# DISTRICT ATTORNEY FISCAL YEAR 2022 BUDGET TESTIMONY MAY 19, 2021

#### INTRODUCTION

Good Afternoon President Clarke and Members of City Council. I am Larry Krasner, District Attorney, joining me today are:

- Carolyn Engel Temin, First Assistant District Attorney;
- Robert Listenbee, First Assistant District Attorney;
- Keith Daviston, Chief Financial Officer;
- Mike Lee, Supervisor, Diversion Unit and
- Cecilia Madden, Director of Administration

I am pleased to provide testimony on the District Attorney's Fiscal Year 2022 Operating Budget.

#### **DEPARTMENT MISSION & PLANS**

**Mission**: The Philadelphia District Attorney's Office (DAO) mission is to seek justice and promote safety by exercising its prosecutorial discretion to enforce fair and just prosecution of violations of criminal laws committed by adults and juveniles. The DAO meets this goal by applying data driven policies focused on collaborative approaches to crime prevention, protecting victims' rights, protecting consumers' rights, while diverting and connecting offenders with access to treatment, care, and training.

The DAO seeks to apply restorative justice principles to respond to the victims of crime while promoting public safety through a fair and effective criminal justice system. The DAO is the largest prosecutor's office in Pennsylvania and one of the largest in the nation, employing approximately 600 lawyers, detectives, and support staff as employees of the City of Philadelphia. The staff are dedicated to public service, public safety, and justice for all involved in the criminal justice system.

The DAO is focused on serving the 1.5 million citizens of Philadelphia and is responsible for the prosecution of over 30,000 criminal cases annually. The DAO is organized in seven divisions: Pre-Trial, Trial, Investigations, Juvenile, Law, Detectives, and General Support & Community Engagement.

Plans for Fiscal Year 2022: The DAO remains committed to improving racial equity within the criminal legal system and within the DAO. In FY22, the DAO will continue to recruit diverse and talented people to the DAO, and invest in creating a welcoming, diverse and inclusive workplace. FY22 presents unique challenges to the City and to the criminal legal system. Despite the best efforts of the criminal legal system stakeholders, there is a backlog of open criminal cases, which will double the expected caseload for the DAO. There are over twenty-six thousand open misdemeanor cases and over ten thousand open felony cases. These caseloads represent a 52% and 13% increase from the Pre-COVID median. The number of open felony charges increased by 116% from the Pre-COVID median, while open misdemeanor charges increased by 16%. Investments in staffing and modernizing DAO technology to keep pace with changing times are necessary for the DAO's plan to improve public safety and racial equity through progressive prosecution.

My top priorities for FY22 are:

• Increase Staff Well-being: The DAO is committed to building a diverse, inclusive and talented office. The pandemic has uprooted daily lives, impacted work/life balance, and caused emotional

distress for all Philadelphians including DAO staff. In FY22, the open case backlog will exacerbate these tensions and the DAO plans to respond with a combination of resources, technology improvements and flexibility.

- Expand and Support the Trial Division: Every unit in the Trial Division prosecutes gun violence. The open case backlog will have the largest impact on the Trial Division in FY22. Whether trials resume virtually, in-person or some combination, the DAO will continue to adapt, to seek individual justice, and to improve racial equity while prosecuting gun violence. Technological improvements within the Trial Division will expand information sharing capabilities within the DAO, with defense counsel, with witnesses and victims and with the public, alleviating some of the strain created by a doubled caseload. In FY22, the DAO will continue to invest in the newly created Intelligence Unit's ability to collect, analyze and share investigations about individual drivers of violent crime in real-time.
- Grow the Investigation Division: In FY22, the DAO will continue strengthening the Investigation Division's investigations and prosecutions of homicides and non-fatal shootings. Additionally, resources will be allocated to the Investigation Unit to meet the public's call for increasing investigations and prosecutions of upper-level drug traffickers, deed fraud, building collapses, economic crimes, and vacating wrongful convictions. The Investigation Division will continue to collaborate with numerous City, State and Federal agencies to prevent economic crimes. Lastly, in FY22, the DAO hopes to open a help desk for Complaints Against Police to facilitate the reporting, tracking and response to complaints against police, leading to greater accountability.
- Strengthen the Juvenile Division: In FY22, the DAO will invest in the Juvenile Diversion Unit to ensure that diversionary programming is effective at reducing recidivism, restoring victims, and providing youth with competency development in areas including, but not limited to prosocial skills, independent living skills, moral reasoning skills, academic skills, and workplace development skills.
- Increase the Detective Division: In FY22, the DAO is dedicated to hiring and training of Detectives in areas such as digital evidence recovery. Analyzing social media and digital evidence is a growing expertise for complex crimes and requires the purchase of equipment and/or computer programs for investigative purposes. Recording, identifying and investigating digital fingerprints requires specific training in investigative techniques and software.
- **Build a Modern Prosecutor's Office:** In FY22, the DAO will continue to invest in improving the technology infrastructure through investments in IT personnel, hardware and software. The use of technology and forensic evidence at trial has also accelerated faster than current DAO technology can support. As data plays a larger role in the investigation of crime, the DAO must keep pace with internal data management, storage and analysis.

# **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 \$40,431,659. In FY21, the DAO received \$2,800,000 in Class 100 for salary and related expenses. This funding will carry over into FY22 to partially support and maintain current staffing levels and backfill open ADA and paralegal positions. In FY22, the DAO is facing a severe and unprecedented number of backlogged court cases that were postponed due to COVID-19. The need to backfill some open positions is crucial to giving every case in the backlog the individualized justice it deserves. In addition, COVID-19 has increased the urgency for the DAO to migrate away from a paper-based case management system towards an electronic case management system.

#### The proposed budget includes:

- \$36,562,904 in Class 100. Funding for Class 100 is flat with FY21, with no increases or decreases over the prior year. This represents a decrease compared to FY20 funding levels. This funding is essential for the DAO to staff the courtrooms necessary to resolve the 37,000 open case backlog as well as new cases that come in.
- \$3,343,738 in Class 200. Funding for Class 200 is flat with FY21, with no increases or decreases over the prior year. Class 200 funding will support IT applications, contracted fees, community-based adult diversion services, and related purchased services.
- \$525,017 in Class 300/400. Funding for Class 300/400 is flat with FY21, with no increases or decreases over the prior year. This funding will allow for minimal purchases of IT equipment and upgrades, PPE, and office supplies. Our Class 300/400 does not cover the increased demands of electronic discovery, underperforming case management system, and technology usage at trial. Funding has been relatively flat over the past decade in Class 300/400 with the exception of FY19 and FY20.

# STAFFING LEVELS

The department is requesting 540 General Fund budgeted positions for FY22. Staffing positions will remain flat with FY21 levels.

# **NEW HIRES**

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

# PERFORMANCE, CHALLENGES, AND INITIATIVES

#### **Trials**

| Measure   | FY20<br>ACTUAL | ⊚ FY21<br>TARGET | © FY22<br>TARGET |
|---|----------------|------------------|------------------|
| Number of cases handled quarterly                                       | 7,070          | 8,100            | 6,750            |
| Median felony case time to disposition from formal arraignment (months) | 6.0            | 6.0              | 9.0              |
| Median misdemeanor case time to disposition (months)                    | 6.0            | 5.0              | 8.0              |

#### **Program FY22 Strategic Goals**

- Increasing the diversity and inclusion within the division.
- Reducing the trial backlog due to COVID-19.
- Continuing reduction in the median days to disposition for shootings.
- Developing a data management system to help us track and monitor the implementation of policies and practices.
- Continuing case review for possible disposition without trial.
- Continuing preparation of preliminary hearings, motions, and trials for litigation.
- Encouraging feedback regarding our engagement in and commitment to reducing implicit bias.

# **Pre-Trial**

| Measure   | FY20   | © FY21 | © FY22 |
|---|--------|--------|--------|
|   | ACTUAL | TARGET | TARGET |
| Percent of cases diverted from initial charging | 11.8%  | 20.0%  | 15.0%  |

## **Program FY22 Strategic Goals**

- Increase diversity and inclusion within the division.
- Increase the number of successfully diverted cases by 30%.
- Increase the number of social service partners.
- Increase the number of community organizations partners in Diversion.
- Fully implement virtual "green sheets" in conjunction with the Municipal Court Unit
- Reduce the waiting periods for responses to expungement petitions.
- Begin holding virtual trials as well as non-trial dispositions to begin to the process of clearing the backlog of Diversion cases that have built up during the COVID-19 pandemic.
- Expand our diversionary programs to help clear our backlog of cases while also recognizing and considering deeper systemic issues that exist within the criminal justice system.

# **Investigations**

**Performance Measures:** N/A

# **Program FY22 Strategic Goals**

- Increase diversity and inclusion within the division.
- Continue investigation of cold cases resulting from DNA discovery.
- Decrease response time of calls made to the Deed Theft hotline.
- Increase the number of cases adopted directly from the Detective Divisions as well as increasing our own investigations of Economic Crimes.
- Increase training to help Detectives to conduct their investigations of economic crimes in Philadelphia.
- Investigate and proceed accordingly with matters from the civil unrest.
- Continue to investigate and resolve police shootings.
- Work with the FJD and Motions Court Staff to efficiently eliminate the forfeiture case backlog.
- Work with PPD to address the backlog of property returns.

Law

## Performance Measures: N/A

## **Program FY22 Strategic Goals**

- Increase diversity and inclusion within the division.
- Address PCRA backlog of over 10,000 cases.
- Increase amicus brief filings restricting firearms.

## **Detectives**

Performance Measures: N/A

#### **Program FY22 Strategic Goals**

- Increase the knowledge regarding property theft making those most victimized aware of ways to protect themselves.
- Continue enhancing our relationship with the PPD creating a collaborative effort to fight economic crime and build the strongest cases possible.

#### Juvenile

| Measure   | FY20<br>ACTUAL | ⊚ FY21<br>TARGET | ©<br>FY22<br>TARGET |
|---|----------------|------------------|---------------------|
| Number of juvenile cases opened                                 | 575            | 600              | 401                 |
| Percent of cases returned from Adult Court to Juvenile<br>Court | 87.3%          | 85.0%            | 95.0%               |

# **Program FY22 Strategic Goals**

- Increase diversity and inclusion within the division:
  - o Continuing to address racial and ethnic disparities in the juvenile justice system.
  - o Continue to address disproportionate minority contact.
- Double the number of juvenile cases diverted:
  - o Increase community-based alternatives to placement.
  - O Decrease the amount of time it takes us to dispose of less serious matters.
  - o Reduce out-of-home placement.
- Address the growing number of juvenile gun cases and violent crimes involving youth:
  - o Continue to quickly re-slate juveniles charged as adults where appropriate.
- Increase community-based services available to youth:
  - o Increase both pre- and post-petition diversion options.
  - o Increasing social service options for diverted youth.
  - o Expanding victim involvement in the diversion process.
  - o Enhancing current diversion programs and services, while continuing to develop new partnerships.

# **General Support – Community Engagement**

| Measure                                      | FY20<br>ACTUAL | ©<br>FY21<br>TARGET | FY22<br>TARGET |
|--|----------------|---------------------|----------------|
| Number of Annual Community Engagement Events | 238            | 240                 | 240            |

# **Program FY22 Strategic Goals**

- Increase diversity and inclusion within the DAO.
- Increase the number of community events.
- Increase the number of trauma informed trainings for DAO staff.
- Train all staff, with particular emphasis on new attorneys, on the policies of the DAO.

# OTHER BUDGETARY IMPACTS

Federal and State (Where Applicable): N/A

# 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.

Due to attrition, the previous staff member managing Language Access is no longer employed at the DAO. The DAO interim language access coordinator is G. Lamar Stewart. The DAO is in the process of selecting a permanent Language Access coordinator. We expect to assign the new coordinator and complete full the transfer of duties by the end of the first quarter in FY22. Once on board, the new language access coordinator will update our current language access plan. Below is a link to our existing plan.

https://www.phila.gov/media/20190423151020/District-Attorney-Final-Language-Access-Plan-2019.pdf

https://www.phila.gov/programs/language-access-philly/

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

Refer to Chart 8 – New Hire Information (attached)

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.

TBD

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

The DAO provides staff with information needed to access language line services. Posters are strategically placed throughout the Office with key information relative to accessing assistance and language support.

#### **CLIMATE CHANGE**

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

The DAO has not experienced a material increase in our cost of services or procurement costs based on Climate Change. However, from a technological standpoint the DAO is ill-equipped for severe global events or catastrophes. Climate change, or any other event that would shut down physical court attendance, would affect our delivery of justice. As a result, of the current COVID-19 Pandemic, the DAO has instituted a whole host of protocols and procedures to function in a virtual legal setting.

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

While the impact of climate change is uncertain, it is imperative that the DAO remain flexible and adaptable to the potential changes as migration and immigration patterns continue to add new cultures into Philadelphia. Worsening climate change could increase the number of languages needed to communicate with victims, witnesses and defendants within our criminal justice system.

Having a diverse and inclusive staff is one safeguard, but technology must be updated to overcome cultural barriers. Video evidence is a prime example of technology that can be used overcome cultural barriers. As climate change worsens and migration and immigration increase, the DAO will need to continue to build a diverse staff with supporting technology to overcome potential cultural barriers.

Crime has historically increased during warmer months and decreased during colder months. As Philadelphia's climate changes, so will its crime pattern. Extreme weather events can lead to economic uncertainty and an increase in risky behaviors. Worsening climate change would further strain existing social safety nets increasing the demands on prosecution.

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

A 21st Century prosecutor's office lives in the clouds. The DAO is mitigating and adapting to changing times including climate change by transitioning from a paper-based CMS to a cloud-based System. In addition to better supporting prosecution in the courtroom, a cloud-based CMS would allow DAO staff to continue to perform vital functions if normal work life was disrupted. The DAO continues to invest in updating and stabilizing existing E-Discovery and CMS to create a smooth transition into a cloud-based CMS.

Additionally, a 21st Century prosecutor's office is diverse. National recruiting of diverse and talented people is positioning the DAO to be culturally intelligent with people who migrate or immigrate to Philadelphia because of climate change. The ever-increasing DAO staff diversity is blending language, customs and traditions to better reflect today and tomorrow's Philadelphia.

#### 1. Staff Demographics Summary

| Staff Demographics Summary (as of December 2020)      |           |           |           |           |  |  |  |
|---|-----------|-----------|-----------|-----------|--|--|--|
|   | Total     | Minority  | White     | Female    |  |  |  |
| Number of Full-Time Staff                             | 642       | 250       | 392       | 362       |  |  |  |
| Number of Exempt Staff                                | 545       | 200       | 345       | 305       |  |  |  |
| Number of Executive Staff<br>(deputy level and above) | 7         | 3         | 4         | 3         |  |  |  |
| Average Salary, Full-Time Staff                       | \$70,188  | \$64,218  | \$73,996  | \$66,373  |  |  |  |
| Average Salary, Exempt Staff                          | \$70,969  | \$65,405  | \$74,194  | \$68,758  |  |  |  |
| Average Salary, Executive Staff                       | \$147,073 | \$147,756 | \$146,562 | \$135,438 |  |  |  |
| Median Salary, Full-Time Staff                        | \$64,095  | \$61,140  | \$66,623  | \$61,140  |  |  |  |
| Median Salary, Exempt Staff                           | \$64,095  | \$61,140  | \$66,133  | \$62,669  |  |  |  |
| Median Salary, Executive Staff                        | \$162,289 | \$180,842 | \$153,090 | \$125,337 |  |  |  |

# 2. Employment Levels

| Employment Levels (as of December 2020)                   |          |          |  |  |  |
|---|----------|----------|--|--|--|
|   | Budgeted | Filled   |  |  |  |
| Number of Full-Time Positions                             | 629      | 642      |  |  |  |
| Number of Part-Time Positions                             | 5        | 8        |  |  |  |
| Number of Exempt Positions                                | 534      | 545      |  |  |  |
| Number of Executive Positions<br>(deputy level and above) | 7        | 7        |  |  |  |
| Average Salary of All Full-Time<br>Positions              | \$69,789 | \$70,188 |  |  |  |
| Median Salary of All Full-Time<br>Positions               | \$64,000 | \$64,095 |  |  |  |

#### 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<br>Appropriations | FY20 Actual<br>Obligations | FY21 Original<br>Appropriations | FY21 Estimated<br>Obligations | FY22 Proposed<br>Appropriations | Difference: FY22-<br>FY21 |
| Class 100 - Employee<br>Compensation               | \$35,016,343                    | \$38,029,618               | \$30,262,904                    | \$36,562,904                  | \$36,562,904                    | \$0                       |
| Class 200 - Purchase of Services                   | \$3,367,172                     | \$3,702,006                | \$2,693,738                     | \$3,343,738                   | \$3,343,738                     | \$0                       |
| Class 300/400 - Materials,<br>Supplies & Equipment | \$525,021                       | \$636,277                  | \$420,017                       | \$525,017                     | \$525,017                       | \$0                       |
| Class 500 - Contributions                          | \$0                             | \$2,913,759                | \$0                             | \$0                           | \$0                             | \$0                       |
|  | \$38,908,536                    | \$45,281,660               | \$33,376,659                    | \$40,431,659                  | \$40,431,659                    | \$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                                |                           |                              |                |                     | ·             | ·  | 1  |   |  |  |   |
| Vendor Name   | Service Provided          | Dollar Amount of<br>Contract | RFP Issue Date | Contract Start Date | Ranges in RFP | % of M/W/DSBE<br>Participation<br>Achieved | \$ Value of<br>M/W/DSBE<br>Participatio<br>n | Total %<br>Participatio<br>n - All<br>DSBEs | Total \$ Value<br>Participation - All<br>DSBEs | Local Business (principal place of business located within City limits) [yes / no] | Waiver for<br>Living<br>Wage<br>Compliance<br>?<br>[yes / no] |
|   |                           |                              |                |                     | MBE:          | 0%   | \$0  |   |  |  |   |
| GRM Information Management                                      | File storage and          | \$200,000                    | 2/7/2020       | 7/1/2020            | WBE:          | 0%   | \$0  | 0%  | \$0  | Yes  | No  |
| Services  | management services       |                              |                |                     | DSBE:         | 0%   | \$0  |   |  |  |   |
|   | Technology Consultant for |                              |                |                     | MBE:          | 100%                                       | \$0  |   |  |  |   |
| Stellar Services, Inc.  | ediscovery and case       | \$100,000                    | 1/1/2017       | 1/1/2021            | WBE:          | 0%   | \$0  | 100%  | \$100,000                                      | No   | No  |
|   | management system         |                              |                |                     | DSBE:         | 0%   | \$0  |   |  |  |   |
|   |                           |                              |                |                     | MBE:          | 0%   | \$0  |   |  |  |   |
| Franklin Strategies, LLC  | Lobbying Services         | \$100,000                    | 10/28/2019     | 1/1/2021            | WBE:          | 0%   | \$0  | 0%  | \$0  | Yes  | No  |
|   |                           |                              |                |                     | DSBE:         | 0%   | \$0  |   |  |  |   |

| Non-Profit Vendor Demographics        |            |          |
|---------------------------------------|------------|----------|
| Anti-Violence Partnership             | Minority % | Female % |
| Workforce                             | 44.00%     | 72.00%   |
| Executive                             | 60.00%     | 80.00%   |
| Board                                 | 100.00%    | 38.00%   |
| Council of Spanish Speaking Org.      | Minority % | Female % |
| Workforce                             | 100.00%    | 77.00%   |
| Executive                             | 100.00%    | 84.00%   |
| Board                                 | 100.00%    | 50.00%   |
| JEVS Human Services                   | Minority % | Female % |
| Workforce                             | 77.00%     | 70.00%   |
| Executive                             | 11.00%     | 33.00%   |
| Board                                 | 9.00%      | 35.00%   |
| Northeast Victim Services             | Minority % | Female % |
| Workforce                             | 25.00%     | 100.00%  |
| Executive                             | 0.00%      | 100.00%  |
| Board                                 | 0.00%      | 44.00%   |
| North Central Victim Services         | Minority % | Female % |
| Workforce                             | 71.00%     | 86.00%   |
| Executive                             | 100.00%    | 0.00%    |
| Board                                 | 71.00%     | 43.00%   |
| Northwest Victim Services             | Minority % | Female % |
| Workforce                             | 100.00%    | 100.00%  |
| Executive                             | 100.00%    | 100.00%  |
| Board                                 | 75.00%     | 50.00%   |
| Support Center for Child Advocates    | Minority % | Female % |
| Workforce                             | 28.00%     | 88.00%   |
| Executive                             | 9.00%      | 73.00%   |
| Board                                 | 14.00%     | 55.00%   |
| Temple University                     | Minority % | Female % |
| Workforce                             | 19.00%     | 53.00%   |
| Executive                             | 23.00%     | 38.00%   |
| Board                                 | 14.00%     | 17.00%   |
| Urban Affairs Coalition               | Minority % | Female % |
| Workforce                             | 93.00%     | 49.00%   |
| Executive                             | NA         | NA       |
| Board                                 | 58.00%     | 37.00%   |
| Victim Services of South Philadelphia | Minority % | Female % |
| Workforce                             | 70.00%     | 70.00%   |
| Executive                             | 0.00%      | 100.00%  |
| Board                                 | 55.00%     | 55.00%   |
| Women Against Abuse                   | Minority % | Female % |
| Workforce                             | 74.00%     | 83.00%   |
| Executive                             | 17.00%     | 92.00%   |
| Board                                 | 35.00%     | 83.00%   |
| Women Organized Against Rape          | Minority % | Female % |
| Workforce                             | 56.00%     | 76.00%   |
| Executive                             | 100.00%    | 50.00%   |
| Board                                 | 21.00%     | 79.00%   |

#### 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) |             |             |             |             |             |                       |  |
|--|-------------|-------------|-------------|-------------|-------------|-----------------------|--|
|  | FY18        | FY19        | FY20        | FY21        | FY22        | FY21 YTD<br>(Q1 & Q2) |  |
| Total amount of contracts                      | \$1,243,687 | \$2,322,030 | \$2,629,013 | \$2,366,743 | \$2,359,138 | \$2,169,985           |  |
| Total amount to M/W/DSBE                       | \$130,000   | \$175,000   | \$237,000   | \$100,000   | \$100,000   | \$100,000             |  |
| Participation Rate                             | 10%         | 8%          | 9%          | 4%          | 4%          | 5%                    |  |

| Total M/W/DSBE Contract Participation Goal (Public Works; Services, Supplies & Equipment; and Professional Services combined) |      |      |      |  |  |
|---|------|------|------|--|--|
|   | FY20 | FY21 | FY22 |  |  |
| M/W/DSBE Contract<br>Participation Goal   | NA   | NA   | NA   |  |  |

#### 7. Staff Demographics

Biracial employees should be included under "Other."

| taff Demographics (as of D | ecember 2020)    |                  |                |                  |                  |
|----------------------------|------------------|------------------|----------------|------------------|------------------|
|                            | Full-Time Staff  |                  | Ex             | ecutive Staff    |                  |
|                            | Male             | Female           |                | Male             | Female           |
|                            | African-American | African-American |                | African-American | African-American |
| Total                      | 53               | 108              | Total          | 2                | 0                |
| % of Total                 | 8%               | 17%              | % of Total     | 29%              | 0%               |
| Average Salary             | \$70,969         | \$58,499         | Average Salary | \$171,566        | \$0              |
| Median Salary              | \$62,057         | \$56,023         | Median Salary  | \$171,566        | \$0              |
| •                          | White            | White            | ]              | White            | White            |
| Total                      | 188              | 201              | Total          | 2                | 2                |
| % of Total                 | 29%              | 31%              | % of Total     | 29%              | 29%              |
| Average Salary             | \$77,799         | \$70,432         | Average Salary | \$140,034        | \$153,090        |
| Median Salary              | \$71,330         | \$64,095         | Median Salary  | \$140,034        | \$153,090        |
| ·•                         | Hispanic         | Hispanic         | •              | Hispanic         | Hispanic         |
| Total                      | 16               | 21               | Total          | 0                | 1                |
| % of Total                 | 3%               | 3%               | % of Total     | 0%               | 14%              |
| Average Salary             | \$73,836         | \$67,025         | Average Salary | \$0              | \$100,136        |
| Median Salary              | \$64,860         | \$61,140         | Median Salary  | \$0              | \$100,136        |
|                            | Asian            | Asian            | 1              | Asian            | Asian            |
| Total                      | 15               | 28               | Total          | 0                | 0                |
| % of Total                 | 2%               | 4%               | % of Total     | 0%               | 0%               |
| Average Salary             | \$64,109         | \$68,726         | Average Salary | \$0              | \$0              |
| Median Salary              | \$64,095         | \$67,203         | Median Salary  | \$0              | \$0              |
|                            | Other            | Other            |                | Other            | Other            |
| Total                      | 5                | 4                | Total          | 0                | 0                |
| % of Total                 | 1%               | 1%               | % of Total     | 0%               | 0%               |
| Average Salary             | \$56,022         | \$55,079         | Average Salary | \$0              | \$0              |
| Median Salary              | \$44,502         | \$44,942         | Median Salary  | \$0              | \$0              |
|                            | Bilingual        | Bilingual        |                | Bilingual        | Bilingual        |
| Total                      | 24               | 40               | Total          | 0                | 0                |
| % of Total                 | 4%               | 6%               | % of Total     | 0%               | 0%               |
| Average Salary             | \$43,148         | \$65,469         | Average Salary | \$0              | \$0              |
| Median Salary              | \$64,095         | \$61,000         | Median Salary  | \$0              | \$0              |
| •                          | Male             | Female           | •              | Male             | Female           |
| Total                      | 278              | 362              | Total          | 4                | 3                |
| % of Total                 | 43%              | 57%              | % of Total     | 57%              | 43%              |
| Average Salary             | \$74,858         | \$66,373         | Average Salary | \$155,800        | \$135,438        |
| Median Salary              | \$68,137         | \$61,140         | Median Salary  | \$171,566        | \$125,337        |
| ail for non-binary emplo   | ovees.           |                  |                |                  |                  |
| an to non-omary empte      | White            | Bilingual        |                |                  |                  |
| Total                      | 3                | 1                | ]              |                  |                  |
| % of Total                 | 0.47%            | 1%               | 1              |                  |                  |
| Average Salary             | \$74,417         | \$90,000         | 1              |                  |                  |
|                            | ******           | ******           | <del>1</del>   |                  |                  |

\$90,000

Median Salary

\$70,401

#### 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 Dec | New Hires (from 7/1/2020 to December 2020) |        |         |        |        |         |       |  |  |  |
|---------------------------------|--|--------|---------|--------|--------|---------|-------|--|--|--|
|                                 | Total Number of New Hires                  | Arabic | Chinese | French | German | Gujrati | Hindi |  |  |  |
| Black or African American       | 14   | 0      | 0       | 1      | 0      | 0       | 0     |  |  |  |
| Asian                           | 7  | 0      | 0       | 1      | 0      | 1       | 2     |  |  |  |
| Hispanic or Latino              | 7  | 0      | 0       | 0      | 0      | 0       | 0     |  |  |  |
| White                           | 28   | 1      | 0       | 3      | 1      | 0       | 0     |  |  |  |
| Other                           | 1  | 0      | 1       | 1      | 1      | 0       | 0     |  |  |  |
| Total                           | 57   | 1      | 1       | 6      | 2      | 1       | 2     |  |  |  |

| New Hires (from 7/1/2020 to December 2020) continued |      |         |          |        |         |       |        |  |  |
|--|------|---------|----------|--------|---------|-------|--------|--|--|
|  | Igbo | Italian | Japanese | Korean | Spanish | Tamil | Yoruba |  |  |
| Black or African American                            | 1    | 0       | 0        | 0      | 1       | 0     | 1      |  |  |
| Asian  | 0    | 0       | 0        | 3      | 0       | 1     | 0      |  |  |
| Hispanic or Latino                                   | 0    | 0       | 0        | 0      | 4       | 2     | 0      |  |  |
| White  | 0    | 0       | 0        | 0      | 0       | 0     | 0      |  |  |
| Other  | 0    | 1       | 1        | 0      | 0       | 0     | 0      |  |  |
| Total  | 1    | 1       | 1        | 3      | 5       | 3     | 1      |  |  |

| Detail for new hires since December 2020: |      |       |         |         |  |  |  |  |  |  |
|---|------|-------|---------|---------|--|--|--|--|--|--|
|   | Igbo | Greek | Malayam | Spanish |  |  |  |  |  |  |
| Black or African American                 | 1    | 0     | 0       | 0       |  |  |  |  |  |  |
| Asian                                     | 1    | 0     | 1       | 0       |  |  |  |  |  |  |
| Hispanic or Latino                        | 2    | 0     | 0       | 3       |  |  |  |  |  |  |
| White                                     | 4    | 1     | 0       | 1       |  |  |  |  |  |  |
| Other                                     | 2    | 0     | 0       | 0       |  |  |  |  |  |  |
| Total                                     | 10   | 1     | 1       | 4       |  |  |  |  |  |  |

| All Staff                 | ll Staff |                           |        |         |          |                 |        |        |       |         |
|---------------------------|----------|---------------------------|--------|---------|----------|-----------------|--------|--------|-------|---------|
|                           | Albanian | American Sign<br>Language | Arabic | Bengali | Chaldean | Farsi (Iranian) | French | German | Greek | Gujrati |
| Black or African American | 0        | 0                         | 0      | 0       | 0        | 0               | 1      | 0      | 0     | 0       |
| Asian                     | 0        | 0                         | 1      | 2       | 1        | 1               | 2      | 0      | 0     | 1       |
| Hispanic or Latino        | 0        | 0                         | 0      | 0       | 0        | 0               | 0      | 0      | 0     | 0       |
| White                     | 1        | 1                         | 2      | 0       | 0        | 0               | 6      | 1      | 1     | 0       |
| Other                     | 0        | 0                         | 0      | 0       | 0        | 0               | 1      | 1      | 0     | 0       |
| Total                     | 1        | 1                         | 3      | 2       | 1        | 1               | 10     | 2      | 1     | 1       |

| All Staff cont.           | Staff cont. |       |      |         |          |        |      |         |           |          |
|---------------------------|-------------|-------|------|---------|----------|--------|------|---------|-----------|----------|
|                           | Hebrew      | Hindi | Igbo | Italian | Japanese | Korean | Krio | Malayam | Mandarian | Pohnpean |
| Black or African American | 0           | 0     | 1    | 0       | 0        | 0      | 1    | 0       | 0         | 0        |
| Asian                     | 0           | 3     | 0    | 1       | 0        | 6      | 0    | 2       | 2         | 0        |
| Hispanic or Latino        | 0           | 0     | 0    | 0       | 0        | 0      | 0    | 0       | 0         | 0        |
| White                     | 4           | 0     | 0    | 1       | 0        | 0      | 0    | 0       | 0         | 1        |
| Other                     | 0           | 0     | 0    | 1       | 1        | 0      | 0    | 0       | 1         | 0        |
| Total                     | 4           | 3     | 1    | 3       | 1        | 6      | 1    | 2       | 3         | 1        |

| All Staff cont.           | ll Staff cont. |         |         |         |           |       |            |        |  |
|---------------------------|----------------|---------|---------|---------|-----------|-------|------------|--------|--|
|                           | Portuguese     | Punjabi | Russian | Spanish | Taiwanese | Tamil | Vietnamese | Yoruba |  |
| Black or African American | 0              | 0       | 0       | 2       | 0         | 0     | 0          | 1      |  |
| Asian                     | 0              | 1       | 0       | 2       | 1         | 1     | 1          | 0      |  |
| Hispanic or Latino        | 1              | 0       | 0       | 12      | 0         | 0     | 0          | 0      |  |
| White                     | 0              | 0       | 2       | 10      | 0         | 0     | 0          | 0      |  |
| Other                     | 0              | 0       | 0       | 0       | 0         | 0     | 0          | 0      |  |
| Total                     | 1              | 1       | 2       | 26      | 1         | 1     | 1          | 1      |  |

| Frontline Staff           |          |        |         |          |                 |        |        |       |         |        |
|---------------------------|----------|--------|---------|----------|-----------------|--------|--------|-------|---------|--------|
|                           | Albanian | Arabic | Bengali | Chaldean | Farsi (Iranian) | French | German | Greek | Gujrati | Hebrew |
| Black or African American | 0        | 0      | 0       | 0        | 0               | 1      | 0      | 0     | 0       | 0      |
| Asian                     | 0        | 1      | 1       | 1        | 1               | 1      | 0      | 0     | 1       | 0      |
| Hispanic or Latino        | 0        | 0      | 0       | 0        | 0               | 0      | 0      | 0     | 0       | 0      |
| White                     | 1        | 2      | 0       | 0        | 0               | 2      | 1      | 1     | 0       | 1      |
| Other                     | 0        | 0      | 0       | 0        | 0               | 1      | 1      | 0     | 0       | 0      |
| Total                     | 1        | 3      | 1       | 1        | 1               | 5      | 2      | 1     | 1       | 1      |

| Frontline Staff cont.     | rontline Staff cont. |      |         |          |        |      |           |           |            |         |
|---------------------------|----------------------|------|---------|----------|--------|------|-----------|-----------|------------|---------|
|                           | Hindi                | Igbo | Italian | Japanese | Korean | Krio | Malayalam | Mandarian | Portuguese | Russian |
| Black or African American | 0                    | 1    | 0       | 0        | 0      | 1    | 0         | 0         | 0          | 0       |
| Asian                     | 2                    | 0    | 0       | 0        | 6      | 0    | 1         | 1         | 0          | 0       |
| Hispanic or Latino        | 0                    | 0    | 0       | 0        | 0      | 0    | 0         | 0         | 1          | 0       |
| White                     | 0                    | 0    | 0       | 0        | 0      | 0    | 0         | 0         | 0          | 2       |
| Other                     | 0                    | 0    | 1       | 1        | 0      | 0    | 0         | 1         | 0          | 0       |
| Total                     | 2                    | 1    | 1       | 1        | 6      | 1    | 1         | 2         | 1          | 2       |

| Frontline Staff cont.     |         |       |            |        |  |  |  |  |  |  |
|---------------------------|---------|-------|------------|--------|--|--|--|--|--|--|
|                           | Spanish | Tamil | Vietnamese | Yoruba |  |  |  |  |  |  |
| Black or African American | 1       | 0     | 0          | 1      |  |  |  |  |  |  |
| Asian                     | 1       | 1     | 1          | 0      |  |  |  |  |  |  |
| Hispanic or Latino        | 9       | 0     | 0          | 0      |  |  |  |  |  |  |
| White                     | 4       | 0     | 0          | 0      |  |  |  |  |  |  |
| Other                     | 0       | 0     | 0          | 0      |  |  |  |  |  |  |
| Total                     | 15      | 1     | 1          | 1      |  |  |  |  |  |  |