

UNITED STATES DISTRICT COURT
FOR THE EASTERN DISTRICT OF PENNSYLVANIA

**Christopher Bloom, Kollin Berg,
Joseph Musumeci, Marc Monachello,
and Leroy Ziegler Jr.,**

Plaintiffs,

v.

**City of Philadelphia, Philadelphia
Police Department, Kevin J. Bethel,** in
his official capacity as Police
Commissioner, **Krista Dahl-Campbell,**
in her official capacity as Police Deputy
Commissioner, and **Candi Jones,** in her
official capacity as Chief Human
Resources Officer,

Defendants.

Case No. 2:26-cv-1232

CLASS-ACTION COMPLAINT

Plaintiffs Christopher Bloom, Kollin Berg, Joseph Musumeci, Leroy Ziegler Jr., and Marc Monachello serve as police officers in the Philadelphia Police Department. In November 2025, the plaintiffs were denied promotions because of their race and sex. The City of Philadelphia has adopted a Diversity, Equity, and Inclusion (DEI) promotion policy that it calls the “Rule of Five,” which was instituted for the express purpose of increasing the representation of minority and female candidates in supervisory positions within the City of Philadelphia at the expense of white men. The plaintiffs bring suit to enjoin the continued enforcement of these unlawful and discriminatory DEI practices and obtain the promotions that the city wrongfully withheld from them.

PARTIES, JURISDICTION, AND VENUE

1. Plaintiff Lieutenant Christopher Bloom is a citizen of the United States and a resident and citizen of Pennsylvania. Lieutenant Bloom was at all relevant times an employee of the Philadelphia Police Department.

2. Plaintiff Lieutenant Kollin Berg is a citizen of the United States and a resident and citizen of Pennsylvania. Lieutenant Berg was at all relevant times an employee of the Philadelphia Police Department.

3. Plaintiff Lieutenant Joseph Musumeci is a citizen of the United States and a resident and citizen of Pennsylvania. Lieutenant Musumeci was at all relevant times an employee of the Philadelphia Police Department.

4. Plaintiff Sergeant Marc Monachello is a citizen of the United States and a resident and citizen of Pennsylvania. Sergeant Monachello was at all relevant times an employee of the Philadelphia Police Department.

5. Plaintiff Sergeant LeRoy Ziegler Jr. is a citizen of the United States and a resident and citizen of Pennsylvania. Sergeant Ziegler was at all relevant times an employee of the Philadelphia Police Department.

6. Defendant City of Philadelphia is a municipal corporation organized under the laws of Pennsylvania. Its principal address is City Hall, Philadelphia, Pennsylvania 19107. Defendant City of Philadelphia was at all relevant times the plaintiffs' employer within the meaning of Title VII (42 U.S.C. § 2000e(b)), 42 U.S.C. § 1981, and the Pennsylvania Human Relations Act, 43 Pa. Cons. Stat. § 954(b).

7. Defendant Philadelphia Police Department is a department of the City of Philadelphia. Its headquarters are located at 400 North Broad Street, Philadelphia, Pennsylvania 19130. Defendant Philadelphia Police Department was at all relevant times the plaintiffs' employer or an agent of the City of Philadelphia within the meaning of Title VII (42 U.S.C. § 2000e(b)) and the Pennsylvania Human Relations Act.

8. Defendant Police Commissioner Kevin J. Bethel is the Commissioner of the Philadelphia Police Department. At all relevant times, defendant Bethel was an employee of the Philadelphia Police Department with final authority over promotional decisions. Defendant Bethel is sued in his official capacity.

9. Defendant Police Deputy Commissioner Krista Dahl-Campbell is the Deputy Commissioner of Organizational Services for the Philadelphia Police Department. At all relevant times, defendant Dahl-Campbell was an employee of the Philadelphia Police Department, and was responsible for implementing promotional decisions and notifying candidates of selection or non-selection. Defendant Dahl-Campbell is sued in her official capacity.

10. Defendant Director of Human Resources Candi Jones is the Director of Human Resources for the City of Philadelphia. At all relevant times, defendant Jones was an employee of the City of Philadelphia responsible for administering the civil-service examination and eligibility-list system, as well as implementing the “Rule of Five” policy citywide. Defendant Jones is sued in her official capacity.

11. This Court has subject-matter jurisdiction over the claims arising under federal civil-rights statutes such as Title VII of the Civil Rights Act of 1964, 42 U.S.C. § 2000e et seq., and 42 U.S.C. § 1981. *See* 28 U.S.C. § 1331; 28 U.S.C. § 1343.

12. This Court has supplemental jurisdiction over the claims arising under the Pennsylvania Human Relations Act, 43 Pa. Cons. Stat. § 951 et seq., because those claims arise from the same nucleus of operative facts as the plaintiffs’ federal-law claims. *See* 28 U.S.C. § 1367(a); *United Mine Workers of America v. Gibbs*, 383 U.S. 715 (1966).

13. Venue is proper because a substantial part of the events or omissions giving rise to the claim occurred in this district, and the unlawful employment practice is alleged to have been committed in this district. *See* 28 U.S.C. § 1391(b)(2); 42 U.S.C. § 2000e-5(f)(3). Venue is additionally proper because one or more of the defendants

reside in this district and all of the defendants reside in Pennsylvania. *See* 28 U.S.C. § 1391(b)(1).

14. The plaintiffs have exhausted their administrative remedies by filing charges of discrimination with the Equal Employment Opportunity Commission in late November 2025. Each of the plaintiffs received a right-to-sue letter from the United States Department of Justice, Civil Rights Division, Employment Litigation Section, on January 22, 2026. *See* Exhibits 1–5.

15. This action is timely filed within 90 days of the date on which the plaintiffs received their right-to-sue letters.

STATEMENT OF FACTS

16. Before the city of Philadelphia adopted its illegal and discriminatory “Rule of Five” promotional policy in 2021, it had been using a merit-based promotional policy that it called the “Rule of Two,” which required the appointing authority to select from among the top two candidates on the civil-service eligibility list for each promotional vacancy. The city of Philadelphia had employed the “Rule of Two” for decades before adopting the “Rule of Five” in 2021.

17. In May 2021, then-Councilmember Cherelle L. Parker (now Mayor of Philadelphia) introduced legislation to eliminate the “Rule of Two” and replace it with a “Varying Rule” (commonly called the “Rule of Five”) that would give appointing authorities discretion to select from a larger pool of candidates for each promotional vacancy.

18. When introducing this legislation, then-Councilmember Parker declared: “It is one thing for an employer to say, ‘Black Lives Matter,’ and an entirely different thing for an employer to make real, substantive changes that ensure diversity, equity, and inclusion.” *See* City Council of Philadelphia, *Council Adopts Parker Legislation to*

Increase Diversity in City Hiring by Eliminating ‘Rule of Two’ (June 18, 2021), available at <http://bit.ly/4qUiBNf> [<https://perma.cc/CHG7-VWR2>] (attached as Exhibit 6).

19. Then-Councilmember Parker further stated: “Our municipal government is one of the largest employers in the City of Philadelphia, and for too long, the Rule of Two has held back Black and Brown employees, either from obtaining that entry-level job or from getting that promotion.” *Id.*

20. On June 17, 2021, the Philadelphia City Council unanimously adopted legislation eliminating the Rule of Two. *See id.*

21. The legislation was then placed on the November 2021 ballot as a ballot question for Philadelphia voters.

22. In November 2021, Philadelphia voters approved an amendment to the city’s home-rule charter that eliminates the “Rule of Two” and authorizes the Human Resources Director to set a varying rule for each promotional announcement.

23. On March 10, 2022, the City Council adopted Resolution No. 220193, introduced by then-Councilmember and now-Mayor Cherelle L. Parker, calling on then-Mayor James F. Kenney and his administration to “conduct an annual review of how the City’s elimination of the ‘Rule of Two’ has impacted workforce diversity in both hiring and promotion.” Resolution No. 220193 (attached as Exhibit 7); *see also* <http://bit.ly/3Oshuah> [<https://perma.cc/84XG-25Y3>].

24. Resolution No. 220193 repeatedly bemoans the fact that white men were obtaining too many promotions under the city’s merit-based promotion system, and that “Rule of Two” had been hindering the city’s efforts to award discriminatory preferences to less qualified female and minority job applicants. *See id.* And Resolution No. 220193 explicitly declares that the city’s purpose and objective in eliminating the “Rule of Two” was to reduce the number of white men in the city’s workforce and to

reduce the number of white men who obtain promotions, so that the racial and gender makeup of the city's workforce will become "more reflective of Philadelphia's demographics." *Id.* Resolution No. 220193 states, in relevant part:

WHEREAS, Before its elimination, many had argued for decades that the Rule of Two discriminated against minorities and women for entry-level hiring, but especially with regard to promotions; and

WHEREAS, A 2018 Report by the Pew Charitable Trust—Hiring and Employment in Philadelphia Government—revealed that the Rule of Two . . . could undermine a manager's ability to hire a diverse workforce; and

WHEREAS, By eliminating the Rule of Two, the goal is to increase the diversity of candidate pools . . .

WHEREAS, Eliminating the Rule of Two will allow the Human Resources Director for the City to set rules for each announcement based on several variables defined under specific guidelines which will address these questions and more: 1) What is the diversity of the incumbents in the job title to be announced?, 2) Where are the gaps in diversity?, 3) What is the historical data from prior lists about diversity of the talent pool?, and 4) What is the data on budgeted vacancies?, 5) What is the projected size of the candidate pool and the availability of qualified candidates?, and 6) What is the ability to use more flexible selection tools?; and

WHEREAS, A 2015 article by Tom Ferrick in The Philadelphia Inquirer detailed how our local government workforce did not reflect the City of today. He wrote, "Blacks, Latinos, and Asians are underrepresented when it comes to local government jobs. Women of all races and ethnic origins are as well." His analysis found that for the 4,000-plus City employees who earned \$70,000 a year or more, 64 percent were white and 72 percent were male. And for the 4,000 or so City employees who earned \$35,000 a year or less, 67 percent were Black and 55 percent were male. He also found that the average salary of a white worker (\$60,107) was about \$10,642 more than the average for a Black employee, who earned \$49,465; and

WHEREAS, Ferrick's article pointed out the obvious that when it comes to promotions, because the pipeline usually is filled with white

males in many departments, the odds favor them taking the next step up; and

WHEREAS, Our municipal government is one of the largest employers in the City of Philadelphia, and for too long, the Rule of Two has held back Black and Brown employees, either from obtaining an entry-level job or from getting that promotion. Eliminating the Rule of Two is by no means a “silver bullet” to making our City’s workforce, and particularly our City’s upper management, more reflective of Philadelphia’s demographics, but it is a necessary and important step; and

WHEREAS, To ensure that the elimination of the Rule of Two has its intended effect to increase diversity and to provide greater flexibility in the hiring process, the Mayor and his administration must conduct an annual review of how the City’s elimination of the Rule of Two has impacted workforce diversity in both hiring and promotion and has provided hiring managers greater flexibility in these employment decisions. The annual review should occur for at least the next three years to ensure that we are on the right path; now, therefore, be it

RESOLVED, BY THE COUNCIL OF THE CITY OF PHILADELPHIA, That it hereby calls on Mayor James F. Kenney and his administration to conduct an annual review of how the City’s elimination of the Rule of Two has impacted workforce diversity in both hiring and promotion.

Resolution No. 220193 (attached as Exhibit 7); *see also* <http://bit.ly/3Oshuah> [<https://perma.cc/84XG-25Y3>].

25. Resolution No. 220193 is but one of the many examples of the city of Philadelphia’s determination to impose illegal DEI practices that consciously and intentionally discriminate against white men.

26. On January 4, 2016, for example, Mayor James F. Kenney issued Executive Order No. 1-16, which declares that “an effective diversity management policy for the City requires coordinated implementation of diversity and inclusion programs, initiatives, research and strategies related to all aspects of City work, including employment, promotions, procurement and communications.” Executive Order No. 1-

16 (attached as Exhibit 8); *see also* <http://bit.ly/4kTv4Q7> [<https://perma.cc/WQ52-R82C>].

27. Executive Order No. 1-16 also established the position of “Chief Diversity & Inclusion Officer,” whose duty is to “promote diverse and inclusive best practices throughout City government.” *Id.* at § 1.

28. Executive Order No. 1-16 directs the Chief Diversity & Inclusion Officer to “provide direction, guidance, advice, and support to the Mayor, as well as City departments, agencies, authorities, boards and commissions, on improving and strengthening diversity and inclusion throughout City government,” as well as “[a]ssist City departments, agencies, authorities, boards and commissions in identifying, developing and implementing inclusive strategies and initiatives to improve the recruitment, retention and promotion of diverse persons.” *Id.* at § 2.

29. In January 2020, Mayor Kenney issued Executive Order No. 1-20, which boasts that “during the past four years this government has made steady advances in building a more diverse workforce” and announces that “a pillar of this Administration has been to develop a diverse workforce that looks like Philadelphia.” Executive Order 1-20 (attached as Exhibit 9); *see also* <http://bit.ly/4aGNQ8x> [<https://perma.cc/75UL-3J69>].

30. Executive Order No. 1-20 also announces a new “Employment Diversity and Inclusion Initiative,” and it declares that “[t]he purpose of the Employment Diversity and Inclusion Initiative is to promote the City’s commitment to building a workforce that better reflects and serves the people of Philadelphia, inclusive of race, ethnicity, religion, ability, age, gender, gender identity and sexual orientation.” *Id.* at § 2(A).

31. Executive Order No. 1-20 requires all city departments and officers to “each year prepare an Employment Diversity and Inclusion Plan,” and it requires the Chief Diversity, Equity, and Inclusion Officer or its designee to “regularly meet with each department to review progress in achieving benchmarks within their Annual EDI

Plan.” *Id.* at §§ 2(B) and 2(D). The order also requires DEI to “work with each department to develop a departmental Racial Equity Action Plan, which will identify goals to increase success for all groups through targeted strategies focused on the elimination or altering of government policies, practices, attitudes and cultural messages that influence differential outcomes by race.” *Id.* at § 2(C).

32. In November 2022, the Mayor’s Office of Diversity, Equity, & Inclusion issued its “FY22 Racial Equity Cohort Departmental Racial Equity Action Frameworks.” *See* Exhibit 10; *see also* <http://bit.ly/4awniIm> [<https://perma.cc/QC26-QML4>]. This document lists the Philadelphia Police Department as one of the “Participating City Departments in FY22 Racial Equity Cohort.” *Id.* at 5. It denounces the city’s previous merit-based hiring and promotional “rules” as one of the “root causes of disparate outcomes.” *Id.* at 3, 24–25. And the phrase “disparate outcomes” refers to any city workforce that fails to produce an equal or greater percentage of individuals who are “black, indigenous, or people of color” (BIPOC) than those that exist in the city’s overall population—regardless of whether the employment practices that produce these outcomes are motivated by a racially discriminatory purpose.

33. In explaining how the city’s previous merit-based hiring and promotional “rules” such as the “Rule of Two” became a “root cause” of disparate outcomes, the city’s FY22 Racial Equity Cohort Departmental Racial Equity Action Frameworks states:

Certain rules dictate job descriptions and qualification requirements, which limits job access in the City for BIPOC. OHR can own this work for Civil Service positions, but partnerships with other departments is required to address 900+ job titles.

Id. at 25. It also announces that its “strategy” to deal with this “root cause” is to “Develop Civil Service Hiring & Promotions Racial Equity Strategy,” which “involves developing a plan to identify, assess, and change Civil Service job descriptions that

result[] in racial inequities.” *Id.* at 24–25. And it declared that each of the following “performance measures” will be used to assess the efficacy of this strategy:

- %/# increase in diverse hires and promotions in racially inequitable City Service positions
- %/# increase of BIPOC candidates eligible for hiring and promotions

Id. at 24.

34. On October 23, 2023, Mayor Kenney issued Executive Order No. 6-23, which declares, among other things, that “deep race-based disparities exist in Philadelphia,” that “these racial inequities are the result of individual, institutional and structural racism that continues to disadvantage Black, Indigenous, and People-of-Color communities,” and that “the City of Philadelphia seeks to strengthen a successful framework for ensuring diversity, equity, inclusion, and access in all aspects of government decision-making.” Executive Order No. 6-23 at 1 (attached as Exhibit 11); see also <http://bit.ly/4aDc9nK> [<https://perma.cc/7N6T-QPMB>]. The executive order boasts that “the City of Philadelphia has established strategies and initiatives designed to address racial inequities in its hiring, promotional and other people strategies,” while simultaneously insisting that “additional and ongoing efforts are needed to fully leverage the City's existing processes and strategies and to address racial inequities in City policies, practices, systems, and structures.” *Id.* at 1.

35. Executive Order No. 6-23 also announces that “[t]he leaders of all City departments and offices under the authority of the Mayor hereby commit to managing ongoing and sustained efforts to pursue racial equity in decision-making, operations, and service delivery.” *Id.* at § 1. It requires each city department (including the police department) to “annually prepare a Racial Equity Action Plan . . . as part of the Annual Employment Diversity and Inclusion Plan process. Each departmental Annual Racial Equity Action Plan shall identify recommendations and next steps to promote

racial equity through internal and external strategies during the upcoming year.” *Id.* at § 2(A). It also requires each city department to make “an annual assessment of the extent to which its current and proposed resource allocations will drive outcomes that reduce racial disparities within the City.” *Id.* at § 2(B).

36. The city of Philadelphia’s DEI Template Plan, issued by the Office of Diversity, Equity and Inclusion, declares that one of its purposes is for “departments to document and improve their efforts to recruit, hire, train, retain and promote a diverse, equitable and inclusive workforce.” Office of Diversity, Equity and Inclusion, *City of Philadelphia Diversity, Equity & Inclusion Plan Template* at 4 (attached as Exhibit 12); *see also* <http://bit.ly/4rIaa99> [<https://perma.cc/J7X3-X9UQ>]. It also calls on the city’s departments to “document and improve their efforts to allocate existing resources to reducing or eliminating systemic inequity.” *Id.*

37. The DEI Template Plan declares that one of its objectives is to “[b]uild and retain a workforce that better reflects and serves the residents of [P]hiladelphia.” *Id.* at 7. Another objective is to “[i]mprove the promotion of diverse employees.” *Id.* at 9. And yet another objective is to “adopt a departmental policy and practice infrastructure that centers and accelerates sustained redress of racial disparities internally.” *Id.* at 15. The DEI Template Plan describes the “key strategies” to achieve this “goal” as:

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

Id. at 15. And it describes the “Metrics and Performance Indicators” as: “Reduction and/or elimination of disparities and differential outcomes by race.” *Id.*

38. The Philadelphia Police Department's FY 2023 DEI Plan declares that one of the citywide DEI objectives is to "[a]dopt a departmental policy and practice infrastructure that centers and accelerates diversity, equity, and inclusion." PPD's FY 2023 DEI Plan at 3 (attached as Exhibit 13); *see also* <http://bit.ly/4kOK1Tn> [<https://perma.cc/M83L-HCAT>]. As part of its "key strategies" to implement this citywide objective, the Philadelphia Police Department's DEI Plan announces that it will "[i]ntegrate DEI principles into all decision-making processes." *Id.* Later in the document, the Philadelphia Police Department observes that another citywide DEI objective is to "[i]mprove the promotion of diverse employees." *Id.* at 9. It also notes that one of the "metrics and performance indicators" demanded by the Mayor's Office of Diversity, Equity, and Inclusion is the "[r]eduction and/or elimination of disparities and differential outcomes by race." *Id.* at 20.

39. The Philadelphia Police Department's DEI Plan for FY 2023 notes that it "hired its first Chief DEI Officer in April 2022," but insists that "additional creative strategies are necessary to address diverse hiring, promotion, and retention challenges." *Id.* at 7. It also declares that "the Department is working to identify key performance indicators and metrics to accurately assess and evaluate its progress toward diversity goals." *Id.* And it boasts that Philadelphia Police Department "is a signatory to the 30x30 Initiative," whose "goal" is to "implement effective strategies, practices, and policies to increase the representation of women in policing to 30% by the year 2030." *Id.* at 8.

40. The Philadelphia Police Department's website also proclaims that it has "formally committed" to "increase the representation of women in policing to 30% by the year 2030." *See* Philadelphia Police Department, *Becoming an Officer: Diversity & Inclusion* (attached as Exhibit 14); *see also* <http://bit.ly/4rycqzH> [<https://perma.cc/K2LS-W84X>]. On its "Diversity & Inclusion" page, the department says:

As part of our continued efforts to build a stronger, more inclusive, and modern police department, we are proud to announce that our agency has formally committed to the 30×30 Pledge.

The 30×30 Initiative is a national effort with a clear goal: to increase the representation of women in policing to 30% by the year 2030, and to ensure a culture where women officers can thrive. Currently, women make up just 12% of sworn officers nationwide and our department is currently staffed at 22% women. These numbers have remained stagnant for years, and it's time to change that.

Id.

41. A draft of the Philadelphia Police Department's Five-Year Strategic Plan (2026) states that one of its objectives is to “[e]xpand recruitment efforts to advance a diverse workforce that reflects the community we serve.” PPD's Draft Five-Year Strategic Plan at 19 (2026) (attached as Exhibit 15); *see also* [bit.ly/4s64OVI](https://perma.cc/7ESX-RQDT) [<https://perma.cc/7ESX-RQDT>]. It also declares that “a workforce that mirrors the community can improve communication, build trust, and reduce perceptions of bias.” *Id.* And it mentions the “percent of sworn and professional workforce demographics (race, ethnicity, gender) that align with Philadelphia's population demographics” as one of its “key performance indicators.” *Id.* at 20.

42. These documents show what the city of Philadelphia and its leaders are determined to make the racial and demographic makeup of its police department “mirror” and “align with” the city's population as a whole—regardless of individual merit or job performance. As a result of these DEI edicts, the city of Philadelphia has consciously, intentionally, and purposefully discriminated against white men in an effort to bring about the desired racial and gender makeup of its workforce, and it will continue these illegal and discriminatory hiring and promotion practices until it is enjoined from doing so.

THE NOVEMBER 2025 PROMOTIONS

43. In November 2025, the Philadelphia Police Department promoted 10 individuals from lieutenant to captain, and promoted 14 individuals from sergeant to lieutenant. Each of the five plaintiffs sought and was passed over for one of these promotions on account of their race and sex. Three of the plaintiffs (Bloom, Berg, and Musumeci) sought promotions from lieutenant to captain. The remaining two plaintiffs (Monachello and Ziegler) sought promotions from sergeant to lieutenant.

I. The Promotions From Lieutenant To Captain

44. Plaintiffs Bloom, Berg, and Musumeci were each seeking one of the 10 available promotions from lieutenant to captain.

45. The Police Department produces a “captain eligibility list,” which ranks candidates for promotion based on their civil-service examination scores. Plaintiff Christopher Bloom was ranked eighth on this list with a test score of 90.83. Plaintiff Kollin Berg was ranked eleventh with a test score of 90.28. And plaintiff Joseph Musumeci was ranked 13th with a test score of 90.01.

46. In October 2025, the Philadelphia Police Department conducted promotional interviews for the rank of captain, interviewing the top 23 candidates from the eligibility list for the 10 available Captain positions.

47. Under the “Rule of Two” that had previously governed promotions in the Philadelphia Police Department, the city would have been required to select from between the two highest-ranking officers for each open slot.

48. But under the “Rule of Five” that the city had adopted for the purpose of limiting the number of white men receiving promotions, the city is given more discretion and latitude to promote lower-ranked officers over those with higher rankings and better scores on the civil-service examination, and the city used this latitude and discretion to award promotions to lower-ranked female and minority officers at the expense of higher-ranked white men.

49. On November 3, 2025, Deputy Commissioner Dahl-Campbell sent an e-mail to the passed-over candidates (including plaintiffs Bloom, Berg, and Musumeci) informing them that they were “not selected for promotion” under the “Rule of 5 (the city of Philadelphia’s Varying rule), but that they would “remain on the list” and be “eligible for future consideration.”

50. The e-mail that plaintiffs Bloom, Berg, and Musumeci received from defendant Dahl-Campbell provided no explanation or justification for why they had been passed over for promotion, apart from invoking the “Rule of Five.”

51. Of the 23 candidates that the Philadelphia Police Department interviewed for promotion to captain, six were passed over for promotion in favor of individuals with lower scores on their civil-service examination.

52. Five of the six passed-over individuals were white males and the remaining passed-over individual was a black male.

53. All three female candidates who interviewed for a promotion to captain received their promotion, and no female candidates for promotion were passed over in favor of individuals with lower scores on their civil-service examination.

54. Of the 10 individuals promoted to captain, only 50% were white males even though white men constituted 70% of the top ten candidates and 73% of the top 15 candidates by test scores.

55. The defendants reached all the way down to 14th and 17th on the captain eligibility list to promote black male candidates Matthew Johnson and Brian Sprowal,¹ while bypassing the white male candidates ranked 8th (Bloom), 9th (Andrew Furtak,

1. Lieutenant David Potter was originally ranked 19th on the captain-eligibility list but later had education points added, so he jumped from 19th to 15th. This moved Brian Sprowal (black male) down from 16th to 17th and pushed Vitaliy St. Onge (white male) down from 15th to 16th.

a non-plaintiff), 11th (Berg), and 13th (Musumeci)—all of whom had higher civil-service examination scores than Johnson and Sprowal.

56. The defendants chose to promote Johnson and Sprowal over plaintiffs Bloom, Berg, and Musumeci because Johnson and Sprowal are black and the plaintiffs are white. If the races of these individuals had been reversed, then the defendants would have promoted Bloom, Berg, and Musumeci to captain.

II. The Promotions From Sergeant To Lieutenant

57. Plaintiffs Monachello and Ziegler were each seeking one of the 14 available promotions from sergeant to lieutenant.

58. The Police Department produces a “lieutenant eligibility list,” which ranks candidates for promotion based on their civil-service examination scores. Plaintiff Marc Monachello was ranked 27th on this list with a test score of 85.9574. Plaintiff LeRoy Ziegler Jr. was ranked 28th with a test score of 85.8926. Fifteen individuals on this list had already been promoted from sergeant to lieutenant during a previous promotion cycle in April 2025, so both Monachello and Ziegler were among the 14 highest-ranked remaining candidates on the lieutenant eligibility list.

59. But Monachello and Ziegler were passed over for promotion in favor of lower-ranked female or minority candidates with lower scores on the civil-service examination, including Tamika Reid (black female, ranked 30th with test score of 85.8404), Kathleen Momme (white female, ranked 34th with test score of 85.3750), and Antonio Bennett (black male, ranked 35th with test score of 85.0888).

60. The defendants chose to promote Reid, Momme, and Bennett over plaintiffs Monachello and Ziegler because Reid, Momme, and Bennett are female or black and the plaintiffs are white men. If the demographic characteristics of these individuals had been reversed, then the defendants would have promoted Monachello and Ziegler to lieutenant.

III. Response of the Fraternal Order of Police

61. After the November 2025 promotions were announced, the Fraternal Order of Police Lodge #5 issued a statement denouncing the Philadelphia Police Department's use of the "Rule of Five." *See* FOP Statement on Recent Promotional Decisions (attached as Exhibit 16). The statement says:

FOP Lodge #5 has spoken with numerous members who were passed over for promotion to the ranks of Sergeant, Lieutenant, and Captain under the "Rule of Five."

Last year, PPD leadership assured the FOP that there would be no widespread use of the "Rule of Five." The events of yesterday clearly show otherwise.

The FOP has filed grievances on behalf of all impacted members and is actively exploring additional remedies, including potential relief under recent guidance provided by the Federal Department of Justice and Equal Employment and Opportunity Commission concerning unfair DEI practices in law enforcement.

We recognize the hard work, dedication, and commitment our members invest in the promotional process. They deserve far better from the PPD Executive Team than a cold, impersonal email dismissing their career aspirations without any credible explanation.

Frankly, we need more support for our officers at a critical time when morale is low and retention of our officers is vital to the department's long-term growth and success.

Any member affected by this matter is encouraged to contact the FOP at 215-629-3600 with questions or concerns.

Id. The statement is signed by Roosevelt L. Poplar, the president of FOP Lodge #5.

62. The Fraternal Order of Police Lodge #5 also sent a letter to the United States Department of Justice requesting that it review and investigate the city of Philadelphia's promotional practices within the Philadelphia Police Department and the Philadelphia Sheriff's Department. *See* Exhibit 17. The letter states, in relevant part:

Our Lodge has received an increasing number of complaints from members who believe they have been unlawfully passed over for promotion under the City's current promotional practices which allows the appointing authority to select any candidate on an eligible list, regardless of rank order, thereby enabling discretionary decisions that appear inconsistent with merit-based advancement.

A significant number of these complaints have come from officers who allege that they have been bypassed for promotion in favor of less qualified candidates based on race, gender, or other protected characteristics. Many of these officers believe that the City and its departments are improperly incorporating diversity, equity, and inclusion (DEI) considerations into promotion decisions, a practice that, if true, would directly conflict with federal nondiscrimination laws, including Title VII of the Civil Rights Act of 1964 and the Equal Protection Clause, as well as the Trump Administration's April 28, 2025 Executive Order concerning law enforcement ("Strengthening And Unleashing America's Law Enforcement To Pursue Criminals And Protect Innocent Citizens").

The Fraternal Order of Police fully supports fair and equal opportunity for all officers. However, promotional decisions must be based on merit, qualifications, and objective standards, not on demographic or political considerations. When discretionary systems such as the City's current process are used to achieve unspoken diversity outcomes, they undermine both the integrity of the promotional process and the confidence of the officers who serve this city. Accordingly, we respectfully request that the Department of Justice's Civil Rights Division:

1. Conduct an independent review of the City of Philadelphia's law enforcement promotion policies and practices;
2. Determine whether DEI or other non-merit-based criteria are influencing promotion outcomes in violation of federal law; and
3. Ensure that all promotional candidates are evaluated and advanced solely based on job-related qualifications and lawful standards.

Id.

IV. The Candidates Who Were Bypassed For Promotion To Captain

A. Plaintiff Christopher Bloom

63. Plaintiff Christopher Bloom served as a lieutenant in the Philadelphia Police Department when the alleged discrimination occurred.

64. Lieutenant Bloom was passed over for promotion to captain during the November 2025 promotion period.

65. Lieutenant Bloom is a white male.

66. Lieutenant Bloom was ranked eighth by test scores on the captain eligibility list with a score of 90.83.

67. Lieutenant Bloom is aware of no pending internal affairs investigations that would justify a decision passing him over for promotion.

68. Lieutenant Bloom's work experience includes four patrol districts along with internal affairs investigations.

69. Lieutenant Bloom created several crime-fighting and community engagement initiatives on his own while serving as a lieutenant.

70. Lieutenant Bloom holds a Doctor of Business Administration (2023) with the cognate of Leadership; graduating with "High Distinction" from Liberty University.

71. Lieutenant Bloom's doctoral research project focused on employee burnout and retention in the Philadelphia Police Department.

72. Lieutenant Bloom also holds a Masters of Business Administration (2018) with a focus in Human Resources.

73. Lieutenant Bloom authored the *Juvenile and Parents Resource Guide* (the 2024 and 2025 editions were written and available at the time he was passed over for promotion).

74. The *Juvenile and Parents Resource Guide* is an all-resources booklet for mass distribution throughout the community, including, but not limited to, homeless services, after-school programs, and shelters.

75. Lieutenant Bloom's *Juvenile and Parents Resource Guide* was posted on the Pennsylvania Democratic House of Representatives website. See <https://perma.cc/AY3C-DPN4>.

76. Lieutenant Bloom has received positive performance evaluations throughout his career.

B. Plaintiff Kollin Berg

77. Plaintiff Kollin Berg is a lieutenant with the Philadelphia Police Department.

78. Lieutenant Berg is a white male.

79. Lieutenant Berg was ranked 11th by test scores on the captain eligibility list with a score of 90.28.

80. Lieutenant Berg's disciplinary record is free of pending actions, and he has not been subject to any disciplinary issues in the past seven years.

81. All of Lieutenant Berg's yearly evaluations are positive and highly commendable.

82. Three individuals with lower test scores were promoted over Lieutenant Berg, including two who had less time in service.

83. Two of those three individuals who were promoted over Lieutenant despite having lower test scores were black.

84. Lieutenant Berg has more than two decades of combined military and law-enforcement leadership experience.

85. Lieutenant Berg enlisted in the United States Army in July 1998 as an 11B Infantryman, completing basic training at Fort Benning, Georgia.

86. Lieutenant Berg was assigned to the 10th Mountain Division, 2nd Battalion, 22nd Infantry Regiment at Fort Drum, New York, where he served his entire eight-year military career.

87. Lieutenant Berg rose through the ranks from Private (E-1) to Sergeant First Class (E-7), holding numerous supervisory and leadership roles.

88. Lieutenant Berg completed rigorous military courses including Air Assault, Airborne, Expert Infantry Badge, Light Fighters School, the Primary Leadership Development Course, and the Basic Noncommissioned Officer Course.

89. During Lieutenant Berg's military service, he was deployed to Panama, Bosnia-Herzegovina, Afghanistan, and Iraq, earning two Bronze Star Medals for leadership, a Meritorious Service Medal, four Army Commendation Medals, four Army Achievement Medals, and a Humanitarian Assistance Medal.

90. Lieutenant Berg received an honorable discharge.

91. Lieutenant Berg joined the Philadelphia Police Department in March 2008 as part of Academy Class 353-C.

92. On Lieutenant Berg's second day at the Academy, he was appointed Platoon Leader after taking initiative to organize his peers—a leadership position he maintained throughout the academy.

93. Lieutenant Berg was promoted to sergeant in March 2016 and assigned to the 19th District in West Philadelphia, where he supervised patrol operations for up to twenty officers per shift.

94. Lieutenant Berg later transferred to the Police Radio Unit, where he oversaw six corporals and approximately 93 civilian dispatchers.

95. Lieutenant Berg was selected by Deputy Commissioner Christine Coulter to lead the Police Headquarters Security Unit, commanding an 18-person unit responsible for maintaining 24-hour security over three shifts.

96. Lieutenant Berg was promoted to lieutenant in 2023 and assigned to the Police Radio Unit as the administrative lieutenant at the request of former Deputy Commissioner Dennis Wilson and Chief Inspector Cochrane.

97. Lieutenant Berg has been responsible for supervising a civilian staff of 83 911 dispatchers, two sergeants, and six corporals, while assisting in managing a total workforce of 251 personnel.

98. Lieutenant Berg currently serves as project manager for the development of a Rapid Video Response Unit, a position for which he was selected by Deputy Commissioner Dahl-Campbell—the same official who later notified him that he was “not selected for promotion.”

99. Lieutenant Berg holds an Associate’s Degree in Criminal Justice from the Community College of Philadelphia (2017) and was completing a Bachelor’s Degree in Criminal Justice from Rosemont College in December 2025, with acceptance to a Master’s Degree program in Strategic Leadership.

100. Lieutenant Berg completed the Northwestern University School of Police Staff and Command program in June 2025 and the FBI-LEEDA Trilogy in November 2025, which includes the Supervisor Leadership Institute, Command Leadership Institute, and Executive Leadership Institute—nationally recognized benchmarks of excellence in law-enforcement leadership.

C. Plaintiff Joseph Musumeci

101. Plaintiff Joseph Musumeci serves as a lieutenant in the Philadelphia Police Department.

102. Lieutenant Musumeci is a white male.

103. Lieutenant Musumeci was ranked 13th by test scores on the captain eligibility list with a score of 90.01.

104. Lieutenant Musumeci has served as a lieutenant with the Philadelphia Police Department since 2019.

105. Lieutenant Musumeci first joined the Philadelphia Police Department 2007.

106. Lieutenant Musumeci earned a bachelor's degree in criminal justice from Stockton College.

107. Lieutenant Musumeci has not been passed over for promotion in the past.

108. Lieutenant Musumeci is aware of no open investigations by internal affairs with the Department.

109. Lieutenant Musumeci has no history of discipline, either pending or enforced.

110. Lieutenant Musumeci's annual performance reviews have always been satisfactory.

111. Lieutenant Musumeci has worked on patrol his whole career as a patrolman, sergeant, and lieutenant.

112. Lieutenant Musumeci was passed over for promotion in favor of two lower-scoring black men who ranked 14th and 16th on the captain eligibility list.

V. The Candidates Who Were Bypassed For Promotion To Lieutenant

113. Plaintiffs Marc Monachello and LeRoy Ziegler Jr. have dedicated years of service to the Philadelphia Police Department and demonstrated the qualifications necessary for promotion as measured by objective civil-service examination scores.

114. Neither of these plaintiffs has any disciplinary record, ongoing investigation, or other disqualifying factor that could justify a decision to bypass them for promotion from sergeant to lieutenant.

A. Plaintiff Marc Monachello

115. Plaintiff Marc Monachello serves as a sergeant in the Philadelphia Police Department.

116. Sergeant Monachello is a white male.

117. Sergeant Monachello was ranked 27th on the lieutenant eligibility list with a final civil-service examination score of 85.9574.

118. Sergeant Monachello earned a bachelor's degree in criminal justice from Shippensburg University.

119. Sergeant Monachello has been a sergeant for over eight years.

120. Sergeant Monachello is in his 16th year with the Philadelphia Police Department.

121. Sergeant Monachello has always been on patrol with the Police Department.

122. Sergeant Monachello's annual performance reviews have always been positive.

123. Six individuals with lower test scores were promoted over Sergeant Monachello, three of whom were black.

124. Sergeant Monachello currently works on a shift under Lieutenant Kathleen Momme, a female who was promoted over Sergeants Monachello and Ziegler.

B. Plaintiff LeRoy Ziegler Jr.

125. Plaintiff LeRoy Ziegler Jr. serves as a sergeant in the Philadelphia Police Department.

126. Sergeant Ziegler is a white male.

127. Sergeant Ziegler was ranked 28th on the lieutenant eligibility list with a final civil-service examination score 85.8926.

128. Sergeant Ziegler was passed over for promotion in favor of candidates with lower test scores.

129. Sergeant Ziegler has 18 years on the job.

130. Sergeant Ziegler has received positive annual performance reviews.

131. Sergeant Ziegler received a commendatory citation from the Philadelphia Police Department in April 2023 that “acknowledges the exemplary dedication to duty and outstanding performance as a member of the Philadelphia Police Department.” The commendatory citation was signed by the police commissioner.

132. Sergeant Ziegler received an official commendation for merit, which recognized his performance in a March 2023 incident, signed by the police commissioner, that recognized his “dedication and professionalism, which [Ziegler] demonstrated is in keeping with the high standards and ethics of law enforcement.”

133. Sergeant Ziegler’s November 2025 evaluation by Lieutenant DeAnthonis Edwards, who directly supervised Ziegler for more than three years, stated that “he has proven to be extremely reliable in both leading and directing his officers.”

134. The same evaluation states that Ziegler “submits all paperwork in a timely manner and resolves all issues that arise with his officers before it comes to [Lieutenant Edwards’s] attention. Sergeant Ziegler displays a calm demeanor in hostile situations. [Sergeant Ziegler] will be an asset in any district or unit within the Philadelphia Police Department.”

VI. EEOC And Related Administrative Filings

135. On or about November 26, 2025, Lieutenant Christopher Bloom filed a charge of discrimination on the basis of race with the EEOC, with Charge No. 530-2026-01497, against the Philadelphia Police Department that occurred between the dates of November 3, 2025, and November 26, 2025.

136. On or about November 26, 2025, Lieutenant Joseph Musumeci filed a charge of discrimination on the basis of race with the EEOC, with Charge No. 530-2026-01499, against the Philadelphia Police Department that occurred between the dates of November 3, 2025, and November 26, 2025.

137. On or about November 29, 2025, Lieutenant Kollin Berg filed a charge of discrimination on the basis of race with the EEOC, with Charge No. 530-2026-01520, against the Philadelphia Police Department that occurred between the dates of November 3, 2025, and November 28, 2025.

138. On or about November 26, 2025, Sergeant LeRoy Ziegler Jr. filed a charge of discrimination on the basis of race with the EEOC, with Charge No. 530-2026-01500, against the Philadelphia Police Department that occurred between the dates of November 3, 2025, and November 26, 2025.

139. On or about November 28, 2025, Sergeant Marc Monachello filed a charge of discrimination on the basis of race with the EEOC, with Charge No. 530-2026-01521, against the Philadelphia Police Department that occurred between the dates of October 30, 1983, and November 28, 2025.

140. Each plaintiff's charge named the Philadelphia Police Department as the respondent.

141. On January 22, 2026, the United States Department of Justice, Civil Rights Division, Employment Litigation Section, issued right-to-sue letters to each plaintiff on behalf of the EEOC.

142. Because plaintiffs' charges alleged Title VII violations against a city agency, the right-to-sue letters were issued by the Department of Justice rather than the EEOC, consistent with Title VII's procedures for claims against state and local governmental employers.

143. The plaintiffs received their right-to-sue letters on or about January 25, 2026. *See* Exhibits 1–5.

144. This action is filed within 90 days of the plaintiffs' receipt of their right-to-sue letters.

145. The plaintiffs have satisfied all conditions precedent to bringing this Title VII action and have exhausted all required administrative remedies.

146. The plaintiffs' claims under 42 U.S.C. § 1981 do not require administrative exhaustion and are timely filed within the applicable four-year statute of limitations.

CLASS-ACTION ALLEGATIONS

147. The plaintiffs bring this action on behalf of themselves and on behalf of two classes under Fed. R. Civ. P. 23(b)(1)(A), (b)(1)(B), (b)(2) and (b)(3). The damages class includes all white male employees of the City of Philadelphia Police Department who, since November 2021 (when the "Rule of Two" was eliminated), were eligible for promotion under civil-service rules, ranked in a position from which they would have been promoted under the former "Rule of Two," but were bypassed for promotion under the "Rule of Five" in favor of a candidate with lower scores on the civil service examination. The injunctive-relief class includes all white male employees of the City of Philadelphia Police Department who are currently seeking promotion or will seek promotion in the future.

148. The number of persons in the classes makes joinder of the individual class members impractical.

149. The single-filing rule allows class members who have not filed their own EEOC charge to join the class action because the named Plaintiffs have filed a timely EEOC charge alleging class-wide discrimination.

150. There are numerous questions of law and fact common to each member of the classes. These include:

- a. Whether the defendants' adoption and implementation of the "Rule of Five" were motivated by an intent to discriminate on the basis of race and sex;
- b. Whether the defendants' use of the "Rule of Five" to bypass higher-ranked white male candidates in favor of lower-ranked minority and female candidates constitutes unlawful race and sex discrimination;

- c. Whether the defendants' DEI policies, executive orders, and promotional practices violate Title VII, Section 1981, the Pennsylvania Human Relations Act, the Pennsylvania Constitution, and the Equal Protection Clause; and
- d. Whether and to what extent the class members are entitled to declaratory and injunctive relief.

151. The plaintiffs' claims are typical of the claims of the class because, like all class members, the plaintiffs are white male city employees who were eligible for promotion and were ranked in a position where they were bypassed under the "Rule of Five" in favor of less-qualified candidates.

152. The plaintiffs will fairly and adequately protect the interests of the class. The plaintiffs have no interests antagonistic to or in conflict with other class members, and the plaintiffs have retained counsel experienced in employment discrimination and civil-rights class actions.

153. A class action can be maintained under Rule 23(b)(1)(A) because separate actions by class members could risk inconsistent adjudications on the underlying legal issues.

154. A class action can be maintained under Rule 23(b)(1)(B) because an adjudication determining the legality of the city's DEI hiring and promotion practices will, as a practical matter, be dispositive of the interests of all class members.

155. A class action can be maintained under Rule 23(b)(2) because the party opposing the class has acted or refused to act on grounds that apply generally to the class, so that final injunctive relief or corresponding declaratory relief is appropriate respecting the class as a whole.

156. A class action can be maintained under Rule 23(b)(3) because the common questions of law and fact identified in the complaint predominate over any questions affecting only individual class members. A class action is superior to other available methods for the fair and efficient adjudication of the controversy because, among

other things, all class members are subjected to the same violation of their constitutional rights, but the amount of money involved in each individual's claim would make it burdensome for class members to maintain separate actions.

CAUSES OF ACTION

CLAIM 1: VIOLATION OF TITLE VII OF THE CIVIL RIGHTS ACT OF 1964, 42 U.S.C. § 2000e *et seq.* (RACE AND SEX DISCRIMINATION)

157. Title VII of the Civil Rights Act of 1964 prohibits employers from discriminating “against any individual with respect to his compensation, terms, conditions, or privileges of employment” because of that individual's race or sex. *See* 42 U.S.C. § 2000e-2(a).

158. The city of Philadelphia and the Philadelphia Police Department are “employers” within the meaning of Title VII.

159. The plaintiffs are “employees” within the meaning of Title VII.

160. The defendants unlawfully discriminated against the plaintiffs because of their race and sex by using the “Rule of Five” to deny them promotions to captain and lieutenant while promoting minority candidates and female candidates with lower civil-service examination scores.

161. The sex-discrimination claims are “like or reasonably related” to the race discrimination claims in the EEOC charges and would reasonably be expected to grow out of the EEOC's investigation.

162. The defendants' DEI promotional policies, including the “Rule of Five,” constitute intentional race and sex discrimination in violation of Title VII.

163. The plaintiffs are members of protected classes under Title VII, as both white employees and male employees are protected from unlawful race and sex discrimination. *See Ames v. Ohio Dep't of Youth Services*, 605 U.S. 303, 305 (2025); *McDonald v. Santa Fe Trail Transportation Co.*, 427 U.S. 273, 278–79 (1976).

164. The plaintiffs applied for and were qualified for promotion, as demonstrated by their positions on the eligibility lists and their civil-service examination scores.

165. The plaintiffs were rejected for promotion despite their superior qualifications.

166. The promotional positions were filled by individuals outside the plaintiffs' racial group and sex who had lower civil-service examination scores.

167. The defendants' conduct shows that they used race and sex as motivating factors in promotional decisions in violation of Title VII.

168. The defendants' conduct constitutes a pattern or practice of intentional race and sex discrimination against white male candidates in promotional decisions.

169. By considering race and sex in making promotions, the defendants engaged in unlawful discrimination under Title VII.

170. The defendants have offered no legitimate, non-discriminatory reason for bypassing Plaintiffs that is not itself race-based or sex-based.

171. As a direct and proximate result of the defendants' unlawful conduct, the plaintiffs have suffered damages including lost wages, lost benefits, lost pension contributions, emotional distress, humiliation, and other compensatory damages.

172. The plaintiffs satisfy all applicable administrative prerequisites to sue under Title VII.

173. The defendants' conduct was willful or undertaken with reckless indifference to the plaintiffs' federally protected rights, entitling the plaintiffs to all remedies available under Title VII, including back pay, front pay or reinstatement, compensatory and punitive damages where permitted, attorneys' fees, costs, and pre- and post-judgment interest.

**CLAIM 2: VIOLATION OF 42 U.S.C. § 1981
(RACE DISCRIMINATION IN CONTRACTING)**

174. 42 U.S.C. § 1981 gives all persons within the jurisdiction of the United States the same right to make and enforce contracts as is enjoyed by white citizens.

175. The right to make and enforce contracts includes the right to promotion within an employment relationship.

176. Section 1981 protects individuals of all races from intentional race discrimination in hiring and promotion decisions, including white individuals.

177. The plaintiffs' employment with the city of Philadelphia constitutes a contractual relationship protected by section 1981.

178. The defendants intentionally discriminated against the plaintiffs because of their race by denying them promotions to captain and lieutenant while promoting less-qualified minority candidates.

179. The defendants' race-conscious promotional policies, including the "Rule of Five," constitute intentional race discrimination in violation of section 1981.

180. Defendant Police Commissioner Bethel, as Police Commissioner, has final authority over promotional decisions and approved or directed the decision to pass over the plaintiffs in favor of minority candidates with lower scores.

181. Defendant Police Deputy Commissioner Dahl-Campbell, as Deputy Commissioner of Organizational Services, implemented the discriminatory promotional decisions and notified the plaintiffs of their non-selection.

182. Defendant Director of Human Resources Jones, as Director of Human Resources, administered the civil-service examination and eligibility-list system and implemented the "Rule of Five" policy that enabled the discriminatory promotional decisions.

183. As a direct and proximate result of the defendants' unlawful conduct, the plaintiffs have suffered damages including lost wages, lost benefits, lost pension contributions, emotional distress, humiliation, and other compensatory damages.

184. The plaintiffs are entitled to declaratory and injunctive relief, compensatory damages, punitive damages against the defendants, and reasonable attorneys' fees and costs under 42 U.S.C. § 1988.

185. The defendants' conduct was willful and in reckless disregard of Plaintiffs' federally protected rights, entitling them to all remedies available at law and in equity, including compensatory and punitive damages, attorneys' fees, costs, and pre- and post-judgment interest.

**CLAIM 3: PENNSYLVANIA HUMAN RELATIONS ACT,
43 PA. CONS. STAT. § 955(a) (RACE AND SEX DISCRIMINATION)**

186. The Pennsylvania Human Relations Act prohibits employers from refusing to hire or employ or barring or discharging from employment any individual because of his race or sex, and prohibits discrimination in terms, conditions, or privileges of employment because of race or sex.

187. Under the Pennsylvania Human Relations Act, the city of Philadelphia and the Philadelphia Police Department both qualify as employers under 43 Pa. Cons. Stat. § 954(b), and the other individual defendants acted as agents under 43 Pa. Cons. Stat. § 954(a) in selecting candidates for promotions.

188. The defendants violated the Pennsylvania Human Relations Act by denying the plaintiffs promotions because of their race and sex.

189. The defendants' DEI hiring and promotional policies, including the "Rule of Five," constitute intentional race and sex discrimination in violation of the Pennsylvania Human Relations Act.

190. As a direct and proximate result of Defendants' unlawful conduct, the plaintiffs have suffered damages, including lost wages, lost benefits, lost pension contributions, emotional distress, humiliation, and other compensatory damages.

191. Similarly situated individuals outside the plaintiffs' protected classes were treated more favorably in the promotional process.

192. The plaintiffs are entitled to declaratory and injunctive relief, compensatory damages, and reasonable attorneys' fees and costs.

193. The plaintiffs seek all relief available under the Pennsylvania Human Relations Act, including back pay, front pay or reinstatement, compensatory damages, punitive damages, attorneys' fees and costs where authorized, and pre- and post-judgment interest.

**CLAIM 4: VIOLATION OF PA. CONST. ARTICLE I, §§ 26, 28, 29
(RACE AND SEX DISCRIMINATION)**

194. Article I, § 26 of the Pennsylvania Constitution prohibits any political subdivision from denying any person a civil right. ("Neither the Commonwealth nor any political subdivision thereof shall deny to any person the enjoyment of any civil right, nor discriminate against any person in the exercise of any civil right.").

195. Article I, § 28 of the Pennsylvania Constitution prohibits the abridgement of any right because of a person's sex. ("Equality of rights under the law shall not be denied or abridged in the Commonwealth of Pennsylvania because of the sex of the individual.").

196. Article I, § 29 of the Pennsylvania Constitution prohibits the abridgement of any right because of a person's race or ethnicity. ("Equality of rights under the law shall not be denied or abridged in the Commonwealth of Pennsylvania because of the race or ethnicity of the individual.").

197. The defendants are violating the Pennsylvania Constitution by establishing, maintaining, and using a promotion policy that discriminates on the basis of race or sex.

**CLAIM 5: EQUAL-PROTECTION CLAUSE
(RACE AND SEX DISCRIMINATION)**

198. The Supreme Court interprets the Fourteenth Amendment’s Equal Protection Clause to prohibit racial discrimination by state or local government entities. *See Johnson v. California*, 543 U.S. 499 (2005); *Shaw v. Hunt*, 517 U.S. 899 (1996) (“Racial classifications are antithetical to the Fourteenth Amendment, whose central purpose was to eliminate racial discrimination emanating from official sources in the States.”); *Palmore v. Sidoti*, 466 U.S. 429 (1984) (“A core purpose of the Fourteenth Amendment was to do away with all governmentally imposed discrimination based on race.”).

199. The Supreme Court also interprets the Equal Protection Clause to prohibit sex discrimination by state and local governments absent an “exceedingly persuasive justification.” *United States v. Virginia*, 518 U.S. 515, 531 (1996); *see also id.* (“Parties who seek to defend gender-based government action must demonstrate an ‘exceedingly persuasive justification’ for that action.”).

200. The defendants have violated and are violating the Supreme Court’s equal-protection doctrine by applying different standards for promotion based on their race and sex of the applicant.

201. The defendants intentionally discriminated against the plaintiffs because of their race by denying them promotions while promoting less-qualified black candidates with lower civil-service examination scores.

202. The defendants intentionally discriminated against the plaintiffs because of their sex by denying them promotions while promoting less-qualified female candidates with lower civil-service examination scores.

203. The defendants’ DEI hiring and promotional policies, including the “Rule of Five,” cannot survive strict scrutiny because they are not narrowly tailored to serve a compelling governmental interest.

204. The defendants' sex DEI hiring and promotional policies, including the "Rule of Five," cannot survive intermediate scrutiny because they do not serve an important governmental objective and are not substantially related to the achievement of any such objective. Nor is there an "exceedingly persuasive justification" for giving women discriminatory preferences in city hiring and promotion.

205. The defendants have no legitimate justification, let alone a compelling or important governmental interest, for using race or sex as factors in promotional decisions, especially when federal anti-discrimination statutes categorically ban employment discrimination on account of race or sex.

206. The plaintiffs assert this claim under 42 U.S.C. § 1983.

CLAIM 6: CLASSWIDE DECLARATORY AND INJUNCTIVE RELIEF

207. The defendants' adoption and implementation of the Rule of Five, along with Executive Order No. 1-16, Executive Order No. 1-20, Executive Order No. 6-23, Resolution No. 220193, the DEI Template Plan, the Philadelphia Police Department's FY 2023 DEI Plan, the FY22 Racial Equity Cohort Departmental Action Frameworks, the 30x30 Initiative, and other DEI hiring and promotion policies, constitute a systematic pattern and practice of intentional race and sex discrimination against white male employees.

208. The class members have been and continue to be injured by the defendants' unlawful policies and practices.

209. The injunctive-relief class members are entitled to declaratory and injunctive relief prohibiting the defendants from continuing to apply these discriminatory policies and practices.

CLAIM 7: CLASSWIDE DAMAGES

210. As a direct and proximate result of the defendants' unlawful conduct, the damages class members have suffered lost wages, lost benefits, lost pension contributions, emotional distress, humiliation, and other compensatory damages.

211. The plaintiffs satisfied all applicable administrative prerequisites to sue under Title VII.

212. The defendants' conduct was willful and/or undertaken with reckless indifference to class members' federally protected rights, entitling class members to all remedies available under Title VII, including back pay, front pay or reinstatement, compensatory and punitive damages where permitted, attorneys' fees, costs, and pre- and post-judgment interest.

DEMAND FOR RELIEF

213. The plaintiffs respectfully request that the court:

- a. certify the classes described in paragraph 147;
- b. declare that the defendants' promotional policies and practices, including the "Rule of Five" policy as applied, violate Title VII, 42 U.S.C. § 1981, the Pennsylvania Human Relations Act, and Pennsylvania Constitution, and the Equal Protection Clause;
- c. permanently enjoin the defendants from using or considering race or sex in hiring or promotional decisions;
- d. permanently enjoin the defendants from applying the "Rule of Five";
- e. permanently enjoin the defendants from enforcing, implementing, or applying Executive Order No. 1-16, Executive Order No. 1-20, Executive Order No. 6-23, Resolution No. 220193, the DEI Template Plan, the Philadelphia Police Department's FY 2023 DEI Plan, the FY22 Racial Equity Cohort Departmental Action Frameworks, the 30x30 Initiative, and any other policy, program, or practice that uses or considers race or sex as a factor in hiring, promotion, or other employment decisions;
- f. order the defendants to promote Lieutenants Bloom, Berg, and Musumeci to the rank of captain and Sergeants Monachello and Ziegler to the rank of Lieutenant, with retroactive seniority, pay, and benefits to the date of the November 2025 promotional decisions
- g. award back pay representing the difference between the plaintiffs' actual compensation and the compensation they would have received had they been promoted in November 2025

- h. award front pay representing future lost compensation to the extent that promotion with retroactive benefits is not feasible;
- i. award compensatory damages for emotional distress, humiliation, and other non-economic injuries;
- j. award punitive damages to the extent permitted by Title VII, 42 U.S.C. § 1981a(b)(1), and 42 U.S.C. § 1981, for any conduct carried out with malice or reckless indifference to federally protected rights;
- k. award pre-judgment and post-judgment interest;
- l. award costs, expert fees, and attorneys' fees under 42 U.S.C. § 2000e-5(k) and 42 U.S.C. § 1988; and
- m. award all other relief that the Court deems just, proper, or equitable.

Respectfully submitted.

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* *pro hac vice* applications pending

*Counsel for the Plaintiffs
and the Proposed Classes*

Dated: February 25, 2026

702479-SNW

NOTICE OF RIGHT TO SUE WITHIN 90 DAYS

Jan 22, 2026

Christopher Bloom

Re: Christopher Bloom v. PHILADELPHIA POLICE
DEPARTMENT, et al.,
EEOC Charge No. 530-2026-01497

Dear Christopher Bloom,

You are receiving this notice because you filed the above charge(s) with the Equal Employment Opportunity Commission (EEOC), and you or your attorney specifically requested this notice.

Because either 180 days have passed since you filed the above charge(s), or because the EEOC has determined that it will not be able to conclude its administrative process within 180 days of the date it assumed jurisdiction of the charge(s), you are hereby notified that you have the right to file a lawsuit commencing a civil action based on the charge(s) under the following statute(s):

- Title VII of the Civil Rights Act of 1964, 42 USC. 42 U.S.C. § 2000e, et seq.

If you decide to file a lawsuit under the statute(s) identified above, **you must file it in the appropriate court within 90 days of receiving this Notice.** This Notice should not be taken to mean that the Department of Justice has made a judgment as to whether your charge is meritorious. If you haven't already, you may want to consult with a private attorney of your own choosing and expense.

If you have questions or wish to inspect the investigative file pertaining to this matter, please address your inquiry to the following EEOC office: Philadelphia District Office. Contact information for this office can be located at <https://www.eeoc.gov/field-office/philadelphia/location>.

Sincerely,

Complaint Referral Unit
Employment Litigation Section
Civil Rights Division

CC: [REDACTED], JONATHAN@MITCHELL.LAW,
Christopher.damore@Phila.gov, David.holohan@eeoc.gov

Contact

civilrights.justice.gov

 U.S. Department of Justice
Civil Rights Division
950 Pennsylvania Avenue, NW
Washington, D.C. 20530-0001

 (202) 514-3847
1-855-856-1247 (toll-free)
Telephone Device for the Deaf
(TTY) (202) 514-0716

702490-MMT

NOTICE OF RIGHT TO SUE WITHIN 90 DAYS

Jan 22, 2026

Kollin Berg

Re: Kollin Berg v. PHILADELPHIA POLICE DEPARTMENT,
et al.,
EEOC Charge No. 530-2026-01520

Dear Kollin Berg,

You are receiving this notice because you filed the above charge(s) with the Equal Employment Opportunity Commission (EEOC), and you or your attorney specifically requested this notice.

Because either 180 days have passed since you filed the above charge(s), or because the EEOC has determined that it will not be able to conclude its administrative process within 180 days of the date it assumed jurisdiction of the charge(s), you are hereby notified that you have the right to file a lawsuit commencing a civil action based on the charge(s) under the following statute(s):

- Title VII of the Civil Rights Act of 1964, 42 USC. 42 U.S.C. § 2000e, et seq.

If you decide to file a lawsuit under the statute(s) identified above, **you must file it in the appropriate court within 90 days of receiving this Notice.** This Notice should not be taken to mean that the Department of Justice has made a judgment as to whether your charge is meritorious. If you haven't already, you may want to consult with a private attorney of your own choosing and expense.

If you have questions or wish to inspect the investigative file pertaining to this matter, please address your inquiry to the following EEOC office: Philadelphia District Office. Contact information for this office can be located at <https://www.eeoc.gov/field-office/philadelphia/location>.

Sincerely,

Complaint Referral Unit
Employment Litigation Section
Civil Rights Division

CC: [REDACTED], JONATHAN@MITCHELL.LAW,
Christopher.damore@Phila.gov, David.holohan@eeoc.gov

Contact

civilrights.justice.gov

 U.S. Department of Justice
Civil Rights Division
950 Pennsylvania Avenue, NW
Washington, D.C. 20530-0001

 (202) 514-3847
1-855-856-1247 (toll-free)
Telephone Device for the Deaf
(TTY) (202) 514-0716

702495-VCQ

NOTICE OF RIGHT TO SUE WITHIN 90 DAYS

Jan 22, 2026

Marc Monachello

[REDACTED]

Re: Marc Monachello v. PHILADELPHIA POLICE DEPARTMENT, et al.,
EEOC Charge No. 530-2026-01521

Dear Marc Monachello,

You are receiving this notice because you filed the above charge(s) with the Equal Employment Opportunity Commission (EEOC), and you or your attorney specifically requested this notice.

Because either 180 days have passed since you filed the above charge(s), or because the EEOC has determined that it will not be able to conclude its administrative process within 180 days of the date it assumed jurisdiction of the charge(s), you are hereby notified that you have the right to file a lawsuit commencing a civil action based on the charge(s) under the following statute(s):

- Title VII of the Civil Rights Act of 1964, 42 USC. 42 U.S.C. § 2000e, et seq.

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Sincerely,

Complaint Referral Unit
Employment Litigation Section
Civil Rights Division

CC: [REDACTED], JONATHAN@MITCHELL.LAW,
Deborah.neary@phila.gov, David.holohan@eeoc.gov

Contact

civilrights.justice.gov

 U.S. Department of Justice
Civil Rights Division
950 Pennsylvania Avenue, NW
Washington, D.C. 20530-0001

 (202) 514-3847
1-855-856-1247 (toll-free)
Telephone Device for the Deaf
(TTY) (202) 514-0716



702483-ZMC

NOTICE OF RIGHT TO SUE WITHIN 90 DAYS

Jan 22, 2026

Joseph Musumeci

Re: Joseph Musumeci v. PHILADELPHIA POLICE
DEPARTMENT, et al.,
EEOC Charge No. 530-2026-01499

Dear Joseph Musumeci,

You are receiving this notice because you filed the above charge(s) with the Equal Employment Opportunity Commission (EEOC), and you or your attorney specifically requested this notice.

Because either 180 days have passed since you filed the above charge(s), or because the EEOC has determined that it will not be able to conclude its administrative process within 180 days of the date it assumed jurisdiction of the charge(s), you are hereby notified that you have the right to file a lawsuit commencing a civil action based on the charge(s) under the following statute(s):

- Title VII of the Civil Rights Act of 1964, 42 USC. 42 U.S.C. § 2000e, et seq.

If you decide to file a lawsuit under the statute(s) identified above, **you must file it in the appropriate court within 90 days of receiving this Notice.** This Notice should not be taken to mean that the Department of Justice has made a judgment as to whether your charge is meritorious. If you haven't already, you may want to consult with a private attorney of your own choosing and expense.

If you have questions or wish to inspect the investigative file pertaining to this matter, please address your inquiry to the following EEOC office: Philadelphia District Office. Contact information for this office can be located at <https://www.eeoc.gov/field-office/philadelphia/location>.

Sincerely,

Complaint Referral Unit
Employment Litigation Section
Civil Rights Division

CC: [REDACTED]
JONATHAN@MITCHELL.LAW,
Christopher.damore@Phila.gov, David.holohan@eeoc.gov

Contact

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702489-GDP

NOTICE OF RIGHT TO SUE WITHIN 90 DAYS

Jan 22, 2026

LeRoy Ziegler Jr.

██████████
Re: LeRoy Ziegler Jr. v. PHILADELPHIA POLICE
DEPARTMENT, et al.,
EEOC Charge No. 530-2026-01500

Dear LeRoy Ziegler Jr.,

You are receiving this notice because you filed the above charge(s) with the Equal Employment Opportunity Commission (EEOC), and you or your attorney specifically requested this notice.

Because either 180 days have passed since you filed the above charge(s), or because the EEOC has determined that it will not be able to conclude its administrative process within 180 days of the date it assumed jurisdiction of the charge(s), you are hereby notified that you have the right to file a lawsuit commencing a civil action based on the charge(s) under the following statute(s):

- Title VII of the Civil Rights Act of 1964, 42 USC. 42 U.S.C. § 2000e, et seq.

If you decide to file a lawsuit under the statute(s) identified above, **you must file it in the appropriate court within 90 days of receiving this Notice.** This Notice should not be taken to mean that the Department of Justice has made a judgment as to whether your charge is meritorious. If you haven't already, you may want to consult with a private attorney of your own choosing and expense.

If you have questions or wish to inspect the investigative file pertaining to this matter, please address your inquiry to the following EEOC office: Philadelphia District Office. Contact information for this office can be located at <https://www.eeoc.gov/field-office/philadelphia/location>.

Sincerely,

Complaint Referral Unit
Employment Litigation Section
Civil Rights Division

CC: ██████████, JONATHAN@MITCHELL.LAW,
Deborah.neary@phila.gov, David.holohan@eeoc.gov

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[| District 5](#)

COUNCIL ADOPTS PARKER LEGISLATION TO INCREASE DIVERSITY IN CITY HIRING BY ELIMINATING 'RULE OF TWO'



In [Cherelle Parker](#), [Council News](#), [Darrell L. Clarke](#), [News](#) by admin / June 18, 2021

***Change Will Provide Flexibility for Philadelphia to Further Diversify
Recruitment, Hiring; Measure Will Appear on November Ballot as a Ballot
Question***

PHILADELPHIA, PA, June 17, 2021 - In a bold move to make the City's workforce, particularly its upper management, more reflective of Philadelphia's diversity, City Council today voted unanimously to change the City Charter by eliminating the "Rule of Two," which many say created a system that for decades discriminated against minorities and women for entry-level hiring, but especially promotions.

Philadelphians will vote to approve or deny the legislation on the November ballot.

The legislation, introduced by Councilmember [Cherelle L. Parker](#) (9th District, Majority Leader), augments her focus on diversity, equity, and inclusion.

Under current law, when filling single-position vacancies for Civil Service jobs, only the two highest ranking candidates on the eligible list are submitted to the requesting department for an interview. The department then selects one of the two candidates to fill the position.

The elimination of the Rule of Two would give the City significantly more flexibility to address recruitment and diversity challenges and will have two major impacts on the City's recruitment and selection process. Firstly, it will increase the diversity of candidate pools. Secondly, it will allow the City to leverage the use of alternate selection tools like training and experience as opposed to traditional "pen and paper" (a.k.a. standardized test) assessments.

[Councilmember Michael Driscoll | District 6](#)

[Councilmember Quetcy Lozada | District 7](#)

[Councilmember Cindy Bass | District 8 | Majority Deputy Whip](#)

[Councilmember Anthony Phillips | District 9](#)

[Councilmember Brian J. O'Neill | District 10](#)

AT-LARGE
COUNCIL
MEMBERS

[Councilmember Katherine Gilmore Richardson | At Large | Majority Leader](#)

[Councilmember Isaiah Thomas | At Large | Majority Whip](#)

“It is one thing for an employer to say, ‘Black Lives Matter,’ and an entirely different thing for an employer to make real, substantive changes that ensure diversity, equity, and inclusion,” Councilmember Parker said. “Our municipal government is one of the largest employers in the City of Philadelphia, and for too long, the Rule of Two has held back Black and Brown employees, either from obtaining that entry-level job or from getting that promotion. This legislation is by no means a ‘silver bullet’ to making our City’s workforce, and particularly our City’s upper management, more reflective of Philadelphia’s demographics, but it is a necessary and important step.”

[▷ Councilmember Jim Harrity | At Large](#)

[▷ Councilmember Nina Ahmad | At Large](#)

[▷ Councilmember Rue Landau | At Large](#)

[▷ Councilmember Kendra Brooks | At Large | Minority Leader](#)

[▷ Councilmember Nicolas O’Rourke | At Large | Minority Whip](#)

By eliminating the existing Rule of Two, Parker’s legislation will allow the Human Resources Director for the City to set the rule for each announcement based on several variables defined under specific guidelines. The guidelines, which will be set by regulation, will address these questions and more:

- What is the diversity of the incumbents in the job title to be announced?
- Where are the gaps in diversity?
- What is the historical data from prior lists about diversity of the talent pool?
- Have the required key competencies and requirements on the job description been updated to attract the most qualified and diverse candidate pool?

The City of Philadelphia receives approximately 70,000 applications per year on average for Civil Service examinations. The Office of Human Resources established 385 eligible lists in FY20 and 280 in FY21 to date. In a 2017 comparison with 35 other peer cities, it was found that no other municipality adhered to a Rule of Two. All had more expansive rules (Rule of Five, Rule of Ten, etc.), and approximately 20 percent used a varying rule, which is what this legislation proposes.

City Council President Darrell Clarke (5th District) said the Rule of Two regulation has impeded the City's ability to recruit, attract and hire a diverse workforce that represents Philadelphia. "We are hopeful that this reform, offered by Majority Leader Parker, deals with that problem and paves the way for more opportunities to serve the City for job applicants of color," Clarke said. "That is a good thing for the people of Philadelphia."

Mayor Jim Kenney's Office supports the measure. "We are excited to see a change to the current charter rule that requires our managers to choose between just two candidates," Stephanie Tipton, the Mayor's Chief Administrative Officer, said. "By expanding this rule, we will reach a wider and more diverse pool of candidates and create more flexibility in our hiring process."

According to a 2018 report by the Pew Charitable Trusts titled "Hiring and Employment in Philadelphia Government", the Rule of Two does not provide managers with the latitude to make employment decisions that fit the unique needs of certain jobs. The report states, "The Rule of Two limits hiring managers to the two top-scoring candidates for each civil service vacancy. Meant to place emphasis on merit selection, the rule gives hiring managers little discretion in assembling their teams. In Philadelphia, many City officials said that the rule, by drawing hard-and-fast

distinctions between candidates of roughly equal qualifications, can undermine a manager's ability to hire a diverse and talented workforce."

David Thornburgh, President and CEO of the nonpartisan Committee of Seventy, said elimination of the Rule of Two is long overdue. "Reform of the 1950s-era Rule of Two has long been needed to

provide greater flexibility in hiring and promotion decisions. The rigidity of the Rule of Two was warranted 70 years ago to guard against patronage, but we face a different set of challenges in the 21st Century,” Thornburgh said. “Highly-qualified and diverse workers will help ensure the effective and efficient delivery of government services. We applaud Majority Leader Parker for her leadership on this issue and look forward to working with her on this legislation.”

###

Councilmember Cherelle L. Parker represents the 9th District, which includes East Mt. Airy, West Oak Lane, East Oak Lane, Lawncrest, Burholme, Olney, Oxford Circle and Logan. As Majority Leader, she serves as Chair of Council’s Committee on Labor and Civil Service and the Committee on Law and Government.

City of Philadelphia



Council of the City of Philadelphia
Office of the Chief Clerk
Room 402, City Hall
Philadelphia

(Resolution No. 220193)

RESOLUTION

Calling on Mayor James F. Kenney and his administration to conduct an annual review of how the City’s elimination of the Rule of Two has impacted workforce diversity in both hiring and promotion.

WHEREAS, In November 2021, a majority of voters in Philadelphia voted to eliminate the “Rule of Two,” which dictated that under the law (as per the Home Rule Charter) that when filling single-position vacancies for Civil Service jobs, only the two highest ranking candidates on the eligible list were submitted to the requesting Department for an interview. The Department then selected one of the two candidates to fill the position; and

WHEREAS, Before its elimination, many had argued for decades that the Rule of Two discriminated against minorities and women for entry-level hiring, but especially with regard to promotions; and

WHEREAS, A 2018 Report by the Pew Charitable Trust - *Hiring and Employment in Philadelphia Government* - revealed that the Rule of Two did not provide managers with the latitude to make employment decisions that fit the unique nature of certain jobs; the Rule of Two limited hiring managers to the two top-scoring candidates for each civil service vacancy (meant to place emphasis on merit selection, the rule gave hiring managers little discretion in assembling their teams); and because the Rule of Two drew hard-and-fast distinctions between candidates of roughly equal qualifications, it could undermine a manager’s ability to hire a diverse workforce; and

WHEREAS, In a 2017 comparison with 35 other peer cities, it was found that no other municipality adhered to a Rule of Two. All had more expansive rules (Rule of Five, Rule of Ten, etc.), and approximately 20 percent used a varying rule, which is what Philadelphia chose to do by eliminating the Rule of Two; and

WHEREAS, By eliminating the Rule of Two, the goal is to increase the diversity of candidate pools and also to allow the City to leverage the use of alternate selection tools like training and experience as opposed to traditional “pen and paper” (a.k.a standardized test) assessments and to

City of Philadelphia

RESOLUTION NO. 220193 continued

provide hiring managers greater flexibility in assembling their teams and to reach more talented employees based on their experience; and

WHEREAS, Eliminating the Rule of Two will allow the Human Resources Director for the City to set rules for each announcement based on several variables defined under specific guidelines which will address these questions and more: 1) What is the diversity of the incumbents in the job title to be announced?, 2) Where are the gaps in diversity?, 3) What is the historical data from prior lists about diversity of the talent pool?, and 4) What is the data on budgeted vacancies?, 5) What is the projected size of the candidate pool and the availability of qualified candidates?, and 6) What is the ability to use more flexible selection tools?; and

WHEREAS, A 2015 article by Tom Ferrick in *The Philadelphia Inquirer* detailed how our local government workforce did not reflect the City of today. He wrote, “Blacks, Latinos, and Asians are underrepresented when it comes to local government jobs. Women of all races and ethnic origins are as well.” His analysis found that for the 4,000-plus City employees who earned \$70,000 a year or more, 64 percent were white and 72 percent were male. And for the 4,000 or so City employees who earned \$35,000 a year or less, 67 percent were Black and 55 percent were male. He also found that the average salary of a white worker (\$60,107) was about \$10,642 more than the average for a Black employee, who earned \$49,465; and

WHEREAS, Ferrick’s article pointed out the obvious that when it comes to promotions, because the pipeline usually is filled with white males in many departments, the odds favor them taking the next step up; and

WHEREAS, Our municipal government is one of the largest employers in the City of Philadelphia, and for too long, the Rule of Two has held back Black and Brown employees, either from obtaining an entry-level job or from getting that promotion. Eliminating the Rule of Two is by no means a “silver bullet” to making our City’s workforce, and particularly our City’s upper management, more reflective of Philadelphia’s demographics, but it is a necessary and important step; and

WHEREAS, To ensure that the elimination of the Rule of Two has its intended effect to increase diversity and to provide greater flexibility in the hiring process, the Mayor and his administration must conduct an annual review of how the City’s elimination of the Rule of Two has impacted workforce diversity in both hiring and promotion and has provided hiring managers greater flexibility in these employment decisions. The annual review should occur for at least the next three years to ensure that we are on the right path; now, therefore, be it

RESOLVED, BY THE COUNCIL OF THE CITY OF PHILADELPHIA, That it hereby calls on Mayor James F. Kenney and his administration to conduct an annual review of how the City’s elimination of the Rule of Two has impacted workforce diversity in both hiring and promotion.

City of Philadelphia

RESOLUTION NO. 220193 continued

City of Philadelphia

RESOLUTION NO. 220193 continued

CERTIFICATION: This is a true and correct copy of the original Resolution, Adopted by the Council of the City of Philadelphia on the tenth of March, 2022.

Darrell L. Clarke
PRESIDENT OF THE COUNCIL

Michael A. Decker
CHIEF CLERK OF THE COUNCIL

Introduced by: Councilmember Parker

Sponsored by: Councilmember Parker

EXECUTIVE ORDER NO. 1-16

OFFICE OF THE CHIEF DIVERSITY & INCLUSION OFFICER

WHEREAS, the City derives strength from the diversity of its population and from its commitment to equal opportunity for all; and

WHEREAS, the City is committed to creating a culture of inclusion that values and promotes opportunity for all of its diverse citizens in all aspects of City employment, business and service; and

WHEREAS, diversity and a culture of inclusion benefit from the presence, participation and opportunity for full involvement of individuals from different races, ethnicities, sexual orientations, abilities, genders, gender identities or expressions, national origins, religions, beliefs, and socio-economic backgrounds; and

WHEREAS, the City invests significant resources to create and support diversity and inclusion efforts; and

WHEREAS, the City's efforts to recruit, retain and contract with diverse individuals and businesses have historically been decentralized; and

WHEREAS, an effective diversity management policy for the City requires coordinated implementation of diversity and inclusion programs, initiatives, research and strategies related to all aspects of City work, including employment, promotions, procurement and communications; and

WHEREAS, effective strategic diversity and inclusive management practices will further enhance City employee productivity and customer service, nurture the development of

employees at all levels, and strengthen the City's economy by increasing the pool of diverse employees, citizens and businesses; and

WHEREAS, diversity, inclusion and fairness with respect to access to business opportunities are essential to ensuring jobs and restoring an economy that benefits all neighborhoods in this City;

NOW, THEREFORE, I, JAMES F. KENNEY, Mayor of the City of Philadelphia, by the powers vested in me by the Philadelphia Home Rule Charter, do hereby order as follows:

SECTION 1. Chief Diversity & Inclusion Officer

There is hereby created within the Office of Mayor the position of Chief Diversity & Inclusion Officer ("CDIO") who shall undertake the duties and responsibilities set forth herein to promote diverse and inclusive best practices throughout City government and wherever the City shall conduct business or provide services. The CDIO shall report to the Mayor.

SECTION 2. Duties and Responsibilities

The CDIO shall provide direction, guidance, advice, and support to the Mayor, as well as City departments, agencies, authorities, boards and commissions, on improving and strengthening diversity and inclusion throughout City government, including in the provision of services and the conduct of City business. Specific responsibilities assigned to the CDIO by the Mayor shall include but are not limited to the following:

- (1) Oversee annually the performance of City Depositories, in consultation with the City Treasurer, pursuant to Section 19-201(2) of The Philadelphia Code, requiring City Depositories to report on and address lending and investment disparities.

(2) Serve as the Mayor's representative in the oversight of Executive Order No. 3-12, as amended, pertaining to Antidiscrimination Policy Relating to the Participation of Minority, Women and Disabled Businesses in City Contracts and the strategic direction of the Office of Economic Opportunity, OEO.

(3) Develop, design, and work with the relevant agencies to implement a strategic plan to accomplish the City's diversity and inclusion vision and goals.

(4) Assist City departments, agencies, authorities, boards and commissions in identifying, developing and implementing inclusive strategies and initiatives to improve the recruitment, retention and promotion of diverse persons.

(5) Explore the utilization of training and work with the relevant agencies to implement such programs where feasible in the area of implicit bias and related subjects.

(6) Research explicit and implicit barriers to inclusion of diverse persons working within City government, and make such reports to the Mayor as are necessary to identify such barriers and their causes, and recommend policies that will eliminate them.

(7) Seek to expand principles of inclusion among those who do and seek to do business with City government.

(8) Work to fill positions within City departments, agencies, authorities, boards and commissions by (a) identifying talent across diverse communities; (b) partnering with area colleges and universities to develop programs to train and discover diverse candidates.

(9) Assess the growth of diversity and inclusion in City departments, agencies, authorities, boards, and commissions, and benchmark progress towards inclusive practices through the utilization of statistical data, metrics and relevant reports.

(10) Consult regularly with the following:

(a) Those boards and commissions of the City that are actively engaged in identifying critical diversity issues and committed to making the City more inclusive.

(b) The Executive Director of the Philadelphia Human Relations Commission to identify and accelerate inclusion programs.

(c) Non-profit community organizations that are actively engaged in diversity and inclusion programs and activities.

(11) Perform such other duties as directed by the Mayor.

SECTION 3. Deputies

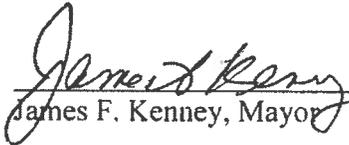
Subject to the advance approval of the Mayor, the CDIO may hire deputies and assistants to aid in carrying out the CDIO's responsibilities herein.

SECTION 4. Effective Date

This Order shall take effect immediately.

Date

1/4/16


James F. Kenney, Mayor

EXECUTIVE ORDER NO. 1-20
OFFICE OF DIVERSITY, EQUITY AND INCLUSION

WHEREAS, the City derives strength from the diversity of its population and from its commitment to equal and equitable opportunity for all; and

WHEREAS, the City requires coordinated implementation of diversity, inclusion and equity initiatives related to all aspects of government work; and

WHEREAS, because we are at our best when we draw on the talents of all persons and recognize that our greatest accomplishments are achieved when everyone fully participates on issues of mutual importance, this Administration created the first Office of the Chief Diversity & Inclusion Officer for the City of Philadelphia in January 2016; and

WHEREAS, during the past four years this government has made steady advances in building a more diverse workforce; and

WHEREAS, diversity, equity and inclusion are at the foundation of this Administration's programs to expand access to high quality early childhood education; promote diversity and economic inclusion in the design and construction industries through the Rebuilding Community Infrastructure (Rebuild) initiative; and improve transportation and housing in historically disinvested communities; and

WHEREAS, a pillar of this Administration has been to develop a diverse workforce that looks like Philadelphia and that is treated with respect; and

WHEREAS, the City expects all of its employees to conduct themselves in a professional manner, with respect and concern for other employees and members of the public; and

WHEREAS, managers and supervisors need periodic, structured and organized training in the field of diversity, equity and inclusion; and

WHEREAS, the City of Philadelphia is committed to actively dismantling policies, laws and practices that have advanced racial inequity; and

WHEREAS, this Administration commits to making a renewed and intentional effort to ensure fairness and equitable services, resources and opportunities so that all Philadelphia residents reach their full potential; and

WHEREAS, racial and social disparities persist across key indicators of success in Philadelphia, including in employment, education, health, housing, jobs and criminal justice, as well as access to a healthy environment and green spaces, access to government services and contracting opportunities for government projects; and

WHEREAS, the City of Philadelphia acknowledges the role institutional and structural racism has had and continues to contribute to racial and social disparities for populations including communities of color, children, seniors, individuals of immigrant status, individuals with disabilities, women, and LGBTQ residents;

NOW, THEREFORE, I, JAMES F. KENNEY, Mayor of the City of Philadelphia, by the powers vested in me by the Philadelphia Home Rule Charter, do hereby order as follows:

SECTION 1. Chief Diversity, Equity and Inclusion Officer.

A. The Chief Diversity & Inclusion Officer created under Executive Order No. 1-16 is renamed the Chief Diversity, Equity and Inclusion Officer and shall be the head of the Office of Diversity, Equity and Inclusion (“DEI”), which is hereby created within the Office of the Mayor.

B. Executive Order No. 1-16 is amended such that each use of the phrase “diversity and inclusion” shall be replaced with the phrase “diversity, equity and inclusion.”

C. The Chief Diversity, Equity and Inclusion Officer shall, in addition to the responsibilities set forth in Executive Order No. 1-16 and as otherwise set forth in this Order, oversee the work of the following offices:

1. The Mayor's Office of Lesbian, Gay, Bisexual and Transgender (LGBT) Affairs; and
2. The Mayor's Office on People with Disabilities.

D. DEI shall be responsible for implementing the Employment Diversity and Inclusion Initiative and the Racial Equity Initiative, as further set forth in this Order.

SECTION 2. City -Wide Employment Diversity and Inclusion Initiative.

A. The purpose of the Employment Diversity and Inclusion Initiative is to promote the City's commitment to building a workforce that better reflects and serves the people of Philadelphia, inclusive of race, ethnicity, religion, ability, age, gender, gender identity and sexual orientation.

B. All City departments and offices under the authority of the Mayor (hereinafter referred to as "departments") shall each year prepare an Employment Diversity and Inclusion Plan ("Annual EDI Plan"), which shall be provided to DEI at the beginning of each fiscal year. DEI shall timely provide all departments with detailed instructions describing the Annual EDI Plan format and content.

C. Each Annual EDI Plan shall include the following:

1. A Workforce Planning Document ("WPD") shall detail anticipated hiring and vacancies in the departmental workforce, including hiring opportunities in the exempt workforce, and a workforce metrics forecast.

2. A Workforce Diversity strategy for recruitment from a diverse, qualified group of potential applicants designed to secure a high performing workforce drawn from all segments of the population. The Workforce Diversity strategy shall be based in part upon the WPD and conversations between DEI and departmental leadership.

3. A Workforce Inclusion Plan setting forth a plan for developing a supportive, welcoming, inclusive and fair work environment that enables employees to contribute their full potential and develop professionally. The Plan shall describe all efforts utilized to reduce biased behaviors, policies and practices in the workplace.

D. The Chief Diversity, Equity and Inclusion Officer or their designee shall regularly meet with each department to review progress in achieving benchmarks within their Annual EDI Plan. The meetings will include a discussion of the workforce metrics forecast, recruitment, promotion and separations, as well as a discussion of inclusiveness and what the department is doing to promote inclusivity within the work environment.

SECTION 3. The Racial Equity Initiative.

A. As used herein, “Racial Equity” means increased success for all groups so that race cannot predict one’s success that is achieved through proactive work that addresses root causes of inequities and through the elimination or altering of government policies, practices, attitudes and cultural messages that reinforce differential outcomes by race.

B. DEI shall oversee the development of a City-wide Racial Equity Framework that sets forth the City’s values and vision for racial equity; key priority areas to achieve more equitable outcomes for all residents of Philadelphia; and performance measures; and that includes a strategic plan to have each office and department (hereinafter “department”) complete

an initial Racial Equity Assessment and an initial Racial Equity Action Plan, with all departments providing an Assessment and a Plan by the end of 2023.

C. DEI shall work with each department to develop a departmental Racial Equity Action Plan, which will identify goals to increase success for all groups through targeted strategies focused on the elimination or altering of government policies, practices, attitudes and cultural messages that influence differential outcomes by race. Such coordinated work shall utilize best practices for Racial Equity Assessment, meaning a systematic process of identifying and addressing current government policies and practices that may contribute to racial disparities in community outcomes.

D. DEI shall work with City departments to determine whether particular data collection practices are effective for measuring equity and recommend any best practices with possible application to other departments. DEI will identify departmental data and collection practices, to the extent permitted by law, to better inform this work, which may include the disaggregation of data by race/ethnicity, and income.

E. All departments shall participate in capacity building in connection with their Racial Equity Assessment and the preparation of their departmental Racial Equity Action Plans, including training and education around diversity, equity and inclusion, for the purpose of developing the knowledge and skills needed to advance racial equity.

F. The Chief Diversity, Equity and Inclusion Officer will coordinate the appointment of a Racial Equity Steering Committee consisting of leaders from City offices and departments whose purpose shall be to oversee implementation of departmental Racial Equity Action Plans throughout calendar year 2020 and thereafter.

G. In calendar year 2020, DEI, in consultation with the Racial Equity Steering Committee, shall select a cohort of departments suitable for the development of an initial set of departmental Racial Equity Action Plans. Additional departments will be selected in each ensuing year so that every department will have completed a Racial Equity Action Plan by the end of 2023.

SECTION 4. Diversity, Equity and Inclusion Training.

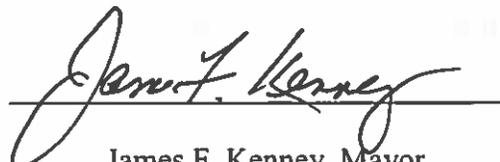
A. Each office and department shall identify a point of contact to partner with the office of DEI in the development and implementation of education, training and tools to support execution of this Executive Order.

B. Each office and department shall cooperate with DEI to ensure that all executives, managers and supervisors receive mandatory diversity, equity and inclusion training every three years, at a minimum. Such training will focus on institutional drivers of inequities, including institutional and structural racism. DEI shall maintain records of training attendance. If the Chief Diversity, Equity and Inclusion Officer certifies that an outside consultant has provided training for one or more departments that are substantively similar to trainings given in-house, no additional trainings shall be required.

SECTION 5. Effective Date.

This Order shall take effect immediately.

1/6/20
Date


James F. Kenney, Mayor

FY22 Racial Equity Cohort Departmental Racial Equity Action Frameworks

Mayor's Office of Diversity, Equity, & Inclusion
Supported by Equity & Results
November 2022

Racial Equity Cohort Leadership

Mayor's Office of Diversity, Equity and Inclusion

Nefertiri Sickout

Chief Diversity, Equity and Inclusion Officer

Josie Pickens

Deputy Diversity, Equity and Inclusion Officer

Télyse Masaoay, MSW

Racial Equity Strategist and Content Creator

Equity and Results

Erika Bernabei

Co-Lead

Theodore Miller, Esq.

Co-Lead

Ronak Okoye

Facilitator

Marcais Frazier

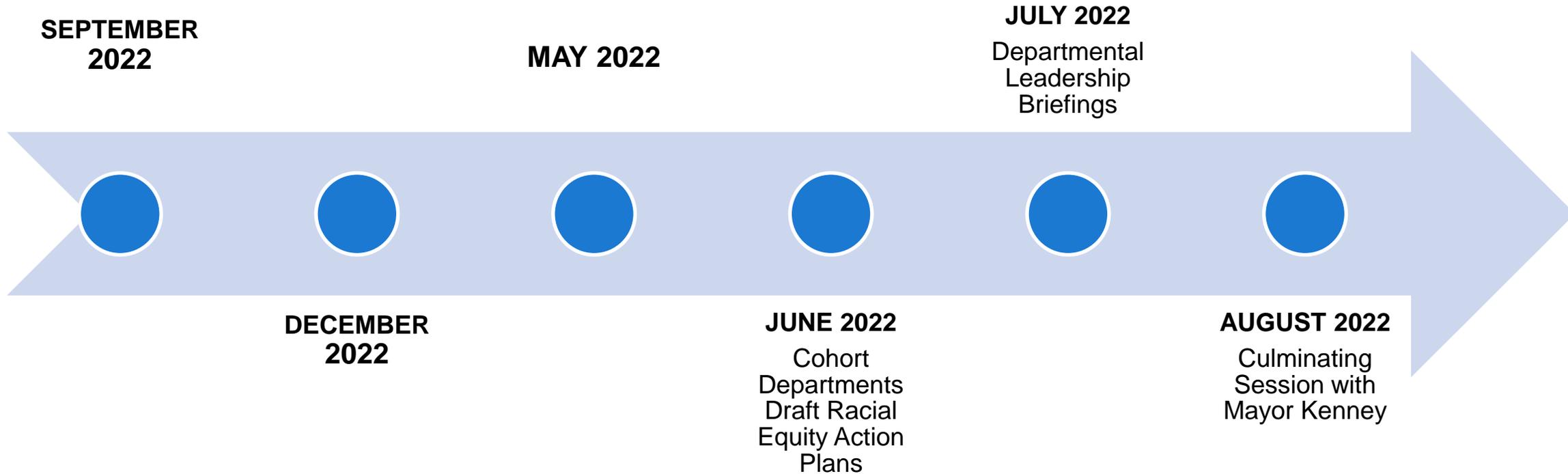
Facilitator

Overview of Racial Equity Cohort Process

- In January 2020, Mayor Kenney issued [Executive Order 1-20](#) requiring all City departments complete a Racial Equity Action Plan by 2023.
- The City has worked with a consulting partner, [Equity & Results](#), to facilitate groups of City departments and agencies or “Racial Equity Cohorts” and help them identify root causes of disparate outcomes and solutions.
- The [first cohort of 10 departments](#) (FY21) completed the Racial Equity Cohort process and Racial Equity Action Plans in August 2021.
- This document summarizes the process, analyses, and recommendations for the second cohort of departments (FY22) that concluded in August 2022.

FY22 Racial Equity Cohort Timeline

Racial Equity Foundational
Learning Series



Monthly [Results-Based Accountability](#) Training for Cohort Participants

Participating City Departments in FY22 Racial Equity Cohort

- Department of Behavioral Health and Intellectual disAbility Services
- Department of Human Services
- Finance Department
- Free Library of Philadelphia
- Law Department
- Office of Criminal Justice
- Office of Homeless Services
- Office of Human Resources
- Office of Sustainability
- Philly311
- Philadelphia Fire Department
- Philadelphia Police Department
- Philadelphia Water Department

Glossary of Abbreviations

- **BIPOC:** Black, Indigenous, People of Color
- **CBH:** Community Behavioral Health
- **CLS:** Criminal Legal System
- **DBHIDS:** Department of Behavioral Health and Intellectual disAbility Services
- **DEI:** Diversity, Equity and Inclusion
- **DHS:** Department of Human Services
- **EMS:** Emergency Medical Services
- **FLP:** Free Library of Philadelphia
- **FY:** Fiscal Year
- **MDO:** Managing Director's Office
- **OCJ:** Office of Criminal Justice
- **OHS:** Office of Homeless Services
- **OHR:** Office of Human Resources
- **OOS:** Office of Sustainability
- **PFD:** Philadelphia Fire Department
- **PPD:** Philadelphia Police Department
- **PWD:** Philadelphia Water Department
- **STEM:** Science, Technology, Engineering, and Math
- **TBD:** To Be Determined

Department Overview: How to Interpret the Slides

Results Statement: ← Each department has developed a results statement, which describes their team’s vision for Philadelphia.



Root causes describe a department’s understanding of why racial inequities exist within the department, its services, and/or its relationship with the City.

Each department brainstormed several strategies for each root cause it identified. These strategies may be policies, procedures, and/or programs.

Performance measures are data points that assess how well a policy, procedure, or program is working. Departments identified potential performance measures, which may not reflect current data collection efforts and may require new intradepartmental collaborations. The measures reflect goals for data collection that would best inform future strategies.

Emergent Priority Strategies: How to Interpret the Slides

Root Causes	Initial Priority Recommendation	Next Steps
		

Each department has identified a **root cause that drives racial inequity** within the department, its services, and/or its relationship with the City. The priority root cause for the department will be listed in this column.

To address the root cause of inequity, the department has developed several **recommendations to change policies, procedures, and/or program**. The department's priority recommendation will be listed in this column.

To accomplish the goals outlined by the recommendations, each department has identified **key short-term actions**.

Key Themes from Emergent Priority Strategies

Each participating department selected one emergent priority strategy. These strategies can be grouped into four categories:

Theme 1: Meaningful BIPOC Community Partnerships

- Philadelphia Fire Department
- Philadelphia Water Department
- Philly311

Theme 2: Human Capital Policy Changes

- Free Library of Philadelphia
- Law Department
- Office of Criminal Justice
- Office of Human Resources
- Office of Sustainability

Theme 3: Culture Change through Training & Development

- Department of Behavioral Health and Intellectual disAbility Services
- Department of Human Services
- Philadelphia Police Department

Theme 4: Data & Performance Systems Accountability

- Finance Department
- Office of Homeless Services

*The following slides summarize the findings and recommendations from the 13 participating departments. These findings and recommendations reflect the goals of the departments' racial equity cohort team. It is important to note that some recommendations and next steps may require cross-departmental collaborations, further strategizing and development, and/or additional resources. The Mayor's Office of DEI will continue to support departments to realize their racial equity action plans.

Theme 1: Meaningful BIPOC Community Partnerships

Philadelphia Fire Department

Philadelphia Water Department

Philly311

Philadelphia Fire Department

Results Statement: All Philadelphians feel safe.

Root Causes	Strategies	Performance Measures
Community Racial Empathy Gap	Review and propose revisions to transfer policy	<ul style="list-style-type: none"> • % increase in perceived feeling of community safety
Department culture of white, male predominance.	Dedicate PFD personnel to DEI / professional standards efforts	<ul style="list-style-type: none"> • % improvement in BIPOC employment within PFD <i>(collaboration with Office of Human Resources)</i>
BIPOC community perception of unappealing and/or unobtainable career.	Increase and diversify opportunities to entry into PFD employment	<ul style="list-style-type: none"> • % increase in Philadelphia BIPOC interest in applying to work in the department <i>(collaboration with Office of Human Resources)</i>

Philadelphia Fire Department's Emergent Priority

Theme 1: Meaningful BIPOC Community Partnerships

Root Cause	Initial Priority Recommendation	Next Steps
<p>Community Racial Empathy Gap. There is a perceived lack of understanding and empathy within the Fire Department for the ongoing impact of fire on BIPOC communities, including sudden cardiac arrest of Black men.</p>	<p>Strategic Transfer Policy. Where possible under existing collective bargaining agreements, propose changes to current officer transfer policy that would add qualitative criteria, such as community engagement or secondary language fluency. Staff rotation rubric would then facilitate staff placement in areas where the community perceives staff to be relatable, competent, and effective.</p>	<ol style="list-style-type: none"> 1. Research collective bargaining implications, if any, for policy change 2. Draft and propose an update to current officer transfer policy, if feasible 3. Discuss draft policy with stakeholders and determine ways to beta-test or pilot the updated policy

Philadelphia Water Department

Results Statement: All Philadelphians experience and feel pride in their City.

Root Causes	Strategies	Performance Measures
<p>Lack of diversity in STEM/PWD workforce</p>	<p>Shift resources and attention to internship & apprenticeship program that serves BIPOC college students and high school graduates.</p>	<ul style="list-style-type: none"> • % BIPOC interns and apprentices hired annually • % BIPOC apprentices that are promoted to civil servant status • # increase of PWD skilled trades who want to become mentors
<p>Lack of diversity in trade unions</p>	<p>Add contractual mechanisms to Public Works contract procurement that incentivizes BIPOC and women from project area resident pool.</p>	<ul style="list-style-type: none"> • % increase in BIPOC and women recruited and placed in City construction projects within their respective communities • % increase in ownership of trade-skills businesses among BIPOC • Increased trust with project area residents regarding benefits of Public Work activities

Philadelphia Water Department's Emergent Priority

Theme 1: Meaningful BIPOC Community Partnerships

Root Cause	Initial Priority Recommendation	Next Steps
<p>Lack of diversity in STEM and Water Department workforce. This is perpetuated by the Department's focused partnership with Drexel University. This partnership primarily serves White, privileged students from outside of the City.</p>	<p>Shift resources and attention to internship & apprenticeship program that serves BIPOC college students and high school graduates. This will involve developing a more robust mentorship and support for interns and apprentices. All managers will be trained in mentorship and career path guidance.</p>	<ol style="list-style-type: none"> 1. Establish new recruitment relationships (10/22) 2. Train all managers and supervisors in mentorship, career path guidance, and supervision for interns & apprentices (12/22) 3. Create general intern & apprentice requests to give more apprentices opportunities for positions that are typically requested for Drexel co-ops (2/23)

Philly311

Results Statement: All People in Philadelphia live in clean and safe neighborhoods.

Root Causes	Strategies	Performance Measures
<p>“Effective service if white”</p>	<p>Race Equity Re-envisioning Project</p>	<ul style="list-style-type: none"> • % resolution rate improvement in targeted community (by race/ethnicity) • % of BIPOC trust/believe in 311 as service focused on their problems
<p>Community Racial Competence Gap</p>	<ul style="list-style-type: none"> • Internal Racial Competencies Expansion Project • BIPOC Recruitment Project 	<ul style="list-style-type: none"> • % resolution rate improvement in targeted community • # of incidents staff/leaders utilize equity principles to resolve resident needs • % BIPOC callers sense of connectedness to staff/311

Philly311's Emergent Priority

Theme 1: Meaningful BIPOC Community Partnerships

Root Cause	Initial Priority Recommendation	Next Steps
<p>“Effective Service if White.” There is an external perception from Black and brown residents that their communities are disregarded despite thousands of calls. There is an overwhelming lack of BIPOC trust in Philly311’s service focused on their problems.</p>	<p>Race Equity Re-Envisioning Project. This project would involve internal and external education and mission re-design through quarterly community engagement sessions, City Council walkthroughs, and consistent surveying. All of this must be done in collaboration with BIPOC community stakeholders.</p>	<ol style="list-style-type: none"> 1. Establish re-envisioning and outreach team (8/22) 2. Establish community partnership(s) for pilot engagement sessions (10/22) 3. Launch re-envisioned and branded items in community walkthroughs and engagement sessions (11/22)

Theme 2: Human Capital Policy Changes

Free Library of Philadelphia

Law Department

Office of Criminal Justice

Office of Human Resources

Office of Sustainability

Free Library of Philadelphia

Results Statement: All Philadelphians are able to experience a full and enriched life and use the library free of barriers..

Root Causes	Strategies	Performance Measures
<p>Safety in Opposition to Library Usage for BIPOC</p>	<p>Targeted Staff Expansion Project</p>	<ul style="list-style-type: none"> • % increase in fully open and operational hours in BIPOC communities • % increase in visits in BIPOC communities • % increase in BIPOC sense of safe utilization of Free Library

Free Library of Philadelphia's Emergent Priority

Theme 2: Human Capital Policy Changes

Root Cause	Initial Priority Recommendation	Next Steps
<p>Safety in Opposition to Library Usage for BIPOC. The Free Library has a culture and practice of mitigating victimizations by closing and limiting spaces of literacy to promote safety for staff and residents.</p>	<p>Targeted Staff Expansion Project. This project will enhance the safety and access of libraries for BIPOC by:</p> <ul style="list-style-type: none"> • Equipping library staff to de-escalate and provide safe customer care, • Deepening community partnership model in target neighborhoods, • Convening cross-departmental safety anchors, and • Recruiting and hiring culturally competent staff. 	<ol style="list-style-type: none"> 1. Meet with Mayor's policy team regarding priority library staffing (Ongoing) 2. Convene cross-department safety partners (8/22) 3. Outline and socialize staff training series with key stakeholder partners (10/22)

Law Department

Results Statement: All Philadelphians receive the benefits of a diverse government that reflects and respects the population it serves.

Root Causes	Strategies	Performance Measures
<p>There are educational and access inconsistencies in BIPOC communities entering the law pipeline, which negatively impacts our recruitment efforts.</p>	<p>Build and strengthen pipelines with BIPOC high school to law students and affinity bar groups through outreach</p>	<ul style="list-style-type: none"> • Increase in awareness of the work of the Law Department among students and legal professionals • Increase in awareness of the benefits of working at the Law Department among students and legal professionals
<p>BIPOC communities disproportionately experience wealth gaps and must make decisions to leave Law Department positions based on pay. This negatively impacts our ability to retain talent.</p>	<p>Embrace value of experiences Law Department employees can gain while advocating for pay increases.</p>	<ul style="list-style-type: none"> • Increased pay of Department employees • Increase in awareness of the benefits of working at the Law Department among students and legal professionals

Law Department's Emergent Priority

Theme 2: Human Capital Policy Changes

Root Cause	Initial Priority Recommendation	Next Steps
<p>BIPOC communities disproportionately experience wealth gaps and must make decisions to leave the Law Department positions based on pay. This negatively impacts the Department's ability to retain talent.</p>	<p>Embrace value of experiences Law Department can gain while advocating for pay increases to support retention.</p> <ul style="list-style-type: none"> Aggregate resources and circulate, and Communicate and amplify the value of Law Department for all departments 	<ol style="list-style-type: none"> 1. Launch internal website to increase transparency and communication (9/22) 2. Public core competency guides (9/22) 3. Prioritize management training for BIPOC employees and mentorship program (12/22)

Office of Criminal Justice

Results Statement: Every Philadelphian is safe and healthy in their community.

Root Causes	Strategies	Performance Measures
Overcriminalization through Implicit Bias	Lived Experience Power Project	<ul style="list-style-type: none"> • % increase in MDO staff with CL lived experience (disaggregated by race/ethnicity) • % increase in sense of self-efficacy/power for staff with lived experience in CLS
Purposeful Criminal Legal System	Essential City Services Reconciliation Project	<ul style="list-style-type: none"> • % of formerly incarcerated persons stably housed and employed (disaggregated by race/ethnicity) • % BIPOC self-reported immediate needs being met by City

Office of Criminal Justice’s Emergent Priority

Theme 2: Human Capital Policy Changes

Root Cause	Initial Priority Recommendation	Next Steps
<p>Overcriminalization through Implicit Bias. Philadelphia decision-makers in the criminal legal system are unaccountable to implicit racial biases.</p>	<p>Lived Experience Power Project. This project enhances social/cultural competency through:</p> <ul style="list-style-type: none"> • Managing Director’s Office criminal legal system language training, • Minimum qualifications redesign, • Lived experience performance review prioritizations, • Targeted enhanced professional development, and • Vendor/contractor audit. 	<ol style="list-style-type: none"> 1. Identification of cross-department design team (8/22) 2. Launch and pilot test language guide and training (10/22) 3. Outline and socialize professional development series with key stakeholder partners (11/22)

Office of Human Resources

Results Statement: All Philadelphians are financially secure and enjoy a high quality of life.

Root Causes	Strategies	Performance Measures
Limitations of hiring and promotions “rules”	Develop Civil Service Hiring & Promotions Racial Equity Strategy	<ul style="list-style-type: none">• %/# increase in diverse hires and promotions in racially inequitable City Service positions• %/# increase of BIPOC candidates eligible for hiring and promotions

Office of Human Resources' Emergent Priority

Theme 2: Human Capital Policy Changes

Root Cause	Initial Priority Recommendation	Next Steps
<p>Limitations of hiring and promotion “rules.” Certain rules dictate job descriptions and qualification requirements, which limits job access in the City for BIPOC. OHR can own this work for Civil Service positions, but partnerships with other departments is required to address 900+ job titles.</p>	<p>Develop Civil Service Hiring & Promotions Racial Equity Strategy. This involves developing a plan to identify, assess, and change Civil Service job descriptions that results in racial inequities.</p>	<ol style="list-style-type: none"> 1. Determine strategy leads and preliminary resources needed (8/22) 2. Develop & document Civil Service hiring review strategy (10/22) 3. Establish cross-department partnership for job requirement review/updates (TBD)

Office Sustainability

Results Statement: All Philadelphians are equitably protected from environmental harms and benefit from environmental investments and opportunities.

Root Causes	Strategies	Performance Measures
<p>Environmental oppression due to structural and institutional racism has excluded BIPOC communities from the political standing and educational and professional opportunities to shape the environmental conditions in which they live, learn, work, and play.</p>	<ul style="list-style-type: none"> • Strengthen BIPOC leadership in climate policy and environmental governance • Use inclusive and diverse education approaches to increase the capacity of impacted voices to influence decision-makers and drive change 	<ul style="list-style-type: none"> • %OOS staff identifying as BIPOC • % identifying as BIPOC promoted in OOS leadership positions • # BIPOC residents collaborating and working together on community-driven solutions to environmental injustice
<p>The design and delivery of City programs and services fail to recognize and address the root causes and impacts of climate vulnerability and environmental injustice.</p>	<ul style="list-style-type: none"> • Strengthen engagement and planning process to address uneven power dynamics • Resource impacted residents to implement community-driven actions that build community assets and address trauma caused by historical and ongoing oppression 	<ul style="list-style-type: none"> • # of participatory community dialogue events held • #/amount of community resilience and environmental justice micro-grants awarded to BIPOC communities • # of place-based initiative in BIPOC communities

Office of Sustainability's Emergent Priority

Theme 2: Human Capital Policy Changes

Root Cause	Initial Priority Recommendation	Next Steps
<p>The design and delivery of City programs and services fails to recognize and address root causes and impact of climate vulnerability and environmental injustice.</p>	<ul style="list-style-type: none"> • Strengthen engagement and planning process to address uneven power dynamics. Collaborate to replicate place-based initiatives, co-convene equity & accountability teach-ins with the Environmental Justice Advisory Council. • Launch micro-grant program. Impacted residents should implement community-driven actions that build community assets and address trauma caused by historical and ongoing oppression. 	<ol style="list-style-type: none"> 1. Host environmental justice community dialogue series in overburdened communities (9/22) 2. Establish an evaluation system for monitoring the impact of existing place-based initiatives (12/22) 3. Launch application cycle for first rounds of micro-grants (2/23)

Theme 3: Culture Change through Training & Development

**Department of Behavioral Health and Intellectual
disAbility Services**

Department of Human Services

Philadelphia Police Department

Department of Behavioral Health and Intellectual disAbility Services

Results Statement: All Philadelphia adults experiencing behavioral health challenges can reach their full potential.

Root Causes	Strategies	Performance Measures
<p>Lack of knowledge and understanding of how to navigate complex behavioral health systems to access services inclusive of healthcare coverage.</p>	<ul style="list-style-type: none"> • Develop targeted strategies for BIPOC adults to promote increased awareness for DBHIDS and its available resources, services, and treatments • Educate BIPOC adults about the signs and symptoms of behavioral health disorders and how to access services 	<ul style="list-style-type: none"> • Increase knowledge, awareness, and utilization of behavioral health services among BIPOC, particularly outpatient/non-acute levels of care
<p>Shortage of professionals with cultural humility and linguistic competence within the provider network.</p>	<p>Diversify the DBHIDS/CBH provider network to ensure that Philadelphia BIPOC adults have the option to access quality behavioral health services from professionals who look like them and share a similar cultural experience and language.</p>	<ul style="list-style-type: none"> • # of BIPOC service contracts within the provider network that reflect Philadelphia’s population and can provide behavioral health services in a culturally humane and linguistically competent way

Department of Behavioral Health and Intellectual disAbility Services' Emergent Priority

Theme 3: Culture Change through Training & Development

Root Cause	Initial Priority Recommendation	Next Steps
<p>Lack of knowledge and understanding of how to navigate complex behavioral health systems to access services inclusive of healthcare coverage.</p>	<ul style="list-style-type: none"> • Develop targeted strategies for BIPOC adults to increase awareness of DBHIDS and its available resources, services, and treatments • Educate BIPOC adults about the signs and symptoms of behavioral health disorders and how to access services 	<ol style="list-style-type: none"> 1. Assess promising practices and challenges within existing outreach strategies (TBD) 2. With BIPOC stakeholders, develop new & targeted approach to increase DBHIDS awareness (TBD) 3. Create a messaging campaign to support education and awareness (TBD)

Department of Human Services

Results Statement: All families in the City of Philadelphia live with safety, permanency, and well-being.

Root Causes	Strategies	Performance Measures
<p>BIPOC families are targeted and experience over-surveillance bias via the DHS Hotline System</p>	<p>Reengage, retrain, and reeducate external stakeholders regarding their dual roles</p>	<ul style="list-style-type: none"> • % of external stakeholders & partners with paradigm shift of dual role of mandated reporter to mandated to supporter • Increase in the number of calls to Philly Families Can (Support Line) and decrease calls to the DHS Hotline regarding allegations of poverty related neglect
<p>Cultural bias leads to disproportionate child abuse and neglect reporting for BIPOC families</p>	<p>Develop a strategic system-wide plan for messaging</p>	<ul style="list-style-type: none"> • Sample size survey of staff who report a decrease in implicit bias in their practice • % increase of staff who receive implicit bias trainings

Department of Human Services' Emergent Priority

Theme 3: Culture Change through Training & Development

Root Cause	Initial Priority Recommendation	Next Steps
<p>BIPOC families are targeted and experience over-surveillance bias via the DHS Hotline System.</p>	<p>Reengage, retrain, and reeducate external stakeholders regarding their dual roles. This requires defining the dual roles of Mandated Reporter vs. Mandated Supporter for stakeholders when they suspect child abuse, neglect, or families living in poverty. This also involves routinely sharing data that reflect BIPOC families receiving more unfair reports and developing a supplemental training plan.</p>	<ol style="list-style-type: none"> 1. Curriculum development for supplemental training plan (10/22 – 3/23) 2. Pilot training with specialized groups (4/23 – 9/23) 3. Implement training with all Philadelphia Mandated Reporters (10/23)

Philadelphia Police Department

Results Statement: All Philadelphians experience justice.

Root Causes	Strategies	Performance Measures
Culture of policing	Internal Rebrand and Reeducate Project	% of officers showing increased awareness and understanding of the impact of negative race relations between PPD personnel and Philadelphia communities
Ineffective leadership development in understanding racial equity challenges	Targeted leadership succession planning	% of command and supervisory staff showing increased understanding and better able to articulate racial equity challenges that exist in the department
Unclear executive management expectations	Clearly define and articulate expectations relating to the PPD's Action Plan Pillars for evolving crime-fighting strategies to ensure that equity is a central goal to reduce the negative impact on communities of color	%/# of officers that measure success with racial equity impact metrics
Unrealistic expectations of police roles and responsibilities	Inter-Agency Role and Responsibilities Communication Project	% of community members able to properly identify accurate roles and responsibilities of the police

Philadelphia Police Department's Emergent Priority

Theme 3: Culture Change through Training & Development

Root Cause	Initial Priority Recommendation	Next Steps
<p>Culture of policing. The Police Department has historically had a troubled relationship with BIPOC communities. Additionally, PPD has lacked sufficient internal mechanisms to address problematic behaviors.</p>	<p>(Re)Educate Project. This project involves educating officers on the impact, history, and structure of racism through Philadelphia policing and community relations. The project will include intentional partnerships with Black and brown community leader.</p>	<ol style="list-style-type: none"> 1. Allocate budget resources for professional development centered around racial equity for PPD Executive Team (10/22) 2. Establish community partnership(s) for pilot training through DEI Chief (12/22)

Theme 4: Data and Performance Systems Accountability

Finance Department

Office of Homeless Services

Finance Department

Results Statement: All Philadelphians are financially secure and safe

Root Causes	Strategies	Performance Measures
No accountability mechanisms within the budget-setting process for department's failure to meet racial equity goals	Requirement for departments to develop racial equity performance measures.	<ul style="list-style-type: none"> City departments achieve racial equity goals and receive beneficial budget treatment
Ineffective leadership development	<ul style="list-style-type: none"> Develop an education and outreach arm of the Finance Department Institutionalize resident participatory budget-making process 	<ul style="list-style-type: none"> BIPOC residents understand and have a voice in budget process BIPOC budget priorities addressed
"Keep your head down" finance culture that keeps focused on their siloed workstreams	Address Finance's culture by incentivizing sustained participation in collective reparations, education, and outreach.	<ul style="list-style-type: none"> BIPOC staff feel empowered & have a sense of belonging Staff understand relationship between city finance functions & racial equity work

Finance Department's Emergent Priority

Theme 4: Data and Performance Systems Accountability

Root Cause	Initial Priority Recommendation	Next Steps
<p>No accountability mechanisms within the budget-setting process. Departments are asked to include racial equity justification statements with proposed budgets. When departments do not meet their racial equity goals, it is unclear how they are held accountable.</p>	<p>Implement a racial equity performance measurement program that requires racial equity goal achievement for budget increases/decrease decisions. This includes the following steps:</p> <ul style="list-style-type: none"> Proposed department budgets are evaluated and allocated based on success or failure to meet racial equity goals and reducing indemnity claims, and Racial equity requirements are institutionalized through written policies and procedures. 	<ol style="list-style-type: none"> Outline structure of racial equity performance measurement program (TBD) Train finance/budget teams in performance measurement program (TBD) Support departments to develop racial equity measures (Ongoing)

Office of Homeless Services

Results Statement: All people in Philadelphia thrive and have a sense of purpose.

Root Causes	Strategies	Performance Measures
<p>Lack of transparency</p>	<ul style="list-style-type: none"> • Data collection & communication • Intake/community resource sites targeted for BIPOC residents and staff 	<ul style="list-style-type: none"> • % of BIPOC reporting housing insecurity and needing housing resources (track to develop baseline and compare to system measures) • The extent to which persons who exit homelessness to permanent housing destinations return to homelessness in two years
<p>Lifetimes of undervalued & underpaid BIPOC labor</p>	<ul style="list-style-type: none"> • Policy and legislative advocacy for systems change 	<ul style="list-style-type: none"> • % of BIPOC providers and landlords • # lived experience staff to advocate and shape OHS' legislative agenda

Office of Homeless Services' Emergent Priority

Theme 4: Data and Performance Systems Accountability

Root Cause	Initial Priority Recommendation	Next Steps
<p>Lack of transparency. There is a lack of data sharing practices among city agencies & City Council. This results in disjointed and inconsistent information sharing about homeless services in BIPOC communities.</p>	<p>Data collection & communication. This short-term strategy involves liaising with City Council to collect information about resident experiences, improve the OHS presence at Philadelphia events, and reclaim messaging about OHS services.</p>	<ol style="list-style-type: none"> 1. Schedule check-in meetings with City Council Offices regarding tracking housing insecurity (9/22) 2. Establish re-envisioned OHS messaging strategy (10/22) 3. Increase community engagement (12/22) <ol style="list-style-type: none"> a. Craft message & compile resources b. Identify community event opportunities c. Outline plan for attendance

How to Get Involved

- **If you are interested in learning more about this work,** please visit the Office of Diversity, Equity and Inclusion's [website](#).
- **If you have any questions about these strategies** or how to implement racial equity practices in your own organization, please reach out to Telyse.Masaoay@phila.gov



Thank You!

EXECUTIVE ORDER NO. 6-23
ADVANCING RACIAL EQUITY

WHEREAS, the city of Philadelphia is a racially heterogenous city that derives its strength from the diversity and resolve of its population;

WHEREAS, the City of Philadelphia aspires to build a city where access, opportunity, and success are not determined by race, and where every resident is able to thrive;

WHEREAS, deep race-based disparities exist in Philadelphia across all indicators of well-being, including housing security, access to health care, and other areas where City service provision plays a critical role in affecting resident outcomes;

WHEREAS, these racial inequities are the result of individual, institutional and structural racism that continues to disadvantage Black, Indigenous, and People-of-Color communities;

WHEREAS, eliminating racism and racial discrimination from the City's governing policies, systems, and structures is critical to providing access, opportunity and success for every Philadelphian;

WHEREAS, the City of Philadelphia has a vested interest in reversing the impact of structural racism and ensuring that its present-day policies and actions do not contribute to racial inequity;

WHEREAS, the City of Philadelphia seeks to strengthen a successful framework for ensuring diversity, equity, inclusion, and access in all aspects of government decision-making, operations, and the delivery of services;

WHEREAS, from 2020 through 2023 the City of Philadelphia completed an initial Racial Equity Action Planning process whereby all departments and offices that report to the Mayor received racial equity training and developed initial Racial Equity Action Plans to dismantle policies and practices that have advanced racial inequity;

WHEREAS, the City of Philadelphia has established a promising budgeting strategy to provide quality government services and infrastructure, maintain the City's long-term fiscal health, reduce racial disparities, and advance equitable outcomes for all Philadelphians;

WHEREAS, the City of Philadelphia has established strategies and initiatives designed to address racial inequities in its hiring, promotional and other people strategies;

WHEREAS, additional and ongoing efforts are needed to fully leverage the City's existing processes and strategies and to address racial inequities in City policies, practices, systems, and structures;

NOW, THEREFORE, I, JAMES F. KENNEY, Mayor of the City of Philadelphia, by the powers vested in me by the Philadelphia Home Rule Charter, do hereby order as follows:

SECTION 1: Racial Equity Policy Statement

In acknowledgement of the role of government in creating and maintaining the conditions that cause racial inequity, the City of Philadelphia commits to achieving racial equity through looking inward to transform City policies and culture and reaching outward to engage with and serve those members of the Philadelphia community who have too often been left behind. The leaders of all City departments and offices under the authority of the Mayor hereby commit to managing ongoing and sustained efforts to pursue racial equity in decision-making, operations, and service delivery.

SECTION 2: Annual Racial Equity Action Planning and Budgeting

A. Each City department and office shall annually prepare a Racial Equity Action Plan (“Annual Racial Equity Action Plan” or “Plan”) as part of the Annual Employment Diversity and Inclusion Plan process. Each departmental Annual Racial Equity Action Plan shall identify recommendations and next steps to promote racial equity through internal and external strategies during the upcoming year. Such Plan shall address progress on strategies reflected in the relevant department or office’s prior Plans.

B. Each City department and office shall prepare its annual operating and capital budgets to align with its Annual Racial Equity Action Plan and citywide racial equity goals. Each City department and office shall make reasonable efforts to provide resources for its racial equity strategies and articulate the intended racial equity impact of its proposed budget. With support from the Budget Office and the Office of Diversity, Equity and Inclusion (“ODEI”), each department and office shall engage in an annual assessment of the extent to which its current and proposed resource allocations will drive outcomes that reduce racial disparities within the City (“Budgeting for Racial Equity”).

SECTION 3: Establishment of the City’s Racial Equity Community of Practice

A. The City’s Racial Equity Community of Practice is hereby established in ODEI.

B. The Racial Equity Community of Practice shall be constituted as follows:

1. Membership shall be open to all City employees with departmental approval.
2. ODEI shall establish a leadership structure for the Racial Equity Community of Practice and a process for leader selection.

C. The Racial Equity Community of Practice shall:

1. Provide department staff with ongoing professional development and training, including with respect to citywide best practices.
2. Offer coaching, technical assistance, and network support to help departments workshop and elevate their racial equity goals and initiatives.
3. Solicit feedback for ongoing racial equity projects.
4. Provide recommendations to ODEI, department heads and other senior leadership on the implementation, evaluation and revision of the City's racial equity strategies and departmental Annual Racial Equity Action Plans.

SECTION 4: Responsibilities of ODEI

To promote the Annual Racial Equity Action Plans and Budgeting for Racial Equity, ODEI shall:

- A. Support departmental racial equity efforts, including but not limited to: development and implementation of Annual Racial Equity Action Plans; establishment of performance measures, data collection, and data reporting to track progress toward achieving racial equity; and implementation of the City's Budgeting for Racial Equity process in partnership with the Budget Office.
- B. Convene and coordinate department heads and other senior leadership as appropriate to elevate and advance citywide racial equity goals and initiatives.
- C. Establish and implement next steps for a citywide racial equity strategy, including but not limited to, developing performance measures for the City's Annual Racial Equity Action Plans and citywide social equity performance measures, no later than July 1, 2024.
- D. Advise the Mayor, department heads and other senior leadership on racial equity considerations, impacts of their policy, programmatic, and operations decisions, and needed compliance efforts.
- E. Publicly report on departmental and citywide progress on identified equity performance measures.
- F. Provide oversight and manage the operations of the City's Racial Equity Community of Practice.

SECTION 5: Responsibilities of All Other City Departments and Offices

To fully execute and implement the Annual Racial Equity Action Plans and Budgeting for Racial Equity process set forth in this Executive Order, each City department and office shall:

- A. Engage, through its department head or designee, in active oversight of Annual Racial Equity Action Plan development and implementation and in such citywide racial equity coordination efforts as directed by ODEI.
- B. Make reasonable efforts to review quarterly, and update as appropriate, its Annual Racial Equity Action Plan.
- C. Provide annual reporting to ODEI on agreed-upon performance measures and such other information related to the Annual Racial Equity Action Plan and Budgeting for Racial Equity as ODEI may request.
- D. Use available performance measures, equity analyses, and other available data to inform strategic planning and budgeting.
- E. Designate a Racial Equity Manager to carry out racial equity action planning and implementation duties and a Budgeting for Racial Equity process, as set forth under this Executive Order. Such Racial Equity Manager may be designated from among existing staff or established as a new staff position.
- F. Dedicate its Racial Equity Manager to regularly participate in the Community of Practice.

SECTION 6: Effective Date

This Order shall take effect immediately.

10/23/23
DATE


JAMES F. KENNEY, MAYOR



City Of Philadelphia

Diversity, Equity & Inclusion Plan Template



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INTRODUCTION

The City of Philadelphia Mayor’s Office of Diversity, Equity and Inclusion (“ODEI”)

works with City departments, external partners, and community members to improve diversity and organizational culture within the City of Philadelphia workforce and to dismantle institutional and structural barriers that have held back many Philadelphia residents for too long. The Office reinforces the City’s commitment to creating a more equitable Philadelphia, where race, ethnicity, disability, gender, gender identity, sexual orientation, income, or neighborhood are not a determinant of success. An equitable Philadelphia is one where all thrive.

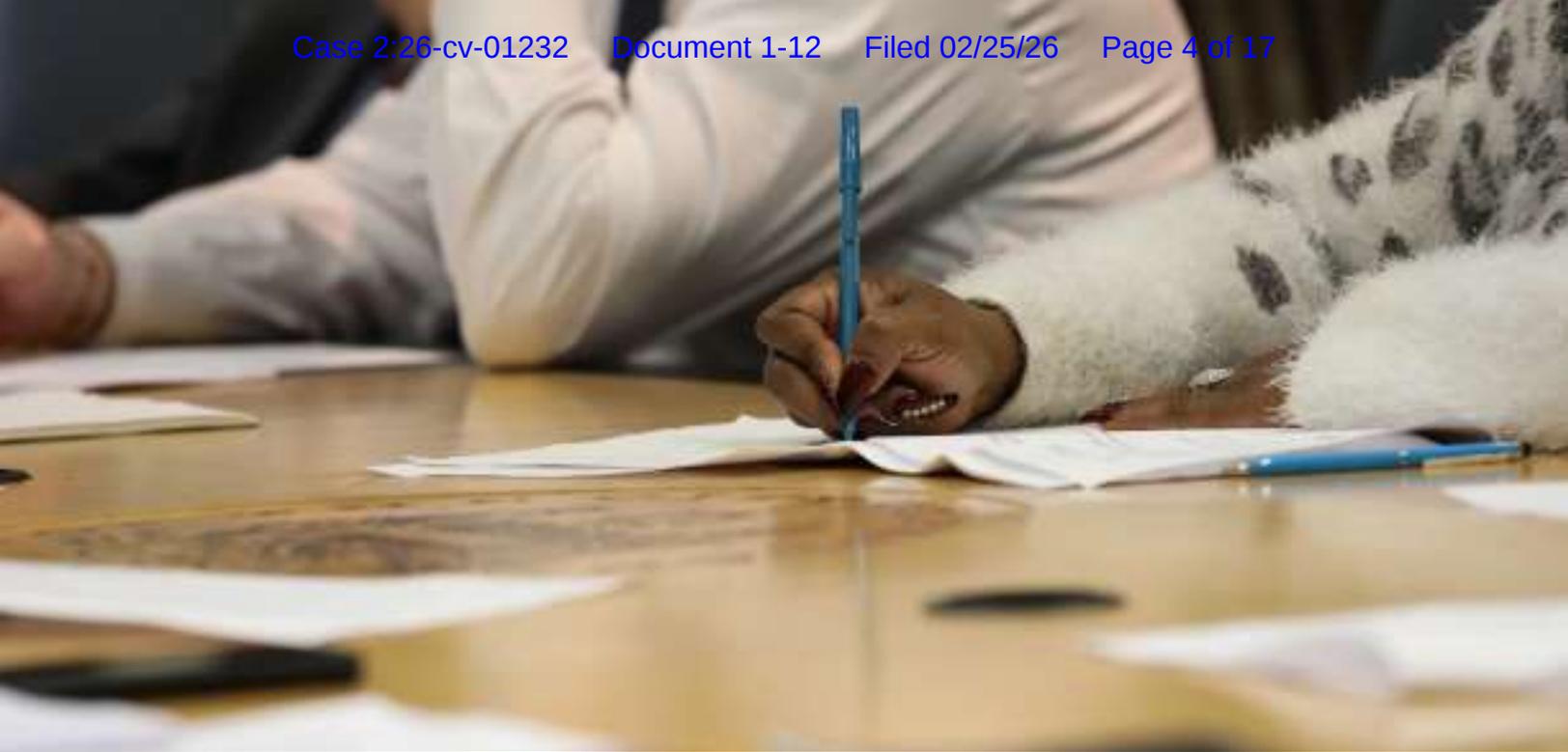
In 2022, ODEI created this first-of-its-kind Diversity, Equity and Inclusion Plan Template (“DEI Plan Template”) to provide guidance to City departments and to measure the performance of our Citywide DEI strategies. The DEI Plan Template provides shared direction consistent with best practices, encourages commitment, and creates alignment so City departments can approach their workplace and community diversity, equity and inclusion efforts in a consistent, collaborative, and impactful manner.

The DEI Plan Template was designed in compliance with City of Philadelphia Executive Orders 1-16 and 1-20, which require all City departments and offices under the authority of the Mayor to prepare an annual employment diversity and inclusion plan. The DEI Plan Template sets forth the City of Philadelphia’s core DEI goals and objectives as well as the strategies and performance measures that will allow us to measure the City’s success and areas for growth.

Starting in 2023, ODEI will release department DEI plans on its website with the goal of ensuring transparency and inviting the public to review and comment on the City’s DEI performance. Together we can build a more diverse, equitable and inclusive Philadelphia.

Josie B. H. Pickens, Esq.

Chief Diversity, Equity and Inclusion Officer
City of Philadelphia Mayor’s Office of Diversity, Equity and Inclusion



HOW TO COMPLETE THE DEI PLAN TEMPLATE

This Diversity, Equity and Inclusion Plan Template is designed to enable City departments to advance a holistic DEI strategy built upon foundational principles and goals that deepen impact, create transparency, and support accountability. The DEI Plan Template allows City Departments to document, measure and communicate progress toward Citywide DEI goals and department specific DEI goals, as described more fully below.

Each City department or agency will utilize the DEI Plan Template to create an individualized DEI Plan. Completion of the DEI Plan Template will serve as your department's individualized DEI Plan.

Departments will receive the DEI Plan Template on May 2, 2022 and must submit completed Plans to the Office of Diversity, Equity and Inclusion on or before June 30, 2022. This DEI Plan will serve as your Department's FY23 DEI Plan. Plans are expected to be updated each fiscal year. The Office of Diversity, Equity & Inclusion will review and support each department's progress on implementation of its DEI Plan during quarterly check-in meetings.

The Office encourages departments to complete their DEI Plans as fully as possible. To that end:

- Where information is unavailable or will require additional time to develop, departments should so indicate in their responses.
- If departments have developed or are in the process of developing department-specific strategies, departments are welcome to incorporate or attach those strategies to their DEI Plans.
- If sections of the DEI Plan Template are inapplicable, departments should so indicate in their responses.

Department leadership are encouraged to engage a diverse group of employees in completing their DEI Plans.

If you have questions about how to complete the DEI Plan Template, or for best practices to develop the strategies and performance measures set forth in the DEI Plan Template, please contact the Office of Diversity, Equity and Inclusion.

How to Complete the DEI Plan Template (cont.)

DEFINITIONS

Each section of the department's DEI Plan should include goals, objectives, key strategies to achieve goals, and metrics and performance indicators. A brief description of each section element is set forth below:

- **GOALS:** The department DEI Plan will advance, document and measure progress toward seven Citywide diversity, equity and inclusion goals: **1) Sustainable Department Infrastructure; 2) Workforce Equity & Workplace Inclusion; 3) Impactful Learning and Professional Development; 4) Budget Equity; 5) Inclusive Contracting; 6) Equitable City Services and Community Engagement; and 7) Racial Equity Action Plan Progress.** In addition, the DEI Plan Template contains a section for departments to summarize changes that have occurred between quarters and a section for departments to document additional DEI strategies. A fuller description of the purpose behind each goal is included below.
- **OBJECTIVES:** In support of each goal listed above, specific objectives are set forth to help operationalize departmental DEI Plans. Objectives serve as measurable, concrete milestones to achieve each goal. For example, the workforce equity section will set forth the City's objectives (concrete milestones) to advance equity within the City's workforce. Departments may identify additional objectives, where helpful.
- **KEY STRATEGIES TO ACHIEVE GOALS:** Each section of the DEI Plan Template includes a list of strategies. The strategies serve as a coherent set of specific actions to support the accomplishment of each objective. Departments should identify and document any of the enumerated actions that are being used in pursuit of each of the City's DEI goals. Departments should also indicate whether they are using any additional actions that have not been enumerated in the DEI Plan Template, and identify any new actions to be implemented in FY23.
- **METRICS AND PERFORMANCE INDICATORS:** Each section of the DEI Plan Template includes metrics and performance indicators to measure progress toward achievement of the City's DEI goals. Departments should provide any relevant data in conjunction with the completion of their DEI Plan.

- **KEY DEI CONCEPTS:** As used throughout the DEI Plan Template, these core DEI terms are defined as follows:¹
 - » **Anti-racism:** The act of interrupting racism. Anti-racism involves rejecting false notions of human difference; acknowledging lived experiences shaped along racial lines; learning from diverse forms of knowledge and experience, and challenging systems of racial inequality.
 - » **Diversity:** Differences and variation found in a group. Differences include (1) social identities: gender, race, ethnicity, age, sexual orientation, disabilities, class, etc. and (2) other personal attributes: expertise, values, worldviews, mindsets, ethics, experiences, etc.
 - » **Equity:** Equally high outcomes of access, opportunities, and success for all individuals, regardless of any social or cultural factor: (1) Removing any predictability of success or failure that currently correlates with social or cultural identity markers, and (2) interrupting unfair practices and eliminating biases.
 - » **Inclusion:** Valuing the perspectives and contributions of all people, incorporating the needs and viewpoints of the full diversity of the organization. A culture intentionally co-created by every member of the group, not merely the invitation for minoritized peoples to be present in existing space. A culture that enables different people to belong and operate in self-determined authentic ways.
 - » **Racial Equity:** Racial equity is (1) an outcome: the end of racial predictability in life outcomes and workplace outcomes and (2) a practice: a way of doing your day-to-day work, of asking critical questions about the potential impact of your actions and choices on existing racial inequities.

¹Source of definitions: Abdur-Rahman, A., Bernabei, E., Dunbar, T., Ellis, C., Gabriel, A., Harris, A., Mayer, J., Miller, T., Ninh, A., Oki, K.J., Polite, E., Robbins, C., Thakore, M., and Zayne, J., (2015-2020) DEI Glossary. Retrieved at: tinyurl.com/DEI-glossary.

How to Complete the DEI Plan Template (cont.)

PURPOSE OF EACH GOAL

GOAL

1**Sustainable Department Infrastructure**

To achieve meaningful progress and impact in building a more diverse and inclusive government and improving the material conditions of Philadelphia's under-resourced communities, diversity, equity and inclusion must be embedded in the overarching mission, strategy and processes of each department. The purpose of this section of the DEI Plan Template is for departments to document and improve their efforts to imbed core DEI principles and practices within their mission and day to day operations.

GOAL

2**Workforce Equity & Workplace Inclusion**

Workforce equity means that the city's workforce is reflective of the communities it serves across all leadership levels and functions of the government. Equally important, an inclusive workplace culture is one that promotes respect and creates a climate where all employees feel valued and welcomed. In alignment with the Office of Human Resources ("OHR") and Employee Relations Unit ("ERU"), and Executive Orders 1-16 and 1-20, the purpose of this section of the DEI Plan Template is for departments to document and improve their efforts to recruit, hire, train, retain and promote a diverse, equitable and inclusive workforce and respectful workplace culture.

GOAL

3**Impactful Learning and Professional Development**

Learning and professional development are critical to building and sustaining a diverse, efficient and effective government. The purpose of this section of the DEI Plan Template is for departments to document and improve their efforts to provide meaningful DEI learning and professional development opportunities to staff at all levels.

GOAL

4**Budget Equity**

In alignment with the Budget Office's strategy to operationalize racial equity in the Budget Call, the purpose of this section of the DEI Plan Template is for departments to document and improve their efforts to allocate existing resources to reducing or eliminating systemic inequity. Departments may link to the previous fiscal year's completed Racial Equity Questionnaire in support of this section, and should set forth any additional efforts.

GOAL

5**Inclusive Contracting**

Consistent with the City's aim to reach 35 percent participation from minority, women, and disabled-owned enterprises ("M/W/DSBEs") on its contracts, the purpose of this section of the DEI Plan Template is for departments to document and improve their efforts to provide fair and equitable procurement and contracting opportunities to diverse businesses in accordance with [Executive Order 1-21](#). Departments may link to their FY23 Compliance Plan in support of this section, and are encouraged to detail any additional efforts.

How to Complete the DEI Plan Template (cont.)

GOAL

6

Equitable City Services and Community Engagement

In recognition of the City's commitments to develop effective strategic DEI management practices that will enhance City customer service and to make intentional effort to ensure fairness and equitable City services in accordance with Executive Orders 1-16 and 1-20, the purpose of this section of the DEI Plan Template is for departments to document and improve their efforts to provide quality, equitable community service and to equitably engage the community in outreach related to departments' mission and operation.

GOAL

7

Racial Equity Action Plan Progress

Pursuant to the Administration's commitment and effort to realize a Philadelphia where race is not a determinant of success and all residents thrive, the purpose of this section of the DEI Plan Template is for departments to document and improve their progress in developing and implementing Racial Equity Action Plans that were prepared in compliance with [Executive Order 1-20](#). Departments that have completed Racial Equity Action Plans may link to their Racial Equity Action Plan in support of this section.

Department Specific DEI Strategies

The purpose of this section of the DEI Plan Template is for departments to document and improve any unique efforts or strategies related to DEI that the departments are pursuing, which are not captured in other sections of the DEI Plan Template.

Summary of Changes and Summary of Actions Taken

The purpose of this section of the DEI Plan Template is for departments to provide a snapshot of DEI activities that have occurred each quarter. In this section of the DEI Plan Template, departments should provide a summary of any updates to their DEI Plans that have occurred between each quarter, including trainings, hiring or promotion, or other DEI initiatives. Departments can either summarize the changes and actions or update the DEI Plan itself.

GOAL

1 Sustainable Department Infrastructure

Objective 1:

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

Key Strategies to Achieve Goal:

- 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:

- Completed vision and mission statement; Number of staff communications related to DEI objectives; budget and resource allocation for DEI objectives.

Objective 2:

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

Key Strategies to Achieve Goal:

- 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:

- Number and types of coaching provided to leadership; frequency of meetings with the Mayor's Office of Diversity Equity and Inclusion and identification of issues resolved through collaboration.

GOAL

2 Workforce Equity & Workplace Inclusion

Objective 1:

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 identity and sexual orientation.

Key Strategies to Achieve Goal:

- 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 the 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 and 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:

- List of recruitment efforts and recruitment opportunities; diverse hiring panel attestations; exempt workforce metrics; diversity of executive leadership team.

GOAL 2 (cont.)

Objective 2:

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

Key Strategies to Achieve Goal:

- 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:

- Compliance with DEI workforce plan and progress toward goals identified in the plan; progress toward identification and elimination of barriers to retaining and promoting diverse staff; number and types of formal complaints related to EEO and DEI; identification of efforts done to create an inclusive environment.

GOAL 2 (cont.)**Objective 3:**

Improve the retention of diverse employees.

Key Strategies to Achieve Goal:

- 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, self care, nutrition, mental health, work-life balance, and financial wellness.

Metrics and Performance Indicators:

- Number of stay interviews; Number of exit interviews; Results of exit interviews by race/ethnicity, gender, etc.; onboarding policy; employee satisfaction survey results.

Objective 4:

Improve the promotion of diverse employees.

Key Strategies to Achieve Goal:

- 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:

- Number and types of initiatives and reforms generated in response to assessment of existing policies; number and types of advancement opportunities; mid-management strategy.

GOAL

3 Impactful Learning and Professional Development

Objective:

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

Key Strategies to Achieve Goal:

- 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:

- Number and types of trainings; number of staff participating in training and DEI initiatives; number and types of DEI specific staff communications; employee inclusion surveys; number and types of initiatives and reforms generated in response to trainings, surveys.



GOAL

4 Budget Equity

Objective:

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

Key Strategies to Achieve Goal:

- 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.
- 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:

- Allocation of resources to equity, recruitment and training initiatives; number and types of inclusion and anti-racist workplace initiatives; number and types of community engagement events used to inform budget priorities; records of attendance/outreach at events used to inform budget priorities; disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures.

GOAL

5 Inclusive Contracting

Objective:

Advance economic opportunities for diverse business enterprises.

Key Strategies to Achieve Goal:

- 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 Office of Economic Opportunity ("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:

- Submission of completed, approved Compliance Plan; annual participation levels of Minority, Women and Disabled Owned Business Enterprises.
-

GOAL

6 Equitable City Services and Community Engagement

Objective 1:

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

Key Strategies to Achieve Goal:

- 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:

- Number and types of engagement with community organizations; community survey results.

GOAL
6 (cont.)

Objective 2:

Enhance city customer service being provided by the department.

Key Strategies to Achieve Goal:

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

Metrics and Performance Indicators:

- Community/customer satisfaction survey results; number, types, and location of outreach events.

Objective 3:

Produce more racially equitable outcomes for all Philadelphians.

Key Strategies to Achieve Goal:

- 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.
- 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:

- Identification and progress of department strategies identified to create more racially equitable outcomes.

GOAL
6 (cont.)

Objective 4:

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

Key Strategies to Achieve Goal:

- 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:

- Track how people engage with the department: how many times American Sign Language interpretation provided, utilization of closed captioning, call in options; department compliance with Mayor's Office for People with Disabilities guidance; number and types of inquiries and grievances handled by ADA liaison; number and types of resolutions of inquiries and grievances handled by ADA liaison.

Objective 5:

Ensure meaningful language access for limited english proficient residents in Philadelphia

Key Strategies to Achieve Goal:

- 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:

- Maintenance of Language Access Plan; number and types of requests for language access assistance and outcomes.

GOAL

7 Racial Equity Action Plan Progress

Objective 1:

Implement and strengthen the department's racial equity action plan

Key Strategies to Achieve Goal:

- 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:

- Racial Equity Action Plan implementation progress; list of new priority strategies or areas of concern identified since conclusion of racial equity cohort process.

Objective 2:

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

Key Strategies to Achieve Goal:

- Assess and identify internal racial disparities on an annual basis and as needed.
- 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:

- Reduction and/or elimination of disparities and differential outcomes by race.



Office of
Diversity, Equity and Inclusion
CITY OF PHILADELPHIA

**Diversity, Equity,
and Inclusion
Plan**

FY 2023

Department Name:

 **MANAGING DIRECTOR'S OFFICE**

Unit Name:

 **POLICE DEPARTMENT**

DOCUMENT IDENTIFICATION

Document Status:

 **COMPLETED**

Document Classification:

 **PUBLIC**

DEI Plan Completion Date

 **6/30/2022**

DEPARTMENT FUNCTIONAL DETAILS

Name of Department:

 **MANAGING DIRECTOR'S OFFICE**

Name of Business Unit:

 **POLICE DEPARTMENT**

Point of Contact Name:

 **LESLIE MARANT**

Point of Contact Title:

 **CHIEF DIVERSITY EQUITY AND INCLUSION
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.
- 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
 - » No
 - » Mission: The recently appointed Chief DEI Officer is working to develop a mission statement for the next quarter.
- Number of staff communications related to DEI objectives
 - » Unsure
 - » A DEI Communications Strategy will be developed during FY 23
- Budget and resource allocation for DEI objectives
 - » No
 - » Presently there is not a budget for DEI initiatives. Considerable resources are necessary to conduct needed cultural assessments, audits, and to implement effective DEI training, practices, policies and procedures.

GOAL 1

Sustainable Department Infrastructure

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

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
 - » Dr. Bryan Marks provided implicit bias training for all sworn and civilian personnel between November 2020 and October 2021. Dr. Marks conducted over 70 sessions during the contract period.
- Frequency of meetings with Mayor's Office of DEI and identification of issues resolved through collaboration
 - » 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.
- 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.
- In partnership with the Office of Human Resources, ensure training to conduct interviews with cultural humility.

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
 - » Yes

GOAL 2

Workforce Equity & Workplace Inclusion

- Diverse hiring panel attestations
 - » Yes
 - » During FY 22 the Police Department hired for one exempt position, the Chief DEI Officer. The hiring panels included the following personnel: Captain Krista Dahl-Campbell (W/F), Inspector Javier Rodriguez (H/M), Sergeant Nicholas Tees (W/M), Lieutenant Kelly Robbins (W/M), Dr. Nicola SmithKea (B/F), Deputy Commissioner Robin Wimberly (B/F), and Director Elka Battle-Murillo (B/F)
- Exempt workforce metrics
 - » Yes
- Diversity of executive leadership team
 - » Yes
 - » The Executive Team is as follows: Police Commissioner Danielle Outlaw (B/F), First Deputy Commissioner, vacant, Deputy Commissioner Christine Coulter, Organizational Services (W/F), Deputy Commissioner Joel Dales, Patrol Services (B/M), Deputy Commissioner Benjamin Naish, Investigations (W/M), Deputy Commissioner Robin Wimberly, Professional Responsibility (B/F), Blake Norton, Chief Strategy Officer (W/F), Staff Inspector Michael Garvey, Director of Forensics (W/M), Elka Battle-Murillo, Director of Organizational Communications (B/F), Executive –in-Resident, Dr. Nicola SmithKea (B/F), Francis Healey, Special Advisor to the Commissioner (W/M), Leslie Marant, Chief Diversity, Equity and Inclusion Officer (B/F), Samantha MonteCarlo, Executive Assistant (W/F), Lieutenant Tanisha Richardson, Office of the Police Commissioner (B/F), Lieutenant Patrick Quinn, Office of the Police Commissioner (W/M), and Sergeant Eric Gripp, Public Information Officer (W/M)

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.

GOAL 2

Workforce Equity & Workplace Inclusion

- 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.
- 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.

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.

- Compliance with DEI workforce plan and progress toward goals identified in plan
 - » Unsure
 - » The Police Department hired its first Chief DEI Officer in April 2022. The Chief DEI Officer is reviewing the Department’s plan and progress. However, due to the recent appointment, the Chief DEI Officer is unable to determine the Department’s present level of compliance toward identified goals. Although the Department collaborates with the Office of Human Resources to develop job descriptions and support hiring managers with the interview process, additional creative strategies are necessary to address diverse hiring, promotion, and retention challenges. Moreover, the Department is working to identify key performance indicators and metrics to accurately assess and evaluate its progress toward diversity goals.
- Progress toward identification and elimination of barriers to retaining and promoting diverse staff
 - » In progress

GOAL 2

Workforce Equity & Workplace Inclusion

- » The Police Department is a member of the Office of Diversity and Inclusion's 2021-2022 Racial Equity Cohort (REC). A diverse team of seven members of the Department participated in monthly REC meetings. The Department's REC identified several "hot root" causes of racial inequities in the Department. The REC Team also identified possible strategies to address the elimination of barrier to retaining and promoting a diverse staff.
- Identification of efforts done to create an inclusive environment
 - » In progress
 - » The Department is a signatory to the 30x30 Initiative. The goal of the 30X30 Initiative is to implement effective strategies, practices, and policies to increase the representation of women in policing to 30% by the year 2030.

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

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

Workforce Equity & Workplace Inclusion

- Number of stay interviews
 - » N/A
- Number of exit interviews
 - » N/A
- Results of exit interviews by race/ethnicity, gender, etc.
 - » No
- Onboarding policy
 - » Unsure
- Employee satisfaction survey results
 - » No

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.

- 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

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 initiatives and reforms generated in response to assessment of existing policies

GOAL 2

Workforce Equity & Workplace Inclusion

- » N/A
- Number and types of advancement opportunities
 - » N/A
- Mid-management strategy
 - » N/A

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

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
 - » 0
- Number of staff participating in training and DEI initiatives
 - » Greater than 50 percent of staff
 - » All staff received implicit bias training between November 2020 and October 2021.
- Number and types of DEI specific staff communications
 - » Unsure
- Employee inclusion surveys
 - » No
- Number and types of initiatives and reforms generated in response to trainings, surveys
 - » N/A

ADDITIONAL STRATEGIES

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

- » N/A

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.

- 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.
- 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

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
 - » No
- Number and types of inclusion and anti-racist workplace initiatives
 - » 0
- Number and types of community engagement events used to inform budget priorities
 - » N/A
- Records of attendance/outreach at events used to inform budget priorities
 - » Unsure

GOAL 4

BUDGET EQUITY

- Disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures
 - » Unsure

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.

- 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.

- Submission of completed, approved Compliance Plan
 - » Unsure
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
 - » Unsure

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.

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
 - » 31
 - » Each Police District (21) engaged in various activities with partner organizations.
- Community survey results
 - » The Community Relations Bureau conducted an "Enough is Enough" survey and received results from approximately 1300 youth.

ADDITIONAL STRATEGIES

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

- » The Chief DEI Officer and Chief Inspector of the Community Relations Bureau are meeting to develop a comprehensive strategic plan for community engagement and involvement.

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.

GOAL 6

Equitable City Services & Community Engagement

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
 - » No
- Number, types, and location of outreach events
 - » 31
 - » Each Police District (21) engaged in various activities with partner organizations.

ADDITIONAL STRATEGIES

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

- » The Community Relations Bureau is finalizing its strategic plan which includes dissemination of community/customer service surveys.

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.
- 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

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 6

Equitable City Services & Community Engagement

- Identification and progress of department strategies identified to create more racially equitable outcomes
 - » Started
 - » The Police Department's Racial Equity Cohort participated in the second cohort. The PPD REC Team identified hot roots and proposed strategies for PPD Executive leadership. The PPD REC Team will present its findings and proposed strategies to the Mayor on August 9, 2022.

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.

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
 - » Unsure
- Department compliance with Mayor's Office for People with Disabilities guidance
 - » N/A
- Number and types of inquiries and grievances handled by ADA liaison
 - » Unsure
 - » The Office of Professional Responsibility does not presently have a specific classification to identify complaints involving violations of the ADA.
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
 - » Unsure

GOAL 6

Equitable City Services & Community Engagement

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.

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
- Number and types of requests for language access assistance
- Outcome of requests for language access assistance

ADDITIONAL STRATEGIES

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

» N/A

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.

- 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
 - » In progress
 - » The Department's Racial Equity Cohort Team completed its final Results Based Accountability sessions on June 24, 2022, after 10 months of participation in the RBA process. The REC Team has final draft list of four strategies to present to the Mayor, Managing Director's Office, and Department Executive Team.
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
 - » In Progress

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

GOAL 7

RACIAL EQUITY ACTION PLAN PROGRESS

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
 - » No

ADDITIONAL STRATEGIES

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

- » N/A

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POLICE DEPARTMENT

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Becoming an Officer

DIVERSITY & INCLUSION

Our Vision

A professional police department that leads with integrity, values all people, and earns the trust of every neighborhood through fairness, empathy, and service.

Our Commitment to Diversity and Inclusion

We recognize that public trust and effective policing are strengthened when our department reflects the diversity of the city we serve. Our commitment to Diversity, Equity, and Inclusion is not just a principle—it is a practice that shapes recruitment, training, community engagement, internal culture, and leadership development.

We are committed to:



Representation

Recruiting and retaining officers and staff from diverse racial, ethnic, gender, cultural, and socioeconomic backgrounds, including LGBTQ+, veterans, and individuals with disabilities.



Equity

Ensuring fair access to opportunities within the department, including promotions, specialized units, leadership development, and disciplinary processes.



Inclusion

Creating a workplace culture where all personnel are respected, heard, and supported—regardless of rank, background, or identity.



Cultural Competency

Providing ongoing training in bias awareness, procedural justice, trauma-informed policing, and culturally responsive practices.



Community Partnership

Engaging with diverse community groups through outreach, listening sessions, youth mentorship, and problem-solving initiatives to co-produce public safety.

As part of our continued efforts to build a stronger, more inclusive, and modern police department, we are proud to announce that our agency has formally committed to the 30×30 Pledge.

The 30×30 Initiative is a national effort with a clear goal: to increase the representation of women in policing to 30% by the year 2030, and to ensure a culture where women officers can thrive. Currently, women make up just 12% of sworn officers nationwide and our department is currently staffed at 22% women. These numbers have remained stagnant for years, and it's time to change that.

This pledge is not about quotas—it's about removing barriers, analyzing our systems, and making smart, research-backed changes to improve our department's effectiveness, professionalism, and trust with the community.

Why It Matters

Studies show that women officers:

- Use less force and are involved in fewer use-of-force incidents.
- Are named in fewer complaints and lawsuits.
- Excel in communication, de-escalation, and community trust-building.
- Improve outcomes in cases of gender-based violence and bring valuable perspectives to problem-solving and leadership.

This initiative reflects our values: service, equity, trust, and excellence. It strengthens our workforce and supports our mission to provide effective and compassionate policing to all members of our community.



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Contact Information

Police Headquarters
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Philadelphia, PA 19130

About Us

The Philadelphia Police Department (PPD) is the nation's fourth largest police department, with over 6600 sworn members and 800 civilian personnel. The PPD is the primary law enforcement agency responsible for serving Philadelphia County, extending over 140 square-miles in which approximately 1.5 million reside. [Learn more...](#)

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PHILADELPHIA POLICE DEPARTMENT FIVE-YEAR STRATEGIC PLAN



The Philadelphia Police Department is releasing its Draft Five-Year Strategic Plan for public review and comment. Community members, partners, and internal and external stakeholders, are encouraged to review the draft and share feedback to help ensure the final plan reflects our shared priorities and goals for public safety. All input received will be reviewed and considered as the plan is finalized.

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DRAFT

LETTER FROM THE MAYOR

To the People of Philadelphia,

When I took the oath of office as your 100th Mayor, I made a solemn promise: to make Philadelphia the safest, cleanest, and greenest big city in the nation, with economic opportunity for all. On my first day, I signed an Executive Order declaring a public safety emergency because the “business as usual” approach to addressing crime in our neighborhoods was not working. We needed a government that Philadelphians could see, touch, and feel—a government that shows up on every block, in every neighborhood, and for every family.

As of December 2025, Philadelphia’s homicide rate is the lowest it has been since the 1960s, the shooting rate is the lowest the city has seen in decades, and homicide clearance rates stand at 83 percent. While our goal is to have no homicides or shootings, these meaningful reductions in violent crime show that our approach is working—and that we are moving in the right direction. Public safety is not the responsibility of one person or one department; it is a collective effort. It requires private citizens, city government, community leaders, business owners, and block captains working together to co-create a city where everyone can thrive. This is what “One Philly” looks like in action.

The Philadelphia Police Department’s new five-year strategic plan reflects this holistic approach to public safety. It builds on the vision Commissioner Bethel outlined in his 100-Day Report and incorporates input from those who serve within the Department and those whom the Department serves. For the first time in our city’s history, every bureau and every rank of the Philadelphia Police Department had a seat at the table. The plan was also shaped in true partnership with the community—ensuring that youth, civic and business leaders, residents, and advocates all had an equal voice. This inclusive process ensured that everyone—from officers walking the beat, to professional staff in our offices, to neighborhood leaders and residents on every block—had an opportunity to contribute. This is not just a plan for Philadelphia; it is a plan by Philadelphians.

This plan is the engine behind my “PIE” model: Prevention, Intervention, and Enforcement. It advances a model of policing that is high-quality, constitutional, and responsive to community needs. We are not just chasing statistics—we are restoring the fabric of our neighborhoods by addressing the quality-of-life issues that define what it means to be a safe, clean, and green city. A broken streetlight or an overgrown lot is not just an eyesore; it is a safety issue that requires coordinated action. When we fix a streetlight or clear a vacant lot, we are building a foundation of safety that is measurable and sustainable.

I want to thank Commissioner Bethel and the dedicated members of the Philadelphia Police Department, as well as the residents, partners, and stakeholders who shared their time, perspectives, and lived experiences throughout this process. This evidence-based plan reflects our shared responsibility to strengthen public safety, build trust, and deliver results for every neighborhood. To every Philadelphian, hear me clearly: we will not rest. With this strategic plan as our north star and Commissioner Bethel at the helm, we will continue to build a safer city, together.

Sincerely,
Cherelle L. Parker
100th Mayor, City of Philadelphia

LETTER FROM THE POLICE COMMISSIONER

To the People of Philadelphia and the Members of the Philadelphia Police Department,

When Mayor Cherelle Parker took office, she issued a clear and urgent executive order declaring a public safety emergency in our city – a direct call to action to address the gun violence, open-air drug markets, and quality-of-life crimes that have impacted our neighborhoods for far too long. Our 100-Day report laid the foundation for a safer Philadelphia by outlining immediate priorities and establishing accountability measures. In that report, I pledged that we would develop a five-year strategic plan to build on our progress and guide the Department into the future.

Today, I am proud to present our plan: a comprehensive roadmap to reduce crime, strengthen community partnerships, and transform how we serve Philadelphia. Our Theory of Action focuses on:

- **Community Partnership:** Co-creating safety with the communities we serve
- **Professional Development and Growth:** Investing in our officers and staff to deliver excellence at every level
- **Organizational Excellence and Innovation:** Using data, innovation, and proven practices to drive measurable results

Building on the Mayor’s “PIE” strategy – Prevention, Intervention, and Enforcement – and prior crime plans, this five-year strategic plan moves beyond traditional policing to establish a holistic, department-wide framework for public safety. We are refocusing on the essentials: delivering constitutional, procedurally just, and high-quality responsive service to every neighborhood. True community safety is not measured by statistics alone. It is defined by our ability to show up, follow through on our commitments, and respect the dignity of every Philadelphian we serve.

The development of this strategic plan was a collaborative undertaking involving more than 200 voices. Youth, civic leaders, business leaders, community advocates, and residents contributed their perspectives on everything from modernizing our technology to reimagining how we deploy resources. Colleagues from across city government shared input on how we can collaborate more effectively to improve collective outcomes. And for the first time in our department’s history, every bureau and rank, from patrol officers to chief inspectors, from professional staff to command leadership was represented in the planning process. This level of community and employee representation is unprecedented in the history of our department.

By integrating perspectives from our department, community, and city government, we are investing in prevention and intervention to stop crime, while maintaining the enforcement needed to hold those who harm our neighbors accountable. This plan is designed to transform the Philadelphia Police Department into a national model for modern, equitable policing. We are setting the standard for how a major city department can be responsive, data-driven, and community-centered.

The work ahead is ambitious, but it is work we are ready to do. I am honored to serve alongside the dedicated members of this department and grateful for the partnership of the community we protect. Together, we will build a safer Philadelphia that leads with accountability and compassion; a city where all residents can live, work, and thrive.

Sincerely,
Kevin J. Bethel
Police Commissioner
Philadelphia Police Department

BACKGROUND

In April 2024, in response to Mayor Parker’s Executive Order declaring a public safety emergency, the Philadelphia Police Department (PPD) released its 100-Day Plan to reduce violent crime and enhance public safety using data-driven, evidence-based strategies in prevention, intervention, and enforcement. To sustain the momentum of the 100-Day Plan and take a longer-term, comprehensive approach to safety and community engagement, PPD developed this Five-Year Strategic Plan to provide a roadmap for how the Department can best serve the city and its residents over the next five years. Grounded in Commissioner Bethel’s vision of excellence in policing, this plan aligns resources, initiatives, and personnel around shared goals and measurable progress.

Unlike traditional top-down planning efforts, this strategic plan was built from the ground up. The engagement strategy was designed to be people-centered, inclusive, and transparent. It centers the voices of community members, department personnel, and key partners – ensuring that the final plan reflects the needs and priorities of those it will impact most.

Drawing on the input gathered throughout this engagement process, this strategic plan was developed to:

- Strengthen community partnerships to build trust and promote public safety together
- Use evidence-based prevention, intervention, and enforcement strategies to reduce crime effectively
- Become a more innovative and responsive organization that meets the evolving needs of our city
- Invest in the development, wellness, and retention of department employees to build a strong, professional workforce

ENGAGEMENT APPROACH

Recognizing that lasting improvements in safety require collective action, PPD engaged stakeholders across the City through and in multiple ways to ensure broad representation and meaningful input throughout the planning process.

By The Numbers

- 200+** Department employees, City leaders, and community members who directly participated in the process as members of the Leadership Team, Steering Committee, or Advisory Groups.
- 24** Advisory Group Meetings
- 6** Department listening sessions
- 2,560** Community survey responses
- 6** Leadership Team Meetings
- 5** Steering committee meetings
- 20** Community listening sessions

Strategic Planning Team

PPD convened three groups over an eight-month planning process to identify goals and expectations, define priorities, and co-create strategies. Participants for the Steering Committee and Advisory Groups were identified and selected based on nominations by Department leadership and command staff, City officials, and community leaders.

- **Leadership Team:**
 - Who: Commissioner, Deputy Commissioners, Executive Directors, and City Officials
 - Their Role: Provided strategic direction, reviewed recommendations developed by other groups, and ensured alignment with departmental priorities
- **Steering Committee:**
 - Who: Sworn and professional employees representing every rank, division, and bureau, and City officials
 - Their Role: Generated the content in the Strategic Plan informed by direction provided by the Leadership Team and ideas and priorities provided by the Advisory Groups
- **Advisory Groups:**
 - Who: Six groups of community members and advocates, civic leaders, business leaders, youth, and sworn and professional staff
 - Their Role: Shared feedback, ideas, and lived experiences to help shape the plan

Strategic Planning Process

PPD led a 12-month process to develop this Five-Year Strategic Plan. The first three months consisted of analyzing internal programs and researching evidence-based and innovative practices nationally. At the outset, the Leadership Team set the strategic direction by updating its **Mission Statement** (which has not been updated in 20 years), creating its first **Vision Statement**, reaffirming its **Values**, and establishing **Guiding Principles** for the planning process. Over the next eight months, the Leadership Team, Steering Committee, and Advisory Groups

were engaged to inform the plan’s development. In the final month, PPD released the draft plan for public comment.

Guiding Principles

Guiding Principles are foundational commitments or assumptions that inform how the strategic plan is developed, implemented, and evaluated. These principles describe the approach the Department took throughout the planning process. They served as a compass for how decisions were made and how stakeholders – including community members – were engaged.

- **Collaborate:** We will work together across the department and with other City agencies to align efforts and strengthen public safety.
- **Build Capacity for Future Planning:** We will create a sustainable planning process and internal structures that enable the Department to meet evolving demands and create future plans.
- **Inclusive Decision Making:** We will reflect the diverse range of experiences, history, and priorities that comprise Philadelphia’s communities and the Police Department’s workforce.
- **Prioritize Community Partnerships and Input:** We will center community voices by reflecting their priorities and engaging people in ways that are accessible and meaningful.
- **Innovate and Prepare for the Future:** We will embrace new ideas, technologies, trainings and employee support to build a department ready for the challenges ahead.
- **Be Transparent and Accountable:** We will set clear expectations, share how input shapes the plan, and regularly report on implementation progress and outcomes.
- **Follow Evidence and Data:** We will ground our decisions in data, research, intelligence, and proven practices that improve safety and build trust.

The Department convened its Leadership Team, Steering Committee, and six Advisory Groups between May and December in facilitated working sessions to develop the components of the Strategic Plan.

Using a collaborative and iterative approach, ideas and priorities from Advisory Groups were shared with the Steering Committee and Leadership Team. Draft content from the Steering Committee was then shared back with the Advisory Groups and Leadership Team. As themes emerged, the Department convened listening sessions with 20 residents and community organizations, and employees across all six police divisions, incorporating their feedback into the prioritization of objectives.

The Department considered possible strategies to achieve its objectives from many different sources: existing programs and initiatives that should be considered for expansion, the Leadership Team, Steering Committee and Advisory Groups, other police departments across the country, and research on evidence-based and innovative practices.

The Philadelphia Police Department’s Strategic Plan is organized into four key elements:

- **Priority Areas:** Broad, high-level themes or domains that represent the most important areas of focus for the Department over the next five years. These areas align with the Department’s Most pressing challenges, opportunities, or commitments.

- **Objectives:** Specific, actionable, and measurable statements that describe what the Department aims to achieve under each priority area. They serve as clear targets that translate broad priorities into attainable outcomes.
- **Performance Measures:** Quantitative or qualitative indicators used to assess progress toward each objective. They provide a way to track success, evaluate impact, and inform decisions through data.
- **Strategies:** Specific initiatives, actions, or programs the Department will implement to achieve each objective. They are practical and often time-bound steps that detail how the Department will achieve its goals.

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MISSION, VISION, AND VALUES

Mission

The Philadelphia Police Department’s mission is to foster and maintain safety in our neighborhoods by building strong community partnerships and practicing fair, effective, and innovative policing. We fulfill this mission by investing in our workforce and protecting the constitutional rights of all.

Vision

We will be the standard for public safety by leading with compassion through forward-thinking strategies to support communities where all can live, work, and thrive.

Values

Honor. Integrity. Service.

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PRIORITY AREAS, OBJECTIVES, KEY PERFORMANCE INDICATORS, AND STRATEGIES

Priority Area 1: Advance Trust with the Community and Partners

Strengthening community trust and police legitimacy through consistent engagement, positive interactions, and shared understanding.

Advancing trust with the community and partners is essential to police legitimacy and effective and enduring public safety efforts. The Department is committed to a consistent, citywide approach to community engagement that sets a clear standard while embracing innovative and inclusive practices. Community stakeholders consistently shared that trust grows through respectful, ongoing engagement not only during moments of enforcement, but through everyday presence and interactions. This priority area reflects the Department’s commitment to building lasting relationships that reflect shared responsibility, open communication, and practices that are consistent, authentic, and responsive to the lived experiences of all communities.

Objective One: Bolster legitimacy by increasing communication with the public through direct engagement, dialogue, and transparency

Why this matters: Public trust and police legitimacy depend on clear, consistent two-way communication. Research on legitimacy and procedural justice shows that when agencies are transparent, responsive, and accessible, residents are more likely to view officers as legitimate and participate in the management of safety.¹ Regular, inclusive outreach also prevents small problems from escalating and ensures policies and services reflect community needs; conversely, when departments fail to communicate or listen, trust erodes and partnerships weaken.

Why these strategies: These strategies were selected because building legitimacy requires communication that is continuous, inclusive, and shaped by community input rather than driven solely by the Department. “Community residents must have opportunities to voice concerns, and police must be available and attentive to receive their information.”² Together, they create multiple, reinforcing pathways for residents – especially those historically underrepresented – to share perspectives, influence priorities, and engage directly with police leadership. By inviting ongoing dialogue and elevating youth voices this approach strengthens transparency, deepens mutual understanding, and builds the shared responsibility that is essential for lasting trust and safer neighborhoods.

Key Performance Indicators

- Number of community meeting and town hall participants who report attending a meeting for the first time
- Percent of community survey respondents who report the Department is transparent in its communication
- Number of youth participants in formalized Department community engagement activities
- Percent of action items agreed to by the Department implemented within 90 days of recommendations made by a Youth Advisory Council

Strategies

- 1.1.1 Establish a Community Communications Advisory Group to guide outreach efforts and promote engagement opportunities through non-traditional channels that welcome participation from all Philadelphia communities.
- 1.1.2 Formalize the Youth Advisory Council representing students and youth ranging from 14-21 citywide to meet regularly with Department leadership, provide policy feedback, and co-design youth-focused engagement activities and messaging.
- 1.1.3 Collaboratively evaluate Police Athletic League programming and pilot new youth engagement opportunities informed by the Youth Advisory Council.
- 1.1.4 Create a Police Auxiliary Program for community members to assist with responsiveness and non-enforcement functions, allowing sworn personnel to focus on priority incidents and community engagement.

Objective Two: Build out the Community Partnerships Bureau to set standards for community engagement across all districts

Why this matters: Strong community partnerships are one of the most powerful tools a police department has to build trust, prevent harm, and respond effectively when challenges arise. Community policing works best when there is both room for local creativity and a shared foundation of standards and support. Today, approaches to community engagement can look very different from district to district – sometimes leading to innovative partnerships, and other times creating gaps or inconsistency in how residents experience the Department. The Community Partnerships Bureau can create a center of subject matter expertise capable of guiding, supporting, and strengthening engagement across the entire organization.

Why these strategies: These strategies were selected because they collectively establish the Community Partnerships Bureau's role in setting clear standards, strengthening district-level practice, creating regular structures for shared learning, and ensuring that community priorities continue to shape departmental direction. "For community policing to thrive...changes in organizational management, structure, and culture are necessary and inevitable."³ This approach will provide every district with a thoughtful, consistent, and high-quality framework for relationship-building, problem-solving, and collaboration that can be tailored to communities' unique needs and assets.

Key Performance Indicators

- Percent of district-level community policing plans that reflect Department-wide goals and framework
- Number of direct engagement initiatives with community-based organizations in every district led by the Community Partnerships Bureau
- Percent of community survey respondents who report satisfaction with the Department's community engagement efforts

Strategies

- 1.2.1 Develop and implement a Department-wide community engagement framework, including a community policing directive, clear standard operating procedures, and ongoing district-level implementation support and guidance.

- 1.2.2 Lead direct engagement initiatives with community-based organizations in every district to assess local needs, resources, and engagement opportunities.
- 1.2.3 Convene quarterly Department-wide meetings with community policing teams to identify barriers, share learnings, and coordinate communication and engagement activities and resources across districts.

Objective Three: Tell the Department's story through active communication of our innovative approaches, practices, and performance data

Why this matters: Public trust is shaped not only by what a police department does, but by how well it communicates what it does and why. Research consistently shows that transparency strengthens community confidence and reinforces perceptions of legitimacy.⁴ When departments proactively communicate their work, they can recognize officers' contributions, demonstrate accountability for results, and provide accurate information.⁵ Agencies that invest in strategic, sustained communication are better positioned to build public understanding, demonstrate accountability, and ensure that the story told about the Department reflects reality.

Why these strategies: These strategies were selected because effective communication requires sustained capacity, coordinated planning, compelling content, and transparent data. "To build trust, police organizations must be willing and able to provide accessible, accurate information about their activities and performance."⁶ Together, these strategies create a comprehensive communications infrastructure that invests in personnel and planning, highlights the people and partnerships behind the work, and demonstrates accountability. By taking ownership of its narrative, the Department will build public understanding and reinforce the trust essential to effective community partnerships.

Key Performance Indicators

- Percent of community survey respondents who report a positive perception of the Department
- Percent change in engagement rate across the Department's official social media platforms
- Number of views on public facing dashboards and communication platform posts related to Community CompStat

Strategies

- 1.3.1 Restructure public affairs team to strengthen proactive communication, expand content creation, share events and updates, and improve responsiveness to community needs.
- 1.3.2 Develop and implement a strategic communications plan that reflects the Department's impact and aligns organizational strategy with consistent messaging, cohesive branding, and internal resources.
- 1.3.3 Share performance and outcome data through quarterly community CompStat meetings and publish dashboards and summaries across the Department's communication platforms to improve transparency and public understanding of results.

Priority Area 2: Ensure Safe Neighborhoods

Creating safer neighborhoods delivering high-quality, evidence-based police services to all communities.

Ensuring safe neighborhoods remains the Department’s most visible and foundational responsibility. The Department aims to set the standard for enforcement, emergency response, and crime prevention while meeting evolving community needs and expectations. Safety is about more than crime numbers. Community stakeholders shared their priorities: visible and approachable officers, timely responses, consistent follow-through, and care for the places where people live, work, and gather. They emphasized the importance of fair and equitable service in every neighborhood, alongside policing approaches that reflect local needs and strengths. This priority area builds on prior crime plans and reflects a shared commitment to public safety that is responsive, collaborative, and grounded in respect for all communities, with a focus on prevention, intervention, and enforcement.

Objective One: Provide consistent, high-quality, constitutional, and responsive services to all communities to reduce violent and property crimes and quality of life crimes

Why this matters: The public’s confidence in policing is built on the expectation that when they call for help, officers will respond promptly, professionally, and effectively. Community participants routinely shared that police services should be equitable across the city. Research demonstrates that timely police response not only affects outcomes during emergencies but also shapes residents’ perceptions of the Department’s commitment to their safety and well-being. Equally important is attention to quality-of-life concerns that, left unaddressed, erode residents’ sense of security and can contribute to more serious crime over time.⁷ Departments that deliver consistent, high-quality service across all neighborhoods – not just in response to violent crime, but to the full range of community concerns – demonstrate that every resident matters and that the Department can be trusted to show up when needed.

Why these strategies: Delivering consistent, responsive service requires both adequate capacity and smart resource allocation, assuring that the right personnel are available for the right tasks at the right time. Research on police workload and deployment consistently finds that strategic management of calls for service, combined with targeted deployment to high-need areas, improves both efficiency and outcomes.⁸ “Effective resource deployment requires matching officer availability to community demand while preserving capacity for proactive work.”⁹ Together, these strategies expand the Department’s capacity through staffing and volunteer support so that sworn officers can focus on priority incidents and community engagement. These strategies position the Department to meet the full range of community needs, from emergency response to neighborhood quality of life, with the consistency and professionalism residents expect.

Key Performance Indicators

- Number of violent and property crimes citywide, by district, and in the Kensington Initiative area
- Average response time to Priority 1 emergency calls citywide with reduced variation across districts
- Percent of quality-of-life complaints resolved or addressed within 48 hours of initial report
- Percent of eligible non-emergency calls resolved through alternative response pathways rather than immediate patrol dispatch

- Number of homicide, shooting, and traffic fatality cases cleared with digital and forensic evidence being the key evidence

Strategies

- 2.1.1 Establish designated Quality of Life Officers in every district to address neighborhood-specific concerns, build trust with the community, and improve public well-being.
- 2.1.2 Reinstate alternative responses to 911 that offer reporting options for non-violent crimes to increase timely service and free patrol resources for priority incidents.
- 2.1.3 Sustain and strengthen the targeted efforts of Operation Pinpoint by continuing data-informed deployment, monitoring outcomes, and maintaining flexibility to adapt strategies as crime patterns evolve.
- 2.1.4 Establish a cross-trained reserve officer program that enhances specialized capabilities and provides rapid-deployment to support emerging priorities.
- 2.1.5 Strengthen forensic capabilities through investments in staffing, technology, and the new Forensic Science Center to enhance analytical capacity, integrate forensic intelligence into investigations, and build trust with the community and criminal justice partners.
- 2.1.6 Sustain a coordinated, place-based public safety approach in Kensington that aligns enforcement, city services, and operational support to reduce harm, improve quality of life, and sustain patrol capacity.

Objective Two: Build sustainable partnerships with City agencies, public safety organizations, health providers, and private sector partners to collaboratively address matters of safety, health, and quality of life

Why this matters: Public safety challenges rarely fall neatly within the boundaries of a single agency; it is a collective responsibility. Issues like violence, disorder, substance use, and neighborhood decline are shaped by factors that no police department can address alone. Research on collaborative governance consistently shows that when public safety agencies work in coordination with other city departments, health providers, and community partners, they achieve better outcomes than when operating in isolation.¹⁰ A department that invests in strong, sustained partnerships signals that it understands the interconnected nature of safety and is committed to working alongside others to address root causes rather than just symptoms.

Why these strategies: These strategies were selected because meaningful collaboration requires intentional coordination, joint capacity-building, and shared accountability across organizational boundaries. Research on inter-agency policing partnerships finds that coordination is most effective when agencies engage in joint training, share data, and align deployment strategies around common goals.¹¹ This type of collaboration extends beyond working with public safety partners. In 2025, PPD saw a 10% reduction in retail thefts citywide by partnering with businesses and leveraging technology to share real-time information. “Partnerships that include regular communication, shared objectives, and coordinated operations produce measurable improvements in public safety outcomes.”¹² By building coordination mechanisms with multiple partners, this approach ensures that the Department can leverage the expertise and resources of allied agencies and learn from successful efforts to deliver safer, healthier communities.

Key Performance Indicators

- Number of formal interagency coordination agreements, service level agreements, or memoranda of understanding established and actively maintained with City departments, health providers, business partners, and public safety partners
- Number of sworn personnel who complete joint training with partner agencies (SEPTA Transit Police, university police, allied law enforcement) annually
- Number of coordinated multi-agency operations, joint patrols, or collaborative enforcement activities conducted quarterly in transit corridors and campus-adjacent neighborhoods

Strategies

- 2.2.1 Collaborate with PhillyStat 360 other city departments to align and coordinate essential services that contribute to a comprehensive citywide safety infrastructure.
- 2.2.2 Enhance PPD and SEPTA coordination to increase data-driven foot patrols on the SEPTA system and joint training for a stronger, more visible transit safety presence.
- 2.2.3 Strengthen collaboration with university police by increasing joint training and deploying coordinated patrols to enhance safety in campus-adjacent communities.
- 2.2.4 Strengthen partnerships with businesses to address retail theft through real-time, technology-enabled communication.

Objective Three: Assess and explore opportunities to expand collaborative law enforcement-led opportunities for diversion

Why this matters: Not every person who encounters the police belongs in the traditional criminal justice system. Research consistently demonstrates that diversion programs that redirect individuals toward treatment, services, and support rather than arrest and prosecution can reduce recidivism, improve individual outcomes, and generate significant cost savings for communities.¹³ This is particularly true for youth, individuals experiencing behavioral health crises, and those struggling with substance use disorders, for whom traditional enforcement often fails to address underlying needs and can deepen harm.^{14,15} Similarly, Departments that invest in diversion demonstrate a commitment to breaking cycles of re-offense and building pathways to stability.

Why these strategies: These strategies were selected because effective diversion requires a continuum of options tailored to different populations and needs. Research on diversion programs finds that the most successful models combine strong community partnerships, robust officer training, and ongoing evaluation to ensure programs reach the right individuals and deliver meaningful results.¹⁶ Together, these strategies build that infrastructure. By creating multiple evidence-informed pathways and evaluating their effectiveness, this approach positions the Department as a leader in collaborative, outcome-focused public safety.

Key Performance Indicators

- Number of individuals diverted from traditional criminal justice processing through law enforcement-led programs (juvenile diversion, PAD, Wellness Court) annually
- Percent of diversion program participants successfully connected to community-based services, treatment providers, or supportive resources within 30 days of program entry

- Recidivism rate for diversion program participants compared to similar individuals processed through traditional criminal justice pathways before the diversion program implementation
- Percent of sworn personnel who complete diversion program training (PAD protocols, crisis intervention, youth engagement, de-escalation) annually

Strategies

- 2.3.1 Evaluate and expand juvenile diversion programming (including those utilizing the Juvenile Assessment Center) to scale effective models, increase access for vulnerable youth, and strengthen partnerships that connect young people to supportive services.
- 2.3.2 Partner with the School District of Philadelphia to advance policy recommendations that address the leading risk factors for student gun violence.
- 2.3.3 Evaluate and enhance the Police Assisted Diversion (PAD) program and Crisis Intervention Response Team co-responder model to improve officer training and strengthen partnerships to expand access for adults with behavioral-health needs.
- 2.3.4 Collaborate with the Office of Public Safety and its Wellness Court to accelerate linkages to healthcare, treatment, and housing for individuals with substance use disorder needs.

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Priority Area 3: Invest in the Workforce

Empowering employees with the tools, training, and support needed for long-term success.

Investing in the workforce is essential to sustaining public trust, delivering high-quality service, and supporting the people who serve the community every day. Effective leadership and strong supervision play a critical role in retention, morale, and the culture of the Department. Well-trained managers who set clear expectations, provide meaningful feedback, and support employee development help create environments where staff feel valued, prepared, and accountable. Both staff and community stakeholders noted the importance of addressing burnout and strengthening leadership capacity to support employee well-being and quality of service. This priority area reflects a commitment to developing employees at every stage of their careers, prioritizing professional growth, and making sure the Department's workforce reflects and understands the communities it serves so employees are prepared, supported, and positioned for long-term success.

Objective One: Develop clear career pathways and succession preparation to allow all employees to develop and grow

Why this matters: A police department's long-term effectiveness depends on its ability to develop talent from within and prepare the next generation of leaders before transitions occur. Research on law enforcement workforce development shows that agencies with intentional career pathways and succession planning experience stronger retention, smoother leadership transitions, and a more capable, motivated workforce.¹⁷ Without clear opportunities for growth, employees may disengage or seek advancement elsewhere. Succession planning is a long-term investment in the agency's future that requires deliberate preparation and a commitment to identifying and cultivating leadership potential at every level.¹⁸ Departments that create visible pathways for professional growth signal to employees that their contributions are valued and that the organization is invested in their success, strengthening both individual performance and organizational resilience.

Why these strategies: These strategies were selected because meaningful career development requires a deliberate structure that encourages preparation and consistent feedback and incorporates learning and mentorship into daily operations. Research on police workforce development emphasizes that mentoring programs, when institutionalized rather than left to chance, accelerate skill-building, improve retention, and strengthen organizational culture.¹⁹ These strategies create intentional rather than reactive leadership transitions, set clear performance expectations and provide employees with the guidance and mentorship they need to grow and be successful. By combining succession planning, formalized mentorship, and peer support, this approach ensures that every employee has the opportunity to develop, advance, and contribute to the Department's long-term success.

Key Performance Indicators

- Percent of critical leadership promotee (captain and above) survey respondents who report positive perceptions of succession plans and onboarding training
- Percent of annual employee survey respondents who report that they are aware of career advancement opportunities.

- Number of sworn officers designated as Master Police Officers providing mentorship and training within Patrol Operations
- Employee retention rates for personnel with 2-7 years of service, disaggregated by sworn and professional staff

Strategies

- 3.1.1 Incorporate proactive onboarding and succession planning that includes defined shadowing periods, structured handoff processes, and preparation for internal promotions and staff assignment.
- 3.1.2 Formalize peer support and mentorship programs to support onboarding following Academy graduation, strengthen retention, and accelerate learning.
- 3.1.3 Create a civil service Master Police Officer position to provide advanced training, mentorship, and guidance to officers within Patrol Operations and foster a culture of continuous learning and professional growth.
- 3.1.4 Establish clear career development pathways for professional employees aligned to training that builds skills and readiness.

Objective Two: Develop hands-on and role-specific training to employees that enhances skills, leadership development, and cultural awareness

Why this matters: Training is the primary way a police department shapes how officers think, act, and engage with the communities they serve. Research on police training effectiveness demonstrates that programs emphasizing hands-on, scenario-based learning produce officers who are better prepared to navigate complex, real-world situations with sound judgment and skill.²⁰ Employee training should evolve with professional standards and community expectations to provide all employees with the necessary knowledge, skills, and cultural awareness. Equally important is leadership development for first-line supervisors who set expectations for their teams.²¹

Why these strategies: These strategies were selected because effective training requires more than quality curriculum; it must be easily accessible, reflect community expertise, and offer accountability for outcomes. Research on police training consistently finds that barriers to participation, fragmented tracking systems, and a lack of evaluation undermine even well-designed programs.²² Together, these strategies strengthen the Department's training ecosystem by making professional development more accessible, relevant, and effective across roles and career stages. They reduce barriers to participation and ground training in real-world practice and scenario-based instruction. By building an integrated system, this approach positions training as a strategic asset rather than an administrative requirement.

Key Performance Indicators

- Percent of first-line supervisors (sergeants, corporals, and professional staff supervisors) who complete Leadership Academy or supervisor-specific training within 12 months of promotion or assignment
- Number of training sessions delivered in partnership with community-based organizations on cultural competencies, trauma-informed practices, and community engagement topics annually
- Percent of surveyed employees who report confidence in the preparation offered through Department trainings

- Percent of training programs evaluated for effectiveness within last three years using a standardized program evaluation framework, with documented feedback mechanisms and evidence of continuous improvement actions implemented

Strategies

- 3.2.1 Implement a Learning Management System (LMS) that creates manager visibility into career development progression, opportunities, and training history.
- 3.2.2 Partner with community organizations to identify differentiated training topics including cultural competencies and trauma-informed policing and prioritize participation within districts and patrol officers.
- 3.2.3 Develop a Leadership Academy for Command Staff and first-line supervisor training for sworn and professional personnel grounded in modern leadership principles and communication skills.
- 3.2.4 Provide procedural justice and communication training that improves customer service by equipping officers and professional personnel to engage effectively and respectfully with the public.
- 3.2.5 Expand and sustain master's level development training to officers through partnerships with local universities and philanthropic partners to support leadership development and organizational transformation.
- 3.2.6 Evaluate and redesign training curriculum and schedule to expand hands-on, scenario-based learning, grounded in foundational theory and aligned with staff development.

Objective Three: Expand recruitment efforts to advance a diverse workforce that reflects the community we serve

Why this matters: A police department's ability to serve its community effectively depends in part on having a workforce that reflects the diversity of the city it protects. Research consistently shows that diverse police agencies benefit from broader perspectives, enhanced problem-solving, and stronger community relationships, particularly in neighborhoods where historical tensions between residents and police may exist.²³ Beyond representation, a workforce that mirrors the community can improve communication, build trust, and reduce perceptions of bias.²⁴ The Department has demonstrated progress in this area: in 2025, 20% of employees are women and 30% of Black officers comprise the PPD compared to 13% respectively for police departments nationally. However, recruiting a diverse, qualified workforce has become increasingly challenging for law enforcement agencies nationwide. Departments that invest in strategic, relationship-based recruitment position themselves to attract the talent needed to meet both current demands and future challenges.

Why these strategies: These strategies were selected because effective recruitment requires sustained relationship-building, streamlined processes, and multiple pathways into the profession. Research on police recruitment emphasizes that agencies achieve greater workforce diversity by building long-term partnerships with community organizations, schools, and youth programs that cultivate interest in policing careers well before candidates reach application age.²⁵ Together, these strategies strengthen the Department's ability to attract and retain a diverse, qualified workforce. By combining process improvement, community partnerships, youth pipelines, and strategic workforce planning, the Department can compete for talent and build a workforce that reflects and understands the communities it serves.

Key Performance Indicators

- Average time-to-hire (in days) from application submission to final offer for sworn and professional positions
- Number of active recruitment partnerships with community organizations, schools, workforce development programs, and universities that generate candidate referrals annually
- Percent of sworn and professional workforce demographics (race, ethnicity, gender) that align with Philadelphia’s population demographics
- Percent of sworn and professional workforce applicants who previously participated in the Police Explorer program and internship programs

Strategies

- 3.3.1 Improve the candidate experience by streamlining the recruitment, hiring, and onboarding process and include service level agreements with external partners at each phase.
- 3.3.2 Cultivate partnerships with community organizations, schools, and Pennsylvania workforce programs to broaden outreach and diversify applicant pools for all employees.
- 3.3.3 Evaluate and expand youth engagement activities to provide a pipeline for future recruitment.
- 3.3.4 Expand and formalize an internship program with local universities to recruit emerging professionals into sworn and professional roles.
- 3.3.5 Proactively recruit specialized administrative and technical positions to increase organizational expertise.

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Priority Area 4: Promote a Collaborative and Supportive Internal Culture

Fostering a workplace where all employees feel informed, respected, and connected.

Promoting a collaborative and supportive internal culture that prioritizes employee wellness is essential to the Department's ability to serve the public effectively and fairly. Employees consistently shared that trust, transparency, and clear communication within the organization directly influence morale, accountability, and how staff show up for the community. This priority area reflects a commitment to fostering a workplace where sworn and professional employees are supported, informed, and connected, and where expertise is valued, expectations are transparent, and collaboration is encouraged. Strengthening internal trust and communication supports a more unified Department, better equipped to support its workforce and deliver consistent, high-quality service to the public.

Objective One: Implement a culture of wellness and greater access to tailored wellness programs and resources for employees

Why this matters: Policing is among the most demanding professions that takes a cumulative toll on mental and physical health. Research consistently links these occupational stressors to elevated rates of depression, anxiety, post-traumatic stress, and burnout among law enforcement personnel. These conditions affect individual well-being, job performance, decision-making, and community interactions.²⁶ Departments that fail to address workforce wellness risk higher turnover, increased absenteeism, and diminished service quality.²⁷ Conversely, agencies that prioritize employee well-being demonstrate that they value their people, not just as workers, but as whole individuals deserving of care and support.²⁸ A genuine culture of wellness that provides accessible, tailored resources strengthens the workforce, improves retention, and ultimately enhances the Department's ability to serve the community effectively.

Why these strategies: These strategies were selected because fostering a culture of wellness requires early identification, accessible resources, and sustained organizational commitment. Research on police wellness has shown that early intervention systems, when implemented with a supportive rather than punitive orientation, can identify officers who may benefit from assistance before stress manifests as misconduct or crisis.²⁹ Further, employee diversion programs offer support and early intervention to change behavior before it leads to dismissal. These strategies will provide the Department with data to identify employees who may need support and make timely, high-quality resources available around the realities of shift work. By combining early identification, accessible programming, supportive messaging, and critical-incident response, this approach embeds wellness into the fabric of the Department rather than treating it as an afterthought.

Key Performance Indicators

- Percent of employees identified by the Early Intervention System (EIS) who receive proactive outreach and support services within 30 days of identification
- Percent of employee survey respondents who report their awareness of what is offered through Employee Assistance Program (EAP)
- Percent of employees participating in the internal employee diversion program who are reported for disciplinary action within 12 months of program completion

- Percent of surveyed employees that report satisfaction with onboarding process and peer support post-Academy
- Percent of surveyed employees that report they believe the Department is moving in a positive direction in its support of employees
- Percent of employees involved in critical incidents (officer-involved shootings, serious injuries, traumatic events) who utilize the post-critical-incident decompression protocol within 72 hours

Strategies

- 4.1.1 Expand Department's pilot Early Intervention System (EIS) to monitor key indicators and identify employees for proactive wellness and performance support.
- 4.1.2 Utilize an internal employee diversion program to support professional growth, reduce disciplinary impacts through corrective development opportunities, and foster a culture of accountability and continuous improvement.
- 4.1.3 Evaluate and enhance Employee Assistance Program (EAP) and peer support wellness program to improve access, quality, and alignment with workforce needs across shifts and assignments.
- 4.1.4 Promote employee wellness by simplifying access to services and ensuring regular messaging about wellness tools, expectations, and benefits at every level of the Department.
- 4.1.5 Create a post-critical-incident decompression protocol with access to mental health support.

Objective Two: Strengthen trust, communication, and collaboration among all our employees

Why this matters: A department's ability to serve the public effectively is shaped by the strength of its internal culture. Research on police organizations consistently finds that agencies with high levels of internal trust and open communication experience better morale, stronger retention, and more consistent service delivery.³⁰ When employees feel informed, heard, and valued, they are more likely to engage fully in their work and support organizational goals. Building a culture of trust and collaboration requires intentional effort. Rather than relying on informal channels, effective departments create formal structures to ensure that information flows consistently and that employees at all levels have opportunities to contribute to organizational learning and improvement.³¹

Why these strategies: These strategies recognize that trust and collaboration are built through consistent communication, shared learning, and visible recognition of employee contributions. By strengthening how information flows across the organization and elevating promising practices, the Department reinforces a culture where employees feel informed, valued, and connected. Additionally, research on organizational learning in policing emphasizes that agencies improve most effectively when they create formal mechanisms for non-punitive review of critical incidents and system-level reflection.³² Together, this approach supports a more cohesive internal environment, one that encourages accountability, continuous improvement, and collaboration across roles, units, and assignments.

Key Performance Indicators

- Percent of surveyed employees who report positive sentiments about the Department's credibility, consistency, and usefulness of messaging.
- Percent of identifiable corrective actions (following an after-action event review) that are assigned to a responsible individual and implementation timeline within 60 days

- Percent of formal employee recognition actions that explicitly reflect collaboration, innovation, or cross-unit problem-solving

Strategies

- 4.2.1 Assess and streamline internal communication protocols and implement a standard to ensure timely, consistent information for all staff.
- 4.2.2 Formalize an after-action event review process that brings together stakeholders following a critical incident for non-punitive learning and system-level improvement.
- 4.2.3 Establish a process to document and share promising practices with the Executive Team, scale effective innovations, and recognize employee contributions.

Objective Three: Use transparent methods to communicate with employees and define expectations and responsibilities for all positions

Why this matters: Employees perform best when they understand what is expected of them and how their work contributes to the organization's mission and vision. Research on organizational effectiveness consistently demonstrates that role clarity reduces confusion, improves job satisfaction, and strengthens overall performance.³³ In police organizations where personnel operate across diverse units, shifts, and assignments, ambiguity about duties and expectations can lead to inconsistent practices, frustration, and diminished accountability. When employees are unclear about their responsibilities or how their performance will be evaluated, engagement suffers, and commitment to the organization weakens.³⁴ Transparent communication about roles, expectations, and standards signals respect for employees and provides the foundation for fair, consistent supervision across the Department.

Why these strategies: The Department can provide employees with clear expectations of performance and responsibilities by documenting standards and facilitating peer-to-peer learning. Research on police management emphasizes that clearly articulated job responsibilities and performance criteria support both individual development and organizational consistency.³⁵ These strategies will define duties and measurements of success for all sworn and professional employees while connecting their responsibilities to the Department's operational priorities. Further, providing a forum for Department leadership to learn from one another will create greater consistency across districts and Department units while promoting innovative ideas. This approach builds a culture in which expectations are clear, accountability is fair, and employees can succeed.

Key Performance Indicators

- Percent of selected sworn and professional positions with a role-specific job description and defined performance expectations
- Percent of surveyed employees reporting clear understanding of duties and performance expectations
- Percent of commanding officers that participate in at least two formal peer-to-peer exchanges per year

Strategies

- 4.3.1 Develop role-specific job descriptions with clear, streamlined duties and performance expectations.
- 4.3.2 Define criteria for each specialized unit position to align performance with operational needs and goals.

- 4.3.3 Develop a standard operating procedure to formalize regular meetings among district and unit commanding officers to facilitate peer-to-peer exchanges and align expectations for management.

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Priority Area 5: Foster Organizational Excellence and Innovation

Building a high-performing organization grounded in data, innovation, and continuous improvement.

The Department must continuously pursue organizational excellence and innovation to serve the public and its employees reliably, fairly, and over the long term. Community members and employees alike emphasized the importance of strong systems, clear processes, and continuity during transitions to support timely, consistent services and effective problem-solving. There is also a shared expectation that the Department leverage data, technology, and evidence-based practices in a transparent and responsible manner to guide decisions, optimize the use of public resources, and respond to evolving community needs. This priority area focuses on building strong internal infrastructure and institutional knowledge that enables continuity, learning, and continuous improvement so the Department can deliver consistent service today while remaining prepared for the challenges and expectations of the future.

Objective One: Develop meaningful performance metrics to inform decision-making and measure progress toward operational and organizational goals

Why this matters: What gets measured shapes what gets prioritized. Police departments that rely solely on traditional crime statistics risk overlooking the broader dimensions of effective policing, such as community trust, officer well-being and development, service quality, and organizational health. Research on police performance measurement consistently demonstrates that agencies using comprehensive, multi-dimensional metrics are better positioned to allocate resources strategically, identify emerging problems, and demonstrate accountability to the public.³⁶ Modern performance management extends beyond counting arrests and response times to include indicators that reflect what communities value: safety, fairness, responsiveness, and quality of life.³⁷ A department that invests in meaningful performance metrics creates the foundation for evidence-based decision-making that strengthens both operational effectiveness and public trust.

Why these strategies: These strategies were selected because meaningful performance measurement requires better metrics, governance structures, analytical capacity, and feedback mechanisms to turn data into action. Research on CompStat and its evolution emphasizes that performance management systems are most effective when they expand beyond crime statistics to encompass quality-of-life concerns, community input, and organizational health indicators.³⁸ Together, these strategies build a comprehensive performance infrastructure that aligns fiscal decisions with strategic priorities and outcome data and provides accountability beyond internal measurement. By combining governance, expanded metrics, community voice, and strategic resource analysis, this approach ensures that performance measurement drives continuous improvement across all dimensions of the Department's work.

Key Performance Indicators

- Percent of Department initiatives, strategies, and programs that have trackable outcome measures
- Percent of Department applications that are integrated with a centralized Identity Access Management that allows for single sign-on
- Number of non-traditional metrics that are included in standardized CompStat reports

- Percent of community survey respondents who report satisfaction with the Department's transparency with data

Strategies

- 5.1.1 Adopt an evidence-based budgeting for outcomes framework and build internal capacity to strengthen fiscal planning.
- 5.1.2 Create an internal Data Governance Committee to develop relevant policies, assess data needs, and implement a phased approach to expand data access and integration.
- 5.1.3 Implement CompStat 2.0 to expand the traditional model beyond crime statistics to include quality-of-life and employee development metrics aligned with strategic goals.
- 5.1.4 Launch a community sentiment survey to measure community priorities and trust and use the results to drive year-over-year improvements in departmental performance and responsiveness.

Objective Two: Implement a staff transition process that preserves knowledge and community relationships and provides continuity of service

Why this matters: Smooth staff transitions are essential for maintaining strong community relationships and consistent service. When officers or district leaders change roles, valuable knowledge about neighborhood dynamics, ongoing issues, and trusted partnerships can be preserved with standard policies and processes. Organizational research emphasizes that knowledge management is critical in policing and that, without structured handoffs, relationships between commanders and residents are strained, and the time required to rebuild them is considerable. Departments that invest in clear transition processes are better able to preserve relationships and partnerships, maintain continuity of service, and support new staff.

Why these strategies: Together, these three strategies ensure that relationship-building and community problem-solving do not depend on individual memory or personality but become part of the Department's shared infrastructure. These strategies work together to ensure that relationships and critical knowledge persist when people change roles. By building a community stakeholder database (a best practice of community policing),³⁹ strengthening how knowledge is captured, standardizing how transitions occur, and communicating openly with the public, the Department can maintain trust, continuity, and reliable service for the community, even as personnel change.

Key Performance Indicators

- Percent of districts that actively access and update a community stakeholder database
- Percent of districts and specialty units that review and update command staff transition SOP annually
- Percent of community survey respondents who report satisfaction with district-level communication

Strategies

- 5.2.1 Strengthen knowledge management by developing sustainable, district-specific directories that catalog community-based services and partnerships and provide a single platform to capture interactions, next steps, and engagement activities.
- 5.2.2 Implement staff transitions with a standard operating procedure that provides continuity and clear communication for staff and the community.

5.2.3 Establish a consistent forum and timeline to communicate district leadership changes to the public.

Objective Three: Institutionalize operational and funding practices and innovations by creating and documenting key processes using Department-wide standards

Why this matters: Clear, documented processes and consistent implementation promote both the Department's effectiveness and the community's trust and they create a foundation for learning across the organization. When promising practices and innovations are captured and shared, progress and impact increase as each district or bureau benefits from practices across the Department. Staff shared that they would like a consistent way to learn what is working elsewhere in the Department. Institutionalizing and updating key processes ensures that successful approaches can be shared, scaled, and sustained over time, strengthening service delivery and supporting staff.

Why these strategies: These strategies were selected because they turn improvement into a shared, repeatable practice across the Department rather than a series of isolated efforts. Guided by an implementation science approach, the Department will focus not only on adopting new policies or tools, but on deploying them with clear roles, training, feedback mechanisms, and performance monitoring to support consistent use over time. Directives and SOPs should be regularly updated to reflect evolving best practices, use of technology, and legislation in order to be operationally useful.⁴⁰ Strengthening project-management capacity helps command staff move strategies from idea to implementation with defined milestones, accountability, and course correction, which is essential to the success of this strategic plan. In parallel, a focused grant strategy that aligns priorities to external funding will ensure this plan is sustainable. Together these strategies create the systems, skills, and resources needed to institutionalize good practice, scale what works, and ensure the Department can consistently deliver on priorities.

Key Performance Indicators

- Percent of directives and SOPs reviewed annually on a rolling basis
- Percent of command staff and executive staff to complete project management training
- Number and amount of new grants secured that are tied to the strategic plan

Strategies

- 5.3.1 Implement an annual review cycle to modernize directives and SOPs, standardize requirements Department-wide, and document approved unit-level variations to maintain transparency and compliance.
- 5.3.2 Provide project management and implementation science training to command and executive staff to enhance strategy execution and organizational effectiveness.
- 5.3.3 Develop a coordinated approach to identify external funding opportunities, prepare competitive grant applications, and secure resources that directly advance Department priorities.

Objective Four: Replace outdated technology and software systems and facilitate the transition from paper-based to digital workflows to improve service delivery

Why this matters: Modernizing the Department's technology environment represents a significant opportunity to strengthen operations, support officers, and enhance service to the community. Moving from paper-based and fragmented systems to integrated, digital platforms enable timely access to critical information, improves

coordination, and supports more informed decision-making. Modern tools reduce administrative burdens, increase consistency and transparency, and allow personnel to focus more time on public safety and problem-solving. Investing in updated technology positions the Department to meet evolving operational, legal, and community expectations while building a foundation that is scalable, resilient, and aligned with best practices in modern policing.

Why these strategies: These strategies were selected because successful technology modernization requires more than new tools; it requires coordinated systems, clear planning, and staff readiness. Policing agencies report that an electronic records management system has the greatest impact on agencies nationwide.⁴¹ An investment in technology, new software platforms, and employee training will allow the Department to implement the strategies in this plan effectively, and a long-term technology roadmap will ensure the Department's investments are strategic and sustainable. Together, these strategies support a practical, responsible transition from paper-based operations to modern, service-driven digital workflows.

Key Performance Indicators

- Percent of core identified administrative and operational workflows that are fully digital
- Number of digital training lessons on Department technology and systems
- Number of eligible low-level 911 calls handled through AI-assisted technology

Strategies

- 5.4.1 Develop a capital and technology roadmap to prioritize funding, adoption, and sustainable use of modern systems, including online reporting, digital workflows, and electronic records management.
- 5.4.2 Train staff on Department technology and systems through live sessions, office hours, and on-demand, digital lessons.
- 5.4.3 Implement AI-assisted technology, with appropriate safeguards, to expedite the report taking process and improve customer service.

IMPLEMENTATION AND MONITORING

The Philadelphia Police Department's Five-Year Strategic Plan is designed to reduce crime, strengthen community partnerships, and transform how the Department serves all communities in Philadelphia. This multi-year plan provides the public and Department employees with a clear roadmap for action. The Department will use a consistent, evidence-based implementation framework to put this plan into action, monitor progress, and implement the included strategies with fidelity.

Implementation will focus on integrating new policies, processes, and procedures into daily operations. Some strategies will begin in 2026, while others will require additional time to plan, resource, and build necessary infrastructure. The Department will prioritize the most critical strategies while maintaining flexibility to respond to changing conditions and emerging needs.

Throughout implementation, the Department will uphold the Guiding Principles established at the outset of this process, with a focus on building organizational capacity, maintaining transparency and accountability, and following evidence and data to drive continuous improvement.

Implementation and Capacity Building

Successful implementation requires the capacity, discipline, and consistency to execute them well. The Department will use a standardized, evidence-based implementation approach across all strategies in this plan. Informed by implementation science, each strategy will move through four phases between Fiscal Year 2027 and Fiscal Year 2032:

- **Implementation Planning:** Cross-functional teams develop detailed plans that define leadership, roles, timelines, required resources, performance measures, and anticipated implementation challenges.
- **Initial Implementation:** Strategies are launched, early results are assessed, and implementation is refined based on data and operational feedback.
- **Full Implementation:** Strategies are implemented at scale with the staffing, training, systems, and leadership supports necessary for consistent execution citywide.
- **Sustained Implementation:** The Department monitors outcomes and implementation quality over time, making continuous improvements to ensure long-term effectiveness and durability.

The Department will build the organizational capacity necessary to implement strategies with fidelity by developing high-quality implementation plans, consistently monitoring progress, identifying challenges early, and making data-informed adjustments over time.

Transparency and Accountability

Accountability to the public is central to this strategic plan. Each strategy was selected based on evidence demonstrating positive outcomes and the potential for measurable improvement. Over the next five years, the Department will regularly share progress, challenges, and results. Key Performance Indicators (KPIs) have been established for each objective to track progress, and CompStat 2.0 will expand public access to data beyond traditional crime statistics, strengthening transparency and trust.

Follow Evidence and Data

This plan is designed to be a living document. To ensure it remains responsive and effective, the Department will conduct an annual Strategic Plan refresh that uses data, performance results, and community input to assess progress and identify needed adjustments. Civic and community leaders and members will be engaged in this process to help ensure the plan continues to reflect evolving needs and expectations. Any updates will be publicly posted on the Department's website.

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The Philadelphia Police Department thanks the Civic Coalition to Save Lives and the Philadelphia Police Foundation for their support and collaboration in developing this strategic plan.

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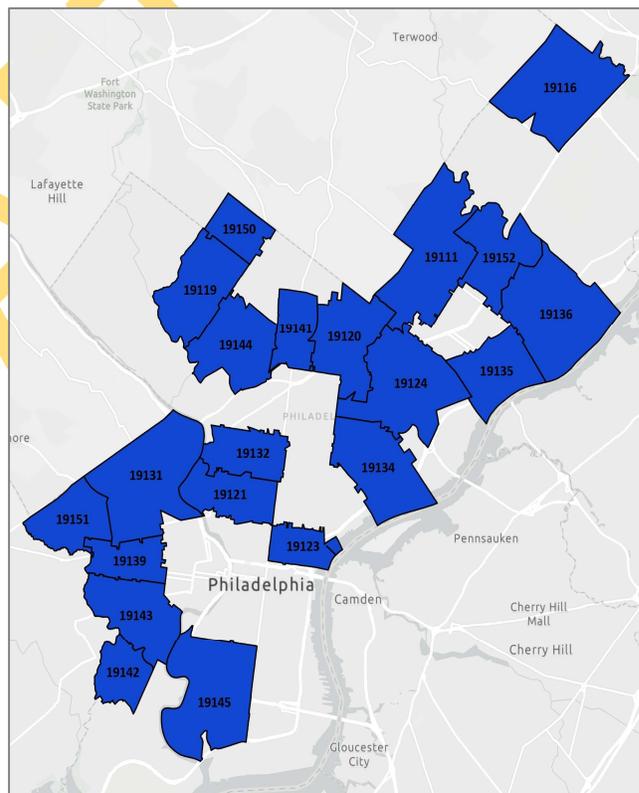
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Youth Advisory Group

To protect youth participants’ privacy, individual names are not identified in this publication. All youth and their families were informed of media and publication requirements, and participation details are shared only in aggregate.

The Youth Advisory Group brought together young people from across Philadelphia, including North, Northwest, West, South, Southwest, and Northeast Philadelphia (see map of zip codes to the right).

Youth participants ranged in age from 14 to 21, reflecting voices at different developmental stages and creating space for varied perspectives on safety, community trust, and youth-police engagement. This level of engagement demonstrates sustained interest, trust, and willingness among youth to contribute their lived experiences and insights to public safety conversations.



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DRAFT



PHILADELPHIA LODGE #5 FRATERNAL ORDER OF POLICE

11630 Caroline Road, Philadelphia, PA 19154-2110
215-629-3600 website: www.fop5.org 215-629-5736 (fax)

Roosevelt L. Poplar, President

Peter Sweryda, Recording Secretary

FOP Statement on Recent Promotional Decisions

FOP Lodge #5 has spoken with numerous members who were passed over for promotion to the ranks of Sergeant, Lieutenant, and Captain under the "Rule of Five."

Last year, PPD leadership assured the FOP that there would be no widespread use of the "Rule of Five." The events of yesterday clearly show otherwise.

The FOP has filed grievances on behalf of all impacted members and is actively exploring additional remedies, including potential relief under recent guidance provided by the Federal Department of Justice and Equal Employment and Opportunity Commission concerning unfair DEI practices in law enforcement.

We recognize the hard work, dedication, and commitment our members invest in the promotional process. They deserve far better from the PPD Executive Team than a cold, impersonal email dismissing their career aspirations without any credible explanation.

Frankly, we need more support for our officers at a critical time when morale is low and retention of our officers is vital to the department's long-term growth and success.

Any member affected by this matter is encouraged to contact the FOP at 215-629-3600 with questions or concerns.

Fraternally,

**Roosevelt L. Poplar, President
Philadelphia, Lodge #5
Fraternal Order of Police**

EXECUTIVE BOARD MEMBERS

Vice Presidents: Nicholas DeNofa, Yvette Clark, John McLaughlin, John R. McGrody
Recording Secretary: Peter Sweryda **Financial Secretary:** Michael P. Trask **Treasurer:** William Sierra
Trustees: Ashley D. Hoggard, Michael Cerruti, Scott R. Bradley, John Hoyt, James F. Crown, Jr. **Conductor:** Sharon Jonas
Guards: Steven Weiler, Joseph Ewald **Chaplain:** Louis J. Campione



PHILADELPHIA LODGE #5 FRATERNAL ORDER OF POLICE

11630 Caroline Road, Philadelphia, PA 19154-2110
215-629-3600 website: www.fop5.org 215-629-5736 (fax)

Roosevelt L. Poplar, President

Peter Sweryda, Recording Secretary

U.S. Department of Justice
950 Pennsylvania Avenue, NW
Washington, DC 20530-0001

On behalf of the Fraternal Order of Police Lodge #5, which represents the men and women of the Philadelphia Police Department, we are writing to formally request that the Department of Justice review and investigate the City of Philadelphia's current promotional practices within the Philadelphia Police Department and the Philadelphia Sheriff's Department.

Our Lodge has received an increasing number of complaints from members who believe they have been unlawfully passed over for promotion under the City's current promotional practices which allows the appointing authority to select any candidate on an eligible list, regardless of rank order, thereby enabling discretionary decisions that appear inconsistent with merit-based advancement.

A significant number of these complaints have come from officers who allege that they have been bypassed for promotion in favor of less qualified candidates based on race, gender, or other protected characteristics. Many of these officers believe that the City and its departments are improperly incorporating diversity, equity, and inclusion (DEI) considerations into promotion decisions, a practice that, if true, would directly conflict with federal nondiscrimination laws, including Title VII of the Civil Rights Act of 1964 and the Equal Protection Clause, as well as the Trump Administration's April 28, 2025 Executive Order concerning law enforcement ("Strengthening And Unleashing America's Law Enforcement To Pursue Criminals And Protect Innocent Citizens").

The Fraternal Order of Police fully supports fair and equal opportunity for all officers. However, promotional decisions must be based on merit, qualifications, and objective standards, not on demographic or political considerations. When discretionary systems such as the City's current process are used to achieve unspoken diversity outcomes, they undermine both the integrity of the promotional process and the confidence of the officers who serve this city.

Accordingly, we respectfully request that the Department of Justice's Civil Rights Division:

1. Conduct an independent review of the City of Philadelphia's law enforcement promotion policies and practices;
2. Determine whether DEI or other non-merit-based criteria are influencing promotion outcomes in violation of federal law; and
3. Ensure that all promotional candidates are evaluated and advanced solely based on job-related qualifications and lawful standards.

We appreciate your attention to this matter and your continued commitment to enforcing equal employment opportunity under the law. Please contact our office at **(215) 629-3600** or via email at jmclaughlin@fop5.org and jmcgrody@fop.org if additional information, documentation, or witness statements are needed.

Fraternally,

Roosevelt L. Poplar, President
Philadelphia, Lodge #5
Fraternal Order of Police

EXECUTIVE BOARD MEMBERS

Vice Presidents: Nicholas DeNofa, Yvette Clark, John McLaughlin, John R. McGrody
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Guards: Steven Weiler, Joseph Ewald **Chaplain:** Louis J. Campione

UNITED STATES DISTRICT COURT
FOR THE EASTERN DISTRICT OF PENNSYLVANIA

DESIGNATION FORM

Place of Accident, Incident, or Transaction: Philadelphia, Pennsylvania

RELATED CASE IF ANY: Case Number: N/A Judge: N/A

- 1. Does this case involve property included in an earlier numbered suit? Yes []
2. Does this case involve a transaction or occurrence which was the subject of an earlier numbered suit? Yes []
3. Does this case involve the validity or infringement of a patent which was the subject of an earlier numbered suit? Yes []
4. Is this case a second or successive habeas corpus petition, social security appeal, or pro se case filed by the same individual? Yes []
5. Is this case related to an earlier numbered suit even though none of the above categories apply? Yes []
If yes, attach an explanation.

I certify that, to the best of my knowledge and belief, the within case [] is / [X] is not related to any pending or previously terminated action in this court.

Civil Litigation Categories

A. Federal Question Cases:

- [] 1. Indemnity Contract, Marine Contract, and All Other Contracts
[] 2. FELA
[] 3. Jones Act-Personal Injury
[] 4. Antitrust
[] 5. Wage and Hour Class Action/Collective Action
[] 6. Patent
[] 7. Copyright/Trademark
[] 8. Employment
[] 9. Labor-Management Relations
[X] 10. Civil Rights
[] 11. Habeas Corpus
[] 12. Securities Cases
[] 13. Social Security Review Cases
[] 14. Qui Tam Cases
[] 15. Cases Seeking Systemic Relief *see certification below*
[] 16. All Other Federal Question Cases. (Please specify):

B. Diversity Jurisdiction Cases:

- [] 1. Insurance Contract and Other Contracts
[] 2. Airplane Personal Injury
[] 3. Assault, Defamation
[] 4. Marine Personal Injury
[] 5. Motor Vehicle Personal Injury
[] 6. Other Personal Injury (Please specify):
[] 7. Products Liability
[] 8. All Other Diversity Cases: (Please specify):

I certify that, to the best of my knowledge and belief, that the remedy sought in this case [X] does / [] does not have implications beyond the parties before the court and [] does / [X] does not seek to bar or mandate statewide or nationwide enforcement of a state or federal law including a rule, regulation, policy, or order of the executive branch or a state or federal agency, whether by declaratory judgment and/or any form of injunctive relief.

ARBITRATION CERTIFICATION (CHECK ONLY ONE BOX BELOW)

I certify that, to the best of my knowledge and belief:

[X] Pursuant to Local Civil Rule 53.2(3), this case is not eligible for arbitration either because (1) it seeks relief other than money damages; (2) the money damages sought are in excess of \$150,000 exclusive of interest and costs; (3) it is a social security case, includes a prisoner as a party, or alleges a violation of a right secured by the U.S. Constitution, or (4) jurisdiction is based in whole or in part on 28 U.S.C. § 1343.

[] None of the restrictions in Local Civil Rule 53.2 apply and this case is eligible for arbitration.

NOTE: A trial de novo will be by jury only if there has been compliance with F.R.C.P. 38.

CIVIL COVER SHEET

The JS 44 civil cover sheet and the information contained herein neither replace nor supplement the filing and service of pleadings or other papers as required by law, except as provided by local rules of court. This form, approved by the Judicial Conference of the United States in September 1974, is required for the use of the Clerk of Court for the purpose of initiating the civil docket sheet. (SEE INSTRUCTIONS ON NEXT PAGE OF THIS FORM.)

I. (a) PLAINTIFFS

Christopher Bloom, Kollin Berg, Joseph Musumeci, Marc Monachello, and Leroy Ziegler Jr.

(b) County of Residence of First Listed Plaintiff Philadelphia (EXCEPT IN U.S. PLAINTIFF CASES)

(c) Attorneys (Firm Name, Address, and Telephone Number)

Jonathan F. Mitchell, Mitchell Law PLLC, 111 Congress Avenue, Suite 400 Austin, Texas 78701 (512) 686-3940; Walter S. Zimolong, Zimolong, LLC, Post Office Box 552, Villanova, Pennsylvania 19085-0552 (215) 665-0842

DEFENDANTS

City of Philadelphia, Philadelphia Police Department, Krista Dahl-Campbell, and Candi Jones

County of Residence of First Listed Defendant Philadelphia (IN U.S. PLAINTIFF CASES ONLY)

NOTE: IN LAND CONDEMNATION CASES, USE THE LOCATION OF THE TRACT OF LAND INVOLVED.

Attorneys (If Known)

II. BASIS OF JURISDICTION (Place an "X" in One Box Only)

- 1 U.S. Government Plaintiff, 2 U.S. Government Defendant, 3 Federal Question (U.S. Government Not a Party), 4 Diversity (Indicate Citizenship of Parties in Item III)

III. CITIZENSHIP OF PRINCIPAL PARTIES (Place an "X" in One Box for Plaintiff and One Box for Defendant)

- Citizen of This State, Citizen of Another State, Citizen or Subject of a Foreign Country, PTF DEF, Incorporated or Principal Place of Business In This State, Incorporated and Principal Place of Business In Another State, Foreign Nation

IV. NATURE OF SUIT (Place an "X" in One Box Only)

Click here for: Nature of Suit Code Descriptions.

Table with columns: CONTRACT, REAL PROPERTY, TORTS, CIVIL RIGHTS, PRISONER PETITIONS, FORFEITURE/PENALTY, LABOR, IMMIGRATION, BANKRUPTCY, SOCIAL SECURITY, FEDERAL TAX SUITS, OTHER STATUTES. Includes various legal categories like Insurance, Personal Injury, Real Estate, Labor, etc.

V. ORIGIN (Place an "X" in One Box Only)

- 1 Original Proceeding, 2 Removed from State Court, 3 Remanded from Appellate Court, 4 Reinstated or Reopened, 5 Transferred from Another District, 6 Multidistrict Litigation - Transfer, 8 Multidistrict Litigation - Direct File

VI. CAUSE OF ACTION

Cite the U.S. Civil Statute under which you are filing (Do not cite jurisdictional statutes unless diversity): 42 U.S.C. § 1983

Brief description of cause: Lawsuit challenging race and sex discrimination in the Philadelphia Police Department's hiring and promotions

VII. REQUESTED IN COMPLAINT:

CHECK IF THIS IS A CLASS ACTION UNDER RULE 23, F.R.Cv.P. DEMAND \$ CHECK YES only if demanded in complaint: JURY DEMAND: Yes No

VIII. RELATED CASE(S) IF ANY

(See instructions):

JUDGE DOCKET NUMBER

DATE SIGNATURE OF ATTORNEY OF RECORD

February 25, 2026 /s/ Jonathan F. Mitchell

FOR OFFICE USE ONLY

RECEIPT # AMOUNT APPLYING IFP JUDGE MAG. JUDGE