



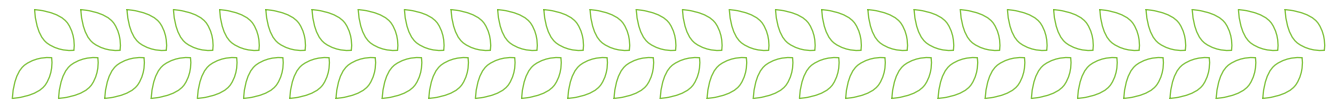
**PHS** PENNSYLVANIA  
HORTICULTURAL  
SOCIETY®

# Diversity, Equity, and Inclusion (DEI) Strategic Plan

Fiscal Years 2024 - 2026



# Table of Contents



Welcome Letter .....3-4

Introduction ..... 5

Governance ..... 6

Goals and Initiatives .....7-10

Plan Progress Highlights.....11-18

Appendix  

Multicultural Org. Development Framework.....19





# Welcome

Dear Community of the Pennsylvania Horticultural Society,


We are pleased to share with you PHS's updated Diversity, Equity, and Inclusion (DEI) Strategic Plan for Fiscal Years 2024 – 2026. The updated Plan modified or deprioritized some initiatives from the original 3-Year Plan published in Fiscal Year 2022 to reflect our current priorities and resources as we continue our journey to help create a more inclusive, equitable society.

PHS's purpose is to use horticulture to advance the health and wellbeing of the Greater Philadelphia Region. To fully achieve this purpose, we need to become an organization that reflects the diversity of our region, includes everyone interested in our purpose, and advances equity by bringing impact to the people with greatest need. Our DEI Statement lays out a clear aspiration and this Strategic Plan provides a road map towards that aspiration over the next three years. This plan belongs to everyone at PHS. To ensure that all team members will be working together to achieve these goals, the initiatives are incorporated into the workplans of each business unit.

We are conscious that achieving our goals for DEI at PHS are ongoing and require time and continual effort to change the conscious and unconscious biases that preference whiteness, a concept called white supremacy. The focus of this updated plan continues to be on the communities of Black, Indigenous and People of Color (BIPOC), because that is where our data shows us the most work needs to happen.

**Our approach has been rooted in the Multicultural Organizational Development Framework.**

*Learn more in the appendix, on page 19.*



PHS aims to be an organization that welcomes and embraces a diversity of people, connections, and relationships, both internally among our staff, externally among the communities we serve, and the organizations with which we partner. We approach this work in good faith, with humility and the desire to be a welcoming, affirming, accountable organization for everyone with whom we interact within the community. We embrace the illuminating and sometimes difficult conversations that we are having, and will continue to have, as an opportunity for evolution and growth.

Sincerely,

**The PHS DEI Strategic Plan Steering Committee**

*Tiffenia Archie, PhD, Consultant*

*Dave Chrystal, Chief Development Officer*

*Rachel Cieri, Manager, Volunteers*

*Rob Feinberg, Chief Marketing, Communications, and Sales Officer*

*Sin Gogolak, Director, Public Relations and Communications*

*Patti Gregory, Vice President, Shared Services*

*Casey Kuklick, Chief of Staff*

*Matt Rader, PHS President*

*Tamela Vieira, Executive Vice President*

# Introduction

PHS uses the following language to define diversity, equity and inclusion. These definitions were influenced by language provided by The Avarna Group.

🌱 **Diversity** is the range of differences among individuals in a group. These differences may cause them to be treated differently in society. These differences include but are not limited to race, ethnicity, nationality, gender identity, sexual orientation, age, socioeconomic class, physical ability, and ideas and beliefs.

🌱 **Equity** is an approach that ensures everyone is given equal opportunity. This means that resources may be divided and shared unequally to ensure that each person can access an opportunity.

🌱 **Inclusion** recognizes that a richness of backgrounds and perspectives brings value. Acting inclusively goes beyond tolerating or overcoming differences and embraces, leverages, and celebrates the strengths of diversity. In an inclusive environment, everyone feels involved, welcomed, and respected.



## PHS DEI Statement

*The PHS DEI Statement was developed and defined by the PHS DEI Working Group and approved by the President of PHS in the fourth quarter of 2019.*

The Pennsylvania Horticultural Society believes that gardening and horticulture belong to everyone. We work in partnership with community members to promote the benefits of gardening and connect people in our region with gardening-related experiences in their neighborhoods and across the region. We welcome everyone to partner with us and together create beautiful, healthy, and sustainable communities.

We acknowledge that there are oppressive systems at work within our communities. We use gardening, horticulture, and job training as tools to break down barriers to equity. PHS does not tolerate any form of harassment, discrimination, or oppression. We welcome thoughtful dialogue and criticism in our effort to use horticulture to effect social change.

We dedicate ourselves to sustaining and promoting diversity in recruitment, hiring, placement, promotion, training, provision of compensation and benefits, management of organizational activities and general treatment during employment.

PHS actively works to create a community of staff, volunteers, board members, and vendors that reflects the city of Philadelphia.

We recognize that it takes the dedicated effort of many hands to create meaningful change. At PHS, we commit to seeking out the expertise of community members in the neighborhoods that we work in when engaging new projects and evaluating existing work. When consulting with community members on projects, we commit to accommodating their needs, integrating their insights into decision-making, and highlighting their contributions.

At PHS, we work to create an environment where all voices are respected and heard. We provide training, mentoring and resources to create a workplace where staff feel welcome and appreciated. Reaching true equity in our communities requires ongoing effort, and in this regard, as an organization we commit to evolution and growth.



# Governance



To facilitate implementation of the DEI Strategic Plan, PHS has established the following structures:

## 1. Diversity, Equity, and Inclusion Steering Committee (DEI Steerco)

The DEI Steerco will track the implementation of the strategic plan, receive feedback and other ideas from staff, adjust the plan as needed, and monitor results. The DEI Steerco takes over from the existing DEI Strategic Plan Steering Committee, which sunset in May 2021. The DEI Steerco is chaired by the President and includes all direct reports to the President, and four additional non-executive level staff, as well as a project manager. The DEI Steerco meets quarterly. Staff members have the opportunity to apply to join the DEI Steerco.

## 2. Initiative Owners and Project Teams

Every initiative in the strategic plan is owned by a specific member of the Executive Team who is accountable for its implementation. These initiatives are incorporated into their Team Work Plans. These initiatives incorporate work that was previously owned by the DEI Working Group subgroups. Initiative Owners have the option of forming project teams to help with planning and implementation. These project teams include representation of departments that are necessary for the completion of the project, including any fundraising that is required. The project teams are time-limited and meet until the project is completed. Staff members who are interested in being involved in project teams working on specific initiatives may seek out the initiative's owner(s) to voice their interest.

## 3. Dedicated Consultant Support

PHS is retaining consultant expertise to coordinate the work of the DEI Steerco and to serve as an internal expert and resource on DEI. The consultant(s) attend(s) the DEI Steerco meetings as an expert advisor and resource on DEI. The consultant(s) are also available as a resource for staff who may speak with the consultant(s) about any personal DEI-related issues, questions, or ideas.

## 4. DEI Topics Reporting Structure

Team members with questions or ideas about the DEI Strategic Plan may reach out to the initiative owner or a member of the DEI Steerco. Any issues of individual interpersonal concern should follow company procedures as outlined in the Team Resource Guide.



# Goals and Initiatives



*PHS's purpose is using horticulture to advance the health and well-being of the Greater Philadelphia region. The goals of the DEI Strategic Plan strengthen that commitment by helping us build an organization that mirrors the diversity of our region, include perspectives that span the lived experiences of the people we serve, and work to reduce inequities across the region.*

## 🌿 Goal #1

Use the lens of DEI to guide how we work, interact and engage, embedding DEI principles into our organization through education and training, more transparent and equitable policies, and inclusive behaviors.

## 🌿 Goal #2

Develop an organization that reflects the diversity of the communities we serve by increasing diversity in all groups that make up the PHS community, including members, volunteers, suppliers, staff, and board and committee members.

## 🌿 Goal #3

Leverage our leadership role in the horticultural field to create visibility and opportunity for underrepresented communities and perspectives.



# Goal #1



**Use the lens of DEI to guide how we work, interact and engage, embedding DEI principles into our organization through education and training, more transparent and equitable policies, and inclusive behaviors.**

## Supporting Initiatives

### Implemented and On-going

1.1 Conduct mandatory training on "Creating a Respectful and Inclusive Workplace".

1.9 Establish an ongoing staff training program on core DEI concepts.

*Initiatives 1.15 and 1.16 were deprioritized*

1.2 Introduce a policy on Harassment in the Workplace in the Team Resource Guide.

1.10 Conduct an annual review of DEI resources and learning opportunities.

1.3 Include a rating on adherence to PHS values and DEI Statement in the annual performance review.

1.11 Solidify Career Bands and Zones and inform team members of where their pay falls across those grades.

1.4 Incorporate DEI principles into organizational values.

1.12 Determine and share the criteria for promotion and advancement.

1.5 Circulate DEI information, resources and learning opportunities.

1.13 Using best practices, establish and implement standard, equitable approaches to community engagement to reach more participants and residents served by our work. Work to institutionalize these standards and update as needed to continue to deepen our understanding of community issues such as gentrification.

1.6 Conduct an annual pay equity audit, following EEOC (Equal Employment Opportunity Commission) methodology, to identify any compensation differences associated with race, gender, or other factors.

1.14 Implement an annual evaluation of organizational culture and progress on the Multicultural Organization Model via the Values Survey.

1.7 Focus Healthy Neighborhoods initiatives in neighborhoods where data indicates our work can create the most impact and work with community to guide projects.

### In-Process

1.8 Incorporate DEI as a priority in our financial investing strategy.





# Goal #2



**Develop an organization that reflects the diversity of the communities we serve by increasing diversity in all groups that make up the PHS community, including members, volunteers, suppliers, staff, and board and committee members.**

## Supporting Initiatives

### Implemented and On-going

2.1 Fundraise for free or subsidized, low-cost community horticultural services to underserved communities, including trees, community gardens, vacant land management, and other gardening initiatives.

2.2 Share job postings on a variety of job boards, with BIPOC networks, and via PHS social media channels.

2.3 Update job description requirements to create more inclusivity, publish salary ranges on all jobs, and update hiring philosophy language on website to demonstrate commitment to DEI.

2.4 Review candidate interview process and implement processes that support our diversification effort, including providing unconscious bias training to hiring managers, involving staff from other teams in interview processes, and mandating that final candidate pools must be 50% BIPOC for all jobs. Report progress on dashboard.

2.5 Analyze staff turnover rates, evaluate barriers to job retention, develop a staff mentorship program to help new staff adjust to PHS, work with hiring managers to create a more inclusive work culture and implement an infrastructure that will reduce turnover. Report progress on dashboard.

2.6 Diversify PHS Board and Committees through recruiting efforts focused on diversity.

2.8 Review PHS contracts and vendor relationships. Establish a plan for attracting minority-owned and women-owned suppliers and contractors and create a procurement policy that institutionalizes this approach.

2.9 Expand our EBT/ArtReach access program to offer as many PHS membership benefits and resources as possible for free to EBT cardholders and ensure EBT access for all paid events.

2.11 Work with ArtReach to examine accessibility barriers and implement changes to create exhibits and experiences that are accessible and engaging to people of all abilities.

2.13 Share and update internal and external stakeholders on DEI statement, strategic plan, and progress.

2.10 Implement closed captioning for webinars for guests who are deaf or hard of hearing.\*

2.12 Continue to modify brand voice and visual representation to reflect and reach diverse PHS constituents. Create clear standards for use of photography/video of constituents. Implement use of photo/video releases and signage at all events.

**New**  
2.18 Identify the languages spoken by our constituent base, establish a plan to engage non-English-speaking constituents, and assess resources required to make multilingualism the standard for our programs and materials.\*

### In-Process

2.7 Establish baseline constituent demographic information for PHS volunteers, Flower Show guests, and members. Define concrete diversity goals for these audiences and strategies to achieve them.

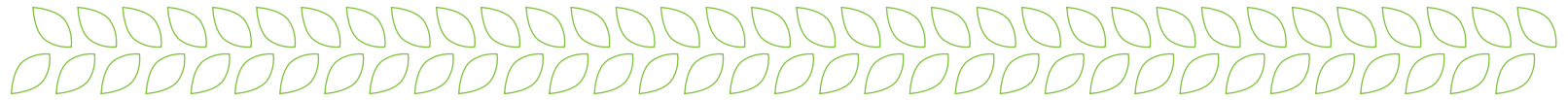
*Initiative 2.16 was combined with 2.7*

*Initiatives 2.14, 2.15, and 2.17 were deprioritized*



\* Implementation of asterisked initiatives will require identification and allocation of additional financial and staff resources.

# Goal #3



**Leverage our leadership role in the horticultural field to create visibility and opportunity for underrepresented communities and perspectives.**

## Supporting Initiatives

### Implemented and On-going

3.1 Diversify horticultural design showcased at the Flower Show by inviting exhibitors with diverse backgrounds to participate.

*\* Implementation of asterisked initiatives will require identification and allocation of additional financial and staff resources.*

### In-Process

3.2 Expand our workforce development programs with a focus on training a diverse population for employment in horticulture.\*

3.3 Find more opportunities to leverage the experience of BIPOC speakers and presenters and panelists. Establish a fee structure for all panelists and presenters. Advocate that all panels PHS is involved in include a diverse set of participants who are equitably compensated.\*

3.7 Revise educational content as well as print and online resources to include diverse horticultural traditions, approaches, and voices.

### New

3.4 Establish new PHS practices, policies, and outreach to promote internships, careers, and mentorship opportunities for BIPOC students in horticulture and nonprofit management in all PHS departments.\*

*Initiative 3.5 was combined with 3.4*

*Initiatives 3.6 and 3.8 were deprioritized*

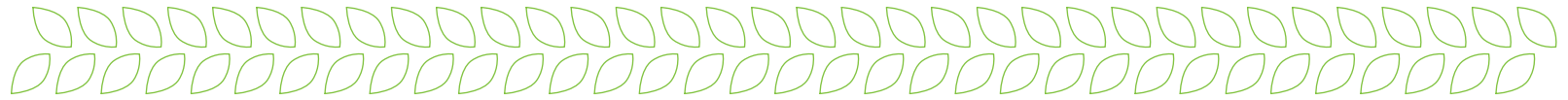




# Plan Progress Highlights



# Goal #1



**Use the lens of DEI to guide how we work, interact and engage, embedding DEI principles into our organization through education and training, more transparent and equitable policies, and inclusive behaviors.**

## Status of Supporting Initiatives:



## Summary of Progress on Initiatives:

### *Initiatives 1.1 – 1.6 - Implemented and On-going*

These initiatives address policies and activities that support our efforts to embed DEI principles into our organization through education, training, and more transparent and equitable policies. These initiatives were already in place at PHS when we published the initial DEI Strategic Plan for Fiscal Years 2022 – 2024.

### *Initiative 1.7 - Implemented and On-going*

**Focus Healthy Neighborhoods initiatives in neighborhoods where data indicates our work can create the most impact and work with community to guide projects.**

PHS has prioritized investment in the neighborhoods where data indicates the most adverse health outcomes and the greatest potential impact of greening. Through Vision 2027, PHS identified five “priority neighborhoods” across the region in great need of the impact of greening. Since then, PHS successfully advanced work in two of the priority neighborhood areas: Norristown, Nicetown and Tioga. In Nicetown and Tioga, PHS provided intense on-the-ground support for residents to build the Love Where You Live Greening Plan, has already raised 87% of the fundraising goal to implement the plan, and partnered with the community to implement significant greening in the first year of implementation. In Norristown, PHS partnered with Montgomery County to establish the PHS Farm Park Green Resource Center and began outreach to complement gardening work with tree planting in Norristown.

PHS has also been working hard to expand greening impact in neighborhoods facing adverse health outcomes beyond the priority neighborhoods. In Southwest Philadelphia, PHS is implementing in partnership with Bartram’s Garden, Moms Bound by Grief, International Institute for Advanced Instruction, and Philadelphia Parks and Recreation the SW Trees Program which includes neighborhood tree planting, maintenance, youth corps, and job training. In West and Southwest Philadelphia, PHS, Penn Medicine’s Urban Health Lab, and Children’s Hospital of Philadelphia are implementing the Deeply Rooted Partnership which includes vacant lot cleaning and greening and tree planting. And, PHS led the effort to submit a collaborative \$50 million proposal to the Federal Government for expansion of tree canopy in the highest priority neighborhoods in Philadelphia through implementation of the Philly Tree Plan.

### *Initiative 1.8 - In-Process*

**Incorporate DEI as a priority in our financial investing strategy.**

PHS’s investment advisors surveyed all current PHS investment managers on the demographics of their employee base and their DEI practices. Results to be analyzed in FY2024 to determine what, if any, changes should be considered.

### *Initiatives 1.9 – 1.10 - Implemented and On-going*

**Establish an ongoing training program on core DEI concepts for all team members.**

**Conduct an annual review of DEI resources and learning opportunities.**

In FY2022, PHS introduced a new DEI curriculum for all team members that focused on creating a common vocabulary and basic level of knowledge around DEI topics. Working with Dr. Tiff Archie, four quarterly LinkedIn Learning courses were selected for mandatory viewing by all team members. Following the quarterly assignments, Dr. Archie hosted voluntary dialogue sessions to discuss the course content and to answer questions. In FY2023, Dr. Archie felt the team was ready to apply their DEI learnings to how we approach our work and four new LinkedIn Learning courses were selected to highlight our PHS Values. Also, in FY2023, PHS team members volunteered to be trained to facilitate the dialogue sessions. We are in the planning stages of developing our FY2024 curriculum and would like to expand our PHS facilitator pool and have a mix of in-person and other medium options.

There is a section in our LinkedIn Learning course catalog dedicated to DEI topics and we regularly circulate relevant articles and webinar opportunities.

## Goal #1 continued



**Use the lens of DEI to guide how we work, interact and engage, embedding DEI principles into our organization through education and training, more transparent and equitable policies, and inclusive behaviors.**

### Status of Supporting Initiatives:



### Summary of Progress on Initiatives Continued:

#### *Initiatives 1.11 – 1.12 - Implemented and On-going*

*Solidify Career Bands and Zones and inform team members of where their pay falls across those grades.*

*Determine and share the criteria for promotion and advancement.*

These initiatives originated from feedback from the team about the lack of transparency and clarity around how positions were graded, compensation determined, and the criteria for promotion and advancement. All new position postings include information about position grades and compensation ranges to ensure equity among prospective candidates, and so that existing team members can access information about opportunities available across the organization.

A multi-year project, Strategic Talent Management, was fully implemented in FY2022 that provided team members with transparency about their position grade, compensation, and career advancement opportunities at PHS. All team members updated their position descriptions which were evaluated by an external compensation consultant who market-priced the positions that were then assigned to a unique Career Band and Zone. This information was communicated to team members along with the associated compensation range for their position. As part of the project, a new performance evaluation system was implemented that introduced a quantitative rating system that evaluated team members in specific core competency categories. Compensation adjustments transitioned to a pay-for-performance methodology directly linking performance review results with compensation adjustments. Significant education and communication efforts for team members and people managers supported the roll-out and a process for calibrating performance scores across the organization eliminated manager subjectivity and provided more equitable results.

#### *Initiative 1.13 - Implemented and On-going*

*Using best practices, establish and implement standard, equitable approaches to community engagement to reach more participants and residents served by our work. Work to institutionalize these standards and update as needed to continue to deepen our understanding of community issues such as gentrification.*

This initiative was implemented with the creation and communication of the “Community Engagement and Beliefs and Best Practices” foundational document, linked [here](#). A community engagement affinity group was established and continues to meet on a bi-monthly basis to share lessons learned from community engagement.

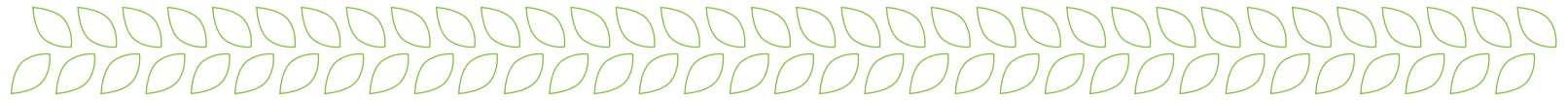
#### *Initiative 1.14 - Implemented and On-going*

*Implement an annual evaluation of organizational culture and progress on the Multicultural Organization Development Model via the Values Survey.*

PHS’s approach to its DEI efforts has been rooted in the Multicultural Organizational Development (MOCD) Framework, included in the Appendix on page 19. The MOCD is a framework that lays out the stages of evolution for organizations striving to become fully multicultural and is has become a powerful tool for understanding where PHS is on this continuum and what it needs to address to continue to move forward. We added a question to our annual Values Day survey asking team members to specifically evaluate PHS’s progress on the Multicultural Organizational Development Model.

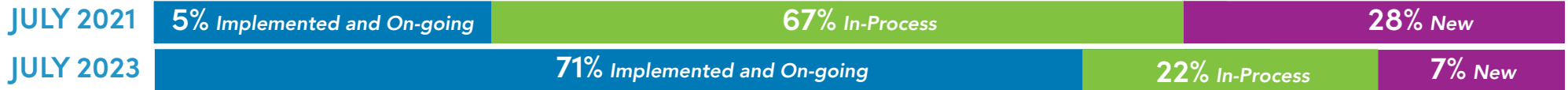
In spring 2023, the DEI Steering Committee deprioritized Initiative 1.15 – Establish a DEI Affinity Group in recognition of staff capacity limitations. Team members interested in forming any type of affinity group are directed to reach out to HR about the process. Affinity groups are led by interested team members and PHS provides time to meet and a limited budget for speakers and events.

## Goal #2



**Develop an organization that reflects the diversity of the communities we serve by increasing diversity in all groups that make up the PHS community, including members, volunteers, suppliers, staff, and board and committee members.**

### Status of Supporting Initiatives:



### Summary of Progress on Initiatives:

#### *Initiative 2.1 - Implemented and On-going*

*Fundraise for free or subsidized, low-cost community horticultural services to under-served communities, including trees, community gardens, vacant land management, and other gardening initiatives.*

The objectives and characteristics of this goal are incorporated into the majority of grant applications currently pursued by PHS. During FY2023, over 30 grants received by PHS met these characteristics.

#### *Initiative 2.2 - Implemented and On-going*

*Share job postings on a variety of job boards, with BIPOC networks, and via PHS social media channels.*

We have made significant improvements in our recruitment process by expanding our network for posting open positions. We are members of many affinity organizations in Philadelphia to network and attract a diversity of candidates. We currently post open positions on 50+ job boards, including Handshake, which is affiliated with Historically Black Colleges and Universities (HBCU). A social media toolkit was created to facilitate PHS team members sharing open positions on their social media channels and with partner organizations.

#### *Initiative 2.3 - Implemented and On-going*

*Update job description requirements to create more inclusivity, publish salary ranges on all jobs, and update hiring philosophy language on website to demonstrate DEI commitment.*

The educational and physical requirements included on all position descriptions were evaluated and modified, as appropriate, to create more inclusiveness. We also do not automatically exclude individuals with specific arrest records from being considered for positions. All open positions are posted with the salary ranges included to promote equity and transparency among all candidates.

#### *Initiative 2.4 - Implemented and On-going*

*Review candidate interview process and implement processes that support our diversification effort, including providing unconscious bias training to hiring managers, involving staff from other teams in interview processes, and mandating that final candidate pools must be 50% BIPOC for all jobs. Report progress on dashboard.*

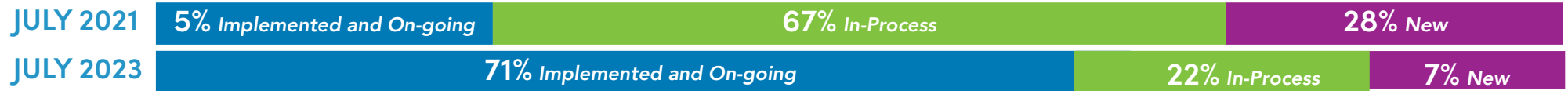
All PHS team members are required to participate in a mandatory unconscious bias training. The interview process for prospective candidates includes the Human Resource team in addition to other team members across the organization to avoid bias and to promote diverse perspectives. Hiring managers do not have access to personal information on how candidates self-identify until they have narrowed down their candidate pool and are not permitted to extend an offer until their final candidate pool is 50% BIPOC. We maintain a DEI dashboard that reports progress on our diversification efforts for recruiting new team and board members and is available to all team members to access on PHS's internal portal.

## Goal #2 continued



**Develop an organization that reflects the diversity of the communities we serve by increasing diversity in all groups that make up the PHS community, including members, volunteers, suppliers, staff, and board and committee members.**

### Status of Supporting Initiatives:



### Summary of Progress on Initiatives Continued:

#### **Initiative 2.5 - Implemented and On-going**

**Analyze staff turnover rates, evaluate barriers to job retention, develop a staff mentorship program to help new staff adjust to PHS, work with hiring managers to create a more inclusive work culture, and implement an infrastructure that will reduce turnover. Report progress on dashboard.**

We track progress of turnover on the DEI dashboard and we have established specific targets to monitor hiring and turnover of team members. We track the data by self-identification, age, years of service, executive/non-executive, team, and business unit. We've implemented several new practices to help new team members acclimate to PHS including, assigning a buddy, instituting 30-, 60-, 90-day check-ins with new team members and their people manager, a 6-month and 1-year HR check-in, and providing documented business unit working norms.

#### **Initiative 2.6 - Implemented and On-going**

**Diversify PHS Board and Committees through recruiting efforts focused on diversity.**

The Governance Nominating Committee continues active efforts to expand diversity in terms of race, ethnicity, gender, age, geography, and lived experience and has made material progress towards aligning the demographic diversity of the Board with that of Philadelphia. The Committee also embedded its commitment to DEI into its charter, has tasked members with expanding their networks to expand the diversity of talent in PHS's pipelines, and has partnered with DiverseForce on Board's program to help build and cultivate an inclusive pipeline of talent to serve on Committees and then the Board.

#### **Initiative 2.7 - In-Process**

**Establish baseline constituent demographic information for PHS volunteers, Flower Show guests, and members. Define concrete diversity goals for these audiences and strategies to achieve them.**

Baseline demographic data by gender, age, and race has been established for Flower Show attendees, PHS volunteers, and PHS members and input into Monday.com

#### **Initiative 2.8 - Implemented and On-going**

**Review PHS contracts and vendor relationships. Establish a plan for attracting minority-owned and women-owned suppliers and contractors, and create a procurement policy that institutionalize this approach.**

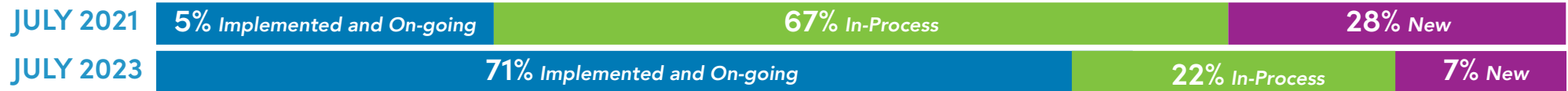
At this time, PHS is not going to institutionalize a formal procurement plan for the attraction/use of minority-owned suppliers and contractors. In Fiscal Year 2024, Q1, the EVP office will communicate PHS's encouragement to seek out and utilize minority owned/women owned businesses and cascade down resources to assist in that identification process. PHS has increased the racial and gender diversity of professional exhibitors in the Philadelphia Flower Show.

## Goal #2 continued



**Develop an organization that reflects the diversity of the communities we serve by increasing diversity in all groups that make up the PHS community, including members, volunteers, suppliers, staff, and board and committee members.**

### Status of Supporting Initiatives:



### Summary of Progress on Initiatives Continued:

#### *Initiative 2.9 - Implemented and On-going*

*Expand our EBT/ArtReach access program to offer as many PHS membership benefits and resources as possible for free to EBT cardholders and ensure EBT access for all paid events.*

We have made significant progress on this initiative as many of our events are free to participate including, McLean Library Book Club, Growing Organic Series at Norristown Farm Park, City Teachers, Plant swaps at the Pop Up Gardens, Public Gardens & Landscapes workshop series - Garden Walking Tours, Photograph Flowers Like a Pro, and Plant Swaps.

We offer scholarships to our spring and fall Tree Tenders courses, and the PECO Green Roof Tours offer a \$2 access cardholder rate. The Flower Show continues to provide a generous quantity of complimentary tickets to ArtReach for distribution to access cardholders through their Access Philly program.

#### *Initiative 2.11 Implemented and On-going*

*Work with ArtReach to examine accessibility barriers and implement changes to create exhibits and experiences that are accessible and engaging to people of all abilities.*

We continue to work closely with ArtReach to improve accessibility at the Flower Show and to examine barriers at some of our public gardens to create experiences that are accessible and engaging to people of all abilities. ArtReach also provides training annually to team members and volunteers in advance of the Flower Show to create awareness and to help visitors of all abilities enjoy their visit.

#### *Initiative 2.12 In-Process*

*Continue to modify brand voice and visual representation to reflect and reach diverse PHS constituents. Create clear standards for use of photography/video of constituents. Implement use of photo/video releases and signage at all events.*

Branding continues to lean into photography that reflects the diversity across our constituents. In 2022, we held 11 photo shoots specifically focused on community/constituent-related initiatives, added close to 10,000 approved images of PHS member base, events, and community involvement, and released a small suite of original videos that exclusively focused on our community work (Community Gardens) and members (Volunteers and Tree Tenders).

We have created a photo/video release form that is integrated into the event registration process. The form clearly outlines photo/video use and our constituents' rights to privacy.

#### *Initiative 2.13 Implemented and On-going*

*Share and update internal and external stakeholders on DEI statement, strategic plan, and progress.*

The DEI statements and 3-year DEI Strategic Plan are published on the PHS external website. There is a DEI-specific section on the team member internal portal where these documents are posted along with the quarterly DEI Steering Committee minutes and other DEI updates. Additionally, these documents are part of PHS's Foundational Documents provided to all team and board members.

*In spring 2023, the DEI Steering Committee consolidated Initiative 2.16 into Initiative 2.7 and deprioritized Initiatives 2.15, 2.17, and 2.18 in recognition of capacity limitations*



# Goal #3



**Leverage our leadership role in the horticultural field to create visibility and opportunity for underrepresented communities and perspectives.**

## Status of Supporting Initiatives:



## Summary of Progress on Initiatives:

### Initiative 3.1 - Implemented and On-going

**Diversify horticultural design showcased at the Flower Show by inviting exhibitors with diverse backgrounds to participate.**

The Flower Show continues to seek out exhibitors to showcase the work of BIPOC and LGBTQ+ florists and designers. The operations team is always looking for ways to increase the use of minority and women owned vendors and suppliers where possible. For the 2024 Flower Show we are introducing a new speaker series where we will prioritize individuals with horticulture expertise representing different cultures.

### Initiative 3.2 - In-Process

**Expand our workforce development programs with a focus on training a diverse population for employment in horticulture.**

PHS continues to lead investment in job training and placement opportunities for those seeking green careers. In FY2023, we graduated our largest workforce development class with an almost 100% job placement rate. In calendar year 2024, we are expanding workforce development job training in Delaware County. The Same Day Work and Pay Program, first launched in 2020, and expanded in FY2023 in partnership with 10 community-based organizations. In FY2024, PHS will pilot expanded payment of local community groups for greening activities to include tree care and planting after receiving state funding from State DCNR. We piloted a job training program for SW Trees and are currently recruiting for a second cohort to start in September 2023.

### Initiative 3.3 - In-Process

**Find more opportunities to leverage the experience of BIPOC speakers and presenters and panelists. Establish a fee structure for all panelists and presenters. Advocate that all panels PHS is involved in include a diverse set of participants who are equitably compensated.**

PHS has prioritized expanding the diversity of experts presented in content streams across the organization. PHS co-sponsors both the annual Woody Plant Conference and the Perennial Plant Conference. Both conferences have established IDEA (Inclusion, Diversity, Equity and Access) committees, who take an intentional approach to selecting speakers from diverse backgrounds and cultures. We also seek out speaking opportunities for our team members with diverse backgrounds to leverage their horticulture expertise and community engagement expertise. PHS has also expanded payment of stipends to partners, speakers, and panelists.

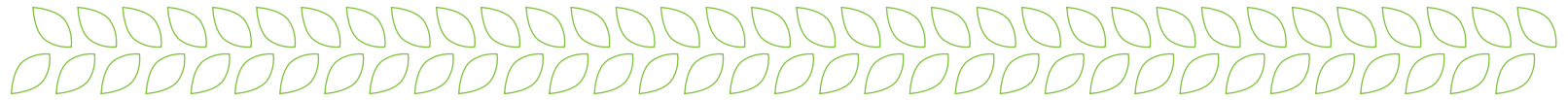
### Initiative 3.4 - New

**Establish new PHS practices, policies, and outreach to promote internships, careers, and mentorship opportunities for BIPOC students in horticulture and nonprofit management in all PHS departments.**

Work on this initiative has focused on expanding internship and youth engagement opportunities. In FY2023 PHS piloted a high school internship program with the Healthy Neighborhoods team, partnered with Bartram's Garden on a youth tree corps as part of the SW Trees Program, and welcomed an President's Office summer intern through the Urban League's internship program.

*In spring 2023, the DEI Steering Committee consolidated Initiative 3.5 into Initiative 3.4 and Initiatives 3.6 and 3.7 were deprioritized in recognition of capacity limitations*

Goal #3 continued



*Leverage our leadership role in the horticultural field to create visibility and opportunity for underrepresented communities and perspectives.*

Status of Supporting Initiatives:



Summary of Progress on Initiatives:

*Initiative 3.7 - In-Process*

*Revise educational content as well as print and online resources to include diverse horticultural traditions, approaches, and voices.*

In FY2024, PHS is creating several new presentations representing culturally diverse perspectives.

*In spring 2023, the DEI Steering Committee consolidated Initiative 3.5 into Initiative 3.4 and Initiatives 3.6 and 3.7 were deprioritized in recognition of capacity limitations*

# Appendix



## Multicultural Organizational Development Framework

The Multicultural Organizational Development Model (MCO) is a framework that lays out the stages of evolution for organizations striving to become fully multicultural and it has become a powerful tool for understanding where PHS is on this continuum and what it needs to address to continue to move forward.

While this Strategic Plan advances us on the journey, we will have further work to do to become a fully Multicultural Organization. We will continue to use the MCO framework to evaluate our progress on the journey to become a more diverse, equitable, and inclusive organization.

A multicultural organization is defined by Evangelina Holvino, Ed.D. as one where “(1) the diversity of knowledge and perspectives that different groups bring to the organization shapes its strategy, work, management, and operating systems, and its core values and norms for success; and (2) members of all groups are treated fairly, feel included, have equal opportunities and are represented at all organizational levels and functions.” We will use the MCO chart below to gather staff feedback each year on where PHS stands on this continuum.

Continuum on Becoming an Anti-Racist Multicultural Organization					
MONOCULTURAL > MULTICULTURAL > ANTI-RACIST > ANTI-RACIST MULTICULTURAL					
Racial & Cultural Differences seen as Deficits > Tolerant of Racial & Cultural Differences > Racial & Cultural Differences seen as Assets					
Exclusive	Passive	Compliant	Affirming	Transforming	Fully Inclusive
<p>Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos, and Asian Americans</p> <p>Intentionally and publicly enforces the racist status quo throughout institution</p> <p>Institutionalization of racism includes formal policies and practices, teachings, and decision making on all levels</p> <p>Usually has similar intentional policies and practices toward other socially oppressed groups such as women, gays and lesbians, Third World citizens, etc.</p> <p>Openly maintains the dominant group's power and privilege</p>	<p>Tolerant of a limited number of “token” People of Color and members from other social identify groups allowed in with “proper” perspective and credentials.</p> <p>May still secretly limit or exclude People of Color in contradiction to public policies</p> <p>Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings, and decision making on all levels of institutional life</p> <p>Often declares, We don't have a problem.</p> <p>Monocultural norms, policies and procedures of dominant culture viewed as the “right” way” or “business as usual”</p> <p>Engages issues of diversity and social justice only on club member's terms and within their comfort zone.</p>	<p>Makes official policy pronouncements regarding multicultural diversity</p> <p>Sees itself as “non-racist” institution with open doors to People of Color</p> <p>Carries out intentional inclusiveness efforts, recruiting “someone of color” on committees or office staff</p> <p>Expanding view of diversity includes other socially oppressed groups</p> <p><b>But</b> “Not those who make waves”</p> <p>Little or no contextual change in culture, policies, and decision making</p> <p>Is still relatively unaware of continuing patterns of privilege, paternalism and control</p> <p>Token placements in staff positions: must assimilate into organizational culture</p>	<p>Growing understanding of racism as barrier to effective diversity</p> <p>Develops analysis of systemic racism</p> <p>Sponsors programs of anti-racism training</p> <p>New consciousness of institutionalized white power and privilege</p> <p>Develops intentional identity as an “anti-racist” institution</p> <p>Begins to develop accountability to racially oppressed communities</p> <p>Increasing commitment to dismantle racism and eliminate inherent white advantage</p> <p>Actively recruits and promotes members of groups have been historically denied access and opportunity</p> <p><b>But</b> Institutional structures and culture that maintain white power and privilege still intact and relatively untouched</p>	<p>Commits to process of intentional institutional restructuring, based upon anti-racist analysis and identity</p> <p>Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their world-view, culture and lifestyles</p> <p>Implements structures, policies and practices with inclusive decision making and other forms of power sharing on all levels of the institutions life and work</p> <p>Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities</p> <p>Anti-racist multicultural diversity becomes an institutionalized asset</p> <p>Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments</p>	<p>Future vision of an institution and wider community that has overcome systemic racism and all other forms of oppression.</p> <p>Institution's life reflects full participation and shared power with diverse racial, cultural and economic groups in determining its mission, structure, constituency, policies and practices</p> <p>Members across all identity groups are full participants in decisions that shape the institution, and inclusion of diverse cultures, lifestyles, and interest</p> <p>A sense of restored community and mutual caring</p> <p>Allies with others in combating all forms of social oppression</p> <p>Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations.</p>



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