



Office of
Diversity, Equity and Inclusion
CITY OF PHILADELPHIA

**Diversity, Equity,
and Inclusion
Plan**

FY 2023

Department Name:



CHIEF ADMINISTRATIVE OFFICE

Unit Name:



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DEPARTMENT FUNCTIONAL DETAILS

Name of Department:

 **CHIEF ADMINISTRATIVE OFFICE**

Name of Business Unit:



Point of Contact Name:

 **LIBBY PETERS**

Point of Contact Title:

 **CHIEF OF STAFF**

GOAL 1

SUSTAINABLE DEPARTMENT INFRASTRUCTURE

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

1. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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

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

METRICS AND PERFORMANCE INDICATORS

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

- Completed Vision and Mission Statement
 - » Yes
 - » CAO is guided by Four Pillars and within each pillar are specific goals to further diversity, equity and inclusion in our work. https://www.phila.gov/media/20220317115516/CAO_By-the-Numbers-2021.pdf
- Number of staff communications related to DEI objectives
 - » Since DEI objectives are embedded throughout our work, many/most of the communications sent out department wide encompass DEI objectives.
- Budget and resource allocation for DEI objectives
 - » Yes

GOAL 1

- » In FY23, we are making new investments to support DEI efforts city-wide. Those include over \$600,000 to support the following: the salary for a Director of Professional Development, who will coordinate and deliver development programs focused on building competencies for City employees and leadership to drive a culture of diversity, equity, and inclusion; a new managers training series to support civil service and exempt managers in leading teams effectively, understanding leadership styles, conflict management, and communication methods to help cultivate positive working relationships to support employee productivity and morale; and, lastly, the re-launch of the Mayor's Internship Program, an entry-level pipeline for diverse college students interested in careers in City government. In addition to these specific investments, we will proactively share updates regarding these investments with our employees as well as provide them an opportunity to provide input into our racial equity action plan in the coming FY.

ADDITIONAL STRATEGIES

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

- In FY23, we are making new investments to support DEI efforts city-wide. Those include over \$600,000 to support the following: the salary for a Director of Professional Development, who will coordinate and deliver development programs focused on building competencies for City employees and leadership to drive a culture of diversity, equity, and inclusion; a new managers training series to support civil service and exempt managers in leading teams effectively, understanding leadership styles, conflict management, and communication methods to help cultivate positive working relationships to support employee productivity and morale; and, lastly, the re-launch of the Mayor's Internship Program, an entry-level pipeline for diverse college students interested in careers in City government. In addition to these specific investments, we will proactively share updates regarding these investments with our employees as well as provide them an opportunity to provide input into our racial equity action plan in the coming FY.

2. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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

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

METRICS AND PERFORMANCE INDICATORS

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- Number and types of coaching provided to leadership
 - » CAO leadership participates in regular racial equity trainings offered to A-Team. Service Design Studio participates in a bimonthly racial equity committee meeting, as well as a Citywide Budget Equity Committee during budget season.
- Frequency of meetings with Mayor's Office of DEI and identification of issues resolved through collaboration
 - » Monthly

ADDITIONAL STRATEGIES

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

- » CAO just kicked off participation in the fall 2022 cohort of departments participating in racial equity training (as of November 2022). We have 10 employees from across the department working in two teams to develop two sets of strategies.

GOAL 2

WORKFORCE EQUITY & WORKPLACE INCLUSION

1. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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

- Build and sustain a diverse and inclusive leadership team.
- Complete the annual Exempt Workforce Planning Document and track the anticipated hiring and vacancies in the departmental workforce for the next fiscal year, including hiring opportunities in the exempt workforce as required by EO 1-20.
- For each position, develop and implement a plan for recruitment from a diverse, qualified group of applicants designed to achieve equitable representation across all functions and levels: leadership, management, and staff.
- Ensure advertising reaches diverse communities where a wide variety of candidates are more likely to look for job postings.
- Identify civil service positions where it is difficult to source diverse candidates and work with the Office of Human Resources to attract applicants from diverse groups.
- Identify positions and categories of diversity (race, gender, identity, etc.) where department has achieved progress in hiring diverse, qualified candidates.
- Ensure job requirements and classifications are evaluated for bias and eliminate barriers to recruitment - such as unnecessary education requirements and experience.
- Create a diverse hiring panel (of gender, age, race/ethnicity) to assist with assessing candidates at all levels of the hiring process (resume review, interviews, etc.). This key step in the process better ensures that equity will be built into the process and mitigates the impact of implicit biases.
- Create an assessment process that not only includes traditional interviews but other tools. OHR and Human Resources & Talent ("HR&T") can assist in developing your selection process.
- Utilize Exempt Diversity Handbook and partner with DEI/OHR where helpful to identify talent across diverse communities.
- In partnership with the Office of Human Resources, ensure training to conduct interviews with cultural humility.

METRICS AND PERFORMANCE INDICATORS

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- List of recruitment efforts and recruitment opportunities
 - » Yes
 - » OHR, HRT can provide job postings, # of online sources these are shared with, online engagement efforts, and other efforts, job fairs attended
- Diverse hiring panel attestations
 - » Yes
 - » All hiring panels are racially diverse and made up of people with different perspectives.
- Exempt workforce metrics
 - » Yes
- Diversity of executive leadership team
 - » Yes

ADDITIONAL STRATEGIES

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

- The Office of the CAO has an extremely diverse workforce with 75% of the staff coming from Black, Asian, Hispanic or Latinx communities. Our office is also woman-led and 75% of our staff identify as female.
 - » For our "executive workforce" (those making \$90k or more), 76% identify as female and 54% identify as non-white (Black (4) or Asian (3)).
 - » HRT has a database of 50+ D&I professional organizations in the D&I Recruitment Guide that is shared with exempt hiring managers. Info-sessions can be held to explain D&I recruitment guide and offer support and suggestions on recruitment strategy. Additionally, Philly Careers is an online strategy that allows job seekers to connect with hiring managers and learn more about the position. HR&T provides Effective Interview Training to ensure interviews are conducted fairly and without bias.
 - » Through the Operations Transformation Fund, we are supporting OHR with the rollout of a mobile recruitment vehicle to reach civil service prospective employees in their neighborhoods.

2. CITYWIDE DEI OBJECTIVES

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.

- Track the number of formal complaints or informal concerns related to Equal Employment Opportunity ("EEO") or DEI matters, including contacts with the Employee Relations Unit.
- Encourage the creation of internal/departmental City Resource Groups, and formation of department-specific inclusion committees with representation across leadership levels.
- Promote participation in Citywide and internal/departmental City Resource Groups or affinity groups.
- Promote the use of the Employee Self Identification Census in OnePhilly, with which employees can voluntarily self-identify using expanded sexual orientation and gender identity options.
- Create an accommodating workplace environment for employees with disabilities, including a strategy for accommodating employees with disabilities.
- Involve the department's management team in the department's diversity, equity, and inclusion goals.
- Develop a process to identify and address microaggressions or micro-inequities that have occurred within the department.
- Develop a strategy or policy that supports transgender employees who may be transitioning.
- Listen, acknowledge, and respond to employee stress generated by pandemic, social unrest, equity, violence, etc.

METRICS AND PERFORMANCE INDICATORS

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- Compliance with DEI workforce plan and progress toward goals identified in plan
 - » Yes
- Progress toward identification and elimination of barriers to retaining and promoting diverse staff

GOAL 2

- » In progress
- » We continually monitor and assess our progress towards this goal. We are in the process of establishing a consistent "goal setting" or performance review opportunity for all CAO employees so that they have more opportunities for feedback, goal setting, and professional development.
- Identification of efforts done to create an inclusive environment
 - » Completed
 - » Employee Wellness Committee meets monthly.

ADDITIONAL STRATEGIES

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

- » We are working to establish an annual performance review for CAO exempts, which will foster more communication, support, and professional development opportunities for all staff. This is an opportunity to reflect on the accomplishments of our staff and help set goals for the year ahead. It's also an opportunity to find ways to recognize and reward employees for a job well done.

3. CITYWIDE DEI OBJECTIVES

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.

Improve the retention of diverse employees.

- Assess opportunities to develop strategies to retain qualified, diverse talent.
- Identify onboarding processes and identify opportunities within those processes to effectively integrate diverse employees into the organization.
- Conduct stay interviews with employees who have been with the department for at least 5 years about what keeps them with your team.
- Conduct exit interviews to understand reasons contributing to loss of diverse talent and other DEI issues, with a plan to address and remove barriers.
- In partnership with the Office of Human Resources, communicate employee wellness resources to address stress management, physical fitness, dependent care, selfcare, nutrition, mental health, work-life balance, and financial wellness.

METRICS AND PERFORMANCE INDICATORS

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- Number of stay interviews
 - » 60
 - » When we begin conducting regular performance evals/goal setting sessions with employees across CAO, this will be incorporated.
- Number of exit interviews
 - » This depends on turnover from year to year. Typically less than 5% of staff
- Results of exit interviews by race/ethnicity, gender, etc.
 - » No
- Onboarding policy
 - » Yes
- Employee satisfaction survey results
 - » Yes
 - » CAO periodically sends out staff surveys to determine how remote work and overall employee wellness is going.

ADDITIONAL STRATEGIES

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

- The Office of the CAO, including the Operations Transformation Fund and HR&T, are working with the Office of DEI and OHR to implement a robust employee engagement platform in the spring of 2023. The platform is a best-in-industry solution that will allow us to engage employees during onboarding/offboarding, as well as annually, and allow us to analyze employee engagement along a number of key indicators, including sense of inclusion and belonging.

4. CITYWIDE DEI OBJECTIVES

Improve the promotion of diverse employees.

KEY STRATEGIES

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

GOAL 2

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

METRICS AND PERFORMANCE INDICATORS

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- Number and types of initiatives and reforms generated in response to assessment of existing policies
 - » 3+
 - » CAO has worked closely with ODEI to improve the equity of workplace policies. This includes paid leave policies, DEI training, the establishment of ombudsmen, etc..

ADDITIONAL STRATEGIES

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

- » OAR created internal supervisory positions to provide opportunities for longtime staff members to be promoted, while also providing training to make sure they were prepared to handle their new management duties. OAR plans on cross training staff to give more opportunities for those promotions.

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
 - » CAO will participate in the Racial Equity Training cohort beginning in Fall 2022
- Number of staff participating in training and DEI initiatives
 - » <50% of staff
 - » This will expand beyond leadership when the CAO participates in the fall 2022 cohort of developing a DEI action plan.
- Number and types of DEI specific staff communications
 - » N/A
 - » This is embedded in many types of communications sent out to staff.
- Employee inclusion surveys
 - » Yes
 - » We periodically send out employee surveys but will look to add questions around inclusion and equity and send out surveys on a consistent (quarterly) basis.

- Number and types of initiatives and reforms generated in response to trainings, surveys
 - » Adjustments to the CAO's work from home policies and other policies as based on feedback from employee surveys and feedback from staff provided to leadership.

ADDITIONAL STRATEGIES

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

- With remaining class 200 funds, the CAO is supporting the following SDS trainings:
 - » Citizens Assembly (participatory democracy)
 - » Certificate in Disability Inclusion and Accessible Design
 - » Trauma-responsive design
 - » Community-centered design
 - » Unlearning caste supremacy
 - » Uprooting white supremacy in organizations
 - » Humanity-centered design
- Most of the SDS team attends the Racial Equity Citywide meeting and the Equitable Engagement Collaborative
- Once a month the SDS team participates in a meeting we call "thinking together." We read books and article as well as watch short films that expand our understanding of how inequity (based on race, gender, sexuality, age, class, etc.) functions on institutional and on a societal level -- and how we can apply this understanding to our work.
- HR&T Goals for FY23:
 1. Provide training & resources to supervisors and managers that give them the tools for mentoring and developing employees.
 2. Bring on consultant to develop a core set of professional development/DEI courses for all levels of managers and supervisors
 3. Publicize and track LMS professional development courses
- The OTF has set aside funds to renew GARE membership for OTF projects, as well as sponsor participation in the annual GARE conference.

1. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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

- Thoroughly participate in annual racial equity budget process.
- Advance racial equity as part of the core work the department performs.
- Administer critical programs or policies with the department's existing budget to improve racial equity.
- Use some of the department's existing budget to create an inclusive, anti-racist workplace.
- 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
- Number and types of inclusion and anti-racist workplace initiatives
 - » 5-10+
- Number and types of community engagement events used to inform budget priorities

GOAL 4

- » N/A
- » This is done indirectly through the community engagement and service design work we do with other departments, who then use the outcomes of that work to better focus services to reach people who need them most.
- Records of attendance/outreach at events used to inform budget priorities
 - » N/A
- Disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures
 - » Yes
 - » We are working on disaggregating data related to vendor pay, OAR determinations, HR&T trainings, and other activities for FY23.

ADDITIONAL STRATEGIES

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

- » CAO will provide \$2.8 million to DEI-focused projects in FY22 and FY23. This is on top of our own staffing and allocation of existing resources. In FY22, for example, our team continued to drive improvements in the vendor pay process, delays to which, we know, disproportionately impact minority-owned businesses. Further, our Service Design Studio continued its work leading the equitable community engagement project, the goal of which is to envision what equitable community engagement can look like for the City of Philadelphia, particularly engagement with historically disenfranchised communities. Ultimately, this vision will translate into an Equitable Community Engagement Toolkit with shared principles, tactics, tools, and training for engagement practitioners. This project is also being supported by \$550,000 through the Operations Transformation Fund (OTF). Further, through the OTF grants, we've made it a priority to support and provide funding to projects that will - through their processes and outcomes - advance racial, economic, or social equity or reduce disparities among Philadelphians. We've also provided funding for OTF Project Partners to participate in the Government Alliance on Race and Equity, through which they can access resources, information, and other professional development opportunities to build capacity and skills to effectively apply an equity lens to their work. Lastly, our Human Resources & Talent team is leading DEI recruitment info sessions and effective interview practices for hiring managers to equip them with resources to reach and hire more diverse employees.
- » In FY23, we are making new investments to support DEI efforts City-wide. Those include over \$600,000 to support the following: the salary for a Director of Professional Development, who will coordinate and deliver development programs focused on building competencies for City employees and leadership to drive a culture of diversity, equity, and inclusion; a new managers training series to support civil service and exempt managers in leading teams effectively, understanding

GOAL 4

leadership styles, conflict management, and communication methods to help cultivate positive working relationships to support employee productivity and morale; and, lastly, the re-launch of the Mayor's Internship Program, an entry-level pipeline for diverse college students interested in careers in City government.

- » Fundamental to our work in the Service Design Studio is including people most impacted by our work at the City and in Philadelphia. In addition, we include residents who have been marginalized by government actions in our work. This could be immigrant communities, communities of color, older adults, people with disabilities, people who have lower literacy and English proficiency, etc.
- » We include people in most aspects of our project work -- from research to collaborative design of solutions, and sometimes, shared decision-making when possible.
- » Because of our participatory methods, we/the CAO has developed some of the infrastructure required to compensate residents for their participation in our project work.
- » Lastly, Stephanie Tipton and Liana Dragoman participate in the Budget Equity Committee.

1. CITYWIDE DEI OBJECTIVES

Advance economic opportunities for diverse business enterprises.

KEY STRATEGIES

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- 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
 - » (Sharepoint Link)
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
 - » Yes
 - » CAO has always met or exceed it's M/W/DBSE participation goals. In FY23, we are increasing our goal from 25% to 35%.

ADDITIONAL STRATEGIES

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

- » We are partnering closely with the Office of Economic Opportunity to enable real-time insights into their range setting process and outputs. This will enable OEO to better track how long it takes for departments to receive ranges, what those ranges are (by department, NAICS code, contract size, etc.) and ensure that goals are being set based on availability data and the City's 35% goal.

GOAL 6

EQUITABLE CITY SERVICES & COMMUNITY ENGAGEMENT

1. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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

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

METRICS AND PERFORMANCE INDICATORS

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- Number and types of engagement with community organizations
 - » Unsure
- Community survey results
 - » Yes

ADDITIONAL STRATEGIES

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

- » This is central to our work. It's what we do in all of our project work.

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
- 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.

- » This is the sole purpose of the Service Design Studio.

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

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

ADDITIONAL STRATEGIES

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

- » Racial equity has been an explicit focus of the OTF application process, and CAO's engagement with OTF grantees. After the first funding cycle, we redesigned the application format to be more equitable, based on employee feedback. How a project's outcomes would advance racial equity was also a key way we evaluated proposals. CAO encouraged applicants to consider resident compensation and language access, and many funded projects budget for one or both. CAO asks OTF-funded projects to report out on how they are considering racial equity in implementation. The OTF is a member of GARE; all project team members have access to GARE member benefits. The OTF also sponsored 28 people to attend the April 2022 GARE conference (Virtually). People reported that the experience was beneficial, more broadly than for their specific OTF projects. We will continue to seek opportunities for OTF project team members to build capacity around advancing racial equity. Finally, we are hoping to learn from OTF projects to create policy guidelines for City departments for effectively and equitably administering resident/ community compensation.

4. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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

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

METRICS AND PERFORMANCE INDICATORS

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

- Track how people engage with the department: how many times American Sign Language interpretation provided; utilization of closed captioning; call in options
 - » 3
- Department compliance with Mayor's Office for People with Disabilities guidance
 - » Yes
- Number and types of inquiries and grievances handled by ADA liaison
 - » 0
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
 - » 0

ADDITIONAL STRATEGIES

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

- Our public events are now fully accessible.
- The Equitable Community Engagement Toolkit project team has members of the Mayor's Office of People with Disabilities on a monthly basis. They're also advisors on the Toolkit work.
- Fundamental to our service design work is advocating for full accessibility.
- In addition, one of our focus areas for the Toolkit is disability access.

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.

GOAL 6

- Track performance of language access policies and procedures.
- Work with the Office of Immigrant Affairs to improve language access policies and procedures.

METRICS AND PERFORMANCE INDICATORS

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

- Maintenance of Language Access Plan
 - » Yes
 - » Master plan linked in document
- Number and types of requests for language access assistance
 - » 5
 - » We've helped share the Office of Immigrant Affairs ongoing efforts to consolidate language access contracts to make them more accessible to City departments. We've had OIA present at a recent Contract Resource Group meeting.
- Outcome of requests for language access assistance
 - » Completed

ADDITIONAL STRATEGIES

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

- » The Office of the CAO aims to work with the Office of Immigrant Affairs and the language access coordinator to provide staff-wide language access training in FY23.

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.

- 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.

- Racial Equity Action Plan implementation progress
 - » Not started
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
 - » N/A

ADDITIONAL STRATEGIES

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

- » We look forward to participating in the Racial Equity Action Plan training in the fall of 2022.

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.

GOAL 7

METRICS AND PERFORMANCE INDICATORS

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

- Reduction and/or elimination of disparities and differential outcomes by race
 - » N/A

ADDITIONAL STRATEGIES

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

- » We look forward to participating in the Racial Equity Action Plan training in the fall of 2022.