

**DEPARTMENT OF HUMAN SERVICES
FISCAL YEAR 2022 BUDGET TESTIMONY
MAY 5, 2021**

INTRODUCTION

Good Afternoon, President Clarke and Members of City Council. I am Kimberly Ali, Commissioner of the City of Philadelphia Department of Human Services. I am pleased to provide testimony on the Department of Human Services' Fiscal Year 2022 Operating Budget.

DEPARTMENT MISSION & PLANS

Mission: The Philadelphia Department of Human Services (DHS) is the county's child welfare agency. The Department's mission is to provide and promote child safety, permanency, and wellbeing for children and youth at risk of abuse, neglect, and delinquency.

Plans for Fiscal Year 2022:

During FY 22, the Department of Human Services through its Child Welfare Operations (CWO) division, will continue to work with Community Based Prevention Services to continue to safely divert children and families from entering the child welfare system. CWO, through the Family Engagement Initiative (FEI), will also work to reduce the number of children in out of home care and to reduce the use of congregate care. Consistent with the goals of Improving Outcomes for Children, DHS will work with our Community Umbrella Agency (CUA) partners to increase the number of families able to safely reunify with their children. Lastly, using research and evidence, DHS along with partner City agencies will design interventions focused on eliminating the disproportionate formal child welfare involvement of black children, youth, families, and communities due to allegations of neglect as well as other socioeconomic factors.

The Juvenile Justice Division of DHS will continue to focus on reducing the number of youth in detention with an enhanced focus on increasing the use of diversionary services and decreasing the reliance on out of home placement. The leadership of the division will continue to collaborate with the Court, Probation, and other stakeholders to build a data sharing system that will allow for continued enhancement of services and allow the division to ensure that appropriate services are available to support youth and their families.

Responses for other programs included in the Department of Human Services budget , including PHLpreK, Community Schools, and Adult Education, are reflected in the testimony submitted for the Office of Children & Families

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 \$176,398,808, an increase of \$11,854,555 over Fiscal Year 2021 estimated obligation levels. This increase is primarily due to increased PHLPreK slots, additional Out-of-School Time Slots, health care costs for Philadelphia Juvenile Justice Services Center (PJJSC), as well as additional case management supports for Community Schools.

The proposed budget includes:

- \$32,182,866 in Class 100, an increase of \$84,433 from FY21. This funding will go towards reinstating exempt salary cuts from FY21.
- \$140,710,334 in Class 200, an increase of \$11,770,122 from FY21. This funding will invest in increased PHLPreK slots, additional case management supports for Community Schools, health care at the PJJSC, as well as additional Out of School Time slots.
- \$2,111,970 in Class 300/400, level with FY21.
- \$1,393,638 in Class 500, level with FY21

STAFFING LEVELS




The department is requesting 1,781 budgeted positions for FY22, level with FY21.

NEW HIRES

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

PERFORMANCE, CHALLENGES, AND INITIATIVES




Administration and Management

Measure	 FY20 ACTUAL	 FY21 TARGET	 FY22 TARGET
Percentage of DHS/Community Umbrella Agency (CUA) employees who complete Charting the Course and stay employed in the DHS or CUA system for one year	87.0%	≥ 70%	≥ 70%

Program FY22 Strategic Goals

- Continue to support employees working remotely.
- Support the Department in continuity of operation during all hazards.
- Improve retention by 10 percent.
- Increase efficiencies and productivity for all divisional staff to provide quality and timely services.




Finance

Measure	 FY20 ACTUAL	 FY21 TARGET	 FY22 TARGET
Percentage of current year placement provider contracts conformed by the end of Q1	72.0%	≥ 75%	≥ 75%

Program FY22 Strategic Goals

- Continue to maximize federal and state revenue across programs within the Department.
- In coordination with other divisions, continue to prepare for the Family First Prevention Services Act, which will allow the City use of federal funding for prevention programming in the future.
- Establish a handbook for new providers to break barriers to entry and allow for providers to work through the contracting and invoicing process.




Performance Management and Technology

Measure	 FY20 ACTUAL	 FY21 TARGET	 FY22 TARGET
Percentage of CUA case file reviews completed per quarter	13.8%	15.0%	15.0%

Program FY22 Strategic Goals

- Continue to work with providers to ensure implementation and monitoring of scope of services for congregate care facilities under contract with DHS.
- Continue to work with system providers to monitor, track, and report out on provider performance issues as it relates to congregate care and the recommendations of the Youth Residential Placement Taskforce.
- Develop and implement new tools to evaluate Juvenile Justice Diversion programs.
- Complete second phase of the research study to identify and address ethno-racial disproportionality in the child welfare system.
- Complete full migration of Data Warehouse, including completing new COGNOS environment and decommissioning existing data warehouse.
- Fully implement Disaster Recovery Plan, including redundant environment in the cloud.
- Finalize Upgrade of Case Management System and complete Legacy Mainframe Migration.
- Improve Help Desk Customer Service capability by enhancing asset management and ticketing systems, creating a Help Desk call center, and developing updated IT knowledgebase and trainings for users.

Child Welfare Operations

Measure	 FY20 ACTUAL	 FY21 TARGET	 FY22 TARGET
Dependent placement population (as of the last day of the quarter)	4,903	≥ 4,800	≥4,800
Percent of Child Protective Services (CPS) investigations that were determined within 60 days	99.5%	≤ 98.0%	≤ 98.0%
Percent of General Protective Services (GPS) investigations that were determined within 60 days	91.6%	≥ 80%	≥ 85%
Percent of children who enter an out-of-home placement from in-home services	8.9%	≤ 9.0%	≤ 9.0%

Percent of children in out-of-home placement who achieved permanency out of all children in placement in a given year	20.9%	≥ 28%	≥ 25%
Percent of dependent placement population in Congregate Care (as of the last day of the quarter) ¹	9.2%	≤7.4%	≤ 7.4%
Percent of dependent placement population in Kinship Care (as of the last day of the quarter)	49.1%	≥ 48%	≥ 48%
Percent of dependent placement population in care more than two years (as of the last day of the quarter) ²	41.8%	≤ 36.0%	≤ 36.0%




¹ The overall dependent care population has been steadily reduced over the last several years. As we continue to successfully divert less severe cases away from placement, we anticipate that a greater portion of children that do receive out-of-home placement may present significant physical and mental health concerns requiring higher levels of care. Since this figure represents the percentage of the dependent population in Congregate Care, and not the Congregate Care population alone, we anticipate that reaching these targets may be hard-won. Reducing overuse of out-of-home placement and Congregate Care continues to be a high priority for DHS.

² Court proceedings were delayed for large portions of FY20 and FY21 due to the COVID-19 pandemic. We anticipate that this will have a lasting impact on these targets as many children remained in placement longer due to court delays.

Program FY22 Strategic Goals

- Continue to divert youth and families from entering dependent care.
- Reduce the number of children in out of home and congregate care.
- Increase the number of families able to safely reunify with their children.
- Focus on eliminating the disproportionate formal child welfare involvement of Black youth and families.

Juvenile Justice Services (JJS)

Measure	 FY20 ACTUAL	 FY21 TARGET	 FY22 TARGET
Average daily number of youth in detention at the Philadelphia Juvenile Justice Services Center (PJJSC)	154.6	≤ 136.0	≤ 136.0

Program FY22 Strategic Goals

- Continue to work with juvenile justice stakeholders to safely increase the utilization of diversionary services to reduce the number of youth in out of home placement.
- Improve safety culture and employee retention.
- Work with stakeholders to reduce the number of youth in detention and the length of stay for youth at the PJJSC.

OTHER BUDGETARY IMPACTS

Federal and State (Where Applicable)

Federal

The proposed budget includes approximately \$154M in federal funding, made up of the following components:

1. \$26.0M in TANF, primarily used for Out-of-School Time programming.
2. \$110M in Traditional Title IV-E for income-eligible children and youth in placement, adopted, or with permanent legal custodianship.
3. \$3.5M in Title XX, which supports child protective services; and
4. \$2.6M in Title IV-B, a small but flexible child welfare-related allocation.

State

DHS's proposed budget assumes \$410M in State funding, primarily through Act 148. This funding is applied to all the services DHS provides, including diversionary, placements, juvenile justice, and administrative functions. Services provided by DHS are legislatively required to address a demonstrated need through the Commonwealth's annual Needs Based Plan and Budget process. The funding is received on a reimbursement rate basis that varies based on the type of service rendered.

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.**

DHS Language Access Coordinator is Rosemarie Kwiecien. Due to the number of staff at DHS and the Community Umbrella Agencies (CUA) our last department wide training was in 2019. However, DHS' Language Access Coordinator provides training to all newly hired staff. The last training was in 2020. DHS plans to offer virtual Language Access trainings the remainder of FY21 to all DHS and CUA staff. DHS's language access plan is posted online:

<https://beta.phila.gov/documents/language-access-plans/>. The DHS language access plan will be revised by June 2021 to ensure the most up to date and comprehensive information is included in the 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.**

The information on how to contact DHS' Language Access Coordinator, the process and instructions to utilize these services is available on DHS Central and the DHS Connect home pages, for DHS and CUA staff. The Child Welfare Operations Division, in partnership with DHS University, continues to provide language access training to all newly hired DHS and CUA staff as a part of their onboarding.

Please refer to FY22 Budget Hearing Summary Charts section 8: New Hire Information/Language Access.

- 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.**

DHS and CUA staff submit requests for in-person interpreters, utilize telephonic interpreters and requests for document translation. Throughout this year, in-person and telephonic interpretation have been requested for the following languages: Spanish, Pashto, Vietnamese, Indonesian, Brazilian Portuguese, Haitian Creole, Russian, Arabic, Mandarin, Q'eqchi, Bengali, Cantonese. Also, in-person American Sign Language interpreter requests have been submitted. For children, youth, and families involved with DHS, the request for an interpreter may be for on-going services including case management home visits and a parent attending a group through the Achieving Reunification Center. DHS utilizes vendors: GLOBO for in-person and telephonic interpretation, Language Line Services for telephonic interpretation and the Deaf Hearing Communication Centre for American Sign Language interpreters. The document translation vendor utilized by DHS is Geneva Worldwide. This year DHS has completed the translation of the following documents: Spanish translations-Resource Parent Handbook, Guidance for Family

Visits during COVID-19, Safe Medicine Storage Tip Sheet, Opioid Safety flyer, Frequently Asked Questions For Prospective Foster Parents Information sheet; City of Philadelphia Access Center Flyer-Spanish, Simplified Chinese, Vietnamese, Khmer, Creole, Arabic, Burmese, Indonesian, Nepali translations; City of Philadelphia Access Center Blog-Spanish, Simplified Chinese translations; City of Philadelphia Access Center FAQs-Spanish, Simplified Chinese translations.

The following requests were made:

In-Person Interpretation

ASL	36
Arabic	17
Mandarin	2
Haitian Creole	5
Portuguese Brazilian	2
Russian	1
Spanish	65
Vietnamese	1
Indonesian	3

Virtual Interpretation

ASL	23
Arabic	1
Bengali	19
Cantonese	12
Mandarin	3
Haitian Creole	39
Indonesian	2

Polish	1
Portuguese	1
Portuguese Brazilian	1
Spanish	180
Vietnamese	26

Telephonic Interpretation

Albanian	1
Amharic	1
Arabic	24
Bengali	15
Burmese	11
Cambodian	1
Cantonese	29
Chin-Falam	1
Creole	1
Dari	1
Farsi	5
Farsi (Persian)	1
French	5
French Creole	25
Haitian Creole	25

Hindi	2
Hmong	1
Indonesian	18
Korean	13
Mandarin	67
Mandingo (Mandinka)	1
Nepali	6
Pashto	6
Polish	6
Portuguese	108
Portuguese Brazilian	12
Russian	12
Spanish	1483
Swahili	7
Tigrigna	1
Urdu	1
Uzbek	7
Vietnamese	32

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

DHS and CUA staff are required to utilize on-site and telephonic interpretation as well as document translation to engage children, youth, and families. DHS will continue to seek different methods to ensure that the department improves Language Access services.

CLIMATE CHANGE

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

DHS' Juvenile Justice Services can be affected by climate change because of the number of youth engaged in delinquent behavior and juvenile crime typically increases during the summer months. DHS will continue to offer diversionary services to prevent further penetration in the Juvenile Justice System.

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

Given the potential in youth violence, the climate change can increase costs for our Department because of the need to provide services to prevent youth from future delinquent behaviors. The increase costs would be for the expansion of additional slots for Intensive Prevention Services (IPS) and an Evening Reporting Center.

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

DHS plans to expand IPS programs and an Evening Reporting Center to connect youth with services that will prevent delinquent behaviors. DHS will educate stakeholders through community meetings and will also work with the Captains of the various police districts to inform them of the Juvenile Justice prevention/diversionary services.

1. Staff Demographics Summary

Staff Demographics Summary (as of December 2020)				
	Total	Minority	White	Female
Number of Full-Time Staff	1463	1230	233	1109
Number of Exempt Staff	28	21	7	22
Number of Executive Staff (deputy level and above)	8	7	1	5
Average Salary, Full-Time Staff	\$62,269	\$61,684	\$65,390	\$62,449
Average Salary, Exempt Staff	\$109,892	\$112,214	\$102,926	\$108,265
Average Salary, Executive Staff	\$137,020	\$136,916	\$137,750	\$142,473
Median Salary, Full-Time Staff	\$65,712	\$65,712	\$65,712	\$65,712
Median Salary, Exempt Staff	\$110,250	\$115,640	\$100,940	\$105,350
Median Salary, Executive Staff	\$134,900	\$134,900	\$137,750	\$144,400

2. Employment Levels

Employment Levels (as of December 2020)		
	Budgeted	Filled
Number of Full-Time Positions	1780	1463
Number of Part-Time Positions	0	0
Number of Exempt Positions	28	28
Number of Executive Positions (deputy level and above)	8	8
Average Salary of All Full-Time Positions	\$62,269	\$62,269
Median Salary of All Full-Time Positions	\$65,712	\$65,712

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	\$27,646,449	\$22,404,173	\$31,673,433	\$32,098,433	\$32,182,866	\$84,433
Class 200 - Purchase of Services	\$89,248,594	\$88,609,393	\$129,305,230	\$128,940,212	\$140,710,334	\$11,770,122
Class 300/400 - Materials, Supplies & Equipment	\$654,261	\$1,391,352	\$2,111,970	\$2,111,970	\$2,111,970	\$0
Class 500 - Contributions	\$1,415,709	\$139,055		\$1,393,638	\$1,393,638	\$0
	\$118,965,013	\$112,543,973	\$163,090,633	\$164,544,253	\$176,398,808	\$11,854,555

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 Participation - All DSBEs	Local Business (principal place of business located within City limits) [yes / no]	Waiver for Living Wage Compliance? [yes / no]
Modis	Staff Augmentation-IT	\$3,250,000	7/23/2020	10/1/2020	MBE: 30-33	11%	\$352,300	12%	\$391,300	No	No
					WBE: 10-13	1%	\$39,000				
					DSBE:	0%	\$0				
First Choice Home and Community Services	Placement Services	\$2,439,601	3/11/2019	7/1/2019	MBE: GFE	100%	\$2,439,601	100%	\$2,439,601	No	No
					WBE: GFE	0%	\$0				
					DSBE:	0%	\$0				
FutureNet, Inc.	Staff Augmentation-IT	\$2,250,000	7/23/2020	10/1/2020	MBE: 30-33	80%	\$1,804,275	100%	\$2,250,000	Yes	No
					WBE: 10-13	20%	\$445,725				
					DSBE:	0%	\$0				
Forget Me Knot Community Services	Placement Services	\$1,474,032	9/19/2017	1/1/2018	MBE: GFE	2%	\$30,379	2%	\$30,379	Yes	No
					WBE: GFE	0%	\$0				
					DSBE:	0%	\$0				
U.S. Facilities	Operations and Maintenance	\$1,429,181	7/1/2020	10/1/2020	MBE: 9-12	100%	\$1,429,181	100%	\$1,429,181	Yes	No
					WBE: 6-9	0%	\$0				
					DSBE:	0%	\$0				

Non-Profit Vendor Demographics		
Public Health Management Corporation	Minority %	Female %
Workforce	74.93%	75.95%
Executive	51.73%	79.00%
Board	54.56%	40.91%
A Second Chance	Minority %	Female %
Workforce	85.00%	73.87%
Executive	50.00%	75.00%
Board	87.50%	75.00%
Catholic Social Services Congregate Care	Minority %	Female %
Workforce	54.13%	52.48%
Executive	31.25%	63.00%
Board	8.33%	25.00%
Turning Points for Children Placement Svcs.	Minority %	Female %
Workforce	93.15%	84.93%
Executive	57.14%	57.14%
Board	44.44%	55.56%
Turning Points for Children CUA 5	Minority %	Female %
Workforce	81.37%	88.24%
Executive	57.14%	57.14%
Board	44.44%	55.56%

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 YTD (Q1 & Q2)
Total amount of contracts	\$46,588,850	\$44,076,310	\$35,083,017	\$27,899,606
Total Net minus Few/No	\$24,594,088	\$27,785,722	\$24,004,470	\$22,841,923
Total amount to M/W/DSBE	\$10,815,952	\$20,514,357	\$11,695,972	\$5,673,420
Participation Rate	44%	74%	49%	25%

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	36%	38%	38%

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
<i>Total</i>	248	872	<i>Total</i>	3	1
<i>% of Total</i>	17%	60%	<i>% of Total</i>	38%	13%
<i>Average Salary</i>	\$60,096	\$61,660	<i>Average Salary</i>	\$127,933	\$166,250
<i>Median Salary</i>	\$59,403	\$65,712	<i>Median Salary</i>	\$127,300	\$166,250
	White	White		White	White
<i>Total</i>	74	159	<i>Total</i>	0	1
<i>% of Total</i>	5%	11%	<i>% of Total</i>	0%	13%
<i>Average Salary</i>	\$65,683	\$65,254	<i>Average Salary</i>	\$0	\$137,750
<i>Median Salary</i>	\$65,712	\$65,712	<i>Median Salary</i>	\$0	\$137,750
	Hispanic	Hispanic		Hispanic	Hispanic
<i>Total</i>	15	48	<i>Total</i>	0	2
<i>% of Total</i>	1%	3%	<i>% of Total</i>	0%	25%
<i>Average Salary</i>	\$62,554	\$64,421	<i>Average Salary</i>	\$0	\$144,400
<i>Median Salary</i>	\$65,712	\$65,712	<i>Median Salary</i>	\$0	\$144,400
	Asian	Asian		Asian	Asian
<i>Total</i>	13	19	<i>Total</i>	0	1
<i>% of Total</i>	1%	1%	<i>% of Total</i>	0%	13%
<i>Average Salary</i>	\$63,072	\$66,755	<i>Average Salary</i>	\$0	\$119,564
<i>Median Salary</i>	\$65,712	\$65,712	<i>Median Salary</i>	\$0	\$119,564
	Other	Other		Other	Other
<i>Total</i>	4	11	<i>Total</i>	0	0
<i>% of Total</i>	0%	1%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$80,873	\$68,805	<i>Average Salary</i>	\$0	\$0
<i>Median Salary</i>	\$72,022	\$65,712	<i>Median Salary</i>	\$0	\$0
	Bilingual	Bilingual		Bilingual	Bilingual
<i>Total</i>	25	54	<i>Total</i>	0	2
<i>% of Total</i>	2%	4%	<i>% of Total</i>	0%	25%
<i>Average Salary</i>	\$63,755	\$65,284	<i>Average Salary</i>	\$0	\$144,400
<i>Median Salary</i>	\$65,712	\$65,712	<i>Median Salary</i>	\$0	\$144,400
	Male	Female		Male	Female
<i>Total</i>	354	1109	<i>Total</i>	3	5
<i>% of Total</i>	24%	76%	<i>% of Total</i>	38%	63%
<i>Average Salary</i>	\$61,705	\$62,449	<i>Average Salary</i>	\$127,933	\$142,473
<i>Median Salary</i>	\$65,118	\$65,712	<i>Median Salary</i>	\$127,300	\$137,750

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

8. New Hire Information

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	Amharic
Black or African American	8	0
Asian	0	0
Hispanic or Latino	1	0
White	2	1
Other	0	0
Total	11	1

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

	Total Number of New Hires	Languages
Black or African American	11	0
Asian	0	0
Hispanic or Latino	2	0
White	6	0
Other	1	0
Total	20	0

FY22 Budget Hearing Summary Charts - Department of Human Services

All Staff											
	Amharic	Arabic - ARA	Cambodian	Cantonese	Chinese-Cantonese	Chinese-Hakka	Cree - CRE ,Haitian	Dutch	French - FRA	Haitian-Creole - HAT	Hindi - HIN
Black or African American	0	2	0	0	0	0	1	1	8	1	0
Asian	0	0	1	1	2	1	0	0	0	0	5
Hispanic or Latino	0	0	0	0	0	0	0	0	0	0	0
White	1	3	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	1	5	1	1	2	1	1	1	8	1	5
	Italian - ITA	Japanese - JPN	Korean - KOR	Malayalam - MAL	Mandarin	Philippine	Polish - POL	Russian - RUS	Spanish - SPA	Mandarin	Philippine
Black or African American	0	0	0	0	0	0	0	0	4	0	0
Asian	0	1	1	4	2	1	0	0	1	2	1
Hispanic or Latino	0	0	0	0	0	0	0	0	28	0	0
White	1	0	0	0	0	0	1	1	6	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	1	1	1	4	2	1	1	1	39	2	1
	Polish - POL	Russian - RUS	Spanish - SPA	Tagalog	Thai	Uzbek - UZB	Vietnamese				
Black or African American	0	0	4	0	0	0	0				
Asian	0	0	1	1	1	0	1				
Hispanic or Latino	0	0	28	0	0	0	0				
White	1	1	6	0	0	1	0				
Other	0	0	0	0	0	0	0				
Total	1	1	39	1	1	1	1				
Frontline Staff											
	Amharic	Arabic - ARA	Cambodian	Cantonese	Chinese-Cantonese	Chinese-Hakka	Cree - CRE ,Haitian	Dutch	French - FRA	Haitian-Creole - HAT	Hindi - HIN
Black or African American	0	1	0	0	0	0	1	1	5	1	0
Asian	0	0	1	1	2	1	0	0	0	0	2
Hispanic or Latino	0	0	0	0	0	0	0	0	0	0	0
White	1	3	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	1	4	1	1	2	1	1	1	5	1	2
	Korean - KOR	Malayalam - MAL	Mandarin	Philippine	Polish - POL	Russian - RUS	Spanish - SPA	Tagalog	Thai	Uzbek - UZB	Vietnamese
Black or African American	0	0	0	0	0	0	4	0	0	0	0
Asian	1	4	2	1	0	0	1	1	1	0	1
Hispanic or Latino	0	0	0	0	0	0	18	0	0	0	0
White	0	0	0	0	1	1	2	0	0	1	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	1	4	2	1	1	1	25	1	1	1	1