



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

# Diversity, Equity, and Inclusion Plan

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# FY 2023

Department Name:



**DEPARTMENT OF HOMELESS SERVICES**

Unit Name:



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## DEPARTMENT FUNCTIONAL DETAILS

Name of Department:

 **DEPARTMENT OF HOMELESS SERVICES**

Name of Business Unit:



Point of Contact Name:

 **ELIZABETH HERSH**

Point of Contact Title:

 **DIRECTOR, OFFICE OF HOMELESS SERVICES**

# 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.

#### METRICS AND PERFORMANCE INDICATORS

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

- Completed Vision and Mission Statement
  - » No
  - » To be completed in Q1 of FY23
- Number of staff communications related to DEI objectives
  - » N/A
- Budget and resource allocation for DEI objectives
  - » No
  - » To be completed in Q1 if FY23

#### ADDITIONAL STRATEGIES

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

- Building on the work of the racial equity cohort and internal staff team, OHS is developing a team for leading this work in FY23. In FY22 we invested in LinkedIn Learning for 30 volunteers and provided funding for Valerie Ferguson to train the leadership team and any volunteer staff on mediation, conflict resolution and empowerment. We also supported staff participating in a variety of conferences and leadership development events. In FY23 we will formalize this process and provide clear guidance to all staff.

## 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.

- 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
  - » N/A
- 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.
- 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.

#### METRICS AND PERFORMANCE INDICATORS

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- List of recruitment efforts and recruitment opportunities
  - » Yes
  - » Focus on internal promotions and coordination with OHR and external partners to recruit diversity staff.

- Diverse hiring panel attestations
  - » Yes
  - » This practice has been in place at OHS since 2016.
- Exempt workforce metrics
  - » Yes
  - » 71% of the exempt workforce is African American or Mixed race; 54% is female.
- Diversity of executive leadership team
  - » Yes
  - » The executive team is diverse.

### ADDITIONAL STRATEGIES

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

- » We are working with a group of external stakeholders on better reaching the Hispanic/Latinx community, recruiting and training LEP staff.

## 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.

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

### METRICS AND PERFORMANCE INDICATORS

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

# GOAL 2

- » 71% of the OHS leadership team was promoted from within
- Identification of efforts done to create an inclusive environment
  - » Yes
  - » OHS established an "up/down" communication protocol in 2017 that structures the flow of information from line staff up through the leadership team to executive team. Conversely, information flows from exec to leadership and staff. Our FY23 goal will be to revisit and reframe this communication/information flow with explicit goals of being a forum for inclusive decision making. Further, cross divisional and cross-level teams work on specific projects.

## 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.

### METRICS AND PERFORMANCE INDICATORS

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

## ADDITIONAL STRATEGIES

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

- » N/A

## 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.

- » N/A

### METRICS AND PERFORMANCE INDICATORS

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

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

## ADDITIONAL STRATEGIES

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

- » N/A



# GOAL 3

## IMPACTFUL LEARNING & DEVELOPMENT

### 1. CITYWIDE DEI OBJECTIVES

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

#### KEY STRATEGIES

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

- 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
  - » N/A
  - » OHS invests significantly in professional and leadership development and will formalize this process in FY23.
- Number of staff participating in training and DEI initiatives
  - » N/A
- Number and types of DEI specific staff communications
  - » N/A
- 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.

- » OHS provides access to LinkedIn Learning, conferences, GPLEX, training and professional development.

### 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 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
  - » N/A
- Number and types of community engagement events used to inform budget priorities
  - » N/A

# GOAL 4

- » OHS has a community board that prioritizes and ranks HUD resources based on extensive community input through surveys, community meetings, committees and focus groups. This board, established in 2018 is elected by the community and has a number of committees for input from people with lived experience, service providers, racial equity and young adults.
- 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
  - » N/A

## ADDITIONAL STRATEGIES

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

- » N/A

### 1. CITYWIDE DEI OBJECTIVES

Advance economic opportunities for diverse business enterprises.

#### KEY STRATEGIES

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

- Pursuant to EO 1-21, submit an annual Compliance Plan that includes Benchmarks and an overall strategy for providing maximum opportunities for M/W/DSBE participation.
- Maximize the utilization of M/W/DSBE firms for contracting.
- Meet or exceed department's annual M/W/DSBE benchmark for inclusive contracting.

#### METRICS AND PERFORMANCE INDICATORS

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- Submission of completed, approved Compliance Plan
  - » N/A
- 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 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.

- » N/A

### 2. CITYWIDE DEI OBJECTIVES

Enhance City customer service being provided by the department.

#### KEY STRATEGIES

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

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

## METRICS AND PERFORMANCE INDICATORS

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

## ADDITIONAL STRATEGIES

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

- » 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.

- Empower ADA liaison to track inquiries, grievances, and resolutions.

### METRICS AND PERFORMANCE INDICATORS

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- 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
  - » N/A
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
  - » N/A

## 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

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- Maintenance of Language Access Plan
  - » N/A
- Number and types of requests for language access assistance
  - » N/A
- Outcome of requests for language access assistance
  - » N/A

### ADDITIONAL STRATEGIES

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

- » N/A



## 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
  - » Cohort #2 is convening in July with a volunteer internal staff group working throughout 2020-2021 on racial equity. The executive team is soliciting their input on the process for including OHS staff in DEI priorities for FY23.
- 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.

- » Step one is to take stock of work on DEI over the past two years and then chart an inclusive process and staffing structure for FY23.

### 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.

- 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
  - » In Progress
  - » OHS has convened a Racial Equity Committee of external stakeholders to assess and strategize to reduce disparities that result in disproportionate rates of services and housing for people who have historically been marginalized. We have HUD TA assisting us with a plan.

### **ADDITIONAL STRATEGIES**

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

- » N/A