

**DEPARTMENT OF REVENUE
FISCAL YEAR 2022 BUDGET TESTIMONY
MAY 4, 2021**

INTRODUCTION

Good Morning, President Clarke and Members of City Council. I am Frank Breslin, Revenue Commissioner. Joining me today are Kathleen McColgan, First Deputy Revenue Commissioner – Taxes and fees and Susan Crosby, Deputy Revenue Commissioner - Water. I am pleased to provide testimony on the Department of Revenue’s Fiscal Year 2022 Operating Budget.

DEPARTMENT MISSION & PLANS

Mission: The Department of Revenue collects tax and non-tax revenue due to the City and tax revenue due to the School District of Philadelphia promptly and efficiently by increasing on-time payments and decreasing delinquency; while providing excellent service to customers that is fair and efficient.

Plans for Fiscal Year 2022: The COVID-19 stay-at-home order imposed in the 4th quarter of FY20 had a significant impact on revenue collections which continued into FY21. In FY22, the Department of Revenue will continue to collect funds to support the City and School District, while increasing enrollment in assistance programs to aid in recovery. Revenue will continue to leverage technology to increase efficiencies and improve service to customers. The Department will meet the needs of vulnerable communities through modified outreach with a focus on racial equity and inclusion.

Technological Modernization and Reporting:

- Launch phase one of a two-phase roll out of the Philadelphia Revenue Integrated System Manager (PRISM) in the second quarter of FY22. This phase includes major business taxes and is one year after officially kicking off this critical tax system replacement initiative. The system will improve workflow efficiencies, maximize staff performance, and improve service level metrics. The cloud-based PRISM system will also enable the Department to respond more effectively to remote work requirements.
- Leverage data analytics software and the PRISM system to improve revenue forecasting analysis needed to better inform City leaders regarding finances and other important economic trends during and post pandemic.
- Through e-pay and e-billing adoption, continue to reduce internal billing costs while also embarking on an initiative to assess the current water billing system’s lifespan.
- Improve and expand self-service options, such as billing, payment agreements, account transaction detail, refund application submissions and functionality and virtual customer service options to increase the customer experience and need for social distancing.

Compassionate Enforcement and Debt Reduction:

- Although most enforcement activities were suspended during the emergency declaration, we are slowly resuming many of our strategies as the local economy recovers.
- For water customers, most enforcement actions are still paused except for water sequestration.
- Throughout the pandemic we softened the language of letters and strongly encouraged taxpayers to get into payment agreements.

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- Continue to offer flexible payment agreements and relief to those experiencing hardship which includes extended terms and reducing or removing down payment requirements.
- We continue to focus on chronically delinquent accounts for more serious enforcement actions.
- Expand consolidated lawsuits against multi-property delinquent landlords personally.

Outreach and Assistance Programs:

- Increase tax assistance program enrollment through a streamlined application process.
- Develop new digital outreach and communication materials to promote program awareness, including a digital newsletter strategy to businesses, residents, and community/faith-based groups.
- Building on previous outreach to immigrant communities, the Department will conduct a gap analysis for assistance programs for residents who don't speak English as a first language and develop an outreach plan to reduce this gap.

Racial Equity and Inclusion Lens Operations:

- Continue the racial equity and inclusion work started as part of the City's first cohort to develop and implement an antiracism action plan and strategies for our employees and customers of color.
- Dedicate budget funding for professional services and other resources to implement the Department Racial Equity Action Plan.
- Expand our mentorship program to provide professional development opportunities for employees of color.
- Develop mapping tools to compare racial composition to our revenue collections strategies to determine if our strategies have an adverse impact on communities of color and make changes as needed.
- Further work with stakeholders to design assistance programs to meet the specific needs of communities of color that are underrepresented and disadvantaged.
- Relaunch the management of the Earned Income Tax Credit Program for underserved Philadelphians.

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 \$27,243,373, a decrease of \$2,406,125 below Fiscal Year 2021 estimated obligation levels. This change is primarily due to a net decrease in Class 100 of \$2,268,125 due to the transfer of Law exempt positions and the corresponding salaries to the Law Department and is slightly offset by exempt salary restoration from FY21. There is also a decrease in Class 200 for Professional Services contracts of \$138,000.

The proposed Fiscal Year 2022 Water fund budget totals \$16,895,385, a decrease of \$751,219 under Fiscal Year 2021 estimated obligation levels. This decrease is primarily due to the transfer of Law exempt positions and corresponding salaries to the Law Department.

The proposed Fiscal Year 2022 Grant funds budget totals \$19,650,000, an increase of \$1,250,000 over Fiscal Year 2021 estimated obligation levels. This increase is primarily due to additional Professional Service Delinquent Collection contracts.

The proposed budget includes:

- \$20,380,548 in General Fund Class 100, a decrease of \$2,268,125 from FY21. This funding will support payroll costs for 399 budgeted positions. \$10,295,884 in Water Fund Class 100, a decrease of \$751,219 from FY21. This funding will support payroll costs for the 221 budgeted positions.
- \$6,087,749 in General Fund Class 200, a decrease of \$138,000 from FY21. This funding is for the purchase of Professional Services in support of delinquent collections. \$5,165,000 in Water Fund Class 200. No change compared to FY21. \$19,650,000 in Grant Fund Class 200, a \$1,250,000 increase from FY21. This funding is for the Professional Services contracts for delinquent tax and water collections contracts.
- \$774,976 in General Fund Class 300/400, no change from FY21. This funding will allow for the procurement of supplies, services, furniture, and equipment needed to support Department programs and initiatives. \$1,434,500 in Water Fund Class 300/400. No change compared to FY21.

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STAFFING LEVELS




The department is requesting 620 budgeted positions for FY22, a decrease of 48 from FY21. The decrease is attributed to the transfer of Law exempt positions and corresponding salaries to the Law Department budget.

NEW HIRES

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

PERFORMANCE, CHALLENGES, AND INITIATIVES




Policy, Analysis, Executive Direction, and Administration

Measure	 FY20 ACTUAL	 FY21 TARGET	 FY22 TARGET
Percent of budgeted positions filled	88.8%	90.0%	92.0%

Program FY22 Strategic Goals

- Due to COVID-19 safety protocols, Revenue will modify established in-person outreach strategies. The Department will leverage existing stakeholder relationships to continue the strategy of meeting taxpayers where they are to increase assistance program enrollment, however in a modified form. For example, participating in stakeholder events held virtually.
- Continue efforts to modernize the Department’s technology by replacing the legacy tax system, which will improve the customer experience and expand self-service options while increasing efficiency. This project will take 2-3 years to complete from FY21.
- The Data and Research unit will support the Philadelphia Revenue Integrated System Manager (PRISM) project and system implementation while maintaining full reporting and data analysis during the transition period. Revenue will leverage PRISM and data analytics software to increase analytical capabilities, improve work processes and generate additional revenues through more efficient collection/enforcement initiatives.

Water Billing, Accounting, and Customer Service

Measure	 FY20 ACTUAL	 FY21 TARGET	 FY22 TARGET
Percent of water bills paid in 90 days	86.6%	84.0%	84.0%
Dollar amount of water bills collected	\$649,545,202	\$643,717,340	\$683,767,340




Program FY22 Strategic Goals

- Maintain the percentage of water bills paid on-time while customers continue to recover from the COVID-19 pandemic through continued outreach about assistance programs and expansion of e-pay services.
- Continue to reduce internal billing costs by increasing e-pay and e-bill adoption.

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- Select a vendor to assess the lifespan of the current water billing system (Basis2), define replacement requirements, and prepare the Scope of Work for a future Request for Proposals to replace Basis2.




Water Assistance

Measure	 FY20 ACTUAL	 FY21 TARGET	 FY22 TARGET
Percent of applications reviewed within 30 days	90.2%	100.0%	100.0%

Program FY22 Strategic Goals

- Increase TAP enrollment for eligible customers.
- Continue to streamline the application process to make it more convenient for customers to obtain assistance.
- Develop new, digital outreach and communications to reach eligible customers.

Water Collections

Measure	 FY20 ACTUAL	 FY21 TARGET	 FY22 TARGET
Percent change in delinquent principal outstanding (excludes current charges not yet overdue/ delinquent and city bills)	11.9%	0.0%	0.0%
Percent of Delinquent Water Accounts in Payment Agreements or TAP	14.0%	14.0%	14.0%




Program FY22 Strategic Goals

- Maintain current levels of delinquent principal outstanding despite current enforcement constraints due to the COVID-19 emergency.
- Expand consolidated assumpsit actions, in which a single lawsuit is filed for Real Estate, Water, Refuse, and Nuisance liens on a landlord’s properties to combine and collect on all liabilities.

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- Broaden the use of Sequestration to effectively collect landlord water debt without impacting tenants.

Tax Billing, Accounting, and Customer Services




Measure	 FY20 ACTUAL	 FY21 TARGET	 FY22 TARGET
Percent of real estate tax collected within calendar year	96.3% ¹	96.0%	91.0%
Total dollar amount collected (General Fund)	\$3,865,598,718	\$3.79B	\$3.75B
Total dollar amount projected revenues (School District)	\$1,317,092,000	\$1.25B	\$1.31B

¹FY20 percent represents 2019 Real Estate Taxes collected through 12/31/19.

Program FY22 Strategic Goals

- Continue to increase electronic payment and tax return filing with expanded options and functionality.
- Ensure all staff are trained, and prepared to support customers, when implementing the first phase of the new integrated tax system (PRISM).
- Provide customers with increased self-service functionality.




Taxpayer Assistance and Credit

Measure	 FY20 ACTUAL	 FY21 TARGET	 FY22 TARGET
Percent of eligible homeowners receiving relief	80.2%	80.0%	80.0%

Program FY22 Strategic Goals

- Continue timely processing of 10,000 applications received annually.
- Collaborate with internal and external stakeholders to increase awareness and access to Revenue assistance programs.

Delinquent Tax Collection

Measure	 FY20 ACTUAL	 FY21 TARGET	 FY22 TARGET
Percent change in delinquent principal outstanding - Real Estate Tax	4.8%	0.0%	0.0%
Percent delinquent Real Estate Tax accounts in payment agreements	26.7%	27.0%	25%

Program FY22 Strategic Goals

- Reduce delinquent active principal for Real Estate and Business Taxes.
- Continue to encourage voluntary compliance through early intervention outreach, flexible payment plans, and taxpayer self-service via the Department’s new tax system.
- Add a third post-judgment execution vendor to focus on collection from out-of-state taxpayers.
- Pursue delinquent accounts that also benefit from the 10-year Real Estate Tax Abatement, by notifying them that their abatements will be revoked if they fail to resolve their tax delinquency.

OTHER BUDGETARY IMPACTS

Federal and State (Where Applicable)

Ongoing Federal tax relief in response to the COVID-19 coronavirus emergency will continue to affect Philadelphia's collection efforts. Although the provisions of IRS changes to filing and payment continue to shift, Revenue has aligned its policies to mirror federal action. The IRS announced the extension of the federal income tax filing and payment due date from April 15, 2021 to May 17, 2021. To align with these changes and similar extension terms announced by PA Department of Revenue, Philadelphia granted extensions for payment and filing for Business Income and Receipts Tax, Net Profits Tax, Earnings Tax, and School Income Tax, to May 17, 2021.

Additionally, the Department has published guidance for the Philadelphia tax treatment of COVID-19 related grants and loans from federal, state, and local governments. We continue to monitor policies at both the federal and state levels and expect that we will continue to publish guidance as necessary.

Beyond Federal stimulus, the Department continues to monitor potential Biden administration changes to corporate income taxes and other tax provisions.

Proposed state legislation could also affect City's finances.

- HB 949 - amends the Sterling Act to require that Non-Resident Wage Taxes be remitted back to the home jurisdiction of the commuter working in Philadelphia, continues to loom in committee, and if passed could have a negative impact estimated at \$180 million annually if passed and surrounding jurisdictions all implemented a 1% Earned Income Tax.

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CONTRACTING EXPERIENCE

Please refer to attached FY22 Budget Hearing Summary Charts in section 4: Contracts Summary.

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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.**

Joseph Bamat, Communications and Outreach Manager is the Language Access Coordinator. The Department's leadership received language access training in March 2018. In addition, two Revenue staff were accepted to City-sponsored interpretation training in 2020. This training was suspended because of the COVID-19 emergency, but we are hopeful that this training will be held soon. Trainings with customer-service representatives are being planned for Summer 2021 in coordination with the Office of Immigrant Affairs. Our plan was updated this year, and is listed along with other departments' plans on the following webpage:

<https://www.phila.gov/documents/language-access-plans/>

- 2. Breakdown new hires and existing staff by race and language. Breakdown how many front-line personnel are trained to provide language access services.**
- 3. Please refer to attached FY22 Budget Hearing Summary Charts in section 8: New Hires Information/Language Access.*
- 4. 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.**

During the past 10 months, Revenue received 1,280 requests for language access services (June 2020 - March 2021). Most requests were for Spanish-language interpretation. Spanish and Mandarin by themselves represented more than 96% of all requests. The breakdown by language was the following:

- Spanish: 1105
- Mandarin: 126
- Cantonese: 13
- Russian: 10
- Vietnamese: 6
- Portuguese: 5
- Korean: 4
- Italian: 3
- Arabic: 2
- Tigrinya: 2
- Albanian: 1
- Ukrainian: 1
- Uzbek: 1

Only Spanish-language interpretation was delivered in-person by Revenue staff. We do not have an exact count of these requests, although there were very limited in-person interactions with taxpayers and water customers during the pandemic because of our adherence to health protocols. Revenue has published all assistance program applications in Spanish and Simplified Chinese on our website. The Homestead Exemption application is also available in Spanish, Simplified Chinese, French, Vietnamese, Russian and Arabic.

We've translated our Warning of Risk of Tax Foreclosure mailer into Spanish, Simplified Chinese, French, Vietnamese, Russian, Portuguese and Arabic. These versions of the letter, which include information about Real Estate Tax relief and housing counseling, are available on our website.

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

Throughout the COVID crisis, Revenue coordinated with the Mayor's Office of Communications to quickly translate tax policy information and changes into eight languages and publish those posts on the City's main social and blog channels.

Additionally, we published 34 YouTube videos in FY20, 17 of which were in a language other than English. We also published 83 website blogposts, of which 27 were multi-lingual.

In FY20, we also worked with two outside vendors to produce messages, materials, and strategies to promote homeowner assistance programs specifically among Philadelphia's Chinese, West African, and Haitian communities. Videos, posters, and dedicated social media channels were created in Mandarin, Cantonese, French, and Haitian Creole.

Moving forward, the PRISM system will allow taxpayers to alert us to their language preferences for future enhancements or custom communications projects. The entire system will be translated into Spanish, and Spanish speakers will have the option to use the translated site.

The Department continues to pursue a strategy to reduce the gap for Real Estate Tax assistance in immigrant communities where English is not a first language.

CLIMATE CHANGE

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

At this time, climate change has not affected Revenue's provision of services.

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

Like all departments, climate change increases the likelihood of disruptive severe weather events and poor air quality (and higher incidents of asthma-related illness), which would affect productivity of department staff.

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

We will comply with City's policies and efforts to mitigate and adapt to climate change.

1. Staff Demographics Summary

Staff Demographics Summary (as of December 2020)				
	Total	Minority	White	Female
Number of Full-Time Staff	589	460	129	427
Number of Exempt Staff	75	36	39	44
Number of Executive Staff (deputy level and above)	8	3	5	5
Average Salary, Full-Time Staff	\$53,821	\$51,502	\$63,319	\$51,981
Average Salary, Exempt Staff	\$78,025	\$70,196	\$85,252	\$73,586
Average Salary, Executive Staff	\$128,468	\$121,530	\$132,632	\$126,555
Median Salary, Full-Time Staff	\$45,524	\$45,524	\$53,848	\$45,524
Median Salary, Exempt Staff	\$72,270	\$69,300	\$78,517	\$70,513
Median Salary, Executive Staff	\$121,765	\$121,530	\$131,657	\$122,000

2. Employment Levels

Employment Levels (as of December 2020)		
	Budgeted	Filled
Number of Full-Time Positions	668	589
Number of Part-Time Positions	0	1
Number of Exempt Positions	84	75
Number of Executive Positions (deputy level and above)	8	8
Average Salary of All Full-Time Positions	\$53,324	\$53,821
Median Salary of All Full-Time Positions	\$45,524	\$45,524

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 Appropriations	FY20 Actual Obligations	FY21 Original Appropriations	FY21 Estimated Obligations	FY22 Proposed Appropriations	Difference: FY22- FY21
Class 100 - Employee Compensation	\$23,934,508	\$23,489,160	\$22,648,673	\$22,648,673	\$20,380,548	(\$2,268,125)
Class 200 - Purchase of Services	\$7,755,749	\$5,445,679	\$5,787,749	\$4,713,215	\$6,087,749	\$1,374,534
Class 300/400 - Materials, Supplies & Equipment	\$1,188,976	\$1,081,244	\$774,976	\$767,323	\$774,976	\$7,653
	\$32,879,233	\$30,016,083	\$29,211,398	\$28,129,211	\$27,243,273	(\$885,938)

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											
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 - All DSBEs	Local Business (principal place of business located within City limits) [yes / no]	Waiver for Living Wage Compliance ? [yes / no]
Gochring, Rutter & Boehm	Real Estate Delinquent Tax Collections	\$7,000,000	6/30/2016	1/1/2017	MBE: 15 - 20 %	15%	\$1,050,000	18%	\$1,260,000	No	No
					WBE: 15 - 20%	3%	\$210,000				
					DSBE:	0%	\$0				
Linebarger, Goggan, Blair & Sampson, LLP	Real Estate Delinquent Tax Collections	\$7,000,000	6/30/2016	1/1/2017	MBE: 15 - 20 %	100%	\$6,983,900	100%	\$7,000,000		
					WBE: 15 - 20%	0%	\$16,100				
					DSBE:	0%	\$0				
Revenue Collection Bureau, Inc.	Discovery & Delinquent Tax Collections	\$4,400,000	7/13/2016	12/1/2017	MBE: 12-16%	98%	\$4,323,000	100%	\$4,400,000	Yes	No
					WBE: 10 - 15%	2%	\$77,000				
					DSBE:	0%	\$0				
Pioneer Credit Recovery, Inc.	Discovery & Delinquent Tax Collections	\$2,450,000	7/13/2016	7/1/2017	MBE: 12-16%	12%	\$294,000	22%	\$539,000		
					WBE: 10 - 15%	10%	\$245,000				
					DSBE:	0%	\$0				
Gochring, Rutter & Boehm	Discovery & Delinquent Tax Collections	\$1,000,000	7/13/2016	7/1/2019	MBE: 12-16%	12%	\$120,000	22%	\$220,000	No	No
					WBE: 10 - 15%	10%	\$100,000				
					DSBE:	0%	\$0				

Non-Profit Vendor Demographics		
	Minority %	Female %
Campaign for Working Families		
Workforce	64.00%	36.00%
Executive	0.09%	0.09%
Board	24.00%	24.00%
LaSalle University		
Workforce	14.00%	58.00%
Executive	13.00%	56.00%
Board	8.20%	15.00%
Community College of Philadelphia		
Workforce	55.00%	58.00%
Executive	50.00%	60.00%
Board	60.00%	46.70%

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 (Q1 & Q2)
Total amount of contracts	\$31,858,532	\$22,442,496	\$23,832,532	\$7,212,134	\$19,650,000	\$212,121
Total amount to M/W/DSBE	\$14,262,700	\$11,844,230	\$14,359,320	\$3,057,085	\$9,039,000	\$57,085
Participation Rate	45%	53%	60%	42%	46%	27%

Note: As of April 19, 2021, the department is at 42%.

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

	FY20	FY21	FY22
M/W/DSBE Contract Participation Goal	46%	46%	46%

7. Staff Demographics

Biracial employees should be included under "Other."

Staff Demographics (as of December 2020)					
	Full-Time Staff		Executive Staff		
	Male	Female	Male	Female	
	African-American	African-American	African-American	African-American	
Total	77	287	0	1	
% of Total	13%	49%	0%	13%	
Average Salary	\$52,321	\$49,171	N/A	\$121,530	
Median Salary	\$44,289	\$44,289	N/A	\$121,530	
	White	White	White	White	
Total	50	80	2	3	
% of Total	8%	14%	25%	38%	
Average Salary	\$68,773	\$59,910	\$136,721	\$129,905	
Median Salary	\$64,834	\$47,186	\$136,721	\$131,657	
	Hispanic	Hispanic	Hispanic	Hispanic	
Total	10	22	1	1	
% of Total	2%	4%	13%	13%	
Average Salary	\$61,479	\$59,809	\$121,530	\$121,530	
Median Salary	\$54,367	\$50,475	\$121,530	\$121,530	
	Asian	Asian	Asian	Asian	
Total	20	20	0	0	
% of Total	3%	3%	0%	0%	
Average Salary	\$59,837	\$57,974	N/A	N/A	
Median Salary	\$60,240	\$56,897	N/A	N/A	
	Other	Other	Other	Other	
Total	6	18	0	0	
% of Total	1%	3%	0%	0%	
Average Salary	\$46,635	\$45,309	N/A	N/A	
Median Salary	\$41,145	\$41,207	N/A	N/A	
	Bilingual	Bilingual	Bilingual	Bilingual	
Total	32	33	1	0	
% of Total	5%	6%	13%	0%	
Average Salary	\$65,947	\$53,849	\$121,530	N/A	
Median Salary	\$60,613	\$45,524	\$121,530	N/A	
	Male	Female	Male	Female	
Total	163	427	3	5	
% of Total	28%	72%	38%	63%	
Average Salary	\$58,643	\$51,981	\$131,657	\$126,555	
Median Salary	\$53,541	\$45,524	\$121,530	\$122,000	

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

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 December 2020)		
	Total Number of New Hires	Spanish
Black or African American	4	0
Asian	0	0
Hispanic or Latino	1	1
White	0	0
Other	1	0
Total	6	1

Detail for new hires since December 2020, if applicable: N/A

All Staff																							
	Total Staff	Albanian	Arabic	ASL	Bengali	Chinese	Conversational Nederlands	Creole	French	German	Hindi	Italian	Korean	Malayalam	Mandarin	Marathi	Portugese	Russian	Spanish	Tagalog	Tamil	Vietnamese	Yiddish
Black or African American	7	0	1	1	1	0	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	23	0	0	0	0	1	0	0	1	0	7	0	4	11	1	1	0	0	1	2	2	1	0
Hispanic or Latino	21	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	21	0	0	0	0
White	12	2	1	0	0	1	1	0	1	1	0	2	0	1	0	0	1	2	0	0	0	1	1
Other	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	67	2	2	1	1	2	1	1	6	1	7	2	4	12	1	1	1	2	22	2	2	2	1

Frontline Staff												
	Total Staff	Arabic	French	German	Hindi	Italian	Korean	Malayalam	Spanish	Tamil	Tagalog	Vietnamese
Black or African American	3	1	2	0	0	0	0	0	0	0	0	0
Asian	8	0	0	0	2	0	2	4	0	1	1	1
Hispanic or Latino	10	0	0	0	0	0	0	0	10	0	0	0
White	3	0	0	1	0	0	0	0	1	0	0	0
Other	2	0	0	1	1	1	0	0	1	0	0	0
Total	26	1	2	1	3	1	2	4	12	1	1	1