



Office of
Diversity, Equity and Inclusion
CITY OF PHILADELPHIA

**Diversity, Equity,
and Inclusion
Plan**

FY 2023

Department Name:



CITY TREASURER'S OFFICE

Unit Name:



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FUNCTIONAL DETAILS

Name of Department:

 **CITY TREASURER'S OFFICE**

Name of Business Unit:



Point of Contact Name:

 **JACQUELINE DUNN**

Point of Contact Title:

 **CITY TREASURER**

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.
- 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
 - » Vision and Mission - "The City Treasurer's Office (CTO) has an ongoing commitment to work with ODEI to create a more equitable Philadelphia and pledges to continue efforts of implementing policies and practices that advance racial equity, diversity, and inclusion both in our Office and across the financial services and treasury sectors which service the City."
 - » CTO primarily provides back-office support to other departments and offices across the City, rather than directly servicing employees or the public. CTO also works with financial service professionals to safeguard City resources and manage the City's debt portfolio. As such, part of CTO's core mission is to cultivate and maintain a diverse pool of financial service professionals to support City finances.
- Number of staff communications related to DEI objectives
 - » DEI policies and practices are institutionalized in the City's investment policy and annual Lending Disparity Study.
- Budget and resource allocation for DEI objectives

- » The leadership and budget team for CTO is diverse in terms of race and gender. The team's goal is to request the resources necessary to invest in our employees and support their ability to provide services to other departments.
- » As a small office, CTO participates in trainings or utilizes shared services provided by the Office of the Director of Finance or other larger departments. CTO collaborates to use resources efficiently with larger peer departments.

ADDITIONAL STRATEGIES

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

- CTO develops and maintains a diverse pool of financial service providers eligible to support the City. CTO includes this principle in its debt financing policies (syndicate rules), financial services RFPs, and investment policy to institutionalize the practice.
- CTO can also further DEI objectives through the municipal bond market. In 2021, CTO issued the City's first Social Bond for the Neighborhood Preservation Initiative (NPI), a \$100 million borrowing to address racial disparities through investments in affordable housing, eviction prevention, neighborhood infrastructure repairs, and commercial corridor and small business revitalization in communities across Philadelphia.

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

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 coaching provided to leadership
 - » Leadership has participated in racial equity training (six 3-hour training sessions).

GOAL 1

Sustainable Department Infrastructure

- » CTO is currently part of Racial Equity Departmental Cohort (3-4 hours per month training and related meetings). This program will inform future efforts and measures.
- Frequency of meetings with Mayor's Office of DEI and identification of issues resolved through collaboration
 - » CTO meets with the Mayor's Office of DEI quarterly.

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.
- 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.
- Continue to use 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.

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.

- List of recruitment efforts and recruitment opportunities
 - » CTO posts all exempt employee job opportunities on Smart Recruiter, which can be viewed by the public and shared with multiple hiring platforms and professional organizations.
- Diverse hiring panel attestations
 - » CTO strongly believes in an inclusive and diverse workforce. CTO uses a hiring committee made up of a diverse group of staff (from CTO and often partner departments). The staff members that make up this committee include members of traditionally marginalized groups.
- Exempt workforce metrics

GOAL 2

- » CTO actively tracks the metrics of its workforce. Across all individuals, currently, 6 of the 9 exempt employees are diverse individuals.
- Diversity of executive leadership team
 - » CTO works to create a diverse executive leadership team. Currently, 2 of the 3 executive leadership positions are filled by women, one of whom is a minority.
 - » Among staff earning greater than \$90,000, 50% of CTO leadership staff are diverse individuals by both race and gender metrics (Race: 2 Black, 1 Hispanic; 3 white; Gender: 3 women, 3 men).

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.
- Listen, acknowledge, and respond to employee stress generated by pandemic, social unrest, equity, violence, etc.
- Involve the department's management team in the department's diversity, equity, and inclusion goals.

METRICS AND PERFORMANCE INDICATORS

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GOAL 2

- Compliance with DEI workforce plan and progress toward goals identified in plan
 - » Ongoing
 - » CTO reports quarterly on DEI measures related to professional service contract expenditures and tracks its progress against departmental goals. The goal is reviewed annually by leadership.
- Progress toward identification and elimination of barriers to retaining and promoting diverse staff
 - » Ongoing
 - » CTO has in place a policy of cross training employees with the goals of increasing staff capacity and increasing the likelihood of internal promotions to higher level positions within the department.
 - » CTO has also developed career ladders in exempt and civil service positions to create opportunities for existing staff to learn and advance professionally, as well as opportunities to hire.
- Identification of efforts done to create an inclusive environment
 - » Ongoing
 - » CTO works to regularly hold monthly staff meetings and celebrations that bring staff together and fosters inclusivity.
 - » CTO celebrates staff professional and personal milestones that staff chose to share or are recognized by managers.

ADDITIONAL STRATEGIES

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

- » CTO implemented an annual process for exempt employees to have a professional development conversation and to share feedback with their supervisors to improve the working relationship or better support their career goals.

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.
- 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

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.

- Onboarding efforts
 - » CTO created onboarding binders with critical department information, background reading, and employee contact information to all new exempt hires to help orient new hires to the office. These resources did not previously exist for new staff and provide an additional way for new staff to learn about the office and their work objectives outside of direct training.
 - » A CTO supervisor or longer-tenured employee informally takes the new hire out to lunch or coffee during their first week to welcome the employee and offer themselves as a resource for the individual. CTO has completed this process for 4 new hires (of 4 hired) in 2022.

ADDITIONAL STRATEGIES

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

- CTO utilizes the Office of the Director of Finance's Human Resources professionals; CTO is part of the shared services model for Human Resources.

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.

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 advancement opportunities

GOAL 2

- » CTO created an entry level Bank Administrator position to create a career ladder or hierarchy within the Banking and Investment division. This position provides an opportunity to develop a new hire and to provide management opportunities for existing mid-career staff. This established 3 advancement opportunities that an employee could progress into over-time rather than 1.

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.

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 trainings
 - » CTO engages in cross training of many members of its staff as a means of professional development. These cross-training efforts provide our diverse workforce with new opportunities to gain experience and promote into higher level positions within our office.
 - » Citywide DEI training
- Number of staff participating in training and DEI initiatives
 - » CTO is currently in the departmental racial equity cohort and leadership academy for supervisors
 - » Department head participated in racial equity training
 - » More than 50 percent of staff participate in hiring or vendor selection processes and include DEI principles in those decisions
- Number and types of DEI specific staff communications
 - » Embedded in investment policy and debt management designations

GOAL 3

IMPACTFUL LEARNING & DEVELOPMENT

- Employee inclusion surveys
 - » Participate in Citywide surveys
- Number and types of initiatives and reforms generated in response to trainings, surveys
 - » In Progress
 - » CTO is currently participating in DEI racial equity cohort.

ADDITIONAL STRATEGIES

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

- CTO took a diverse cohort to the Government Finance Officer's Association (GFOA) conference as a professional development opportunity. This is the first time CTO staff beyond office leadership attended the conference.

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.

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.

- Allocation of resources to equity, recruitment, and training initiatives
 - » CTO safeguards all City funds and serves as the main relationship manager for banks and financial institutions. Our policies around racial equity influences the private marketplace.
- Number and types of inclusion and anti-racist workplace initiatives
 - » CTO is a participant in the current racial equity cohort and participates in Citywide trainings, surveys, and discussions.
- Number and types of community engagement events used to inform budget priorities
 - » CTO is a back-office supporting department. CTO establishes a diverse management team to solicit and develop budget justifications to support our employees with their work and consider DEI mission.
- Records of attendance/outreach at events used to inform budget priorities
 - » CTO is a back-office supporting department; engagement is within 20 employee office.

- Disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures
 - » CTO tracks and reports quarterly and annual contracting data for dollars paid to certified Minority, Women, and Disabled business enterprises (M/W/DSBE). CTO views this as critical to its mission to cultivate a diverse roster of financial service professionals who can support the City with banking and treasury services. Please refer to later section on Inclusive Contracting.

ADDITIONAL STRATEGIES

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

- » 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. Currently, four of the top 10 compensated underwriting firms are M/W/DSBE firms. 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 four (of 12) certified M/W/DSBE firms.
- » 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. CTO has conversations two times per year with depositories that hold City funding to discuss their efforts related to this study.

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
 - » CTO has submitted an approved Compliance Plan for achieving the participation goals set by OEO.
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
 - » CTO's annual participation levels have traditionally exceeded the participation goals (40%). CTO will continue the work necessary to meet or exceed this goal.

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.

- N/A

METRICS AND PERFORMANCE INDICATORS

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- Number and types of engagement with community organizations
 - » N/A
 - » CTO provides back-office support to other City departments
- Community survey results
 - » N/A
 - » CTO provides back-office support to other City departments

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.

- N/A
- CTO provides back-office support to other City departments.

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
 - » N/A
 - » CTO provides back-office support to other City departments.
- Number, types, and location of outreach events
 - » N/A

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.

- N/A

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.

- Identification and progress of department strategies identified to create more racially equitable outcomes
 - » N/A

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..

- N/A
- CTO provides back-office supporting services to City departments.

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
 - » N/A
 - » None requested
- Department compliance with Mayor's Office for People with Disabilities guidance
 - » Yes
 - » CTO complies with all federal, state and local laws
- Number and types of inquiries and grievances handled by ADA liaison
 - » N/A
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
 - » N/A

ADDITIONAL STRATEGIES

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

- As a small office, CTO does not have an ADA liaison and relies on the Office of Director of Finance for such support. CTO will follow the City's policies in this area.

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.

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
 - » CTO reviews and updates its language access plan regularly.
 - » CTO staff also complete the language access training to remain up to date on City policies, services and mission.
- Number and types of requests for language access assistance
 - » N/A
- Outcome of requests for language access assistance
 - » N/A

ADDITIONAL STRATEGIES

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

- » CTO is primarily a back-office support office, providing support to City employees and other departments. However, we continue to review our plan and take refresher trainings periodically to ensure we are up to date as necessary.

GOAL 7

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.

- 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
 - » CTO is currently in a cohort with the Board of Pensions to complete the FY23 Racial Equity training and to develop a Racial Equity Action Plan by the end of 2023.
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
 - » Process is not completed yet

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

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
 - » CTO is currently staffed with 20 employees, 13 of which are minorities from various ethnic backgrounds.

ADDITIONAL STRATEGIES

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

- » N/A