



FY23 Racial Equity Cohort Departmental Racial Equity Action Plans

**Office of Diversity, Equity and Inclusion
Supported by Equity & Results
July 2023**



Racial Equity Cohort Leadership

**Mayor's Office of Diversity,
Equity and Inclusion**

Equity and Results

Josie B. H. Pickens, Esq.

Chief Diversity, Equity and Inclusion Officer

Télyse Masaoay, MSW

Director of Racial Equity Policy & Practice

Theodore Miller, Esq.

Facilitator

Elodie Baquerot

Facilitator



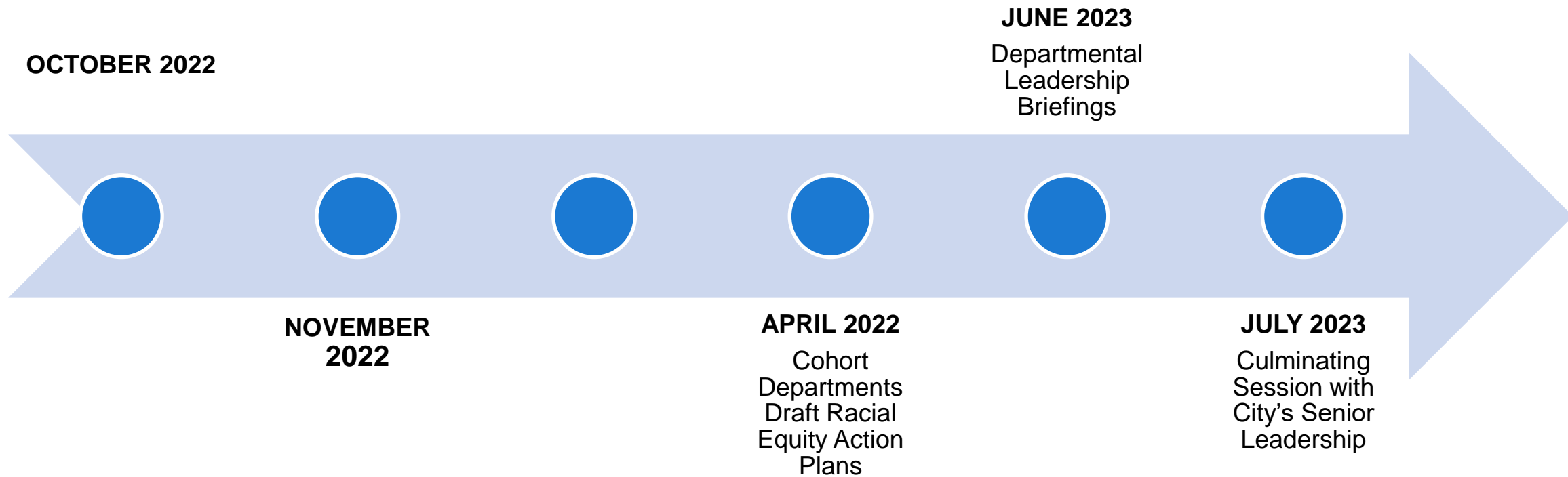
Overview of Racial Equity Cohort Process

- In January 2020, Mayor Kenney issued [Executive Order 1-20](#) requiring all City departments to complete a Racial Equity Action Plan by 2023.
- The City has worked with a consulting partner, [Equity & Results](#), to facilitate groups of City departments and agencies or “Racial Equity Cohorts” and help them identify root causes of disparate outcomes and solutions.
- The [first cohort of 10 departments](#) (FY21) completed the Racial Equity Cohort process and Racial Equity Action Plans in August 2021. The [second cohort of 13 departments](#) (FY22) completed their process in August 2022.
- This document summarizes the process, analyses, and recommendations for the third cohort of departments (FY23) that concluded in July 2023.



FY23 Racial Equity Cohort Timeline

Racial Equity Foundational
Learning Series



Monthly [Results-Based Accountability](#) Training for Cohort Participants



Participating City Departments in FY23 Racial Equity Cohort

Office of the CAO

1. Chief Administrative Office
2. Office of Innovation & Technology

Finance

1. Office of Property Assessment
2. Board of Pensions & Retirement, City Treasurer's Office

PCHR

1. Philadelphia Commission on Human Relations

Managing Director's Office

1. Department of Public Property
2. Health & Human Services
3. Community Life Improvement Program
4. Office of Transportation, Infrastructure, and Sustainability; Streets Department



Glossary of Abbreviations

- **BIPOC:** Black, Indigenous, People of Color
- **BOP:** Board of Pensions & Retirement
- **CAO:** Chief Administrative Office
- **CEO:** Office of Community Empowerment & Opportunity
- **CLIP:** Community Life Improvement Program
- **CTO:** City Treasurer's Office
- **DEI:** Diversity, Equity and Inclusion
- **DPP:** Department of Public Property
- **DHS:** Department of Human Services
- **FY:** Fiscal Year
- **HHS:** Health & Human Services
- **MDO:** Managing Director's Office
- **OIT:** Office of Innovation and Technology
- **OPA:** Office of Property Assessment
- **OTIS:** Office of Transportation, Infrastructure, and Sustainability
- **PCHR:** Philadelphia Commission on Human Relations
- **TBD:** To Be Determined



Guide to Interpreting the Slides

- Each department's Racial Equity Action Plan includes the following elements:
 - **Results Statement:** Each department has developed a results statement, which describes their team's vision for Philadelphia.
 - **Root Causes:** Root causes describe a department's understanding of why racial inequities exist within the department, its services, and/or its relationship with the City.
 - **Strategies:** Each department brainstormed several strategies for each root cause it identified. These strategies may be policies, procedures, and/or programs.
 - **Next Steps:** To accomplish the goals outlined by the recommendations, each department has identified key short-term actions.
 - **"Better Off" Measures:** Performance measures are data points that assess how well a policy, procedure, or program is working. Departments identified potential performance measures, which may not reflect current data collection efforts and may require new intradepartmental collaborations. The measures reflect goals for data collection that would best inform future strategies.



Chief Administrative Office

Racial Equity Cohort Team:

Melissa Andre, Joe Costin, Monique Dashiell, Cherise Heller, Mihir Mulloth, Tracey Bryant, Aviva Tevah, Giana Lawrence-Primus, Devika Menon, Hannah Louie



CHIEF ADMINISTRATIVE OFFICE (CAO)

RESULTS STATEMENT

All people in Philadelphia, especially BIPOC residents and City employees and the agencies where they work feel supported, respected and seen.

ROOT CAUSES

- As a City, we don't intentionally **invest in the professional development of BIPOC leaders** but instead rely on white dominant informal networks for "success and mobility".
- Government leaders don't often center racial equity in decisions and determinations around **hiring and promotions**, particularly for leadership positions.



CAO PRIORITY STRATEGIES

- Investing in development of BIPOC leaders
- Infuse racial equity in hiring & promotions

1. BIPOC Mentorship Program: Intentionally investing in the growth of BIPOC employees and emerging leaders.

Example: Structured 1:1 mentorship opportunities, with targeted curriculum, create a pathway where there was none

2. Transparent promotions: Increasing transparency around promotions process (particularly for **exempt employees**) and how promotional decisions will be made.

Examples: Announce promotions & requirements internally; Pilot a promotions transparency form

3. Supervisor accountability: Increasing measures that hold supervisors accountable around hiring and promotion decisions.

Example: 360 supervisor review process, equip leaders with tools to be more equitable and self-aware

Holistic approach



NEXT STEPS | Chief Administrative Office



The CAO calls upon all City departments to work with the CAO to implement these Priority Strategies as responsibly and efficiently as possible to ensure these recommendations generate the outcomes we hope to see



Office of Innovation & Technology

Racial Equity Cohort Team:

Latisha Branch, Kistine Carolan, Pedro Cedeno, Malik Hadi, DeShawn Jones, Beena Koshy



City of
Philadelphia



Vision Statement

This is our team's vision for Philadelphia that our department can contribute to

▶ All people in Philadelphia - especially BIPOC residents and City employees - feel connected, valued, respected, and experience a sense of peace in their daily living.



OIT's Multifaceted Approach

OIT's different roles create multiple paths for impact

- ▶ **Support Unit:** OIT's primary role is to support other departments.
With competing demands, OIT seeks out and prioritizes projects that advance equity.
- ▶ **Employer:** OIT is also a workplace making recruitment and pay decisions.
OIT faces workforce challenges that mirror larger inequities often found in the tech field.
- ▶ **Public-Facing:** OIT's digital divide work directly impacts the public.
OIT can directly improve the public's access to devices and internet connectivity.



HOT ROOT CAUSES:

Our strategies will target key root causes of disparities.

- ▶ **#1 Equity Projects Not Prioritized:** OIT needs policies, processes, and staff to explicitly prioritize equity-focused projects.
- ▶ **#2 Workplace Inequities:** OIT needs engaged recruitment practices to build pipelines, internally and externally, for qualified BIPOC candidates.
- ▶ **#3 Philadelphia's Digital Divide:** Residents need access to affordable devices and internet to participate in civic life.



PRIORITY STRATEGIES

Of our brainstormed list, these are our top priority strategies.

- ▶ **#1 Prioritize Equity Projects:** Secure staff position to implement OIT's equity commitments and manage equity-focused data and tech projects.
- ▶ **#2 Workplace Equity:** Build intentional pipelines for internal/external qualified BIPOC candidates to promote OIT job openings
- ▶ **#3 Digital Equity:** Dependent on funding and legal approval, explore ability to refurbish and distribute City laptops to residents in need and invest in ongoing targeted public networks using mapping analysis to determine highest need areas.



Next Steps: Prioritize Equity Projects

Secure staff position to ensure capacity to implement OIT's equity commitments

- Draft explicit commitment to prioritizing projects that advance equity in OIT [core responsibilities](#), strategic plan, and other policies.
- DEI/OIT develops equity scoring matrix for PMO Gates process.
- DEI/OIT develops budget request and hires Equity Data Analyst to manage equity-focused data and tech projects.
- OIT identifies and manages equity-focused projects (i.e. racial equity training, digital equity efforts, public safety initiatives, etc.).



NEXT STEPS: Advance Workplace Equity

Engaged recruitment”: Build intentional pipelines for qualified BIPOC candidates

Internal professional development:

- Adopt internal candidate recruitment strategies used by OIT Apprenticeship program
- Sustain investment in OIT Apprenticeship program through next Budget ask
- Work with OHR to advertise and use FY24 scholarships to certify BIPOC employees for IT positions
- Give feedback on priority resumes
- OHR and OIT managers connect interested BIPOC staff to vendors with training opportunity (CCP, Temple, Online Consulting, Nexlevel Consulting Services)

External recruitment:

- OIT HR develops capacity for engaged recruitment efforts and ideas
- OIT HR develops relationships with HBCUs and groups serving diverse communities
 - Identify computer science and tech-related programs/professors/alumni listservs/job fairs of local and national HBCUs (Lincoln and Cheney) and promote open job positions
 - Identify other affinity-group programs (BUiLT, women's colleges, Latinx groups, etc.)



NEXT STEPS: Support Digital Equity

OIT develops plans to refurbish and distribute city devices to residents in need and invests in public access wi-fi networks using mapping analysis to determine highest need areas.

In-home devices & internet:

- OIT leadership and Digital Equity team work on city device refurbishment plans:
 - Vet with Law department
 - Create processes/performance metrics
 - Develops criteria for what devices can and can't be refurbished
 - Identifies potential outside partners to refurbish devices for low-income residents
- Digital Equity teams develops key datasets
- CityGeo creates digital equity dashboard to plan distribution for highest impact
- OIT launches device refurbishment and prioritizes distribution to highest need residents
- OIT creates:
 - Verbiage that participants assume responsibility of support and maintenance
 - Guide on basic device protection, cybersecurity and referrals for ongoing tech support
 - Mechanisms for referring to trainings on cybersecurity
- Sustain Digital Equity Team's digital navigators network connecting residents to free/low-cost in-home broadband programs ([Affordable Connectivity Plan](#)) and/or expand to include city employees as digital navigators to help residents with city forms/websites/etc.



NEXT STEPS: Support Digital Equity

Make public networks available in some City buildings in highest need areas

Public network access:

- OIT collaborates with OCF/PPR to fund and enable public access wi-fi in 150 recreation centers.
- OIT Leadership and OIT Network team identify the security, support and budget needs.
- OIT uses map analysis and collaborates with relevant agencies to identify additional priority buildings beyond libraries and rec centers.
- Potentially outfit other city buildings if they meet security, impact and other conditional criteria.

Other public access:

- Equity data analyst coordinates data collection to power and create Finder app for nearby public access wi-fi and/or public computer centers.



BETTER OFF MEASURES

These performance measures help determine if our strategies are working

Equity projects:

1 equity Analyst staff position secured

departments assisted in advancing equity through dashboards and PMO projects

equity-related projects completed

Workplace equity:

of groups serving diverse communities OIT HR collaborates with for recruitment

apprentices retained in City positions

staff completing training opportunities

BIPOC in OIT Senior Leadership and Executive Leadership currently and over time

% of OIT senior leadership positions held by BIPOC staff over time

% salary equity achieved over time across racial groups within OIT

City digital divide:

City devices refurbished and distributed by zip code

City buildings in high-need areas with public networks

% of city buildings in high need areas with public networks over time

% of residents with devices in-home



Office of Property Assessment

Racial Equity Cohort Team:
John Hodges, Monica Williams, Chandler Wolf



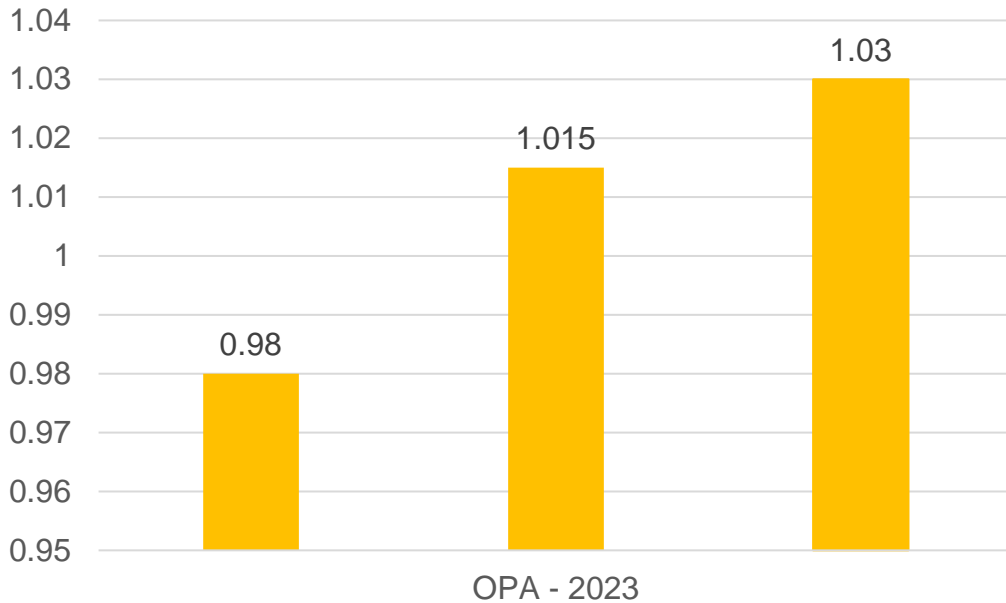
LIMITATIONS

The majority of the Office of Property Assessment (OPA) Staff is licensed by the State of Pennsylvania; Certified Pennsylvania Evaluator (CPE) and are also beholden to the Uniform Standards of Professional Appraisal Practice (USPAP).

The CPE license and USPAP standards prohibit the OPA staff from taking any demographic information such as race, gender, level of income and education, etc. into account as we perform our duties. We do take objective property data such as location, size, use, and condition into account.

HOT ROOT CAUSE ANALYSIS

RESULTS STATEMENT: *All residents (renters and property owners) in Philadelphia are treated equitably and feel that properties are fairly valued*



INDICATOR: *Price Related Differential (PRD) measures equity in the assessment of high value vs low valued properties by analyzing to see if higher and lower valued properties are assessed at the same level*

HOT ROOT CAUSE: *Under/over assessment of properties – lower valued homes may be over assessed; higher valued homes may be under assessed*



PRIORITY STRATEGY

PRIORITY STRATEGY: *Ensure that there are ongoing data collection and data quality initiatives*

SUB-ELEMENTS: *All sub-elements tie back to OPA's commitment and ability to continually update and maintain data.*

- Trainings and policies surrounding data collection
- Effective working relationships and trainings for elected officials and their staff regarding the assessment and appeals process
- Proactive public outreach for all Philadelphians



NEXT STEPS

- Commit to ongoing training for OPA staff to ensure best practices are being followed
- Commit to reimagining and growing the OPA community outreach team to develop a proactive strategy that focuses on clarity and transparency
- Commit to working with other agencies and initiatives such as the Philadelphia Voices initiative



“BETTER OFF” MEASURES

- Improved PRD
- OPA is meeting/exceeding the International Association of Assessing Officers (IAAO) standards around the frequency and methodology of data collection and maintenance [standard_on_data_quality.pdf \(iaao.org\)](https://www.iaao.org/standard_on_data_quality.pdf)
- Results of external audits
- Results of survey results



“BETTER OFF” MEASURES

- Confidence in the assessment process and annual assessments (both staff and Philadelphia residents)
- External recognition – Certificate of Excellence in Assessment Administration awarded by the IAAO. The award recognizes jurisdictions involved with assessment that integrate best practices in the workplace
- Internal reports periodically run by OPA indicate minimal data errors that are corrected/updated in a timely manner



Board of Pensions & Retirement City Treasurer's Office

Racial Equity Cohort Team:
Jennifer Nguyen , Teresa Gray, Abdel-Aziz Ibrahim,
Aiween Zoleta



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Hot Root Cause Analysis

- Lack of investment in the professional growth and development of BIPOC City employees.
- Lack of BIPOC City employees in executive level positions.
- Lack of communication and uniformity between all City departmental HRs and OHR.



Priority Strategy: Reimagine internal staffing support to focus on advancement & career growth

WHAT WILL WE DO?

- As part of the onboarding process, Finance HR and supervisors will help employees build an outline of their career path possibilities, so that they are aware of the growth opportunities within the City.
- Host monthly networking events for BIPOC staff in collaboration with City Resource Groups (each month can be for a different field, i.e. finance, administration, IT, legal, etc.)
- Pilot a Finance employee mentorship program
- Offer racial equity professional development opportunities to Finance employees
- Develop an internal weekly newsletter
 - Newsletter includes current City job postings, opportunities for professional development trainings, information about the mentorship program, monthly networking events, volunteering opportunities, and a link to the employee satisfaction survey.

WHAT DO WE NEED OHR SUPPORT TO DO?

- Request monthly meetings with OHR for information sharing, such as best practices, and to create uniformity. This will ensure that all employees are served the same no matter what department they are in.
- Work with OHR to survey Finance employees for job satisfaction & employee experience
- Work with OHR to collect data on department staffing changes and key causes of employee attrition in Finance



Next Steps: Future Milestones

- Schedule a monthly meeting with OHR for information sharing, HR advice, and to discuss best practices.
- Offer professional development trainings for Finance HR personnel focused on racial equity.
- Create a committee to help pilot a mentorship program and a monthly networking event.
- Help OHR build the employee satisfaction survey.
- Gather resources and information for the weekly newsletter.



Better-Off Measures

- Employee retention and increase in satisfaction rates.
- Increase in internal promotions of BIPOC employees.
- Increase in % of BIPOC employees in executive level positions.
- Increase in departments' performance measures.



Philadelphia Commission on Human Relations

Racial Equity Cohort Team:
Karen Forman, Bunrath Math, Alexandra Williams



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Philadelphia



PCHR's Vision for Philadelphia:

Philadelphia residents, especially BIPOC women, are empowered to exercise their civil rights, address intergroup and neighborhood conflicts

Indicator of Racial Disparity:

Underutilization of PCHR's services by BIPOC women, especially non-English speakers or those for whom English is a second language.

- Underutilization indicated by number of requests for interpreter/translation services, compared to 170,000 residents who report low English proficiency, according to census data.



HOT ROOT CAUSE #1

PCHR struggles to reach and engage non-English speaking BIPOC women and those for whom English is a second language. This means these women may face more challenges knowing about and accessing PCHR services.*

PRIORITY STRATEGY:

Create a Trusted Messenger Program to reach out to communities where BIPOC women in our targeted population reside.

* PCHR has not collected demographic data on race and gender however research shows that creating alliances with community-based organizations can spread awareness and increase utilization of government services.



Next Steps:

- Work with Office of Innovation and Technology to map and locate residents who are non-English speakers or report low English proficiency and may be head of household.
- Survey Philadelphians through *Phila Voices* to understand Philadelphians' familiarity with PCHR; gaps or inaccuracies in knowledge, outlets through which Philadelphians receive trusted information, and their experiences with discrimination.
- Update printed and digital informational materials.
- Identify community liaisons and City agencies whose staff/commissioners and consumers may benefit from information about PCHR and through which community members may be identified.



HOT ROOT CAUSE #2:

Current intake forms may solicit too much information, present language and/or technology barriers.

PRIORITY STRATEGY:

Identify relevant issues more efficiently at intake stage.

- Extraneous information may present confusion connecting the discriminatory act to the complainant's protected class, which is necessary to establish a claim.
- Language and technology barriers discourage a complainant from completing the intake process.



Next Steps:

- Create embedded forms that clarify terms; collect information on one issue at a time and export data to PCHR'S internal systems.
- Ensure intake forms are available in various languages.
- Provide intake staff with ongoing training on emerging issues relevant to new and existing laws



Department of Public Property

Racial Equity Cohort Team:

Valerie Bergman, Camille Fields, Edwin Gbomita, Terra
Luke



City of
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HOT ROOT CAUSE ANALYSIS

RESULTS STATEMENT: All Philadelphians are safe, comfortable, and get the services they need in our municipal buildings.

▶ This is our team's vision for Philadelphia that our department can contribute to

INDICATOR: Differing service levels tied to racial disparities and accessibility limitations for those groups.

▶ This is an indicator of racial disparity at the population level. This is how we know that our Results Statement is not achieved.

HOT ROOT CAUSE: DPP struggles to prioritize equity-focused projects within City buildings.

▶ This is a key cause of the disparity we highlight above. Our strategies will target this root cause.



PRIORITY STRATEGIES

- Engaging and support young BIPOC Philadelphians to gain interest in trades and work for the City.
 - Make community connections
 - Philadelphia School District, PCC, Philadelphia Technical Training Institute
- Using OIT to identify out of date equipment and remove them from City buildings to put them in the hands of community services that can distribute them equitably.
 - Work with OIT
 - Streamline the process to eliminate redundant processes
 - Connect with OIT Digital Inclusion Managers
- Assist OIT in getting public networks set up in City buildings.
 - Establish feasibility, goals, and timelines with OIT



NEXT STEPS

- Asking for/allocating funding for new BIPOC tradespeople hires
- Making community connections and finding potential mentors for BIPOC youths to gain interest in trades
- Putting out notices of ewaste removal and processes, when established
- Connection with OIT Racial Equity Cohort to start identification process of buildings and how DPP will be able to assist
- Build infrastructure within DPP for the Cohort team to meet & advise leadership



“BETTER OFF” MEASURES

- DPP can gain a youthful and invigorated workforce that will encourage other BIPOC to join trades.
 - # of BIPOC interns/hires engaged with the trades
- Not only will DPP make space for employees by gaining more office space that will not be storing ewaste, we will also be helping families in need.
 - Amount of e-waste collected/repurposed
- DPP can proudly have an interdepartmental project that supports BIPOC communities, bridging the digital divide that is prevalent in Philadelphia.
 - # of meetings help with cross-departmental partners

▶ These are performance measures that, if collected, will help us determine if our strategy is working to reverse the “hot root cause”



Health & Human Services

Office of Community Empowerment & Opportunity, Commission on Aging, & Office of Domestic Violence Strategies

Racial Equity Cohort Team:

Jessica No, Nora Dowd Eisenhower, Dr. Azucena Ugarte, Kene Akinbule, Dr. Patience Lehrman, and Megan Paszko



City of
Philadelphia



HHS Department & Partner Representation

Office of Domestic Violence Strategies

Mayor's Office of Aging

Temple University Intergenerational Center

Office of Community Empowerment & Opportunity



Nora



Patience



Megan



Azucena



Kene



Jessica



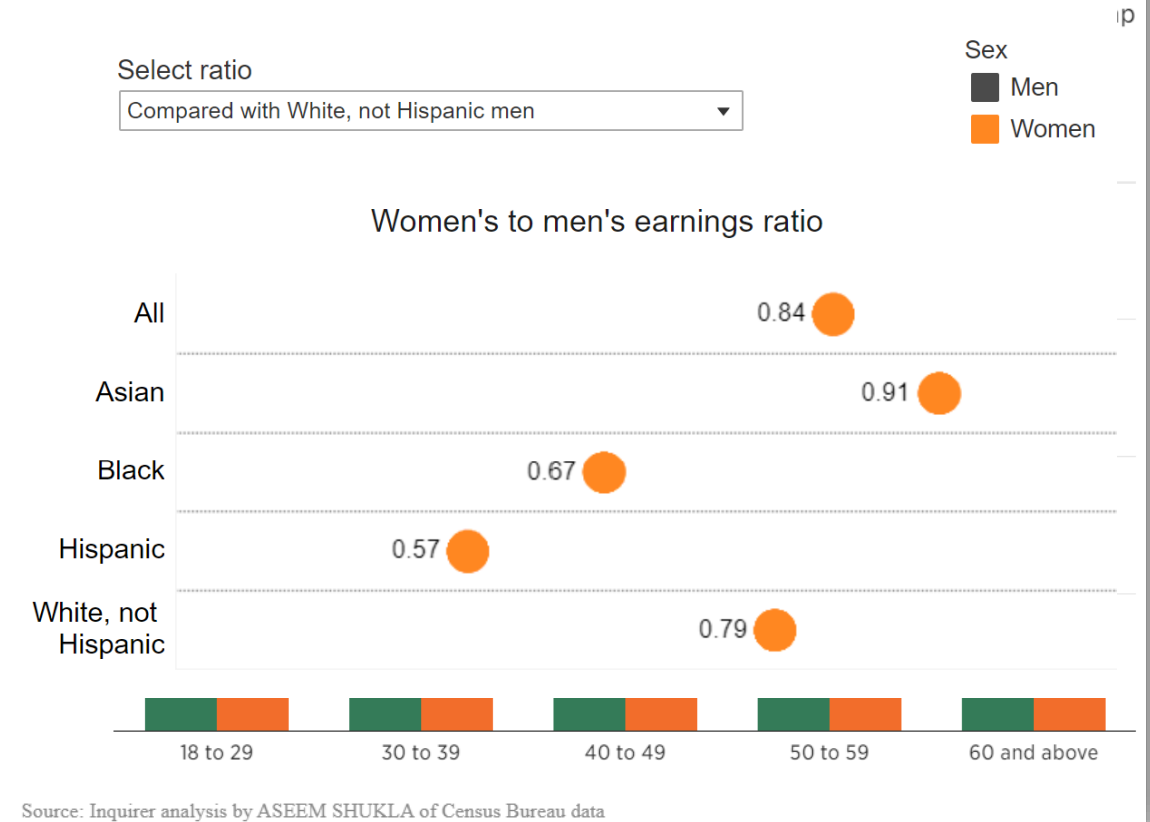
ROOT CAUSE ANALYSIS

RESULTS STATEMENT: *All people in Philadelphia, including people of all ages, feel safe and supported at home, and in livable communities; experience being seen and heard; and share in the city's prosperous future.*

INDICATOR: *The Gender-Racial Wage Gap. Motherhood for BIPOC in Philadelphia is an exit from economic opportunity*

HOT ROOT CAUSE: *Rigidity around skills and minimum qualifications in hiring limits opportunities for BIPOC women. Life experience/parenting skills not translated in resumes, recruitment and hiring practices. And Data at the city workforce level transparently showing the race and gender wage variances is limited.*

Women's Earnings Diverge From Men's As They Age



HOT ROOT CAUSE ANALYSIS

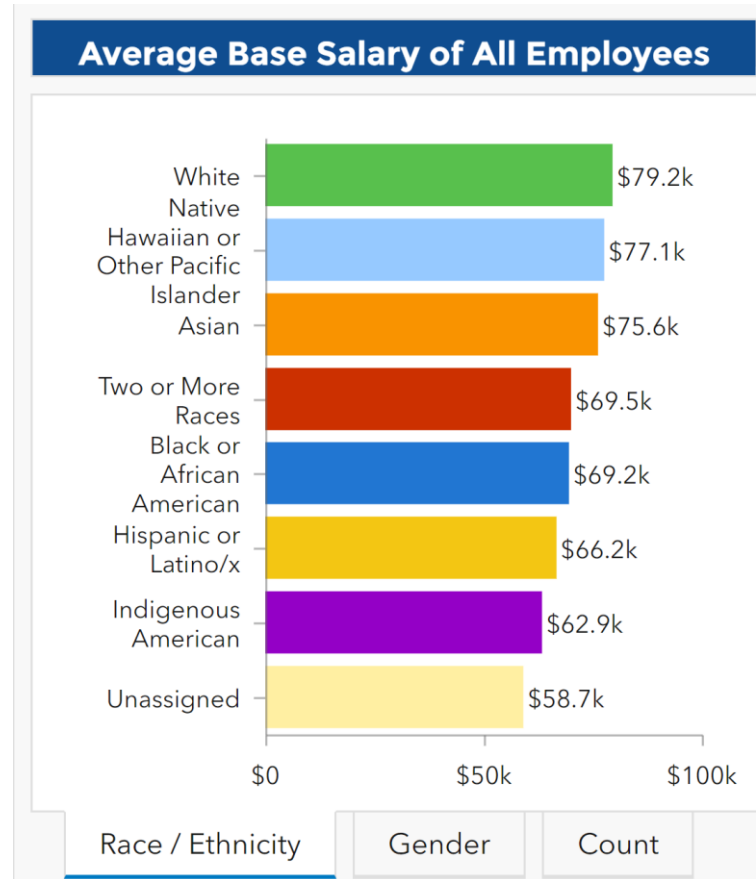
INDICATOR: *The Gender-Racial Wage Gap*

Gender – City exempt workforce mirrors the city-wide population with 55.2% being women.*

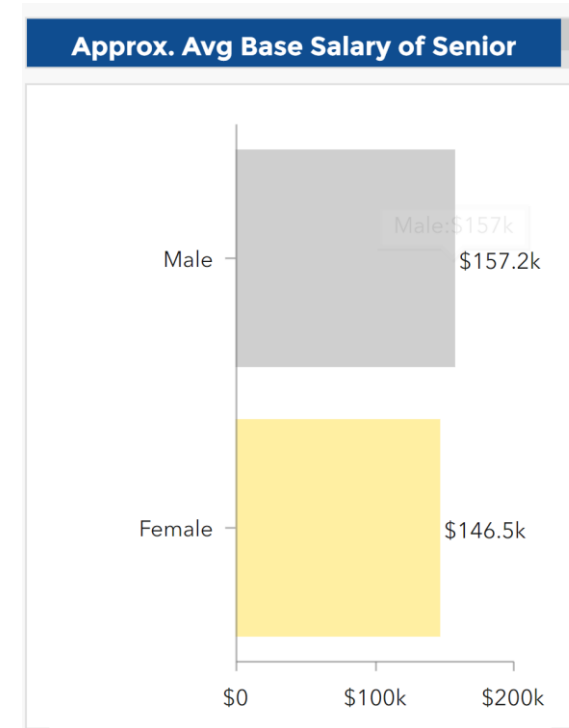
Race – City exempt workforce comprised of Black and African American representation approaches the city-wide population with 37.9% (compared to 40.4% of the city-wide population).

However for both females and BIPOC individuals, as we move up in seniority, the disparity grows.

*This data is maintained and regularly updated on the City's Workforce Diversity Dashboard.



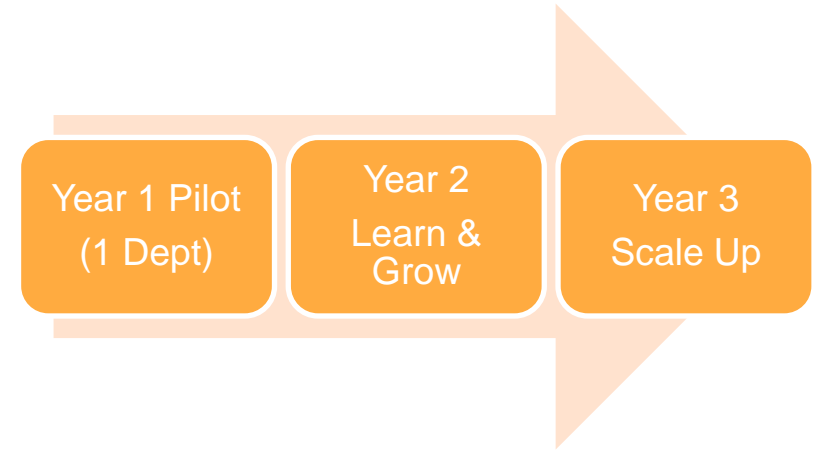
Male population of Sr. Leaders make 107% of their Female Sr. Leader peers.



PRIORITY STRATEGY

PRIORITY STRATEGY: Pilot:

Live Well / Work Well Awareness Campaign targeting decision-makers, managers, contracted entities, and those involved in recruitment, training and onboarding to change the workplace perception on parental leave and in particular, motherhood.



SUB-ELEMENTS:

Training program that raises awareness about paid parental leave.

Incentives for leadership and participants for engagement in the program and results from the program.

Recommended subtext in job opportunities about the value of parents in the workforce.

Targeted data collection for the program. Data collection to include per department, employee listing including race, gender, age range, position type (exempt, non-exempt, etc.) and current salary bracket.



NEXT STEPS

1. Enhancement of DEI Dashboard ✓

2. Pilot Project at CEO

- Establish baseline (existent and new data).
- Create and administer survey to collect baseline data
- Identify current benefits for pregnant/parent employees
- Create an awareness campaign
- Assess and modify as needed
- Expand campaign to other departments
- Explore the possibility of extending paid parenting leave.

What we want to see:

- Increase awareness of parenting leave
- Increase number of staff using paid parenting leave
- Increase in retention of employees who are parents
- Increase retention of BIPOC female employee parenting-age
- Higher % of females in leadership roles
- Decrease in the race & gender wage gap across the city's workforce
- BIPOC mothers in the workplace experience a sense of value.



Community Life Improvement Program (CLIP)

Racial Equity Cohort Team:
Suzanne Burke, Chad Schrader, Khalil Spruill



City of
Philadelphia



HOT ROOT CAUSE ANALYSIS

RESULTS STATEMENT:

- ▶ All Philadelphians have a pathway to economic success as they are afforded targeted educational opportunities to assist them in job success and advancement which can lead to generational wealth.

INDICATOR:

- ▶
 - Philadelphia's poverty rate currently stands at 23.3%
 - The median household income for Philadelphians is \$52,649
 - A 2019 study showed that 82.4% of Black adults in Philadelphia are without a 4-year degreeMany BIPOC individuals face higher rates of poverty and lower household incomes, which can limit their access to quality education. They may lack financial resources for private schools, tutoring, or educational materials that can enhance learning outcomes.

HOT ROOT CAUSE:

- ▶ CLIP successfully hires BIPOC staff and is striving to provide them more opportunities to grow into leadership roles.



PRIORITY STRATEGY: Upskilling Staff for Growth & Provide Trauma-Informed Staff Supports/Resources

By December 2023, CLIP will begin offering targeted educational and economic resources to an existing 75%+ BIPOC CLIP workforce.

SUB-ELEMENTS:

- *Design & pilot a **partnership with CCP to offer educational opportunities** for CLIP employees*
- *Design a **“life skills” upskilling program**, which involves planning events & trainings for CLIP staff on topics of interest (e.g., homeownership, computer skills, personal finance, etc.)*
- *Create a job description & pursue funding to **hire a social worker or other staff members to directly support CLIP staff** with professional development/life skills and coping with trauma*



NEXT STEPS

Upskilling Staff for Growth

- Meet with CCP, LMS team & Nationwide to **determine potential viability** of the CLIP Bridge Programs.
- Work with City of Philadelphia leadership to **determine budget for a CCP program**. Collaborate with DEI to draft FY25 budget request.
- **Survey CLIP employees** to gauge interest in CCP courses AND life skills courses of interest
- **Conduct a gaps analysis** to understand positions within CLIP requiring additional education that could be available to participants of the Bridge Programs

Trauma-Informed Staff Support

- Develop a **job description and portfolio for a new CLIP social worker position**, which will be tasked with directly supporting the CLIP workforce with trauma counseling and upskilling resource
- Work with City of Philadelphia leadership to **determine budget for a social worker hire**. Collaborate with DEI to draft FY25 budget request.



“BETTER OFF” MEASURES

- **Completion of Bridge Program with CCP**
 - *Employees graduating with Associates Degree*
- **Academic Success**
 - *Report acquisition of skills & competencies*
 - *Employee satisfaction*
- **Career Success**
 - *Self-reported career satisfaction*
 - *Average employee salary, growth over time*
 - *Employee turnover rates*
 - *Number of advancement opportunities*



“BETTER OFF” MEASURES

- **Personal & Financial Success**

- *CLIP employees participating in Upskilling Program are better informed and prepared for life events*
- *Increase in homeownership among CLIP employees*
- *Increased % of CLIP employees investing in Deferred Compensation/457b program, outside IRAs and investments.*
- *Greater number of CLIP employees are computer literate.*
- *Social worker and additional support staff are assisting CLIP employees in work and life matters including traumatic events.*



Office of Transportation, Infrastructure, and Sustainability & Streets Department

Racial Equity Cohort Team:

Mary Stitt, Clinton Gibson, Kelley Yemen, Kyle Lewis, Smitha Mathew, Dana Jordan, Kahlila Skipper, Waffiyyah Murray



City of
Philadelphia



HOT ROOT CAUSE ANALYSIS

RESULTS STATEMENT: *All people in Philadelphia feel welcome to live and travel throughout a clean, safe, and healthy city.*

▶ This is our team's vision for Philadelphia that our department can contribute to

INDICATOR: *High litter and dumping incidents*

▶ This is an indicator of racial disparity at the population level. This is how we know that our Results Statement is not achieved.

HOT ROOT CAUSE: *Lack of trash storage in high density areas*

▶ This is a key cause of the disparity we highlight above. Our strategies will target this root cause.



PRIORITY STRATEGY

PRIORITY STRATEGY: *Expansion of mechanical street sweeping program*

▶ *Of our brainstormed list, this is our top priority strategy.*

SUB-ELEMENTS:

- *Selection process for identifying High Density BIPOC Communities and program roll out*
- *Meet with City Council*
- *Build out a budget*
- *Increased funding*
- *More staff support*
- *Grant writing*
- *Communities clear the path for mechanical street sweeping*
- *Education and enforcement*



NEXT STEPS

Project Funding

- Funding approved by City Council
- Grants awarded

Project Staff Support

- Current staff assigned and additional staff hired
- Additional HR support

Increased Trash Disposal Options

- Additional trash cans and big belly containers
- Disposal options for those without a vehicle

Education & Enforcement

- Information on litter prevention and illegal dumping
- Resources for keeping communities clean
- Enforcement of cleaning days and requirements by PPA
- Litter and dumping laws by Streets SWEEP Officers



“BETTER OFF” MEASURES

Litter Index Scores

- a map-based survey of the litter conditions of the City
- Scores may jump at first, but this number should decrease overtime

311 Complaints

- Decline in the number of 311 complaints related to litter and inappropriate dumping
- Specific focus on high density BIPOC communities

Trash Tickets

- Less in trash tickets written overtime



How to Get Involved

- **If you are interested in learning more about this work**, please visit the City of Philadelphia Mayor's Office of Diversity, Equity and Inclusion's [website](#).
- **If you have any questions about these strategies** or how to implement racial equity practices in your own organization, please reach out to Telyse.Masaoay@phila.gov



Thank You!