



Office of
Diversity, Equity and Inclusion
CITY OF PHILADELPHIA

**Diversity, Equity,
and Inclusion
Plan**

FY 2023

Department Name:



PLANNING & DEVELOPMENT

Unit Name:



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Name of Department:

 **PLANNING & DEVELOPMENT**

Name of Business Unit:



Point of Contact Name:

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Point of Contact Title:

 **DEPUTY FOR HUMAN RESOURCES**

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
 - » DPD's Diversity, Equity, and Inclusion Committee is leading the DPD effort to achieve these goals. It seeks to identify, develop, recommend, and implement strategies to advance equity, diversity, and inclusion within DPD, the professions that work there, and the communities it serves. These strategies may include advocacy, analysis, education, training, events, policies, and practices. They will include listening, to our residents, to our colleagues, and to each other. Its goal is to create a workplace and a city in which employees, residents, and communities feel equal, heard, valued, welcomed, respected, safe, and empowered. Its members seek to play their part in creating a workplace, a city and a society that is equitable and just.
- Number of staff communications related to DEI objectives
 - » Integration of DEI strategy and culture is a priority for DPD. In 2017, we established the DEI committee comprised of employees throughout the organization representing various levels from non-supervisory staff, leadership, and executives. We were among the first departments to pay for an outside DEI consultant and among the first departments to hire paid interns as a part of our DEI strategy. We are committed to dedicating time and money to DEI awareness and training, developing new ways to

train employees on the updates of DEI in the industry, and finding new employees/ outside groups to coach our employees on these topics effective Jan 2023 we will begin tracking the number of communications related to our DEI objectives. DEI communication has been sent out in the DPD quarterly newsletter as well as from the DPD director. For example, our newsletters help to promote DEI resources and topics available to staff.

- Budget and resource allocation for DEI objectives
 - » Yes
 - » DPD has embedded DEI principles into the core of our operations, we are continuously assessing the impact of our decisions on historically underrepresented communities as well as immigrants, and low-income households. In evaluating strategies, we allocate budget, staffing, and DEI variables in executing our plans. We are committed to exposing diverse employees to career and upward mobility opportunities as part of our commitment to DEI planning.

ADDITIONAL STRATEGIES

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

- Use DEI strategies to improve organizational culture 2. Begin tracking the number of staff communications for DEI objectives 3. Allocate funding for our DEI recruitment objectives 4. Expand our staff to support more inclusive and extensive engagement and outreach during the community planning process. DPD's class 100 funding increased at the beginning of FY23, with additional funding, five new Community Engagement Specialist with support our outreach work.

2. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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- Quarterly collaboration and communication with the Mayor's Office of Diversity, Equity and Inclusion to assess our progress and learn about new practices and policies adopted by other department that can benefit DPD employees too.

METRICS AND PERFORMANCE INDICATORS

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- Number and types of coaching provided to leadership
 - In 2020, we commissioned the Ladipo Group to provide training to our staff and to develop a department-wide framework for our DEI practices. Among the goals, was a commitment to develop and grow our diverse talent into leadership and executive positions. In FY23, we launched our Executive Coaching Program, currently seven employees at PHDC and DPD are participating in twelve coaching sessions over six months. This process will support both the employee's personal professional objectives as well as organization goals of: strengthening our DEI Culture, building cross-department relationships and performance excellence goals.
- Frequency of meetings with Mayor's Office of DEI and identification of issues resolved through collaboration
 - » Quarterly
 - » We are committed to meeting quarterly with the Mayor's Office of DEI and being a strategic partner in city-wide initiatives.

ADDITIONAL STRATEGIES

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

- » Incorporate the train the trainer model to ensure DEI competencies are delivered to all supervisors on an annual basis as it relates to improving DEI leadership behaviors.
- » The DPZ was understaffed in FY22, therefore the limited staff worked on active projects and did not have the capacity to do proactive engagement work. DPD now has additional resources in this area and is reactivating this process and beginning to work with community groups to organize and plan meetings. Our FY23 budget increase, will allow us to hire 6 additional Community Initiative Specialists will allow us to further engage with the community.

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

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GOAL 2

- List of recruitment efforts and recruitment opportunities
 - » A review of the attached chart shows the DPD is diverse in the aspect of gender, but there is room for growth in the underrepresented minority groups of Asians and Latinos. Overall, there is a high percentage of Non-Hispanic Whites in leadership, but there is an excellent representation of women in the executive leadership category. It should be noted that there is only one African-American male in upper management.
 - » A total of 10 employees have been hired since the beginning of the fiscal year. 5 exempt and 5 civil service. 3 Black females, 5, White males, 1 other Female and 1 Hispanic male.
 - » DPD has expanded our recruitment efforts by addressing biases in the organizational culture of our agencies, by participating in recruitment fairs to attract diverse staff that reflects our communities, providing opportunities in our organization for Black, Indigenous, People of Color (BIPOC) to obtain employment and rise to leadership positions within specified timeframes and adopt clear policies and guidance for staff retention and career advancement. The goal is to increase pathways for BIPOC staff in other agencies to move into planning and connecting with BIPOC professional networks to build our pool of candidates as well as supporting our staff to join associations for BIPOC professionals. We also support our BIPOC staff to pursue promotional opportunities in other departments.
- Diverse hiring panel attestations
 - » Making sure each job description has terms that are inclusive to all candidates, sourcing all candidates that have qualifications for the position.
- Exempt workforce metrics
 - » Our Hiring Activity in the last fiscal Year: Diversity of executive leadership team –
 - Hired Deputy director of finance and deputy director for communications, also various IT positions
 - A total of 5 exempt have been hired since the beginning of the fiscal year, 2 Black Female, 2 White Males and 1 Other - Female

ADDITIONAL STRATEGIES

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

- » Our City Planner and Historic Preservation Planner (HPP1) Series have historically been difficult to recruit diverse candidates. In May 2022, as part of our HPP1 Recruitment Strategy, we convened a team from DPD HR, OHR, DPD Communications, and Historical Commission. We brainstormed and identified possible recruitment candidate pools, which included diverse candidates, we organized and presented information sessions for possible candidates, and generated a press release publicizing the information sessions to the organizations we identified. We intend to implement the above-named strategies for all future recruitment efforts.

GOAL 2

- » As it relates for our projected exempt hiring for FY 23, we will ensure that there are diverse panel members for identifying and selecting candidates. In addition, we will ensure that we partner with the respected operations unit, HR, and communications to develop a comprehensive recruitment strategy to maximize our reach of qualified, diverse candidates.
- » We are committed to reviewing and recommending changes to specifications that may unnecessarily restrict the hiring of diverse candidates. In FY23, we are hiring additional staff assigned to the Community Initiatives Specialist classification. It is the hope this classification allows us to hire more diverse staff in our division of planning and zoning as the minimum requirements are Bachelor's degree as opposed to a Master's degree. In FY 22, we worked with OHR to expand the acceptable degree requirements and typical examples of work with the focus on cultural competencies for the HPP class series.
- » DPD will continue to work with OHR and the Hiring and Talent teams to ensure a variety of assessment tools are used for the hiring process.
- » The Exempt Diversity Handbook is a standard tool and is used by hiring managers in the selection process
- » We will continue to fully leverage all training opportunities available from OHR and the Hiring and Talent teams.

2. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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METRICS AND PERFORMANCE INDICATORS

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- Compliance with DEI workforce plan and progress toward goals identified in plan
 - » As part of our overall Diversity, Equity, and Inclusion plan, we released an RFP, and we hired The Ladipo Group as our diversity consultant in 2020 to meet with executive leadership. The consultant provided an opportunity for the executive team to be exposed and trained in building a diverse and inclusive work environment. Through our diversity consultant, we have provided several training sessions for our staff at DPD. The work began with conducting six focus groups throughout DPD to gather

more information from staff about their experiences and perspectives of diversity, equity, and inclusion within the organization. We also had an all staff townhall supportive session following racially motivated violence (e.g. murder of George Floyd) and the resulting uprising all-staff meeting to discuss the initial scope, scope additions, and answer questions - Three unique supportive sessions - Support for Black Employees, Support for People of Color and Immigrant Employees, and a Ally Support with White Employees. One all-staff meeting following supportive sessions to specifically discuss and operationalize anti-racism at DPD/PHDC - Facilitate four training sessions of the same curriculum for staff and leadership to learn relevant DEI principles. Training groups will consist of 55 people maximum.

- Progress toward identification and elimination of barriers to retaining and promoting diverse staff
 - » The DPD's commitment to DEI principles started in 2017 with the establishment of the DPD Diversity, Equity, and Inclusion committee. It has continued to evolve where DEI has become embedded as a part of our department's culture. Whether in the department or with our external stakeholders, we ensure that DEI values are incorporated into all decisions related to Philadelphia government and its residents.
- Identification of efforts done to create an inclusive environment
 - » In Progress
 - » In DPD's most recent newsletter, we had a resubmission from the office of LGBT affairs highlighting the mission of the office along with (confirm) Moving forward, all DPD staff is reminded to participate in the self-identification census.
 - » As long as the candidate has shown they are qualified for the position, the DPD will provide reasonable accommodation to all employees regardless of disability in compliance with the ADA. Employees can request a reasonable accommodation to the HR office or if a supervisor finds an accommodation is necessary, they can reach out to the HR office, they are responsible for engaging in the interactive process to ensure that the employee is being supported as it relates to being approved for reasonable accommodation.
 - » As a result of the DPD director's commitment to making DEI principles and values a priority for the department, DEI has become embedded in the culture of the organization.
 - » The DPD has implemented training of all employees through its diversity consultant on microaggressions and microinequities with the goal of creating awareness for these issues. We remain committed to addressing all complaints in a timely matter.
 - » We are committed to working with the Mayor's Office of LGBT affairs to ensure any employee who is transitioning is properly supported as they move through the process.
 - » The DPD Director holds quarterly townhall meetings for all staff as a mechanism for employees to present, share any concerns. In addition, the DPD has collaborated with DBH and OHR to provide resources related to employee wellness.

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.

METRICS AND PERFORMANCE INDICATORS

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- Number of stay interviews
 - » N/A
 - » We are currently developing a stay interview template to begin the process of stay interviews.
- Number of exit interviews
 - » Unsure
 - » We currently do conduct exit interviews and have been reviewing the results and have taken necessary actions when appropriate and will continue to do so.
- Results of exit interviews by race/ethnicity, gender, etc.
 - » No
 - » We currently do conduct exit interviews and have been reviewing the results and have taken necessary actions when appropriate and will continue to do so.
- Onboarding policy
 - » Asking employees to help identify organizations that go hand in hand w their backgrounds, pay for memberships
 - » IT HR communications unit collaborates to consistently review and are committed to improving our onboarding processes
- Employee satisfaction survey results
 - » We have an HR employee that distributes necessary resources to all DPD staff

ADDITIONAL STRATEGIES

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

- N/A

4. CITYWIDE DEI OBJECTIVES

Improve the promotion of diverse employees.

KEY STRATEGIES

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- 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
 - » We have leveraged the recent change from the Rule of Two to the Rule of List to hire HPP1 staff, we remain supportive in creating career paths for diverse staff. This is an ongoing process, number of people that we yield is TBD
- Number and types of advancement opportunities
 - » We work closely with OHR to develop culturally competent tasks and requirements for the job specifications. This ensures that our job descriptions are not limiting the number of qualified candidates applying for the open positions
- Mid-management strategy
 - » Our executive coaching program is designed to support middle management prepare for opportunities in senior management.

ADDITIONAL STRATEGIES

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

- » N/A

GOAL 3

IMPACTFUL LEARNING & DEVELOPMENT

1. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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

- Periodic training for managers and supervisors on how to manage diverse, inclusive teams.
- Provide all employees with access to professional development or mentorship opportunities.
- Provide professional development opportunities that are directly related to building leaders from diverse underrepresented talent.

METRICS AND PERFORMANCE INDICATORS

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- Number and types of trainings
 - » 4
 - » Conduct six focus groups throughout DPD and PHDC to gather more information from staff about their experiences and perspectives of diversity, equity, and inclusion within the organization. Facilitated four training sessions of the same curriculum for staff to learn the principles and policies related to DEI. Training groups consist of 55 people maximum.
- Number of staff participating in training and DEI initiatives
 - » All staff were invited to participate, we did not take attendance but our observation is that at least 50% participated.
 - » All staff townhall supportive session following racially motivated violence (e.g. murder of George Floyd) and resulting uprising - One all-staff meeting to discuss the initial scope, scope additions, and answer questions - Three unique supportive sessions Support for Black Employees, Support for People of Color and Immigrant Employees, Ally Support for White Employees One all-staff meeting following supportive sessions to specifically discuss and operationalize anti-racism at DPD/ PHDC
- Number and types of DEI specific staff communications

- » The diversity challenges in staffing seem to be most evident when the Division of Planning and Zoning (DPZ) interacts with the community: community distrust and cultural competence/insensitivity issues surface when existing DPZ employees, mostly white, interact with city residents of color. Some of these issues could be mitigated through the increased human capital that the department already has as a result of the merger. DPD and PHDC could create opportunities for staff of the various teams to partner and learn from staff on other teams, possibly helping to address the community diversity challenges.
- Employee inclusion surveys
 - » We are looking at identifying and evaluating tools for appropriate employee inclusion surveys to distribute to staff.
- Number and types of initiatives and reforms generated in response to trainings, surveys
 - » Having an open-door policy, hiring an external DEI consultant, the Ladipo group to identify our areas for growth, holding town hall meetings for all staff to attend/discuss DEI established a relationship with the Department of Behavioral Health for additional support and resources from their DEI team, supporting our own staff DEI committee, and enforcing existing policies related to respect, equity, and fairness.

ADDITIONAL STRATEGIES

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

- We implemented and continue to hold all staff town hall meetings on a quarterly basis to ensure that we have a two-way communication between staff and leadership. Launched our Executive Coaching program as a result of the Ladipo Group recommendations. The Department head continues to support DEI Committee to set goals and objectives. Continue to secure funding to help DEI goals across the department. We are committed to implicit bias training for all employees every 3 years.

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.

METRICS AND PERFORMANCE INDICATORS

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- Allocation of resources to equity, recruitment, and training initiatives
 - » DPD is committed to investing in our staff's skills, knowledge, and experiences to promote racial awareness and ensure our team reflect the diversity of our city. We continue to work and explore means for eliminating procedural barriers and unnecessary and outdated job requirements that restrict our ability to hire, retain and promote diverse, qualified staff.
- Number and types of inclusion and anti-racist workplace initiatives
 - » DPD saw a budget increase in FY23, with these funds, DPD will be better able to better serve the diverse Philadelphia population and provide more meaningful engagement of residents in our community planning processes.

- » DPD supports and encourages employees to participate in the City's Racial Equity Committee. DPD's Diversity, Equity, and Inclusion committee work to provide an inclusive workplace. For civil service recruiting strategies, we attend career fairs and present at schools to expose students of diverse communities to civil service positions. We participate in HBCUs career events and target alumni networks of HBCUs. Our recruitment strategy for exempt positions includes advertising with diverse professional organizations. We also promote participation in City Resource Groups, select diverse panels when reviewing resumes/participating in reviews, and provide our diverse staff mentoring opportunities and resources to join diverse professional organizations
- Number and types of community engagement events used to inform budget priorities
 - » DHCD currently administers the City's CDBG and HOME funding as well as our CDBG-CV funding. DPD's current annual budget of approximately \$180M in federal, commonwealth and local funding supports a range of redevelopment projects and assistance programs that include support for residents living in racially and ethnically concentrated areas of poverty. We also work to prevent the displacement of low-income residents by supporting preservation projects and programs in neighborhoods with rapidly appreciating housing markets. We also work to ensure that residents have a safe, clean place to call home and during COVID supported over \$295 million in rental assistance to approximately 47,000 households. We could not do our work without engagement and participation from community-based organizations that are connected to and supporting their neighbors. To inform the CDBG budget, the department hosts a series of public meetings to engage and inform residents, service providers and local leaders. Our goal is to have significant community investment and continue to explore new ways to expand our outreach efforts.
- Records of attendance/outreach at events used to inform budget priorities
 - » The Philadelphia Historical Commission (PHC) has already begun to change its preservation efforts by responding to calls to recognize Black and Brown histories; expanding outreach; and nominating more representative assets to the local historic register. With grant-funding, PHC is creating a cultural resource survey plan that is driven by authentic engagement and includes not just buildings, but tangible and intangible resources.
- Disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures
 - » DPD successfully operates our programs and services. Due to increased building activity in Philadelphia and demand for zoning variances, designation of historic properties, and historic reviews as well as complex development project and the use of zoning bonuses, staff has increase to meet this demand and ensure that we can comply with charter mandated requirements. Further, the impact on this development in communities has increased. Additional staff will allow for the Department to do more inclusive and extensive engagement and outreach.

- » DPD's various divisions revisit our goals during the budget planning process, we adjust based upon demand/need for services, our prior year performance, market dynamics outside of our control or regulatory changes.

ADDITIONAL STRATEGIES

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

- As DPD continues to align our work, new opportunities will arise to direct community development resources to address changing needs that may come to light as a result of the PCPC comprehensive planning process.
- The mission of DPD is to work in collaboration with communities to promote, plan, preserve and develop successful neighborhoods for all. Bluntly, the Department cannot accomplish that mission at its current staff level. Mass communications – social media, advertising, flyers, and mailers – cannot gain the trust of a community. Only people can do that. DPD doesn't have enough people to perform this outreach and engage communities to the level our residents so richly deserve. While PCPC included a significant public engagement component in its previous work, as we begin a new comprehensive planning effort, we are practicing deep listening with an advisory team that represents a wider and more diverse cross-section of Philadelphians. Because planning as a field has a history of systemic racism, PCPC and its staff are particularly attuned to the need to reverse the effects of that history. PCPC is leading a nationwide campaign for equity in planning and adopted the principles outlined in the Commitment to Change manifesto. Crafted by planning leadership in major cities with a goal to transform communities into places of opportunity for everyone, the commitment is to change practices, policies, regulations, and actions to create inclusive and diverse neighborhoods and cities that equitably meet the needs of all residents, especially Black, Indigenous, and people of color (BIPOC).
- Regarding recruitment, we utilize our budget to promote vacant exempt positions on diverse networking group websites and support our diverse professional staff to participate in professional networks to build awareness of DPD and encourage candidates to consider opportunities at DPD.
- Recently, DPZ had the opportunity to discuss diverse hiring strategies with the City of Baltimore. As a result of that conversation, we have requested a compensation survey of the City Planner job classification series and will be recommending revisions to the job education and experience requirements with the goal for increasing the number of diverse candidates.
- DPD has used and will continue to use a portion of its training budget to secure consultants with DEI expertise to train staff. Past trainings have included recognizing internal biases and adopting a manifesto to ensure that we are truly listening to and creating safe spaces for BIPOC both internally and with external stakeholders. Future sessions with consultants will include more specialized trainings about how to host diverse and inclusive workshops.
- DPD uses a portion of all grant awards to secure DEI consultants and public engagement firms with expertise in anti-racism to develop scopes of work, RFPs, and designs of processes before proceeding with program design and execution. This ensures that we are being inclusive from Day 1 of any project.

GOAL 4

Budget Equity

- DPD in partnership with PHDC is currently administering a \$400 bond program to significantly expand our capacity to serve residents and our efforts show robust engagement with residents of all communities. To increase home ownership rates of BIPOC residents, Philadelphia runs the Philly First Home Program which provides \$10,000 grants to first time homebuyers. The average household size is 2.4 people, with an average annual income of \$58,000 and over 90% of households are BIPOC (looking at race and ethnicity together).

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
 - » DPD annually meets with OEO to establish our contracting goals.
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
 - » DPD currently holds one Professional Service Contract, with a WBE firm.

ADDITIONAL STRATEGIES

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

- » DPD works with our nonprofit partners to promote opportunities for disadvantaged businesses.

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

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

- Number and types of engagement with community organizations
 - » The Department recognizes that to advance the City's vision for racial equity, bold and dramatic steps need to be taken to reverse the impacts of decades of policies that have perpetuated racial injustice. This is not easy work and requires us to take a deeper approach that involves listening to and involving residents in decisions from the outset of any plan, policy, development proposal, or legislation. It requires consistent involvement with residents- meeting them where they are, hearing their concerns, and gaining their trust. Examples where we have begun this work include a three-year public process to build a plan for public lands in Eastwick, the largest urban renewal area in the country, significant public engagement over the past decade on the city's comprehensive plan, and a commitment to include public engagement for all redevelopment and planning projects moving forward.
- Community survey results
 - » The Philadelphia Historical Commission (PHC) has already begun to change its preservation efforts by responding to calls to recognize Black and Brown histories; expanding outreach; and nominating more representative assets to the local historic register. With grant-funding, PHC is creating a cultural resource survey plan that is driven by authentic engagement and includes not just buildings, but tangible and intangible resources. We are committed to finding ways to assess progress towards our goals in the future.

ADDITIONAL STRATEGIES

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

- » DHCD is also required every year to undergo a public engagement process to produce an Annual Action Plan that includes proposed budget and plan for the use of approximately \$180M allocated in in Federal CDBG; HOME; HOPWA; ESG and Local General Funds and Housing Trust Funds. This begins with a public Needs Assessment hearing and 1-2 additional hearings on the proposed and final plan. DHCD works with outward facing staff in multiple city department to increase awareness of the proposed plan, ensure it is accessible to diverse populations and encourage public feedback. Every 5 years, DHCD produces an Assessment of Fair Housing (AFH). This year that process will include a survey, stakeholder engagement and TRF will provide data analysis to identify barriers to housing opportunities and recommendations to address those barriers.

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.

- Conduct department outreach in diverse communities and with partner city departments.

METRICS AND PERFORMANCE INDICATORS

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

- Community/customer satisfaction survey results
 - » N/A
- Number, types, and location of outreach events
 - » To assist in providing career exposure to minority communities on careers in planning and development, 199 students from July 2021 - June 2022

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.
- 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
 - » DHCD currently administers the City's CDBG and HOME funding as well as our \$280 million in COVID relief funding. DHCD's current budget of approximately \$180M in federal, commonwealth and local funding supports a wide range of redevelopment projects and assistance programs that include supports for residents living in racially and ethnically concentrated areas of poverty. We also work to prevent displacement of low-income residents by supporting preservation projects and programs in neighborhoods with rapidly appreciating housing markets.

ADDITIONAL STRATEGIES

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

- » Reversing the effects of decades of racism and disinvestment is neither easy nor quick. It requires gaining the trust of the residents who have been abused for years. It requires not just advertising a public meeting and opening the doors, as was done in the past. It requires meeting residents where they are, hearing their concerns, and gaining their trust. Only then will an invitation to participate be seen as an opportunity to engage rather than a box to be checked. In short, Philadelphia

is unlikely to navigate the tension between new development and residents and the current residents who see both as a threat, without investment in the capacity of the organization whose role it is to navigate it.

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.

METRICS AND PERFORMANCE INDICATORS

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

- Track how people engage with the department: how many times American Sign Language interpretation provided; utilization of closed captioning; call in options
 - » N/A
- Department compliance with Mayor's Office for People with Disabilities guidance
 - » The Department will develop internal systems to ensure that the appropriate departmental unit will track the guidance.
- Number and types of inquiries and grievances handled by ADA liaison
 - » Yes
 - » 1
 - » No complaints, Inquires have been limited to ergonomics requests.
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
 - » 1
 - » No complaints, Inquires have been limited to ergonomics requests.

ADDITIONAL STRATEGIES

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

- N/A

5. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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

- 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
 - » Language access planning, implementation, and tracking are coordinated by Antoinette Garcia in the DPD Communications Unit.
- Number and types of requests for language access assistance
 - » 31
 - » In most recent annual Language Access Report, which covered FY 2021, the following types of language assistance were requested: Translations: 10 documents for use by the general public
 - » Interpretation Services: 56 requests
- Outcome of requests for language access assistance
 - » Completed
 - » Translations: 7 documents were translated into Arabic, simplified Chinese, French, Portuguese, Russian, Spanish, and Vietnamese. An additional document was

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translated into these languages except for Arabic and Portuguese. Two additional documents were translated into Spanish only.

- » Interpretation services: Telephonic interpretation services were provided to customers on 54 occasions. Individuals who were not working for the City provided interpretation services two times (once in Spanish and once in simplified Chinese).

ADDITIONAL STRATEGIES

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

- » DPD built an online application for emergency rent assistance to simplify and speed up the process of submitting and processing applications.
- » However, it was cost-prohibitive and too complex to build online applications in multiple languages.
- » Working with OIA, DPD implemented a creative solution to assure that LEP community members would have access to emergency rent assistance.
- » Videos were recorded in Arabic, Simplified Chinese, French, Spanish, and Vietnamese to explain how to complete the English-language application. These videos were posted on the emergency rent assistance website.

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
 - » DPD supports and encourages employees to participate in the City's Racial Equity Committee. DPD's Diversity, Equity, and Inclusion committee work to provide an inclusive workplace. For civil service recruiting strategies, we attend career fairs and present at schools to expose students of diverse communities to civil service positions. We participate in HBCUs career events and target alumni networks of HBCUs. Our recruitment strategy for exempt positions includes advertising with diverse professional organizations. We also promote participation in City Resource Groups, select diverse panels when reviewing resumes/participating in reviews, and provide our diverse staff mentoring opportunities and resources to join diverse professional organizations.
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
 - » In progress
 - » The DPD Director exemplifies leadership creating an anti-racist environment for the department, she has an open-door policy, engaged an external DEI consultant to solicit input from staff on the issues and challenges of working at DPD and hosts quarterly town hall meetings where all staff are invited and encouraged to raise concerns and propose solutions. Additionally, the DPD Director regularly attends the DEI committee meetings to listen and encourage staff to implement their ideas. She has also reached out to the Department of Behavioral Health for additional support and resources to support the DEI Team to support courageous conversation among staff. She enforces existing city policies related to respect, equity, and fairness.

ADDITIONAL STRATEGIES

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

- » One of the recommendations from the racial equity cohort team was to create community engagement positions, we have FY23 budget approval to add additional positions to the department we are currently revising the community initiatives specialist job specification to reflect our duties and responsibilities. Funding and support for "first-time buyers" of city land, to enable more minority developers to purchase and improve city land.

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

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- Reduction and/or elimination of disparities and differential outcomes by race
 - » DPD provides the public with regular updates and access to data on our performance for our key initiatives. These dashboards can be found at Our results | Department of Planning and Development | City of Philadelphia
 - » Additional information about our programs, specifically Turn the Key can be found at: <https://phdcphila.org/residents/homebuyers-and-renters/turn-the-key/>

ADDITIONAL STRATEGIES

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

- » N/A