

Budgeting for Racial Equity

An overview of the steps taken to expand who is involved and altering how the process works in an effort to produce budgetary decisions that have measurable impacts on reducing racial disparities.

Fiscal Year 2024

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Budgeting for Racial Equity

Fiscal Year 2024

Budgeting for Racial Equity – FY24 Process Recap

Our vision for this budget cycle and beyond is a budget that enables investments that provide quality government services and infrastructure while maintaining the City’s long-term fiscal health, reducing racial disparities among Philadelphians, and advancing equitable outcomes for all Philadelphians.

We believe in a Philadelphia where all residents and visitors are safe, healthy, and have all basic needs met necessary to achieve their dreams. We envision a city where race is not a determinant of success, and everyone thrives, including LGBTQ+ individuals, women, people with disabilities, low-income households, and other historically marginalized and underrepresented groups in Philadelphia.

To help us align our budget decisions with that vision, the FY24 budget process incorporated the steps below to expand who is involved and altered how the process works. These aspects of the budget process are intended to produce budgetary decisions that have measurable impacts on reducing racial disparities.

Participation Goal Setting Embedded in The Budget Process

The Office of Economic Opportunity participated in the meetings between each department and the Budget Office used to discuss the funding for the upcoming year. This provided an opportunity to link a department’s overall expenditure plans to their contracting goals with minority, women, and disabled-owned enterprises

Racial Equity Questionnaires

All City agencies were asked to respond to the Racial Equity Questionnaire. This document and its guidance materials, presented in **Appendix A**, asked departments questions about the intersection of current spending and operations with racial equity. The form was developed jointly by the Office of Diversity, Equity, and Inclusion, the Budget Office and the City’s external racial equity consultant. To support departments in completing the questionnaire, a “cheat sheet” with definitions and instructions was provided and the City’s racial equity consultant held office hours to assist departments in assessing and communicating their contributions and opportunities to reduce racial disparities. In addition to completing the Racial Equity Questionnaires, departments were asked about the impact on racial disparities as part of the process for submitting requests for new funding for the upcoming year and outlining how expenditure reductions would be handled if required. **Appendix B** contains the completed Questionnaires submitted by departments.

Racial Equity Rubric

The City’s racial equity consultant evaluated the Questionnaires submitted by each department and the nearly 300 requests for increased funding by departments. The firm scored each request on 10 metrics, divided between Department Core Metrics and New Justification Metrics:

Department Core Metrics – Based on the Racial Equity Questionnaire

- **Core Competencies** – The ability to coherently articulate what a department understands as its core areas of competency to reduce racial disparities.
- **Evidence of Impact** – Evidence of racial equity impact in historical and current programs and policies.
- **Inclusive Workplace** – Degree to which role as an employer is working to improve racial equity internally.
- **Stakeholder Engagement** – Degree to which department improves transparency and decision making in partnership with communities most impacted.
- **Mayoral Alignment** – Degree of alignment with mayoral anti-racist imperative and vision

New Justification Metrics – Based on individual New Funding Requests

- **Disparity Focused** – Degree to which race equity is explicitly named and factored in design
- **Performance Impact** – Degree to which anti-racist implementation appears clear, direct, viable and within the stated budget.
- **Leverages Partnerships** – Degree to which justification leverages partnerships, current and potential.
- **Structurally Sustainable** – Degree to which proposal is designed with an eye to root causes and works to undo harm of systems.
- **Mayoral Alignment** – Degree of alignment with mayoral anti-racist imperative and vision.

In addition to scoring the requests, the racial equity consultant team categorized the area of impact of each justification as:

- **Inclusive Workforce** - Internal focused activities to diversify and/or retain a racially diverse workforce, including recruiting, hiring and training, and EEO staff and worker protections.
- **Diversity, Equity, Inclusion Infrastructure** - Internal and external focused structures or positions in service of systematizing racial inclusion, including data collection, community engagement or assessment, and DEI leaders or planning.
- **Social Services Safety Net** - Government direct or community subcontracted services directly and explicitly aimed at improving the material well-being of Philadelphians of color.
- **Reparative Public Policy or Practice** - Activities or infrastructure explicitly intended to redress past racial harms and/or reimagine existing government systems with racial equity at its center.

Once all new funding requests were scored, they were ranked to reveal the top tier justifications. Additionally, the consultant shared key trends and considerations, such as whether DEI infrastructure and inclusive workforce investments should be pursued with a centralized approach or distributed among departments, as both a policy and budgetary matter. Scoring was provided to the Budget Office, Office of Diversity, Equity, and Inclusion, the Mayor’s Office, the Budget Equity Committee, and the City Leadership team and is used as an input for making budget decisions. **Appendix C** contains the top tier justifications based on the scoring from the Racial Equity Rubric.

Budget Equity Committee Process

The Budget Equity Committee (BEC) is a cross-departmental group of City employees that provides feedback about big budget decisions using a racial equity framing. Initially convened when the impacts of

COVID-19 required a dramatic revision to the FY21 budget, the participants prioritize what new investments are the most important from a racial equity perspective.

For the development of the FY24 budget, the size and composition of the group was expanded to a larger, more diverse group of approximately 50 employees from an array of departments. In comparison, the FY23 Budgeting for Racial Equity the cohort was 20 members, and did not have the objective where specific interdepartmental cohorts prioritized the top 25% for specific City Departments. FY24 participants were not top City leadership positions, and were a mix of civil servants and exempt staff. There is a separate Budget Equity Process for the City's Leadership Operations team.

The FY24 BEC had 50 participants, representing different clusters within the Administration:

- Chief Administrative Officer – 4
- Commerce – 2
- Finance Family – 9
- Law – 2
- Mayor – 2
 - Includes Labor, OIG, and Human Relations
- Managing Director's Office - 20
- The Office of Children and Families – 9
- Planning & Development – 2

BEC members participated in sessions to equip them to evaluate budget requests that included opportunities of discussion. These sessions occurred in December and January, with key decision-making session occurring during the time period between when departments submit their funding requests in early January, and the Budget Office presents a budget recommendations to the Mayor for his review in early February. While the tight timeline is challenging, it is designed to make sure that the group is weighing in on the key decisions to be made in real time.

Budget Equity Committee Sessions

- **PHL Budget Bootcamp** – This session reviewed how the budget is structured and the process of getting it passed each year.
- **FY24 Context & Challenges** – Covered current fiscal condition and other factors influencing the choices for the upcoming year.
- **FY24 Racial Equity Rubric** – Led by the City's racial equity consultant, this session describes the structure of the racial equity rubric and how it was applied to the new requests from departments.
- **FY24 Options Briefing** – Provided an overview of funding requests submitted by departments; participants asked questions and discussed priorities.
- **FY24 Options Prioritization** – This session collected participants feedback about which are the top priorities to get funding, particularly in the context of urgency and likelihood of success.

Following the options prioritization session, individual Budget Equity Committee (BEC) members were assigned working groups to identify the top 25% spending for each cluster which can be seen in Figure 1 below. BEC members who were in these working groups were not part of the departments or offices they were reviewing to make this process more objective and equity centered. After each working group member identified their top 25% in specific spending priorities in new investments they ranked as most important, their feedback was compiled and shared with the Mayor's Office, and Finance

Department to inform the funding decisions for FY24. **Appendix D and Appendix E** contains the top-ranking requests from the BEC.

Figure 1

Working Group	Departments & Offices Included	Total Requested Amount	Amount Available for Equity Priorities
Internal & Independent Offices	Chief Administration Officer (CAO), City Treasurer’s Office (CTO), District Attorney (DAO), Department of Public Property (DPP), Finance, First Judicial District (FJD), Fleet, Office of Human Resources (IJA-56), Office of Innovation & Tech (OIT), Register of Wills, Sheriff	\$59.2M	\$14.8M
Managing Directors Office	Managing Directors Office	\$113M	\$28.25M
Frontline Departments Group 1	Art Museum, Community Empowerment and Opportunity (CEO), Commerce, Human Services (DHS), Free Library (FLP), Planning & Development (DPD), Parks & Recreation (PPR), Labor, Law, Mural Arts (MAP), Inspector General (OIG), Human Relations (PCHR)	\$72M	\$18M
Frontline Departments Group 2	Behavioral Health (DBH), Fire, Health, Sustainability (OOS), Licenses & Inspections (L&I), Homeless Services (OHS), Police, Prisons, Records, Revenue, Streets	\$103.8M	\$26M
Capital	Any City department requesting Capital funding (17 entities)	\$287M	\$71.9M

In addition to receiving top ranking requests from the BEC, the Budget Office also received top ranking priorities from the Mayor’s Office of Diversity Equity and Inclusion (ODEI) which are shown in **Appendix F** and the Leadership Operations team engaged in a similar process as the BEC and submitted top ranking priorities based on their potential to reduce racial disparities shown in **Appendix G**.

Appendix A

FY24 Operating Budget Call & Racial Equity

Background

On December 2, 2022, City of Philadelphia departments received the FY24 Operating Budget Call. Department are asked to submit information about the costs related to continuing existing service, provide justifications for requests for funding for new or expanded programs, and develop spending reduction scenarios. Our vision for this budget cycle and beyond is a budget that enables investments that provide quality government services and infrastructure while maintaining the City's long-term fiscal health, reducing racial disparities among Philadelphians, and advancing equitable outcomes for all Philadelphians.

We believe in a Philadelphia where all residents and visitors are safe, healthy, and have all basic needs met necessary to achieve their dreams. We envision a city where race is not a determinant of success, and everyone thrives, including LGBTQ+ individuals, women, people with disabilities, low-income households and other historically marginalized and underrepresented groups in Philadelphia.

To help us align our budget decisions with that vision, we will be asking a set of questions about racial equity as part of the budget call. **Racial equity means that race does not predict one's social, health, and economic success.** We seek to be more diligent and intentional about creating conditions to reduce historical inequities, while also improving outcomes for everyone.

Racially equitable budget requests may include:

- Those that support programs or services designed to advance equity,
- increase transit and mobility options,
- improve access to facilities and programs,
- increase diverse representation at all leadership levels and advance a more inclusive workspace,
- or minimize negative impacts for communities of color, and other marginalized groups.

Departments without public-facing services have a role in improving racial equity, through programs, policies, support to other agencies to fulfill their missions and racial equity work, and as a diverse, inclusive workplace. Projects that are data-driven and disaggregate data by race and/or gender in collection, analysis, and reporting, and include historically disadvantaged stakeholder groups and individuals in leadership roles in the conceptualization, design, and implementation are preferred.

Racial Equity Values

All budget submissions will be evaluated with the following set of core racial equity values in mind to help guide our actions and investments and ensure maximum and sustainable impact.

✓ **Naming Equity and Disparity in Design** – We will focus on budget proposals that are race-explicit, with strategies, programming, or interventions that are explicitly designed for racial equity. As a method to advance racial equity, this approach prioritizes those most impacted by structural racial inequity to improve universal outcomes for all. As opposed to a focus on individual behaviors, centering our focus on racial inequity draws both our analyses and interventions to systems and structural barriers that impede the ability to achieve universal outcomes not predictive by race/ethnicity.

✓ **Transparency** – We will focus on budget proposals that are supported by a plan for, or historical indication of outreach, engagement, and validation by those most impacted by the proposals. While we understand the timeline for budget proposals will not typically allow for robust outreach or engagement, we value departmental submissions that reflect a transparent relationship between departmental activities and equitable community desires, including your workforce. We acknowledge that quantitative data related to racial equity is not always readily available or able to fully capture impact; for these reasons, thoughtfully selected qualitative data metrics may be helpful in telling your department’s story.

✓ **Performance Accountability** – We will focus on budget proposals that tie spending to performance measure of “better-off” impact for racial equity, both historically and looking forward. We understand the data collection constraints and capacities of many departments and yet will prioritize budget proposals that reflect a bona fide effort to capture internal departmental measures for advancing racial equity values.

✓ **Collaboration** – We will focus on budget proposals that reflect cross-agency collaborations and innovative use of funding across departments. In the context of federal resources in connection with COVID recovery, infrastructure investments, and the social safety net, we are increasingly being asked to think across traditional silos to advance equity. We understand this may require leadership on the part of cabinet members, deputy managing directors or others tasked with leading collaboration efforts for their own verticals, as well as working with peers across cabinets.

✓ **Sustainability** – We will focus on budget proposals that are designed with an eye to address root causes of inequity, working to heal or undo the harm caused to Philadelphia communities disproportionately impacted by inequity, particularly racial inequity. We look to prioritize the use of funding on proposals that clearly lay out policies, programs, or practices that might shift inequitable systems and cultural norms.

Page Break

FY24 Racial Equity Budget Questions

(Please keep each response to 250 words of less)

Existing Spending and Operations

1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?
2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies.
 - a. For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity.
 1. For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?
3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?
4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?
5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

FY24 Racial Equity Budget Questions Cheat Sheet

This document provides definitions for key terms and additional guidance to support departments in completing the FY23 Racial Equity Budget Questions. We understand that parts of this process are a challenge area or area of growth for most, if not all, City agencies. The Budget Office and the Mayor's Office of Diversity, Equity, and Inclusion (DEI) are happy to work with your department on completing your responses.

Key Terms

Equity: Equally high outcomes of access, opportunities, and success for all individuals, regardless of any social or cultural factor or grouping.

Racial Equity: Racial equity means that race does not predict one's social, health, and economic success.

Anti-Racism: The affirmative and visible act of interrupting racism. Antiracism involves: rejecting false notions of human difference; acknowledging lived experiences shaped along racial lines; learning from diverse forms of knowledge and experience, and challenging systems of power that uphold racial inequity.

Inclusion: Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.

Response Guidance

1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?

About this question: This is a question about WHAT your department understands as its core area of competency to reduce racial disparities, including the structural root causes of racism it aims to solve.

- This may include external facing challenges and/or internal workforce and culture-related challenges. The Budget Office seeks to understand how your department thinks of its mission relative to broader racial equity goals.
- You may link your answer to one or more of the following Mayoral priorities but should also provide a more detailed description of WHAT the racial equity problem or opportunity looks like for your department: (a) Health Equity for All, (b) Quality Education for All, (c) Inclusive Economy and Thriving Neighborhoods, and/or (d) Diverse, Efficient, and Effective Government.

2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies.

About this question: This is a question about WHAT your department is concretely doing to reduce racial disparities through your existing budget.

- The Budget Office seeks to understand how your department is using its resources to impact areas of racial disparities related to the work of your department.
- Please think about direct service delivery, as well as systems, policies, or environments.
- For departments without public-facing work, you may want to think about your workplace environment, hiring, and professional development.

2a. For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity.

About this question: This is a question about WHAT your department qualitatively knows about critical program or policy impacts, and/or any impending challenges or threats to those impacts, including if funding is reduced.

- The Budget Office seeks to understand how your department is using its resources to leverage what works as well as mitigate harm or risk for the intended beneficiaries.
- In the case of cut scenarios, your answer to this question will help the Budget Office weigh pros and cons of difficult program and policy reductions.
- There are many competing priorities in our work and in some instances meeting one priority may result in a negative impact on racial equity, especially when we have to reduce spending. If your cut scenario may worsen or continue existing racial disparities, please share ways those impacts could be lessened.

2b. For each critical program or policy referenced above in Question #2, please briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?

About this question: This is a question about HOW both (a) your department understands racial equity impact and (b) tracks and utilizes quantitative or qualitative data to measure impact. Do you have program data disaggregated by race?

- It is okay to not have rigorous evidence, but please think about how you could evaluate the impacts of programs and policies and its impacts on racial equity if funding is approved.
- Please share a data point that captures how this funding, if granted, will improve or worsen racial disparities. Note that services or changes that improve conditions or service quality/quantity equally without regard for race should be considered as having a neutral impact on racial disparities.
- You might also identify specific impact data support needed to adequately respond to this question in coming years. We understand that this is a challenge area or area of growth for most, if not all, City agencies.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

About this question: This is a question about HOW your department is working in its role as an employer to improve racial equity in more qualitative detail.

- We want to hear about trainings, professional development, executive leadership capacity building, hiring practices designed to create a diverse and inclusive environment. If possible, please provide data about your spending in this area.

4. How has your department involved or how do you plan to involve internal and external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

About this question: This is a question about HOW your department is working to improve transparency and inclusion with respect to critical program and policy decision-making, whether with the public, internal staff or other agencies.

- Who is involved in developing programs and policies matters, and this question is designed to help the Budget Office gain insights into how decisions are made about what programs to pursue?
- Think about whether the team developing the response to the budget call reflects diverse community priorities, what data and information they rely on, and whether that have information about racial disparities, and if there have been opportunities for public or employee input through formal or informal mechanisms.
- You may also want to note if communities of color were involved in designing the programs or services and whether that process was equitable and inclusive.
- You may want to include whether you have used racial or economic data to prioritize resource distribution in your existing budget.
- For more internal-facing departments where external community engagement may be less appropriate, consider describing how internal groups most impacted by your budget proposals for racial equity are included in the idea, design, implementation and/or evaluation. How is your department learning from diverse forms of knowledge and experience in its effort to interrupt systems of racial inequality?

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

About this question: This is an intentionally open-ended question to allow your department space to elevate any other critical insights or concerns not otherwise covered.

Appendix B

Art Museum

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The museum's core mission is to preserve, enhance, interpret, and extend the reach of its great collections in particular, and the visual arts in general, to an increasing and increasingly diverse audience as a source of delight, illumination, and lifelong learning. Ensuring that the museum is considered a place for all is central to that mission. As a result, the museum has committed to centering diversity, equity, inclusion and access into everything it does from programming and collecting to staffing and procurement.

The museum's Deputy Director of DEIA is currently leading the museum's first equity audit, which are organizational assessment and learning tools used to map the landscape of institutional actions, measure impacts on target audiences and provide strategic direction on the path forward. Equity Audits give leaders the information needed to make value-aligned decisions that prioritize impactful work, advance institutional equity and deliver results. This process will inform museum leaders of equitable policy and practices happening across the museum; amplify inclusive practices that deliver results and foster collaboration; and prioritize institutional and individual actions and/or decisions that mitigate harm, align with core values and support historically underrepresented stakeholders within and beyond the museum.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

The equity audit process will focus on five focus areas for which the museum's future budgets will support and data will be collected in furtherance of enhanced diversity and equity.

1. Audience engagement – The museum's ability to collect and utilize all relevant information to attract, develop and sustain diverse publics.
2. Art and programmatic diversity – Demonstration of the museum's ability to embrace a fuller and more authentic context in which to present, prioritize, and enhance the presence and contributions of historically underrepresented artists and their works through its galleries and public platforms.
3. Employee wellness – The museum's ability to meet the needs of its internal workforce through policies and practices that seek to redress and/or eliminate harm, promote

equitable outcomes, support for holistic personal and professional development, identity affirmation and more.

4. Talent acquisition/optimization – The museum’s ability to create more representational diversity by engaging inclusive best practices in employment, educational opportunity, talent recruitment, hiring, promotion and career advancement.

5. Engagement and promotion of MWDVBE and LGBTQ+ owned vendors/supplier/contractors – The museum’s ability to deepen its solicitation and create more pathways for partnerships with historically underrepresented business entities.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

As part of its commitment to DEIA, the museum is using its budget to actively shift cultural practices and policies to make the institution more inclusive and equitable. In FY21 and FY22, the museum implemented an institution-wide workshops to create spaces for shared learning on issues related to diversity, equity, inclusion and access. As part of this program more than 95% of staff participated in two half-day workshops with a trained consultant and completed an assessment to test each person’s intercultural proficiency. The program concluded with a departmental assignment that asked each department to consider at least one practice that is marginalizing to those who are not in the dominant culture and make a recommendation for how to change that practice.

The assignments will serve as the foundation of the inaugural equity audit, which is scheduled to be completed in summer 2022 and will then be reported on annually to demonstrate improvements and areas for growth and change.

Further, in FY21 the museum created a permanent endowed Deputy Director of DEIA position. Alphonso Atkins Jr. joined the museum in August 2021 and is leading the inaugural equity audit.

Finally, regarding hiring and promotion, the museum is in the process of implementing new hiring practices that have been proven to increase staff diversity. These new institution-wide practices include establishing search committees for all external positions, utilizing structural interviews, expanding job posting locations and more. Additionally, the museum’s Human Resources department is thinking critically about when an open position should be posted externally, in order to provide the greatest amount of opportunity to recruit diverse candidates.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department’s budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

As a 501(c)(3) nonprofit organization, the museum does not engage external stakeholders in the budgeting process. However, the museum’s Deputy Director of DEIA is involved in the budgeting and exhibition processes and setting forth priorities for where and how funding should be allocated.

5. **Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)? N/A**

Auditing Department (City Controller)

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with [the City's vision for racial equity](#). What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The Philadelphia City Controller promotes honest, efficient, effective, and fully accountable city government. Independent of the Mayor and City Council, the City Controller conducts independent audits and analyses that provide objective information to city officials, the public, and other interested parties about the city's financial operations, and on ways to improve city operations and the use of public resources. The Controller's Office has committed to improving racial equity through the day-to-day operations of our Administration, Audit, Pre-Audit, Finance, Policy and Data, and Investigations divisions.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

The Controller's Office does not administer programs or deliver services to the public in the traditional sense. However, our office undertakes reports and policy analysis that directly addresses underlying racial equity issues. For the past four years, our office has compiled a report on the racial diversity of all exempt workers employed by the City of Philadelphia. Tracking this data over time allows departments and offices to better understand whether their hiring practices are resulting in a more diverse and more reflective of the city workforce. Our office plans to continue this kind of thoughtful analysis to support the City as it works to improve racial equity in its delivery of services to the public and administration of programs to serve the public.

- 3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?**

Our office makes conscious and thoughtful decisions using an inclusive and anti-racist lens to inform actions we take from assigning overtime to distribution of new equipment to employee discipline to the hiring and promoting of employees. For class 100 spending around exempt salaries, our department follows the hiring guidelines when hiring exempt employees to ensure inclusive and diverse hiring. When hiring interns, our office works with local colleges and universities to promote the intern opportunities, including Historically Black Colleges and Universities (HBCUs). When procuring professional services for class 200 we proactively engage minority and women owned businesses. We have worked to increase our minority participation on contracts. Our office displays contact information for our EEO officer in public areas. We

promote an employee newsletter to share the work of the office, acknowledge new hires, promotions, and employee news.

When filling vacancies, particularly in the hard to fill Auditor Trainee position, we partnered with the Office of Human Resources and the office of the Chief Administrative Officer to participate in several virtual information sessions advertising Auditor Trainee opportunities to a targeted audience that included HBCUs such as Lincoln University, Morgan State, Delaware State, and Norfolk State. The panel who evaluated writing samples submitted by Auditor Trainee candidates were diverse as were the panels who interviewed candidates. We detail for newly hired Auditor Trainees the steps they need to take to be promoted in the Controller's Office, drawing particular attention to the salary they can expect with each promotion.

In an effort to remove any financial barriers to promotional opportunities for Audit staff, the Controller's Office now pays 100% of the cost of a CPA exam review course that includes instruction, study materials, and practice tools with access to CPA exam success coaches. Additionally, the Controller's Office also pays 100% of the cost of taking each part of the four parts of the CPA exam as well as the application fee.

The Controller's Office solicited MBE/WBE vendors and contracted with an MBE firm to provide our staff with mandated implicit bias training this past fall. The overall implicit bias training was modified for audiences of senior staff, supervisors, or front-line employees. Offering this kind of training ensures that our staff works in an inclusive environment and that they are aware of the potential for implicit bias to affect their work, and therefore proactively address it.

The Controller's Office is mindful of our employee demographic data. We are deliberate about ensuring minority representation at all levels among exempt and civil service staff when recruiting/hiring/promoting employees. We evaluate/modify internal processes to encourage and facilitate professional development with the intent of promoting an inclusive and anti-racist workplace.

4. Is there any critical unmet need within your budget that inhibits your department's achievement of its greatest racial equity priorities? If so, briefly describe.

Not applicable

5. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

The Controller's Office does not offer programs or policy design, however, the office is intentional in its efforts to improve racial equity more broadly. The Controller's Office works to incorporate diverse perspectives, when possible, to ensure that marginalized communities of color are represented in our work. This includes creating Community Advisory and Accountability Councils for both our spending review of the Philadelphia Police Department and our investigation into the City's response to civil unrest. We have also engaged several external community groups and stakeholders involved with anti-violence work as part of our on-going efforts to address gun violence. Additionally, the Controller's Office has conducted analysis that seeks to determine equity in city services and understand the root causes behind why some neighborhoods receive better, faster, or more comprehensive services. Most recently, we

conducted implicit bias training for all Controller's Office staff to ensure that our staff understands the potential impact implicit bias could have on the work they conduct.

Board of Pensions

Existing Spending and Operations

1. Please briefly describe how the core functions of your agency intersect with [the City's vision for racial equity](#). What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?

Subject to duties established by the Charter, Code, and fiduciary/trust and other applicable law, the Board of Pensions and Retirement (Board of Pensions) administers the Retirement System and manages the assets of the City's Pension Fund (Fund). By law, the Board of Pensions must ensure that the Fund is always able to cover current and future payments of retirement benefits to eligible members or their beneficiaries or survivors. The Board of Pensions must also use the assets of the Fund for the exclusive benefit of members and their beneficiaries or survivors and solely for the purpose of defraying expenses related to the administration of the Retirement System and management of the Fund.

Although not public-facing or serving, the Board of Pensions has adopted and diligently and intentionally implemented policies and practices that advance racial equity in the investment management space and has created and fostered a diverse and inclusive workforce at the Board (see answer to #2). As of December 2022, the Board's overall workforce is 68% diverse by race/ethnicity and 69% diverse by gender. Of its Executive Exempt employees, 45% are diverse by race/ethnicity and 45% by gender. The Board has made internal promotion of diverse employees to key management positions a hallmark of its workforce plans.

2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.)For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?

To assess and advance use of diverse investment managers, the Board conducted a utilization study. The most recent study revealed that only 8.7% of the universe of investment management firms who meet the investment criteria established to satisfy fiduciary duties are diverse under the Executive Order 1-21's definition of M/W/DSBE.

As a result of the Board of Pensions' policies and practices, at the end of FY23 Q1, 22 or approximately 30% of the Board's 76 investment managers are diverse. In addition, the Board has invested Fund assets with diverse managers in a total amount over \$3.6 billion or more than 57.4% of the total value of the Fund.

One investment manager, who does not technically meet the EO definition yet have combined diverse ownership, currently manages assets for the fund. Causeway, an international equity firm that is more than 50% owned by women and minorities, handles approximately \$87.66 million in assets as of November 2022

Also, the Board has a policy and practice to encourage (and monitor whether) managers subject to investment management agreements use approved diverse brokers to meet a goal of directed broker commissions of at least 35% during a calendar year. As of September 2022, the Fund's equity managers had directed 41% to diverse/local brokers for the FY21 Q1, and 50% YTD.

Under the Board's Investment Policy Statement (IPS), MWDBE firms are granted flexibility to apply using reduced initial screening criteria. Also, under the IPS, Staff is mandated to consider at least one (1) MWDBE manager in each search.

Further, when screening, interviewing, and evaluating all managers, the Board ensures that at least one (1) person on the Staff is diverse by race/ethnicity and/or gender.

The Board carefully monitors all existing and prospective managers regarding diversity and inclusion in their workforce by requesting and analyzing demographic data reports at various levels in the organization (e.g. C-suite, investment team, partner, middle management, firmwide).

The Board is active in multiple organizations (e.g., National Association of Securities Professionals, The Thirty-Percent Coalition) and uses its shareholder power to support the advancement of diverse persons in the financial industry. These efforts include, but are not limited to, the filing of proposals at various corporations seeking greater diversity on their boards and/or further disclosure of employee demographic data.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

As of December 2022, the Board's overall workforce is 68% diverse by race/ethnicity and 69% diverse by gender. Of its Executive Exempt employees, 45% are diverse by race/ethnicity and 45% by gender.

The Board has made internal promotion of diverse employees to key management positions a hallmark of its workforce plans.

The Board has approved and funded attendance by diverse employees at educational and networking conferences that seek to educate, encourage, and empower diverse employees in the pension plan investment and administration space. The Board's promotion of diverse employees internally to management/executive positions, e.g., Deputy Director; HR/Administrative Services Director; Pension Program Administrators; Head of Capital Markets etc., provides mentors and role models for diverse staff.

4. Is there any critical unmet need within your budget that inhibits your department's achievement of its greatest racial equity priorities? If so, briefly describe.

Not applicable.

5. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

Because the Board, by law, must always act for the exclusive benefit of the members of the Retirement System or their beneficiaries and survivors, the Board does not involve external stakeholders in its budget process or planning. However, the Board maintains constant communication with City Council through Council's representative on the Board and presents its budget process and plans, its benefit administration and investment policies or practices, and workforce and investment manager demographic reports and other data, to Council each budget season. The Board and staff also discuss our program and policy design in regular public meetings. A diverse group of Pension Executive Team employees participates in the budget process.

Board of Revision of Taxes (BRT)

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

Core functions of the agency continually intersect with the City's vision for racial equity. Every property owner in the city, has the right to appeal their property assessment regardless of property type and the value of the parcel. The Board of Revision of Taxes (BRT) office hears appeals from all property owners, from hotels and warehouses to single family row homes and vacant ground. BRT ensures that every appellant has equal access to the department and to the appeals board. The office continually strives to share information, filing instructions and forms via web, in-person or by mail. BRT also accepts applications via email, mail or by walking in. BRT uses their account with the United Language Group to offer translation services so there are no barriers to the appeal process, regardless of race or ethnicity. COVID-19 has altered the landscape in which it performs. BRT faced new challenges on how to serve the city and not exclude any group based on access. But, a couple months into the pandemic the office was able to "reopen" in a manner where the team could safely service every property owner in the city, regardless of access to technology.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

The BRT hears appeals of real estate market value and of eminent domain. The appeal hearing and its outcome is not determined by one's socio-economic status or any cultural factor. Beginning February 2022, the individual board members will have a hybrid schedule where they'll work in-person and remotely, depending on the day. The office has found that hearing preferences vary across racial groups. In this new initiative, board members will be present in-person and remotely.

Each appellant can choose their preferred method of attending a hearing. In each instance the BRT board and staff will be accessible in-person, via phone or by Zoom. The costs associated with this initiative have been minimal and are not expected to increase over time. Therefore, potential cut scenarios should not negatively affect this initiative. Thus far, the only threat is tied to a greater dependence on technology and resolving new, different issues that arise. The impact has been substantial. Thousands of property owners would have been left out of the hearing process, faced extensive delays or would have unresolved real estate tax bills if BRT had not incorporated hearing procedures to service every property owner, no matter their race, socio-economic level, language or access to technology.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

The Board of Revision of Taxes uses its class 100 funds to create an inclusive and anti-racist workplace. BRT staff are hired in a variety of ways to consider all potential applicants. Annually, BRT hires a variety of temp staff to work during the busy season and often they come on-board for fulltime employment. The office also hires Service Representatives from citywide and open-competitive lists in order to interview and hire people with diverse backgrounds. The board members are elected by the Common Pleas Court Board of Judges. The collective differences among board members keep BRT effective and able to hear and consider all salient points during an appeal hearing. The board decisions are not skewed in one direction. The office is pleased the Board of Judges considers this at every election. The board members are highly qualified and represent different races, gender, age and sexual orientation. BRT is hopeful that the professional development course, for Pennsylvania assessment appeals board members will resume in FY2023.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

The BRT board members and administrative team develop departmental programs and policy. Bi-annually, the office assesses strengths and weaknesses, and how they impact the organization. The office considers board members, BRT staff, city of Philadelphia property owners and the city agencies the department communicates and shares information with. The administrative team is mindful of the diversity in the city and how it's reflected in property assessments and appeals of those assessments. The office team gathers feedback, throughout the appeal year, regarding the filing process and the forms of communication that work best for each group. The office strives to develop process that serve every resident especially when assessments range from three thousand to three hundred million dollars. The fiscal operating budget is just over one million dollars, and the office takes pride in eliminating waste and operating on what is necessary to efficiently serve property owners of the city. The budget is made available to the public and BRT leadership fully considers SWMBE when purchasing goods and services.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

The BRT and the Office of Property Assessment has been working with The Pew Charitable Trusts, as they collect citywide data on property assessments, appeals and appeal outcomes on how they vary across racial and economic boundaries. Although this study has no impact on the budget, it is directly aligned with the city's vision of equity and inclusion.

City Treasurers Office (CTO)

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The City Treasurer's Office (CTO) safeguards all City funds and serves as the main relationship manager for banks and financial institutions. CTO's policies and practices around racial equity can influence the private sector.

For Debt Management, CTO has the opportunity to work with senior and co-senior underwriting firms to issue City debt and create designation policies to ensure opportunity for all members of the syndicate team. Designation policies are rules for how compensation is distributed among participating underwriting firms on a debt transaction. The City also selects and appoints joint legal counsel and financial advisors on bond transactions to ensure diverse participation and thorough coverage on bond transactions.

The City's Investment Policy institutionalizes a commitment to considering approved M/W/DSBE firms when making allocation decisions and the approved pool of vendors includes 5 (of 12) certified M/W/DSBE firms.

The CTO also publishes the [Annual Lending Disparity Study](#). This study highlights home and small business lending trends, lending performance, and bank branch patterns of the financial institutions (authorized depositories) conducting business with the City. While banks are regulated by federal and state agencies and the City cannot direct bank lending activity, this study provides the City and other stakeholders with an opportunity to see how the financial institutions conducting business with the City lend. This information can inform business decisions made by the City and others based on patterns of racial inequity and inform discussions between CTO and the depositories during relationship reviews.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. See above B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity? See above**

CTO issues debt on behalf of the City, Airport, Water Department and PGW to support infrastructure investments across the City. All debt issued by CTO involves a group of underwriters, financial advisors, bond and disclosure counsel firms. CTO has established diverse pool of firms to work with, including diverse firms from traditionally marginalized groups of color. CTO also selects co-counsels and co-advisers, pairing a majority- and minority-owned firm to divide the required work on transactions. CTO's focus on developing firms that understand the City's bond ordinances and needs and provide strong coverage helps increase marketplace competition and helps those firms grow/further establish their respective practices (a, c).

Selecting co-counsels and managing a large number of contracts requires more administrative work for CTO but yields better outcomes (b, no d identified).

As mentioned in the first response, CTO manages all depository banking relationships for the City and produces an annual study on lending disparities and banking trends. The report includes a wealth of data and measures changes over time (up to 10 years), and CTO regularly discusses the results of this study with each bank in relationship review meetings (a, c). The study is dense and can be challenging to summarize given the nuances being examined (b); however, CTO is working to make the study more accessible to a broader audience. Banks are regulated state and federal agencies (b).

CTO's commitment to building a diverse group of pre-approved financial professionals has helped CTO increase its participation rates on City-related expenditures (a). Three (3) of the top 10 underwriters utilized since 2016 are minority-owned firms (ranking 2, 4, 6); in the national rankings, none of these firms are in the Bond Buyer's top utilized firms by par size. Currently, 24% of all City cash is invested with diverse-owned firms - 5 of the City's 12 overall managers (42%). In national utilization studies, only approximately 9% of firms have more than 50% of diverse or female ownership and meet the City's criteria to participate in opportunities. (Criteria – 3-year track record, \$100M in assets under management).

In October 2021, CTO also issued the City's first 'Social' designated bonds for the Neighborhood Preservation Initiative. The 'Social' designation showcases the nature of the programs funded and also requires departments who receive the funds to report on impact metrics. This effort will track spending and departmental determined outcomes for programs designed to improve housing affordability, reduce homelessness, address longstanding private infrastructure challenges in low-income communities and invest in commercial corridors (a, c).

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

CTO strongly believes in an inclusive and diverse workforce. In order to create an anti-racist workplace, CTO uses a hiring committee made up of a diverse group of staff. The staff members that make up this committee include members of traditionally marginalized groups. CTO also strives to interview a diverse slate of candidates.

CTO leadership also works to institutionalize and directly speak to/remind staff of policies around vendor selection and contracting to prioritize diversity and inclusion across professional services used.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

The Budget team for the City Treasurer's Office is a racially diverse team. Budget decisions are made with the intention of allocating available funds (or cuts) in the most equitable way possible.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

See response to question 6.

Commerce

Existing Spending and Operations

1. **Please briefly describe how the core functions of your agency connect with and advance the [City's vision for racial equity](#). What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

At the Department of Commerce, we envision Philadelphia to be a more dynamic, diverse destination with a thriving economy that benefits all people who live and work in our city. Commerce is the economic catalyst for the City of Philadelphia helping all businesses thrive. Commerce creates equitable wealth building opportunities through strategic investments and ecosystem partnerships to grow quality jobs, build capacity in under-resourced communities, and make it easier to operate a successful business in Philadelphia.

All programs and initiatives are created based on the following strategic priorities:

- **Provide trusted guidance and a simplified process to establish, grow, and operate a business** Commerce staff provide one-on-one customer service, outreach, and education to business owners. We also partner with community organizations and business associations to prioritize trusted guidance and ensure ALL entrepreneurs have access to information and resources.
- **Drive equitable neighborhood revitalization that contributes to vibrant commercial corridors** Commerce delivers programs and streetscape enhancements in partnership with community-based organizations and business associations. We make strategic investments in community infrastructure to attract businesses and sustain commercial districts.
- **Attract and retain businesses through business resources and strategic investments** Commerce will set strategy and leverage partners to make Philadelphia a great place to do business. We use data to create, administer, and evaluate business incentives, as well as deliver marketing and communication campaigns.
- **Connect talent to growth industries and to jobs that pay family-sustaining wages** Commerce works with key partners to convene strategy roundtables and inform employers of workforce resources. We utilize data on high priority and emerging industries to remain ahead and anticipate the future economic industries that will require specific skilled populations.
- **Strive to build wealth in communities of color through more equitable access to capital and contracting opportunities** Commerce will continue to implement programs and lead coordination to increase access to capital and contracts through the work of the Philadelphia Equitable Entrepreneurship Ecosystem.
- **Leverage economic research to drive policy and strategy** Commerce will convene thought leadership to gather feedback and continue to advocate for the business community. We will commission economic research and continue to collaborate with partners to influence policies that drive economic development.

Co

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

As it pertains to our capital budget, all Neighborhood Commercial Corridor projects are designed to revitalize Philadelphia's commercial districts, including underserved and under-resourced areas such as Broad, Germantown, and Erie Avenue, as well as Cottman Avenue and areas of Roosevelt Boulevard. Capital projects include streetscape improvements that increase the walkability and attractiveness of commercial districts, as well as new sidewalks and curbs, safety improvements at intersections, improved streetlights, street trees and landscaping, pedestrian crosswalks, ADA ramps, and many more. At Commerce, we envision Philadelphia as a more dynamic, diverse destination with a thriving economy that benefits all people who live and work in our city. We will do that by creating equitable wealth-building opportunities through strategic investments and ecosystem partnerships to grow quality jobs, build capacity in under-resourced communities, and make it easier to operate a successful business in Philadelphia.

Please refer to our annual Commerce by the Numbers report, which reflects the department's commitment to helping businesses small and large launch and grow in Philadelphia.

<https://www.phila.gov/media/20220413133525/commerce-by-the-numbers-FY2022.pdf>

- 3. Please briefly describe how your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?**

The Commerce Department uses its budget to hire a diverse and talented staff, focusing on serving a diverse community of entrepreneurs, business owners, and opportunity seekers. 70 percent of our staff are diverse. Program design is informed by principles of diversity, equity, and inclusion. While the office supports inclusive economic growth across the city, the department focuses on helping marginalized communities in low to moderate-income neighborhoods. In addition, the executive leadership team at Commerce is diverse and committed to creating an equitable, culturally aware environment that celebrates diversity at all levels.

For all new hiring and promotions, positions are filled through an internal promotion process to ensure equity and inclusion, as well as a general application process which includes a diverse review and interview panel developed by various level of leadership throughout the department.

- 4. Is there any critical unmet need within your budget that inhibits your department's achievement of its greatest racial equity priorities? If so, briefly describe.**

Not at this time. Currently, we are working with the Mayor's Office of Diversity, Equity, and Inclusion to potentially fund (whole or partial) coaching of leadership staff within the next three months.

5. How have you involved internal and external stakeholders, including marginalized communities of color, in your department's budget process?

Commerce was one of the first departments to participate in the Mayor's Office of Diversity, Equity, and Inclusion. Since then, we continue to work closely with the Office of Diversity, Equity, and Inclusion and submit a Racial Equity Action Plan annually. Internally, we have formed a racial equity working group to further enhance our DEI efforts through training and strategic planning to support underrepresented and under-resourced communities. All of Commerce's work is focused on inclusive growth. Several of our programs and services are designed to reduce racial disparities, specifically targeted to BIPOC-owned businesses, and we demonstrate the outcomes and data that are tied to each of those specific programs. We regularly engage with community members and stakeholders on program design and implementation. This includes engaging the diverse chambers, BIDs and CDCs, minority business owners, job seekers, and other groups.

Department of Behavioral Health and Intellectual disAbility Services (DBHIDS)

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with [the City's vision for racial equity](#). What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

Elevating racial equity is a core function of DBHIDS and a goal to aligning with the City's racial equity vision. DBHIDS is committed to educating, strengthening, and serving individuals and communities so that all Philadelphians can thrive; and envisions a Philadelphia where every individual can achieve health, well-being, and self-determination. DBHIDS believes in a community where everyone can be authentic and included, have a voice, and feel valued. DBHIDS celebrates differences and advocates for equity and justice. DBHIDS strives to shift the culture boldly by collecting, reporting, and monitoring data and building partnerships and collaborations with various stakeholders to help create a city that truly works for all. Like the City, DBHIDS is focused on true equity.

DBHIDS participated in the mayor's 2nd City-wide Racial Equity Cohort. Over the ten months, its eight-member racial equity change team uprooted, assessed, and analyzed the systemic racial inequities within its behavioral health (BH) system, like the BH treatment disparities that disproportionately impact Black, Indigenous, and people of color (BIPOC). The vision at DBHIDS is referred to as TEC – addressing Trauma, achieving Equity, and engaging Community. The Commissioner conducts TEC talks and TEC talk community conversations and sets the vision as front and center in our work. This is the lens the department uses to determine resource priorities. We ask ourselves every day whether the initiatives we are supporting are moving us closer in our vision to address Trauma, achieve Equity and engage Community. As part of this approach, we work to shift systems that are trauma additive with those that are trauma mitigating. BIPOC community members, particularly black and brown Philadelphians, experience behavioral health disparities in systemic approaches. One example of this disparity is the greater utilization of high-acuity services such as via psychiatric hospitalization, which have historically been more likely to be utilized for black and brown individual's vs community-based outpatient services. These disparate systemic outcomes are particularly critical because of their potential to add coercive, stress for those already experiencing behavioral health challenges.

The DBHIDS Racial Equity Strategic Plan identifies two areas of racial inequity within its system in the form of hot roots.

Hot Root #1:

Lack of knowledge and understanding of navigating the complex behavioral health system to access services inclusive of healthcare coverage.

Strategy #1:

Develop targeted strategies for BIPOC adults to promote increased awareness of DBHIDS and its available resources, services, and treatments, and concurrently educate BIPOC adults about the signs and symptoms of behavioral health disorders and how to access services.

Hot Root #2:

Shortage of professionals with cultural humility and linguistic competence within the DBHIDS/CBH provider network.

Strategy #2:

Diversify the DBHIDS/CBH provider network to ensure that Philadelphia's BIPOC adults have the option to access quality behavioral health services from professionals who look like them and share a similar cultural experience and language.

DBHIDS will continue the emergent priority strategies it has already begun to address in its hot roots with an increased focus on BIPOC community collaboration and partnership.

- To explore and develop new and innovative diverse community outreach and engagement strategies that advance knowledge and enhance awareness of our department and the vast array of resources, services, and treatment modalities we provide.
- Recognize the unique conditions and needs of BIPOC communities in how we serve them and their cultural differences.
- Enhance consumer satisfaction monitoring of BIPOC treatment experiences to help address and eliminate bias, racist, and discriminatory provider practices.

2. **What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

DBHIDS oversees behavioral healthcare, intellectual disability supports, and early intervention services in one integrated system and serves the city's most vulnerable, marginalized, and resilient communities. DBHIDS is committed to administering critical programs and policies across its seven divisions to improve racial equity. Listed below are several DBHIDS programs/guidelines and outlined key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity and measurable output and outcomes.

Community Wellness Engagement Unit (CWEU) - A multicultural, multilingual engagement team assessing individuals in Philadelphia's most challenged neighborhoods, linking them to the appropriate services, and addressing barriers to treatment and wellness. CWEU is reducing barriers to racial and cultural equity, neighborhood by neighborhood, and is driven by the community's voice.

Strengths

- CWEU is committed to hiring individuals who culturally and linguistically reflect the communities DBHIDS serves.

- CWEU community presence allows people to see professionals who look like them and share a similar cultural experience and language
- CWEU has fluent Spanish speaking staff who understand the cultural nuances of Latin American communities.

Opportunities

- CWEU staff are culturally equipped to support the City's response to individuals who arrived at the Luzerne Migrant Navigation Center.
- Due to CWEU's diversity they are called upon by city leaders frequently to support multiple efforts.

Challenges

- Securing sustainable funding for the program once the current grant ends.
- DBHIDS lacks adequate staff and providers who have an additional language capacity or who have intimate knowledge of diverse cultural nuances.

Advancing Impact

- CWEU has been a key element in increasing and enhancing access to the services and programs supported by DBHIDS.
- CWEU's staff presence in the community has increased the community's awareness of DBHIDS.
- In 2023, CWEU will expand to more underserved communities.

The Network of Neighbors (NoN): Trauma Response Network - is a program within the Trauma Response and Emergency Preparedness Unit (TREP) of DBHIDS. The Network provides technical assistance, training, and culturally, developmentally and gender-specific support to communities impacted by any experience of overwhelming or ongoing stress (trauma). The support and training provided by the Network follows the Psychological First Aid (PFA) and Post-Traumatic Stress Management (PTSM) intervention models, which are public health best practices (trauma and evidence-informed) for trauma and violence reduction efforts, on both the individual and the community level. The Network defines community broadly, to include any group of people with a common affiliation (e.g., schools, neighborhoods, blocks, social groups, workplaces, rec centers, city departments, etc.). Similarly, the definition of the community's experience is also open-ended and defined by the community.

Strengths

- The intervention models, Psychological First Aid and Post-Traumatic Stress Management, are utilized by the Network to support and to train communities to support their communities
- Every community that requests support or training from the Network receives quality, trauma-informed care that reduces harm, mitigates the impact of trauma, and strengthens individual and community resiliency because the training incorporates the latest public health research on trauma and violence reduction.
- The implementation of PTSM is known and applied internationally. The growth and reputation of the NoN within the past six years speaks to the need and demand for this type of support in Philadelphia.
- The framework utilized by the NoN, the ASK Model (which requires an invitation from the impacted community before any support is provided) ensures equitable access to quality support and training and the DBHIDS system of care, regardless of zip code, political affluence, or current resources.

- The ASK Model also works to rebuild safety, choice, and trust into the response process, which is key to supporting communities impacted by trauma.
- The NoN program is naturally sustainable as it relies on training and certifying trusted community members (Philadelphia residents) in these approaches so that they can support and lead responses within their own communities, with NoN staff gradually fading into the background to provide ongoing technical assistance and training.
- The NoN supports are culturally, developmentally, and gender-appropriate for ages 9 years old and older, because of its program framework (the ASK Model) and the intervention models utilized by the Network to support and train communities (PFA and PTSM).
- The NoN relies on the community's natural leaders, who already speak the language and are embedded in the community's culture, to work alongside NoN staff to implement the supports and training in a way that honors the community's boundaries, wishes, culture, and norms.
- The NoN is advancing racial equity, by allowing communities to guide the supports and services provided to them.

Challenges

- The biggest challenge for the NoN program is being able to meet demand for the services and the training.
- The NoN supports are only facilitated in English and Spanish due to limited non-English-speaking facilitators.

Opportunities

- The NoN is undergoing an expansion to add three additional teams to the city, and this will increase the capacity of NoN to meet demand for its supports and training.
- The expansion will allow the NoN to regionalize, providing more opportunities for Community Trauma Responders across the city to inform and guide NoN efforts in their area.
- The NoN will be able to continue to expand training local community-based organizations and community members to lead this work and to increase more technical assistance as awareness and familiarity of the NoN grows.
- The process ensures the sustainability of the NoN supports and dramatically increases the program's footprint, simply by tapping into the natural social connections present within Philadelphia's neighborhoods and communities.

Advancing Threats

- The Network's approach favors a more discreet, intentional, and gradual trust-building process with communities that can be at odds with fast-paced, reactive, and short-term efforts to support communities.
- The NoN program is still a new concept for the city of Philadelphia (not to mention the United States). The NoN programs are often made to fit into existing service models that do not capture the nature of the NoN community-based and community-lead supports that results in misinformation being spread about the program.

Measurable Output and Outcomes

- More than 80% of those participating in NoN trainings represent people of color
- 10% of Community Trauma Responders with the NoN are bilingual (mostly English-Spanish).

RECAST Grant (Resilience in Communities After Stress and Trauma) - SAMHSA funded 5-year initiative to reduce community violence and address the impact of trauma in African American youth 14-26 yrs. old in six neighborhoods – Nicetown -Tioga, Sharswood Stanton and Strawberry Mansion in North Philadelphia and Cobbs Creek, Paschall-Kingsessing and Millcreek-Parkside in West Philadelphia.

Strengths

- A key value of ReCast is equity and one of the key goals is to build community capacity in partnership with residents, faith leaders, youth serving organizations and other key stakeholders in those communities to implement community driven strategies and initiatives that meet the Recast goals. Strong community participation, including with youth and families, in 35 table talks held across the six neighborhoods to obtain input into the Needs Assessment and in developing the Strategic Plan in year one.
- Preference for residents of the six Recast neighborhoods was part of the hiring criteria for all grant funded positions and the Project Manager hired was a lifelong resident of Sharswood, one of the Recast neighborhoods.
- DBHIDS is funding a special initiative for mini grants to community members to implement projects that align with the Recast goals and objectives. This is empowering residents of communities of color, predominantly African American, to develop their own solutions to addressing trauma and fostering resilience.

Community Mobile Crisis Response Teams (CMCRTs) - Consist of behavioral health professionals, a licensed practical nurse, and a certified peer or recovery specialist or a family member trained to provide crisis services within the community, with a focus on resolving or ameliorating the crisis. Staff provide short-term rapid response, crisis stabilization, and case management services. CMCRT services are resolution-focused, with referrals to new services occurring as clinically indicated, as well as coordination with existing services.

Strengths

- Mobile crisis response services have been expanded and regionalized to cover four defined regions within Philadelphia. Each region is served by a designated agency that delivers mobile crisis services. This regionalization facilitates a committed provider presence that is intended to foster close relationships with the community, with the goal of developing a deep understanding of the cultural/ racial needs, preferences and wishes of the community. Behavioral health professionals trained in crisis intervention who will go to the person in crisis, wherever they are, in a timely manner, 24/7. When providers are not responding to crises, providers work with and engage with their assigned communities, especially BIPOC communities, in a meaningful and intentional way to provide education, support and develop relationships, with the goal of obviating crises before they fully develop.

Challenges

- Workforce challenges remain an area of concern across the state, and this is no different for our CMCRT providers. But despite this, Philadelphia's mobile crisis teams are primarily comprised of a diverse team of staff, responding 24/7 to crises, and some of the providers have been successful in recruiting and retaining diverse teams, while others continue to aggressively recruit members.

Opportunities

- Continued partnership with law enforcement to reduce police involvement in behavioral health crises and continue to expand non-police responses to behavioral health emergencies. With the implementation of 988, DBHIDS will continue to expand the infrastructure that will support racial health equity by working to reduce unnecessary, aggressive police contacts during behavioral health emergencies.

Advancing Threats

- There is evidence that law enforcement is more likely to use lethal force against BIPOC individuals displaying signs of mental illness relative to white counterparts. Non-police alternatives like our community mobile crisis response teams that assist with de-escalation, stabilization, and connection to treatment promise to decrease police interaction, excessive use of force, and criminalization of mental illness.

Measurable Output and Outcomes

- The performance measures for CMCRT are to see an increase in the experience of safer crisis care for all Philadelphians, particularly BIPOC communities, and although it is too early yet to see what the impact of CMCRT is related to racial equity, the program will be measured through
 - Increased crisis resolution in the community with family and social supports
 - Increased warm hand-offs to community-based programs and services that address SDOH
 - Increased individual, family, and community satisfaction with crisis response
 - Decrease in involuntary commitments
 - Decreased law enforcement in behavioral health crisis.

LifeSharing - An alternative living arrangement that places individuals with intellectual disAbilities of all ages in Philadelphia within a caring household designed to provide a supportive environment to facilitate community integration and individual enrichment.

Strengths

- Most individuals love the family/ individual that they have been paired with.

Challenges or Weaknesses

- Individuals leave LifeSharing for various reasons, including the death of a family member or another individual within the LifeSharing program. Often, there is a need for an added level of care, and/or a choice of another residential option. The waiver does not stay with the program, instead, it goes to the next person with the greatest need.
- Individuals need to be prioritized for a waiver and the wait can be lengthy.
- It takes time to identify and make good Lifesharing matches.
- This year, there were eight admissions which is low considering there were seven discharges

Opportunities

- LifeSharing offers individuals an opportunity to live in a home and share family values.
- Lifesharing offers networking opportunities and community inclusion.
- Lifesharing offers individuals household stability and can allow for increased employment opportunities.
- There is an annual “Fun Day” that brings LifeSharers, providers, and those interested in being in LifeSharing together to learn about the program and networking, etc.

Advancing Threats

- The inability to identifying homes of the same cultural backgrounds as the participant.
- Language barriers for those participants who are limited English proficient.

Measured Output and Outcomes

- The number of Individuals Served in calendar year 2022 has fluctuated between 194-202.
- There were 29 individuals supported by Lifesharing working in the community as of December 3, 2022.

That All May Worship (TAMW) Committee - Believes everyone has the right to worship in their place of choice, and one's disability should never be a barrier to inclusion. The TAMW committee is working to create a toolkit to remove the obstacles to full participation in the worship experience for people with disabilities.

Strengths

- That All-May Worship Committee was an offspring a Faith-based conference.
- The committee was vested in ensuring that people had a right to worship as they wanted.

Challenges

- TAMW currently has three original members who are DBHIDS employees.
- TAMW lost contact with the eight (seniors/retirees) who regularly attended after pivoting to virtual meetings via zoom due to the COVID-19 pandemic.
- The COVID-19 pandemic affected the continuation of the research efforts.

- The remaining TAMW committee members are exploring ways to revive the committee and complete the draft for distribution.
- TAMW has not convened since the pandemic's start and is reorganizing.

Opportunities

- Educating residential staff about various beliefs, faiths, and organized practices.
- TAMW committee collaborated with others to review the research report draft.
- Researching various faiths resulted in networking and educational sessions.

Advancing Threats

- Unfamiliar with different faith and spiritual sects and their practices.
- Connecting individuals to the faith experiences of their choice
- Unwillingness/limitations of support staff to accompany individuals to their desired place of worship if it differs from their faith.

Measured Output and Outcomes

- The committee members researched 17 of the most identified faiths and submitted their first draft for review.
- At its height of activity, TAMW had 13 committee members.

Engaging Males of Color (EMOC) - Addresses the health, economic and educational disparities impacting men and boys of color, using innovative ways to reduce stigma and increase awareness of behavioral health and wellness through storytelling, films, and lived experience narratives.

Strengths

- The EMOC initiative seeks to empower men and boys of color, along with their social support network, with the tools to maintain their overall wellness. By coordinating efforts with a range of community-based organizations that serve males of color, EMOC fosters active engagement, supportive organizational relationships and diverse supporters and attendees for programming and projects. This has cultivated a culture of wellness and desire for males of color to obtain their optimum emotional well-being.

Challenges

- The stigma that MOC have towards mental health is a barrier to accessing care. This goes across ethnic backgrounds, b for men of color born in this country or those who are immigrants or refugees. The ways that males of color are taught and conditioned to be men and express their masculinity is often one of perpetual strength, masking the challenges, difficulties, and moments of stress, which MOC can look at as a weakness. This i may limit their participation in EMOC programming, events, and other aspects of their health care.

Opportunities

- As society changes, alters, and evolves, so do the ideas and interests for males of color. It is vital to remain abreast of the best practices and innovative

approaches to better serve MOC. This includes innovative strategies to reach young men and boys, and identifying other populations such as senior men, veterans, and more. Additionally, with the advance of technology and post-Covid era, MOC are more open to virtual programming and safe spaces, which opens the door for increased participation and access.

Advancing Threats

- MOC still face the despair of structural racism, poverty and an overall lack of hope and healing when it comes to the range of issues they have to navigate daily. These issues at times can make change and growth insurmountable, which can hamper the willingness to and likelihood of accessing care or being open to resources and services. A multi-tiered campaign to address these challenges and offer hope and healing across class lines would help MOC and their social supports to feel more aligned with EMOC's mission and goals.

Advancing Impact

- EMOC has been instrumental in providing a safe space for MOC to gather and discuss their personal stories, challenges, and moments of overcoming. It has been a space for MOC to feel that they can recover and challenges their initial thoughts on manhood and the strengths required to thrive. EMOC has connected MOC to services and a personal sense of therapeutic care, to both clinical or other means. Lastly, by honoring the journey and experiences of MOC, this initiative has allowed for an increased sense of hope and healing on the part of MOC social supports, including spouses, children, friends, etc.

The Immigrant and Refugee Wellness Academy (IRWA) Pilot Program - Is a free training program designed to empower and prepare Philadelphia's multilingual/multicultural immigrants and refugees with knowledge, resources, and tools necessary to engage in activities that address trauma, behavioral health, and intellectual disability and create a pipeline to employment.

Strengths:

Developed based on research, data, and community inputs from some of Philadelphia's 232,000 plus foreign-born residents and the 151,000 plus whom have limited English proficiency (LEP).

Challenges:

The biggest challenge is the lack of adequate and sustainable funding and staff capacity to implement the IRWA graduates' Train the Trainer component of the program.

Opportunities:

- I Create a Medicaid (MA) reimbursable model of Certified Peer Support Services for the newly arrived refugees would provide much needed help and support through a shared history of trauma, common language, and deep cultural understanding.

Advance Threats:

- Relative to advancing racial equity: Current Medical Assistance (MA) eligibility requirements preclude most refugees from employment as Certified Peer Support Specialists, as many do not have an official mental health diagnosis.

Measurable Outcome and Output:

- The first pilot cohort (March 22 to May 24) had 30 participants from 23 countries who spoke 25 languages with a 96% retention rate. Based on surveying participants, behavioral health knowledge and understanding increased from 21% pre-training to 95% post-training, and knowledge of problem gambling and intellectual disAbility challenges increased from 10% and 21% to 88% respectively.
- 96% of participants stated that they are prepared to and will share what they learned with their communities.

Philadelphia System of Care (PSOC) develops and expands programs, best practices, and polices that support authentic and equitable partnership with families and youth served by DBHIDS, for youth and families to access culturally meaningful treatment and wellness supports to thrive “healthy and home” in their local communities. Accordingly, the PSOC team has defined our specific mission as, “to create equal and equitable partnerships with youth and families by expanding the way families, youth, community members, providers, and system partners understand each other, collaborate, and integrate opportunities for family and youth voice in order to co-lead transformation within our system of care.”

Strengths

- PSOC has diverse staff representation who identify as persons with lived experience of Philadelphia’s youth-serving system, including Youth Lead Coordinator, Family Lead Coordinator, and Community of Care Council Facilitators who are youth and family peers from our community.
- Community of Care Councils are comprised of a mix of local family members and youth, as well as system and community partners from the neighborhood, in our efforts to be truly “community-driven.”
- PSOC has multiple committees and initiatives, which consist entirely of Philadelphia family members and youth, including
 - DBHIDS Family Member Committee (FMC)
 - Youth MOVE Philadelphia (YMP) and
 - Philadelphia Family Voices (PFV)
- PSOC has developed a governance board, the County Leadership Team (CLT), to guide the planning and oversight of its initiatives focused on supporting the well-being of youth with behavioral health conditions and their families.
- The County Leadership Team (CLT) represents a multicultural, inclusive group of stakeholders including family, youth, community, and agency partners from across Philadelphia’s youth- serving systems that work together to improve cross-system functioning

Challenges or Weaknesses

- Although we have made great strides, PSOC still must champion the voices of those with lived experience as experts in their own lives and equal to the voices of the clinical professionals in the room.

- Peer roles are not fully understood and integrated within our system.
- While the public community readily endorses the (stigma-free) concepts of wellness for body and mind, funding mechanisms often require a diagnosis and limit prevention-oriented work.

Measurable Output and Outcomes

- PSOC has eight family members/youth on staff (hired or contractual), where their role focuses on integrating and empowering those with lived experience within our system.
- 80% of the PSOC team are persons of color
- The Dec. 2022 quarterly CLT meeting had 66% of the attendees identified as a youth or family member with lived experience.
- In terms of both system and peer partners, 75-90% of regular attendees identify as persons of color.
- Currently, 7 out of 10 councils are active in the following communities: Kensington, South Philadelphia, Germantown/Mt Airy, Upper North Phila, Lower North Phila, Northeast Phila, and West Philly.

Alternatives to Detention (ATD) Reentry - Supports timely and comprehensive care to address trauma, a critical component for successful community reintegration for individuals returning from jail to reduce arrest and recidivism.

Strengths

- ATD serves individuals with serious mental illness (SMI) and co-occurring disorders who are incarcerated in the Philadelphia Department of Prisons (PDP) and returning to the Philadelphia community. Black individuals are significantly overrepresented in the jail population when compared to the overall Philadelphia community. Individuals with SMI also are overrepresented in the jail population. ATD provides reentry support and connections to care in the community.
- Behavioral Health Justice Division (BHJD) employs a CQI process across programs, including ATD. Baseline race and ethnicity data are widely available to monitor trends and track progress, and BHJD has systems in place to regularly report and review data.

Challenges

- Interfacing with the criminal justice system to coordinate reentry into the community. Working across multiple systems to connect individuals to services.
- Institutional racism that runs through the criminal justice and health care systems collide when working with individuals with SMI who are involved with the legal system.

Opportunities

- BHJD has strong cross-systems partnerships with agencies such as the Philadelphia Department of Prisons, Adult Probation and Parole Department, Defender Association, District Attorney Office, MDO Office of Criminal Justice, First Judicial District

- Advancing racial equity is a priority of the Criminal Justice Advisory Board (CJAB), MacArthur
- Safety and Justice Challenge and Stepping Up Initiative.
- BHJD is building a Forensic Equity Unit to examine and address racial and ethnic disparities within its programs and across the behavioral health and criminal justice systems. Hiring is in progress for the Associate Director of the Equity Unit.

Advancing Threats

- Disparities in the jail population increased during the COVID19 pandemic and the trend has remained higher than pre-pandemic disparity rates. Efforts to decrease racial disparities in the jail population have not impacted the racial makeup of the jail.
- There is a significant disparity in Length of Stay for incarcerated individuals with SMI when compared to individuals without SMI. This disparity increased during the COVID-19 pandemic.

Measurable Output and Outcomes

Demographic table for ATD Reentry encounters within 2022:

Total Encounters: 1865

16% Female/81% Male/44%Black-African American/9% White-Caucasian/40% Unknown

Unique Individuals: 1391

Crisis System Transformation/the Philadelphia Crisis Line (PCL) – A full transformation of the Behavioral Health Crisis system in Philadelphia, aimed at providing community based, non-coercive interventions whenever possible, preventing re-traumatization of those already in crisis, while promoting crisis resolution and social determinants of health supports in the community. This includes Community Mobile Crisis Response Teams (CMCRT) 24/7 for the entire City; and adding a 5th Crisis Response Center (CRC), as well as establishing the 988 Suicide and Crisis Lifeline (available 24 hours) as well as Crisis Intervention Support Teams (CIST) to prevent re-occurrence of crises through post crisis response follow-up. DBHIDS is also supporting a pilot to stand up the first adult behavioral health urgent care center.

Strengths

- The DBHIDS Crisis System Transformation initiative has an emphasis on improving engagement strategies with BIPOC communities and creating opportunities for communities to participate in the design and implementation of crisis services through focus groups and learning collaborative sessions. The array of crisis services continuum was developed with input from community stakeholders and focuses on community crisis response with a goal to reduce law enforcement involvement in behavioral health crisis response.

Challenges

- Ensuring our communities have information about available culturally relevant services and how to access these services. The goal of the planned 988 messaging and communications plan is to improve our messaging strategies to Philadelphians, particularly BIPOC communities, on ways to increase access to

crisis and routine behavioral health services. The messaging will be far reaching and as inclusive as possible.

Opportunities

- Service delivery perspective; DBHIDS is working to ensure services are provided with a culturally competent staff and programming sensitively and proficiently meet the needs of a diverse population, including lesbian, gay, bisexual, transgender, questioning, queer, intersex, and asexual (LGBTQIA) individuals, using inclusive language and addressing medical needs of individuals who are transgender; individuals who are multilingual/ multicultural, calling for the ability to provide/procure interpretative services, for individuals who are deaf, blind, and/or have limited-English speaking proficiency; and individuals of varying racial and socioeconomic backgrounds, with many having experienced living in circumstances of poverty/low income.

Advancing Threats

- Individuals accessing crisis services often have histories of trauma, incarceration/justice involvement, difficulty sustaining community placements, and other psychosocial barriers to health and all these issues can be a threat or barrier to access if services are not provided with a trauma informed lens.

Measurable Output and Outcomes

- Philadelphia Crisis Line (PCL), a critical part of the crisis system transformation initiative, supports equity and diversity across all aspects of its processes. The makeup of PCL staff is racially diverse and inclusive of all ethnicities consistent with demographics of citizens of Philadelphia. The training of PCL staff is inclusive of mandatory courses on racial diversity, cultural awareness and sensitivity, sexual orientation, and use of language in triage assessment. PCL additionally tracks demographic data regarding mobile dispatches and 302 petitions to inform best practice and ensure equity of service across all demographics. We have begun to measure the impact of the CMCRT, including community response (i.e., satisfaction, finding the response team knowledgeable and helpful), response times, and community-based resolutions vs 302s.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

DBHIDS is committed to shifting its workplace into a DEI-practicing culture. To obtain and retain more diverse talent that reflects Philadelphia's population, it works closely with OHR to implement new and innovative recruitment strategies. Human Resources (HR) constantly assesses the organization's occupancy report by race, age, gender, gender identification, disability, etc., and organizes interview panels representing various forms of diversity, e.g., race, neurodiversity, gender identity, sexual orientation, ethnicity, abilities, disAbilities, etc., to help eliminate bias and discrimination assumptions and promote inclusive and anti-racist practices.

DBHIDS is aware that workforce education is crucial to internal cultural change and allocates funding for multiple sources like the Education and Training Unit, the DEI Team, BHTEN (Behavioral Health Training Education Network), the Learning Management System (LMS), Employee Resource Groups (ERG) Lunch & Learns, etc. for various training opportunities, including but not limited to

- Implicit Bias
- Microaggressions
- Racial and Social Justice Series
- Organizational Climate: DEI Series
- The Impact of Historical and Intergenerational Trauma
- Advocating for Equity Lunch & Learn Series

One of the department's most notable allocations is creating the multicultural nine-member DEI team in 2019. It coordinates and implements the department's DEI strategic plan in an interdisciplinary, interagency manner. DBHIDS' systematic process intentionally started with addressing structural racism and trauma within its organization as a prerequisite to successfully influencing subsequent efforts focused on the external systems.

DBHIDS' internal DEI efforts include establishing the department-wide DEI policy, vision statement, guiding principles, and rotating steering committee. The first DEI employee survey and workforce diversity gap analysis to assess aspects of equity and collect baseline data. The department has operationalized multiple safe spaces to allow staff to express opinions and address trauma, e.g., confidential information-gathering and employee listening sessions, The Healing Space, Fireside Chat, Lean-in ChatUP, and three-monthly communication banners, i.e., Celebrating Diversity, Advocating for Equity, and Conscious Awareness.

Some additional ways DBHIDS uses its budget to advance racial equity throughout its seven divisions:

Diversity Hiring

- Individuals who culturally and linguistically reflect the communities we serve.
- Improving its employee headcount percentage in the Asian, Black, and Hispanic ethnic groups, over 83% of its workforce identifies as an ethnicity other than white/Caucasian.

Creation of Diverse Leadership Positions

- Senior Director of Clinical Quality for the Management of DEI
- Director of Community Affairs
- Director of Immigrant/Refugee Affairs and Language Access Services

Expansion of Personnel

- DEI Team
- Community Wellness Engagement Unit (CWEU)
- Network of Neighbors (NoN)
- Crisis System Transformation/ Philadelphia Crisis Line (PCL)

Existing Initiatives

- Engaging Males of Color
- Faith and Spiritual Affairs
- Peer Institute
- Employee Resource Groups (ERG)
- DEI Steering Committee
- LGBTQ+ Task Force

- Language Access Steering Committee
- LifeSharing
- Network of Neighbors
- Community Mobile Crisis Response Teams (CMCRTs)
- Minority, Women, and Disabled-owned Business Enterprise (MWDSBE) protocol

Emerging Initiatives

- **Engaging Women and Girls of Color (EWGOC)** - Seeks to conform the current workgroup into an outward-facing community-driven DBHIDS initiative. That encourages and supports the development of grassroots strategies to eradicate the social determinants of health that interfere with many WGOC abilities to thrive and achieve their fullest potential.
- **Immigrant Refugee Wellness Academy (IRWA)** - Is a free training program designed to empower and prepare Philadelphia's multilingual/multicultural immigrants and refugees with knowledge, resources, and tools necessary to engage in activities that address trauma, behavioral health, and intellectual disability and create a pipeline to employment.
- **The DBHIDS Reimagined Internship Program** - To enhance and expand upon the existing internship experience by offering robust actual work exposure and engagement utilizing a project management model. Increase the number of interns with diverse lived experiences, cultural humility, & linguistic competencies to help diversify the behavioral health workforce to represent Philadelphia's population.
- **START Philadelphia** - A new evidence-based approach to supporting Philadelphians who present with co-occurring diagnoses.

4. There any critical unmet need within your budget that inhibits your department's achievement of its greatest racial equity priorities? If so, briefly describe.

Yes. DBHIDS has experienced critical unmet budget-related needs that inhibit its ability to advance its racial equity strategies in a meaningful way. Listed below are the highest priority DBHIDS initiatives that require increased funding to reduce racial disparities among the most vulnerable uninsured and underinsured groups with increased provision of services within BIPOC communities. Funding for these programs will support the DBHIDS racial equity strategic plan for the following

- 1.) Support the development of targeted population initiatives, including
 - **Behavioral Health Crisis Transformation** - the crisis expansion services for a Crisis Response Centers (CRC) and Behavioral Health Urgent Care Center (BHUCC), the goal is to support individuals experiencing behavioral health crises, to reduce unnecessary hospitalization and early intervention against justice system involvement. Due to the closure of a CRC several years ago, the services are planned for the West and Southwest area of Philadelphia.
 - **Mandatory Minimum Wage for Provider Workforce** – the County contracted provider workforce has experienced extreme challenges with

hiring and retaining qualified staff to provide quality health care services; and more than 60 mental health and SCA providers are impacted with the mandated minimum wage increase.

- **Community Mobile Crisis Response Team** – the City's comprehensive safety vision to address social determinants of health by increasing access to crisis response options that provide opportunities for crisis resolutions that are non-coercive and non-police involved; and reduces justice system involvement.
- **Trauma Initiative for External Community Stakeholder** – Addressing trauma through a community-driven and targeted community outreach approach, this will utilize community needs assessments, focus groups, and events to inform and improve the equitable implementation of trauma informed community supports to address trauma exposure within BIPOC communities.
- **Immigrant Refugee Wellness Academy (IRWA)** - Empowering IR communities to manage trauma and inequities through BH education.
- **Women and Girls of Color (WGOCC)** - Addressing the social determinants of health that interfere with WGOCC fulfilling their potential.
- **Reimagined Internship Program** - Diversifying the BH workforce.
- **The Listening Party** – Engaging young males of color 13-21 years old in meaningful conversation.
- **Network of Neighbors** – Providing trauma- and evidence-informed and community-directed support in response to incidences of violence
- **LifeSharing** – Providing a caring household designed to provide a supportive environment to facilitate community integration for individual with intellectual disAbilities of all age's enrichment.

2.) Develop innovative, diverse community outreach and engagement strategies to advance knowledge and enhance awareness with intentional community collaboration and partnerships with our department resources, services, and treatment modalities.

- **Community Wellness Engagement Unit** - Reducing barriers to racial and cultural equity, neighborhood by neighborhood, driven by the community's voice in communities that traditionally are underserved with inadequate services and resources to create thriving communities
- **Cross Substance Prevention Supports** – Addresses substance use challenges which disproportionately affects BIPOC communities; and addresses the substance use challenges that intersect social determinants of health such as housing, employment, poverty, physical health concerns and violence in BIPOC communities disproportionately.
- **Faith & Spiritual Affairs Leadership Training and Supports** - Eliminating stigmas and silos through training and education of faith leaders to effectively engage in responsive activities to address trauma, behavioral health and other inequitable practices impacting vulnerable, marginalized, historically resilient communities of color.

3.) To advance economic health and eradicate racial inequity. Utilize IRWA graduates with lived linguistic, cultural, and ethnic experiences and recognize communities'

unique conditions and needs in how we serve them and their cultural differences as compensated volunteers to provide diverse communities with resource table management that look like them and share similar cultural experience and language.

4.) Expand Quality Improvement Infrastructure to enhance DBHIDS DEI and Quality Management infrastructure to advance the department's Racial Equity Strategic Plan and compliance outcome measures both internally and externally while focusing on inclusion for people with disabilities, e.g., deaf, and hard of hearing, neurodivergent, etc.

5.) Explore ways to allow the Office of Economic Opportunity (OEO) to recognize the ninety-plus percent of DBHIDS contracted non-for-profit MWDSBE-led organizations to achieve or exceed our 35% equity benchmark.

5. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

DBHIDS understands the importance of internal and external stakeholders. The Department has actively operationalized multiple mechanisms to actively engage and involve BIPOC stakeholders in the budget process and program/policy design. The stakeholders contribute to the following internal and external groups: the DEI Steering Committee, Language Access Steering Committee, Engaging Males of Color Committee, Faith & Spiritual Task Force, LGBTQ+ Task Force, Youth MOVE, Philadelphia System of Care (PSOC), Peer Culture and Community Inclusion unit (PCCI), and the Community Wellness Engagement Unit (CWEU). The current internal and external stakeholders involved in policy/program design and the budget process include Faith & Spiritual Affairs Advisory, DBHIDS Advisory Board and Executive Directors. DBHIDS convenes the External Stakeholders Learning Collaborative, which brought together an array of stakeholders from across Philadelphia, including people and families with lived experience, providers, advocates, academicians, scholars, community leaders and others to collaborate and collectively work together to address trauma in Philadelphia. This group organized around three subcommittees: gun violence; vicarious trauma; and defragging the system and have put forth recommendations and actions to advance the efforts of DBHIDS to blanket the city with trauma supports.

Additionally, our internal stakeholders involved in policy, program, and budget decision making includes the DBHIDS Executive Management team, and the Administration, Finance and Quality management team. Our emergent priority strategies are to continue the efforts we have already begun to address racial equity with increased intentionality on collaboration and partnerships with marginalized communities of color, and to explore and develop new and innovative diverse community outreach and engagement strategies that advance knowledge and enhance awareness of our department and the vast array of resources, services, and treatment modalities we provide.

DBHIDS recognizes that public education and awareness-building strategies are necessary to promote healthy behaviors and communities. DBHIDS is transforming the behavioral health system with its strategic frameworks Prioritizing to Address the Changing Environment (PACE)

and TEC, Addressing Trauma, Achieving Equity, and Engaging Community. The DBHIDS DEI efforts are transforming our workplace culture into one that actively and intentionally practices DEI and has put forth its DEI Guiding Principles as an accountability compass. Our goal in alignment with our strategic framework — Prioritizing to Address Our Changing Environment (P.A.C.E.) is to develop cohesive action plans, with clear goals and metrics for advancing trauma, racial equity, and community engagement—to inspire and set the course for our internal & external stakeholders. We exercise transparency for budget deliberations and prioritization in our data collection and analysis concerning racial equity impact by including diverse perspectives and perceptions in collective decision making regardless of race, gender, religion, gender identity, sexual orientation, ethnicity, abilities, disabilities, or health care needs. Some focus areas are:

- Ensuring policies, procedures, and practices are inclusive.
- Creating an environment that empowers individuals to contribute authentically.
- Promoting a culture of belongingness.
- Developing internal mechanisms to manage and monitor our DEI performance.
- Mitigating disparities by advancing racial and justice equity throughout our department, our provider network, and the City's most vulnerable, marginalized, and historically resilient communities, by expanding our outreach efforts, i.e., Homeless, Community Wellness, Immigrant/Refugee, Trauma/ Crisis Response, etc.

Department of Fleet Services

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The Department of Fleet Services (DFS) ensures that City vehicles and other automotive equipment are available, dependable, and safe to operate so that City departments and agencies can deliver services. DFS does not directly interface with the public, however, there are several capital and operating funding investments which DFS initiate to enhance the delivery of services by city departments to various sections of the city.

DFS's investment in the Fire Dept's core mission equipment such as Fire Medic Units, Fire Pumper Trucks (Engine), Tiller Ladder and other specialized equipment is vital to assist in medical emergency calls, fire incidents and reduce wait time for public health and safety responses. These capital investments will allow for the timely delivery of critical services particularly to disadvantaged neighborhoods.

DFS's investment in the Street Dept's aging Trash Compactor fleet will allow Sanitation to continue on-time trash collections. The investment in Compressed Natural Gas (CNG) trash trucks through grant and city capital funding along with a CNG fueling station will allow the city to deploy newer and cleaner trucks for operations in disadvantaged neighborhood and environmental justice areas along with enhancing quality of life issues in the southwest section of the city.

DFS's investment in Litter Vacuums, Street Sweepers and Hook Lift Trucks will enable neighborhood cleanup initiatives targeting disadvantaged neighborhood enhancement endeavors emphasized by the Administration.

DFS's investment in Fuel Tank Replacement Project is vital to the neighborhood to provide cleaner and safer living environment. DFS has 61 fuel sites strategically located throughout the city, of which 32 fuel sites and underground tanks that meet or exceed the Pennsylvania Department of Environmental Protection's (DEP) mandated replacement cycle. Steady and continuous investment is very important to provide safe and cleaner environment to the citizens of Philadelphia.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

The DFS is currently administering the following programs which will improve the racial equity.

1. High School Internship and Automotive Apprenticeship Program.
2. Employees Training and Development.

High School Internship and Automotive Apprentice Program: In 1993, DFS in partnership with the School District of Philadelphia initiated the High School Internship Program. The program focused on inner city youth who are enrolled in Philadelphia Vocational High Schools with an automotive or autobody shop trade. This program sets a career path for predominantly Black and Hispanic students from the 11th grade into adulthood. Upon the successful completion of the 2-year internship program, students will be hired as Automotive Apprentice which is a permanent civil service position with opportunity for career advancement. This program provides access to secure pay, health benefits, pension plan, and training & development, which reduces and eliminates the obstacles around possible poverty, access to good jobs, and quality education. In addition, through this program, DFS is developing highly qualified Technicians to service the City department's vehicle and equipment.

Employees Training and Development: DFS is committed by its mission to create an equitable and challenging work environment that creates opportunity for growth and success. DFS is committed to provide Vehicle and Equipment Manufacture's training which will be purchased from the Manufacturer during vehicle acquisition process. DFS currently participate in the Employee Credential Based Bonus program, provide Commercial Driver's License (CDL) training through the Streets department, and reimburse employees for success in passing the Automotive Service Excellence (ASE) certifications. The department provide study materials for ASE's and facilitate opportunity for study time prior to examination. Through these training programs, employees receive most up to date information and knowledge in the automotive industry which enable the employees for career advancement. Challenges of the training program is lack of employee participation and loss of well-trained Technicians to competitors.

High School Internship and Automotive Apprentice Program: Since 1993, DFS provided automotive internship training to 134 high school students from the Philadelphia School District. At present, DFS is providing automotive training to 15 interns and apprentice through this program. Over the next five years, DFS will enroll 45 students to continue the automotive training program. Currently, the office has 33 full time employees as Automotive Technicians, Team Leaders, Supervisors and District Manager who have started their automotive career through the internship program. This program will help to reduce the racial disparity among the automotive technical staff. DFS encourages and focuses on hiring minority students to the internship program. Historically 88% of the interns were hired from minority groups, which enabled DFS to reduce the racial disparity among automotive technical staff.

Employees Training and Development: Training and Development program is critical to the Fleet operation. The training and development opportunity allows the employee to stay up to date and knowledgeable about newer technologies in the field, which will help the employees career development. Also, the automotive technician's training and development is very significant, as certain facets of the automotive industry evolves particularly around technology and clean fuel standards. Fleet employee training and development is continuous from the time of hiring until retirement. Through the training and development, DFS continuously strives to encourage all employees to pursue management track within the department. Over the past few years, DFS have been able to promote a number of minorities to higher level positions.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

The Department always seeks to hire a diverse workforce. DFS's technician's recruitment strategies includes attracting potential candidates straight out of trade school and encourage women, minorities, and Limited English Proficient (LEP) candidates in the recruitment process. To attract diverse applicants for critical positions, DFS members attend and participate at job / career fairs sponsored by area trade schools in addition to the recruitment engagements that are facilitated by other community workforce development organizations. In the past, the office has advertised in the AL Día Spanish newspaper, which requires the office to coordinate the timing of advertisement to align with a civil service job announcement. This is an option DFS is willing to pursue again.

DFS will also continue the High School Student's Internship Program with higher focuses on increase in minority participation. Over the next five years, DFS will enroll 45 students to continue the automotive training program. Upon the successful completion of the 2-year training program, these students will be hired as Automotive Apprentice with career advancement opportunities. This will enable DFS's to be a higher-level inclusive workforce in the future. DFS continually encourage the current employees to retain and/or earn ASE Master Certifications which will enable the employees to attain the promotional opportunities.

DFS's current staffing level is 326 employees of which 180 (55.21%) employees are Minorities and 146 (44.79%) employees are Caucasians. Of the total 326 employees, 6 (1.84%) employees are exempt hired, and 320 (98.16%) employees are hired by civil service regulations. At present, DFS has 54 Fleet Maintenance Team Leaders and Fleet Maintenance Supervisors of which 39 (72.22%) are Caucasians and 15 (27.78%) are Minorities. DFS's current promotional opportunities and hiring are based on civil service regulations which minimize the opportunities for minority candidates. Moving forward, the revised civil service hiring regulation will enable DFS to provide more promotional opportunities to the minority candidates.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

DFS does not directly interface with the public, however, there are several capital and operating funding investments which DFS initiate to enhance the delivery of services by city departments to various sections of the city. DFS continually interact with operating department to support their objective and priorities related to vehicle and equipment to serve the public at large. Also, DFS employees' feedback on vehicle and equipment maintenance will be considered while making investment decisions.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

Vehicle acquisition budget reduction will impact DFS's ability to pursue its Optimal Vehicle Replacement Strategy particularly public health and safety vehicles. Steady and

continuous investment in vehicle and equipment acquisition will enable DFS to provide safe and reliable vehicle and equipment for the public health and safety operations throughout the city particularly more vulnerable populations.

The department also recognizes the negative impact due to low wages/salary, therefore, continues to have discussions about automotive technician's pay increases.

Department of Human Services

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The mission of DHS is to provide and promote safety, permanency, and well-being for children and youth at risk of abuse, neglect, and delinquency. DHS is also guided by Improving Outcomes for Children, Philadelphia's model of delivering child welfare, juvenile justice, and child abuse and prevention services. The goals of IOC are:

- More children and youth are safely in their own homes and communities
- More children and youth are reunified more quickly or achieve other permanency
- Congregate (or residential) care is safely reduced
- Improved children, youth, and family functioning
- Child Welfare and Juvenile Justice involvement disproportionately impacts Black youth in Philadelphia, research shows that social and structural factors are driving these racial disparities. Findings from the Entry Rate and Disproportionality Study show that:
 - Black children are over-represented in reporting to the Hotline, and this disparity remains constant across all levels of the service trajectory (such as in-home and placement services, congregate care, and juvenile justice involved youth).
 - The majority of these reports to DHS are for poverty-related or other well-being concerns that do not require a safety service.
 - This over-reporting is clustered in North Philadelphia, the Lower Northeast, and South and Southwest Philadelphia, where there are the highest poverty rates and where many families of color live.

The Entry Rate and Disproportionality Study highlights that communities and families in Philadelphia who experience over-surveillance and systems-involvement are the same communities that were Redlined decades ago are the same as those experiencing disproportionate poverty and reporting today. This over-reporting to DHS not only reflects an inefficient system that does not adequately meet the needs of most children reported, but it also reflects harm done to Black families through over-surveillance and reports of alleged abuse and neglect against individuals living in poverty. Based on evidence in the literature, it can be inferred to be true of youth and communities with greater juvenile justice involvement. Based on the overwhelming evidence that the disparities are driven by structural racism, the integral work to keep more children safely in their families and communities, reduce the number of families who are separated and improve well-being of families is explicitly anti-racist. The programs and initiatives described in the next question detail how the office is working to mitigate the impact that structural racism has on disparate system involvement and the trauma that DHS-involved families experience.

The Department of Human Services has also identified the following opportunities to advance racial equity:

- Hire a Diversity Equity & Inclusion/ Recruitment Manager to strengthen HR's infrastructure to further diversify the workforce on all levels with an intention to attract and on-board candidates who are underrepresented within the office's workforce.

- In conjunction with DHS’ work on “SOGIE” (Sexual Orientation Gender Identity and Expression), DHS is moving forward in building infrastructure to track diversity in the following areas: gender, ethnicity, and race along with taking a closer look at current systems and practices related to gender & sexuality.

2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?

The Department of Human Services (DHS) has several major initiatives currently being undertaken to improve racial equity across policies and services and eliminate racial disparities in child welfare and juvenile justice involvement in Philadelphia. The examples below exemplify DHS’ commitment to being an anti-racist system by understanding and correcting the social and structural inequality that drives disparate involvement of Black youth and families in the Philadelphia system.

Efforts to Right-Size the Child Welfare and Juvenile Justice Services Systems: DHS has made targeted efforts to reduce the population of children, youth, and families who are involved with formal child safety services or juvenile justice services. Since Black children and families are disproportionately impacted by out of home placement and congregate care, reducing the population of youth receiving these services has significant equity implications. The office has achieved sizable reductions in the foster care population through targeted strategies such as additional units on the DHS hotline to evaluate and screen families out at the point of report, funding programs that provide supportive services to safely divert children from formal child welfare and juvenile justice involvement, and targeted efforts to safely step down and reunify children in congregate care.

Entry Rate and Disproportionality Study: Racial disparities observed in Philadelphia’s child welfare system prompted DHS to develop the Entry Rate Study, conducted in partnership between DHS, the University of Pennsylvania, and Casey Family Programs. The purpose of this study is to examine ethno-racial disparities and disproportionality associated with children entering out-of-home care to inform targeted efforts to reduce Philadelphia’s rate of entry to out-of-home care (or foster and congregate care). DHS led Phase One, and conducted quantitative analyses describing service trends for children reported to DHS Hotline at the individual, family, case, and neighborhood level. Phase two is being completed by the University of Pennsylvania who surveyed 500 staff and interviewed 100 birth families, resource parents, and staff with lived experiences in the child welfare system to augment the Phase I quantitative findings. Phase Three will be conducted in partnership with Casey Family Programs and is a national scan of best practices that reduce the use of out-of-home care with an eye toward Philadelphia’s local context.

City-Wide Disproportionality Workgroup: DHS has led a Cross-Agency Disproportionality Workgroup to eliminate the over-reporting that occurs in Philadelphia and primarily impacts families of color living in poverty. The office group has representatives from the City’s Health &

Human Services Cluster (Housing, Behavioral Health, Public Health, Economic Opportunities), the School District of Philadelphia, and the Children’s Hospital of Philadelphia. The key strategies of the workgroup are to address City-wide poverty through a SupportLine, modify mandated reporter training to address implicit bias and better train reporters to distinguish between safety and poverty, and assess and change internal policies and external laws that may contribute to disproportionate reporting.

Federal Grant for Family Support Through Primary Prevention: This year DHS applied for and was awarded a federal grant funded by the Children’s Bureau. DHS was one of 6 demonstration sites for 5-year projects of national significance that demonstrate integrated, cross-sector approaches to developing comprehensive child and family well-being systems that are co-designed with families and communities. This grant will be used to more effectively respond to non-safety concerns related to poverty outside of the DHS Hotline through the following recommendations that were developed by the Disproportionality Workgroup:

- Expanding the Philly Families CAN SupportLine through a partnership with Philadelphia’s Department of Public Health to serve all families with children up to 17 to provide connections to home visiting and prevention services.
- Providing targeted service slots in neighborhoods with the most reporting to DHS’ Hotline, which are also the neighborhoods with the most poverty and are predominantly inhabited by families of color. Services will include OCF funded services such as WorkReady and PHLprek as well as housing and behavioral health.
- Using services from Benefits Data Trust, a professional paid service, to connect families in traditionally underserved communities to all public benefits for which they are eligible.

Strengthening Diversion Services and Use of Evidence Based Programs: Stressors related to poverty are far-reaching in Philadelphia, and upstream prevention and diversion strategies are needed to reduce parental stress, meet concrete needs, and build strong communities of support for children and families. Recognizing the need for greater investment in quality diversion services that reduce the need for intensive child welfare intervention, DHS partnered with Mathematica, a large research firm, to conduct several effectiveness studies for a few major diversion programs, including: Family Empowerment Centers (FEC), Family Empowerment Services (FES), and Rapid Service Response (RSR). Per the studies, diversion services that addressed families’ concrete needs were most effective at reducing the need for formal safety services, highlighting the importance of addressing poverty-related stressors for families reported to DHS.

Center for Study of Social Policy Work: The Center for the Study of Social Policy (CSSP) is a national nonprofit organization recognized for its child welfare expertise, commitment to advancing anti-racist policy and practice, and leadership in reforming public systems. DHS is working with CSSP to address inequities within the child welfare system through a multi-phased approach. To support this work, CSSP will provide technical assistance to:

- Develop recommendations for front-end system policies that are grounded in equity with a goal of reducing placements for children of color.
- Supporting DHS’ leadership team to establish a shared understanding of anti-racist policy and build capacity to promote equity and anti-racism in policy and practice.

- Identifying stakeholders who are not typically at the table who could further work on eradicating disproportionality in the child welfare system

As a result of this work, DHS will identify policies that perpetuate and contribute to inequities and disparate outcomes for children and families of color. Further, DHS will develop next steps for developing and implementing policy moving forward that is anti-racist and promotes positive outcomes for children and families of color.

Additional short-term project goals include:

- DHS leadership team will develop a shared understanding of anti-racist policy.
- DHS will establish a process and identify key tools that must be used to review any policy (existing or new) to ensure that policy is anti-racist.
- DHS will establish a process for engaging key stakeholders, including community members and those with lived experience, in reviewing, developing, and implementing policy.

The Department of Human Services will also prioritize and invest in professional development of its entire workforce. The department offers in-person training (before Covid) and on-line training to promote continuous learning that not only enhances employees' knowledge and skills to perform their current jobs but provide for opportunities to learn new skills. DHS equally invests in emerging leaders through DHS' Philadelphia Child Welfare Leadership Academy (CWLA) through a partnership with Performance Plus International (PPI) that is inclusive of all position levels across the DHS workforce.

The Department of Human Services,

- Cultivates partnerships with colleges and universities in and surrounding Philadelphia area. The office is building on those relationships around recruitment of a more diverse and racially equitable workforce through creating a pipeline of employment through internships and sharing job opportunities with students and alumni. The office is also building up the DHS 'profile in Handshake, a national online collegiate platform for job opportunities for students & alumni.
- Plan to bring on a DEI/ Recruitment Manager/Director within the next year to strengthen HR's infrastructure and centralize DHS works to further diversify its workforce on all levels.
- DHS has underrepresented candidates whose gender identity is he/him, bilingual candidates and candidates who represent various religious, culture, and ethnicities; without developing the leadership potential in workforce or without a focus to recruit underrepresented candidates, its threatens the office's ability to advance racial equity as well as aim to have a workforce that represents the communities served.

Front-End Services

- Use of Hotline Field Screening units to safely divert families reported to the Hotline from being accepted for investigation.

Prevention Services

- In 2019, building on the success of diversion at the Hotline, DHS initiated mandatory use of Diversion Case Management (i.e., Rapid Service Response, Family Empowerment Services) in the Investigations Divisions. Diversion Case Management services concurrently work with the family alongside the investigation team. The paradigm shift gives focus to the Department's efforts to right size with the intent of mitigating identified safety concerns and threats during the time-limited investigation process. Community-based Family Empowerment Centers were created to allow families to receive diversion services in a single location in the community.

Family Engagement Initiative (FEI) Implementation

- The Family Engagement Initiative FEI is a statewide collaboration between the Administrative Office of Pennsylvania Courts and Child Welfare to enhance meaningful family involvement in the child welfare system (CWS). The premise is that meaningful family involvement increases the likelihood that children will safely remain in their homes or will be placed with kin if out of home placement is necessary. FEI represents a paradigm shift in Investigations and Case Management. The three major components of FEI are: 1) Enhanced Family Finding; 2) Crisis/ Rapid Response Family Meetings; and 3) Enhanced Legal Representation. DHS will work to extend elements of the FEI model for juvenile delinquent youth which include youth crossover population. FEI is also aligned with the goals of the Family First Prevention Service act regarding preventing out of home placement and qualitative programming. With the implementation of the Family Engagement Initiative (FEI), the Department has put measures in place to improve meaningful family engagement and create and involve supportive connections for youth. In addition to other benefits of FEI for children, youth, and families, increased kin involvement increases the likelihood of children and youth remaining in their own homes or being placed with kin if out-of-home placement is necessary.

Development of Community-based Juvenile Justice Services Options

- In stakeholder discussions, development and utilization of Philadelphia county's community-based options have been recognized repeatedly as a strength of the system. The availability of these options mitigates the county's need for and dependence on congregate detention options. The availability of community-based options has allowed the juvenile justice system to reduce the use of congregate settings during the COVID-19 pandemic by giving judges alternatives to these settings. Community-based options have many advantages including greater family cohesiveness and participation in interventions. Studies have shown that youth are more receptive to interventions rendered in a community-based setting and have far better outcomes as a result. Another advantage is the ability for youth on probation to participate in the DHS Community Service and Restitution initiative to perform services that can translate to dollars through the initiative to pay restitution fines and allow their cases to be closed. The longer a youth is on probation due to their inability to satisfy these court-imposed restitution fines, the greater the probability of the youth committing a technical violation of their probation which can result in a deeper penetration of the juvenile justice system.

- Notwithstanding JJS and JPO's success in reducing congregate care and offering diversionary programming, disproportionality remains a critical problem. DHS, in collaboration with University of Pennsylvania and other local stakeholders, will conduct a further study and analysis of youth specifically in the juvenile delinquent system to understand the pervasiveness of disproportionality regarding racial, ethnic, and sexual orientation disparities. JJS will need support to sustain this work and create interventions to address disparate outcomes for youth concerning arrests, court dispositions, length of placement, and quality of treatment.

DHS has a robust research and evaluation team in the division of Performance Management and Technology who are responsible for monitoring performance and system trends with a specific focus on racial equity. This team was responsible for conducting the Entry Rate and Disproportionality study which has informed many of the current initiatives to eliminate racial disparities in DHS. This team also produces a Quarterly Indicators Report which is a public document which tracks progress towards the goals of Improving Outcomes for Children and includes service data disaggregated by race. The office's monitoring work has revealed the following impacts:

Right sizing the system: reducing the population in dependent congregate care by over half, the juvenile justice congregate care population by over 80%, and the number of children in out of home placement by over a third in the past five years.

Safe Diversion of Children: In recent fiscal years the majority of families that complete diversion services (89-95%) do not have formal child welfare involvement in the year following program completion.

While these advances represent an overall reduction in the number of Black youth and families with system involvement, the office recognizes that the disparate percentage of families and youth who are Black remains roughly the same. In the coming years the research and evaluation team will continue to support office initiatives to eliminate racial disparities through monitoring and performance management in the following ways:

- **Implementation of Evidence Based Programs-**Our team will use implementation science and information gleaned from the second phase of the Entry Rate and Disproportionality study to inform the use of Evidence Based Programs with a specific equity focus such as Effective Black Parenting Program to help bolster prevention programs to keep youth safely with their families and communities.
- **Monitoring for the Federal Primary Prevention Grant-**The office is responsible for assisting in implementation and evaluation of the Federal Grant for Family Support Through Primary Prevention: to ensure the implementation of programs using an equity framework and obtaining the desired outcome of safely diverting families from unnecessary child protective services to other needed supports to address poverty and well-being concerns.
- **More Robust Evaluation of All Programs:** This team is currently improving and standardizing the evaluation procedures for contracted providers of diversion, juvenile justice, and foster and congregate care services. Specifically incorporating quality measures informed by national best practices and youth

and family voice to ensure that the services provided improve youth and family functioning reducing the need for future DHS involvement.

As to date, DHS has established a joint collaborative with universities and colleges who have partnered with the department by way of providing discounted tuition and/or internship opportunities for bachelor and master's level degrees, certifications programs and licensure renewals. The collegiate collaborative includes Bryn Mawr college, Alvernia University, Thomas Jefferson University, Widener University, and Temple University. The office is currently working on expanding the network to include Community Colleges and Historically Black Colleges & Universities (HBCUs).

DHS has an extensive catalog of 275 virtual Professional Development trainings for all DHS and CUA staff can access through the Learning Management System (LMS).

As to date, DHS' Child Welfare Leadership Academy has graduated one hundred (100) DHS and CUA staff across all division, titles, and positions.

As a department, the office is moving towards centralizing, managing, and tracking recruitment efforts across the department.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

The Department of Human Services does the following:

- DHS Executive Leadership host monthly healing sessions that engage all DHS staff to promote community and self-care through an organic delivery. Staff from across all DHS divisions share self-care tips and testimonials of community support.
- In 2019, DHS conducted an AAR (After Action Review) to assess the response to Covid 19 Pandemic as a system and within that assessment, the office received employee feedback of work/workplace satisfaction. In response to employee feedback, DHS has moved to reinvest in services to continue to offer all-staff workforce trauma informed training, trauma-informed practice training, vicarious trauma training for group and individuals, and crisis debriefing in real time.
- DHS host "All Staff meetings that are held annually to connect with staff and provide updates on the organization's priorities and successes.
- DHS University's initial, ongoing, and leadership development program promotes continuous learning at all levels.
- The Employee Recognition Program recognizes employees monthly for their service and performance based on DHS values. Winners are given a paid day off!!
- New Hire Check-In interviews are conducted with new hires at end of first month, third month, and sixth months about their onboarding experience.
- DHS offers a mentoring program within DHS division of Child Welfare Operations that pairs Social Service Manager graduates from the Employee Education Program with newly hired Social Service Managers for 6 months; likewise, DHS division of Juvenile Justice Services pairs seasoned Youth Detention Counselors with newly hired Youth Detention Trainees to support the

transition into the division, to cultivate a learning environment and a safety culture.

- DHS has a Morale Committee that is operated by staff and supported by DHS Leadership.
- DHS conducts STAY interviews with seasoned employees to learn from them why they continue working at the Department.

Center for the Study of Social Policy (CSSP) Policy Assessment

Philadelphia Department of Human Services (DHS) is consulting with the Center for the Study of Social Policy (CSSP) to achieve the following goals:

- Assessing and rewriting policies with a racial equity lens around removals that lead to a decrease in placements.
- Assessing and rewriting policies with a racial equity lens concerning children in placement.
- Identifying stakeholders who are not typically at the table who could further work on eradicating disproportionality in the child welfare system
- Informing DHS with strategies and next steps to build internal awareness and capacity

To begin this work, CSSP is working with DHS to develop an inclusive process for reviewing, assessing, and rewriting policy so that all DHS policy is anti-racist, advancing equity for children and families of color. This work will consist of four phases.

As a result of this work, DHS will identify policies that perpetuate and contribute to inequities and disparate outcomes for children and families of color. Further, DHS will develop next steps for developing and implementing policy moving forward that is anti-racist and promotes positive outcomes for children and families of color.

Additional short-term project goals include:

- DHS leadership team will develop a shared understanding of anti-racist policy.
- DHS will establish a process and identify key tools that must be used to review any policy (existing or new) to ensure that policy is anti-racist.
- DHS will establish a process for engaging key stakeholders, including community members and those with lived experience, in reviewing, developing, and implementing policy.

4. How has your department involved or how do you plan to involve internal and external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

DHS incorporates feedback of multiple stakeholders including the youth and families who receive services, mandated reporters, the provider community, and advocates and experts to inform future policies and programs. Below are some examples of efforts to incorporate stakeholder input into program and policy design:

Entry Rate and Disproportionality Study: The second and current phase of the Entry Rate & Disproportionality Study prioritizes the voice of staff and families, many of whom are people of color and have lived experiences in DHS' child welfare system (either as providers or recipients of services). Phase II of the study is being conducted by a team of research colleagues and partners from the University of Pennsylvania and is funded by a major child welfare foundation, Casey Family Programs. Penn conducted over 500 staff surveys and over 100 semi-structured interviews with birth families, resource parents, and staff with lived experiences in the child welfare system to augment Phase I quantitative findings. The qualitative findings from the study will be used to inform the implementation of future strategies, including the use of Evidence-Based Programs supported by Implementation Teams for families of color. Additionally, the findings on the prevalence and causes of racial disparities from the first phase of the Entry Rate Study have largely informed the current efforts to eliminate racial disparities such as the City-Wide Workgroup, Children's Bureau grant, and mandated reporter trainings.

Family and Youth Voice Project: This year, DHS worked to systematically incorporate stakeholder feedback into evaluations through the Family and Youth Voice Project. The office piloted collecting parent feedback through a qualitative interview process with parents of children in placement to evaluate their experience with their CUA case management services. The office also began regularly surveying youth about their experiences in congregate care settings. Information from both of these groups will eventually be included in the annual evaluation measures of providers of congregate care and case management services.

Mandated Reporter Focus Groups: In order to strengthen implementation of the SupportLine through new federal grant from the children's bureau, DHS plans to retrain mandated reporters to address implicit bias and also to provide clear guidelines about when to use the SupportLine and when to report safety concerns to the Hotline. To inform these updates, DHS completed focus groups with school personnel, and this summer, and medical personnel; the two largest groups of mandated reporters who report the most families to DHS' Hotline according to findings from the Entry Rate Study. Participants of these focus groups provided recommendations to modify the training, developing implicit bias trainings, and insights on the need for more family resources and strengthening social and structural supports for families in underserved communities.

External Partnerships with Experts in the Field: DHS has many external partnerships with child welfare and juvenile justice experts to help us improve policies and programs with a specific focus on prevention and racial equity. In addition to the work described above with the Center for the Study of Social Policy, DHS also partners with experts such as Casey Family Programs and Mathematica to improve service delivery and prevention programs, and research experts such as the University of Pennsylvania's Child Research Center and Drexel University's Juvenile Justice Research and Reform Lab.

Child Welfare Oversight Board Meetings: DHS and its Child Welfare Oversight Board hold quarterly public meetings in which service trends data are presented to ensure transparency and accountability towards meeting the goals of Improving Outcomes for Children. Attendees of these meetings include child welfare and juvenile justice experts, parent and child advocates, the provider community, and families currently or formerly receiving services. These meetings are an opportunity for these stakeholders to review the data (including data disaggregated by race) and to make recommendations for areas for improvement.

The Department of Human Services is:

- Developing a system-wide framework for DHS to support the integration of Bio-Parent and Youth voice with lived experience. This integrated framework will establish a shared vision for substantive change in the culture and institutional barriers to success that impact the city's child welfare and juvenile justice systems.
- Partnering with national experts to assess and amend anti-racist language that may exist in policies and procedures across the Philadelphia system.

As mentioned in response to question#1, Philadelphia's Department of Human Services (DHS) partnered with the University of Pennsylvania, and Casey Family Programs to conduct the Entry Rate & Disproportionality Study. Development of requests in the annual Needs-Based Plan and Budget submission for the state, relies in part on the finding of that study and recognition of the need to reduce the numbers of children of color, particularly African American children, who become involved in the formal child welfare system and the juvenile justice system and who are placed out of home, particularly in congregate care because of neglect, juvenile justice contact, and other socio-economic factors. In addition, as a standard practice for the last three years in development of the state Needs-Based Plan and Budget narrative, members of the provider community, including Community Umbrella Agency leadership, and members of the advocate community representing children, parents, and the District Attorney's Office have been engaged to provide their assessment of the needs of youth, identify best practices and gaps in services. The Court and Juvenile Probation Office are required by regulation to be active participants in determining the needs of the system. The office is also required by regulation to hold a public hearing and to make a draft of the budget narrative available to the public for comment.

Regarding involvement of development of programs and policies, so that the services to achieve safe and timely reunification are relevant to families' lived experiences, DHS is seeking funding for the development of a Parent Advisory Council and a Youth Advisory Council empowering person with lived experience to provide feedback and guidance on policy development, practice implementation, program monitoring and evaluation. These advisory boards will be sustained and supported as subject matter experts to guide child welfare practices across the system. This forum will provide parents the opportunity to influence specific services and programs designed to keep children safe and families together. The office is committed to be responsive to the needs of families expressed by their lived experiences and perspectives.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

In addition to addressing ethno-racial disparity and disproportionality and equity, Philadelphia DHS is addressing disproportionality regarding services and outcomes for LGBTQ+ youth involved in the system through Sexual Orientation, Gender Identity and Gender Expression efforts. There is a lack of data specific to youth who identify as LGBTQ+ across systems. Data on foster youth, particularly LGBTQ+ foster youth, are lacking in several overlapping areas, including health care, mental health care, juvenile justice, and education. Without reliable information about the service population, a lack of front-end awareness compromises the well-being of LGBTQ+ youth. In 2017, DHS contracted with a consultant through Case Family Programs to review current Philadelphia DHS systems and practices related to gender and

sexuality and develop a set of recommendations for DHS about how to approach system change in the short and long term. The review consisted of stakeholder interviews, document/system review, best practices research, and staff focus groups and resulted in a report with three main recommendations:

- **Dedicate Full-Time Staff to SOGIE Efforts:** Like any other Department-wide change effort, moving a system as large and complex as the Philadelphia child welfare and juvenile justice system requires sustained, focused energy over time. Dedicated staff are needed to effectively drive the work.
- **Develop Policy & Practice Guidance:** Developing written policy and practice guidance is the most impactful content creation DHS could complete at this time. Written guidance will strengthen existing activities and assets, and policy is the most common foundational piece needed to inform other high-impact activities.
- **Build a More Affirming Workplace Culture:** Because of unaddressed bias in the workplace, many LGBTQ+ staff across the organization are not open about their identities at work. Addressing the workplace culture is a priority as it influences both staff and client experience, and it will influence all aspects of project implementation.

Department of Licenses and Inspections (L&I)

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

External

Philadelphia's majority Black neighborhoods continue to suffer the effects of historical disinvestment and underinvestment and today are often used as staging grounds for activities that would not be tolerated in upscale white neighborhoods. Poor neighborhood conditions contribute to violence, fire risks, and physical and mental health issues and make life harder for residents.

Core L&I functions directed at improving material conditions in these neighborhoods include:

- Responding to service requests from residents
- Proactive inspection programs targeting specific threats to safety and quality of life (e.g. auto repair businesses, tire dealers, large vacant commercial and industrial properties)
- Proactive blight-reduction programs shown to correlate with decrease in violent crime (e.g. "doors and windows")
- Abating crime and fire danger by sealing abandoned properties against trespass
- Demolishing properties in danger of collapse

Internal

L&I participated in the first cohort of the Citywide Racial Equity Initiative. The department's RE Team identified internal inequities tied to the root cause of valuing white Construction Inspectors over units with majority Black employees staff including Code Enforcement Inspectors and Clean and Seal staff. The Team identified need for culture change and a number of strategies to build a more equitable department. In addition, L&I Leadership has been and continues to pursue pay parity for inspectors and supervisors as between these units.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

Current budget:

External

- respond to complaints
- proactive inspections
- clean and seal
- demolition
- partnership w Jumpstart Germantown

- partnership w Black Contractors Association
- participation in Urban Institute Health Impact Assessment

Internal

- Continue implementation of broadband structure for Code Enforcement inspectors – improving pay equity
- Right-sizing and institutionalizing Racial Equity Committee
- Continuing dialogue between Committee and management
- Review career ladders for (primarily Black) employees in non-inspector/non-plans examiner positions – address missing pathways to higher-paying, mgmt. positions or unnecessary qualifications requirements w disparate impact

External

- Strengths – Some excellent leadership and staff; higher level of eCLIPSE mastery among staff
- Challenges/weaknesses – high volume of complaints; high volume of trash/weeds complaints; inspector understaffing; IT/data understaffing; limited tool box (code enforcement process vs just fixing it, not enough Law Dept attys to take enough cases to court, properties can't be fixed b/c owner is broke and/or tangled title)
- Opportunities –innovations including SVNs (site violation notices) and well-received mobile app and devices expanding enforcement options, flexibility; planned shift towards proactive program inspections; figure out how to staff administrative enforcement to extend reach of department
- Threats – budget crunch; significantly increased cost for materials impact quantity of demolitions and Clean & Seals that can be performed within existing budget; City Council; return of COVID; enormity of problems (e.g. landlords take advantage b/c lack of affordable housing)

Internal

- Strength – good RE Team members drawn from across department; Exec Team members on RE Team; Commissioner, Deputy Commissioner buy-in
- Challenges/weaknesses – lack of expertise, direction, consensus; next steps unclear; Team members lack time and are run down; employees (people in general) exhausted, stressed from COVID; persistence of old patterns; budget; weakened connections over past years as people working from home/field
- Opportunities – supports, resources, and technical assistance from central Racial Equity; new trainees
- Threats – budget; how engage scattered staff in difficult conversations; see challenges above; Retention of staff.
- Have not disaggregated external data by race in the past but there are opportunities to use census districts, zip codes as proxies
- Do have disaggregated employee data by race but have not done deep analysis w racial lens. The offices does know that efforts to shrink pay disparity have in fact resulted in higher pay for BIPOC employees.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

- Broadband – narrowing pay gap
- BIPOC promotions, hires (e.g. Deputy Commissioner, new IT Director, new position created eCLIPSE Support Manager, Manager of Litigation Support Unit, Manager of Nuisance Property Unit, etc)
- Exec staff identification of Black candidates for advancement
- More frequent internal communications with more content on opportunities, resources for BIPOC employees
- Participation in Racial Equity Initiative
- Participation in community meetings, webinars, etc.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

- Racial Equity Initiative Team proposal
- Priorities driven by feedback and input from community through complaints, neighborhood walkthroughs, community meetings.
- Participation in Health Impact Assessment to inform rental housing regulation

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

For large parts of budget there is very limited discretion. Dollars must be directed to fulfill legal mandates: e.g. licensing, permitting, construction inspections, administrative appeals must conform to state Uniform Construction Code and Phila Building and Construction Codes.

Department of Planning and Development

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The Department of Planning and Development (DPD) aligns the City's agencies whose missions relate to the built environment. DPD works in collaboration with communities to promote, plan, preserve, and develop successful neighborhoods for all. DPD includes the Divisions of: Executive Administration, Housing and Community Development (DHCD), Planning and Zoning (DPZ), and Development Services (DS). The office strives to promote equity through well-planned communities, supporting the production and preservation of affordable housing and development of healthy and vibrant neighborhoods for residents and businesses alike.

The Department recognizes that to advance the City's vision for racial equity, bold and dramatic steps need to be taken to reverse the impacts of decades of policies that have perpetuated racial injustice. This is not easy work and requires us to take a deeper approach that involves listening to and involving residents in decisions from the outset of any plan, policy, development proposal, or legislation. It requires consistent involvement with residents- meeting them where they are, hearing their concerns, and gaining their trust. Examples where the office has begun this work include a three-year public process to build a plan for public lands in Eastwick, the largest urban renewal area in the country, significant public engagement over the past decade on the city's comprehensive plan, and a commitment to include public engagement for all redevelopment and planning projects moving forward.

The intentional effort to restructure Philadelphia's government by bringing the Philadelphia City Planning Commission (PCPC), Zoning Board of Adjustment (ZBA), Philadelphia Historical Commission (PHC), Developers Services (DS), and Division of Housing and Community Development (DHCD) together allows us to leverage, DHCD's long history of supporting over 75 non-profits, including PHDC, to develop new and preserve existing affordable housing; create jobs, and strengthen neighborhoods. This includes working with our network of Housing Counseling Agencies, CBOs, and Neighborhood Advisory Committees (NACs) to provide direct programming and outreach to connect community residents to services to meet their needs. DPZ develops long-range plans and policies, offers professional recommendations to the Mayor, City Council, and the Zoning Board, and determines priorities for city investment and preservation. DPZ is astute at supporting residents to articulate their vision for their communities and educating residents on public administrative processes; our technical and community engagement skills are in high demand from residents, elected officials, and city leadership, yet the current levels of staffing are inadequate for meaningful and sustained engagement. Together, the office can further advance racial equity in the City by investing in DPZ's capacity and enhancing DHCD engagement with communities to consider all the quality-of-life factors in our work that are important to residents – infrastructure, transportation, historical and cultural assets, land uses, access to jobs, and technology that impact the trajectory of communities.

Lastly, DPD is committed to investing in our staff's skills, knowledge, and experiences to promote racial awareness and ensure our team reflect the diversity of our city. DPD continues to work and explore means for eliminating procedural barriers and unnecessary and outdated job requirements that restrict our ability to hire, retain and promote diverse, qualified staff.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. . A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

Today, DHCD currently administers the City's CDBG and HOME funding as well as our CDBG-CV funding. DHCD's current budget of approximately \$150M in Federal, State and Local funding supports a wide range of redevelopment projects and assistance programs that include supports for residents living in racially and ethnically concentrated areas of poverty. DPD also works to prevent displacement of low-income residents by supporting preservation projects and programs in neighborhoods with rapidly appreciating housing markets. Although approximately more than 80 percent of beneficiaries of these projects and programs collectively are minority, there are many groups that still do not have a voice.

As a step toward meeting this need, in January 2021, DHCD, in partnership with planning staff and CEO, secured a grant from the Urban Institute to participate in its *Upward Mobility Project* – designed to assist cities in using metrics, evaluation and community outreach strategies to engage a broader and more diverse range of residents to provide opportunities to hear their concerns and adjust policy and programs to meet their needs.

As DPD continues to align our work, new opportunities will arise to direct community development resources to address changing needs that may come to light as a result of the PCPC comprehensive planning process. While PCPC included a significant public engagement component in its previous work, as the office begins a new comprehensive planning effort, the department is practicing deep listening with an advisory team that represents a wider and more diverse cross-section of Philadelphians. Because planning as a field has a history of systemic racism, PCPC and its staff are particularly attuned to the need to reverse the effects of that history. PCPC is leading a nationwide campaign for equity in planning and adopted the principles outlined in the **Commitment to Change** manifesto. Crafted by planning leadership in major cities with a goal to transform communities into places of opportunity for everyone; the commitment is to change practices, policies, regulations, and actions to create inclusive and diverse neighborhoods and cities that equitably meet the needs of all residents, especially Black, Indigenous, and people of color (BIPOC).

The Philadelphia Historical Commission (PHC) has already begun to change its preservation efforts by responding to calls to recognize Black and Brown histories; expanding outreach; and nominating more representative assets to the local historic register. With grant-funding, PHC is

creating a cultural resource survey plan that is driven by authentic engagement and includes not just buildings, but tangible and intangible resources.

The Zoning Board of Adjustment (ZBA) is working with the CAO's Service Design Studio (SDS) to examine their practices and bring to light opportunities to improve transparency, efficiency, and reduce racial disparities.

DS is particularly attuned to the barriers facing developers of color, working collaboratively with PHDC and PIDC, staff work to streamline processes and offer advice and support navigating through regulatory processes and accessing incentives and resources available to support projects.

Lastly, DPD supports and encourages employees to participate in the City's Racial Equity Committee. DPD's Diversity, Equity, and Inclusion committee work to provide an inclusive workplace. For civil service recruiting strategies, the office will attend career fairs and present at schools to expose students of diverse communities to civil service positions. DBD will participate in HBCUs career events and target alumni networks of HBCUs. Our recruitment strategy for exempt positions includes advertising with diverse professional organizations. DPD also promotes participation in City Resource Groups, select diverse panels when reviewing resumes/participating in reviews, and provide our diverse staff mentoring opportunities and resources to join diverse professional organizations.

The DPD Director exemplifies leadership creating an anti-racist environment for the department, she has an open-door policy, engaged an external DEI consultant to solicit input from staff on the issues and challenges of working at DPD and hosts quarterly town hall meetings where all staff are invited and encouraged to raise concerns and propose solutions. Additionally, the DPD Director regularly attends the DEI committee meetings to listen and encourage staff to implement their ideas. She has also reached out to the Department of Behavioral Health for additional support and resources to support the DEI Team to support courageous conversation among staff. She enforces existing city policies related to respect, equity, and fairness.

School Presentations:

Strength: Exposes students to careers they may never knew existed; introduces students to strategies to engage with city government to promote civic life

Weakness: Long term strategy- no quick fix; our capacity is limited and there is no 'one size fits all' approach

Opportunity: Develop tailored curricula for elementary, middle school, and high school students; include examples that are relevant to the students; partner with school district and with institutions of higher education to develop continuous education and a pipeline for entry into the fields

Threat: Lack of diverse planners today limit our ability to connect with residents' issues and concerns; and lack of a long-term research partner or system to track student involvement

Comprehensive Planning:

Strength: Including and amplifying voices of diverse range of residents in the comprehensive planning process will help center city priorities, policy, and action around their needs rather than promoting the needs of people who are already in power

Weakness: There is no single community or group that represents the voices of all communities. Including these voices involves a commitment to deep listening; there is a lack of capacity across city government to conduct deep engagement

Opportunity: Build the capacity of city government to elevate the voices of black and brown residents; amplify their voices and design public plans and policies around peoples' needs; develop trust of residents; increased capacity to document community needs and values now can help inform not only plans and policies, but can also inform future development decisions

Threat: Because the City is often forced to react to immediate needs, it does not often invest in resources that will drive deep, long-lasting change

Leveraging CBOs and NACs

Strength: There is a strong network of neighborhood groups – housing counseling, legal services, NACs and CBOs – that currently works within the community to engage residents and connects to broad range of services and programs. In addition, over the past several months the Upward Mobility team has engaged several City partners including, Office of Engagement and Volunteer Services, OHS, DBHIDs, Commerce Revenue, and Reentry Partnerships. External partners such as PHS, were also engaged.

Weakness: Pre-pandemic these partner groups lacked the funding needed to expand to ensure broader and more meaningful engagement. Crushing number of most vulnerable residents are facing eviction/foreclosure and these groups have had to focus efforts with very little increase in funding.

Opportunity: Existing network that with additional flexible funding for these groups and outreach strategies, more residents could be reached to improve long-term sustainable change. These partners could also be leveraged to assist in the Comprehensive Planning process.

Threats: Lack of capacity/resources and increasing needs caused by the pandemic.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

- Regarding recruitment, the office utilizes the budget to promote vacant exempt positions on diverse networking group websites and support our diverse professional staff to participate in professional networks to build awareness of DPD and encourage candidates to consider opportunities at DPD.
- Recently, DPZ had the opportunity to discuss diverse hiring strategies with the City of Baltimore. As a result of that conversation, DPD has requested a compensation survey of the City Planner job classification series and will be recommending revisions to the job education and experience requirements with the goal for increasing the number of diverse candidates.
- DPD has used and will continue to use a portion of its training budget to secure consultants with DEI expertise to train staff. Past trainings have included recognizing internal biases and adopting a manifesto to ensure that the office is truly listening to and creating safe spaces for BIPOC both internally and with external stakeholders. Future sessions with consultants will include more specialized trainings about how to host diverse and inclusive workshops.
- DPD uses a portion of all grant awards to secure DEI consultants and public engagement firms with expertise in anti-racism to develop scopes of work, RFPs, and designs of

processes before proceeding with program design and execution. This ensures that the office is being inclusive from Day 1 of any project.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget

Internal Processes:

- DPD's Director and Deputies solicit input from staff at all levels to identify unmet budgetary needs, consider how to provide a better workplace experience, and where to adjust funding to address inequities. For example, DPD savings during COVID for office supplies is allowing us to allocate funding to translate materials into additional languages and respond to the changing Philadelphia population. Lastly, our research staff closely tracks program participation levels, and communicate to program administrators to allow us to adjust marketing and outreach resources to ensure that those served by our programs, are representative of the Philadelphia populations in greatest need.
- DPD allocates funding to support: DEI Training, the work of our DEI committees and professional association fees for our diverse staff. DPD is seeking to support innovation in the civil service regulations by revising the skills necessary for advancement. DPD is continuing to work with OHR to align job specs with the work, ultimately supporting diverse staff advancement within the department.

External Processes:

- To ensure the department aligns its services and resources to respond to front line organizations, DPD produced a Housing Action Plan (HAP). The HAP was produced in the Fall of 2018 with the support of external consultants and solicited input from residents, service providers, housing policy experts and developers. It set ambitious 10-year goals and reports quarterly bi-annually <https://www.phila.gov/departments/division-of-housing-and-community-development/about/housing-action-plan/housing-action-plan-dashboard/>
- DHCD is also required every year to undergo a public engagement process to produce an Annual Action Plan that includes proposed budget and plan for the use of \$150M in Federal CDBG; HOME; HOPWA; ESG and Local General Funds and Housing Trust Funds. This begins with a public Needs Assessment hearing and 1-2 additional hearings on the proposed and final plan. DHCD works with outward facing staff in multiple city department to increase awareness of the proposed plan, ensure it is accessible to diverse populations and encourage public feedback. Every 5 years, DHCD produces an Assessment of Fair Housing (AFH). This year that process will include a survey, stakeholder engagement and TRF will provide data analysis to identify barriers to housing opportunities and recommendations to address those barriers.
- The CAO's Service Design Studio has engaged several internal and external stakeholders in its current effort to map business processes and identify issues within the operations of the Zoning Board of Adjustment. The Team interviewed all City agencies that interact with the ZBA, the development community, attorneys, pro se

applicants (not represented by an attorney), and a variety of Registered Community Organizations (RCOs). This effort helped to inform our budget requests around improving transparency and efficiency to improve interactions between the Board and marginalized communities of color and less-resourced homeowner and small business applicants.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

There's a pressing imperative for how DPD conducts business to better serve residents, especially those who have been historically underserved and suffered because of racial inequities. This new era of work is built on the principles of recognition of our diversity to ensure inclusion for all to foster and sustain an equitable city. No longer a profession of static maps and reports, the planning landscape has changed. Past planning practice undermined equity. Today, the new planning landscape is dynamic and focused on implementation of policies to create just and equitable communities. Philadelphia is rife with examples of systemic racism in planning and development.

Reversing the effects of decades of racism and disinvestment is neither easy nor quick. It requires gaining the trust of the residents who have been abused for years. It requires not just advertising a public meeting and opening the doors, as was done in the past. It requires meeting residents where they are, hearing their concerns, and gaining their trust. Only then will an invitation to participate be seen as an opportunity to engage rather than a box to be checked. In short, Philadelphia is unlikely to navigate the tension between new development and residents and the current residents who see both as a threat, without investment in the capacity of the organization whose role it is to navigate it. Similarly, Philadelphia is unlikely to replace historic inequity with equitable development without the staff who will make that their goal.

Building community capacity is critical to complement City engagement- DHCD supports this through our funding to NACs, housing counseling agencies and other community non-profits. Additional, CPI and PCPC staffing, can ensure that neighborhood leaders who participate in NACs or other CBOs gain an understanding of public sector processes and build cross-city relationships to effectively advocate for equitable public access to resources and services.

The mission of DPD is to work in collaboration with communities to promote, plan, preserve and develop successful neighborhoods for all. Bluntly, the Department cannot accomplish that mission at its current staff level. Mass communications – social media, advertising, flyers, and mailers – cannot gain the trust of a community. Only people can do that. DPD doesn't have enough people to perform this outreach and engage communities to the level our residents so richly deserve.

Department of Public Health

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The Department of Public Health's mission is to protect and promote the health of all Philadelphians and to provide a safety net for the most vulnerable. The Department's public health programs disproportionately serve people of color in the city. This includes programs focused on reducing the health harms associated with HIV/AIDS, gun violence, tobacco use, maternal and infant mortality and morbidity, obesity, air pollution and asthma, and more. Ambulatory Health Services (AHS), the department's largest division, operates eight health centers across the city serving approximately 80,000 low-income, uninsured Philadelphians, a majority of whom are people of color, per year.

The areas of opportunity to advance racial equity in the department's core work are 1) the hiring of the department's first Chief Racial Equity Officer (candidate selected; vetting in process) who will lead the creation of a health equity plan for the department including the announcement of racism as a public health problem and strategic objectives and goals for addressing that problem, including both internal and external goals; 2) the creation of a plan for expanding and coordinating community outreach and engagement work to strengthen relationships with grassroots community groups and leaders; 3) the development of equity-focused preparedness including a focus on improving communications with communities that have experienced historic racism and disinvestment; 4) AHS aims to increase access to services by building a new health center and expanding Health Center 3. This infrastructure investment is imperative to ensure that patients, who come from historically underinvested neighborhoods, have access to services in facilities that look and feel safe, secure and inviting; 5) expansion of AMS' team to address environmental justice concerns through exploration of cumulative impact, support for citizen science initiatives, and development of more effective strategies for communicating with communities at highest risk during air quality emergencies; and 6) work as part of the departmental health equity plan to address workforce diversity, including pipeline to jobs, promotions, and mentoring, advisory boards and contracting.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

The Department strives to improve health equity and lessen health disparities for Philadelphia's non-white and distressed populations. Multiple divisions and programs offer solutions to encourage sustainable health practices and living environments.

AHS's health centers provide medical and dental services to all despite financial or language barriers. In a city that is 60% non-white, the City health centers serve a population that is 90% non-white.

Maternal, Child and Family Health (MCFH) addresses the racial disparities in Black maternal and infant mortality and childhood asthma through its Maternal Mortality Review Committee (MMRC), Infant Mortality Community Action Network (CAN) and Room2Breathe.

Covid Containment (CoCo) co-manages the City's Isolation and Quarantine site, which serves an unsheltered population that is disproportionately African American. These services also support persons experiencing loss of income due to COVID-19 through a grocery delivery program during the isolation or quarantine period as well as provision of information in multiple languages, masks, and free at-home COVID-19 PCR tests. CoCo also manages an epidemiology and data program that informs policy, decision-making and implementation with a focus on racial equity. Disease Control (DDC) implements a broad vaccination strategy to achieve sustainable and equitable vaccine access across the city. This is accomplished through the use of community engagement tools, deploying several vaccination clinics models (e.g. mobile sites, pop-up clinics, mobile teams, community vaccination clinics, etc.) in locations selected based on the lowest vaccinated census tracts, and continued community collaboration. Additionally, in partnership with the CDC Foundation, the Immunization program recently hired a dedicated Health Equity Program Manager to evaluate existing programs and develop a comprehensive Health Equity Plan for the division.

The Lead and Healthy Homes Program (LHHP) works to improve the health and safety of housing in Philadelphia by working with families, homeowners, and landlords to reduce lead hazards in homes and providing home inspection and remediation to eligible families.

AHS offers health center patients services on a sliding pay scale with interpretation assistance. All health centers were able to adjust its operations to continue safely during the pandemic. However, wait times for an appointment is at least a year. The delay in services prevents intervention and relief for patients who have lacked consistent preventative services. There is an opportunity to expand service capacity by building a new health center and investing in Health Center 3.

MCFH's MMRC has convened a team of experts and community members for a multidisciplinary approach to reviewing maternal deaths and recommend action. However, there isn't a surveillance system in place to review severe maternal morbidity or life-threatening complications. Such a system will enable MMRC and its Organizing Voices for Action team to understand near-misses and what actionable steps can be taken to prevent them.

CoCo has organized outreach, services and recruitment practices around local racial and ethnic communities. It must continue to adjust its services as new information is learned about COVID-19 and restrictions are adjusted.

DDC's Vaccine Barriers workgroup identified seven key threats to advancing racial equity in COVID vaccination including: technology, transportation, mistrust/hesitancy, process, accessibility, vaccine confidence, and outreach communication and engagement. To address these barriers, the program implemented: in-person tabling events to answer questions and register the community for vaccines, provided transportation and transportation passes to vaccination sites, an at home vaccination program for people with disabilities and vaccination clinics located in low vaccination census tracts. Vaccine hesitancy based on historic and present-day racism remains a barrier to equity in vaccination rates, although disparities for those 45 and older have closed.

LHHP experienced COVID-19 barriers, including limited access due to COVID-restrictions and safety concerns.

The Department recognizes the importance of reaching communities that have historically lacked adequate attention and care. Therefore, the Department strives to keep robust quantitative data to maintain performance accountability and ensure the office is reaching communities of color. The office's data reflects it is effective, however there is room for improvement.

Of the patients AHS has served, 56% are Black or African American, 22% Hispanic or Latino and 12% Asian; 50% of the patients are uninsured. Furthermore, AHS is the largest user of language interpretation services in the City through the Mayor's Office of Immigration Services. AHS clinics (excluding the separate PDPH vaccine clinics) gave 29,916 COVID vaccinations of which 60% went to African Americans, 17% to Latinos, and 10% to Asians, while continuing to provide full service primary care throughout the pandemic, including sick visits at a time when many primary care offices declined to see their own patients when ill.

The latest [report](#) from the MMRC has detailed information on pregnancy-related and pregnancy-associated deaths disaggregated by race and ethnicity. Based on discussions with partners across the city, MCFH has begun work on a collaborative effort to enroll 50% percent of eligible patients in Heart Safe Motherhood, a remote postpartum blood pressure monitoring program, across all Philadelphia delivery hospitals. The CAN recently identified that the biggest area for intervention to address Black infant mortality is to focus on prematurity. MCFH is working to complete the Perinatal Periods of Risk assessment, which it will use to define further activities of the Community Action Network. To date, 394 children have been enrolled in Room2Breathe, a home asthma intervention program for children who have had multiple hospitalizations and/or ER visits for asthma and of new enrollees this past quarter, 33% identified as Black, 20% as Latinx.

The Division of COVID Containment (CoCo) has succeeded in maintaining workforce diversity to strategize and implement COVID-19 initiatives. It's staff demographics include: 53% Black, 22% White, 13% Asian, 11% Hispanic/Latino, and 1% other. Among that group: 30% are fluent in another language, 35% first general college student, 26% born outside US and 21% LGBTQ+. By hiring from diverse communities across Philadelphia, CoCo has improved their ability to reach those who may have received too little information or misinformation about COVID-19.

Through targeted efforts, COVID vaccination rates for Black Philadelphians continue to rise and disparities for Philadelphia 45 and over have been closed. As of December 17th, 61% of Black residents, 73% of White residents, 80% of Hispanic residents, and over 95% of Asian residents aged 12+ have received at least one dose of COVID vaccine. Census tract data is used to identify neighborhoods with low vaccination rates as well as highlight clusters of under-vaccinated residents within highly vaccinated zip codes. The data further informs policies and programming that directs outreach initiatives, community canvassing efforts, and the deployment of vaccination sites.

LHHP serves approximately 85% minority families.

- 3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?**

The department aims to hire and retain a workforce that reflects the racial makeup of Philadelphia. Additionally, the office aspires to have a collaborative environment that intentionally engages a diverse group in decision-making, outreach, and validation. A Chief Racial Equity Officer position was created to participate in the Department's executive team, help set programmatic and policy direction, and participate in budget planning decisions. PDPH has also created an internal health equity committee made up of members from each division and 2 members of that committee served on the hiring committee for the Chief Racial Equity Officer.

Several divisions have convened their own internal staff-run Health Justice Committees that collaborate with the internal health equity committee. The goals of these internal committees are to:

- Integrate diversity, equity, and inclusion work into staff meetings
- Expand professional development opportunities for staff including trainings, mentorship, and promotional opportunities
- Hold monthly learning labs to engage staff in discussions and provide a space to share ideas

The Department's Workforce Development Plan prioritizes Equity and Professionalism, and focuses on strategies to create an inclusive, anti-racist workplace. In addition, the Department has implemented several internship and fellowship programs, including the Urban Health Policy Fellowship and the Philly Forward Internship, each of which target new professionals or college students interested in public health. The program has attracted racially and ethnically diverse participants and provides the Department with an opportunity to diversify its workforce. The Department has hired as permanent staff a number of the Urban Health Policy Fellows, several of whom have earned promotions. Additionally, the Department plans to conduct research and analysis on employee compensation to ensure equal pay.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

The transparent involvement of internal and external stakeholders is a key part of the Department's programs and budget planning:

- AHS health centers are governed by the Health Center Patient Board, 53% of whom are patients at the health centers. The Board has the authority and responsibility of annually approving the Ambulatory Health Services budget, which is the Department's largest, at over \$50 million in general fund appropriations. Among Board members who reported data, 75% identify as Black, 17% as White, and 10% as Hispanic/Latino. Among Board members, 67% identify as female.
- One of the Department's biggest budget and program priorities is assuring a successful and equitable COVID-19 vaccination effort. To achieve this goal, the Department prioritized vaccine administration based on an equity-based risk assessment that considers race, socioeconomic status, language access, health insurance status, and other factors, and prioritizes vaccination resources accordingly. In addition, the Department convenes a COVID-19 Vaccine Advisory Committee (VAC), which is combined with the Racial Equity Response Team. The committee includes a

panel of experts and leaders from community-based organizations and healthcare systems that represent key stakeholders in Philadelphia. Membership on the VAC includes representatives from the Black Doctors COVID-19 Consortium, Esperanza Health Center, the Mayor's Commission on People with Disabilities, Nationalities Service Center, the Philadelphia Corporation for Aging, Puentes de Salud, Project HOME, the Urban League, and more than a dozen other organizations. The VAC continues to meet monthly and to advise PDPH on strategies for continuing to improve equity in the pandemic response.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

Serving a city that is majority minority, the Department considers racial equity across all divisions. The aforementioned Chief Racial Equity Officer will strategically organize health equity efforts across divisions to ensure cohesion and efficacy. Health Equity strategy and work by other divisions, not mentioned prior, is worth noting. In 2020, the AIDS Activities Coordinating Office (AACO) produced a Community Plan to End the HIV Epidemic in Philadelphia along with a Health Equity Policy. The plan committed to work with community providers to reduce stigma and practice in their outreach efforts. The accompanied policy pledged to focus their efforts and intentions beyond the disparities, aiming at where they foment first by addressing the social determinants of health inequity.

Chronic Disease and Injury Prevention launched its injury prevention unit to support healthier communities by reducing gun violence. Their work is designed to take a public health approach to the prevention of gun violence and includes the creation of a first in the country Hospital-based Violence Intervention Program collaborative across all the trauma centers in Philadelphia as well as collaborations with city and community-based organizations. Gun violence in Philadelphia disproportionately affects communities of color. As of December 2021, gun violence statistics in Philadelphia shows that 84% of victims Black, 9% Hispanic and 1% Asian.

Department of Public Property (DPP)

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

As mandated in the Home Rule Charter, the Department of Public Property (DPP) manages, maintains and cleans the buildings where City employees work, and city residents come to conduct city business in person. DPP's mission is to responsibly serve the City's workforce and community by providing quality facilities and workspaces of which we are proud. While DPP does not keep tenant statistics based on race, DPP anecdotally knows that there are many black, indigenous and people of color (BIPOC) working in city facilities on a daily basis. Following DPP's mission, and improving the conditions where those employees work will lead to a more positive work experience.

DPP also does not keep statistics on who uses the numerous services in city facilities, but anecdotally, DPP is aware that many city residents who need in person services need them for reasons that threaten their livelihood – to avoid water shut off, to avoid eviction, to report a bad landlord, to pay taxes, to request emergency services, etc. Most of the residents coming into city facilities in person do so because they have no access to online services. Many people who feel this negative impact of the digital divide are BIPOC. Improving the experience of those BIPOC residents using the City's in-person services by better maintaining our facilities would create a more positive experience for people who are coming in out of great necessity.

During the past fiscal year DPP has worked on many projects in disadvantaged areas of the City to help improve community life. Listed below are a few of them along with their impact improving racial equity in disadvantaged neighborhoods.

- All police and fire projects contribute to the health and safety of the City. Companies/Districts in neighborhood stations support other companies/districts in adjacent neighborhoods and the City as a whole. If a station/district is shut down in one neighborhood, it impacts coverage in underrepresented neighborhoods. Our Capital Division completed the following fire projects:

E37 (Chestnut Hill) holistic renovation and expansion – although this facility is not located in an underrepresented community, the company is often called to support incidents in underrepresented communities including all neighborhoods east of the Wissahickon and west of North Broad.

E45 (Strawberry Mansion) roof replacement – urgent roof repair permitted the fire house to stay open to serve the community – no shut down during construction.

E41 (Haddington/Carroll Park) emergency structural issue addressed – permitted fire house to stay open to serve the community – no shut down during construction.

FAB HVAC (Spring Garden) although this facility is not in an underrepresented community, this facility provides emergency response service and personnel City-wide.

PD35 HVAC and ADA improvement projects – The ADA improvements provided much needed accessibility to the building, ADA accessible bathrooms and countertops to better enable the PPD to serve the community. Provided conditioned and safe space in the roll call room for community events. With a new accessible and conditioned building space the community is able to enter the building safely, hold meeting with the PPD in conditioned space in the community room, utilize the ATM and public bathrooms in a safe, secure and conditioned environment.

PD17 Emergency Generator and Roof installed. PD 17 is a fallout shelter site and ensuring that power is on during emergency conditions allows the City to assist in serving the community during disaster events.

PD24/25 Chiller install – The 24th and 25th Police Districts have community rooms, public bathrooms, ATM, lobbies and are also emergency shelters during disaster events. The community is able to use the conditioned space for access to the building and community meetings and much needed relief during the summer months.

The Department also spends a significant amount of its budget employing diverse contractors such as Team Clean and Scotland Yard to provide janitorial and security services in support of the quadplex (City Hall, MSB, OPB, CJC) and may other facilities across the City. The total spending for these services is approximately 25% of the DPP budget. Both of these contractors are locally and minority owned. Both contractors employees have historically had a majority of BIPOC employees, who are paid at a fair, unionized wage to support themselves and their families.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

DPP plans to maintain and clean our neighborhood facilities, but will need an increase due to inflation and supply chain issues in FY24. These facilities include 113 various Police and Fire stations. 41% of our Fire facilities and 35% of our Police facilities are located in zip codes where 50% or more of the BIPOC population of Philadelphia reside. Work orders for fire facilities in areas that have a majority of BIPOC residents account for 41% of all work orders. Work orders for police facilities in areas that have a majority of BIPOC residents account for 51% of all work orders. Eight of the top 20 fire facilities where DPP performs the most maintenance are in areas where the BIPOC population resides. Thirteen of the top 20 police facilities where DPP

performs the most maintenance are in areas where the BIPOC population resides. Some examples of opportunities to make a positive impact on these facilities include servicing public restrooms, cleaning common areas, ensuring the facilities are well lit, ensuring temperature levels are comfortable, providing clean and welcoming reception areas, and ensuring the facilities are leak proof. Underfunding these core services is a threat that does a disservice to the BIPOC population, as well as to the BIPOC employees who work in these locations. Providing inadequate, unclean workspaces to employees decreases morale and could consequently lead to hostile encounters with residents.

DPP will also maintain and clean the Quad-plex and the new Public Services Building which will also require an increase due to inflation and supply chain issues. A majority of the customers that use city services in person are people who have no access to technology. A large number of those people are assumed to be BIPOC. DPP has the opportunity to provide these residents clean, functional, welcoming buildings if funded properly. Additionally, almost 10,000 City employees work in these five locations. DPP anecdotally knows that there are a large number of BIPOC employees who work in these locations. Underfunding core maintenance and cleaning functions is a threat that does a disservice to the employee population, potentially leading to morale issues as mentioned above.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

DPP intends to work with OHR in improving our recruitment practices, which is going to entail adequately paying trades employees. Trade workers in DPP are paid on average \$52,000 annually. Trade workers in in trades unions make substantially more money, but do not have the job security of working for the City, which is an area where the City should focus its recruitment efforts. DPP would like to partner with OHR to increase the pay scale and to then recruit in areas of the city that may not historically been aware of City job opportunities. Forty percent of our trade workers are BIPOC, and we could increase that number through our recruitment efforts now that the Rule of Two has been changed. In the past we have recruited from Edison High School for high school apprentices who would be hired full-time in DPP upon successful completion of their high school requirements. This program has been met with mixed success, and we would like to increase these opportunities in the future and feel partnering with OHR to market the possibilities of city employment will be beneficial. DPP's promotional opportunities remain the same as the Rule of Two has been the official rule of promoting from within since the inception of the Home Rule Charter. DPP intends to use the expansion of this rule as it promotes internal candidates in the future.

For years, DPP had a robust employee engagement program that included surveys and randomly selected individual conversations with DPP employees to discuss areas of equality, race, diversity and promotional opportunities. These surveys and conversations led to training programs in areas such as multicultural and generation understanding in the workplace. These surveys and conversations were put on hold two years ago as DPP thought it was going to be placed in the more structured DEI cohort. DPP is currently participating in Cohort 3, and hopes to reestablish these surveys, conversations and trainings as the formal cohort progresses.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department’s budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

The Commissioner works with the leaders of each division to create the annual budget. These division leaders reach out to their respective staff members to get ideas throughout the year, and those ideas are rolled up into the budget requests. The budget justification requests are a direct result of DPP staff members informing their respective division supervisors and managers what is needed to adequately fulfill the maintenance and cleaning obligations of the department.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

Cutting the maintenance budget has an indirect negative impact on racial equity. For every dollar cut in preventive maintenance, maintenance is deferred in facilities to the point where the neglect becomes a capital expense. Capital projects come with hefty price tags, and debt obligations that city residents will have to pay off for years. This Administration paid \$1 million for a facilities maintenance master plan that it committed to fund. That plan has not been adequately funded on the capital side and is not nearly funded properly on the operating side, to eliminate some of the issues before they become a capital expense. If capital debt obligations were decreased, the payments for these debt obligations could be better used on funding programs focused on racial equity, violence prevention and the elimination of poverty.

New Requests/Justifications

6. If applicable, what new critical programs or policies (indicated with “New Request” in your budget proposal) does your office propose to administer to improve racial equity? For each new critical program or policy referenced above (“New Requests”), please briefly describe performance impacts. What impact will these requests each have on output and outcomes measures related to racial equity?

DPP has requested funding to showcase a few strategically located co-working spaces to departments to show what more modern space can look like and what it can accomplish as far as productivity. This request goes hand in hand with the space planning request which would contribute to reducing the City’s footprint by demonstrating how the City should restack its facilities to optimize space. The idea is to transform approximately 9,000 square feet of existing traditional office space into a contemporary coworking space, which would include collaborative and flexible work environments to accommodate the needs of the hybrid worker. Our recruitment and retention efforts could be enhanced with new modern workspace. These savings could be used to fund other projects and/or programs throughout the city that could have a positive impact on the BIOPIC population and the more modern workspaces will also increase the morale of city employees.

DPP has requested funding to redesign and improve the site conditions of the perimeter landscape throughout City Hall. These site improvements will reduce racial disparities and is supported by rigorous, data-driven evidence. Landscape projects are widely regarded as

welcomed elements in urban spaces, creating a positive and calming impact for the public. Positive associations exist between urban green space and decreased violence and crime, and green space is also widely viewed as a health-promoting characteristic and has been linked to mental health benefits such as recovery from mental fatigue and reduced stress. Many people in the BIPOC communities lack green space access, which is an environmental injustice. Providing such space at City Hall, where so many of the BIPOC community use in person services would rectify some of those injustices.

DPP has requested a \$5,000,000 increase in the quadplex budget. This increase is requested as an estimated increase in costs due to the fact that the current contract is set to expire on 6/30/2023. The contract covers related services for the upkeep of MSB, OPB, and CJC. DPP is also requesting that an additional 5% be added each budget year for potential service cost increases. These buildings serve all residents of the City including BIPOC residents who as noted in previous responses, use in-person services more frequently.

DPP has requested funding for Real Estate Appraisal services. These services would give DPP the ability to explore real estate purchase opportunities, better understand the fair market value of properties in its portfolio, and legally acquire or dispose of real estate per the Home Rule Charter requirements.

DPP has requested funding for the Philadelphia Municipal Authority (PMA) to supplement a shortfall in their annual budget due to pension obligations. PMA is responsible for handling the administration of 22 various capital projects and leasing agreements on behalf of the city. The benefits the city obtains by using PMA as a low-cost administrative option could free up other funding that could directly impact programs aimed at improving conditions within the BIPOC population.

Potential Reductions/Cut Scenarios

7. What programs or policies does your office present for the requested reduction/spending cut? For each program or policy referenced above (“Potential Reductions”), please briefly describe performance impacts. What impact would these reductions each have on output and outcomes measures related to racial equity?

DPP has no “programs.” DPP is an internal operating department that has no option of cutting a program to meet a budget cut; consequently, DPP will reduce professional services, repair/maintenance services and custodial services spread out over various city facilities. Major repairs to mechanical, electrical, plumbing and life safety systems will be deferred with the assumption those decisions will eventually lead to capital expenditures. Taking a cut on any amount will have a severely negative impact on city employees and the BIPOC population for all the reasons listed above and below:

- Will add to higher debt obligations as equipment fails because it has not been maintained.
- Will add to the decrease in employee morale as the city continues to house employees in buildings with failing basic building functions and lack of cleanliness.
- Will contribute to the blight in neighborhoods due to exterior deterioration.

- Could potentially shut buildings down, thus keeping services from people who need them most.

Department of Records

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The first core function is the recorder of deeds, which oversees the recordation of deeds, mortgages, and other documents. Related to this function are the issues of deed fraud and tangled title, each of which disproportionately affect communities of color, and deprive families of the enjoyment and orderly transfer of generational wealth. Records continues to expand upon innovative partnerships with community stakeholders in the nonprofit, educational, legal, and law enforcement arenas, and with the Register of Wills to educate the public about these issues and provide tools to prevent or resolve them.

The second core function is the City Archives, one of the largest and oldest municipal archives in the United States. The Archives has a vital role to play in inclusively expanding community outreach to a more diverse group of residents than have traditionally accessed the Archives. Beginning with a permanent indoor interactive mural installed in 2018 highlighting the issues of redlining, and resistance to housing discrimination, and enslavement in Philadelphia, the Archives has reimagined how to expand from being largely a professional research facility to one actively creating a dialogue with Philadelphia communities on the history of marginalized groups in the city. The Archives has been doing so through exhibits, a panel series, and now with the 7th Ward Tribute, a project being developed with a grant from Pew Charitable Trust, and an upcoming RFP to digitize genealogical records.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

With respect to deed fraud, Records has retained a local MBE public relations firm to develop the first ever citywide outreach campaign to educate the public on deed fraud, placing particular emphasis on communities of color, which have the disproportionate share of victims. Regarding tangled title, Records is continuing and expanding its partnership with the Register of Wills' Probate Deferment Initiative which defers probate fees and waives recording fees for qualified individuals experiencing tangled title, the large majority of which reside in communities of color. The challenge of these efforts is continuing to reach enough residents in meaningful ways to have a measurable impact.

The City Archives 7th Ward Tribute will consist of a series of permanent art installations in the community over the next two years, highlighting the culturally vibrant Black community that flourished in the 7th Ward in the early twentieth century. This is the Archives' historic first effort to expand beyond the office's four walls and bring the Archives into the communities across the city. The challenge and opportunity of the Tribute is to ensure that the office structures it an inclusive manner that incorporates input from community stakeholders and historians in order

to present an equitable and meaningful experience. Finally, Archives will be issuing a concession RFP this spring to digitize over 11 million genealogical records from the city's collection, with the goal of making them available online (in addition to in-person) at no cost to Philadelphia residents. This will permit Philadelphia residents to access their family histories in a way previously unavailable. The challenge of the project is to ensure equitable access to this digitized material.

Regarding deed fraud, during the two years of the pandemic Records has seen a substantial reduction in deed fraud reports submitted to us (from about 145 to 55). However, it remains to be seen the extent to which this reduction is pandemic related. Ultimately, the goal is to see a sustained annual reduction over time. In the meantime, the goal is that the outreach campaign will increase participation (currently approximately 1,500) in the office's Fraud Guard service, a free email alert service that notifies subscribers if a document is recorded with their name in it. Regarding tangled title, the office seeks to increase participation in the Probate Deferment Initiative through continued public outreach efforts with the Register of Wills and increase the number of tangled titles resolved through the program (currently resolved almost 15 tangled titles). Regarding, Archives is in the process of determining how to measure impacts for the 7th Ward Tribute. Regarding the digitization RFP, the office ultimately will measure the number of city residents who access the online genealogical records.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

- As part of addressing a COVID-related deed recording backlog, Records began offering cross-training opportunities to anyone interested in the department to learn deed recording. Over twenty team members have or will be cross trained, which opens up potential career path options in this higher skilled position.
- Records has also begun identifying team members who have or recently received bachelor or more advanced degrees for potential growth and leadership opportunities in the department.
- The office continues to offer a variety of trainings to team members in relevant areas from the Law Department, law enforcement, and related government agencies.
- The office has also begun to offer opportunities to the team to participate in the development and creation of public presentations given by the Commissioner or Deputy Commissioner. This has included the opportunity to co-present with department leadership. For example, in September 2021, members of the Archives researched and created a PowerPoint presentation given to a statewide real estate industry association, and then co-presented with the Commissioner to a group of over two hundred people.
- Records continues to offer team members the opportunities to represent the department at a few dozen community outreach events annually to answer questions about deed fraud, tangled title, and other deed recording questions encountered by members of the public, who often may be unrepresented by real estate professionals.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

All of the programs described above and the budgets underlying them involve extensive engagement with internal and/or external stakeholders. With respect to deed fraud, Records has partnered for several years with the Philadelphia Bar Association Fraudulent Conveyance Task Force, a diverse and inclusive group consisting of representatives from the nonprofit legal services community, the courts, law enforcement, housing nonprofits, local law school clinics, state and local elected officials, and other related state, local, and nonprofit agencies. Regarding tangled title, Records continues its partnership with the Register of Wills to perform community outreach to train community leaders, elected officials, and residents on tangled title on how to preserve their generational wealth. It has also included outreach to learn best practices from other jurisdictions where tangled title disproportionately impacts communities of color, such as southeastern Louisiana and Puerto Rico. Finally, Archives' 7th Ward Tribute will involve extensive input from community stakeholders, and a diverse group of historians and experts on how develop the Tribute in a manner that fosters an inclusive experience for Philadelphia residents.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

Not currently.

Department of Revenue

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with [the City's vision for racial equity](#). What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The Department of Revenue's mission is to collect tax and non-tax revenue due to the City and tax revenue due to the School District of Philadelphia which serves children and communities of color. Revenue's collection work generates the funds required by other departments to deliver services to the residents of Philadelphia.

Our core functions align with all four of the four Mayoral priorities: Quality Education for All, Inclusive Economy and Thriving Neighborhoods, a Diverse, Efficient, and Effective Government, and Health Equity for All. Our Racial Equity strategies are internally and externally focused. Through our fair and equitable tax collections programs, funding is provided to children of the School District of Philadelphia. Our assistance programs and community outreach efforts provide financial stability and wealth generation to under-served BIPOC communities and allow neighborhoods to thrive. These assistance programs provide a safety net for residents affected by systems of oppression and mitigate economic forces, like gentrification. Additionally, Revenue has made strides reducing tax burdens for local small business, as well as streamlining registration and filing requirements, making it easier for people of color to start and maintain businesses. To improve health and well-being, the Department has also amended its shut-off policies to reduce the number of households who face a shut-off notice.

Furthermore, our internal facing racial equity strategies provide professional development to a largely diverse group of supervisors and managers.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

After developing the Racial Equity Action Plan, the group initially formulated to work on racial equity strategies continue to meet biweekly and expanded to include other key members of the Department to further develop and administer the following programs and initiatives with a DEI focus.

Internal DEI Focus: The Department continues to build on its leadership program for supervisors and managers with a DEI focus and has engaged staff in a series of racial equity listening sessions followed up by a survey to understand racial issues that impact them. The results of the survey and listening sessions informed a Lunch and Learn Access to Wellness Series that offers quick 30-to-45-minute virtual workshops on a variety of topics; including, but not limited to race, sexual

orientation, working with the LGBTQ+ Community, social economics, career planning and Revenue assistance programs. These sessions are also offered to employees in other departments, space-permitting. Through the end of Calendar Year 2022, we have had a combined total of 111 participants in the seven sessions. A recurring budget allocation of \$40,000 is dedicated to this initiative.

Innovative Outreach:

The Department continues to develop innovative ways to reach vulnerable taxpayers who do not have access to digital communication, especially those in typically underserved neighborhoods of color. In 2022, Revenue held a listening session with community groups that work with immigrant communities. The Outreach team has also trained staff from the Office of Community Empowerment and Opportunity to support residents who are eligible for Real Estate Tax and water assistance. Other outreach plans include a door-to-door campaign, potential texting project, and community collaboration with City Council.

Assistance Program Auto Enrollment Initiative

Revenue continues to explore ways to proactively enroll residents into assistance programs. Through cross-departmental collaborations, we are now able to auto-enroll seniors into the Senior Citizen Tax Freeze. We are also moving forward with cross enrollment of water assistance participants into Real Estate Tax assistance programs. Two challenges of these initiatives are the availability of accurate data across departments and the legal responsibility of maintaining confidentiality. Finally, through a partnership with the Commonwealth, we will automatically enroll Low-Income Household Water Assistance Program (LIHWAP) grant recipients into the Tiered Assistance Program (TAP).

Water Affordability Programs and Outreach

Customers who are enrolled in the Tiered Assistance Program (TAP) receive low-cost affordable bills capped at 2%-4% of their household income. The Senior Citizen Discount program discounts bills 25% for those eligible. Customers can also access assistance through payment agreements. Working with the Office of Innovation and Technology and the Office of Community Empowerment & Opportunity, the Department created texting campaigns for individuals facing shutoff who may qualify for assistance, resulting in about 1,000 new TAP enrollees.

For those without digital access, the Department mailed printed copies of applications and other information needed to help guide customers through the application. Revenue collaborated with the Community Resource Corps and other Departments to identify possible TAP customers. Through texting and door-knocking, Revenue was able to provide direct guidance to customers applying for assistance.

Like tax assistance programs, water affordability programs are crucial safety nets for communities of color in Philadelphia.

Equitable Enforcement policies

The Department continues to administer the Owner-Occupied Payment Agreement (OOPA) program, which protects vulnerable homeowners from Sheriff Sale, eliminates the penalties and interest assessed for delinquent taxes for most participants, and preserves homeownership. The OOPA program provides some of the strongest Sheriff Sale protections in the country. Revenue continues to protect low-income households through new and expanded shutoff protections. The Department has implemented a multi-pronged approach to ensure vulnerable

customers can maintain their water service. These policies included raising the level of delinquency that triggers a shutoff from \$150 to \$1,000, excluding TAP and Senior Citizen Discount customers, customers that receive Medicaid assistance (indicating the customer was low-income or there were children in the home), and those customers who received homelessness prevention services. Additionally, tenants whose landlords were delinquent were also excluded from shutoff. With updates to TAP, customers can now earn a portion of principal forgiveness when their monthly TAP bill is paid in full. Previously, TAP customers had to make 24 months of TAP bill payments. With this updated forgiveness policy, TAP customers are able reduce their pre-program debt faster, reducing generational debt.

The water billing system has limited demographic information which hampers the Department's ability to identify and protect vulnerable customers. Revenue will work closely with the Office of Integrated Data for Evidence & Action (IDEA) and other Departments to identify customers who may be eligible for water assistance.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

The Department has a recurring budget allocation of \$40,000 to create a racially inclusive workplace culture, hiring practices and equitable outcomes for our customers. The funding supports the leadership development for supervisors and managers, internal recruiting efforts to attract more diverse candidates for critical high-level positions, and expanding outreach initiatives with community organizations representing BIPOC communities to educate and enroll in all eligible assistance programs.

All interview panels (Civil Service and Exempt) consist of diverse interviewers. Having a diverse candidate pool is key, so the Department works with HR and Talent to source for diverse candidates through minority organizations and schools. With the new certification rules allowing for more interview candidates for each vacancy v we are able to include available diverse candidates in most, if not all interviews.

In the FY23 budget, the Department received funding to implement changes to Real Estate Assistance programs. A significant portion of this allocation, about \$500,000, is devoted to outreach specifically to improve participation in assistance programs in BIPOC communities.

4. Is there any critical unmet need within your budget that inhibits your department's achievement of its greatest racial equity priorities? If so, briefly describe.

There are no critical unmet needs.

5. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

While community stakeholders are not directly involved in our budget process, we have engaged external stakeholders to determine how best to reach the communities they serve. In August, the Department conducted a listening session for groups who work with immigrant populations in

Philadelphia. The session gleaned additional insights into how we can best serve communities of color.

This fiscal year, we have expanded our program/policy design by consolidating the Racial Equity Strategy Team and Community Impact Workgroup, previously dedicated to PRISM design and communication, into one group for the sole purpose of providing dedicated resources to the development of racial equity programs and initiatives. This team is comprised of approximately 15 diverse employees at all levels of the organization and racial demographics. The expanded group will focus on continuing the analysis of the census tract mapping analytics data and other data resources to identify the most vulnerable populations and work with community partners representing those populations, such as schools, churches and immigrant organizations to provide more financial assistance through Tax relief and water –bill affordability programs. Additionally, the team that participates in the annual operating budget process is a diverse group of executive leaders, directors and managers, including LatinX individuals and African Americans.

District Attorney's Office

Existing Spending and Operations

1. **Please briefly describe how the core functions of your agency intersect with [the City's vision for racial equity](#). What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The Philadelphia District Attorney's Office (DAO) is working to build a safer, fairer, and more just Philadelphia. The 600-person staff is comprised of 300 ADA's, detectives and business professionals that are committed to serving the 1.5 million residents of Philadelphia and are responsible for the prosecution of over 40,000 criminal cases annually. The DAO's mission is to protect the community and provide a voice for victims of crime. The DAO is organized in eight Divisions: Pre-Trial, Trial, Investigations, Juvenile, Law, Victim Support Services, Detectives, and General Support.

The DAO's core functions are to maintain public safety through the prosecution and prevention of crime. There are major opportunities to advance racial equity in both areas. More specialized investigations and prosecutions allows for more equitable enforcement of our crime code. The DAO through budgeting and allocation of resources has invested heavily in increasing the capacity of our Investigation Division. This Division includes Economic Crimes, Special Investigations, Conviction Integrity, Public Nuisance Taskforce and the Gun Violence Taskforce. For too long, DAO resources were almost exclusively dedicated to prosecutions resulting from low-level enforcement based on sight arrests of historically disadvantaged stakeholders and communities, while economic crimes, police misconduct, election protection, and wrongful convictions went underfunded. Investigating these specialized crimes advances racial equity because historically disadvantaged populations are often preyed upon for economic crime and government misconduct.

A racially equitable Philadelphia must include an anti-racist legal system. Although institutional change takes time and the commitment of many stakeholders, the DAO plays an extremely important role and is committed to improving racial equity among DAO staff and within our investigative and prosecutorial practices.

The DAO is committed to being able to analyze and assess equity impact starting with robust data quality and collection practices. The DAO is spearheading reforms and improvements to our data collection/quality efforts in a variety of areas that support equity initiatives. The DAO is committed to doing its part and to work with partners and stakeholders and city entities to do more.

2. **What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies., please provide information on impact to date. What impact they have had on outputs and outcomes measures related to racial equity.**

[Victim Support Services Division](#)

The Victim Support Services Division includes the Victim Services Unit, Crisis Assistance Response and Engagement for Survivors of homicide (CARES) Unit, and the Victim Witness Relocation

Program. The Victim Support Services Division serves as a bridge between the criminal justice system and the larger victim services community.

Strengths/Weaknesses

One strength of this program is that the staff for the V/W unit is highly diverse and represents the diverse characteristics of the communities it serves—including Black, brown, and disinvested neighborhoods. Another strength of the program is the unit’s commitment to promoting part-time staff to full-time positions with benefits and growth opportunities. Lastly, another strength of this program is its collaborative nature; the V/W unit has worked closely with the Office of the Victim Advocate (OVC), The Philadelphia Coalition on Victim Advocacy (PCVA), National Organization Victims Advocacy (National NOVA), and grassroots advocacy groups.

One key weakness for the V/W unit is the need to further diversify its supports, cultural and translation services to include Asian, Asian Pacific, African, Mandarin, Cantonese and non-documented victims. These communities have experienced an uptick in crime and trauma during the COVID-19 pandemic.

Opportunities/Threats

One potential threat to achieving equity is a lack of funding to support more part-time staff moving into full-time positions; without additional funding, retention will become more challenging and this push for better employment opportunities will not be sustainable.

The V/W unit has identified several opportunities for the FY24 budget, including developing a smartphone app to improve engagement with victims and provide direct services (e.g., free court transportation, victim compensation assistance, service referrals, and court reminders).

Performance Impact

- The Victim Support Services staff is 76% people of color and 84% female.
- This unit provided services to 44,440 clients from primarily black, brown and underserved communities in FY22.
- Of those 44,440 clients served who reported their race, 45.3% were black and brown.

Juvenile Diversion

Overview-

The Philadelphia District Attorney's Office Juvenile Division is implementing a non-traditional diversion strategy that utilizes a multi-pronged approach to hold youth accountable, increase community safety, and offer expanded offramps to facilitate youth redemption, prioritizing progress over perfection. Evidence-informed expansion of diversion that emphasizes competency development in the areas of pro-social skills, moral reasoning skills, academic skills, workforce development skills, and independent living skills. We have expanded access to diversion by removing common barriers that keep young people from being offered a pathway out of the system. Alongside improved access, we have increased the number and quality of offramps that can be used to keep youth out of court and in the community, recognizing that offramps are most successful when they lead to quality services and programming.

Strengths/Weaknesses -2-4 sentences

Partnerships with local non-profits and providers of which 75% are led and staffed by Black and Brown to reduce barriers into programming, improve the content and delivery of programming, and restore victims. An additional strength is the commitment to minimizing the impact of the criminal legal system for youth who successfully complete our various programs. They are eligible for continued mentoring, record expungement, internships, scholarships, restitution funding and are connected to additional resources.

Providing restitution funding to repay victims of crime. Limited access to professional clinical services. Unfortunately, currently there are excessive wait times to access the services and schedule appointments. Secondly, transportation for youth to participate in programs is limited.

Opportunities/Threats

Developmentally appropriate diversion programs enable us to achieve these goals while also helping a young person avoid the collateral consequences and stigma of justice system involvement. Juvenile's in existing diversion programming are primarily youth between the ages of 10-17 and are 80% black, 15 % Latino and 5% non-black and brown.

Performance Impact

- Philadelphia youth primarily between the ages of 10-17 that experience interactions with the legal system are 80% black, 15 % Latino and 5% non-black and brown.
- The Diversion staff, non-profits and service providers 75% are black and brown, which includes; professional mental health professionals to ensure cultural and racial biases are minimum.
- 358 youth were diverted in 2022.
- 29 Providers of which 75% are led and staffed by persons of color.

General Support Division

Overview-

The General Support Division advances racial equity through the executive functions of Community Engagement and the District Attorney's Transparency Analytics (DATA) Lab, the DAO foster racial equity through exchanging information and resources with communities. The DATA Lab provides public transparency to the DAO's work and serves as a communication conduit to community and external agencies where real time data and policies can be accessed.

Strengths/Weaknesses

The DATA Lab supported the creation of the Data CoLab and the 57 Blocks Initiatives, which are strategies to incorporate community lead, non-law enforcement, evidence-informed services and improvements to neighborhoods in conversations with community-based organizations on the root causes and funding priorities for violence. The Community Engagement Unit deploys community walk throughs, school visits and attending events.

The DATA Lab supported the development of a LGBTQ+ arrest tracker, published Data Stories highlighting the impact of some of its key policies and programs and shared job postings.

The DAO has continued its efforts to support, retain and attract a diverse staff. The General Support Division has increased and diversified its staff in FY23 and is currently integrating DEI

and wellness Initiatives. Equitable salaries, promotions and hiring practices continue to be a priority.

Opportunities/Threats

The DATA Lab opportunities to further develop the DAO's role in supporting community-led work, community-based participatory research, leveraged internal resources and efforts to make data more accessible to the community.

The DATA Lab would also like to update the District Attorney's public data dashboard to include racial and ethnic data. In addition to being publicly available and aggregated, this data will be available for researchers to further investigate racial equity within the DAO's procedures and case outcomes.

Performance Impact

- FY22 DAO Staff demographics are 26.79 % Black (non-Hispanic), 7.76% Hispanic Latino 4.87% Asian and .15 Amer. Indian/Alaska Native. 59% of DAO staff is female.
- 36 Community Based Organizations awarded \$1, 014,752 from the Civil Asset Forfeiture Fund in FY22-FY23.
- The DATA CoLab hosted 4 community workshops and 57 Blocks was presented 27 times primarily in communities of color to a total of 730 attendees.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

The DAO has made equitable recruitment, retention and retirement a priority. Since 2018, DA Krasner has identified and corrected historic wage and salary discrepancies associated with race, gender, and other biases through the implementation of a tiered pay-scale based on years of experience. Despite early success, this compensation adjustment strategy combined with the uncertainty of the legal market has made retention for diverse attorneys more challenging. In addition to recruiting at nationally ranked law schools that have high number of minority graduates, the DAO has sought out and established relationships with the six national historically black law schools. To further our efforts at diversifying our applicant pool, this Fall we participated in recruitment events with Affinity groups at our Philadelphia law schools. The DAO is more focused on improving the onboarding process, developing clearly defined career paths, continuous training and efficient delivery of internal resources so that staff feel fully equipped to meet their professional goals throughout their career at the DAO. What undergirds all of this, is a culture of trust and respect that explicitly values growth.

We gathered feedback from our own employees and it validated current research: a great indicator of employee engagement is their satisfaction during recruitment and onboarding. We have improved both of these processes in FY22 and FY23 and will continue to do so in FY24-28. Just to name a few of the specific actions we took in response to employee feedback: we included over 30 young Assistant District Attorneys in the hiring process for entry level positions, we deployed brand new equipment to nearly 100 new employees within their first day, and we integrated a performance feedback period after 90-days of employment. We will continue to strategically gather and implement feedback from staff as part of our five-year plan, and we hope to see it positively impact retention.

We continue our efforts at building an anti-racist, anti-sexist, and anti-classist workplace. We are investing more into our Human Resources Department and professional development. In

Comparing FY22 to FY23 YTD, our retention has improved by 65% and we see this as an indicator of inclusion. Trainings related to disability and LBGTQIA awareness as it relates to criminal justice work were offered in 2022 and additional trainings are planned for the upcoming year.

4. Is there any critical unmet need within your budget that inhibits your department's achievement of its greatest racial equity priorities?

The DAO is concerned with compensation keeping pace with demand for talented. Like the City of Philadelphia Law Department's Racial Equity Action Framework, which identifies that "...educational and access inconsistencies in BIPOC communities entering the law pipeline, which negatively impacts our recruitment efforts," and "BIPOC communities disproportionately experience wealth gaps and must make decisions to leave Law Department positions based on pay. This negatively impacts our ability to retain talent" are issues that impact attorneys employed in the City. Without continued investments in compensation, all the DAO's efforts to a more inclusive workplace can evaporate.

5. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget.

We are committed to serving Philadelphia as a partner in building safer communities but recognize that this is the work of movements and the work of many hands, not ours alone. We take seriously our responsibility to work in collaboration with external stakeholders including marginalized communities and value the expertise that people outside of our office have in influencing both our internal operations and external policies and practices for the better. Our office works in partnership with community members and with community-based organizations through

- In FY22 awarded \$764,751 in money obtained from Civil Asset Forfeiture Fund via grants to 32 community-based organizations (CBO) and \$250k to 12 CBO's thus far in FY23.
- Through our Data CoLab, the DAO has conducted 4 community workshops and presented data around the 57 blocks where the most shootings occur 27 times primarily in communities of color to a total of 730 attendees.
- In the future, we hope to continue these conversations about non-law enforcement interventions to improve public safety through more public engagement and coordination with other City agencies.

New Requests/Justifications

6. If applicable, what new critical programs or policies (indicated with "New Request" in your budget proposal) does your office propose to administer to improve racial equity? For each new critical program or policy referenced above ("New Requests"), please briefly describe performance impacts. What impact will these requests each have on output and outcomes measures related to racial equity?

- Gun violence, organized retail theft, public corruption, and wrongful convictions all disproportionately impact historically underserved communities of color. Focusing our efforts in these areas, we hope to

improve the circumstances for those most impacted. Further, we prioritize administering a diverse, inclusive, efficient and effective government in supporting the DAO community. Complimenting these investigative and prosecutorial investments, the DAO is requesting an investment in our fiscal and technological health. As the DAO strives to return to staffing levels pre-COVID, the DAO is committed to increasing diversity among all staff. Like the Law Department's Racial Cohort 2022 analysis, the DAO believes that attorneys need competitive compensation to remain in government work. Professional growth, career advancement, and job satisfaction are all interrelated with both compensation and the DAO's ability to deliver resources efficient and effectively. The DAO is requesting funding to grow our administrative units to ensure finance compliance, improve organizational design and capitalize on investments in our employees.

- Internally, the DAO's budget team is proudly comprised of people of color and women. The Team leaders are 66% people of color and 50% women. Externally, we are committed to serving Philadelphia as a partner in building safer communities but recognize that this is the work of movements and the work of many hands, not ours alone. Our Community Engagement Unit facilitates regular faith leader breakfasts, town halls with community development corporations and attends community group meetings to elicit feedback on the impact of DAO policies and the development of future programs. We continue to award money obtained from Civil Asset Forfeiture to community-based organizations, focusing on communities most impacted by gun violence and drug misuse. Through our grant-funded DATA Lab, we launched our Data CoLab initiative which supports community-based organizations in utilizing data to enhance their work, supports organizations interested in participatory research to examine the impact and outcomes of their work, and offers space for community-based organizations and those they serve to provide direct feedback on our policies and their impact on residents.

Potential Reductions/Cut Scenarios

- 7. What programs or policies does your office present for the requested reduction/spending cut? For each program or policy referenced above ("Potential Reductions"), please briefly describe performance impacts. What impact would these reductions each have on output and outcomes measures related to racial equity?**

The DAO budget is over 90% personnel with minimum funding for Classes 200, 300 and 400. Therefore, we believe that salary reductions would be more difficult to sustain for our staff from historically under-represented, under-served backgrounds. This would undermine our retention goals, our diversity and inclusion goals, and our ability to sustain operations.

Department of Aviation

Existing Spending and Operations

1. **Please briefly describe how the core functions of your agency connect with and advance the [City's vision for racial equity](#). What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The Division of Aviation (DOA) maintains a steadfast commitment to advancing racial equity and it begins with our PRIDE values.

1. **People First** - Our employees, stakeholders, and passengers
2. **Respect** - To ourselves, our customers, and our environment
3. **Integrity** - We hold ourselves responsible for what we do, say and think (Talking the talk, walking the walk)
4. **Diversity** – Purposefully Inclusive and accepting of all
5. **Excellence** - We hold ourselves to the highest standards of service, innovation, and efficiency.

Aviation stood up the Racial Equity Advisory Council (REAC) in June 2020 to drive meaningful change and lasting impact throughout the airport community. REAC's efforts have garnered local, regional, and national awards and recognition. Aviation's broad impact doesn't stop there, with several employees holding leadership positions that help drive more equitable outcomes. Api Appulingam, Deputy of Aviation – Capital Development, currently serves as Chair for the American Association of Airport Executives (AAAE) Northeast Chapter DEI Committee and Vice Chair for AAAE's overarching DEI committee. Deatrice Isaac, Deputy of Airport Procurement, serves on the Philadelphia Chamber of Commerce's Diverse Procurement Collaborative (DPC) as one of four co-chairs. The DPC program was created to facilitate the exchange of best practices, build a community of business leaders committed to diverse procurement practices, and create accountability through benchmarking.

Aviation was also part of the Citywide Racial Equity Strategy Implementation Plan's first cohort of departments. Led by The Mayor's Office of Diversity, Equity and Inclusion, the strategy is an important step to ensure that race is not a determinant of success and all Philadelphians can thrive.

Aviation's award-winning Office of Business Diversity (OBD) offers several programs and initiatives designed to reduce existing and historic racial and social inequities in access to contracting opportunities, environmental justice, limited English proficiency, accessibility, supporting neurodiverse individuals and Title VI nondiscrimination for travelers and LGBTQ+ travelers.

Several members of Aviation, including representatives from Capital Development, Revenue, Diversity, and Procurement have been active in the City's Infrastructure & Investments Job Act (IIJA) Committee; focusing on ensuring diversity in opportunities for City projects funded with IIJA funds. Aviation developed and delivered the document title "Ensuring Business Participation on infrastructure and Investments Job Act Projects for City of Philadelphia Departmental Projects." This primer on required and desired components and outcomes of contracting diversity programs when using Federal funds was prepared to assist City departments rapidly get up to speed on how Federal funds, existing diversity programs, and new initiatives intersect.

Aviation is home to an award-winning Arts and Exhibitions program that features locally and nationally renowned artists who reflect the diversity of Philadelphia’s residents and the airport’s travelers.

Looking ahead to 2023, the afore-mentioned programs and initiatives present tangible opportunities to continue advancing racial equity throughout the workforce, the airport, and beyond.

- 2. What critical programs, initiatives, or policies does your office administer with your current budget to improve racial equity? In briefly describing this program, initiative, or policy, please include (a) how you measure its success (including any performance measures and/or data/tools available), (b) observable strengths in advancing racial equity, and (c) observable challenges or opportunities for growth in advancing racial equity. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies., please provide information on impact to date. What impact they have had on outputs and outcomes measures related to racial equity.**

BUSINESS DIVERSITY PROGRAM

Contracting Opportunities

Aviation operates several diverse business programs. Aviation coordinates with the Office of Economic Opportunity (OEO) on diversity contracting for locally funded projects and OBD has direct responsibility for several federal diversity contracting programs: The Federal DBE Program, the Federal ACDBE Program (for Airport Concessions), the Federal Certification Program, and the new SBE Program (Small Business Enterprise). Aviation has also implemented the Local Business Purchasing Initiative (LBPI), which is a citywide initiative.

For locally funded projects, Aviation works with the OEO to set ranges and monitors M/W/DSBE individual contract ranges, payments, and overall goal. For Federal (US DOT) funded projects, OBD sets contract level goals and overall goals, monitors projects and payments, certifies firms for the federal program, reviews RFP and bid submissions for DBE participation, and reviews concession leases for ACDBE participation.

Aviation is a member of the US DOT Business Diversity Program which includes 60 transportation agencies statewide that receive funds from the FAA, the FHWA and the FTA. Aviation also serves on the Standing Committee on Contracting Equity of the National Transportation Research Board helping to develop policies nationwide and subjects to get funding for studies in this area.

In late 2021, Aviation submitted a waiver from the requirement to set one overall goal for ACDBE participation and requested approval to set black and brown sub-goals. While the FAA determined in 2022 that this request could not be granted, it fostered internal and external discussions with our stakeholders on how to focus resources and efforts to continue to make impacts in this area.

Concessionaire Pandemic Support

During the pandemic Aviation provided flexibility with lease payments for businesses, forgiving and delaying some payments and renegotiating some terms with firms. As of October 2022, 148 of 170 locations have reopened and the remaining locations are in various phases of construction or lease evaluation. Over 1,500 employees have returned to work, which represents 73% of Pre-COVID levels. During the CY 2022 pandemic recovery period, Aviation extended its relief program which waived minimum annual guarantee requirements and reduced percentage rents in accordance with the recovery of terminal enplanement levels. A total of \$60.4M in sales was generated by ACDBE vendors, accounting for 45.1% of total food, beverage, and retail program sales from January through October 2022.

Business Opportunity Forum (BOF)

Aviation hosted its tenth annual Business Opportunity Forum on September 30, 2022. The forum was held virtually in conjunction with the City of Philadelphia’s Minority Enterprise Development (MED) Week. The forum was attended by 320 participants representing businesses and partnering agencies. This year’s event included, a General Session CEO Roundtable focusing on moving from recovery to resurgence, seven Breakout Sessions, and a Question-and-Answer driven Closing Session followed by Networking. Of the participants registered: 53% represented minority or women-owned business enterprises.

Outreach Events and Workshops

Aviation partners with a diverse cross-section of stakeholders for outreach events and workshops. Efforts over the past year include:

- OEO’s Doing Business in the City
- Congresswoman Mary Gay Scanlon’s Philadelphia Local Contracting Opportunities Forum
- Senator Sharif Street’s Diverse Minority Business Forum
- Restroom Renovation Project Diverse Business Outreach and Networking Event
- FY2023-2025 DBE Goal-setting Stakeholder Outreach Roundtable
- PHL 2022 Leasing Outreach- May 2022

Business Diversity Metrics

1. Business Opportunity Forum – 320 Attendees, 63% represented minority or women-owned business enterprises.
2. Concessions – 76% diverse partner or sole ownership participation; 35% of reopened concessions are 100% ACDBE-owned.
3. Federal fiscal year 2022 - from October 1, 2021 to September 30, 2022, approximately \$54 million in sales were earned by ACDBE vendors, which accounted for 45% of total food, beverage, and retail programs throughout the year.
4. Participation Goals

Program	FY 22 Goal	FY 22 Achieved
PHL OEO	30%	36%
PHL Federal DBE	17.93%*	16.7%
PHL Federal ACDBE	21.03%	35%
PHL ACDBE Marketplace Storefront Concessions	35%	45%

The federal fiscal year runs from October 1st thru September 30th.

DIVERSITY, EQUITY AND INCLUSION (DEI) PROGRAM

Racial Equity Advisory Council (REAC)

REAC's approach to cultivating an increased sense of understanding/awareness, comradery and belonging amongst staff is built on four main pillars: Information Gathering, Creating Safe Spaces, Building Awareness and Education.

- Average attendance at cultural roundtables: 40 people
- Average attendance at Thurs-YAY! interactive virtual learning sessions: 25 people
- Average attendance at Extended Leadership Team DEI Training Sessions (mandatory for senior manager level and above): 50 people

Citywide Racial Equity Strategy

Aviation's participation in the Citywide Racial Equity Strategy implementation plan's first cohort aligned with REAC's existing efforts to drive more equitable outcomes for all Aviation employees. Involvement in the first cohort included departmental racial equity self-assessments, preliminary racial action planning, foundational racial equity knowledge-building, and final department anti-racist impact frameworks. Participating departments generated a result statement, indicators, hot roots, and strategies connected to each root.

Workforce Development

The Workforce Development Unit's programs support incumbent Aviation employees through the newly, formalized Bridge Program which provides upskilling and reskilling opportunities for promotion, creates career pathways for external jobseekers and raises awareness about employment opportunities at PHL. The Human Resources unit offers a variety of training modules and professional development opportunities that support DEI, health and wellness, skill building and more.

PHL's workforce development external strategy focuses on programs and initiatives addressing the talent needs of employers while dismantling barriers that prevent Philadelphians from professional success. Through a variety of engagement opportunities, jobseekers will be connected to resources that support meaningful employment, including:

- PHL Food & Shops Job Fair
- Hospitality Careers Program
- Workshops
- PHL Career Exposure

Aviation is currently updating its workforce development study, initially completed in 2013 and revised in 2017. Part of that process includes coordination with regional stakeholders including the Philadelphia Workforce Professionals Alliance.

Community Engagement

Keeping PHL's neighbors engaged and informed is essential to the airport's stability and growth. Aviation's advocacy, maintaining open lines of communication, consistent engagement with local Philadelphians and the region, we are strengthening a collective sense of belonging and comradery for community stakeholders. Some of the ways Aviation engages with its nearby residents include:

- Quarterly Neighborhood Meetings with Local Community Groups
- Surveys

- PHL Neighbor Newsletter
- Community Engagement Website
- Annual 5K Runway Run

Southwest Initiatives for Neighborhood Growth (SWING)

The objective of this program is to grow stronger relationships with PHL’s surrounding neighborhoods through impact-driven engagement and connectivity to resources. For the better part of a decade, PHL has developed and implemented a series of outreach and training programs designed to increase diversity in jobs, contracting, and procurement opportunities. As the region emerges from the COVID-19 pandemic, PHL is committed to assisting our neighboring communities.

ARTS AND EXHIBITIONS

The Exhibitions Program is responsible for organizing and presenting rotating exhibitions that are located throughout the Airport. The exhibits change throughout the year to provide a variety of educational and cultural programs. This forum for presenting visual arts attests to Aviation’s commitment to supporting arts and culture.

The Exhibitions Program provides tens of millions of visitors from region and around the world access to a wide variety of art forms by artists and arts institutions from the Philadelphia area. There were 30 exhibits presented throughout the airport from January - October 2022.

- 21 featured solo/single artist exhibitions by minority artists. Out of the 21 opportunities for solo/single artist exhibitions, 100% featured artwork by minority artists.
- 9 exhibitions focused on collections, themes, or group exhibitions, 7 of those exhibitions featured minority-based artifacts/minority artists or >77%.

Aviation's Business and Diversity Awards

- 2021 Women in Transportation Seminar (WTS) Philadelphia’s Diversity Award
- 2022 Northeast Chapter of the American Association of Airport Executives (AAAE-NEC) Diversity, Equity, and Inclusion Award

3. Please briefly describe how your department is using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

Aviation anticipates adding to its workforce with a goal of increasing diversity at all levels of the organization. Funds are budgeted for the recruitment of diverse, qualified candidates. Aviation’s budget includes funding to support different workforce development programs, including apprenticeships, small-scale career exposure experiences, external stakeholder engagement, etc. Aviation’s budget also allocates funding for tuition reimbursement and internal and external professional development programs for line staff, supervisors, and managers. Aviation has created a set of internal professional development programs, such as Resources and Information for Supervisory Enrichment (RISE), Stars and Leads, Leadership Academy, Supervising with Pride, and other initiatives.

Aviation offers platforms to encourage employee engagement: P.R.I.D.E. Recognition and Awards Program; Thurs-yay (virtual water cooler conversations); book club; safe spaces for processing vulnerability; surveys; suggestion boxes; townhalls; unit check-ins; and a wellness program called ‘PHL WELL’. In addition, we are looking forward in 2023 to implementing Airport Empowerment

Groups (AEGs), starting with YoPro, a group for young professionals in aviation and rolling out our PHL P.R.I.D.E. Week, which will highlight our Airport values.

Our Guest Experience (GX) Team spearheads Aviation's GX Council, which is comprised of internal and external stakeholders throughout the Airport ecosystem that focuses on improving the overall guest experience from curbside to takeoff. As part of their efforts, GX has started an airport-wide employee recognition program, which includes both Division of Aviation employees and the almost 20,000 other employees within the Airport ecosystem, that presents quarterly awards and recognition for providing our guests with outstanding customer service.

Third-party relationships have been established to support employees, including partnerships with: Employee Assistance Program (EAP), Penn Behavioral Health, Health Department, Nationwide, TriZen, Excel Service Consulting, LLC, DBHIDS, Equity and Results, and MyActiveHealth.

4. Is there any critical unmet need within your budget that inhibits your department's achievement of its greatest racial equity priorities? If so, briefly describe.

Aviation offers its employees, customers, and stakeholders many engagement opportunities to help achieve our overall racial equity priorities. As new focus areas and needs arise, Aviation will continue to incorporate new programs

5. How have you involved internal and external stakeholders, including marginalized communities of color, in your department's budget process?

Aviation maintains consistent communication with its employees and business partners, including airlines, concessionaires, near neighbors and various internal/external stakeholders regarding funding and various airport matters (see stakeholder illustrations below). Examples of ongoing engagement include a comprehensive Community Engagement Strategy, Guest Experience Council, Airport Advisory Board meetings, Projects Controls meetings, contract and task order review meetings, and various Airport-Airline Committee meetings, etc.



Fire Department

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with [the City's vision for racial equity](#). What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

Racial equity is embedded in the Philadelphia Fire Department's core mission of providing dedicated service 24x7x365 – in every neighborhood of the city. Regardless of who calls 911, the PFD always responds; the PFD never says “no.” Although the PFD is one of the most diverse fire-EMS departments in the country, the PFD continuously works with the City's Office of Human Resources to recruit, hire, promote, and retain a workforce whose demographics reflect the racial, ethnic, and gender makeup of the City of Philadelphia. Building a diverse workforce at all ranks starts with the entry-level positions, and this is where recent investments have supported the incredible work the PFD Recruitment unit does with reaching out to potential candidates through community events, job fairs, career fairs, schools and technical training programs. The Recruitment unit is tasked specifically with managing direct outreach to interested candidates, reaching untapped communities, targeting hard-to-fill positions, and growing interest in fire and EMS careers through youth occupational programs.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

The department's core service is providing firefighting and emergency medical services (EMS). The PFD responds 24x7x365 across the City of Philadelphia, no matter who calls 911. The department is the medical safety net for the entire community, providing EMS care hundreds of times a day for everyday traumas and illnesses as well as for many of the city's COVID patients, opioid overdose survivors, and gunshot victims. The PFD protects the city's affordable housing stock, small businesses and corner stores, and homes in every neighborhood. However, fires and fire deaths disproportionately affect communities of color and marginalized populations. The reasons for this are systemic, deep-rooted and complex, and mostly beyond the PFD's control; factors include the city's high poverty rate and the quality and age of the built environment. Improving outcomes in these neighborhoods will require a coordinated approach and infusion of resources across several City departments, along with the private and non-profit sectors. Budget cuts will exacerbate the already inequitable harm caused by fires.

As one of the busiest fire-EMS departments in the nation (with the busiest ambulance in the nation for four consecutive years), the service level is not where the department wants it to be despite the City's reinvestment in the PFD over the past five years. While the department gratefully acknowledges the increased resources, the PFD budget is still not where it needs to be. Philadelphia still has a disproportionately high number of fire deaths compared with its peer cities; tragically, middle-aged black women are most likely to die in fires here. Fires killed 41

Philadelphians in CY21; in addition, approximately 2,000 people were burned out of their homes. Those grim statistics would be higher if PFD members did not risk their lives to rescue others and protect property; however, these selfless acts are not without devastating consequences as the department has seen with Lt. Joyce Craig in December 2014, Capt. Matthew LeTourneau in January 2018, and Capt. Sean Williamson in June 2022. This tragic list of heroes would undoubtedly be longer had the department been forced to make service cuts that have been discussed in the past but, thankfully, have not occurred.

After several years of COVID restrictions, the Fire Prevention Division has been able to return to its primary services to educate hundreds of students; assist more than 2,000 residents displaced by fires and other emergencies; and install thousands of smoke alarms in vulnerable communities. The department would love to do more with prevention, but that's hard to do while also discussing the possibility of cutting core services.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

Under the leadership of Mayor Kenney and Commissioner Thiel, the PFD has used its budget creatively since 2016 to build an inclusive, anti-racist workplace. Examples include, but are certainly not limited to: convening a leadership council comprised of several professional organizations to advise the Commissioner; expanding the Recruitment unit to focus on more community outreach; relocating Recruitment from a high-rise office in Center City to a walk-in location in the West Oak Lane neighborhood; increasing the size of the Fire/EMS Explorer cohorts to expose more youth to emergency service careers; launching the Joyce Craig fire safety summer camp for youth; and launching PFD TV, an internally focused channel available in all fire stations and dedicated to departmental topics. We have numerous other examples we can share as well but these examples provide a few highlights!

In FY23, one of PFD's greatest strides in this area was filling the vacant position focused on diversity, equity, and inclusion as well as professional standards. This role has been with the department since 2017, but the previous incumbent left the department in fall 2021. At the end of October 2022, Dana Jackson was hired for this role, which serves as the PFD's chief culture strategist, placing strong emphasis on departmental culture transformation and improvement. Ms. Jackson will identify gaps between PFD goals and actions with respect to culture, diversity, equity, and inclusion, and execute improvement strategies. With over a decade of experience managing teams in state government and in private companies, she is eminently qualified to work with diverse teams, identifying members' unique skills and helping them maximize those talents to emerge as A-level players.

Nearly all of PFD's members are governed by hiring and promotional policies administered by OHR and/or the Civil Service Commission. Because the majority are uniformed civil service positions that go through successive internal promotional opportunities, the PFD focuses on entry-level positions and works with the City's Office of Human Resources to strive for diversity to ensure the eligible lists reflect the larger community.

Although promotions can only occur from the available pool of the entry-level positions (which is one reason why the PFD focuses so heavily on this early entry point), the PFD does recognize

there are other opportunities to ensure DEI mindfulness in departmental policies and procedures. Many of these, however, involve bargainable issues or topics that require labor management collaboration with Local 22 International Association of Firefighters (labor union representing the uniformed members of the PFD). For example, the PFD team involved with the FY22 Racial Equity Cohort identified an opportunity to include DEI-related metrics in the transfer and assignment procedures – an effort that will be discussed in a formalized labor-management committee as dictated under the current labor contract.

In terms of exempt positions, the department follows many of the steps previously outlined in the Exempt PHL Diversity Recruitment Guide, including advertisement of open positions on City-sanctioned sites, use of social media to distribute information about open positions, use of diverse interview panels, etc.

If the City wants to have the internal culture change that the department wants, the City has to offer training when members are off-duty because otherwise they are too busy responding to emergencies. Training the entire workforce for one day costs about \$4 million in overtime. Given concerns and cuts in the overtime budget, the department is looking for workarounds to continue that conversation. In prior years, the PFD developed and provided TLC training (Teamwork, Leadership and Communication) to supervisory staff. This program included representatives from the Human Relations Commission and OHR creating a conversation around issues including DEI. In December 2022, the department jumpstarted a new iteration of TLC focusing on behavioral health issues that our uniformed members face: post-traumatic stress, substance use, harassment, and coping/resilience. The PFD will continue its TLC trainings and choose topics based on concerns raised internally by members as well as recent incidents that affect workplace camaraderie and teamwork.

4. Is there any critical unmet need within your budget that inhibits your department's achievement of its greatest racial equity priorities? If so, briefly describe.

Fire Suppression. With fires disproportionately affecting communities of color, the PFD has been fighting to augment its operational capacity for years so that it can better serve Philadelphia neighborhoods. Budget constraints during the Great Recession of 2008-2009 forced operational cuts that severely hampered the department's ability to deliver quality services to all: the closure of five engine and two ladder companies, reduced response on fire emergencies, delayed hiring of new firefighters and EMS providers, and elimination of training for existing members. Thanks to the leadership of Mayor Kenney combined with an influx of federal grant funds, the PFD was able to re-open four engine companies in November 2019, deliver department-wide training with an emphasis on safety, and hire hundreds of new members. But our work is not yet complete. Two ladder companies and one engine company remain closed. The city's ongoing construction boom – complicated by Philadelphia's large geographical territory – mandates a second rescue company. Recent experiences with hazardous materials incidents show the need for a permanent HazMat unit. Until our operational capacity meets the demand for service across the city, the PFD will have unmet needs.

EMS Response. The PFD's ambulance network serves as a medical safety net for many in the Philadelphia community. Most 911 calls are truly emergencies and sometimes the calls for help are due to gaps in the health care continuum for our residents. This is why the PFD is one of the busiest fire-EMS departments in the nation, with the busiest ambulance company in the country

for four consecutive years. On a near daily basis, the PFD reaches zero medic unit availability – meaning that there is no available ambulance to respond to incoming emergency calls. (In these cases, a fire company will be dispatched as a first responder so that no call goes unanswered). Moreover, the PFD has never met the 9-minute national standard for EMS response. Given the demands for EMS, the PFD considers the under-resourced EMS system as an unmet need that inhibits our racial equity priorities.

Fire Prevention. The Fire Prevention unit has installed over 28,000 smoke alarms in the past year, and about a dozen requests for smoke alarms continue to come into the 311 system daily. Without the support of federal grants, the PFD would not have been able to provide so many life-saving devices to the community. Unfortunately, the PFD was unsuccessful in its pursuit of federal funds in FY23 and we are seeing more and more competition for these scarce resources. In the absence of future federal funding, the PFD’s inability to purchase and install smoke alarms could emerge as a concerning unmet need.

Fire Investigation. Over the past ten years, more than 70% of the city’s fire deaths were persons of color. The Fire Marshal’s Office (FMO) is the primary unit responsible for investigating the underlying cause of each fatal fire. While the FMO prioritizes the investigation of fatal fires, budget constraints hamper the FMO’s ability to investigate other non-fatal incidents. The results of these investigations inform fire prevention education and messaging, improvements to fire code requirements, and changes to operational procedures; moreover, the investigations done in partnership with law enforcement can help protect neighborhoods from arson. If Philadelphia is truly dedicated to improving racial equity with respect to fires, investing in fire investigations would be a great start.

Mobile Integrated Health Care. As mentioned previously, our EMS network often functions as the medical safety net for Philadelphians – not just a service for emergency medical care and transport to hospitals. The PFD believes that proactively working with people and communities that experience certain health conditions could not only lessen the strain on our emergency resources but also produce better outcomes for patients. The PFD has already seen success with alternative EMS response units in University City and Kensington, which focus on low-acuity injuries and overdose survivors, respectively. The PFD would next like to focus on health conditions that either disproportionately affect communities of color or produce adverse outcomes for communities of color at higher rates per capita, such as maternal health, pediatrics, asthma, and sickle cell anemia. The racial disparities within health care outcomes – especially with respect to the previously mentioned areas – drives the PFD’s motivation to identify and provide alternative services to improve outcomes for Philadelphians.

5. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department’s budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

Similar to the past six years, the Fire Commissioner’s Leadership Council (which is an internal advisory group) includes representatives from a wide range professional organizations including Local 22, Club Valiants (for Black firefighters and EMS providers), and the Spanish American Professional Firefighter Association.

Further, various workgroups that are convened for certain projects are solicited on a volunteer basis, but final selection mindfully ensures a wide range of representation: race, ethnicity, gender, and role & rank within the PFD. Inclusion in workgroups is sometimes difficult without incurring some costs as an overwhelming majority of PFD members are operational and work a set platoon schedule. Participating in an administrative workgroup often requires overtime -- for the member participating, and/or for backfilling the participating member's spot with another member to cover minimum staffing requirements.

The PFD has also focused this past year on fostering and promoting voluntary support and resource groups available to members. These groups are intended to support PFD employees who identify or ally with women, LGBTQIA+, veterans, and Asian-Americans/Pacific Islanders. As mentioned briefly above, Club Valiants is a formal professional organization for Black firefighters and EMS providers, and the Spanish American Professional Firefighter Association is for Latinx members. These resource groups are intended to provide support and connection for demographic groups that may feel overlooked or forgotten by the existing formal professional networks.

First Judicial District of Philadelphia

Existing Spending and Operations

1. **Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

While the Philadelphia Courts are a coequal and independent branch of the City's government, FJD's core functions intersect with the City's vision for racial equity. The overall mission of the First Judicial District of PA is the delivery of fair, timely, and accessible justice to the City and County of Philadelphia. "Fair", as mentioned in the office's mission statement, includes a commitment to racial equity. Like the City, the office believes that racial equity will be achieved when race alone no longer predicts one's socioeconomic, political, or life outcomes in Philadelphia. This pertains, both, to employees and the public served. In keeping with the FJD commitment, the office recently added a Diversity, Equity, and Inclusion (DEI) Office to court administration to assist with DEI goals and strategies, including racial equity.

- Office of Diversity, Equity, and Inclusion (DEI)
 - Strengths – The Office of DEI is working on a number of strategies and initiatives to promote diversity, equity, and inclusion. The Office of DEI is assisting the Office of Human Resources and Court Administration with updating FJD policies from a DEI perspective; including racial equity. This includes using gender-inclusive language in our policies as well as embracing cultural differences. The Office of DEI recommended the removal of all pre-employment and promotional exams, promoting racial equity and gender equity. The AGB approved the recommendation and removed pre-employment and promotional exams. The Office of DEI is also a "safe space" for all FJD Employees. The Office of DEI provides DEI training and participates in the EEOC investigation process.
 - Challenges – Changing ingrained belief systems surrounding racial equity, diversity, and inclusion can be challenging.
 - Opportunities – The Office of DEI will continue to provide strategies and initiatives to the AGB that will improve racial equity.
 - Threats – DEI strategies and initiatives are costly.
 - DEI Policy (In addition to our Non-Discrimination Policy): This is a newly created policy indicating that the FJD is committed to fostering, cultivating, and preserving a culture of diversity, equity, and inclusion.
 - Strengths – The policy is in writing and applies to all FJD employees. It sets the tone for all FJD employees to embrace, among other things, differences in race and ethnicity.
 - Challenges – Changing ingrained belief systems surrounding race and ethnicity can be challenging. This will require extensive training.
 - Opportunities – This written policy incorporated DEI into the fabric of the FJD's culture.
 - Threats – Politics and finances. Some people believe that DEI goals are politically motivated. Additionally, DEI trainers and resources can be costly.
- Pipeline Project – The FJD is providing a professional learning series that is accessible to all FJD employees. The first training offered was a Microsoft Excel course led by a certified Microsoft trainer. By making training available to all employees, it will help increase the

skillsets of our workforce, including people of color. The trainings are free to the employee, and we place a certificate of completion into the employee's HR file.

- Strengths – The training is free and accessible to all FJD employees. The skillsets that are gained through this program can be used for career advancement or promotions.
- Challenges – The trainings are optional. People who do not participate will not gain the additional skillsets.
- Opportunities – This presents the opportunity for the FJD to build up and retain great talent. Additionally, it keeps employees engaged. If we continue to provide programs that allow employees to build their skillsets, employees will not feel stagnant.
- Threats – As we branch out to provide more complex trainings, the cost of the programs could become a threat.
- Suggestion Ox – This is a virtual suggestion box open to all FJD employees. Employees can ask questions, raise concerns, including matters related to diversity, equity, and inclusion. Employees have the option to submit questions anonymously.
- Strengths – This increases transparency between all FJD and court administration. Many of the questions we receive from employees are answered on our FAQ page.
- Challenges – Some questions may be out of scope for the FJD.
- Opportunities – This level of transparency helps to promote virtual equity by giving everyone a voice. The virtual suggestion box is open to all FJD employees.
- Threats – An influx of questions could pose a threat to the "Suggestion Ox." Currently, the questions are manageable.

2. **For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity? A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

The Office of Diversity, Equity, and Inclusion has received positive survey responses and qualitative data from certain training programs. Furthermore, the removal of pre-employment and promotional exams have had a positive impact on candidates who were unable to receive promotions or interviews due to the employment exams. Survey data from Project Pipeline suggest that employees value and find the training sessions helpful for developing their skillsets. The FJD responds to inquiries and comments from the Suggestion Ox.

3. **Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?**

The Office of Diversity, Equity, and Inclusion worked closely with the Office of Human Resources to create a new hiring policy. The First Judicial District (FJD) recruits, employs and promotes the most qualified applicants without regard to their political affiliation, race, color, age, national origin, sex, sexual orientation, gender identity or expression, religion, disability, or other non-merit factors or considerations. All hiring and employment-related actions must comply with the

UJS Policy on Non-Discrimination and Equal Employment Opportunity. The newly created hiring policy promotes racial equity by providing a more streamlined process for hiring. The goal of this policy is to reduce and prevent hiring practices based on nepotism or favoritism. Studies show that nepotism reduces diversity and racial equity. This new policy provides several steps that a department must take before posting a job. It also suggests a three-person interview panel for most positions. Having a panel reduces the likelihood of a person unilaterally hiring their unqualified friend or family member. An interview panel is beneficial for racial equity because has the potential to reduce nepotism. Nepotism usually benefits people within the same racial group. In addition, the Office of DEI has provided, and will continue to provide DEI training for mid-level managers and supervisors.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

Beyond what is outlined above, the DEI Office, Court Administration, and Human Resources is involved in developing programs and policies that can improve racial equity. The programs and policies require approval from the AGB and the Financial Services department handles the budget. The FJD plans to provide a series of DEI Trainings to all employees. The FJD also realizes that mid-level managers need specific DEI training to reduce bias in their decision making and evaluations. By training and developing a more conscientious staff, the office will be better suited to support the entirety of employees and the general public.

Additionally, as mentioned previously, the FJD has developed a committee of internal stakeholders that is diverse in race, sex, and job title. This committee helps the DEI office in identifying programmatic and policy-related solutions regarding issues of racial equity.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

Ideally, it is the office's goal to incorporate ongoing DEI training into the onboarding process. Additionally, FJD would like to offer DEI-themed training throughout the year. The FJD understands that while DEI training is costly, it needs to be ongoing and consistent.

Free Library of Philadelphia

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with [the City's vision for racial equity](#). What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The Free Library of Philadelphia, through the efforts of the Library's Chief Diversity and Inclusion Officer (CDIO) seeks to address concerns centered on advancing racial equity among staff members and building environment based in Anti-Racist practices. This is accomplished through:

- Examining current policies and procedures to ensure that the language, context, and applications are current and equitable.
- Responding expeditiously to concerns and complaints centered on racial conflict and inequities, moving to address and remedy.
- Assuring that opportunities for professional growth are presented to all staff, providing assistance whenever possible to position staff members to engage in said opportunities.
- Providing a safe environment for discussions and other types of engagements on topics of diversity, equity, and inclusion to highlight concerns and to identify ways to address them as a staff community.
- Offering two DEI Train the Trainer opportunities for twenty staff members in 2023
- Providing DEI training for all library leadership and those with supervisory responsibilities.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. (a) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity.**

The Chief Diversity and Inclusion Officer (CDIO) hosted Community Conversations, a program that allows the opportunity for staff to meet monthly (twice per month) to discuss various topics related to DEI. In 2022, approximately 200 staff members participated in the conversations address topics such as microaggressions, white privilege, allyship, and anti-racism. Participants receive a survey following each conversation which provides feedback and data to inform the viability of the program and direction for future conversations. The end goal of all the conversations is to identify our progress in addressing our racial equity challenges and growth at the library.

The Diversity and Inclusion Steering Committee (DISC) serves as an advisory body to the Chief Diversity and Inclusion Officer (CDIO). Through monthly meetings, the committee meets to discuss and address diversity and equity concerns of the library. Recommendations are made to the CDIO, who in turn seeks resolution with the appropriate library staff. These meetings are monthly and provide an avenue for all staff members to raise issues. Examples of items that come before DISC:

- The committee reviews policies and make recommendations with a DEI lens;

- Discuss topics such as challenges to material and non-materials;
- Recommendations for addressing inequities in job classes as it pertains to opportunities.

Following each Community Conversation, a survey is provided to all participants. In reviewing responses for the 2022 season, 60% of respondents indicated the conversations were of benefit to the library and the staff. Further, approximately 80% of respondents indicated they felt better informed about diversity related issues here at the library. One quote illustrates a common sentiment, “I will continue to be mindful and supportive of marginalized and invisible groups who are suffering and ignored due to social inequities in our greater community. The DISC has a significant impact encouraging and the expectation of looking at our work through a DEI lens. The reviewing of policies and practices has made dynamic changes in how the work of the library is being addressed.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

The Library’s Chief Diversity and Inclusion Officer (CDIO) works in tandem with:

- The Free Library’s Human Resources department to review internal policies and procedures, ensuring they are updated and applied equitably;
- Training and Development team to identify training and workshops that advance inclusivity and positively impact the workplace;
- FLP Board of Trustees to report on DEI updates on a quarterly basis; and
- Director of the Library on DEI issues, concerns, and makes recommendations.

4. Is there any critical unmet need within your budget that inhibits your department's achievement of its greatest racial equity priorities? If so, briefly describe.

The focus of the CDIO in 2022 was to address the internal concerns of the library, and participated in the Racial Equity Cohort and the DEI leaders’ luncheon has been the most external involvement.

5. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department’s budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

The library's DEI budget planning has been an internal conversation. Currently, we have not utilized external stakeholders or other groups to assist or advise on the library’s process, However, plan to do so during the strategy planning process. As we work toward a new strategic plan, we will ask for feedback internal and external stakeholders regarding programming, materials, digital access, and other services.

Law Department

Existing Spending and Operations

1. **Please briefly describe how the core functions of your agency intersect with [the City's vision for racial equity](#). What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The Law Department is the City of Philadelphia's civil law firm. As such, we counsel and support our clients, namely, all respondents to the FY24 Budget Call plus City Council, certain officers, and various boards through negotiation and drafting agreements. Included in representing these clients, is the need to enforce the Philadelphia Code and Home Rule Charter through litigation with other government institutions, public entities, private entities, or private citizens. In short, the expertise of the Law Department enables all other City Departments to execute programming or initiatives generally, and the Law Department's commitment to diversity, equity, and inclusion shapes the work product and counsel we provide. Accordingly, we have an opportunity to continue to exponentially enhance racial equity experienced by the people in Philadelphia by keeping racial equity at the core of our counsel to clients, and in the City's enforcement strategies.

As the civil enforcement arm of the City of Philadelphia, we recognize the importance of having a diverse workforce that informs the policies and practices of municipal government to reduce structural harms often borne by the most underserved in our community.

2. **What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

Although Law is a Department without public-facing work, we support our clients in executing their programming. In this process, Law consults with clients to reduce structural inequities faced by BIPOC in Philadelphia. While these initiatives are many and varied, a sample of representative matters are below.

Revising Child Welfare Processes to Achieve Antiracist Outcomes: As Law's client Department of Human Services noted in its submission to the FY2023-2027-Five-Year-Plan:

Child Welfare and Juvenile Justice involvement disproportionately impacts Black youth in Philadelphia, research shows that social and structural factors are driving these racial disparities. Findings from the Entry Rate and Disproportionality Study show that:

- *Black children are over-represented in reporting to the Hotline, and this disparity remains constant across all levels of the service trajectory (such as in-home and placement services, congregate care, and juvenile justice involved youth).*
- *The majority of these reports to DHS are for poverty-related or other well-being concerns that do not require a safety service.*

- *This over-reporting is clustered in [areas] where there are the highest poverty rates and where many families of color live.*

*... communities and families in Philadelphia who experience over-surveillance and systems-involvement are the same communities that were Redlined decades ago are the same as those experiencing disproportionate poverty and reporting today. This over-reporting to DHS not only reflects an inefficient system that does not adequately meet the needs of most children reported, but it also reflects harm done to Black families through over-surveillance and reports of alleged abuse and neglect against individuals living in poverty. Based on evidence in the literature, it can be inferred to be true of youth and communities with greater juvenile justice involvement. **Based on the overwhelming evidence that the disparities are driven by structural racism, the integral work to keep more children safely in their families and communities, reduce the number of families who are separated and improve well-being of families is explicitly anti-racist.***

FY2023-2027-Five-Year-Plan p. 39-40 (*emphasis added*). To address this disturbing reality of Black families in Philadelphia, DHS has instituted several initiatives including receiving antiracist training. Law's Child Welfare Unit voluntarily underwent the same antiracist training as its client by the Center for the Study of Social Policy (CSSP) to support DHS' efforts to reduce Black children's overrepresentation in DHS services and their disproportionate separations. Law was recognized by CSSP as the first group of attorneys (and support staff) to complete antiracist training. In connection with this antiracist training, Law established working groups to review its role in enforcement and determine how employees can help disrupt this system. Earlier this year, the juvenile justice involved youth (who are disproportionately people of color) were subject to overcrowding in the Philadelphia Juvenile Justice Services Center. The proscribed ratio of staff (one staff to four youth) was exceeded to an unsafe ratio of one staff to eight youth due to the Pennsylvania Department of Human Services' (the "State") failure to accept approximately 70 youth that had been ordered into their custody for state rehabilitation. This resulted in youth sleeping on mattresses on the floor, increased fighting and security breaches, and a severe restriction of educational and therapeutic services which could not be achieved with the overcrowded capacity. After months of attempted negotiation to try to get the State to accept responsibility and collect these youth, the Law Department on behalf of Philadelphia DHS sued the State agency and secured a favorable decision that resulted in the youth ordered to the custody of the State to be accepted by the State (and not housed at a facility in Texas away from their families – a proposed solution by the State), reduced the overcrowding and permitted services to the youth to be resumed. This is an example of the Law Department's ability to effectively advocate for their clients in a way that centers racial equity to positively impact the challenges that BIPOC youth face as a result of over-surveillance and criminalization of poverty.

However, it is notable that prior to participating in the antiracist training, through counsel with its clients and a concerted, sustained effort by Law Department attorneys and support staff DHS experienced a significant reduction in the number of children awaiting permanency (finding a forever home). As of June 30, 2021, there were 4,434 children awaiting permanency, but by June 30, 2022, the number was reduced to 3,851 children. This was accomplished by attorneys handling approximately 100 cases per attorney, a caseload above the American Bar Association's recommendation in the ABA Model Act Governing the Representation of Children in Abuse, Neglect, and Dependency Proceedings. By adding approximately eight attorneys, Law would be able to reduce the caseload per attorney into the recommended range, and further reduce the number of children awaiting permanency.

Addressing Gun Violence: Philadelphia, a City of the First Class in the Commonwealth of Pennsylvania, is preempted from regulating firearms by state laws. In 2021, Philadelphia set a record for overall homicides, and the number of juvenile homicide victims was more than three times that of youth under 18 killed in 2015. *Axios, Philadelphia Tracks Rise in Youth as Targets of Gun Violence*, October 5, 2022.

Law is taking a multiprong approach with its Client Departments to mitigate gun violence and its effects. For instance, members of our Code and Public Nuisance Litigation Unit are using their enforcement authority to shut down speakeasys, illegal bars and restaurants without proper permits or safety equipment (i.e., smoke alarms or sprinklers) that present a danger to potential patrons in the event of an emergency and regulate establishments that regularly attract violence. An establishment at 4132 North Broad Street was the location of shootings on multiple occasions. Through enforcement of the Philadelphia Code, Law was able to persuade the owner to implement measures removing certain attractive nuisances that stopped the string of shootings. This enforcement action, in turn, increased the safety in that neighborhood. Similarly, the Law Department is affirmatively litigating cases on ghost guns, a less settled area of law, to eliminate this additional yet nontraditional threat to the people in Philadelphia. To mitigate the harms experienced by the victims of gun violence, Law is working with Departments to ensure privacy for these victims and families.

Tackling Quality of Life Issues in Underserved Communities: As observed by the Department of Licenses and Inspections, “Philadelphia’s majority Black neighborhoods continue to suffer the effects of historical disinvestment and underinvestment ... Poor neighborhood conditions contribute to violence, fire risks, and physical and mental health issues and make life harder for residents.” FY2023-2027-Five-Year-Plan p. 55. In FY21, Law’s Code and Public Nuisance Litigation Unit initiated a campaign to end short-dumping, the act where, rather than hauling junk to the dump and pay a fee for this service, individuals or entities drop junk like mattresses, couches, scrap wood, etc. in vacant lots in predominantly Black and Brown neighborhoods. These items can remain for months without removal. This phenomenon does not persist in predominantly white neighborhoods. Not only does short-dumping and blight create safety hazards in the community, but these conditions result in increased crime in neighborhoods as well. Examining conditions in Philadelphia over 38 months, a 2018 study from Columbia University Mailman School of Public Health found that of 541 randomly selected vacant lots around the City, crimes including gun assaults, robbery, burglary, and illegal drug trades decreased by at least nine percent in all neighborhoods that experienced a blight cleanup.

<https://nextcity.org/urbanist-news/can-fighting-blight-prevent-gun-violence> The researchers noted that cleaning up vacant lots “can be an effective and scalable infrastructure intervention for gun violence [and] crime” in urban neighborhoods without displacing people and further entrenching neighborhood segregation.

Tackling Environmental Justice: The Law Department has an environmental justice working group to discuss the strategies to increase equity in how BIPOC Philadelphians experience the effects of environmental regulations.¹ This working group brainstorms, researches and shares best practices on meeting environmental justice goals and requirements, and where available, include impactful strategies in contracting requirements with vendors to ensure compliance.

- Plastic bag litigation office of sustainability
- Police reform
- Police discipline

- Police board of inquiry
- Training is important to take the PD forward, collective bargaining
- Revenue Dept The Law Department is pivoting enforcement toward higher-dollar tax and water cases, and away from away from small-dollar tax and water cases. This improves the equity of its litigation by decreasing the number of cases in which the taxpayer/customer is unrepresented.
- Opioid lawsuit- In 2020, overdoses deaths among white individuals decreased by 10 percent. However, fatal overdoses among Black non-Hispanic individuals increased 29 percent.

Using Public Property Leases for Racial Equity: Through negotiation and drafting agreements, the Law Department has secured space for receiving, housing, and servicing migrants bussed from out of state into Philadelphia. In order for the Office of Emergency Management and other departments like Health to be able to triage and serve these individuals from South American countries.

- Tiny homes?
- REBUILD?

Enhancing Language Access in Enforcement: With support from the robust infrastructure developed by OIA, Law continues to consult with clients to refine notices and correspondence to include prompts in relevant languages and get those with language access needs assistance earlier in an enforcement action. This facilitates resolution of the enforcement issues by helping residents understand an issue that they may not have previously been aware of, and to correctly identify the party responsible for the required action. Early language access reduces the instances of unnecessary court appearances or interactions with Law, reduces the instances of inapplicable penalties applied, and reduces interference in the career responsibilities or childcare responsibilities in historically marginalized groups, who are often unrepresented in the court system.

Inclusive Language Guide: Members of the Law Department have been developing a draft of an “inclusive language guide” to address language with racist or bigoted origins that often results in microaggressions in writing. There are a few competing style guides available covering the referenced language, but often these are not comprehensive. Because the Law Department is regularly advocating for its clients in writing, a guide like this would be exceedingly helpful in setting a baseline of education on what language is harmful and should be avoided. For instance, the term “grandfathered in” which is frequently used in property

Providing Economic Growth to Racial Minorities Through Robust M/W/DSBE Vendor Usage: As a Department, Law exceeded its diversity vendor goals and achieved a rate of 65% M/W/DSBE vendor usage in 2022. This includes contracting with M/W/DSBE law firms to outsource certain work and continuing its practice of encouraging firms who do not qualify as M/W/DSBE to assign historically underrepresented partners and associates to City contracts through its outside counsel policy.

Significantly, as the needs of clients increase and, in turn, the volume of work increases, it is critical that the Law Department personnel is commiserate with the clients’ needs. For instance, Licensing and Inspections noted in its FY2023-2027 submission that there were “not enough Law Dept attys to the enough cases to court” adding to the disparities faced by underserved communities in states of disrepair, the site of illegal operations, or blight. FY2023-2027-Five-Year-Plan p. 56. Accordingly, to continue the quality of work product at an increased volume, it

is important to appropriately increase Law Department personnel available to service these matters.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

The Law Department successfully attained a Mansfield Certified Plus designation in 2022, meaning that, among others, Law featured diverse hiring panels for its vacancies, considered at least 50% historically underrepresented lawyers (racially diverse, female, disabled, LGBTQ+) for all of its vacancies, for advancement opportunities and for high value assignments. Certification Plus status indicates that, in addition to meeting baseline certification requirements, Law successfully met or surpassed the 30% representation threshold in a notable number of its current leadership roles. Indeed, when compared with the national averages of attorneys in existence according to a 2021 American Bar Association Model Diversity Survey, the Law Department is on par with the percentages of Asian, Latinx/Hispanic, multiracial, attorneys and exceeds national averages of Black attorneys by almost double. Notwithstanding, Law will endeavor in 2023 and beyond to provide at least annual training for employees participating in hiring panels to decrease potential incidences of bias in evaluating candidates and further improve our processes.

In a no-cost effort in 2021, Law has included in its annual evaluations a prompt that asks each employee to create SMART diversity, equity, and inclusion goals for themselves. The prompts are disseminated with educational definitions of diversity, equity, and inclusion, plus examples of potential goals, and the effort was rolled out with available office hours with the Director of Professional Development, Diversity, Equity, and Inclusion to consult on how each employee may increase equity, for instance, in their respective practice or become better informed on DEI principles. Similarly, the supervisors of each unit are asked to report on the progress they made on DEI goals articulated last year and outline new goals for their units for the upcoming year. As part of the Law Department's participation in the second Race Based Accountability cohort, Law's group noted that advancement opportunities for BIPOC employees needed to be increased along with retention of these employees. To address this, Law hosted focus groups to develop a career ladder to increase transparency around job expectations and outline career paths available. Law is using its existing budget to make management and skills training available to BIPOC employees in addition to requiring this training for current supervisors and managers. This would permit BIPOC employees to better prepare for advancement opportunities that arise within the Department and provide managers with resources that will enhance the work environment. Additionally, Law has convened resource groups based on self-selected, racial affinity to increase connections across different levels of employees and increase community. These resource groups have been received positively, particularly with Law's hybrid work model, and will continue. In the past year, we have increased external professional development and networking opportunities for BIPOC employees, which will continue.

Through these programs and increasing experiential opportunities for our BIPOC employees, we aim to increase retention; but note that our salaries, particularly for attorneys, are not competitive to the industry and remain a weakness in keeping our talent.

4. **Is there any critical unmet need within your budget that inhibits your department's achievement of its greatest racial equity priorities? If so, briefly describe.**

Yes.

5. **How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?**

The Executive Team of Law is a diverse leadership team in race, gender, and sexual orientation, among others. The Executive Team has considered the proposed budget and has consulted at least 15 members of middle management regarding their needs for operation. Often, the needs communicated from middle management reflect the observations of their teams of supervisees, as each middle manager is asked to consult their respective teams to suggest needs of the Department. Although Law is not a public-facing department and uses its resources primarily in administration of representing clients, each manager is required to note diversity, equity, and inclusion goals for their respective Unit as well as budgetary requests.

Managing Director's Office

Existing Spending and Operations

1. **Please briefly describe how the core functions of your agency intersect with [the City's vision for racial equity](#). What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The Managing Director's Office (MDO) is a Cabinet-level office tasked with oversight of the City's operating departments and furthering Administrative priorities especially as it relates to reducing racial disparities and improving the lives of all Philadelphians. The MDO has programs or initiatives that touch upon all Mayoral priorities as it relates to racial equity and inclusion including:

- Health Equity for All
- Quality Education for All
- Inclusive Economy and Thriving Neighborhoods for All
- Diverse, Efficient, and Effective Government

2. **What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

The MDO administers many important direct services and programs that aim to improve racial equity and support the Administration's goals of a safer more just Philadelphia; health equity for all; inclusive economy and thriving neighborhoods; as well as a diverse, efficient, and effective government.

Within MDO, major initiatives, programs or policies are highlighted below.

- **Office of Criminal Justice & Public Safety (CJPS)**
 - Police Assisted Diversion (PAD)
 - 911 Triage & Co-Responders Strategy
 - Philadelphia Roadmap to Safer Communities (PRSC) & Transitional Jobs Program
 - Safety & Justice Challenge
 - Office of the Victim Advocate (OVA)
- **Office of Violence Prevention (OVP)**
 - Community Crisis Intervention Program (CCIP)
 - Group Violence Intervention Program (GVI)
 - Community Expansion Grants (CEG)
 - Targeted Community Investment Grants (TCIG)
- **Citizen Police Oversight Commission (CPOC)**
- **Opioid Response Unit (ORU)**
- **Office of Emergency Management (OEM)**
 - Community Engagement Program
 - Hazards Mitigation Plan

- **Community Life Improvement Program (CLIP)**
 - Same-Day-Pay Program
 - Vacant Lot Stabilization Program
 - Graffiti Clean-up Program
 - Hazardous Materials Clean-up Program (partnership with HHS/DPH)
- **Office of Immigrant Affairs (OIA)**
 - Philadelphia Family Unity Project: Immigrant Legal Defense
 - Language Access Program
- **Municipal ID Program (MIDP)**
- **Health & Human Services**
 - Eviction Prevention
 - Right to Counsel
 - Shared Public Spaces
 - Commission on Aging
- **Office of Arts, Culture & the Creative Economy**
 - Illuminate the Arts Grant Program
 - Neighborhood Arts Program
 - Support for Philadelphia Cultural Fund (PCF) and the African American Museum of Philadelphia (AAMP)
- **Town Watch Integrated Services (TWIS)**
- **Office of Transportation, Infrastructure, and Sustainability (OTIS)**
 - Safe Routes to School
 - Indego Bike Share and High-Quality Bike Network
 - Clean Fleet Implementation (in coordination with OOS, OFM)
- **Rebuild**
 - Workforce development programs
 - Renovations to community recreation centers, parks, and library facilities in underserved or marginalized communities of color.
 - M/W/DSBE participation rates far exceed mayoral targets
- **Office of Criminal Justice & Public Safety (CJPS):**
 - **Police Assisted Diversion (PAD)**, first launched during FY18, PAD has provided measurable successes as it related to improving racial equity by diverting low-level, non-violent offenders away from the criminal justice system. It has expanded capacity over the last several years, which enables the program to provide services to additional areas of the City at-large. The MDO has completed a formal program evaluation and has identified key opportunities to continue strengthening the impact of the program. The program removed criminal history as an exclusionary criterion for program participants to reduce barriers for Black and brown program participants, who have been disproportionately over-policed and incarcerated in the city. If PAD had a broader reach, it could potentially have a greater impact on inequities in incarceration by continuing to divert Black and brown people away from the criminal legal system. PAD continues to be limited in its potential impact on racial equity due to its geographical range.
 - **911 Triage & Co-Responders Strategy:** First launched during FY22, this program improves outcomes for people who call 911 for reasons related to a behavioral health crisis. This effort has successfully embedded a

Behavioral Health Navigator at Police Radio to inform the triage process. Measurable successes for this initiative include establishing the City's first Behavioral Health Unit in the Police Department, expanding to six field teams, and launching alternative response programs that pair Behavioral Health Navigators with EMS and first responders. Further implementation and integration of this program will lead to additional measured successes in future years.

- **Philadelphia Roadmap to Safer Communities & Transitional Jobs**

Program: In 2022, Philadelphia continues to have one of the highest homicide rates on record, despite a 7% reduction from last year.

Investments in education and other protective factors are critical to reducing violence over time, but today the city faces a growing public health crisis that is claiming a generation of young people – a 2019 [report](#) by the Department of Public Health cited homicide as the leading cause of death for young Black men ages 15 to 34. Solutions guided by the Philadelphia Roadmap to Safer Communities must expand to match the scale and urgency of the problem. This includes the launch of the Rapid Employment and Development Initiative (READI). The model, currently deployed in Chicago, relentlessly engages those highly at-risk and connects them to cognitive behavioral therapy, paid transitional jobs, and support services. MDO is in the process of finalizing contracts with their selected community-based providers and plan to officially launch the program in early CY23.

- **Safety & Justice Challenge:** This initiative originally launched through funding granted to the City by the MacArthur Foundation to support the criminal justice reform effort. The program aims to reduce pretrial incarceration, improve case processing times, reduce violations of probation, and reduce racial inequity. Beginning with FY21, the MDO began to offset program funding with general fund support to sustain the life of the program. This program has been directly related to the reduction in the local jail population and closing of the City's House of Corrections. Additional program successes include the FY22 launch of a mini-grant program to 20 community organizations working to address racial, ethnic, and economic disparities and reduce the likelihood of incarceration. On November 1st, 2022, grants were given to the second round of 15 organizations. The process for the second round of grants was fully run by Philadelphia residents who serve on the MacArthur Community Advisory Committee. The organizations in this round were also able to use up to half of their grant funds on capacity building. Additional, measurable successes include 25 housing slots for individuals transitioning from Philadelphia Prisons to civilian life, and a robust pre-trial advocacy system designed to reduce incarceration or reincarceration. MDO continues to explore the opportunities created by the Safety and Justice Challenge by offsetting costs through general fund support.

- **Office of the Victim Advocate (OVA):** The Office of the Victim Advocate was created in January 2022 to provide a bridge between the communities impacted by gun violence and the services they need to heal, while also providing advocacy, strategic planning, and policy directives to positively impact victims and co-victims in Philadelphia. Past budget allocations

allowed for the office's initial stages of hiring. The office's first year was spent intentionally examining the needs of victims and co-victims and assessing how OVA can meaningfully support them. Additional funding is needed for the office to develop programs that respond to these needs, as well as acquire supplies and office space and plan for future growth.

- **Office of Violence Prevention (OVP):**
 - **Community Crisis Intervention Program (CCIP):** Launched in FY20, Community Crisis Intervention Program (CCIP) is a violence prevention strategy that uses credible messengers from neighborhoods vulnerable to gun violence to engage and disrupt violence by reducing tensions and mediating conflicts among those most likely to be victims of shootings or shooters themselves. In the first quarter of FY22, CCIP made 1,918 contacts in targeted areas and facilitated 282 anti-retaliation negotiations. Its teams have connected victims and their families with needed services and support, while building relationships with at-risk men and women with the goal of reducing the likelihood that they become a shooting victim or ever pick up a gun. Expansion of these services and deepening of case management support will be critical to be able to serve all the individuals in need of support.
 - **Group Violence Intervention Program (GVI):** In Group Violence Intervention, the small percentage of individuals who are connected to the groups driving gun violence are directly engaged. Traditionally individuals are called into a large group meeting and told a simple message: The violence must STOP. If it continues, every legal tool available will be used to ensure they face swift and certain consequences. Individuals are simultaneously connected to social services, employment, and community support to assist them in changing their lives. This message is delivered by a team composed of a gun violence victim's family, law enforcement, and a social worker. Because of COVID, GVI in Philadelphia had been modified to deliver the message through home visits by the team; however, in the past year, the program has also begun to conduct group call-ins. In the first quarter of FY22, 110 direct engagements were conducted with GVI candidates, and 33 high-risk individuals were connected to services. Additionally, the program expanded to all police districts citywide.
 - **Community Expansion Grants (CEG):** To achieve and sustain a reduction in gun violence and improve the quality of life in communities most affected by gun violence, the City launched the Anti-Violence Community Expansion Grant Program, which invested in organizations with proven track records of delivering quality anti-violence interventions, helping them to expand and strengthen their efforts. CEG provides grants ranging from \$100,000 to \$1,000,000 to organizations with an operating budget below \$15,000,000 and a proven track record in their communities. CEG is closing its first year of implementation. Applications for new rounds of funding will open in 2023. This was a one-time City investment, and will require longer term support for the organizations to assist with data collection and impact analysis.

- **Targeted Community Investment Grants (TCIG):** Targeted Community Investment Grants supports community-based violence prevention activities that support public safety and build a stronger sense of community. TCIG is currently wrapping up its fifth cohort of grantees this month and will reopen for applications in March. Over the last two years, this initiative has funded over 150 projects with a combined award of over \$3 million, and will add additional \$500,000 of investment in FY22. In the most recent completed round of projects, the program received high marks on levels of satisfaction and sense of safety from participants and grantees: 88% of participants in the funded projects said that the programs made them feel safe in their communities, 96% of participants and 85% of grantees felt that TCIG gave them an opportunity to build more trusting relationships with neighbors and community members, 98% of participants would like to see more programs like this one, and 83% of grantees would lead future projects like this one. The office is looking for ways to support programs that would enable them to be able to further scale work that is making an impact.
- **Citizen Police Oversight Commission (CPOC):**
 - The Police Advisory Council successfully transitioned to CPOC in June 2022 and are in the process of expanding their agency. The expansion will include a growth in staff, likely an increase in office space, and an increase of programming along with the development of new programs to better serve residents. This expansion will allow CPOC to fulfil its mission of police oversight and improving police-community relations. Given that Black and brown communities disproportionately experience police surveillance, arrests, and use of force – and demonstrate a corresponding distrust in police – improved police oversight has clear equity implications.
 - CPOC holds monthly community meetings to engage the public on their work. Additionally, they take complaints against police directly from residents, which directs which projects they work on. Currently, CPOC measures success based on the number of complaints reviewed and responded to.
- **Opioid Response Unit (ORU):**
 - Since the ORU's launch in FY21, it has focused on preventing and treating opioid use disorder, as well as helping communities recover by ensuring City departments operate within a unified strategy and share resources. The Opioid Response Unit manages four Strategic Initiatives that bring together many city departments to collaborate. The four Strategic Initiative groups within the ORU are Treatment, Prevention, Community Support, and Public Safety. Key measures of success include connecting individuals to treatment, overdose reversals, connections to housing, and quality of life supports delivered for communities (vacant lot clean up, exterior repairs, etc).
 - ORU continues to support the Kensington Community Resilience Fund (KCRF)—a public-private-community partnership between community members, the City, and regional funds to explicitly address the community impacts of the opioid crisis in Kensington. To address the inequities typical

in grant funding, the KCR Fund uses a community-led, participatory grantmaking process that elevates resident and community provider experiences and priorities, placing the power to make funding decisions in the hands of those who know best—community members. Both the funding strategy and grant awards are determined by community residents and nonprofit, civic, and faith-based leaders. Since launching in April 2021, the KCR Fund has completed two full cycles and has granted \$400,000 in flexible, general operating grants (\$10,000 each) to 40 community-based organizations and projects located in or directly serving residents in Kensington, Harrowgate, and Fairhill neighborhoods. Each cycle awarded 20 awardees.

- The Managing Director’s Office [launched](#) the [Overdose Prevention and Community Healing Fund](#), a \$3.5M citywide grant fund that award grants to community-based organizations that engage communities most impacted by the overdose crisis in Philadelphia, particularly in North Philadelphia and Kensington. Funds will be used towards direct programs in substance misuse prevention, education, and harm reduction, as well as holistic programs that address community trauma, stigma associated with substance use, or promote public safety and mental well-being for community-based workers in the field.
 - ORU supported the coordination of the Accelerated Misdemeanor Program (AMP), which relaunched in October 2022. This is a diversion program intended to provide people arrested for low level criminal offenses with connections to drug treatment and other social services. With support from ORU, individuals who complete AMP will not face any fines or fees related to their offense. This program should directly address inequities in incarceration and its corresponding financial toll; nationally, Black and Latinx people are disproportionately arrested for drug-related offenses and [disproportionately affected by criminal justice debt](#).
 - Addressing the scale and inequitable impact of the opioid crisis continues to be a challenge. Factors like a lack of supportive housing and gaps in service connections and delivery are ongoing barriers.
- **Office of Emergency Management (OEM):**
 - OEM’s Community Engagement program delivers community preparedness education and more frequently targets zip codes in the top third of the CDC social vulnerability index. Broadly, the social vulnerability index tracks racial and socio-economic factors (poorer and higher minority generally correlates with a higher social vulnerability index which we recognized is a result of systemic and historic injustices). The Community Engagement program also factors in high-hazard areas as an outreach strategy. Our goal is to engage more regularly those with higher vulnerability.
 - OEM provides incident response and coordination services. OEM routinely advocates to City, regional, State, and federal partners on behalf of impacted community members to bring all available resources to impacted residents. OEM also conducts damage assessments and ensures timely reporting to State officials in seeking additional resources. Success is

measured by the speed at which impacted residents can be reached virtually and in-person and the assessment to the State is submitted.

- The City's Hazard Mitigation Plan—which is coordinated by OEM—is the foundation from which the Office deliver services to the community. OEM has a process for project identification and development that prioritizes equity. When FEMA releases the Flood Mitigation Assistance programs notice of funding opportunity that occurs every August, we notify departments that there is funding available for mitigation projects. At that time, the departments see what projects they have in the planning and design phases, and which meet the objectives of the programs. The departments then present their projects to the Hazard Mitigation Steering Committee which decides which projects to approve and, if necessary, to add to the Hazard Mitigation Plan through a formal amendment process with FEMA. The project prioritization process outlined below aligns with the State Hazard Mitigation Plan project prioritization process. Equity has been added by Philadelphia as an important factor for consideration in this process. A project's equity score was determined by looking at a variety of factors including, but not limited to:

- Does the project reduce risk to a geographic area with higher social vulnerability based on the CDC's Social Vulnerability Index?
- Does the project reduce risk to a geographic area with greater exposure to the hazard (ex: areas in a FEMA designated flood zone or areas experiencing higher heat due to the urban heat island effect)?
- Does the project reduce risk to a population more susceptible to negative impacts from the hazard due to intrinsic characteristics (ex: Individuals with disabilities, access and functional needs, or older adults)?
- Does the project reduce risk to a population or geographic location placed at greater risk to the hazard due to historic inequities or underinvestment?
- Does the project inadvertently increase risk to any of these populations or geographic locations?
- Has the principle of 'no adverse impact' been considered to ensure that a project that builds resiliency in one neighborhood does not increase risk for up or downstream neighbors?

- Additional OEM projects specifically designed to promote equity include a youth camp geared towards those who are underrepresented in the emergency management profession and who disproportionately experience the impacts of disaster; improved language access in emergency messaging; the development a compensated resident advisory committee; and the continued OEM internship program.

- **Community Life Improvement Program (CLIP):**

- CLIP remains one of the MDO's most racially and culturally diverse workforce and proudly boasts a staff that is over 78% non-white. CLIP prioritizes the hiring and mentoring of young adults, a group which frequently includes previously incarcerated individuals. Recent successes

within CLIP include continued operation of Same-Day-Pay Program that provides payment in return for boots-on-the-ground support in communities disproportionately affected by gun violence and substance abuse disorders across Philadelphia. CLIP has seen measured success with this initiative; in 2022, CLIP offered full-time employment to 18 participants and promoted one participant to CLIP Crew Chief. Other long-running successes include vacant lot stabilization, graffiti clean-up, and alleyway tree removal, focused overwhelmingly in historically underinvested communities of color. Expansion of these programs further will further improve racial equity by providing employment for a more racially diverse range of candidates and by visually improving neighborhoods across Philadelphia disproportionately affected by blight, gun violence, or the opioid epidemic.

- **Office of Immigrant Affairs (OIA):**

- OIA's core mission is to promote the wellbeing of Philadelphia's immigrant communities and provide opportunities, services, and information touching on all the mayoral priorities for racial equity. OIA's impact on racial equity is both internal and external facing.
- OIA's Language Access Program provides access to translation services for non-English speaking Philadelphians and translated documents on all matters including public health and education. OIA has seen measured success through this long-running program and continues to coordinate with City departments to ensure availability of translation services and documents. In 2022, OIA released a [Language Services Usage Dashboard](#), which shares data collected by the Language Access Program and allows for a closer look into departments' usage of contracted translation and interpretation services for a given language to promote awareness and transparency. In CY23, OIA is planning to make major changes to improve language accessibility for non-English speakers and readers on Phila.gov. To start, the team will be piloting translations for key areas of the site in Spanish and Chinese.
- OIA has played a critical role in welcoming and supporting 15+ buses of asylum seekers from Texas, in collaboration with the Office of Emergency Management (OEM), the Department of Public Health (DPH), several nonprofit partners, and local hospitals. OIA continues to play a critical role during the Afghan Refugee operation at the Philadelphia International Airport by ensuring the availability of translation services.
- OIA also supports the Family Unity Project by funding legal services for members of immigrant communities. Funding for the initiative has increased since its launch in FY19. Legal counsel has been provided to 136 residents facing deportation from 32 different countries, with 37% percent of the cases completed in immigration court granting approval to stay within the U.S.
- Opportunities for OIA to further increase racial equity include expanding the availability of language access collateral, including a wider variety of translated documents available to the public; further grow the Immigrant Legal Defense Program; and provide more support to immigrants and refugees in Philadelphia.

- **Municipal ID Program (MIDP):**
 - MIDP was launched during FY19 and has issued over 40,000 thousand IDs to-date. This program provides a direct service to all Philadelphians and directly impacts members of racially and culturally diverse communities. By providing Philadelphia residents access to official City-issued identification, MIDP reduces the barriers for accessing critical services.
 - MIDP has engaged with different organizations and City departments to target Philadelphians more effectively and most in need. Examples include returning citizens, members of immigrant communities, individuals effected by the opioid epidemic, elderly, youth, survivors of domestic violence, and individuals experiencing homelessness.
 - By providing official identification, MIDP positively reinforces mayoral priorities as they relates to racial equity and inclusion. Access to health services, education, and other City services can be tied to the ability for an individual to provide official documentation.
 - MIDP continues to expand partnership agreements to increase the benefits afforded to Philadelphians using the City-issued ID as their primary identification. Costs for this program are offset by revenue collected during standard ID issuances. Partnership agreements are often formed to offset or eliminate the initial costs for individuals or communities most impacted by systemic inefficiency and racial inequity.
 - MIDP sees opportunities to further grow in the coming fiscal years and plans to expand mobile pop-up sites and targeting underserved or marginalized communities. MIDP will also continue to add benefits available to Philadelphians that acquire City-issued identification.

- **Health & Human Services:**
 - **Eviction Prevention:** In FY22 and FY23, HHS continued to work with the Municipal Court, City partners, and legal service advocates to advance eviction protections to maintain housing stability for low-income tenants. Evictions disproportionately impact Black women with children, so these protections aim to address inequities in housing and related outcomes. In FY22, HHS supported the launch of Right to Council, which guarantees free legal representation to low-income renters if they are facing eviction. This right includes proceedings to evict, terminate tenancy, or terminate a housing subsidy. This may be put at-risk by the elimination of federal rental subsidy. The program currently serves the 19139 and 19121 zip codes, which are majority Black. Measures of success will include the number of eviction filings and rate of evictions in the prioritized zip codes. The volume of eviction filings has decreased from 19,368 in 2019 to 10,096 in FY22.
 - HHS helped grow the Philly Tenant Hotline, which provides free legal advice and possible representation to Philadelphia tenants.
 - **Commission on Aging:** The Commission on Aging leads the development of policy and strategies to support health, safety, and security

for Philadelphians ages 55 and older. MCOA also operates the Senior Community Service Employment Program and APPRISE, a Medicare insurance counseling program. These programs overwhelmingly serve individuals of color, and are almost entirely funded by state and federal grants. Measures of success include the number of people served through both programs. The Commission on Aging also facilitated a collaboration with HHS, the Department of Public Health, and the Philadelphia Corporation for Aging (PCA) to build the City's first cooling program aimed at reducing heat-related injuries among seniors and those with heat-vulnerable immune conditions who live in neighborhoods with higher heat indices. Philadelphia's Black, low-income residents disproportionately reside in Philadelphia's hottest neighborhoods and experience heat-related injuries.

- **Office of Arts, Culture & the Creative Economy (OACCE):**

OACCE administers the following programs within its current budget to improve racial equity:

- **Illuminate the Arts Grant Program (ITAG):** In 2022, OACCE distributed \$1.5M to 934 local artists, small and mid-sized nonprofit organizations, and small creative enterprises. One of the main goals of ITAG is to financially uplift Philadelphia's creative sector with a focus on proposals from within the City's poorest zip codes and communities of racial and cultural diversity. In 2022, 67.7% of funding distributed was to grantees from disadvantaged communities and 52.3% to BIPOC artists (450 BIPOC artists total). By providing \$450,000 of direct funding to BIPOC artists, OACCE is supporting their creative practices in Philadelphia, helping BIPOC artists overcome structural barriers that make the cultural sector inaccessible to many. Additionally, 78% of the organizations and enterprises that received ITAG grants have staffs that are between 76% –100% BIPOC, and 98.6% of the organizations and enterprises that received ITAG grants primarily serve disadvantaged communities. ITAG has provided targeted support to predominately BIPOC cultural organizations and creative enterprises, and those organizations and enterprises serve low-income communities which are predominately BIPOC. Through this grant program, OACCE is advancing racial equity in the cultural sector.

- **Neighborhood Arts Program:** OACCE's Neighborhood Arts Program (NAP) addresses racial equity through access to the arts in underserved neighborhoods, and direct funding to BIPOC artists. In 2022, NAP paid 689 BIPOC artists to produce free cultural events in their neighborhoods, which was 76% of the total number of artists paid through the program. Fifty five percent (55%) of Neighborhood Arts Program events were in disadvantaged communities. A total of \$117,932 has been provided to artists, cultural organizations, and civic organizations to produce 108 free cultural events across Philadelphia through NAP in 2022. By paying market rates to predominately BIPOC artists to produce free cultural events in their

neighborhoods, OACCE's Neighborhood Arts Program is working towards racial equity in Philadelphia's cultural sector.

- **Public Art Program:** OACCE advances racial equity through the City's Percent for Art program, which commissions beautiful, long lasting, and site-specific public artwork that reflects the diversity of Philadelphia's residents and visitors, its rich cultural landscape, and its many histories. Through the Percent for Art program, OACCE works to ensure that all Philadelphians have access to public art which showcases the City's unique and diverse neighborhoods and brings healing to underrepresented communities by shedding light on stories that have not previously been told in the City's public art collection. OACCE currently has 27 active Percent for Art projects throughout the City of Philadelphia, the majority of which are in underserved communities as part of the City's Rebuild program, a cornerstone initiative of the Kenney Administration that focuses on improving community parks, recreation centers, and libraries neighborhoods of need. Through these Percent for Art projects, OACCE is actively advancing racial equity by providing beautiful public art that enhances the public spaces in Philadelphia's most disadvantaged neighborhoods.

- **Special Exhibitions:** OACCE's exhibitions advance racial equity by amplifying the voices and stories of diverse and marginalized communities, and by providing more opportunities to artists of color. In the exhibit "Dreams of Freedom – The Threads that Hold Us Together," which was inspired by the history and legacy of Harriet Tubman, racial equity was addressed by providing access and opportunity to over 30 amateur Black fiber artists—29 of whom were women of African descent—to provide a contemporary racially conscious lens to history. In "Artists Honoring Victims of Gun Violence – The Souls Shot Portrait Project," racial equity was advanced by providing access to City Hall to over 30 artists and victims' families of color to address the most plaguing issue locally and nationally affecting communities of color: Gun violence. Finally, in a special permanent exhibition at PHL Airport that complemented the newly renamed terminal in his honor, racial equity was addressed by paying tribute to a globally respected, historic African American civil rights leader, Reverend Dr. Leon H. Sullivan. By uplifting and ensuring representation of Philadelphia's underserved communities of color, OACCE's exhibits continue to work towards racial equity.

- **Town Watch Integrated Services (TWIS):**

- TWIS's core mission is to directly address quality of life issues through community policing and participation which leads to a safer and more just Philadelphia and a more diverse, efficient, effective and government. TWIS operates within many communities across Philadelphia and is focused on areas that are racially and culturally diverse and heavily involves participation and input members of the community. In recent fiscal years, TWIS has expanded or enhanced their operation within the Kensington, Port

Richmond, Frankfort, Southwest, West, East, Northwest neighborhoods of Philadelphia.

- Town Watch plans to establish more Town Watch groups and Safe Corridor groups in areas of the City that experience high levels of gun violence, which disproportionately affects Black neighborhoods. A safer and more just Philadelphia for all includes a robust Town Watch program connecting community members and City government to impact positive change most effectively.

- **Office of Transportation & Infrastructure (OTIS):**

- Quality systems of transportation and infrastructure are vital to developing an Inclusive Economy and Thriving Neighborhoods, improves access to health and education services for all. OTIS seeks to improve the quality of life, accessibility, and safety for all Philadelphians through several key initiatives and often targets neighborhoods that have historically been underserved or marginalized communities of racial and cultural diversity. Successful oversight and management of OTIS projects and initiatives leads to advances the goal of providing a Diverse, Efficient and Effective Government for all.

- **Safe Routes Philly:** launched by OTIS in April 2021, this program seeks to develop and improve the transportation network and provide safe and efficient routes to educational institutions for educators, students, and families across Philadelphia. Advancements in racial equity become increasingly challenging for marginalized communities they are isolated or disconnected due to the lack of a high-quality transportation network.

- **Indego Bike Share & High-Quality Bike Network:** with each fiscal year, OTIS continues to expand access and availability of the Indego Bike Share program and further develop a high-quality bike network across the City. A city-wide, high-quality bike network increases safety of riders when travelling by bike and encourages Philadelphians to use these systems with more regularity. In CY22, OTIS led the development of projects that installed 10+ miles of protected bike lanes.

- **Clean Fleet Implementation:** OTIS, in coordination with the Office of Sustainability and Office of Fleet Management, launched the Clean Fleet initiative in October 2021. This initiative is designed to transition the City-owned fleet from gasoline powered to electric powered vehicles over the course of the next several years. This initiative will not only reduce the carbon footprint of Philadelphia's Municipal Government but will also provide future cost savings by reducing the demand for gasoline to fuel City-owned vehicles. Cost savings realized through this initiative may be repurposed to support other initiatives that may more directly impact and improve racial equity and ensures that the City of Philadelphia proactively seeks to improve efficiency and effectiveness of tax generated funding of City operations.

- **Infrastructure Solutions Team:** In CY 2022, OTIS stood up the Infrastructure Solutions Team. This is a cross-function team created to ensure that the projects funded by the Bi-partisan Infrastructure Law (BIL)

build wealth in Black and Brown communities in Philadelphia. The team is also focused on modernizing infrastructure.

- **Rebuild**

- The Rebuild program has been a cornerstone of the current Administration and has seen many successes over the past several fiscal years. As it relates to racial equity, the demographics of Rebuild's Workforce Development Program include a 96 percent participation rate of people of color, with 70 percent of graduates from its initial cohorts being accepted into Union apprenticeships or full-time work.
- Rebuild has also found success as it relates to M/W/DSBE participation rates. Rebuild far exceeds mayoral targets and has awarded 63 percent of contract dollars to firms owned by minorities, women, and disabled owned business enterprises. Rebuild has also worked to successfully register at least 146 diverse local businesses in its business support program.
- Rebuild completed many projects in FY22 and FY23, including Capitolo Playground Fields & Mini Pitch, Chew Playground Fields, and Nelson Recreation Center & Playground. In CY23, Rebuild is starting construction on over \$100 million worth of projects, including sites like Vare Recreation Center in Grays Ferry.
- In the coming years, MDO and Rebuild have the opportunity to increase capacity for Project Management to ensure the planning, design, and construction for as many recreation centers, parks, and library facilities are able to move forward during the program's lifetime. These improvements across the City will have a lasting and measurable impact on current and future residents, including residents from areas of the City that have long been underserved.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

The MDO uses many different aspects of its yearly operating budget to advance racial equity priorities and create an inclusive and anti-racist work environment. MDO actively encourages employees to attend professional development seminars or trainings related to racial equity, diversity, and inclusion. In addition, MDO encourages employees to attend City-lead Community Resource Groups, with supervisor approval, during working hours.

When going through the process of filling an open position within the MDO, a racially diverse panel is assembled to partake in the interview process. The MDO is working to continue to expand its reach when posting positions publicly so that more qualified candidates of diverse backgrounds can apply for a role with the department. In certain instances, the MDO has coordinated with outside support when attempting to identify qualified candidates of diverse backgrounds and experience.

MDO reviews and responds to all accusations of cultural, racial, or demographic biases and behaviors accordingly. MDO-HR is actively working with departmental and programmatic leadership to develop tools and provide additional support to enhance the working environment with a focus all issues related to racial equity, diversity, and inclusion.

4. **Is there any critical unmet need within your budget that inhibits your department's achievement of its greatest racial equity priorities? If so, briefly describe.**

Gun Violence: In Philadelphia, as in cities across the country, the gun violence epidemic overwhelmingly affects Black men and boys. Gun violence is concentrated in low-income, majority Black and/or Latinx neighborhoods throughout the city. The severity and inequity of the epidemic worsened during the pandemic. Drivers of gun violence include structural racism, disinvestment, poverty, unemployment, and under-resourced schools.

There are several evidence-based approaches to reduce gun violence that could make a difference to the epidemic in Philadelphia. Research [evidence](#) shows that improving aspects of the environment in places with gun violence concentrates can help reduce gun violence without just displacing it to nearby areas. Additionally, investing in projects organized within neighborhoods has been shown to [correlate with less violent crime](#) in Chicago, particularly in low-income neighborhoods. This finding suggests that policies that encourage neighbors to interact and that facilitate physical improvements can help reduce crime. [Evaluations](#) have also demonstrated that models that utilize violence interrupters and connect people to social services can reduce gun violence.

While efforts related to these approaches are underway in Philadelphia, MDO is requesting additional funding to expand their impact, especially in Philadelphia's most marginalized communities:

- \$25,375,000 in year over year funding to sustain the Targeted Community Investment and the Community Expansion Grants. The grants will be to increase capacity and codify the sustainability of community led violence prevention and intervention programs.
- \$1,575,000 for credible messenger training and support, which is a sustained program that supports the recruitment, training, and professional development of individuals interested in being credible messengers for violence intervention programs (i.e. CCIP, GVI, or CVI/HBVI).
- \$310,000 to expand the Community Crisis Intervention Program (CCIP). The additional funding will allow for the hiring of two program specialists who will increase the number of home visits to engage high-risk individuals and increase referrals made to service providers. The funding will also allow for the hiring of additional credible messengers.
- \$1,548,103 to develop a pilot program for Critical Incident Trauma Supports. This funding will establish 3 mobile teams of trauma specialists that can supplement the on-going efforts of Criminal Justice and Public Safety Initiatives like CCIP, GVI, and Rapid Response teams to assist with real-time care coordination, outreach, and perform follow up visits after critical incidents.

Opioid response: Opioid use disorder (OUD) is a racial equity issue. In 2021, there were [1,276 unintentional drug overdose deaths](#), the highest ever reported in Philadelphia. Fatalities were highest among non-Hispanic, Black individuals. From 2020 to 2021, overdose fatality rates increased 24% among women. This increase was primarily driven by deaths among non-Hispanic, Black women.

While the City has made progress, there are still significant gaps in our ability to address OUD. There is a need for additional harm reduction-based engagement for Black and brown Philadelphians; improved coordination of efforts and resources across City departments; and additional resources for housing support, given that homelessness is a known risk factor for fatal overdoses. The following funding requests are designed to address these gaps:

- \$2,600,000 to embed a full-time nurse and behavioral health staff into all five Police divisions to increase access to behavioral health supports, wound care, and comfort medications on-site for individuals in police custody that are awaiting preliminary

arraignment. Although Black and white people use drugs at similar rates, Black people and other people of color have been disproportionately criminalized for drug-related offenses. Data suggests that over half of people incarcerated met the criteria for a substance use disorder (Vera Institute of Justice [report](#)). Nationally, overdose deaths in county jails increased by [over 200%](#) between 2001 and 2018. These data suggest that while Black and brown people are disproportionately penalized for drug use, they are likely not getting the treatment they need once incarcerated. As a result, providing an intervention after arrest is critical to address these racial inequities and improve outcomes for Philadelphians of color, who make up [over 90%](#) of Philadelphia's jail population.

- \$2,173,500 for a Recovery House to Shared Supportive Housing Pilot. Funding would improve and facilitate a direct flow from Recovery House beds into a best practice peer-based recovery model of Shared Supportive Housing. The requested amount would support 30 three-bedroom units, servicing 90 people total. Housing is a key social determinant of health that often gets overlooked in efforts to address substance use disorder. Homelessness and drug use, both of which disproportionately impact Black and Latinx Philadelphians, often tend to [reinforce](#) each other. Therefore, supportive housing is needed to interrupt these cyclical pathways and address racial disparities in both substance use and housing-related outcomes.
- \$415,000 to increase the capacity of the Behavioral Health Unit to support the citywide expansion of Police-Assisted Diversion and have the co-responder teams play a more active role in the police transport of involuntary commitments. This expansion will help PAD have a bigger potential impact on disparities in incarceration for low-level offenses by diverting Black and brown Philadelphians from the criminal legal system. It will also address racial disparities in health care access.

Reentry for formerly incarcerated individuals: Approximately 20% of all Philadelphians have a criminal record. In low-income, high-arrest, and predominantly Black and brown communities, this estimate is closer to 60%. Nationwide, having a criminal conviction on your record raises over 40,000 different barriers to employment, education, housing, loan borrowing, professional licensing, and voting. In Pennsylvania, past convictions restrict access to over 100 occupations ([Philadelphia Lawyers for Social Equity](#)).

In addition to the numerous barriers associated with having a criminal conviction, people who are reentering society after incarceration must also contend with criminal justice debt. Since 2012, the Administrative Office of Pennsylvania Courts (AOPC) has reported \$222 million in fines and costs charged to defendants in Philadelphia, \$153 million of which remains unpaid. The great majority of this comes from administrative fees and not fines that are punitive, and criminal justice debt falls most heavily on low-income people and people of color. Many Philadelphians involved in the criminal justice system do not have the ability to pay these costs, and the debt can hinder their re-entry into the community.

The direct and indirect costs of having a criminal record serve to deepen poverty and limit opportunities in areas of the city that are already the most marginalized. Minimal housing options for formerly incarcerated individuals and the burden of criminal justice debt continue to be critical barriers to successful reentry outcomes for Black and brown Philadelphians. The following funding requests are designed to address these gaps:

- \$1,000,000 to increase the capacity of the existing, successful reentry housing model by making 50 additional supportive housing slots available to city residents coping with the dual burden of living with complex unmet health needs and criminal justice system entanglement. Supportive housing covers the cost of rent while making dedicated staff

available for support with social service connections. This program is designed to have a significant impact on reducing recidivism and increasing connections to social supports in a traditionally hard-to-reach population.

- \$745,000 for funding the first phase of implementation of Neighborhood Resource Centers (NRCs), which are community-based centers where adults on probation can report to access important services and supports that will reduce their likelihood of recidivism.

Emergency management: Disasters disproportionately affect Philadelphians of color and residents experiencing poverty and other social vulnerabilities. Nationally, groups that may be disproportionately impacted by disaster include: underserved communities with a low socioeconomic status, people of color, Tribal and first nation communities, people with limited English proficiency, among others ([FEMA](#)). Just this past year, Philadelphia experienced multiple housing-related tragedies, including the Fairmount fire, the Fairhill collapse, and the collapse of Lindley Towers. The victims of these disasters were largely low-income, people of color, keeping with national trends. As Philadelphia continues to experience climate change, communities of color will [disproportionately bear the brunt](#) of its effects.

To better protect the city's most marginalized residents from future disasters, the City must maintain and grow its current capacity for preparedness, response, and recovery. The following funding asks are designed to meet this need:

- The Office of Emergency Management (OEM) is requesting \$797,000 in funding for (8) positions this year and (12) positions beginning FY25 that are currently grant funded through Federal grants. These positions are staffed today and critical to OEM operations.
- OEM is requesting \$100,000 for complex emergency shelter situations to be able to contract housing solutions and to bring on casework capacity.
- OEM is requesting \$300,000 for 3-10 positions to manage planning and public preparedness for natural hazards. Positions were developed with community input and will focus on community integration, evacuation (which is applicable to other hazards), and the recovery funds made available from disaster declarations.

5. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

The Managing Director's Office prioritizes matters of racial equity, diversity, and inclusion and incorporates the Administration's principles and goals into all requests for additional funding, budget reduction scenario proposals, and when reviewing the operations of existing programs or initiatives. The office believes that any plan to counter racial inequality and structural root causes of racism must be highly coordinated across different aspects of City government to best affect positive change.

The MDO at-large consists of many racially diverse individuals that bring a wide-ranging perspective to the impacts of racial equity and inclusion. In addition, the MDO serves as a cabinet-level department tasked with the oversight of the City's operating departments which allows us further to implement structural change to the systems and services that impact all Philadelphians on a regular basis.

MDO and its offices and programs regularly engage with internal and external stakeholders in key issues including but not limited to police reform, gun violence, opioids, and the COVID-19 response. As a part of the budget process, MDO leadership considers how to balance funding to

align with Administration's priorities in a way that preserves or expands services to members of marginalized communities.

A portion of the MDO's budget is dedicated to the direct delivery of services and quality of life improvements for members of marginalized communities of color with another portion allocated to development and implementation of policies and practices designed to reduce racial inequity.

The MDO encourages and supports active engagement with internal and external stakeholders through community-based forums which are often focused on delivering targeted support to racially diverse or underserved communities, internal steering committees or working groups, and by sharing the successes and opportunities of MDO programs and initiatives within the cabinet, across City government and with members of the public.

6. Please briefly describe how the core functions of your agency connect with and advance the [City's vision for racial equity](#). What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?

The Managing Director's Office (MDO) is a Cabinet-level office tasked with oversight of the City's operating departments and furthering Administrative priorities especially as it relates to reducing racial disparities and improving the lives of all Philadelphians. The MDO has programs or initiatives that touch upon all Mayoral priorities as it relates to racial equity and inclusion including:

- Health Equity for All
- Quality Education for All
- Inclusive Economy and Thriving Neighborhoods for All
- Diverse, Efficient, and Effective Government

The MDO is submitting FY24 Capital Budget project requests on behalf of three of its offices/programs whose budgets are enclosed within MDO's: Office of Emergency Management; Office of Arts, Culture, & the Creative Economy; and Animal Care & Control Team. Responses for each of these three MDO offices/programs are enclosed.

Office of Emergency Management

The Office of Emergency Management (OEM) works in the emergency and disaster space. Disasters disproportionately affect racial minorities and residents experiencing poverty and other social vulnerabilities. OEM's core functions connect with and advances the City's vision for racial equity by improving the systems and structures in place to plan for, respond to, and recover from emergencies and disasters. An effective OEM allows more Philadelphians to better prepare and more effectively recover from disasters and emergencies. OEM strives to ensure that race does not predict the level of response or recovery support a person receives after experiencing a disaster.

Identifying targeted resources for racial minorities to aid in their recovery from a disaster is a major area of opportunity for OEM to advance racial equity as part of the core work we perform. Some examples of this are:

- Increase culturally appropriate messaging into minority communities encouraging them to secure homeowners and renters' insurance.

- Identifying emergency case management resources to support recovery efforts for communities suffering higher levels of poverty, lower levels of education, and limited English proficiency.
- Pre-planning at the neighborhood level for community specific risks, particularly knowing that minority and lower income communities are historically placed in riskier areas like flood plains and near industrial sites.
- Recruiting and maintaining a diverse workforce that is representative of the community we serve.
- Deliver programming, such as HERricane, targeted to racial minorities with the goal of turning the tide on who disasters impact and who is recruited into the emergency management space.
- Working alongside the City's Office of Immigrant Affairs to deliver culturally appropriate services when faced with situations like Operations Allies Welcome and the potential for migrant buses from the southwest border.

Office of Arts, Culture, & the Creative Economy

The Office of Arts, Culture, and the Creative Economy (OACCE) strives to close the gap in access to quality cultural experiences and creative expression, and highlights artists and creators of racially and culturally diverse backgrounds. OACCE's programs advance racial equity by eliminating financial and geographical barriers to the arts, culture and creative industries in communities of need; linking local artists and cultural organizations to resources and opportunities; and commissioning public art which reflects the diversity of Philadelphia's residents and visitors, and its rich cultural landscape.

Animal Care & Control Team (ACCT Philly)

ACCT Philly is the only open intake animal shelter and animal care and control provider in Philadelphia. National estimates indicate that there are 1.1 million pet owners in Philadelphia, and the enormous need for our services reflects that, as does our core mission, which was developed jointly by the City and the organization's founders a decade ago:

"...to protect the health, safety and welfare of the citizens of Philadelphia, regardless of race or economic status, and to provide shelter and lifesaving services for homeless, abandoned, lost and abused animals."

ACCT Philly has many opportunities to advance racial equity. There are opportunities in every single action we take as employees and as an organization, from our hiring to training opportunities to how we treat our clients. ACCT Philly wants to be seen as a leader in animal welfare for how to flip the "normal" animal shelter, where most employees and adopters are white, to show that ACCT reflects our Philadelphia community. Seventy percent of ACCT employees are not white, and our adopters are diverse as well. However, improving access to our services to underrepresented communities, including those who do not speak English as a first language, who suffer from disabilities or have mental health issues, are additional areas of opportunity for ACCT as well.

7. **What critical programs, initiatives, or policies does your office administer with your current budget to improve racial equity? In briefly describing this program, initiative, or policy, please include (a) how you measure its success (including any performance measures and/or data/tools available), (b) observable strengths in advancing racial equity, and (c) observable challenges or opportunities for growth in advancing racial equity.**

Office of Emergency Management

The Office of Emergency Management (OEM) has a number of critical programs and initiatives that improve racial equity. First, OEM's Community Engagement program delivers community preparedness education and more frequently targets zip codes in the top third of the CDC social vulnerability index. Broadly, the social vulnerability index tracks racial and socio-economic factors (poorer and higher minority generally correlates with a higher social vulnerability index which we recognized is a result of systemic and historic injustices). The Community Engagement program also factors in high-hazard areas as an outreach strategy. Our goal is to engage more regularly those with higher vulnerability.

Second, OEM provides incident response and coordination services. OEM routinely advocates to City, regional, State, and federal partners on behalf of impacted communities, seeking to bring to bear all available resources to an impacted community member. One specific function is to conduct damage assessments and ensure timely reporting to appropriate State officials in seeking additional resources. Success is measured by the speed that impacted residents can be reached virtually and in-person and the assessment to the State is submitted.

Third, the City's Hazard Mitigation Plan—which is coordinated by OEM—is the foundation from which the Office deliver services to the community. OEM has a process for project identification and development that prioritizes equity. When FEMA releases the Flood Mitigation Assistance programs notice of funding opportunity that occurs every August, we notify departments that there is funding available for mitigation projects. At that time, the departments see what projects they have in the planning and design phases, and which meet the objectives of the programs. The departments then present their projects to the Hazard Mitigation Steering Committee which decides which projects to approve and, if necessary, to add to the Hazard Mitigation Plan through a formal amendment process with FEMA. The project prioritization process outlined below aligns with the State Hazard Mitigation Plan project prioritization process. Equity has been added by Philadelphia as an important factor for consideration in this process. A project's equity score was determined by looking at a variety of factors including, but not limited to:

- Does the project reduce risk to a geographic area with higher social vulnerability based on the CDC's Social Vulnerability Index?
- Does the project reduce risk to a geographic area with greater exposure to the hazard (ex: areas in a FEMA designated flood zone or areas experiencing higher heat due to the urban heat island effect)?
- Does the project reduce risk to a population more susceptible to negative impacts from the hazard due to intrinsic characteristics (ex: Individuals with disabilities, access and functional needs, or older adults)?
- Does the project reduce risk to a population or geographic location placed at greater risk to the hazard due to historic inequities or underinvestment?
- Does the project inadvertently increase risk to any of these populations or geographic locations?
- Has the principle of 'no adverse impact' been considered to ensure that a project that builds resiliency in one neighborhood does not increase risk for up or downstream neighbors?

Office of Arts, Culture, & the Creative Economy

OACCE administers the following programs within its current budget to improve racial equity:

- **Illuminate the Arts Grant Program (ITAG):** In 2022, OACCE distributed \$1.5M to 934 local artists, small and mid-sized nonprofit organizations, and small creative enterprises. One of the main goals of ITAG is to financially uplift Philadelphia's creative sector with a focus on proposals from within the City's poorest zip codes and communities of racial and cultural diversity. In 2022, 67.7% of funding distributed was to grantees from disadvantaged communities and 52.3% to BIPOC artists (450 BIPOC artists total). By providing \$450,000 of direct funding to BIPOC artists, OACCE is supporting their creative practices in Philadelphia, helping BIPOC artists overcome structural barriers that make the cultural sector inaccessible to many. Additionally, 78% of the organizations and enterprises that received ITAG grants have staffs that are between 76% –100% BIPOC, and 98.6% of the organizations and enterprises that received ITAG grants primarily serve disadvantaged communities. ITAG has provided targeted support to predominately BIPOC cultural organizations and creative enterprises, and those organizations and enterprises serve low-income communities which are predominately BIPOC. Through this grant program, OACCE is advancing racial equity in the cultural sector.
- **Neighborhood Arts Program:** OACCE's Neighborhood Arts Program (NAP) addresses racial equity through access to the arts in underserved neighborhoods, and direct funding to BIPOC artists. In 2022, NAP paid 689 BIPOC artists to produce free cultural events in their neighborhoods, which was 76% of the total number of artists paid through the program. Fifty five percent (55%) of Neighborhood Arts Program events were in disadvantaged communities. A total of \$117,932 has been provided to artists, cultural organizations, and civic organizations to produce 108 free cultural events across Philadelphia through NAP in 2022. By paying market rates to predominately BIPOC artists to produce free cultural events in their neighborhoods, OACCE's Neighborhood Arts Program is working towards racial equity in Philadelphia's cultural sector.
 - **Public Art Program:** OACCE advances racial equity through the City's Percent for Art program, which commissions beautiful, long lasting, and site-specific public artwork that reflects the diversity of Philadelphia's residents and visitors, its rich cultural landscape, and its many histories. Through the Percent for Art program, OACCE works to ensure that all Philadelphians have access to public art which showcases the City's unique and diverse neighborhoods and brings healing to underrepresented communities by shedding light on stories that have not previously been told in the City's public art collection. OACCE currently has 27 active Percent for Art projects throughout the City of Philadelphia, the majority of which are in underserved communities as part of the City's Rebuild program, a cornerstone initiative of the Kenney Administration that focuses on improving community parks, recreation centers, and libraries neighborhoods of need. Through these Percent for Art projects, OACCE is actively advancing racial equity by providing beautiful public art that enhances the public spaces in Philadelphia's most disadvantaged neighborhoods.
 - **Special Exhibitions:** OACCE's exhibitions advance racial equity by amplifying the voices and stories of diverse and marginalized communities, and by providing

more opportunities to artists of color. In the exhibit “Dreams of Freedom – The Threads that Hold Us Together,” which was inspired by the history and legacy of Harriet Tubman, racial equity was addressed by providing access and opportunity to over 30 amateur Black fiber artists—29 of whom were women of African descent—to provide a contemporary racially conscious lens to history. In “Artists Honoring Victims of Gun Violence – The Souls Shot Portrait Project,” racial equity was advanced by providing access to City Hall to over 30 artists and victims’ families of color to address the most plaguing issue locally and nationally affecting communities of color: Gun violence. Finally, in a special permanent exhibition at PHL Airport that complemented the newly renamed terminal in his honor, racial equity was addressed by paying tribute to a globally respected, historic African American civil rights leader, Reverend Dr. Leon H. Sullivan. By uplifting and ensuring representation of Philadelphia’s underserved communities of color, OACCE’s exhibits continue to work towards racial equity.

Animal Care & Control Team (ACCT Philly)

ACCT Philly’s community services—while available for all Philadelphia residents—are most utilized by underrepresented communities. ACCT Philly field services program responds to thousands of individuals each year, and the majority of our stray animals come from the ten lowest income zip codes. While ACCT does not track the race of those who are surrendering or bringing in animals, using zip code data collected, as well as the reasons for surrender, it is clear that ACCT services are being utilized by the most underrepresented communities. One of the top reasons for surrender is homelessness or eviction and, in some cases through, ACCT’s surrender prevention work they have been able to help people keep their pets. Additionally, ACCT has the lowest adoption fees in the region. ACCT uses the adopter’s welcome approach to try to match people with pets, and, as a result, many adopters are from the nearby communities, who cannot afford to adopt animals for hundreds of dollars but can provide wonderful homes.

ACCT Philly wants to find a way to make animals with greater need available to the general public and not limit adopters by the resources they have. Another challenge is that the organization’s volunteers are mostly white women. ACCT continues to look for ways to increase the diversity of our volunteers while being realistic with our expectations.

- 8. Please briefly describe how your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?**

Office of Emergency Management

OEM uses budgeted staff to manage the recruitment and hiring process. In efforts to build and sustain a diverse workforce, OEM has implemented and continues to refine a standard recruitment process which follows the Exempt Hiring Guidebook and was developed in consultation with MDO HR. During the process, resumes are reviewed on a rubric, diverse backgrounds and experience are actively sought out in applicants, hiring panels are diverse, and scripted questions are used. All team members are rigorously supported in professional development and growth.

OEM also has offered two HERricane camp offerings, a week-long event for young women who may be interested in emergency management. Women are underrepresented in the emergency

management professional field but make up a disproportionate amount of disaster victims. HERricane is a national program of the Institute for Diversity and Inclusion in Emergency Management (I-DIEM). Its mission is to develop and elevate women as leaders in emergency management while raising awareness of the emergency management profession, and its many interdisciplinary fields and to advance equity in the profession and for the communities which carry disproportionate burdens of disaster outcomes. OEM is proud to offer this program to young women in Philadelphia.

Office of Arts, Culture, & the Creative Economy

OACCE creates an inclusive, anti-racist workplace by ensuring the diversity of its staff, 71% of whom are minority and 71% are women. OACCE is continuing to enhance the inclusivity of the office through hiring individuals who are diverse in both gender and race.

Animal Care & Control Team (ACCT Philly)

ACCT Philly is using their budget to create an inclusive, anti-racist workplace as well as an organization that is inclusive to the community it serves, which is all of Philadelphia, regardless of race or economic status. ACCT uses their budget to:

- Continue to provide training and advancement opportunities to our largely unionized workforce, 70 percent of which is non-white, and 39 percent of whom live in the city's most low-income zip codes.
- Focus heavily on internal training and support to promote individuals from within to higher level positions
- Review our second chance policy for hiring and continue to look for partnerships with second chance programs such as JEVS, New Leash on Life, and more.
- Ensure that the lowest starting wage is the \$15 minimum wage, with an increase each year for those positions
- We are enhancing internal communication efforts with staff after feedback during a compassion fatigue training that this was desired and continue to meet with departments about how to better provide services to the community as well as provide employees with the support they need to advance and grow in their roles and careers.

9. Is there any critical unmet need within your budget that inhibits your department's achievement of its greatest racial equity priorities? If so, briefly describe.

Office of Emergency Management

The Emergency Operations Center and mobile command post are places where emergency and disaster response is carried out. Without mission-capable and mission-ready facilities, OEM's services are unable to be delivered to their full potential. These facilities in their best and most functional shape allow the OEM programs, led by people, to be in their best shape to deliver critical services. As such, OEM is submitting FY24 capital budget requests to meet these needs.

Office of Arts, Culture, & the Creative Economy

OACCE oversees the conservation and management of the City's collection of over 1,000 irreplaceable public art objects valued in excess of \$80 million. Historically, conservation funding has prioritized the most visible artworks located in Center City, Fairmount Park, and other prominent tourist and historical sites which compete for attention, while many of the artworks located in underserved communities and neighborhoods have not received the conservation, capital improvement and care they deserve. Over the past two fiscal years, more than 80% of

Art Conservation funds spent were on prominent artworks, while less than 20% of Art Conservation funds spent was on artworks located in the poorest zip codes in the City.

As such, OACCE is requesting an additional \$100,000 in MDO's FY24 Capital budget, which will contribute to racial equity by providing additional funding that prioritizes conservation of public artworks that have previously been neglected in the City's poorest neighborhoods due to funding limitations, and other more prominent artworks taking precedence. Conservation treatments and restoration is necessary to extend the useful life of these valuable objects and safeguard both the artworks and the public. These conservation efforts will ensure that Philadelphia can preserve its exceptional historic, cultural, and artistic resources, and that all Philadelphians have access to quality public art in all neighborhoods.

Animal Care & Control Team (ACCT Philly)

Limited resources, combined with the heavy uses in the ACCT Philly facility, has led to deferred maintenance and growing maintenance needs at ACCT Philly's site. ACCT employees frequently comment on the difficult working environments and conditions. Ensuring that the building is comfortable to work in and that the air circulation is healthy for people and animals alike is critical to both staff and animal wellbeing. Poor air flow in the building can also worsen underlying conditions such as asthma. Asthma is a condition that disproportionately impacts Black and Hispanic individuals, who also comprise the majority of staff and clients. In addition, the poor airflow increases the incidents of upper respiratory infection in both dogs and cats. As 55% of ACCT's strays come from the ten most low-income zip codes, it is safe to say, that the majority of pet owners reclaiming their pets who may have become ill while in our care do not have access to regular veterinary care. They love their pets, but if their pet gets sick while in our care and goes home to them, they are then often unable to provide them with the care that they need because they don't have discretionary income. Decreasing disease and improving working conditions in the building would help both animals and individuals from underrepresented communities. As such, ACCT Philly is requesting Capital Budget projects to improve conditions of its facility.

10. How have you involved internal and external stakeholders, including marginalized communities of color, in your department's budget process?

The MDO at-large consists of many racially diverse individuals that bring a wide-ranging perspective to the impacts of racial equity and inclusion. In addition, the MDO serves as a cabinet-level department tasked with the oversight of the City's operating departments which allows us further to implement structural change to the systems and services that impact all Philadelphians on a regular basis.

MDO and its offices and programs regularly engage with internal and external stakeholders in key issues including but not limited to police reform, gun violence, opioids, and the COVID-19 response. As a part of the budget process, MDO leadership considers how to balance funding to align with Administration's priorities in a way that preserves or expands services to members of marginalized communities.

A portion of the MDO's budget is dedicated to the direct delivery of services and quality of life improvements for members of marginalized communities of color with another portion

allocated to development and implementation of policies and practices designed to reduce racial inequity.

The MDO encourages and supports active engagement with internal and external stakeholders through community-based forums which are often focused on delivering targeted support to racially diverse or underserved communities, internal steering committees or working groups, and by sharing the successes and opportunities of MDO programs and initiatives within the cabinet, across City government and with members of the public.

Mayor's Office

Existing Spending and Operations

1. **Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The Office of the Mayor is tasked with ensuring the Mayor's priorities are disseminated to the rest of the Administration for implementation, and clearly communicated to City Council, other governments, and the people of Philadelphia. The Mayor's Office has the opportunity to effectuate racial equity in three main ways:

- **Policy and legislation** – as the final decisionmaker on City policy and legislation, the Mayor's Office has the opportunity to advance and adopt policies that reverse the long history of governmental policymaking that has disadvantaged Black and brown residents, and other historically marginalized groups, across a wide range of areas: from criminal justice and public safety to housing and tax policy.
- 2) **Budget** – the Mayor's Office, together with the Finance Department, determines how the City will propose to spend its annual budget; this presents the opportunity to invest in city services and capital projects that are most likely to improve the safety, economic well-being, and health of Black and brown residents.
- 3) **Leadership and Communications** – the Office has the opportunity to use the Mayor's high profile both as the leader of an organization with approximately 27,000 employees who interact with residents every day and as a public official to draw attention to racial inequality and ways to reverse it.

2. **What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

- **Citywide Racial Equity Strategy** – the Mayor's Office leads a citywide racial equity strategy, consistent with Executive Order 1-20, that is working to support all Departments to create Racial Equity Action Plans by 2023.
- **Workforce Diversity, Equity and Inclusion Strategy** – the Mayor's ODEI, in partnership with the Office of Human Resources and City Departments, works with departments quarterly to support their intentional efforts to increase underrepresented diverse talent, implement diverse recruitment strategies, and build an inclusive culture. This work includes efforts by the Mayor's Office for People with Disabilities and Mayor's Office of LGBT Affairs to create a workspace where everyone feels valued, including people with disabilities and the LGBTQ+ community
- **Public Engagement** – OPE works to ensure that systemically excluded communities have a chance to connect with and to inform the City's work; this work has included the development

of an Equitable Engagement Toolkit for Departments to use, creation of the Community Resource Corps to reach community members where they live, support of the Pathways to Reform, Transformation and Reconciliation group, leadership of the Strategy Group to Address AAPI Hate and Violence and planning for the creation of an Indigenous/Native Commission.

- **Policymaking** – The Mayor’s Office has supported policy making to advance racial equity including antipoverty and economic security work such as fines and fees reform, advocacy at the state and federal level on public benefits and tax policy (such as the Child Tax Credit) that will make the lowest income Philadelphians, who are predominately Black and brown, more economically secure. Other work includes supporting planning for future spending, such as the federal Infrastructure Bill, in ways that will reverse the effects of longstanding disinvestment in black and brown communities in the city.
- **Integrity** – By supporting decision-making across the government that is consistent with the City’s ethics rules and by offering workforce-wide guidance documents, training and consultation, the Mayor’s Office seeks to empower City employees who may historically have been excluded from traditional power and access structures. As legal advisors the Integrity staff are challenging traditional interpretations of ethics rules using race equity as an analytical factor.
- **Communications and Events**– the Mayor’s Office uses the Mayor’s voice to communicate with Philadelphians and the world about the continued racial inequities in the City and country, to call for the need for continued work to reverse the effects of centuries of structural racism, and to lift successes for celebration. Additionally, the Office of the City Representative works to celebrate the contributions of extraordinary Black and brown Philadelphians, and other historically marginalized groups, through producing events that uplift the contributions of extraordinary residents today and throughout the city’s history.
- **Citywide Racial Equity Strategy** – The capacity of City departments to understand and advance a racial equity framework has been strengthened through the collaborative work of the FY21 Cohort of ten departments and current FY22 Cohort of 13 departments. Challenges remain with how capacity is then operationalized across departments’ major services and/or strategic initiatives. As the FY21 Cohort goes through its first budget cycle since completing its cohort work, there is an opportunity for some departments to commit resources to operationalize and achieve strategies identified in their Racial Equity Action Plan. The FY22 Cohort may be eyeing the next budget cycle for resources, to the extent strategies will be identified and finalized at the completion of Fiscal Year 22. Without department leadership investment in the citywide racial equity strategy, it will be difficult for departments to gain support and traction needed to achieve identified strategies. The Racial Equity A-Team series has been developed to address this potential gap, but more work needs to be done to achieve senior leadership impact across all departments. Key decisions around resources (budget dollars) will also impact achievement of some strategies identified by departments.
- **Workforce Diversity, Equity and Inclusion Strategy** - Significant progress has been made in diversifying the exempt workforce, particularly for Asian and Latino, Hispanic employees. Overall, many departments are paying increased attention to diverse recruitment and hiring. Departments are also focusing more on building an inclusive environment, supportive of all employees, including people with disabilities and the LGBTQ+ community. More work needs to

be done around diverse recruitment and hiring strategies inclusive of Black and African American residents, as well as other underrepresented diverse talent. Additionally, more targeted strategies focused on supporting departments in handling concerns or complaints related to protected categories, including race, are required to build an inclusive culture.

- **Public Engagement** - The current infrastructure for public engagement includes community-driven Mayoral Commissions that create an opportunity for residents to regularly participate in advising the Administration on policy matters with an equity lens. Commissions are made up of historically systemically excluded populations, as well as leaders and populations (including faith leaders) who are key in reaching these populations. A challenge is creating an effective system for recommendations from Commissions to be applied to the broader City structure and departments.
- **Policymaking** - A policymaking strength is that Administration leaders and City Council are often aligned ideologically on the goal of reversing the effects of structural racism, but challenges arise when in practice that means advantaging some communities now and not others. Other challenges include the City's overall revenue picture and the large portion of the City budget that are fixed costs including salaries, both of which constrain the ability to make large changes in the way the city spends.
- **Integrity** - A strength within the Integrity Office is significant prior operating department experience which lends to the ability to give practical advice. A challenge - and this is for any City-wide communication - is reaching City employees without City email accounts. In other words, managers and leaders must rely on paper postings or in-person communication for a significant portion of the City workforce. This has implications for race equity within the workforce and hinders outreach.
- **Communications** - The office's comprehensive communications efforts aim to inform the public about City government programs, policies, resources, and initiatives available to them. That involves a multi-pronged approach, usually focusing on getting the word out through press (media relations), on digital channels (social media and Phila.gov), and through direct outreach and community engagement. There are benefits and challenges to each: with press, the office has less control over the story the team wants to tell but a greater reach; the department can also target outlets for specific programs (such as targeting local diverse ethnic media outlets for a particular program available to minority-owned businesses, for example). Digital media offers us the ability to directly control the message the office is trying to get to the public, and how it gets out; however, continuing to grow reach and engagement with non-white and non-English speakers has been an ongoing challenge. Direct outreach is one of the most impactful ways to reach the public but can involve significant time and capacity commitments. This is why partnership with other City departments and the Office of Public Engagement is crucial.
- **Citywide Racial Equity Strategy:** this work is aimed at increasing the capacity of City departments to promote racial equity through their operations, including through their service provision, resource allocation, procurement, and community engagement efforts. In FY21, ten departments completed Racial Equity Action Plans. In FY22, an additional 13 departments are on target to complete Racial Equity Action Plans. All remaining departments will complete Plans by the end of FY23. In addition to the completion of Plans by all departments, a substantial cohort of employees have participated in comprehensive learning to incorporate a set of racial equity

principles into operations, with at least 100 employees committing each year to the strategy. Also, the Budget Office's incorporation of the Racial Equity Questionnaire, Budget Equity Committee, and other infrastructure have improved processes as a means to achieve equitable outcomes.

- Potential new outcome metric: Resident perceptions that “the City of Philadelphia government is looking out for my needs” (impact): *not currently measured - this is new data that would need to be collected in order for this to serve as a performance measure. We would want to identify and reduce any racial disparities in residents' perceptions.*
- **Workforce Diversity, Equity and Inclusion Strategy**
 - All departments have created Workforce Diversity, Equity and Inclusion Plans. (output)
 - Increase in representation of Black or African American, Hispanic or Latino, Asian, and other non-white employees among exempt and executive exempt workforce. (impact) Impact to date:
 - Compared to the start of the Kenney Administration in FY16, there has been a 3.83 percentage point increase in the number of diverse employees in the exempt workforce, with people of color comprising 50.29 percent of the exempt workforce in FY16 and 54.12 percent of the exempt workforce in FY21.
 - Compared to the start of the Kenney Administration in FY16, there has been a 7.30 percentage point increase in the number of diverse employees who earn \$90,000 and above in the exempt workforce.
 - Potential new outcome metric: Sense of belonging/inclusion among City employees (impact). *This is not currently measured, would require new effort to collect this data and disaggregate by race.*
- **Public Engagement**
 - Number of engagement events and participants. Year-to-Date 65 and 1,137 (output)
 - Number of volunteer service hours. 38,718 (output)
 - Potential new outcome metric: Resident perceptions that “the City of Philadelphia government provides an opportunity to give input on policies and programs that impact our diverse and systemically excluded communities (impact) : *not currently measured - this is new data that would need to be collected in order for this to serve as a performance measure. We would want to identify and reduce any racial disparities in residents' perceptions.*
- **Policymaking**
 - race-specific analyses to support policymaking in pandemic-related programs: PHLRentAssist, the Worker Relief Fund and multiple rounds of small business assistance (output)
 - Child poverty rate by race, related to Child Tax Credit outreach work (impact): data pending
- **Integrity**
 - Number of advisories distributed to workforce (policy statements, general guidance, FAQs). (Output – current performance metric for budget)
 - Potential new outcome metric: Awareness of ethics rules among City employees (impact). *Not currently measured.*
- **Communications**

- Response time to constituent inquiries. 10 days (output)
- Potential new outcome metric: Resident perceptions that “the City of Philadelphia government is looking out for my needs” (impact): *not currently measured - this is new data that would need to be collected in order for this to serve as a performance measure. We would want to identify and reduce any racial disparities in residents’ perceptions*

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

The Mayor’s Office has devoted its budget to supporting the Citywide Racial Equity Strategy, has added staff to the Office of Diversity, Equity and Inclusion to increase the capacity devoted to implementing anti-racist policies. The office follows best practices presented in OHR’s hiring guide including seeking a diverse pool of candidates and ensuring the department has a diverse selection panel. The Mayor’s Office staff is currently more diverse than prior administrations.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department’s budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

Together with the Budget Office, the Mayor’s Office supported the addition of racial equity questions as a part of the Budget Call in FY22 and FY23, and the creation of a Budget Equity Committee to help increase the focus on racial equity as a part of spending decisions. The Policy Office is preparing to procure a standing contract for community surveying that will ensure that when City Departments want to survey residents about policies and city services survey participation does not underrepresent Black and brown residents. The Mayor’s Office of Civic Engagement and Volunteer Services has created a new Community Resource Corps which will engage community leaders to connect residents with anti-poverty resources.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

N/A

Mural Arts

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

Mural Arts generates impact within individuals, communities, and systems with a focus on five areas: youth development, criminal justice reform, wellness, environmental sustainability, and civil discourse. Our key innovations include: 1) building long-term collaborations between artists, community members, and cross-sector institutions that establish trust and shared values, and generate capacity needed to address complex needs and opportunities; and 2) combining art education, public art project production, and other social supports to holistically address needs and generate multiple impacts simultaneously.

We serve geographic and affiliated communities throughout the entire city of Philadelphia. More than half of our program participants are low to moderate income, and approximately 80% of our mural projects are created in low to moderate income communities. 87% of the students enrolled in our Art Education program come from families that qualify for governmental assistance. We serve court-involved adults through our Restorative Justice program and adults struggling with mental illness, trauma, and chemical dependency through our Porch Light (Behavioral Health) program. Most of these individuals come from low income backgrounds. On average, participants are: 51% women, 48% men, and 1% gender unreported; 45% Black, 13% Hispanic/Latinx, 31% White, 7% Asian/Pacific Islander, 2% multi-racial, 1% Native Hawaiian/Pacific Islander and 1% American Indian/Alaskan Native.

The Restorative Justice program focuses on addressing systemic issues faced by justice impacted individuals, and the newest initiative of the Porch Light program, Color Me Back, a Same Day Work and Pay Program, combines participatory art-making and access to social services in a unique model offering individuals who are experiencing economic insecurity an opportunity to earn wages.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

Below is a list of our most impactful programs that directly address equity, equal opportunity, and systemic racism.

Launched in Spring 2021, the Restorative Justice' **Women's Reentry Program** serves the unique needs of returning women and their families. This program is planned by justice-impacted women, and the intention is to train participants and grow a foundation of education, wellness, the power of art, relationship development, and career exploration and work attainment. This year will be the first full year of the program and Mural Arts is aiming to engage 50 individuals. The most critical challenge at this point is securing sufficient funding to continue the program.

Founded in 2008, the Restorative Justice' **Guild Program** is a paid apprenticeship that provides a supportive, arts-based learning environment where participants are paid while they build job readiness and other practical skills through training with professional instructors, assisting with community public art and revitalization projects, and mentorship from employment specialists and peers. The outcomes of the Guild are powerful: 85% of Guild graduates are employed or enrolled in education programs one year after graduation and the one-year recidivism rate for Guild graduates is 10% - compared to Philadelphia's one-year unified recidivism rate and state average of 34%. A current challenge we face for the Guild is a combination of funding and capacity.

In 2019, Mural Arts embarked on its most ambitious outreach - to those experiencing economic and housing insecurity - in a no-barrier opportunity to earn wages, uniquely combining participatory art-making and access to social services, in a Porch Light program entitled **Color Me Back: Same Day Work and Pay**. Differing from most workforce programs, participants are accepted without condition to work for \$50 a day within a trauma-informed environment alongside staff and peer support specialists. Over 1,000 individuals have engaged with the program and over \$235,000 has been paid in wages to participants since its start. Color Me Back requires partnerships with the City, with other service providers, and with private funders. Should the partnerships not continue, the program could suffer.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

In spring 2020 Mural Arts completed a DEI plan with Tammy Dowley-Blackman Group, LLC to develop programming and procedures that will foster a positive organizational culture, embedding all elements of diversity, equity and inclusion across the institution. As a result of that process, there is now an established DEI Committee with a year-long program of events, trainings and workshops for all staff. Additionally, the DEI Committee has provided the organization's executive team with a list of recommendations to further provide transparency and equity in the areas of:

- Recruiting and hiring
- Salaries
- Professional development
- Artists' pipeline

With the completion of the staff's DEI plan, Mural Arts Advocates' Board of Directors realized they too could play an important role in fully exploring and embedding DEIAB across the organization. The Board's DEI Plan was completed in June 2021 and included a list of recommendations which are currently being implemented.

In August 2021 Mural Arts was awarded a Pew Center for Arts and Heritage Recovery Grant titled **Envisioning Equity: Building the Next Generation of Participatory Public Artists**. The premise of the 18 month grant is that Mural Arts will adapt organizational systems to better recruit, develop and retain artists of color, building a diverse next generation of participatory public artists. We are currently in the midst of this initiative.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget

process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

At Mural Arts, processes such as the establishment of the FY23 budget, follow steps where all individuals in the organization are engaged - including staff members and program participants. Each program area is responsible for identifying the areas of work which both address the organization's mission and values, and respond to the needs identified by the community. Once the needs are identified, financial resources are allocated, when available, to support the work. Our priorities for this year are: providing work opportunities, creating opportunities for people to heal, creating opportunities for people to grow as leaders in their communities, and across all of these, meeting the specific needs of and advancing opportunities for BIPOC.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

Mural Arts' specific approach is embedded in racial equity and includes four key components: The work of Mural Arts starts with a genuine curiosity about what makes Philadelphia tick. We look for the issues that drive and make our city, and we look for the problems Philadelphia and its residents are grappling with daily.

Listening as part of change is about learning and understanding. Each project begins with active listening: we ask questions, and foster dialogue among disparate groups. This is the listening that makes sure that everyone is heard, the listening that amplifies voices that have been muted.

Connections begin when people picture themselves in each other's shoes. Once we have found our inspiration, we mobilize our partners and build a team of individuals—artists, participants, residents, nonprofit leaders, funders, policymakers—anyone who wants to help us make change happen. We connect people and institutions who normally do not talk to each other, and build bridges of dialogue over long standing chasms of misunderstanding, distrust, or ignorance.

The art is simply the most visible part of a long and complicated process of collaboration, which in itself leads to substantive change. Mural Arts creates resources and opportunity, and moments for reflection and celebration. Mural Arts creates hope and optimism about a different future. Mural Arts' process of collaborative art making becomes a powerful vehicle for inspiring these other creative forces.

Office of Children and Families

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

OCF includes the following Departments and programs: Department of Human Services, Parks and Recreation, the Free Library, PHLpreK, Community Schools, Adult Education, and school-based services such as attendance supports, Out of School Time (OST). Racially equitable access to family support services and the support of quality education, in particular PreK and Adult Education, is central to the OCF mission and is a guiding principle that drives policy and program design, data gathering and resource allocation. OCF's work is focused on keeping all children safe, families strong, creating community hub schools and learning opportunities in all libraries, recreation centers, parks and neighborhoods in Philadelphia. The office works across OCF departments and with partners to design programs focused on child and family well-being.

OCF closely monitors goals and outcomes to ensure that there is constant feedback with the families served and a refinement of programs to maximize impact where it is most needed. OCF's goal is to ensure that the most vulnerable families are receiving necessary supportive services. As part of our children and families core focus, OCF supports adult learning opportunities through adult education and job training programs. OCF food security partnerships are critical to ensuring that families basic needs are being met by providing immediate healthy food resources, as well as educating families about long term economic supports. All programs are designed to be situated where they are most needed as the office affirmatively works to identify and dismantle racial inequities and create a more inclusive City.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. For each critical program or policy briefly describe key observable A.) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

OCF programs, PHLPreK, Community Schools, Prevention and Adult Education, are all focused on improving racial equity. It is the policy of OCF that all programs conduct extensive data analysis and stakeholder engagement at various stages of program design and deliver resources to children and families most in need of support services. The programs are designed to be critical components of building a more racially inclusive and equitable Philadelphia. The Performance Management and Technology (PMT) division of OCF runs continuous assessments so that programs have reliable performance metrics and feedback from families served. Data-driven resource allocation situates services in prioritized communities, which are in predominantly communities of color, in direct furtherance of the City's goal of addressing racial disparities and creating a more inclusive future.

Below is a brief description of OCF's core programs and how it furthers the City's racial equity goals.

- **PHLPreK:** Students who attend preschool programs are more prepared for school in core numeracy and literacy areas, are less likely to be identified inaccurately as having special needs or be held back in elementary school when compared to children who did not attend preschool. (*What does the Research Really Say About Preschool Effectiveness? Learning Planning Institute, 2019; see also, University of North Carolina Early Education Evaluation 2020*). This means that the creation of PHLPreK in 2017 and its continued growth is fundamental to preparing children for enduring academic success and participation in all social, economic, and civic opportunities. In FY23, OCF expanded PHLpreK seats by 300 at 26 new locations, targeted in high-need neighborhoods. The seats are targeted to ensure equity in accessibility and support our department's racial equity plan. The majority of children in the program (85%) identify as non-white, 70+% are below 200% of the Federal Poverty Level, and 12% speak a language other than English at home.

Investments in the early childhood education workforce is a critical component of PHLPreK. By investing in the long-term career pathways of our teachers and assistants, we not only improve the quality of early childhood education, but also improve the economic stability of a largely women, minority workforce. Over 70% of lead teachers identify as non-White and 114 of the 180 PHLPreK Providers report they are MWDBE owned (23 of 114 have MWDBE certification). Initial investments in our workforce are showing value. In FY 22, 21 Assistant and Lead Teachers enrolled in ECE coursework that puts them on a path to obtaining their Child Development Associate Program or Associate's Degree, a Master's Degree or to be certified in a Trauma Response for EC Educators Certificate. However, the pandemic has exacerbated the strains on the early childhood education field. Children, families, and staff have significant personal behavioral health and community-based trauma. In FY 24, OCF anticipates investing in trauma-informed behavioral health supports for children, their families, and childcare workers to support the ongoing needs of the program and community.

- **Community Schools:** Comprehensive community schools represent a powerful equity strategy because they are designed to identify inequitable outcomes in schooling, disrupt the systems that perpetuate education disparities and increase opportunities in prioritized areas of Philadelphia. The community school model aims to connect all social systems that shape a family and child's experience so that barriers are removed. (*Community Schools: A Powerful Strategy to Disrupt Inequitable Systems, Learning Planning Institute, 2018*). OCF currently operates 20 community schools across the city in collaboration with the School District of Philadelphia. Through close partnership with the schools' principals, City Community Schools Coordinators support the coordination of additional community-based supports for the children and families of these schools. Students at the 20 Community Schools are predominantly students of color. OCF targeted the expansion of Community Schools this year to high-need, traditionally under-resourced neighborhoods by prioritizing applications from schools in the 19143, 19122, and 19124 zip codes. These zip codes were priority due to high youth-involved

gun violence, high out-of-home child welfare placement, low school attendance, no existing community schools, and low Out-of-School Time investment.

- **Next Level Learning (Adult Education):** Adult education is fundamental to providing life-long learning that enriches individuals' lives and generates a more resilient and inclusive economy in Philadelphia. The Adult Education team does this by integrating learning opportunities in one seamless system for residents; sustaining continuous feedback with partners and learners; and sharing data systems, metrics, and outcomes. Next Level Learning collaborates with Philadelphia Works and the PA Department of Education to build a coordinated, collaborative, and integrated system to ensure residents have the necessary supports to help them reach their education and career goals. With support from philanthropic sources, the collaboration will focus on coordinated case management, centralizing access to support services and building integrated approaches to education and training that incorporates basic skills development into career pathways training. This collaborative approach will serve 480 residents over three years, with a focus on those receiving SNAP benefits. This approach is based on national research and directly addresses one of the significant challenges that adults face when entering workforce training programming – they often do not have the basic numeracy and literacy skills needed to complete the training. This effort will serve as a template for overall service coordination and a new way of bridging residents to career pathways. Given the predominance of Black and Hispanic residents without a high school diploma, OCF considers this a cornerstone of our racial equity strategic effort in the city.

3. Please briefly describe how is your department using its budget to create an inclusive, antiracist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

OCF continues to build on its internal DEI work to strengthen an inclusive and anti-racist workplace, in policy and practice. In partnership with the Department of Human Services, OCF is in the process of hiring a Diversity Equity and Inclusion Officer to continue our journey in becoming an anti-racist workplace.

The Diversity Equity and Inclusion (DEI) field of research instructs institutions to recognize internal bias, both individual and institutional. It instructs organizations to normalize conversations that reflect on structural manifestations of bias that perpetuate racial inequities and to design policies that dismantle racial barriers. Key areas of continued internal work at OCF include DEI data gathering and feedback from staff to identify improvements in hiring, promotions, onboarding, retention, and professional development opportunities that promote a diverse and inclusive work environment.

OCF's programmatic success depends on attracting and retaining diverse talent that is representative of Philadelphia. OCF has an internal hiring guide with clear instructions on how to identify bias and implement tools to eliminate them at every stage of the hiring process. In the next stage of development, OCF will create a survey to gauge new hires' experiences of support and inclusivity and create a space to share suggestions on how to improve workplace culture.

This past fiscal year, OCF brought in an expert for the OCF Leadership team to present on workplace climate responsibilities; a case study assessment of pitfalls and improvement opportunities; strategies for addressing concerns, opportunities to improve and reinforce cultural expectations. With the FY 24 budget request, OCF plans to include funds to expand training opportunities for management and staff on implicit bias and further building an inclusive workplace. Through such training, we hope to continue the honest conversations facilitated among members of our department that move us all to a deeper understanding of systemic racism and how to create an anti-racist culture to dismantle these systems.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

OCF uses racial, social, educational and economic demographic data to prioritize distribution of critical programs. Each program area also involves internal and external stakeholders in its design and improvement processes. Internally, each program engages with OCF leadership, OCF-PMT division and the Mayor's Policy Office.

PHLpreK works with a Provider Advisory, the Pennsylvania Department of Education, the School District of Philadelphia, local community partners, and participant families to gather feedback and improve services. The PHLpreK Provider Advisory is comprised of 17 early learning center directors with populations that represents the geographic, socio-economic, language, and race and ethnic diversity of Philadelphia's pre-K community. In addition, OCF's Early Childhood team partners with PHMC and professional development organizations to generate and support a more diverse workforce. PHLpreK has further developed a partnership with the William Penn Foundation and the University of Pittsburgh to advance teaching methodologies that foster Positive Racial Identity Development in Early education (PRIDE).

Community School Coordinators systematically engage each community partner organization, the School Advisory Council, students, principals, teachers and the School District leadership. Meetings to improve services take place biweekly and larger gatherings take place monthly. Coordinators and school leadership engage in collaborative leadership meetings with school community stakeholders to review the school's identified needs and the resources, services, programs to address those needs. These meetings also take into consideration feedback collected through district wide surveys, as well as ongoing data collected through program and partnership activities. Additionally, Community Schools host at least one family forum every quarter, at which topics identified by the school community are discussed with subject matter experts. These meetings include opportunities for family and community members to provide feedback around service delivery and effective utilization of resources to address needs in the school community. Our aspiration is to ensure that prior to budget proposals, information is collected from the school community to better inform the allocation of resources and services.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)? N/A

N/A

Office of Community Empowerment and Opportunity (CEO)

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The Office of Community Empowerment and Opportunity (CEO) supports the economic growth of Philadelphia by providing leadership on issues of economic justice and advancing racial equity and inclusive growth to ensure that all Philadelphians might share in the city's prosperous future. CEO carries out its mission by funding and piloting new programs, engaging in advocacy, supporting policy research and analysis, and convening local and national stakeholders. CEO is the city's Community Action Agency, and as such the office prioritizes the prevention of poverty and work to address its root causes in communities. In Philadelphia, close to 25% of our population lives in poverty and those communities most affected are largely communities of color. Our strategic framework is rooted in racial equity, and through successful implementation of the priorities outlined in it the office seeks to:

- Align funding decisions with our mission to promote economic mobility through advancing racial equity and support for communities of color.
 - Contribute to citywide initiative and policy development where CEO has experience, data, or perspective.
 - Research best practices and develop model programs or practices for promoting economic mobility out of poverty.
 - Offer training, technical assistance, and project management to provider partners and community members to support their capacity to address economic mobility and equity issues.
 - Develop performance metrics to evaluate equity goals for CEO.
 - Ultimately create an environment of stability, mobility, and prosperity for those communities most in need.
- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

CEO's work is centered in economic mobility through advancing racial equity. The Administration's priorities for FY23 and CEO's efforts to bring those priorities to fruition are below. CEO collects data in each of the program initiatives that staff run directly or through providers. Data is collected and submitted through various systems including COPOS—Community Organization Planning and Outcome System, America Learns. All data can be disaggregated by gender, age, and race.

Because CEO's work is focused on Racial Equity, in the list below we share just a few programs and performance indicators tied to Administration Priorities

- Safer & More Just Philadelphia
 - Benefits Access work providing individuals critical support for maximizing receipt of eligible benefits
 - Financial Inclusion work supporting people who were previously incarcerated
 - Serving as the backbone for Same Day Work & Pay Program

- Inclusive Economy & Thriving Neighborhoods
 - Financial Inclusion work
 - Key indicator: Since 2013, the Financial Empowerment Centers have helped the most vulnerable Philadelphians grow their wealth. Over 15,000 Philadelphians have visited the FECs. These Philadelphians have collectively improved 2,100 credit scores by at least 35 points, reduced debt by \$18M, improved savings by \$3.6M, and opened 600 safe and affordable bank accounts. Of the 15,000 people who have visited the FECS, 73% were women, 78% were Black or Latino/a/x, and 77% had incomes below 200% of the Federal Poverty Level.

 - Neighborhood Initiatives
 - Promise Zone: The Promise Zone aims to reduce poverty and bring greater opportunity to people living within it. Backed by the City of Philadelphia's Office of Community Empowerment and Opportunity, the Promise Zone coordinates organizations to better connect residents to high quality education, well-paying jobs, affordable housing, health services, and safe, healthy places to live. Housing Security Working Group leadership. The West Philadelphia Promise Zone helps local organizations be more competitive when applying for federal grant funds for projects within the zone. So far, the West Philadelphia Promise Zone has been able to leverage over \$115 million.

 - Promise Corps: In Philadelphia, 15 percent of adults over the age of 25, or 164,444 individuals, do not have a high school diploma or equivalent. Nearly 37 percent of them live in poverty, and 14 percent live in deep poverty. These data also illustrate the impact that educational attainment has on economic mobility: poverty rates decline by about 35 percent for Philadelphians who complete high school, while earning an advanced degree is associated with declines ranging from 54 to 75 percent. Promise Corps provides teams of AmeriCorps College and Career Coaches (CCCs) to four high schools in West Philadelphia. Promise Corps exposes students to post-secondary options, including diverse careers and college pathways, then collaboratively plans towards the most desired post-secondary plan for each student by role-modeling positive self-esteem, high expectations, persistence, and resilience.

 - Family Support and Basic Needs work (CTC, Workforce)
 - Key indicator: Our work to maximize the number of Philadelphians receiving the Child Tax Credit focuses explicitly on Philadelphians with the lowest income, those who earn so little (\$12,400 or less for a single

individual) and do not file taxes with the IRS, thus are not automatically receiving \$3,000 or more per child in CTC payments for which they are eligible. Black and Latino/a/x households are disproportionately represented in this group, and more than 90% of the households that have received tax prep services from our partners are Black, Latino/a/x, Asian, or mixed race.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

CEO's core values and mission drive our organizational work toward Racial Equity as a central focus. Additionally, the CEO Human Resources team operates with Racial Equity as a central focus. Below are examples of this work in action:

- Professional development: Results Oriented Management and Accountability (ROMA) training started in 2021
 - Gain insight, skills, and tools to better plan, manage, and evaluate our programs with an outcomes-based approach

- Monthly All Staff meetings and with City partners to present on important topics such as racism, mental health, and current events
- Regular resources and support meetings for all hiring managers during their hiring process, including review of Diversity Hiring practices
- 90-day onboarding process inclusive of orientation, introductory meetings with all Senior Leaders, 30-60-90-day plan, and regular check-ins with HR and new employee's direct manager
- Diverse panel interviews
- Introduction of an Engagement Advisory Council made up of employees to promote socialization tied to CEO's and the City's missions
- CEO Hiring and Onboarding Guide
- In 2023, CEO will partner with GARE to build out a departmental racial equity plan and training menu for staff.

Additionally, CEO regularly receives guidance, training, and support from both the Community Action Association of Pennsylvania and the National Community Action Partnership on issues related to racial equity and economic mobility, and makes these resources available to staff, board members, and partner providers in the form of professional development.

4. Is there any critical unmet need within your budget that inhibits your department's achievement of its greatest racial equity priorities? If so, briefly describe.

Our mission is embedded into promoting racial equity and eradicating the intergenerational cycle of disparities. Understanding our unique role as a Community Action Agency, and a public agency, is critical to understanding the opportunities CEO must bridge between city government and the individuals, families, and communities the office serves. Particularly in a city such as Philadelphia that continues to try to make gains in decreasing the number of people living in poverty, CEO strives to walk alongside the city seeking economic mobility for those most impacted.

Much of CEO's funding for these programs comes from state and federal level grants. To continue to embed the work within city administration, it is critical to set the tone for some level of matching General Fund dollars for key initiatives that advance the city's ability to develop projects that take on racial disparities, engage directly with communities, and build opportunities for policy level change.

5. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

CEO seeks to engage in an inclusive and transparent budget process as well as program and policy design and delivery. This is undertaken through our diverse staffing, the Oversight Board membership and processes, and in the program providers who fund for our critical programs.

- **CEO Staff**
- Many CEO staff contribute to the building of our budget, programs, and policies, and these reflect a diverse staff including o 29 CEO: 18 women, 10 men, 1 undisclosed person; 3 Asian, 15 Black or AA, 2 Hispanic/Latinx, 9 White
- 6 VISTA: 5 women, 1 man; 1 Asian, 2 Black/AA, 2 Hispanic/Latinx, 1 Two or More Races
- 1 Intern: 1 woman; 1 White

CEO Oversight Board

- As a Community Action Agency, CEO's Oversight Board is structured in compliance with the Community Services Block Grant Act to assure decision-making and participation by low-income individuals in the development, planning, implementation, and evaluation of programs.

The board receives financial reports at each regular meeting and has input into the CSBG budget process.

Partner/Providers

- CEO follows the provisions of the City's Antidiscrimination Policy when issuing Requests for Proposals and encourages responses from M/W/DSBE applicants. All Applicants are required to exercise "Best and Good Faith Efforts" in response to the M/W/DSBE participation ranges specified by the OEO.

Nonprofit Applicants are required to document their diversity policies using the City's Diversity Report of Nonprofit Organizations.

Community Engagement

CEO prioritizes community engagement at the local, national, and organization level to ensure broad understanding of community need, best practices in serving those needs, and collaborative efforts toward shared racial equity goals.

- In 2022, CEO resumed community roundtables and virtual convenings that were discontinued due to covid. This provides us a valuable opportunity to engage directly with the communities the office serves around topics and initiatives that directly impact them. Examples include discussions on Black and

Brown inclusion in the Trades, Inclusive Grantmaking, and Financial Inclusion for People with Disabilities. CEO will continue to build on this work in FY23 and FY24.

- CEO Executive Director meets monthly with up to 70 nonprofit leaders serving BIPOC communities in the region to discuss needs, trends, impact and coordination efforts.
- CEO Executive Director sits on the board of the Community Action Agency of PA and the Racial Equity Taskforce. Additionally, he serves as an Atlantic Philanthropies Senior Fellow for Racial Equity.
- CEO activates expertise to achieve change at scale through partnerships like Policy Link and Urban Institute.

Office of Homeless Services

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

Homeless services advance racial equity. They are essential for achieving the vision of being a city "where all residents are safe, healthy, and have all basic needs met."

Homelessness is overwhelmingly experienced by people who are Black or African American: 43% of the City's people are Black while 78% of those who experience homelessness are.

Homelessness cannot be separated from deep and abiding racial inequity the roots of which lie in America's history of racist laws and policies: enslavement, displacement, government sanctioned stealing of Black-owned property, Jim Crow, redlining, housing discrimination and urban renewal that destroyed Black neighborhoods and stole Black wealth combined with an 80% reduction in federal investments in publicly supported housing.

Homeless services interrupt and reverse historic inequities. They are definitionally – and deliberately – antiracist. People who are housed have the basic necessary foundation for health, education, wealth, employment, family, and community.

Providing safe, stable housing is the core function of OHS. OHS services improve outcomes.

- 86% of those who get long-term housing are people of color
- 42% reduction in family homelessness over the past 3 years
- 19% reduction in chronic homelessness over the past 3 years

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

OHS funds and provides three core services: Homelessness Prevention and Diversion, Emergency/Temporary Housing, and Long-Term Housing (formerly known as permanent housing). All have a direct positive impact on racial equity.

1. Homelessness Prevention and Diversion helps households at imminent risk of homelessness stabilize and prevent shelter admission. Services are counseling, mediation, and financial assistance (rental assistance). In FY21, 1873 families got homelessness prevention services. Homelessness Prevention works. In a two-year lookback no one entered shelter after getting these services. The department can meet the need of about 25% of those who request it.

2. Emergency, Temporary Housing includes both shelter and transitional housing. Shelter keeps people alive. It provides immediate, short-term beds, meals and caring services for people experiencing literal homelessness.

The City has 38 shelters, 3784 beds that operate 24 hours a day, 365 days a year. With COVID, the number of beds has been reduced to 2337 beds for social distancing; 6 additional sites are open for winter providing 201 more beds. In FY21, 10,246 people were sheltered. 36% exited to permanent housing; 37% increased their incomes through their stay. If there were more affordable housing, more would exit to permanent housing.

OHS has 1016 transitional housing beds which serve mostly young parents and people in recovery. Best practice today is to replace transitional with long-term housing except for sites where conversion is prohibitively costly and there is proven benefit, such as for young parents and people in recovery.

3. Long-Term Housing refers to safe, affordable, and accessible housing to resolve homelessness. Housed people are not homeless. OHS has two main long-term programs: Rapid Rehousing and Supportive Housing.

Rapid Rehousing is a 1–2-year subsidy with housing case management. It has an 85% success rate in preventing a return to homelessness. In FY21, 486 households moved in bringing the total to 1918 served.

Supportive Housing is a long-term subsidy combined with wraparound services for people who are chronically homeless and have disabilities (mostly behavioral health). It has a 90% success rate. FY21, 1014 households moved into supportive housing. OHS now has 5131 supportive housing beds, an increase of more than 400 since 2018 thanks to city funds.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all.

OHS made an early commitment to diversity in hiring and promotions beginning in 2016 with an action plan that the department has been implementing since then. 72% of the leadership team and 85% of the exempt workforce are people of color. Actions and practices include the following:

- Provided unconscious bias training to all staff and managers.
- Removed higher educational requirements for positions to level the playing field for people of color who are less likely to be able to afford college.
- Prioritize promotions and hiring from within to provide opportunities for professional growth among the largely minority workforce.
- Use screening and interview committees that are diverse and representative, not just by race and ethnicity, but of all levels of staffing – people help hire their peers and bosses.
- Established salary ranges rather than linking salary to past earning levels which are more prone to reflecting and perpetuating racial bias.

OHS continues to struggle to find and hire people who are Hispanic/Latino/a/x. The office recently secured a grant to establish a workgroup from the Hispanic community to assist with this goal.

OHS strives for and values an inclusive workplace culture. Recognizing that people of color may be reluctant to speak up to white senior leadership, OHS pays constant and close attention to creating avenues for safe self-expression. The office strives for representation in leadership, not tokenism but real partnership in decision-making, and modeling of “speaking truth to power” as an acceptable part of workplace culture. Managers have an open-door policy to encourage relationship building and open communication. OHS locates input and authority for program design and policy as close to those who implement it as possible.

In 2020 in the wake of the George Floyd murder, OHS established an internal, staff-led racial equity committee with four working groups based on staff input: 1) Color of Law book club explores the historical roots of modern-day housing disparities and the call for a new civil rights movement. (They provided the summary of historic racist policies of budget documents. 2) Alternative dispute and conflict resolution training and team for matters that fall outside of the usual grievance processes; 3) Right to self-care workshops, especially for BIPOC led by Reverend Naomi; and 4) Policy change focusing on the employee handbook. Each group has a budget to use at their discretion to support their work.

In fall 2021, OHS joined Cohort #2 of the Citywide racial equity work and looks forward to implementing their proposed actions. OHS enthusiastically welcomed the training, support, and assistance of the City’s DEI team as the office continues to work toward a diverse workforce and an inclusive workplace culture.

Finally, OHS has been working with technical assistance provided by HUD to assess and interrupt racial disparities throughout the homeless service system. They provided Racial Equity training for the leadership and community. The continuum of care board, the Roadmap to Homes, voted to use an anti-racist screen for the new Emergency Housing Vouchers to ensure that people who have historically been marginalized benefit. The office has also established a Racial Equity Committee and are now moving to integrating Racial Equity Vision Holders in all committees, leadership, and board to institutionalize antiracist values, policies, and practices.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department’s budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

OHS has been deliberately and explicitly including external stakeholders in budgeting, policy, and programs by design for several years. OHS established the strategic plan, the Roadmap to Homes, with the input of over 400 stakeholders over the course of a year and have been working systematically to implement in since. It is governed by a community-elected board that meets bimonthly with committees that also meet bimonthly and have broad community representation.

In the past year OHS has further solicited extensive community input on spending priorities, policy, and programs through a landlord survey that over 400 rental property owners and managers responded to, and a stakeholder survey that 683 stakeholders responded to, nearly 1/4th of whom were people with lived experience. Since this was an internet survey, the

department augmented it with input sessions with people with lived experience and service providers through the citywide network. OHS also hosts regular community meetings and biweekly provider meetings to keep the community informed and given them opportunities for input. Again, OHS staff is accessible and has an open-door policy to allow for informal input and feedback.

The result of this input is overwhelmingly that the community wants us to prioritize permanent affordable housing, when possible, using vacant, blighted, and abandoned stock to house people who are literally homeless. They also expressed deep concern for victims/survivors of domestic violence and youth and were interested in helping those who are facing imminent homelessness such as couch surfing. You see these priorities represented in the spending patterns for the office and programs as described throughout. Housed people are not homeless. Housing interrupts and reverses the predictive power of race and improves life outcomes.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

OHS is facing a \$14.5M funding gap in FY23 which would directly hurts people of color, especially those who are Black or African American.

The FY21 OHS budget was reduced by over \$16M knowing that funding from the federal CARES Act of 2020 would enable us to sustain services and staffing. The CARES Act funding also allowed us to expand Rapid Rehousing, add 5 non-congregate shelters for those who are elderly and/or have chronic underlying health conditions that make them more vulnerable to COVID, sustain Supportive Housing, add one social services Encampment Resolution Team as an alternative response to police, security to Kensington Avenue, and commit to two Tiny House pilots.

In FY22, thanks to critical support from the Budget Office, nearly \$13M in City funding was restored. However, this still leaves a gap from the original pre-pandemic funding. And costs have increased: largely African American female shelter workforce still largely makes less than \$15/hour, food, leases, and security costs have all gone up. Level funding essentially translates to budget cuts.

OHS has been asked to expand Supportive Housing and add an Encampment Resolution Team to help constructively respond to the continuing Opioid crisis while sustaining the service levels are providing. The CARES Act funding phases out in September 2022. The funding gap is essentially an accumulated shortfall, the result of rising labor, food and security costs, and the desire on the part of the administration to continue to invest in proven health and housing services to people of color who directly benefit.

1. Homeless services, particularly Rapid Rehousing and Supportive Housing, reverse the predictive power of race. Housing is the foundation for recovery, health, family stability, employment, and education.

- People who are Black or African American comprise 43% of the City's population, but 78% of those who experience homelessness.
- Philly's Homeless Assistance System does a good job centering racial. For example, exits to long-term housing are higher for people who have been historically marginalized, especially Black, African American, and mixed race, than for the system.
- 85% of the exempt workforce are people of color as is 72% of the leadership team. The office promotes from within and create opportunities for people of color to assume leadership roles.

2. Investments in the homeless service system, especially in long-term housing (we no longer call it permanent) WORK. Housed people are not homeless.

- The number of people who are unsheltered went from 1083 in 2018 to 700 in 2021 with the increased investment in long-term housing.
- The total number of people experiencing homelessness, sheltered and unsheltered, went down by 24% between 2017-2021.
- OHS has closed two family shelters to date and largely reinvested in higher impact, more cost-effective rapid rehousing.
- The number of people who are chronically street homelessness went down 19% through the pandemic as a result of smart investments in non-congregate sheltering and prioritizing housing through use of CARES and FEMA funds.

3. Budget cuts jeopardize the work of an office that primarily serves Black and Brown citizens and the progress that we have made over the past 5 years in addressing historical disparities. Budget cuts to OHS mean:

- More young persons of color will experience trauma, generational poverty, and homelessness.
- How can one say: “Black Live Matter” and not adequately fund the work of an office that primarily serves Black and Brown citizens and addresses historical racial disparities?
- Cutting homeless services calls into question the city’s commitment to undoing structural racism and improving the lives of citizens of color.
- One can’t talk about the unhoused and homelessness without analyzing the impact of racism in the country.
- One can’t effectively manage budgets without acknowledging that they are moral documents that reflect priorities - what’s important and who’s important.

Office of Human Resources

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The Office's mission is to attract, select, and retain a qualified, diverse, and effective workforce to support the goals of the City. All the functions and activities in HR from the perspective of this mission has, as a core principle, of advancing equity and diversity across the workforce. In collaboration with the CAO, the office progresses policies and initiatives to promote an inclusive workforce.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

Mobile Recruitment initiative – partnering with libraires, mobile tech lab,

- Strengths – understand the employment needs of the city, have specific data on diversity, know where applicants are
- Weakness – limited capacity
- Opportunities – increase profile of the city as an employer, generate excitement in neighborhoods that can carry through word of mouth, reinforce community partnerships
- Threats - education level of residents, misconceptions of city employment
- Expand Recruitment – The city of Philadelphia has no staff dedicated to recruitment for civil service positions. This does not allow the office to develop and implement strategies to drive expansion of a candidate base or drive diversity in recruitment initiative. The Mobile initiative is a specific the SWOT analysis for this initiative specific strategy but will supplant the need for a fully serviceable recruitment function. The budget submission for FY 23 includes a request to establish minimum resources to begin to guild that function. THE SWOT analysis for this request is similar to that of the Mobile initiative.
- Professional Development – There is no comprehensive leadership development program for the city which hampers the office's ability to build the skills necessary in department managers and supervisors to manage our diverse workforce. Working with the office of Diversity and inclusion OHR has identified one position to assist with establishing a program that will address the skills needed to be built from a DE&I perspective and assist with developing a more extensive leadership program built on the values of inclusion. This work will be limited by the fact this adds limited resources.
- Strengths – upskilling, support diverse workforce for promotion
- Weakness - resources
- Opportunities – Change trend to see more diverse leadership
- Threats – Limited opportunities

- Employee Health & Welfare benefits – The office will continue the DE&I strategy that focuses on 3 main pillars, maintain dialogue with major vendors by holding bi-annual meetings with each provider, identifying new care programs that have impact on minority populations such as diabetes management program, and to manage costs and reduce disparity related to out-of-pocket expenses.
- Strengths – Strong network in the benefits community including providers and peers to benchmark against.
- Weakness – lack of people and system resources
- Opportunities – A strong focus on developing strategies to impact minority communities.
- Threats – Pandemic impact on health community and uncertain economic recovery
- Mobile recruiting and Recruitment Office – will reach candidates where they live, pilot that will include disenfranchised neighborhoods and develop strategies and initiatives to expand the ability to recruit qualified and diverse candidates.
- Professional development – effective succession planning and knowledge transfer, improved culture of inclusiveness and respect.
- Expanded programming focused on the health of minority employees

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

A prime focus of OHR is to build an inclusive workforce through recruitment, selection, and retention. Significant areas of the operating budget such as hiring services and employee benefits have this as a primary goal of their mission.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department’s budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

OHR has reached out and continue to reach out to community organizations and other key stakeholders such as CCP and local universities to expand partnerships. The office will, where possible work with stakeholders to support and leverage any training/upskilling to assist BIPOC to be more successful in City assessments for job opportunities

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

OHR continues to under source administrative support services, such as HR, while expanding operational functions and initiatives, this leads to additional pressures on the resources directed to the support people centered practices.

Office of Innovation and Technology

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The Office of Innovation and Technology leads the City's efforts to close the digital divide. Since 2016 a core operation at OIT has been to advance digital equity starting with the administration of a \$700,000 grant program for the Philadelphia Digital Literacy Alliance. OIT and the DLA have funded 40 different innovative digital literacy programs created by community-based organizations around the city, with particular emphasis on communities of color. In 2020, OIT teamed up with the Mayor's Office of Education to launch PHLConnectED and to date the program has achieved over 18,000 free internet connections for pre-K-12 households. Outreach for household participation is focused on six priority ZIP Codes of disadvantaged communities of color.

OIT will continue to advance digital equity through the launch of a citywide digital equity plan in 2022. The plan will call for OIT to coordinate on the use of City building assets to incentivize and attract entrants into the local broadband market as a way to encourage more low-cost broadband service offerings and to potentially launch community-run, low cost or free, neighborhood WIFI programs.

OIT can advance racial equity by working with the Law and Risk Departments to lower the barriers to entry when contracting with the City by MWDBEs. Currently, the City attempts to transfer all risk to contractors. This risk transfer puts significant legal and insurance cost burdens on small technology companies that disincentivize participation in RFPs/RFIs that lead to contracts. The most impactful work on racial equity by OIT will be to make contracting with the City more readily attainable by small businesses, especially Black and brown technology entrepreneurs and all MWSBES.

- 2. What critical programs, initiatives, or policies does your office administer with your current budget to improve racial equity? In briefly describing this program, initiative, or policy, please include (a) how you measure its success (including any performance measures and/or data/tools available), (b) observable strengths in advancing racial equity, and (c) observable challenges or opportunities for growth in advancing racial equity.**

With its operating budget OIT will continue to fund four staff positions that support the work of OIT's Office of Digital Equity, including the PHLConnectED program. In February 2022, the OIT-ODE published the Digital Equity Plan for Philadelphia (also noted in Question 1). The DEPP outlines four major goals (Connectivity, Devices, Training and Workforce, and Ecosystem) to close a digital divide that largely impacts low-income Black, immigrant, and communities of color. Per the 2021 survey of household internet use, OIT has a target of approximately 12,000 households to positively impact with access to free or low-cost internet, digital literacy training, and other support services. In FY23 and continuing through FY24, OIT is engaged in cross-departmental initiatives that will advance digital equity goals largely through coordinating and leading. The strength of OIT's digital equity programming is derived

from the years of experience attained by OIT staff in this field and the trust the team has cultivated among a network Philadelphia's community-based organizations (CBOs).

Connectivity: In 2023 PHLConnectED will enter its third year of operation and in cooperation with Mayor's Office of Education, OIT-ODE will transition the operating model to incorporate the federal subsidy of the Affordable Connectivity Program. ACP offers a federal subsidy for internet connectivity and will maintain connections of pre-K-12 households to any wired internet service available in Philadelphia. OIT will continue to use philanthropic funds in FY24 to procure MIFI devices for distribution to pre-K-12 households in need of a mobile connectivity solution. The program will continue to fund outreach efforts via the 211 line, Digital Navigator positions with three CBOs (located across the city: north, west and south Philadelphia) and coordinate on communications with the School District of Philadelphia, charter schools, other local education agencies, Office of Homeless Services and Philadelphia Housing Authority.

Devices and Ecosystems: OIT-ODE released an RFP in late 2022 seeking to establish an entity to run a citywide computing device refurbishment and distribution program to replace the PHLDonateTech initiative launched in 2020. The goal is to create a self-sustaining, independent program that scales to thousands of devices per year, well above the current model which is conducted via donation and volunteer efforts and manages hundreds of devices per, sourced locally. The Digital Literacy Alliance will fund the bulk of this operating model, but the RFP has also asked applicants to consider incorporating other funding models including City funds, state/federal grants, and revenue opportunities.

Training: OIT-ODE, through the Digital Literacy Alliance, will also consider additional grant rounds in 2023 to providing funding to CBOs operating in communities of color and neighborhoods with large immigrant populations (e.g. North Philly Learning Center, SEMAC in south Philadelphia). The grants support on-going and innovative digital literacy programs to residents. Grants range from \$5,000 to \$30,000 depending on the focus on the grant rounds.

OIT is tracking all federal funds for broadband funding (e.g., IJJA, Treasure Capital Grant, SMART) and will take the lead on those applications and strategies in coordination with the Mayor's Office and OTIS. OIT intends to apply for a competitive Treasury Capital Grant in coordination with the Office of Children and Families to fully equip approximately 100 staff recreation centers with high- capacity broadband and WIFI services. The Notice of Funding Opportunity for this opportunity is expected early next year. The City's recreation centers are predominantly located in and serve low income and Black and brown communities.

OIT recently closed an RFI requesting service providers to identify innovative means to utilize City-owned physical assets (e.g., buildings, rights-of-way) to advance digital equity goals. OIT will evaluate the RFI submissions with the Digital Equity Working Group (diverse team of City departments) to assess the viability of proposals and prioritize efforts that advance the goals of the DEEP and can be implemented with federal funded grants, either direct to the city or through the states' Broadband coordinating committee.

- 3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?**

OIT's directors of software development and user-experience (UX) took it upon themselves to evaluate the racial diversity of their programs in 2020. While diverse, they saw an opportunity to strengthen that participation, as hiring for IT talent is precarious and is negatively impacted by higher prevailing wage rates in the private sector. The directors conceived an apprenticeship for software engineers and UX designers that would recruit from existing city staff, with an emphasis on racial diversity and equity for women participants. The directors have committed their own time to plan, recruit and select applicants and will provide the mentoring for 4 new positions for the next two years. OIT will budget for the out-sourced training cost and salary for apprentices starting in FY24. FY23 funding is covered by the Operations Transformation Fund, to whom the work of apprentices will be dedicated.

OIT leadership will plan for mentorship program for team managers with focus on a diversity cohort starting in FY23. This genesis for this program is the annual "Coffee with the CIO" sessions where department priorities are discussed, but also skills critical to performance are workshopped, such as how to engage with the different communication and learning styles of coworkers to improve team performance and manage conflict. Currently in the planning stages, the cohort of unit managers would meet for multi hour sessions on a quarterly basis to allow for workshopping of skills and to tackle complex issues in the workplace that arise from race such as disenfranchisement or situations that inhibit Black, brown and women managers from acting on their best knowledge or professional instincts.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

By nature of its role within government to support the operations of many public facing departments, OIT already has an established method for soliciting feedback about its budget from the departments. With regards to its public facing operations of Digital Equity and SmartCityPHL, those programs are already designed with public participation and equity in mind. The Digital Literacy Alliance is a diverse group of community and industry stakeholders that determine the use of grant awards and weigh-in on the design of programs created by OIT, such as the Digital Navigators. SmartCityPHL has an external board appointed by the mayor, made of a highly diverse group of individuals representing community groups, academia and industry. Additionally, OIT formed an artificial intelligence advisory community made up of a diverse slate of advocacy groups, academia and technologists from around the country to guide OIT in how to vet, interrogate and utilize A/I in both public and internally facing operations, ethically.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

No.

Office of Sustainability

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency connect with and advance the [City's vision for racial equity](#). What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The Office of Sustainability (OOS) works with partners around the city to improve quality of life in all Philadelphia neighborhoods, reduce the city's carbon emissions, and prepare Philadelphia for a hotter, wetter future. Our core functions include advancing environmental justice, developing, and supporting citywide climate adaptation and resiliency planning, and reducing emissions to achieve climate targets.

Our work is closely aligned with the mayoral priorities of Health Equity for All and Thriving Neighborhoods.

Environmental justice and health equity are inextricably linked. Environmental justice is the equitable distribution of environmental benefits and burdens, redress of past harmful environmental policies and practices, and meaningful involvement of residents, particularly those most impacted and that have been historically marginalized in decision-making. In environmentally just cities, one's race, socioeconomic status and/or zip code are not predictors of health outcomes. Environmental justice is racial justice. OOS works to advance environmental justice by supporting the resident-comprised Environmental Justice Advisory Commission, resourcing frontline communities with information and grant opportunities, implementing a place-based framework to address legacy issues and future climate injustices, and serving as a resource and advisor to partner City agencies. We see the development of guiding information and tools for equitable resource allocation as a major opportunity area to advance this work.

The climate crisis threatens the City of Philadelphia and the lives of current and future generations. While BIPOC and low-wealth communities contribute the least to the causes of climate change, these same communities are more likely to experience both immediate and long-term consequences of the climate crisis which exacerbate and multiply existing disparities such as those related to neighborhood instability, food insecurity, poverty, housing affordability and energy security. Taking serious action on climate change will result in a better quality of life for all Philadelphians, a safer and more just Philadelphia, a healthier city, and create thriving neighborhoods.

Our core function of reducing emissions is also fundamentally connected to making energy more equitably accessible and affordable for all Philadelphians – energy justice also a component of environmental justice. Philadelphia is one of the most energy burdened cities in the country, with this burden being disproportionately felt by our BIPOC and historically marginalized communities. The ability to access energy is fundamental for quality of life and OOS's work is foundationally centered on equitably alleviating energy burden and energy poverty in the city. Increasing access to and adoption of clean, reliable, affordable and resilient energy across our city plays a vital role not only in reducing our emissions but in having broad and sweeping benefits across a range of social and environmental outcomes – including alleviating poverty,

promoting and protecting housing wealth and security, reducing risks of homelessness, eviction and displacement, improving indoor and outdoor air quality and promoting an Inclusive Economy and Thriving Neighborhoods.

2. **What critical programs, initiatives, or policies does your office administer with your current budget to improve racial equity? In briefly describing this program, initiative, or policy, please include (a) how you measure its success (including any performance measures and/or data/tools available), (b) observable strengths in advancing racial equity, and (c) observable challenges or opportunities for growth in advancing racial equity.**

- **Eastwick: From Recovery to Resilience**
 - Strengths- This work demonstrates the City's commitment to rectifying historic and current injustice as a critical step to creating more resilient communities in the future and acknowledges that equitable and just solutions must center and be led by the perspective of those most impacted. An Eastwick-focused interagency initiative, launched in Summer 2021, has begun to demonstrate that having a point agency to convene and share information across departments, empower decision-makers and streamline stakeholder engagement boosts capacity to achieve desired outcomes informed by Eastwick's history, present context, and residents' vision for a resilient future.
 - Challenges/weaknesses- Limited alignment between current City-sponsored Eastwick projects has hindered efforts to deliver a holistic solution while at the same time amplifying residents' doubts about the earnestness and efficacy of the City's approach. There are also limited resources to support participating residents and CBOs in capacity and relationship building. The lack of a short-term measure to immediately mitigate flooding hinders participation in discussing long-term flood mitigation opportunities.
 - Opportunities- Setting clear goals to guide collective action will strengthen internal capacity to apply for, receive, and utilize federal funding that the Biden Administration has allocated to communities experiencing environmental injustice. Facilitating the resident-creation of accountability principles to support relationship management, trust building and a successful process is also a key opportunity.
 - Threats- An historic level of new development and infrastructure investments planned for the surrounding area of the city have the potential to exacerbate Eastwick's issues. Furthermore, climate change is increasing the likelihood that Eastwick will experience more future highly disruptive extreme weather events.
 - Performance measure- This work contributes to OOS's overall engagement performance measure, although the full impact is harder to measure in terms of improved resiliency against storms and flooding events.
- **Community Resilience Grants Program**
 - Strengths- This grant fund, steered by the Environmental Justice Advisory Commission and supported by OOS, will resource communities experiencing environmental injustice to advance their vision of an equitable and resilient future. The selected fiscal administrator holds expertise in participatory grantmaking and the facilitation of capacity building trainings and discussions around structural racism and classism which have informed grant design.

- Challenges/weaknesses- In the first year, only a handful of communities will receive funding, meaning many communities will continue to experience the structural barriers that constrain their capacity to self-define solutions most relevant to the unique climate challenges they face. Furthermore, OOS failed to receive the requested EJ funding in FY 23 which supports this program (and was in line with our FY22 budget). Grantmaking institutions that have expressed interest in matching our dollars are hesitant to do so without a clear commitment from the City to maintain this program.
- Opportunities- By acting as the design committee and advising the City on the selection process, the resident-comprised Environmental Justice Advisory Commission will help us to align with the vision and strategic priorities of communities historically excluded from decision-making processes. This participatory grantmaking approach has also drawn interest from regional foundations and grantmaking institutions interested in matching the City's financial contribution at a 2:1 ratio.
- Threats- Successful projects may not be able to scale up without a commitment to larger pots of funding.
- Performance measures- OOS has established a new performance measure to capture the number of projects funded through this program. At the advisement of the Commission, OOS will also assess the geographic spread and diversity of applicants.
- **Environmental Justice Advisory Commission**
 - Strengths- For the City to move towards meeting its racial equity goals, the voices of marginalized and frontline communities must be centered in City decision-making processes, which is exactly what the Environmental Justice Advisory Commission is intended to do and why the Office has been dedicated to laying the groundwork for the Commission's success.
 - Challenges/weaknesses- Building trust with communities that have historically and currently experience environmental injustices is a constant challenge. Additionally, OOS failed to receive the requested EJ funding in FY 23 which supports the Commission by providing the commissioners with stipends and enabling OOS to adequately resource the Commission with professional services such as strategic planning consultants. Prior to the launch of the Commission, an Environmental Justice Working Group comprised of local experts helped OOS understand how to equitably launch a Commission. Compensation for commissioners was a key need raised by this group to ensure accessibility. Instability in things like the funding of stipends works against our efforts to build trust.
 - Opportunities- The Commission can help building stronger connections between marginalized communities and City agencies to ensure activities reflect the perspectives of communities experiencing environmental injustice.
 - Threats- The Commission will need to receive ongoing support to achieve its maximum potential.
 - Performance measure- OOS does not currently have a performance measure related to the Commission, but will consider whether to add one next year with the input of Commissioners.
- **Energy Burden**

- Strengths- Addressing energy burden sits at the intersection of climate, housing, and equity work. Energy burden disproportionately impacts our BIPOC and historically marginalized communities.
- Challenges/weaknesses- It is known from past attempts that home weatherization alone is insufficient and that holistic home interventions are more effective, but more expensive. In the past, funding has been a key barrier to addressing this issue.
- Opportunities- The Inflation Reduction Act (IRA) is a once-in-a-generation opportunity to address the energy burden issue at scale in the city. Centering racial equity in alleviating energy burden and energy poverty is a fundamental pillar of our strategy in catalyzing IRA funding opportunities to scale and accelerate Philadelphia’s equitable clean energy transition.
- Threats- Our inability to effectively catalyze the IRA funding opportunities is a key threat to this significant opportunity. OOS needs the support of City leadership and resources to be able to access and use this funding.
- Performance measure- OOS does not currently have a performance measure related to energy burden. Measures and metrics will be developed as we continue to advance our strategy to access IRA funding.
- **Energy Efficiency Micro-Grants**
 - Strengths- The Energy Efficiency Micro-Grant program will make energy conservation measures accessible to community-based organizations, for use in their buildings, or to distribute to the residents they serve, in BIPOC communities that are disproportionately experiencing energy burden (the % of income spent on utility/energy bills), which is 86% higher in Philadelphia than the national average. This burden is intimately connected to poor building performance and indoor air quality, contributing to quality-of-life and health-related issues especially in BIPOC and low-income communities. OOS’s mission is to help the City of Philadelphia meet our climate targets through equitable decarbonization strategies. Shifting from the past decade’s focus on large commercial buildings, OOS is working to prioritize the residential and small building sector (housing structures make up over 80% of the city’s building stock and contribute 31% to our overall emissions) to help them become more energy efficient and prepare them for the clean energy transition.
 - Challenges/weaknesses- We know that the need for energy efficiency services in our city is immense. More than 300,000 households in Philadelphia experience high-to-severe energy burden (paying more than 10% of their income on their energy bills), and this burden is disproportionately felt by BIPOC and historically marginalized communities. Considering the size of the need, the grant amount to distribute is rather small. A challenge with this project will be prioritizing grant recipients and working to distribute the limited funds to effectively increase energy efficiency measures in a city with great need.
 - Opportunities- These microgrants present an opportunity to leverage existing momentum in the energy efficiency movement and prioritize communities who have historically received little support with energy conservation building upgrades. This project is also an opportunity for OOS to examine the feasibility of standing up an ongoing energy efficiency / clean energy microgrant program, which would be an innovative mechanism to

support OOS's ongoing work towards transitioning the City of Philadelphia to an equitable clean energy future.

- Threats- A potential threat could be limited participation / under-enrollment in the program however we do not perceive this to be a credible risk for 3 key reasons - 1) this program is modeled on the zero-waste micro-grant program previously administered by OOS, which received a large number of applications and 2) OOS has well developed relationships with partners who can help share information about the funding opportunity in the city and 3) this program was developed in response to a need shared by many CBOs.

- Performance measure- In the design of the grant application, applicants will quantify anticipated energy savings (and costs if it can be calculated), if they intend to direct funds to marginalized or vulnerable populations (and describe their plan), how they intend to increase awareness of energy efficiency when disbursing funds in their communities, as well as any other metrics they propose to include and how they intend to measure them. At the end of the program, we will request participants to complete a survey to give feedback on the program design, barriers and challenges experienced, as well as realized benefits.

- **Neighborhood Energy Centers Capacity Assessment**

- Strengths- Philadelphia's energy burden is *86% higher than the national average*, disproportionately impacting minority and low-income Philadelphians. A critical energy resource in the city is the network of Neighborhood Energy Centers (NECs), trusted and majority grassroots organizations delivering utility bill assistance and weatherization services in marginalized communities. Most NECs are in communities that are above the 90th percentile on EPA Environmental Justice maps for lead and legacy industrial pollution. The NECs are also located in primarily Black, Latinx and low-income neighborhoods which are particularly impacted by high utility costs, in addition to being more adversely affected by climate change and environmental injustice than other residents. Currently, the NECs are constrained by insufficient funding and means for comprehensive outreach and engagement to help residents in their communities alleviate energy burden. To understand the impacts of the NECs and their needs to better serve their communities, OOS embarked on an assessment aimed at understanding how to empower the NECs to be vehicles of the clean energy transition. The assessment can now be used by funders and policymakers to invest in the NECs as one of the most impactful resources for delivering home energy assistance and information to communities experiencing higher than average energy burden. In addition, the assessment process allowed for an understanding of immediate NEC needs, primarily support with engagement and communications, prompting OOS to seek funding for a NEC outreach strategy through the Operations Transformation Fund that will launch November of 2022.

- Challenges/weaknesses- Clearly, the NECs need additional and continued support. While outreach was identified as a key need, the NECs also identified additional needs such as additional staffing, better equipment, and workspaces, grant development support and training support. Without additional funding and support, they will be unable to achieve their potential in meeting the needs of the residents in their communities.

- Opportunities- The NECs are a singular, innovative, and unique model for the equitable delivery of energy programs and services. They play a vital and pivotal role in Philadelphia’s equitable clean energy transition, serving not only as a delivery agent for services but just as importantly, serving as a vital connector between communities and policy makers and designers, to ensure that energy policies and programs are designed to truly meet the needs of the City’s BIPOC residents and ensure that we address the racial disparities and inequities in access to clean energy.
- Threats- Without additional support, the NECs will remain under-resourced and the racial disparities in energy access will remain.
- Performance measure- Performance measures were not relevant for the NEC Capacity Assessment conducted by OOS. However, moving forward, as we continue our work with the NECs, we aim to be incorporating performance measures to assess how many residents are accessing weatherization and other clean energy technologies as well as measuring reductions in energy burden.
- **Food Policy Advisory Council (FPAC)**
 - Strengths- FPAC has a strong foundation with over a decade of operations and has led or contributed to a variety of successful policies and programs. FPAC is deeply committed to racial and social justice and continues to invest in the leadership of poor and working-class residents of color, specifically those working in restaurants, struggling with food insecurity, growing food, and running neighborhood-based food businesses. As of 2021, the members of FPAC identified as 73% BIPOC and 33% Poor & Working Class. FPAC recently completed an equity-focused strategic planning process to ensure its operations support and center the people who are most impacted by food injustice to advise the Mayor and local government to create a more just food system.
 - Challenges/weaknesses- Although FPAC provides the City with equitable food policy recommendations that address racism and transfer power and resources to historically disinvested communities, adequate staffing and infrastructure do not exist within the City for implementation. With only one full-time staff person compared to the average of 3-4 food policy staff in comparable cities like Baltimore and Washington D.C., FPAC struggles to balance much needed resident engagement, interagency collaboration, and coordination with state and national food policy work.
 - Opportunities- FPAC's convening of the City Food Staff Working Group and the Strategic Initiative has demonstrated that there is tremendous potential in creating more intentional collaboration among City agencies around food policy. One area of opportunity is the adoption and implementation of a Good Food Purchasing Policy to be applicable in City food purchases following a 4-year scale-up process that takes into consideration (1) local economies, especially small-scale producers of color, (2) environmental sustainability, (3) nutrition, (4) a valued workforce, (5) animal welfare, and (6) cultural relevance.
 - Threats- For most of its history, FPAC has relied solely or primarily on grant funding to support staff and operations and is still underfunded compared to other city food policy councils. FPAC cannot sustain its current workload with a sole staff person.

- Performance measures- FPAC's performance measure captures the number of residents engaged in FPAC events or programs; it has increased by 277%, from 1548 to 4299 residents, since FY2019. Its full impact is harder to measure in terms of access to nourishing food, usage of food benefits programs, access to land for farming or gardening, improved working conditions for food workers, and more.
- **Climate Resilience Planning**
 - Strengths – The Office of Sustainability leads the climate resilience planning for the City in collaboration with individual Departments and Offices. This work includes development of an interagency working group, workshops, and guidance on this topic, coordinating research with local universities and releasing plans and publications that outline Philadelphia's vulnerability and risk due to climate hazards. Since climate change disproportionately impacts vulnerable populations (e.g., BIPOC communities, low-income households, children and the elderly and communities with a history of environmental injustice), our efforts to increase resilience are centered on equity and actions to prepare and address climate change are planned and prioritized to protect the most vulnerable.
 - Challenges/weaknesses- Current resilience planning efforts by the Office of Sustainability and the City largely focus on municipal resilience and ensuring distributional equity (e.g., ensuring that infrastructure can withstand climate changes like flooding, that critical services will not be disrupted, and all residents have access, and public health programs are available and accessible). It is challenging to expand the scope to include social resilience and community-level resilience that require programs, funding, and efforts sometimes considered outside of the City's traditional functions and services. Another barrier is that resilience strategies require coordinated effort across multiple agencies—the "problem" doesn't belong to any one department. Similarly, resilience is hard thing to quantify and does not always belong in one Department's work stream, so tracking and measuring success is another challenge we face.
 - Opportunities- There is an opportunity for resilience planning efforts to be more inclusive (procedural equity) and we hope to include more robust community outreach in the update to the City's climate resilience Plan (Growing Stronger). We are also exploring tools that make community members official partners in resilience projects and frameworks to ensure that resilience projects or policies include anti-displacement measures.
 - Threats- There is a lack of capacity and funding to properly conduct the outreach necessary to make the resilience planning process inclusive. We are exploring ways to augment capacity and funding shortfalls by exploring grant opportunities and partnerships with research institutions.
 - Measuring Success – Given that climate change will amplify so many of the challenges faced by the City, tracking and measuring success and whether outcomes are equitable can be difficult. The City's update to Growing Stronger provides an opportunity for departments to commit to actions by specific time periods which could help quantify and track our progress and investments in this space. As more federal funding opportunities become available to mitigate

climate impacts and improve infrastructure, we will track where investments are made and who is benefiting.

- **Building Energy Performance Policy**

- Strengths- This program will reduce carbon emissions equivalent to taking 40,000 cars off the road and create 500-600 jobs.
- Challenges/weaknesses- Enforcement for the program will be critical to ensure compliance.
- Opportunities- There is a great opportunity to ensure that job and economic opportunities created through this program go to local, minority-owned firms and help to create pathways in the building trades for those who have historically been excluded. The School District has over 100 buildings that will need to comply, creating an opportunity to train students in building energy systems while school buildings come into compliance.
- Threats- Businesses from New York and other regions are already prepared to take on this work and will be competing against local firms. The City needs a comprehensive strategy to support local workforce development, prioritizing BIPOC and marginalized communities to ensure that the economic opportunities of our clean energy transition are available and accessible to all Philadelphians.
- Performance measures- OOS has added a new performance measure to track compliance with the program.

3. **Please briefly describe how your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?**

- OOS engaged local racial equity consulting organization AORTA in undertaking an equity audit of OOS policies and operations and the creation of an equity action plan. As part of this action plan, OOS has improved office hiring, onboarding and retention policies, updated office priorities and the organizational chart and aligned workplans and salaries accordingly. Since the work with AORTA, the racial diversity of OOS leadership and staff has become significantly more inclusive with improved retention. OOS also recently completed the Office of Diversity, Equity and Inclusions' second racial equity departmental cohort.
- In FY23, OOS plans to hire a Chief of Staff apply their expertise in office management, professional development, and inter-staff communication. This will minimize shared labor contributed by other staff members in running the office and increase capacity for staff to focus on and grow in their roles.
- In the coming year, OOS will update the office professional development policy to ensure equitable access to professional growth, create a mentorship program to support staff growth, and launch a paid equity-focused summer fellowship program.
- Since its creation in Fall 2021, OOS Staff Caucus has offered a space for non-leadership members of OOS staff to support each other in advocating for an inclusive, equitable, and thriving workplace. Caucus has produced recommendations to OOS leadership for improving office culture, which will help to inform equitable use of OOS' budget to create a more inclusive workplace moving forward.

4. Is there any critical unmet need within your budget that inhibits your department's achievement of its greatest racial equity priorities? If so, briefly describe.

- We expect the loss of our environmental justice (EJ) funding for FY23 to deeply impact the resident-led Environmental Justice Advisory Commission. The EJ Working Group, comprised of external EJ experts that advised OOS on how to equitably launch the Commission, identified barriers that prevent frontline communities from participating in civic bodies - the primary being a lack of compensation for their time. Not only is compensation critical to ensure accessibility and equitable representation, but also to acknowledge and honor the valuable expertise held by community members. A significant unmet need in our budget is continued funding to support the provision of stipends for the EJ commissioners.
- The loss of EJ funding has also limited the potential of the Community Resilience and Environmental Justice Grant Fund and threatened potential matching contributions from grantmaking foundations. Funders have expressed hesitance to match OOS' grant dollars due to not seeing continued commitment from the City to support this initiative. A continued commitment would put us in a better position to triple or more the initial investment. For FY23, OOS will only be able to offer a small number of microgrants.
- Supporting the City's Neighborhood Energy Centers (NECs) in their ability to ensure that more BIPOC residents can afford, and access clean energy is a key pillar of OOS's strategy to ensure racial equity in the City's clean energy transition. As mentioned above, the NECs are under-resourced and do not have the capacity to scale up their services, as will be required if we are to reach our vision of affordable, clean, and resilient energy for all.
- Earlier this year, Congress passed the Inflation Reduction Act, which sets aside \$370 Billion to support an equitable clean energy transition in the United States. With this funding, the City of Philadelphia has a once-in-a-generation opportunity to take the urgent and transformative action needed to act on climate change, to truly address climate injustice and to improve the quality of life of all Philadelphians. Reducing racial disparities and inequities in access to clean, resilient energy is a fundamental underpinning of OOS's strategy in the use and application of this funding. OOS will use this funding to prioritize alleviating energy burden and energy poverty in our BIPOC, historically marginalized and Environmental Justice communities, which will have significant additional benefits such as increasing housing wealth and security, reducing risks of homelessness, eviction and displacement, improving indoor and outdoor air quality and health and creating safe and thriving neighborhoods and communities. However, to fully take advantage of this historic opportunity to address climate injustice in our City, OOS needs staffing and resources to support our ability to apply for and administer the application of the funding and implement programs and projects.

5. How have you involved internal and external stakeholders, including marginalized communities of color, in your department's budget process?

- OOS launched the Beat the Heat Hunting Park pilot in partnership with Esperanza, Hunting Park Neighborhood Advisory Council, and other neighborhood partners to produce a community-led heat resiliency plan for Hunting Park.
- OOS held three focus groups with residents of six of the most energy burdened communities to hear directly from those most impacted on what policies and programs they would most like to see to address energy burden. Residents were compensated for their time and have been kept in the loop with program development, so they know how their feedback has been utilized.
- As described above, OOS conducted a capacity assessment of the City's Neighborhood Energy Centers to understand the needs, barriers, and challenges in ensuring racial equity in the delivery of energy services and programs. Strengthening the NECs is a key aspect of OOS's strategy to ensure that we meet our climate goals equitably and the engagement with the NECs provided key stakeholder insights into our continued work and projects.
- The Environmental Justice Working Group advised on the creation of our Senior Advisor for Environmental Justice position. The current Environmental Justice Advisory Commission is advising on the distribution of microgrants through the Community Resilience and Environmental Justice Grant Fund.
- The Environmental Justice Advisory Commission will operate with autonomy from OOS, but it is the Office's hope that the Commission will be willing to provide OOS with feedback and recommendations on Office priorities and budget submissions.

Office of the Chief Administrative Officer (CAO)

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with [the City's vision for racial equity](#). What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

In FY22-23, CAO focused on making progress within Three Strategic Pillars: developing and investing in human capital in order to build a culture of trust, respect, and operational excellence; delivering transformational projects with measurable and equitable outcomes; and strengthening administrative functions to leave the City better than we found it. Racial equity is a central objective of the first pillar, integrated into CAO's efforts around employee recruitment and retention, professional development and training, employee engagement, and employee protections. CAO's second pillar focuses on building capacity for project delivery citywide to benefit City employees and residents. Examples include how the Service Design Studio centers racial equity in its partnerships with departments to improve their services, the Operations Transformation Fund which prioritized projects that would advance racial equity, and the Unified Benefits Application, which aims to streamline the City's benefits applications to make public benefits more accessible to residents who need them. Finally, CAO's third strategic pillar advances racial equity through improving administrative functions, such as projects that make it easier for local and minority-owned vendors to do business with the City, and making it easier for residents to engage with the Office of Administrative Review (OAR) to dispute City-issued fines, bills and violations via hybrid hearing formats and more user-friendly and accessible communications.

More broadly, the work of the Office of the CAO closely intersects with Section D of the Mayor's vision for racial equity: diverse, efficient, and effective government. The CAO primarily partners with other City departments to assist them with policy analysis and process improvement to improve overall service delivery across the City. The CAO's role is vital to improve racial equity in city government, as thorough process analysis can help identify structural inequalities. By reviewing different departmental procedures and policies, the CAO can determine if a policy excludes or targets a certain population, if the services delivered by a specific policy are indeed unbiased, and if the City can do more to make a process for equitable. Often, City departments do not have the resources or bandwidth to do an internal policy or process analysis to unearth these discoveries, as they are rightfully focused on their primary responsibility of service delivery. Furthermore, the CAO works with departments to improve policies based on these findings as well the department's specific needs, delivering tailored, equitable solutions. The CAO allows departments to focus on service delivery while giving them the opportunity to collaboratively improve their internal process and improve racial equity.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please**

provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?

Pillar 1 – Developing and Investing in Human Capital

Strengths

Our Citywide DEI work has shown that investing in professional development for our workforce is a critical component of reducing racial disparities in our workforce and supporting the retention and growth of our employees. CAO continually advocates for and implements practices and policies that improve employee morale and help to recruit and retain a diverse workforce, including such things as expanded parental leave, improved testing and selection processes, in particular for civil service job opportunities, and alternative work schedules. Human Resources & Talent manages **Exempt Employee Recruitment**, and **Employee Training and Development** (Including **LEAD Academy**, the **Mayor’s Internship Program**, and **Returning to Learning**), all of which focus on improving racial equity. HR&T supports racial equity in recruitment citywide by strengthening the exempt hiring process, identifying recruitment opportunities to reach a more diverse candidate pool, holding targeted recruitment sessions, and bolstering hiring and interviewing practices that eliminate bias and bring diverse voices to the interview process. HR&T recently welcomed a new Director of DEI for Professional Development who is responsible for collaborating with employees, HR partners, ODEI and other stakeholders to deliver diversity, equity, and inclusion training focused on learning and development programs that support employee performance and service delivery. CAO is currently working with a consultant to assess, consolidate, and improve our professional development trainings and delivery with a focus on diversity, equity, and inclusion. The outcome of this engagement will be a turn-key train-the-trainer program for the City. Through our Returning to Learning partnerships, HR&T cultivates relationships with various secondary education institutions to offer tuition discounts for City employees and their families. Finally, the Mayor’s Internship Program provides a diverse group of 50 college students with public sector experience and professional development, and a pipeline into the municipal workforce.

Weaknesses and Challenges

CAO’s weakness in this area is not having more resources to advance racial equity. For example, we could invest more in diverse recruitment and employee training.

Opportunities

Recent community feedback about the FY24 budget highlighted the importance of investing in City staff to curb understaffing, attrition, turnover, and burnout. Managing Human Resources & Talent and working in close partnership with the Office of Human Resources, CAO has the opportunity to advance racial equity strategies through policies and programs that engage the entire workforce. CAO will build out the **Office of the Ombudsperson** in FY24, which is an opportunity to create additional resources, support, and protections for employees to facilitate a more equitable and inclusive workplace. CAO also plans to implement a robust **Employee Engagement Tool (Qualtrics)** that will be piloted in FY24 with the goal of scaling to all employees in FY25 and beyond. This proposal was developed in close partnership with ODEI, to reduce racial disparities by being better in touch with employee concerns and gauging employee sentiment using data that is disaggregated by race. This data will allow the City to perform gap analyses and enact data-informed actions to improve employee experiences and outcomes. This tool will help specify and prioritize opportunities to foster a more inclusive organizational culture, improve diversity and representation within the City’s general workforce as well as amongst leadership and executive positions, and make hiring, promotion, and retention more equitable. All of this has the potential to contribute to increased well-being of the City’s workforce while decreasing

disparities between white and BIPOC employees, positioning us to more effectively meet the needs of residents (including reducing community-level racial disparities).

Finally, CAO will renew the Government Alliance on Race and Equity (GARE) membership we started through the Operations Transformation Fund, to extend to our entire department as well as project teams from other departments participating in the Project Delivery Accelerator. Through GARE, one has access to a network of government employees across jurisdictions who are committed to racial equity work and can access racial equity resources that fit their specific needs and context. Currently we have a limited membership to GARE through the OTF, but want to expand this to the entire department so it can be utilized for all our projects collaborating with other departments as well to improve processes internally.

Threats

Threats to how effectively CAO can advance racial equity through human capital initiatives include limited capacity (the size of the Human Resources & Talent unit), and standard challenges that can delay implementing new programs or scaling existing ones.

Performance Impacts

- 70 emerging leaders provided with robust leadership training through our Lead Academy (to date)
- 200 employees trained in effective interviewing (11 trainings)
- 131 supervisors and managers trained in DEI principles (7 trainings)
- 50 students provided with civic experience through the Mayor's Internship Program
- 1,800 employees included in annual engagement survey to measure sentiment along 5 key performance indicators (to be disaggregated by race)

Pillar 2 - Transformational Project Delivery

Strengths:

CAO's portfolio of supporting and delivering transformative projects reflects CAO's commitment to advancing racial equity. The **Equitable Community Engagement Toolkit** is a City-wide initiative that will transform how the City of Philadelphia thinks about, plans for, and facilitates engagement with the communities we serve. To build the Toolkit, CAO has partnered with the Mayor's Office of Civic Engagement and Volunteer Service (MOCEVS) and are collaborating with City engagement practitioners, community groups, and community members who've been historically marginalized by government actions. The PHL Service Design Studio and MOCEVS have been collaboratively designing aspects of the Toolkit with 65 City engagement practitioners across 35 departments; 26 trusted messengers from community groups who work with multi-racial, immigrant, disability, and digitally disenfranchised community members; and 51 multi-racial residents who represent redlined zip codes and have lived experiences with digital, language, and disability access engagement issues.

This year the CAO closes out the \$10 million **Operations Transformation Fund (OTF)**, which funded 29 City projects through an equitable and transparent application process, prioritized projects that advance racial equity, and encouraged projects to apply racial equity principles throughout implementation. At least twenty of the 29 projects that received OTF funding have goals explicitly related to racial equity, including a project that directly supports workforce equity by using OTF funds for mobile civil service recruitment to make the City's workforce more representative of Philadelphians. Seven projects are making City information and services more accessible to people for whom English is not a first language by allocating OTF funding for document and website translation and interpretation services for meetings. Ten projects have dedicated OTF funds toward resident engagement and compensation to engage with the public more equitably, which is a cornerstone of how local government operationalizes racial

equity. All projects are asked to report internally on racial equity considerations at each stage of implementation. The public can learn about and track the progress of OTF projects through an online dashboard, a tool to support government accountability and transparency.

Weaknesses and Challenges:

While CAO continues to prioritize projects that will advance racial equity, some of the projects undertaken are not associated with racial equity impacts. A challenge to achieving the full possible impact of the opportunities we have include the nature of our collaboration with other City departments, when a project is not being delivered by CAO. Finally, CAO experiences similar challenges to other departments trying to operationalize racial equity principles, such as managing the quality of the work over quantity of measurable outcomes.

Opportunities:

The completion of the **Equitable Community Engagement Toolkit** represents an opportunity to improve the capacity of departments citywide to conduct community engagement equitably, which is critical to advancing racial equity as government. Communities of color, people with disabilities, people who have limited English proficiency, people who lack digital access, people who have low digital literacy, and historically marginalized groups have been refused entry into engagements with the City because the full conditions allowing for them to engage with us have not been met. These sentiments were supported by the most recent community input and feedback related to the City's FY24 budget. As a result, many of our policies, services, and programs can reinforce marginalization as the people most impacted by our decision-making don't have the opportunity to give voice to their needs. Also, City engagement staff — who have responsibilities on top of their department's community engagement work — desire to collaborate with communities in equitable ways, but struggle with limited budgets, competing departmental priorities, and opaque City processes. While the Mayor's Office of Civic Engagement and Volunteer Service convenes City-wide engagement practitioners monthly, there are gaps in training and coordination that could make engagements with communities more consistent and intentional. The Toolkit is designed to make department's engagement efforts more equitable going forward. In our FY24 General Fund budget request, we are also seeking additional funds to re-organize the Service Design Studio, including the creation of a Community Co-Design practice, which will train community members to be neighborhood-level data collectors, so they have meaningful pathways to contribute to the design of City policies, programs, and services.

CAO also has the opportunity to advance racial equity as we re-envision the Operations Transformation Fund to improve project delivery city-wide through the **Project Delivery Accelerator (PDA)**, and **New Project Delivery Tools**. CAO will apply a racial equity lens to the initiative to enhance project delivery citywide, including when we prioritize projects to participate in the Project Delivery Accelerator, and by centering racial equity throughout implementation. In that way, by helping departments effectively deliver their own initiatives, CAO can indirectly contribute to reducing racial disparities through other department's projects. The PDA will also fund and facilitate resident engagement and compensation to enable some projects to engage with the public more equitably, in alignment with the Equitable Community Engagement Toolkit. The **Envisio** project management and dashboard tool creates another mechanism for City government to be accountable to the public.

Finally, the **Unified Benefits Application (UBA)** presents another opportunity for CAO to advance racial equity, through the development of a digital common application that is designed more equitably and is inclusive for all residents of Philadelphia. The UBA project aims to streamline the eligibility criteria and application process for City administered benefit programs.

Threats:

Threats to impacting Philadelphia's racial inequities through our transformative project delivery portfolio mirror one of the main challenges, which is CAO's limited leverage over other departments. When we are in a support role, CAO influences projects to varying degrees depending on the nature of the project and the decisions of the departments who own the work. While the OTF gave CAO extra authority to push projects in particular directions because we manage their budgets, CAO's influence in this area is often a function of persuasion and the ability to effectively offer valuable tools and supports that create additional capacity for the departments leading the work.

Impacts:

- 29 projects led by 40 departments provided with \$10 million in funding and project management and delivery support in FY22 and FY23.
- 33 ECET guides and accompanying tools released
- 90% of ECET content developed in three languages
- 90% of ECET accessible to those with disabilities
- An average 55 City staff trained through the Equitable Engagement Collaborative, a coalition of engagement practitioners across all City departments

Pillar 3 – Administrative Functions**Strengths**

CAO continues to focus on legislative and regulatory reforms that make it easier for local and minority-owned firms to do business with the City, by strengthening the **Local Business Purchasing Initiative**; implementing **Transparency in Business**; and redesigning the **City's Demographic Disclosure process** in order to gather more meaningful information regarding the diversity of the vendors the City does business with. CAO has undertaken a large and complex project to improve the way the City collects workforce demographic disclosures from vendors during the contracting process. The current state puts tremendous burden on vendors to provide voluminous data at various stages in the process, often in a way that is redundant. The goal of the Demographic Disclosure Project is to standardize and simplify what the City asks for so that we can collect high quality data that can be analyzed to gain insights with regard to our vendor community and ensure our contracting processes support the Administration's goal of supporting quality jobs and spurring inclusive economic growth. In addition, by lowering unnecessary barriers to contracting, we invite more businesses to bid on opportunities and increase our ability to work with local, minority, woman, and disabled owned businesses. CAO is working with Procurement, Law, OEO, and OIT to create an online vendor portal to collect this data in a streamlined way. The portal will go live in July 2023. CAO also continues to manage the **Vendor Pay** invoice portal, which was also developed to ease the administrative burden on vendors and make it easier for smaller and minority-owned businesses to engage with the City.

Lastly, through the CAO's **Office of Administrative Review (OAR)**, petitioners – which include residents or businesses – may have their disputes to City-issued fines, bills and violations heard via administrative hearings conducted by OAR staff. OAR recognizes the relationship between the digital divide and race and has focused on offering hybrid, onsite, & remote hearings, where the petitioner can appear and participate in their virtual hearing on an onsite computer. OAR is continuing to work with OIT to create remote hearing access through the OAR website. OAR has also redesigned and standardized communications and forms to make administrative processes more user-friendly, accessible, and easy to understand by using plain language.

Weaknesses and Challenges

While some of CAO's administrative functions have clear racial equity implications and present clear opportunities to focus on racial equity, other day to day operations that CAO manages require deeper analysis to identify their relationship to racial equity.

Opportunities

CAO's plans to launch the Demographic Disclosure Portal and increase the use and data tracking within the Vendor Invoice Portal are both opportunities to improve the City's contracting with minority-owned businesses. CAO is also partnering with Procurement to pursue other process improvements that can positively impact City department's ability to implement projects on time. Those citywide enhancements mean that City departments implementing programs focused on racial equity will be able to do so with more ease and efficiency.

Threats

As CAO works to strengthen administrative functions citywide, threats to advancing racial equity include capacity issues, underfunding, delays, or resources being diverted to other projects with less clear relationships to racial equity.

Impacts

- Consolidate four forms and 750 fields related to workforce demographics into a concise, intuitive form that collects information accurately and efficiently, saving disclosures from year to year
- Twenty-four (24) certified/registered Minority/Women/Disabled Business Enterprises have utilized the Vendor Invoice Portal.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

The CAO is proud of its efforts to ensure that the department is an inclusive, anti-racist workplace and continually looks for ways it can improve in these endeavors.

We are requesting an increase to the pay scale for hearing officers in OAR to bring them in line with hearing officer salaries in Philadelphia and across the country. The increases to hearing officers' base pay will also improve internal pay equity within the CAO. In FY23, we also worked to promote staff into new career opportunities and to strengthen administrative functions in our own offices and others (including OEO), where rote tasks often fall disproportionately on people of color. We are requesting additional funding to further strengthen the administrative functions and roles that keep the City running but are often overlooked.

CAO and OAR, with our existing budget and budgeted positions, follow the procedures developed in CAO-HR&T's "Exempt Hiring Guide for Building a Talented, Diverse Workforce" to help recruit diverse candidates and create a diverse, inclusive, and anti-racist workplace. CAO also allocates approximately \$80,000 for staff to support enterprise recruitment efforts and maintain relationships with local diverse colleges and academic institutions to support creation an inclusive, anti-racist workplace across the enterprise. The Operations Transformation Fund grants created 26 new positions (many temporary). We worked closely with departments to ensure hiring practices follow the City's guidelines as a model employer for hiring diverse talent. The OTF is a member of the

Government Alliance on Race and Equity (GARE), which extends access to GARE resources to nearly 100 City staff who make up OTF project teams, and sponsors participation in GARE's annual conference.

With the addition of a Director for Professional Development in FY23, HR&T developed and implemented a live half day training, Effective Interview Training for Hiring Managers, which has been held 11 times to date and reached over 200 employees. Within this training, the redesigned and updated Hiring Manager's Playbook (formerly the Exempt Hiring Playbook) is used to provide employees with the tools and resources needed to standardize diverse interview panels and provide guidance on developing job descriptions that promote racial equity. Through these efforts, CAO will educate and engage both civil service and exempt hiring managers and help counter various implicit biases that negatively impact racial equity.

In addition to focusing on hiring practices, the CAO utilizes the LEAD Academy, an emerging leaders program that supports the development of a diverse group of new City leaders and takes them through a 6-month seminar addressing diversity, equity, inclusion and public service leadership. The program provides a space for leaders to discuss and problem-solve challenges and goals of the administration through workshops. The program is designed so that each core topic (budget, leading through uncertainty, managing remote teams, conflict management) addresses the role of diversity, equity and inclusion.

Lastly, the CAO Service Design Studio kicked off a project with the Office of Diversity, Equity, and Inclusion (ODEI), the Office of the Inspector General (OIG), the Employee Relations Unit (ERU), and the Office of Human Resources (OHR) called "The Employee Protections Project" to better define the domain of each office, improve collaboration among these offices, and develop a communication plan to clarify their roles with City employees across all levels of government. This work directly informed the establishment of the new Office of the Ombudsperson within the CAO. The Ombudsperson will provide another resource to employees across government who may need support from a confidential, impartial party on workplace issues. The Ombudsperson will facilitate a healthy, open, and equitable workplace for all.

4. Is there any critical unmet need within your budget that inhibits your department's achievement of its greatest racial equity priorities? If so, briefly describe.

During the past year, the CAO has learned much about successful project delivery after managing the projects funded by the OTF. After learning from the successes of these projects, particularly how to prioritize racial equity during all facets of project management, the CAO aims to share these learned principles with departments across the city. The CAO requires funding for certain needs and services to fully make this vision a reality, including a full-time project manager, funding for equitable community engagement, Envisio, and Quickbase.

Quickbase is a critical tool that CAO uses to enable agile digital transformation within departments. There are many use cases across City government that demonstrate how Quickbase can greatly increase efficiency and improve service delivery. CAO recently worked with the Office of Economic Opportunity (OEO) to develop a Quickbase application that automates much of the range setting process on RFPs. This reduced turnaround times from 4-6 weeks to approximately 3 days. This type of transformation enables departments to free up resources to focus on their core mission. CAO is hoping to work with OIT in FY24 to develop a

dual track digital transformation model that will enable agile transformation at scale and empower departments to solve their business challenges.

The CAO would substantially benefit from full funding for Qualtrics to conduct robust employee engagement. Qualtrics is a digital platform that specializes in developing and analyzing surveys and survey data. We are currently funding Qualtrics in FY23 with surplus funds. We will need funding to continue the pilot with exempt staff in FY24 and additional funding to expand to the entire workforce, including civil service, in FY25 and beyond. Qualtrics would allow the CAO to increase its capacity to glean both employee and community feedback regarding certain policies or processes; learn about possible discriminatory practices based upon trends found in aggregated, anonymized data; and incorporate said feedback to generate efficient, equitable solutions.

Finally, it is vastly important that the CAO's HR&T recruitment positions are funded in order to meet the today's hiring challenges. Without dedicated talent acquisition staff, it is difficult to recruit and retain a diverse workforce, especially as the CAO continues to try and fill critical staffing needs.

5. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

The CAO prioritizes and champions racial equity in all its endeavors, including the budget process. Starting in the fall, during quarterly check-ins with every team in the office and during all-staff meetings, we discussed the specifics of the budget process and how to make budget requests with all employees. We encouraged front line staff in particular to think about their work and where there are gaps in resources, and to suggest specific budget requests to consider during budget call. All of our requests for additional funding are based on the thoughts, concerns, feedback, and innovative ideas of our staff as a whole. Additionally, our budget requests in support of the Project Delivery Accelerator and other project delivery tools were informed from feedback collected through surveys of all OTF project partners, which represent a diverse group of stakeholders across all levels of City government. Lastly, the growth of the Service Design Studio and creation of a Community Co-Design practice, is specifically informed by our work and input received by community members and City staff through the Equitable Community Engagement toolkit.

Office of the Director of Finance

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with [the City's vision for racial equity](#). What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

Finance strives to ensure that the City maintains long-term fiscal stability while meeting its policy goals. It does this by overseeing the City's financial, accounting, and budgetary functions, including establishing fiscal policy guidelines, overseeing the City's budget and financial management programs, adding financial capacity throughout the government, and recording and accounting for all City financial activities. Finance administers the City's payroll activities and risk management functions, issues financial reports, and oversees expenditures and reports on all grants.

These functions are critical to the City's vision for racial equity, given the extent to which the City's fiscal stability and allocation of scarce resources form the basis for the City's ability to make any investments. By embedding a racial equity lens in budgetary decision-making in particular, the City can better ensure that the City's vision for racial equity permeates all City departments and functions.

Finance's budget also includes a substantial financial contribution to the Community College of Philadelphia (CCP), supporting both general College operations and the Octavius Catto Scholarship. CCP is a minority-serving postsecondary institution working to ensure that it has the appropriate supports in place for its student body to succeed, both at CCP and in future pursuits. The Catto Scholarship provides last-dollar tuition, basic needs, and enhanced faculty supports to low-income CCP students, helping to ensure that these students who face barriers to college access can attend CCP for free and have enhanced supports while in attendance at CCP, helping to increase Scholars' persistence and graduation rates. Finance leadership spent a substantial amount of time working with CCP and the Mayor's Office on the design and funding of the Scholarship and continues to work with CCP to ensure that the program has the resources it needs to succeed.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

Using its existing budget, Finance will administer the programs below.

- **Budget:** continue to ensure that racial equity is embedded in the City's budget process and resulting budget.
 - *Strengths:* designated resources for this purpose, including dedicated staff and consultant support.

- *Challenges/weaknesses*: the City’s budget has high fixed costs and other financial constraints that limit Finance’s ability to change City spending.
 - *Opportunities*: creation of budget metrics to mark progress across the city, and addition of GIS tools in budget analysis to better explore data about how the City’s investments are allocated geographically.
 - *Threats*: competing financial needs and a high level of legacy costs.
 - *Performance impacts*: will be felt in the resulting budget.
- Community College of Philadelphia (CCP): continue to support College operations and the Catto Scholarship, serving a diverse cohort of college students.
 - *Strengths*: partnership with CCP subject matter experts and practitioners; investment from other City leaders around this once-in-a-generation investment; designated resources for the Catto Scholarship.
 - *Challenges/weaknesses*: enrollment has lagged initial projections using pre-pandemic data; along with peer institutions, CCP is experiencing depressed enrollment.
 - *Opportunities*: CCP continues to staff up to support the Catto Scholarship, refining the staffing, support, and enrollment model to meet student needs as more data becomes available; enrollment has also begun to increase since CCP returned to in-person classes.
 - *Threats*: continued enrollment and retention challenges at CCP and other community colleges.
 - *Performance impacts*: CCP and the City are working together on a robust performance evaluation, aiming to increase enrollments, graduation rates, and persistence rates among Catto Scholars, while also ensuring that a racial equity lens is used in the evaluation and any ongoing program changes.
- Capacity-building among City fiscal staff: continue to increase dialogue with fiscal staff across the City and roll out additional training content for fiscal staff for the first time via regular Citywide fiscal staff calls, creating a space for fiscal staff to meet, learn from, and support peers and colleagues in their own and other departments.
 - *Strengths*: buy-in from subject matter experts in Finance; several years into this effort, it has become more routine to utilize its communication channels to ensure that fiscal staff have up to date information.
 - *Challenges/weaknesses*: staff turnover can make it challenging to reach the right people; SMEs who are “in the weeds” of their respective work streams may sometimes find it difficult to meet fiscal staff where they are.
 - *Opportunities*: calls have naturally begun to shift away from reporting out on process changes to more interactive and proactive capacity-building to better support fiscal staff.
 - *Threats*: SMEs are busy and have historically prioritized expedience and more pressing matters over more proactive communications and supports.
 - *Performance impacts*: attendees (and return attendees); fiscal staff having a common base of knowledge and competencies
- Paying out Risk claims: continue to pay out claims to members of the public who have been harmed by the City, serving a diverse cross-section of Philadelphians and ensuring that they are made whole. In addition, for Employee Disability, Risk has requested race and ethnicity data to examine work-related injury data to identify any structural and/or unintended bias.
 - *Strengths*: well-established existing program and expertise.

- *Challenges/weaknesses*: data quality and formats; paper-based processes; staffing turnover.
- *Opportunities*: addition of GIS tools in claims analysis to better explore data .
- *Threats*: continued staffing turnover.
- *Performance impacts*: dollar impacts of claims broken down geographically.
- **OPAL**: continue to implement the City’s project to replace its legacy financial and procurement systems with a modern Enterprise Resource Project (ERP) solution, improving existing processes and ensuring that critical functions, like paying small, minority vendors, can happen more expediently. A faster payment process would make it easier for a wider group of businesses to work on City contracts.
 - *Strengths*: OPAL is a well-resourced, cross-departmental effort with buy-in from City leadership.
 - *Challenges/weaknesses*: institutional resistance to change.
 - *Opportunities*: process redesign and modernization.
 - *Threats*: the project’s complexity and scale.
 - *Performance impacts*: paying vendors faster, meaning better outcomes for timely vendor payment (which helps small businesses and MWDSBES).

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

With its limited budget, Finance focuses on embedding anti-racist practices in hiring. Finance leadership has worked with Human Resources and Talent to implement recruitment best practices for exempt positions, ensures that hiring panels are diverse, and posts positions on diverse job boards (budget-permitting). For civil service positions, the department has less flexibility to implement anti-racist practices. Finance works with OHR to use new opportunities, such as recent changes to the number of candidates that can be interviewed from a hiring list, to expand the pools of candidates for civil service jobs in order to increase diversity among civil service positions.

Finance has also taken steps to change the department’s culture around supporting fiscal staff in other departments. Historically, Finance has struggled with clear and consistent communication to and dialogue with fiscal staff. As part of the shift to remote work during the pandemic, Finance leadership and Deputies have implemented a recurring fiscal and administrative staff call, bringing together 250+ employees from across the City to discuss policy and process changes, collect and integrate feedback, share best practices, deliver trainings, and foster community across the City’s fiscal and administrative titles. By establishing and sustaining these communication channels, the various units of Finance have begun to embrace the opportunity to engage more directly with fiscal staff. Finance will continue to work to routinize this cultural shift. These meetings grew out of focus groups that Finance leadership had with financial staff from throughout the City. Financial staff made it clear that regular communication with central Finance was very important to them.

Lastly, Finance has adopted permanent remote work, reflecting the department’s overwhelming preference to sustain predominantly remote work, as identified in a spring 2021 survey of Finance staff and reiterated in response to a follow-up survey of Finance staff in late 2022.

4. Is there any critical unmet need within your budget that inhibits your department's achievement of its greatest racial equity priorities? If so, briefly describe.

Over the last several years, Finance has proposed and has been asked to sustain cuts to its budget. These cuts were important as the City faced ongoing challenges, but back-office departments like Finance are critical to all City operations. For example, if Finance is slow on payment issuance or claims processing, this can have negative ramifications for existing disparities. Further, having no cushion in Finance's personnel budget undermines the department's ability to hire and support future Finance leaders when the need for a new position to address an operational need arises.

The cuts over the last several years have negatively impacted departmental capacity and agility in responding to issues and challenges that arise, many of which have ramifications for other departments and operations and make it difficult to invest in the professional development of existing staff, many of whom are people of color.

5. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

To develop its annual budget, Finance leadership engages directly with its diverse Deputies, each of whom is asked to identify priorities, goals, and new funding asks for the upcoming year. In addition, as part of the Budget Office's budgeting work, Finance engages directly with members of the public regarding their budgetary priorities and preferences. Finance's budget includes funding for language access and community engagement around the budget, as well as for Participatory Budgeting Specialist and Director of Budget Equity and Engagement positions.

Lastly, in developing the Catto Scholarship at the Community College of Philadelphia (CCP), Finance worked closely with diverse subject matter experts at CCP on program design, taking steps to ensure that the program would meet low-income students where they are and give them some of the supports that they need to succeed in college and beyond. The program design was also informed by similar successful programs at peer community colleges.

Office of the Inspector General

Existing Spending and Operations

1. Please briefly describe how the core functions of your agency intersect with [the City's vision for racial equity](#). What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?

Firstly, the OIG is always focused on its own internal practices. From hiring to promotions to case management/assignment and all aspects of our substantive work, we are very conscious of the need to place racial equity centrally. We have a variety of internal structures and policies that ensure no decisions are made unilaterally and everything is viewed with an eye toward this important value.

Then, although the OIG is predominantly focused on issues internal to the City, all of our work is about compliance with applicable systems and processes – many of which are designed to ensure that decisions are made in a racially equitable manner and with a racially equitable outcome. When employees and/or contractors do not follow the appropriate rules that have been established, the net effect could have a negative impact on racial equity. The OIG's function is really about manner-and-means – we seek to protect the integrity of City processes and personnel. Racial equity is always embedded in these processes and, therefore, it must also be embedded in our work.

2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?

Most directly, many of the OIG's investigations are focused on protecting the integrity of other City programs that improve racial equity. This is especially true with respect to the City's contract community where there are a variety of anti-discrimination and inclusion requirements to promote the growth of the M/W/DSBE business community. The OIG frequently investigates allegations of abuse and/or misrepresentations by City contractors who are required to make good faith efforts to include traditionally disadvantaged entities. Our investigative program is designed to ensure that our investments are meaningful and will contribute to leveling the economic playing field.

In addition, the OIG is currently building an Office of the Youth Ombudsperson as an additional layer of protection for Philadelphia youth who have been placed in residential treatment facilities via the juvenile justice, child welfare or mental health processes. This youth population has traditionally been under-served and is disproportionately comprised of youth of color. All of our work in this area will be targeted to ensure that our City's youth have a resource available and place to get information, raise concerns and have greater ownership over their own residential experiences.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

We have made great progress with respect to representation in our leadership ranks. We are proud to report that, at this time, every Deputy-level employee identifies as Black. To us, this fact evidences an institutional commitment to representation within the organization and ensures that all voices are heard.

We also have an internal committee that is comprised of employees at various levels. The main focus of the committee is racial equity and inclusion. The committee meets periodically to discuss issues that may affect our workforce, and they offer recommendations for internal adjustments in the interest of equality and transparency.

4. Is there any critical unmet need within your budget that inhibits your department's achievement of its greatest racial equity priorities? If so, briefly describe.

N/A

5. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

Every decision made at the leadership level involves a very diverse team. From hiring and personnel to case assignment and case processing, our diverse leadership team has the opportunity to provide input and control processes to ensure that they are equitable. We always use a diverse pool of interviewers for new positions and for our investigative work. Our leadership team is also closely involved in the budget process and is openly consulted at every stage of the City's larger process. With respect to external stakeholders, we plan to rely heavily on the external child-advocacy community while building an effective Office of the Youth Ombudsperson. As we have designed that program, the OYO is required to periodically engage with external stakeholders in order to listen to community needs and respond accordingly.

Parks & Recreation

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

As one of the city's most active public-facing departments with sites, programming, and places in every neighborhood, Philadelphia Parks & Recreation Department's FY23 budget request is focused on ensuring that the right structures, staffing, and approaches are in place to best engage with our constituents daily, especially communities of color. Most of our users are vulnerable youth and working families in/around under-invested neighborhoods. As part of the department's racial equity action plan, PPR will be piloting new engagement strategies and capacity building efforts focused on engaging youth of color. In addition, PPR has heard from focus groups with teenagers and young adults of color that more resources are needed to support safe, clean, and welcoming spaces and recreation centers especially in disenfranchised areas.

One of the department's top FY23 priorities will be an investment in operation enhancements to provide enhanced maintenance and care across the system. This is especially needed to support an increased demand for outdoor space due to the pandemic and a longer parks and recreation season due to climate change. As part of the Citywide racial equity framework, PPR reworked its Recreation Leader Trainee job specification to ensure staff working in communities are reflective of the community they serve. This effort helped PPR hire through the Civil Service process, the most diverse group of new Recreation Leaders in the department's history. As part of our FY23 budget, these new Recreation Leaders will be assigned to pilot Community Service Areas in more PPR districts in communities of color. Staff in the areas would also receive additional DEI and customer service training and capacity development.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

The COVID-19 crisis continues to demonstrate how critical parks and recreation centers are to delivering fundamental social services to communities. Record numbers of residents visited parks and open spaces for health, local food, and connection during COVID-19. PPR's FY23 budget request includes an investment in focused operations enhancements to better provide safe, clean, ready to use parks/public spaces responding to increased demand/impacts of climate change as well as additional maintenance demands at and around Kensington parks and public spaces. Data and past experience show large users of outdoor spaces, athletic fields, and neighborhood parks are youth and families of color. In addition, working families depend on these amenities and programs to provide safe quality summer and after-school experiences.

Informed by the department's strategic planning process, a system-wide effort is underway to provide higher-quality programs and realign staffing structures to better serve communities of color. This includes using data to realign staffing, setting new programming standards, matching programs to local interests, and deploying a diverse group of staff reflective of the community. Designed with neighborhood-based data and racial demographics, Community Service Areas would be expanded to more PPR districts. These service areas would include clusters of PPR facilities and sites as well as a program crew to form new partnerships and programs to increase activations at unstaffed sites across the neighborhood. New investment would also be leveraged externally to advance equity of services and programming in neighborhoods, increase DEI training and capacity development, and extend hours to offer more safe, structured, and relevant programming to better serve all communities.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

A significant part of frontline PPR program division staff and managers' jobs are liaising with communities and creating/implementing programs that are relevant to the neighborhoods they serve. However, due to the systemic challenges within the Civil Service system, program staff have historically not reflected the racial makeup of Philadelphia and the communities they serve. This was especially clear during a review of PPR's District Manager test and the review of the Recreation Leader Trainee (RLT) hiring process. In collaboration with OHR, the department advanced a four-step process to overhaul hiring for the entry-level Program position Recreation Leader Trainee. This is an important position due to its closeness to community but also as a leadership pathway into the Civil Service system. This overhaul process included a robust recruitment effort targeting 32 different Philadelphia zip codes, outreach to historically black colleges and universities, as well as engaging internal subject matter experts to redesign the exam to make it fairer, allowing candidates to show a true affinity for the work. This resulted in a 64% increase in hiring people of color and a 52% increase in hiring of women. As part of our FY23 budget, these new Recreation Leaders will be assigned to additional Community Service Areas in PPR districts. Staff in the areas would also receive additional DEI and customer service training and capacity development.

As part of our department's strategic planning effort, PPR evaluated the history of our staffing model in our recreation centers which deprived neighborhoods, especially communities of color, of resources and high-quality programming. To help inform equity of services in neighborhoods, "heat maps" were created showing PPR staffing distribution by the racial demographic of neighborhoods. High numbers of unstaffed and understaffed PPR facilities are clustered in communities of color while more prominent white neighborhoods saw higher numbers of staffed PPR facilities. In an effort to achieve a more dynamic, equitable staffing structure, additional neighborhood-based data sets (such as Harm Scores, Rebuild data, health/poverty metrics, facilities assessments) were layered onto the racial demographics of neighborhoods to determine high priority sites/facilities where staffing would be realigned and create new pilot Community Service Areas to create a dynamic staffing model to better match programs to local interests and needs developed in partnership with communities.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget

process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

As part of PPR's strategic planning process, the department's engagement effort included more than 500 participants in meetings, working groups, interviews, focus groups, surveys, and more. PPR's staff participated along with representatives of a range of interests, including District Council 47, non-profit program and event partners, and members of the Parks and Recreation Commission. The FY23 budget has been informed by neighborhood-based data and racial demographics including data sets such as PPD Harm Scores, Rebuild data, Census data, health/poverty metrics, facilities assessments/GIS layers. In addition, the work of PPR is supported by a diverse network of community volunteers and stakeholders.

In particular, the department regularly partners with Park Friends groups and Recreation Advisory Councils. Currently, there are more than 226 active Park Friends groups and Recreation Advisory Councils. Both are community-led organizations that work with PPR to create welcoming community spaces and foster positive experiences. PPR communicates regularly on a variety of projects, planning efforts, and programming with both groups. New investment in the urban forest and agriculture/community gardens will be informed by the city's first ever urban forest and urban agriculture planning processes, both guided by the principles of environmental justice, community engagement, and sustainability and will focus on deepening engagement with residents in neighborhoods of need and set forth new ways of working with residents to combat climate change.

- 5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?**

Philadelphia Commission on Human Relations (PCHR)

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

At its core, racial equity involves uncovering and then eliminating systemic structures that contribute to racial disparities and discrimination against people of color. The Philadelphia Commission on Human Relations (PCHR) is one of the most critical agencies for the City goal of achieving racial equity as it administers and enforces the laws that prohibit discrimination, promote equality, and understanding throughout Philadelphia. In addition to investigating direct forms of discrimination, the Commission continues to expanded its responsibilities to include oversight of laws prohibit practices which lead to systemic oppression among BIPOC residents.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describes key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.). For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

PCHR was born out of legislative desire to “assure that all persons regardless of race, ethnicity, color... enjoy the full benefits of citizenship and are afforded equal opportunities for employment, housing and use of public accommodation facilities...”

PCHR's Compliance Division is critical to enforcing the laws that prohibit race discrimination and promote equality. These include the Philadelphia Fair Practices Ordinance which prohibits direct and indirect forms of discrimination. Over the last decade, the scope of PCHR's compliance division has also grown tremendously. It now includes enforcement oversight of laws that seek to uproot causes of racial inequity by identifying practices that are facially neutral yet have a disparate impact on racially marginalized communities. For example, numerous studies have shown that African American employees still earn less than their Caucasian counterparts. To remedy this inequity, the Wage Equity law prohibits employers from using a prospective employee's salary history as the basis for determining their offered salary. Similarly, employers' reliance on criminal background screening policies disproportionately affect people of color due to high incarceration rates. PCHR's enforcement of the Fair Chance Hiring Law levels the playing field, making it illegal for employers to inquire about an applicant's criminal history. Over the last, the agency has grown to enforce other progressive laws that seek to remedy practices that have disparate impact on communities of color including Cashless Retail Law, Renters Access Act (requiring more transparency and less discriminatory in the application process for prospective tenants), the Do Not Solicit Homeowner Protection Law (banning aggressive real estate solicitation in Philadelphia in neighborhoods with rising home values, especially in Black and Latinx communities), and the city's prohibition on pre-hire testing of marijuana (a key driver of

mass criminalization in Black and Latinx communities). The unit also regularly educates businesses, housing providers, and the public about these laws. When a complaint is filed with the PCHR alleging a violation of these laws, staff conducts a thorough investigation and recommends a finding. If an investigation results in a finding of probable cause, PCHR Commissioners hold an adjudicatory hearing and issue a final order in the case that will remedy the discriminatory treatment. When necessary, the PCHR conducts educational hearings addressing discriminatory conduct or other issues of inequality.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

PCHR develops comprehensive guidance to illustrate ways employers can focus on systemic discrimination by establishing anti-racist policies that address racial disparities in the workplace, promote inclusiveness and diversity; and emphasize the importance of promoting dialogue about race, color, unconscious bias, and cultural issues at their workplaces. The agency conducts trainings, community meetings, and conferences discussing emerging issues in race discrimination such as intersectional discrimination, implicit bias, hiring and selection criteria, and employer best practices.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

PCHR plans to expand education and proactive enforcement of all the City's anti-discrimination laws, including targeted outreach to employers, housing providers, and places of public accommodation to ensure compliance. The agency will continue to work with community-based organizations to educate residents on their rights regarding discrimination in employment, housing, places open to the public. The Community Relations Division is also proactive in conflict resolution which seeks to engage the community through a variety of programs. These programs include leading and participating in outreach events and activities; organizing community dialogues; and conducting information sessions and skills workshops for community stakeholders. PCHR conducts anti-racism, cultural diversity and bias awareness trainings for schools, community groups, non-profit organizations, religious groups, city departments, and government-sponsored events.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

Over the last year, the enforcement responsibility has grown tremendously. While PCHR's staff are eager and excited to lead the city charge in promoting equity and eradicating discrimination, budget reductions have limited overall staff capacity. As a result, the office currently has a backlog of discrimination cases that need to be scheduled and few administrative resources to assist. This scheduling is a priority for efficient case management, investigation, and for fairness and justice for both the Complainant and Respondent.

The PCHR needs an Intake Coordinator and a Human Relations Representative to accommodate the large influx of complaints that the office anticipates will result from recent legislation including the Renters Access Act, the Do not Solicit Homeowner Protection, and the city prohibition against pre-hire testing for marijuana.

The Intake Coordinator will be critical to conducting additional intake interviews to obtain facts and information related to complaints of alleged discrimination, neighborhood conflicts and unfair rental practices. This employee will provide administrative support and direct public concerns and information requests concerning discriminatory practices.

The Human Relations Representative will, likewise, be critical to interviewing and counseling individuals alleging discrimination. This employee will conduct field investigations, examine relevant records to ascertain the basis for the complaint; make recommendations for dispositions of complaints; and arrange and participate in conferences with employers, real estate brokers, representatives of community groups and others to reduce or eliminate discriminatory practices.

With these new positions the office will be able to streamline work and increase the quality and efficiency of the work this agency does. If PCHR is unable to receive funding for these positions the office will continue to vigorously pursue justice and equity however the agency's services will be less efficient, and likely be unable to proactively target discrimination and policy work necessary to effectuate the spirit of the Fair Practices Ordinance.

Police Department

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The core functions performed by the police department is to protect and serve all persons who live, work and visit Philadelphia. It is the department's mandate to complete this service with integrity. To follow is both the mission statement and oath of office that explains what the department does and the manner in which it is done.

The mission of the Philadelphia Police Department is to demonstrate excellence in policing by working in partnership with the community and others to:

- Fight and prevent crime, the fear of crime, and terrorism;
- Enforce laws while safeguarding the constitutional rights of all people;
- Provide quality service to all residents and visitors; and
- Create a work environment in which the office recruits, trains, and develops an exceptional team of employees.

Additionally, all officers take the following oath when they complete the training to become a police officer:

I solemnly swear that I will support, obey, and defend the Constitution of the United States and the Constitution of the Commonwealth of Pennsylvania, Home Rule Charter of Philadelphia, and ordinances of the City of Philadelphia; and abide by all the rules and regulations of the Philadelphia Police Department without consideration to a person's **race, color**, sex, gender identity, religious creed, sexual orientation, age, **national origin, ancestry**, handicap or disability; and that I will discharge the duties of my office with fidelity."

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

Within the current budget the Police department currently offers training in the following areas:

Implicit Bias
A.B.L.E (Active Bystander for Law Enforcement)
Body worn cameras

Implicit Bias training is being taught to all sworn and non-sworn members of the department. The Police Department contracted with one of the most highly regarded experts in

the field. Dr. Bryant Marks had personally trained 6,080 members of the department to recognize implicit bias in their own words and actions. The observable strengths are evident by the critiques by the officers and the evidence of learning and understanding that recognizing bias is the first step towards racial equity in all aspects of policing.

A.B.L.E (Active Bystander for Law Enforcement) training commenced in 2021 for sworn and civilian members of the police department. This training empowers members of the department to step in and end and observed abuse of a citizen by and officer. This will translate into better community trust and fair treatment for all citizens.

Body worn cameras – The body worn camera program continues to expand and will eventually expand to all numbered districts and uniform personnel in special units. This wearing of body worn cameras can lead to greater transparency and community trust, especially in communities of color. It is the hope of the PPD that it will also result in reduced complaints against police.

It is the intention to continue Implicit Bias training in the coming years. As a learning organization the PPD recognizes that in order to experience a shift in culture, it is necessary to constantly reinforce training and introduce new and relevant examples where bias has a negative impact on communities of color and the reputation of the department.

A.B.L.E training will also continue into FY23 and beyond. This training is part of the culture change as the PPD strives towards organizational excellence.

Body worn cameras and the storage of video is now embedded in policing and the transparency that the office and community can embrace. It is critical for the advancement for procedural justice and internal and external racial equity.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

The police department is using their budget to recruit, hire and retain officers of color as well as women to bolster the department's ranks. The PPD is in the process of hiring a Diversity, equity and Inclusion officer to assist in ensuring that all decisions are made through a racial equity lenses. The promotional process is also viewed to ensure that there are opportunities provided to employees of color to ensure that they have a fair chance in career development and advancement.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

The PPD continuously looks through the racial equity lens with any requests for new expenditures. Areas that the department is currently exploring are additional bike and beat officers for business corridors in some of the more challenges areas of color. The PPD discusses the department needs through the formal and transparent process at city council and with internal and external stakeholders. All members from the executive team survey their

commanders to determine additional needs to better serve the community and submit justifications through the formal budget process.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

I believe the budget department is aware that 95 percent of the police department's budget is salary and benefits. Any cuts to the police budget would significantly impact hiring. This impact would serve to retard the progress in hiring diversity in the areas of race and gender. This would have disparate impact on the communities that served.

Prisons

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

Prisons seeks to continue its collaborative work with criminal justice partners of the MacArthur Grant to safely reduce the over reliance of jails and prisons and racial disparities for people of color. Further, Prisons will continue to provide services to the incarcerated population in support of reducing racial disparities and support positive reentry outcomes. Ensure equitable access to health care, substance use treatment, programs, education, and support the Senior Office of Reentry Services for post release services to ensure performance accountability.

Prisons will continue to address the racial disparities of the incarcerated population largely represented by people of color by continuing to provide programs and services during incarceration to support positive reentry outcomes through educational attainment, continuity of care for post release substance treatment and employment opportunities in partnership with the Office of Adult Education, Senior Office of Reentry Services and community-based treatment providers.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. See above B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity? See above**

Prisons has partnered with Philadelphia Works, academia, chambers of commerce and faith-based communities to announce employment opportunities to attract a diverse candidate pool to fill vacancies. Prison will continue to promote corrections as a viable career against the backdrop of the COVID-19 pandemic. Prisons will continue its professional development training for all ranks and disciplines in support of succession planning and promotions.

Prisons will resume its diverse racial and gender group of uniform staff to conduct meeting and engage the workforce for ideas which promote morale and improve communication across ranks. Ideas will be considered to inform policies and procedures that support the operations of the Department.

- 3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?**

Prisons continues to build off the Ethics survey of 2016/2017 that resulted in various “isms” (e.g., racism, sexism, nepotism) negatively impacting cultural practices, hiring and promotional opportunities within the Department. Prisons will resume its Implicit Bias Training which focuses on known and unknown biases and ensure staff participants are diverse in rank, gender and race. Prisons will build in diversity, equity and inclusion into its Implicit Bias Training to address the concerns of the workforce (e.g., “they are taking my job”). Prison will resume Performance Excellence Training for professional development of new and current supervisors to improve staff interaction, retention and operations.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department’s budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

Prisons collaborates with internal and external stakeholders inclusive of criminal justice partners, advocates and coalitions to inform or revise policy and develop programs for the incarcerated population and uses feedback to identify opportunity for funding various programs and services pre and post release.

Prisons posts contract opportunities which may include dollar amounts, posts awards online and testifies before City Council at budget hearings. Prisons comply with the of Office of Economic Opportunity’s WMBDSE goals for primary and subcontract goals which ensure equity.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

Any reduction in funding will negatively impact the Prison workforce and incarcerated population because both represent people of color.

Procurement Department

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

Procurement's goal is to acquire services, supplies, equipment, and construction contracts through a fair and open process and at the best value to the City. This process has to be fair and open for all participating vendors including small, diverse, and local vendors. A major area where Procurement could advance racial equity includes the participation in additional outreach events about available contracting opportunities and resources.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

Procurement does not administer any programs to improve racial equity.

- 3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?**

N/A

- 4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?**

At this time, Procurement has not involved internal/external stakeholders in the department's budgetary process.

- 5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?**

No

Register of Wills

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The Register of Wills as a department is very diverse. The major areas of opportunities to advance racial equity are training and promotion opportunities to leadership roles for all employees regardless of the race or color. Our hiring practices follow similar strategy. The hiring team consists of individuals from different cultural backgrounds that help promote diversity, and racial equity. In addition, we offer internship opportunities to students from different cultural background.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

The current administration in comparison to the previous is evaluating jobs description/duties and provides promotion opportunities to leadership roles in the office. The administration in conjunction with Human Resources and Finance has worked closely this past year to improve racial/gender equity in the office. The major is of improvement are leadership roles, compensation and equal competitive opportunities for all employees regardless of race and cultural background.

The Register of Wills is using the resources to address racial disparities in the workplace and to help reduce racial inequity throughout the communities of color with its office strategy. We promote diversity and feedback. We support our staff to take leadership roles in every opportunity that may arise as a public facing office. We face challenges when our funding is cut, and we try to work within the spending limits. The reduced spending has a negative impact on diversity and operations given that our budget is limited. We cannot possibly advance racial equity without funding. Racial disparities are higher when the department is smaller in comparison to another department that can afford reduced spending. We are a public facing office and we cannot possibly mitigate risk/threats when funding is cut.

The Register of Wills Human Resources department in conjunction with Finance has evaluated job descriptions of our current staff members to help advance racial equity. We are doing so by providing training and exploring promotional opportunities into leadership roles for our staff members. This past year we helped more than ten employees advance either in a supervisory level or increasing compensation, a problem that was not addressed by the previous administration. We will continue to do so in the upcoming fiscal year however without funding we cannot possible do so.

- 3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?**

The Register of Wills Department is one of the most diverse departments in the City of Philadelphia. We support our staff by providing promotional opportunities to leadership roles, training guidance and by receiving feedback on how to improve a service or strategy. We host staff meeting where everyone can way in their opinion without any hesitation. The hiring team is compiled by a diverse group of individuals from different cultural backgrounds that decides on hiring of new staff.

- 4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?**

The Register of Wills has involved my stakeholders. Council members and public have all been included in this initiative. We also include the stakeholders in PDI events. The Register also hosts events in communities of color to inform the public of her initiative, current and future hiring opportunities to align with the mayor's vison.

- 5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?**

We need funding. Our funding has been cut at a 10% level and has yet to be restored. We cannot continue to advance racial equity without funding. This has an impact on the office moral and operations. We are not fully operating as we should. As a public facing department we can do so much more, however with limited funding it's very difficult to address racial disparities.

Sheriff Department

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The major areas of opportunity, through the community outreach and constituent services divisions, for the Office of the Philadelphia Sheriff, to advance racial equity, is through its' Home Asset Recovery Team, or HART program and the establishment of a HART investigations unit. This is a public facing operation, that is directly connected to the desired, Mayoral priority, of inclusive economy and thriving neighborhoods, within the City of Philadelphia.

In previous administrations most of these excess funds were never returned to the defendants. This program provides an opportunity for affected property owners to recover economically and financially. The combined efforts, using awareness programs, that support methods, that aid in retention of homes subject to sheriff sales and give access to homeowner who are trying to retain their homes, clearly aligns with the mayor's priorities.

Beginning in 2012 the H.A.R.T unit, of the Sheriff's Office, more aggressively searched out those owed money, validating which defendants are eligible to receive a H.A.R.T. payment and connecting with those individuals to put a check in their hands.

Returning excess proceeds to homeowners promotes the mayor's priority for improving the economy and thriving neighborhoods, by allowing, the same homeowners, to re-obtain real property on an enhanced economic status in or around Philadelphia. Many of the properties sold are in economically depressed areas within the City of Philadelphia.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. *Our office currently administers the following programs:***

PFA and Gun Relinquishment: *A recently executed memorandum of understanding has now transferred full control from the Philadelphia Police Department, (PPD), to the Sheriff's Office. The key observable strength is regarding the number of PFAs that result in gun relinquishments. The challenge for this program is the uniform personnel required to staff this activity. The current opportunity is the expanded role of sheriff's department in direct support of the PPD. The threats relative to advancing racial equity surround our office's ability to provide mitigation information to the citizens located in the 66 wards of Philadelphia—lack of program promotion.*

Drugs and Gun Violence Intelligence Program: *As a Direct participant with FBI, Drug Enforcement Agency (DEA), Attorney Generals' we have our officers assisting with the intelligence gathering and dissemination across city state and federal agencies. The key observable strength is having access to information from several sources. The challenge for this program is the uniform personnel are on an extended detail away from normal operations. The current opportunity is the expanded role of sheriff's department to support intelligence operations. The threats relative to advancing racial equity surround our office's ability gain the trust of the citizens located in the 66 wards of Philadelphia as a law enforcement agency, that is seeking to help promote safer and more just Philadelphia.*

Gun Safety/Gun Lock Education: *Executed in conjunction with our office's community outreach unit at 2 events per month. We have distributed over(**need gun lock count**) since 2020. The key observable strength is continuously conducting gun safety workshops. The challenge for this program is the limited number uniform personnel who are available to participate on a cyclical basis. The current opportunity is the continuous engagement with local agencies within the 66 wards of Philadelphia. The threat relative to advancing racial equity surround our office's ability to provide a large quantity of gun locks due to underfunding and conducting safety workshops where needed the most.*

Home Asset Retention Team, (H.A.R.T), Program: *Involves research for homeowners or relatives eligible to receive excess proceeds from either tax or mortgage foreclosure sale. This is an investigative unit within the Office of Sheriff that works with our Civil/Real Estate divisions. The key observable strength is regarding the continuous return of excess proceeds, to the who owners, before the funds are escheated to the Commonwealth of Pennsylvania. The challenge for this program is the uniform personnel required to staff this activity. The current opportunity is an inter-agency partnership with the Register of Wills regarding tangled titles and title theft and educating all citizens in the 66 wards of Philadelphia. The threats relative to advancing racial equity surround our office's ability to provide mitigation information to the citizens located in the 66 wards of Philadelphia and the delay of delivery of any excess proceeds, if applicable back to the impacted homeowner. The longer it takes to find appropriate parties the further they are delayed in participating in an inclusive economy which supports thriving neighborhoods*

- 3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?**

The Sheriff's office is always seeking to create an inclusive, anti-racist workplace and promotes such through community outreach activities and via the office's website.

Sheriff Bilal, upon taking office, reorganized how both civilian and uniformed personnel are evaluated for hiring. Through this process, Sheriff Bilal has promoted men and women of color and/or of varied sexual orientation, based solely on their talent, potential or experience. An example of this is the hiring process for experienced personnel, which is based upon, best qualified candidates—making this process race/sexual orientation neutral.

Aggressive Recruitment of Uniformed Personnel:

The Philadelphia Sheriff's Office is now accepting applications from experienced qualified law enforcement professionals for the position of Deputy Sheriff. For professionals with five or more years' experience, the starting salary is \$60,273.

This initiative is to augment the lengthy hiring process, of an inexperienced applicant, that will require 19-weeks of training to qualify them for duty. The office actively seeks to recruit experienced personnel using the following criteria:

Requirements include but are not limited to one of the following:

- A current Deputy Sheriff Training Act II-114 certification OR Deputy Sheriff Training Act II-114 certification that was valid within a three-year period.
- Completion of the Deputy Sheriff's Training Act II-114 training under Pennsylvania Commission on Crime and Delinquency, through Deputy Sheriffs' Education and Training Program within the three-year period.
- Successfully completed a recognized Pennsylvania Municipal Police Officers' Education and Training Commission (MPOETC) Act 120 basic training course, within the City of Philadelphia, to reduce the 19-week training commitment located at Penn State University, required by deputy sheriff recruits, being considered by the department. An adequate level of training funds is necessary to establish such a course and open training opportunities, to the residents, within the City of Philadelphia. This will prevent hardships for single parent families, who otherwise wouldn't reply to the employment announcements that are published.
- Experience as a municipal police officer in Pennsylvania with either a current or past MPOETC certification card.
- Employment as a Pennsylvania State Police Officer as documented by a copy of academy graduation certificate and notice of retirement.

General Training:

Leadership Training via conferences, seminars and workshops

Law Enforcement conference, seminars and workshops

Uniformed personnel to special assignments or details with other City, State and Federal Agencies Procurement, Accounting and Inventory Management

Executive Leadership Development

The current issue is the inability to expand training for both the uniformed and civilian staff of the office because it is an **under-funded budget that restricts** overall capabilities to hire and retain suitable staff. The office is constantly restrained from obtaining accurate funding levels, which is causing an overtime expense, that is not allocated, by the current operating budget.

4. **How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget**

process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

The Office of the Philadelphia Sheriff has involved internal and/or external stakeholders, that represent marginalized communities of color, by using community outreach activities that occur monthly. These include, churches, community organizations, the Guardian Civic League, along with engaging city council representatives within the Sheriff's Office operating footprint. The Sheriff uses her office to contact officials, within City Government, to enlighten them regarding how her staff functions, at the main office, and outside with the public. The transparent processes, for budget deliberations, and prioritization, with respect to racial equity, is centered around those public facing activities the office is daily engaged in, which are civil enforcement matters (evictions); court-ordered sheriff sales and the return of excess proceeds to the affected property owner; gun control operations to reduce and recover weapons that are used in violent criminal activity.

Sheriff Bilal continues to administratively align her office in accordance with the Philadelphia Home Rule Charter and 1st Judicial District guidelines, for her responsibility to the Court Systems, within Philadelphia, and related civil procedures and practices as mandated by state law. Justifications, within past and current budgets, are utilized to detail why and where additional budget allocations are required. However, the office is constantly denied funds that impact the office's ability to hire uniformed personnel/civilian staff and add automation, to the office, in order move in into a true 21st century agency status.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

The core of racial equity impacts of the office's budget is centered around the return of excess proceeds to homeowners, who have been impacted, by court-order sale of their property. Inadequate funding, for automation, equipment, and personnel, lessen the impact of a program, which clearly enhances the mayors' priority of an inclusive economy and thriving neighborhoods, for which, the mayor is accountable to, along with his administration.

Streets Department

Existing Spending and Operations

- 1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

The Streets Department is perhaps the most routinely visible and impactful City department with the vast array of core services provided having a direct day-to-day effect on city residents. Virtually all of the department's core services, including trash and recycling collections, street cleaning, sanitation enforcement, roadway maintenance and repair, traffic engineering, maintenance and repair, street lighting maintenance and repair and transportation public works engineering and construction directly correlate with residents' quality of life, and the relative performance or under-performance of these services is immediately observed.

It is therefore incumbent on the Department to ensure these services are performed in an equitable manner, particularly given the importance of these services in predominately minority and economically disadvantaged areas of the city. Many minority residents reside in older and more condensed neighborhoods, where littering conditions are more likely to be exacerbated, transportation infrastructure tends to be older and in need of repair and crime activity tends to be higher, making quality of life improvements more impactful and necessary.

Streets has actively incorporated racial equity strategies in the delivery of all core-service functions. A review of the Five Year Financial and Strategic Five-Year Plan, for example, clearly demonstrates that it a primary strategic initiative. Specifically, the Department has strategically implemented a number of planning measures providing for a focused, data-driven approach to addressing core-service operations, primarily with a view towards providing equitable, efficient and effective services throughout the city, and, most importantly with a focus on areas most in need, most often correlating to predominately minority areas.

- 2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

Trash & Recycling Collections & Street Cleaning: The Department's objective data-driven approach to addressing litter reduction needs is focusing more attention toward litter-reduction in predominately minority areas where older, smaller and more limited housing and geographic street layouts can exacerbate litter conditions. The successful full-scale implementation of a new Citywide litter indexing system, combined with GIS and GPS technology and camera surveillance systems, has ushered in an exciting and entirely new way to assess neighborhood litter conditions

and prioritize and plan effective location-specific solutions, while effectively and efficiently deploying resources to address critical needs. This is most clearly exemplified with Streets' comprehensive curb-to-curb mechanical street cleaning program which is being significantly expanded over the next several years with the objective of performing cleaning activity on all streets throughout the city each year. While all city neighborhoods and communities are projected to receive street cleaning services once the program is fully implemented, primary emphasis, focus and recurrence will be based upon actual, objective litter conditions, as determined by the Department's objective litter index. This same litter-index based approach is being used to address trash and recycling collections and illegal dumping. The Department will enhance and improve the monitoring and identification of areas of the city where litter conditions are worst and establish location specific solutions to address these conditions.

- **Strengths:** The Department has received considerable new funding with a \$10.5 million dollar increase each fiscal year from FY22 through FY24 specifically for expanded mechanical street cleaning. In addition, the Department has received an infusion of funds necessary to support a significant increase in trash tonnage as a result of the COVID-19 epidemic from more residents remaining at home for longer periods of time and generating more trash, and, in prior years the Department had a dedicated Capital Program line item to sufficiently fund on-going sanitation compactor vehicle needs, resulting in a relatively well-conditioned and functional vehicle fleet. Streets' investments in GPS technology and camera surveillance systems to track trash and recycling collections and mechanical street cleaning performance and observe the condition of neighborhoods and communities in real time, as well as the utilization of the Department's litter indexing system collectively ensure resources are aligned properly for litter reduction in geographic areas most in need.
- **Challenges or Weaknesses:** Staffing attendance challenges remain the most salient concern as it pertains to trash and recycling collections and street cleaning. High absenteeism rates and pattern attendance abuse impacts the efficiency of Department operations resulting in collection and cleaning delays. Because delays create more exacerbated litter conditions in older, more condensed residential areas of the city, there is more of an impact in predominately minority neighborhoods.
- **Opportunities:** New GPS technology allows the Department to further improve operational efficiency beyond wide geographic areas and more efficiently deploy assets on individual routes, thus addressing high-volume litter areas in real time. The more efficient the Department can respond to high-volume litter conditions, the more likely areas most in need can be maintained regularly. In addition, the new collective bargaining agreement between the City and District Council #33 represents an excellent opportunity for the Department to address staffing and attendance challenges. Newly incorporated terms and conditions significantly improve management's capacity to monitor and control excessive absenteeism, thereby mitigating the occurrence of collections and cleaning delays.
- **Threats:** Recent decreasing investment in Capital Program funding for heavy duty sanitation vehicles represents a significant threat going forward. From FY15 through FY21, Streets enjoyed a dedicated and sufficiently funded Capital Program line item. This has not been the case since. It is imperative that the Department continue to maintain the sanitation vehicle fleet in a good state of repair to maintain efficient operations. An aging and poor-conditioned fleet will result in delayed and much more expensive operations as crews will need to be deployed after regular work hours at overtime rates due to non-functioning vehicles.

Paving & Roadway Maintenance & Repair: Similar to sanitation operations, the Department is also employing an objective, data-oriented approach towards strategically addressing roadway conditions throughout the City. New GIS and GPS technology and systems are being used along with objective assessment tools to rate and monitor the quality and condition of streets and roadways. The relative condition of streets and roadways are objectively assessed and rated. This is used as a basis in determining where planned resurfacing and comprehensive repair work is to be performed, thereby focusing work in those areas most in need. Streets' comprehensive paving plans, for example, are determined based upon this approach and aligned with roadway resurfacing work most needed, generally in areas with older transportation infrastructure and which tends to be in predominately minority areas of the city.

- **Strengths:** The City has invested significantly in roadway resurfacing over recent fiscal years, with increased funding in both the Department's operating and Capital Program budgets. This effectively provided for creation and resourcing of an additional, second paving crew, and funding for resurfacing materials and equipment, thereby considerably increasing the amount of streets and roadways resurfaced throughout the city. In addition, like sanitation operations, the Department is using GPS technology and surveillance cameras to track operations in real time and quickly assess conditions for maximum deployment of snow equipment, staff and resources. Snow and ice removal operations are, as a result, completed in a more timely and efficient manner.
- **Challenges or Weaknesses:** City streets and roadways must be resurfaced and maintained at optimal lifecycle intervals to maintain the local street network in a state of good repair. To effectively achieve this objective, 131 miles of resurfacing must be performed annually, as it represents the necessary benchmark for maintaining a well-conditioned local street network. Budget reductions necessitated due to the COVID-19 epidemic's impact on the city's economy eliminated continued augmentation of Streets paving staff to reach three-paving crews. In addition, recent legal requirements required the diversion of significant resurfacing funds towards ADA ramp construction for all intersection curb ramps adjacent to roadway resurfacing. The combined impact of these occurrences prevents the Department from paving the desired annual 131 miles of streets and roadways and will likely reach only 50 to 70 miles annually going forward.
- **Opportunities:** Streets is actively exploring new, less expensive and more durable roadway resurfacing strategies and techniques to maintain surface quality and extend the life cycle of the street network as much as possible. In addition, the Department is researching innovative and less-expensive installation methods for ADA curb-ramps, the savings for which can be diverted to more resurfacing.
- **Threats:** Costs increases in asphalt and other necessary resurfacing materials, as well as in contractor support costs for roadway repair and ADA installations threaten to significantly reduce the amount of roadway resurfacing and repair work that can be performed going forward. To the extent inflationary pressures continue to impact these costs long-term, there will be an inevitable decrease in the amount of resurfacing and roadway repair work the Department can perform.

Traffic Engineering Maintenance & Repair: The Department is implementing traffic calming and safety initiatives based on objective traffic data identifying multi-module high-accident areas, often occurring in highly congested, smaller and more impoverished minority neighborhood areas, many areas of which correspond to the City's High-Injury Network. For example, Streets successfully implemented the Neighborhood Slow Zone Program, using an objective assessment

for evaluating traffic safety improvements in specific zones of the City rather than individual blocks. Traffic speeds were significantly reduced as a result of these zone improvements.

- **Strengths:** Streets has been extremely successful in obtaining competitive grant awards for a variety of transportation-improvement projects, including multi-modal projects. A total of \$34 million in potential grant funding was awarded for 2021, and an overall total of more than \$200 million in active potential grant funding has been awarded since over the last ten years. It is projected that Streets will continue to be successful in this regard going forward, particularly with increased funding provided over the last several fiscal years for a grants management staff contingent and the ability of the Office of Transportation Infrastructure and Sustainability (OTIS) in obtaining grant awards on behalf of Streets projects.
- **Challenges or Weaknesses:** The most immediate challenge the Department faces in maintaining and improving traffic assets is staffing levels. Currently, staffing is not sufficient to maintain and repair the vast array of traffic signals and signs throughout the city. A recent assessment of current staffing needs indicates that more than 40 additional positions would be required to adequately address the City's on-going traffic maintenance and repair needs.
- **Opportunities:** The Department plans to continue enhancement and expansion of its Traffic Operations Center (TOC) to fully integrate the city-wide traffic signal network and further centralize traffic control and intelligent transportation systems throughout the city. A fully integrated and operational TOC will allow for real-time signal adjustments to improve driver and pedestrian safety, increase the efficiency of the city's street system and lead to significantly reduced less congestion and increased traffic egress along city roadways, In addition, the Department anticipates additional upcoming grant funding due to projected revenues from the recently implemented state automated speed enforcement program, a significant portion of which, estimated at \$9 million annually, is expected to be received by the Department. This funding will provide for significant investments in traffic safety initiatives, particularly along the Roosevelt Boulevard corridor.
- **Threats:** The great majority of the Department's traffic signals are aged and operated by antiquated and increasingly difficult and costly equipment to obtain. Unless the Department invests heavily in upgrading traffic signal equipment and incorporating the system as part of the Traffic Operations Center's integrated network, maintenance and repair costs will continue to rise, as equipment continues to deteriorate. Over time, high costs for existing and archaic equipment will also mitigate the Department's capacity to modernize and integrate the traffic network.

Street Lighting Maintenance & Repair: Expanded LED lighting efforts are actively being targeted in troubled, high-crime areas, often located in predominately minority populated neighborhoods. This provides greater visibility relative to their older incandescent lighting counterparts, as well as an increased sense of safety, and better conditions for residents, pedestrian and vehicular traffic. Streets strategically works with the Managing Director's Office to objectively and equitably identify and plan on LED installation opportunities for those areas most in need of increased visibility to deter crime. For example, Streets previously installed more than 2,100 new LED lights along streets branching off from Kensington and Alleghany Avenues along the Market-Frankford Elevated Train corridor. The new lighting was installed for four blocks both ways on major streets,

such as Lehigh Avenue, and for two blocks on minor streets to provide enhanced visibility within this high-crime corridor area.

- **Strengths:** The Department has been highly successful in implementing a comprehensive program involving city-wide placement and utilization of distributed antenna systems (DAS) on City-owned pole assets throughout the city with associated fees. DAS systems provide for an antenna network of wireless service within a geographic area and are highly sought after by wireless service providers. Streets successful management of this program has resulted in 2,800 new installations this past year and over \$1.6 million in associated revenue fees, which, if rededicated to the Department could be diverted to further resourcing street lighting maintenance and repair operations.
- **Challenges or Weaknesses:** Similar to the Department's Traffic maintenance and repair efforts, the Department's street-lighting operations are significantly understaffed. Only 29 approved positions are funded to cover maintenance and repair of all City streetlights throughout Philadelphia. Approximately 26 additional positions are required to provide a sufficient level of coverage based on a recent internal staffing assessment.
- **Opportunities:** Streets, partnering with the City's Office of Transportation Infrastructure and Sustainability (OTIS) and Philadelphia Energy Authority (PEA), continues to move forward on a highly anticipated and ambitious plan to modernize and convert the entire citywide street lighting system to more energy-efficient and effective LED lights through an innovative performance contract with an energy service company (ESCO). The ESCO performance contract will provide for large-scale LED conversions within a several year period, with the energy savings shared between the ESCO and City. Reduced costs from energy savings shared between the ESCO and City are expected to be significant as lighting maintenance contract activities would no longer be necessary. Over 100,000 streetlights are expected to be converted to LED lighting within a three-year horizon.
- **Threats:** Absent the City's ESCO initiative, the Department would have no alternative but to convert streetlights to LED lighting incrementally over a prolonged period of time, up to 20 years, as there would be no available resource to fund conversion efforts more fully. It is therefore imperative that the ESCO initiative be successfully implemented as soon as possible.

Public Works Engineering & Construction: The Department works closely with the Office of Transportation, Infrastructure and Sustainability (OTIS) to streamline an objective, data-driven capital project prioritization process that aligns with long-term transportation goals and objectively informs the prioritization of projects with funding opportunities. This will effectively provide for the establishment of a long-term transportation project plan and a process that focuses on the most critical projects going forward, often located in more disadvantaged, minority-populated areas.

- **Strengths:** The Department maintains a highly effective and successful public works engineering and construction program currently managing a total of 70 Capital Program and grant-funded transportation projects in FY22, either in the design or construction phases, representing a total project value of more than \$250 million. A very well-trained and capable staff of senior-level project engineers ensures the Department's

engineering design and construction work moves forward efficiently and effectively. In addition, a resourced and very effective, grants and projects management staff maximizes the effectiveness and efficiency of overall grant funding obtained for construction and design projects. These efforts yield a significant return on investment (ROI) in both expanded utilization of available grant funds, as well as more increased and efficient federal and state reimbursement for eligible completed projects.

- **Challenges or Weaknesses:** While the Department's engineering and grants and project management staff are extremely productive and capable, overall staffing resources and experience is a significant concern. Key senior-level directors have either retired, are expected to retire soon or are currently eligible for retirement. A pronounced talent and experience gap currently exists within the staff which will be exacerbated as additional retirements take place. This combined with the increasing availability of more grant funding making it possible to complete a higher volume of public works projects, creates a definitive resource deficiency which needs to be addressed going forward.

- **Opportunities:** The recent federal Infrastructure Investment and Jobs Act (IIJA) is expected to infuse up to \$1 to \$3 billion in transportation-related public works project funds to the Streets Department for much needed roadway, bridge and traffic infrastructure reconstruction and upgrades. This translates to a minimal assessment of approximately \$250 million in funding each fiscal year throughout the duration of the federally provided funding. The scope and level of such funding represents a tremendous opportunity to stabilize and extend the life of transportation infrastructure assets across the city and to meet a host of desperately needed infrastructure repairs that would otherwise not be monetarily possible. Such a massive infusion of funding is anticipated to yield a significant return on investment (ROI), thereby financially supporting an increase in both staff and consultant capacity which will include a combination of newly hired staff, additional consultant support and development of current employees.

- **Threats:** The state of much of the city's overall transportation infrastructure is antiquated and in a poor state of repair. Infrastructure conditions will continue to get worse if not addressed necessitating ever increasing reconstruction or repair over time. For example, the average age of City-maintained bridges is over 70 years old. Of the city's 160 major vehicular bridges (span length over 20 feet), approximately 25 percent are structurally deficient. There are also 78 known common private retaining walls in the city, many of which are in a critical state of disrepair. Much of the city's street and roadway network is in a poor state of repair as well, and while it should be repaved at optimal life cycle intervals, current funding levels and federal requirements preclude this from occurring. Plans to address such critical transportation infrastructure needs need to be established.

3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?

As part of the Department's DEI plan, Streets intends to implement a comprehensive initiative fostering and supporting organizational diversity, equity and inclusion throughout all facets of the organization. This will incorporate several coordinated approaches targeted towards establishment and maintenance of a diverse and inclusive culture that fosters respect, dignity and professional growth for employees. Plans include surveying and interviewing staff to obtain information and feedback on the workplace environment, followed by the effective integration

of communication, recruitment and hiring, training and development, succession planning and workforce development efforts to achieve DEI objectives.

Employee Survey: The Department will survey and interview staff to obtain information and feedback on the workplace environment (including diversity and inclusion), commitment to the Department's mission, tools and resources available to perform the job, training and development opportunities, organizational communication and job satisfaction. From the information obtained, the Department will evaluate results and endeavor to implement new initiatives to encourage and foster a diverse and inclusive environment.

Future Track Workforce Development Program: Streets effectively re-established the highly successful Future Track Workforce Development program during FY22. The program was previously eliminated as part of the City's COVID-19 budget reductions the previous fiscal year, but the Department leveraged the opportunity of available funds to bring back the program in support of street cleaning operations. The program provides a pathway to permanent full-time civil service employment for participants through formal classroom training, career development resources, program selection assessments and meaningful work experience. Bridge employment to City civil service positions will continue to be an objective for all successful participants, the majority of whom are minority candidates.

Intern-to-Hire Program: The Department has also established a new and innovative internship-to-hire program for engineering interns which uses the internship as part of the civil service assessment process necessary to be placed and hired from a civil service list. This initiative provides for increased diversity for hard-to-fill and diversity-challenged entry-level engineering positions.

Succession Planning Program: The Department continues to improve and develop a succession planning program to address future workforce planning needs in a systemic and structured fashion. The increasing retirement of experienced employees, particularly those in key leadership or essential positions, has resulted in a significant institutional knowledge and experience gap in Streets' workforce. A comprehensive succession planning approach is being utilized which targets prospective candidates for critical and leadership positions. It includes a focus on expanding a diverse base of potential candidates for these jobs so that they may successfully transition into the critical and/or leadership roles.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

Many Streets Department initiatives involve community input from stakeholders. The Zero Waste and Vision Zero priorities, for example, were largely derived from stakeholder engagement, including significant representation from area communities. This was done through community meetings and neighborhood forums, as well as direct input via social media venues. Beyond this, Streets' data-driven and long-term strategic approach in providing core services allows the Department to plan and dedicate the resources necessary to reduce litter and improve transportation safety in objectively identified geographic areas, thereby helping to achieve racial equity in addressing these needs. This also ensures the Department's work is focused in an

equitable fashion, thereby greatly benefiting those most in need, which are primarily located in minority populated areas.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

Streets' budget and resource allocation priorities continue to be focused on a data-driven approach to strategically planning, managing and implementing work activities and operations, properly aligning these with overall departmental goals and objectives. New technology and data metrics will be further explored and developed and aligned with operational performance measures to evaluate and manage operations and to proactively identify and implement improvements and resource allocation. This approach will further enhance efforts to objectively evaluate work and ensure it is primarily focused in an equitable fashion on those areas and services most in need.

Water Department

Existing Spending and Operations

1. **Please briefly describe how the core functions of your agency intersect with the City’s vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?**

Services Provided by the Philadelphia Water Department (PWD) are not racially determined. PWD provides equal access to safe drinking water and wastewater services to all Philadelphia residents. There are however program initiatives that PWD implements such as Expanded Student Employment Opportunities, Powercorps, Apprenticeship Programs and Minority Business Opportunities that targets minority communities and institutions to improve diversity in the workforce and in contracting for goods and services. There are also income-based customer assistance programs that, although not specifically designed for racial equity, helps to ensure affordable water services to low-income customers. These programs will be discussed in more details below.

2. **What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies. A.) For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity. B.) For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?**

As stated before, PWD’s operations are not racially determined. However, certain customer assistance programs such as Tiered Assistance Program (TAP), the Senior Citizen Discount Program (SCD) and others that benefit low-income customers help reduce service delivery disparity across racial groups. As PWD is fully aware of the economic conditions faced by some residents of the city, PWD will continue to work with the Revenue Department, OIT, community partners to implement and enhance customer assistance programs that support the Mayor’s poverty reduction initiative. This year, PWD has expanded promotions of assistance programs, intentionally engaging media that targets Black, Latino, and other non-English speaking communities. The Applications for most programs listed above are currently available in the top ten languages requested for translation in Philadelphia: Chinese (traditional and simplified), Vietnamese, Russian, Arabic, Cambodian (MonKhmer), Portuguese and Italian, in addition to English and Spanish. To date, there are over 40,000 customers benefitting from the income-based water billing assistance programs with approximately \$30 million of benefit in FY21 alone. The Department is also providing \$750 thousand for Low Income Conservation Assistance program and \$950 thousand for Community Engagement thus providing **Inclusive Economy and Thriving Neighborhood**

3. **Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?**

PWD will ensure that personnel recruitment, placement, training, career development, and safety programs are consistent with long-term needs of the Department and the City's goals for **diversity and inclusion**. The department plans to continue to coordinate with OHR to fill critical vacancies, reach out to minority communities, colleges, training institution, and professional societies such as the Society for Black Engineers and Society for Women Engineers to encourage minority recruitment and internship. The Department provides \$246,000 in annual funding and support to PowerCorps PHL, a subsidiary of Education Works aimed at providing work-readiness training to 18–30-year-old Philadelphians with significant barriers to employment. In total, 96% of apprentices hired were minorities. Forty-four (or roughly 65%) of participants in the program have promoted to permanent Civil Service positions in the fields of: electrician, engineering aide, electronics technician, HVAC mechanic, machinery mechanic, and green stormwater maintenance. PWD apprenticeship and internship programs have provided opportunities to 232 individuals since 2014.

The establishment of a Workforce Development Unit will enable the growth of the Department's talent pipeline through recruitment, internship, and apprenticeship programming. Staff in this unit coordinate with internal management and external community partners to source, retain, and train a diverse array of qualified candidates to provide gainful, upwardly mobile, meaningful careers at all levels of the organization.

The Department also supports minority participation in all aspects of PWD's business operations. For major contracts, PWD's minority participation rate of 38% in FY 2021 exceeded its 33% goals thereby providing greater opportunities to minority businesses.

4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?

To enhance **diversity, efficiency and effectiveness in governance**, budgeting at the PWD begins at the unit level. Each unit presents its needs to PWD Finance for compilation and review. Each unit defends its budget before the PWD executive team at a scheduled meeting with major emphasis on justification of budget increases, program achievement and constraints in the implementation of the programs. After the units' presentation, the executive team meets and make final decision considering current operational needs, funding constraints and strategic alignment.

The Philadelphia Water Department has a dedicated team of outreach and communications specialists, and the office has developed a comprehensive education and community engagement workflow. PWD works very closely with communities throughout Philadelphia during the planning, design, and construction phases of many capital projects, especially green stormwater infrastructure projects associated with the Green City, Clean Waters program to reduce combined sewer overflows.

5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?

Due to the nature of PWD non-race base service delivery, most racial equity issues revolve around hiring of staffs and award of contracts which are share responsibilities involving several departments such as OHR and Procurement. However, PWD with work with other departments and organizations to ensure racial equity in its operations

Appendix C

Racial Equity Impact Top Tier Justification External Racial Equity Consultant’s Scoring Rubric

Racial Equity Impact Top Tier Justifications ★ Fully Funded ★ Partially Funded

	Dept.	Justification Title	Subtotal - Dept	Subtotal - Justification	Overall Score	Category of Impact	FY24 \$ Impact
★	MDO	Preventing Eviction: Scaling Right to Counsel	3.64	2.98	10.83	Social Safety Net	\$3,731,267
	MDO	CPOC (Civilian Police Oversight Commission) Program Expansion	3.64	2.88	10.47	Reparative Public Policy	\$2,647,000
★	Sustainability	Environmental Justice	3.62	2.88	10.41	Reparative Public Policy	\$202,000
	MDO	Program Expansion: Immigrant Legal Defense	3.64	2.73	9.92	Social Safety Net	\$100,000
	Commerce	Workforce Solutions Grants and Initiatives	3.10	3.18	9.84	Inclusive Workforce	\$2,000,000
	MDO	Recovery to Supportive Housing	3.64	2.65	9.65	Social Safety Net	\$2,173,500
	MDO	Language Access Program Expansion	3.64	2.55	9.28	Reparative Public Policy	\$90,000
★	MDO	GVI Participant Stipends	3.64	2.45	8.92	Social Safety Net	\$300,000
	MDO	Infrastructure Equity Fellows Program	3.64	2.40	8.74	Inclusive Workforce	\$345,000
	MDO	Supervised Child Visitation Program, Safety for Families	3.64	2.40	8.74	Social Safety Net	\$202,000

Appendix D

Budget Equity Committee Priorities

Budget Equity Committee Priorities ★ Fully Funded ★ Partially Funded ★ FY23 Funded

MDO – Top Ranked Requests		\$	Independent and Internal Offices - Top Ranked Requests		\$
★	Credible Messenger Training and Support	\$1.6M		DAO Funding for Reducing Gun Violence Initiatives	\$3.5M
★	Preventing Eviction: Scaling Right to Counsel	\$3.7M	★	Support for Racial Equity & Related Strategic Initiatives	\$100K
★	Trauma Supports for Anti-Violence Responders	\$125K	★	PHLConnectED	\$700K
★	Program Expansion, JAC & Youth Arrest Reform	\$384K		Mental Health Services	\$875K
Frontline Group 1 - Top Ranked Requests		\$	Frontline Group 2 Top Ranked Requests		\$
★	Youth Leader Program	\$25K		24-Hour Shelter	\$966K
★	Real Estate Acquisitions	\$4.2M		Behavioral Health Crisis Transformation	\$1.3M
	Housing Appraisal Discrimination Enforcement	\$50K		Mandatory Minimum Wage & related workforce challenge	\$7.4M
	Court Appointed Debt Diversion	\$550K		Beacon House & Kensington Drop-In Center	\$790K

Appendix E

Budget Equity Committee Working Group: Capital Priorities

BEC – Cabinet Working Group Priorities

	Justification Name	Total FY24 Request	★ Fully Funded
★	26 separate projects, most are replacement/renewal projects	\$ 6,986,000	
★	OACCE (Office of Arts, Culture and the Creative Economy)		
★	Neighborhood Public Art Conservation	\$ 100,000	
★	New Health Center Construction	\$ 3,500,000	
★	B - Infrastructure Improvements	\$ 1,180,000	
★	Neighborhood Commercial Centers-Site Improvements	\$ 3,500,000	
★	Street Alley Lighting Improvement (CN)	\$ 200,000	
★	Street Lighting Improvements (CN)	\$ 500,000	

Appendix F

Office of Diversity Equity and Inclusion Priorities

ODEI Priorities

★ Fully Funded ★ Partially Funded ★ FY23 Funded

	Justification Name	Department	Related to Racial Equity Action Plan?	Funding Amount for FY24
Internal & Ind	★ Support for racial equity and related strategic initiatives	Finance	Yes	\$100K
	★ Adverse impact Review #2	OHR	Yes	\$90K
MDO	★ Preventing Eviction: Scaling Right to Counsel	MDO	No, but collaborated with ODEI	\$550K
	Community Risk Reduction Capacity Building	MDO	No	\$820K
Frontline #1	★ 25% of FY23 Salaries (Five Day Stable Service)	Free Library	Yes	\$2.9M
	Trauma Training for CUAs and Providers	DHS	Yes	\$400K
Frontline #2	★ Environmental Justice	OOS	Yes	\$202K
	DEI Quality Mang. Improvement #4	DBHIDS	Yes	\$1.2M

Appendix G

LeadershipOps Equity Priorities

LeadershipOps Equity Priorities Fully Funded Partially Funded FY23 Funded

MDO – Top Ranked Requests		\$	Independent and Internal Offices - Top Ranked Requests		\$
	GVI Participant Stipends	\$300K		Catto Scholarship Adjustment	\$142K
	Data Infrastructure for CJPS Initiatives	\$257K		Adverse Impact Review	\$90K
	Trauma Supports for Anti-Violence Responders	\$125K		PHLConnectED	\$700K
	Gun Violence Data & Analytics Team	\$576K		Intern and Learning Programs	\$85K
				Co-working Space	\$1.1M
Frontline Group 1 - Top Ranked Requests		\$	Frontline Group 2 Top Ranked Requests		\$
	PJSC Staffing Supports	\$1.5M		PPD Cadet Program	\$1.5M
	Special Pay Increases	\$355K		PPD Recruitment (DEI Focus)	\$200K
	5% Merit, Equity, & Parity Increase – Law Dept.*	\$1.3M		Sustain Kensington-focused Encampment Resolution Team	\$446K
	Trauma Training for CUAs and Providers	\$400K		100 New Supportive Housing Units	\$1.3M