

**DISTRICT ATTORNEY
FISCAL YEAR 2023 BUDGET TESTIMONY
APRIL 26TH, 2022**

INTRODUCTION

Good Morning, President Clarke and Members of City Council. I am Lawrence Krasner, District Attorney of Philadelphia. Joining me today are:

Judge Carolyn Engel Temin, First Assistant, Robert Listenbee, First Assistant, Mike Lee, Chief of Staff, Cecilia Madden, Deputy Chief of Staff, Deborah Watson Stokes, Senior Advisor, Chance Lee, Director of Criminal Intelligence Unit, and G. Lamar Stewart, Director of Community Engagement. I am pleased to provide testimony on the District Attorney Office’s Fiscal Year 2023 Operating Budget.

DEPARTMENT MISSION & PLANS

Mission: The mission of the Philadelphia District Attorney’s Office (DAO) is to seek justice through a safe, fair, and equitable criminal legal system in Philadelphia. With more than 600 lawyers, detectives and support staff, Philadelphia's DAO is the largest prosecutor’s office in Pennsylvania and the third largest in the nation. The DAO is focused on restoring balance to our criminal justice system, ending the era of mass incarceration, and moving beyond the false promises of overly punitive policies.

Plans for Fiscal Year 2023: Hundreds of hard-working Philadelphians comprise the District Attorney Office (“DAO”). Every day of the week, DAO personnel staff court rooms, engage the community, and collaborate with a wide array of stakeholders to hold people accountable and to improve public safety.

Diverse, Inclusive, Efficient, and Effective Government

The DAO will continue to fulfil our duty to hold people accountable for serious violent offense like homicide and non-fatal shootings that require significant sentences as well as for quality-of-life offenses that may require diversion and connection to services. Despite our collective determination to maintain a diverse and talented workforce, resource constraints created by the pandemics of COVID-19, drug addiction, and gun violence have created unsustainable caseloads, delays in justice, and fatigue among our staff.

Like other City agencies, prosecutor offices and private law firms across the country, recruitment and retention has been challenging over the past year. Recruitment and retention are impacted by less competitive salaries, larger caseloads and residency restrictions that no other criminal law employer faces. In FY23, the DAO will continue to aggressively recruit talented and diverse new and lateral attorneys from local, national, and historically black law schools through speaking engagements, partnerships with law schools and affinity groups. Furthermore, the DAO is reevaluating our employee life cycles and professional development. The DAO is identifying and addressing the root causes of our retention issues. We are evaluating how the costs of child care impact our public servants. We are incorporating diversity, equity, inclusion into every facet of our institutional fabric. Our most prominent issue, however, is the crushing caseloads our attorneys carry. We simply do not have enough people, and those that we have are not paid enough to feel that their work is valued by the city they protect. For example, Major Trials Unit—the unit that handles a vast majority of the city’s felony trials. Many have caseloads exceeding 300 cases

requiring them to spend hours in court every day and work late into the night and weekends. Many came here wanting to prioritize rehabilitation and police accountability, but they often lack the time to seek rehabilitative resolutions or give a case the scrutiny it deserves. It is more difficult to distinguish low from high-risk offenders when the prosecutor's focus has to be on preparing for a list of cases the next day. In FY23 the DAO will also address retention issues like diversity, equity, and inclusion initiatives, lagging compensation compared to our peers in the legal field, and a residency requirement that limits individual and family freedoms. To ensure our personnel have the support they need to focus on seeking justice, accountability, and fairness in our criminal legal system outcomes, we will work vigorously to address these important issues head on.

A Safer and more Just Philadelphia

The DAO will continue to meet the moment as our city, like communities of all kinds across the country, confront historic levels of gun violence. Since 2018, the DAO combined homicide prosecution with non-fatal shootings to increase our understanding of systemic gun violence. In 2020, the DAO launched the Intelligence Unit to focus on identifying and prosecuting the drivers of violent crime. The DAO intends to implement many of the recommendations from the collaborative 100 Shooter Review to complement existing gun violence strategies. Recently, the DAO merged the CARES program, a program to improve the coordination of services for survivors of homicide victims, and the Victim and Witness Services Unit, to create a Victim Support Services Division. This allows our office to better support victims of violent, economic, sexual and hate crimes in more holistic ways than any prior administration.

We have redoubled our collaborative efforts with law enforcement, criminal justice stakeholders, and community leaders in response to the increase in gun violence. In FY23, the DAO will continue to prioritize and invest in the prosecution of gun violence and the safety of victims, witnesses, and communities. The DAO also invests time and resources in gun violence prevention. Constant community engagement connects the DAO to diverse communities addressing gun violence and quality of life concerns. Through our microgrant program, the DAO continues to reinvest financial resources into community organizations that are focused on anti-violence and anti-drug programming.

Additionally, the DAO merged the CARES, a program to improve the coordination of services for survivors of homicide victims, into the Victim and Witness Services Unit. This redesign will allow our victim advocates and coordinators to provide holistic support to victims of violent, economic, sexual, hate crimes and quality of life offenses. Within each case file is reports, logs, forms, and most importantly someone's life that has been impacted. The current trial back logs, although an improvement resulting from constant collaboration with our criminal justice stakeholders, make the work of our prosecutors more challenging and limits access to justice as witnesses' memories fade, numbers and addresses change, people change jobs, officers retire, and witnesses seek to put a sad chapter of their lives behind them. If you were awaiting trial and wanted to be tried by a jury, the courts would not schedule it until the Summer of 2023 due to the current backlog. Victims and defendants alike deserve speedier resolutions, and they deserve a system adequately funded and staffed with people with time to prepare and deliberate on the weight of punishment required. In FY23, the DAO remains committed collaborating with city agencies to leverage our limited resources to hold people accountable for violent crimes and quality of life offenses that create environments for crime to occur.

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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 \$43,305,949, an increase of \$616,367 over Fiscal Year 2022 estimated obligation levels. This increase is primarily due to contractual obligations and exempt salary increases implemented in FY22.

The proposed budget includes:

- \$39,428,794 in Class 100, A \$616,367 increase over FY22. This funding will support the mandated DC33, DC47 and FOP salary increases as well Exempt wage increase and other payroll increases which became effective in FY22 on 1/31/22. The increases were partially offset by deductions relation to union award bonuses and the COVID 19 Vaccine Bonus.
- \$3,343,738 in Class 200, flat funded over FY22.
- \$533,417 in Class 300/400, flat funded over FY22.

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STAFFING LEVELS

The department is requesting 547 general fund budgeted positions for FY23, 7 positions over FY22.

The increase is attributed to two newly funded ADA positions to assist in restarting the Accelerated Misdemeanor Program (AMP) as well as five additional positions to invest in initiatives related to gun violence, organized retail theft and quality of life crimes.

NEW HIRES

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

PERFORMANCE, CHALLENGES, AND INITIATIVES

TRIALS

Performance Measure	FY21 Year-End	FY22 Target	FY23 Target
Number of cases handled	6,095	6,750	6,750
Median felony case time to disposition from formal arraignment (months)	10.0	9.0	9.0
Median misdemeanor case time to disposition (months)	12.3	8.0	8.0

Program FY23 Strategic Goals

- Increasing diversity and inclusion within the division.
- Encourage feedback regarding engagement in and commitment to reducing implicit bias.
- Continue reduction in median days to disposition for non-fatal shootings.
- Continue case review for possible alternative dispositions.
- Continue to evaluate impact of trial division policies.

PRE-TRIAL

Performance Measure	FY21 Year-End	FY22 Target	FY23 Target
Percent of cases diverted from initial charging	5.0%	5.0%	5.0%

Program FY23 Strategic Goals

- Increase diversity and inclusion within the division.
- Increase the number of successfully diverted cases by 30 percent.
- Increase the number of social service partners.
- Increase the number of community organizations partners in Diversion.
- Reduce the waiting periods for responses to expungement petitions.
- Continue to work on the Preliminary Arraignment Reporting System “PARS” renovation project with other Criminal Justice System stakeholders.
- Expand diversionary programs to include more community groups and racially diverse service and treatment providers.

INVESTIGATIONS

No performance measures associated with this program.

Program FY23 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 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-involved shootings.

LAW

No performance measures associated with this program.

Program FY23 Strategic Goals

- Increase diversity and inclusion within the division.
- Address PCRA backlog of over 10,000 cases.
- Continue focus on open file discovery process.
- Continue careful review of every conviction at the post-trial stage to ensure that justice was served.
- Expand affirmative civil litigation, including in the environmental space.

DETECTIVES

No performance measures associated with this program.

Program FY23 Strategic Goals

- This division’s work involves active collaboration with units throughout the office. As such, a primary goal of this division will be to utilize the unique skills of the Detectives to support the goals of other divisions in the DAO.
- Continuing to expand training and resources for Detectives.

JUVENILE

Performance Measure	FY21 Year-End	FY22 Target	FY23 Target
Number of juvenile cases opened	387	401	401
Percent of cases reslated from Adult Court to Juvenile Court	89.0%	95%	95%

Program FY23 Strategic Goals

- Support the behavioral health needs of diverted youth and families in a more responsive, comprehensive, collaborative way.
- Work with foundation partners to use data management and performance measurements for internal staff and external partners.
- Continue to inclusively support all youth of all backgrounds, while ensuring that processes and programs support LGBTQIA identifying youth.
- Evaluate the success of recent transportation initiatives.
- Develop feedback loops with external partners for the purpose of cohesively tracking success metrics.

GENERAL SUPPORT – COMMUNITY ENGAGEMENT

Performance Measure	FY21 Year-End	FY22 Target	FY23 Target
Number of Annual Community Engagement Events	N/A	240	240

Program FY23 Strategic Goals

- Increase diversity and inclusion within the DAO.
- Increase the number of community events attended by ADAs.
- Increase the number of trauma informed trainings for DAO staff.
- Increase the amount of professional development opportunities for DAO staff.

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OTHER BUDGETARY IMPACTS

Federal and State (Where Applicable)

N/A

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CONTRACTING EXPERIENCE

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

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EMPLOYEE DATA

Please refer to attached FY23 Budget Hearing Summary Charts in section 7: Staff Demographics.

LANGUAGE ACCESS

1. **Provide the name of your language access coordinator, the date of your last department training, and a link to the posting of your language access plan.** Keziah Cameron, A new training schedule will start in the summer of 2022. [District-Attorney-Final-Language-Access-Plan-2019.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.**

Gender	Race	Position	Language	Proficiency
non-binary	White - Any White background	Immigration Counsel	American Sign Language	Conversational
Non-binary	White - Any White background	Immigration Counsel	French	Proficient
Non-binary	White - Any White background	Immigration Counsel	Spanish	Proficient
Female	Hispanic or Latino	Paralegal - DDOU	Spanish	Fluent
Male	White - Any White background	ADA -- SIU	French	Proficient
Male	Black or African American (Not Hispanic or Latino)	ADA - Juvenile Court	Krio (Sierra Leone language)	Proficient
Female	Hispanic or Latino	ADA - FVSAU	Spanish	Fluent
Female	Hispanic or Latino		Spanish	
Female	Hispanic or Latino		Spanish	
Male	White - Any White background	DAO Homicide and NFS Unit	Spanish - SPA	Proficient
Female	Asian (Not Hispanic or Latino)	P042.01..DAO Family Violence Sex Asslt	Spanish - SPA	
Female	White - Any White background	P042.01..DAO Conviction Integrity Unit	Arabic-Egyptian (Includes Sudanese)	
Female	Hispanic or Latino	P042.08..DAO Victim Assistance Unit	Spanish - SPA	

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Female	White - Any White background	ADA - Juvenile Court	Hebrew	Fluent
Male	White - Any White background	DATA Lab	Hebrew	Conversational
Male	White - Any White background	DATA Lab	Spanish	Proficient
Male	Hispanic or Latino	VWC-Homicide	Spanish	Fluent
Female	White - Any White background	ADA - Diversion	Albanian	Fluent
Male	Hispanic or Latino	ADA - Diversion	Spanish	Fluent
Female	Asian (Not Hispanic or Latino)	Human Resources	Hindi	Fluent
Female	Asian (Not Hispanic or Latino)	Human Resources	Punjabi	Fluent
Female	White - Any White background	ADA - Appeals	Spanish	Conversational
Male	Asian (Not Hispanic or Latino)	ADA - Major Trials	Malayalam	Conversational
Male	Asian (Not Hispanic or Latino)	ADA - Major Trials	Korean	Fluent
Female	White - Any White background	Paralegal - Major Trials	Hebrew	Conversational
Female	Asian (Not Hispanic or Latino)	ADA - Appeals	French	Proficient
Female	Asian (Not Hispanic or Latino)	ADA - Appeals	Mandarin Chinese	Proficient
Female	Asian (Not Hispanic or Latino)	ADA - Appeals	Taiwanese	Fluent
Male	Asian (Not Hispanic or Latino)	VW Coordinator - Pretrial	Vietnamese	Fluent
Female	Asian (Not Hispanic or Latino)	ADA - Pre-Trial	Farsi (Iranian)	Fluent
Female	Asian (Not Hispanic or Latino)	ADA - Major Trials	Arabic	Fluent
Female	White - Any White background	Supervisor - Major Trials	French	Proficient
Male	Asian (Not Hispanic or Latino)	ADA - Fed Lit	Urdu, Hindi	Fluent
Male	White - Any White background	ADA - Appeals	Italian	Proficient
Male	White - Any White background	ADA - Appeals	Spanish	Proficient
Female	Hispanic or Latino	ADA - FVSAU	Portuguese	Conversational
Female	Hispanic or Latino	ADA - FVSAU	Spanish	Fluent
Female	Asian (Not Hispanic or Latino)	ADA - CIU/SIU	Bengali	Conversational
Female	Asian (Not Hispanic or Latino)	Paralegal - Fed Lit	Gujarati	Fluent
Male	Hispanic or Latino	ADA - FVSA	Spanish	Fluent
Female	White - Any White background	ADA - MC	Russian	Proficient
Male	Asian (Not Hispanic or Latino)	Paralegal - Pretrial	Spanish	Fluent
Female	Asian (Not Hispanic or Latino)	ADA - Appeals	Korean	Fluent

Male	Asian (Not Hispanic or Latino)	ADA - Child Support	Chaldean	Proficient
Male	Asian (Not Hispanic or Latino)	ADA - Child Support	Spanish	Proficient

General Staff Training Data		
Training	# of Employees trained in FY20 (July 1, 2019 - June 30 2020)	# of Employees trained in FY21 (July 1, 2020 - June 30 2021)
Language Access (Online)		
Language Access (In-person)		
Cultural Competency		
Language Services Protocol and Procedures Training	59	46
Other Language Access Training		

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.

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Language	Type of Services Provided to LEP Customers (# of Interactions)				Total # of LEP Interactions
	In-Person and/or Remote Interpretation (Non-Staff)	Telephonic Interpretation (OPI)	Bilingual Staff Interactions	Other (please specify):	
Albanian		3			3
Amharic		1			1
Arabic		5			5
Bengali		4			4
Cambodian (including Khmer)		9			9
Chinese (Cantonese)		4			4
Chinese (Mandarin)		27			27
French		2			2
Haitian Creole		4			4
Indonesian (Bahasa Indonesia)		1			1
Portuguese		22			22
Russian		14			14
Spanish		87			87
Swahili					0
Ukrainian		1			1
Vietnamese		7			7
Other, ASL (non-English)					0
Other, Bali		1			1
Other, Bambara		1			1
Other, Fulani (Fula)		2			2
Other, Greek		2			2
Other, Hindi		2			2
Other, Korean		2			2
Other, Kuki-Chin (including Hakha Chin, Chin-Tedi)		2			2
Other, Mandingo (Mandinka)		1			1
Other, Nepali		1			1
Other, Polish		3			3
Other, Turkish		1			1
Other, Uzbek		2			2
Total	0	211	0	0	211

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

Named a new language access coordinator. Increased the use of streamlined access to language access lines to keep lines of communications open with victims and witnesses. The DAO is updating our policy and language access plan. Additionally, we are developing training guidelines, curriculums and schedules to improve language access within the office.

CLIMATE CHANGE

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

The acceleration of the impact of climate change has increased the DAO's commitment to Information Technologies ("IT") and to our cost of services and procurement. The ever-changing climate and short-term extreme weather events exposed IT vulnerabilities that are actively being addressed. The DAO is on track to obtain Criminal Justice Information Systems compliance for the first time. This compliance is dependent upon our IT responses to climate change, cyber security and DAO personnel behaviors. Climate change will continue impact our physical access to infrastructure and the costs of maintaining climate stable environments increases. From flooding on Kelly drive impacting an ADA's ability to start a trial to extreme heat creating a leak in our HVAC system, climate change creates issues the DAO is actively addressing.

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 climate change's impact. Migration and immigration patterns are already being impacted by climate change and short-term extreme weather events. This has the potential to increase Philadelphia's already diverse neighborhoods, but also bring in new cultures. For the DAO, this means training for new cultural competencies as well as ensuring language access and protections from ICE for victims and witnesses of crimes. The recruitment, retention and advancement of diverse ADAs is paramount element in the DAO's response to climate change and to meeting the increasing diversity demands of Philadelphia.

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

A 21st century prosecutor's office lives in a Criminal Justice Information Systems secure cloud. The DAO continues to adapt to our constantly changing social and environmental climate. Demands for scientifically rooted evidence like forensics, video and digital only increase the need for the DAO to modernize technology and practices. The DAO intends to build upon the successful roll-out of a digital evidence discovery system by implementing a cloud-based case management system that integrates numerous streams of information. This case management system will enable DAO personnel to perform numerous tasks remotely and securely. Complementing modern technology with a diverse and talented personnel will mitigate and help the DAO adapt to climate change.

1. Staff Demographics Summary

Staff Demographics Summary (as of December 2021)				
	Total	Minority	White	Female
Number of Full-Time Staff	639	272	367	360
Number of Exempt Staff	538	218	320	303
Number of Executive Staff (deputy level and above)	8	5	3	3
Average Salary, Full-Time Staff	\$71,905	\$65,919	\$76,341	\$67,715
Average Salary, Exempt Staff	\$72,351	\$66,626	\$76,250	\$69,578
Average Salary, Executive Staff	\$145,485	\$138,052	\$157,873	\$143,512
Median Salary, Full-Time Staff	\$63,280	\$63,135	\$68,448	\$63,135
Median Salary, Exempt Staff	\$63,280	\$63,135	\$67,729	\$63,280
Median Salary, Executive Staff	\$153,847	\$187,171	\$185,665	\$139,725

2. Employment Levels

Employment Levels (as of December 2021)		
	Budgeted	Filled
Number of Full-Time Positions	643	639
Number of Part-Time Positions	9	10
Number of Exempt Positions	558	538
Number of Executive Positions (deputy level and above)	7	8
Average Salary of All Full-Time Positions	\$63,671	\$71,905
Median Salary of All Full-Time Positions	\$64,095	\$63,280

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	\$30,262,904	\$38,421,902	\$36,562,904	\$38,812,427	\$39,428,794	\$616,367
Class 200 - Purchase of Services	\$2,693,738	\$3,079,896	\$3,343,738	\$3,343,738	\$3,343,738	\$0
Class 300/400 - Materials, Supplies & Equipment	\$420,017	\$522,416	\$525,017	\$533,417	\$533,417	\$0
Class 500 - Contributions	\$0	\$2,719	\$0	\$0	\$0	\$0
	\$33,376,659	\$42,026,933	\$40,431,659	\$42,689,582	\$43,305,949	\$616,367

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]
GRM Information Management Services	File storage and management services	\$200,000	2/7/2020	7/1/2021	MBE:	0%	\$0	0%	\$0	Yes	No
					WBE:	0%	\$0				
					DSBE:	0%	\$0				
Stellar Services, Inc.	Technology Consultant for ediscovery and case management system	\$100,000	1/1/2017	1/1/2022	MBE:	100%	\$0	100%	\$100,000	No	No
					WBE:	0%	\$0				
					DSBE:	0%	\$0				
Franklin Strategies, LLC	Lobbying Services	\$102,000	10/28/2019	1/1/2022	MBE:	0%	\$0	0%	\$0	Yes	No
					WBE:	0%	\$0				
					DSBE:	0%	\$0				

Non-Profit Vendor Demographics

Organization	Minority %	Female %
JEVS Human Services		
Workforce	74.00%	69.00%
Executive	27.00%	55.00%
Board	10.00%	48.00%
Northeast Victim Services		
Workforce	25.00%	100.00%
Executive	0.00%	100.00%
Board	0.00%	44.00%
Central Crime Victim Services		
Workforce	70.00%	80.00%
Executive	0.00%	100.00%
Board	66.67%	44.44%
Support Center for Child Advocates		
Workforce	33.00%	87.00%
Executive	23.00%	77.00%
Board	25.00%	53.00%
Victim Services of South Philadelphia		
Workforce	71.00%	42.00%
Executive	66.00%	100.00%
Board	54.00%	55.00%

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	\$633,316	\$540,179	\$434,000	\$432,000	\$344,000	\$432,000
Total amount to M/W/DSBE	\$85,000	\$225,000	\$100,000	\$100,000	\$0	\$100,000
Participation Rate	13%	42%	23%	23%	0%	23%

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	NA	NA	NA

FY23 Budget Hearing Summary Charts - District Attorney's Office

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>	56	121	<i>Total</i>	3	0
<i>% of Total</i>	9%	19%	<i>% of Total</i>	38%	0%
<i>Average Salary</i>	\$74,667	\$59,201	<i>Average Salary</i>	\$148,965	\$0
<i>Median Salary</i>	\$64,452	\$54,272	<i>Median Salary</i>	\$167,969	\$0
	White	White		White	White
<i>Total</i>	181	184	<i>Total</i>	2	1
<i>% of Total</i>	28%	29%	<i>% of Total</i>	25%	13%
<i>Average Salary</i>	\$80,234	\$72,545	<i>Average Salary</i>	\$143,224	\$187,171
<i>Median Salary</i>	\$73,827	\$63,280	<i>Median Salary</i>	\$143,224	\$187,171
	Hispanic	Hispanic		Hispanic	Hispanic
<i>Total</i>	20	22	<i>Total</i>	0	1
<i>% of Total</i>	3%	3%	<i>% of Total</i>	0%	13%
<i>Average Salary</i>	\$73,240	\$64,760	<i>Average Salary</i>	\$0	\$103,641
<i>Median Salary</i>	\$63,135	\$68,850	<i>Median Salary</i>	\$0	\$103,641
	Asian	Asian		Asian	Asian
<i>Total</i>	11	25	<i>Total</i>	0	0
<i>% of Total</i>	2%	4%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$68,009	\$72,277	<i>Average Salary</i>	\$0	\$0
<i>Median Salary</i>	\$70,380	\$70,696	<i>Median Salary</i>	\$0	\$0
	Other	Other		Other	Other
<i>Total</i>	7	9	<i>Total</i>	0	1
<i>% of Total</i>	1%	1%	<i>% of Total</i>	0%	13%
<i>Average Salary</i>	\$57,148	\$65,225	<i>Average Salary</i>	\$0	\$139,725
<i>Median Salary</i>	\$63,135	\$62,100	<i>Median Salary</i>	\$0	\$139,725
	Bilingual	Bilingual		Bilingual	Bilingual
<i>Total</i>	19	21	<i>Total</i>	0	0
<i>% of Total</i>	3%	3%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$78,040	\$70,503	<i>Average Salary</i>	\$0	\$0
<i>Median Salary</i>	\$74,354	\$69,608	<i>Median Salary</i>	\$0	\$0
	Male	Female		Male	Female
<i>Total</i>	276	360	<i>Total</i>	5	3
<i>% of Total</i>	43%	57%	<i>% of Total</i>	63%	38%
<i>Average Salary</i>	\$77,392	\$67,715	<i>Average Salary</i>	\$146,669	\$143,512
<i>Median Salary</i>	\$69,751	\$63,135	<i>Median Salary</i>	\$167,969	\$139,725

Detail for non-binary employees, if applicable:			
	Total	White	African-American
<i>Total</i>	3	2	1
<i>% of Total</i>	0.47%	0.54%	1%
<i>Average Salary</i>	\$69,935	\$73,335	\$63,135
<i>Median Salary</i>	\$63,135	\$73,335	\$63,135

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	Gujarati
Black or African American	28	1
Asian	3	
Hispanic or Latino	9	
White	39	
Other	6	
Total	85	1

New Hires (from 1/1/2021 to 4/7/22)	
	Total Number of New Hires
Black or African American	7
Asian	1
Hispanic or Latino	1
White	11
Other	1
Total	21