



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

**Diversity, Equity,  
and Inclusion  
Plan**

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# FY 2023

Department Name:

 **REBUILD**

Unit Name:



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 **COMPLETED**

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## DEPARTMENT FUNCTIONAL DETAILS

Name of Department:

 **REBUILD**

Name of Business Unit:



Point of Contact Name:

 **KIRA STRONG**

Point of Contact Title:

 **EXECUTIVE DIRECTOR**

# 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
  - » The mission of Rebuild relating to DEI objectives states "Rebuild will support minorities and women who work (or want to work) in the design and construction industries.
- Number of staff communications related to DEI objectives
  - » 3
  - » Deputy Director of Diverse Business and Workforce Development, Director of Workforce Development, Manager of Business Supports and Workforce Development and Executive Director.
- 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.

- To promote diversity, equity, and inclusion Rebuild works to implement and development skilled trades cohorts to increase the number of people of color and women in the skilled trades. Additionally, through the Rebuild Ready and Emerging Vendors Program, programs are provided to construction and design vendors to build their overall business capacity to bid on Rebuild projects and other public work projects.

## 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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- Frequency of meetings with Mayor's Office of DEI and identification of issues resolved through collaboration
  - » Monthly
  - » Executive Director Kira Strong and Deputy Director of Diverse Business and Workforce Development meet monthly with DEI Officer Nefertiri Sickout to discuss successes and challenges as it relates to DEI efforts for the Rebuild Initiative.

## ADDITIONAL STRATEGIES

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

- » • Since one of the key components of Rebuild is diversity, equity, and inclusion as it relates to design and construction of parks, recreational centers, and libraries, Rebuild consistently engages stakeholders such as community leaders, city officials, and residents to inform about workforce development cohorts and initiatives to assist in building the overall capacity of diverse vendors.

# 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.
- 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.
- In partnership with the Office of Human Resources, ensure training to conduct interviews with cultural humility.

#### METRICS AND PERFORMANCE INDICATORS

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# GOAL 2

- List of recruitment efforts and recruitment opportunities
  - » Yes
  - » The Rebuild team follows the guidance of HR to develop innovative ways to recruit capable and diverse candidates. Examples include, posting through Smart Recruiters and advertising on LinkedIn.
- Diverse hiring panel attestations
  - » Yes
  - » The Rebuild Team has initiated 2 levels to promote diversity for the hiring panel. The first level includes a phone screen which includes the supervisor and a team that will interact with the potential employee. The 2nd level includes a panel that represents racial and gender diversity and the interview panel is held virtually or in-person.
- Exempt workforce metrics
  - » Yes
  - » The interview team is develops consistent questions that will be asked of all candidates interviewed during the phone screen and the virtual and/or virtual interview. Rebuild has succeeded in hiring a diverse staff.
- Diversity of executive leadership team
  - » Yes
  - » Rebuild's Executive Leadership is reflective of the Philadelphia community that it is serving.

## ADDITIONAL STRATEGIES

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

- » The City of Philadelphia as a whole, has struggled to find capable individuals to fill the numerous vacancies. The Rebuild Initiative has not been immune to the difficulties of finding and retaining staff. For example, 4 candidates over a 8 month period were offered the position of the Director of Workforce Development and declined the position. Candidates declined the position for salary requirements, current employer meeting or exceeding salary requirements, health issues, and lastly finding employment that did not require living in the City of Philadelphia. These factors are being raised because, Rebuild with the support of the City's HR department, has developed various strategies to encourage and promote capable and diverse candidates but the difficulties of finding and/or retaining staff is an ongoing task.

## 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.

# GOAL 2

- 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.
- Involve the department's management team in the department's diversity, equity, and inclusion goals.

## METRICS AND PERFORMANCE INDICATORS

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- Compliance with DEI workforce plan and progress toward goals identified in plan
  - » Yes
  - » Rebuild staff is continuously working to implement the DEI Workforce plan and these efforts are ongoing. Over the last 6 months, Rebuild is almost fully staffed.
- Progress toward identification and elimination of barriers to retaining and promoting diverse staff
  - » In progress
  - » This process is always ongoing to reflect the retaining and promotion of diversity among staff and this is not only achieved through racial diversity, but also through gender, LGBTQ inclusion, and age.
- Identification of efforts done to create an inclusive environment
  - » In progress
  - » The Rebuild initiates activities to build a team environment by implementing social gatherings for staff to support and encourage a team environment. Also, there are monthly meetings held to discuss how Rebuild is encouraging efforts to support and retain M/W vendors and increase minority participation on Rebuild 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.

# GOAL 2

- 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.

## METRICS AND PERFORMANCE INDICATORS

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## 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.

- 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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## ADDITIONAL STRATEGIES

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

- » To increase the retention of staff including diverse candidates, professional development opportunities are offered to staff. Also, work life balance is encouraged by allowing staff to have a hybrid schedule of in-person and remote working opportunities.



# GOAL 3

## IMPACTFUL LEARNING & DEVELOPMENT

### 1. CITYWIDE DEI OBJECTIVES

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

#### KEY STRATEGIES

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

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

#### METRICS AND PERFORMANCE INDICATORS

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- Number and types of trainings
  - » Unsure
- Number of staff participating in training and DEI initiatives
  - » More than 50% of staff
  - » Participation in the Equity & Results training

#### ADDITIONAL STRATEGIES

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

- » This an area that we cite each year for continued growth and additional resources needed from the City HR and additional City training resources that we could use.

### 1. CITYWIDE DEI OBJECTIVES

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

#### KEY STRATEGIES

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

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

#### METRICS AND PERFORMANCE INDICATORS

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- Allocation of resources to equity, recruitment, and training initiatives
  - » Yes
  - » Rebuild has professional services contracts with vendors to provide assistance with equity, recruitment, and training initiatives
- Number and types of inclusion and anti-racist workplace initiatives
  - » 10
  - » Considering the high participation goals for workforce and contractor participation, Rebuild works in partnership with many stakeholders that include internal and external partners. This collaboration happens through weekly, monthly, and quarterly meetings.

- Number and types of community engagement events used to inform budget priorities
  - » 31
- Records of attendance/outreach at events used to inform budget priorities
  - » Yes
  - » Rebuild Community Engagement Team works with external stakeholders to promote community engagement events, and provide outreach to communities to ensure participation on projects. Community feedback is used to inform project design process
- Disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures
  - » Yes
  - » As a Mayoral initiative, Rebuild has ambitious goals for participation. Rebuild maintains its own database to help track participation of M/WBE contractors on its projects, and to track funding allocated to those contractors

## ADDITIONAL STRATEGIES

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

- » To date, Rebuild has expended \$2.7 Million on workforce development initiatives aimed at improving equity throughout the City. Rebuild has spent an additional \$800,000 on other Diversity & Inclusion programs including technical assistance to prepare diverse businesses to gain City work, as well as \$1.4 Million on community engagement. As additional projects move forward, those numbers will continue to increase. Rebuild currently has awarded 62.7% of its contracts to diverse and female businesses.

# GOAL 5

## INCLUSIVE CONTRACTING

### 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.

- Maximize the utilization of M/W/DSBE firms for contracting.
- Meet or exceed department's annual M/W/DSBE benchmark for inclusive contracting
- 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
  - » Unsure
  - » This plan is submitted by the Managing Director's office.
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
  - » Above Goal
  - » The Rebuild Program has achieved 63% MBE/WBE contracting participation goals and is meeting the desired workforce development goal.

#### ADDITIONAL STRATEGIES

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

- » The Rebuild Initiative does not submit the Compliance Plan, but efforts of M/W participation from Rebuild is captured in the Managing Director's Compliance Plan. For the utilization of M/W firms, Rebuild is exceeding its goal by having strong partnerships with our Project Users and PRA to have contractors understand the importance of M/W participation. These efforts are written in Rebuild contracts with the Project Users, general contractors, and construction managers. Further, because of the transition with OEO, Rebuild staff has not met with the staff on a quarterly basis; however, staff works in close partnership with OEO to increase the use and solicitation of M/W vendors by sending general contractors, Project Users, and other interested parties with vendors from the OEO Registry.

# 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
  - » 31
  - » Through our community engagement work, the Rebuild team works with diverse MWBE vendors like Community Capacity Builders, Portfolio Associates Inc and Connect the Dots to support our engagement work with an eye towards making design and construction information accessible to all Philadelphians. We also actively partner with our Project User non profit teams to deliver engagement activities at community level scale all across the city.
- Community survey results
  - » Yes
  - » As part of Rebuild's design process, we have committed funds and personnel to support with engaging community stakeholders on the design of renovated/new Philadelphia Parks & Recreation facilities or Free Library of Philadelphia facilities that were pre-determined by the Rebuild Legislation. At each stage of design, we work with stakeholders to identify what programs and design features would be most beneficial in communities and we work with designers to integrate (where budget and scope allows) these features into the final design of Libraries, Rec Centers, or Playgrounds. Each community engagement round includes surveys for community members to take and we have completed Community Engagement Reports to synthesize feedback from meetings and surveys that inform each of our projects.

## ADDITIONAL STRATEGIES

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

- » As part of our work, we are looking into evaluating our community efforts to help improve how we engage with stakeholders and share best practices across city departments.

## 2. CITYWIDE DEI OBJECTIVES

Enhance City customer service being provided by the department.

### KEY STRATEGIES

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

- Evaluate quality of customer service being provided by department.
- Conduct department outreach in diverse communities.

### METRICS AND PERFORMANCE INDICATORS

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- Community/customer satisfaction survey results
  - » Yes
  - » We conduct community engagement surveys at the completion of each design round for each of our projects. While the survey is an opportunity to provide feedback on the design we are looking to quantifying/evaluating the quality of our customer service in a more formal process. Currently the Rebuild team manages relationships directly through meetings or events where feedback is received and addressed (where applicable) by our team.
- Number, types, and location of outreach events
  - » 5
  - » As part of our Community Engagement efforts, Rebuild's Community Engagement teams manage a number of events in communities (in person or virtual). Each of our projects have a minimum of 3 touchpoints with many having much more. In FY 2021-2022 we completed 82 events ranging from large community events to smaller stakeholder events across Philadelphia. Each of these events are opportunities to receive feedback from stakeholders.

## ADDITIONAL STRATEGIES

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

- » See above.

## 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 increase the percentage of people of color working quality jobs, i.e., jobs that guarantee family sustaining wages or a competitive salary; health, dental and other benefits; and promotion and career advancement opportunities.

### METRICS AND PERFORMANCE INDICATORS

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

- Identification and progress of department strategies identified to create more racially equitable outcomes
  - » In progress
  - » A major part of Rebuild's goal is the promotion of diversity, equity, and inclusion. For example, Rebuild has goals to utilize 25-30% MBE 15-20% WBE for professional services contracts and 30-35% MBE and WBE 15-20% for construction contracts. To add, through our business supports programs of Rebuild Ready and Emerging Vendors Program, the aim is to build the capacity and growth potential of Philadelphia based minority and women contractors and assist minority and women vendors with obtaining their minority and/or women own business certification. Further, Rebuild's workforce development programs, the goals are two-fold. First, provide minorities and women a pathway to joining skilled trade unions and provide exposure to skilled trade careers that assisting in careers with sustainable family wages.

## ADDITIONAL STRATEGIES

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

- » The additional strategies that Rebuild plans to implement to advance the city's strategies are: Implementation of workforce development programs that provide exposure to the skilled trades and pathways to union jobs. Intensive technical assistance and mentoring programs to minority and women owned vendors to increase their capacity to bid and hopefully obtain construction and/or professional services contracts on Rebuild or other public works projects. Continued to provide transparent opportunities for residents in minority communities to give feedback about the design and construction process on Rebuild projects.

## 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
  - » 2
  - » The Rebuild team works with Project Users (non-profits) that manage our projects and community engagement efforts. As part of the scope of their work they are responsible for providing translation and interpretation services throughout their community engagement efforts. When hosting virtual events, close captions are utilized. We have also provided sign language interpretation at two in person events at Rebuild led engagement events. This is an area we can continue getting better and appreciate support and guidance to continue delivering quality services to all Philadelphians.
- Department compliance with Mayor's Office for People with Disabilities guidance
  - » Yes



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- » Currently we work closely with Philadelphia Parks and Recreation's Director of Inclusion to provide guidance on ensuring accessibility at our events and our designs. As part of the design process, Rebuild uses industry defined guidelines in Accessibility & Inclusion for all users. We have collaborated with the Mayors Office for People with Disabilities closely on the Carousel House project, as well as collaboration around the overall city ADA transition plan and alignment on all Rebuild projects. This is an area we can continue getting better and appreciate support and guidance to continue delivering quality services to all Philadelphians.
- Number and types of inquiries and grievances handled by ADA liaison
  - » Unsure
  - » To our knowledge we have not been flagged for an inquiry.
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
  - » Unsure
  - » To our knowledge we have not been flagged for an inquiry.

## ADDITIONAL STRATEGIES

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

- » This is an area we can continue to learn and improve and appreciate support and guidance to continue delivering quality services to all Philadelphians.

## 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.

- » Track performance of language access policies and procedures.

### METRICS AND PERFORMANCE INDICATORS

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- Maintenance of Language Access Plan
  - » Unsure
- Number and types of requests for language access assistance

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- » 17
- » At the kickoff of our projects, site assessments are created that assess language needs of community stakeholders that are informed by staff of Philadelphia Parks and Recreation or Free Library of Philadelphia. The Rebuild team works with Project Users (non-profits) that manage our projects and community engagement efforts. As part of the scope of their work they are responsible for providing translation and interpretation services throughout their community engagement efforts
- 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.

- » See above

## 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.

#### METRICS AND PERFORMANCE INDICATORS

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

- Racial Equity Action Plan implementation progress
  - » N/A
  - » Rebuild ED was invited to some of the sessions however broader Rebuild staff were not invited to participate in the racial equity planning process. Rebuild is housed under the Managing Director's Office and staff from the multiple units participated in this planning process. Although Rebuild staff did not participate, it should be noted that Rebuild's has ongoing plans to address equity. The staff provides services to marginalized communities by providing training opportunities and exposure to the skilled trades.
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
  - » N/A
  - » As shared in the bullet above, Rebuild staff did not participate in the racial equity planning process with that was lead by the DEI office and the consulting firm Equity and Results. Rebuild is developing strategies and initiatives to impact racial equity relating to M/W contract participation, workforce development related to the skill trades by faciliating and implementing initiatives providing exposure and training opportunities in the skilled trades for minorities and women.

#### 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.

### METRICS AND PERFORMANCE INDICATORS

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

- Reduction and/or elimination of disparities and differential outcomes by race
  - » Yes
  - » As discussed in Goal 4 & 5 Rebuild provides support to minority and women owned businesses as well as diverse individuals seeking careers in the building trades. Rebuild Ready provides intensive technical assistance to build capacity for M/W vendors to bid on Rebuild and other public work projects. Through the Emerging Vendors Program (EVP) Rebuild provides support for M/W vendors to obtain minority certification through third party agencies at no cost of the participation. Rebuild Ready and EVP provides a structure to reduce barriers for M/V vendors in order to build their capacity to bid on Rebuild and other public work projects and increase their ability to obtain city contracts. Through Rebuild's Workforce Development programs, provides BIPOC and women exposure and training to the skilled trades. The skilled trades provide a sustainable family wage and career longevity which allows for individuals a way out of poverty and financial stability.

### ADDITIONAL STRATEGIES

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

- » N/A