



Office of
Diversity, Equity and Inclusion
CITY OF PHILADELPHIA

Diversity, Equity, and Inclusion Plan

FY 2023

Department Name:

 **FINANCE**

Unit Name:

 **REVENUE DEPARTMENT**

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Name of Department:

 **FINANCE**

Name of Business Unit:

 **REVENUE DEPARTMENT**

Point of Contact Name:

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Point of Contact Title:

 **DIRECTOR OF ADMINISTRATION AND
CHIEF PEOPLE OFFICER**

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.
- 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
 - » Yes
 - » Diversity, Equity, and Inclusion (DEI) are core values that define our culture. They are engrained in the way we do business, including our hiring practices, our commitment to customer outreach and assistance, and the core principles of our leadership. We want to reflect the same diversity that characterizes the rich cultural backdrop of our city. This will foster trust from our customers and allow us to better understand the needs of the public we serve. By embracing different ideas, approaches, techniques, and creating a safe space where everyone feels like they belong and can contribute authentically and effectively, innovation will be the natural result.
 - » The Department worked with the Office of Diversity and Inclusion (DEI) to develop its first Racial Equity Action Plan which includes several internal and external strategies that are designed to meet the racial equity needs of Black Indigenous People of Color (BIPOC). This work embodies the following core priorities as outlined by the DEI Office:

GOAL 1

- » Building a workforce—at all levels—that reflects the diversity of the communities we serve and a workplace culture that values inclusion and racial equity as both a process and outcome.
- » Advancing a shared framework to embed racial equity as a governing principle in the City's budgeting, community engagement, service delivery, and significant strategic initiatives.
- » Promoting equitable procurement, contracting, and entrepreneurship outcomes so that every person and every business has the chance to grow successfully including supporting commerce in neighborhoods that have been harmed by unequal lending practices.
- » Working collaboratively with City departments, community partners, and other institutions to understand institutional racism, eliminate racial inequity, and improve outcomes for all, while paying closer attention to communities who are worse off.
- Number of staff communications related to DEI objectives
 - » 20
 - » We have bi-weekly meetings with the Department of Revenue's Racial Equity Work Group, in order to track progress and provide updates to our selected strategies.
- Budget and resource allocation for DEI objectives
 - » Yes
 - » The Department has a budget allocation of \$40K for DEI initiatives. There are approximately 30 employees who are directly involved in DEI initiatives. The group is split between the Racial Equity Strategy Team and a Community Impact Working Group that specifically addresses the impact of the new Tax System on the community. Both groups collaborate on internal and external racial equity strategies.

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

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
 - We would like to build coaching and training for our executive and senior staff. This will include virtual training requirements as well as explore group exercises to promote DEI awareness and growth. Number of sessions to be determined.
- Frequency of meetings with Mayor's Office of DEI and identification of issues resolved through collaboration
 - » Quarterly
 - » We currently meet quarterly with the Mayor's Office of DEI to collaborate on DEI initiatives, strategies, and recruitment. We anticipate working with HR and Talent to strategize on recruitment with a DEI focus and additional training opportunities.

ADDITIONAL STRATEGIES

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

- » N/A

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.
- Create an assessment process that not only includes traditional interviews but other tools. OHR and Human Resources & Talent ("HR&T") can assist in developing your selection process.
- Utilize Exempt Diversity Handbook and partner with DEI/OHR where helpful to identify talent across diverse communities.
- In partnership with the Office of Human Resources, ensure training to conduct interviews with cultural humility.

METRICS AND PERFORMANCE INDICATORS

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- List of recruitment efforts and recruitment opportunities
 - » Yes
 - » For exempt positions the Department of Revenue works with HR and Talent to recruit with agencies/job boards; such as LinkedIn and Naba Careers to source for diverse candidates and invite them to apply for Revenue opportunities.
- Diverse hiring panel attestations
 - » Yes
 - » The Department of Revenue ensures that every hiring panel, exempt and Civil Service comprises of a diverse panel. We are in the process of developing an interview assessment rubric that will be used by all hiring committees to score interview candidates.
- Exempt workforce metrics
 - » Yes
 - » We track the number of diverse interviewees and selections.
- Diversity of executive leadership team
 - » Yes
 - » The executive leadership team is currently 42% diverse.

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.

GOAL 2

- 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.
- Encourage the creation of internal/departmental City Resource Groups, and formation of department-specific inclusion committees with representation across leadership levels.
- Promote participation in Citywide and internal/departmental City Resource Groups or affinity groups.
- 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
 - » Yes
 - » We complete a DEI Workforce plan each year.

- Progress toward identification and elimination of barriers to retaining and promoting diverse staff
 - » In progress
 - » We will partner with OHR to identify and address any barriers to retaining and promoting diverse staff. However, with the varying rule in place, barriers should be minimized.
- Identification of efforts done to create an inclusive environment
 - » In progress
 - » We work with all employees who have a disability to ensure that they have the tools and resources needed to perform their jobs effectively and proficiently.

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

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 develop strategies to retain qualified, diverse talent.
- Identify onboarding processes and identify opportunities within those processes to effectively integrate diverse employees into the organization.
- Conduct stay interviews with employees who have been with the department for at least 5 years about what keeps them with your team.
- 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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GOAL 2

- Number of stay interviews
 - » N/A
 - » Currently Stay interviews are conducted on an informal basis in larger divisions. However, a formal Stay Interview process will be implemented in the upcoming fiscal year.
- Number of exit interviews
 - » N/A
 - » Over the past year, there have been 42 employees who completed the survey. 65% of those who separated completed the exit interviews.
- Results of exit interviews by race/ethnicity, gender, etc.
 - » Yes
 - » We invite every employee who leaves the Department to complete an exit interview survey. The survey results are compiled and shared with leadership on a quarterly basis.
- Onboarding policy
 - » Yes
 - » We have a New Team Member checklist that covers all the policies, administrative procedures, executive orders, and departmental protocols. All new employees participate in an initial onboarding orientation with the department and then are signed up for a 2-day onboarding training that is given by HR and Talent. This 2-day onboarding training provides new employees an overview of city policies and procedures and city structure.
- Employee satisfaction survey results
 - » No
 - » In FY23, we plan to engage staff in various surveys including satisfaction surveys and a Racial Equity Listening Session follow-up survey.

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

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.

GOAL 2

- 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
 - » 3
 - » To make policies and operational expectations more accessible, concise and clear, we have developed a new employee manual which will be made available to staff in FY23. The handbook will be an electronic version with an interactive table of contents to make information searchable and a SharePoint site link where employees can view all related policies. Additionally, the Department will explore a tuition reimbursement program to promote career progression and invest in our employees. We will also develop a succession planning program with a training component in FY 23.
- Number and types of advancement opportunities
 - » N/A
 - » This number changes each year, but through attrition and promotions, there are opportunities for employees to progress in administrative, technical, managerial, and exempt positions.
- Mid-management strategy
 - » Yes
 - » Through our Supervisory Training Exemplary Program (STEP), supervisors and managers are required to take training courses with the goal of professional development that can lead to managerial opportunities. Additionally, the department plans to reinstitute its Responsibility, Integrity, Self-Awareness and Engagement -RISE mentorship program (halted during the Pandemic). This program provides formal mentoring opportunities to supervisors and managers for professional growth. We are also exploring the expansion of the program to include other departments and other forms of mentoring like Reverse, Peer and Group.

ADDITIONAL STRATEGIES

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

- » N/A

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, every three years, at a minimum.

METRICS AND PERFORMANCE INDICATORS

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- Number and types of trainings
 - » N/A
 - » The Department launched the Supervisory Training Exemplary Program (STEP) program last year. STEP is designed to provide leadership development to supervisors and managers. Each year, the curriculum will include courses with a DEI focus. There are bi-weekly Leadership meetings, that in addition to building capacity for informed and competent leaders, are used to provide updates on DEI initiatives and used for DEI reflections.
- Number of staff participating in training and DEI initiatives
 - » N/A
 - » There were 155 employees enrolled into the FY 22 STEP program and 60 employees participated in the Racial Equity Discussion Forums.
- Number and types of DEI specific staff communications
 - » N/A

GOAL 3

- » Monthly heritage communications are sent via Revenue Domino spotlighting cultural celebrations and observances.
- Employee inclusion surveys
 - » N/A
 - » Currently the department does not give inclusion surveys, however we will give them in FY23 based on information collected from the Racial Equity Discussion Forums.
- Number and types of initiatives and reforms generated in response to trainings, surveys
 - » N/A
 - » Training assessment surveys will be given in FY23.

ADDITIONAL STRATEGIES

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

- N/A

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.

- Thoroughly participate 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.
- 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
 - » Yes
 - » The Department has allocated \$40,000 in its budget towards Racial Equity which includes training, technology, and other tools.
- Number and types of inclusion and anti-racist workplace initiatives
 - » 10
 - » Racial Equity Listening sessions - These sessions were designed to hear feedback from employees on how they feel about race relations and their experiences around race.

GOAL 4

- » Through the Department's major technology implementation, a Community Impact Workgroup has organically formed. The mission of the group is to promote a culture of racial and gender equity within the Department of Revenue. The group promotes anti-racist practices and policies to support BIPOC communities. Among many internal initiatives, the Community Impact Workgroup considers the impact of the PRISM system on all stakeholders from three distinct perspectives: change management, design impact, and external outreach.
- Number and types of community engagement events used to inform budget priorities
 - » Unsure
 - » By the end of FY22, the outreach team will have participated in over 200 community outreach events. These include in-person and virtual events.
 - » The Department of Revenue participates in-person and virtual events in collaboration with a variety of community stakeholders, such as CDCs, NACs, and City Councilmembers, with a goal of increasing participation in Real Estate Tax assistance programs. Many of these events are focused on vulnerable communities, often concentrated in communities of color. Additionally, the majority the Department's outreach team identify as BIPOC and receive very positive feedback from both Councilmembers and community members.
- Records of attendance/outreach at events used to inform budget priorities
 - » N/A
 - » The Department of Revenue has a limited ability to engage the public to inform budget priorities. Broadly speaking, through listening sessions with the Department of Commerce and community groups, all taxpayers have asked for improved service. The Department's major priority, replacing the City's tax system of record, improves accessibility and Revenue service delivery for all Philadelphians.
- Disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures
 - » No
 - » Most of the Department of Revenue's performance metrics are related to the collection of taxes and water fees. Only two metrics speak to anti-poverty actions (the percent of eligible participants enrolled into water and tax assistance programs), but they are general in nature and not specific to DEI objectives.

ADDITIONAL STRATEGIES

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

- N/A

GOAL 5

INCLUSIVE CONTRACTING

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
 - » N/A
 - » Completed OEO Report
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
 - » N/A
 - » The Department has an OEO participation goal of 46%. We have met or exceeded that goal over the past 5 fiscal years with the exception of FY21 which was impacted by the Covid-19 Pandemic.

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

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- Number and types of engagement with community organizations
 - » N/A
 - » On average, the Department participates in over 200 community outreach events each year. In FY19, we participated in 305 events; FY20, 219 events; FY21, 81 events (outlier due to the pandemic); YTD FY22, 248 events.
- Community survey results
 - » N/A

ADDITIONAL STRATEGIES

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

- » We also track social media activity. For FY 22 social media followers as of June 2022, include: Facebook: 1,597; Twitter: 1,656. Total social media posts about tax and water bill assistance since the beginning of FY22 through June 2022 is 837 - Facebook: 425; Twitter: 412. Total number of customer service messages received via Facebook and Twitter, regarding taxes and water, since to the beginning of FY22 through June 2022 are 99.

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

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- Community/customer satisfaction survey results
 - » Yes
 - » In FY22, the Department established a Community Impact Resource group to improve relationships with customers who are using the new Philadelphia Tax Center, in particular those of the BIPOC Community. The group focuses on educating communities about department policies and programs and creating avenues for feedback. The Philadelphia Tax Center is available in Spanish and taxpayers can voluntarily add demographic data so we can begin to collect data and develop and collect satisfaction surveys.
- Number, types, and location of outreach events
 - » NA

ADDITIONAL STRATEGIES

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

- » The Department will implement a training curriculum for newly appointed customer facing staff that is similar to the 311 model. The training program will require all employees to be fully trained for a period of 6 to 8 weeks before engaging with customers on the phone or in person. Training will include, technical, regulations, simulated customer interactions, shadowing, soft skills and DEI focused sessions. Customers will benefit from better trained representatives.

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.

METRICS AND PERFORMANCE INDICATORS

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- Identification and progress of department strategies identified to create more racially equitable outcomes
 - » In progress
 - » The Department participated in the first Mayor's Racial Equity Strategy Cohort. The goal is that all Philadelphians will feel financially stable. We mapped delinquency and race and looked for neighborhoods that are most vulnerable; seek out cross enrollment opportunities between assistance programs; work to streamline and automate cross enrollment.

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.

- Empower ADA liaison to track inquiries, grievances, and resolutions.

METRICS AND PERFORMANCE INDICATORS

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- Track how people engage with the department: how many times American Sign Language interpretation provided; utilization of closed captioning; call in options
 - » N/A
 - » The Department tracks in-person and virtual events as well as social media metrics across all platforms, including website visits, in-person constituents visits, and phone calls.
- Department compliance with Mayor's Office for People with Disabilities guidance
 - » Yes
- Number and types of inquiries and grievances handled by ADA liaison
 - » Yes
 - » 20 ADA inquiries handled by ADA Liaison. Inquiries include 15 inquiries regarding COVID concerns and 5 inquiries regarding invisible/ hidden disabilities.
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
 - » Yes
 - » 19 ADA resolution handled by ADA Liaison. Resolutions include 15 inquiries regarding COVID concerns; 4 inquiries regarding invisible/ hidden disabilities; 1 invisible/hidden disabilities pending.

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 annually and 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
 - » Yes
 - » Current language access plan is available here: <https://www.phila.gov/documents/language-access-plans/>
- Number and types of requests for language access assistance
 - » N/A
 - » In the past year, we received 1,347 requests for language access assistance, primarily for telephonic services. The Department also published 22 multi-lingual videos and 24 multi-lingual blogposts. These include publishing step-by-step instructions to apply for a low-income Water Tax refund on the Philadelphia Tax Center in Spanish.
- Outcome of requests for language access assistance
 - » N/A
 - » In FY22 we launched 1 of 2 rollouts of our new Philadelphia Tax System. The system is designed to track demographic as well as language preference information. To date, 13,699 customers have answered questions about their preferred language. Of the 13k users who answered the question about language, English was the most requested language followed by Spanish and Mandarin. We have completed 491 requests in Spanish since going live with Rollout 1.

ADDITIONAL STRATEGIES

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

- » N/A

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

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
 - » Completed
 - » Final Philadelphia Racial Equity Action Planning Worksheet
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
 - » N/A

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

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
 - » N/A
 - » The Department will work with the DEI Office and OHR, including HR and Talent, to identify any race disparities. The Department will also engage in listening sessions, focus groups, and surveys to gather feedback from staff regarding departmental policies, practices, and cultural messages. Feedback will be used to make needed changes.

ADDITIONAL STRATEGIES

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

- » N/A