

Desired Result 1: The City of Philadelphia, through its Rebuilding Community Infrastructure (Rebuild) Initiative, will decrease racial disparities and increase membership and representation of minorities throughout the ranks in the building trades, and will increase equitable obtainment of family-sustaining jobs by reducing barriers and increasing career preparedness of racially marginalized minorities.

Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
	<p>iv. Difficulty meeting baseline requirements (e.g., drug test, driver’s license, etc.)</p> <p>v. Access to sufficient soft-skills training, interview preparation, and case management supports</p> <p>vi. Limited social/business networks, i.e. sponsorship opportunities</p> <p>vii. Other obstacles to full participation in the trades, including those at entry, training, advancement or retention</p> <p>3) Develop Equity Actions to Reduce the Barriers to Membership of Minorities in the Building Trades – The focus will be on instituting equity action policies and practices that either directly or indirectly address and reduce or remove barriers to workforce equity. A racial equity lens will be utilized to identify and correct any unintended negative consequences of equity actions on minority candidates. Strategic equity actions to reduce or remove barriers and facilitate membership, in the short-term and long-term time frame, will include, but are not limited to:</p> <p>i. <u>Apprentice- Ready Program</u> – An apprentice-ready program that will provide technical skills training and test preparation offered by the building trades and soft-skills training and case management offered by a third-party service provider in partnership with the City.</p>	<p>Aug 2017 – Dec 2017</p>	<p>Racial Equity Action Team and partners</p>	<p>Establish Apprentice Ready Program</p> <ul style="list-style-type: none"> • # of candidates enrolled • # of candidates graduated • # of candidates who secure a family sustainable job. 	

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	<p>a. Equitable Community Awareness and Recruitment Efforts – Strategic objectives will include developing equitable outreach and recruitment efforts to identify and recruit minority candidates for the apprentice-ready program or to obtain immediate employment. Objectives include, but are not limited to:</p> <ul style="list-style-type: none"> • Developing a targeted marketing plan utilizing both traditional and creative avenues. • Conducting targeted workforce and community outreach events. • Partnering with Councilmembers, strategic organizations, and other stakeholders. <p>ii. <u>Memorandum of Understanding (MOU) with the Building Trades</u> - Negotiate an MOU with the building trades to set specific diversity goals and formalize the role that the trades will play in efforts to diversify its membership.</p> <p>iii. <u>Bridge/Gap Employment</u> – Apprentice-ready candidates will be offered paid job opportunities to work on Rebuild sites until an apprentice position is available in a building trade.</p>		<p>City of Philadelphia Leadership</p>	<p>Execute MOU</p> <p>Establish and/or identify mechanisms and</p>	

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	<p>iv. <u>Mentoring</u> – Match apprentice-ready candidates with experienced mentors to help them navigate the environment, understand the culture of each trade and establish positive relationships with other members.</p> <p>v. <u>Collaboration with the Trades</u> – Schedule regular meetings with trade representatives to discuss shifting toward a more racially inclusive membership, regularly review roles and responsibilities, and achieve progress.</p> <p>4) Establish Governance/Oversight and Monitoring Program – A comprehensive governance/oversight and monitoring program will be established to report progress to the employees, public and stakeholders.</p> <p>5) Take Best Practices Learned through Rebuild related to Workforce Equity and Apply them to City-Wide Policies and Procedures</p> <p>i. Monitor policies developed in relation to Rebuild, and consider incorporating effective policies into city-wide operations relating to workforce.</p> <p>ii. Provide lessons learned to private developers in an effort to positively impact their processes.</p>	<p>Aug 2017 – Dec 2017</p> <p>2018 – ongoing</p>	<p>Racial Equity Core and Action Teams and partners</p> <p>City of Philadelphia Leadership</p>	<p>opportunities for providing bridge/gap employment</p> <p>Establish hands-on oversight committee and define roles and responsibilities of members</p> <p>Identify and recruit appropriate members for the oversight committee.</p> <p>Define two-way reporting mechanism for</p>	

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				oversight committee Best practices are adopted by city departments	

Desired Result 2: The City of Philadelphia, through its City as Model Employer Strategy, will decrease institutional racism and barriers and increase employment opportunity for youth of color by providing career pathways to permanent Civil Service employment.

Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
<ul style="list-style-type: none"> 200 temporary staff are connected to permanent civil service positions or jobs with employer partners 	<p>1) Pilot City as Model Employer (CME) Strategy within Philadelphia Parks and Recreation (PPR)- The CME strategy is a collaborative effort of the Managing Directors Office and Commerce Department designed to connect opportunity youth, returning citizens, and adults lacking workforce skills to permanent employment.</p>	2020	Philadelphia Workforce Development Committee	Minimum of 7 agencies fully implement CME	In progress
<ul style="list-style-type: none"> 100 opportunity youth in the City are connected to a career pathway at the City 	Seven departments will pilot this initiative, however PPR has been charged with the practical development and launch of CME through its workforce system the "Career Advancement Project."	2020	Parks and Recreation	City plan to create policies/procedures to prevent employment barriers for opportunity youth	Preparing for June 5, 2017 launch

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Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
<ul style="list-style-type: none"> 20-30 opportunity youth are connected to permanent civil service positions 	<p>PPR's (CME) pilot will focus on establishing a 24-month temporary "community apprentice" experience designed for workers to develop the skills and experience needed to obtain an entry level civil service position within the department. The community apprentice position includes nine (9) operational steps for participating departments.</p>	2017 - ongoing	Managing Directors Office and Parks and Recreation	New community apprentice position approved by Civil Service Commission and unions	Preparing for June 5, 2017 launch
	<p>2) Apply the racial equity tool to the nine (9) operational steps that PPR will use to connect opportunity youth to civil service employment- use the racial equity tool to determine the institutional barriers preventing connections to permanent employment:</p>	2017 - ongoing	Parks and Recreation	20 opportunity youth in PPR are connected to a career pathway	In Progress
	<ul style="list-style-type: none"> Establish a Civil Service Equity Team including representatives from Managing Director's Office, Mayor's Office of Human Resources, Mayor's Office of Administration, Parks and Recreation Administrative Team, and from community-based youth development organizations. The team will review barriers concerning: <ul style="list-style-type: none"> ➤ Civil service specifications; ➤ Civil service eligibility requirements (education & experience); ➤ Criminal Background Checks; ➤ Sustainable wages and increases; ➤ Sustained and leveraged revenue to fill vacancies and positions within the department; 	2017 - ongoing	Parks and Recreation	<p>Civil Service reforms proposed to Office of Human Resources</p> <p>Data analysis of barriers to employment</p> <p>Four-day event planned and completed</p> <p>Increased # of opportunity youth connected to permanent civil service positions</p>	Some work underway via City's Workforce Development Strategy

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	<ul style="list-style-type: none"> ➤ Determined program costs and cost per slot. • Develop career pathways and skills that align with the community apprentice position and specifications required for permanent civil service employment; • Build departmental capacity and understanding of the (CME) pilot and community apprentice position within the department; • Convene project planning meetings with designated staff to ensure a quality work experience for each community apprentice; • Create a streamlined community apprentice recruitment and hiring strategy; • Establish a workplace mentorship program for community apprentices and recurring trainings for direct staff; • Create an intentional on-boarding process and orientation for each community apprentice; • Establish a training institute to ensure ongoing professional development and career planning. 	<p>2017 - ongoing</p> <p>2017 - ongoing</p> <p>2017 - ongoing</p> <p>2017 - ongoing</p> <p>2017 - ongoing</p> <p>2017 - ongoing</p> <p>2017 - ongoing</p>	<p>Parks and Recreation</p> <p>Parks and Recreation</p> <p>Parks and Recreation</p> <p>Parks and Recreation</p> <p>Parks and Recreation</p> <p>Parks and Recreation</p> <p>Parks and Recreation</p>	<p>Connection to high quality nonprofit providers to support case management</p>	

Desired Result 2: The City of Philadelphia, through its City as Model Employer Strategy, will decrease institutional racism and barriers and increase employment opportunity for youth of color by providing career pathways to permanent Civil Service employment.

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	<p>3) Apply the racial equity tool to the three (3) developmental program requirements to determine existing and structural racism and or barriers opportunity youth experience meeting civil service eligibility requirements, community apprentice program requirements, and employment.</p> <p>21st Century Skill Building, Equity, and Credentialing</p> <ul style="list-style-type: none"> • One day of professional development • Development of An Individualized Career Plan • Successful completion of rubric requirements for Graduation • Civil Service Employment or Placement <p>Workplace Inclusion and Field Based Support</p> <ul style="list-style-type: none"> • Four-day community apprentice experience connected to PPR career pathways: <ul style="list-style-type: none"> ➤ Natural Resource Management ➤ Youth, Health and Wellness ➤ Community Engagement • Connections to a Workplace Mentor • Completion of a CAPSTONE Project <p>Independent Living Skills and Wrap Around Support</p> <ul style="list-style-type: none"> • Hiring Eligibility and Requirements • Case Management re: Socio-Economic Barriers • Transportation • Financial Literacy and Support 	<p>2017 - ongoing</p> <p>2017 - ongoing</p> <p>2018 - ongoing</p> <p>2018- ongoing</p>	<p>CME Workforce Planning Team</p> <p>CME Workforce Planning Team</p> <p>CME Workforce Planning Team</p> <p>CME Workforce Planning Team</p>		<p>Some work underway via City Workforce Development Strategy</p>

Desired Result 3A: The City of Philadelphia will improve its quality of services to communities of color, and minimize negative impact on those communities, experiencing disproportionate wait-times for responses to complaints about poor housing conditions and blight on commercial and residential buildings.

Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
<ul style="list-style-type: none"> Decrease in duration of response time to building maintenance calls and abandoned building calls for citizens reporting problems in primarily African American neighborhoods Community members are knowledgeable on how to utilize 311 resources to lodge, track and provide feedback on City services related to neighborhood complaints. 	<p>1) L&I / 311 Service Equity Action Team – The team includes representatives from the Mayor’s Office of Diversity & Inclusion, Dept. of Licenses & Inspections, Philly 311, the Office of Performance Management and other City departments with direct responsibility for improving targeted service outcomes, as well as representatives from community-based civic engagement organizations. The team is responsible for analyzing data related to equitable outcomes, setting forth strategies to improve equitable service delivery, monitoring ongoing performance, and coordinating work across departments.</p> <p>2) Establish Data Baseline of Service Equity Issues</p>	Jan 2017	L&I / 311 Service Equity Action Team	Convene L&I / 311 Service Equity Action Team	Complete
	<ul style="list-style-type: none"> Analyze 311 data to identify significant service disparities in response time based on racial composition of zip code. 	Jan - Feb 2017	L&I / 311 Service Equity Action Team	Report on data analysis	Complete
	<ul style="list-style-type: none"> Compare 311 data with L&I data to ensure data outcomes are consistent across software platforms; confirm variations in response times and how ticket processes are same across L&I and 311. 	May – June 2017		Report on data comparison	In progress
	<ul style="list-style-type: none"> Create a process map of how inspectors handle L&I tickets; delineate typical steps for inspectors upon 	July – Sept 2017		Development of process map	

Desired Result 3A: The City of Philadelphia will improve its quality of services to communities of color, and minimize negative impact on those communities, experiencing disproportionate wait-times for responses to complaints about poor housing conditions and blight on commercial and residential buildings.

Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
<ul style="list-style-type: none"> Improved housing conditions and use of commercial and residential buildings resulting from informed 311 utilization, decreased response times, and improved departmental strategies 	<p>receipt of a building/maintenance ticket (wait-time for inspector to arrive; how they handle/address mistakes and duplicate tickets; how long it takes to update a ticket; how detailed are the updates and how long it takes to re-inspect); identify the "controllable" duration steps that management can impact.</p> <ul style="list-style-type: none"> Sample outlier tickets that exceed expected duration outcomes for a root cause (e.g., system issues, equipment issues, bad landlords, variations in how inspectors use the software, greater number of issues in minority neighborhoods, etc.) <p>3) L&I/311 Inclusive Engagement Action Team – The team includes representatives from the Office of Diversity & Inclusion, Licenses & Inspections, Philly 311, the Office of Performance Management, the Office of Civic Engagement and Volunteer Service and others with the most direct interaction with the public, as well as representations from community-based civic engagement organizations. The team is responsible for developing equitable community engagement strategies with impacted neighborhoods.</p>	<p>Oct – Dec 2017</p> <p>May 2017 - ongoing</p>	<p>L&I/311 Inclusive Engagement Action Team</p>	<p>Report detailing reasons for outlier tickets</p> <p>Convene L&I/311 Inclusive Engagement Team</p>	<p>In progress</p>

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Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
	<ul style="list-style-type: none"> • Identify key internal/external community groups, organizations, stakeholders in geographic regions impacted by disproportionate service complaints and service duration issues • Provide education and capacity building training to neighborhood community groups regarding utilization of Philly 311 to lodge, track and provide feedback on service issues. <p>4) Departmental Racial Equity Strategies</p> <ul style="list-style-type: none"> • Develop appropriate process improvements for "steps" that focus on those issues that most impact inequitable service outcomes • Utilize racial equity lens to identify any negative unintended consequences of proposed strategies • Implement process improvements and then test for a reduction in process duration; develop reports on duration outcomes post-implementation • Conduct expanded racial equity staff training for key personnel in L&I / 311 	<p>June – July 2017</p> <p>Aug 2017 – ongoing</p> <p>Oct 2017 – ongoing</p> <p>Oct 2017 – ongoing</p> <p>Apr 2018 – ongoing</p> <p>July 2017 – ongoing</p>	<p>L&I / 311 Service Equity Action Team</p>	<p>Identify groups</p> <p>Trainings held across key neighborhood groups.</p> <p>Prepare report identifying process improvement steps</p> <p>Utilization of racial equity lens with summary report</p> <p>Process improvement measures; duration of response times</p> <p>Trainings implemented</p>	

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Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
	<ul style="list-style-type: none"> Develop more skilled inspectors and personnel who improve service delivery via internally facing performance measures (compliance with process steps) and via externally facing performance measures (reduction in service duration) 	Ongoing		Staff surveys; performance metrics	

Desired Result 3B: The City of Philadelphia’s communities disproportionately impacted by tobacco usage shall participate in the design and delivery of tobacco prevention strategies, including the development of policies and practices that reflect the principles of inclusion, cultural competency, and equity in eliminating racial health disparities related to tobacco usage among youth of color.

Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
<ul style="list-style-type: none"> Percent of population who smokes in Philadelphia will be reduced (ex. 22.4% vs. 16.8% for US in 2014) Percent of racial minorities who smoke in Philadelphia will be 	<p>The Office of Chronic Disease Prevention (OCDP) currently deploys several tobacco reduction strategies. OCDP seeks to develop equitable, informed, and culturally competent community engagement activities designed to inform and guide the Office’s current tobacco reduction strategies and development of strategies going forward. Through equitable community engagement, OCDP aims to eliminate tobacco related disparities among youth. OCDP’s current tobacco reduction strategies include:</p> <ul style="list-style-type: none"> i. Promoting smoke-free policies for City parks, universities, and large employers; 	N/A	N/A	N/A	N/A

Desired Result 3B: The City of Philadelphia’s communities disproportionately impacted by tobacco usage shall participate in the design and delivery of tobacco prevention strategies, including the development of policies and practices that reflect the principles of inclusion, cultural competency, and equity in eliminating racial health disparities related to tobacco usage among youth of color.

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<p>reduced (ex. 25.8% of African Americans vs. 21.4% of Caucasians smoked in 2014-2015)</p> <ul style="list-style-type: none"> Targeted neighborhoods with disproportionate smoking rates will be reduced (ex. 28.3% of residents of North Philadelphia and 31.7% of residents of West Philadelphia smoked in 2014-2015) Additional community indicators will be identified pursuant to outcomes and 	<ul style="list-style-type: none"> ii. Partnering with the Philadelphia Housing Authority to implement a smoke-free policy for all indoor spaces, including residential units; iii. Fostering changes in the pricing, placement, and promotion of tobacco products in retail settings; iv. Implementing social marketing campaigns regarding quitting, the health effects of smoking and secondhand smoke, and tobacco de-normalization; v. Engaging neighborhood organizations, community leaders, and youth to be local tobacco control champions; and vi. Supporting clinical providers to integrate tobacco use dependence treatment into routine care. <p>1) Health Equity Action Team – the Health Equity Action Team, formed to develop OCDP’s community engagement program, includes representatives of the Dept of Public Health/Office of Chronic Disease Prevention, the Mayor’s Office of Diversity & Inclusion, the Mayor’s Office of Public Engagement (the Youth Commission, and Office of Black Male Engagement), the City’s Office of Civic Engagement, and other departmental representatives, as well as community-based organizations. The Team is responsible for coordinating work and developing</p>	<p>May – June 2017</p>	<p>Racial Equity Core Team</p>	<p>Convene Health Equity Action Team</p>	<p>In progress</p>

Desired Result 3B: The City of Philadelphia’s communities disproportionately impacted by tobacco usage shall participate in the design and delivery of tobacco prevention strategies, including the development of policies and practices that reflect the principles of inclusion, cultural competency, and equity in eliminating racial health disparities related to tobacco usage among youth of color.

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	<ul style="list-style-type: none"> ii. Conducting a community based survey on the importance, relevance, and potential impact of various tobacco reduction strategies; iii. Developing community-based interventions that employ skill development or training strategies, or which offer contingent incentives, in addition to health behavior outcomes; <ul style="list-style-type: none"> ➤ Utilize youth of color to develop and deploy survey to community; utilize grant funds as incentive to build employment skills via survey administration, analysis and guidance on development of tobacco reduction strategies. iv. Engaging stakeholders and partners on approaches, such as culturally competent message development and diverse messengers, to reach populations with the greatest disparities in tobacco usage; v. Developing measures of improved health behaviors and health outcomes among youth; vi. Creating sustained partnerships to maximize resources and reach of interventions; and vii. Providing training to key community partners and decision makers on implementation of community-based tobacco-reduction interventions. 				

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	<p>5) Use Racial Equity Tool to Analyze Strategic Plan for Community Engagement – Provide training on racial equity toolkit and perform equity analysis on strategies identified to prove community engagement on outcomes of those engaged in the initiative (e.g., skills acquired) as well as the broader community (e.g., perceived access to and responsiveness of City services).</p> <p>6) Deploy Community-Led Engagement Initiatives - Implement culturally appropriate community engagement strategies and adjust as necessary based on community feedback.</p>	<p>Sept 2017 – Apr 2018 (ongoing)</p> <p>Sept 2017 – Apr 2018 (ongoing)</p>	<p>Health Equity Action Team</p> <p>Health Equity Action Team</p>	<p>Implement racial equity analysis tools</p> <p>Community engagement performance measures</p>	

Desired Result 4: City of Philadelphia employees will understand, are committed to, and have the infrastructure and skills needed to advance racial equity.

Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
<ul style="list-style-type: none"> Percent of employees trained on racial equity tools; who believe advancing racial equity should be a priority of government; who 	<p>1) Infrastructure to advance racial equity – The Executive Leadership Team supports the Racial Equity Core Team to launch Implementation Teams focused on Capacity Building and the targeted Implementation Projects (as set forth above).</p>	<p>Ongoing</p>	<p>Executive Leadership Team and Racial Equity Core Team</p>	<p>Convene Implementation Teams</p>	<p>In progress</p>

Desired Result 4: City of Philadelphia employees will understand, are committed to, and have the infrastructure and skills needed to advance racial equity.

Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
<p>understand racial equity concepts; and who have the skills needed to advance racial equity</p>	<p>2) Racial Equity Capacity-Building and Training –</p>				
	<p>A. Capacity Building Implementation Team – Made up of representatives from the Mayor’s Office, the Managing Director’s Office, and other key departments, this team is responsible for supporting racial equity capacity-building, training, and policy both within and across departments.</p>	<p>July 2017</p>	<p>Executive Leadership and Racial Equity Core Team</p>	<p>Convene Capacity Building Team</p>	<p>In progress</p>
	<p>B. Provide introductory Racial Equity Training to all employees in the Managing Director’s Office, the Mayor’s Office, and employees of departments and offices specific to the 3 pilot projects.</p>	<p>March 2017</p>	<p>Executive Leadership and Racial Equity Core Team</p>	<p>Number of employees receiving introductory racial equity training</p>	<p>150 employees trained</p>
	<p>C. Provide Racial Equity Toolkit and Racial Equity Action Plan training to policy and strategy staff in the Managing Director’s Office and the Mayor’s Office, and management in pilot departments</p>	<p>July 2017 - ongoing</p>	<p>Racial Equity Capacity Building Team</p>	<p>Number of employees trained</p>	
	<p>D. Provide training on communications and messaging about racial equity to appropriate staff.</p>	<p>July 2017</p>	<p>Capacity Building Team</p>	<p>Number of staff in training</p>	
<p>E. Build employee capacity to deploy a Racial Equity Assessment Tool and create and implement a Racial Equity Action Plan in their own work. Use a “train-the-trainer” model to continue to build internal expertise, creating a base of committed racial equity trainers and facilitators who will become part of the Capacity Building Team.</p>	<p>Timing TBD</p>	<p>Capacity Building Team</p>	<p>Number of trainers/facilitators, number of additional people trained or participating in</p>		

Desired Result 4: City of Philadelphia employees will understand, are committed to, and have the infrastructure and skills needed to advance racial equity.

Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
	<p>Training will include “normalizing” talking about race, developing a shared understanding of racial equity, communications tactics to effectively challenge dominant frames about race, the role of government in racial equity work, the relationship between inclusive community/civic/public engagement by government and improving racial equity, and an understanding of how a racial equity lens can improve outcomes for all. This includes an understanding of how to use a Racial Equity Assessment Tool and a Racial Equity Action Plan. To include activities like facilitated film discussions.</p> <p>F. Build employee capacity for inclusive community engagement by developing outreach and engagement skills and competencies to advance racially inclusive outreach and engagement. This would include establishing a racial equity framework, developing policies and practices, providing focused training, assessing demographic makeup of existing advisory groups and developing approaches to address gaps, and integrating and aligning City policies, practices and community engagement approaches across departments.</p> <p>G. Scale up A through F to include more City of Philadelphia employees.</p>	<p>Timing TBD</p> <p>Timing TBD</p>	<p>Capacity Building Team with key “public facing” departments</p> <p>Capacity Building Team</p>	<p>capacity-building activities</p> <p>Number of staff participating in communications and messaging training</p> <p>See 2B-2F</p>	

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Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
	<p>3) Racial Equity Assessments that inform ongoing work and help set targets for future racial equity initiatives.</p> <p>A. Employee Racial Equity survey – Conduct employee racial equity survey of all employees in the Managing Director’s Office, the Mayor’s Office, and pilot departments.</p> <p>B. Scale up the employee racial equity survey.</p> <p>4) Use of a Racial Equity Tool with policies or programs – Additional departments and offices pilot use of a Racial Equity Tool in a select policy or program.</p>	<p>Timing TBD</p> <p>Timing TBD</p>	<p>Executive Leadership, ODI, and Capacity Building Team</p> <p>Capacity Building Team</p>	<p>Survey completion, survey results</p> <p>Number of departments or offices using tool</p>	