

OFFICE OF COMMUNITY EMPOWERMENT AND OPPORTUNITY FISCAL YEAR 2022 BUDGET TESTIMONY

INTRODUCTION

President Clarke and Members of City Council, I am Mitchell Little, Executive Director. Joining me today is Sharon Clinton, Deputy Executive Director. I am pleased to provide testimony on the Office of Community Empowerment and Opportunity's Fiscal Year 2022 Operating Budget.

DEPARTMENT MISSION & PLANS

Mission: The Office of Community Empowerment and Opportunity (CEO) supports the economic growth of Philadelphia by providing leadership on issues of economic justice and advancing racial equity and inclusive growth to ensure that all Philadelphians might share in the city's prosperous future. CEO carries out its mission by funding and piloting new programs, engaging in advocacy, supporting policy research and analysis, and convening local and national stakeholders. The work of CEO is guided by its [Strategic Framework](#).

Plans for Fiscal Year 2022:

As Philadelphia's Community Action Agency, CEO allocates Community Services Block Grant (CSBG), Work Ready, and other dollars that support model programs and services that improve mobility out of poverty. Last year, CEO served over 20,000 low-income Philadelphians, with a focus on initiatives that addressed Workforce Development, Youth, Families and Individuals, Housing Security and Healthy Homes, and Financial Empowerment, and other priorities.

Job Creation and Workforce Development: CEO focuses job creation and workforce development efforts on individuals with the greatest barriers to employment. CEO's focus is on strategies to create new career opportunities for low-skill workers to join the workforce, and workforce training to better prepare individuals to compete for jobs.

- CEO funds the Center for Employment Opportunities that has a proven track record of connecting individuals returning from incarceration to career pathways, along with funding First Step Staffing a non-profit, light-industrial alternative staffing agency offering employment opportunities for individuals transitioning out of homelessness, including veterans, returning individuals, and others facing barriers to employment. In 2020, First Step Staffing placed 1,059 individuals in one or more part-time and full-time positions.

High School Youth: To support high school youth in poverty communities, CEO's Youth Strategies expose students to as many post-secondary options as possible, including diverse careers and college pathways.

- CEO houses the Promise Corps program, which provides teams of AmeriCorps College and Career Coaches (CCCs) to four high schools in the West Philadelphia Promise Zone. In the 2019-2020 school year, CEO provided peer mentoring and coaching to 539 students enrolled in Promise Corps, with 86 percent of all seniors on caseloads graduating on time (compared to 69% average of the School District of Philadelphia).
- In 2020, CEO executed a Summer Work Ready program with 40 youth who received career exposure, financial literacy, and professional development through internship and work experience program models.

Families and Individuals: CEO supports programs that help individuals and families access vital public benefits, including the Supplemental Nutrition Assistance Program (SNAP), the Homestead Exemption, and the Low-Income Home Energy Assistance Program (LIHEAP). Outreach and engagement occur through multiple channels including CEO's Benefits Access Unit, BenePhilly Centers, and Benefit Access Mobile Unit, a van that can be driven to events or locations in high-needs areas. CEO works in coordination with other City departments in these efforts.

- Through its Benefits Access Initiative, CEO offers consumers a streamlined process for submitting multiple applications for public benefits and services through the Community PRISM platform. In 2020, the BenePhilly Initiative completed 6,166 applications for public benefits, with 1,689 successful enrollments.
- In response to COVID-19, in 2020 BenePhilly expanded hotline and remote services and added five new benefits to Community PRISM including Pandemic Unemployment, LIHEAP Recovery Crisis, Emergency Cash Assistance Program, Philadelphia's COVID-19 Emergency Rental Assistance Program, and Federal Economic Impact Payment assistance.

Housing Security Working Group: CEO's Housing Security Working Group (HSWG) is leading the implementation efforts for the recommendations issued by the Mayor's Taskforce on Eviction Prevention and Response.

- In the past year, CEO and HSWG members launched a landlord-tenant mediation pilot program in partnership with Good Shepherd Mediation Program and TURN. The Managing Director's Office and CEO worked to expand the pilot program and move it to a virtual format in 2020. The pilot helped to lay the groundwork for the landlord-tenant mediation component of the City's new Eviction Diversion Program operated by the Department of Housing and Community Development (DHCD) and several partner organizations. Housing Security Working Group partners are also providing input to the City on the development of draft regulations for the Right to Counsel legislation passed by City Council in November 2019.
- CEO provides direct assistance for eviction prevention by funding the Office of Homeless Services' rental assistance program. In 2020, 103 households received over \$146,000 in emergency rental assistance and supportive services to enable them to obtain and/or maintain safe and affordable housing and to reduce their risks of homelessness.

Lead and Healthy Homes: CEO provides \$380,000 annually in funding for the Department of Public Health's Lead and Healthy Homes Program, which provides support to families with children under age six who test positive for elevated blood lead levels.

Older Adult Centers: CEO provides \$414,000 annually in funding for the Department of Parks and Recreation's six (6) Older Adult Centers. The Centers help older residents have fulfilling and independent lives, both at home and in their communities.

Tax Assistance: CEO supports the Campaign for Working Families (CWF), which provides free tax preparation and filing services for income-eligible families and helps them enroll in the Earned Income Tax Credit (EITC). In the 2020 tax year CWF completed over 20,000 federal returns, including CSBG eligible households, and returned over \$31.8 million to working poor families in the city. CWF also helped over 4,200 filers qualify for the EITC, returning an additional \$7.3 million.

Financial Empowerment: CEO offers programs that combine direct service, public awareness, and advocacy efforts to give low-income Philadelphians more resources to manage their income. Such

programs strengthen economic security and give individuals the tools they need to set financial goals such as debt reduction, improving credit scores, and saving for college or a new home.

- Financial Empowerment Centers (FECs) provide free one-on-one financial counseling sessions, offered by counselors at Clarifi, and place low-income families in a better position to both build and manage wealth. In 2020, FECs shifted to remote activities and expanded counseling sessions by 75% to accommodate increased demand due to economic fallout from the COVID-19 pandemic. In 2020, 1,026 individuals received one-on-one financial counseling; 335 increased their savings; 76 reduced debt by 10%; and 88 increased their credit score by at least 35 points.
- In 2020, CEO successfully connected residents with low-incomes to financial counseling by completing a Tax Time Prosperity Program. The pilot program provided 80 individuals, most of whom were Volunteer Income Tax Assistance (VITA) clients, with support in planning for the use of their tax refunds.
- CEO continues our work with the Cities for Financial Empowerment Fund and Bank On Philadelphia. This initiative is aimed at expanding financial access and financial education to reduce the number of people who are unbanked in Philadelphia. This effort was focused on the equity and access of safe and affordable banking products that service Philadelphia communities. This partnership expanded the number of banking institutions from 4 to 6 now providing certified Bank On approved accounts. In 2020, CEO expanded access to safe, affordable banks accounts with the launch of a Philadelphia Bank On website. There have been 1,200 visits to the website since the site launched 16 months ago.

In FY22 CEO will continue to build on the strategies and philosophies included in our Strategic Framework. CEO's strategic initiatives will focus on promoting mobility out of poverty by building on proven programs and working with partner agencies to address critical needs. CEO will seek sustainable funding so that both core programs can be offered at scale and make a greater impact across the city. Priority areas include:

- **Lead, Support, Pilot and Scale Programs:** CEO will continue its defined efforts, functioning as a funder and using its resources to lead, support, pilot, and scale promising programs with a focus on initiatives that address Workforce Development, Youth, Families and Individuals, Housing Security and Healthy Homes, and Financial Empowerment, and other priorities.
- **Response, Repair, Recovery:** With the emergence of the COVID-19 pandemic and its devastating consequences for Philadelphia's residents, CEO has identified priorities that guide the agency's investments designed to address the changing nature of the COVID-19 crisis. Response, repair, and recovery efforts will focus on programs and resources that support the immediate needs of individuals and communities; services that target the frayed safety net and strengthen neighborhood services; and programs and initiatives to address the prolonged impact of COVID-19.
- **Fines and Fees:** CEO convenes discussions around the City's policies on prison, court, and municipal fines and fees. As a part of Mayor Kenney's vision for Inclusive Growth, CEO will continue to lead Philadelphia's efforts to reform fines and fees, particularly those that have an unequal impact on people of color and people living on low incomes.
- **Placed-Based Initiatives:** CEO will continue to coordinate place-based anti-poverty initiatives through the West Philadelphia Promise Zone.

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 \$45,000, level with Fiscal Year 2021 estimated obligation levels.

The proposed budget includes:

- \$45,000 in Class 100, level with FY21.

STAFFING LEVELS

The department is requesting 0 budgeted positions for FY22, level with FY21.¹

NEW HIRES

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

¹ CEO's positions are funded by the Grants Fund. \$45,000 in the general fund is used as a match.

PERFORMANCE, CHALLENGES, AND INITIATIVES

| Measure |  CY20 ACTUAL |  CY21 TARGET |  CY22 TARGET |
|---|---|---|---|
| Benefits Access: Number of households who enroll in benefits | 962 | 975 | 1,000 |
| Benefits Access: Average dollar value of benefits accessed per household | \$4,617 | \$2,500 | \$2,500 |
| Financial Empowerment: Number of individuals who received one-on-one financial counseling | 1,026 | 740 | 800 |

Program FY22 Strategic Goals

- Successful implementation of the priorities outlined in the Strategic Framework.
- Align program funding with the mission to promote racial equity.
- Contribute to citywide initiative and policy development where CEO has experience, data, or perspective.
- Research best practices and develop model programs or practices for promoting economic mobility out of poverty.
- Offer training to provider partners and community members to support their capacity to address economic mobility and equity issues.
- Develop performance metrics to evaluate equity goals for CEO.

OTHER BUDGETARY IMPACTS

Federal and State (Where Applicable)

An increase in federal and/or state funding would allow CEO to allocate more financial resources to our community partners and providers for increased contractual deliverables. Additional financial resources would allow CEO to reach more families impacted by poverty and have a greater impact in helping them to achieve financial equity.

A decrease in federal and/or state funding would lessen our ability to provide services and resources to low-income individuals, families, and communities in Philadelphia. Less funding would also impact our subcontracted partners and providers and their capacity to coordinate financial resources to maintain vital services for constituents.

As a Community Action Agency, our role in keeping families connected to critical services is incredibly important, especially during the national pandemic. A lack of resources limit both these families' ability to prepare for emergencies and their ability to recover. It is important that CEO be able to rely on consistent and sustainable resources over time, to mitigate the long-term effects of COVID-19 and social unrest in vulnerable communities.

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.**

Sulaiman Wood is the language access coordinator for CEO. The last departmental training was held in February 2017. The language access plan posting can be found here:

<http://www.sharedprosperityphila.org/wp-content/uploads/2016/08/FinalCEOLanguageAccessPlan.pdf>

- 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 (from 7/1/2020 to December 2020) | | |
|--|---------------------------|---------|
| | Total Number of New Hires | English |
| Black or African American | 2 | 2 |
| Asian | 0 | 0 |
| Hispanic or Latino | 0 | 0 |
| White | 0 | 0 |
| Other | 0 | 0 |
| Total | 2 | 2 |

| All Staff | | | |
|---------------------------|---------|---------|--------|
| | English | Spanish | Korean |
| Black or African American | 20 | 1 | 0 |
| Asian | 1 | 0 | 1 |
| Hispanic or Latino | 4 | 4 | 0 |
| White | 3 | 0 | 0 |
| Other | 0 | 0 | 0 |
| Total | 28 | 5 | 1 |

CEO has hired 2 new employees since December 2020. Both are white females with English as their primary language. Currently, four (4) CEO front-line personnel are trained to provide language access services as a part of their regular engagement with community service(s).

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.

Due to the pandemic, services in general have been impacted. In the past year, CEO received one request for translation of a public notice, that was referred to the Office of Immigration Affairs for handling as a part of our plan.

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

We have begun and continue in conversation with our subcontracted partners and providers about continuous improvement and review of language access services that fully reflect our changing community needs. CEO is currently utilizing learned information from our various partnerships to help inform the update of CEO's language access plan for 2021.

CLIMATE CHANGE

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

As a single factor, it's affect informs thoughtful and targeted strategies. The Fourth National Climate Assessment reports that climate change will hit low-income communities the hardest as it takes a toll on the United States. Already recognizing that climate change is taking place, CEO has had to adjust our behaviors, systems, and infrastructure in response to already growing service needs and other impacts climate change has on the well-being of vulnerable communities. In urban areas such as Philadelphia, low-income families live in neighborhoods with the greatest exposure to climate and extreme weather events, the report says. This includes living near sites with high pollution smog, litter, and in housing developments without access to sufficient insulation or air conditioning.

In Philadelphia low-income communities and communities of color have higher rates of serious health consequences associated with conditions such as heart and lung disease, heat stroke and asthma attributed to climate change. In urban Philadelphia, approximately one out of five children have asthma, leaving them especially vulnerable. We've already created a strong partnership with the Department of Public Health's Lead and Healthy Homes Program, and expect to see an increase in services to reduce health and safety hazards in homes of low-income children in Philadelphia.

We would also expect that lack of health insurance among the people living in poverty will also intensify the risks of illnesses caused by climate change, leading to an increase in the need for communications and services from our BenePhilly Initiative, which connects families to essential benefits and information.

Impoverished communities spend a greater portion of their income on basic necessities. Climate change ultimately impacts the quality agriculture, the availability of clean water, and energy production. This will lead to higher prices for basic necessities such as groceries, water and energy for Philadelphia communities who already have difficulty managing their money. CEO will continue to respond expecting to serve additional clients through our Financial Empowerment Centers, already helping families to earn, keep and grow their finances.

Research shows a set of compelling connections between warm weather and crime rates, especially in the winter. Warmer winters set the stage for more violent crimes like assault and robbery, likely because warmer weather creates more opportunities for interactions between people. CEO expects an increase in the need for social intervention services that help to reduce crime. Helping to mitigate this impact, programs and services offered by CEO and its partners help families meet basic needs such as employment, housing, financial education, health services, and access to benefits, which are all cost-effective ways to reduce crime rates.

As a part of a national community action network, CEO works alongside its partners in helping to create, fight for and challenge measures that might impact the calculation of the Official Poverty Measure which is enormously consequential to the Community Action Network.

We act to advocate and work to protect access and qualification for the critical federal programs and services offered by the Community Action network, helping to fulfill our purpose together in moving people out of poverty.

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

As outlined above, climate change will increase CEO's need to respond at a greater pace to narrow the gap of inequity associated with needs and services for low-income communities – which ultimately leads to increased costs as we increase staff and services strategically in response.

Data shows that lower income neighborhoods in Philadelphia can be twenty-two degrees hotter on a given day than higher income neighborhoods a mere mile or two away. This is likely due to lack of tree cover and green space, more heat absorbing concrete and roofing, and other reasons. High and rising temperatures also place a growing burden on energy bills particularly in the summer months as the need for air conditioning rises. A shift in the need for energy assistance benefits from the winter to the summer months, a need for more cooling centers in low-income neighborhoods for vulnerable individuals, and other climate mitigation affects may create a growing demand for CEO's services, and a need for more partnership with other city departments leading climate mitigation efforts.

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

CEO is uniquely positioned to inform, partner, and meet the immediate needs of customers impacted by climate change. Our strategic model includes continuous innovation to scale-up necessary to meet the needs of the communities. By helping to inform the roadmap, increasing advocacy through research and analysis, increasing service hours, funding, and introducing variables of service delivery through partnership with larger agencies to meet the increased demand are just a few of our goals already articulated in our Strategic Framework necessary to help the city meet various climate commitments, as outlined above.

1. Staff Demographics Summary

| Staff Demographics Summary (as of December 2020) | | | | |
|--|-----------|-----------|----------|-----------|
| | Total | Minority | White | Female |
| Number of Full-Time Staff | 28 | 25 | 3 | 15 |
| Number of Exempt Staff | 28 | 25 | 3 | 15 |
| Number of Executive Staff (deputy level and above) | 2 | 2 | 0 | 1 |
| Average Salary, Full-Time Staff | \$66,893 | \$66,347 | \$71,446 | \$63,185 |
| Average Salary, Exempt Staff | \$66,893 | \$66,347 | \$71,446 | \$63,185 |
| Average Salary, Executive Staff | \$119,953 | \$119,953 | N/A | \$112,700 |
| Median Salary, Full-Time Staff | \$62,175 | \$60,000 | \$74,089 | \$56,527 |
| Median Salary, Exempt Staff | \$62,175 | \$60,000 | \$74,089 | \$56,527 |
| Median Salary, Executive Staff | \$119,953 | \$119,953 | N/A | \$112,700 |

2. Employment Levels

| Employment Levels (as of December 2020) | | |
|--|----------|----------|
| | Budgeted | Filled |
| Number of Full-Time Positions | 37 | 28 |
| Number of Part-Time Positions | 0 | |
| Number of Exempt Positions | 36 | 28 |
| Number of Executive Positions (deputy level and above) | 2 | 2 |
| Average Salary of All Full-Time Positions | \$68,827 | \$66,893 |
| Median Salary of All Full-Time Positions | \$64,350 | \$62,175 |

3. Financial Summary by Class

Some departments may also want to provide financial summary tables for other funds, such as the Grants Fund. 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 | \$90,000 | \$90,000 | \$45,000 | \$45,000 | \$45,000 | \$0 |
| | \$90,000 | \$90,000 | \$45,000 | \$45,000 | \$45,000 | \$0 |

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] |
|----------------------------|------------------|---------------------------|----------------|---------------------|---------------|--------------------------------------|------------------------------------|-----------------------------------|--|--|--|
| ab+c Creative Intelligence | Public Awareness | \$68,660 | 10/14/2020 | 1/1/2021 | MBE: | 45% | \$30,897 | 45% | \$30,897 | | |
| | | | | | WBE: | 0% | \$0 | | | | |
| | | | | | DSBE: | 0% | \$0 | | | | |

| Non-Profit Vendor Demographics | | |
|-------------------------------------|------------|----------|
| Benefits Data Trust | Minority % | Female % |
| Workforce | 53.00% | 62.00% |
| Executive | 28.00% | 44.00% |
| Board | 33.00% | 22.00% |
| First Step Staffing | Minority % | Female % |
| Workforce | 72.00% | 72.00% |
| Executive | 50.00% | 67.00% |
| Board | 33.00% | 67.00% |
| Center for Employment Opportunities | Minority % | Female % |
| Workforce | 83.00% | 33.00% |
| Executive | 43.00% | 57.00% |
| Board | 54.00% | 53.00% |
| Campaign for Working Families | Minority % | Female % |
| Workforce | 57.00% | 38.00% |
| Executive | 50.00% | 38.00% |
| Board | 43.00% | 43.00% |
| JEVS Human Services | Minority % | Female % |
| Workforce | 72.00% | 67.00% |
| Executive | 9.00% | 45.00% |
| Board | 4.00% | 33.00% |

5. Performance Measures Table

The Budget Office will copy this table in from the Five Year Plan.

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) | | | | | | |
|--|-----------|-----------|-----------|----------|-------|--------------------|
| | FY18 | FY19 | FY20 | FY21 | FY22* | FY21 YTD (Q1 & Q2) |
| Total amount of contracts | \$271,788 | \$185,489 | \$195,000 | \$68,660 | TBD | \$68,660 |
| Total amount to M/W/DSBE | \$140,000 | \$54,250 | \$78,000 | \$30,897 | TBD | \$30,897 |
| Participation Rate | 52% | 29% | 40% | 45% | TBD | 45% |

*FY22 data is not available at this time.

| 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 | 50% | 50% | 45% |

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> | 10 | 10 | <i>Total</i> | 1 | 1 |
| <i>% of Total</i> | 36% | 36% | <i>% of Total</i> | 50% | 50% |
| <i>Average Salary</i> | \$73,350 | \$64,282 | <i>Average Salary</i> | \$127,205 | \$112,700 |
| <i>Median Salary</i> | \$67,966 | \$55,043 | <i>Median Salary</i> | \$127,205 | \$112,700 |
| | White | White | | White | White |
| <i>Total</i> | 2 | 1 | <i>Total</i> | 0 | 0 |
| <i>% of Total</i> | 7% | 4% | <i>% of Total</i> | 0% | 0% |
| <i>Average Salary</i> | \$70,125 | \$74,089 | <i>Average Salary</i> | \$0 | \$0 |
| <i>Median Salary</i> | \$70,125 | \$74,089 | <i>Median Salary</i> | \$0 | \$0 |
| | Hispanic | Hispanic | | Hispanic | Hispanic |
| <i>Total</i> | 1 | 3 | <i>Total</i> | 0 | 0 |
| <i>% of Total</i> | 4% | 11% | <i>% of Total</i> | 0% | 0% |
| <i>Average Salary</i> | \$51,480 | \$55,506 | <i>Average Salary</i> | \$0 | \$0 |
| <i>Median Salary</i> | \$51,480 | \$53,559 | <i>Median Salary</i> | \$0 | \$0 |
| | Asian | Asian | | Asian | Asian |
| <i>Total</i> | 0 | 1 | <i>Total</i> | 0 | 0 |
| <i>% of Total</i> | 0% | 4% | <i>% of Total</i> | 0% | 0% |
| <i>Average Salary</i> | \$0 | \$64,350 | <i>Average Salary</i> | \$0 | \$0 |
| <i>Median Salary</i> | \$0 | \$64,350 | <i>Median Salary</i> | \$0 | \$0 |
| | Other | Other | | Other | Other |
| <i>Total</i> | 0 | 0 | <i>Total</i> | 0 | 0 |
| <i>% of Total</i> | 0% | 0% | <i>% of Total</i> | 0% | 0% |
| <i>Average Salary</i> | \$0 | \$0 | <i>Average Salary</i> | \$0 | \$0 |
| <i>Median Salary</i> | \$0 | \$0 | <i>Median Salary</i> | \$0 | \$0 |
| | Bilingual | Bilingual | | Bilingual | Bilingual |
| <i>Total</i> | 1 | 5 | <i>Total</i> | 0 | 0 |
| <i>% of Total</i> | 4% | 18% | <i>% of Total</i> | 0% | 0% |
| <i>Average Salary</i> | \$51,480 | \$54,839 | <i>Average Salary</i> | \$0 | \$0 |
| <i>Median Salary</i> | \$51,480 | \$53,559 | <i>Median Salary</i> | \$0 | \$0 |
| | Male | Female | | Male | Female |
| <i>Total</i> | 13 | 15 | <i>Total</i> | 1 | 1 |
| <i>% of Total</i> | 46% | 54% | <i>% of Total</i> | 50% | 50% |
| <i>Average Salary</i> | \$71,171 | \$63,185 | <i>Average Salary</i> | \$0 | \$0 |
| <i>Median Salary</i> | \$64,350 | \$56,527 | <i>Median Salary</i> | \$0 | \$0 |

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

8. New Hire Information/Language Access

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 | English |
| Black or African American | 2 | 2 |
| Asian | 0 | 0 |
| Hispanic or Latino | 0 | 0 |
| White | 0 | 0 |
| Other | 0 | 0 |
| Total | 2 | 2 |

Detail for new hires since December 2020, if applicable: **CEO has hired 2 new employees since December 2020. Both are white females with English as their primary language.**

| All Staff | | | |
|---------------------------|---------|---------|--------|
| | English | Spanish | Korean |
| Black or African American | 20 | 1 | 0 |
| Asian | 1 | 0 | 1 |
| Hispanic or Latino | 4 | 4 | 0 |
| White | 3 | 0 | 0 |
| Other | 0 | 0 | 0 |
| Total | 28 | 5 | 1 |

| Frontline Staff | | |
|---------------------------|---------|---------|
| | English | Spanish |
| Black or African American | 6 | 1 |
| Asian | 0 | 0 |
| Hispanic or Latino | 3 | 3 |
| White | 1 | 0 |
| Other | 0 | 0 |
| Total | 10 | 4 |