

**DEPARTMENT OF HUMAN SERVICES
FISCAL YEAR 2023 BUDGET TESTIMONY
APRIL 13, 2022**

INTRODUCTION

Good Morning, President Clarke and Members of City Council. I am Kimberly Ali, Commissioner of the City of Philadelphia Department of Human Services. I am pleased to provide testimony on the Department of Human Services' Fiscal Year 2023 Operating Budget.

DEPARTMENT MISSION & PLANS

Mission: The Philadelphia Department of Human Services (DHS) is the county's child welfare agency. The Department's mission is to provide and promote child safety, permanency, and wellbeing for children and youth at risk of abuse, neglect, and delinquency.

Plans for Fiscal Year 2023:

During FY 23, the Department of Human Services (DHS) through its Child Welfare Operations (CWO) division, will continue to safely divert children and families from entering the child welfare system through our Community Based Prevention Services. In the first half of fiscal year 2022, DHS prevention providers served 3,094 children. DHS has implemented the Family Engagement Initiative (FEI), which will support the continued effort to reduce the number of children in out of home care and reduce the use of congregate care. FEI will focus on the engagement of family to build additional supports and resources. As of December 31, 2021, there were a total of 4,026 children in placement. At this time, more than half of the children placed outside of their own home are in kinship care, which is above the national benchmark of 32%. As of December 2021, 6.9% of dependent youth in placement were placed in congregate care, which is below the state average of 13% and lower than the national average of 9.5%. Consistent with the goals of Improving Outcomes for Children, DHS will work with our CUA partners to increase the number of families able to safely reunify with their children. Lastly, DHS along with partner City agencies will design interventions focused on eliminating the disproportionate formal child welfare involvement of Black Children, Youth, Families, and Communities due to allegations of neglect as well as other socioeconomic factors.

The Juvenile Justice Division of DHS will continue to focus on reducing the number of youth in detention with an enhanced focus on increasing the use of diversionary services and decreasing the reliance on out of home placement. Over the last four years, the delinquent congregate care population has declined by over 86%. DHS continues to divert youth from arrest through our Intensive Prevention Services (IPS). As of October 2021, DHS opened a seventh IPS provider, which increased the capacity to serve a total of 1,300 youth each year. The leadership of the division will continue to collaborate with the Court, Probation, and other stakeholders to build a data sharing system that will allow for continued enhancement of services and allow the division to ensure that appropriate services are available to support youth and their families. Also, in December 2021, in collaboration with City Council and the Philadelphia Police Department, DHS opened two Community Evening Resource Centers. The Centers are located in the South and Southwest sections of the City. The purpose of these Centers is to provide site-based services to youth who are at risk, and who have come to the attention of the Philadelphia Police after a curfew

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violation. While at the Centers, the youth are connected with services that include structured activities that promote positive youth development with an emphasis on family engagement, conflict resolution, violence prevention, mentoring/coaching and other service linkages. With the support of City Council, we have issued an RFP to establish two additional sites in the Central and Northwest sections of the city. In FY23, the division also plans to increase violence prevention programming through an array of program expansion and case management supports.

BUDGET SUMMARY & OTHER BUDGET DRIVERS

[Budget will insert the Excel tables: *staff demographics summary, employment levels, financial summary by class, contracts summary, and total M/W/DSBE contract participation goal*]

PROPOSED BUDGET OVERVIEW

Proposed Funding Request:

The proposed Fiscal Year 2023 General Fund budget totals \$187,906,530, an increase of \$6,672,508 over Fiscal Year 2022 estimated obligation levels. This increase is primarily due to a 3.25% wage increase, three new Community Schools, increases in Violence Prevention programming, Community Evening Resource Centers (CERC) and in PHLPreK slots.

The proposed budget includes:

- \$34,348,905 in Class 100, a \$94,575 increase over FY22. This funding will increase staffing for Community Schools.
- \$151,445,655 in Class 200, a \$7,97,571 increase over FY22. This funding will increase PHLPreK slots, new Community Evening Resource Centers (CERC), violence prevention programming as well as additional Community Schools.
- \$2,111,970 in Class 300/400, which is level with FY22.

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STAFFING LEVELS

The department is requesting 1,835 budgeted positions for FY23, an increase of 5 positions over FY22.

The position complement increase is to support the work associated with the Community School expansion to 20 schools in FY23.

NEW HIRES

Please refer to attached FY23 Budget Hearing Summary Charts in section 8: New Hires Information.

PERFORMANCE, CHALLENGES, AND INITIATIVES

Administration And Management

Performance Measure	FY21 Year-End	FY22 Target	FY23 Target
Percentage of DHS/Community Umbrella Agency (CUA) employees who complete Charting the Course and stay employed in the DHS or CUA system for one year	77.4%	≥ 70.0%	≥ 70.0%

Program FY23 Strategic Goals

- Continue to support employees working remotely.
- Support the Department in continuity of operations during all hazards.
- Improve retention by five percent.
- Implement recommendations from new hire and stay interviews.
- Implement processes and systems to provide quality and timely services.

Finance

Performance Measure	FY21 Year-End	FY22 Target	FY23 Target
Percentage of current year placement provider contracts conformed by the end of Q1	14.6%	≥ 75.0%	≥ 75.0%

Program FY23 Strategic Goals

- Continue to maximize federal and state revenue across programs within the Department.
- In coordination with other divisions, continue to prepare for the Family First Prevention Services Act (FFPSA).
- Establish a handbook for new providers to break barriers to entry and guide providers through the contracting and invoicing process.

Performance Management and Technology

Performance Measure	FY21 Year-End	FY22 Target	FY23 Target
Percentage of CUA case file reviews completed per quarter	15.0%	15.0%	15.0%

Program FY23 Strategic Goals

- Continue to work with providers to ensure implementation and monitoring of scope of services for congregate care facilities under contract with DHS.
- Continue to work with system providers to monitor, track, and report out on provider performance issues as it relates to congregate care and the recommendations of the [Youth Residential Placement Taskforce](#).
- Develop and implement new tools to evaluate Child Welfare Diversion and Juvenile Justice Diversion programs.
- Complete third phase of the research study to identify and address ethno-racial disproportionality in the child welfare system.
- Data Warehousing and Reporting: Complete full migration of Data Warehouse, including completing new data analytics and reporting environment.
- Data Center and Infrastructure Strategy: Fully implement Disaster Recovery Plan, including redundant environment in the cloud.
- Case Management System Strategy: Finalize all upgrades of Case Management System and complete Legacy Mainframe Migration.
- Customer Service Strategy: Continue to improve Help Desk Customer Service capability by implementing a new asset management and ticketing systems, a cloud-based phone system for Child Welfare Hotline and developing updated IT knowledgebase and trainings for users.

Child Welfare Operations

Performance Measure	FY21 Year-End	FY22 Target	FY23 Target
Dependent placement population (as of the last day of the quarter)	4,349	≤4,200	≤4,050
Percent of Child Protective Services (CPS) investigations that were determined within 60 days	99.3%	≥ 98.0%	≥ 98.0%
Percent of General Protective Services (GPS) investigations that were determined within 60 days	97.6%	≥ 90%	≥ 90%
Percent of children who enter an out-of-home placement from in-home services ¹	8.0%	≤ 8.9%	≤ 9.0%
Percent of children in out-of-home placement who achieved permanency out of all children in placement in a given year	21.5%	≥ 24%	≥ 24%
Percent of dependent placement population in Congregate Care (as of the last day of the quarter)	8.0%	≤ 7.1%	≤ 7.1%
Percent of dependent placement population in Kinship Care (as of the last day of the quarter)	50.8%	≥50.0%	≥ 50.0%

¹ This outcome is a cumulative measure, meaning that the first quarter percentage appears lower than the ensuing quarters' rates. It takes into account all activity for the entire fiscal year up to the last day of the reported quarter. In-home services are case management services provided to a family to stabilize family functioning and prevent placement. Out-of-home placement includes foster care, kinship care, and congregate care. DHS projects fluctuations in this performance measure based on the unpredictability of case severity and likelihood that structural factors impacting Philadelphia families may have some impact on the ability for In Home Services to meet the stability needs.

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Percent of dependent placement population in care more than two years (as of the last day of the quarter)	50.9%	≤ 36.0%	≤ 36.0%
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Program FY23 Strategic Goals

- Continue to divert youth and families from entering dependent care.
- Reduce the number of children in out of home and congregate care.
- Increase the number of families able to safely reunify with their children.
- Focus on eliminating the disproportionate formal child welfare involvement of Black youth and families.
- Prepare for the implementation of the Family First Prevention Services Act.

Juvenile Justice Services (JJS)

Performance Measure	FY21 Year-End	FY22 Target	FY23 Target
Average daily number of youth in detention at the Philadelphia Juvenile Justice Services Center (PJJSC)	129.8	≤ 136.0	≤ 136.0

Program FY23 Strategic Goals

- Continue to work with juvenile justice stakeholders to safely increase the utilization of diversionary services to reduce the number of youth in out of home placement.
- Improve safety culture and retention among staff.
- Work with stakeholders to reduce the number of youth in detention and the length of stay for youth at the PJJSC.
- Enhance JJS staffing infrastructure
- Advance the implementation of the Juvenile Detention Alternative Initiative.
- Increase trauma-informed focus for programming for youth served by JJS.

OTHER BUDGETARY IMPACTS

Federal and State (Where Applicable)

Federal

The proposed budget includes approximately \$160M in federal funding, made up of the following components:

1. \$26.0M in TANF, primarily used for Out-of-School Time programming.
2. \$123.5M in Traditional Title IV-E for income-eligible children and youth in placement, adopted or with permanent legal custodianship.
3. \$3.5M in Title XX, which supports child protective services; and
4. \$2.6M in Title IV-B, a small but flexible child welfare-related allocation.
5. \$4M in various smaller Federal grants that support child welfare services

State

DHS's proposed budget assumes \$409.6M in State funding, primarily through Act 148. This funding is applied to all the services DHS provides, including diversionary, placements, juvenile justice and administrative functions. Services provided by DHS are legislatively required to address a demonstrated need through the Commonwealth's annual Needs Based Plan and Budget process. The funding is received on a reimbursement rate basis that varies based on the type of service rendered.

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CONTRACTING EXPERIENCE

Please refer to attached FY23 Budget Hearing Summary Charts in section 4: Contracts Summary.

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EMPLOYEE DATA

Please refer to attached FY23 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.**

DHS Language Access Coordinator is Tanya Rozier. Due to the number of staff at DHS and the Community Umbrella Agencies (CUA) our last department wide training was in 2019. DHS’ Language Access Coordinator provides training to all newly hired staff. The last training for newly hired staff was conducted in 2020. DHS plans to offer virtual Language Access trainings throughout the remainder of FY22 to all DHS and CUA staff. DHS’s language access plan is posted online: <https://beta.phila.gov/documents/language-access-plans/>. The DHS language access plan will be revised by June 2022 to ensure the most up to date and comprehensive information is included in the plan.

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

The information on how to contact the DHS’ Language Access Coordinator, the process and instructions to utilize these services are available on DHS Central and the DHS Connect home pages, for DHS and CUA staff. The Child Welfare Operations Division, in partnership with DHS University, will provide language access training to all newly hired DHS and CUA staff as a part of their onboarding.

	Total Number of New Hires	Arabic
Black or African American	43	1
Asian	2	0
Hispanic or Latino	5	0
White	6	0
Other	6	0
Total	62	1

- 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.**

DHS and CUA staff submit requests for in-person interpreters, utilization of telephonic interpreters and requests for document translation. Throughout this year, in-person and telephonic interpretation have been requested for the following languages: Spanish, Pashto,

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Vietnamese, Indonesian, Portuguese, Haitian Creole, Russian, Arabic, Mandarin, Bengali, Cantonese. In-person and virtual requests for American Sign Language interpreters have also been fulfilled. For children, youth and families involved with DHS, the request for interpreters have been for on-going services to include case management, supervised visits, home visits and for parents attending Parenting Groups through the Achieving Reunification Center. DHS utilizes vendors: GLOBO and Nationalities Services Center for in-person, virtual and telephonic interpretation. United Language Group is utilized for telephonic interpretation and the Deaf Hearing Communication Centre is utilized for American Sign Language interpreters. The document translation vendor utilized by DHS is Powerling.

This year DHS has completed the translation of the following documents: Spanish translations included- Letters to Biological Family, Confirmation Letter, Legal petitions (Termination of Parental Rights, Vols Petition, Petition to Confirm Consent); documents for Gun Safety Campaign, Annual Phone A Thon Document, documents for Foster Care Parent Café; Vietnamese translations included: Petition to Confirm Consent, Supervised Visit Letter. In addition, translation services were also provided in Arabic for: Child Protective Services Letter and Supervised Visitation Schedule Letter.

Below is a total number of requests made:

In-Person Interpretation

ASL	71
Arabic	6
Bengali	4
Haitian Creole	2
Portuguese	5
Russian	1
Spanish	76
Vietnamese	1
Indonesian	5

Virtual Interpretation

ASL	9
Arabic	1
Bengali	3
Mandarin	3
Haitian Creole	9
Indonesian	2
Portuguese	11
Russian	1
Spanish	110
Vietnamese	23

Telephonic Interpretation

Albanian	5
Armenian	1
Arabic	9
Bengali	6
Burmese	2
Cambodian	5
Cantonese	4
Creole	9

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Dari	34
Farsi	1
French	7
Haitian Creole	29
Indonesian	6
Karen	2
Kichi	15
Korean	2
Mandarin	99
Nepali	1
Pashto	3
Polish	2
Portuguese	35
Portuguese Brazilian	2
Russian	21
Spanish	1479
Thai	1
Turkish	5
Ukrainian	1
Urdu	1
Uzbek	5
Vietnamese	20

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

DHS has created a Language Access Mailbox, exclusively for interpreter and document translation requests. The creation of the Language Access Mailbox allows others authorized to access and fulfill interpretation/document translation requests, in the absence of the Language Access Coordinator. The Language Access Memo is sent via a mass email to DHS and CUA on a quarterly basis. The Language Access Memo explains the process of requesting an interpreter/document translation as well as provides the 24-hour toll-free number for immediate translation needs.

DHS and CUA staff are required to utilize on-site and telephonic interpretation as well as document translation to engage children, youth, and families. DHS will continue to seek different methods to ensure that the department improves Language Access services.

CLIMATE CHANGE

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

DHS' Juvenile Justice Services can be affected by climate change because of the number of youth engaged in delinquent behavior and juvenile crime typically increases during the summer months. DHS is in the process of expanding diversionary services to prevent further penetration in the Juvenile Justice System.

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

Given the potential in youth violence, the climate change can increase costs for our Department because of the need to provide services to prevent youth from future delinquent behaviors. The increase costs would be for the expansion of additional slots for Intensive Prevention Services (IPS) and Community Evening Resource Centers (CERC).

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

DHS plans to expand the number of IPS slots per program and open two additional Community Evening Resource Centers to connect youth with services that will prevent delinquent behaviors. DHS will educate stakeholders through community meetings and will also work with the Captains of the various police districts to inform them of the Juvenile Justice prevention/diversionary services. DHS is also planning at least one community event at Millcreek Recreation Center to promote anti-violence.

1. Staff Demographics Summary

Staff Demographics Summary (as of December 2021)				
	Total	Minority	White	Female
Number of Full-Time Staff	1408	1200	208	1069
Number of Exempt Staff	66	44	22	46
Number of Executive Staff (deputy level and above)	9	7	2	7
Average Salary, Full-Time Staff	\$64,379	\$63,867	\$67,336	\$64,634
Average Salary, Exempt Staff	\$96,752	\$99,548	\$91,161	\$99,731
Average Salary, Executive Staff	\$142,667	\$145,572	\$132,500	\$143,429
Median Salary, Full-Time Staff	\$70,334	\$70,334	\$70,334	\$70,334
Median Salary, Exempt Staff	\$92,700	\$92,700	\$87,500	\$101,500
Median Salary, Executive Staff	\$140,000	\$140,000	\$132,500	\$145,000

2. Employment Levels

Employment Levels (as of December 2021)		
	Budgeted	Filled
Number of Full-Time Positions	1835	1408
Number of Part-Time Positions	0	0
Number of Exempt Positions	66	66
Number of Executive Positions (deputy level and above)	9	9
Average Salary of All Full-Time Positions	\$64,379	\$64,379
Median Salary of All Full-Time Positions	\$70,334	\$70,334

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						
	FY21 Original Appropriations	FY21 Actual Obligations	FY22 Original Appropriations	FY22 Estimated Obligations	FY23 Proposed Appropriations	Difference: FY23-FY22
Class 100 - Employee Compensation	\$28,025,714	\$28,025,714	\$32,182,866	\$34,254,330	\$34,348,905	\$94,575
Class 200 - Purchase of Services	\$123,364,759	\$123,364,759	\$142,585,334	\$143,474,084	\$151,445,655	\$7,971,571
Class 300/400 - Materials, Supplies & Equipment	\$1,253,847	\$1,253,847	\$2,111,970	\$2,111,970	\$2,111,970	\$0
Class 500 - Contributions		\$1,567,138	\$1,393,638	\$1,393,638	\$0	(\$1,393,638)
Class 800 - Payment to Other Funds						\$0
	\$152,644,320	\$154,211,458	\$178,273,808	\$181,234,022	\$187,906,530	\$6,672,508

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, FY22

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]
Example	Example	\$100	12/1/2020	1/1/2020	MBE:	20%	\$20	100%	\$100	No	No
					WBE:	20%	\$20				
					DSBE:	60%	\$60				
Modis	Staff Augmentation-IT	\$4,050,000	7/23/2020	9/1/2020	MBE: 30-33	11%	\$451,364	11%	\$451,364	No	No
					WBE: 10-13	0%	\$0				
					DSBE:	0%	\$0				
FutureNet	Staff Augmentation-IT	\$2,900,000	7/23/2020	9/1/2020	MBE: 30-33	100%	\$2,900,000	100%	\$2,900,000	Yes	No
					WBE: 10-13	0%	\$0				
					DSBE:	0%	\$0				
First Choice Home and Community Services	Placement Services	\$2,831,165	3/11/2019	7/1/2019	MBE: GFE	100%	\$2,831,165	100%	\$2,831,165	No	No
					WBE: GFE	0%	\$0				
					DSBE:	0%	\$0				
Shine Early Learning, Inc.	Phl Pre-K	\$2,750,000	2/25/2021	7/1/2021	MBE: 17-20	2%	\$64,999	3%	\$75,009	No	No
					WBE: 13-15	0%	\$10,010				
					DSBE:	0%	\$0				
Resilient Business Solutions, LLC	Staff Augmentation-IT	\$2,000,000	7/23/2020	9/1/2020	MBE: 30-33	0%	\$0	100%	\$2,000,000	No	No
					WBE: 10-13	100%	\$2,000,000				
					DSBE:	0%	\$0				

Non-Profit Vendor Demographics		
Public Health Management Corporation: Phl Pre-K	Minority %	Female %
Workforce	71.52%	73.40%
Executive	52.62%	77%
Board	54.56%	36.36%
Public Health Management Corporation: Out of School Time	Minority %	Female %
Workforce	71.52%	73.40%
Executive	52.62%	77%
Board	54.56%	36.36%
Turning Points for Children Placement Svcs	Minority %	Female %
Workforce	82.98%	81.93%
Executive	62.50%	62.50%
Board	46.66%	53.33%
A Second Chance	Minority %	Female %
Workforce	86.82%	73.79%
Executive	70.00%	80.00%
Board	87.50%	75.00%
Turning Points for Children CUA 5	Minority %	Female %
Workforce	92.59%	94.74%
Executive	62.50%	62.50%
Board	46.66%	53.33%
APM CUA 2	Minority %	Female %
Workforce	95.95%	97.00%
Executive	33.33%	67.00%
Board	80.01%	46.67%

5. Performance Measures Table

Please refer to the narrative of the FY23 Budget Testimony for performance measures.

6. Participation Rate and Goal

The Contracts Summary table is for **professional services contracts only**.

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

Contracts Summary (Professional Services only)				
	FY19	FY20	FY21	FY22 YTD (Q1 & Q2)
Total amount of contracts	\$44,076,310	\$35,083,017	\$29,325,507	\$29,905,991
Total Net minus Few/No	\$27,785,722	\$24,004,470	\$25,030,698	\$27,714,991
Total amount to M/W/DSBE	\$20,514,357	\$11,695,972	\$11,479,472	\$12,973,598
Participation Rate	74%	49%	39%	43%

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

	FY21	FY22	FY23
M/W/DSBE Contract Participation Goal	38%	38%	38%

Participation target is lower in FY23 because one of the largest for-profit providers has a contract that needs to be bid out in FY23. While DHS will make every effort to obtain an MWDBE, not having that provider in the calculation alone would take the department to 33%, in order to be conservative in projections, the target is staying at 38%.

7. Staff Demographics

Totals in this table should tie out to numbers in tables 1 and 2 above.

Biracial employees should be included under "Other."

The number of employees who identify as non-binary (i.e. employees who do not identify as either female or male) should be included in the text box below the table, along with salary detail.

Staff Demographics (as of December 2021)					
Full-Time Staff			Executive Staff		
	Male	Female		Male	Female
	African-American	African-American		African-American	African-American
<i>Total</i>	241	844	<i>Total</i>	2	2
<i>% of Total</i>	17%	60%	<i>% of Total</i>	22%	22%
<i>Average Salary</i>	\$61,784	\$63,937	<i>Average Salary</i>	\$140,000	\$152,500
<i>Median Salary</i>	\$62,510	\$70,334	<i>Median Salary</i>	\$140,000	\$152,500
	White	White		White	White
<i>Total</i>	69	139	<i>Total</i>	0	2
<i>% of Total</i>	5%	10%	<i>% of Total</i>	0%	22%
<i>Average Salary</i>	\$68,697	\$66,661	<i>Average Salary</i>	\$0	\$132,500
<i>Median Salary</i>	\$70,334	\$70,334	<i>Median Salary</i>	\$0	\$132,500
	Hispanic	Hispanic		Hispanic	Hispanic
<i>Total</i>	12	54	<i>Total</i>	0	2
<i>% of Total</i>	1%	4%	<i>% of Total</i>	0%	22%
<i>Average Salary</i>	\$69,364	\$69,330	<i>Average Salary</i>	\$0	\$156,000
<i>Median Salary</i>	\$74,334	\$70,334	<i>Median Salary</i>	\$0	\$156,000
	Asian	Asian		Asian	Asian
<i>Total</i>	13	16	<i>Total</i>	0	1
<i>% of Total</i>	1%	1%	<i>% of Total</i>	0%	11%
<i>Average Salary</i>	\$63,309	\$62,540	<i>Average Salary</i>	\$0	\$122,004
<i>Median Salary</i>	\$70,334	\$66,184	<i>Median Salary</i>	\$0	\$122,004
	Other	Other		Other	Other
<i>Total</i>	4	16	<i>Total</i>	0	0
<i>% of Total</i>	0%	1%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$66,588	\$70,099	<i>Average Salary</i>	\$0	\$0
<i>Median Salary</i>	\$70,334	\$70,334	<i>Median Salary</i>	\$0	\$0
	Bilingual	Bilingual		Bilingual	Bilingual
<i>Total</i>	22	48	<i>Total</i>	0	2
<i>% of Total</i>	2%	3%	<i>% of Total</i>	0%	22%
<i>Average Salary</i>	\$69,243	\$70,812	<i>Average Salary</i>	\$0	\$156,000
<i>Median Salary</i>	\$70,334	\$70,334	<i>Median Salary</i>		
	Male	Female		Male	Female
<i>Total</i>	339	1069	<i>Total</i>	2	7
<i>% of Total</i>	24%	76%	<i>% of Total</i>	22%	78%
<i>Average Salary</i>	\$63,575	\$64,634	<i>Average Salary</i>	\$140,000	\$143,429
<i>Median Salary</i>	\$66,950	\$70,334	<i>Median Salary</i>	\$140,000	\$145,000

Detail for non-binary employees, if applicable:

8. New Hire Information

Date range is 7/1/21 to December 2021 increment run. Detail for any hires since then can be added in the text box below the table.

New Hires (from 7/1/2021 to December 2021)

	Total Number of New Hires	Arabic	[language 2]	[language 3]	[language 4]	[language 5]
Black or African American	43	1				
Asian	2					
Hispanic or Latino	5					
White	6					
Other	6					
Total	62	1	0	0	0	0

Detail for new hires since December 2021, if applicable: