



Office of
Diversity, Equity and Inclusion
CITY OF PHILADELPHIA

Diversity, Equity, and Inclusion Plan

FY 2023

Department Name:

 **FINANCE**

Unit Name:

 **EXECUTIVE DIRECTION**

DOCUMENT IDENTIFICATION

Document Status:

 **COMPLETED**

Document Classification:

 **PUBLIC**

DEI Plan Completion Date

 **6/30/2022**

DEPARTMENT FUNCTIONAL DETAILS

Name of Department:

 **FINANCE**

Name of Business Unit:

 **EXECUTIVE DIRECTION**

Point of Contact Name:

 **SABRINA MAYNARD**

Point of Contact Title:

 **CHIEF OF STAFF**

GOAL 1

SUSTAINABLE DEPARTMENT INFRASTRUCTURE

The Mayor's Office of Diversity, Equity and Inclusion provided City Departments with a DEI Plan template that included a list of recommended strategies and performance measures that would allow departments to fulfill and measure the performance of each citywide DEI objective. In their DEI plans, departments identified which of the Citywide DEI strategies and performance measures they are using or plan to adopt during the current fiscal year. Departments also identified their own strategies for achieving each Citywide DEI objective.

1. CITYWIDE DEI OBJECTIVES

Adopt a departmental policy and practice infrastructure that centers and accelerates diversity, equity, and inclusion.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Develop a DEI vision and mission statement and communicate it to all employees.
- Identify the role of inclusion in the mission of your department.
- Dedicate staff, existing budget, time to management and coordination of internal DEI strategy.
- Integrate DEI principles into all decision-making processes.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Completed Vision and Mission Statement
 - » Leadership will engage Finance's Racial Equity team around updating Finance's vision and mission statement. This will help ensure that there is alignment between the racial equity team's work and any updates to Finance's mission statement.
- Number of staff communications related to DEI objectives
 - » Finance will continue to issue its newsletter, which includes DEI updates, to staff every other month. Finance will also hold "all-hands" meetings with Finance staff every six months starting this fiscal year and will center DEI work in those conversations.
- Budget and resource allocation for DEI objectives
 - » Leadership will engage Finance's Racial Equity team around determining how best to allocate staff time to continued DEI work.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- Finance leadership will engage the Racial Equity Team cohort around the following items in order to ensure that there is alignment between Finance's policy and practice infrastructure and its department-specific DEI focus:
 - » Updating the rest of the department regarding the group's findings and recommendations at an all-hands meeting;
 - » Developing a DEI vision and mission statement, including identifying the role of inclusion in Finance's mission, and communicating the revised mission and vision out to all Finance employees through multiple channels (including the departmental newsletter and an all-hands meeting);
 - » Implementing the group's recommendations using existing budget and staff, with a particular focus on any suggestions regarding how best to integrate DEI principles into processes that Finance controls, such as hiring decisions and the annual budget process.

2. CITYWIDE DEI OBJECTIVES

Transform the executive leadership capacity to shift DEI practices, processes, and power dynamics that influence impact.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- DEI coaching for executive or senior departmental leadership to develop leadership behaviors that promote inclusiveness, every three years, at a minimum.
- Quarterly collaboration and communication with the Mayor's Office of Diversity, Equity and Inclusion.

METRICS AND PERFORMANCE INDICATORS

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- Number and types of coaching provided to leadership
 - » Finance looks forward to continuing to work with the Mayor's DEI team to help identify meaningful ways to develop DEI capacity among leadership.

GOAL 1

- Frequency of meetings with Mayor's Office of DEI and identification of issues resolved through collaboration
 - » Finance Leadership will continue to meet quarterly with the Mayor's DEI team and resolve issues as they arise.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » Finance does not have the in-house expertise to identify how best to train Finance staff around DEI capacity-building. Finance looks forward to continuing to work with the Mayor's DEI team to help identify meaningful ways to develop DEI capacity among leadership.

GOAL 2

WORKFORCE EQUITY & WORKPLACE INCLUSION

1. CITYWIDE DEI OBJECTIVES

Build and retain a workforce that better reflects and serves the residents of Philadelphia - across all functions and leadership levels - inclusive of race, ethnicity, religion, disability, age, gender, gender identify and sexual orientation.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Build and sustain a diverse and inclusive leadership team.
- Complete the annual Exempt Workforce Planning Document and track the anticipated hiring and vacancies in the departmental workforce for the next fiscal year, including hiring opportunities in the exempt workforce as required by EO 1-20.
- For each position, develop and implement a plan for recruitment from a diverse, qualified group of applicants designed to achieve equitable representation across all functions and levels: leadership, management, and staff.
- Ensure advertising reaches diverse communities where a wide variety of candidates are more likely to look for job postings.
- Identify civil service positions where it is difficult to source diverse candidates and work with the Office of Human Resources to attract applicants from diverse groups.
- Identify positions and categories of diversity (race, gender, identity, etc.) where department has achieved progress in hiring diverse, qualified candidates.
- Ensure job requirements and classifications are evaluated for bias and eliminate barriers to recruitment - such as unnecessary education requirements and experience.
- Create a diverse hiring panel (of gender, age, race/ethnicity) to assist with assessing candidates at all levels of the hiring process (resume review, interviews, etc.). This key step in the process better ensures that equity will be built into the process and mitigates the impact of implicit biases.
- Utilize Exempt Diversity Handbook and partner with DEI/OHR where helpful to identify talent across diverse communities.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website Below are the statuses of this department's performance measures and metrics.

GOAL 2

- List of recruitment efforts and recruitment opportunities
 - » Human Resources will take steps to track Finance's recruitment efforts and opportunities as they become available.
- Diverse hiring panel attestations
 - » Finance uses a diverse hiring panel for every exempt position.
- Exempt workforce metrics
 - » This is reviewed annually, as part of the budget process. Finance has made progress in increasing the diversity of its exempt staff since 2016. For Asian and African American employees, Finance has a higher percent of employees than the percent of City residents in those demographics.
- Diversity of executive leadership team
 - » This is reviewed annually, as part of the budget process. Finance has made progress in increasing the diversity of its leadership team since 2016.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

2. CITYWIDE DEI OBJECTIVES

Require and sustain a workplace culture of inclusion that values and promotes respect, belonging and opportunity for all.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Consistent with the strategies set forth under Goal 3 (Impactful Learning and Professional Development), ensure that executive leadership and managers receive training on supporting a diverse, inclusive work environment.
- Identify barriers to inclusive culture through employee assessment or engagement surveys and develop specific strategies to promote inclusiveness.
- Discuss the importance of creating an inclusive working culture during staff meetings or other forums.
- Track the number of formal complaints or informal concerns related to Equal Employment Opportunity ("EEO") or DEI matters, including contacts with the Employee Relations Unit.
- Promote participation in Citywide and internal/departmental City Resource Groups or affinity groups.

GOAL 2

- Promote the use of the Employee Self Identification Census in OnePhilly, with which employees can voluntarily self-identify using expanded sexual orientation and gender identity options.
- Create an accommodating workplace environment for employees with disabilities, including a strategy for accommodating employees with disabilities.
- Involve the department's management team in the department's diversity, equity, and inclusion goals.
- Develop a process to identify and address microaggressions or micro-inequities that have occurred within the department.
- Develop a strategy or policy that supports transgender employees who may be transitioning.
- Listen, acknowledge, and respond to employee stress generated by pandemic, social unrest, equity, violence, etc.

METRICS AND PERFORMANCE INDICATORS

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- Compliance with DEI workforce plan and progress toward goals identified in plan
 - » Finance is committed to continuing to make progress on its DEI plan and DEI goals each year.
- Progress toward identification and elimination of barriers to retaining and promoting diverse staff
 - » Leadership will continue to engage Finance's Racial Equity team around identifying and eliminating barriers to retaining and promoting diverse staff. This will help ensure that there is alignment between the team's work and any changes in Finance.
- Identification of efforts done to create an inclusive environment
 - » Leadership will continue to engage Finance's Racial Equity team around identifying opportunities to create a more inclusive environment. This will help ensure that there is alignment between the team's work and any changes in Finance.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » An initial finding of the racial equity team has been the sense among team members that Finance leadership could do more to ensure that people within units know what Finance employees in other units are working on. To this end, Finance led series of

meetings with Finance employees and City fiscal staff in order to provide an overview of what the many areas of Finance do.

- » This is in addition to the ongoing roll-out of a user-friendly training site on the Finance Intranet and the implementation of regular Citywide calls 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, conduct training, 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. Finance staff made it clear that regular communication with central Finance was very important to them.

3. CITYWIDE DEI OBJECTIVES

Improve the retention of diverse employees.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Assess opportunities to continue developing strategies to retain qualified, diverse talent.
- Identify onboarding processes and identify opportunities within those processes to effectively integrate diverse employees into the organization.
- Conduct exit interviews to understand reasons contributing to loss of diverse talent and other DEI issues, with a plan to address and remove barriers.
- In partnership with the Office of Human Resources, communicate employee wellness resources to address stress management, physical fitness, dependent care, selfcare, nutrition, mental health, work-life balance, and financial wellness.

METRICS AND PERFORMANCE INDICATORS

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- Number of stay interviews
 - » All employees who leave Finance do exit interviews with our HR Manager.

- Results of exit interviews by race/ethnicity, gender, etc.
 - » Finance leadership is made aware of issues identified during exit interviews. This information is reviewed on an ad hoc basis with the context of race/ethnicity and gender.
- Onboarding policy
 - » Finance is working on developing a unified onboarding document for all Finance staff.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » 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. As part of this effort, Finance has given up office space and is exploring how best to repurpose existing offices and cubicles into "hoteling" space that is geared towards more intermittent remote work.
- » 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, conduct 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.

4. CITYWIDE DEI OBJECTIVES

Improve the promotion of diverse employees.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Assess existing promotion strategies to increase opportunities for diverse persons.
- In collaboration with the Office of Human Resources, evaluate job design and classification for bias within the exempt workforce.
- In partnership with the Office of Human Resources, ensure that managers and supervisors identify strategies to assist diverse employees to become qualified for progression into mid-management positions.

METRICS AND PERFORMANCE INDICATORS

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- Number and types of initiatives and reforms generated in response to assessment of existing policies
 - » When initiatives and reforms needing review arise, Finance works with the relevant leaders to ensure that diverse employees have the appropriate promotional opportunities.
- Number and types of advancement opportunities
 - » When promotional opportunities arise, Finance works with the relevant leaders in Finance and in OHR to continue to center DEI considerations.
- Mid-management strategy
 - » Every time there is a promotion opportunity, Finance works with leaders in Finance to center DEI considerations. We continue to look to the DEI office for their expertise in this area.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » As part of the recurring fiscal staff calls, Finance staff share promotional opportunities with 250+ diverse fiscal and administrative employees across all City departments.

GOAL 3

IMPACTFUL LEARNING & DEVELOPMENT

1. CITYWIDE DEI OBJECTIVES

Deepen staff capacity and develop a culture of learning to embed diversity, equity, and inclusion strategies in everyday work.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Periodic training for managers and supervisors on how to manage diverse, inclusive teams.
- Provide all employees with access to professional development or mentorship opportunities.
- Provide professional development opportunities that are directly related to building leaders from diverse underrepresented talent.
- Train employees on implicit bias.

METRICS AND PERFORMANCE INDICATORS

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- Number and types of trainings
 - » Finance looks forward to continuing to work with subject matter experts within Finance to identify training opportunities and subsequently ensure that diverse employees are able to benefit where funding is available.
- Number of staff participating in training and DEI initiatives
 - » Finance looks forward to continuing to work with the Mayor's DEI team to identify appropriate opportunities for DEI work and training.
- Number and types of DEI specific staff communications
 - » Finance will continue to issue its newsletter, including DEI updates, to staff every other month. Finance will also hold "all-hands" meetings with Finance staff every six months starting FY23 and will center DEI work in those conversations. As other DEI communications arise, they will be shared with staff as appropriate..

GOAL 3

- Employee inclusion surveys
 - » 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. Finance conducted a follow-up survey on remote work and will continue to identify opportunities for staff surveys where appropriate.
- Number and types of initiatives and reforms generated in response to trainings, surveys
 - » Finance looks forward to obtaining feedback from Finance staff and using it to inform future initiatives where appropriate and feasible. In calendar year 2021, Finance implemented permanent remote work following receipt of near-unanimous survey results from Finance staff wanting to retain remote work.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » Finance does not have the in-house expertise to identify how best to train Finance staff around implicit bias. Finance looks forward to continuing to work with the Mayor's DEI team to help identify meaningful ways to support this work.
- » Within the confines of Finance's budget, leadership takes steps to ensure that professional development opportunities are made available to diverse staff where feasible.

GOAL 4

BUDGET EQUITY

1. CITYWIDE DEI OBJECTIVES

Develop a departmental budget that centers and accelerates racially equitable impact, diversity, and inclusion.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Take a leadership role in annual racial equity budget process.
- Advance racial equity as part of the core work the department performs.
- Administer critical programs or policies with the department's existing budget to improve racial equity.
- Use some of the department's existing budget to create an inclusive, anti-racist workplace.
- Involve internal and/or external stakeholders, including marginalized communities of color and other underrepresented community groups, in the department's budget process and program/policy design.
- Allocate existing resources to the recruitment of diverse, qualified candidates.
- Allocate existing resources to professional development for employees.
- Evaluate performance measures reported in the City's Five Year Financial and Strategic Plan to identify where data is currently or could possibly be disaggregated by race and develop a path to achieve disaggregation to uncover disparities in performance outputs and outcomes.

METRICS AND PERFORMANCE INDICATORS

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- Allocation of resources to equity, recruitment, and training initiatives
 - » Finance is working to identify additional meaningful ways to allocate the department's limited financial and human capital resources to equity, recruitment, and training initiatives.
- Number and types of inclusion and anti-racist workplace initiatives
 - » Finance is working to help identify additional meaningful ways to allocate resources to equity, recruitment, and training initiatives.
- Number and types of community engagement events used to inform budget priorities
 - » The Budget Office works with the Office of Public Engagement to help ensure that Budget is able to reach a wide swath of diverse Philadelphians. As part of the Budget Office's work, Finance engages directly with members of the public regarding their budgetary priorities and preferences.

- Records of attendance/outreach at events used to inform budget priorities
 - » As part of the Budget Office's work, Finance engages directly with members of the public regarding their budgetary priorities and preferences.
- Disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures
 - » Finance will explore opportunities to disaggregate its data and metrics further.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- The Budget Office continues to focus on equity and outreach. City departments are intentionally budgeting for equity. As part of the City's annual budgeting process departments complete a budget equity assessment, which includes the following important considerations:
 - » What major areas of opportunity are there for the department to advance racial equity as part of the core work the department performs?
 - » What critical programs or policies does the department administer (or plan to administer) with its current budget to improve racial equity?
 - » How is the department using its budget to create an inclusive, anti-racist workplace?
 - » How has the department involved or how does it plan to involve internal and/or external stakeholders, including marginalized communities of color, in the department's budget process and program/policy design?
- Finance's FY23 includes additional funds to support translation services for public engagement around the budget.

1. CITYWIDE DEI OBJECTIVES

Advance economic opportunities for diverse business enterprises.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Pursuant to EO 1-21, submit an annual Compliance Plan that includes Benchmarks and an overall strategy for providing maximum opportunities for M/W/DSBE participation.
- Maximize the utilization of M/W/DSBE firms for contracting.
- Meet or exceed department's annual M/W/DSBE benchmark for inclusive contracting.
- Allot time (quarterly) to meet with OEO staff to monitor progress toward achieving the Department's annual Benchmark, discuss challenges to inclusive contracting, and identify solutions to ensure inclusive contracting.

METRICS AND PERFORMANCE INDICATORS

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- Submission of completed, approved Compliance Plan
 - » Finance submits an annual plan to OEO.
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
 - » Finance continues to work with OEO to identify opportunities to increase the department's participation.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

GOAL 6

EQUITABLE CITY SERVICES & COMMUNITY ENGAGEMENT

1. CITYWIDE DEI OBJECTIVES

Ensure fairness and equitable services, resources, and opportunities so that all Philadelphia residents reach their full potential.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Evaluate resources and capacity to consult with non-profit organizations that are actively engaged in identifying critical diversity issues and committed to making the City more inclusive.
- Evaluate resources and capacity to survey community needs and responses to Department initiatives.
- Review community survey data or survey reports to determine the needs of the community.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Number and types of engagement with community organizations
 - » Finance will continue to hold events, such as budgeting engagement events, where appropriate, and explore additional opportunities to hold outreach events in partnership with the appropriate organizations.
- Community survey results
 - » In the last two years, Finance conducted Budget and Tax Preferences surveys with the public. Unfortunately, responses to both surveys were skewed disproportionately towards responses from white women with graduate degrees. Finance looks forward to continuing to work with subject matter experts where appropriate to explore whether Finance surveys can be made to reach a more representative sample of Philadelphians.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

2. CITYWIDE DEI OBJECTIVES

Enhance City customer service being provided by the department.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Evaluate quality of customer service being provided by department
- Conduct department outreach in diverse communities.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Community/customer satisfaction survey results
 - » Finance will explore opportunities to gauge customer satisfaction around outward-facing functions.
- Number, types, and location of outreach events
 - » Finance will continue to hold events, such as budgeting engagement events, where appropriate, and explore additional opportunities to hold outreach events.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

3. CITYWIDE DEI OBJECTIVES

Produce more racially equitable outcomes for all Philadelphians.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Identify and move forward opportunities for the department to decrease the percentage of people of color living below the poverty line in Philadelphia.
- Identify and move forward opportunities for the department to increase the educational attainment of a bachelor's degree or higher for people of color.

GOAL 6

- Identify and move forward opportunities for the department to increase the percentage of people of color working quality jobs, i.e., jobs that guarantee family sustaining wages or a competitive salary; health, dental and other benefits; and promotion and career advancement opportunities.

METRICS AND PERFORMANCE INDICATORS

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- Identification and progress of department strategies identified to create more racially equitable outcomes
 - » As the racial equity team finalizes its recommendations, leadership will engage the team around identifying strategies to create more racially equitable outcomes.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

4. CITYWIDE DEI OBJECTIVES

Full integration of people with disabilities in all aspects of community life.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Increase accessibility to meetings, events, opportunities for people with disabilities to engage with the City.
- Empower ADA liaison to track inquiries, grievances, and resolutions.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website Below are the statuses of this department's performance measures and metrics.

- Track how people engage with the department: how many times American Sign Language interpretation provided; utilization of closed captioning; call in options
 - » Finance will continue to promote closed captioning opportunities in public meetings where appropriate.
- Department compliance with Mayor's Office for People with Disabilities guidance
 - » We look forward to receiving and following guidance from the Mayor's Office for People with Disabilities.
- Number and types of inquiries and grievances handled by ADA liaison
 - » Finance follows City policy around handling ADA inquiries and grievances.
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
 - » Finance does not get many of these but maintains the appropriate records when they arise.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

5. CITYWIDE DEI OBJECTIVES

Ensure meaningful language access for Limited English Proficient residents in Philadelphia.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Update department's Language Access Plan as needed.
- Track performance of language access policies and procedures.
- Work with the Office of Immigrant Affairs to improve language access policies and procedures.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Maintenance of Language Access Plan

GOAL 6

- » Finance reviews its Language Access Plan annually and makes updates as appropriate.
- Number and types of requests for language access assistance
 - » Public-facing Finance staff have been trained on language access protocols and ensure that LEP individuals are able to access the translation services that they need.
- Outcome of requests for language access assistance
 - » Finance addresses language access requests as they are received, ensuring that LEP individuals are able to access the translation services that they need.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » In FY23, Finance's budget includes an allocation for translation services around budgeting and related public engagement.

RACIAL EQUITY ACTION PLAN PROGRESS

1. CITYWIDE DEI OBJECTIVES

Implement and strengthen the department's Racial Equity Action Plan

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Complete Racial Equity Action Plan cohort process.
- Identify racial equity priorities for department.
- Identify and advance strategies to address each racial equity priority area.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Racial Equity Action Plan implementation progress
 - » Leadership looks forward to working with the Racial Equity team to implement the Action Plan.
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
 - » Leadership looks forward to identifying new strategies and/or concerns on a rolling basis following completion of the process.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » Finance will continue to update its Action Plan as feedback from Finance's Racial Equity team is made available.

2. CITYWIDE DEI OBJECTIVES

Adopt a departmental policy and practice infrastructure that centers and accelerates sustained redress of racial disparities internally

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Assess and identify internal racial disparities on an annual basis and as need
- Identify where departmental policies, practices, attitudes, and cultural messages are resulting in differential outcomes by race on an annual basis and as needed.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website Below are the statuses of this department's performance measures and metrics.

- Reduction and/or elimination of disparities and differential outcomes by race
 - » In partnership with Finance's Racial Equity Team, Finance leadership will continue to explore opportunities to reduce and/or eliminate disparities and differential outcomes by race.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A