

**MAYOR'S OFFICE  
FISCAL YEAR 2023 BUDGET TESTIMONY  
APRIL 6, 2022**

**INTRODUCTION**

Good Afternoon, President Clarke and Members of City Council. I am James Engler, Chief of Staff to Mayor James Kenney. Joining me today are other members of the Mayor's Office. I am pleased to provide testimony on the Mayor's Office's Fiscal Year 2023 Operating Budget.

**DEPARTMENT MISSION & PLANS**

**Mission:** The Mayor is the Chief Executive of the City of Philadelphia and responsible for setting the agenda and priorities for the executive branch of the government. The Office of the Mayor is tasked with ensuring the Mayor's priorities are disseminated to the rest of the Administration for implementation, and clearly communicated to City Council, other governments, and the people of Philadelphia.

**Plans for Fiscal Year 2023:**

**Office of the Chief of Staff / Executive Officer**

The Mayor's Office will continue to lead the Administration in implementing the Mayor's priorities and will ensure that information is communicated appropriately at the cabinet level, department leadership level, and to department staff through a variety of communications methods. The Office will also continue to lead the City through the COVID-19 pandemic by ensuring best practices are implemented that will continue to keep residents, the workforce, and employees safe.

**Office of Communications and Digital**

The Office will continue to lead interagency communications for initiatives related to COVID-19, public safety, and inclusive economic recovery in the wake of the pandemic. In addition, the Office will improve the knowledge and expertise of departmental staff by recruiting top communications talent, providing trainings and professional development, and offering direct consultation and feedback. The Office will also work with departments to enhance accessibility in all City communications and align all communications through the City's racial equity lens. Additionally, the Office will work to improve cross-departmental coordination and collaboration through regular citywide communications meetings.

The Office will continue to evaluate departmental communications needs to ensure that departments are appropriately resourced and will regularly review communications contracts to ensure that the City is spending its contracted dollars efficiently and effectively. The Office will also support departments' rapid Spanish translation and offer orientation on how to engage with multicultural audiences. Finally, the Office will continue to standardize and improve the quality of digital content and will ensure that departments are taking full advantage of all resources for communicating directly with a wider audience of Philadelphians.

**Office of the City Representative (OCR)**

Promoting and marketing the City of Philadelphia with good news stories remains a central focus of OCR's mission for FY23-27. Strategic partners are already planning and developing concepts for the semiquincentennial (250th) birthday of our nation in 2026, and the OCR team is participating in many of

the formal conversations and planning work, as well as supporting the PHL Soccer 2026 –FIFA World Cup bid serving on the social impact council. Cultivating strong visitor demand for Philadelphia in general continues to be a focal point of OCR efforts with hospitality and tourism partners, to sustain the living wage jobs and career opportunities for residents. The OCR will continue to prioritize efforts that ensure an inclusive and racially equitable experience for residents and visitors.

### **Office of Diversity Equity and Inclusion (ODEI)**

The Office of Diversity, Equity and Inclusion (ODEI) will continue to drive the City's workforce equity and racial equity initiatives with greater emphasis on standardizing and documenting best practices across the City. Our workforce equity initiative will assist City departments in the development of tools to track and improve diversity in exempt employee hiring, retention, and promotion. Our racial equity initiative will complete the racial equity action planning process with all City departments and ensure meaningful progress toward implementation of those plans. The Office will expand its public outreach by creating greater transparency and opportunities for community engagement relevant to its initiatives.

In addition, ODEI will more fully integrate its work across the Office of LGBT Affairs and the Mayor's Office for People with Disabilities (MOPD) with an aim of ensuring that employees and residents of all identities and abilities are fully and meaningfully included in the life and work of the city. The Office of LGBT Affairs will begin to track and improve the diversity of the City's LGBTQ workforce. MOPD will continue progress toward full implementation of the City's ADA Transition Plan. ODEI will work with relevant City offices to ensure that the City meets its inclusive contracting benchmarks. ODEI's primary focus will be to imbed DEI principles within the operation and infrastructure of City departments to ensure that progress toward a just and equitable city continues seamlessly across administrations. ODEI works to support the vision of the Budget Office, in parallel with the Administration's vision, to build a city where race is not a determinant of success, and everyone thrives, including LGBTQ+ individuals, women, people with disabilities, low-income households and other historically marginalized and underrepresented groups in Philadelphia. To help align the city's budget decisions with that vision, ODEI and the Budget Office have embedded a racial equity process in departments' budget call, including a set of racial equity questions and budget equity committee designed to elevate strategies that are explicitly designed for racial equity. In centering a racial equity framework, the Budget Office and ODEI are working to not just eliminate racial disparities, but to increase the success for all groups.

### **Office of Education**

The Mayor's Office of Education is charged with setting the Kenney Administration's education vision and agenda aimed at improving the educational outcomes of Philadelphia children, youth and residents.

The Office, led by the Mayor's Chief Education Officer, is focused on maintaining strong relationships with the Board of Education for the School District of Philadelphia as it fulfills its mandated mission and works closely with Superintendent Hite and his leadership team and staff at the District. The Office is working with the School District to ensure the alignment of City services and a smooth transition for the next Superintendent for the District,

The Office is also charged with leading the proposed Octavius Catto Scholarship in partnership with the Community College of Philadelphia aimed at transforming student's lives through a "last dollar" funding model complimented by enhanced academic resources and funding to support books, transportation and food.

**Integrity Office**

The Integrity Office will continue its primary focus on monitoring, reviewing, and as needed, intervening to ensure that operations within the executive branch comply with ethics rules and are conducted in an open and transparent manner. The Office will continue educating the executive branch workforce on ethics-related issues, and work with the Board of Ethics and other relevant agencies to identify and fill ethics-related training needs. Additionally, the Office will continue to serve as an ethics advisor to the Mayor, the Cabinet, and all executive branch employees seeking guidance.

**Office of Policy, Legislation and Intergovernmental Affairs**

The Office of Policy, Legislation, and Intergovernmental Affairs will continue to advance the Mayor's policy agenda in partnership with City departments and other levels of government. Through the work of the Policy team, the GovLabPHL initiative will continue to elevate the practical use of data and evidence across City government. The Policy team will also coordinate strategy and planning across high-priority mayoral initiatives.

The Legislative and Intergovernmental Affairs team will continue to serve as the main liaisons for the Administration and our legislative partners in City Council, the General Assembly and U.S. Congress, as well as the executive and administrative branches of the Commonwealth and Federal governments.

**Office of Public Engagement**

The Office of Public Engagement will continue managing a data-informed, coordinated, and quality engagement strategy for all OPE Offices and commissions to ensure that engagement and connections to City resources reach all communities, particularly systemically excluded communities. OPE will continue to host annual Commissions Convenings and briefings on key strategic priorities and will include additional advisory commissions housed in the Office of Diversity, Equity and Inclusion and Office of Immigrant Affairs. Additionally, OPE will facilitate additional opportunities for commissions to work together and with the Mayor's Office and Administration on key initiatives.

**BUDGET SUMMARY & OTHER BUDGET DRIVERS**

*Please refer to attached FY23 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 2023 General Fund budget totals \$6,732,708, a decrease of \$50,026 over Fiscal Year 2022 estimated obligation levels. This decrease is primarily due to elimination of funding that was only necessary for Fiscal Year 2022.

The proposed budget includes:

- \$6,123,607 in Class 100, a \$202,974 increase from FY22. This funding increase is due to salary increases for staff and funding new positions.
- \$815,680 in Class 200, a decrease of \$64,580. This funding decrease is due to one-time funding needed during FY22. The majority of these funds will pay for lobbying contracts and racial equity training for all employees.
- \$31,341 in Class 300/400, which is level with FY22. This funding will cover office supplies and other equipment needed throughout our offices.

Mayor's Office

**STAFFING LEVELS**

The department is requesting 64 budgeted positions for FY23, an increase of 2 positions from FY22.

The increase is attributed to the addition of staff in the Office of Public Engagement and the City Representative's Office.

**NEW HIRES**

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

**PERFORMANCE, CHALLENGES, AND INITIATIVES**

**Mayor, Chief of Staff, and Executive Office**

Performance Measure	FY21 Year-End	FY22 Target	FY23 Target
Average response time to scheduling requests (days)	6.3	7	7

**Program FY23 Strategic Goals**

- Ensure cabinet members and departmental leadership work to inform goal setting and priorities for the Administration through regular communication and planning with the Mayor and Chief of Staff.
- Continue providing meaningful opportunities for all Philadelphians to interact with the Mayor and his Administration.

**Policy, Legislation, and Intergovernmental Affairs**

Performance Measure	FY21 Year-End	FY22 Target	FY23 Target
Administration-wide policy meetings	16	24	20
Number of external partnerships	12	12	12

**Program FY23 Strategic Goals**

- Achieve passage of bills and resolutions that advance the joint priorities of the Administration and City Council.
- Maintain productive working relationships with City Council partners to achieve positive outcomes for all Philadelphians.
- Maintain positive relationships with state and federal partners and work with lobbyists, key stakeholders, and elected officials to protect and advance the interest of Philadelphians at the state and federal level.
- Support collaboration and data-driven decision-making on key cross-departmental initiatives, including the Roadmap to Safer Communities, Rebuild, the City's Racial Equity strategy, and other mayoral priorities.
- Align and coordinate internal and external partners to position Philadelphia to maximize the impact of new federal investments, including funding from the Infrastructure Investment and Jobs Act.

- Conduct projects via the GovLabPHL initiative that utilize behavioral insights, rigorous evaluation methods, and/or data analysis to improve City services, in collaboration with City agencies and academic partners.

**Communications and Digital**

Performance Measure	FY21 Year-End	FY22 Target	FY23 Target
Engagement rate across platforms	4.8%	4.0%	4.00%
Followers across @PhiladelphiaGov and @PhillyMayor social media platforms	594,056	10% increase from prior year	8% increase from prior year

**Program FY23 Strategic Goals**

- Strengthen communications and digital training, resources and coordination for all City department communications and digital staff—with an emphasis on accessibility in City communications.
- Continue to enhance citywide digital content on social media channels and in email programs through centralized support, creation and use of standardized materials and resources.
- Continue implementing a standardized hiring and orientation program to recruit and onboard high-quality, diverse communications professionals into City government and train them for success.
- Continue implementing multilingual communications, working with departments to create awareness of the importance of sharing critical messages in the most spoken languages in the city via press releases, blogs, and social media posts.

**Public Engagement**

Performance Measure	FY21 Year-End	FY22 Target	FY23 Target
High-touch equitable engagement hours ( <i>Commission meetings, external community partners, City agencies and employees</i> )	N/A	Set baseline	2,187 hours
Public-facing engagement hours ( <i>includes public programming, activities, events, VISTA service hours, CRC service hours, CE Academy, volunteer portal service commitments</i> )	N/A	Set baseline	105,082 hours
Number of internal stakeholders (City departments/offices) receiving capacity building support for engagement or equity	N/A	Set baseline	66
Average open rate for all email campaigns	N/A	Set baseline	28.3%

**Program FY23 Strategic Goals**

- Continue providing impactful and relevant programming and content for residents using an equity lens and values.
- Facilitate stronger connections with advisory commissions to inform inclusive policies and programs coming from the Administration.
- Complete the development of the Equitable Engagement Toolkit and develop an implementation plan to reach additional departments throughout the City with this resource.

**Diversity, Equity, and Inclusion**

Performance Measure	FY21 Year-End	FY22 Target	FY23 Target
Internal meetings convened by the Mayor's Commission on People with Disabilities	8	15	15
Meetings convened by the Commission on LGBT Affairs	9	12	12
Department diversity and inclusion trainings held	19	50	50
Department workforce review meetings	38	150	150

**Program FY23 Strategic Goals**

- Continue providing engaging programming and content for residents using an equity lens and values.
- Engage more deeply with advisory commissions to inform inclusive policies and programs coming from the Administration.
- Complete racial equity action planning for all City departments and create a framework for accountability, transparency and shared learning in connection with the City's race equity initiative.
- Implement a citywide DEI Plan Template that will allow the City to consistently track and measure progress toward diversity, equity and inclusion objectives across all departments reporting to the Mayor.
- Launch a dashboard that lives on the City's external webpage that provides monthly information on the status of the diversity of the workforce, by department.
- Promote the success of the City's first comprehensive budget equity process by publicly recognizing and supporting new and expanded race equity initiatives that are funded in the City's FY23 budget.
- Improve the diversity of the people serving on the Mayor's Commission on LGBT Affairs and increase the capacity of the Office of LGBT Affairs external engagement.
- Continue progress toward full implementation of ADA Transition Plan and increase the number of ADA modifications and corrective actions completed in compliance with the Plan.

**Integrity Office**

Performance Measure	FY21 Year-End	FY22 Target	FY23 Target
Responses to gift inquiries within 48 business hours	100%	100%	100%
Number of advisories distributed to workforce (policy statements, generally applicable guidance, FAQs)	10	10	10

**Program FY23 Strategic Goals**

- Leading a working group of several agencies to update the City's documents and procedures related to vetting candidates for senior-level City positions and City Board and Commission members.
- Continue to develop and distribute additional workforce advisories.
- Work alongside the Board of Ethics and other relevant agencies to identify and fill ethics-related training needs across the executive branch.

**Office of the City Representative**

Performance Measure	FY21 Year-End	FY22 Target	FY23 Target
Number of special events	52	38	70
International Engagement Cultural	30	25	40
Number of events at which the Office of the City Representative represents the Mayor	55	42	85

**Program FY23 Strategic Goals**

- The Office of the City Representative (OCR) will continue to develop into an Events & Experience team, creating new experiences that can be fun, positive/good news, educational, or meaningful for residents and visitors, as well as cost effective and innovative. OCR will continue to align programs, talent, and partners through the City's racial equity lens. OCR will leverage partnerships with the local tourism/hospitality leaders: Visit Philadelphia, PHLCVB, and Welcome America Inc. among others, in these efforts but also create and develop them independently through the OCR team's creativity and passion.
- OCR will continue building on the strategic collaborations and external partnerships (such as Visit Philadelphia, PHLCVB, Philadelphia250, Global Philadelphia Association, Welcome America and Independence Visitor Center) to ensure the City receives positive visibility as a destination for visitors and for resident engagement, working closely with the Commerce department and international affairs team.
- OCR will continue using social media metrics and other low-cost or no-cost qualitative data to gauge what target audiences are interested in and most enjoy, so OCR can enhance or modify events, if needed.

Mayor's Office

**OTHER BUDGETARY IMPACTS**

**Federal and State (Where Applicable)**

The passage of the American Rescue Plan Act in 2021 had significant impact on the entire City budget, including the Mayor's Office. The City was also impacted by the passage of the Infrastructure Investment and Jobs Act (IIJA) in that the Mayor's Office will play a key role in supporting the City's efforts to secure our fair share of federal infrastructure funding.

Mayor's Office

**CONTRACTING EXPERIENCE**

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

Mayor's Office

**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.**

Our Language Access Coordinator is Lyana Cuadrado. The last training was conducted on December 29, 2021. You can find our Language Access Plan here: [Mayors-Office-2019-Language-Access-Plan.pdf \(phila.gov\)](#)

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

We hired 6 employees between July 1, 2021 and April 1, 2022. Of those 6 employees; 4 are Black or African-American and 2 are White. None of these employees are fluent in any language other than English. As of April 1, 2022, we have 65 full-time exempt employees. Of those 65 employees, 5 are Asian; 21 are Black or African-American; 10 are Hispanic or Latino; 3 are two or more races; and 26 are White. Additionally, 11 of our current employees are fluent in a language other than English. 8 speak Spanish; 1 speaks French; 1 speaks Portuguese and 1 speaks both Cantonese and Mandarin Chinese.

The Mayor's Office Receptionist is trained in how to provide language access services.

- 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.**

A letter about the Child Tax Credit was translated into Spanish for distribution. Two Election day blog and social media toolkit postings were translated into 5 additional languages (Spanish, simplified Chinese, Vietnamese, Russian and French). COVID-19 vaccination blog post and social media toolkit was translated into Spanish and Simplified Chinese. Bi-weekly Violence Press Briefings were interpreted into Spanish.

Spanish -- 4 translation, 5 interpretation  
Simplified Chinese -- 3 translations  
Vietnamese -- 2 translations  
Russian -- 2 translations  
French --2 translations

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

Mayor's Office

We have continued to train staff and fulfill translation/interpretation requests to ensure LEP residents have access to critical information, such as election-related and vaccine-related information. Also, Violence Press Briefings have been interpreted into Spanish.

## CLIMATE CHANGE

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

While climate change has not directly impacted the delivery of services from the Mayor's Office, we continue to work to reduce our carbon footprint, as well as coordinating with the Office of Sustainability (OOS) on the City's overall response to climate change. The Mayor's Office participates with OOS on American Cities Climate Challenge through Bloomberg Philanthropies, as well as the ongoing diversification study for the Philadelphia Gas Works.

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

The Mayor's Office will be impacted primarily from a policy, strategy, communications and potentially legislative perspective as we continue to advocate for and advance coordinated, innovative and bold responses to climate change.

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

In Mayor Kenney's leadership role locally, regionally and nationally he will continue to champion, speak out and take visible actions on climate change on behalf of the residents of Philadelphia. The Mayor's Office will ensure that all City agencies are responsive to and are in compliance with the direction set by the Office of Sustainability in its work to reduce municipal energy consumption and costs for the City of Philadelphia.

### 1. Staff Demographics Summary

Staff Demographics Summary (as of December 2021)				
	Total	Minority	White	Female
Number of Full-Time Staff	62	37	25	46
Number of Exempt Staff	22	17	5	17
Number of Executive Staff (deputy level and above)	40	20	20	29
Average Salary, Full-Time Staff	\$92,184	\$80,883	\$108,909	\$89,825
Average Salary, Exempt Staff	\$58,167	\$55,864	\$66,000	\$58,608
Average Salary, Executive Staff	\$110,893	\$102,150	\$119,637	\$108,125
Median Salary, Full-Time Staff	\$81,000	\$80,000	\$95,000	\$84,350
Median Salary, Exempt Staff	\$57,895	\$55,000	\$67,000	\$57,000
Median Salary, Executive Staff	\$96,425	\$90,000	\$103,250	\$95,000

### 2. Employment Levels

Employment Levels (as of December 2021)		
	Budgeted	Filled
Number of Full-Time Positions	65	62
Number of Part-Time Positions	0	0
Number of Exempt Positions	65	22
Number of Executive Positions (deputy level and above)	40	40
Average Salary of All Full-Time Positions	\$92,184	\$92,184
Median Salary of All Full-Time Positions	\$81,000	\$81,000

### 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	FY22 Proposed Appropriations	Difference: FY23-FY22
Class 100 - Employee Compensation	\$5,950,991	\$5,755,663	\$6,067,600	\$6,325,997	\$6,500,607	\$174,610
Class 200 - Purchase of Services	\$646,260	\$828,369	\$780,260	\$780,260	\$655,260	(\$125,000)
Class 300/400 - Materials, Supplies & Equipment	\$41,341	\$6,259	\$41,341	\$31,341	\$31,341	\$0
Class 500 - Contributions	\$100,000	\$267,500	\$100,000	\$135,000	\$100,000	(\$35,000)
Class 700 - Debt Service						\$0
Class 800 - Payment to Other Funds						\$0
Class 900 - Advances/Misc. Payments						\$0
	<b>\$6,738,592</b>	<b>\$6,857,791</b>	<b>\$6,989,201</b>	<b>\$7,272,598</b>	<b>\$7,287,208</b>	<b>\$14,610</b>

#### 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]
Holland & Knight	Lobbying Services	\$120,000	8/16/2021	10/1/2021	MBE:	0%	\$0	100%	\$120,000	No	No
					WBE:	100%	\$120,000				
					DSBE:	0%	\$0				
Buchanan Ingersoll	Lobbying Services	\$115,000	8/16/2021	10/1/2021	MBE:	0%	\$0	100%	\$115,000	No	No
					WBE:	100%	\$115,000				
					DSBE:	0%	\$0				
Equity and Results	Racial Equity Consulting	\$212,494	10/13/2020	11/23/2021	MBE:	0%	\$0	100%	\$212,494	No	NO
					WBE:	100%	\$212,494				
					DSBE:	0%	\$0				
DHCC	ASL Interpretation	\$10,000	10/4/2021	11/1/2021	MBE:	0%	\$0	0%	\$0	No	No
					WBE:	0%	\$0				
					DSBE:	0%	\$0				
					MBE:	0%	\$0	0%	\$0		
					WBE:	0%	\$0				
					DSBE:	0%	\$0				
					MBE:	0%	\$0	0%	\$0		
					WBE:	0%	\$0				
					DSBE:	0%	\$0				

Non-Profit Vendor Demographics		
[Non-Profit Vendor's Name]	Minority %	Female %
Workforce		
Executive		
Board		
[Non-Profit Vendor's Name]	Minority %	Female %
Workforce		
Executive		
Board		
[Non-Profit Vendor's Name]	Minority %	Female %
Workforce		
Executive		
Board		
[Non-Profit Vendor's Name]	Minority %	Female %
Workforce		
Executive		
Board		
[Non-Profit Vendor's Name]	Minority %	Female %
Workforce		
Executive		
Board		

**5. Performance Measures Table**

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

**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	FY23	FY22 YTD (Q1 & Q2)
Total amount of contracts	\$400,000	\$432,000	\$415,000	\$457,494	\$400,000	\$263,750
Total amount to M/W/DSBE	\$200,000	\$232,000	\$200,000	\$447,494	\$350,000	\$253,750
Participation Rate	50%	54%	48%	98%	88%	96%

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	35%	35%	88%

**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>	4	15	<i>Total</i>	3	9
<i>% of Total</i>	6%	24%	<i>% of Total</i>	8%	23%
<i>Average Salary</i>	\$97,050	\$79,475	<i>Average Salary</i>	\$115,667	\$94,111
<i>Median Salary</i>	\$81,000	\$80,000	<i>Median Salary</i>	\$82,000	\$80,000
	White	White		White	White
<i>Total</i>	8	17	<i>Total</i>	7	13
<i>% of Total</i>	13%	27%	<i>% of Total</i>	18%	33%
<i>Average Salary</i>	\$117,890	\$104,683	<i>Average Salary</i>	\$125,160	\$116,663
<i>Median Salary</i>	\$107,500	\$92,000	<i>Median Salary</i>	\$110,000	\$97,850
	Hispanic	Hispanic		Hispanic	Hispanic
<i>Total</i>	1	9	<i>Total</i>	0	4
<i>% of Total</i>	2%	15%	<i>% of Total</i>	0%	10%
<i>Average Salary</i>	\$70,000	\$74,172	<i>Average Salary</i>		\$96,250
<i>Median Salary</i>	\$70,000	\$65,000	<i>Median Salary</i>		\$95,000
	Asian	Asian		Asian	Asian
<i>Total</i>	3	2	<i>Total</i>	1	2
<i>% of Total</i>	5%	3%	<i>% of Total</i>	3%	5%
<i>Average Salary</i>	\$60,713	\$116,000	<i>Average Salary</i>	\$77,000	\$116,000
<i>Median Salary</i>	\$58,789	\$116,000	<i>Median Salary</i>	\$77,000	\$116,000
	Other	Other		Other	Other
<i>Total</i>	0	1	<i>Total</i>		1
<i>% of Total</i>	0%	2%	<i>% of Total</i>	0%	3%
<i>Average Salary</i>		\$155,000	<i>Average Salary</i>		\$155,000
<i>Median Salary</i>		\$155,000	<i>Median Salary</i>		\$155,000
	Bilingual	Bilingual		Bilingual	Bilingual
<i>Total</i>	1	4	<i>Total</i>	1	5
<i>% of Total</i>	2%	6%	<i>% of Total</i>	3%	13%
<i>Average Salary</i>	\$70,000	\$59,973	<i>Average Salary</i>	\$77,000	\$110,000
<i>Median Salary</i>	\$70,000	\$59,945	<i>Median Salary</i>	\$77,000	\$105,000
	Male	Female		Male	Female
<i>Total</i>	16	46	<i>Total</i>	11	29
<i>% of Total</i>	26%	74%	<i>% of Total</i>	28%	73%
<i>Average Salary</i>	\$98,966	\$89,825	<i>Average Salary</i>	\$118,193	\$108,125
<i>Median Salary</i>	\$78,500	\$84,350	<i>Median Salary</i>	\$105,000	\$95,000

**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	[language 1]	[language 2]	[language 3]	[language 4]	[language 5]
Black or African American	1					
Asian						
Hispanic or Latino						
White	2					
Other						
Total	3	0	0	0	0	0

Detail for new hires since December 2021, if applicable: