

NYC Department of Finance
Language Access
Implementation Plan

January 2009
Updated January 2010

I. Agency Mission and Background	4
- Finance’s Mission	
- Direct Services Offered by Finance	
II. Agency Language Access Goals.....	8
- Goal of Finance’s Language Access Plan	
- Successful Implementation of Plan	
III. Limited English Proficiency (LEP) Population Assessment.....	9
- Updates to Original Assessment	
- Finance Customers’ Primary Languages	
- Finance Customer and LEP Population	
IV. Implementation Plan Logistics	17
- Roles and Responsibilities for Language Access Staff	
- Plan Timeline	
V. Service Provision Plan.....	19
- Interpretation Services	
- Translation of Written Material	
- Signage at Customer Service Centers	
VI. Training.....	22
- Language Access Policy	
- LA Training for Employees	
VII. Record Keeping and Evaluation.....	23
- Ensuring Quality of Language Access Services	
- Maintaining Records	
- Ensuring Compliance with the Executive Order	
VIII. Resource Analysis and Planning.....	25
- Existing Agency Resources to Implement Plan	
- Leveraging Citywide Resources	
IX. Public Awareness and Outreach Strategy.....	26
Appendix.....	27
- Finance Schedule of Documents for Translation	27
- Business Center Customer Survey on Language Preference	28
- Call Center Customer Survey on Language Preference	29
- Employee Survey on Language Access Needs	30
- Summary of LEP Population and Survey Data	34
- Language Access Request and Tracking Forms	36
- Composite LA Activity, 1 st Half FY 2010	38

A Message from the Finance Commissioner

After Mayor Michael Bloomberg signed an Executive Order requiring all City agencies to develop a language access plan, a team of Finance managers created a plan that has served as a model for other agencies. I am very proud of this effort, because providing great customer service means providing service to all New Yorkers in every language.

Our plan includes interpretation services in all five of our Borough Business Centers and translations of many of our Agency's important documents. We cannot help you pay a bill, fight a parking ticket, or get a tax refund unless you understand our rules and procedures. That's why language access is so important.

We are also collecting data so that we can measure the demand for language access services and identify where resources are needed the most. In 2010 we will continue to make these services more accessible to you and we welcome your feedback on how we can better meet the needs of all New Yorkers in the future.

Sincerely,

David M. Frankel
Finance Commissioner

I. AGENCY MISSION AND BACKGROUND

The Department of Finance's mission is to help people pay the right amount on time. Finance collects City revenues fairly and efficiently, increases compliance with City tax and other revenue laws, values all NYC property, maintains property records, and provides an independent forum for the public to dispute tax and parking violation liability.

Direct Services Offered by Finance

Collects City revenues fairly and efficiently

- **Payment Operations** quickly and accurately processes all payments, business tax returns, exemptions and business tax refunds, while providing our customers with convenient options to pay and file. Specifically, this division collects and processes all NYC business income and excise taxes, property taxes, and parking tickets and is responsible for maintaining up-to-date account information. Payments can be made in person, at our borough Business Centers, through the mail, or online. Payment Operations also manages a variety of individual, commercial and construction property tax exemption programs (including SCRIE, STAR, Senior Citizens, Veterans, the Industrial & Commercial Abatement Program, etc.), providing tax reductions for qualified property owners.
- **Collections** helps people timely resolve their debt by collecting outstanding business taxes as well as Environmental Control Board (ECB), Taxi and Limousine Commission (TLC) and parking fines, while encouraging voluntary compliance. The Division performs a wide range of collections functions, including dunning, docketing, asset research, field visits and execution processing, among others. The Collections Division shows its commitment to fairness by providing customers with flexible payment plans and an opportunity to dispute questionable charges.
- **Treasury** manages and safeguards the City's money by administering the City's network of bank accounts and managing the cash flow of our banking and investment system. Treasury also holds all cash bail and court-ordered funds in trust until the court directs their release. In addition, Treasury disburses payments to all City contractors and vendors and administers the vendor Electronic Funds Transfer (EFT) payment program.

Increases compliance with City tax and other revenue laws

- **Audit** provides timely feedback to taxpayers about the accuracy of their filed returns. Tax auditors conduct in-depth field and desk audits of business tax returns to ensure that all companies and individuals that are required to pay New York City taxes - from the largest multinational corporations to the smallest, unincorporated businesses - pay the right amount on time. In addition, this Division oversees the Voluntary Disclosure Program, a way for taxpayers who discover that they have not filed or properly reported past tax liability to come forward and resolve a past liability without penalties and often with a reduction in the number of years of returns required to be filed. Audit also supervises the Metro Unit, which conducts New York State and City Sales Tax and Personal Income Tax audits as part of an arrangement with the New York State Department of Taxation and Finance.
- **Enforcement** investigators and auditors are focused on identifying individuals and businesses that do not pay their fair share of taxes. The Division also licenses wholesale cigarette vendors and works closely with the State to identify online vendors who advertise "tax free" cigarettes.
- The **Sheriff** is the chief civil law enforcement office for the City of New York. Deputies enforce court orders and judgments, including the service of process, property and income executions, evictions, and arrests while promoting public safety. The Sheriff's deputies also arrest individuals who violate cigarette tax laws and commit other crimes. They provide enforcement for additional City agencies and the deputies in their Warrants Unit serve Family Court summonses to parents who are delinquent in child support payments.

Values all property in the City

- **Property Valuation** ensures New York City's one million residential and commercial properties are valued fairly, accurately and consistently each year. The Division produces an annual Tentative Property Assessment Roll in January and a Final Roll in May. Once assessors determine the fair market value of a property, the Property Assessment Administration System, which is programmed to reflect city and state property tax laws, automatically calculates the assessed value and applies any exemption to compute the taxable value of the property. In June the tax rate is applied to the taxable value to determine the tax due for the fiscal year that begins on July 1.

Maintains property records

- **Land Records** protects property interests by timely and accurately examining documents presented for recording. The office maintains all official records of real and personal property transfers such as deeds, mortgages, and leases. In Staten Island, property records are recorded and maintained at the Office of the County Clerk. These records are used to provide land title ownership ("title search") information that proves clear title for property in the City. Personal property records (Uniform Commercial Code filings and Federal liens) are also used to establish creditworthiness. With offices in Manhattan, the Bronx, Brooklyn and Queens, the Land Records Division records are maintained in an electronic format in the Automated City Register Information System (ACRIS). ACRIS allows anyone to view property-related ownership documents online, going back to 1966, without the need to go to the Land Records Division's Office. The Land Records Division also oversees the Tax Map Unit, which is responsible for maintaining and updating the official tax map of the City of New York.

Provides an independent forum for the public to dispute tax and parking violation liability

- **Adjudication** provides a fair and efficient forum for motorists to challenge their parking and red light tickets. Administrative Law Judges (ALJs) conduct hearings for drivers to contest parking tickets over the Internet, by mail, and in person in all five boroughs. In addition, judges hear appeals of parking ticket hearing decisions. The Division also includes a special unit for commercial adjudications, which conducts hearings and appeals on tickets issued to commercial vehicles. The Red Light Camera Unit handles hearings and appeals for tickets issued at selected, photographed traffic light locations throughout the City.
- The **Conciliations Bureau**, in our Legal Affairs Division, provides an informal administrative appeals process within Finance where taxpayers can contest Departmental decisions including business income and excise tax-related determinations of additional assessments or refund disallowances.

Responds quickly to customer needs

Finance's operating divisions are supported by several centralized points of public contact. These **Customer Service** areas focus on quickly and efficiently responding to customers' needs, whether by providing a service or up to date information (on parking, property or business taxes), answering questions, or resolving customer issues. Finance's primary points of public contact providing customer service are:

- Five Borough Business Centers - managed by Payment Operations Division.
The Bronx -- 3030 Third Avenue, 10455
Brooklyn -- 210 Joralemon Street, 11201
Manhattan - 66 John Street, 10038
Queens -- 144-06 94th Avenue, 11435
Staten Island -- 350 St. Marks Place, 10301
- Correspondence Unit: 66 John Street, 3rd Floor, NYC 10038 - a centralized customer service unit that oversees written inquiries received via email and US mail, as part of the Communications & Government Affairs (CGA) Division.
- Communications - This unit produces and maintains all agency forms, publications, as well as the agency's website, and is also managed by CGA.
- Business & Community Outreach - This unit develops and implements all of Finance's outreach initiatives and programs, and is also managed by CGA.

Until August 2009 when the function was transferred to 311, Finance also maintained a call center. The original plan, developed before announcement of the functional transfer, provided for interpretation services in the call center. This provision has, in effect, been fulfilled through 311's utilization of interpretation services.

II. LANGUAGE ACCESS GOAL

The goal of Finance's Language Access Plan is to ensure that the public has timely and easy access to our information and services, regardless of their ability to speak English.

Successful Implementation of Plan

Finance will monitor the effectiveness of this plan's implementation at the supervisory, management and executive levels:

- *Clearly Defined Measures* - Finance has developed specific performance metrics to measure the agency's success in providing timely and accessible language access services.
- *Routine Data Collection* - Staff and supervisors routinely collect and report data on requests for language services to monitor and ensure the agency is able to meet the demand for language services.
- *Periodic Quality Control Checks* - The Language Access Coordinator will develop survey cards to be collected in the Business Centers and at community outreach events. The survey will also be administered on the Finance web site. Surveys will assess the public's awareness of and experience with Finance's language access programs.
- *Executive Review and Oversight* - The Commissioner created a Language Access Planning Team (See Section IV for team member roles and responsibilities) to develop this plan and oversee its implementation. The Language Access Planning Team continues to meet regularly to coordinate implementation, track progress, reassess customer needs, and modify our plans accordingly. The team updates this plan annually.

III. LIMITED ENGLISH PROFICIENCY (LEP) POPULATION ASSESSMENT

UPDATES TO ORIGINAL LEP POPULATION ASSESSMENT

The Customer Assistance Helpline was discontinued in August 2009, when we transferred the function to 311.

In the four-factor analysis, Factor 2 predicted what percentage of customers would request interpretation. For the first six months of the program (July-December 2009) Adjudication would have served a total of 300,000 vehicle owners in the business centers for this period, only 882 (0.3%) utilized Language Line. Of the estimated 375,000 walk-ins on the Payment Operations side from October through December 2009, we documented 2,766 (0.7%) cases of assistance in another language, almost all of which was provided by bilingual Finance staff.

Regarding Factor 3, we listed documents we planned to translate. In addition to those items, we have translated applications and frequently asked questions about senior and disability rent increase exemptions, and information about the 2009 ECB Penalty Relief Program.

From September through December 2009, 24,150 non-English documents have been downloaded from our web site. The most popular item for the Spanish and Russian translations was the Got Tickets brochure. The leading Chinese download was the Exemption and Abatement Application. Overall, 36% of downloads were for Chinese, 33% for Spanish, and 30% for Russian.

In Factor 4, we referred to a survey of employees that we would recruit to join our Volunteer Language Bank. We completed the survey, and we look forward to involving employees in the new city-wide program for training and certifying language volunteers. From July through December 2009, Finance received 14 requests from the Mayor's Office of Operations to translate correspondence from the public. On top of handling their regular workload, our volunteers fulfilled all requests with an average turnaround time of about one week.

As of January 2010, Finance has 12 active members of the Volunteer Language Bank.

ORIGINAL 2009 LEP POPULATION ASSESSMENT

To assess the needs of our LEP customers and plan for the provision of translation and interpretation services, Finance conducted a four-factor analysis using the Department of Justice's model. Our goals were: 1) *to determine the primary languages other than English that our customers speak;*

2) to assess the size of the LEP customer group, the frequency of interaction, the importance of Finance’s services and the resources available to Finance; and 3) to provide a data-driven analytical framework for the design and implementation of this language access plan.

Finance Customers’ Primary Languages

Based on the data that we collected through five different sources, we learned that **Spanish, Chinese and Russian**, the top three languages other than English spoken by the City’s LEP population, are also spoken and preferred by Finance customers. Specifically, they are spoken by:

- 47% of LEP homeowners in New York,
- 68% of Finance’s Business Center and Customer Assistance Helpline customers who, when surveyed, said they prefer Finance provide services in a language other than English,
- 97% of 311 LEP callers who accessed Finance’s services in the last 11 months.

Haitian Creole and Korean are the next top two languages commonly spoken among our customers.

The five data sources that helped us determine these primary languages are: the U.S. Census Bureau’s Census 2000 and 2007 American Community Survey, the Department of Finance’s Employee Survey on Language Access Needs and our Customer Survey on Language Preference, and 311 data on language access requests.

In the **Census 2000** data, provided by the Mayor’s Office of Operations’ Customer Service Group (CSG), we looked at the New York City population (5 years of age and older) who speak a language other than English at home and who consider themselves a person with limited English proficiency (LEP). Of the 1,829,928 New Yorkers identified with LEP, 52% speak Spanish. Below are the top six languages other than English that these 1.83 million New Yorkers use at home and the percentage of them who speak each of the languages:

Rank	Language other than English Spoken	% of LEP New Yorkers (n=1.8 mil)
1	Spanish	52.12%
2	Chinese	12.46%
3	Russian	6.88%
4	Korean	2.89%
5	Italian	2.79%
6	Polish	2.59%

Source: U.S. Census Bureau, Census 2000, provided by Customer Service Group

III. LEP Population Assessment

In the American Community Survey 2007 data, provided by the NYC Department of City Planning, we looked at the New York City homeowners and the percentage of those who consider themselves as having LEP. Of the total 1,019,300 homeowners in New York, 160,487 identified themselves as having limited English proficiency. Among these, Spanish is also the most widely spoken language, reported by 25% of LEP homeowners. Below are the top six languages (other than English) that these 160,487 homeowners speak and the percentage of them who speak each of the languages:

Rank	Language other than English Spoken	% of LEP Homeowners (n=160,487)
1	Spanish	25.49%
2	Chinese	13.88%
3	Italian	8.67%
4	Russian	7.23%
5	Cantonese	6.80%
6	Polish	4.39%

Source: U.S. Census Bureau, American Community Survey 2007, provided by Department of City Planning

In addition to census data, Finance conducted two surveys from November 5th to 14th to collect information from both employees and customers regarding customers' language access needs. The Employee Survey was administered online and sent to 1,499 employees, primarily to those that directly interact with the public. We received responses from 791 employees. The survey, which is included in the Appendix, asked respondents to indicate if they have been approached by a customer who has LEP and, if so, which language he or she spoke or wanted to speak. The respondents were asked to select five to ten most common languages other than English that they've encountered while serving customers. Spanish came in at the top of the list. This was selected by 93% of respondents as the most commonly heard language. Below are the top six languages (other than English) that our employees have encountered and the percentage of staff that selected each of the languages:

Rank	Language other than English Spoken	% of Respondents Selected (n=791)
1	Spanish	92.62%
2	Cantonese	54.33%
3	Russian	39.57%
4	Mandarin	39.29%
5	Haitian Creole	20.99%
6	Korean	19.29%

Source: NYC Department of Finance Employee Survey on Language Access Needs, November 5-14, 2008

During the same period, we conducted a paper-based survey of customers in our Business Centers and customers who called the Customer Assistance Helpline. The survey was handed out to every customer who entered our Business Center and a few other customer service locations throughout five boroughs. Completed surveys were collected and tabulated by our staff. On the phone lines, we asked the customers to answer the survey questions while our agents took down their answers. In all, we collected completed surveys from 3,204 customers.

In this survey, we asked the customers the purpose of their visit that day, how often they interact with Finance, and if they prefer that we communicate with them in a language other than English. If they answered “yes”, we asked them what services they preferred we provide in another language and what language they would select. Of the 3,204 customers who responded to the survey, 32% said they would prefer Finance to communicate with them in a language other than English. Among these customers, 59% indicated that their preferred language is Spanish, the most frequently cited of any languages. Below are the top six languages preferred by our customers and the percentage of survey respondents who selected each of those languages:

Rank	Language other than English Preferred	% of Respondents Selected (n=3,204)
1	Spanish	58.81%
2	Arabic	6.15%
3	Russian	5.84%
4	Haitian Creole	5.43%
5	French	5.43%
6	Chinese/Cantonese	5.12%

Source: NYC Department of Finance Customer Survey on Language Preference, November 5-14, 2008

Apart from these surveys, we also obtained data on the language access requests the City received through its 311 customer service helpline, which currently provides interpretation services to callers who don't speak English. We wanted to find out which languages are most frequently requested by Finance customers who called with a question about a parking ticket, property tax, cash bail, etc. Of the 8,706 Finance-related calls from January 1st to November 17th, 2008, where the caller requested a translator, 80% requested Spanish. The top five languages are in the table below along with the percentage of requests for each language:

Rank	Language other than English Requested	% of Callers Requested
1	Spanish	79.99%
2	Mandarin	10.22%
3	Cantonese	3.34%
4	Russian	3.46%
5	Other	2.99%

Source: NYC 311 Language Line requests from January 1st to November 17th, 2008

Data on Vehicle Owners

More than 59% of customers who responded to our Customer Survey were users of parking ticket related services, and 92% of the 311 callers who requested language access services were calling about parking tickets or towed vehicles. Even though we could not obtain language usage data for the LEP population among vehicle owners in New York City, we believe the information from our Customer Survey and the 311 calls provided a good assessment of the language preference of vehicle owners.

Four-factor Analysis

Factor 1: Demographics of Finance’s Customers

Since Finance administers property, business income and excise taxes and collects parking and other fines, our customers include both individuals and corporations. In the analysis of whom among our customers and how many of them are likely to be persons with limited English proficiency, we primarily looked at individual customers rather than corporations. Our rationale was that corporations may have more resources at their disposal to hire a translator or bilingual representative to facilitate their business operations in the U.S. Individual customers with LEP are therefore the primary focus of our language access plan.

In 2007, New York City had 1,019,300 homeowners who are expected to pay property taxes. And in the year between July 1, 2007 and June 30, 2008, the City issued parking fines to 3,033,016 unique license plates. Although not every plate is owned by one unique vehicle owner, this is the “ballpark” size of our parking fine customer population. In fiscal year 2008, which ran from July 1, 2007 to June 30, 2008, we served 1.5 million customers in our five Business Centers in billing and payment services related to property, business income and excise taxes, parking fines and various other fees. In the parking ticket adjudication area, which also operates in the Business Centers, we served approximately 600,000 vehicle owners, who were there to contest their tickets. On our Customer Assistance Helpline, we answered 451,098 customer calls during the same period. These numbers include repeat customers.

Factor 2: Finance's LEP Customers and the Frequency with which they Use or May Use Finance's Language Assistance Services

The American Community Survey 2007 found that 160,487, or 16%, of the 1,019,300 homeowners in New York City considered themselves limited English proficient. According to our Employee Survey on Language Access Needs, 83% of our employees estimated that the percentage of our customers that is LEP is as high as 15%.

Our Customer Survey of Language Preference found that 33% of Business Center respondents and 13% of Customer Assistance Helpline respondents said they prefer Finance to provide services in a language other than English. The number of those who have actually requested an interpreter, though, is much smaller. When we looked at 313,470 calls that 311 received concerning major Finance-related services between January 1 and November 17, only 8,706 were from LEP customers who requested a translator. That is 2.7%. So the current take-up rate on the 311 helpline is rather low compared to our estimated LEP population and the percentage of our customers who prefer language access services.

However, we believe once Finance starts providing translation and interpretation services, more of our LEP customers will start using our services directly rather than asking their family members to help; or perhaps not contacting Finance at all. So to plan for adequate language assistance services, we estimate from 5% to 15% of our customers will either need or prefer to use translation/interpretation services when they interact with Finance to fulfill their tax and fine obligations to the City.

Based on our Employee Survey, 67% of our Business Center employees said that, on average, they are approached by an LEP customer from one to six times a month. Based on our Customer Survey, 33% of customers surveyed said they would like language access services and these customers interact with Finance 1 to 2 times a month on average.

Factor 3: The Nature and Importance of Finance's Services

Finance is New York City's principal revenue collection agency and our mission is to help people pay the right amount on time. As such, we provide general tax and revenue related information, billing, payment and adjudication services that are important to helping New York City residents, businesses and visitors fulfill their obligations and comply with applicable tax and revenue laws. Without full access to Finance's information and services, taxpayers and vehicle owners may inadvertently be delinquent on their obligations, which could result in financial costs and potential civil or criminal charges. We consider our information and services important to our customers' ability to understand and comply with their obligations to the City.

III. LEP Population Assessment

The specific services that Finance provides are outlined on pages 4 to 6 of this plan. In prioritizing where to provide our customers with language assistance services, given the resources available, we asked the following questions:

1. Is this an essential service or information in relation to Finance's mission?
2. What's the LEP customer population for this service?
3. Would the LEP customers have an alternative way to access this information or service if Finance doesn't provide language assistance measures?

Finance identified our Customer Assistance Helpline and five Borough Business Centers as key points of public contact, particularly for LEP customers, and will make interpretation services available through these locations. We will also go forward to translate the documents indicated below:

<u>Service</u>	<u>Document Name</u>	<u>Division</u>	<u>Timetable</u>
Parking Ticket Hearings	Got Ticket Brochure. (Guide to parking ticket hearings)	Adjudication	December 2008
Property Tax Assessment	Notice of Property Value Brochure	Property	February 2009
Exemptions and Abatements	Exemption and Abatement Application for Owners	Payment Operations	February 2009
Lien Sale	Lien Sale Brochure (already translated into Chinese, Korean, Russian, Creole, Spanish)	Collections	February 2009
Bail Refunds	Bail Assignment Application	Treasury	March 2009
" "	Change of Address Notice	" "	March 2009
" "	Lost Bail Receipt Affidavit	" "	March 2009
" "	Stop Payment Affidavit	" "	March 2009
" "	"What you should know about bail" brochure	" "	March 2009
Finance Website	Homepage notation on the availability of translation services	CGA	July 2009
Statement of Account & Billing	Quarterly Statement of Account Brochure for property tax.	Payment Operations	September and December 2009

Factor 4: The Resources Available to Finance to Implement our LA Plan

In developing this plan, we relied on the availability of the following resources for implementation of the plan:

Human Resources:

- Coordination and Management: Finance has appointed the Department's Chief of Staff to coordinate planning, resources and executive support of language access services, and the agency's Director

of Business & Community Outreach, to coordinate timely and effective implementation of the plan. In addition, the Commissioner has appointed an agency-wide Language Access Planning and Implementation team.

- Language Bank Volunteers: Finance has access to volunteers in the Citywide Language Bank (of which 31 are Finance employees) who speak in approximately 80 languages. We plan to tap into this group for language assistance services.
- Bilingual Employees: Finance is fortunate to have many bilingual employees who are fluent in a second language -- Arabic, Chinese Mandarin and Cantonese, Farsi, French Creole, German, Greek, Gujarati, Haitian French, Hebrew, Hindi, Italian, Malayalam, Nigerian, Punjabi, Spanish, Russian, and Vietnamese. In 2009, Finance Employee Services Division surveyed all employees to determine the number of bilingual employees in the agency and the languages they speak, as we do not currently maintain such data in employee records. We expect to be able to tap into this group for language assistance services and to recruit additional Finance volunteers for the Citywide Language Bank.

External Support: We anticipate that we will be able to take advantage of support from the Mayor's Office of Immigration Affairs and the Mayor's Office of Operations' Customer Service Group to leverage citywide language access initiatives on training, signage, data collection and reporting, and bilingual employee certification.

Funding: Finance has limited funding available through the remainder of Fiscal Year 2009 to provide interpretation services and translate a small number of widely-used essential documents and educational materials.

Conclusion

Based on the analysis of the size of our LEP customer population, the frequency with which they interact with Finance, and the nature of our services, we conclude that providing interpretation services at our Borough Business Centers and on our Customer Assistance Helpline, along with translation of a limited number of written documents, is necessary to ensure our customers have timely and easy access to Finance information and services. For customers who visit us in person or call our helpline, we will provide interpretation using on-site bilingual staff whenever possible, and a selected vendor (Language Line) for limited translation/interpretation services. All languages will be available through the selected vendor. When customers access our information and services otherwise, we will provide a limited number of forms and brochures in **Spanish, Chinese and Russian**. Due to the limited resources available within the next two years, we will focus on these top three languages in the implementation of our plan.

IV. IMPLEMENTATION PLAN LOGISTICS

Roles and Responsibilities for Language Access Staff

Language Access Coordinator, Planning & Executive Support

Customer Service Analyst, CGA

- Oversees the review and fulfillment of Finance's Language Access Plan.
- Plans and secures resources.
- Develops and oversees data collection, reporting and analysis on language access services.
- Reviews data and reports to ensure compliance with policies and procedures.
- Advises the Mayor's Offices of Operations and Immigrant Affairs and Finance's Leadership Team on the planning and results of the agency's Language Access Program.
- Coordinates requests for Language Bank volunteers, and tracks and reports data on all Language Bank activities.

Language Access Planning & Implementation Team

- Director of Business & Community Outreach, CGA, oversees all aspects of implementation of this plan to ensure key milestones are met and goals are achieved by target timeframes.
- Director of Business & Community Outreach, CGA, assists Language Access Coordinator with annual update all components of the agency's Language Access Plan.
- Senior Director and Assistant to the Senior Director for Borough Center Operations, Payment Operations, oversee the delivery of interpretation services in all of Finance Business Centers.
- Brooklyn Managing Administrative Law Judge, Adjudications, specifically oversees the delivery of interpretation services in Adjudication areas of the Finance Business Centers.
- Brooklyn Deputy City Register, Land Records Division, specifically oversees the delivery of interpretation services in Land Records areas of the Finance Business Centers.
- Assistant Commissioner, Employee Services, developed language access and bilingual employee policies, and coordinated all aspects (development, delivery, etc.) of employee training Language Access policies and procedures.
- Director of Communications, Communications & Governmental Affairs, develops and implements an internal communication plan to promote language access policies and procedures among Finance employees and oversees the translation of selected documents.

Language Access Planning Timeline

Jan '10	Implement customer satisfaction survey for language access services
Feb '10	Enroll Volunteer Language Bank participants in NYCertified pilot training program
	Train new Business Center managers and staff
	Translate 4 th Quarter Statement of Account insert
Mar '10	Review borough center signage
Apr '10	Study language access requirements for expansion to additional offices
May '10	Collect feedback from Language Access Advisory Board (LA coordinators, managers, and data submitters in each office)
	Update training materials posted on Intranet.
	Translate 1 st Quarter Statement of Account insert
June '10	Prepare additional offices to offer interpretation services (training, signage, equipment and Language Line access codes)
July '10	Launch interpretation services in additional offices
Aug '10	Promote interpretation services on Finance web site
	Translate 2 nd Quarter Statement of Account insert
Sep '10	Implement revised procedures based on Advisory Board feedback
Oct '10	Obtain and review data from the Business Centers, web site and 311 to determine which additional documents to translate
Nov '10	Study feasibility of adding language access information to major notices
	Translate 3 rd Quarter Statement of Account insert
Dec '10	Recognition event for volunteer language bank members
	Conduct on-site reviews to determine milestones for 2011

V. SERVICE PROVISION PLAN

Interpretation Services at Borough Business Centers:

- *How Finance Served LEP Customers Prior to Plan Implementation:* We relied on our Spanish-speaking employees in the Business Centers to serve customers who request services in Spanish. For customers who requested service in all other languages, we asked the customers to bring their own interpreters, and most were able to do so. This held true for parking ticket hearings as well.
- *How Finance Now Serves LEP Customers:* We continue to rely on our bilingual employees in the Business Centers but we also provide telephonic interpretation services for any customers that request services in another language other than English, including Spanish when our bilingual employees are not available to translate.
- *How Finance Will Improve Service to LEP Customers:* In 2010, we will consider expanding access to Language Line interpreters to other walk-in and telephone customer service areas. Priority will be given to offices which provide the most critical services and which have the most LEP walk-in traffic.
- *How Finance Identifies the Primary Language of LEP Customers:* We provide tools and signs so that LEP customers know that we provide interpretation and can indicate to us the language they speak. For example, we have signs in major languages, directional signage with pictograms, and "I Speak" cards are available.
- *How Finance Provides the Service:* Once we know which language the customer speaks, we find out if any of our bilingual employees can translate. If not, we arrange for interpretation services from our contract vendor.
- *Where Finance Provides the Service:* We make both in-person and telephonic interpretation services available in all five borough Business Centers. To accommodate telephonic interpretation in Payment Operations, we equip one desk in the back office area with a dual-handset phone. For Adjudications, we equip the settlement clerk's desk with a dual-handset phone, and one parking ticket hearing room with a speakerphone.
- *Volume of Requests:* Originally we expected that 75,000, or 5%, of the approximate 1.5 million customers who visit Finance's Business Centers each year would need an interpreter. Based on the data provided by 311 in 2008, 80% of callers who requested interpretation services asked for a Spanish interpreter. We therefore expected that our bilingual staff would be able to serve many of these customers. During the first six months of the program, however, only 952 customers requesting language assistance were helped by bilingual staff, and 882 customers were helped by a Language Line interpreter. We believe that language accommodation often does not involve a formal request, and we are exploring ways to quantify this segment of demand.

- ***How Finance Will Collect Data on LA Services:*** Business Centers use a “Language Access Request Tracking Form” (See latest revised version in Appendix) to collect data on volume of requests, service provision and outcomes in order to evaluate the effectiveness of our program. In October we developed a separate “tick sheet” in order to quantify unrequested, ad-hoc language assistance. In November we suggested that the Mayor’s Office consider a city wide on-line tool for entering language access data.

Languages Served: The selected telephone interpretation vendor, Language Line, allows us to serve over 175 languages.

Translation of Written Materials:

- ***How Finance Identifies Essential Documents:*** Finance defines Essential Documents as a form, application or other document that is necessary or helpful to the public to access our services or receive a benefit. Each division reviewed their list of documents and submitted what they consider “essential.” These documents include applications, forms, brochures, Frequently Asked Questions (FAQ’s) or guidelines. Additionally, the Language Access Planning Team reviewed Finance’s inventory of documents posted on our website and how often they have been downloaded. Based on these reviews, we selected the 11 documents listed in Section III, Factor 3 (page 15) for translation during FY 2010. All these documents were translated into **Spanish, Chinese and Russian**. As of the completion of this revised Plan, seven more documents have been translated. See Appendix A for the complete listing.
- ***Who Provides Translation Services to Finance:*** Finance researched the quality of services and costs for all translation and interpretation service vendors, with a focus on those that are already being used by other City agencies. We selected our preferred vendor, which holds a citywide contract, in March 2009 and began translating documents the following April.
- ***How Finance Ensures the Quality of Service:*** Finance has issued a Document Translation Guideline to establish a process by which we handle translation of documents. All translations are certified by a second translation service for accuracy. Afterwards, the Communications Unit proofs the translation for consistency of format, style, font, dates and numbers.
- ***How Finance Collects Data:*** Communications prepares and maintains a monthly Translation Monitoring & Evaluation Spreadsheet to collect and report data.

Translation Services for Finance’s Website:

Finance notifies our customers of the availability of language access services on our website home page. We also link to a section where one can access those documents and informational materials that we have translated into Spanish, Chinese and Russian.

Signage at Customer Service Centers:

Finance recognizes the need to ensure that when our customers walk into our Business Centers there are clear and easy to understand signs directing them to language access services. By July 2009, Finance posted LEP signage suggested by the Mayor's Offices of Operations and Immigrant Affairs. In January 2010 we are posting directional signs that will include pictograms, which will also help our LEP customers.

Signage will be posted at the five Borough Business Centers, managed by Payment Operations Division:

The Bronx -- 3030 Third Avenue, 10455
Brooklyn -- 210 Joralemon Street, 11201
Manhattan - 66 John Street, 10038
Queens -- 144-06 94th Avenue, 11435
Staten Island -- 350 St. Marks Place, 10301

VI. EMPLOYEE TRAINING

Language Access Policy

The Finance Commissioner sent all employees an agency-wide email with a copy of the Language Access (LA) Policy and Procedure, along with a link to this plan on our Intranet. We also promoted the LA policy and plan through a variety of agency communication vehicles, e.g. Intranet, Website, monthly newsletter, EEO training, etc.

LA Training for Employees

In April 2009, our Employee Services Division initiated training for customer service staff in the Business Centers, on the Customer Assistance Helpline, and in our Outreach Unit to support the agency's plan. (The Customer Assistance Helpline was transferred to the 311 Call Center in August 2009.)

The training, which was completed by July, reviewed the Language Access policy and procedures, including such topics as identifying a customer's primary language, requesting an interpreter, using any specialized equipment, and the reporting and tracking of data.

All training materials are available on our Intranet at http://financenet/html/language_access.html. These materials will be reviewed and updated in 2010.

We have also implemented a "Train-the-Trainer" program so that each area that provides direct LA services now has staff members that are trained on dual handsets and the use of telephonic interpreters. These "Power Trainers" are responsible for providing on-the-spot training and support for new employees.

Finally, we have included the LA policy as well as cultural sensitivity training within our Equal Employment Opportunity (EEO) curriculum, which is required for all employees. This will further serve to reinforce awareness and educate staff about Finance's expectation for providing services to our LEP customers.

Through visits to the Business Centers and semi-annual meetings with the coordinators in those offices (Language Access Advisory Board), we will determine whether procedures should be updated and whether "refresher" training is required.

Regarding our Volunteer Language Bank staff, Finance will continue to take advantage of any citywide training resources or opportunities that become available, such as NYCertified, a program to ensure the quality of in-house translation and interpretation.

VII. RECORD KEEPING AND EVALUATION

Ensuring Quality of Our Language Access Services

We have applied Finance's performance management strategy while implementing this language access plan to ensure the quality of our service meets our customers' needs and expectations. That strategy requires that we identify the results we want to achieve upfront, measure our performance regularly, set standards, review the data to identify performance deficits, and develop a strategy to address where we may fall short. It also calls for the development of training for staff, standardized reporting mechanisms, and a mechanism to receive feedback from our customers.

As stated at the beginning of this plan, our goal is to ensure that the public has timely and easy access to our information and services, regardless of their ability to speak English. We will develop performance metrics to measure whether we achieve this goal. The metrics will seek to measure ease of access and quality of service against our standards.

Finance has requested support from the Mayor's Offices of Immigrant Affairs and Operations Customer Service Group to develop a standardized data collection and reporting tool - such as a web-based tracking system - to aggregate agency data on language assistance requests and service provision citywide. We believe a centralized data collection and reporting site will serve as valuable resources for agencies and for Operations to evaluate and benchmark customer demand and agency performance. Once such a tool is developed, Finance will collect and report data from the implementation of our language access plan in accordance with the established criteria.

In the interim, Finance has developed a manual data collection and reporting process (see draft attached in Appendix F) for use by the Borough Business Centers. We collect data on service requests we receive and how those requests are accommodated. Data is reported to Finance's Language Access Coordinator on a monthly basis. The Language Access Coordinator collates, analyzes and distributes this data to Finance's Language Access Planning and Implementation Team as well as to other relevant managers.

Finance also monitors our website "hits" on those documents that have been translated, as indicated in Appendix A.

Based on the analyses of the data, and the availability of resources, Finance will continue to modify our Language Access Plan, based on evolving needs of our LEP customers, at least annually.

Maintaining Records of the Language Services Finance Provides

Finance maintains accurate and detailed records of the language services our agency provides, in accordance with this Language Access Plan and any citywide data reporting requirements. As mentioned above, a manual data collection process and a standardized form to request language services (See Appendix F) documents and tracks walk in visits, or letters received from customers with limited English proficiency.

Each area involved in delivering customer services (Payment Operations, Adjudication in the Borough Business Centers, as well as the Correspondence Unit and Outreach) will be required to collect data daily and provide monthly reports, indicating frequency of service requested, and the language requested by subject matter. Reports will include issues and resolutions; whether or not interpretation/translation was provided; number of bi-lingual employees utilized; accuracy of translation and number of people serviced.

Language Line's invoice shows number of calls and language requested for each account (Payment Operations and Adjudications). We reconcile these numbers against internal agency records to ensure accuracy of information on both sides.

Ensuring Compliance with the Executive Order

Finance is committed to compliance with Executive Order 120. To ensure compliance, we collect, analyze and distribute data to key managers on a monthly basis to hold managers accountable for making sure services are provided where there's a need. Based on the data, modifications to enhance service delivery will be suggested for future implementation. (Example: if we see a need to translate material into a 4th language, the Language Access Team will make that recommendation to the Language Access Coordinators for plan modification).

Finance will create a mechanism for customers and employees to provide us with feedback on the quality of services, or to file a complaint or report any irregularities in the delivery of language services. This mechanism will include the use of multi-lingual survey cards collected in the Business Centers and at community outreach events. In addition, as of February 2010, the survey on our web site includes the option to rate our interpretation and translation services.

VIII. RESOURCE ANALYSIS AND PLANNING

Existing Agency Resources to Implement the Plan

Coordination and Management: Finance appointed the Department's Chief of Staff to coordinate the original planning, resources and executive support of language access services. The agency's Director of Business & Community Outreach was appointed to coordinate timely and effective implementation of the plan. In addition, the Commissioner appointed an agency wide Language Access Planning and Implementation team to oversee the ongoing implementation of our LA plan, to collect and analyze data, and to modify the plan based on our findings and results achieved. One of the members of this team, a full-time customer service analyst, assumed primary responsibility for language access services in September 2009. (See also Team Member Roles and Responsibilities in Section IV.)

Language Bank Volunteers: Finance has access to Citywide Language Bank volunteers (of which 12 are Finance employees) who speak in approximately 80 languages. The Language Bank is used primarily to translate correspondence. The customer service analyst coordinates the assignment of volunteers and collects/reports relevant data on requests for Language Bank volunteers. The analyst also uses the Language Bank when a Finance office needs translation for a language not covered by an in-house volunteer.

Bilingual Employees: Finance is again fortunate to have many bilingual employees who are fluent in a second language -- Arabic, Chinese Mandarin and Cantonese, Farsi, French Creole, German, Greek, Gujarati, Haitian French, Hebrew, Hindi, Italian, Malayalam, Nigerian, Punjabi, Spanish, Russian, and Vietnamese.

Leadership & Professional Development (Training) Unit: Finance trained staff in the Business Centers and in our Outreach Unit to support the agency's plan. This training included such topics as identifying a customer's primary language, requesting an interpreter, using any specialized equipment, and the reporting and tracking of data. We also implemented a "Train-the-Trainer" program.

Leveraging Citywide Resources

We anticipate taking advantage of any citywide language access resources or opportunities that becomes available through the Mayor's Offices of Immigration Affairs and Operations' to support LA training, signage, bilingual employee certification, etc. Regarding the latter, we will enroll staff in a pilot of the NYCertified Language Access Project from the Mayor's Office of Operations.

IX. PUBLIC AWARENESS AND OUTREACH STRATEGY

Language Access Outreach Strategy:

As translated brochures became available in spring 2009, the Outreach Team incorporated them into their presentation material. They also held several outreach events partnering with staff from the New York City Department of Housing Preservation and Development.

Although we initially considered direct outreach programs to specifically promote language access services, we determined that these plans were not appropriate. Most of the public is only concerned with Finance upon receipt of a tax notice or parking ticket.

Realizing that a large majority of the public does not attend outreach events, we must rely on the web site and general mailings to inform the public about translated documents and interpretation services.

In 2009, an attention-getting blurb was added to the Finance home page flashing the words "Spanish," "Russian" and "Chinese" in the appropriate script. This blurb directs the web user to the Finance Publication Translations page. That page describes the translation service in English and gives links to translations of the Frequently Requested Forms and Publications page, including links to the specific document.

In 2010, Finance will consider enhancing the Finance Publication Translations page so that its entire content is in the three languages. We will then explore how these translated pages can be expanded to promote interpretation services.

Later in 2010, Finance will study how major notices, such as tax statements and parking violation notices, can refer LEP customers to our services.

APPENDIX A: History of Translated Documents

<u>Service</u>	<u>Document Name</u>	<u>Division</u>	<u>Completed</u>
Parking Ticket Hearings	Got Ticket Brochure. (Guide to parking ticket hearings)	Adjudication	December 2008
Property Tax Assessment	Notice of Property Value Brochure	Property	February 2009, revised January 2010
Exemption and Abatement	Exemption and Abatement Application for Owners	Payment Operations	February 2009
Lien Sale	Lien Sale Brochure (already translated into Chinese, Korean, Russian, Creole, Spanish)	Collections	February 2009, revised January 2010
Bail Refunds	Bail Assignment Application	Treasury	March 2009
" "	Change of Address Notice	" "	March 2009
" "	Lost Bail Receipt Affidavit	" "	March 2009
" "	Stop Payment Affidavit	" "	March 2009
" "	"What you should know about bail" brochure	" "	March 2009
Finance Website	Homepage notation on the availability of translation services	CGA	July 2009
Exemption and Abatement	School Tax Relief FAQ's	Payment Operations	July 2009
Disabled Rent Increase Exemption (DRIE)	DRIE FAQ's	Payment Operations	August 2009
ECB Penalty Relief Program of 2009	ECB FAQ's	Collections	September 2009
" "	ECB Flyer	" "	September 2009
Statement of Account & Billing	Quarterly Statement of Account Brochure for property tax.	Payment Operations	September and December 2009
Senior and Disabled Rent Increase Exemptions	SCRIE/DRIE Application	" "	December 2009
" "	SCRIE FAQ's for Landlords	" "	December 2009
" "	SCRIE FAQ's for Tenants	" "	December 2009

CUSTOMER SURVEY ON LANGUAGE PREFERENCE

To fulfill our mission of helping people pay the right amount on time, the NYC Department of Finance (“Finance”) wants to ensure all our customers have access to our information and services regardless of whether you speak fluent English. *Please take a moment to fill out this survey to let us know what language, other than English, you may prefer us to use. Thank you for your time and input.*

You are here today for: a) Parking tickets; b) Property tax; c) Business tax; d) Other_____

1. How do you often interact with Finance? *Check all that apply*

____a) In-person ____b) By phone ____c) By mail and email ____d) On our website

2. How often do you use our services?

____a) Less than once a month ____c) Two to five times a month
 ____b) Once a month ____d) More than five times a month

3. Do you prefer Finance to provide information and services in a language other than English?

____a) Yes ____b) No

4. If you answered yes, which of the following services would you prefer that we provide in a language other than English? *Check all that apply*

____a) In-person service at Finance locations ____e) Forms, applications, and brochures
 ____b) Telephone service on Finance helpline ____f) Tax laws and regulations
 ____c) Email and correspondence services ____g) Information on Finance website
 ____d) Bills and notices ____h) Signs at Finance locations
 ____i) Other, please specify_____ ____k) All of the above

5. If you answered yes to Question 3, which language would you prefer?

____Arabic	____Korean	____African Languages
____Armenian	____Persian	Please specify: _____
____Bengali	____Polish	
____Chinese/Cantonese	____Portuguese	
____Chinese/Mandarin	____Portuguese Creole	____Scandinavian Languages
____French	____Russian	Please specify: _____
____Haitian Creole	____Serbo-Croatian	
____German	____Spanish	
____Greek	____Spanish Creole	____Other languages
____Gujarathi	____Tagalog	Please specify: _____
____Hebrew	____Thai	
____Hindi	____Urdu	
____Italian	____Vietnamese	Division: Business Center
____Japanese	____Yiddish	Location: Manhattan

CUSTOMER SURVEY ON LANGUAGE PREFERENCE

To fulfill our mission of helping people pay the right amount on time, the NYC Department of Finance (“Finance”) wants to ensure all our customers have access to our information and services regardless of whether they speak fluent English. *Do you mind answering a few questions to let us know what language, other than English, you may prefer us to use? Thank you for your time and input.*

Today’s call is about: a) Property tax; b) Parking tickets; c) Business tax; d) Other: _____

6. How do you primarily interact with Finance? *Check all that apply*

____ a) In-person ____ b) By phone ____ c) By mail and email ____ d) On our website

7. How often do you use our services?

____ a) Less than once a month ____ c) Two to five times a month
 ____ b) Once a month ____ d) More than five times a month

8. Do you prefer Finance to provide information and services in a language other than English?

____ a) Yes ____ b) No

9. If you answered yes, which of the following services would you prefer that we provide in a language other than English? *Check all that apply*

____ a) In-person service at Finance locations	____ e) Forms and applications
____ b) Telephone service on Finance helpline	____ f) Tax laws and regulations
____ c) Email and correspondence services	____ g) Information on Finance website
____ d) Bills, notices and brochures	____ h) Signs at Finance locations
____ i) All of the above	____ k) Other: _____

10. If you answered yes to Question 3, which language would you prefer?

____ Arabic	____ Korean	____ African Languages
____ Armenian	____ Persian	Please specify: _____
____ Bengali	____ Polish	
____ Chinese/Cantonese	____ Portuguese	____ Scandinavian Languages
____ Chinese/Mandarin	____ Portuguese Creole	Please specify: _____
____ French	____ Russian	
____ Haitian Creole	____ Serbo-Croatian	____ Other languages
____ German	____ Spanish	Please specify: _____
____ Greek	____ Spanish Creole	
____ Gujarathi	____ Tagalog	
____ Hebrew	____ Thai	
____ Hindi	____ Urdu	
____ Italian	____ Vietnamese	
____ Japanese	____ Yiddish	

**NEW YORK CITY DEPARTMENT FINANCE EMPLOYEE SURVEY
ON LANGUAGE ACCESS NEEDS**

To fulfill our mission of helping people pay the right amount on time, the NYC Department of Finance wants to ensure all our customers have access to our information and services regardless of whether they speak fluent English. As of now, we primarily communicate and provide services in English. In order for us to determine what languages other than English our customers speak and may prefer to use to do business with us, we need your help.

Please take the following short survey to share with us your experience with non-English speaking customers. Thank you for your time and input. We look forward to sharing with you the survey results and the agency's language access plans.

Your job title: (Please circle one)

- Call Center Agent
- Business Center Customer Service Staff
- Cashier
- Business Center manager/supervisor
- Land Records Division staff
- Surveyor
- Deputy Sheriff
- Administrative Law Judge
- Settlement Clerk
- Other Adjudication staff
- Outreach and Communications staff
- Treasury staff
- Collections staff
- Other Finance staff/manager_____

Your work location: (Please circle one)

- Brooklyn 210 Joralemon
- Brooklyn Warehouse
- Bronx 3030 Third Avenue
- Manhattan 1 Centre Street
- Manhattan 31 Chambers Street
- Manhattan 253 Broadway
- Manhattan 66 John Street
- Manhattan 59 Maiden Lane
- Queens 144-06 94th Ave
- Queens 30-10 Starr Ave
- Staten Island 50 St Marks Place

Please select the primary way in which you interact with Finance customers: (Please circle one)

- In person
- By telephone
- By email
- By correspondence

SURVEY QUESTIONS

1. Have you ever been approached by a Finance customer who does not speak English? (Please circle one)

- Yes
- No

2. If yes, approximately how many times did this happen per month in the last six months? (Please circle one)

- Less than once a month
- 1 to 3 times per month
- 4 to 6 times per month
- 7 to 10 times per month
- More than 10 times per month

3. In the instances where you were approached by a non-English speaker, what did the customer inquire about? (Please circle one)

- Billing and payment services at Business Centers
- Parking ticket hearings
- Inquiries through Finance helpline
- Inquiries by email and mail correspondence
- Forms and applications distributed by Finance
- Tax laws and regulations distributed by Finance
- General information on Finance website
- Brochures and directions
- Issues related to audit and enforcement actions
- Issues related to debt payments
- All of the above
- Other, please specify _____

4. If you think about the customers you serve, approximately what percent do not speak English or speak some English but would prefer to use another language? (Please circle one)

- Less than 1%
- 1%
- 5%
- 10%
- 15%
- 20%
- More than 20%

5. Based on your experience, what are the most common foreign languages that non-English speaking customers have used? Please circle at least 5 and up to 10 languages from the following list, with 1 being the most frequently heard.

- African Languages (please specify if known)_____
- Arabic
- Armenian
- Bengali
- Chinese/Cantonese
- Chinese/Mandarin
- French
- Haitian Creole
- German
- Greek
- Gujarati
- Hebrew
- Hindi
- Italian
- Japanese
- Korean
- Persian
- Polish
- Portuguese
- Portuguese Creole
- Russian
- Scandinavian Languages (please specify)_____
- Serbo-Croatian
- Spanish
- Spanish Creole
- Tagalog
- Thai
- Urdu
- Vietnamese
- Yiddish
- Other (please specify)

6. Do you have any other feedback or suggestions as we plan for Finance to provide information and services in other languages?

APPENDIX E: Summary of LEP Population and Survey Data

	U.S. Census 2000 NYC Population		American Com. Survey 2007 NYC Homeowners		Finance Employee Survey*		Finance Customer Survey*		Consensus	
	Language	% LEP Speak	Language	% LEP Speak	Language	% Surveyed Employees Selected	Language	% Surveyed Customers Selected		Language
CITYWIDE										
1	Spanish	52.12%	Spanish	25.49%	Spanish	92.62%	Spanish	59.81%	1	Spanish
2	Chinese	12.46%	Chinese	13.88%	Cantonese	54.33%	Haitian Creole	5.71%	2	Chinese
3	Russian	6.88%	Italian	8.67%	Russian	39.57%	Arabic	5.71%	3	Russian
4	Korean	2.89%	Russian	7.23%	Mandarin	39.29%	French	5.60%	4	
5	Italian	2.79%	Cantonese	6.80%	Haitian Creole	20.99%	Chinese/Cantonese	5.28%	5	
6	Polish	2.59%	Polish	4.39%	Korean	19.29%	Russian	5.17%	6	
BRONX										
1	Spanish	78.14%	Spanish	60.68%	Spanish	98.11%	Spanish	82.05%	1	Spanish
2	Polish	3.32%	Italian	15.57%	African	35.85%	African	5.13%	2	African
3	Yiddish	3.32%	Chinese	4.76%	French	30.19%	Armenian	3.21%	3	
4	Italian	1.98%	Bengali	4.05%	Cantonese	30.19%	Bengali	2.56%	4	
5	Chinese	1.85%	French	1.65%	Russian	26.42%	Serbo-Croatian	1.92%	5	
6	African languages	1.68%	Kru, Ibo, Yoruba	1.53%	Mandarin/Haitian Creole/Italian	18.87%	Spanish Creole	1.92%	6	
BROOKLYN										
1	Spanish	36.13%	Spanish	18.98%	Spanish	92.98%	Spanish	56.01%	1	Spanish
2	Russian	16.90%	Russian	14.53%	Cantonese	58.77%	Haitian Creole	11.00%	2	Chinese
3	Chinese	14.73%	Cantonese	12.52%	Russian	44.74%	French	9.97%	3	Russian
4	French Creole	5.12%	Chinese	12.63%	Haitian Creole	32.46%	Russian	7.90%	4	
5	Yiddish	4.64%	Italian	10.89%	French	28.07%	Chinese/Mandarin	7.56%	5	
6	Polish	3.89%	French Creole	5.45%	Mandarin	26.32%	Chinese/Cantonese	6.53%	6	
MANHATTAN										
1	Spanish	64.75%	Chinese	22.17%	Spanish	93.37%	Spanish	57.14%	1	Spanish
2	Chinese	18.31%	Spanish	20.84%	Cantonese	54.64%	Chinese/Cantonese	12.61%	2	Chinese

APPENDIX E: Summary of LEP Population and Survey Data

3	French (incl. Patois, Cajun)	2.71%	French	14.60%	Mandarin	43.50%	Chinese/Mandarin	8.40%	3	
4	Japanese	2.33%	Italian	4.53%	Russian	42.44%	French	5.88%	4	
5	Russian	1.36%	Mandarin	3.87%	Korean	19.10%	Arabic	5.04%	5	
6	Korean	1.19%	Russian	3.87%	Haitian Creole	18.57%	Bengali	5.04%	6	
QUEENS										
1	Spanish	45.10%	Spanish	28.56%	Spanish	94.44%	Spanish	66.81%	1	Spanish
2	Chinese	14.57%	Italian	7.17%	Cantonese	61.11%	Haitian Creole	7.08%	2	Chinese
3	Korean	7.13%	Chinese	6.96%	Mandarin	50.00%	French	4.87%	3	
4	Other Indic Languages	4.66%	Russian	5.41%	Russian	34.72%	Chinese/Mandarin	3.98%	4	
5	Russian	3.93%	French Creole	4.44%	Korean	31.94%	Arabic	3.54%	5	
6	Italian	2.95%	Greek	3.89%	Haitian Creole	27.78%	Russian/Bengali/Urdu	3.10%	6	
STATEN ISLAND										
1	Spanish	34.78%	Italian	13.02%	Spanish	100.00%	Spanish	39.47%	1	Spanish
2	Italian	13.80%	Polish	12.52%	Cantonese	62.50%	Arabic	16.67%	2	Chinese
3	Chinese	8.90%	Spanish	12.42%	Russian	56.25%	Armenian	12.28%	3	
4	Russian	8.33%	Chinese	12.34%	Mandarin	31.25%	Russian	12.28%	4	
5	Korean	4.90%	Russian	11.68%	Arabic/Korean/Polish	25.00%	Chinese/Cantonese	7.02%	5	
6	Other Indo-European Languages	4.48%	Albanian	7.45%			Italian	6.14%	6	
CALL CENTER										
1							Spanish	50.00%	1	Spanish
2							Russian	16.67%	2	
3							Korean	11.11%	3	
4							Chinese/Cantonese	11.11%	4	
5							Arabic	5.56%	5	
6							Chinese/Mandarin	5.56%	6	

* The Finance Employee Survey received 791 respondents.

* The Finance Customer Survey received 2,947 respondents.



**NYC Department of Finance
LA-1: LANGUAGE ACCESS ACCOMMODATION FORM**

Rev. 9/29/2009

Date	
Area of Service <i>(Use one of the codes below)</i>	
Division	
Borough	
Time Customer Arrived	
Time Interpretation Started	
Time Interpretation Finished	
Language Requested: <i>(See Notes in the back for language references)</i>	
Accommodated by: <i>(Use one of the codes below)</i>	
If Use Vendor, Please Write Down Language Line Interpreter ID:	
Outcome of Interpretation Service (Accommodated or Not Accommodated)	
If Not Accommodated, Why? <i>(Use one of the codes below)</i>	
Please list any issues and/or comments that may help the Department of Finance improve our service.	
Form Completed by <i>(Please print First Last names)</i>	

Date	Area of Service (Use code list or dropdown menu)	Division	Borough	Time Customer Arrived (Type as plain number: 935, 1209, etc)	Time Interpretation Started (Type as plain number: 935, 1209, etc)	Time Interpretation Finished (Type as plain number: 935, 1209, etc)	Language Requested (Use dropdown menu)	Accommodated by: (Use codes or dropdown menu)	If Use Vendor, Please Type Interpreter ID:	Outcome of Interpretation Service (Use dropdown menu or Enter: Accommodated/Not Accommodated)	If Not Accommodated, Why? (Use codes or dropdown menu)	Please list any issues and/or comments that may help the Department of Finance improve our service.	Form Completed by (Please print First Last names)
11/1	3. Parking Ticket Hearing	Adj.	Bronx	935	951	1002	Spanish	1. Phone by contracted vendor	6000	Accommodated			
11/3	1	Pay Oper.	Bronx	235	236	238	Spanish	2	6000	Accommodated			
11/5	1. Business Center Cashier	Pay Oper.	Bronx	1255	1258	1302	Mandarin	2. In-person DOF bilingual staff	7000	Accommodated			



NYC Department of Finance
LA-2: INFORMAL LANGUAGE ACCOMMODATION TICK SHEET

Rev. 11/30/2009

Purpose of This Form: To count the times you communicate with a customer primarily in a language other than English, *when not providing a specific transaction.*

Which Form to Use: If you are bilingual and communicating with a customer in your other language, use this form to count simple conversations such as directions, referrals, etc. Use for LA-1 if you are providing a more formal service, such as providing account information, transacting a payment, etc. If you are not sure which form to use, use either one.

Example: ## // = 7

Month and Year		14 _____
Your Name		15 _____
Location (Boro of Business Center or Unit Name)		16 _____
Language		17 _____
	1 _____	18 _____
	2 _____	19 _____
	3 _____	20 _____
	4 _____	21 _____
	5 _____	22 _____
	6 _____	23 _____
	7 _____	24 _____
	8 _____	25 _____
	9 _____	26 _____
	10 _____	27 _____
	11 _____	28 _____
	12 _____	29 _____
	13 _____	30 _____
		31 _____
Total for the Month		

Indicators	FY 2010	JUL	AUG	SEP	OCT	NOV	DEC
Total number of requests for LA Accommodation (#1 + #2)	1844	428	326	354	278	251	207
1. Number of Completed Customer Requests for Interpretation	1839	426	326	352	278	250	207
A. Phone by contracted vendor	882	67	139	147	160	191	178
B. In-person DOF bilingual staff	952	356	186	204	118	59	29
C. In-person DOF language bank volunteer	1	0	0	1	0	0	0
D. Other:	4	3	1	0	0	0	0
Phone by DOF volunteer	4	3	1	0	0	0	0
Unspecified	0	0	0	0	0	0	0
2. Number of requests not accommodated	5	2	0	2	0	1	0
3. Number of customer requests by location (per in-house data)							
Bronx Business Center	750	253	169	193	69	55	11
Brooklyn Business Center	155	5	5	38	47	27	33
Manhattan Business Center	63	5	6	0	4	15	33
Queens Business Center	368	6	56	77	96	87	46
Staten Island Business Center	93	0	20	15	24	23	11
59 Maiden Lane (Telephone Representatives)	108	108	0	0	0	0	0
4. Languages requested (per in-house data)							
African Languages	0	0	0	0	0	0	0
Albanian	2	0	1	0	0	0	1
Arabic	8	1	2	2	0	2	1
Armenian	0	0	0	0	0	0	0
Bengali	10	0	1	2	0	2	5
Chinese (dialect not specified)	6	4	0	2	0	0	0
Chinese/Cantonese	33	0	3	6	12	6	6
Chinese/Mandarin	73	0	3	14	16	23	17
Farsi	1	0	1	0	0	0	0
French	5	0	0	1	2	0	2
Haitian Creole	3	0	0	0	2	1	0
German	0	0	0	0	0	0	0
Greek	6	0	0	2	0	2	2
Gujarati	0	0	0	0	0	0	0
Hebrew	0	0	0	0	0	0	0
Hindi	6	0	1	2	1	2	0
Indonesian	2	0	0	0	0	1	1
Italian	0	0	0	0	0	0	0
Japanese	0	0	0	0	0	0	0
Korean	16	1	3	3	5	2	2
Persian	0	0	0	0	0	0	0
Polish	2	0	0	1	0	0	1
Portuguese	0	0	0	0	0	0	0
Portuguese Creole	2	0	0	1	0	1	0
Russian	22	0	2	1	7	7	5
Scandinavian Languages	1	0	0	0	0	1	0
Serbo-Croatian	1	0	0	0	0	1	0
Spanish	1323	371	231	285	191	155	90
Turkish	2	0	0	0	1	0	1
Urdu	1	0	0	0	1	0	0
5. Area of Service							
A. Business Center Cashier	16	0	0	16	28	13	9
B. Business Center Customer Service	322	116	90	116	81	50	23
C. Parking Ticket Hearing	509	152	166	191	130	143	94
D. Customer Assistance Helpline	108	108	0	0	0	0	0
E. City Register Services	0	0	0	0	0	0	0
F. Other	1	1	0	0	1	0	8

6. Total time for which interpreters were used (h:mm)	195:15	28:44	31:24	36:23	33:46	43:42	21:16
A. Phone by contracted vendor (per in-house forms)	81:09	2:57	6:59	16:30	17:47	20:05	16:51
B. In-person DOF bilingual staff	112:28	25:12	23:50	19:25	15:59	23:37	4:25
C. In-person DOF language bank volunteer	0:15	0:00	0:00	0:15	0:00	0:00	0:00
D. Other (please specify)	1:23	0:35	0:35	0:13	0:00	0:00	0:00
7. Percent of requests successfully accommodated	99.7%	99.0%	100.0%	99.7%	100.0%	99.6%	100.0%
8. Documents translated by Volunteer Language Bank	13	5	0	2	1	3	2
9. Office of Communications							
A. Non-English forms, publications, web page and blurbs created or updated.	39	0	0	0	14	13	12
B. Number of web site hits for main translation page	9070	N/A	N/A	2226	2240	2133	2471
C. Total Translated Documents Downloaded	24150	N/A	N/A	4974	5640	5561	7975
10. Non-English or bilingual outreach sessions	3	0	0	1	2	0	0
11. Ad-Hoc Non-English Language Use	1793	N/A	N/A	N/A	95	821	877
Bronx Business Center	1218	N/A	N/A	N/A	0	653	565
Brooklyn Business Center	90	N/A	N/A	N/A	0	35	55
Manhattan Business Center	0	N/A	N/A	N/A	0	0	0
Queens Business Center	485	N/A	N/A	N/A	95	133	257
Staten Island Business Center	0	N/A	N/A	N/A	0	0	0
59 Maiden Lane (Telephone Representatives)	0	N/A	N/A	N/A	0	0	0