



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-01 DFSS Outcome Metrics

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Reilly requested a list of the outcome metrics DFSS tracks.

Please see the attached list of outcome metrics by division that DFSS is currently tracking.

As always, please let me know if you have any further questions.

Program Division 2019 Outcome Goals (1/2)*

Program Division*	Goals
Children Services Division	<ul style="list-style-type: none"> • Goal #1: 95% of children will have a medical home as a result of the implementation of continuity of relationships and improved family goal setting • Goal #2: 95% of 4-5-year-olds will be kindergarten ready according to the TS Gold assessment (note: program cycle is from 9/1 - 8/31) • Goal #3: Decrease by 5% year over year the number of delegate agencies that do not meet the 10% of disability referral requirement (note: program cycle is from 9/1 - 8/31) • Goal #4: Increase online applications for early learning programs by 5%
Division on Domestic Violence	<ul style="list-style-type: none"> • Goal #1: 80% of clients better understand domestic violence issues and how services can improve their well being and help keep them safe [survey question C2] • Goal #2: At least 33% of clients seeking an order of protection are granted a plenary order of protection (POP) [Legal Services only] • Goal #3: Establish 5 linkages between DFSS divisions and/or their delegates and community DV stakeholders to enhance overall responsiveness to victim needs • Goal #4a: Increase calls to the Domestic Violence Hotline by 3% each year • Goal #4b: Increase calls from victims to the Domestic Violence Hotline by 3% each year • Goal #5: 90% of delegates meet all performance measures (PM) at 85% or higher
Homeless Services Division	<ul style="list-style-type: none"> • Goal #1a: Reduce by 5% the number of homeless households identified in the Continuum of Care One List • Goal #1b: Reduce by 5% the number of homeless individuals identified in the PIT Count each year • Goal #2a: Reduce by 5% the median number of days homeless for each household housed during the quarter - from initial engagement to permanent housing • Goal #2b: Reduce by 5% the number of households who have been homeless for more than 150 days (on the last day of the quarter, excluding Safe Haven) • Goal #3: Increase by 5% the number of households who are placed into permanent housing (includes intakes for PSH and self-resolve exits to permanent housing) • Goal #4: Increase by 10% the number of housing and/or shelter placements from street outreach each year

*All program divisions maintain a goal expenditure rate of 95%

Program Division 2019 Outcome Goals (2/2)*

Program Division*	Goals
Human Services Delivery	<ul style="list-style-type: none"> • Goal #1: 60% of clients in crisis progress at least one step in their area of primary need within a year of engaging with DFSS Community Service Centers or their local agencies • Goal #2: 33% of eligible households screened successfully obtain one or more public benefits (e.g. TANF, SNAP, etc.) • Goal #3: 25% increase in the number of new relationships with local service providers each year as demonstrated by community linkages • Goal #4: 5% increase in the number of people utilizing the community service centers
Senior Services Division	<ul style="list-style-type: none"> • Goal #1a: Register 15% new program participants in Congregate and Senior Centers, annually • Goal #1b: 70% of new clients will return to the Congregate or Senior site a second time • Goal #2: Increase by 5% the number of service requests identified with a Village Intercolaborative Center (VIC) • Goal #3: 100% of the calls entered into ECM for well-being checks (JICRs) will result in the CAS delegate agency engaging with the client within a 24-hour timeframe. • Goal #4: Increase the call answer rate for Information and Assistance by 10%
Workforce Services Division	<ul style="list-style-type: none"> • Goal #1a: 75% of participants who have enrolled in job readiness programs will be placed in employment and retain for 30 days • Goal #1b: 80% of participants placed into employment will retain employment for 90 days • Goal #1c: 75% of participants placed into employment will belong to a priority population • Goal #2: 90% of participants placed in employment receive a base hourly pay equal to or greater than the Standard City Minimum Wage • Goal #3: Secure 3 MOU's per year with identified partners which include increased employment and/or training opportunities for participants • Goal #4: Increase calls to Re-entry Centers by 5% annually
Youth Services Division	<ul style="list-style-type: none"> • Goal #1: Strengthen school related engagement as reflected by attendance in K-12 • Goal #2: 75% of youth report a positive relationship with an instructor and/or mentor in their program • Goal #3: Lower youth violent crime arrests of program participants by 30% • Goal #4: Identify 2% funding to reallocate expanding initiatives to support youth with complex needs

*All program divisions maintain a goal expenditure rate of 95%

Administrative Division Outcome Goals (1/2)

Administrative Division	Goals
Communications Division	<ul style="list-style-type: none"> • Goal #1: 100% of the 3 most commonly viewed materials from each division will be properly branded • Goal #2: 100% of Program Deputies will do at least 1 speaking event, op-ed, or media interview to position themselves as an expert • Goal #3a: Increase Facebook followers by 50% each year • Goal #3b: Increase Twitter followers by 50% each year • Goal #3c: Increase Instagram followers by 50% each year • Goal #4: 75% of DFSS members report engaging with other DFSS staff
Contracts, IT & Programmatic Monitoring Division	<ul style="list-style-type: none"> • Goal #1a: Award CDGA contracts in 65 days from the time a contract is sent to a delegate agency • Goal #1b: Award non-CDGA contracts in 35 days from the time a contract is sent to a delegate agency • Goal #2: Annually perform program audits on 95% of all contracts identified by program divisions (note: program cycle is from 4/1 - 3/31) • Goal #3: Reduce non-compliant purchases by 20% • Goal #4: Migrate 5 data systems to enterprise-wide solutions each year
Finance Division	<ul style="list-style-type: none"> • Goal #1: Perform fiscal audits on 45% of DFSS delegate partners annually • Goal #2: 90% of vouchers submitted to the DFSS Finance Division through eProcurement will be reviewed and submitted to the Comptroller's Office within 5 days • Goal #3: DFSS Finance Division will complete internal processing of 100% of child care applications within 10 days of their submittal • Goal #4: 25% reduction in the number of recoupments from CCAP agencies • Goal #5a: 25% reduction in the number of voucher deletions • Goal #5b: 25% reduction in the number of voucher cancellations • Goal #6: Increase expenditure rate by 3% each year - 93% in 2019 - closed grants

Administrative Division Outcome Goals (2/2)

Administrative Division	Goals
Human Resources Division	<ul style="list-style-type: none"> • Goal #1: 80% of DFSS staff feel satisfied with the customer service as related to payroll or time and attendance concerns • Goal #2: Reduce by 20% the number of absentee reports • Goal #3: 60% of work orders are completed within 30 days • Goal #4: Ensure that 60% of vacancies are filled in no more than 90 days of an a-form approval
Planning, Research & Development Division	<ul style="list-style-type: none"> • Goal #1: 90% of applications submitted (not including pending applications) will be successfully awarded • Goal #2: Work with Program Divisions to support targeted fundraising efforts for four special projects each year • Goal #3: Identify value added collaborative efforts that support five new or existing program initiatives • Goal #4: 85% on time submission of key grant reports and documents



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Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-02 Monitoring

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Scott Waguespack requested information on the process of monitoring early learning facilities by DFSS.

The Children's Services Division's (CSD) Program Operations Unit is largely responsible for monitoring of all program types and options administered by CSD. Under the guidance of a Director and two Assistant Directors, monitoring staff are divided into five teams, each comprised of a core interdisciplinary team and led by a supervisor. Monitoring staff have varied areas of knowledge and expertise in the following areas: Program Management, Education/Disabilities, and Health/Family Community Engagement (FCE) which makes up the integrated services approach. Agencies are intentionally divided into caseloads among the five teams. CSD leadership strategically matches agencies to monitoring teams considering factors like size and complexity to knowledge and expertise in teams.

CSD uses a consultative approach to monitoring which involves multiple contacts throughout the year by conducting site visits, interviews, and desk audits to ascertain the agencies own internal

monitoring. Every other week teams meet to address agency wide systems issues, concerns, and chart progress which may be impacting their delegate agency caseload. Monitoring reports are generated and agencies are informed of the results. The frequency of follow-up visits depends upon the number of concerns, the type and complexity. These visits are used to assess progress, assist the agency with problem-solving or provide a referral to a subject matter expert in our cadre of support services vendors.

Monitoring teams hold two internal agency staffing's annually in the Fall and Spring to discuss program trends and identify training and technical assistance needs. The Agency Roundtable which is held in late Spring, is the time for monitoring teams to assess program performance and plan jointly with each Agency in anticipation of the upcoming program year. Goals are identified at the roundtable and an action plan is developed for submission with the Agency's grant application.

Together CSD' Program Operations, Administration and Quality Units provide a continuous flow of information, resources and support towards quality performance in the Chicago Early Learning Programs funded by DFSS.

The following documents and links provide additional information regarding the monitoring process, delegate requirements, and HHS / OHS guidance regarding incidents.

Attached documents:

1. ACF / OHS Memo January 3, 2018 from Ann Linehan of the Federal Office of Health and Human Services referencing the two requirements:
 - a. CFR 1302.102 (d)(1)(ii) requiring grantees to report immediately
 - b. Second is Standards of Conduct, CFR 1302.90 (c)(1)(i)(ii)(A)-(I),(iii),(iv),(iv)
2. Head Start / ECLKC process for filing a complaint
3. DFSS Memo to Delegates September 23, 2019
4. Link to online Chicago Early Learning Standards Manual Link to the CELS 2.0:

<http://www.childrenserviceschicago.com/news-docs/CELS%202.0%20FINAL.pdf>

- a. Chicago Early Learning Standards Manual – Specific references to reporting, monitoring, standards of conduct, training and posting:
 - i. Page 40 ii. Immediate Reporting
 - ii. Page 40 - 42 H. Monitoring Program Performance & Continuous Improvement
 - iii. Page 46 K. ii. & iii. Personnel policies and standards of conduct
 - iv. Page 48 d. Standards of Conduct
 - v. Page 49 vii. The Commitment to the Standards of Conduct
 - vi. Page 144 C. a. Classroom Safety - requirement to post mandated reporter procedures

vii. Page 146 xi. Recognition and reporting of child abuse and neglect and Illinois Department of Children and Family Services mandated reporter training



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

To: Head Start/Early Head Start/Child Care Programs
Program Directors/Site Directors/ Network Coordinators

From: Cerathel Burgess-Burnett
Deputy Commissioner
Children Services Division

Date: September 23, 2019

Subject: CHILD ABUSE POLICIES AND PROCEDURES

This memorandum serves as a reminder to all Chicago Department of Family and Support Services (DFSS) Head Start/Early Head Start and Child Care agencies to ensure that all programs meet federal, state and city guidelines on Child Abuse and Neglect. Please see the list of guidelines below.

In accordance with federal, state and city regulations, it is the responsibility of the delegate agency to implement the appropriate written policies and procedures that include the following:

I. Personnel Policies Regarding Staff Recruitment and Selection

- Before staff is hired on a permanent basis, the delegate agency will conduct a state and/or national criminal background check, as required by state law or administrative requirements.
- Agencies will screen childcare workers through the "Child Abuse and Neglect Tracking System" (CANTS) prior to permanent employment.
- Agencies will require a declaration from all prospective employees prior to employment. The declaration must list all:
 - Pending and prior criminal arrests and charges related to child sexual abuse and their disposition.
 - Convictions related to other forms of child abuse and/or neglect.
 - Convictions of violent felonies.
- Prior to employment, individuals must be interviewed. Personal and professional references must be checked.
- Prospective employees must be cleared through the Child Abuse and Neglect Tracking System (CANTS)

All employees on the HS/EHS budget must have a cleared Criminal Background Check prior to hire completed by the Illinois State Police.

- II. All agencies will provide orientation for new staff and annually a training for all staff on their role as “Mandated Reporters” and identifying and reporting child abuse and neglect cases. To enhance ongoing training opportunities at the delegate level, the designated agency may seek assistance from the Mental Health Consultant to provide training to staff and parents on early identification, symptoms of abuse/neglect and intervention strategies for children and families who are victims of child abuse/neglect.

In addition, an orientation for parents and teachers must be provided regarding the need to protect their children from child abuse/neglect and inappropriate discipline techniques. Staff must complete an annual Mandated Reporter Training online and provide Human Resources (HR) with a copy of the certificate and maintain a copy for their personal records.

III. **Child Abuse/Neglect policies that include a written plan for responding to suspected or known physical/sexual abuse or neglect of children, whether it occurs inside or outside the program. Please use the following to outline your plan:**

- Identify the steps the delegate agency will take to report incidents.
- Identify who is responsible for contacting The Department of Children and Family Services (DCFS) and DFSS.
- Designate a staff member, who will have the responsibility for handling all aspects pertaining to child abuse and neglect cases for the site, most often, it is the Site Director.

IV. **Reporting suspected child abuse or neglect should contain the following information, if known:**

- Name and address of child and parent or person responsible for child’s care.
- Child’s age and date of birth.
- Nature and extent of the suspected abuse, including any evidence of previous abuse.
- Explanation given for the suspected abuse.
- Possible date(s) of occurrence.
- Any other information that might be helpful in establishing cause of the abuse and identity of the abuser.

Be mindful of DCFS policies on “interrogating” children. Extensive interviews of a child about an abuse incident can traumatize the child and have a negative impact on the investigation. After the report is made a trained professional interviewer will conduct an interview of the child. Multiple interviews of a child can be traumatizing and should be avoided.

A copy of the plans and procedures that have been developed for screening staff and for identifying and reporting possible abuse and neglect cases must be made available for review by DFSS staff. These plans and procedures will need **annual** review by delegate agency staff and parents to ascertain if they are being followed and whether modification is needed.

Thank you for your continued support on behalf of children and families.

6. DFSS may request other reports from time to time to facilitate program monitoring, program quality improvement, or at the request of program funders.
- ii. Immediate Reporting to DFSS— Agencies must report to their assigned monitoring team supervisor/liaison at DFSS, and partners of DFSS delegate agencies must report to their delegate agency, any of the following, *immediately*, meaning within the same day as the incident:
 1. Significant incidents affecting the health and safety of program participants.
 2. Occurrences involving child abuse and neglect or laws governing sex offenders, after the agency has completed its obligation to call IDCFS as a mandated reporter.
 3. Incidents regarding agency staff, volunteers, or consultants in non-compliance with federal, state, tribal, or local laws.
 4. Cases of communicable disease or other serious health issues.
 5. Breaches of personally identifiable information.
 6. Missing and/or damaged files.
 7. Incidents that require classrooms or centers to be closed for any reason.
 8. Disqualification from CACFP.
 9. Revocation of a license to operate a center by state or local licensing entity.
 10. Circumstances affecting the financial viability of the program, including receipt of an audit, audit review, investigation, or inspection report from the agency's auditor, a state agency, or the cognizant federal audit agency, containing a determination that the agency is at risk of an on-going concern.
 11. Program involvement in legal proceedings.
 12. Any matter the agency is involved in that has been reported to the state or local authorities.
 13. Debarment from receiving federal or state funds from any federal or state department.
 - iii. Immediate reporting is considered same day.
 - iv. Agencies must submit a written, follow up report within 24 hours to the monitoring team supervisor describing the details of the incident.
 - v. Within 24 hours of receipt of any of these reports, DFSS will contact the agency to request documentation, additional information, and/or clarification.
 - vi. DFSS will conduct additional monitoring, if warranted.

H. Monitoring Program Performance & Continuous Improvement -- DFSS and its agencies use an ongoing process of monitoring program performance to ensure compliance with all regulations, the achievement of goals and objectives, program support, and continuous quality improvement. Data analyses are used to monitor and identify program strengths, challenges, and needs. On-going monitoring addresses both DFSS's monitoring of agency performance and how an agency self-monitors performance, which includes the agency's internal monitoring system to ensure that data is correct and monitored within a given timeframe.

- a. **Monitoring System Overview--** DFSS and its agencies use an integrated, consultative approach to monitoring to meet agency needs, maximize monitoring resources, and support agencies in improving quality.
 - i. DFSS employs integrated services monitoring teams to review and evaluate program operations on an ongoing basis.
 - ii. The DFSS process includes reviewing both systems and services.
 - iii. DFSS monitors CEL programs based on the CELS 2.0 Manual and its standards for quality programs, progress on program goals and quality outcomes, and other standards dictated by agency funding stream including the HSPPS and the Head Start Act, Illinois State Board of Education (ISBE) Administrative Rules, and ExceleRate Illinois.
 - iv. DFSS agencies are required to establish internal ongoing monitoring procedures that are align with the milestones and ensure quality data is recorded, analyzed, and shared.
- b. DFSS Monitors its agencies to determine:
 - i. Achievement of/progress on program goals and objectives, including child and family outcomes achievement and improvement.
 - ii. The effective use of data in program improvement.
 - iii. Compliance with state and federal performance standards and regulations in all content areas.
 - iv. The quality of budget management.
 - v. The quality of staff continuity and performance.
 - vi. The use of effective organizational structures to execute the work with families and children.
 - vii. Full enrollment and regular attendance.
 - viii. Well-supplied, organized, and safe centers and classrooms.
 - ix. The quality and consistency of family engagement activities and services being provided or arranged to meet child and family needs.
 - x. Children with special needs and the appropriateness of services provided to them.
 - xi. The quality and depth of program and individual professional development.
 - xii. The quality of the continuity of relationships system, if /when implemented.
 - xiii. The effective use of the COPA system protocols.
- c. **Monitoring Methods--**All agencies, including DFSS, use the following methods to monitor program performance:
 - i. Desk audits. These includes reviewing written reports and COPA data.
 - ii. Site visits. This involves staff visiting agencies to visually observe operations and review records. Site visits may be both announced and unannounced.
 - iii. Interviews. This method involves reviewers talking with staff and families about their experiences in the program and the quality and effectiveness of program operations from their perspectives.
- d. **Initial Agency & Entrance Visits—**DFSS typically conducts agency visits at the beginning of the program year and entrance visits with new agencies and sites. These visits involve:
 - i. Welcoming the agency to the DFSS CSD monitoring system
 - ii. Meeting key members of the agency (or partners when applicable) and learning their roles

- iii. Gaining an understanding of the agency's areas of strength and opportunities for growth embedded within:
 - 1. Open dialogue of agency specifications and layout
 - 2. Grant Application goals and objectives
 - 3. Agency Action Plan(s)
 - 4. Understanding of DFSS monitoring teams and their role.
 - iv. Agency visits may be requested by either agencies or monitoring teams.
 - e. Monitoring Follow-up -- Subsequent to DFSS monitoring, agencies are informed of the monitoring results, including both areas of strength and areas for improvement.
 - i. The integrated services monitoring team communicates with designated agency leadership and staff to inform them of strengths, weaknesses, and trends seen in monitoring.
 - ii. DFSS plans collaboratively with agencies to assist in addressing any issues, including what support, training, technical assistance, and resources might be needed. In some cases, agency staffing meetings and enhanced technical assistance methods, including follow up, may be needed.
 - f. DFSS Internal Staffings— DFSS conducts two internal staffings annually of its agencies, typically in the fall and spring quarters, during which monitoring teams formally meet to discuss and review agencies systems and assess agencies' strengths, challenges, and major program trends. This information is used to identify training and technical assistance needs and the spring sessions help to set the top 3-5 recommended priority areas for each agency. After the spring staffing, agencies receive a performance review memo that lists strengths, areas for growth, priority areas, and next steps, including monitoring round table date and time.
 - g. DFSS Monitoring Round Tables—During annual monitoring round tables in late spring, DFSS teams meet with agency leadership to discuss program performance and jointly plan for the coming year. Discussion topics include, but are not limited to, program strengths and challenges and progress on goals and objectives. The goal of the round table is to set action plan goals and program priorities for the coming year.
 - i. Monitoring Teams review agency self-assessments before round tables.
 - ii. DFSS and agency collaborate on identifying goals to be included in the agency's annual action plan.
- i. Data and Continuous Improvement – Agency leadership and designated staff must meet regularly to analyze data and track progress on program goals and objectives and other quality indicators. This includes tracking and analyzing data/reports from COPA, Teaching Strategies GOLD, CLASS, and 5Es, and using it to inform program planning and track program improvement (see The Data Management Section of this manual for more information of data to be tracked). Continuous improvement of program quality and performance involves the following:
 - a. All programs must develop program and school readiness goals, objectives, and expected outcomes and monitor and evaluate progress on goals, both program and school readiness. New programs begin at community assessment, collecting and analyzing data to inform goal setting. Existing programs begin the process with self-assessment, taking stock of updated community assessment data, data gathered through ongoing monitoring, and other relevant data to plan and revisit their five-year program goals.

monitored closely. In this process, DFSS and/or agency leadership review the fundamental reasons why concerns have not been addressed.

- d. This process is separate from and an enhancement to the annual staffing process described in the section of this manual describing the formal round table process.
- e. These staffing meetings may occur any time during the program year or during the monitoring cycle and may be requested by DFSS or by the agency.
- f. HS/EHS/CCP delegate agency partners may request a staffing meeting to their delegate agency. When agencies are unable to successfully address concerns by using their internal resources, they may request enhanced technical assistance from DFSS. In this process, the agency is assigned to a support track or program designed by DFSS that will assist the agency in regaining viability. DFSS will meet with the agency's executive staff, governing bodies, and legal entities, as applicable and if necessary, to discuss the issues and solutions. The supports will be established with specified time lines for resolution. Any further decisions about the agency will be determined by DFSS leadership.

K. Human Resource Management-- Personnel Policies

- a. Each agency must have written personnel/human resources policies and procedures.
 - i. Personnel policies and procedures must be available to staff at all times.
 - ii. Personnel policies and procedures must include, but need not be limited to job descriptions, compensation and benefits, pay dates, Social Security, worker's compensation, unemployment insurance, holidays, sick leave, vacations, probationary periods, grievance procedures, promotions, staff development, discipline, termination of employment, standards of conduct, and performance evaluation.
 - iii. Personnel policies must be included in onboarding and annual in-service trainings, including the review of standards of conduct, active supervision, and other policies and procedures that ensure the safety of children in agency care.
 - iv. HS/EHS/CCP-funded agencies must include in their personnel policies and procedures how parents are engaged in personnel matters, including decision making in the hiring approval of key staff.
- b. Staff Health and Wellness
 - i. Per DCFS and City licensing standards, newly employed staff shall submit a report of a physical examination, completed no more than six (6) months prior to employment, that provides evidence that they are free of communicable disease, including active tuberculosis, and physical or mental conditions that could affect their ability to perform assigned duties. This examination shall include a test for tuberculosis by the Mantoux method.
 - ii. Staff must have physical re-examinations every two (2) years and whenever the presence of a communicable disease or illness is suspected.
 - iii. A staff member experiencing fever, sore throat, vomiting, or diarrhea shall not be responsible for food handling or the care of children.
 - iv. Agencies must make reasonable accommodations for staff with differing abilities.
 - v. Agencies must make mental health and wellness information available for staff regarding issues that may affect their job performance, including providing staff with regularly scheduled opportunities to learn about mental health, wellness, and health education.

- ix. Documentation of background checks in COPA—Please refer to the Criminal Record Check Documentation – Policy Clarification for guidance on entering CRC information in COPA. All staff, including consultants, auxiliary, substitute, and temporary staff must be entered in COPA.

d. Standards of Conduct

- i. Agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers must abide by the following standard of conduct.
 - 1. Ensure agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers implement positive strategies to support children’s well-being and prevent and address challenging behavior.
 - 2. Ensure agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers do not maltreat or endanger the health or safety of children, including that they **must not**:
 - a. Use corporal punishment or isolation to discipline a child and no physical abuse of any child.
 - b. Binding or ties a child to restrict movement or taping a child’s mouth.
 - c. Use or withhold food as a punishment or reward.
 - d. Use toilet learning/training methods that punish, demean, or humiliate a child.
 - e. Use any form of emotional abuse, including public or private humiliation, rejecting, terrorizing, extended ignoring, or corrupting a child.
 - f. Use any form of verbal abuse, including profanity, sarcastic language, threats, or derogatory remarks about the child or child’s family.
 - g. Use physical activity or outdoor time as a punishment or reward.
 - 2. Ensure agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers respect and promote the unique identity of each child and family and do not stereotype on any basis, including gender, race, ethnicity, culture, religion, disability, sexual orientation, or family composition.
 - 3. Ensure agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers comply with program confidentiality policies concerning personally identifiable information about children, families, and other staff members.
 - 4. Ensure agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers never leave a child alone or unsupervised while under the agency’s care.
- ii. Agency Standards of Conduct should also include language that encourages collegial behavior and
- iii. Standards of conduct must be included in the agencies HR/personnel policies and policies must include appropriate penalties for violating them. This must include appropriate penalties for staff, consultants, contractors, and volunteers who violate the standards of conduct.

- iv. The standards of conduct must include process for dealing with infractions against the agency, program staff, families and other program volunteers or consultants.
- v. DFSS recommends that all agencies use the standards of conduct mandates written by the federal OHS because they denote best practices. For HS/EHS/CCP-funded agencies, the parent hand-book must include the standards of conduct required by the HSPPS and be approved by Policy Committees and governing bodies.
- vi. Standards of conduct should be included in parent hand-book.
- vii. The *Commitment to the Standards of Conduct Acknowledgement Form* must be
 - 1. Signed by all agency staff, consultants, contractors, substitute staff, temporary staff, volunteers, and collaborative governing body members (including board, parent committee, and policy committee members).
 - 2. Signed and dated *Commitment to the Standards of Conduct Acknowledgement Forms* should be kept in the appropriate personnel files and be available for monitoring review.

L. Human Resources--Job Descriptions and Credentials

- a. DFSS agencies must maintain job descriptions and qualifications for all staff. DFSS works to assure all staff can fulfill the roles and responsibilities of their positions to ensure high quality services to children and families.
- b. Required Credentials: Until the system for transcript/qualifications review is implemented with Gateways to Opportunity, all staff credentials, including those of substitute or temporary staff, should be uploaded into the COPA HR Module.
- c. Job descriptions must be reviewed annually and updated, as needed, by management. Changes in HS/EHS/CCP-funded programs, if any, must be communicated to the governing body and the Policy Committee.
- d. Directors may not be classroom staff. All teachers are full time classroom staff and cannot hold an administrative role outside the classroom.
- e. All center-based programs are expected to have an on-site director.
- f. All education and family support management and staff must be registered and credentialed in Gateways. Required credential levels are specified below by position.
- g. Agencies may request a waiver for credentials from DFSS in certain circumstances. Agencies must apply for a credential waiver as outlined below (K.n) and demonstrate staff progress in obtaining required credentials.
- h. Management Credentials
 - i. Program/Site Director/ Principal. Minimum baccalaureate degree and experience in supervision of staff, early childhood background, fiscal management and administration (hired after November 7, 2016) and minimum Gateways Directors Credential Level 2.
 - ii. Fiscal Officer. Certified public accountant or has, at a minimum, a baccalaureate degree in accounting, business, fiscal management, or a related field (hired after November 7, 2016) and minimum Gateways Directors Credential Level 2 or higher.
 - iii. Family, Health, and Disabilities Management. Staff responsible for management and oversight has, at a minimum, a baccalaureate degree, preferably related to

C. Classroom Safety

- a. Postings – All classrooms should have the following resources/posters and/or procedures posted: emergency phone numbers, medical/dental emergency procedures, CPR/first aid, emergency evacuation, procedures for what to do if someone is choking; food allergy, hand washing, diapering/toileting, gloving, storage of hazardous materials, and mandated reporter.
- b. First Aid Kits – Each classroom must have a first aid kit and the center needs to have a travel kit for outings.
 - i. Kits must be equipped with safety supplies that are readily accessible to staff, including, at a minimum, fully equipped and up-to-date first aid kits.
 - ii. The supplies for each first aid kit shall be stored in a closed container that is clearly labeled as first aid supplies.
 - iii. First aid kits must be stored in a place that is accessible and visible to staff at all times, but out of the reach of children.
 - iv. Site directors or their designees must conduct and document first aid kit and classroom supply inventory checks monthly and after any use of any kit.
 - v. On-site first aid kits shall contain at a minimum the following supplies:
 1. Disposable latex gloves
 2. Scissors
 3. Tweezers
 4. Thermometer
 5. Bandage tape
 6. Sterile gauze pads
 7. Flexible roller gauze
 8. Triangular bandage
 9. Safety pins
 10. Eye dressing
 11. Pen/pencil and note pad
 12. Cold pack
 13. Adhesive bandages
 14. Current American Academy of Pediatrics or American Red Cross standard first aid text or equivalent first aid guide.
 15. Disposable non-latex gloves and adhesive bandages.
 - vi. Travel first aid kits. Programs must use a travel first aid kit when off site, including neighborhood walks, trips to offsite locations, and socializations if it is not in a program center. Travel first aid kits must contain the above supplies (first aid chart may replace the required text), plus the following additional items:
 1. Water
 2. Soap
 3. Telephone number of the center, preferably on a laminated card, emergency contact information, and emergency contact information for children.
- c. Equipment and Materials
 - i. Indoor and outdoor play equipment, cribs, cots, feeding chairs, strollers, and any equipment used in the care of enrolled children must meet standards set by the Consumer Product Safety Commission or the American Society for Testing and Materials International.

- b. Staff registered in Gateways should self-report all health and safety-related trainings in Gateways.
- c. The definition of all staff “with regular child contact” includes at a minimum:
 - i. All classroom staff, including master teachers, lead teachers, co-teachers, teachers, assistant teachers, teacher aides, regular substitutes, and regular floaters.
 - ii. All bus monitors.
 - iii. All home visitors/parent educators.
 - iv. All family support staff.
 - v. All education supervisors, e.g., education coordinators or managers, curriculum specialists, and coaches.
 - vi. Site directors/managers.
 - vii. Regular volunteers
 - viii. Kitchen staff
- d. At a minimum, the following topics must be included in training for all staff with regular child contact within three months of hire:
 - i. Prevention and control of infectious diseases.
 - ii. Prevention of sudden infant death syndrome (SIDS) and use of safe sleeping practices; Gateways SIDS/SUID/Safe Sleep; SIDS training is required within 30 days of hire and must be repeated every three years for IDCFS.
 - iii. Administration of medication, including parental consent.
 - iv. Prevention and response to emergencies due to food and allergic reactions; CPR/first aid with content for EpiPen and allergic reactions.
 - v. Building and premises safety, including identification of and protection from hazards, bodies of water, and vehicular traffic.
 - vi. Prevention of shaken baby syndrome, abusive head trauma, and child maltreatment; Gateways A Preventable Tragedy: Shaken Baby Syndrome (SBS/Traumatic Brain Injury).
 - vii. Emergency preparedness and response planning for emergencies; Gateways Emergency Preparedness.
 - viii. Handling and storage of hazardous materials and the appropriate disposal of bio-contaminants.
 - ix. Appropriate precautions in transporting children, if applicable.
 - x. First aid and cardiopulmonary resuscitation.
 - xi. Recognition and reporting of child abuse and neglect. All staff must complete the online IDCFS mandated reporter training annually. Programs may plan for additional professional development related to child abuse and neglect as needed for their particular program. [https://mr.DCFStraining.org/.](https://mr.DCFStraining.org/)
- e. All staff with no regular responsibility for or contact with children must have initial orientation training within three months of hire, as well as ongoing training in all agency, local, state, federal, and DFSS and agency health and safety requirements applicable to their work. The definition of all staff with “no regular child contact” includes at a minimum:
 - i. Any staff or supervisors not included in the list of staff with regular child contact above.
 - ii. Enrollment staff.
 - iii. Administrative assistants, receptionists, and other support staff.



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | eclkc.ohs.acf.hhs.gov

January 3, 2018

Dear Head Start Grantees and Delegate Agencies,

I hope the holiday season was filled with joyful times with your loved ones and some respite to refuel.

As the New Year begins I want to bring attention to two requirements that have, in some cases, resulted in unnecessary and potentially detrimental actions taken by the grantee. First is the reporting requirement found in CFR 1302.102 (d)(1)(ii) requiring grantees to report immediately or as soon as practicable any significant incidents affecting the health and safety of program participants. Second is Standards of Conduct, CFR 1302.90 (c)(1)(i)(ii)(A)-(I),(iii),(iv),(iv) and (v), describing the positive strategies adults must implement when interacting with children, a list of prohibited actions endangering the health and safety of children, and ensuring no child is left alone or unsupervised.

Over the past year, reports of child health and safety incidents have increased. We are uncertain if the increased reporting is due to compliance with CFR 1302.102 (d)(1)(ii), whether more incidents are occurring, or both. We suspect it is due to the increased reporting, and we want to acknowledge grantees' compliance with the requirements. However, the Office of Head Start (OHS) has observed unintended consequences of these requirements that we want to bring to your attention. In some cases, grantees are reporting minor incidents that do not require self-report. More importantly, some agencies immediately terminate staff involved in incidents, which may not be, in all cases, the best course of action for the child and staff.

Reporting

OHS has zero tolerance for any situation that places a child in harm's way. Grantees' hyper-vigilance in keeping every child safe and secure and feeling loved every moment while in their care is foundational to Head Start and Early Head Start programs. However; some grantees may believe they are required to report all health and safety incidents, even when they are not significant incidents and do not harm or endanger children. Grantee characteristics like climate, locale – urban, rural, remote, shared facilities including playgrounds, level of security systems, just to name a few – vary greatly, and it would be impossible for the Office of Head Start to issue a definitive list of what are considered non-reportable insignificant incidents. To determine which incidents are reportable, grantees should work with management, governing bodies, Health Advisory Committees, mental health consultants, and local or state licensing agencies to develop guidelines that differentiate between staff, consultant or volunteer practices, and/or behaviors that need improvement but do not harm or endanger children, versus reportable practices or behaviors that harm or endanger children.

Personnel Actions

Personnel policies and procedures must include appropriate penalties for staff, consultants and volunteers who violate the Standards of Conduct. Many grantees move to immediate termination of staff involved in these violations. We are concerned grantees believe OHS expects termination of staff who violate the Standards of Conduct and will view it as correcting the violation. This perception is not correct. OHS expects that each incident will be carefully assessed and appropriate actions will be taken holistically, not just with the individual involved in the incident. Grantees should determine whether they have adequate ongoing support, supervision, and training necessary for staff to succeed. If necessary supports are not ongoing, systemic, and available to staff, consultants, and volunteers working directly with children, the problem is more likely a systemic management weakness, and firing an individual will not correct the problem long term.

Investing additional supports for staff committed to professional development and improvement may be, in some cases, a far better investment than termination. Children and parents may abruptly lose a beloved teacher, which can be disruptive to social and emotional development and erode continuity of care. Additionally, programs then face a period of time when staff are anxious, less experienced substitutes step in, and the likelihood of another incident increases.

We recognize growing and maintaining highly competent staff is a tough job, and not every day will be a perfect day; however, every day a child leaves their Head Start or Early Head Start program they should feel safe, valued, special, happy and bathed in love.

Sincerely,



Ann Linehan
Acting Director
Office of Head Start



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Sincerely,



Ann Linehan
Acting Director
Office of Head Start

6. DFSS may request other reports from time to time to facilitate program monitoring, program quality improvement, or at the request of program funders.
- ii. Immediate Reporting to DFSS— Agencies must report to their assigned monitoring team supervisor/liaison at DFSS, and partners of DFSS delegate agencies must report to their delegate agency, any of the following, *immediately*, meaning within the same day as the incident:
 1. Significant incidents affecting the health and safety of program participants.
 2. Occurrences involving child abuse and neglect or laws governing sex offenders, after the agency has completed its obligation to call IDCFS as a mandated reporter.
 3. Incidents regarding agency staff, volunteers, or consultants in non-compliance with federal, state, tribal, or local laws.
 4. Cases of communicable disease or other serious health issues.
 5. Breaches of personally identifiable information.
 6. Missing and/or damaged files.
 7. Incidents that require classrooms or centers to be closed for any reason.
 8. Disqualification from CACFP.
 9. Revocation of a license to operate a center by state or local licensing entity.
 10. Circumstances affecting the financial viability of the program, including receipt of an audit, audit review, investigation, or inspection report from the agency's auditor, a state agency, or the cognizant federal audit agency, containing a determination that the agency is at risk of an on-going concern.
 11. Program involvement in legal proceedings.
 12. Any matter the agency is involved in that has been reported to the state or local authorities.
 13. Debarment from receiving federal or state funds from any federal or state department.
 - iii. Immediate reporting is considered same day.
 - iv. Agencies must submit a written, follow up report within 24 hours to the monitoring team supervisor describing the details of the incident.
 - v. Within 24 hours of receipt of any of these reports, DFSS will contact the agency to request documentation, additional information, and/or clarification.
 - vi. DFSS will conduct additional monitoring, if warranted.

H. Monitoring Program Performance & Continuous Improvement -- DFSS and its agencies use an ongoing process of monitoring program performance to ensure compliance with all regulations, the achievement of goals and objectives, program support, and continuous quality improvement. Data analyses are used to monitor and identify program strengths, challenges, and needs. On-going monitoring addresses both DFSS's monitoring of agency performance and how an agency self-monitors performance, which includes the agency's internal monitoring system to ensure that data is correct and monitored within a given timeframe.

- a. **Monitoring System Overview--** DFSS and its agencies use an integrated, consultative approach to monitoring to meet agency needs, maximize monitoring resources, and support agencies in improving quality.
 - i. DFSS employs integrated services monitoring teams to review and evaluate program operations on an ongoing basis.
 - ii. The DFSS process includes reviewing both systems and services.
 - iii. DFSS monitors CEL programs based on the CELS 2.0 Manual and its standards for quality programs, progress on program goals and quality outcomes, and other standards dictated by agency funding stream including the HSPPS and the Head Start Act, Illinois State Board of Education (ISBE) Administrative Rules, and ExceleRate Illinois.
 - iv. DFSS agencies are required to establish internal ongoing monitoring procedures that are align with the milestones and ensure quality data is recorded, analyzed, and shared.
- b. DFSS Monitors its agencies to determine:
 - i. Achievement of/progress on program goals and objectives, including child and family outcomes achievement and improvement.
 - ii. The effective use of data in program improvement.
 - iii. Compliance with state and federal performance standards and regulations in all content areas.
 - iv. The quality of budget management.
 - v. The quality of staff continuity and performance.
 - vi. The use of effective organizational structures to execute the work with families and children.
 - vii. Full enrollment and regular attendance.
 - viii. Well-supplied, organized, and safe centers and classrooms.
 - ix. The quality and consistency of family engagement activities and services being provided or arranged to meet child and family needs.
 - x. Children with special needs and the appropriateness of services provided to them.
 - xi. The quality and depth of program and individual professional development.
 - xii. The quality of the continuity of relationships system, if /when implemented.
 - xiii. The effective use of the COPA system protocols.
- c. **Monitoring Methods--**All agencies, including DFSS, use the following methods to monitor program performance:
 - i. Desk audits. These includes reviewing written reports and COPA data.
 - ii. Site visits. This involves staff visiting agencies to visually observe operations and review records. Site visits may be both announced and unannounced.
 - iii. Interviews. This method involves reviewers talking with staff and families about their experiences in the program and the quality and effectiveness of program operations from their perspectives.
- d. **Initial Agency & Entrance Visits—**DFSS typically conducts agency visits at the beginning of the program year and entrance visits with new agencies and sites. These visits involve:
 - i. Welcoming the agency to the DFSS CSD monitoring system
 - ii. Meeting key members of the agency (or partners when applicable) and learning their roles

- iii. Gaining an understanding of the agency's areas of strength and opportunities for growth embedded within:
 - 1. Open dialogue of agency specifications and layout
 - 2. Grant Application goals and objectives
 - 3. Agency Action Plan(s)
 - 4. Understanding of DFSS monitoring teams and their role.
 - iv. Agency visits may be requested by either agencies or monitoring teams.
 - e. Monitoring Follow-up -- Subsequent to DFSS monitoring, agencies are informed of the monitoring results, including both areas of strength and areas for improvement.
 - i. The integrated services monitoring team communicates with designated agency leadership and staff to inform them of strengths, weaknesses, and trends seen in monitoring.
 - ii. DFSS plans collaboratively with agencies to assist in addressing any issues, including what support, training, technical assistance, and resources might be needed. In some cases, agency staffing meetings and enhanced technical assistance methods, including follow up, may be needed.
 - f. DFSS Internal Staffings— DFSS conducts two internal staffings annually of its agencies, typically in the fall and spring quarters, during which monitoring teams formally meet to discuss and review agencies systems and assess agencies' strengths, challenges, and major program trends. This information is used to identify training and technical assistance needs and the spring sessions help to set the top 3-5 recommended priority areas for each agency. After the spring staffing, agencies receive a performance review memo that lists strengths, areas for growth, priority areas, and next steps, including monitoring round table date and time.
 - g. DFSS Monitoring Round Tables—During annual monitoring round tables in late spring, DFSS teams meet with agency leadership to discuss program performance and jointly plan for the coming year. Discussion topics include, but are not limited to, program strengths and challenges and progress on goals and objectives. The goal of the round table is to set action plan goals and program priorities for the coming year.
 - i. Monitoring Teams review agency self-assessments before round tables.
 - ii. DFSS and agency collaborate on identifying goals to be included in the agency's annual action plan.
- i. Data and Continuous Improvement – Agency leadership and designated staff must meet regularly to analyze data and track progress on program goals and objectives and other quality indicators. This includes tracking and analyzing data/reports from COPA, Teaching Strategies GOLD, CLASS, and 5Es, and using it to inform program planning and track program improvement (see The Data Management Section of this manual for more information of data to be tracked). Continuous improvement of program quality and performance involves the following:
 - a. All programs must develop program and school readiness goals, objectives, and expected outcomes and monitor and evaluate progress on goals, both program and school readiness. New programs begin at community assessment, collecting and analyzing data to inform goal setting. Existing programs begin the process with self-assessment, taking stock of updated community assessment data, data gathered through ongoing monitoring, and other relevant data to plan and revisit their five-year program goals.

monitored closely. In this process, DFSS and/or agency leadership review the fundamental reasons why concerns have not been addressed.

- d. This process is separate from and an enhancement to the annual staffing process described in the section of this manual describing the formal round table process.
- e. These staffing meetings may occur any time during the program year or during the monitoring cycle and may be requested by DFSS or by the agency.
- f. HS/EHS/CCP delegate agency partners may request a staffing meeting to their delegate agency. When agencies are unable to successfully address concerns by using their internal resources, they may request enhanced technical assistance from DFSS. In this process, the agency is assigned to a support track or program designed by DFSS that will assist the agency in regaining viability. DFSS will meet with the agency's executive staff, governing bodies, and legal entities, as applicable and if necessary, to discuss the issues and solutions. The supports will be established with specified time lines for resolution. Any further decisions about the agency will be determined by DFSS leadership.

K. Human Resource Management-- Personnel Policies

- a. Each agency must have written personnel/human resources policies and procedures.
 - i. Personnel policies and procedures must be available to staff at all times.
 - ii. Personnel policies and procedures must include, but need not be limited to job descriptions, compensation and benefits, pay dates, Social Security, worker's compensation, unemployment insurance, holidays, sick leave, vacations, probationary periods, grievance procedures, promotions, staff development, discipline, termination of employment, standards of conduct, and performance evaluation.
 - iii. Personnel policies must be included in onboarding and annual in-service trainings, including the review of standards of conduct, active supervision, and other policies and procedures that ensure the safety of children in agency care.
 - iv. HS/EHS/CCP-funded agencies must include in their personnel policies and procedures how parents are engaged in personnel matters, including decision making in the hiring approval of key staff.
- b. Staff Health and Wellness
 - i. Per DCFS and City licensing standards, newly employed staff shall submit a report of a physical examination, completed no more than six (6) months prior to employment, that provides evidence that they are free of communicable disease, including active tuberculosis, and physical or mental conditions that could affect their ability to perform assigned duties. This examination shall include a test for tuberculosis by the Mantoux method.
 - ii. Staff must have physical re-examinations every two (2) years and whenever the presence of a communicable disease or illness is suspected.
 - iii. A staff member experiencing fever, sore throat, vomiting, or diarrhea shall not be responsible for food handling or the care of children.
 - iv. Agencies must make reasonable accommodations for staff with differing abilities.
 - v. Agencies must make mental health and wellness information available for staff regarding issues that may affect their job performance, including providing staff with regularly scheduled opportunities to learn about mental health, wellness, and health education.

- ix. Documentation of background checks in COPA—Please refer to the Criminal Record Check Documentation – Policy Clarification for guidance on entering CRC information in COPA. All staff, including consultants, auxiliary, substitute, and temporary staff must be entered in COPA.

d. Standards of Conduct

- i. Agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers must abide by the following standard of conduct.
 - 1. Ensure agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers implement positive strategies to support children’s well-being and prevent and address challenging behavior.
 - 2. Ensure agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers do not maltreat or endanger the health or safety of children, including that they **must not**:
 - a. Use corporal punishment or isolation to discipline a child and no physical abuse of any child.
 - b. Binding or ties a child to restrict movement or taping a child’s mouth.
 - c. Use or withhold food as a punishment or reward.
 - d. Use toilet learning/training methods that punish, demean, or humiliate a child.
 - e. Use any form of emotional abuse, including public or private humiliation, rejecting, terrorizing, extended ignoring, or corrupting a child.
 - f. Use any form of verbal abuse, including profanity, sarcastic language, threats, or derogatory remarks about the child or child’s family.
 - g. Use physical activity or outdoor time as a punishment or reward.
 - 2. Ensure agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers respect and promote the unique identity of each child and family and do not stereotype on any basis, including gender, race, ethnicity, culture, religion, disability, sexual orientation, or family composition.
 - 3. Ensure agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers comply with program confidentiality policies concerning personally identifiable information about children, families, and other staff members.
 - 4. Ensure agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers never leave a child alone or unsupervised while under the agency’s care.
- ii. Agency Standards of Conduct should also include language that encourages collegial behavior and
- iii. Standards of conduct must be included in the agencies HR/personnel policies and policies must include appropriate penalties for violating them. This must include appropriate penalties for staff, consultants, contractors, and volunteers who violate the standards of conduct.

- iv. The standards of conduct must include process for dealing with infractions against the agency, program staff, families and other program volunteers or consultants.
- v. DFSS recommends that all agencies use the standards of conduct mandates written by the federal OHS because they denote best practices. For HS/EHS/CCP-funded agencies, the parent hand-book must include the standards of conduct required by the HSPPS and be approved by Policy Committees and governing bodies.
- vi. Standards of conduct should be included in parent hand-book.
- vii. The *Commitment to the Standards of Conduct Acknowledgement Form* must be
 - 1. Signed by all agency staff, consultants, contractors, substitute staff, temporary staff, volunteers, and collaborative governing body members (including board, parent committee, and policy committee members).
 - 2. Signed and dated *Commitment to the Standards of Conduct Acknowledgement Forms* should be kept in the appropriate personnel files and be available for monitoring review.

L. Human Resources--Job Descriptions and Credentials

- a. DFSS agencies must maintain job descriptions and qualifications for all staff. DFSS works to assure all staff can fulfill the roles and responsibilities of their positions to ensure high quality services to children and families.
- b. Required Credentials: Until the system for transcript/qualifications review is implemented with Gateways to Opportunity, all staff credentials, including those of substitute or temporary staff, should be uploaded into the COPA HR Module.
- c. Job descriptions must be reviewed annually and updated, as needed, by management. Changes in HS/EHS/CCP-funded programs, if any, must be communicated to the governing body and the Policy Committee.
- d. Directors may not be classroom staff. All teachers are full time classroom staff and cannot hold an administrative role outside the classroom.
- e. All center-based programs are expected to have an on-site director.
- f. All education and family support management and staff must be registered and credentialed in Gateways. Required credential levels are specified below by position.
- g. Agencies may request a waiver for credentials from DFSS in certain circumstances. Agencies must apply for a credential waiver as outlined below (K.n) and demonstrate staff progress in obtaining required credentials.
- h. Management Credentials
 - i. Program/Site Director/ Principal. Minimum baccalaureate degree and experience in supervision of staff, early childhood background, fiscal management and administration (hired after November 7, 2016) and minimum Gateways Directors Credential Level 2.
 - ii. Fiscal Officer. Certified public accountant or has, at a minimum, a baccalaureate degree in accounting, business, fiscal management, or a related field (hired after November 7, 2016) and minimum Gateways Directors Credential Level 2 or higher.
 - iii. Family, Health, and Disabilities Management. Staff responsible for management and oversight has, at a minimum, a baccalaureate degree, preferably related to

C. Classroom Safety

- a. Postings – All classrooms should have the following resources/posters and/or procedures posted: emergency phone numbers, medical/dental emergency procedures, CPR/first aid, emergency evacuation, procedures for what to do if someone is choking; food allergy, hand washing, diapering/toileting, gloving, storage of hazardous materials, and mandated reporter.
- b. First Aid Kits – Each classroom must have a first aid kit and the center needs to have a travel kit for outings.
 - i. Kits must be equipped with safety supplies that are readily accessible to staff, including, at a minimum, fully equipped and up-to-date first aid kits.
 - ii. The supplies for each first aid kit shall be stored in a closed container that is clearly labeled as first aid supplies.
 - iii. First aid kits must be stored in a place that is accessible and visible to staff at all times, but out of the reach of children.
 - iv. Site directors or their designees must conduct and document first aid kit and classroom supply inventory checks monthly and after any use of any kit.
 - v. On-site first aid kits shall contain at a minimum the following supplies:
 1. Disposable latex gloves
 2. Scissors
 3. Tweezers
 4. Thermometer
 5. Bandage tape
 6. Sterile gauze pads
 7. Flexible roller gauze
 8. Triangular bandage
 9. Safety pins
 10. Eye dressing
 11. Pen/pencil and note pad
 12. Cold pack
 13. Adhesive bandages
 14. Current American Academy of Pediatrics or American Red Cross standard first aid text or equivalent first aid guide.
 15. Disposable non-latex gloves and adhesive bandages.
 - vi. Travel first aid kits. Programs must use a travel first aid kit when off site, including neighborhood walks, trips to offsite locations, and socializations if it is not in a program center. Travel first aid kits must contain the above supplies (first aid chart may replace the required text), plus the following additional items:
 1. Water
 2. Soap
 3. Telephone number of the center, preferably on a laminated card, emergency contact information, and emergency contact information for children.
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 - i. All classroom staff, including master teachers, lead teachers, co-teachers, teachers, assistant teachers, teacher aides, regular substitutes, and regular floaters.
 - ii. All bus monitors.
 - iii. All home visitors/parent educators.
 - iv. All family support staff.
 - v. All education supervisors, e.g., education coordinators or managers, curriculum specialists, and coaches.
 - vi. Site directors/managers.
 - vii. Regular volunteers
 - viii. Kitchen staff
- d. At a minimum, the following topics must be included in training for all staff with regular child contact within three months of hire:
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 - iii. Administration of medication, including parental consent.
 - iv. Prevention and response to emergencies due to food and allergic reactions; CPR/first aid with content for EpiPen and allergic reactions.
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DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

To: Head Start/Early Head Start/Child Care Programs
Program Directors/Site Directors/ Network Coordinators

From: Cerathel Burgess-Burnett
Deputy Commissioner
Children Services Division

Date: September 23, 2019

Subject: CHILD ABUSE POLICIES AND PROCEDURES

This memorandum serves as a reminder to all Chicago Department of Family and Support Services (DFSS) Head Start/Early Head Start and Child Care agencies to ensure that all programs meet federal, state and city guidelines on Child Abuse and Neglect. Please see the list of guidelines below.

In accordance with federal, state and city regulations, it is the responsibility of the delegate agency to implement the appropriate written policies and procedures that include the following:

I. Personnel Policies Regarding Staff Recruitment and Selection

- Before staff is hired on a permanent basis, the delegate agency will conduct a state and/or national criminal background check, as required by state law or administrative requirements.
- Agencies will screen childcare workers through the "Child Abuse and Neglect Tracking System" (CANTS) prior to permanent employment.
- Agencies will require a declaration from all prospective employees prior to employment. The declaration must list all:
 - Pending and prior criminal arrests and charges related to child sexual abuse and their disposition.
 - Convictions related to other forms of child abuse and/or neglect.
 - Convictions of violent felonies.
- Prior to employment, individuals must be interviewed. Personal and professional references must be checked.
- Prospective employees must be cleared through the Child Abuse and Neglect Tracking System (CANTS)

All employees on the HS/EHS budget must have a cleared Criminal Background Check prior to hire completed by the Illinois State Police.

- II. All agencies will provide orientation for new staff and annually a training for all staff on their role as “Mandated Reporters” and identifying and reporting child abuse and neglect cases. To enhance ongoing training opportunities at the delegate level, the designated agency may seek assistance from the Mental Health Consultant to provide training to staff and parents on early identification, symptoms of abuse/neglect and intervention strategies for children and families who are victims of child abuse/neglect.

In addition, an orientation for parents and teachers must be provided regarding the need to protect their children from child abuse/neglect and inappropriate discipline techniques. Staff must complete an annual Mandated Reporter Training online and provide Human Resources (HR) with a copy of the certificate and maintain a copy for their personal records.

III. **Child Abuse/Neglect policies that include a written plan for responding to suspected or known physical/sexual abuse or neglect of children, whether it occurs inside or outside the program. Please use the following to outline your plan:**

- Identify the steps the delegate agency will take to report incidents.
- Identify who is responsible for contacting The Department of Children and Family Services (DCFS) and DFSS.
- Designate a staff member, who will have the responsibility for handling all aspects pertaining to child abuse and neglect cases for the site, most often, it is the Site Director.

IV. **Reporting suspected child abuse or neglect should contain the following information, if known:**

- Name and address of child and parent or person responsible for child’s care.
- Child’s age and date of birth.
- Nature and extent of the suspected abuse, including any evidence of previous abuse.
- Explanation given for the suspected abuse.
- Possible date(s) of occurrence.
- Any other information that might be helpful in establishing cause of the abuse and identity of the abuser.

Be mindful of DCFS policies on “interrogating” children. Extensive interviews of a child about an abuse incident can traumatize the child and have a negative impact on the investigation. After the report is made a trained professional interviewer will conduct an interview of the child. Multiple interviews of a child can be traumatizing and should be avoided.

A copy of the plans and procedures that have been developed for screening staff and for identifying and reporting possible abuse and neglect cases must be made available for review by DFSS staff. These plans and procedures will need **annual** review by delegate agency staff and parents to ascertain if they are being followed and whether modification is needed.

Thank you for your continued support on behalf of children and families.



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | eclkc.ohs.acf.hhs.gov

January 3, 2018

Dear Head Start Grantees and Delegate Agencies,

I hope the holiday season was filled with joyful times with your loved ones and some respite to refuel.

As the New Year begins I want to bring attention to two requirements that have, in some cases, resulted in unnecessary and potentially detrimental actions taken by the grantee. First is the reporting requirement found in CFR 1302.102 (d)(1)(ii) requiring grantees to report immediately or as soon as practicable any significant incidents affecting the health and safety of program participants. Second is Standards of Conduct, CFR 1302.90 (c)(1)(i)(ii)(A)-(I),(iii),(iv),(iv) and (v), describing the positive strategies adults must implement when interacting with children, a list of prohibited actions endangering the health and safety of children, and ensuring no child is left alone or unsupervised.

Over the past year, reports of child health and safety incidents have increased. We are uncertain if the increased reporting is due to compliance with CFR 1302.102 (d)(1)(ii), whether more incidents are occurring, or both. We suspect it is due to the increased reporting, and we want to acknowledge grantees' compliance with the requirements. However, the Office of Head Start (OHS) has observed unintended consequences of these requirements that we want to bring to your attention. In some cases, grantees are reporting minor incidents that do not require self-report. More importantly, some agencies immediately terminate staff involved in incidents, which may not be, in all cases, the best course of action for the child and staff.

Reporting

OHS has zero tolerance for any situation that places a child in harm's way. Grantees' hyper-vigilance in keeping every child safe and secure and feeling loved every moment while in their care is foundational to Head Start and Early Head Start programs. However; some grantees may believe they are required to report all health and safety incidents, even when they are not significant incidents and do not harm or endanger children. Grantee characteristics like climate, locale – urban, rural, remote, shared facilities including playgrounds, level of security systems, just to name a few – vary greatly, and it would be impossible for the Office of Head Start to issue a definitive list of what are considered non-reportable insignificant incidents. To determine which incidents are reportable, grantees should work with management, governing bodies, Health Advisory Committees, mental health consultants, and local or state licensing agencies to develop guidelines that differentiate between staff, consultant or volunteer practices, and/or behaviors that need improvement but do not harm or endanger children, versus reportable practices or behaviors that harm or endanger children.

Personnel Actions

Personnel policies and procedures must include appropriate penalties for staff, consultants and volunteers who violate the Standards of Conduct. Many grantees move to immediate termination of staff involved in these violations. We are concerned grantees believe OHS expects termination of staff who violate the Standards of Conduct and will view it as correcting the violation. This perception is not correct. OHS expects that each incident will be carefully assessed and appropriate actions will be taken holistically, not just with the individual involved in the incident. Grantees should determine whether they have adequate ongoing support, supervision, and training necessary for staff to succeed. If necessary supports are not ongoing, systemic, and available to staff, consultants, and volunteers working directly with children, the problem is more likely a systemic management weakness, and firing an individual will not correct the problem long term.

Investing additional supports for staff committed to professional development and improvement may be, in some cases, a far better investment than termination. Children and parents may abruptly lose a beloved teacher, which can be disruptive to social and emotional development and erode continuity of care. Additionally, programs then face a period of time when staff are anxious, less experienced substitutes step in, and the likelihood of another incident increases.

We recognize growing and maintaining highly competent staff is a tough job, and not every day will be a perfect day; however, every day a child leaves their Head Start or Early Head Start program they should feel safe, valued, special, happy and bathed in love.

Sincerely,



Ann Linehan
Acting Director
Office of Head Start



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-03 PIT

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Patrick Thompson requested the Homeless Point-in-Time counts for the 11th Ward from 2016 to 2019.

Below please find the data on number of unsheltered individuals in the 11th Ward identified in the Point-In-Time Count for the last four years.

Year	# Individuals counted	% of total homeless count
2016	22	2.8%
2017	28	3.1%
2018	20	2.2%
2019	16	1.6%

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-04 Delegates

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Patrick Thompson requested the list of all the homeless delegate agencies funded by DFSS.

Below is the list of the 51 homeless delegate agencies alphabetically.

2019 Homeless Delegate Agencies

1. A Little Bit of Heaven
2. A Safe Haven Foundation
3. All Chicago
4. Breakthrough
5. Casa Central
6. Catholic Charities
7. Center for Changing Lives
8. Center for Housing and Health
9. Christian Community Health Center

10. Connections for Abused Women and Children
11. Cornerstone Community Outreach
12. Corporation for Supportive Housing
13. Deborah's Place
14. Family Rescue, Inc.
15. Featherfist
16. Franciscan Outreach
17. Good News Partners
18. Heartland Human Care Services
19. Holy Rock Outreach Ministries
20. HOW
21. Howard Brown Health Center
22. Inspiration Corporation
23. KAN-WIN
24. La Casa Norte
25. Lawyers' Committee For Better Housing
26. Legal Council for Health and Justice
27. Lincoln Park Community Shelter
28. Margaret's Village
29. Matthew House
30. McDermott Center Haymarket
31. Mercy Housing Lakefront
32. Metropolitan Family Services
33. Neapolitan Lighthouse
34. New Moms, Inc.
35. Northside Housing
36. Olive Branch Mission
37. Polish American Association
38. Primo Center For Women & Children
39. Sarah's Circle
40. SRHAC
41. St Leonard's
42. Ignite (formerly Teen Living Programs)
43. The Boulevard- The Road to Health and Home
44. The Inner Voice
45. The Night Ministry
46. The Salvation Army
47. Thresholds
48. UCAN
49. Unity Parenting Program
50. WM Initiative LLC - WINGS
51. YMCA

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-05 Legal Protection Fund

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Carlos Ramirez-Rosa requested the expiration date for the legal protection fund contracts managed by DFSS.

The two contracts DFSS administers for the legal protection fund expire December 31, 2020 with a one-year extension available at the City's discretion.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-06 Delegates

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Taylor requested a list of all the delegate agency contracts executed by DFSS between 2016 and 2019.

The attached list details the delegates that the Department of Family and Support Services has provided grant awards to during the period of FY2016 – 2019 and the delegates' associated ward locations. Please note that the list denotes the locations identified in the awards by the delegates are often the headquarter sites rather than the program sites where the services are delivered. This use of headquarter addresses results in the underrepresentation of investments in most neighborhoods and an overrepresentation in other neighborhoods like the downtown wards that have many headquarter offices. Additionally, a small number of the delegates listed headquarters outside of the City of Chicago, hence their ward information cannot be generated.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-07 Agencies

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Jeanette Taylor requested the number of filled seats associated with defunded early learning agencies through the CEL RFP.

Please see the attached chart showing the current filled seat count for each agency that was defunded as a result of the CEL RFP.

As always, please let me know if you have any further questions.

Agency/Site	Enrolled-PFA	Funded PFA	Enrolled-PI	Funded PI
ABC Preschool	16	16		
Archdiocese of Chicago	488	569		
Building Blocks	29	40		
Chance after Chance	20	20		
Eyes on the Future	75	98	54	63
Happy Holiday Nursery	13	20	5	10
Imani Children's Academy	0	20		
Little Angels Learning Center	16	20	8	24
Little Folks	15	20		
Little Kids Village Learning II	24	32		
Mosaic Early Childhood Academy	0	20		
University of Chicago	49	60		
Wee Care Nursery School	10	11		
West Austin	103	118		
All About Kids*		39		55
Grand Total	858	1103	67	152

Agency/Site	Enrolled-PFA	Funded PFA	Enrolled-PI	Funded PI
ABC Preschool	16	16		
Archdiocese of Chicago	488	569		
Building Blocks	29	40		
Chance after Chance	20	20		
Eyes on the Future	75	98	54	63
Happy Holiday Nursery	13	20	5	10
Imani Children's Academy	0	20		
Little Angels Learning Center	16	20	8	24
Little Folks	15	20		
Little Kids Village Learning II	24	32		
Mosaic Early Childhood Academy	0	20		
University of Chicago	49	60		
Wee Care Nursery School	10	11		
West Austin	103	118		
All About Kids*		39		55
Grand Total	858	1103	67	152



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-08 Youth

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Daniel La Spata requested the estimated cost to end youth homelessness in the City of Chicago.

For the approximately 811 youth engaged in the homeless service system, the Chicago Continuum of Care's Pipeline Expansion Work Group developed the following projected housing needs:

Housing Type	Permanent Supportive Housing	Rapid Re-housing	Diversion
Number of Housing Support Units Needed	554	359	221
Estimated Annual Cost Per Unit	\$24,270	\$19,750	\$2,326
Total Cost for Operations and Services	\$13.4M	\$7.1M.	\$0.5M
Total Cost	\$21M		

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-09 Hurricane Maria

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Daniel La Spata requested DFSS provide the number people still receiving services that were displaced as a result of Hurricane Maria.

In 2019, DFSS has seen two families totaling nine individuals at our Community Services Centers that first came to us during the Hurricane Maria Multi-Agency Resource Center interactions.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-10 Funding

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Maria Hadden requested information around the total amount of funds that would be needed to prevent a reduction in services for Early Learning sites affected by the recent RFP.

The Department of Family and Support Services believes this amount to be between \$18M and \$20M annually. This funding would support delegate agency sites that are seeing decreased funding, at 80 percent of their current allocation for one full program year, or a 12 month contract.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-11 Delegates

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Andre Vasquez requested a list of the homeless and senior services delegate agencies serving the LGBTQ community.

All of our homeless and senior services delegates serve LGBTQ that come to them seeking services, but we do have a handful of agencies that specialize in serving the LGBTQ communities. They are the following:

Homeless Delegate Agencies

1. Howard Brown Health Center
2. The Night Ministry
3. La Casa Norte
4. Unity Parenting
5. Ignite (formerly Teen Living Programs)

DFSS/Senior Services works very closely with the Center on Halsted located at 3656 N. Halsted. We sponsor a Golden Diner Congregate Dining site at the Center and work closely with Britta Larson, the Center Director. All Senior Services staff will receive a training from Britta to better enable us to work with LGBTG Seniors Friday, November 15, 2019 at 3 p.m. at the Central West Senior Center located at 2102 W. Ogden.

In addition, the Center on Halsted is also a sub-grantee of our Title V Employment Program. Currently, the Center has ten trainees who assist with work at the Center which will lead them to find employment outside of the program once their 48-month eligibility ends.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-12 JISC

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Michelle Smith requested the number of department staff that are involved in the daily oversight of the JISC.

The answer is one (1):

- Lisa Hampton, Director Prevention and Intervention Portfolio-Youth Services Division

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-13 JISC

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Michelle Smith requested the number of youths serviced by the JISC who accept services in 2019 from the JISC delegate agency, SGA Youth Services.

As of November 5, 2019, 696 youth were referred for services at the JISC and 427 accepted services from SGA.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-14 Bryant Decree

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

As a follow up to questions from several Aldermen regarding the Bryant Decree, you requested we send the agreement to the Alderman through your chairmanship. Please see the attached agreement to be shared with City Council.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-15 Shelter

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Daniel La Spata requested a list of all homeless shelters with infractions in 2019 and what was done to resolve the issues.

Below is the list of shelters with infractions (health and safety issues) over the period of January to November 2019 and what we did to resolve the issues.

The DFSS program auditing division conducts a health and safety inspection when they conduct their program audit. Once the program auditors conduct the review, a copy of the audit report is provided to the homeless program unit. At that time, the homeless program unit follows up with a letter to the agency with pictures of the infractions. The agency then provides a response letting us know how they resolved the infractions. They provide pictures of the corrections.

Below is the list of shelters that had infractions between the period of January 2019 to November 2019.

**2019 Health and Safety Concerns
January to November**

Agency	Program Model	Program Name	Visit Date	Concern Comments
Franciscan Outreach	Emergency Shelter	Franciscan House of Mary and Joseph	7/31/2019	No documentation that fire drills have been held at any sites. At Mary & Joseph site, ceiling falling, tile missing, 2 sinks & 1 urinal not operating & a roach was crawling in men's restroom. Paint chipping on kitchen floor & on walls in the hallway. Annex Site: Plumbing issues due to toilets not flushing. Paint chipping on walls in restroom and entry way. Facility needs to be painted & cleaned. Pilsen Project: Hole in the wall in women restroom & paint chipping on walls in sleeping area.
Lincoln Park Community Services	Interim Shelter	LPCS Interim Housing Program	6/25/2019	Fire Extinguishers need tags, but building is new.
Margaret's Village	Interim Shelter	BELIEVE	7/1/2019	Health & safety: On 3rd floor room 6 missing tiles on floor, room 7 tiles chipping off floor & rooms 8 & 9 screens in windows have holes.
Single Room Housing Assistance Corporation	Interim Shelter	Interim Housing Program for Families	7/3/2019	Clint's room walls have peeling/loose paint; rooms have bed bug issues & area/room temperature is too hot
The Boulevard of Chicago, Inc.	Interim Shelter	Respite Assessment	8/14/2019	Elevator is not inspected annually.
The Inner Voice Incorporated	Interim Shelter	Pioneer House Interim Housing Program	6/14/2019	Some floor tiles are missing, and the stove does not work. Agency waiting on the parts.

The Salvation Army	Interim Shelter	The Salvation Army Evangeline Booth Lodge Family Interim Housing Program	6/20/2019	The stove is not working on the right side back isle. Health & safety only conducted in the kitchen & common areas because agency is going through renovations, and some of the residential spaces were not being used.
Unity Parenting and Counseling, Inc.	Emergency Shelter	Ujima Village	7/12/2019	2nd step from the community room floor is loose & floors have peeling paint. Auditor saw bugs flying in the 1st floor bathroom.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-16 OSC

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Emma Mitts requested a racial demographic breakdown of the 2019 One Summer Chicago participants.

The breakdown is as follows:

- African American: 60%
- Hispanic/Latinx: 26%
- White: 6%
- Two or more Races/Ethnicities: 4%
- Asian: 3%
- American Indian/Alaskan Native: 1%
- Native Hawaiian/Other Pacific Islander: 0.1%

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-17 Accommodations

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Raymond Lopez asked through you as the Chair what progress has been made in assisting domestic violence victims with being able to accommodate pets as they leave their situation.

DFSS is working with the Network to identify DV survivor needs regarding their pets. The Network currently is addressing the issue of family pets and domestic violence both in homes and in DV shelters and has brought community partners together to develop resources for providers. Currently, DV shelters work to address pet safety during the intake process. The situations are handled on a case-by-case basis often either finding a temporary place for the pet or boarding. DFSS will continue to work with Network, seek resources for survivors trying to flee with their pets and direct those resources to its shelter providers. DFSS is also working on collaborations with Pet Smart Charities as that organization issues grants that help support DV families and their pets. The grants provide the families with supports such as supplies for the pet, food, access to veterinarian care as well as housing rental support.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-18 Funding

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested a list of the top 20 homeless agency by funding that DFSS partners with.

Please see the attached list of agencies that receive the most funding from DFSS which includes funding by program model and the attached list providing a brief description of each of the department's homeless program models for reference.

As always, please let me know if you have any further questions.

DFSS List of Top 20 Homeless Delegate Agencies

#	Delegate Agency	Program Models	Total Budget
1	Primo Center	Interim Shelter	\$2,734,721
		Frequent Users Service Engagement (FUSE)	
		Permanent Supportive Housing including Safe Havens	
2	A Safe Haven	Interim Shelter	\$2,648,351
		Emergency Shelter	
		Drop-in Center/Outreach	
3	Cornerstone	Interim Shelter	\$2,522,833
4	All Chicago	Rental Assistance Program Manager	\$2,220,099
		Rapid Rehousing Program Coordinator	
5	Olive Branch Mission	Interim Shelter	\$1,807,715
		Emergency Shelter	
		Permanent Supportive Housing including Safe Havens	
6	The Salvation Army	Emergency Shelter	\$1,704,990
		Drop-in Center/Outreach	
		Interim Shelter	
7	La Casa Norte	Emergency Shelter	\$1,312,376
		Drop-in Center/Outreach	
		Youth Intentional Housing Supports	
8	Franciscan Outreach	Emergency Shelter	\$1,159,622
		Drop-in Center/Outreach	
		Permanent Supportive Housing including Safe Havens	
9	Featherfist	Interim Shelter	\$1,083,463
		Drop-in Center/Outreach	
10	Single Room Housing Assistance Corp	Interim Shelter	\$967,301
11	Thresholds	Drop-in Center/Outreach	\$945,682
		Permanent Supportive Housing including Safe Havens	
12	Northside Housing	Emergency Shelter	\$929,688
		Permanent Supportive Housing including Safe Havens	
		Drop-in Center/Outreach	
13	McDermott	Drop-in Center/Outreach	\$815,000

14	Casa Central	Interim Shelter	\$740,239
15	Corporation for Supportive Housing	Housing System Navigator	\$700,675
		System Facilitation	
16	Center for Housing and Health	Outreach Coordination	\$700,000
		Permanent Supportive Housing including Safe Havens	
17	Margaret's Village	Interim Shelter	\$652,903
18	Ignite	Drop-in Center/Outreach	\$632,096
		Youth Intentional Housing Supports	
		Housing System Navigator	
19	Christian Community Health Center	Interim Shelter	\$593,000
		Drop-in Center/Outreach	
20	Lincoln Park Community Services	Interim Shelter	\$589,491



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-19 Cost

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Jason Ervin asked what the cost would be to end homelessness in Chicago.

DFSS and the Chicago Continuum of Care have projected the number of units required to end homelessness for those currently on the One List and anticipated in-flow over a period of time.

The financial modeling to bring all the housing in our pipeline projections (10,000+ units of support) online is a capital investment of \$559,912,025 for unit development and then an additional \$156,255,968/year to support sustained operations and services of the expanded inventory.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 19, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-20 Changes in Headcount

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested changes in headcount projected for 2020.

Overall, the department will be seeing a reduction of 4 positions in 2020.

The Corporate Fund will see an increase of 22 positions. This increase is primarily a result of the City's attempt to adequately represent the administrative cost for delivering programming that cannot be covered with our grant funding. These positions have been shifted from grants to Corporate, reflected in the 26 position reduction of positions sitting on grants.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 19, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-21 Vacancies

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested the number of funded vacancies and breakdown in 2020

DFSS has 80 vacant positions in our 2020 budget. 18 are Corporate vacancies and 62 are vacancies sitting on grants. This information was also made available in the 2020 Department Budget Hearing Document book provided to aldermen at the start of budget hearings.

Please see the attached list of vacancies for 2020.

CURRENT 2020 RECOMMENDED VACANCIES

10/17/2019

DEPARTMENT: **DEPARTMENT OF FAMILY & SUPPORT SERVICES**

DEPT	FUND	DIV	SECT	SUB-SECTION	SCH	GRADE	UNION	TITLE CODE	TITLE DESCRIPTION	#	SALARY	SALARY TYPE
050	0100	2005	3001	0	3	0	N	0705	Director of Public Affairs	1	88,248.00	Annual
050	0100	2005	3001	0	1	0	N	9813	Managing Deputy Commissioner	1	131,658.00	Annual
050	0100	2005	3005	0	G	6	Y	0684	Data Base Analyst	1	67,524.00	Annual
050	0100	2005	3005	0	GY	8	N	1141	Principal Operations Analyst	1	70,140.00	Annual
050	0100	2005	3005	0	BX	17	N	1327	Supervisor of Personnel Administration	1	70,272.00	Annual
050	0100	2005	3006	0	G	6	Y	0103	Accountant III	1	67,524.00	Annual
050	0100	2005	3006	0	B	11	Y	0190	Accounting Technician II	1	47,160.00	Annual
050	0100	2005	3008	0	3	0	N	1191	Contracts Administrator	1	100,620.00	Annual
050	0100	2005	3008	0	B	13	Y	1482	Contract Review Specialist II	2	56,748.00	Annual
050	0100	2005	3009	0	GY	8	N	1141	Principal Operations Analyst	1	70,140.00	Annual
050	0100	2005	3009	0	GY	7	N	2918	Chief Planning Analyst	1	64,320.00	Annual
050	0100	2005	3025	0	3	0	N	0310	Project Manager	1	88,416.00	Annual
050	0100	2005	3025	0	B	15	Y	3955	Youth Services Coordinator	1	68,352.00	Annual
050	0100	2005	3035	0	G	6	Y	0192	Auditor II	4	67,524.00	Annual
050	OJ46	2515	3516	0	B	13	Y	3914	Support Services Coordinator	1	56,748.00	Annual
050	OJ46	2515	3516	0	B	13	Y	3825	Community Intervention Specialist	2	56,748.00	Annual
050	OJ46	2520	3530	0	BX	15	N	1912	Project Coordinator	1	58,968.00	Annual
050	OJ46	2520	3530	0	1	0	N	9679	Deputy Commissioner	1	116,820.00	Annual
050	OY52	2805	3805	0	B	10	Y	0302	Administrative Assistant II	1	42,960.00	Annual
050	OY52	2805	3805	0	BX	17	N	3817	District Manager - Human Services	1	70,272.00	Annual
050	OY52	2805	3805	0	B	13	Y	3826	Human Service Specialist II	6	56,748.00	Annual

CURRENT 2020 RECOMMENDED VACANCIES

10/17/2019

DEPARTMENT: **DEPARTMENT OF FAMILY & SUPPORT SERVICES**

DEPT	FUND	DIV	SECT	SUB-SECTION	SCH	GRADE	UNION	TITLE CODE	TITLE DESCRIPTION	#	SALARY	SALARY TYPE
050	0Y54	2962	3962	0	G	6	Y	0103	Accountant III	1	67,524.00	Annual
050	0Y54	2962	3962	0	3	0	N	0310	Project Manager	1	94,788.00	Annual
050	0Y54	2962	3962	0	B	14	Y	3899	Program Development Coordinator	2	62,316.00	Annual
050	0Y64	2815	3815	0	B	6	Y	0429	Clerk II	1	32,544.00	Annual
050	0Y61	2860	3905	0	BX	16	N	0309	Coordinator of Special Projects	1	64,704.00	Annual
050	0Y61	2860	3905	0	BX	12	N	0804	Executive Secretary II - Excluded	1	44,604.00	Annual
050	0Y62	2860	3905	0	B	14	Y	1730	Program Analyst	1	62,316.00	Annual
050	0Y61	2860	3905	0	BX	15	N	1912	Project Coordinator	1	58,968.00	Annual
050	0Y62	2860	3905	0	B	13	Y	3914	Support Services Coordinator	1	56,748.00	Annual
050	0Y57	2904	3904	0	B	10	Y	0302	Administrative Assistant II	1	42,960.00	Annual
050	0Y57	2904	3904	0	B	13	Y	0308	Staff Assistant	1	56,748.00	Annual
050	0Y57	2904	3904	0	3	0	N	0322	Special Assistant	1	96,096.00	Annual
050	0Y57	2904	3904	0	1	0	N	3018	Manager of Family Support Programs	1	105,756.00	Annual
050	0Y60	2943	3943	0	3	0	N	3057	Director of Program Operations	1	86,676.00	Annual
050	0Y78	2964	3964	0	BX	17	N	3011	Supervisor of Family Support Programs	1	70,272.00	Annual
050	0Y61	2860	3905	0	B	14	Y	3899	Program Development Coordinator	2	62,316.00	Annual
050	0Y61	2860	3905	0	BX	16	N	3953	Supervisor of Children Services Programs	2	64,704.00	Annual
050	0Y57	2904	3904	0	BX	15	N	1912	Project Coordinator	2	58,968.00	Annual
050	0Y57	2904	3904	0	BX	17	N	3011	Supervisor of Family Support Programs	2	70,272.00	Annual
050	0Y57	2904	3904	0	B	11	Y	3025	Assistant Community Living Specialist	2	47,160.00	Annual
050	0Y57	2904	3904	0	G	4	Y	3066	Elder Protective Investigator I	2	55,656.00	Annual

CURRENT 2020 RECOMMENDED VACANCIES

10/17/2019

DEPARTMENT: DEPARTMENT OF FAMILY & SUPPORT SERVICES

DEPT	FUND	DIV	SECT	SUB-SECTION	SCH	GRADE	UNION	TITLE CODE	TITLE DESCRIPTION	#	SALARY	SALARY TYPE
050	0Y54	2962	3962	0	BX	18	N	3906	Assistant Director of Children Services	2	75,408.00	Annual
050	0Y78	2964	3964	0	B	13	Y	3898	Community Services Representative	2	56,748.00	Annual
050	0Y61	2860	3905	0	B	10	Y	0903	Audio-Vision Tester	3	42,960.00	Annual
050	0Y54	2962	3962	0	B	13	Y	3914	Support Services Coordinator	3	56,748.00	Annual
050	0Y57	2904	3904	0	G	5	Y	3023	Community Living Specialist	4	61,320.00	Annual
050	0Y61	2860	3905	0	B	13	Y	3914	Support Services Coordinator	7	56,748.00	Annual

TOTAL VACANCIES

80

CURRENT 2020 RECOMMENDED VACANCIES

10/17/2019

DEPARTMENT: **DEPARTMENT OF FAMILY & SUPPORT SERVICES**

DEPT	FUND	DIV	SECT	SUB-SECTION	SCH	GRADE	UNION	TITLE CODE	TITLE DESCRIPTION	#	SALARY	SALARY TYPE
050	0100	2005	3001	0	3	0	N	0705	Director of Public Affairs	1	88,248.00	Annual
050	0100	2005	3001	0	1	0	N	9813	Managing Deputy Commissioner	1	131,658.00	Annual
050	0100	2005	3005	0	G	6	Y	0684	Data Base Analyst	1	67,524.00	Annual
050	0100	2005	3005	0	GY	8	N	1141	Principal Operations Analyst	1	70,140.00	Annual
050	0100	2005	3005	0	BX	17	N	1327	Supervisor of Personnel Administration	1	70,272.00	Annual
050	0100	2005	3006	0	G	6	Y	0103	Accountant III	1	67,524.00	Annual
050	0100	2005	3006	0	B	11	Y	0190	Accounting Technician II	1	47,160.00	Annual
050	0100	2005	3008	0	3	0	N	1191	Contracts Administrator	1	100,620.00	Annual
050	0100	2005	3008	0	B	13	Y	1482	Contract Review Specialist II	2	56,748.00	Annual
050	0100	2005	3009	0	GY	8	N	1141	Principal Operations Analyst	1	70,140.00	Annual
050	0100	2005	3009	0	GY	7	N	2918	Chief Planning Analyst	1	64,320.00	Annual
050	0100	2005	3025	0	3	0	N	0310	Project Manager	1	88,416.00	Annual
050	0100	2005	3025	0	B	15	Y	3955	Youth Services Coordinator	1	68,352.00	Annual
050	0100	2005	3035	0	G	6	Y	0192	Auditor II	4	67,524.00	Annual
050	OJ46	2515	3516	0	B	13	Y	3914	Support Services Coordinator	1	56,748.00	Annual
050	OJ46	2515	3516	0	B	13	Y	3825	Community Intervention Specialist	2	56,748.00	Annual
050	OJ46	2520	3530	0	BX	15	N	1912	Project Coordinator	1	58,968.00	Annual
050	OJ46	2520	3530	0	1	0	N	9679	Deputy Commissioner	1	116,820.00	Annual
050	OY52	2805	3805	0	B	10	Y	0302	Administrative Assistant II	1	42,960.00	Annual
050	OY52	2805	3805	0	BX	17	N	3817	District Manager - Human Services	1	70,272.00	Annual
050	OY52	2805	3805	0	B	13	Y	3826	Human Service Specialist II	6	56,748.00	Annual

CURRENT 2020 RECOMMENDED VACANCIES

10/17/2019

DEPARTMENT: **DEPARTMENT OF FAMILY & SUPPORT SERVICES**

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050	0Y64	2815	3815	0	B	6	Y	0429	Clerk II	1	32,544.00	Annual
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050	0Y57	2904	3904	0	B	10	Y	0302	Administrative Assistant II	1	42,960.00	Annual
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050	0Y57	2904	3904	0	3	0	N	0322	Special Assistant	1	96,096.00	Annual
050	0Y57	2904	3904	0	1	0	N	3018	Manager of Family Support Programs	1	105,756.00	Annual
050	0Y60	2943	3943	0	3	0	N	3057	Director of Program Operations	1	86,676.00	Annual
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050	0Y57	2904	3904	0	BX	17	N	3011	Supervisor of Family Support Programs	2	70,272.00	Annual
050	0Y57	2904	3904	0	B	11	Y	3025	Assistant Community Living Specialist	2	47,160.00	Annual
050	0Y57	2904	3904	0	G	4	Y	3066	Elder Protective Investigator I	2	55,656.00	Annual

CURRENT 2020 RECOMMENDED VACANCIES

10/17/2019

DEPARTMENT: **DEPARTMENT OF FAMILY & SUPPORT SERVICES**

DEPT	FUND	DIV	SECT	SUB-SECTION	SCH	GRADE	UNION	TITLE CODE	TITLE DESCRIPTION	#	SALARY	SALARY TYPE
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050	0Y78	2964	3964	0	B	13	Y	3898	Community Services Representative	2	56,748.00	Annual
050	0Y61	2860	3905	0	B	10	Y	0903	Audio-Vision Tester	3	42,960.00	Annual
050	0Y54	2962	3962	0	B	13	Y	3914	Support Services Coordinator	3	56,748.00	Annual
050	0Y57	2904	3904	0	G	5	Y	3023	Community Living Specialist	4	61,320.00	Annual
050	0Y61	2860	3905	0	B	13	Y	3914	Support Services Coordinator	7	56,748.00	Annual

TOTAL VACANCIES

80



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-22 Vacancies

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested the number of and titles for the vacancies being cut in the 2020 budget.

Six vacancies have been eliminated for the 2020 budget:

- Assistant Director of News Affairs
- Policy Analyst
- Program Auditor II
- 2 Support Service Coordinators
- 1 Clerk IV



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-22 Vacancies

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested the number of non-union employees to receive salary increases in 2020.

Twenty-nine positions will receive salary increases at some point during 2020. The timing depends on their continual service date and the schedule for non-union staff to receive step increases. See attached list of positions receiving a salary increase.

DFSS Salary Increase for Non-Union Staff in 2020								
LAST NAME	FIRST NAME	Title	Title Code	Payrate	Increment	Next Increment Date	Fund	Fund Description
'DOLAN'	'SEAN'	'REGIONAL DIR AGING'	'3032'	\$ 70,272	\$ 1,241	16-Apr-20	'0Y57'	'AREA PLAN ON AGING'
'CAMARDA'	'ADRIANA'	'SUPRVS - FAMILY SUPPORT'	'3011'	\$ 91,752	\$ 3,077	16-Apr-20	'0J46'	'CDBG'
'SUBIDA'	'STACY MAE'	'ASST REGIONAL DIR-AGING'	'3033'	\$ 61,776	\$ 2,074	16-Apr-20	'0J46'	'CDBG'
'CRAFT'	'NICOLE'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 72,024	\$ 2,397	16-Apr-20	'0Y60'	'CHILD CARE SERVICES'
'JORDAN'	'MARGARET'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 83,628	\$ 820	16-Oct-20	'0Y60'	'CHILD CARE SERVICES'
'CASSELL'	'DANIEL'	'DIST MGR-HUMAN SERVICES'	'3817'	\$ 75,408	\$ 2,860	16-Mar-20	'0Y52'	CSBG'
'DEBONNETT'	'MICHELLE'	'ASST DIST MGR HUMAN SVC'	'3818'	\$ 76,164	\$ 152	16-Dec-20	'0Y52'	CSBG'
'FINNEY'	'JANICE'	'DIST MGR-HUMAN SERVICES'	'3817'	\$ 105,420	\$ 1,463	16-Sep-20	'0Y52'	CSBG'
'HILL'	'EVELYN'	'ASST DIST MGR HUMAN SVC'	'3818'	\$ 61,776	\$ 2,196	1-Apr-20	'0Y52'	CSBG'
'ROLAN	CHRISTINE	DEPUTY COMMISSIONER	9679'	\$ 116,820	\$ 4,572	1-Jan-20	100'	CORPORATE FUND'
'BOLTON'	'DIANA'	'SUPG PROGRAM AUDITOR'	'2916'	\$ 91,752	\$ 3,982	1-Feb-20	'0100'	'CORPORATE FUND'
'CANNON'	'CHARISMA'	'SPONSORSHIP COORDINATOR'	'0347'	\$ 70,272	\$ 1,606	1-Feb-20	'0100'	'CORPORATE FUND'
'LANCASTER'	'ALICE'	'DIR ADMINISTRATION II'	'0381'	\$ 96,096	\$ 572	16-Nov-20	'0100'	'CORPORATE FUND'
'MILLER'	'NEDRICK'	'SUPV PERSONNEL ADM'	'1327'	\$ 110,436	\$ 1,088	16-Oct-20	'0100'	'CORPORATE FUND'
'PACHECO'	'CARMEN'	'SUPG PROGRAM AUDITOR'	'2916'	\$ 91,752	\$ 2,353	16-Jun-20	'0100'	'CORPORATE FUND'
'SANTILLAN'	'NATALIA'	'PROJECT COORDINATOR'	'1912'	\$ 61,776	\$ 2,806	16-Jan-20	'0100'	'CORPORATE FUND'
'STANTON'	'REVA'	'STAFF ASST-EXCLUDED'	'0366'	\$ 65,376	\$ 2,193	16-Apr-20	'0100'	'CORPORATE FUND'
'TALBOT'	'JULIA'	'COORD SPECIAL PROJECTS'	'0309'	\$ 96,096	\$ 1,524	1-Sep-20	'0100'	'CORPORATE FUND'
'BANNISTER-BATIE'	'AALIYAH'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 70,272	\$ 1,460	1-Mar-20	'0Y62'	EHS-CCP
'JORDAN'	'DENISE'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 87,564	\$ 2,792	1-May-20	'0Y62'	EHS-CCP
'RIVERA FACUNDO'	'CYNTHIA'	'ASST T/T COMMISSIONER'	'0318'	\$ 76,164	\$ 2,888	16-Mar-20	'0Y53'	ESG
'HUGHES'	'ANGELA'	'SUPG AUDIO-VISION TESTR'	'0904'	\$ 65,376	\$ 1,806	1-Jun-20	'0Y61'	HS &EHS
'MILLSAP'	'DENNA'	'SUPPORT SERVICES COORD'	'3914'	\$ 85,704	\$ 855	16-Oct-20	'0Y61'	HS &EHS
'MIRANDA'	'ZORAYA'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 70,272	\$ 1,533	16-Feb-20	'0Y61'	HS &EHS
'PASSAMENTT'	'JACINTA'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 83,628	\$ 820	16-Oct-20	'0Y61'	HS &EHS
'PLEASANCE'	'KELLY'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 70,272	\$ 1,095	16-May-20	'0Y61'	HS &EHS
'SMITH'	'TOSHA'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 70,272	\$ 1,460	1-Mar-20	'0Y61'	HS &EHS
'WHITE'	'TAMELA'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 67,800	\$ 2,163	16-Feb-20	'0Y61'	HS &EHS
'ZEMKE'	'CRAIG'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 83,628	\$ 2,788	16-Apr-20	'0Y61'	HS &EHS



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 19, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-24 Outsourced Services in 2020

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested a description of outsourced services in 2020

IDoA informed DFSS in August that they were de-designating DFSS at the provider of Ombudsman services effective October of 2020. DFSS was unable to meet staffing requirements required in the grant with the funding provided. By being de-designated, the department will still receive the funding but will be required to find a provider to deliver the services. DFSS is has begun working on an RFP to find a provider for these services.

Five Elder Protective Investigator I and one EPI III currently perform the work. DFSS is in the preliminary stages of discussions with the State and AFSCME so the effect of staff is uncertain at this time. All actions impacting staff may be subject to a RIF (Reduction in Force) and that RIF will be carried out in accordance with the CBA.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 19, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-25 Budget

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested a list of savings and cost-efficiencies due to zero-based budgeting.

After analyzing all programs delivered by DFSS, DFSS eliminated three programs as a result of zero-based budgeting:

- Chicago Codes-DFSS provided Chicago Cook Workforce Partnership \$250K for a Coding Academy
- Digital Literacy-DFSS funded LISC \$150K for a basic computer training program
- Day for Change-DFSS funded A Safe Haven \$604K for a day labor program for homeless

The total savings as a result of the elimination of these three programs will be \$1,004,000.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 19, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-26 Metrics

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested the metrics associated with the DFSS homeless funding.

Please see the attached list of metrics.

2019 - DFSS Homeless Performance Measures by Program Model

DFSS Program Model	Performance Measures
Homeless Prevention Assistance	<ul style="list-style-type: none"> • % of households remaining in permanent housing after crisis intervention • % of households who remain permanently housed for 12 months
Drop-in Center/Outreach	<ul style="list-style-type: none"> • % of households exiting to permanent housing • % of households exiting to more stable housing (family, friends, longer term shelter/transitional housing programs) • % of households engaged in case management
Emergency Shelter	<ul style="list-style-type: none"> • % of households exiting to permanent housing • % of households exiting to more stable housing (family, friends, longer term shelter/transitional housing programs) • Average length of stay
Interim Shelter	<ul style="list-style-type: none"> • % of households exiting to permanent housing • Average length of stay
Frequent Users Service Engagement (FUSE)	<ul style="list-style-type: none"> • % of households exiting to permanent housing • % of households exiting to more stable housing (family, friends, longer term shelter/transitional housing programs) • % of clients engaged in specialized services to promote housing stability (may include mental health, substance use, employment, child-focused services)
Rapid Rehousing (Program Coordinator)	<ul style="list-style-type: none"> • % of households exiting to permanent housing • Average # of days between referral and placement
Permanent Housing with Short Term Supports	<ul style="list-style-type: none"> • Average # of days between referral and placement • % of households assuming the apartment lease or exiting to other independent, stable housing within 2 years
Permanent Supportive Housing	<p>PSH</p> <ul style="list-style-type: none"> • Average # of days between referral and placement • % of households who remain permanently housed for 12 months <p>Safe Haven</p> <ul style="list-style-type: none"> • % of households engaged in supportive services • % of households who remain permanently housed for 12 months
Youth Intentional Housing Supports	<p>Youth PSH</p> <ul style="list-style-type: none"> • Average # of days between referral and placement • % of households who remain permanently housed for 12 months <p>Youth TH</p> <ul style="list-style-type: none"> • Average # of days between referral and placement • % of households exiting to permanent housing
System Facilitation	<ul style="list-style-type: none"> • % of households assessed for Coordinated Entry • % of available units/openings in the Coordinated Entry system that receive a match through HMIS

<p>Outreach Coordinator</p>	<ul style="list-style-type: none"> • % of households enrolled in an outreach or housing system navigation project and have a housing match through CES that move into permanent housing. • % of participating agencies (including Applicant and recruited partner agencies) that assess households or connect households to entities conducting the CES assessment.
<p>Housing Navigator</p>	<ul style="list-style-type: none"> • % of assigned households enrolled with System Navigators • % of System Navigation enrolled households permanently housed
<p>Mobile Crisis Response & Shelter Referral</p>	<p>Short-Term Client Engagement and Crisis Response</p> <ul style="list-style-type: none"> • % of shelter placement requests completed within 3.5 hours • % of shelter placement requests completed within 5 hours • % of well-being checks completed within 3.5 hours • % of well-being checks completed within 5 hours • % of transportation requests completed within 3.5 hours • % of transportation requests completed within 5 hours <p>Mobile Outreach</p> <ul style="list-style-type: none"> • % of households contacted through outreach efforts accepting one or more basic assistance services (i.e. clothing, transportation, etc.). • % of households contacted through outreach efforts connected to community-based case management, housing, or to the appropriate situations/settings (i.e. hospital, family unification, etc.).
<p>Rental Assistance Program Manager</p>	<ul style="list-style-type: none"> • % of third party payments to property owners or their agents made within five business days of receipt from DFSS. • % of all assisted units meet HUD habitability standards prior to providing rental assistance. • Average # of days before payment is made to property owner/managers.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 19, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-27 Participation

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested the participation level in A Day for Change in 2018 and 2019.

Below is a recap of the participation and the impact of that participation.

Performance Measure Outcomes	2017	2018	2019/YTD
# HMIS enrollments/engagements into the program	531	765	366
# housing placements (more stable housing)	5	9	3
# housing placements (PH)	1	17	2
new employment placements	7	15	2

The Day for Change program was initiated around the same time as the department's encampment work back in 2018. Over a year into the implementation of the encampment strategy, DFSS has learned that the encampment strategy and navigation center have been successful in engaging and connecting homeless clients to services. The A Day for Change program however has not been successful as we would have liked, the laborer approach has not helped increase engagement of this vulnerable population.

The enrollment of Day for Change clients has been small. While the program engaged over 765 clients in 2018, only 15 were placed into employment. Through Q3 2019, 366 clients have been engaged however only 2 clients have been placed in employment.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 19, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-28 Cost

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested the cost to administer the weekly Homeless Encampment "Cleaning Missions" in the Central Business District when including the cost to DFSS, DSS, and CPD.

The department estimates that CBD encampment cleanings occur for five hours each week. The manpower and equipment costs to administer these cleanings between the three primary departments costs approximately \$167,000 annually.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-01 DFSS Outcome Metrics

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Reilly requested a list of the outcome metrics DFSS tracks.

Please see the attached list of outcome metrics by division that DFSS is currently tracking.

As always, please let me know if you have any further questions.

Program Division 2019 Outcome Goals (1/2)*

Program Division*	Goals
Children Services Division	<ul style="list-style-type: none"> • Goal #1: 95% of children will have a medical home as a result of the implementation of continuity of relationships and improved family goal setting • Goal #2: 95% of 4-5-year-olds will be kindergarten ready according to the TS Gold assessment (note: program cycle is from 9/1 - 8/31) • Goal #3: Decrease by 5% year over year the number of delegate agencies that do not meet the 10% of disability referral requirement (note: program cycle is from 9/1 - 8/31) • Goal #4: Increase online applications for early learning programs by 5%
Division on Domestic Violence	<ul style="list-style-type: none"> • Goal #1: 80% of clients better understand domestic violence issues and how services can improve their well being and help keep them safe [survey question C2] • Goal #2: At least 33% of clients seeking an order of protection are granted a plenary order of protection (POP) [Legal Services only] • Goal #3: Establish 5 linkages between DFSS divisions and/or their delegates and community DV stakeholders to enhance overall responsiveness to victim needs • Goal #4a: Increase calls to the Domestic Violence Hotline by 3% each year • Goal #4b: Increase calls from victims to the Domestic Violence Hotline by 3% each year • Goal #5: 90% of delegates meet all performance measures (PM) at 85% or higher
Homeless Services Division	<ul style="list-style-type: none"> • Goal #1a: Reduce by 5% the number of homeless households identified in the Continuum of Care One List • Goal #1b: Reduce by 5% the number of homeless individuals identified in the PIT Count each year • Goal #2a: Reduce by 5% the median number of days homeless for each household housed during the quarter - from initial engagement to permanent housing • Goal #2b: Reduce by 5% the number of households who have been homeless for more than 150 days (on the last day of the quarter, excluding Safe Haven) • Goal #3: Increase by 5% the number of households who are placed into permanent housing (includes intakes for PSH and self-resolve exits to permanent housing) • Goal #4: Increase by 10% the number of housing and/or shelter placements from street outreach each year

*All program divisions maintain a goal expenditure rate of 95%

Program Division 2019 Outcome Goals (2/2)*

Program Division*	Goals
Human Services Delivery	<ul style="list-style-type: none"> • Goal #1: 60% of clients in crisis progress at least one step in their area of primary need within a year of engaging with DFSS Community Service Centers or their local agencies • Goal #2: 33% of eligible households screened successfully obtain one or more public benefits (e.g. TANF, SNAP, etc.) • Goal #3: 25% increase in the number of new relationships with local service providers each year as demonstrated by community linkages • Goal #4: 5% increase in the number of people utilizing the community service centers
Senior Services Division	<ul style="list-style-type: none"> • Goal #1a: Register 15% new program participants in Congregate and Senior Centers, annually • Goal #1b: 70% of new clients will return to the Congregate or Senior site a second time • Goal #2: Increase by 5% the number of service requests identified with a Village Intercolaborative Center (VIC) • Goal #3: 100% of the calls entered into ECM for well-being checks (JICRs) will result in the CAS delegate agency engaging with the client within a 24-hour timeframe. • Goal #4: Increase the call answer rate for Information and Assistance by 10%
Workforce Services Division	<ul style="list-style-type: none"> • Goal #1a: 75% of participants who have enrolled in job readiness programs will be placed in employment and retain for 30 days • Goal #1b: 80% of participants placed into employment will retain employment for 90 days • Goal #1c: 75% of participants placed into employment will belong to a priority population • Goal #2: 90% of participants placed in employment receive a base hourly pay equal to or greater than the Standard City Minimum Wage • Goal #3: Secure 3 MOU's per year with identified partners which include increased employment and/or training opportunities for participants • Goal #4: Increase calls to Re-entry Centers by 5% annually
Youth Services Division	<ul style="list-style-type: none"> • Goal #1: Strengthen school related engagement as reflected by attendance in K-12 • Goal #2: 75% of youth report a positive relationship with an instructor and/or mentor in their program • Goal #3: Lower youth violent crime arrests of program participants by 30% • Goal #4: Identify 2% funding to reallocate expanding initiatives to support youth with complex needs

*All program divisions maintain a goal expenditure rate of 95%

Administrative Division Outcome Goals (1/2)

Administrative Division	Goals
Communications Division	<ul style="list-style-type: none"> • Goal #1: 100% of the 3 most commonly viewed materials from each division will be properly branded • Goal #2: 100% of Program Deputies will do at least 1 speaking event, op-ed, or media interview to position themselves as an expert • Goal #3a: Increase Facebook followers by 50% each year • Goal #3b: Increase Twitter followers by 50% each year • Goal #3c: Increase Instagram followers by 50% each year • Goal #4: 75% of DFSS members report engaging with other DFSS staff
Contracts, IT & Programmatic Monitoring Division	<ul style="list-style-type: none"> • Goal #1a: Award CDGA contracts in 65 days from the time a contract is sent to a delegate agency • Goal #1b: Award non-CDGA contracts in 35 days from the time a contract is sent to a delegate agency • Goal #2: Annually perform program audits on 95% of all contracts identified by program divisions (note: program cycle is from 4/1 - 3/31) • Goal #3: Reduce non-compliant purchases by 20% • Goal #4: Migrate 5 data systems to enterprise-wide solutions each year
Finance Division	<ul style="list-style-type: none"> • Goal #1: Perform fiscal audits on 45% of DFSS delegate partners annually • Goal #2: 90% of vouchers submitted to the DFSS Finance Division through eProcurement will be reviewed and submitted to the Comptroller's Office within 5 days • Goal #3: DFSS Finance Division will complete internal processing of 100% of child care applications within 10 days of their submittal • Goal #4: 25% reduction in the number of recoupments from CCAP agencies • Goal #5a: 25% reduction in the number of voucher deletions • Goal #5b: 25% reduction in the number of voucher cancellations • Goal #6: Increase expenditure rate by 3% each year - 93% in 2019 - closed grants

Administrative Division Outcome Goals (2/2)

Administrative Division	Goals
Human Resources Division	<ul style="list-style-type: none"> • Goal #1: 80% of DFSS staff feel satisfied with the customer service as related to payroll or time and attendance concerns • Goal #2: Reduce by 20% the number of absentee reports • Goal #3: 60% of work orders are completed within 30 days • Goal #4: Ensure that 60% of vacancies are filled in no more than 90 days of an a-form approval
Planning, Research & Development Division	<ul style="list-style-type: none"> • Goal #1: 90% of applications submitted (not including pending applications) will be successfully awarded • Goal #2: Work with Program Divisions to support targeted fundraising efforts for four special projects each year • Goal #3: Identify value added collaborative efforts that support five new or existing program initiatives • Goal #4: 85% on time submission of key grant reports and documents



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-02 Monitoring

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Scott Waguespack requested information on the process of monitoring early learning facilities by DFSS.

The Children's Services Division's (CSD) Program Operations Unit is largely responsible for monitoring of all program types and options administered by CSD. Under the guidance of a Director and two Assistant Directors, monitoring staff are divided into five teams, each comprised of a core interdisciplinary team and led by a supervisor. Monitoring staff have varied areas of knowledge and expertise in the following areas: Program Management, Education/Disabilities, and Health/Family Community Engagement (FCE) which makes up the integrated services approach. Agencies are intentionally divided into caseloads among the five teams. CSD leadership strategically matches agencies to monitoring teams considering factors like size and complexity to knowledge and expertise in teams.

CSD uses a consultative approach to monitoring which involves multiple contacts throughout the year by conducting site visits, interviews, and desk audits to ascertain the agencies own internal

monitoring. Every other week teams meet to address agency wide systems issues, concerns, and chart progress which may be impacting their delegate agency caseload. Monitoring reports are generated and agencies are informed of the results. The frequency of follow-up visits depends upon the number of concerns, the type and complexity. These visits are used to assess progress, assist the agency with problem-solving or provide a referral to a subject matter expert in our cadre of support services vendors.

Monitoring teams hold two internal agency staffing's annually in the Fall and Spring to discuss program trends and identify training and technical assistance needs. The Agency Roundtable which is held in late Spring, is the time for monitoring teams to assess program performance and plan jointly with each Agency in anticipation of the upcoming program year. Goals are identified at the roundtable and an action plan is developed for submission with the Agency's grant application.

Together CSD' Program Operations, Administration and Quality Units provide a continuous flow of information, resources and support towards quality performance in the Chicago Early Learning Programs funded by DFSS.

The following documents and links provide additional information regarding the monitoring process, delegate requirements, and HHS / OHS guidance regarding incidents.

Attached documents:

1. ACF / OHS Memo January 3, 2018 from Ann Linehan of the Federal Office of Health and Human Services referencing the two requirements:
 - a. CFR 1302.102 (d)(1)(ii) requiring grantees to report immediately
 - b. Second is Standards of Conduct, CFR 1302.90 (c)(1)(i)(ii)(A)-(I),(iii),(iv),(iv)
2. Head Start / ECLKC process for filing a complaint
3. DFSS Memo to Delegates September 23, 2019
4. Link to online Chicago Early Learning Standards Manual Link to the CELS 2.0:

<http://www.childserviceschicago.com/news-docs/CELS%202.0%20FINAL.pdf>

- a. Chicago Early Learning Standards Manual – Specific references to reporting, monitoring, standards of conduct, training and posting:
 - i. Page 40 ii. Immediate Reporting
 - ii. Page 40 - 42 H. Monitoring Program Performance & Continuous Improvement
 - iii. Page 46 K. ii. & iii. Personnel policies and standards of conduct
 - iv. Page 48 d. Standards of Conduct
 - v. Page 49 vii. The Commitment to the Standards of Conduct
 - vi. Page 144 C. a. Classroom Safety - requirement to post mandated reporter procedures

vii. Page 146 xi. Recognition and reporting of child abuse and neglect and Illinois Department of Children and Family Services mandated reporter training



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

To: Head Start/Early Head Start/Child Care Programs
Program Directors/Site Directors/ Network Coordinators

From: Cerathel Burgess-Burnett
Deputy Commissioner
Children Services Division

Date: September 23, 2019

Subject: CHILD ABUSE POLICIES AND PROCEDURES

This memorandum serves as a reminder to all Chicago Department of Family and Support Services (DFSS) Head Start/Early Head Start and Child Care agencies to ensure that all programs meet federal, state and city guidelines on Child Abuse and Neglect. Please see the list of guidelines below.

In accordance with federal, state and city regulations, it is the responsibility of the delegate agency to implement the appropriate written policies and procedures that include the following:

I. Personnel Policies Regarding Staff Recruitment and Selection

- Before staff is hired on a permanent basis, the delegate agency will conduct a state and/or national criminal background check, as required by state law or administrative requirements.
- Agencies will screen childcare workers through the "Child Abuse and Neglect Tracking System" (CANTS) prior to permanent employment.
- Agencies will require a declaration from all prospective employees prior to employment. The declaration must list all:
 - Pending and prior criminal arrests and charges related to child sexual abuse and their disposition.
 - Convictions related to other forms of child abuse and/or neglect.
 - Convictions of violent felonies.
- Prior to employment, individuals must be interviewed. Personal and professional references must be checked.
- Prospective employees must be cleared through the Child Abuse and Neglect Tracking System (CANTS)

All employees on the HS/EHS budget must have a cleared Criminal Background Check prior to hire completed by the Illinois State Police.

- II. All agencies will provide orientation for new staff and annually a training for all staff on their role as “Mandated Reporters” and identifying and reporting child abuse and neglect cases. To enhance ongoing training opportunities at the delegate level, the designated agency may seek assistance from the Mental Health Consultant to provide training to staff and parents on early identification, symptoms of abuse/neglect and intervention strategies for children and families who are victims of child abuse/neglect.

In addition, an orientation for parents and teachers must be provided regarding the need to protect their children from child abuse/neglect and inappropriate discipline techniques. Staff must complete an annual Mandated Reporter Training online and provide Human Resources (HR) with a copy of the certificate and maintain a copy for their personal records.

III. **Child Abuse/Neglect policies that include a written plan for responding to suspected or known physical/sexual abuse or neglect of children, whether it occurs inside or outside the program. Please use the following to outline your plan:**

- Identify the steps the delegate agency will take to report incidents.
- Identify who is responsible for contacting The Department of Children and Family Services (DCFS) and DFSS.
- Designate a staff member, who will have the responsibility for handling all aspects pertaining to child abuse and neglect cases for the site, most often, it is the Site Director.

IV. **Reporting suspected child abuse or neglect should contain the following information, if known:**

- Name and address of child and parent or person responsible for child’s care.
- Child’s age and date of birth.
- Nature and extent of the suspected abuse, including any evidence of previous abuse.
- Explanation given for the suspected abuse.
- Possible date(s) of occurrence.
- Any other information that might be helpful in establishing cause of the abuse and identity of the abuser.

Be mindful of DCFS policies on “interrogating” children. Extensive interviews of a child about an abuse incident can traumatize the child and have a negative impact on the investigation. After the report is made a trained professional interviewer will conduct an interview of the child. Multiple interviews of a child can be traumatizing and should be avoided.

A copy of the plans and procedures that have been developed for screening staff and for identifying and reporting possible abuse and neglect cases must be made available for review by DFSS staff. These plans and procedures will need **annual** review by delegate agency staff and parents to ascertain if they are being followed and whether modification is needed.

Thank you for your continued support on behalf of children and families.

6. DFSS may request other reports from time to time to facilitate program monitoring, program quality improvement, or at the request of program funders.
- ii. Immediate Reporting to DFSS— Agencies must report to their assigned monitoring team supervisor/liaison at DFSS, and partners of DFSS delegate agencies must report to their delegate agency, any of the following, *immediately*, meaning within the same day as the incident:
 1. Significant incidents affecting the health and safety of program participants.
 2. Occurrences involving child abuse and neglect or laws governing sex offenders, after the agency has completed its obligation to call IDCFS as a mandated reporter.
 3. Incidents regarding agency staff, volunteers, or consultants in non-compliance with federal, state, tribal, or local laws.
 4. Cases of communicable disease or other serious health issues.
 5. Breaches of personally identifiable information.
 6. Missing and/or damaged files.
 7. Incidents that require classrooms or centers to be closed for any reason.
 8. Disqualification from CACFP.
 9. Revocation of a license to operate a center by state or local licensing entity.
 10. Circumstances affecting the financial viability of the program, including receipt of an audit, audit review, investigation, or inspection report from the agency's auditor, a state agency, or the cognizant federal audit agency, containing a determination that the agency is at risk of an on-going concern.
 11. Program involvement in legal proceedings.
 12. Any matter the agency is involved in that has been reported to the state or local authorities.
 13. Debarment from receiving federal or state funds from any federal or state department.
 - iii. Immediate reporting is considered same day.
 - iv. Agencies must submit a written, follow up report within 24 hours to the monitoring team supervisor describing the details of the incident.
 - v. Within 24 hours of receipt of any of these reports, DFSS will contact the agency to request documentation, additional information, and/or clarification.
 - vi. DFSS will conduct additional monitoring, if warranted.

H. Monitoring Program Performance & Continuous Improvement -- DFSS and its agencies use an ongoing process of monitoring program performance to ensure compliance with all regulations, the achievement of goals and objectives, program support, and continuous quality improvement. Data analyses are used to monitor and identify program strengths, challenges, and needs. On-going monitoring addresses both DFSS's monitoring of agency performance and how an agency self-monitors performance, which includes the agency's internal monitoring system to ensure that data is correct and monitored within a given timeframe.

- a. **Monitoring System Overview--** DFSS and its agencies use an integrated, consultative approach to monitoring to meet agency needs, maximize monitoring resources, and support agencies in improving quality.
 - i. DFSS employs integrated services monitoring teams to review and evaluate program operations on an ongoing basis.
 - ii. The DFSS process includes reviewing both systems and services.
 - iii. DFSS monitors CEL programs based on the CELS 2.0 Manual and its standards for quality programs, progress on program goals and quality outcomes, and other standards dictated by agency funding stream including the HSPPS and the Head Start Act, Illinois State Board of Education (ISBE) Administrative Rules, and ExceleRate Illinois.
 - iv. DFSS agencies are required to establish internal ongoing monitoring procedures that are align with the milestones and ensure quality data is recorded, analyzed, and shared.
- b. DFSS Monitors its agencies to determine:
 - i. Achievement of/progress on program goals and objectives, including child and family outcomes achievement and improvement.
 - ii. The effective use of data in program improvement.
 - iii. Compliance with state and federal performance standards and regulations in all content areas.
 - iv. The quality of budget management.
 - v. The quality of staff continuity and performance.
 - vi. The use of effective organizational structures to execute the work with families and children.
 - vii. Full enrollment and regular attendance.
 - viii. Well-supplied, organized, and safe centers and classrooms.
 - ix. The quality and consistency of family engagement activities and services being provided or arranged to meet child and family needs.
 - x. Children with special needs and the appropriateness of services provided to them.
 - xi. The quality and depth of program and individual professional development.
 - xii. The quality of the continuity of relationships system, if /when implemented.
 - xiii. The effective use of the COPA system protocols.
- c. **Monitoring Methods--**All agencies, including DFSS, use the following methods to monitor program performance:
 - i. Desk audits. These includes reviewing written reports and COPA data.
 - ii. Site visits. This involves staff visiting agencies to visually observe operations and review records. Site visits may be both announced and unannounced.
 - iii. Interviews. This method involves reviewers talking with staff and families about their experiences in the program and the quality and effectiveness of program operations from their perspectives.
- d. **Initial Agency & Entrance Visits—**DFSS typically conducts agency visits at the beginning of the program year and entrance visits with new agencies and sites. These visits involve:
 - i. Welcoming the agency to the DFSS CSD monitoring system
 - ii. Meeting key members of the agency (or partners when applicable) and learning their roles

- iii. Gaining an understanding of the agency's areas of strength and opportunities for growth embedded within:
 - 1. Open dialogue of agency specifications and layout
 - 2. Grant Application goals and objectives
 - 3. Agency Action Plan(s)
 - 4. Understanding of DFSS monitoring teams and their role.
 - iv. Agency visits may be requested by either agencies or monitoring teams.
 - e. Monitoring Follow-up -- Subsequent to DFSS monitoring, agencies are informed of the monitoring results, including both areas of strength and areas for improvement.
 - i. The integrated services monitoring team communicates with designated agency leadership and staff to inform them of strengths, weaknesses, and trends seen in monitoring.
 - ii. DFSS plans collaboratively with agencies to assist in addressing any issues, including what support, training, technical assistance, and resources might be needed. In some cases, agency staffing meetings and enhanced technical assistance methods, including follow up, may be needed.
 - f. DFSS Internal Staffings— DFSS conducts two internal staffings annually of its agencies, typically in the fall and spring quarters, during which monitoring teams formally meet to discuss and review agencies systems and assess agencies' strengths, challenges, and major program trends. This information is used to identify training and technical assistance needs and the spring sessions help to set the top 3-5 recommended priority areas for each agency. After the spring staffing, agencies receive a performance review memo that lists strengths, areas for growth, priority areas, and next steps, including monitoring round table date and time.
 - g. DFSS Monitoring Round Tables—During annual monitoring round tables in late spring, DFSS teams meet with agency leadership to discuss program performance and jointly plan for the coming year. Discussion topics include, but are not limited to, program strengths and challenges and progress on goals and objectives. The goal of the round table is to set action plan goals and program priorities for the coming year.
 - i. Monitoring Teams review agency self-assessments before round tables.
 - ii. DFSS and agency collaborate on identifying goals to be included in the agency's annual action plan.
- i. Data and Continuous Improvement – Agency leadership and designated staff must meet regularly to analyze data and track progress on program goals and objectives and other quality indicators. This includes tracking and analyzing data/reports from COPA, Teaching Strategies GOLD, CLASS, and 5Es, and using it to inform program planning and track program improvement (see The Data Management Section of this manual for more information of data to be tracked). Continuous improvement of program quality and performance involves the following:
 - a. All programs must develop program and school readiness goals, objectives, and expected outcomes and monitor and evaluate progress on goals, both program and school readiness. New programs begin at community assessment, collecting and analyzing data to inform goal setting. Existing programs begin the process with self-assessment, taking stock of updated community assessment data, data gathered through ongoing monitoring, and other relevant data to plan and revisit their five-year program goals.

monitored closely. In this process, DFSS and/or agency leadership review the fundamental reasons why concerns have not been addressed.

- d. This process is separate from and an enhancement to the annual staffing process described in the section of this manual describing the formal round table process.
- e. These staffing meetings may occur any time during the program year or during the monitoring cycle and may be requested by DFSS or by the agency.
- f. HS/EHS/CCP delegate agency partners may request a staffing meeting to their delegate agency. When agencies are unable to successfully address concerns by using their internal resources, they may request enhanced technical assistance from DFSS. In this process, the agency is assigned to a support track or program designed by DFSS that will assist the agency in regaining viability. DFSS will meet with the agency's executive staff, governing bodies, and legal entities, as applicable and if necessary, to discuss the issues and solutions. The supports will be established with specified time lines for resolution. Any further decisions about the agency will be determined by DFSS leadership.

K. Human Resource Management-- Personnel Policies

- a. Each agency must have written personnel/human resources policies and procedures.
 - i. Personnel policies and procedures must be available to staff at all times.
 - ii. Personnel policies and procedures must include, but need not be limited to job descriptions, compensation and benefits, pay dates, Social Security, worker's compensation, unemployment insurance, holidays, sick leave, vacations, probationary periods, grievance procedures, promotions, staff development, discipline, termination of employment, standards of conduct, and performance evaluation.
 - iii. Personnel policies must be included in onboarding and annual in-service trainings, including the review of standards of conduct, active supervision, and other policies and procedures that ensure the safety of children in agency care.
 - iv. HS/EHS/CCP-funded agencies must include in their personnel policies and procedures how parents are engaged in personnel matters, including decision making in the hiring approval of key staff.
- b. Staff Health and Wellness
 - i. Per DCFS and City licensing standards, newly employed staff shall submit a report of a physical examination, completed no more than six (6) months prior to employment, that provides evidence that they are free of communicable disease, including active tuberculosis, and physical or mental conditions that could affect their ability to perform assigned duties. This examination shall include a test for tuberculosis by the Mantoux method.
 - ii. Staff must have physical re-examinations every two (2) years and whenever the presence of a communicable disease or illness is suspected.
 - iii. A staff member experiencing fever, sore throat, vomiting, or diarrhea shall not be responsible for food handling or the care of children.
 - iv. Agencies must make reasonable accommodations for staff with differing abilities.
 - v. Agencies must make mental health and wellness information available for staff regarding issues that may affect their job performance, including providing staff with regularly scheduled opportunities to learn about mental health, wellness, and health education.

- ix. Documentation of background checks in COPA—Please refer to the Criminal Record Check Documentation – Policy Clarification for guidance on entering CRC information in COPA. All staff, including consultants, auxiliary, substitute, and temporary staff must be entered in COPA.

d. Standards of Conduct

- i. Agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers must abide by the following standard of conduct.
 - 1. Ensure agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers implement positive strategies to support children’s well-being and prevent and address challenging behavior.
 - 2. Ensure agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers do not maltreat or endanger the health or safety of children, including that they **must not**:
 - a. Use corporal punishment or isolation to discipline a child and no physical abuse of any child.
 - b. Binding or ties a child to restrict movement or taping a child’s mouth.
 - c. Use or withhold food as a punishment or reward.
 - d. Use toilet learning/training methods that punish, demean, or humiliate a child.
 - e. Use any form of emotional abuse, including public or private humiliation, rejecting, terrorizing, extended ignoring, or corrupting a child.
 - f. Use any form of verbal abuse, including profanity, sarcastic language, threats, or derogatory remarks about the child or child’s family.
 - g. Use physical activity or outdoor time as a punishment or reward.
 - 2. Ensure agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers respect and promote the unique identity of each child and family and do not stereotype on any basis, including gender, race, ethnicity, culture, religion, disability, sexual orientation, or family composition.
 - 3. Ensure agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers comply with program confidentiality policies concerning personally identifiable information about children, families, and other staff members.
 - 4. Ensure agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers never leave a child alone or unsupervised while under the agency’s care.
- ii. Agency Standards of Conduct should also include language that encourages collegial behavior and
- iii. Standards of conduct must be included in the agencies HR/personnel policies and policies must include appropriate penalties for violating them. This must include appropriate penalties for staff, consultants, contractors, and volunteers who violate the standards of conduct.

- iv. The standards of conduct must include process for dealing with infractions against the agency, program staff, families and other program volunteers or consultants.
- v. DFSS recommends that all agencies use the standards of conduct mandates written by the federal OHS because they denote best practices. For HS/EHS/CCP-funded agencies, the parent hand-book must include the standards of conduct required by the HSPPS and be approved by Policy Committees and governing bodies.
- vi. Standards of conduct should be included in parent hand-book.
- vii. The *Commitment to the Standards of Conduct Acknowledgement Form* must be
 - 1. Signed by all agency staff, consultants, contractors, substitute staff, temporary staff, volunteers, and collaborative governing body members (including board, parent committee, and policy committee members).
 - 2. Signed and dated *Commitment to the Standards of Conduct Acknowledgement Forms* should be kept in the appropriate personnel files and be available for monitoring review.

L. Human Resources--Job Descriptions and Credentials

- a. DFSS agencies must maintain job descriptions and qualifications for all staff. DFSS works to assure all staff can fulfill the roles and responsibilities of their positions to ensure high quality services to children and families.
- b. Required Credentials: Until the system for transcript/qualifications review is implemented with Gateways to Opportunity, all staff credentials, including those of substitute or temporary staff, should be uploaded into the COPA HR Module.
- c. Job descriptions must be reviewed annually and updated, as needed, by management. Changes in HS/EHS/CCP-funded programs, if any, must be communicated to the governing body and the Policy Committee.
- d. Directors may not be classroom staff. All teachers are full time classroom staff and cannot hold an administrative role outside the classroom.
- e. All center-based programs are expected to have an on-site director.
- f. All education and family support management and staff must be registered and credentialed in Gateways. Required credential levels are specified below by position.
- g. Agencies may request a waiver for credentials from DFSS in certain circumstances. Agencies must apply for a credential waiver as outlined below (K.n) and demonstrate staff progress in obtaining required credentials.
- h. Management Credentials
 - i. Program/Site Director/ Principal. Minimum baccalaureate degree and experience in supervision of staff, early childhood background, fiscal management and administration (hired after November 7, 2016) and minimum Gateways Directors Credential Level 2.
 - ii. Fiscal Officer. Certified public accountant or has, at a minimum, a baccalaureate degree in accounting, business, fiscal management, or a related field (hired after November 7, 2016) and minimum Gateways Directors Credential Level 2 or higher.
 - iii. Family, Health, and Disabilities Management. Staff responsible for management and oversight has, at a minimum, a baccalaureate degree, preferably related to

C. Classroom Safety

- a. Postings – All classrooms should have the following resources/posters and/or procedures posted: emergency phone numbers, medical/dental emergency procedures, CPR/first aid, emergency evacuation, procedures for what to do if someone is choking; food allergy, hand washing, diapering/toileting, gloving, storage of hazardous materials, and mandated reporter.
- b. First Aid Kits – Each classroom must have a first aid kit and the center needs to have a travel kit for outings.
 - i. Kits must be equipped with safety supplies that are readily accessible to staff, including, at a minimum, fully equipped and up-to-date first aid kits.
 - ii. The supplies for each first aid kit shall be stored in a closed container that is clearly labeled as first aid supplies.
 - iii. First aid kits must be stored in a place that is accessible and visible to staff at all times, but out of the reach of children.
 - iv. Site directors or their designees must conduct and document first aid kit and classroom supply inventory checks monthly and after any use of any kit.
 - v. On-site first aid kits shall contain at a minimum the following supplies:
 1. Disposable latex gloves
 2. Scissors
 3. Tweezers
 4. Thermometer
 5. Bandage tape
 6. Sterile gauze pads
 7. Flexible roller gauze
 8. Triangular bandage
 9. Safety pins
 10. Eye dressing
 11. Pen/pencil and note pad
 12. Cold pack
 13. Adhesive bandages
 14. Current American Academy of Pediatrics or American Red Cross standard first aid text or equivalent first aid guide.
 15. Disposable non-latex gloves and adhesive bandages.
 - vi. Travel first aid kits. Programs must use a travel first aid kit when off site, including neighborhood walks, trips to offsite locations, and socializations if it is not in a program center. Travel first aid kits must contain the above supplies (first aid chart may replace the required text), plus the following additional items:
 1. Water
 2. Soap
 3. Telephone number of the center, preferably on a laminated card, emergency contact information, and emergency contact information for children.
- c. Equipment and Materials
 - i. Indoor and outdoor play equipment, cribs, cots, feeding chairs, strollers, and any equipment used in the care of enrolled children must meet standards set by the Consumer Product Safety Commission or the American Society for Testing and Materials International.

- b. Staff registered in Gateways should self-report all health and safety-related trainings in Gateways.
- c. The definition of all staff “with regular child contact” includes at a minimum:
 - i. All classroom staff, including master teachers, lead teachers, co-teachers, teachers, assistant teachers, teacher aides, regular substitutes, and regular floaters.
 - ii. All bus monitors.
 - iii. All home visitors/parent educators.
 - iv. All family support staff.
 - v. All education supervisors, e.g., education coordinators or managers, curriculum specialists, and coaches.
 - vi. Site directors/managers.
 - vii. Regular volunteers
 - viii. Kitchen staff
- d. At a minimum, the following topics must be included in training for all staff with regular child contact within three months of hire:
 - i. Prevention and control of infectious diseases.
 - ii. Prevention of sudden infant death syndrome (SIDS) and use of safe sleeping practices; Gateways SIDS/SUID/Safe Sleep; SIDS training is required within 30 days of hire and must be repeated every three years for IDCFS.
 - iii. Administration of medication, including parental consent.
 - iv. Prevention and response to emergencies due to food and allergic reactions; CPR/first aid with content for EpiPen and allergic reactions.
 - v. Building and premises safety, including identification of and protection from hazards, bodies of water, and vehicular traffic.
 - vi. Prevention of shaken baby syndrome, abusive head trauma, and child maltreatment; Gateways A Preventable Tragedy: Shaken Baby Syndrome (SBS/Traumatic Brain Injury).
 - vii. Emergency preparedness and response planning for emergencies; Gateways Emergency Preparedness.
 - viii. Handling and storage of hazardous materials and the appropriate disposal of bio-contaminants.
 - ix. Appropriate precautions in transporting children, if applicable.
 - x. First aid and cardiopulmonary resuscitation.
 - xi. Recognition and reporting of child abuse and neglect. All staff must complete the online IDCFS mandated reporter training annually. Programs may plan for additional professional development related to child abuse and neglect as needed for their particular program. <https://mr.DCFStraining.org/>.
- e. All staff with no regular responsibility for or contact with children must have initial orientation training within three months of hire, as well as ongoing training in all agency, local, state, federal, and DFSS and agency health and safety requirements applicable to their work. The definition of all staff with “no regular child contact” includes at a minimum:
 - i. Any staff or supervisors not included in the list of staff with regular child contact above.
 - ii. Enrollment staff.
 - iii. Administrative assistants, receptionists, and other support staff.



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | eclkc.ohs.acf.hhs.gov

January 3, 2018

Dear Head Start Grantees and Delegate Agencies,

I hope the holiday season was filled with joyful times with your loved ones and some respite to refuel.

As the New Year begins I want to bring attention to two requirements that have, in some cases, resulted in unnecessary and potentially detrimental actions taken by the grantee. First is the reporting requirement found in CFR 1302.102 (d)(1)(ii) requiring grantees to report immediately or as soon as practicable any significant incidents affecting the health and safety of program participants. Second is Standards of Conduct, CFR 1302.90 (c)(1)(i)(ii)(A)-(I),(iii),(iv),(iv) and (v), describing the positive strategies adults must implement when interacting with children, a list of prohibited actions endangering the health and safety of children, and ensuring no child is left alone or unsupervised.

Over the past year, reports of child health and safety incidents have increased. We are uncertain if the increased reporting is due to compliance with CFR 1302.102 (d)(1)(ii), whether more incidents are occurring, or both. We suspect it is due to the increased reporting, and we want to acknowledge grantees' compliance with the requirements. However, the Office of Head Start (OHS) has observed unintended consequences of these requirements that we want to bring to your attention. In some cases, grantees are reporting minor incidents that do not require self-report. More importantly, some agencies immediately terminate staff involved in incidents, which may not be, in all cases, the best course of action for the child and staff.

Reporting

OHS has zero tolerance for any situation that places a child in harm's way. Grantees' hyper-vigilance in keeping every child safe and secure and feeling loved every moment while in their care is foundational to Head Start and Early Head Start programs. However; some grantees may believe they are required to report all health and safety incidents, even when they are not significant incidents and do not harm or endanger children. Grantee characteristics like climate, locale – urban, rural, remote, shared facilities including playgrounds, level of security systems, just to name a few – vary greatly, and it would be impossible for the Office of Head Start to issue a definitive list of what are considered non-reportable insignificant incidents. To determine which incidents are reportable, grantees should work with management, governing bodies, Health Advisory Committees, mental health consultants, and local or state licensing agencies to develop guidelines that differentiate between staff, consultant or volunteer practices, and/or behaviors that need improvement but do not harm or endanger children, versus reportable practices or behaviors that harm or endanger children.

Personnel Actions

Personnel policies and procedures must include appropriate penalties for staff, consultants and volunteers who violate the Standards of Conduct. Many grantees move to immediate termination of staff involved in these violations. We are concerned grantees believe OHS expects termination of staff who violate the Standards of Conduct and will view it as correcting the violation. This perception is not correct. OHS expects that each incident will be carefully assessed and appropriate actions will be taken holistically, not just with the individual involved in the incident. Grantees should determine whether they have adequate ongoing support, supervision, and training necessary for staff to succeed. If necessary supports are not ongoing, systemic, and available to staff, consultants, and volunteers working directly with children, the problem is more likely a systemic management weakness, and firing an individual will not correct the problem long term.

Investing additional supports for staff committed to professional development and improvement may be, in some cases, a far better investment than termination. Children and parents may abruptly lose a beloved teacher, which can be disruptive to social and emotional development and erode continuity of care. Additionally, programs then face a period of time when staff are anxious, less experienced substitutes step in, and the likelihood of another incident increases.

We recognize growing and maintaining highly competent staff is a tough job, and not every day will be a perfect day; however, every day a child leaves their Head Start or Early Head Start program they should feel safe, valued, special, happy and bathed in love.

Sincerely,



Ann Linehan
Acting Director
Office of Head Start



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6. DFSS may request other reports from time to time to facilitate program monitoring, program quality improvement, or at the request of program funders.
- ii. Immediate Reporting to DFSS— Agencies must report to their assigned monitoring team supervisor/liaison at DFSS, and partners of DFSS delegate agencies must report to their delegate agency, any of the following, *immediately*, meaning within the same day as the incident:
 1. Significant incidents affecting the health and safety of program participants.
 2. Occurrences involving child abuse and neglect or laws governing sex offenders, after the agency has completed its obligation to call IDCFS as a mandated reporter.
 3. Incidents regarding agency staff, volunteers, or consultants in non-compliance with federal, state, tribal, or local laws.
 4. Cases of communicable disease or other serious health issues.
 5. Breaches of personally identifiable information.
 6. Missing and/or damaged files.
 7. Incidents that require classrooms or centers to be closed for any reason.
 8. Disqualification from CACFP.
 9. Revocation of a license to operate a center by state or local licensing entity.
 10. Circumstances affecting the financial viability of the program, including receipt of an audit, audit review, investigation, or inspection report from the agency's auditor, a state agency, or the cognizant federal audit agency, containing a determination that the agency is at risk of an on-going concern.
 11. Program involvement in legal proceedings.
 12. Any matter the agency is involved in that has been reported to the state or local authorities.
 13. Debarment from receiving federal or state funds from any federal or state department.
 - iii. Immediate reporting is considered same day.
 - iv. Agencies must submit a written, follow up report within 24 hours to the monitoring team supervisor describing the details of the incident.
 - v. Within 24 hours of receipt of any of these reports, DFSS will contact the agency to request documentation, additional information, and/or clarification.
 - vi. DFSS will conduct additional monitoring, if warranted.
- H. Monitoring Program Performance & Continuous Improvement -- DFSS and its agencies use an ongoing process of monitoring program performance to ensure compliance with all regulations, the achievement of goals and objectives, program support, and continuous quality improvement. Data analyses are used to monitor and identify program strengths, challenges, and needs. On-going monitoring addresses both DFSS's monitoring of agency performance and how an agency self-monitors performance, which includes the agency's internal monitoring system to ensure that data is correct and monitored within a given timeframe.

- a. **Monitoring System Overview--** DFSS and its agencies use an integrated, consultative approach to monitoring to meet agency needs, maximize monitoring resources, and support agencies in improving quality.
 - i. DFSS employs integrated services monitoring teams to review and evaluate program operations on an ongoing basis.
 - ii. The DFSS process includes reviewing both systems and services.
 - iii. DFSS monitors CEL programs based on the CELS 2.0 Manual and its standards for quality programs, progress on program goals and quality outcomes, and other standards dictated by agency funding stream including the HSPPS and the Head Start Act, Illinois State Board of Education (ISBE) Administrative Rules, and ExceleRate Illinois.
 - iv. DFSS agencies are required to establish internal ongoing monitoring procedures that are align with the milestones and ensure quality data is recorded, analyzed, and shared.
- b. DFSS Monitors its agencies to determine:
 - i. Achievement of/progress on program goals and objectives, including child and family outcomes achievement and improvement.
 - ii. The effective use of data in program improvement.
 - iii. Compliance with state and federal performance standards and regulations in all content areas.
 - iv. The quality of budget management.
 - v. The quality of staff continuity and performance.
 - vi. The use of effective organizational structures to execute the work with families and children.
 - vii. Full enrollment and regular attendance.
 - viii. Well-supplied, organized, and safe centers and classrooms.
 - ix. The quality and consistency of family engagement activities and services being provided or arranged to meet child and family needs.
 - x. Children with special needs and the appropriateness of services provided to them.
 - xi. The quality and depth of program and individual professional development.
 - xii. The quality of the continuity of relationships system, if /when implemented.
 - xiii. The effective use of the COPA system protocols.
- c. **Monitoring Methods--**All agencies, including DFSS, use the following methods to monitor program performance:
 - i. Desk audits. These includes reviewing written reports and COPA data.
 - ii. Site visits. This involves staff visiting agencies to visually observe operations and review records. Site visits may be both announced and unannounced.
 - iii. Interviews. This method involves reviewers talking with staff and families about their experiences in the program and the quality and effectiveness of program operations from their perspectives.
- d. **Initial Agency & Entrance Visits—**DFSS typically conducts agency visits at the beginning of the program year and entrance visits with new agencies and sites. These visits involve:
 - i. Welcoming the agency to the DFSS CSD monitoring system
 - ii. Meeting key members of the agency (or partners when applicable) and learning their roles

- iii. Gaining an understanding of the agency's areas of strength and opportunities for growth embedded within:
 - 1. Open dialogue of agency specifications and layout
 - 2. Grant Application goals and objectives
 - 3. Agency Action Plan(s)
 - 4. Understanding of DFSS monitoring teams and their role.
 - iv. Agency visits may be requested by either agencies or monitoring teams.
 - e. Monitoring Follow-up -- Subsequent to DFSS monitoring, agencies are informed of the monitoring results, including both areas of strength and areas for improvement.
 - i. The integrated services monitoring team communicates with designated agency leadership and staff to inform them of strengths, weaknesses, and trends seen in monitoring.
 - ii. DFSS plans collaboratively with agencies to assist in addressing any issues, including what support, training, technical assistance, and resources might be needed. In some cases, agency staffing meetings and enhanced technical assistance methods, including follow up, may be needed.
 - f. DFSS Internal Staffings— DFSS conducts two internal staffings annually of its agencies, typically in the fall and spring quarters, during which monitoring teams formally meet to discuss and review agencies systems and assess agencies' strengths, challenges, and major program trends. This information is used to identify training and technical assistance needs and the spring sessions help to set the top 3-5 recommended priority areas for each agency. After the spring staffing, agencies receive a performance review memo that lists strengths, areas for growth, priority areas, and next steps, including monitoring round table date and time.
 - g. DFSS Monitoring Round Tables—During annual monitoring round tables in late spring, DFSS teams meet with agency leadership to discuss program performance and jointly plan for the coming year. Discussion topics include, but are not limited to, program strengths and challenges and progress on goals and objectives. The goal of the round table is to set action plan goals and program priorities for the coming year.
 - i. Monitoring Teams review agency self-assessments before round tables.
 - ii. DFSS and agency collaborate on identifying goals to be included in the agency's annual action plan.
- i. Data and Continuous Improvement – Agency leadership and designated staff must meet regularly to analyze data and track progress on program goals and objectives and other quality indicators. This includes tracking and analyzing data/reports from COPA, Teaching Strategies GOLD, CLASS, and 5Es, and using it to inform program planning and track program improvement (see The Data Management Section of this manual for more information of data to be tracked). Continuous improvement of program quality and performance involves the following:
 - a. All programs must develop program and school readiness goals, objectives, and expected outcomes and monitor and evaluate progress on goals, both program and school readiness. New programs begin at community assessment, collecting and analyzing data to inform goal setting. Existing programs begin the process with self-assessment, taking stock of updated community assessment data, data gathered through ongoing monitoring, and other relevant data to plan and revisit their five-year program goals.

monitored closely. In this process, DFSS and/or agency leadership review the fundamental reasons why concerns have not been addressed.

- d. This process is separate from and an enhancement to the annual staffing process described in the section of this manual describing the formal round table process.
- e. These staffing meetings may occur any time during the program year or during the monitoring cycle and may be requested by DFSS or by the agency.
- f. HS/EHS/CCP delegate agency partners may request a staffing meeting to their delegate agency. When agencies are unable to successfully address concerns by using their internal resources, they may request enhanced technical assistance from DFSS. In this process, the agency is assigned to a support track or program designed by DFSS that will assist the agency in regaining viability. DFSS will meet with the agency's executive staff, governing bodies, and legal entities, as applicable and if necessary, to discuss the issues and solutions. The supports will be established with specified time lines for resolution. Any further decisions about the agency will be determined by DFSS leadership.

K. Human Resource Management-- Personnel Policies

- a. Each agency must have written personnel/human resources policies and procedures.
 - i. Personnel policies and procedures must be available to staff at all times.
 - ii. Personnel policies and procedures must include, but need not be limited to job descriptions, compensation and benefits, pay dates, Social Security, worker's compensation, unemployment insurance, holidays, sick leave, vacations, probationary periods, grievance procedures, promotions, staff development, discipline, termination of employment, standards of conduct, and performance evaluation.
 - iii. Personnel policies must be included in onboarding and annual in-service trainings, including the review of standards of conduct, active supervision, and other policies and procedures that ensure the safety of children in agency care.
 - iv. HS/EHS/CCP-funded agencies must include in their personnel policies and procedures how parents are engaged in personnel matters, including decision making in the hiring approval of key staff.
- b. Staff Health and Wellness
 - i. Per DCFS and City licensing standards, newly employed staff shall submit a report of a physical examination, completed no more than six (6) months prior to employment, that provides evidence that they are free of communicable disease, including active tuberculosis, and physical or mental conditions that could affect their ability to perform assigned duties. This examination shall include a test for tuberculosis by the Mantoux method.
 - ii. Staff must have physical re-examinations every two (2) years and whenever the presence of a communicable disease or illness is suspected.
 - iii. A staff member experiencing fever, sore throat, vomiting, or diarrhea shall not be responsible for food handling or the care of children.
 - iv. Agencies must make reasonable accommodations for staff with differing abilities.
 - v. Agencies must make mental health and wellness information available for staff regarding issues that may affect their job performance, including providing staff with regularly scheduled opportunities to learn about mental health, wellness, and health education.

- ix. Documentation of background checks in COPA—Please refer to the Criminal Record Check Documentation – Policy Clarification for guidance on entering CRC information in COPA. All staff, including consultants, auxiliary, substitute, and temporary staff must be entered in COPA.

d. Standards of Conduct

- i. Agency staff, consultants, contractors, substitute staff, temporary staff, and volunteers must abide by the following standard of conduct.
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- b. First Aid Kits – Each classroom must have a first aid kit and the center needs to have a travel kit for outings.
 - i. Kits must be equipped with safety supplies that are readily accessible to staff, including, at a minimum, fully equipped and up-to-date first aid kits.
 - ii. The supplies for each first aid kit shall be stored in a closed container that is clearly labeled as first aid supplies.
 - iii. First aid kits must be stored in a place that is accessible and visible to staff at all times, but out of the reach of children.
 - iv. Site directors or their designees must conduct and document first aid kit and classroom supply inventory checks monthly and after any use of any kit.
 - v. On-site first aid kits shall contain at a minimum the following supplies:
 1. Disposable latex gloves
 2. Scissors
 3. Tweezers
 4. Thermometer
 5. Bandage tape
 6. Sterile gauze pads
 7. Flexible roller gauze
 8. Triangular bandage
 9. Safety pins
 10. Eye dressing
 11. Pen/pencil and note pad
 12. Cold pack
 13. Adhesive bandages
 14. Current American Academy of Pediatrics or American Red Cross standard first aid text or equivalent first aid guide.
 15. Disposable non-latex gloves and adhesive bandages.
 - vi. Travel first aid kits. Programs must use a travel first aid kit when off site, including neighborhood walks, trips to offsite locations, and socializations if it is not in a program center. Travel first aid kits must contain the above supplies (first aid chart may replace the required text), plus the following additional items:
 1. Water
 2. Soap
 3. Telephone number of the center, preferably on a laminated card, emergency contact information, and emergency contact information for children.
- c. Equipment and Materials
 - i. Indoor and outdoor play equipment, cribs, cots, feeding chairs, strollers, and any equipment used in the care of enrolled children must meet standards set by the Consumer Product Safety Commission or the American Society for Testing and Materials International.

- b. Staff registered in Gateways should self-report all health and safety-related trainings in Gateways.
- c. The definition of all staff “with regular child contact” includes at a minimum:
 - i. All classroom staff, including master teachers, lead teachers, co-teachers, teachers, assistant teachers, teacher aides, regular substitutes, and regular floaters.
 - ii. All bus monitors.
 - iii. All home visitors/parent educators.
 - iv. All family support staff.
 - v. All education supervisors, e.g., education coordinators or managers, curriculum specialists, and coaches.
 - vi. Site directors/managers.
 - vii. Regular volunteers
 - viii. Kitchen staff
- d. At a minimum, the following topics must be included in training for all staff with regular child contact within three months of hire:
 - i. Prevention and control of infectious diseases.
 - ii. Prevention of sudden infant death syndrome (SIDS) and use of safe sleeping practices; Gateways SIDS/SUID/Safe Sleep; SIDS training is required within 30 days of hire and must be repeated every three years for IDCFS.
 - iii. Administration of medication, including parental consent.
 - iv. Prevention and response to emergencies due to food and allergic reactions; CPR/first aid with content for EpiPen and allergic reactions.
 - v. Building and premises safety, including identification of and protection from hazards, bodies of water, and vehicular traffic.
 - vi. Prevention of shaken baby syndrome, abusive head trauma, and child maltreatment; Gateways A Preventable Tragedy: Shaken Baby Syndrome (SBS/Traumatic Brain Injury).
 - vii. Emergency preparedness and response planning for emergencies; Gateways Emergency Preparedness.
 - viii. Handling and storage of hazardous materials and the appropriate disposal of bio-contaminants.
 - ix. Appropriate precautions in transporting children, if applicable.
 - x. First aid and cardiopulmonary resuscitation.
 - xi. Recognition and reporting of child abuse and neglect. All staff must complete the online IDCFS mandated reporter training annually. Programs may plan for additional professional development related to child abuse and neglect as needed for their particular program. [https://mr.DCFStraining.org/.](https://mr.DCFStraining.org/)
- e. All staff with no regular responsibility for or contact with children must have initial orientation training within three months of hire, as well as ongoing training in all agency, local, state, federal, and DFSS and agency health and safety requirements applicable to their work. The definition of all staff with “no regular child contact” includes at a minimum:
 - i. Any staff or supervisors not included in the list of staff with regular child contact above.
 - ii. Enrollment staff.
 - iii. Administrative assistants, receptionists, and other support staff.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

To: Head Start/Early Head Start/Child Care Programs
Program Directors/Site Directors/ Network Coordinators

From: Cerathel Burgess-Burnett
Deputy Commissioner
Children Services Division

Date: September 23, 2019

Subject: CHILD ABUSE POLICIES AND PROCEDURES

This memorandum serves as a reminder to all Chicago Department of Family and Support Services (DFSS) Head Start/Early Head Start and Child Care agencies to ensure that all programs meet federal, state and city guidelines on Child Abuse and Neglect. Please see the list of guidelines below.

In accordance with federal, state and city regulations, it is the responsibility of the delegate agency to implement the appropriate written policies and procedures that include the following:

I. Personnel Policies Regarding Staff Recruitment and Selection

- Before staff is hired on a permanent basis, the delegate agency will conduct a state and/or national criminal background check, as required by state law or administrative requirements.
- Agencies will screen childcare workers through the "Child Abuse and Neglect Tracking System" (CANTS) prior to permanent employment.
- Agencies will require a declaration from all prospective employees prior to employment. The declaration must list all:
 - Pending and prior criminal arrests and charges related to child sexual abuse and their disposition.
 - Convictions related to other forms of child abuse and/or neglect.
 - Convictions of violent felonies.
- Prior to employment, individuals must be interviewed. Personal and professional references must be checked.
- Prospective employees must be cleared through the Child Abuse and Neglect Tracking System (CANTS)

All employees on the HS/EHS budget must have a cleared Criminal Background Check prior to hire completed by the Illinois State Police.

- II. All agencies will provide orientation for new staff and annually a training for all staff on their role as “Mandated Reporters” and identifying and reporting child abuse and neglect cases. To enhance ongoing training opportunities at the delegate level, the designated agency may seek assistance from the Mental Health Consultant to provide training to staff and parents on early identification, symptoms of abuse/neglect and intervention strategies for children and families who are victims of child abuse/neglect.

In addition, an orientation for parents and teachers must be provided regarding the need to protect their children from child abuse/neglect and inappropriate discipline techniques. Staff must complete an annual Mandated Reporter Training online and provide Human Resources (HR) with a copy of the certificate and maintain a copy for their personal records.

III. **Child Abuse/Neglect policies that include a written plan for responding to suspected or known physical/sexual abuse or neglect of children, whether it occurs inside or outside the program. Please use the following to outline your plan:**

- Identify the steps the delegate agency will take to report incidents.
- Identify who is responsible for contacting The Department of Children and Family Services (DCFS) and DFSS.
- Designate a staff member, who will have the responsibility for handling all aspects pertaining to child abuse and neglect cases for the site, most often, it is the Site Director.

IV. **Reporting suspected child abuse or neglect should contain the following information, if known:**

- Name and address of child and parent or person responsible for child’s care.
- Child’s age and date of birth.
- Nature and extent of the suspected abuse, including any evidence of previous abuse.
- Explanation given for the suspected abuse.
- Possible date(s) of occurrence.
- Any other information that might be helpful in establishing cause of the abuse and identity of the abuser.

Be mindful of DCFS policies on “interrogating” children. Extensive interviews of a child about an abuse incident can traumatize the child and have a negative impact on the investigation. After the report is made a trained professional interviewer will conduct an interview of the child. Multiple interviews of a child can be traumatizing and should be avoided.

A copy of the plans and procedures that have been developed for screening staff and for identifying and reporting possible abuse and neglect cases must be made available for review by DFSS staff. These plans and procedures will need **annual** review by delegate agency staff and parents to ascertain if they are being followed and whether modification is needed.

Thank you for your continued support on behalf of children and families.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-03 PIT

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Patrick Thompson requested the Homeless Point-in-Time counts for the 11th Ward from 2016 to 2019.

Below please find the data on number of unsheltered individuals in the 11th Ward identified in the Point-In-Time Count for the last four years.

Year	# Individuals counted	% of total homeless count
2016	22	2.8%
2017	28	3.1%
2018	20	2.2%
2019	16	1.6%

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-04 Delegates

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Patrick Thompson requested the list of all the homeless delegate agencies funded by DFSS.

Below is the list of the 51 homeless delegate agencies alphabetically.

2019 Homeless Delegate Agencies

1. A Little Bit of Heaven
2. A Safe Haven Foundation
3. All Chicago
4. Breakthrough
5. Casa Central
6. Catholic Charities
7. Center for Changing Lives
8. Center for Housing and Health
9. Christian Community Health Center

10. Connections for Abused Women and Children
11. Cornerstone Community Outreach
12. Corporation for Supportive Housing
13. Deborah's Place
14. Family Rescue, Inc.
15. Featherfist
16. Franciscan Outreach
17. Good News Partners
18. Heartland Human Care Services
19. Holy Rock Outreach Ministries
20. HOW
21. Howard Brown Health Center
22. Inspiration Corporation
23. KAN-WIN
24. La Casa Norte
25. Lawyers' Committee For Better Housing
26. Legal Council for Health and Justice
27. Lincoln Park Community Shelter
28. Margaret's Village
29. Matthew House
30. McDermott Center Haymarket
31. Mercy Housing Lakefront
32. Metropolitan Family Services
33. Neapolitan Lighthouse
34. New Moms, Inc.
35. Northside Housing
36. Olive Branch Mission
37. Polish American Association
38. Primo Center For Women & Children
39. Sarah's Circle
40. SRHAC
41. St Leonard's
42. Ignite (formerly Teen Living Programs)
43. The Boulevard- The Road to Health and Home
44. The Inner Voice
45. The Night Ministry
46. The Salvation Army
47. Thresholds
48. UCAN
49. Unity Parenting Program
50. WM Initiative LLC - WINGS
51. YMCA

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-05 Legal Protection Fund

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Carlos Ramirez-Rosa requested the expiration date for the legal protection fund contracts managed by DFSS.

The two contracts DFSS administers for the legal protection fund expire December 31, 2020 with a one-year extension available at the City's discretion.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-06 Delegates

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Taylor requested a list of all the delegate agency contracts executed by DFSS between 2016 and 2019.

The attached list details the delegates that the Department of Family and Support Services has provided grant awards to during the period of FY2016 – 2019 and the delegates' associated ward locations. Please note that the list denotes the locations identified in the awards by the delegates are often the headquarter sites rather than the program sites where the services are delivered. This use of headquarter addresses results in the underrepresentation of investments in most neighborhoods and an overrepresentation in other neighborhoods like the downtown wards that have many headquarter offices. Additionally, a small number of the delegates listed headquarters outside of the City of Chicago, hence their ward information cannot be generated.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-07 Agencies

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Jeanette Taylor requested the number of filled seats associated with defunded early learning agencies through the CEL RFP.

Please see the attached chart showing the current filled seat count for each agency that was defunded as a result of the CEL RFP.

As always, please let me know if you have any further questions.

Agency/Site	Enrolled-PFA	Funded PFA	Enrolled-PI	Funded PI
ABC Preschool	16	16		
Archdiocese of Chicago	488	569		
Building Blocks	29	40		
Chance after Chance	20	20		
Eyes on the Future	75	98	54	63
Happy Holiday Nursery	13	20	5	10
Imani Children's Academy	0	20		
Little Angels Learning Center	16	20	8	24
Little Folks	15	20		
Little Kids Village Learning II	24	32		
Mosaic Early Childhood Academy	0	20		
University of Chicago	49	60		
Wee Care Nursery School	10	11		
West Austin	103	118		
All About Kids*		39		55
Grand Total	858	1103	67	152

Agency/Site	Enrolled-PFA	Funded PFA	Enrolled-PI	Funded PI
ABC Preschool	16	16		
Archdiocese of Chicago	488	569		
Building Blocks	29	40		
Chance after Chance	20	20		
Eyes on the Future	75	98	54	63
Happy Holiday Nursery	13	20	5	10
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Little Angels Learning Center	16	20	8	24
Little Folks	15	20		
Little Kids Village Learning II	24	32		
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University of Chicago	49	60		
Wee Care Nursery School	10	11		
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All About Kids*		39		55
Grand Total	858	1103	67	152



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-08 Youth

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Daniel La Spata requested the estimated cost to end youth homelessness in the City of Chicago.

For the approximately 811 youth engaged in the homeless service system, the Chicago Continuum of Care's Pipeline Expansion Work Group developed the following projected housing needs:

Housing Type	Permanent Supportive Housing	Rapid Re-housing	Diversion
Number of Housing Support Units Needed	554	359	221
Estimated Annual Cost Per Unit	\$24,270	\$19,750	\$2,326
Total Cost for Operations and Services	\$13.4M	\$7.1M.	\$0.5M
Total Cost	\$21M		

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-09 Hurricane Maria

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Daniel La Spata requested DFSS provide the number people still receiving services that were displaced as a result of Hurricane Maria.

In 2019, DFSS has seen two families totaling nine individuals at our Community Services Centers that first came to us during the Hurricane Maria Multi-Agency Resource Center interactions.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-10 Funding

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Maria Hadden requested information around the total amount of funds that would be needed to prevent a reduction in services for Early Learning sites affected by the recent RFP.

The Department of Family and Support Services believes this amount to be between \$18M and \$20M annually. This funding would support delegate agency sites that are seeing decreased funding, at 80 percent of their current allocation for one full program year, or a 12 month contract.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-11 Delegates

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Andre Vasquez requested a list of the homeless and senior services delegate agencies serving the LGBTQ community.

All of our homeless and senior services delegates serve LGBTQ that come to them seeking services, but we do have a handful of agencies that specialize in serving the LGBTQ communities. They are the following:

Homeless Delegate Agencies

1. Howard Brown Health Center
2. The Night Ministry
3. La Casa Norte
4. Unity Parenting
5. Ignite (formerly Teen Living Programs)

DFSS/Senior Services works very closely with the Center on Halsted located at 3656 N. Halsted. We sponsor a Golden Diner Congregate Dining site at the Center and work closely with Britta Larson, the Center Director. All Senior Services staff will receive a training from Britta to better enable us to work with LGBTG Seniors Friday, November 15, 2019 at 3 p.m. at the Central West Senior Center located at 2102 W. Ogden.

In addition, the Center on Halsted is also a sub-grantee of our Title V Employment Program. Currently, the Center has ten trainees who assist with work at the Center which will lead them to find employment outside of the program once their 48-month eligibility ends.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-12 JISC

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Michelle Smith requested the number of department staff that are involved in the daily oversight of the JISC.

The answer is one (1):

- Lisa Hampton, Director Prevention and Intervention Portfolio-Youth Services Division

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-13 JISC

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Michelle Smith requested the number of youths serviced by the JISC who accept services in 2019 from the JISC delegate agency, SGA Youth Services.

As of November 5, 2019, 696 youth were referred for services at the JISC and 427 accepted services from SGA.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-14 Bryant Decree

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

As a follow up to questions from several Aldermen regarding the Bryant Decree, you requested we send the agreement to the Alderman through your chairmanship. Please see the attached agreement to be shared with City Council.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-15 Shelter

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Daniel La Spata requested a list of all homeless shelters with infractions in 2019 and what was done to resolve the issues.

Below is the list of shelters with infractions (health and safety issues) over the period of January to November 2019 and what we did to resolve the issues.

The DFSS program auditing division conducts a health and safety inspection when they conduct their program audit. Once the program auditors conduct the review, a copy of the audit report is provided to the homeless program unit. At that time, the homeless program unit follows up with a letter to the agency with pictures of the infractions. The agency then provides a response letting us know how they resolved the infractions. They provide pictures of the corrections.

Below is the list of shelters that had infractions between the period of January 2019 to November 2019.

**2019 Health and Safety Concerns
January to November**

Agency	Program Model	Program Name	Visit Date	Concern Comments
Franciscan Outreach	Emergency Shelter	Franciscan House of Mary and Joseph	7/31/2019	No documentation that fire drills have been held at any sites. At Mary & Joseph site, ceiling falling, tile missing, 2 sinks & 1 urinal not operating & a roach was crawling in men's restroom. Paint chipping on kitchen floor & on walls in the hallway. Annex Site: Plumbing issues due to toilets not flushing. Paint chipping on walls in restroom and entry way. Facility needs to be painted & cleaned. Pilsen Project: Hole in the wall in women restroom & paint chipping on walls in sleeping area.
Lincoln Park Community Services	Interim Shelter	LPCS Interim Housing Program	6/25/2019	Fire Extinguishers need tags, but building is new.
Margaret's Village	Interim Shelter	BELIEVE	7/1/2019	Health & safety: On 3rd floor room 6 missing tiles on floor, room 7 tiles chipping off floor & rooms 8 & 9 screens in windows have holes.
Single Room Housing Assistance Corporation	Interim Shelter	Interim Housing Program for Families	7/3/2019	Clint's room walls have peeling/loose paint; rooms have bed bug issues & area/room temperature is too hot
The Boulevard of Chicago, Inc.	Interim Shelter	Respite Assessment	8/14/2019	Elevator is not inspected annually.
The Inner Voice Incorporated	Interim Shelter	Pioneer House Interim Housing Program	6/14/2019	Some floor tiles are missing, and the stove does not work. Agency waiting on the parts.

The Salvation Army	Interim Shelter	The Salvation Army Evangeline Booth Lodge Family Interim Housing Program	6/20/2019	The stove is not working on the right side back isle. Health & safety only conducted in the kitchen & common areas because agency is going through renovations, and some of the residential spaces were not being used.
Unity Parenting and Counseling, Inc.	Emergency Shelter	Ujima Village	7/12/2019	2nd step from the community room floor is loose & floors have peeling paint. Auditor saw bugs flying in the 1st floor bathroom.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-16 OSC

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Emma Mitts requested a racial demographic breakdown of the 2019 One Summer Chicago participants.

The breakdown is as follows:

- African American: 60%
- Hispanic/Latinx: 26%
- White: 6%
- Two or more Races/Ethnicities: 4%
- Asian: 3%
- American Indian/Alaskan Native: 1%
- Native Hawaiian/Other Pacific Islander: 0.1%

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-17 Accommodations

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Raymond Lopez asked through you as the Chair what progress has been made in assisting domestic violence victims with being able to accommodate pets as they leave their situation.

DFSS is working with the Network to identify DV survivor needs regarding their pets. The Network currently is addressing the issue of family pets and domestic violence both in homes and in DV shelters and has brought community partners together to develop resources for providers. Currently, DV shelters work to address pet safety during the intake process. The situations are handled on a case-by-case basis often either finding a temporary place for the pet or boarding. DFSS will continue to work with Network, seek resources for survivors trying to flee with their pets and direct those resources to its shelter providers. DFSS is also working on collaborations with Pet Smart Charities as that organization issues grants that help support DV families and their pets. The grants provide the families with supports such as supplies for the pet, food, access to veterinarian care as well as housing rental support.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-18 Funding

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested a list of the top 20 homeless agency by funding that DFSS partners with.

Please see the attached list of agencies that receive the most funding from DFSS which includes funding by program model and the attached list providing a brief description of each of the department's homeless program models for reference.

As always, please let me know if you have any further questions.

DFSS List of Top 20 Homeless Delegate Agencies

#	Delegate Agency	Program Models	Total Budget
1	Primo Center	Interim Shelter	\$2,734,721
		Frequent Users Service Engagement (FUSE)	
		Permanent Supportive Housing including Safe Havens	
2	A Safe Haven	Interim Shelter	\$2,648,351
		Emergency Shelter	
		Drop-in Center/Outreach	
3	Cornerstone	Interim Shelter	\$2,522,833
4	All Chicago	Rental Assistance Program Manager	\$2,220,099
		Rapid Rehousing Program Coordinator	
5	Olive Branch Mission	Interim Shelter	\$1,807,715
		Emergency Shelter	
		Permanent Supportive Housing including Safe Havens	
6	The Salvation Army	Emergency Shelter	\$1,704,990
		Drop-in Center/Outreach	
		Interim Shelter	
7	La Casa Norte	Emergency Shelter	\$1,312,376
		Drop-in Center/Outreach	
		Youth Intentional Housing Supports	
8	Franciscan Outreach	Emergency Shelter	\$1,159,622
		Drop-in Center/Outreach	
		Permanent Supportive Housing including Safe Havens	
9	Featherfist	Interim Shelter	\$1,083,463
		Drop-in Center/Outreach	
10	Single Room Housing Assistance Corp	Interim Shelter	\$967,301
11	Thresholds	Drop-in Center/Outreach	\$945,682
		Permanent Supportive Housing including Safe Havens	
12	Northside Housing	Emergency Shelter	\$929,688
		Permanent Supportive Housing including Safe Havens	
		Drop-in Center/Outreach	
13	McDermott	Drop-in Center/Outreach	\$815,000

14	Casa Central	Interim Shelter	\$740,239
15	Corporation for Supportive Housing	Housing System Navigator	\$700,675
		System Facilitation	
16	Center for Housing and Health	Outreach Coordination	\$700,000
		Permanent Supportive Housing including Safe Havens	
17	Margaret's Village	Interim Shelter	\$652,903
18	Ignite	Drop-in Center/Outreach	\$632,096
		Youth Intentional Housing Supports	
		Housing System Navigator	
19	Christian Community Health Center	Interim Shelter	\$593,000
		Drop-in Center/Outreach	
20	Lincoln Park Community Services	Interim Shelter	\$589,491



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-19 Cost

The attached information is in response to questions posted at our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Jason Ervin asked what the cost would be to end homelessness in Chicago.

DFSS and the Chicago Continuum of Care have projected the number of units required to end homelessness for those currently on the One List and anticipated in-flow over a period of time.

The financial modeling to bring all the housing in our pipeline projections (10,000+ units of support) online is a capital investment of \$559,912,025 for unit development and then an additional \$156,255,968/year to support sustained operations and services of the expanded inventory.

As always, please let me know if you have any further questions.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 19, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-20 Changes in Headcount

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested changes in headcount projected for 2020.

Overall, the department will be seeing a reduction of 4 positions in 2020.

The Corporate Fund will see an increase of 22 positions. This increase is primarily a result of the City's attempt to adequately represent the administrative cost for delivering programming that cannot be covered with our grant funding. These positions have been shifted from grants to Corporate, reflected in the 26 position reduction of positions sitting on grants.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 19, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-21 Vacancies

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested the number of funded vacancies and breakdown in 2020

DFSS has 80 vacant positions in our 2020 budget. 18 are Corporate vacancies and 62 are vacancies sitting on grants. This information was also made available in the 2020 Department Budget Hearing Document book provided to aldermen at the start of budget hearings.

Please see the attached list of vacancies for 2020.

CURRENT 2020 RECOMMENDED VACANCIES

10/17/2019

DEPARTMENT: **DEPARTMENT OF FAMILY & SUPPORT SERVICES**

DEPT	FUND	DIV	SECT	SUB-SECTION	SCH	GRADE	UNION	TITLE CODE	TITLE DESCRIPTION	#	SALARY	SALARY TYPE
050	0100	2005	3001	0	3	0	N	0705	Director of Public Affairs	1	88,248.00	Annual
050	0100	2005	3001	0	1	0	N	9813	Managing Deputy Commissioner	1	131,658.00	Annual
050	0100	2005	3005	0	G	6	Y	0684	Data Base Analyst	1	67,524.00	Annual
050	0100	2005	3005	0	GY	8	N	1141	Principal Operations Analyst	1	70,140.00	Annual
050	0100	2005	3005	0	BX	17	N	1327	Supervisor of Personnel Administration	1	70,272.00	Annual
050	0100	2005	3006	0	G	6	Y	0103	Accountant III	1	67,524.00	Annual
050	0100	2005	3006	0	B	11	Y	0190	Accounting Technician II	1	47,160.00	Annual
050	0100	2005	3008	0	3	0	N	1191	Contracts Administrator	1	100,620.00	Annual
050	0100	2005	3008	0	B	13	Y	1482	Contract Review Specialist II	2	56,748.00	Annual
050	0100	2005	3009	0	GY	8	N	1141	Principal Operations Analyst	1	70,140.00	Annual
050	0100	2005	3009	0	GY	7	N	2918	Chief Planning Analyst	1	64,320.00	Annual
050	0100	2005	3025	0	3	0	N	0310	Project Manager	1	88,416.00	Annual
050	0100	2005	3025	0	B	15	Y	3955	Youth Services Coordinator	1	68,352.00	Annual
050	0100	2005	3035	0	G	6	Y	0192	Auditor II	4	67,524.00	Annual
050	OJ46	2515	3516	0	B	13	Y	3914	Support Services Coordinator	1	56,748.00	Annual
050	OJ46	2515	3516	0	B	13	Y	3825	Community Intervention Specialist	2	56,748.00	Annual
050	OJ46	2520	3530	0	BX	15	N	1912	Project Coordinator	1	58,968.00	Annual
050	OJ46	2520	3530	0	1	0	N	9679	Deputy Commissioner	1	116,820.00	Annual
050	OY52	2805	3805	0	B	10	Y	0302	Administrative Assistant II	1	42,960.00	Annual
050	OY52	2805	3805	0	BX	17	N	3817	District Manager - Human Services	1	70,272.00	Annual
050	OY52	2805	3805	0	B	13	Y	3826	Human Service Specialist II	6	56,748.00	Annual

CURRENT 2020 RECOMMENDED VACANCIES

10/17/2019

DEPARTMENT: **DEPARTMENT OF FAMILY & SUPPORT SERVICES**

DEPT	FUND	DIV	SECT	SUB-SECTION	SCH	GRADE	UNION	TITLE CODE	TITLE DESCRIPTION	#	SALARY	SALARY TYPE
050	0Y54	2962	3962	0	G	6	Y	0103	Accountant III	1	67,524.00	Annual
050	0Y54	2962	3962	0	3	0	N	0310	Project Manager	1	94,788.00	Annual
050	0Y54	2962	3962	0	B	14	Y	3899	Program Development Coordinator	2	62,316.00	Annual
050	0Y64	2815	3815	0	B	6	Y	0429	Clerk II	1	32,544.00	Annual
050	0Y61	2860	3905	0	BX	16	N	0309	Coordinator of Special Projects	1	64,704.00	Annual
050	0Y61	2860	3905	0	BX	12	N	0804	Executive Secretary II - Excluded	1	44,604.00	Annual
050	0Y62	2860	3905	0	B	14	Y	1730	Program Analyst	1	62,316.00	Annual
050	0Y61	2860	3905	0	BX	15	N	1912	Project Coordinator	1	58,968.00	Annual
050	0Y62	2860	3905	0	B	13	Y	3914	Support Services Coordinator	1	56,748.00	Annual
050	0Y57	2904	3904	0	B	10	Y	0302	Administrative Assistant II	1	42,960.00	Annual
050	0Y57	2904	3904	0	B	13	Y	0308	Staff Assistant	1	56,748.00	Annual
050	0Y57	2904	3904	0	3	0	N	0322	Special Assistant	1	96,096.00	Annual
050	0Y57	2904	3904	0	1	0	N	3018	Manager of Family Support Programs	1	105,756.00	Annual
050	0Y60	2943	3943	0	3	0	N	3057	Director of Program Operations	1	86,676.00	Annual
050	0Y78	2964	3964	0	BX	17	N	3011	Supervisor of Family Support Programs	1	70,272.00	Annual
050	0Y61	2860	3905	0	B	14	Y	3899	Program Development Coordinator	2	62,316.00	Annual
050	0Y61	2860	3905	0	BX	16	N	3953	Supervisor of Children Services Programs	2	64,704.00	Annual
050	0Y57	2904	3904	0	BX	15	N	1912	Project Coordinator	2	58,968.00	Annual
050	0Y57	2904	3904	0	BX	17	N	3011	Supervisor of Family Support Programs	2	70,272.00	Annual
050	0Y57	2904	3904	0	B	11	Y	3025	Assistant Community Living Specialist	2	47,160.00	Annual
050	0Y57	2904	3904	0	G	4	Y	3066	Elder Protective Investigator I	2	55,656.00	Annual

CURRENT 2020 RECOMMENDED VACANCIES

10/17/2019

DEPARTMENT: DEPARTMENT OF FAMILY & SUPPORT SERVICES

DEPT	FUND	DIV	SECT	SUB-SECTION	SCH	GRADE	UNION	TITLE CODE	TITLE DESCRIPTION	#	SALARY	SALARY TYPE
050	0Y54	2962	3962	0	BX	18	N	3906	Assistant Director of Children Services	2	75,408.00	Annual
050	0Y78	2964	3964	0	B	13	Y	3898	Community Services Representative	2	56,748.00	Annual
050	0Y61	2860	3905	0	B	10	Y	0903	Audio-Vision Tester	3	42,960.00	Annual
050	0Y54	2962	3962	0	B	13	Y	3914	Support Services Coordinator	3	56,748.00	Annual
050	0Y57	2904	3904	0	G	5	Y	3023	Community Living Specialist	4	61,320.00	Annual
050	0Y61	2860	3905	0	B	13	Y	3914	Support Services Coordinator	7	56,748.00	Annual

TOTAL VACANCIES

80

CURRENT 2020 RECOMMENDED VACANCIES

10/17/2019

DEPARTMENT: **DEPARTMENT OF FAMILY & SUPPORT SERVICES**

DEPT	FUND	DIV	SECT	SUB-SECTION	SCH	GRADE	UNION	TITLE CODE	TITLE DESCRIPTION	#	SALARY	SALARY TYPE
050	0100	2005	3001	0	3	0	N	0705	Director of Public Affairs	1	88,248.00	Annual
050	0100	2005	3001	0	1	0	N	9813	Managing Deputy Commissioner	1	131,658.00	Annual
050	0100	2005	3005	0	G	6	Y	0684	Data Base Analyst	1	67,524.00	Annual
050	0100	2005	3005	0	GY	8	N	1141	Principal Operations Analyst	1	70,140.00	Annual
050	0100	2005	3005	0	BX	17	N	1327	Supervisor of Personnel Administration	1	70,272.00	Annual
050	0100	2005	3006	0	G	6	Y	0103	Accountant III	1	67,524.00	Annual
050	0100	2005	3006	0	B	11	Y	0190	Accounting Technician II	1	47,160.00	Annual
050	0100	2005	3008	0	3	0	N	1191	Contracts Administrator	1	100,620.00	Annual
050	0100	2005	3008	0	B	13	Y	1482	Contract Review Specialist II	2	56,748.00	Annual
050	0100	2005	3009	0	GY	8	N	1141	Principal Operations Analyst	1	70,140.00	Annual
050	0100	2005	3009	0	GY	7	N	2918	Chief Planning Analyst	1	64,320.00	Annual
050	0100	2005	3025	0	3	0	N	0310	Project Manager	1	88,416.00	Annual
050	0100	2005	3025	0	B	15	Y	3955	Youth Services Coordinator	1	68,352.00	Annual
050	0100	2005	3035	0	G	6	Y	0192	Auditor II	4	67,524.00	Annual
050	OJ46	2515	3516	0	B	13	Y	3914	Support Services Coordinator	1	56,748.00	Annual
050	OJ46	2515	3516	0	B	13	Y	3825	Community Intervention Specialist	2	56,748.00	Annual
050	OJ46	2520	3530	0	BX	15	N	1912	Project Coordinator	1	58,968.00	Annual
050	OJ46	2520	3530	0	1	0	N	9679	Deputy Commissioner	1	116,820.00	Annual
050	OY52	2805	3805	0	B	10	Y	0302	Administrative Assistant II	1	42,960.00	Annual
050	OY52	2805	3805	0	BX	17	N	3817	District Manager - Human Services	1	70,272.00	Annual
050	OY52	2805	3805	0	B	13	Y	3826	Human Service Specialist II	6	56,748.00	Annual

CURRENT 2020 RECOMMENDED VACANCIES

10/17/2019

DEPARTMENT: **DEPARTMENT OF FAMILY & SUPPORT SERVICES**

DEPT	FUND	DIV	SECT	SUB-SECTION	SCH	GRADE	UNION	TITLE CODE	TITLE DESCRIPTION	#	SALARY	SALARY TYPE
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050	0Y54	2962	3962	0	3	0	N	0310	Project Manager	1	94,788.00	Annual
050	0Y54	2962	3962	0	B	14	Y	3899	Program Development Coordinator	2	62,316.00	Annual
050	0Y64	2815	3815	0	B	6	Y	0429	Clerk II	1	32,544.00	Annual
050	0Y61	2860	3905	0	BX	16	N	0309	Coordinator of Special Projects	1	64,704.00	Annual
050	0Y61	2860	3905	0	BX	12	N	0804	Executive Secretary II - Excluded	1	44,604.00	Annual
050	0Y62	2860	3905	0	B	14	Y	1730	Program Analyst	1	62,316.00	Annual
050	0Y61	2860	3905	0	BX	15	N	1912	Project Coordinator	1	58,968.00	Annual
050	0Y62	2860	3905	0	B	13	Y	3914	Support Services Coordinator	1	56,748.00	Annual
050	0Y57	2904	3904	0	B	10	Y	0302	Administrative Assistant II	1	42,960.00	Annual
050	0Y57	2904	3904	0	B	13	Y	0308	Staff Assistant	1	56,748.00	Annual
050	0Y57	2904	3904	0	3	0	N	0322	Special Assistant	1	96,096.00	Annual
050	0Y57	2904	3904	0	1	0	N	3018	Manager of Family Support Programs	1	105,756.00	Annual
050	0Y60	2943	3943	0	3	0	N	3057	Director of Program Operations	1	86,676.00	Annual
050	0Y78	2964	3964	0	BX	17	N	3011	Supervisor of Family Support Programs	1	70,272.00	Annual
050	0Y61	2860	3905	0	B	14	Y	3899	Program Development Coordinator	2	62,316.00	Annual
050	0Y61	2860	3905	0	BX	16	N	3953	Supervisor of Children Services Programs	2	64,704.00	Annual
050	0Y57	2904	3904	0	BX	15	N	1912	Project Coordinator	2	58,968.00	Annual
050	0Y57	2904	3904	0	BX	17	N	3011	Supervisor of Family Support Programs	2	70,272.00	Annual
050	0Y57	2904	3904	0	B	11	Y	3025	Assistant Community Living Specialist	2	47,160.00	Annual
050	0Y57	2904	3904	0	G	4	Y	3066	Elder Protective Investigator I	2	55,656.00	Annual

CURRENT 2020 RECOMMENDED VACANCIES

10/17/2019

DEPARTMENT: **DEPARTMENT OF FAMILY & SUPPORT SERVICES**

DEPT	FUND	DIV	SECT	SUB-SECTION	SCH	GRADE	UNION	TITLE CODE	TITLE DESCRIPTION	#	SALARY	SALARY TYPE
050	0Y54	2962	3962	0	BX	18	N	3906	Assistant Director of Children Services	2	75,408.00	Annual
050	0Y78	2964	3964	0	B	13	Y	3898	Community Services Representative	2	56,748.00	Annual
050	0Y61	2860	3905	0	B	10	Y	0903	Audio-Vision Tester	3	42,960.00	Annual
050	0Y54	2962	3962	0	B	13	Y	3914	Support Services Coordinator	3	56,748.00	Annual
050	0Y57	2904	3904	0	G	5	Y	3023	Community Living Specialist	4	61,320.00	Annual
050	0Y61	2860	3905	0	B	13	Y	3914	Support Services Coordinator	7	56,748.00	Annual

TOTAL VACANCIES

80



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-22 Vacancies

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested the number of and titles for the vacancies being cut in the 2020 budget.

Six vacancies have been eliminated for the 2020 budget:

- Assistant Director of News Affairs
- Policy Analyst
- Program Auditor II
- 2 Support Service Coordinators
- 1 Clerk IV



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 13, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-22 Vacancies

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested the number of non-union employees to receive salary increases in 2020.

Twenty-nine positions will receive salary increases at some point during 2020. The timing depends on their continual service date and the schedule for non-union staff to receive step increases. See attached list of positions receiving a salary increase.

DFSS Salary Increase for Non-Union Staff in 2020								
LAST NAME	FIRST NAME	Title	Title Code	Payrate	Increment	Next Increment Date	Fund	Fund Description
'DOLAN'	'SEAN'	'REGIONAL DIR AGING'	'3032'	\$ 70,272	\$ 1,241	16-Apr-20	'0Y57'	'AREA PLAN ON AGING'
'CAMARDA'	'ADRIANA'	'SUPRVS - FAMILY SUPPORT'	'3011'	\$ 91,752	\$ 3,077	16-Apr-20	'0J46'	'CDBG'
'SUBIDA'	'STACY MAE'	'ASST REGIONAL DIR-AGING'	'3033'	\$ 61,776	\$ 2,074	16-Apr-20	'0J46'	'CDBG'
'CRAFT'	'NICOLE'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 72,024	\$ 2,397	16-Apr-20	'0Y60'	'CHILD CARE SERVICES'
'JORDAN'	'MARGARET'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 83,628	\$ 820	16-Oct-20	'0Y60'	'CHILD CARE SERVICES'
'CASSELL'	'DANIEL'	'DIST MGR-HUMAN SERVICES'	'3817'	\$ 75,408	\$ 2,860	16-Mar-20	'0Y52'	CSBG'
'DEBONNETT'	'MICHELLE'	'ASST DIST MGR HUMAN SVC'	'3818'	\$ 76,164	\$ 152	16-Dec-20	'0Y52'	CSBG'
'FINNEY'	'JANICE'	'DIST MGR-HUMAN SERVICES'	'3817'	\$ 105,420	\$ 1,463	16-Sep-20	'0Y52'	CSBG'
'HILL'	'EVELYN'	'ASST DIST MGR HUMAN SVC'	'3818'	\$ 61,776	\$ 2,196	1-Apr-20	'0Y52'	CSBG'
'ROLAN	CHRISTINE	DEPUTY COMMISSIONER	9679'	\$ 116,820	\$ 4,572	1-Jan-20	100'	CORPORATE FUND'
'BOLTON'	'DIANA'	'SUPG PROGRAM AUDITOR'	'2916'	\$ 91,752	\$ 3,982	1-Feb-20	'0100'	'CORPORATE FUND'
'CANNON'	'CHARISMA'	'SPONSORSHIP COORDINATOR'	'0347'	\$ 70,272	\$ 1,606	1-Feb-20	'0100'	'CORPORATE FUND'
'LANCASTER'	'ALICE'	'DIR ADMINISTRATION II'	'0381'	\$ 96,096	\$ 572	16-Nov-20	'0100'	'CORPORATE FUND'
'MILLER'	'NEDRICK'	'SUPV PERSONNEL ADM'	'1327'	\$ 110,436	\$ 1,088	16-Oct-20	'0100'	'CORPORATE FUND'
'PACHECO'	'CARMEN'	'SUPG PROGRAM AUDITOR'	'2916'	\$ 91,752	\$ 2,353	16-Jun-20	'0100'	'CORPORATE FUND'
'SANTILLAN'	'NATALIA'	'PROJECT COORDINATOR'	'1912'	\$ 61,776	\$ 2,806	16-Jan-20	'0100'	'CORPORATE FUND'
'STANTON'	'REVA'	'STAFF ASST-EXCLUDED'	'0366'	\$ 65,376	\$ 2,193	16-Apr-20	'0100'	'CORPORATE FUND'
'TALBOT'	'JULIA'	'COORD SPECIAL PROJECTS'	'0309'	\$ 96,096	\$ 1,524	1-Sep-20	'0100'	'CORPORATE FUND'
'BANNISTER-BATIE'	'AALIYAH'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 70,272	\$ 1,460	1-Mar-20	'0Y62'	EHS-CCP
'JORDAN'	'DENISE'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 87,564	\$ 2,792	1-May-20	'0Y62'	EHS-CCP
'RIVERA FACUNDO'	'CYNTHIA'	'ASST T/T COMMISSIONER'	'0318'	\$ 76,164	\$ 2,888	16-Mar-20	'0Y53'	ESG
'HUGHES'	'ANGELA'	'SUPG AUDIO-VISION TESTR'	'0904'	\$ 65,376	\$ 1,806	1-Jun-20	'0Y61'	HS &EHS
'MILLSAP'	'DENNA'	'SUPPORT SERVICES COORD'	'3914'	\$ 85,704	\$ 855	16-Oct-20	'0Y61'	HS &EHS
'MIRANDA'	'ZORAYA'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 70,272	\$ 1,533	16-Feb-20	'0Y61'	HS &EHS
'PASSAMENTT'	'JACINTA'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 83,628	\$ 820	16-Oct-20	'0Y61'	HS &EHS
'PLEASANCE'	'KELLY'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 70,272	\$ 1,095	16-May-20	'0Y61'	HS &EHS
'SMITH'	'TOSHA'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 70,272	\$ 1,460	1-Mar-20	'0Y61'	HS &EHS
'WHITE'	'TAMELA'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 67,800	\$ 2,163	16-Feb-20	'0Y61'	HS &EHS
'ZEMKE'	'CRAIG'	'SUPVR CHILDREN SVC PROG'	'3953'	\$ 83,628	\$ 2,788	16-Apr-20	'0Y61'	HS &EHS



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 19, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-24 Outsourced Services in 2020

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested a description of outsourced services in 2020

IDoA informed DFSS in August that they were de-designating DFSS at the provider of Ombudsman services effective October of 2020. DFSS was unable to meet staffing requirements required in the grant with the funding provided. By being de-designated, the department will still receive the funding but will be required to find a provider to deliver the services. DFSS is has begun working on an RFP to find a provider for these services.

Five Elder Protective Investigator I and one EPI III currently perform the work. DFSS is in the preliminary stages of discussions with the State and AFSCME so the effect of staff is uncertain at this time. All actions impacting staff may be subject to a RIF (Reduction in Force) and that RIF will be carried out in accordance with the CBA.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 19, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-25 Budget

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested a list of savings and cost-efficiencies due to zero-based budgeting.

After analyzing all programs delivered by DFSS, DFSS eliminated three programs as a result of zero-based budgeting:

- Chicago Codes-DFSS provided Chicago Cook Workforce Partnership \$250K for a Coding Academy
- Digital Literacy-DFSS funded LISC \$150K for a basic computer training program
- Day for Change-DFSS funded A Safe Haven \$604K for a day labor program for homeless

The total savings as a result of the elimination of these three programs will be \$1,004,000.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
CITY OF CHICAGO

MEMORANDUM

To: The Honorable Pat Dowell
Chairman, Committee on the Budget and Government Operations

From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 19, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-26 Metrics

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested the metrics associated with the DFSS homeless funding.

Please see the attached list of metrics.

2019 - DFSS Homeless Performance Measures by Program Model

DFSS Program Model	Performance Measures
Homeless Prevention Assistance	<ul style="list-style-type: none"> • % of households remaining in permanent housing after crisis intervention • % of households who remain permanently housed for 12 months
Drop-in Center/Outreach	<ul style="list-style-type: none"> • % of households exiting to permanent housing • % of households exiting to more stable housing (family, friends, longer term shelter/transitional housing programs) • % of households engaged in case management
Emergency Shelter	<ul style="list-style-type: none"> • % of households exiting to permanent housing • % of households exiting to more stable housing (family, friends, longer term shelter/transitional housing programs) • Average length of stay
Interim Shelter	<ul style="list-style-type: none"> • % of households exiting to permanent housing • Average length of stay
Frequent Users Service Engagement (FUSE)	<ul style="list-style-type: none"> • % of households exiting to permanent housing • % of households exiting to more stable housing (family, friends, longer term shelter/transitional housing programs) • % of clients engaged in specialized services to promote housing stability (may include mental health, substance use, employment, child-focused services)
Rapid Rehousing (Program Coordinator)	<ul style="list-style-type: none"> • % of households exiting to permanent housing • Average # of days between referral and placement
Permanent Housing with Short Term Supports	<ul style="list-style-type: none"> • Average # of days between referral and placement • % of households assuming the apartment lease or exiting to other independent, stable housing within 2 years
Permanent Supportive Housing	<p>PSH</p> <ul style="list-style-type: none"> • Average # of days between referral and placement • % of households who remain permanently housed for 12 months <p>Safe Haven</p> <ul style="list-style-type: none"> • % of households engaged in supportive services • % of households who remain permanently housed for 12 months
Youth Intentional Housing Supports	<p>Youth PSH</p> <ul style="list-style-type: none"> • Average # of days between referral and placement • % of households who remain permanently housed for 12 months <p>Youth TH</p> <ul style="list-style-type: none"> • Average # of days between referral and placement • % of households exiting to permanent housing
System Facilitation	<ul style="list-style-type: none"> • % of households assessed for Coordinated Entry • % of available units/openings in the Coordinated Entry system that receive a match through HMIS

<p>Outreach Coordinator</p>	<ul style="list-style-type: none"> • % of households enrolled in an outreach or housing system navigation project and have a housing match through CES that move into permanent housing. • % of participating agencies (including Applicant and recruited partner agencies) that assess households or connect households to entities conducting the CES assessment.
<p>Housing Navigator</p>	<ul style="list-style-type: none"> • % of assigned households enrolled with System Navigators • % of System Navigation enrolled households permanently housed
<p>Mobile Crisis Response & Shelter Referral</p>	<p>Short-Term Client Engagement and Crisis Response</p> <ul style="list-style-type: none"> • % of shelter placement requests completed within 3.5 hours • % of shelter placement requests completed within 5 hours • % of well-being checks completed within 3.5 hours • % of well-being checks completed within 5 hours • % of transportation requests completed within 3.5 hours • % of transportation requests completed within 5 hours <p>Mobile Outreach</p> <ul style="list-style-type: none"> • % of households contacted through outreach efforts accepting one or more basic assistance services (i.e. clothing, transportation, etc.). • % of households contacted through outreach efforts connected to community-based case management, housing, or to the appropriate situations/settings (i.e. hospital, family unification, etc.).
<p>Rental Assistance Program Manager</p>	<ul style="list-style-type: none"> • % of third party payments to property owners or their agents made within five business days of receipt from DFSS. • % of all assisted units meet HUD habitability standards prior to providing rental assistance. • Average # of days before payment is made to property owner/managers.



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From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 19, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-27 Participation

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested the participation level in A Day for Change in 2018 and 2019.

Below is a recap of the participation and the impact of that participation.

Performance Measure Outcomes	2017	2018	2019/YTD
# HMIS enrollments/engagements into the program	531	765	366
# housing placements (more stable housing)	5	9	3
# housing placements (PH)	1	17	2
new employment placements	7	15	2

The Day for Change program was initiated around the same time as the department's encampment work back in 2018. Over a year into the implementation of the encampment strategy, DFSS has learned that the encampment strategy and navigation center have been successful in engaging and connecting homeless clients to services. The A Day for Change program however has not been successful as we would have liked, the laborer approach has not helped increase engagement of this vulnerable population.

The enrollment of Day for Change clients has been small. While the program engaged over 765 clients in 2018, only 15 were placed into employment. Through Q3 2019, 366 clients have been engaged however only 2 clients have been placed in employment.



DEPARTMENT OF FAMILY AND SUPPORT SERVICES
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From: Lisa Morrison Butler
Commissioner
Department of Family and Support Services

CC: Tiffany Sostrin
Mayor's Office of Intergovernmental Affairs

Date: November 19, 2019

Re: Request for Information from Annual Appropriation Committee Hearing

ID#: 50-28 Cost

The information below is in response to questions posed in writing by Alderman Brendan Reilly in preparation for our department's hearing on November 8, 2019 to discuss the proposed 2020 budget.

Alderman Brendan Reilly requested the cost to administer the weekly Homeless Encampment "Cleaning Missions" in the Central Business District when including the cost to DFSS, DSS, and CPD.

The department estimates that CBD encampment cleanings occur for five hours each week. The manpower and equipment costs to administer these cleanings between the three primary departments costs approximately \$167,000 annually.