



Office of
Diversity, Equity and Inclusion
CITY OF PHILADELPHIA

Diversity, Equity, and Inclusion Plan

FY 2023

Department Name:



OFFICE OF CHILDREN AND FAMILIES

Unit Name:



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DEPARTMENT FUNCTIONAL DETAILS

Name of Department:

 **OFFICE OF CHILDREN AND FAMILIES**

Name of Business Unit:



Point of Contact Name:

 **VANESSA GARRETT HARLEY**

Point of Contact Title:

 **DEPUTY MAYOR**

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
 - » OCF's vision and mission statement can be found on public website: <https://www.phila.gov/departments/office-of-children-and-families/about/our-vision/>
- Number of staff communications related to DEI objectives
 - » N/A
 - » OCF has a newsletter that is sent routinely to employees, constituents and stakeholders. Our website offers the opportunity for members of the public to request a copy. In this communication we share city wide opportunities and services. We also celebrate the accomplishments of our employees and the departments.
- Budget and resource allocation for DEI objectives
 - » Yes

ADDITIONAL STRATEGIES

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

- N/A

2. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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

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

METRICS AND PERFORMANCE INDICATORS

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

- Number and types of coaching provided to leadership
 - » 1
 - » On May 2022, Camille A. Duchaussée, Deputy Director of Department of Labor, presented to the OCF Leadership Team about Employee Relations. It covered topics on workplace climate responsibilities; a case study assessment of pitfalls and improvement opportunities; strategies for addressing concerns, opportunities to improve and reinforce cultural expectations.
- 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.

- » During the Summer of 2022, Camille A. Duchaussée gave the Employee Relations presentation to mid-level management. Additionally, the Deputy Mayor plans to issue a RFP to seek out DEI facilitators to speak to OCF staff on various DEI topics, such as implicit bias.

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 positions and categories of diversity (race, gender, identity, etc.) where department has achieved progress in hiring diverse, qualified candidates.
- Ensure job requirements and classifications are evaluated for bias and eliminate barriers to recruitment - such as unnecessary education requirements and experience.
- Create a diverse hiring panel (of gender, age, race/ethnicity) to assist with assessing candidates at all levels of the hiring process (resume review, interviews, etc.). This key step in the process better ensures that equity will be built into the process and mitigates the impact of implicit biases.
- Create an assessment process that not only includes traditional interviews but other tools. OHR and Human Resources & Talent ("HR&T") can assist in developing your selection process.
- Utilize Exempt Diversity Handbook and partner with DEI/OHR where helpful to identify talent across diverse communities.

METRICS AND PERFORMANCE INDICATORS

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GOAL 2

- List of recruitment efforts and recruitment opportunities
 - » OCF uses Smart recruiters and listservs to find diverse applicants. In the future, we will look to expand these options.
- Diverse hiring panel attestations
 - » Yes
 - » OCF's programmatic success depends on attracting and retaining diverse talent that is representative of Philadelphia. OCF has an internal hiring guide with clear instructions on how to identify bias and implement tools to eliminate them at every stage of the hiring process.
- Exempt workforce metrics
 - » Yes
 - » Data of workforce demographics are tracked in OnePhilly/Oracle.
- Diversity of executive leadership team
 - » Yes, the leadership team is diverse.

ADDITIONAL STRATEGIES

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

- » For the next stage of development, OCF would like to create a survey to gauge new hires' experiences of support and inclusivity and create a space to share suggestions on how to improve workplace culture. In addition, OCF would like to partner with Office of Human Resources to conduct training about interviewing with cultural humility.

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.
- 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.

GOAL 2

- Promote participation in Citywide and internal/departmental City Resource Groups or affinity groups.
- Create an accommodating workplace environment for employees with disabilities, including a strategy for accommodating employees with disabilities.
- Involve the department's management team in the department's diversity, equity, and inclusion goals.
- Develop a process to identify and address microaggressions or micro-inequities that have occurred within the department.
- Listen, acknowledge, and respond to employee stress generated by pandemic, social unrest, equity, violence, etc.

METRICS AND PERFORMANCE INDICATORS

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- Compliance with DEI workforce plan and progress toward goals identified in plan
 - » OCF is looking to expand training opportunities for management and staff. During FY 22, training was conducted to stress the importance of an inclusive working culture.
- Progress toward identification and elimination of barriers to retaining and promoting diverse staff
 - » Started
- Identification of efforts done to create an inclusive environment
 - » N/A

ADDITIONAL STRATEGIES

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

- » N/A

3. CITYWIDE DEI OBJECTIVES

Improve the retention of diverse employees.

KEY STRATEGIES

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

- Assess opportunities to develop strategies to retain qualified, diverse talent.
- Identify onboarding processes and identify opportunities within those processes to effectively integrate diverse employees into the organization.

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

METRICS AND PERFORMANCE INDICATORS

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- Number of stay interviews
 - » N/A
- Number of exit interviews
 - » Staff were directed to use the City's exit interview process. We hope to add to this in the near future.
- Results of exit interviews by race/ethnicity, gender, etc.
 - » N/A
- Onboarding policy
 - » Yes
 - » OCF program team leads created onboarding policy specific to their program area needs in consultation with OCF Director of Administration, who shares best practices.
- Employee satisfaction survey results
 - » N/A

ADDITIONAL STRATEGIES

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

- Area for growth: Conduct stay interviews, access results based on race/ethnicity/gender, etc. and conduct/asses employee satisfaction.

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.

GOAL 2

- In collaboration with the Office of Human Resources, evaluate job design and classification for bias within the exempt workforce.

METRICS AND PERFORMANCE INDICATORS

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

- Number and types of initiatives and reforms generated in response to assessment of existing policies
 - » N/A
- Number and types of advancement opportunities
 - » N/A
- Mid-management strategy
 - » N/A

ADDITIONAL STRATEGIES

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

- » OCF has a small workforce with less than 50 people. Opportunities for promotion can be limited. However, we encourage our employees to apply when an opportunity arises within OCF or in another department. Area for growth: Develop mid-management strategy to prepare for leadership positions.

GOAL 3

IMPACTFUL LEARNING & DEVELOPMENT

1. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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

- Periodic training for managers and supervisors on how to manage diverse, inclusive teams.
- Provide all employees with access to professional development or mentorship opportunities.
- Provide professional development opportunities that are directly related to building leaders from diverse underrepresented talent.
- Train employees on implicit bias, every three years, at a minimum.

METRICS AND PERFORMANCE INDICATORS

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

- Number and types of trainings
 - » 1
 - » Noted in Goal 1
- Number of staff participating in training and DEI initiatives
 - » <50% of staff
- Number and types of DEI specific staff communications
 - » N/A
 - » Noted in Goal 1
- Employee inclusion surveys
 - » N/A
- Number and types of initiatives and reforms generated in response to trainings, surveys
 - » N/A

ADDITIONAL STRATEGIES

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

- Some of our staff had the opportunity to participate in professional development trainings and conferences. OCF will continue to increase the number of professional development opportunity for all staff.

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.
- 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
 - » This is an area that we are seeking to expand in FY 23.
- Number and types of inclusion and anti-racist workplace initiatives
 - » N/A
- Number and types of community engagement events used to inform budget priorities
 - » N/A
- Records of attendance/outreach at events used to inform budget priorities
 - » N/A
- Disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures
 - » Yes

GOAL 4

BUDGET EQUITY

ADDITIONAL STRATEGIES

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

- » Since the inception of the City's participatory budget process, we rely on that process to provide us the data/feedback OCF needed to adjust the budget. However, OCF recognizes this is an area of growth. OCF will work with our CFO to develop strategies in which OCF can get specific input/feedback from the communities we serve to drive budgetary decisions.

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

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

- Submission of completed, approved Compliance Plan
 - » N/A
 - » OCF's program budgets are allocated within Department 22 - Human Services' operating budget, which means OCF's data and participation levels are reported with Dept 22's compliance plan.
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
 - » N/A

ADDITIONAL STRATEGIES

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

- » N/A

GOAL 6

EQUITABLE CITY SERVICES & COMMUNITY ENGAGEMENT

1. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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

- 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
- Community survey results
 - » N/A

ADDITIONAL STRATEGIES

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

- » The budget for OCF beverage tax services and adult education is combined with Department 22 DHS budget. As part of the DHS Needs Based Budget process, DHS leadership meet with external stakeholders to seek guidance and suggestion on preparing the budget. DHS also holds a public meeting to share its budget plan before it is submitted to the State. At this meeting, both consumers and stakeholders can share their views and feedback. The Community Schools Initiative has a Community Advisory Council at each school facilitated by the schools Community Schools Coordinator. The purpose of Community Advisory Council is to encourage

active participation in and support for the programs and services provided by developing a shared vision based on cross-sector input. The PHLpreK Program has an Advisory Committee facilitated by the City's ECE team to best informed our programmatic outcomes and goals.

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.

- N/A

METRICS AND PERFORMANCE INDICATORS

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

- Community/customer satisfaction survey results
 - » N/A
- Number, types, and location of outreach events
 - » N/A

ADDITIONAL STRATEGIES

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

- » N/A

3. CITYWIDE DEI OBJECTIVES

Produce more racially equitable outcomes for all Philadelphians.

KEY STRATEGIES

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

- Identify and move forward opportunities for the department to decrease the percentage of people of color living below the poverty line in Philadelphia.

GOAL 6

- 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
 - » OCF's vision is to improve outcomes for all Philadelphia's children, families, and adults and to reimagine a more inclusive and equitable world where children are safe, families are strong, and communities have access to strong schools, libraries, recreation and public parks.
 - » All of the OCF work centers on this vision and is tracked and monitored toward achieving this vision.

ADDITIONAL STRATEGIES

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

- OCF's Performance Management and Technology team supports the core missions of OCF and DHS in the following ways:
 - » Evaluating service quality and consistency, identifying needed improvements, and tracking these improvements over time;
 - » Building a world class data and information technology infrastructure;
 - » Developing and maintaining integrated information systems and data analytics so that practitioners can easily access and utilize quality and accurate data in their day-to-day decisions;
 - » Strengthening how the child welfare system utilizes data to make informed decisions about the children and families we serve; and
 - » Conducting short- and long-term research to evaluate the effectiveness of programs and system-wide initiatives in order to continually inform child welfare policy and practice.

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.

- 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
 - » N/A
- Department compliance with Mayor's Office for People with Disabilities guidance
 - » N/A
- Number and types of inquiries and grievances handled by ADA liaison
 - » 2
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
 - » 2

ADDITIONAL STRATEGIES

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

- Area of growth: Making intentional efforts of connecting with community members with disabilities.

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.

GOAL 6

- 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
 - » Here is OCF Language Access Plan which can be found on OIA's website: <https://www.phila.gov/documents/language-access-plans/>
- Number and types of requests for language access assistance
 - » N/A
- Outcome of requests for language access assistance
 - » In Progress

ADDITIONAL STRATEGIES

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

- » OCF will (1) develop a plan for training on language access tools and resources for Aug/Sept 2022 and (2) create an internal operating guide for our employees. OCF understands the importance of removing language barriers so families can access our services. OCF has been responsive to community and city council concerns by meeting with community members and advocacy group.

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.

- N/A

METRICS AND PERFORMANCE INDICATORS

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- Racial Equity Action Plan implementation progress
 - » N/A
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
 - » N/A

ADDITIONAL STRATEGIES

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

- » 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.

- Looking forward for the opportunity for OCF to participate in the development process with ODEI.

METRICS AND PERFORMANCE INDICATORS

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GOAL 7

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

ADDITIONAL STRATEGIES

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

- » OCF is supportive and encourages the disparities work of DHS.