

OFFICE OF COMMUNITY EMPOWERMENT AND OPPORTUNITY FISCAL YEAR 2023 BUDGET TESTIMONY

INTRODUCTION

Hello, President Clarke and Members of City Council. I am Mitchell Little, Executive Director. I am pleased to provide written testimony on Office of Community Empowerment and Opportunity's Fiscal Year 2023 Operating Budget.

DEPARTMENT MISSION & PLANS

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

Plans for Fiscal Year 2023:

FY23 Strategic Goals

CEO's strategic initiatives over the next year will focus on promoting mobility out of poverty by building on proven programs, ensuring equitable recovery from the pandemic, serving in partnership with other City agencies to center racial equity, and engage in more intentional community outreach. As our communities continue to recover from the COVID-19 pandemic and its devastating consequences for Philadelphia's residents, CEO will look to utilize its role as an advocate and a funder to support communities hardest hit by the pandemic.

CEO will continue to seek sustainable funding sources so that core programs can be offered at scale and make a greater impact across the city. In Fiscal Year 2023, CEO will:

- Continue implementation of the roles outlined in the [Strategic Framework](#): funding and piloting new programs, engaging in advocacy, supporting policy research and analysis, and convening local and national stakeholders.
- Within the Same Day Work & Pay Program, CEO operates as the backbone in this collective impact program, connecting partners such as CLIP and Mural Arts to resources that enable us to serve more individuals in the program. With OHS, CEO funds emergency housing programs to enable OHS to provide additional supports to those seeking this service.
- Align program funding with the mission to promote racial equity.
- Utilize CEO's place within City government to advance an equitable recovery from the pandemic by informing, supporting, and initiating investments through the lens of racial equity.
- Contribute to initiative and policy development where CEO has experience, data, or perspective.
- Develop performance metrics to evaluate equity goals for the agency.
- Serve in partnership with other City agencies and centering racial equity in these partnerships.
- As a member of the HHS cabinet, CEO works collaboratively with other departments toward the cabinet's THRIVE framework which tracks initiatives toward objectives related to Healthy, Safe, Connected, and Equitable Communities.

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- Expand advocacy efforts through advancement of new research initiatives to understand how to reach those most in need.
- Advance new community partnerships and engage in more intentional community outreach.
- CEO will continue to coordinate place-based anti-poverty initiatives through the West Philadelphia Promise Zone.
- CEO will lead efforts to maximize the number of Philadelphians that claim the expanded Child Tax Credit and Earned Income Tax Credit, including through free tax prep services by Philadelphia non-profits, grassroots outreach, and communications campaigns, to ensure these powerful anti-poverty programs are reaching the lowest income Philadelphians that are at risk of leaving these funds on the table.

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 \$1,895,000, an INCREASE of \$386,000 over Fiscal Year 2022 estimated obligation levels. This INCREASE is primarily due to the addition of Same Day Work Pay program funding.

The proposed budget includes:

- \$177,185 in Class 100, a \$132,185 INCREASE FROM FY22. This funding will be used towards the cost of Salaries and Fringe Benefits for the department's staffing.¹
- \$1,714,007 in Class 200, a \$250,007 INCREASE FROM FY22. This funding will be used to encumber funds towards Professional and Contractual Agreements for Child and Earned Income Tax Credit programs and the Same Day Work Pay program.
- \$3,808 in Class 400, LEVEL WITH FY22. This funding will be used towards the cost of Computer Equipment for the department.

¹ CEO's proposed FY23 budget includes \$177,185 in class 100 funding to support the city's Same Day Work & Pay initiative. Funding designated to CEO in the class 100 category will serve as a match to grant-funded positions working on this initiative.

STAFFING LEVELS

The department is requesting 0 budgeted positions for FY23 **General Fund**, no change in positions over Class 100 with FY22. ²

The department is requesting 40 budgeted positions for FY23 **Grant Revenue Fund**, an increase of 3 in positions over Class 100 with FY22.

NEW HIRES

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

² The funding provided to CEO through the General Fund serves as a match to grant-funded positions that will focus on Same Day Work & Pay initiatives in the FY23 budget.

PERFORMANCE, CHALLENGES, AND INITIATIVES

COMMUNITY EMPOWERMENT AND OPPORTUNITY

Performance Measure	CY21 Year-End	CY22 Target	CY23Target
Benefits Access: Number of households who enroll in benefits	912	1,000	975
Benefits Access: Average dollar value of benefits accessed per household ¹	\$5,326	\$5,000	\$5,000
Financial Empowerment: Number of individuals who received one-on-one financial counseling ²	1,058	1,000	1,000

¹ Average dollar value of each federal, state, and local benefit per household per year. Target numbers are set based on anticipated contractual outcomes for CSBG eligible clients enrolled in the BenePhilly Initiative and Financial Empowerment Centers.

² Financial Empowerment Centers (FECs) provide one-on-one financial counseling at no cost to the consumer. FEC counselors provide services such as credit repair, access to affordable and safe checking and savings accounts, home-ownership preparation, and retirement saving. Target numbers are set based on anticipated contractual outcomes for CSBG eligible clients enrolled in the BenePhilly Initiative and Financial Empowerment Centers.

Program FY23 Strategic Goals

- Continue implementation of the roles outlined in the Strategic Framework: funding and piloting new programs, engaging in advocacy, supporting policy research and analysis, and convening local and national stakeholders.
- Align program funding with the mission to promote racial equity.
- Utilize CEO’s place within City government to advance an equitable recovery from the pandemic by informing, supporting, and initiating investments through the lens of racial equity.
- Contribute to initiative and policy development where CEO has experience, data, or perspective.
- Develop performance metrics to evaluate equity goals for the agency.
- Serving in partnership with other City agencies and centering racial equity in these partnerships (SDWP, OHS, HHS).
- As a member of the HHS cabinet, CEO works collaboratively with other departments toward the cabinet’s THRIVE framework which tracks initiatives toward objectives related to Healthy, Safe, Connected, and Equitable Communities.
- Within the Same Day Work & Pay Program, CEO operates as the backbone in this collective impact program, connecting partners such as CLIP and Mural Arts to resources that enable us to serve more individuals in the program. With OHS, CEO funds emergency housing programs to enable OHS to provide additional supports to those seeking this service.

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- Expanding advocacy efforts through advancement of new research initiatives to understand how to reach those most in need.
- Advancing new community partnerships and engaging in more intentional community outreach.

OTHER BUDGETARY IMPACTS

Federal and State (Where Applicable)

CEO expects a decrease in grant funding for FY23. Federal CARES funds to support pandemic relief for those living at or below federally mandated poverty levels, will end in September of 2022. We expect a decrease of about \$4.6M as a result. Less financial resources may lessen services being provided to constituents and could have an equally detrimental impact on our partners and providers in their attempt to coordinate fewer financial resources to maintain their level of efficient services for our constituents while still recovering from the COVID-19 pandemic.

CONTRACTING EXPERIENCE

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

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.**

Solomon Leach, Communications Manager; staff training is scheduled for April, 2022; [Language Access 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.**

TITLE	STATUS	ETHNICITY	LANGUAGE	LATEST START DATE	NEW OR EXISTING*
Director of Administrative Services	Active	Black or African American (Not Hispanic or Latino)		2/11/1991	E
Benefits Access Specialist	Active	Hispanic or Latino	Spanish	2/10/1992	E
Director of Operations	Active	Black or African American (Not Hispanic or Latino)		2/12/2001	E
Accounting Manager	Terminated	Black or African American (Not Hispanic or Latino)		2/11/2005	E
Grants Compliance Monitor	Active	Black or African American (Not Hispanic or Latino)		7/9/2007	E
Benefits Access Specialist	Active	Hispanic or Latino	Spanish	5/5/2008	E
Operational Services Manager	Active	Hispanic or Latino	Spanish	10/15/2012	E
Work Ready and Workforce Strategies Manager	Active	Black or African American (Not Hispanic or Latino)		10/22/2012	E
Executive Director	Active	Black or African American (Not Hispanic or Latino)		9/23/2013	E
Director of Neighborhood Initiatives	Active	Black or African American (Not Hispanic or Latino)		1/6/2014	E
Benefits Access Unit Manager	Terminated	Black or African American (Not Hispanic or Latino)		1/5/2015	E
Director of Youth Strategies	Terminated	White - Any White background		9/29/2015	E
Director of Financial Inclusion	Active	White - Any White background		4/10/2017	E

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Contracts and Data Monitor	Active	Black or African American (Not Hispanic or Latino)		6/12/2017	E
Accountant I	Active	Black or African American (Not Hispanic or Latino)		12/18/2017	E
Human Resources Specialist	Active	Asian (Not Hispanic or Latino)	Korean	11/18/2019	E
IT Manager	Active	Black or African American (Not Hispanic or Latino)		5/26/2020	E
Human Resources Coordinator	Active	White - Any White background		5/26/2020	E
Communications Manager	Active	Black or African American (Not Hispanic or Latino)		5/26/2020	E
Youth Strategies College and Career Pathways Manager	Terminated	Black or African American (Not Hispanic or Latino)		9/28/2020	E
Benefits Community Liaison	Active	Black or African American (Not Hispanic or Latino)		10/5/2020	E
Director of Policy	Active	White - Any White background		1/19/2021	E
Deputy Executive Director of Family Support & Basic Needs	Active	Black or African American (Not Hispanic or Latino)	Spanish	2/22/2021	E
Community Engagement Manager	Active	White - Any White background		3/1/2021	E
Chief of Staff	Active	White - Any White background		4/26/2021	E
Assistant to Executive Director	Active	White - Any White background		1/10/2022	N
Accountant II	Active	Black or African American (Not Hispanic or Latino)		6/14/2021	E
Director of Finance	Terminated	White - Any White background		6/14/2021	E
VISTA, Financial Equity	Active	Black or African American (Not Hispanic or Latino)		7/19/2021	N
VISTA, Fines and Fees	Active	White - Any White background		7/19/2021	N
VISTA, Eviction Prevention Policy	Active	White - Any White background		7/19/2021	N
VISTA, Promise Zone	Active	White - Any White background	Italian	7/19/2021	N
VISTA, Promise Zone	Active	White - Any White background	Spanish, Hebrew, French	7/19/2021	N
VISTA, Promise Zone	Active	White - Any White background		7/19/2021	N
VISTA, Promise Zone	Active	White - Any White background		7/19/2021	N
VISTA, Promise Zone	Active	White - Any White background		7/19/2021	N
Unpaid Fieldwork Intern	Active	White - Any White background		7/19/2021	N
Youth Strategies College and Career Pathways Manager	Active	Black or African American (Not Hispanic or Latino)		8/2/2021	N

Youth Strategies Academics and Partnerships Manager	Active	Black or African American (Not Hispanic or Latino)	French	10/18/2021	N
Data Manager	Active	White - Any White background		11/8/2021	N
Contracts and Data Monitor	Active	White - Any White background		1/10/2022	N

*based on FY22

Since April 2022 all front-line staff will be trained 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.

In FY21, CEO staff received 45 requests for language access. Of those, 35 were handled by bilingual staff and 10 were handled by telephonic interpretation. Additionally, CEO provided translation of documents and web content related to the Child Tax Credit, which adds 16 services for a total of 61. Both sets of numbers are included below.

Language	Language line	Bilingual staff interactions	Document translation	Website translation	Total # of services
Spanish	6	35	1	1	43
Chinese (simplified)	1		1	1	3
Russian	1		1	1	3
French			1	1	2
Albanian			1	1	2
Vietnamese			1	1	2
Swahili	1				1
Khmer			1	1	2

Portuguese	1				1
Arabic			1	1	2
TOTAL	10	35	8	8	61

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

CEO has added language to its contracts with providers to require language access services, translated essential blog posts [on unclaimed federal stimulus checks](#) and [Child Tax Credit](#) into five languages, and created social media messaging in Spanish for Child Tax Credit. Additionally, the role of Language Access Coordinator has been transferred to our Communications Manager, who is responsible for external communications, and front-line and executive staff attended language access training in April 2022.

CLIMATE CHANGE

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

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

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

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

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

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

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

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

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

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

1. Staff Demographics Summary

Staff Demographics Summary (as of December 2021)*				
	Total	Minority	White	Female
Number of Full-Time Staff	29	22	7	16
Number of Exempt Staff	29	22	7	16
Number of Executive Staff (deputy level and above)	2	1	1	1
Average Salary, Full-Time Staff	\$68,828	\$65,279	\$79,984	\$67,861
Average Salary, Exempt Staff	\$68,828	\$65,279	\$79,984	\$67,861
Average Salary, Executive Staff	\$124,450	\$133,900	\$115,000	\$115,000
Median Salary, Full-Time Staff	\$65,000	\$61,250	\$74,837	\$63,750
Median Salary, Exempt Staff	\$65,000	\$61,250	\$74,837	\$63,750
Median Salary, Executive Staff	\$124,450	\$133,900	\$115,000	\$115,000

2. Employment Levels

Employment Levels (as of December 2021)*		
	Budgeted	Filled
Number of Full-Time Positions	30	29
Number of Part-Time Positions	0	0
Number of Exempt Positions	30	29
Number of Executive Positions (deputy level and above)	4	2
Average Salary of All Full-Time Positions	\$72,000	\$68,828
Median Salary of All Full-Time Positions	\$70,000	\$65,000

*CEO's positions are funded by the Grants Fund. CEO's proposed FY23 budget includes \$177,185 in class 100 funding to support the city's Same Day Work & Pay initiative. Funding designated to CEO in the class 100 category will serve as a match to grant-funded positions working on this initiative.

FY23 Budget Hearing Summary Charts - Community Empowerment and Opportunity

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	\$90,000	\$45,000	\$45,000	\$45,000	\$177,185	\$132,185
Class 200 - Purchase of Services	\$0	\$0	\$1,464,000	\$1,464,000	\$1,714,007	\$250,007
Class 300/400 - Materials, Supplies & Equipment	\$0	\$0	\$0	\$0	\$3,808	\$3,808
	\$90,000	\$45,000	\$1,509,000	\$1,509,000	\$1,895,000	\$386,000

Grant 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	\$3,280,293	\$2,263,317	\$3,841,781	\$2,852,352	\$3,999,132	\$157,351
Class 200 - Purchase of Services	\$16,329,328	\$19,991,925	\$37,578,804	\$25,530,382	\$32,881,765	(\$4,697,039)
Class 300/400 - Materials, Supplies & Equipment	\$77,982	\$190,324	\$654,550	\$335,913	\$509,357	(\$145,193)
	\$19,687,603	\$22,445,566	\$42,075,135	\$28,718,647	\$37,390,254	(\$4,684,881)

FY23 Budget Hearing Summary Charts - Community Empowerment and Opportunity

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]
AB&C Creative Intelligence	CTC & EITC Marketing	\$400,000	7/19/2021	10/1/2021	MBE:	13%	\$50,000	13%	\$50,000	Yes	Yes
					WBE:	0%	\$0				
					DSBE:	0%	\$0				

Non-Profit Vendor Demographics

Organization	Minority %	Female %
JEVS Human Services		
Workforce	77.00%	69.00%
Executive	11.00%	33.00%
Board	9.00%	36.00%
Benefits Data Trust		
Workforce	52.00%	65.00%
Executive	21.00%	50.00%
Board	33.00%	22.00%
Bread and Roses Community Fund		
Workforce	57.00%	57.00%
Executive	50.00%	50.00%
Board	55.00%	82.00%
First Step Staffing		
Workforce	76.00%	71.00%
Executive	40.00%	70.00%
Board	43.00%	29.00%
Center for Employment Opportunities		
Workforce	80.00%	40.00%
Executive	60.00%	80.00%
Board	50.00%	50.00%

5. Performance Measures Table

Please refer to the narrative of the FY23 Budget testimony.

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	\$195,000	\$68,000	\$109,910	\$400,000	\$500,000	\$400,000
Total amount to M/W/DSBE	\$78,000	\$30,897	\$72,125	\$50,000	\$125,000	\$50,000
Participation Rate	40%	45%	66%	13%	25%	13%

* CEO's projection for MWDSBE in FY22 was targeted at 45%, but based on current contracts, we are currently at 13% based on known contracts. Most contracts are with nonprofits, so there is little room for impact here.

** Based on actual data from FY22, CEO set a goal for FY23 to match the City goal; however we always seek to improve over our goal.

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	50%	45%	25%

FY23 Budget Hearing Summary Charts - Community Empowerment and Opportunity

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>	9	9	<i>Total</i>	1	0
<i>% of Total</i>	31%	31%	<i>% of Total</i>	50%	0%
<i>Average Salary</i>	\$72,855	\$61,693	<i>Average Salary</i>	\$133,900	\$0
<i>Median Salary</i>	\$65,000	\$57,098	<i>Median Salary</i>	\$133,900	\$0
	White	White		White	White
<i>Total</i>	3	4	<i>Total</i>	0	1
<i>% of Total</i>	10%	14%	<i>% of Total</i>	0%	50%
<i>Average Salary</i>	\$67,517	\$89,334	<i>Average Salary</i>	\$0	\$115,000
<i>Median Salary</i>	\$60,000	\$86,169	<i>Median Salary</i>	\$0	\$115,000
	Hispanic	Hispanic		Hispanic	Hispanic
<i>Total</i>	1	2	<i>Total</i>	0	0
<i>% of Total</i>	3%	7%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$52,000	\$54,100	<i>Average Salary</i>	\$0	\$0
<i>Median Salary</i>	\$52,000	\$54,100	<i>Median Salary</i>	\$0	\$0
	Asian	Asian		Asian	Asian
<i>Total</i>	0	1	<i>Total</i>	0	0
<i>% of Total</i>	0%	3%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$0	\$65,000	<i>Average Salary</i>	\$0	\$0
<i>Median Salary</i>	\$0	\$65,000	<i>Median Salary</i>	\$0	\$0
	Other	Other		Other	Other
<i>Total</i>	0	0	<i>Total</i>	0	0
<i>% of Total</i>	0%	0%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$0	\$0	<i>Average Salary</i>	\$0	\$0
<i>Median Salary</i>	\$0	\$0	<i>Median Salary</i>	\$0	\$0
	Bilingual	Bilingual		Bilingual	Bilingual
<i>Total</i>	2	3	<i>Total</i>	0	0
<i>% of Total</i>	7%	10%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$51,000	\$57,733	<i>Average Salary</i>	\$0	\$0
<i>Median Salary</i>	\$51,000	\$54,100	<i>Median Salary</i>	\$0	\$0
	Male	Female		Male	Female
<i>Total</i>	13	16	<i>Total</i>	1	1
<i>% of Total</i>	45%	55%	<i>% of Total</i>	50%	50%
<i>Average Salary</i>	\$70,019	\$67,861	<i>Average Salary</i>	\$133,900	\$115,000
<i>Median Salary</i>	\$65,000	\$63,750	<i>Median Salary</i>	\$133,900	\$115,000

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

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	English	French
Black or African American	2	2	1
Asian			
Hispanic or Latino			
White	1	1	
Other			
Total	3	3	1

Detail for new hires since December 2021, if applicable: N/A