



Office of
Diversity, Equity and Inclusion
CITY OF PHILADELPHIA

Diversity, Equity, Inclusion Plan

FY 2023

Department Name:



STREETS

Unit Name:



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DEPARTMENT FUNCTIONAL DETAILS

Name of Department:

 **STREETS**

Name of Business Unit:



Point of Contact Name:



Point of Contact Title:



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.
- 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
 - » Diversity & Inclusion Statement: The Streets Department fosters and supports organizational diversity and inclusion throughout all facets of the organization. We seek to establish and maintain a diverse and inclusive culture that fosters respect, dignity and professional growth for our employees. Streets embraces and derives value from the variety of views that individuals bring to the workplace, and seeks to create a supportive environment that promotes open communication of diverse perspectives and realities. Diversity and inclusion improve the work environment for all employees and enhance the delivery of services to the public.
- Number of staff communications related to DEI objectives
 - » 0
 - » The Department does not have specific DEI staff communications related to DEI objectives. This is an area that will need to be focused on going forward.

GOAL 1

- Budget and resource allocation for DEI objectives
 - » Yes
 - » The Department has allocated a total of \$1,488,812 on HR-driven intern-to-hire and workforce development program. This includes \$1,076,634 in class 100 and \$15,000 in class 200 for the Department's Future Track workforce development program and \$397,178 for the Department's engineering intern-to-hire program. Both programs allow the Department to recruit diverse candidates in traditionally non-diverse occupations and place candidates who complete the programs successfully on civil service hiring lists. We also, each year, dedicate funds for our Emerging Leaders development program, which includes DEI curriculum and fund college recruitment efforts targeting minority candidates.

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.

- 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
 - » N/A
 - » The Department has requested this training from the Mayor's Office of Diversity and Inclusion and is looking forward to it being scheduled going forward.

GOAL 1

- Frequency of meetings with Mayor's Office of DEI and identification of issues resolved through collaboration
 - » Quarterly
 - » The Department meets each quarter with the Mayor's Office of Diversity, Equity and Inclusion to provide the status of DEI planned and ongoing initiatives and to collaborate on issues and challenges to identify potential solutions and resources.

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.
- 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

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.

- List of recruitment efforts and recruitment opportunities
 - » Yes
 - » The following occupations have historically been difficult to source diverse candidates within the Department: Engineering, Surveying and Public Works Inspections. In order to increase diversity representation within these occupational areas, Streets has found success with our Engineering Intern-to-Hire Program and Future Track Workforce Development Program. Both of these programs allow the Department to recruit diverse candidates in traditionally non-diverse occupations and place candidates who complete the programs successfully on civil service hiring

lists. For Engineering Intern-to-Hire, we focus recruitment at colleges and/or college student organizations known for being diverse. For Future Track, we have historically attracted pre-dominant minorities marketing it as an entry-level work skills program. Using these programs, we are essentially targeting recruitment activities to expand the diversity of potential candidates for hire and, ultimately expanding diversity in the targeted professions. In addition, for all exempt positions, the Department ensures all interview panels include a diverse representation of minorities and women. Further, we now include diversity and inclusion cultural questions as part of the interviewing process. We currently recruited and interviewed for an Executive Director for the City's School Crossing Guard Program, for example. Two diverse interview panels were used, with DEI questions, and a final selection is expected to be announced this week.

- Diverse hiring panel attestations
 - » Yes
 - » Streets consistently utilizes a diverse hiring panel for all exempt and senior management positions, including civil service positions for selection. Diversity includes ethnic as well as gender diversity. While the Department does not have specific documents where panel members explicitly attest to their participation, we do ensure all of our panels meet this requirement for these positions.
- Exempt workforce metrics
 - » Yes
 - » Streets currently has 15 civil service exempt employees. Diversity metrics show that 9 of the 15 are minorities, representing 60% of our exempt workforce.
- Diversity of executive leadership team
 - » Yes
 - » Streets has placed a great deal of focus on increasing diversity in our leadership team increasing leadership team diversity from 46% minority/54% white in FY19 to 56% minority/44% white in FY22. In addition, we have increased female participation in our leadership team as well, going from 23% female/76% male to 38% female/63% male. This progress is a direct result of the Department's focus on improving leadership diversity.

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

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.

- Identify barriers to inclusive culture through employee assessment or engagement surveys and develop specific strategies to promote inclusiveness.
- 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.
- Create an accommodating workplace environment for employees with disabilities, including a strategy for accommodating employees with disabilities.
- 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

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.

- Compliance with DEI workforce plan and progress toward goals identified in plan
 - » Yes
 - » The Department has an established Diversity and Inclusion Plan, uploaded as part of the DEI shared folder. Of the five major plan strategies, the Department has made considerable progress and success with four of these, including Recruitment, Workforce Development, Intern-to-Hire Process and Succession Planning. The aspect that still requires additional effort and movement forward is Retention.
- Progress toward identification and elimination of barriers to retaining and promoting diverse staff
 - » Not started
- Identification of efforts done to create an inclusive environment
 - » In progress
 - » EMPLOYEE SURVEY: The Department will survey and interview staff to obtain information and feedback on the workplace environment, including diversity and inclusion, commitment to the Department's mission, tools and resources available to perform the job, training and development opportunities, organizational

GOAL 2

communication and job satisfaction. From survey results, the Department will assess and implement measures to foster diversity and inclusion throughout the organization.

- » DEI EXECUTIVE LEADERSHIP TRAINING: Streets has requested DEI leadership training for executive staff from the Mayor's Office of Diversity and Inclusion.
- » DEI TRAINING: The Department provides DEI training as part of our management/supervisory training and Emerging Leaders Program training.
- » EEO REMEDIATION: Streets immediately initiates HR investigations when there appears to be issues surrounding race or ethnicity, or any other form of discrimination or harassment. Such investigations are completed in a timely manner and appropriate administrative action taken depending upon the circumstances involved. This may include training, counseling or disciplinary action or a combination of these.

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.

METRICS AND PERFORMANCE INDICATORS

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

- Number of stay interviews
 - » 30

- » The Streets Department attempts to perform exit interviews for all employees separating or transferring from the Department who are willing to participate. If common problems or recurrent issues are identified, these are examined more closely and attempted to be resolved. Typically, these issues concern a particular manager or supervisor, and, in these cases, we endeavor to consult with the manager as support and also potentially provide training. So far, in this fiscal year, Streets has conducted 30 exit interviews.
- Number of exit interviews
 - » No
- Results exit interviews by race, ethnicity, gender, etc.
 - » No
- Onboarding policy
 - » No
 - » Streets does not have a written onboarding policy but we do have standard procedures used as part of the onboarding process.
- Employee satisfaction survey results
 - » No
 - » Streets plans to conduct an employee survey to obtain information and feedback on the workplace environment, including on diversity, equity and inclusion. Other factors that will be assessed in the survey will be commitment to the Department's mission, tools and resources available to perform the job, training and development opportunities, organizational communication and overall job satisfaction. Streets will collaborate with the Mayor's Office of Diversity and Inclusion to create and format the DEI survey questions.

ADDITIONAL STRATEGIES

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

- » No additional strategies at this time.

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.

METRICS AND PERFORMANCE INDICATORS

GOAL 2

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
 - » 21
 - » Streets has established a standard practice of employing a diverse interview panel to select senior managers and executive leaders in the organization for both exempt and civil service job opportunities at or above pay range N25. This ensures all interviews are conducted through a DEI lens.
 - » 2
 - » Streets has developed a formal succession planning process which targets prospective candidates for critical and leadership positions. This process includes a focus on expanding a diverse base of potential candidates for these jobs so that they may successfully transition into critical and/or leadership roles.
- Number and types of advancement opportunities
 - » 31
 - » Streets, as a large department, has transacted over 100 promotional advancement opportunities this fiscal year. Advancement opportunities include equipment operations (i.e. compactor operators), crew chief, professional career series advancement from trainee to full performance in a specific profession or skilled trade, supervisor, mid-level manager, senior manager and executive positions. The high volume of potential opportunities puts Streets in a unique position to provide career advancement pathways for minority employees.
- Mid-management strategy
 - » Yes
 - » Streets administers an "Emerging Leaders" training and development program which is highly regarded among our employees. Employees must be nominated by senior managers and approved by the Deputy Commissioner for Administration. Nominations are conducted with a view towards promoting diversity for high-performing employees. The program is conducted by a leadership development consultant with multiple sessions over several months, instructing and practicing fundamental leadership competencies necessary to be successful as a manager. A significant aspect of the course session content is diversity, equity and inclusion training.

ADDITIONAL STRATEGIES

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

- » N/A

GOAL 3

IMPACTFUL LEARNING & DEVELOPMENT

1. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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

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

METRICS AND PERFORMANCE INDICATORS

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
 - » 4
 - » Emerging Leaders Program: Thirteen nominated employees participated in the Department's "Emerging Leaders" training and development leadership program. The program instructs participants in fundamental leadership competencies and includes two separate sessions dedicated specifically to diversity, equity and inclusion.
 - » Supervisory Academy Training: The Department administers a multi-day course for new supervisors and crew chiefs which covers all aspects of agency policies, practices, operational procedures, performance management, disciplinary process, compliance and includes a diversity, equity and inclusion component. The Department administered one Academy training this fiscal year, but it has been administered to other divisions in the past and is planned to be re-administered to multiple divisions this upcoming fiscal year.
 - » Executive Leadership Training: The Department has a program for senior managers aspiring or on potential succession path towards executive level positions. This training was last given in the prior fiscal year, but includes diversity, equity and inclusion as a significant component of the training.

GOAL 3

- » LMS: The Department has a Diversity, Equity and Inclusion module in our LMS system provided to employees.
- Number of staff participating in training and DEI initiatives
 - » Less than 50 percent of staff
 - » A total of 95 employees participated in DEI-related training in the Department this fiscal year.
- Number and types of DEI specific staff communications
 - » 0
 - » Specific staff communications on DEI initiatives is an area the Department needs to improve upon going forward.
- Employee inclusion surveys
 - » No
 - » An employee survey, which includes diversity and inclusion as a significant part of the survey instrument is a component of our plans for FY23.
- Number and types of initiatives and reforms generated in response to trainings, surveys
 - » 1
 - » In response to repeated requests as part of training, the Department has worked to establish a formal Succession Planning program for critical staff and leadership positions. While DEI is not currently built into all established plans, one significant objective of the succession planning process is to open more high-profile and leadership career advancement opportunities to minority employees.

ADDITIONAL STRATEGIES

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

- » N/A

1. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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

- 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.
- 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

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.

- Allocation of resources to equity, recruitment, and training initiatives
 - » Yes
 - » The Department has allocated a total of \$1,488,812 on HR-driven intern-to-hire and workforce development program. This includes \$1,076,634 in class 100 and \$15,000 in class 200 for the Department's Future Track workforce development program and \$397,178 for the Department's engineering intern-to-hire program. Both programs allow the Department to recruit diverse candidates in traditionally non-diverse occupations and place candidates who complete the programs successfully on civil service hiring lists. We also, each year, dedicate funds for our Emerging Leaders development program, which includes DEI curriculum and fund college recruitment efforts targeting minority candidates.
- Number and types of inclusion and anti-racist workplace initiatives
 - » 4

- » Emerging Leaders Program: Thirteen nominated employees participated in the Department's "Emerging Leaders" training and development leadership program. The program instructs participants in fundamental leadership competencies and includes two separate sessions dedicated specifically to diversity, equity and inclusion.
- » Supervisory Academy Training: The Department administers a multi-day course for new supervisors and crew chiefs which covers all aspects of agency policies, practices, operational procedures, performance management, disciplinary process, compliance and includes a diversity, equity and inclusion component. The Department administered one Academy training this fiscal year, but it has been administered to other divisions in the past and is planned to be re-administered to multiple divisions this upcoming fiscal year.
- » Executive Leadership Training: The Department has a program for senior managers aspiring or on potential succession path towards executive level positions. This training was last given in the prior fiscal year, but includes diversity, equity and inclusion as a significant component of the training.
- » LMS: The Department has a Diversity, Equity and Inclusion module in our LMS system provided to employees.
- Number and types of community engagement events used to inform budget priorities
 - » 31
 - » The Department routinely engages in well over 100 community events each year pertaining to both sanitation and transportation issues. The information gleaned from these community meetings is used to gauge residents' priority concerns and this, in part, provides information on which core service areas we have to dedicate attention to either improve or more effectively resource.
- 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
 - » The Streets Department has strategically implemented a number of planning and performance measures providing for a focused data-driven approach to addressing transportation infrastructure and litter reduction needs. This has resulted in more attention and improvements to high-litter areas and transportation infrastructure asset degradation in predominately minority areas where older, smaller and more limited housing and geographic street layouts can exacerbate litter conditions and the physical condition of roadways and traffic and street lighting assets tends to be older and in greater need of repair. As a result, the Department relies on the following planning/performance measures to make informed, long-term and strategic operational decisions to promote racial equity in core service delivery throughout the city:

- » Litter Index Score: The Department has fully integrated and operationalized its litter indexing scoring system which essentially rates litter conditions in specific geographic areas of the city. These are used to identify and focus resources in areas of the city with the worst litter index ratings.
- » Pavement Quality Index: The Department objectively rates and monitor the quality and condition of streets and roadways. Specific street and roadway corridors obtain a specific rating. These are used as a basis in determining where planed resurfacing and comprehensive repair work is to be performed, thereby focusing work in those areas most in need.
- » High Injury Network Data: The Department implements traffic calming and safety initiatives based on objective traffic data identifying multi-module high-accident areas, often occurring in highly congested, smaller and more impoverished minority neighborhood areas, many areas of which correspond to the City's High-Injury Network.
- » High-Crime Areas: Expanded LED lighting efforts are targeted in troubled, high-crime areas to provide greater visibility relative to their incandescent counterparts, an increased sense of safety, and better conditions for residents, pedestrian and vehicular traffic. Streets strategically works with the Managing Director's Office to objectively and equitably identify and plan on LED installation opportunities for those areas most in need of increased visibility to deter crime.

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.
- 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
 - » Yes
 - » The Department has established an M/W/DSBE OEO Compliance Plan which has been uploaded to the DEI Plans shared folder.
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
 - » Above goal
 - » As of the third quarter of FY22, the Streets Department is averaging approximately 35% for overall M/W/DSBE participation, above our 32% goal.

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.

METRICS AND PERFORMANCE INDICATORS

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

- Number and types of engagement with community organizations
 - » 31
 - » The Department routinely engages in well over 100 community events each year pertaining to both sanitation and transportation issues. The information gleaned from these community meetings is used to gauge residents' priority concerns and this, in part, provides information on which core service areas we have to dedicate attention to either improve or more effectively resource.
- Community survey results
 - » No

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.

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

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
 - » No
 - » While we have not conducted satisfaction surveys, Streets does, as was described previously, use a number of planning and performance measures providing for a focused data-driven approach to addressing transportation infrastructure and litter reduction needs in city communities. We also conduct many community service meetings to obtain feedback and information. This has resulted in more attention and improvements to high-litter areas and transportation infrastructure asset degradation in predominately minority areas where older, smaller and more limited housing and geographic street layouts can exacerbate litter conditions and the physical condition of roadways and traffic and street lighting assets tends to be older and in greater need of repair.
- Number, types, and location of outreach events
 - » 31
 - » The Department routinely engages in well over 100 community events each year pertaining to both sanitation and transportation issues. The information gleaned from these community meetings is used to gauge residents' priority concerns and this, in part, provides information on which core service areas we have to dedicate attention to either improve or more effectively resource.

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 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
 - » EMPLOYMENT DIVERSITY: The following occupations have historically been difficult to source diverse candidates within the Department: Engineering, Surveying and Public Works Inspections. The Department continues to administer our Engineering Intern-to-Hire Program and Future Track Workforce Development Programs allowing Streets to recruit and employ diverse candidates in traditionally non-diverse occupations. This provides increased and enhanced job opportunities for minorities and increase diversity for occupations historically not known to be diverse, such as engineering.
 - » SERVICE EQUITY: The Streets Department has strategically implemented a number of planning and performance measures providing for a focused data-driven approach to addressing transportation infrastructure and litter reduction needs. This has resulted in more attention and improvements to high-litter areas and transportation infrastructure asset degradation in predominately minority areas where older, smaller and more limited housing and geographic street layouts can exacerbate litter conditions and the physical condition of roadways and traffic and street lighting assets tends to be older and in greater need of repair. As a result, the Department relies on the following planning/performance measures to make informed, long-term and strategic operational decisions to promote racial equity in core service delivery throughout the city
 - » Litter Index Score: The Department has fully integrated and operationalized its litter indexing scoring system which essentially rates litter conditions in specific geographic areas of the city. These are used to identify and focus resources in areas of the city with the worst litter index ratings. Identification locations for mechanical street cleaning and deployment of illegal dumping and trash collections operations are driven, in large measure by this metric, as well as demographic data from the city
 - » Pavement Quality Index: The Department objectively rates and monitor the quality and condition of streets and roadways. Specific street and roadway corridors obtain a specific rating. These are used as a basis in determining where planned resurfacing and comprehensive repair work is to be performed, thereby focusing work in those areas most in need. The Department's resurfacing plan, as well as deployment of roadway maintenance and repair crews are driven, in large measure, by this data
 - » High Injury Network Data: The Department implements traffic calming and safety initiatives based on objective traffic data identifying multi-module high-accident areas, often occurring in highly congested, smaller and more impoverished minority

neighborhood areas, many areas of which correspond to the City's High-Injury Network. The design and implementation of a wide variety of traffic calming and traffic safety measures are informed, in large measure by this High Injury Network data.

- » High-Crime Areas: Expanded LED lighting efforts are targeted in troubled, high-crime areas to provide greater visibility relative to their incandescent counterparts, an increased sense of safety, and better conditions for residents, pedestrian and vehicular traffic. Streets strategically works with the Managing Director's Office to objectively and equitably identify and plan on LED installation opportunities for those areas most in need of increased visibility to deter crime. The priority installation and conversion of high-visibility LED lighting is being primarily driven by where it is most needed in violent high-crime areas.

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.

METRICS AND PERFORMANCE INDICATORS

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

- Track how people engage with the department: how many times American Sign Language interpretation provided; utilization of closed captioning; call in options
 - » Unsure
- Department compliance with Mayor's Office for People with Disabilities guidance
 - » Unsure
- 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.

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
 - » Street's Language Access Plan is established and is uploaded on the DEI shared folder.
- Number and types of requests for language access assistance
 - » 31
 - » The Department received 341 requests for language access services other than English, representing more than eight different non-English languages.
- Outcome of requests for language access assistance
 - » Unsure

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.

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
 - » Not started
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
 - » Not started

ADDITIONAL STRATEGIES

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

- » N/A

2. CITYWIDE DEI OBJECTIVES

Adopt a departmental policy and practice infrastructure that centers and accelerates sustained redress of racial disparities internally

KEY STRATEGIES

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

- Assess and identify internal racial disparities on an annual basis and as need

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.

GOAL 7

- Reduction and/or elimination of disparities and differential outcomes by race
 - » Yes
 - » The Department reviews diversity representation each year for both our exempt employees and executive leadership team. Going forward into FY23, we will also track diversity metrics for interns and Future Track participants that are ultimately hired into civil service. We would like to engage in a further assessment overall by profession within the Department, but will need the assistance of the Mayor's Office of Diversity, Equity and Inclusion to do so.

ADDITIONAL STRATEGIES

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

- » N/A