposed	suv 90:6	132:4 133:3
stick 145:20	17:12	70:3 115:10	182:19,20	350:22	39:6 40:16	swallow 78:18	133:6,15,23
stony 284:19	stress 149:2	211:19	184:5	353:24	120:14	symptoms	133:24
stood 365:24	182:9	220:14	199:19	354:19	227:16	178:14	134:6,10
stop 203:3	stressed	233:6	202:10	355:9	242:11	system 1:22	140:2
stopped	183:21	subcontract...	sufficient	357:18	271:24	3:15 4:18	145:17
358:7	184:11	52:14 53:7	216:17	supervisors	283:14,20	5:15 7:7,17	156:15,23
storefront	stressful	53:9	328:19	13:10 15:20	285:23	9:23 10:15	157:4,10
75:2	185:6	subcontract...	suggest	19:7 44:7	311:12	14:9,23	160:15
stories 249:3	stretched	123:2,3,16	146:12	57:25	357:12	17:20 19:14	168:12
255:2,2,3	148:8	126:18	230:6	121:19	359:2	19:21,22	184:22,25
318:24	221:10	132:2,19	232:19,21	142:5	363:21	20:10,25	185:7
story 146:17	strides 83:18	207:16	237:4	181:10,19	sure 12:5	21:8 22:15	188:15
146:21	157:2	209:5	240:25	181:19	28:15 31:18	22:20,22	190:17
147:10	strives 134:7	211:23	242:21	182:9,19	44:14 52:3	23:4,19,25	191:20,21
239:3 348:4	strokebound	subcontracts	243:5	183:2,7,13	53:10 58:14	27:11 35:12	195:17,18
348:4	364:25	115:11	272:16	184:19	59:5 62:11	37:16 38:6	201:19

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 40

202:22	63:19 73:4	143:13	199:6 261:2	176:17	323:21,22	teams 13:5	295:4
204:18	77:7 90:5	235:9 247:9	274:2 304:5	177:23	324:8 329:6	58:8	300:19
206:9 207:4	125:4,6	250:22	305:20,21	179:13	329:12	tech 34:16	334:22
209:18	153:22	266:7 368:5	309:14	180:11,16	330:12,15	technical	348:13
210:10	236:17	370:6	310:16	180:21,24	330:19,23	11:18 13:6	tend 92:15
212:21	258:9,24	takes 17:19	311:10	181:4,8,13	331:3 337:9	13:8 58:6	201:15
213:5	systemwide	48:20 59:21	314:5 341:5	185:14	337:13	80:16,18	tendency
214:13	148:6	171:14	346:19	187:10	344:6,12,16	90:22 98:8	148:10
216:9,20		191:24	talks 273:9	188:14,22	346:15,21	98:11 156:6	tension 77:6
217:20	T	talk 62:6	tapes 358:19	189:6,11,16	347:4,9,17	teenage	terminated
219:8,15,16	table 4:8	63:18 70:7	target 221:2	189:21	347:21	140:15	270:25
222:2,13,16	43:15,16	70:8 80:17	targeted 18:5	190:3,12,16	348:3,14,17	telephoned	terms 19:8
222:19	50:12 91:20	83:6 90:3	62:3 87:22	191:23	363:23	340:13	28:3,21
224:18	92:3 117:19	98:4 157:25	111:17	192:4,8,12	364:2 365:2	tell 29:9	29:6 48:18
227:11	117:22	158:12	115:22	192:16,19	365:5,8,9	33:19 51:18	57:12 59:10
228:18	151:7	160:5,20	219:19	194:23	365:13	75:10 81:9	59:16 60:24
239:6,7	152:10	161:21	targets 80:14	195:10,13	366:8,12,16	95:4 99:17	63:25 67:4
240:11	165:8,9	163:4	tasco 1:11 2:2	196:23	366:18,22	144:10	67:5,18
241:15,20	180:20	179:23	2:6 3:4 4:2	203:21	366:25	145:12	70:21 71:25
241:24	187:9	197:12,16	4:9,14 6:4	205:2,5,11	367:6,10,15	171:7 174:9	73:17 79:21
242:22	191:12	199:5 213:6	6:20,23	205:14	tascos 115:15	193:17	87:11 88:18
243:25	202:6	238:25	21:10 22:5	206:3	task 34:24	239:2	89:9,15
246:17,18	204:25	239:22	24:16 27:18	223:19,22	223:12	243:21	91:25
248:20	265:7	253:22	28:18 29:9	224:9	tattletale	244:9 249:6	101:16
250:14	287:20	254:23	29:16 31:14	240:22	356:20	249:8	102:21
251:6,7,25	313:9 314:4	273:7	31:20 34:12	244:19	tattletales	274:25	107:22
253:4 254:4	330:18	287:12	50:10,18	245:5 251:2	356:21	279:3	111:5 112:5
255:5,15,16	tabor 30:18	302:19	53:14,20	251:17	taught	322:12	113:17,17
256:21	30:19 59:18	311:6 317:4	58:17 60:9	261:19	177:18	342:9	114:19
259:5,22	213:13	338:5 348:2	60:19 62:13	264:14,22	tax 309:10	344:23	115:3
261:24	tackin 335:14	361:12	63:3 65:6	265:10	taxpayer	348:3	116:12
262:9	tailor 122:13	365:11	78:22 81:14	273:17	309:7	353:19	147:16
263:13,14	take 8:2	366:8	81:23 84:14	280:3,8	311:15	357:14	160:3,21
263:20	23:21 32:7	talked 22:9	84:19 88:16	284:3,6,14	345:22	359:7	162:11,16
267:5,13	63:20 74:4	24:10 69:10	93:24 97:21	286:4,7,11	teachers 83:8	364:17	165:3
268:2 274:8	87:6,22	72:15 74:9	109:15	286:14,18	335:8	368:19	169:15,22
274:9	92:18 94:6	84:14 88:2	110:2 117:4	286:22	team 12:23	telling 39:15	170:19
284:12	96:16	90:8 154:11	117:13,20	287:2,6,11	15:7 17:2,4	346:6	178:24
317:12	107:23	165:2 168:6	118:8,13,17	287:15,21	48:18 91:18	353:14	179:3,7
319:8	109:8,9	168:9	118:21	287:25	164:18	356:25	198:8
324:22	125:2 141:2	178:17	119:3	288:4,8,11	165:4,6,20	361:10	204:11
325:2	166:4	215:21	124:14	288:14,18	165:22	363:12,22	257:4 260:8
327:11	174:18,22	233:11	134:13,18	288:21,24	166:6	tells 364:15	300:8
328:21	190:24	300:6 302:7	137:21	289:13,19	167:11	ten 13:15	301:13
331:22	191:6 214:5	365:14,15	138:4,12,14	299:19	178:6,7	26:4,9,23	302:8,9,11
338:7	240:10	talking 33:18	138:17	308:16,19	197:23	36:19 68:25	306:2,3
341:20	244:8	33:23 52:13	145:2,12,22	312:17	213:2	69:2 71:18	314:13
353:25	251:19	58:10 68:22	146:2	313:2 315:4	282:13	112:22	terrible 239:7
systemic	256:14	78:15	150:24	315:8,11,15	283:4	209:20	358:16
83:12	289:3,7	125:13	151:3,10	315:22	296:17	213:23	test 299:6
systems 15:10	319:25	158:7	152:20	319:9 320:8	327:9	215:5	testified
17:22,24	333:18	159:25	153:4 175:7	322:3 323:7	teamings	250:19	130:9
22:9 41:5	337:4	178:5,19	175:15	323:10,18	92:17 166:8	261:17	239:19
	taken 127:20						

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 41

277:19	259:2,7	244:15,16	179:19	209:9	305:20	128:21	153:23
367:3,20	263:3 265:3	244:19	183:10	223:24	309:10	134:23	155:16
testify 6:25	265:4	245:6 250:9	184:2	234:20	311:20	137:2	157:16
21:3 117:23	276:22	264:12,13	190:11,19	242:8,10,10	312:13	145:19	159:17
118:22,23	279:22	264:14	194:18	249:6	319:23,24	150:19	162:15
119:5	281:5 284:4	265:15,16	198:19	250:19	321:13	152:5	170:20
138:11	289:17	273:15,17	199:25	255:8	323:3 352:7	154:15	176:24
203:23	299:20	279:23	200:23	262:22	352:9,15	158:2,24	177:20
245:6	315:24	280:3,4	202:17	269:3	355:22	163:11,15	178:22
274:10	316:21,23	284:3,7	230:24	281:23	366:5	163:17	182:6
288:15	316:25	298:10	238:10,11	311:2	theyve 61:17	167:6	186:13
289:2	319:14,20	299:17	238:18	322:25	93:12	178:23	187:3,8
299:18	320:9	308:14,18	246:22	theyre 24:13	116:11	184:17	188:9 190:7
313:7	322:22	308:20	250:6 257:9	24:14 25:4	167:9 172:5	188:3 191:4	191:14
319:11	323:15	312:15,17	258:6	53:10 64:18	252:8 275:2	193:10,12	194:25
323:13	328:17	312:18,22	259:20	80:11 97:2	284:25	195:21	197:8
324:7	345:17	313:19	260:18	104:20,22	321:5	196:22	199:20,21
328:13	347:14,16	315:18	262:10	104:23	thin 148:8	201:23	199:22
329:3,9,20	367:2,4,9	319:17	263:21,22	106:4,6,7	thing 26:2,15	202:13,23	204:2,13,16
330:9 347:6	368:2	320:13	264:3 275:5	107:23	27:14 39:20	225:4	204:21
366:19	tests 334:10	323:6,7,10	275:21	108:3,13,16	58:2 157:3	246:10,13	228:22
testifying	334:24	329:2,6	278:9	114:8,12	160:19	246:22	233:11
277:24	336:2,10	337:9	302:17	157:13	164:22	255:4 256:3	244:7
289:9,11	thank 4:2,13	344:13	305:23	159:25	177:2	256:17,19	245:12
305:24	6:2,4 21:2	347:5	306:9,11,13	162:13	189:23	257:2,4,20	246:14
313:25	21:10,15	349:16,19	306:20	169:18	238:24	259:8	249:14
testimony	22:4,5,6	367:4,7	308:8,12	182:20	243:11	260:14,17	250:16,20
6:14 21:11	28:18 31:14	368:16,22	321:25	183:11,15	270:16	261:6,7	251:12,17
43:7 46:17	31:20 32:2	thanks	322:2 323:6	183:16,20	272:5	273:13	252:12,23
60:11 81:16	34:17,20	150:17	335:19	183:21,22	305:11,25	284:21	252:25
82:6 90:8	50:25 53:21	thats 26:6	337:7	183:23,25	307:9	313:18	253:10,13
117:14	53:22 63:8	32:24 34:11	346:12	184:11,12	317:23	314:18	253:25
118:2,24	93:25 94:4	35:14 39:5	351:13	184:12,13	319:21	327:24	255:13,14
134:14	97:19,21	40:22 45:16	354:7	184:15,22	333:4	354:25	255:21
138:9	100:17,21	50:23 55:24	thencommi...	187:12,17	346:23	355:23	256:6,15
146:15	109:13,15	57:11 58:11	209:16	187:19	351:9	358:16	258:25
153:18	116:24,25	67:15,22	therapeutic	188:2	things 5:9	think 6:6	259:8,9,11
154:10	117:2 119:2	78:6,17	74:2 334:13	192:14	23:23 24:15	26:7,8	260:6,14,18
166:22	124:14	84:8 86:3	334:15,25	198:12,12	28:13 39:15	40:20 51:8	260:20
173:25	134:11,13	87:2,6	335:2	199:19	44:13 53:3	53:11 60:14	261:6
181:16,18	138:9,10	89:15 95:15	therapist	229:2	55:23 56:3	61:11,21	262:11,16
185:22	145:8	101:9 118:2	356:14	234:12	57:3 59:24	63:4,11,21	263:6 264:5
191:2	150:23,24	128:22	therapy	239:6	67:5 68:5,6	64:21 71:10	268:7
195:22	154:17,22	136:19	335:2,4	242:11,12	68:15 69:9	75:18,21	305:17
205:8	155:12	137:10,19	theres 22:23	267:17	73:9,16	83:17 89:15	307:10
206:11	180:12	138:5	100:8	269:18	76:16,21	100:12	308:12
207:12	193:7	144:22	149:10	271:24	83:12 87:3	103:12	309:7,12
218:19	194:22,24	148:19	153:17,17	276:10	90:23 91:2	104:10	312:8
223:23	194:24	156:23	164:12	278:25	91:5,15	110:21	321:21
244:20,22	203:19,21	157:14	172:21	280:18	92:17 93:23	111:14	323:4
251:3 252:8	205:11,21	163:10	186:13	300:20,22	94:22 95:6	125:12	333:15
252:9,25	223:18,19	171:11,22	193:12	303:5,24	102:22	131:8,17,21	third 106:5
253:25	224:6	172:18	200:16	304:6,7	105:2	146:14	132:12

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 42

thoroughly 123:10 310:25 thought 21:20 23:21 26:5 62:25 66:12 84:10 89:14 93:17 116:17,22 191:10 247:4 266:7 359:8,12,16 thoughtout 25:16 thoughts 244:7 thousand 40:19 75:11 threat 165:12 threatened 285:21 364:4 threatening 285:20 threats 364:5 364:7 three 13:19 25:15 32:8 40:8 99:13 111:14 112:24 129:10 154:15 165:14 166:7 169:19 173:3 233:25 235:22 239:24 249:12 251:3 257:7 275:19 277:22 282:7 285:4 287:9 321:22 326:21 328:7 333:11,24 335:25 342:18 343:6 353:3	354:25 threepart 104:10 threeyearold 320:23 threw 344:25 throw 362:20 throwing 200:6 300:13,14 319:2 345:21 ticking 256:22 257:11 tied 18:9 136:25 tiffany 287:17 299:21 tighten 102:23 258:14 tightened 158:21 tightening 71:15 time 22:19 25:25 43:23 54:2 61:6 65:7 71:25 75:22 78:11 82:8 83:21 85:5 86:18 94:6,18 96:2,23,24 98:4 100:7 106:19 111:17,18 112:7 121:16,20 138:12 144:14 147:14 159:16 165:10 170:5 174:6 178:19 184:9,14 185:10 186:22 187:3,22,25 190:22	191:6 197:24 200:12 204:9 208:4 218:2,5 222:15 223:12,13 225:13 232:19 235:11 243:6 246:12,15 246:16,21 246:21,23 247:12,19 250:17,20 250:21 256:15 257:3,10 260:24 267:16,18 268:4,23,25 273:15 275:16,18 281:4 282:10 285:24 289:7 298:14 301:22 302:7,17 303:7,22 312:21 320:5 322:10 325:10 331:21 332:23 337:6 338:20 349:16 359:20 362:8 364:15 timeframe 33:22 141:14 timeline 99:19 timelines 180:2 timeliness 122:21	timely 11:24 75:18 207:13 210:2 218:6 220:12,13 221:14,25 261:9 279:17 times 16:11 23:16 39:11 77:13 210:25 221:17 225:4 238:16 239:2 265:17 283:23 292:25 307:8 tired 304:11 tiring 188:6 title 128:2,19 220:21 today 2:15,25 5:7,9 6:24 21:3 78:23 98:3 124:16 138:6 146:14,24 156:24 181:12 188:21 190:25 194:6 195:15 206:11 215:21 216:24 225:20 226:4 240:23 245:7,12 251:20 252:6,12 261:3 273:22 274:2 275:4 289:24 300:2 308:20 309:14 311:10	313:20 314:5 321:15 323:5 324:6 329:3 346:22 349:3 367:17 368:2,4,8 toddler 239:20 toilet 332:19 tolbert 290:3 292:15,19 294:8 295:12 297:17,24 tolberts 298:13 told 111:20 136:7 141:2 141:6 143:23 145:23 222:9 253:11 276:3 278:7 278:10 331:25 335:16 336:20 338:14,17 338:23 339:3,8,16 340:14,16 341:6,6,13 341:15,18 341:21 342:3 348:4 350:2,12,16 350:24,25 351:7 353:13 354:8,16,24 356:3,7 357:6,19 358:5 359:3 359:6,14,21 360:7,24 361:10,12 361:13,25 364:8 tomorrow	356:4 tools 221:2 top 111:14 123:8 tortured 320:22 total 41:4,9 41:10,14 128:12 221:4 242:4 totally 177:4 314:4 touch 5:4 touched 83:7 touted 241:21 tracey 59:18 track 17:10 116:20 193:15,17 tracking 72:17,19,22 171:5,11 tracy 338:2 338:22 339:11,25 340:13,15 340:22,22 341:6,9,12 343:12,16 343:17 traditional 41:25 43:12 46:20 47:18 106:10 272:18 316:16 tragedy 21:17 tragic 8:7 224:21 trained 124:7 143:20,22 144:19 268:12 310:24,25 316:4 317:23 trainee 89:7 trainees 89:6 121:20 training 15:18,19 25:10 26:16	26:20,23 27:5 46:18 46:22,24,25 47:4,8,12 56:10,12,15 56:15,17,18 57:3,7,19 58:4 93:21 98:2,8 126:21 139:22,24 140:5,6,8 142:20,21 142:22,23 142:25 143:2,4,4 143:12,13 143:15,16 143:18 144:3 160:21,22 161:6,14 175:9,13,23 175:25 176:5,6 177:2,3,13 178:10 186:3 228:24 291:11 310:20 311:17 317:14,15 317:16,19 317:20,22 318:6,13 322:20 328:2 trainings 27:4 47:10 77:10 143:23 176:11 transcript 370:8,20 transfer 45:24 57:22 275:15 334:3 transferred 14:20 48:14 273:24 275:13	276:8 282:18,21 305:6,7 transferring 48:25 transform 48:12 85:6 transforma... 7:17 19:23 21:9 49:2 82:7 86:20 168:14 220:12 transforma... 83:19 transforms 222:2 transient 65:23 66:5 66:6 96:2 transition 42:18 43:8 45:11 49:18 78:25 85:20 85:23 87:17 87:25 88:5 100:4,24 106:21 112:15 113:17 139:7,11 142:17,24 153:14 197:13 199:20 216:21 217:23 222:11 311:22,24 312:11 transitioned 14:8,12,15 42:22 88:4 106:16 112:19 113:13 114:6 165:5 182:21 184:9 212:8 213:21 transitioning 46:8 101:10 101:24
--	---	---	--	--	--	---	--

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 43

113:9	344:24	189:12	turning 30:9	263:8	u 363:8	unable	15:22 22:21
114:11	tries 277:14	205:9	30:25	265:22	365:17	236:22	56:18,19,20
142:18	trifold 103:5	246:25	101:11	271:16	ultimate	237:13	56:21,23,25
183:4	trouble	251:5,22	213:10,17	276:2 277:7	134:9	unassigned	63:23 127:2
209:19	193:19	275:2	turnover	278:24	ultimately	238:20	157:16
transitions	282:10	318:11	95:12	280:18	53:6 65:19	unbearable	201:16
15:11 95:12	283:7	325:17	121:22	282:15	90:12	201:15	305:4 360:4
translates	343:17,18	326:3	123:12	285:4	107:25	unchecked	understands
168:15	344:5	351:21	127:3	301:20	111:23	142:7	188:10
transparency	troubles	trying 2:5	129:16,17	318:14	132:25	uncovered	understood
123:18	34:25	24:4 35:20	129:21	321:17	148:13	149:12	78:20
291:18,20	troubleshoot	36:7 39:17	154:9	333:19	196:13	undergird	109:25
transparent	133:16	44:15 48:18	168:10	337:20	199:24	108:24	undertaken
73:5,8	211:25	51:25 59:14	169:5,7,15	339:14	227:2 254:8	180:9	206:10
74:20 132:5	troubleshoot...	60:12 62:8	169:16,18	340:3,9	254:20,21	underlying	undertaking
132:7 253:9	18:11 90:14	62:11 68:21	169:22,23	343:3	262:4	229:4	64:23
transport	troubling	73:8 79:10	170:6,16	346:17	270:12	undermining	105:21
267:25	279:9 282:3	79:16 81:7	171:6,8,9	355:12	328:17	272:10	259:10
268:5	truancy	82:5 84:6	171:18	366:19	ultimatum	306:22	unemploy
transportat...	68:19,21,25	85:9,11	172:6,22,24	twoday 161:5	278:18	underpaid	266:5
354:9,10	98:6 99:6,8	86:7 101:3	173:15	161:14	umbrella	267:10	unemploym...
trauma	208:3	101:7,14	174:10	twohour	1:21 3:15	underperfo...	121:9
285:13	314:20	105:7,21	176:18	140:6 143:2	5:16 7:6	108:18	unfair 275:21
345:20	truck 342:20	107:19	178:15	twoyearold	10:19 13:11	underperfo...	unfamiliar
traumatic	true 199:14	108:11	215:2,22	321:23	13:16 25:6	107:5,13	236:16
234:8	299:6	109:4	217:10,14	type 12:10	26:4 28:4	108:17	unfortunate
travesty	316:18	115:21,22	217:19	51:23 115:5	40:23 46:9	109:2	96:13
239:3	370:7	153:5,6	237:18	137:24	46:24 47:2	underscoring	181:23
treating	trust 95:9	158:7,25	238:14,24	179:19,23	48:13,15,23	78:13	unfortunat...
355:6	172:3	162:8,9,16	tutoring	222:22	49:20 51:5	understaffed	49:2 127:22
364:16	223:15	164:17,18	308:2	229:13	52:21 56:12	237:17	228:19
treatment	283:2	170:11,12	tweak 27:11	230:4 231:7	69:3,24	understaffing	246:20
28:6 29:2,3	trusting	170:15	40:17 67:17	231:8,12,16	71:18 85:24	120:10	256:4
30:3 54:23	172:4	173:10	tweaking	235:25	88:5,9 92:5	understand	261:12
248:18	truthfully	176:19	69:25	236:2,21	93:15 96:10	48:8 63:2	unhappy
278:5 306:6	38:7	183:22	twentyeight	239:10	106:14	91:25 102:4	339:4
306:7	try 27:11	252:3	119:16	300:11	110:11,12	155:6	unhealthy
334:23	46:13 48:15	314:24	two 2:16 9:24	303:13,14	112:20,22	156:21,22	270:5
tremendous	51:11 52:22	333:11	13:19 18:4	305:11,15	114:7,20	173:19	339:24
149:13	53:4,9	362:4	23:7 29:4	305:19	115:3	181:23	unification
178:18	54:12 60:6	tuckermills	32:9 36:8	306:11	147:24	192:20	210:2
trends 221:11	82:19 83:10	341:13	38:11 40:6	307:5	159:14	234:12	unified 65:20
trial 364:11	105:13	343:15	40:19 42:14	types 62:9	161:4	250:11	unintended
364:12,13	106:22	tumultuous...	42:15 87:25	63:21 125:6	162:25	266:15	85:7,10,17
tried 23:17	107:23	168:11	95:17 99:13	162:14	164:5	267:5	86:21
23:20,22,24	115:9,18	tune 36:12	108:25	254:17	173:11	268:12	union 25:21
25:12 27:6	145:10	73:16	111:8 132:5	257:20	175:14	269:14	43:15,18,20
48:24 86:2	146:15	103:12	135:25	260:14,17	178:13	274:11	119:21,24
87:10 88:12	158:3,22	turn 101:21	136:12,16	261:6	197:17	283:13,20	138:2 146:8
135:19	162:24	120:12	153:13	tyrone 360:9	207:15	285:19	146:9 158:6
157:17	169:9	turned 68:10	179:22	361:22	209:5	291:16	184:9
168:7 277:6	170:25	104:7	213:9	362:9	227:13	305:15,16	188:19
341:17	171:4	313:24	250:13,18		290:6	understand...	191:15
				U			

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 44

201:11	217:20	118:6,11,19	vicious	275:20	walter 358:15	248:12	159:17
unions 11:8	upcoming	119:9	150:13	277:10,12	362:2,5	250:15	washington
113:22	295:14	223:11	victims	277:17	364:11	251:24	343:5
150:5	update 6:7	299:9	359:22	278:19	want 2:23	252:20	wasnt 141:6
unique	112:14	300:15	360:2,9,23	281:7,9,15	5:11,13,13	253:5	236:23
214:17,20	113:16	324:2	vigorous 51:6	334:13,16	26:12 27:15	254:11,23	281:22
227:23	138:7	365:19	211:19	335:6 358:7	44:17 49:5	257:13,14	333:6
unit 80:9	296:14	variables	village 17:19	vitality 171:6	50:8,14	259:15,15	338:18
85:17 87:17	updates	215:17	333:18,22	vocational	51:19 52:2	259:19	355:4
162:23	294:9	varied 170:7	333:23	327:25	54:11 58:14	260:2,12	358:25
163:13	upper 333:25	varies 169:23	356:24	voice 91:23	59:2 63:10	261:16,16	362:4
224:13,15	upset 169:18	variety 291:4	358:12	247:19	63:18 64:4	261:18,19	wasted
236:19	upstairs	292:18	361:17	328:25	64:16 65:11	261:23,25	267:16
360:3,9,24	136:9 353:8	296:3	vine 351:23	void 149:6	65:20 70:15	262:15	wasting 268:4
unite 290:22	353:23	various 25:19	violate 75:8	volatile 87:3	72:8 75:8	300:15	285:17
united 249:20	uptick 214:11	26:25	violation	vulnerable	76:19 77:23	307:9	watch 75:4
249:25	uptight	139:10	134:5 141:4	122:20	81:12 89:14	311:14	221:11
250:5	145:15	158:2	345:14	123:21	90:2 94:23	315:16	312:10
306:12	urge 119:25	162:14	346:12	132:23	96:8 97:25	320:9	watched
units 46:3,12	urging	196:4	virtually	134:8 149:8	98:7 107:21	322:17	336:25
86:24 87:25	164:16	313:21	239:9	212:9	108:2	323:12	water 83:21
88:5 120:16	use 7:14 12:2	vast 140:3	virtue 227:20	W	117:21	336:6	202:6 248:6
216:4	13:12 44:8	211:20	270:7,21	wages 267:11	131:3,6	347:23	331:23,24
university	60:16 65:11	vehicle 338:8	vision 7:12	wait 135:22	133:22	348:2,6,10	331:25
15:17 46:22	67:11	venues	161:20	136:3	135:16,17	351:5	332:6
56:9 175:11	128:21	296:21	200:11,12	217:24	136:22,23	357:24,24	339:20
175:13,20	238:12	verify 162:25	266:25	275:4,19	146:11,24	366:4,10,11	watson
176:9	useful 131:5	163:5	visit 229:16	287:12	146:25,25	366:4,10,11	332:11
178:10	131:14,18	verse 95:5	238:5	335:3	147:3	36:23,24,25	wavering
194:9	usual 102:6	version 22:18	342:11	waited	150:16	49:15,20	348:8
284:19	217:13	versus 42:5	343:21,21	235:22	151:4,18	50:12 55:22	way 36:18
317:20	usually 92:14	70:9,23	343:23,23	waiting 63:8	157:14,15	87:12	40:17 64:11
universityst...	177:14	94:24 99:15	344:2	140:18	159:9 167:7	114:25	65:3 67:10
46:18	utilize 102:16	100:9	357:14	323:11	169:24	125:14	71:11 86:8
unknown	116:6	154:13	visitation	waiver	177:9 186:6	146:20	91:16,24
340:15	utilized	155:4	15:14 18:22	128:19	188:16	160:20	95:12
unmanagea...	124:24	258:18	18:25	220:21	190:13	196:18,20	120:13
85:22	128:5	vertical	162:20	walk 81:2	193:5,8,10	199:11	148:4,5
unorganized	309:11	130:22	163:16	83:5 135:9	194:12,19	216:25	158:22
139:12	utilizing	veterans	164:25	193:23	194:25	259:25	167:17
unprepared	236:19	223:25	268:24	338:5	197:25	264:16	169:6
228:22	V	224:4	275:18	362:23	199:5,14	265:12	190:20
276:18	vacancies	vetted 246:5	278:15,20	walked 73:13	201:17,20	299:25	191:16
unquote 8:24	86:8	vetting 51:20	281:20	193:24	205:21	313:11,14	198:17
130:23	value 63:21	viability 52:2	325:12	266:17	206:16	314:7,11	202:22
136:6	67:8 100:6	79:21 111:8	visitations	362:12	213:6	361:12	204:15
137:14	156:4	viable 52:5	335:5	walking	218:18,22	wanting	212:22
unsupervised	199:18	210:17	visited 23:14	73:18	222:6 223:4	68:23	239:8
277:11,17	200:16	vice 118:19	visiting 19:5	364:23	231:13	wants 63:4	241:23
342:11	valued 87:21	119:10,14	183:17	walkins 135:8	241:14	130:19	246:22
untested	values 63:24	124:2	visits 238:2	wall 339:22	243:10	259:16,18	253:9
267:7	vanessa 4:6	262:19	240:17	344:25	244:15	364:14	258:16
unusual	6:16 117:15	289:20	274:22	walls 157:23	245:17	warrants	292:4 298:9

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 45

316:16	120:18	351:23	66:22	318:10	343:2	177:17,18	54:24 90:5
368:12	121:3 122:9	353:7,8,9	whats 6:7,7	willingness	word 294:11	177:20,24	99:9 119:15
wayne 332:9	122:11,19	353:23	26:17 42:9	27:9,10	354:10	178:23	199:9 219:9
ways 71:22	123:8 124:4	354:6	85:5 90:13	226:20	words 25:7	181:21	248:13
94:19 171:4	124:6,25	356:14	92:2 109:7	wind 193:21	136:6 201:9	182:16,17	275:2 309:2
211:24	125:4,17,23	358:5 360:7	170:13,17	windows	350:23	183:15	312:20
218:16	126:4,22	362:8,8	184:11,23	339:22,23	351:24	185:6 186:2	322:9,11
226:14	128:6,24	west 31:3,4	198:18	wins 249:9	352:22	189:12,17	361:25
239:8	129:5 130:4	31:10	247:20	wire 332:19	wordsworth	190:13,17	worker 38:13
242:25	130:10	287:16	257:5	wisconsin	30:15 31:8	190:18,20	38:14 47:19
256:6	131:2,8,18	289:22	271:15	22:17	213:12,18	192:13,15	48:21 49:14
website	133:3,23	290:14,19	322:13	witness 4:5,7	295:6,21	196:8,14	50:5 56:16
157:20,21	134:10	290:24	whatsoever	117:18	303:20	197:5	85:13 88:19
wed 117:10	147:11	291:5 295:6	336:12	152:9	work 13:9	198:10,15	89:3,11
151:12	174:9	307:17	whipped	180:19	15:4,13	199:18	94:24,24
230:7 265:2	175:21,25	331:14	whispered	204:24	18:15 26:11	200:3,18	95:10
weddings	176:15	weve 65:3,3	362:16	265:6	37:21 44:7	201:14	113:15
202:10	208:21	71:15 76:7	white 301:3	287:19	46:8 47:7	203:16	119:15,19
wednesday	209:12	77:12 80:18	304:22	313:8	47:14 57:15	204:15	119:20
1:8	217:3	98:23 99:11	363:4	330:17	63:17 72:25	205:16	122:6,24
week 24:7,8	218:24	104:2	whitfield	345:16	79:2 80:4	208:20,25	124:4
24:11	243:15	124:22	288:16,17	witnesses 4:7	86:10,14	228:14	134:20
183:21	245:24	146:13	347:8,15,19	117:18	87:2 88:11	231:20	135:3,15,18
333:14	246:17	153:18	347:22	152:9	88:23 89:5	233:15	136:4,5
336:24	255:15	160:15	348:12,16	180:19	91:5 93:19	247:13,14	137:5
342:18	291:10	166:24	348:21,23	204:24	94:17 99:8	250:24	138:20,22
weekend	292:5 324:4	169:11	349:20	265:6	103:24	254:4 255:9	140:21,21
343:21,23	wellbeing 5:5	173:2	363:25	287:19	104:5 105:7	259:15	140:25
weekly 20:7	5:6,25 7:10	179:21	365:4,8,13	289:10	106:18	265:20	141:16,20
334:13,15	7:23 18:16	182:2,24	366:10	313:8	107:20	267:12	142:22
weeks 177:3	19:9 20:19	187:25	wife 331:4,15	316:19	108:11	268:14,15	144:9,11
235:10,23	120:7 133:2	196:4	334:5,7	330:17	114:9,10,10	270:11	146:7,22
275:20	142:8 217:7	222:20	335:19	woefully	114:12	283:5	148:13
276:2 285:4	227:3	229:11	william 1:12	233:19	116:10	284:14,18	149:16
287:10	324:17	230:17	williams	woman	120:14	284:22	153:15
334:8,10,11	welltrained	231:2,13,23	264:24	135:14	121:18	290:22	156:10,16
334:21,22	217:4	232:7	265:8,14	137:20	122:2	292:17,21	159:21
340:3,10	went 23:5	234:14	266:2,3	women 59:7	123:24	293:21,21	160:8,17
343:4,8	32:5 39:20	238:22	272:22	59:13 60:2	124:5 137:9	297:8	165:15
weighted	62:6 67:7	239:13	287:16	61:18 62:4	137:9,10	304:24	174:12,13
111:5	123:5 136:8	240:5	289:9,16,18	115:23	138:23	306:23	176:9 184:6
welcome 2:23	158:6 168:8	245:15	289:20	116:7	139:4,4,14	307:24	186:21
308:17	178:3,5	247:18	365:15,20	272:13	140:10	309:19	194:11
welfare 7:13	185:8	250:22	365:24	334:10	144:4	310:25	195:23,25
8:6,17 9:22	210:24	255:22	willie 350:4,8	wonderful	146:20	312:7	196:2,3,3
11:7,15	213:18	260:9,10	350:11,16	94:17 201:4	147:11	317:13	199:11
13:17,22	332:3 333:9	269:16	351:15	wondering	148:21	318:15	203:13
16:5 17:20	335:7	whathaveyou	willies 350:7	331:24	159:16	321:7	221:23
17:21 18:13	342:22	181:25	willing 20:16	wont 39:21	160:23	324:19	225:16
19:21 20:2	344:15,18	183:4	65:4 67:17	45:12 53:11	161:22	328:11	228:4,6
23:7 25:23	344:19,23	184:23	81:7 189:22	113:12	164:18	331:21	237:24
37:16 56:20	345:9	185:3	268:14	204:6	170:12,22	340:10	239:22,25
57:12 69:13	350:21	whatnot		woodland	173:10	worked 39:10	240:3,3,7

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 46

240:16	144:7,8,13	114:13	193:24,25	143:17,21	yesterday	177:6	0
242:8 269:7	144:14,15	116:16	218:24	161:13	21:17	185:12	00 264:23
272:9 275:3	147:23,25	123:10	249:17	191:9	274:19	190:21	342:18,18
276:25	148:11,12	133:13	250:23	213:24	321:16	193:20	344:9
277:11,19	148:18	217:5,12	273:14	215:6	yield 50:8	194:18	000 45:8
277:23	149:2,7	218:15,22	348:11	221:20	york 22:15,16	202:8 224:3	119:11
278:3,7,14	150:20	working	worn 149:4	228:17	24:9,11	251:10	166:8
278:19	155:2,7,8	17:11,23	worsening	238:19	210:25	253:3	302:23
281:17	156:12	19:4 23:24	241:17	248:21	284:13,18	281:23	304:20
285:3	157:7,9,9,9	27:13 38:12	wouldnt 48:4	249:12	285:3,9,18	282:24	306:9,18,20
286:12,15	157:14	38:21 43:22	54:13	269:9,10	286:23	288:5 304:4	362:6
308:25	159:5,6	47:18 48:11	101:13	270:4,18	287:7,9	307:4 313:6	
309:18	160:2	61:14,22	267:23	280:25	340:3,6,13	315:12	
328:12	162:21	62:10 79:6	wrap 344:11	281:4	340:16	318:2 344:3	1 29:4 30:4
332:11,12	165:5	80:2 93:2	344:13	282:15	yorks 23:12	344:3	42:15 45:3
337:22,25	174:11	109:5,6	wreaked	297:16	youd 38:22	352:12,13	45:8 89:3
338:2	175:23	110:15	147:7	300:4,5	363:13	youth 3:24	89:11 231:7
343:25	182:11	115:25	writing	321:13,16	youll 45:13	7:10 11:22	349:8
352:21	183:16,25	116:21	138:24	348:8	45:16 85:25	11:24 12:3	10 1:8,8 3:1
354:8,19	184:18	123:12	written	364:12,13	young 5:3	45:6 49:17	4:1,25 5:1
355:9	185:2 186:5	126:20	161:16	years 11:3	95:18 172:2	49:22 55:23	6:1 7:1 8:1
356:18	187:8,11,15	139:10	245:11	25:15 57:8	173:16	56:3 58:11	9:1 10:1
357:17	188:7	140:15	343:10	58:13 65:10	194:4	84:25	11:1 12:1
workers 9:24	194:22	146:8	347:14,16	99:14 104:2	244:22	121:12	13:1,21
10:5 15:3,8	197:5	147:17	366:25	119:16,17	319:11	205:17	14:1 15:1
15:20 26:4	202:24	167:25	wrong 79:20	128:8 135:4	younger	208:12	16:1 17:1
26:21 27:2	216:10	170:10,24	149:14	135:5	117:17	209:6 216:2	18:1 19:1
38:11,21,24	219:7,9	183:13,20	171:23	137:15	144:24	291:8	20:1 21:1
39:8 43:13	228:21	201:13	wrote 297:24	138:21	145:4,14,24	292:11	22:1 23:1
43:22 44:2	229:23	202:4 253:8		146:6	145:25	299:24	24:1 25:1
44:3,6	230:12	253:23	X	169:20	146:4,6	302:16	26:1 27:1
46:20 47:3	237:6	274:7	x 146:12	173:3 184:8	200:21	303:9	28:1 29:1
47:4,11	238:22	280:14	150:7	193:16	youngest	324:17,22	30:1 31:1,7
48:11,15	239:11	293:15		195:23	337:17	327:7	31:9 32:1
71:6 83:9	257:8	296:7	Y	199:10	youngu	youve 64:13	33:1 34:1
84:2,21	267:10,11	299:13	yall 110:5	200:8	357:19	64:14 73:17	35:1 36:1
85:16,21	267:15,18	316:6	145:10	208:17	359:6	77:4 99:24	37:1 38:1
86:13,15	267:20	328:22	153:20	214:9 219:3	360:13	188:21	39:1 40:1,8
87:13,14,15	268:3,8,11	331:11	364:23	219:10	youre 34:2	205:6,24	41:1 42:1
91:7,10,11	268:13	362:9	yeah 34:15	222:10	40:15,16	206:5	43:1 44:1
91:13	269:16	workload	99:10	245:20	42:25 46:18	216:24	45:1 46:1
106:15	273:2 274:5	87:8 217:17	329:14	249:12	52:12 54:3	234:19	47:1 48:1
113:21,23	276:17	218:3	367:7	265:22	67:2,19	246:8 314:5	49:1 50:1
114:5,15	282:14,22	workloads	year 4:19	284:12	68:22 69:11	315:18,19	51:1 52:1
123:25	283:4 316:4	122:17	5:15 33:13	285:2,16	71:6 85:6,9	346:16	53:1 54:1
134:24	316:19,22	works 23:18	35:11 39:24	293:7	85:12 89:16	367:19,20	55:1 56:1
135:8	318:25	158:25	40:5,7	303:12	96:20 143:6		57:1 58:1
136:10	319:3,6	204:17	47:13 57:6	309:2,6	166:15		59:1 60:1
137:3 139:9	322:11,23	274:9 298:5	71:16,17	314:7	167:3	zukoski	61:1 62:1
139:21,22	workforce	324:21	86:5,6	318:24	168:13	204:23	63:1 64:1
140:4,11	70:16 93:5	workshops	121:13	326:11	171:24	205:9,13,15	65:1 66:1
142:5,16	93:10	291:11	128:7 129:8	331:12	175:3	206:5	67:1 68:1
143:20,22	113:18,20	world 64:17	129:18	366:7	176:19	234:20	69:1 70:1
			130:2				

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 47

71:1 72:1	174:1 175:1	278:1 279:1	362:6	95:1 96:1	193:1 194:1	298:1 299:1	326:11
73:1 74:1	176:1 177:1	280:1 281:1	109 331:14	97:1 98:1	195:1 196:1	300:1 301:1	140706 1:16
75:1 76:1	178:1 179:1	282:1 283:1	11 213:12	99:1 100:1	197:1 198:1	302:1 303:1	3:6,16
77:1 78:1	180:1 181:1	284:1 285:1	343:4,8	101:1 102:1	199:1 200:1	304:1 305:1	117:9
79:1 80:1	182:1 183:1	286:1 287:1	349:8	103:1 104:1	201:1 202:1	306:1 307:1	289:11
81:1 82:1	184:1 185:1	288:1 289:1	115 207:23	105:1 106:1	203:1 204:1	308:1 309:1	313:5
83:1 84:1	186:1 187:1	290:1 291:1	11th 340:25	107:1 108:1	205:1 206:1	310:1 311:1	315:10,12
85:1 86:1	188:1 189:1	292:1 293:1	350:13	109:1 110:1	207:1 208:1	312:1 313:1	323:13
87:1 88:1	190:1 191:1	294:1 295:1	12 3:1 4:1 5:1	111:1 112:1	209:1 210:1	314:1 315:1	324:7
89:1 90:1	192:1 193:1	295:5,10,23	6:1 7:1 8:1	113:1 114:1	211:1 212:1	316:1 317:1	349:23
91:1 92:1	194:1 195:1	295:24	9:1 10:1	115:1 116:1	213:1 214:1	318:1 319:1	140952 1:19
93:1 94:1	196:1 197:1	296:1,5,7	11:1 12:1	117:1 118:1	215:1 216:1	320:1 321:1	3:1,6,9 4:1
95:1 96:1	198:1 199:1	297:1 298:1	13:1 14:1	119:1 120:1	217:1 218:1	322:1 323:1	5:1 6:1,25
97:1 98:1	200:1 201:1	299:1 300:1	15:1 16:1	121:1 122:1	219:1 220:1	324:1 325:1	7:1 8:1 9:1
99:1 100:1	202:1 203:1	301:1 302:1	17:1 18:1	122:12	221:1 222:1	326:1 327:1	10:1 11:1
101:1 102:1	204:1 205:1	303:1 304:1	19:1 20:1	123:1 124:1	223:1 224:1	328:1 329:1	12:1 13:1
103:1 104:1	206:1 207:1	305:1 306:1	21:1 22:1	125:1 126:1	225:1 226:1	330:1 331:1	14:1 15:1
105:1 106:1	208:1 209:1	307:1 308:1	23:1 24:1	127:1 128:1	227:1 228:1	331:11	16:1 17:1
107:1 108:1	210:1 211:1	309:1 310:1	25:1 26:1	129:1,11	229:1 230:1	332:1 333:1	18:1 19:1
109:1 110:1	212:1 213:1	311:1 312:1	27:1 28:1	130:1 131:1	231:1 232:1	334:1,7,10	20:1 21:1
111:1 112:1	213:17,25	313:1 314:1	29:1 30:1	132:1 133:1	233:1 234:1	334:18,21	22:1 23:1
112:25	214:1 215:1	315:1 316:1	31:1 32:1	134:1 135:1	234:3 235:1	335:1 336:1	24:1 25:1
113:1 114:1	216:1 217:1	317:1 318:1	33:1 34:1	136:1 137:1	236:1 237:1	337:1 338:1	26:1 27:1
115:1 116:1	218:1 219:1	319:1 320:1	35:1 36:1	138:1 139:1	238:1 239:1	339:1 340:1	28:1 29:1
117:1 118:1	220:1 221:1	321:1 322:1	37:1 38:1	140:1 141:1	240:1 241:1	341:1 342:1	30:1 31:1
119:1 120:1	222:1 223:1	323:1 324:1	39:1 40:1	142:1 143:1	242:1 243:1	343:1 344:1	32:1 33:1
121:1 122:1	224:1 225:1	325:1 326:1	41:1 42:1	144:1 145:1	244:1 245:1	345:1 346:1	34:1 35:1
122:7 123:1	226:1 227:1	327:1 328:1	43:1 44:1	146:1 147:1	246:1 247:1	347:1 348:1	36:1 37:1
124:1 125:1	228:1 229:1	329:1 330:1	45:1 46:1	148:1 149:1	248:1 249:1	349:1 350:1	38:1 39:1
126:1 127:1	230:1 231:1	331:1 332:1	47:1 48:1	150:1 151:1	250:1 251:1	351:1 352:1	40:1 41:1
128:1 129:1	232:1 233:1	333:1 334:1	49:1 50:1	152:1 153:1	252:1 253:1	353:1 354:1	42:1 43:1
130:1 131:1	234:1 235:1	334:18	51:1 52:1	154:1 155:1	254:1 255:1	355:1 356:1	44:1 45:1
132:1 133:1	236:1 237:1	335:1 336:1	53:1 54:1	156:1 157:1	256:1 257:1	357:1 358:1	46:1 47:1
134:1 135:1	238:1 239:1	337:1 338:1	55:1 56:1	158:1 159:1	258:1 259:1	359:1 360:1	48:1 49:1
136:1 137:1	240:1 241:1	339:1 340:1	57:1 58:1	160:1 161:1	260:1 261:1	361:1 362:1	50:1 51:1
138:1 139:1	242:1 243:1	341:1 342:1	59:1 60:1	162:1 163:1	262:1 263:1	363:1 364:1	52:1 53:1
140:1 141:1	244:1 245:1	343:1 344:1	61:1 62:1	164:1 165:1	264:1 265:1	365:1 366:1	54:1 55:1
142:1 143:1	246:1 247:1	345:1 346:1	63:1 64:1	166:1 167:1	266:1 267:1	367:1 368:1	56:1 57:1
144:1 145:1	248:1 249:1	347:1 348:1	65:1 66:1	168:1 169:1	268:1 269:1	369:1	58:1 59:1
146:1 147:1	250:1 251:1	349:1 350:1	67:1 68:1	169:20	270:1 271:1	120 56:17	60:1 61:1
148:1 149:1	252:1 253:1	351:1 352:1	69:1 70:1	170:1 171:1	272:1 273:1	176:7	62:1 63:1
150:1 151:1	254:1 255:1	353:1 354:1	71:1 72:1	172:1 173:1	274:1 275:1	12th 332:7	64:1 65:1
152:1 153:1	256:1 257:1	355:1 356:1	73:1 74:1	173:3,5	276:1 277:1	12week	66:1 67:1
154:1 155:1	258:1 259:1	357:1 358:1	75:1 76:1	174:1 175:1	278:1 279:1	334:20	68:1 69:1
156:1 157:1	260:1 261:1	359:1 360:1	77:1 78:1	176:1 177:1	280:1 281:1	13 129:14	70:1 71:1
158:1 159:1	262:1 263:1	361:1 362:1	79:1 80:1	177:3 178:1	282:1 283:1	13th 147:16	72:1 73:1
160:1 161:1	264:1 265:1	363:1 364:1	81:1 82:1	179:1 180:1	284:1 285:1	333:7	74:1 75:1
162:1 163:1	266:1 267:1	365:1 366:1	83:1 84:1	181:1 182:1	286:1 287:1	14 138:21	76:1 77:1
164:1 165:1	268:1 269:1	367:1,18	85:1 86:1	183:1 184:1	288:1 289:1	169:21	78:1 79:1
166:1 167:1	270:1 271:1	368:1 369:1	87:1 88:1	185:1 186:1	290:1 291:1	170:7	80:1 81:1
168:1 169:1	272:1 273:1	100 61:9 86:6	89:1 90:1	187:1 188:1	292:1 293:1	172:14	82:1 83:1
170:1 171:1	274:1 275:1	125:19	91:1 92:1	189:1 190:1	294:1 295:1	173:3,6	84:1 85:1
172:1 173:1	276:1 277:1	204:19	93:1 94:1	191:1 192:1	296:1 297:1	248:18	86:1 87:1

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 48

88:1 89:1	191:1 192:1	296:1 297:1	34:1 35:1	140:1 141:1	246:1 247:1	352:1 353:1	129:8
90:1 91:1	193:1 194:1	298:1 299:1	36:1 37:1	142:1 143:1	248:1 249:1	354:1 355:1	2001 310:22
92:1 93:1	195:1 196:1	300:1 301:1	38:1 39:1	144:1 145:1	250:1 251:1	356:1 357:1	2005 310:21
94:1 95:1	197:1 198:1	302:1 303:1	40:1 41:1	146:1 147:1	252:1 253:1	358:1 359:1	2006 8:7,16
96:1 97:1	199:1 200:1	304:1 305:1	42:1 43:1	148:1 149:1	254:1 255:1	360:1 361:1	82:8 128:17
98:1 99:1	201:1 202:1	306:1 307:1	44:1 45:1	150:1 151:1	256:1 257:1	362:1 363:1	129:9
100:1 101:1	203:1 204:1	308:1 309:1	46:1 47:1	152:1 153:1	258:1 259:1	364:1 365:1	320:22
102:1 103:1	205:1 206:1	310:1 311:1	48:1 49:1	154:1 155:1	260:1 261:1	366:1 367:1	2008 10:10
104:1 105:1	207:1 208:1	312:1 313:1	50:1 51:1	156:1 157:1	262:1 263:1	368:1 369:1	127:11
106:1 107:1	209:1 210:1	314:1 315:1	52:1 53:1	158:1 159:1	264:1 265:1	14th 30:21	2009 125:17
108:1 109:1	211:1 212:1	315:7 316:1	54:1 55:1	160:1 161:1	266:1 267:1	14yearold 8:8	337:20
110:1 111:1	213:1 214:1	317:1 318:1	56:1 57:1	162:1 163:1	268:1 269:1	15 121:15	338:3
112:1 113:1	215:1 216:1	319:1 320:1	58:1 59:1	164:1 165:1	270:1 271:1	128:8 170:7	340:20,25
114:1 115:1	217:1 218:1	321:1 322:1	60:1 61:1	166:1 167:1	272:1 273:1	1501 136:22	2010 121:16
116:1 117:1	219:1 220:1	323:1 324:1	62:1 63:1	168:1 169:1	274:1 275:1	1515 157:24	209:15
117:7 118:1	221:1 222:1	325:1 326:1	64:1 65:1	170:1 171:1	276:1 277:1	350:17,22	342:24
119:1 120:1	223:1 224:1	327:1 328:1	66:1 67:1	172:1 173:1	278:1 279:1	15th 30:10	343:9,20
121:1 122:1	225:1 226:1	329:1 330:1	68:1 69:1	174:1 175:1	280:1 281:1	136:17	2011 126:2
123:1 124:1	227:1 228:1	331:1 332:1	70:1 71:1	176:1 177:1	282:1 283:1	153:3	128:17
125:1 126:1	229:1 230:1	333:1 334:1	72:1 73:1	178:1 179:1	284:1 285:1	320:21	292:13
127:1 128:1	231:1 232:1	335:1 336:1	74:1 75:1	180:1 181:1	286:1 287:1	16th 35:25	293:14
129:1 130:1	233:1 234:1	337:1 338:1	76:1 77:1	182:1 183:1	288:1 289:1	17 122:3	342:25
131:1 132:1	235:1 236:1	339:1 340:1	78:1 79:1	184:1 185:1	290:1 291:1	135:4 184:8	2012 110:22
133:1 134:1	237:1 238:1	341:1 342:1	80:1 81:1	186:1 187:1	292:1 293:1	1709 343:5	125:24
135:1 136:1	239:1 240:1	343:1 344:1	82:1 83:1	188:1 189:1	294:1 295:1	17th 30:24	127:8 129:2
137:1 138:1	241:1 242:1	345:1 346:1	84:1 85:1	190:1 191:1	296:1 297:1	40:10 113:2	129:12
139:1 140:1	243:1 244:1	347:1 348:1	86:1 87:1	192:1 193:1	298:1 299:1	295:25	294:16
141:1 142:1	245:1 246:1	349:1 350:1	88:1 89:1	194:1 195:1	300:1 301:1	18 129:12	349:24
143:1 144:1	247:1 248:1	351:1 352:1	90:1 91:1	196:1 197:1	302:1 303:1	342:24	361:10
145:1 146:1	249:1 250:1	353:1 354:1	92:1 93:1	198:1 199:1	304:1 305:1	1801 351:23	2013 28:8,9
147:1 148:1	251:1 252:1	355:1 356:1	94:1 95:1	200:1 201:1	306:1 307:1	18th 136:18	28:10,11
149:1 150:1	253:1 254:1	357:1 358:1	96:1 97:1	202:1 203:1	308:1 309:1	295:20	40:3,4
151:1 152:1	255:1 256:1	359:1 360:1	98:1 99:1	204:1 205:1	310:1 311:1	190 306:18	43:24 130:5
153:1 154:1	257:1 258:1	361:1 362:1	100:1 101:1	206:1 207:1	312:1 313:1	1987 291:3	130:9
155:1 156:1	259:1 260:1	363:1 364:1	102:1 103:1	208:1 209:1	314:1 315:1	19th 130:7	147:16
157:1 158:1	261:1 262:1	365:1 366:1	104:1 105:1	210:1 211:1	316:1 317:1	1st 30:23	161:13
159:1 160:1	263:1 264:1	367:1 368:1	106:1 107:1	212:1 213:1	318:1 319:1		166:7 170:6
161:1 162:1	265:1 266:1	369:1	108:1 109:1	214:1 215:1	320:1 321:1	2	213:10
163:1 164:1	267:1 268:1	14public 3:1	110:1 111:1	216:1 217:1	322:1 323:1	2 14:16 30:7	249:19
165:1 166:1	269:1 270:1	4:1 5:1 6:1	112:1 113:1	218:1 219:1	324:1 325:1	32:8 40:20	250:4 332:9
167:1 168:1	271:1 272:1	7:1 8:1 9:1	114:1 115:1	220:1 221:1	326:1 327:1	41:19,20	333:7 361:2
169:1 170:1	273:1 274:1	10:1 11:1	116:1 117:1	222:1 223:1	328:1 329:1	42:16 78:16	361:3
171:1 172:1	275:1 276:1	12:1 13:1	118:1 119:1	224:1 225:1	330:1 331:1	117:10	2014 1:8
173:1 174:1	277:1 278:1	14:1 15:1	120:1 121:1	226:1 227:1	332:1 333:1	245:9	10:11 14:16
175:1 176:1	279:1 280:1	16:1 17:1	122:1 123:1	228:1 229:1	334:1 335:1	302:25	41:11,16
177:1 178:1	281:1 282:1	18:1 19:1	124:1 125:1	230:1 231:1	336:1 337:1	304:20	170:6
179:1 180:1	283:1 284:1	20:1 21:1	126:1 127:1	232:1 233:1	338:1 339:1	342:18	213:13,15
180:18	285:1 286:1	22:1 23:1	128:1 129:1	234:1 235:1	340:1 341:1	360:5,11	231:6 295:7
181:1 182:1	287:1 288:1	24:1 25:1	130:1 131:1	236:1 237:1	342:1 343:1	20 47:12 57:6	295:20
183:1 184:1	289:1,10	26:1 27:1	132:1 133:1	238:1 239:1	344:1 345:1	75:11	297:18
185:1 186:1	290:1 291:1	28:1 29:1	134:1 135:1	240:1 241:1	346:1 347:1	121:14	335:5,14
187:1 188:1	292:1 293:1	30:1 31:1	136:1 137:1	242:1 243:1	348:1 349:1	122:8	2015 14:9
189:1 190:1	294:1 295:1	32:1 33:1	138:1 139:1	244:1 245:1	350:1 351:1	2000 128:7	43:7 45:11
						128:16	

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee on Public Health and Human Services
December 10, 2014

Page 49

121:13	257:19	304:20	9				
214:3	317:3	353:15	9 4:25 30:25				
364:14	339:15	50 41:23,24	31:9 40:8				
207 306:20	367:18	43:8 49:8	112:24				
20day 165:23	300 67:22	75:11	213:16,24				
165:24	30th 349:24	112:21	234:3				
275:14,17	31 121:17	172:6,12	342:18				
276:12	278:25	257:19	367:18				
20plus 104:2	279:5	500 302:25	90 92:16				
20th 353:17	313 127:7	304:20	911 357:13				
353:21	35 127:11	334:10	95 204:20				
354:7,11	154:13	501 290:10	990 306:5				
21 170:8	369:3	539 306:9	9th 30:23				
2186 181:9	35th 30:17	54 343:2					
185:20	36 119:16	55 112:21					
2187 134:21	365day 12:16	5th 30:21					
196:21	37 8:20 35:17	352:6					
197:4	82:19						
22 128:2	129:18	6					
22nd 30:6	39th 30:17	6 30:18 234:3					
24 208:5	3rd 30:23	600 4:24					
293:16	53:18	41:12 45:3					
244 14:16		72:16					
40:20 41:19	4	249:24					
24hour 12:16	4 30:13 32:7	61 127:8					
24th 30:8	41:12 127:7	154:12,13					
153:3	344:9 369:3	6th 352:5					
295:18	40 22:25	353:7,20					
354:21	75:11						
25 183:9	112:18	7					
293:16	129:3	7 29:5 30:5					
309:2,6	208:17	119:11					
250 302:18	245:20	129:14					
25th 30:4	400 1:7	208:5					
297:18	224:17	701 343:8					
26th 30:8	42 137:15	717 128:16					
27 126:5	432 129:2	74 340:6					
307:13	45 112:18	794 41:20					
28 170:8	339:5	7th 30:13					
195:23	46 350:13						
29 199:10	47 118:20	8					
2nd 30:13	119:11	8 30:22 40:8					
335:14	124:3 170:9	112:24					
336:21	172:14	129:12					
	173:7	213:16,24					
3	185:19	339:15					
3 30:10	190:9	80 129:21					
224:17	191:15	82 249:24					
264:23	250:2	895 121:14					
290:10		8th 30:14					
349:9	5	334:14,14					
30 1:8 75:11	5 30:15,16	334:16					
122:8 183:9	166:8	335:4					
200:7	302:23						

STREHLOW & ASSOCIATES, INC.
(215) 504-4622