

**MAYOR'S OFFICE OF EDUCATION
FISCAL YEAR 2018 BUDGET TESTIMONY
APRIL 4, 2017**

INTRODUCTION

Good morning, President Clarke and Members of City Council. I am Otis Hackney, Chief Education Officer for the Mayor's Office of Education. Joining me today are Mary Strasser, acting Director of PHLpreK, and Susan Gobreski, Director of Community Schools. I am pleased to provide testimony on the Mayor's Office of Education Fiscal Year 2018 Operating Budget.

DEPARTMENT MISSION & PLANS

Mission: The Mayor's Office of Education (MOE) provides leadership to improve education in the City of Philadelphia. To achieve this mission, MOE creates policies and programs to improve educational opportunities by:

- Expanding access to quality pre-K for Philadelphia families;
- Supporting the creation of Community Schools, designed to strengthen local schools by addressing barriers to student success;
- Facilitating collaboration and partnerships among many stakeholders in order to strengthen the local educational landscape; and
- Advancing key education policy.

Plans for Fiscal Year 2018:

The Mayor's Office of Education has two core initiatives. The first, PHLpreK, aims to increase the number of children enrolled in quality pre-K. The second, Community Schools, is to implement the community schools strategy within Philadelphia's public schools in order to expand programs and services that meet the specific needs of school-age children and their families.

PHLpreK

To meaningfully change the life trajectory of our children and the academic outcomes of our schools, one of the most important investments the City can make is in quality pre-K. As highlighted by the Philadelphia Commission on Universal Pre-Kindergarten, investing in pre-K can save the City and School District money in the long term, from four to sixteen dollars saved in future costs of social services, special education, remediation, and more for every dollar invested in quality pre-K. Expanding access to quality pre-K is a proactive way to invest in our children while also improving economic opportunities for working families and local childcare providers and staff.

In FY17, MOE contracted with Philadelphia Health Management Corporation (PHMC) to oversee the administrative management of the initiative, as well as with the Urban Affairs Coalition (UAC) to support small business development and capacity-building of pre-K providers. As the intermediary, PHMC and UAC administered funds to 88 pre-K providers, and supported student enrollment and intake for both families and providers.

In FY17, the City contracted with 88 PHLpreK providers. Forty-five of these providers were already designated Keystone STAR 3 or 4 at the time of selection. The remaining 43 providers were selected because they are committed to improving the quality of their programs over the next 24 months to achieve a STAR 3 or 4 rating. As providers move to STAR 3 and 4, they become eligible for a higher subsidy

from the Commonwealth and have more money to deliver quality services. Additionally, all children enrolled in a STAR 3 or 4 center benefit from higher quality. Since the start of the program, four providers with 180 PHLpreK slots have moved from STAR 2 to STAR 3 or 4. As a result, 49 of PHLpreK providers are now STAR 3 or 4.

Out of our PHLpreK programs, 63 are for-profit businesses, of which 94% are minority- or women-owned. MOE is currently working with the Office of Economic Opportunity to help PHLpreK providers apply for the Minority/Women/Disabled Enterprise (M/W/DSBE) certification which will give providers access to technical and financial services through the Commerce Department.

MOE is working to ensure that hundreds of high school and post-secondary students in the region consider opportunities in the high-impact career of early education with partners like District 1199C Training & Upgrading Fund, the Southeast Pennsylvania Regional Key, the Delaware Valley Association for the Education of Young Children, Community College of Philadelphia, and Esperanza. In a survey completed March 1, 2017, PHLpreK providers reported that they have hired 251 new employees. Of the new hires, 191 are teaching positions – 147 full-time and 44 part-time – and 60 are support and administrative staff. The average wage of all new employees was reported at \$14.72 per hour.

In addition, the Kenney administration successfully advocated for pre-K teacher positions to be added as a High Priority Occupation (HPO) through the Commonwealth of Pennsylvania's Workforce System and Philadelphia Works, Inc, the local workforce development board. Adding early education to the regional HPO list ensures that workforce and education investments are aligned with demand for these skills in our region. Not only is PHLpreK preparing children for success in school, but it is also creating jobs in the early education sector.

In FY17, the city funded 2,000 quality pre-K slots for the school day and school year at the same rate as the Commonwealth's per child rate of \$8,500 used in the high quality "Pre-K Counts" program. Because instruction began in January 2017, the per pupil rate was prorated for the remainder of the year at \$5,100. As of March 28, 2017, over 93% of the PHLpreK seats are filled. Most pre-K programs would be considered filled with 95% of available slots filled because of turnover associated with families relocating, changing jobs, or opting out of the program.

Based on the applications received through the call center, the average household income of PHLpreK families is \$31,776, and 50% live at or below 100% of the Federal Poverty Guidelines (meaning a family of four that earns less than \$24,000 per year) and 90% live at or below 300% of the Federal Poverty Guidelines for a family of four.

While the city is striving for universal pre-K in the long term, we must first support children with the greatest need with the city's limited resources. Using data presented in the Philadelphia Commission on Universal Pre-Kindergarten report, MOE established a list of priority neighborhoods and identified priority zip codes for those neighborhoods. During the application process, priority was given to providers in neighborhoods with high levels of concentrated poverty, a shortage of quality pre-K slots, and proportion of children at greatest risk of poor academic and life outcomes. Across our high need neighborhoods, 1,636 pre-K slots were awarded to 72 providers. This represents about 82% of the total PHLpreK slots. The remaining seats were awarded to other neighborhoods with significant need at providers with capacity to expand.

Mayor's Office of Education

Distribution of PHLpreK Slots and Providers by High Need Zip Code
(as of March 27, 2017)

Priority Zip Codes	Slots	Providers
19139	203	5
19140	138	4
19143	130	6
19141	124	3
19120	109	7
19149	94	4
19124	84	3
19104	71	4
19134	67	3
19144	63	4
19132	60	2
19146	60	5
19138	54	2
19142	52	4
19148	50	2
19111	49	2
19131	45	1
19145	45	3
19122	38	2
19121	30	2
19133	30	2
19151	20	1
19129	20	1
TOTAL	1,636	72

Program costs began at \$11.8 million in FY17 and will increase to \$19.5 million in FY18 to account for paying for a full year of pre-K at the rate of \$8,500 per child. While the original plan was to increase the number of slots to 3,000 in FY18, this number will remain at 2,000 while the Philadelphia Beverage Tax (PBT) litigation is pending. The plan is to grow the number of locally-funded seats to 6,500 by FY21.

The contracting process for the 2017-2018 school year will begin in April when continuing application and request for qualification (RFQ) documentation is released. The RFQ process is designed to develop a pipeline of potential partners to expedite contracting once the PBT legal challenge is resolved. Recruitment for new students to replace existing students matriculating to kindergarten will begin in July for classes starting in September.

In partnership with the Mayor's Office of Community Empowerment and Opportunity (CEO), MOE established a call center (1-844-PHL-PREK) and website (phlprek.org) to help families enroll in PHLpreK as well as get screened for other public benefits including Head Start and Child Care Subsidy (CCIS). Because of this effort, 1,174 families were referred to federal Head Start and 463 families were determined eligible for CCIS. In addition, 399 families were referred to other, non-child care programs such as WIC, SNAP, or Medicaid.

MOE established relationships with the philanthropic community to maximize investment in PHLpreK and we would like to acknowledge their commitment to our community. The William Penn Foundation

awarded a \$1.8M grant to the National Institute for Early Education Research to support a three-year program evaluation of PHLpreK. An additional \$176,000 grant from the William Penn Foundation has allowed MOE to partner with the New York Professional Development Institute to create a formal workforce development strategy.

The PNC Foundation funded a project to improve the financial literacy and business administration practices of pre-K center owners and directors for 25 providers. This work helps providers learn how to blend multiple funding streams, build capacity of their small business, and pay staff higher wages. In order to continue to expand quality pre-K in Philadelphia, providers require access to resources to improve and expand their facilities and training on business management and administration.

In January, MOE partnered with the Read by 4th initiative on the Greater Philadelphia Martin Luther King Day of Service in this year's signature project to construct and distribute 150 mini libraries called "book nooks" to small business and community organizations in Philadelphia. Scholastic donated 18,000 books to fill the book shelves and PHLpreK providers received books for their classroom libraries from this effort.

In February, a Pre-K Advisory Board convened for the first time. Comprised of both Mayoral and City Council appointees, this board meets quarterly to advise the Mayor's Office of Education on ways to improve PHLpreK implementation. Appointees have experience in early childhood education, philanthropy, child welfare, childhood development, childhood behavioral health, medicine, higher education or represent critical stakeholder or community interests. This advisory board is responsible for reviewing fiscal practices and submitting an annual report to the Mayor and president of City Council by July 15, 2017.

By continuing to coordinate existing resources and adding additional local investments, the City will maintain access to free, quality pre-K for children in FY18 while planning to expand access to 6,500 slots over the next four years, thereby providing deep and lasting benefits for the families and residents of Philadelphia.

Community Schools Initiative

During FY17, MOE launched the Community Schools initiative in partnership with the School District of Philadelphia. The first cohort serves nearly 4,500 students, families, and neighbors in the following nine school communities: William Cramp Elementary School (K-5); Murrell Dobbins CTE High School; F.S. Edmonds Elementary School (K-6); Edward Gideon Elementary School (K-8); Kensington Health Sciences Academy; Logan Elementary School (K-5); Southwark Elementary School (K-8); South Philadelphia High School; and Tilden Middle School (5-8).

For six months, community school coordinators and support staff conducted a thorough needs assessment and created strategic plans for each of the first nine community schools. There were several consistent themes across all schools including job training and access; food access; physical, social, and emotional health, including managing trauma and stress; access to clothing and uniforms; and cultural and social opportunities. The plans were released on March 30, 2017, and are available at phila.gov/education.

In March 2017, the schools moved into the implementation phase and are working to achieve the short- and long-term goals set out in each Community School plan. Community School staff are working to align City and nonprofit resources and services to address the priorities identified by the parents, educators, and community stakeholders for their specific school. These priorities include health and

wellness resources; opportunities for expanded learning through tutoring or after-school programs; and activities that support and build connections with families such as parent workshops, GED classes, and workforce development. These resources and services, in turn, can strengthen the surrounding neighborhoods.

While conducting needs assessments and working on community school plans, coordinators were busy expanding opportunities and services at their schools, including increasing food security for students and the surrounding community, developing plans to promote physical activity, working on improving access to health services including dental, vision and asthma support, and identifying new partnerships to expand cultural and learning opportunities. A few early highlights include:

William Cramp Elementary School

- **Partner with Mural Arts** – An artist began working with Cramp students and community members on a mural in March. There will be an artist in residence for the year, and they will focus on art and the environment with curriculum development and teacher development. This is enhancing art education at Cramp.
- **Raise \$1,500 for school library renovations** – Urban Hope Church and the Curtis Institute of Music hosted a benefit concert on Greater Philadelphia King Day of Service.

Murrell Dobbins CTE High School

- **Connect students to apprenticeship opportunities** – Partnered with the Carpenters and Steam Fitters unions to expose students to the apprenticeship program that guarantees a 2,000-hour work year at \$20/hour.
- **Provide healthy eating workshops to expecting and parenting teens** – Through a partnership between Eat.Right.Now and ELECT.

James Logan Elementary School

- **Bring fresh fruits and vegetables to the school community** – Logan hosts regular farmers markets in the school yard through a partnership with The Common Market .
- **Make it safer for students getting to and from school** – Convened representatives from the Philadelphia Police Department, Human Resources, and the School District of Philadelphia to address crossing guard vacancies. As a result, crossing guards were hired to support Logan Elementary School.

F.S. Edmonds Elementary School

- **Promote childhood literacy** – In partnership with Senator Haywood and Councilwoman Parker, Edmonds hosted readings with students to promote literacy on Read Across America Day.
- **Provide male mentorship opportunities** – Piloted an in-school mentorship program and due to its initial success, the program is currently expanding with 50 parents signed up as potential mentors.

Edward Gideon Elementary/Middle School

- **Feed the whole school** – Gideon's "backpack program" provides 5lbs of food to all 300 students and their families at Gideon Elementary at the end of each month.
- **Provide afterschool activities and exercise** – Philadelphia Youth Basketball provides after-school basketball workshops to students.

South Philadelphia High School

- **Provide clothing for students in need** – Launched a clothing closet that provides new and gently used clothes to those in need.
- **Identify internship opportunities for students** – Facilitated a group interview for students applying for Survey Technology Internships. Two students were awarded paid internships.

Southwark Elementary/Middle School

- **Provide free, on-site physicals for student athletes** – In partnership with the Health Department.
- **Create more mentorship opportunities** – In partnership with the Nichole Canuso Dance Company and Drexel Medical Latino Student Association.

William T. Tilden Middle School

- **Bring a food pantry into the community** – In partnership with FAWN, the food pantry program of Turning Points for Children, Tilden launched a refrigerated food pantry and will begin implementing a Food and Wellness Center.
- **Keep students warm** – Ran a winter clothing drive to collect coats, gloves, hats, and other accessories to be distributed to students and community members in need.

Kensington Health Sciences Academy

- **Encourage students to graduate on-time** – KHSA students pledged to their families and friends to graduate in four years at the first annual pinning ceremony.
- **Help students apply for paid apprenticeships and internships** – Helped students apply for a carpenters apprenticeship. Students took the apprenticeship exam on March 18 and two students were selected.

In FY18, Community Schools will expand by two schools (rather than the 6 originally planned) while PBT litigation is pending. In selecting these schools, the focus will be on neighborhoods that do not have a community school in the area. Applications for the second cohort of two schools are due in April 2017, and schools will be selected by July 2017. The Community Schools initiative has issued an RFP for

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evaluation services to measure the impact of the program and evaluate implementation over the next five years and hopes to select an evaluation team early this summer. And finally, in FY18, MOE will continue to partner with the Department of Public Health, Department of Behavioral Health and Intellectual DisAbility, the Office of Adult Education, the Rebuild initiative and others to meet short- and long-term goals of the Community Schools initiative.

While we will only expand by two schools in FY18 while PBT litigation is pending, once the suit is settled, the plan to reach 25 schools by FY20 will still be achievable.

Over a short period of time, we have been able to make a difference in the lives of children and families in the city of Philadelphia. Thank you for your support, and I appreciate this opportunity to provide testimony regarding the Mayor's Office of Education proposed Fiscal Year 2018 Operating Budget. I am happy to answer any questions that Council may have regarding my testimony.

BUDGET SUMMARY & OTHER BUDGET DRIVERS

Staff Demographics Summary (as of December 2016)				
	Total	Minority	White	Female
Number of Full-Time Staff	33	22	11	24
Number of Civil Service-Exempt Staff	33	22	11	24
Number of Executive Staff (deputy level and above)	3	1	2	2
Average Salary, Full-Time Staff	\$65,775	\$63,614	\$70,098	\$64,982
Average Salary, Civil Service-Exempt Staff	\$65,775	\$63,614	\$70,098	\$64,982
Average Salary, Executive Staff	\$126,667	\$150,000	\$115,000	\$115,000
Median Salary, Full-Time Staff	\$60,000	\$60,000	\$66,000	\$60,000
Median Salary, Civil Service-Exempt Staff	\$60,000	\$60,000	\$66,000	\$60,000
Median Salary, Executive Staff	\$115,000	\$150,000	\$115,000	\$115,000

Employment Levels (as of December 2016)		
	Budgeted	Filled
Number of Full-Time Positions	23	33
Number of Part-Time Positions	0	0
Number of Civil-Service Exempt Positions	23	33
Number of Executive Positions	2	3
Average Salary of All Full-Time Positions	\$65,435	\$65,775
Median Salary of All Full-Time Positions	\$62,667	\$60,000

Note: The Employment Levels chart shows a greater number of filled than budgeted positions due to a mid-year transfer of funds to hire additional FTEs in FY17.

General Fund Financial Summary by Class						
	FY16 Original Appropriations	FY16 Actual Obligations	FY17 Original Appropriations	FY17 Estimated Obligations	FY18 Proposed Appropriations	Difference: FY18-FY17
Class 100 - Employee Compensation	N/A	N/A	\$1,704,925	\$2,529,867	\$2,679,927	\$150,060
Class 200 - Purchase of Services	N/A	N/A	\$25,115,000	\$24,089,449	\$39,407,000	\$15,317,551
Class 300 - Materials and Supplies	N/A	N/A	\$400,000	\$247,597	\$338,750	\$91,153
Class 400 - Equipment	N/A	N/A	\$0	\$23,035	\$26,000	\$2,965
Class 500 - Contributions	N/A	N/A	\$250,000	\$250,000	\$100,000	(\$150,000)
Class 700 - Debt Service	N/A	N/A	\$0	\$0	\$0	\$0
Class 800 - Payment to Other Funds	N/A	N/A	\$0	\$0	\$0	\$0
Class 900 - Advances/Misc. Payments	N/A	N/A	\$0	\$	\$0	\$0
Total	\$0	\$0	\$27,469,925	\$27,139,948	\$42,551,677	\$15,411,729

Note: The Mayor's Office of Education was created as a department in FY17. Prior to that, it was a part of the Mayor's Office.

Professional Services Contracts Summary						
	FY12	FY13	FY14	FY15	FY16	FY17 YTD (Q1 & Q2)
Total amount of contracts	N/A	N/A	N/A	N/A	N/A	\$383,510
Total amount to M/W/DSBE	N/A	N/A	N/A	N/A	N/A	\$0
Participation Rate	N/A	N/A	N/A	N/A	N/A	0%

Note: The Mayor's Office of Education was created as a department in FY17. Prior to that, it was a part of the Mayor's Office.

Note 2: The FY17 contract amount is for a contract with a non-profit entity, which is not eligible for M/W/DSBE participation. The board demographics of this non-profit entity are included on page 14 of this testimony. Out of 88 PHLpreK programs, 63 are for-profit business, of which 94% are minority- or women-owned businesses. MOE is currently working with the Office of Economic Opportunity to help these 59 PHLpreK providers apply for the Minority/Women/Disabled Enterprise (M/W/DSBE) certification.

PROPOSED BUDGET OVERVIEW

Proposed Funding Request:

The proposed Fiscal Year 2018 General Fund budget totals \$42,551,677, an increase of \$15,411,729 over Fiscal Year 2017 estimated obligation levels. This increase is primarily due to the anticipated expansion of PHLpreK slots to 3,000 and 6 additional community schools. However, while the Philadelphia Beverage Tax ("PBT") litigation is ongoing, the City will not significantly increase funding for PHLpreK or community school expansion as planned in FY18, setting aside funds for expansion until the litigation is resolved. Instead, the City will hold the number of seats steady at 2,000 and increase the number of community schools by 2.

The proposed budget includes:

- \$2,679,927 in Class 100, a \$150,060 increase over FY17 to be used to hire staff required for community school expansion. This funding will consist of 9 positions in Policy, Programs, and Public Engagement to support the work in the Mayor's Office of Education, 5 positions in PHLpreK, and 22 positions in Community Schools. In FY18, \$237k has been set aside in Community Schools pending the outcome of the PBT litigation.
- \$39,407,000 in Class 200, a \$15,317,551 increase over FY17 to fund a PHLpreK expansion of 1,000 slots and technical assistance in 6 additional community schools. \$19.5M of this funding will be contracted directly to PHMC, the intermediary governing entity for Pre-K, which manages the monies for enrollment, fiscal administrative supports, and other administrative costs. \$1.9M will be utilized for technical assistance to develop community schools across the city. The remaining \$17.7M will be set aside pending the outcome of the PBT litigation.
- \$338,750 in Class 300, a \$91,153 increase over FY17. This funding will support program implementation with needed office supplies. \$213k has been set aside in Community Schools pending the outcome of the PBT litigation.
- \$26,000 in Class 400, a \$2,965 increase over FY17. This funding will support program implementation with needed office equipment.
- \$100,000 in Class 500, a \$150,000 decrease over FY17. This funding will cover gap services to support program expansion for community based providers, expanded school building hours, and other supports that will ensure our communities have equitable access to services in their community school. This funding has been set aside in Community Schools pending the outcome of the PBT litigation.

STAFFING LEVELS

The department is requesting 36 budgeted positions for FY18, an increase of 13 positions over FY17 adopted budget levels.

During FY17, 12 additional positions were added, filled, and funded through a transfer of \$1,154,919 to Class 100 (salary and benefits) as part of the FY17 Transfer Ordinance in November. These funds were used to cover the creation of a central management office with 9 FTEs to monitor budgets, manage contracts, guide decision making for education policy, and coordinate communications and public engagement necessary for the successful implementation of both community schools and quality pre-K initiatives. Additionally, MOE hired 3 FTEs to support workforce development, provider engagement, and family outreach for PHLpreK.

In FY18, Community Schools is requesting to add 1 FTE to provide technical assistance for the community school and healthy school coordinators in the field. This position is currently filled and being transferred from the Managing Director's Office to MOE.

NEW HIRES

MOE has no new hires to report since December 2016.

PERFORMANCE, CHALLENGES, AND INITIATIVES

FY18 Performance Measures: Policy, Programs, and Public Engagement				
Measure	FY16 Actual	FY17 YTD (Q1 and Q2)	FY17 Estimate	FY18 Target
Average response time for constituent requests and referrals to outside education services, where applicable *	N/A			3 days

*New measure for FY18. MOE will begin collecting baseline data in the second half of FY17.

FY18 Performance Measures: PHLpreK				
Measure	FY16 Actual*	FY17 YTD* (Q1 and Q2)	FY17 Estimate	FY18 Target
Number of children enrolled in PHLpreK	N/A		2,000	3,000 <i>(or 2,000 while litigation is pending)</i>
Number of new lead teachers with an Associate's Degree or a BA/BS**	N/A			50 <i>(or significantly reduced while litigation is pending)</i>
Number of teachers receiving career pathways and coaching supports	N/A			200 <i>(or 0 while litigation is pending)</i>
Number of PHLpreK providers that are STAR 3 and 4	N/A	45	48	65 <i>(or 52 while litigation is pending)</i>

*Programs planned in FY16 and implemented throughout the year in FY17.

** Program is in planning phase and not yet implemented.

FY18 Performance Measures: Community Schools				
Measure	FY16 Actual	FY17 YTD (Q1 and Q2)	FY17 Estimate	FY18 Target
<i>Milestone:</i> Complete a needs assessment and strategic plan for each community school*	N/A		completed for 9 schools	completed for 15 schools <i>(or 11 if litigation is pending)</i>
<i>Milestone:</i> Implement three programs per school as identified by a community school's strategic plan*	N/A			27 total programs implemented across 9 schools

*The Community Schools initiative was launched in nine schools in FY17. A needs assessment and strategic plan will be completed for each of these schools by the end of FY17. Following completion of the strategic plans, three programs per school will be implemented in FY18.

OTHER BUDGETARY IMPACTS

Federal and State (Where Applicable)

A decrease in federal or state funds for Head Start, Head Start Supplemental or Pre-K Counts will reduce the number of children able to access quality pre-K in Philadelphia. Over the next three years, the projections in our expansion of quality pre-K rely on modest increases over the 6,500 locally-funded slots, totaling 10,000 new local, state and federally-funded quality pre-K seats. Any increases or decreases in federal or state funds for quality pre-K would therefore affect our projections. The Trump Administration's initial budget proposal includes significant budget reductions for Health and Human Services that could impact the availability of federally subsidized Head Start seats in Philadelphia.

In addition, the School District of Philadelphia faces a reduction of Title I, Title II, and Medicaid funding. While this would not impact funding for the Community Schools initiative, it could impact the programs and services currently offered at the schools, which could impact the priorities laid out in Community School Plans.

CONTRACTING EXPERIENCE

M/W/DSBE Participation on Large Professional Services Contracts											
Top Five Largest Contracts, FY17											
Vendor Name	Service Provided	Dollar Amount of Contract	RFP Issue Date	Contract Start Date	Ranges in RFP	% of M/W/DSBE Participation Achieved	\$ Value of M/W/DSBE Participation	Total % Participation - All DSBEs	Total \$ Value Participation - All DSBEs	Local Business (principal place of business located within City limits)	Waiver for Living Wage Compliance?
PHMC	Pre-K Intermediary	\$11,799,903	5/10/2016	11/1/2016	MBE: Best Efforts	0%	\$0	0%	\$0	Yes	No
					WBE: Best Efforts	0%	\$0				
					DSBE: Best Efforts	0%	\$0				

Note: Both PHMC and UAC are non-profit organizations. Below is the demographic makeup of each organization’s board of directors.

Note 2: Out of 88 PHLpreK programs, 63 are for-profit business, of which 94% are minority- or women-owned business. MOE is currently working with the Office of Economic Opportunity to help these 59 PHLpreK providers apply for the Minority/Women/Disabled Enterprise (M/W/DSBE) certification.

PHMC Board Demographics			
	Male	Female	Total
African American	5	4	9
White	8	3	11
Hispanic	0	0	0
Asian	0	0	0
Other	0	0	0
Total	13	7	20

UAC Board Demographics			
	Male	Female	Total
African American	12	10	22
White	11	6	17
Hispanic	0	1	1
Asian	1	1	2
Other	0	0	0
Total	24	18	42

EMPLOYEE DATA

Staff Demographics (as of December 2016)				
Full-Time Staff			Executive Staff	
	Male	Female	Male	Female
	African-American	African-American	African-American	African-American
<i>Total</i>	5	12	1	0
<i>% of Total</i>	15%	36%	33%	0%
<i>Average Salary</i>	\$76,600	\$57,167	\$150,000	\$0
<i>Median Salary</i>	\$60,000	\$59,000	\$0	\$0
	White	White	White	White
<i>Total</i>	1	10	0	2
<i>% of Total</i>	3%	30%	0%	67%
<i>Average Salary</i>	\$40,000	\$73,107	\$0	\$115,000
<i>Median Salary</i>	\$40,000	\$68,000	\$0	\$115,000
	Hispanic	Hispanic	Hispanic	Hispanic
<i>Total</i>	3	2	0	0
<i>% of Total</i>	9%	6%	0%	0%
<i>Average Salary</i>	\$62,667	\$71,250	\$0	\$0
<i>Median Salary</i>	\$60,000		\$0	\$0
	Asian	Asian	Asian	Asian
<i>Total</i>	0	0	0	0
<i>% of Total</i>	0%	0%	0%	0%
<i>Average Salary</i>	\$0	\$0	\$0	\$0
<i>Median Salary</i>	\$0	\$0	\$0	\$0
	Other	Other	Other	Other
<i>Total</i>	0	0	0	0
<i>% of Total</i>	0%	0%	0%	0%
<i>Average Salary</i>	\$0	\$0	\$0	\$0
<i>Median Salary</i>	\$0	\$0	\$0	\$0
	Bilingual	Bilingual	Bilingual	Bilingual
<i>Total</i>	3	2	0	0
<i>% of Total</i>	9%	6%	0%	0%
<i>Average Salary</i>	\$53,333	\$57,750	\$0	\$0
<i>Median Salary</i>	\$60,000		\$0	\$0
	Male	Female	Male	Female
<i>Total</i>	9	24	1	2
<i>% of Total</i>	27%	73%	33%	67%
<i>Average Salary</i>	\$67,889	\$64,982	\$150,000	\$115,000
<i>Median Salary</i>	\$60,000	\$60,000	\$150,000	\$115,000

NUMBER OF BILINGUAL EMPLOYEES

Number of Bilingual Employees			
	Spanish	Portuguese	Twi
Policy, Programs, and Public Engagement	0	0	0
PHLpreK	0	0	0
Community Schools	4	1	1
Total - All Divisions	4	1	1
Total - # of Bilingual Employees		5	
Total - # of Languages Spoken		3	