



Office of
Diversity, Equity and Inclusion
CITY OF PHILADELPHIA

Diversity, Equity, and Inclusion Plan

FY 2023

Department Name:



MANAGING DIRECTOR'S OFFICE

Unit Name:



**OFFICE OF COMMUNITY EMPOWERMENT
& OPPORTUNITY**

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DEPARTMENT FUNCTIONAL DETAILS

Name of Department:

 **MANAGING DIRECTOR'S OFFICE**

Name of Business Unit:

 **OFFICE OF COMMUNITY EMPOWERMENT
& OPPORTUNITY**

Point of Contact Name:

 **MAUREEN MAIER**

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
 - » Racial equity is weaved into CEO's [current mission statement](#) and [strategic framework](#). However, CEO will review and revise the existing DEI statements to further clarify and center the role of diversity, equity, inclusion, as well as racial equity in our mission.
 - » CEO will update our Human Resources Handbook to include and align with our DEI and mission statements.
- Number of staff communications related to DEI objectives
 - » 12
 - » CEO will continue to use our monthly All-Staff meetings and internal communications to communicate CEO's DEI objectives and policy updates. Budget and resource allocation for DEI objectives

GOAL 1

- Budget and resource allocation for DEI objectives
 - » Yes
 - » CEO allocated budget line items for the following DIRECTLY related to DEI—two Racial Equity Strategist positions, the CEO Lending Library, and staff professional development.

ADDITIONAL STRATEGIES

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

- CEO hired a Chief Racial Equity Strategist (CRES) and Director of Racial Equity, Storytelling and Community Impact (DRESCI) to design and implement CEO's internal racial equity strategy in FY23.
- In addition, CEO will:
 - » Participate in the FY23 Racial Equity Cohort and partner with an external consultant to develop and implement Racial Equity Action Plans based on the Results-Based Accountability™ framework;
 - » Develop and roll out a racial equity statement to guide our DEI objectives and HR policy updates;
 - » Develop, facilitate, and evaluate the effectiveness of professional development opportunities, designed to roll out and apply the updated DEI and racial equity statements in all our decision-making and practices;
 - » Allocate time for coordination of DEI and RE priorities during all staff and other regular meetings;
 - » Allocate budget for a consultant to assist with the implementation and coordination of CEO's internal and external DEI and racial equity strategy.
 - » Develop a Racial Equity Action Team; and
 - » Update CEO's organizational strategy to include DEI and racial equity goals.

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
 - » Unsure
 - » CEO will launch an internal Leadership Academy in FY23 that establishes formal PD for all levels of staff, including DEI and racial equity behaviors. It will also include coaching for all senior team members.
 - » CEO executives and senior leaders will participate in professional development opportunities on how to use the Government Alliance on Race and Equity's (GARE) Racial Equity Tool framework to promote inclusivity and racial equity into our decision-making processes.
 - » All staff will participate in foundational trainings and ongoing on DEI, racial equity and inclusion facilitated by the CRES and DRESKI, as well as external facilitators.
- 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.
- 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.
- 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, ensuring training to conduct interviews with cultural humility

METRICS AND PERFORMANCE INDICATORS

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- List of recruitment efforts and recruitment opportunities
 - » Yes
 - » CEO utilizes Smart Recruiters to post all positions and shares those postings to larger groups via the City's A-Team distribution, CEO's external newsletter, CEO's social media platforms (ex: LinkedIn), partner job boards (ex: CAP), and targeted programs for specific positions (ex: Handshake for current or recent graduates). We also list postings in the CEO's internal employee newsletter and announce vacancies and opportunities during All Staff meetings
- Diverse hiring panel attestations
 - » Yes
 - » CEO has multiple stages in the interview process which includes 1) a phone screener by the hiring manager, 2) a panel interview with diverse members, and 3) an executive interview with one or more members of our executive team. When possible, and especially for higher-level positions, we reach out to other City department leaders or external partners who are knowledgeable in the work.
- Exempt workforce metrics
 - » Yes
 - » In addition to keeping track of the DEI information employees disclose on OnePhilly, we track languages in which employees believe they are proficient.
- Diversity of executive leadership team
 - » Yes
 - » CEO's executive leadership is diverse.

ADDITIONAL STRATEGIES

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

- CEO will also:
 - » Develop and maintain relationships with community partners and other affinity and community-based organizations to create pipelines and partnerships to advance our racial equity and DEI recruitment goals;
 - » Develop a racial equity and inclusion-focused hiring panel checklist and other tools for embedding racial equity and DEI principles into the hiring panel development process; and
 - » Develop a racial equity and accessibility audit of the interview process to address barriers to inclusive hiring practices.

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.
- 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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GOAL 2

- Compliance with DEI workforce plan and progress toward goals identified in plan
 - » Yes
 - » We continue to stay in compliance with the City's DEI workforce plan and will evaluate the effectiveness of professional development opportunities focused on strategies for equitable and inclusive leadership.
- Progress toward identification and elimination of barriers to retaining and promoting diverse staff
 - » In progress
 - » CEO will conduct an annual racial equity and inclusion survey to assess staff members' perceptions and experiences of racial equity, inclusion, and belonging.
- Number and types of formal complaints related to EEO and DEI –
 - » Unsure
 - » CEO will establish mechanisms for tracking, monitoring, and analyzing formal and informal DEI and racial equity related staff complaints, such as microaggressions and other forms of discrimination, including office hours and a physical suggestion box.
- Identification of efforts done to create an inclusive environment
 - » In Progress
 - » CEO strives to create an inclusive environment. This can be seen in the open forums and candid conversations employees have with each other. For example, during the height of civil unrest, we discussed the situation and impacts to everyone during All Staff. We also have formed an Engagement Council made up of employee volunteers who promote engagement and positive culture through initiatives and outreach. One of the initiatives we are proud of is CEO's Lending Library which consists of an array of books that are available for all to read. Employees can also suggest books to be added to the Lending Library.

ADDITIONAL STRATEGIES

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

- In addition, CEO will:
 - » Expand the role of the Engagement Council in developing and informing racial equity and inclusion activities and resources at CEO;
 - » Develop and maintain a monthly digest that includes reminders about City ERGs and other DEI and racial equity related professional development and networking opportunities;
 - » Develop professional development opportunities focused on creating an accessible and inclusive workplace for disabled employees, including accommodation strategies, in collaboration with the Mayor's Office for People with Disabilities;
 - » Allocate time during Executive Team and Senior Leadership meetings to involve CEO's leadership in the development and implementation of the departments DEI and racial equity goals;

GOAL 2

- » Identify opportunities to collaborate with the Office of LGBT Affairs to develop a strategy and update CEO's existing policies to better support transgender employees;
- » Create healing spaces for staff members to learn about, discuss, and process trauma and stress; and
- » Create and maintain a "Quiet Car" room for employees to de-stress and practice mindfulness.

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.

- Number of stay interviews
 - » 0
 - » We plan on creating a process to implement stay interviews.
- Number of exit interviews
 - » 9
 - » HR conducts exit interviews for employees who voluntarily resign.

GOAL 2

- Results of exit interviews by race/ethnicity, gender, etc.
 - » No
 - » Exit interviews are summarized by broad results (ex: reason employee resigned, pros and cons on CEO, employment dates, etc.) but do not currently include race/ethnicity and gender in the interest of confidentiality. If the City recommends including DEI information in exit interview results/summaries, we can do that.
- Onboarding policy
 - » Yes
 - » We have an onboarding policy and process in place.
- Employee satisfaction survey results
 - » Unsure
 - » CEO will conduct an annual racial equity and inclusion survey to assess staff members' perceptions and experiences of racial equity, inclusion, and belonging.

ADDITIONAL STRATEGIES

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

- In addition, CEO will:
 - » Identify opportunities to collaborate with ODEI and OHR to:
 - Develop and evaluate strategies for retaining qualified talent from diverse backgrounds;
 - Develop and implement a process for stay and exit interviews; and
 - Develop and evaluate strategies for identifying onboarding processes and opportunities to integrate employees from marginalized backgrounds into the organization.
 - » Evaluate and assess CEO's onboarding process to identify opportunities for improving these processes to better integrate employees of color and those from other marginalized background into the organization;
 - » Allocate time during Executive Team and 1:1 meetings to identifying and addressing retention issues;
 - » Incorporate retention-focused check-ins in all 1:1 staff meetings between managers and direct reports; and
 - » Develop, distribute, and analyze a training needs survey to identify and design custom professional development opportunities for leaders and other staff members.

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

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- Number and types of initiatives and reforms generated in response to assessment of existing policies
 - » Unsure
 - » We will identify opportunities to collaborate with ODEI and OHR to assess existing and develop new promotion strategies for the advancement of people of color and other staff with marginalized identities.
- Number and types of advancement opportunities
 - » Unsure
 - » CEO will identify opportunities to collaborate with OHR to develop and implement strategies for ensuring pathways to advancement for employees of color to advance at CEO. We will also allocate time during Executive Team and 1:1 meetings for identifying and implementing promotion and advancement strategies for employees of color and others with marginalized identities.
- Mid-management strategy
 - » Unsure
 - » CEO will also collaborate with OHR to develop and implement strategies for ensuring pathways to advancement for employees of color to advance at CEO.
 - » Additionally, we will allocate time during Executive Team and 1:1 meetings for identifying and implementing promotion and advancement strategies for employees of color and others with marginalized identities.

ADDITIONAL STRATEGIES

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

- In addition, CEO will:
 - » Develop, facilitate, and evaluate the effectiveness of professional development opportunities focused on mitigating and eliminating bias and barriers to recruitment, including how to develop equitable job postings; and
 - » Conduct an equity audit of promotion and advancement policies, practices, and procedures at CEO to develop findings and recommendations for address barriers to advancement for employees of color.

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
 - » Unsure
 - » CEO will develop, facilitate, and evaluate the effectiveness of professional development opportunities focused on:
 - Strategies for managing diverse and inclusive teams;
 - Mentorship opportunities;
 - Leadership and strategies for managers to promote the advancement of employees of color and those with other marginalized identities; and
 - Identifying, mitigating, and eliminating implicit bias.
- Number of staff participating in training and DEI initiatives
 - » All staff
 - » All employees worked with their managers to set SMART goals and determine pertinent PD during the annual performance evaluation period. CEO regularly discusses DEI and racial equity as part of our mission and work.

GOAL 3

- Number and types of DEI specific staff communications
 - » Unsure
 - » CEO has three standing forms of communication that may include DEI specific information - weekly internal employee newsletter, bi-weekly internal COVID-19 newsletter, and monthly All Staff meeting. We also share emails with professional development (PD) opportunities. Episodic emails regarding DEI related topics (gun violence, racial uprising, Roe v. Wade, etc.) are a regular form of communication from Executive Director to staff.
- Employee inclusion surveys
 - » Unsure
 - » CEO will conduct an annual racial equity and inclusion survey to assess staff members' perceptions and experiences of racial equity and DEI within the department.
- Number and types of initiatives and reforms generated in response to trainings, surveys
 - » Unsure
 - » We will generate initiatives, reforms, and trainings in response to the racial equity and inclusion survey.

ADDITIONAL STRATEGIES

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

- » N/A

1. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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

- Thoroughly participate in annual racial equity budget process.
- Advance racial equity as part of the core work the department performs.
- Administer critical programs or policies with the department's existing budget to improve racial equity.
- Use some of the department's existing budget to create an inclusive, anti-racist workplace.
- Allocate existing resources to the recruitment of diverse, qualified candidates.
- Allocate existing resources to professional development for employees.
- Evaluate performance measures reported in the City's Five Year Financial and Strategic Plan to identify where data is currently or could possibly be disaggregated by race and develop a path to achieve disaggregation to uncover disparities in performance outputs and outcomes.

METRICS AND PERFORMANCE INDICATORS

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- Allocation of resources to equity, recruitment, and training initiatives
 - » Yes
- Number and types of inclusion and anti-racist workplace initiatives
 - » 1
 - » CEO has an engagement council that focuses in part on inclusion and anti-racist practices.
- Number and types of community engagement events used to inform budget priorities
 - » Unsure

- » We have not created a mechanism to directly track this, we but do utilize events such as these to inform CEO budget priorities. Examples include Fines & Fees and Upward Mobility Focus Groups, Promise Zone Committees, and the Housing Security Working Group. CEO also participates in the annual city survey and a Community Needs Assessment at least every three years. In 2023, CEO will create a tracking mechanism.
- 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
 - » As a Community Action Agency, CEO maintains disaggregated data for all programs administered with CSBG funds and completes a Community Needs Assessment at least every three years.

ADDITIONAL STRATEGIES

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

- CEO will also:
 - » Identify opportunities to collaborate with the Budget Office and ODEI to ensure CEO's participation in the annual racial equity budget process;
 - » Allocate budget for a consultant to assist with the implementation and coordination of CEO's internal and external racial equity strategy;
 - » Allocate budget and human resources toward the development of collaborative and mindfulness spaces with CEO's new office space, including funding for Engagement Council initiatives; and
 - » Identify opportunities to collaborate with OHR, ODEI, Procurement and the Office of Economic Opportunity and other City departments to evaluate and improve CEO's data collection metrics to uncover and address disparities in performance outputs and outcomes for employees of color, as well as BIPOC-led consultants, vendors, and other community partnerships.

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
 - » CEO submits quarterly and annual OEO plans and reports
 - » We will evaluate and update Compliance Plan as needed to identify opportunities for increasing M/W/DSBE participation.
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
 - » Under goal
 - » We will also embed the department's M/W/DSBE benchmark into CEO's strategic plan and individual goals.

ADDITIONAL STRATEGIES

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

- » Work with OEO to forecast and improve communication on new goal alignment processes and explore opportunities to increase M/W/DSBE participation

GOAL 5

- » Monitor and report progress towards achieving diversity goals to OEO on a quarterly basis
- » Use the OEO registry to search for certified vendors
- » Work with OEO on post award monitoring and compliance efforts
- » Invite OEO to participate in Pre-Bid meetings and RFP pre-proposal meetings and evaluation teams
- » Establish quarterly meetings with OEO to identify, monitor, and problem-solve around barriers to achieving CEO's annual MWDSBE benchmark.
- » Track actual payments to subcontractors
- » Incorporate OEO's best practices

GOAL 6

EQUITABLE CITY SERVICES & COMMUNITY ENGAGEMENT

1. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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

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

METRICS AND PERFORMANCE INDICATORS

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- Number and types of engagement with community organizations
 - » N/A
 - » CEO will identify and evaluate our current community partnerships to share resources and identify opportunities to collaborate around promoting DEI, both internally and externally.
- Community survey results
 - » Yes
 - » CEO Community Needs Assessment
 - » CEO will evaluate CEO's existing community needs assessment process and identify and implement process improvements as needed.

ADDITIONAL STRATEGIES

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

- » CEO will also create internal and external forums to translate the results into policy and program recommendations.

2. CITYWIDE DEI OBJECTIVES

Enhance City customer service being provided by the department.

KEY STRATEGIES

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- 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
 - » No
 - » This is a goal we will outline in FY23
- Number, types, and location of outreach events
 - » 31
 - » The CEO Benefits Access unit provides regular, weekly, outreach in diverse communities, participates in weekly resource fairs, and has outreach posts in communities.

ADDITIONAL STRATEGIES

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

- » CEO will also identify opportunities to collaborate with other City departments to expand existing and establish new forums and methods of community outreach.

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 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.

- Identification and progress of department strategies identified to create more racially equitable outcomes
 - » In progress
 - » CEO is the city's Community Action Agency-- funding for which is to support anti-poverty initiatives in Philadelphia. This work is explicit in our mission, strategies, and organizations we partner with toward this work. CEO weaves racial equity into our mission statement. <https://www.phila.gov/departments/office-of-community-empowerment-and-opportunity/about/mission-values-guiding-principles/> It is also explicitly addressed in our framework <https://www.phila.gov/media/20201002122303/CEO-Strategic-Framework.pdf>

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.

- Track how people engage with the department: how many times American Sign Language interpretation provided; utilization of closed captioning; call in options
 - » Unsure
 - » CEO will implement a plan to roll out ASL awareness, usage and closed captioning in FY23 and look to implement in the following quarter.
- Department compliance with Mayor's Office for People with Disabilities guidance
 - » Unsure
 - » CEO will review compliance in Q1
- Number and types of inquiries and grievances handled by ADA liaison
 - » 0
 - » CEO will identify opportunities to collaborate with the Mayor's Office for People with Disabilities to define and implement the role of ADA liaison, as well as a tracking system for inquiries, grievances, and resolutions during Q1.
- 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.

- CEO will also:
 - » Conduct a racial equity and accessibility audit of CEO's meetings, events, and other forms of engagement to identify barriers to and increase accessibility for disabled staff, community partners, and residents; and
 - » Identify opportunities to collaborate with the Mayor's Office for People with Disabilities to collect data and provide professional development other resources for increasing the accessibility of meetings, events, and other opportunities for disabled people, both internally and externally.

5. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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

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

METRICS AND PERFORMANCE INDICATORS

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

- Maintenance of Language Access Plan
 - » Yes
 - » <https://phila.sharepoint.com/:x/s/ceo/EW0kOCnEFEZJnDeVpCkrmzoBAD67j-dLhx5SUxPkLhDU1A?e=uEbG4l>
- Number and types of requests for language access assistance
 - » Yes
 - » 10 Telephonic in 2021; 35 staff interpretation
- 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.

- CEO will identify opportunities to collaborate with the Office of Immigrant Affairs to:
 - » Assess and update CEO's Language Access Plan as needed; and
 - » Evaluate, track and update CEO's language access policies and procedures.

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
 - » CEO is currently participating in the FY23 Racial Equity Cohort.
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
 - » Not started
 - » CEO will develop, distribute, and analyze racial equity assessments to identify racial equity priorities for the department, including qualitative and quantitative data collection techniques.

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
 - » Unsure
 - » CEO will assess and update existing departmental policies, practices, attitudes, and cultural messages that are resulting in differential outcomes by race on an annual basis and as needed.

ADDITIONAL STRATEGIES

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

- CEO will also:
 - » Develop, distribute, and analyze racial equity assessments to identify and address internal racial barriers on an annual basis; and
 - » Establish mechanisms for tracking, monitoring, and addressing internal racial disparities, including office hours, a physical suggestion box, and an anonymous reporting system.