

Departmental Racial Equity Action Frameworks

MAYOR'S OFFICE OF DIVERSITY, EQUITY & INCLUSION

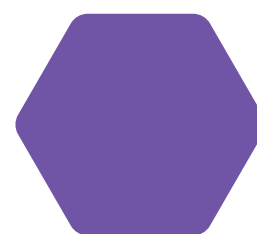
Water Department

PHILADELPHIA
WATER

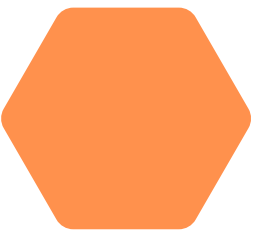
Racial Equity Impact Framework

All people experience and feel pride in their City

Hot Roots



Lack of diversity in STEM/PWD workforce, which is perpetuated by our focused partnership with Drexel. This partnership primarily serves white, privileged students from outside of the City.



Lack of diversity in trade unions. Women and POCs make up less than 3% and 34% of city government's construction jobs, respectively.

Strategies



Shift resources and attention to internship & apprenticeship program that services BIPOC college and high school graduates. Create better mentorship/support for interns and apprentices. Train all managers in mentorship and career path guidance.



Add contractual mechanisms to Public Works contract procurement that incentivizes BIPOC and women from project area resident pool. Train and provide TA to contractors on hiring project area residents. Build community relationships to recruit residents into project staff.

Performance Measures



% BIPOC interns and apprentices hired annually



% BIPOC apprentices that are promoted to civil servant status



Increase number of PWD skilled trades employees who want to become mentors



% Increase in BIPOC and female recruited and placed into City's constructions projects within their respective communities



% Increase in ownership of trade-skills businesses among BIPOC over time

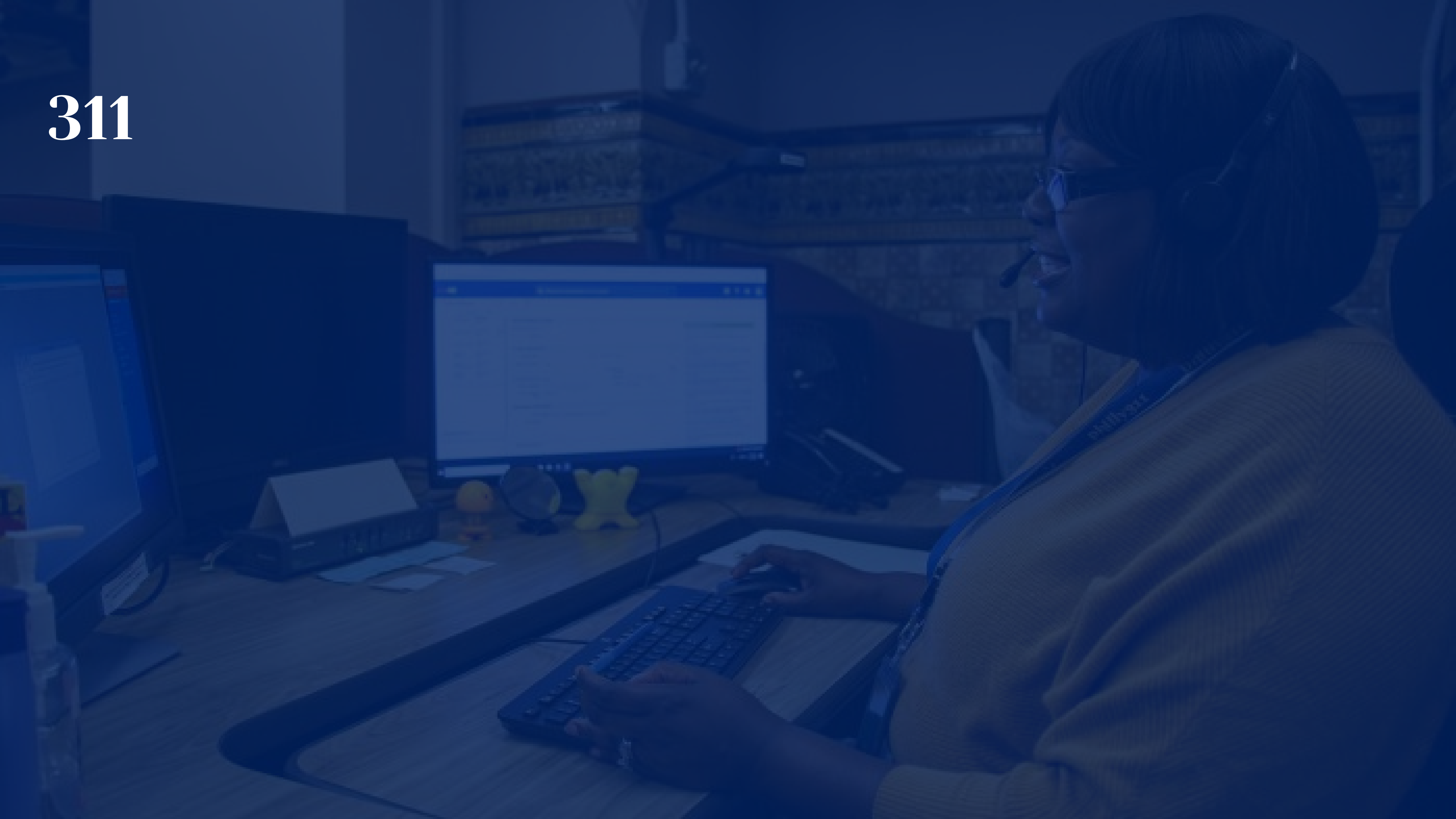


Increased level of trust with project area residents regarding benefits of Public Work activities in their communities.

EMERGENT PRIORITY STRATEGY

Root Cause	Initial Priority Recommendation	Next Steps
Lack of diversity in STEM/PWD workforce, which is perpetuated by our focused partnership with XXX. This partnership primarily serves white, privileged students from outside of the City.	Shift resources and attention to internship & apprenticeship program that services BIPOC college and high school graduates. Create better mentorship/support for interns and apprentices. Train all managers in mentorship and career path guidance.	Establish recruitment relationships with Temple, CCP, public high schools and professional organizations that support POCs in STEM (10/22) Train all managers and supervisors in mentorship, career path guidance and supervising of interns/apprentices/co-ops. (12/22) Create general intern/apprentice requests to give more apprentices opportunities for positions that are typically only requested for Drexel co-ops. (2/23)

311



Racial Equity Impact Framework

All People live in clean and safe neighborhoods.

Hot Roots

Strategies

Performance Measures

"Effective Service if White."

External perception of black and brown community service disregard despite thousands of calls. Overwhelming lack of BIPOC trust/belief in service focused on their problems.

Race Equity Re-envisioning Project. Internal and external education and mission redesign through quarterly community engagement sessions, City Council walkthroughs, and consistent surveying, all in collaboration with BIPOC community stakeholders.

% resolution rate improvement in targeted community (by race/ethnicity)
% of BIPOC trust/believe in 311 as service focused on their problems

Community Racial Competence Gap. Lack of universal cultural competence and understanding across department staff and leadership of BIPOC community needs and solutions, especially North and West Philly.

Internal Racial Competencies Expansion Project. Targeted executive and staff training series, leveraging staff meetings, and additional DEI professional development for supervisors.

% resolution rate improvement in targeted community
of incidents staff/leaders utilize equity principles to resolve resident needs

BIPOC Recruitment Project. Targeted outreach and recruiting for Philly cultural competency, including through HBCU and CCP job fair, and internal promotional targets.

% BIPOC callers sense of connectedness to staff/311

EMERGENT PRIORITY STRATEGY

Root Cause	Initial Priority Recommendation	Next Steps
"Effective Service if White." External perception of black and brown community service disregard despite thousands of calls. Overwhelming lack of BIPOC trust/belief in service focused on their problems.	Race Equity Re-envisioning Project. Internal and external education and mission redesign through quarterly community engagement sessions, City Council walkthroughs, and consistent surveying, all in collaboration with BIPOC community stakeholders.	Establish re-envisioning and outreach team (8/22) Establish community partnership(s) for pilot engagement sessions (10/22) Launch re-envisioned and branded items in community through walkthroughs and engagement sessions (11/22)

Fire Department



CITY OF XXX FIRE DEPARTMENT

Racial Equity Impact Framework

All people feel safe.

Hot Roots



Community Racial Empathy Gap. Perceived lack of understanding and empathy for the continual impact of fire on BIPOC communities, including sudden cardiac arrests of black men.



Department culture of white male predominance. History of negative culture and traditions, inequalities, and members unaccountable for disrespectful and/or unprofessional behavior towards BIPOC.



BIPOC Community Perception of Unappealing/ Unobtainable Career.

Strategies

- **Strategic Transfer Policy.** Captain submission of Community Action Plans with transfer requests, and staff assignment policy preference in areas where considered relatable, competent, and effective from community perspective.
- **DEI Fire Division.** Under the supervision of an Assistant Deputy Commissioner (uniformed), with adequate staffing of all ranks for implementation.
- **Increase EMS Capabilities.** Recruitment and retention of paramedics through a scholarship program. More paramedics enhances our ability to increase our rate of successful outcomes of cardiac arrests.

Performance Measures

- % decrease in fire related deaths in BIPOC communities
- % increase in perceived feeling of community safety
- % improvement in BIPOC staff morale
- % increase in retained BIPOC staff members
- % increase in Philadelphia BIPOC interest in applying to work in department

EMERGENT PRIORITY STRATEGY

Root Cause	Initial Priority Recommendation	Next Steps
Community Racial Empathy Gap. Perceived lack of understanding and empathy for the continual impact of fire on BIPOC communities, including sudden cardiac arrests of black men.	Strategic Transfer Policy. Captain submission of Community Action Plans with transfer requests, and staff assignment policy preference in areas where considered relatable, competent, and effective from community perspective.	Research collective bargaining implications, if any, for policy change (8/22) Draft and distribute transfer policy (9/22) Beta test initial policy in key BIPOC communities, in partnership with community (10/22)



Human Capital Policy Changes

**EQUITY &
RESULTS**

Office of Human Resources



Racial Equity Impact Framework

All people are financially secure and enjoy a high quality of life



Hot Roots



Limitations of hiring and promotions "rules."

Certain rules dictate job descriptions and qualification requirements, which limits job access for BIPOC.

OHR can own its enforcement role in Civil Services, but partnerships with departments and resources are required to address the 900+ job titles.

Strategies



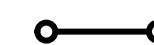
Develop Civil Service Hiring & Promotions Racial Equity Strategy. Develop plan to identify, assess, and change Civil Service job descriptions & qualifications that result in racial inequities. The strategy must:

- Avoid changes that inhibit advancement of BIPOC in the future,
- Acknowledge the necessity of citywide partnerships & stakeholder involvement,
- Duplicate processes that have led to increases in racial equity in hiring & promotions,
- Involve collaboration with ODEI to include Civil Service reporting measures in future DEI plan templates

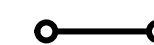
Performance Measures



%/# increase in diverse hires and promotions in racially inequitable Civil Service positions



%/# increase number of BIPOC candidates eligible for hiring and promotions



TBD

EMERGENT PRIORITY STRATEGY

Root Cause

Limitations of hiring and promotions

"rules." Certain rules dictate job descriptions and qualification requirements, which limits job access for BIPOC. OHR can own this work for Civil Services positions, but partnerships with other departments is required to address the 900+ job titles.

Initial Priority Recommendation

Develop Civil Service Hiring & Promotions

Racial Equity Strategy. Develop plan to identify, assess, and change Civil Service job descriptions that result in racial inequities. The strategy must:

- Avoid changes that inhibit advancement of BIPOC in the future,
- Acknowledge the necessity of citywide partnerships & stakeholder involvement,
- Duplicate processes that have led to increases in racial equity in hiring & promotions,
- Involve collaboration with ODEI to include Civil Service hiring and reporting measures in future DEI plan templates

Next Steps

Determine strategy leads and preliminary resources needed (8/22)

Develop & document Civil Service hiring review strategy (10/22)

Establish cross-department partnership for job requirement review/updates (TBD)

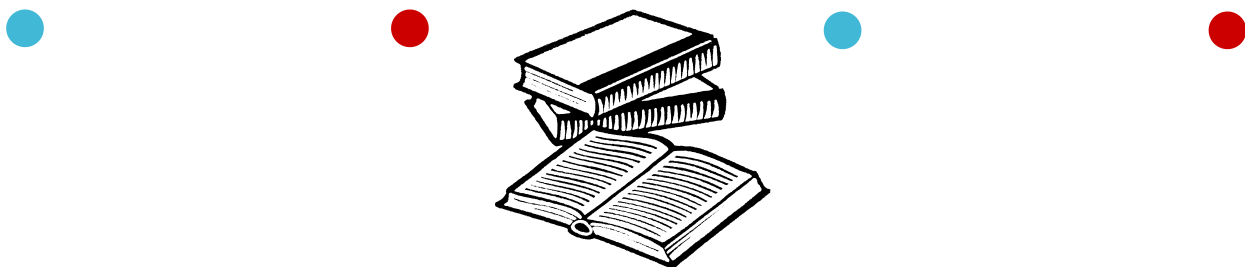
Free Library



CITY OF XXX FREE LIBRARY

Racial Equity Impact Framework

All people are able to experience a full and enriched life, and use the library free of barriers.



Hot Roots

Safety in Opposition to Library Usage for BIPOC.
Culture and practice of mitigating victimization by closing and limiting spaces of literacy for the safety of staff and residents.

Strategies

- **Targeted Staff Expansion Project.**
Enhancing safety and access of libraries to BIPOC by (a) equipping library staff to de-escalate and provide safe customer care, (b) deepening a community partnership model in target neighborhoods, (c) convening cross-departmental safety anchors, and (d) recruitment and hiring of new culturally competent staff.

Performance Measures

- *% increase in fully open and operational hours in BIPOC communities
- % number of increases in visits in BIPOC communities
- #/% increase in BIPOC sense of safe utilization of Free Library



EMERGENT PRIORITY STRATEGY

Root Cause	Initial Priority Recommendation	Next Steps
Safety in Opposition to Library Usage for BIPOC. Culture and practice of mitigating victimization by closing and limiting spaces of literacy for the safety of staff and residents.	Targeted Staff Expansion Project. Enhancing safety and access of libraries to BIPOC by (a) equipping library staff to de-escalate and provide safe customer care, (b) deepening a community partnership model in target neighborhoods, (c) convening cross-departmental safety anchors, and (d) recruitment and hiring of new culturally competent staff.	Meet with Mayor's policy team re: priority library staffing to support equity (on-going) Convene cross-department safety partners (8/22) Outline and socialize staff safety training series with key stakeholder partners (10/22)



Office of Criminal Justice – Managing Director's Office

Racial Equity Impact Framework

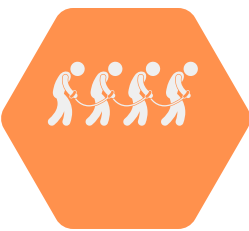
Every person is safe and healthy in their community.



Hot Roots



Overcriminalization through Implicit Bias. Philadelphia decision-makers in criminal justice system unaccountable to implicit racial biases.



Purposeful Criminal Legal System. Mutually reinforcing systems of "solutions" not designed to address root causes or mitigate racialized circumstances of those most impacted.

Strategies



Lived Experience Power Project. Enhancing social/cultural competency of across the Criminal Legal System (CLS) and elevating lived experience internal to City to more accurately reflect our values through: (a) MDO criminal legal system language training, (b) minimum qualifications redesign, (c) lived experience performance review prioritization (HR), (d) targeted enhanced professional development, and (e) vendor / contractor CLS audit.



Essential Community Services Reconciliation Project. Policy directive establishing clarity and justification for what essential BIPOC-focused city services are provided and by whom, including through examination of block party management, embedding of 911 systems into a third-party space, and targeted housing subsidies and employment resources for formerly incarcerated persons.

Performance Measures



% increase in MDO staff with CLS lived experience (disaggregated by race/ethnicity)



% increase in sense of self-efficacy/power for staff with lived experience in CLS



% of formerly incarcerated persons stably housed and employed (disaggregated by race/ethnicity)



% BIPOC self-reported sense of belonging or feeling of connectedness to City

EMERGENT PRIORITY STRATEGY

Root Cause	Initial Priority Recommendation	Next Steps
Overcriminalization through Leadership Implicit Bias. Philadelphia decision-makers in criminal justice system unaccountable to implicit racial biases.	Lived Experience Power Project. Enhancing social/cultural competency of across the Criminal Legal System (CLS) and elevating lived experience internal to City through: (a) MDO criminal legal system language training, (b) minimum qualifications redesign, (c) lived experience performance review prioritization (HR), (d) targeted enhanced professional development, and (e) vendor / contractor CLS audit.	Identification of cross-department design team (8/22) Launch and pilot test language guide and training (10/22) Outline and socialize CLS professional development series with key stakeholder partners (11/22)

Office of Sustainability



Racial Equity Impact Framework

All people are equitably protected from environmental harms and benefit from environmental investments and opportunities.

Hot Roots



Environmental oppression due to structural and institutional racism has **excluded BIPOC communities from the political standing and educational and professional opportunities** to shape the environmental conditions in which they live, learn, work, and play.



The **design and delivery of City programs and services** fail to recognize and address the root causes and impacts of climate vulnerability and environmental injustice.

Strategies

- Strengthen **BIPOC leadership in climate policy and environmental governance**. Continue inclusive & equitable hiring practices, expand fellowship program, and create a talent management strategy.
- Use **inclusive and diverse education approaches to increase the capacity of impacted voices to influence decision-makers and drive change**. Replicate FPAC's work on political education training, strengthen resident leadership development.
- Strengthen **engagement and planning processes to address the uneven power dynamics that reinstitute the status quo or deepens inequity**. Collaborate to replicate place-based initiatives, co-convene equity & accountability teach-ins with EJAC.
- Resource **impacted residents to implement community-driven actions that build community assets and address trauma caused by historical and ongoing oppression**. Launch micro-grant program.

Performance Measures

- # of OOS staff identifying as BIPOC
- % staff identifying as BIPOC promoted in OOS leadership positions
- # BIPOC residents collaborating and working together on community-driven solutions to environmental injustice
- # of participatory community dialogue events held
- # / amount of community resilience and environmental justice microgrants awarded to BIPOC communities
- # of place-based initiative in BIPOC communities

EMERGENT PRIORITY STRATEGY

Root Cause

The **design and delivery of City programs and services** fail to recognize and address the root causes and impacts of climate vulnerability and environmental injustice.

Initial Priority Recommendation

- **Strengthen engagement and planning processes to address the uneven power dynamics that reinstitute the status quo or deepens inequity.** Collaborate to replicate place-based initiatives, co-convene equity & accountability teach-ins with EJAC.
- **Resource impacted residents to implement community-driven actions that build community assets and address trauma caused by historical and ongoing oppression.** Launch micro-grant program.

Next Steps

- Host environmental justice community dialogue series in overburdened communities (9/22)
- Establish an evaluation system for monitoring the impact of existing place-based initiatives (12/22)
- Launch application cycle for the first round of microgrants (2/23)



Law Department

CITY OF XXX LAW DEPARTMENT

Racial Equity Impact Framework

All people receive the benefits of a diverse government that reflects and respects the population it serves.

Law Department retention, hiring, and advancement rates disaggregated by race.

Hot Roots



There are educational and access inconsistencies in BIPOC communities entering the law pipeline, which negatively impacts our recruitment efforts.

BIPOC communities disproportionately experience wealth gaps and must make decisions to leave Law Department positions based on pay. This negatively impacts our ability to retain talent.



Strategies

○—○ **Build and strengthen pipelines with BIPOC high school to law students and affinity bar groups through outreach:**

1. Develop a comprehensive marketing campaign on the benefits of working for the Law Department.
2. Maintain a robust internship program to spread the word about the work of the Department and find talent early.

○—○ **Embrace value of experiences Law Department employees can gain while advocating for pay increases.**

1. Aggregate resources (City & Department-wide) and circulate
2. Communicate and amplify the value of the Law Department for ALL departments, funding Law means growing efficiencies/effectiveness across City government.

Performance Measures

- Increase in awareness of the work of the Law Department among students and legal professionals.
- Increase in awareness of the benefits of working at the Law Department among students and legal professionals.
- Increased pay of Law Department employees, increased awareness among City employees of importance of the Law Department.

EMERGENT PRIORITY STRATEGY

Root Cause

BIPOC communities disproportionately experience wealth gaps and must make decisions to leave Law Department positions based on pay. This negatively impacts our ability to retain talent.

Initial Priority Recommendation

Embrace value of experiences Law Department employees can gain while advocating for pay increases. (retention)

- Aggregate resources (City & Department-wide) and circulate.
- Communicate and amplify the value of the Law Department for ALL departments, funding Law means growing efficiencies/effectiveness across City government.

Next Steps

Get internal website launched by 9/19/22 increasing transparency & communication.

Publish core competency guides by 9/5/22.

Prioritize management training for BIPOC employees and mentorship program by end of 2022.

Finance Department



CITY OF XXX FINANCE DEPARTMENT

Racial Equity Impact Framework

All people are financially secure and safe

Hot Roots



No accountability mechanisms within the budget-setting process for department's failure to meet racial equity goals.

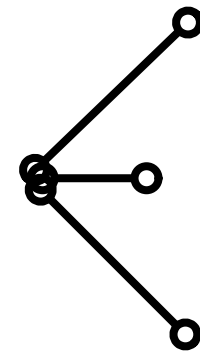


Lack of transparency in budget-making process and budget decisions.



"Keep your head down" finance culture that keeps staff focused on their siloed workstreams

Strategies



Requirement for departments to develop **racial equity performance measures**.

Proposed department **budgets are evaluated and allocated** based on success or failure to meet racial equity goals and reducing indemnity claims.

Institutionalize accountability mechanism by memorializing requirements in written finance policies & procedures



Develop an **education and outreach arm** of the Finance Department



Institutionalize **citizen participatory budget-making** process



Address Finance's culture by incentivizing sustained participation in collective reparations, education, and outreach. Allocates times for staff to participate, funds a compliance unit for Procurement to determine compliance with reparations ordinance, and develop a reparations Community of Practice

Performance Measures



City departments achieve racial equity goals, receive beneficial budget treatment



BIPOC residents understand and have a voice in budget process



BIPOC budget priorities addressed



BIPOC staff feel empowered & sense of belonging



Staff understand relationship between city finance functions & racial equity work

EMERGENT PRIORITY STRATEGY

Root Cause

No accountability mechanisms within the budget-setting process for department's failure to meet racial equity goals. While departments are asked to include a racial equity justification statement with their proposed budget, it is unclear how departments are held accountable for what they put in the budget racial equity justification.

Initial Priority Recommendation

Implement a **racial equity performance measurement program** that requires **racial equity goal achievement** for budget increase/decrease decisions **as an accountability mechanism**.

- Proposed department budgets are evaluated and allocated based on success or failure to meet racial equity goals and reducing indemnity claims.
- Institutionalize accountability mechanism by memorializing requirements in written finance policies & procedures

Next Steps

Outline structure of racial equity performance measurement program

Train finance/budget teams in performance measurement program

Support departments to develop racial equity measures (ONGOING)