



Office of  
**Diversity, Equity and Inclusion**  
CITY OF PHILADELPHIA

# Diversity, Equity, and Inclusion Plan

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# FY 2023

Department Name:

 **COMMERCE**

Unit Name:

 **DIVISION OF AVIATION**

## DOCUMENT IDENTIFICATION

Document Status:

 **COMPLETED**

Document Classification:

 **PUBLIC**

DEI Plan Completion Date

 **6/30/2022**

## DEPARTMENT FUNCTIONAL DETAILS

Name of Department:

 **COMMERCE**

Name of Business Unit:

 **DIVISION OF AVIATION**

Point of Contact Name:

 **JONATHON TODD**

Point of Contact Title:

 **DIRECTOR OF DEI**

# 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
  - » Racial equity mission, vision and purpose statement completed. DEI vision and mission statement in draft phase, will be completed Q1 FY 23
- Number of staff communications related to DEI objectives
  - » Unsure
  - » Numerous communications circulate throughout entire staff from a variety of in-house outlets (CEO, CAO, Communications team, Director of DEI, racial.equity@phl.org, HR - Training & development, staffing; etc.)
- Budget and resource allocation for DEI objectives
  - » Yes
  - » Budget has been allocated for equity-driven workforce development initiatives, comprehensive DEI training and curriculum facilitated in-house and with consultants/partners

## 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
  - » Unsure
  - » Better Together: Race, Equity and Inclusion at PHL (two-day training session for senior team), Senior Team training session with Equity & Results, A-Team training sessions with Equity & Results, Eight (DEI) DEI Training sessions in Fall 2022
- Frequency of meetings with Mayor's Office of DEI and identification of issues resolved through collaboration
  - » Unsure
  - » At least quarterly but DOA representatives attend additional DEI-led or supported meetings (PHL Racial Equity Cohort #1 Quarterly check-ins, Racial Equity Working Group, Philadelphia Citywide DEI Leaders Meeting). DOA staff also connects between quarterly check-ins to address various inquiries, seek clarity on topic-specific items and share best practices.

## 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.
- Utilize Exempt Diversity Handbook and partner with DEI/OHR where helpful to identify talent across diverse communities.

#### METRICS AND PERFORMANCE INDICATORS

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

# GOAL 2

- List of recruitment efforts and recruitment opportunities
  - » Yes
  - » SWING (Southwest Initiatives for Neighborhood Growth) Airport-wide career/job fairs, ethnic chambers of commerce, Post-secondary institutions (four-year and community colleges, postsecondary training institutions, neighborhood CDC's)
- Diverse hiring panel attestations
  - » Yes
  - » Hiring panels for prospective positions include diversity by race, gender, tenure and expertise. Multiple DEI-specific questions included in interview. Director of DEI sits on the majority of hiring panels for prospective candidate interviews
- Exempt workforce metrics
  - » Yes
- Diversity of executive leadership team
  - » Yes
  - » Currently 62% female and 40% individuals of color. Executive hiring firms submitting RFP's to work with DOA must outline significant commitment to diversity, equity and inclusion in their recruitment and metrics.

## ADDITIONAL STRATEGIES

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

- » N/A

## 2. CITYWIDE DEI OBJECTIVES

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

### KEY STRATEGIES

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

- Consistent with the strategies set forth under Goal 3 (Impactful Learning and Professional Development), ensure that executive leadership and managers receive training on supporting a diverse, inclusive work environment.
- Identify barriers to inclusive culture through employee assessment or engagement surveys and develop specific strategies to promote inclusiveness.
- Discuss the importance of creating an inclusive working culture during staff meetings or other forums.

# GOAL 2

- 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.
- Listen, acknowledge, and respond to employee stress generated by pandemic, social unrest, equity, violence, etc.

## METRICS AND PERFORMANCE INDICATORS

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- Compliance with DEI workforce plan and progress toward goals identified in plan
  - » N/A
- Progress toward identification and elimination of barriers to retaining and promoting diverse staff
  - » N/A
- Identification of efforts done to create an inclusive environment
  - » N/A

## ADDITIONAL STRATEGIES

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

- » N/A

### 3. CITYWIDE DEI OBJECTIVES

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 exit interviews to understand reasons contributing to loss of diverse talent and other DEI issues, with a plan to address and remove barriers.
- In partnership with the Office of Human Resources, communicate employee wellness resources to address stress management, physical fitness, dependent care, selfcare, nutrition, mental health, work-life balance, and financial wellness.

#### METRICS AND PERFORMANCE INDICATORS

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- Number of stay interviews
  - » N/A
- Number of exit interviews
  - » N/A
- Results of exit interviews by race/ethnicity, gender, etc.
  - » N/A
- Employee satisfaction survey results
  - » N/A

#### ADDITIONAL STRATEGIES

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

- **PHL WELL** - a Division of Aviation wellness program to educate, inform and engage employees on how to manage their physical, mental and financial well being. Program offers wellness information via challenges/activities, brown bag workshops, intranet, emailed articles, infographics, tips and health reminders, wellness messages on break room monitors and text to phone.



- **Amenities for Employees committee** - a Division of Aviation initiative to bring about work life balance for employees by identifying opportunities to institute fringe benefits such as child care facility, gym, etc. The initiative recently recommended an airport wide HR council to address employment issues/concerns at PHL and how they can be addressed.

### 3. 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.

- 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.

- Number and types of initiatives and reforms generated in response to assessment of existing policies
  - » 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

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- Number and types of trainings
  - » 8
  - » Eight (8) scheduled DEI trainings for Fall 2022 (Racism in America, Privilege and Power, Diversity & Inclusion (what it is/what it isn't), Leading in a diverse world, courageous conversations, What is your role in creating a diverse, equitable and inclusive culture (accomplice, ally, advocate?) and Unconscious Bias (June/July 2022)
- Number of staff participating in training and DEI initiatives
  - » <50% of staff
  - » Unconscious Bias supervisory training, Thursday BHM & AAPI edition; REAC BHM & AAPI workshops
- Number and types of DEI specific staff communications
  - » Unsure
  - » Numerous communications circulate throughout entire staff from a variety of in-house outlets (CEO, CAO, Communications team, Director of DEI, [raciaequity@phl.org](mailto:raciaequity@phl.org), HR - Training & development, staffing; etc.)

- Employee inclusion surveys
  - » Currently compiling survey results
- Number and types of initiatives and reforms generated in response to trainings, surveys
  - » 8
  - » Eight (8) scheduled DEI trainings for Fall 2022 (Racism in America, Privilege and Power, Diversity & Inclusion (what it is/what it isn't), Leading in a diverse world, courageous conversations, What is your role in creating a diverse, equitable and inclusive culture (accomplice, ally, advocate?) and Unconscious Bias (June/July 2022)

## ADDITIONAL STRATEGIES

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

- **PHL P.R.I.D.E. values week** - initiative to elevate organizational values around People First, Respect, Integrity, Diversity and Excellence. Activities and training to reinforce those values will take place during a week-long event.
- **Witi 2021** - program to inspire high school aged women to pursue exciting opportunities available in the transportation and STEM industries.
- **Stars & Leads** - structured professional development program for administrative support and entry to mid-level leadership staff. Participants receive development and career planning in the form of classroom instruction and professional coaching to build on strengths and correct challenges
- **Administrative Professionals Development Program** - professional development program focusing on creating breakthrough conversations in the workplace, critical thinking, office management needs assessment, editing and proofing, business writing
- **Bridge program** - trades reskilling program for custodial and semi-skilled laborer employees

### 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

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- Allocation of resources to equity, recruitment, and training initiatives
  - » Yes
  - » See the attached Airport Annual Workforce DEI Plan
- Number and types of inclusion and anti-racist workplace initiatives
  - » N/A
  - » See attached "DEI Template Addition Information" document

# GOAL 4

- Number and types of community engagement events used to inform budget priorities
  - » Unsure
  - » DOA engages with a diverse cross-section of stakeholders and community partners to gather information that helps inform budget priorities
- Records of attendance/outreach at events used to inform budget priorities
  - » Unsure
- Disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures
  - » See the attached "Five Year Financial and Strategic Plan" - Follow up with Shaq

## **ADDITIONAL STRATEGIES**

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

- » N/A

### 1. CITYWIDE DEI OBJECTIVES

Advance economic opportunities for diverse business enterprises.

#### KEY STRATEGIES

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

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

#### METRICS AND PERFORMANCE INDICATORS

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- Submission of completed, approved Compliance Plan
  - » Yes
  - » DOA works with the Office of Economic Opportunity and federal partners to establish benchmarks for M/W/DSBE participation goals and submits completed and approved compliance plans annually.
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
  - » Above goal
  - » DOA surpassed its business diversity goals for the City's program for FY21 and the Federal Airport Concession DBE (ACDBE) and ACDBE Marketplace Storefront programs for federal FY 21

#### ADDITIONAL STRATEGIES

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

- » N/A

## EQUITABLE CITY SERVICES & COMMUNITY ENGAGEMENT

### 1. CITYWIDE DEI OBJECTIVES

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

#### KEY STRATEGIES

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

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

#### METRICS AND PERFORMANCE INDICATORS

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- Number and types of engagement with community organizations
  - » Unsure
  - » The community engagement unit, workforce development unit, DEI unit and several other units actively engage with non-profit organizations to create a more inclusive environment at the airport..
- Community survey results
  - » Yes

#### ADDITIONAL STRATEGIES

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

- » N/A

### 2. CITYWIDE DEI OBJECTIVES

Enhance City customer service being provided by the department.

## KEY STRATEGIES

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

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

## METRICS AND PERFORMANCE INDICATORS

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- Community/customer satisfaction survey results
  - » Yes
  - » The Community Engagement unit administers surveys to community development corporations (CDC) and other local stakeholders. the Guest Experience Unit administers customer service surveys directly to travelers and gathers data from stakeholder partners within the airport
- Number, types, and location of outreach events
  - » N/A

## ADDITIONAL STRATEGIES

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

- » N/A

## 3. CITYWIDE DEI OBJECTIVES

Produce more racially equitable outcomes for all Philadelphians.

### KEY STRATEGIES

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

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



# GOAL 6

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

## METRICS AND PERFORMANCE INDICATORS

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- Identification and progress of department strategies identified to create more racially equitable outcomes
  - » DOA's Milestones To Success program is a comprehensive workforce development program that focuses on upskilling/reskilling for existing employees, apprenticeship programs for existing employees and external jobseekers, career mapping to help navigate existing employees' professional trajectories and tuition reimbursement that encourages existing employees to continue their education. (In development)

## ADDITIONAL STRATEGIES

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

- » N/A

## 4. CITYWIDE DEI OBJECTIVES

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

### KEY STRATEGIES

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

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

## METRICS AND PERFORMANCE INDICATORS

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

# GOAL 6

- Track how people engage with the department: how many times American Sign Language interpretation provided; utilization of closed captioning; call in options
  - » N/A
  - » PHL has received zero requests for American Sign Language interpretation or utilization of captioning
- Department compliance with Mayor's Office for People with Disabilities guidance
  - » Yes
  - » PHL complies with the Mayor's Office for People with Disabilities' guidance
- Number and types of inquiries and grievances handled by ADA liaison
  - » N/A
  - » From January - July 2022, PHLs ADA Department has responded to 105 ADA inquires. The topic of these include everything from wheelchair services, to request for reasonable accommodations, to questions about accessible facilities or policies and procedures. All inquires have received a response within 12 - 24 hours. All reasonable accommodation requests have been approved at the initial request.
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
  - » See above

## ADDITIONAL STRATEGIES

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

- We have a full time ADA Director who also is now in charge of LEP as of June 2022

## 5. CITYWIDE DEI OBJECTIVES

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

### KEY STRATEGIES

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

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

## METRICS AND PERFORMANCE INDICATORS

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- Maintenance of Language Access Plan
  - » Yes
  - » Language Access Plan is updated annually. See attached "Language Access Plan" document
- Number and types of requests for language access assistance
  - » N/A
  - » Number of requests exceeds max number. See attached "DEI Template Additional Information" document
- Outcome of requests for language access assistance
  - » N/A

## ADDITIONAL STRATEGIES

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

- » 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

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- Racial Equity Action Plan implementation progress
  - » In progress
  - » 1. Equity-driven workforce development plan focused on internal reskilling/upskilling and establishing career pathways for external candidates. 2. Comprehensive DEI foundational education and awareness curriculum for all DOA staff 3. Federal waiver that allows DOA to set Black/Hispanic goals for Concessions Program (Rejected)
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
  - » Including DOA's Accessibility/Accommodation efforts and initiatives throughout DEI strategy, implementing an airport-wide effort to promote DEI, further diversify workforce as hiring scales back up, bridging the gap between office and frontline staff

#### ADDITIONAL STRATEGIES

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

- » N/A

## 2. CITYWIDE DEI OBJECTIVES

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

### KEY STRATEGIES

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

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

### METRICS AND PERFORMANCE INDICATORS

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

- Reduction and/or elimination of disparities and differential outcomes by race
  - » Yes
  - » Through citywide metrics, check-ins with OEO, quarterly meetings with the Mayor's Office of Diversity, Equity and Inclusion, a decreased disparity in salary by race at DOA, more diverse representation in managerial/leadership positions, survey employees to assess efforts in cultivating a work environment of acceptance and belonging

### ADDITIONAL STRATEGIES

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

- » N/A