

**OFFICE OF HOMELESS SERVICES (OHS)
FISCAL YEAR 2022 BUDGET TESTIMONY
WEDNESDAY, MAY 5, 2021**

INTRODUCTION

Good Morning, President Clarke, and Members of City Council. I am Liz Hersh, Director of the Office of Homeless Services. Joining me today are David Holloman, Chief of Staff and Peter Curran, Fiscal Officer. I am pleased to provide testimony on the Office of Homeless Services' Fiscal Year 2022 Operating Budget.

DEPARTMENT MISSION & PLANS

Mission: The mission of Philadelphia's Office of Homeless Services (OHS) is to provide the leadership, coordination, planning, and mobilization of resources to make homelessness rare, brief, and nonrecurring in the City.

Philadelphia's homeless services system is comprised of over 70 homeless housing and service providers, predominantly nonprofits, combined with local, state, and federal governmental entities. OHS also leads collaboration with the business, civic, and hospitality sectors through Shared Public Spaces, the Kenney Administration's initiative to generate compassionate, effective solutions to homelessness and panhandling in Philadelphia.

The system provides homelessness prevention and diversion services to those facing imminent homelessness, and emergency, temporary, and long-term housing to Philadelphians experiencing literal homelessness. OHS touches the lives of nearly 20,000 Philadelphians a year.

Plans for Fiscal Year 2022:

The Office of Homeless Services' work is divided into four areas described briefly below with the highlights of our plans in each area.

I. Homelessness Prevention and Diversion

Homelessness prevention and diversion help Philadelphians facing imminent homelessness stabilize their housing situation and avoid shelter placement. A social worker first interviews the individual seeking help to assess their risk of imminent homelessness and resources available to them. Social work staff are trained to help resolve the situation through mediation when possible. In FY21, 20% of those served did not need financial assistance, but mediation only. If needed and if funds are available, small grants (averaging about \$4600 in FY21) are provided to the household to help them move into a new unit or remain safely where they are. This program is accessed by phone to a central hotline number then people are referred to community-based organizations for services. In a two-year look back, no household that had received homelessness prevention and diversion services had entered shelter.

Program FY22 Strategic Goals

- Fully transition homelessness prevention to community-based settings applying a standardized, data-informed risk assessment, and centralized intake accessed through a hotline or online.
- Expand culturally competent and fully accessible services to the Latinx/Hispanic community.
- Explore models and providers to reach other underserved communities such as those with low English proficiency, immigrants and refugees.
- Further develop distinct programs for those who need homelessness prevention versus eviction prevention.

II. Emergency and Temporary Housing

Emergency and Temporary Housing meet the immediate and short-term housing needs of people experiencing homelessness by providing shelter and transitional housing beds.

Through the pandemic from March 2020 through March 2021, the network of homeless shelters funded by OHS have served over 11,000 participants. Through the Safe Shelters Initiative, the known COVID infection rate remained below 3%.

Program FY22 Strategic Goals

- Continue the successful work to reduce the number of people who are experiencing unsheltered homelessness. This includes opening the Beacon Center in Kensington, moving the two Prevention Point shelters off Kensington Avenue and onto the Temple Episcopal Campus, and establishing a pilot Encampment Team to effectively, and compassionately, resolve encampments through a service-led approach.
- Increase the number of people leaving shelter to stable housing situations using innovative housing approaches such as Tiny Homes, Shared Housing and Rapid Rehousing from the Street and the partnership with PHA.
- Connect young children in shelter with high-quality Early Childhood Education opportunities through continuation of the Building Early Learning Links (BELL) project that is privately funded but benefits children and families in homeless assistance programs.
- To increase the wages and incomes of those who are housed temporarily by increasing access to employment, offering transportation and childcare through Help for the Hurdles funded by CARES ESG dollars.
- Collaborate to close gaps in programming for young adults experiencing homelessness, including those attending college.

III. Long-Term Housing

Housed people are not homeless. Homelessness is resolved when people have long-term safe, affordable, and accessible housing, with wraparound services. OHS Employs Two Main Long-Term Housing Programs: Rapid Rehousing (RRH) and Permanent Supportive Housing (PSH). RRH is a one to two-year subsidy accompanied by housing case management. It has an 85 percent success rate in preventing a return to homelessness. PSH is a long-term subsidy with wraparound services designed especially for those who have behavioral health disabilities and may have been homeless for a long time. It has a 90 percent success rate in preventing a return to homelessness. Through the pandemic we have provided over 4200 people with PSH and 3000 with RRH.

Program FY22 Strategic Goals

- Pilot a Tiny Home Village with 12-24 120 square foot units on a central compound with communal kitchen and bathroom to be located on the campus of the Riverview Personal Care Home in Holmesburg.
- To pilot Single Room Occupancy programs that provide a COVID safe environment, but also provide a community-based program in neighborhoods with meals and services on site.
- To expand Shared Housing through the rehabilitation of vacant scattered site PHA units for occupancy by three unrelated adults who are exiting homelessness.
- To expand RRH from the Street as an alternative to shelter for people who are chronically homeless.

IV. Infrastructure and Administrative Services

The Infrastructure and Administrative Services Program has two Divisions that support all service delivery. Policy, Planning and Performance (P3) Division includes strategic planning, performance management, training, grants management, data quality and reporting. The Administrative Services Division is responsible for facilities, asset management, contracts, finance, human resources, and information technology.

Program FY22 Strategic Goals

- Conduct a racial equity analysis of the homeless service system, develop a plan for addressing inequities and implement from the board through the range of programs.
- Systematize grants management in such a way that program, data, and finance are integrated to support performance.
- Continue to drive forward on data-informed program quality enhancements.
- Establish a Compliance Unit to enable the full segregation of compliance activities from quality assurance.
- Implement recommendations from the facilities strategic plan starting with a performance based preventive maintenance contract for City-owned facilities.

Thank you for your support and investment in our work. Together, we are working to make homelessness rare, brief, and nonrecurring.

BUDGET SUMMARY & OTHER BUDGET DRIVERS

Please refer to attached FY22 Budget Hearing Summary Charts in section 1: Staff Demographics Summary, section 2; Employment Levels, section 3: Financial Summary by Class, section 6: Participation Rate and Goal.

PROPOSED BUDGET OVERVIEW

Proposed Funding Request:

The proposed Fiscal Year 2022 General Fund budget totals \$55,321,342, an increase of \$10,282,755 over Fiscal Year 2021 estimated obligation levels. This increase is primarily due to the restoration of \$12.9 million that was cut from our original FY21 budget allocation.

The proposed budget includes:

- \$9,307,467 in Class 100, a \$1,689,332 increase over FY21. This funding will prevent the loss of 20 positions which were funded through the CARES ACT in FY21.
- \$45,637,327 in Class 200, an \$8,593,423 increase over FY21. This funding will prevent significant reductions in the number of shelter beds and services that were funded through the CARES ACT in FY21.
- \$344,127 in Class 300/400, level with FY21. This funding will provide materials, supplies, and equipment needed to carry out the agency's mission.
- \$32,421 in Class 500, level with FY21. This funding will provide enrichment activities for residents residing at Riverview Home.

STAFFING LEVELS

The department is requesting 162 budgeted positions for FY22, a net increase of 19 positions over FY21.

The increase is attributed to the restoration of class 100 funds that were cut from our FY21 budget. These positions were funded through the CARES ACT in FY21.

NEW HIRES

Please refer to attached FY22 Budget Hearing Summary Charts in section 8: New Hires Information.

PERFORMANCE, CHALLENGES, AND INITIATIVES

Homelessness Prevention and Diversion

Measure	 FY20 ACTUAL	 FY21 TARGET	 FY22 TARGET
Number of households provided homeless prevention assistance ¹	1,412	1,000	1,000

¹Due to COVID and its economic devastation, OHS has provided extensions to households in Rapid Rehousing, limiting the number of new admits. Additionally, there have been delays as it relates to application processes. Providers are working remotely and some participants lack means of communication which can delay the process. Some providers have had difficulty locating units because of slow turnover and more competitive rents in Philadelphia.

Program FY22 Strategic Goals

- Fully transition homelessness prevention to community-based settings with the Homebase assessment, a data informed homelessness prevention program, and centralized intake accessed through a hotline.
- Expand culturally competent and fully accessible services to the Latinx/Hispanic community.
- Explore models and providers to reach other underserved communities such as those with low English proficiency, immigrants, and refugees.
- Further develop distinct programs for those who need homelessness prevention versus eviction prevention.

Emergency and Temporary Housing

Measure	 FY20 ACTUAL	 FY21 TARGET	 FY22 TARGET
Percent of exits to permanent housing destinations from shelter and transitional housing programs	36.0%	40.0%	40.0%
Median length of stay in shelter, transitional, and safe haven programs (days)	66	130	130

Program FY22 Strategic Goals

- Continue the successful work to reduce the unsheltered population by opening the Beacon Center in Kensington and expanding the Encampment Resolution Model to effectively and compassionately resolve encampments citywide.

- Increase the number of people leaving shelter to stable housing situations, including testing innovative housing approaches; provide housing focused training and tools for shelter providers.
- Connect young children in shelter with high-quality Early Childhood Education opportunities through continuation of the Building Early Learning Links (BELL) project that is privately funded and benefits children and families in homeless assistance programs.
- Collaborate with family homeless shelters and high-quality early childhood educational programs to close gaps in programming for young adults experiencing homelessness, including those attending college.

Permanent Housing

Measure	 FY20 ACTUAL	 FY21 TARGET	 FY22 TARGET
Number of households provided rapid rehousing assistance to end their homelessness	507	750	500
Percent of households who return to homelessness within two years after exiting to a permanent housing destination	18%	20%	20%
Number of households placed into all types of permanent housing, including permanent supportive housing and rapid rehousing	894	1,200	1,000

Program FY22 Strategic Goals

- Maintain and expand the supply of affordable housing options to reduce the number of people who are unsheltered.
- Continue expansion of the tenant based Rapid Rehousing Program through ESG CARES, pairing it with a new employment and childcare assistance program, called Help for the Hurdles.
- Refine and enhance “Move On” strategies for people who have stabilized. HUD defines a “Move On” strategy as how participants who no longer require intensive services move from supportive housing to less costly and service rich affordable options.

Infrastructure and Administrative Services

Measure	 FY20 ACTUAL	 FY21 TARGET	 FY22 TARGET
Data Quality: Number of key data elements in the Homeless Management Information System (HMIS) that meet the completeness threshold	12 of 16 Data Elements	11 of 16 Data Elements	12 of 16 Data Elements

Program FY22 Strategic Goals

- Conduct a racial equity analysis of the homeless service system, develop a plan for addressing inequities, and implement recommendations.
- Systematize grants management to integrate programs, data and finance to support performance.
- Establish a Compliance Unit starting with hiring a Director of Compliance to enable the full segregation of compliance activities from quality assurance.
- Implement recommendations from the facilities strategic plan.

OHS has a track record of meeting or exceeding performance. The provider network is unified around the goals of making homelessness rare, brief, and nonrecurring. Data quality and consistency continues to improve. Strategic deployment of the CARES ESG funds in FY21 has had a significant positive impact. OHS will continue to provide the leadership, coordination, planning and resources to increase housing placements, employment, invest in prevention, diversion and strive to have shelter be a way station for those in need.

At the same time, today OHS faces a \$4,159,805 General Fund revenue shortfall. Without these funds, Philadelphia will be faced with homeless service cuts. Of greatest concern is the funding for long-term housing to end homelessness especially with the reopening of the local economy.

Another significant challenge is the continued lack of low-barrier housing to address the opioid crisis especially in the Kensington community which is “ground zero” for opioid driven unsheltered homelessness. Community opposition has made the establishment of daytime services and additional low-barrier beds around local hotspots impossible. The net result has been nowhere for those who are on the street to go as an alternative and conditions have continued to worsen consequently. Working with the Opioid Response Unit our goal is to continue to build trust and support to add the needed services that will improve the lives of all those living in Kensington.

OTHER BUDGETARY IMPACTS

Federal and State (Where Applicable)

FY21 has brought significant new state and federal dollars to mitigate the impact of the pandemic. These dollars have been instrumental in preventing service cuts when the City faced a significant revenue shortfall in spring 2020 and they continue to provide housing and service resources for the City.

Philadelphia has leveraged grant dollars through the PA Housing Affordability and Rehabilitation Enhancement program (PHARE) and Home4Good. We have competed successfully for more than six million dollars from the Commonwealth of Pennsylvania, Department of Community and Economic Development through state CARES ESG programs.

Nationally, cities struggled to deploy their CARES ESG funds. In Philly, CARES ESG is funding Rapid Rehousing from the Street, SROS for COVID-vulnerable people, Tiny Homes, Encampment Resolution Team, and “Help for the Hurdles” connecting people in shelter with jobs.

While we anticipate about \$42 million from the American Rescue Plan in the fall, the exact use of the funds, mechanisms for deployment and timing are all currently unknown. HUD has not yet made these decisions. We do know from the legislative language that the priority will be on long-term housing, non-congregate sheltering, and services with options for the acquisition and rehabilitation of property for these purposes. But until the notice and funds are released later this year (we are told fall), we are unable to plan. These plans are exciting and promising, but in the interim leave the City with a potential shortage of emergency, temporary beds.

CONTRACTING EXPERIENCE

Please refer to attached FY22 Budget Hearing Summary Charts in section 4: Contracts Summary.

EMPLOYEE DATA

Please refer to attached FY22 Budget Hearing Summary Charts in section 7: Staff Demographics.

LANGUAGE ACCESS

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

Jashon Bell is the Language Access Coordinator for the Office of Homeless Services. The OHS Language Access Plan is posted online at: <https://www.phila.gov/documents/language-access-plans/>.

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

New hires: 2 African American, Spanish, French, Albanian, 1 white, 1 other

Existing staff: 127 African American, Spanish, French, Albanian, Yoruba, Igbo; 22 white, 8 Hispanic, Spanish; 11 Asian, Spanish, Chinese (Mandarin/Cantonese) Hindi, Malayalan, Javanese, Indonesian, Tamil, Kanada; 5 other, Spanish. Staff provide Language Access Services but neither have received training to date.

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

76 requests through 3rd party provider, 70 requests for Spanish, 2 Ukranian, 1 Arabic, 2 Farsi, 1 Swahili

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

OHS has added more bilingual staff, including staff who speak Mandarin, Korean, and Hindi and other languages. Information flyers and vital forms for participants have been translated into Spanish. Created signs at intake sites/access points in languages other than English. We have multi-lingual and culturally competent staff dispatched in the community to reach people who are unable to come to centralized sites. We regularly use telephonic interpretation services at our intake sites/access points.

CLIMATE CHANGE

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

More severe winter weather has forced the use of more emergency housing facilities during periods of extreme cold. OHS increases staffing to prevent weather related deaths among people experiencing homelessness.

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

- Increased staffing costs
- Costs of increased provider services
- Increased transportation costs moving people from the street to shelter

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

Our goal is to protect people during extreme weather conditions and reduce the number of people experiencing homelessness that perish on the street. OHS will continue to develop programs that address poverty and create paths out of homelessness. Creating more affordable housing opportunities and opportunities to earn money to reduce panhandling can help people move from the street into homes.

1. Staff Demographics Summary

Staff Demographics Summary (as of December 2020)				
	Total	Minority	White	Female
Number of Full-Time Staff	173	151	22	119
Number of Exempt Staff	31	23	8	22
Number of Executive Staff (deputy level and above)	6	3	3	4
Average Salary, Full-Time Staff	\$61,228	\$59,887	\$70,427	\$60,285
Average Salary, Exempt Staff	\$82,146	\$80,218	\$87,687	\$81,055
Average Salary, Executive Staff	\$100,758	\$89,413	\$112,103	\$103,948
Median Salary, Full-Time Staff	\$65,712	\$65,712	\$66,251	\$65,118
Median Salary, Exempt Staff	\$76,230	\$75,016	\$76,354	\$74,250
Median Salary, Executive Staff	\$99,470	\$98,000	\$107,800	\$104,370

2. Employment Levels

Employment Levels (as of December 2020)		
	Budgeted	Filled
Number of Full-Time Positions	190	173
Number of Part-Time Positions	0	0
Number of Exempt Positions	31	31
Number of Executive Positions (deputy level and above)	6	6
Average Salary of All Full-Time Positions	\$61,228	\$61,228
Median Salary of All Full-Time Positions	\$65,712	\$65,712

3. Financial Summary by Class

Departments should delete any budget lines that have \$0 in every year (i.e. if a department has no Class 500 appropriations, actuals, or proposed appropriations, the Class 500 row should be deleted).

General Fund Financial Summary by Class						
	FY20 Original Appropriations	FY20 Actual Obligations	FY21 Original Appropriations	FY21 Estimated Obligations	FY22 Proposed Appropriations	Difference: FY22: FY21
Class 100 - Employee Compensation	\$9,657,675	\$9,545,748	\$8,068,689	\$7,618,135	\$9,307,467	\$1,689,332
Class 200 - Purchase of Services	\$50,879,286	\$50,023,423	\$35,593,350	\$37,043,904	\$45,637,327	\$8,593,423
Class 300/400 - Materials, Supplies & Equipment	\$344,127	\$344,127	\$344,127	\$344,127	\$344,127	\$0
Class 500 - Contributions	\$32,421	\$32,421	\$32,421	\$32,421	\$32,421	\$0
	\$60,913,509	\$59,945,719	\$44,038,587	\$45,038,587	\$55,321,342	\$10,282,755

4. Contracts Summary

This table focuses on large professional services contracts with for-profit vendors.

"Large" is defined as meaning that an RFP was required.

Departments should focus on contracts that have been conformed to date.

Any departments that have large contracts with non-profit providers are encouraged to provide board makeup information in the optional "Non-Profit Vendor Demographics" table below.

M/W/DSBE Participation on Large Professional Services Contracts

Top Five Largest Contracts, FY21

Vendor Name	Service Provided	Dollar Amount of Contract	RFP Issue Date	Contract Start Date	Ranges in RFP	% of M/W/DSBE Participation Achieved	\$ Value of M/W/DSBE Participation	Total % Participation - All DSBEs	Total \$ Value Participation - All DSBEs	Local Business (principal place of business located within City limits) [yes / no]	Waiver for Living Wage Compliance ? [yes / no]
US Facilities, Inc.	Preventive Maintenance/Operation of Covid Quarantine Sites	\$11,164,466	4/7/2017 *new RFP is planned for FY 22	7/1/2017	MBE: 12 - 15%	100%	\$11,164,466	100%	\$11,164,466	Yes	No
					WBE: 8 - 11%	0%	\$0				
					DSBE: Best Efforts	0%	\$0				
Food Management Services dba Linton's Managed Services	Food Service for Residents at the Riverview Home	\$765,511	4/1/2016 *new RFP is planned for FY 22	7/1/2016	MBE: 8 - 11%	8%	\$61,241	8%	\$61,241	No	No
					WBE: 7 - 10%	0%	\$0				
					DSBE: Best Efforts	0%	\$0				
Darlene Morris Love & Care Personal Boarding Home	Emergency Housing at a privately owned Housing Facility	\$725,000	4/3/2018	7/1/2018	MBE: 1- 3%	0%	\$0	100%	\$725,000	Yes	No
					WBE: 1- 3%	100%	\$725,000				
					DSBE: Best Efforts	0%	\$0				
Eccovia dba ClientTrack.	On-going support of the OHS Homeless Management Information System (HMIS).	\$571,241	9/6/2019	1/1/2020	MBE: 2 - 5%	0%	\$0	0%	\$0	No	No
					WBE: 1 - 4%	0%	\$0				
					DSBE: Best Efforts	0%	\$0				
CoreCare Food Service, Inc.	Food Service Provider for Emergency Shelter for Families	\$476,000	3/24/2017	7/1/2017	MBE: 8 - 11%	0%	\$0	0%	\$0	Yes	No
					WBE: 8 - 11%	0%	\$0				
					DSBE: Best Efforts	0%	\$0				

Non-Profit Vendor Demographics

Organization	Minority %	Female %
Public Health Management Corp. (PHMC)		
Workforce	22.00%	77.00%
Executive	52.00%	81.00%
Board	67.00%	43.00%
Hispanic Assoc. of Engineers & Ent. (HACE)		
Workforce	83.00%	72.00%
Executive	83.00%	72.00%
Board	83.00%	33.00%
Women Against Abuse		
Workforce	65.00%	86.00%
Executive	33.00%	92.00%
Board	29.00%	80.00%
Urban Affairs Coalition (UAC)		
Workforce	93.00%	55.00%
Executive	100.00%	50.00%
Board	60.00%	43.00%
Congreso de Latinos Unidos		
Workforce	94.00%	76.00%
Executive	75.00%	75.00%
Board	80.00%	30.00%

5. Performance Measures Table

Please refer to the FY22 Budget Testimony narrative for Performance Measure data.

6. Participation Rate and Goal

The Contract Participation Goal table is for all contracts (Public Works, SS&E, and Professional Services, combined).

Contracts Summary (Professional Services only)

	FY17	FY18	FY19	FY20	FY21	FY21 YTD (Q1 & Q2)
Total amount of contracts	\$2,207,896	\$1,717,088	\$3,288,183	\$5,451,388	\$16,714,459	\$16,714,459
Total amount to M/W/DSBE	\$888,136	\$893,250	\$1,598,385	\$3,560,747	\$12,821,144	\$12,821,144
Participation Rate	40%	52%	49%	65%	77%	77%

Total M/W/DSBE Contract Participation Goal (Public Works; Services, Supplies & Equipment; and Professional Services combined)

	FY20	FY21	FY22
M/W/DSBE Contract Participation Goal	35%	35%	35%

7. Staff Demographics

Biracial employees should be included under "Other."

Staff Demographics (as of December 2020)					
Full-Time Staff			Executive Staff		
	Male	Female		Male	Female
	African-American	African-American		African-American	African-American
<i>Total</i>	36	91	<i>Total</i>	1	1
<i>% of Total</i>	21%	53%	<i>% of Total</i>	17%	17%
<i>Average Salary</i>	\$61,651	\$58,886	<i>Average Salary</i>	\$98,000	\$69,300
<i>Median Salary</i>	\$67,987	\$65,118	<i>Median Salary</i>	\$98,000	\$69,300
	White	White		White	White
<i>Total</i>	13	9	<i>Total</i>	1	2
<i>% of Total</i>	8%	5%	<i>% of Total</i>	17%	33%
<i>Average Salary</i>	\$63,626	\$80,252	<i>Average Salary</i>	\$90,758	\$122,775
<i>Median Salary</i>	\$65,712	\$74,250	<i>Median Salary</i>	\$90,758	\$122,775
	Hispanic	Hispanic		Hispanic	Hispanic
<i>Total</i>	1	7	<i>Total</i>	0	0
<i>% of Total</i>	1%	4%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$78,333	\$53,874	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	\$78,333	\$49,200	<i>Median Salary</i>	N/A	N/A
	Asian	Asian		Asian	Asian
<i>Total</i>	1	10	<i>Total</i>	0	0
<i>% of Total</i>	1%	6%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$68,619	\$54,264	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	\$68,619	\$49,069	<i>Median Salary</i>	N/A	N/A
	Other	Other		Other	Other
<i>Total</i>	3	2	<i>Total</i>	0	1
<i>% of Total</i>	2%	1%	<i>% of Total</i>	0%	17%
<i>Average Salary</i>	\$74,987	\$86,605	<i>Average Salary</i>	N/A	\$100,940
<i>Median Salary</i>	\$74,250	\$86,605	<i>Median Salary</i>	N/A	\$100,940
	Bilingual	Bilingual		Bilingual	Bilingual
<i>Total</i>	3	15	<i>Total</i>	0	1
<i>% of Total</i>	2%	9%	<i>% of Total</i>	0%	17%
<i>Average Salary</i>	\$76,769	\$53,273	<i>Average Salary</i>	N/A	\$100,940
<i>Median Salary</i>	\$78,333	\$40,288	<i>Median Salary</i>	N/A	\$100,940
	Male	Female		Male	Female
<i>Total</i>	54	119	<i>Total</i>	2	4
<i>% of Total</i>	31%	69%	<i>% of Total</i>	33%	67%
<i>Average Salary</i>	\$63,305	\$60,285	<i>Average Salary</i>	\$94,379	\$103,948
<i>Median Salary</i>	\$66,534	\$64,118	<i>Median Salary</i>	\$94,379	\$107,800

Detail for non-binary employees, if applicable: N/A

8. New Hire Information

Date range is 7/1/20 to December 2020 increment run. Detail for any hires since then can be added in the text box below the table.

New Hires (from 7/1/2020 to December 2020)

	Total Number of New Hires	Spanish	French	Albanian
Black or African American	2	1	1	1
Asian	0	0	0	0
Hispanic or Latino	0	0	0	0
White	1	0	0	0
Other	1	0	0	0
Total	4	1	1	1

Detail for new hires since December 2020, if applicable: N/A

All Staff	Spanish	Chinese/Cantonese	Chinese/Mandarin	French	Albanian	Yoruba	Igbo	Malayalam	Hindi	Javanese	Indonesian	Urdu	Tamil	Kananda
Black or African American	1	0	0	2	1	1	1	0	0	0	0	0	0	0
Asian	1	1	2	0	0	0	0	5	3	1	1	1	1	1
Hispanic or Latino	6	0	0	0	0	0	0	0	0	0	0	0	0	0
White	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	9	1	2	2	1	1	1	5	3	1	1	1	1	1

Frontline Staff

	Spanish	Chinese/Mandarin	French	Albanian	Malayalam	Hindi	Urdu	Tamil	Kananda
Black or African American	1	0	2	1	0	0	0	0	0
Asian	0	1	0	0	4	2	1	1	1
Hispanic or Latino	5	0	0	0	0	0	0	0	0
White	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total	6	1	2	1	4	2	1	1	1