



# Cuyahoga County Equity Commission Report Appendix

January, 2023

## Department/Agency Status Reports

The following is a review and summary of the County's equity initiatives by department/agency, containing:

- Overview of the agency/department
- The Year in Review (CY2022) - Summary of actions/work/results for the current calendar year
- Looking Forward (CY2023) - Summary of specific equity commitments/actions for your department/agency for CY2023.

Included in the review and summary are details on the following:

- A summary of where and how resources dedicated to equity initiatives were allocated
- An analysis of equity results as measured against benchmarks
- A description of how the County collected the reported data and made it accessible to the public
- Updates on benchmarks and description of changes in equity initiatives for the coming year

### Department/Agency: Department of Equity and Inclusion

Prior to May 25, 2021, the Office of Procurement and Diversity (OPD) developed, administered, and enforced several diversity programs related to county purchasing and contracting. On May 25, 2021, Cuyahoga County Council approved [Ordinance No. O2021-0006](#) establishing a Department of Purchasing, [Ordinance No. O2021-0007](#) establishing a Department of Equity and Inclusion, and [Ordinance No. O2021-0008](#) dissolving the Office of Procurement and Diversity and delineating various duties to either the Department of Purchasing or the Department of Equity and Inclusion. Specifically, The Department of Equity and Inclusion is part of the Fiscal Office and is responsible for enhancing equity in program and policy development within County government by coordinating with the County Equity Commission, the Citizens Advisory Council on Equity, and the various departments under the jurisdiction of the County Executive.

The Department's duties include:

- Increasing participation of minority- and women-owned business enterprises (MWBE) in County contracting and purchasing opportunities
- Working with the Office of Innovation and Performance, developing metrics and reports regarding whether County agencies meet or exceed their MWBE contracting goals
- Working with the Human Resources Department to develop and implement programs, training, and assessment to build a culture of equity, with respect to race, gender, and sexual orientation throughout County government, including in hiring and promotion
- Serving as an ombudsman to accept and evaluate inquiries and complaints from the public regarding implementation of the County's equity initiatives and to coordinate and facilitate community input

The Department of Equity and Inclusion conducts a Disparity Study every five (5) years. All such studies are designed to meet the legal standards established by court rulings with respect to the constitutionality of programs intended to encourage greater participation of women and minorities in our economy. The Department of Equity and Inclusion, in consultation with the County Equity Commission and the Citizen's Advisory Council on Equity, evaluates the recommendations of the Disparity Study and provides advice to the

Executive regarding the implementation of said recommendations, if any. The Department of Equity and Inclusion, in consultation with the County Equity Commission and the Citizen’s Advisory Council on Equity, monitors the effectiveness of the implemented recommendations and reports same to the Executive and Council at least once per calendar year.

## The Year in Review (CY2022)

The following is a summary of CY2022 actions to advance diversity, equity, and inclusion.

- **Actions to advance supplier diversity (i.e., spend with diverse vendors; partnership with diversity/outreach efforts, prompt pay performance...):**
  
- **Implementation of Ordinance O2021-0013 (enacted on 11/10/21):** In accordance with the 2020 Disparity Study recommendations and Executive Order Nos. EO2021-0001 through EO2021-0004, DEI proceeded with reviewing and implementing improvements to its supplier diversity program by proceeding with said recommendations. On November 9, 2021, County Council approved Ordinance No. O2021-0013 amending the SBE Policy and Procedures, effective 11/15/21, and adopting the MBE/WBE Policies and Procedures, effective 11/15/21. Key updates implemented include:
  - Extension of the SBE/MBE/WBE certification period from 1 year to 2 years – reduces processing requirements on vendors yet retains ability to confirm and maintain accurate SBE/MBE/WBE records
  - Contract by contract goal setting narrowly tailored to each County project – MBE and WBE Goals are established by determining the available MBEs/WBEs using the latest Disparity Study data for each scope of work within a procurement and weighting that availability based on the percentage that scope represents within the procurement
  - Informal RFBs/RFPs/RFQs – includes notification to DEI and SBE/MBE/WBEs of the business opportunity as part of the solicitation process and 2nd effort as applicable
  - SBE/MBE/WBE Prime vendor credit – provides up to a 20% credit for diversity participation goal for one diversity category only
  - Definitive Good Faith Effort Criteria - increased focus on vendors providing details on effort to attain each pertinent diversity participation category and submitting documentation of their good faith effort to achieve participation for each pertinent diversity category
  - Creation of an Administrative Reconsideration Panel – provides a vendor appeal process for DEI’s determination of non-compliance with diversity goals for apparent successful vendor
  - Diversity Goal Compliance for RFPs/RFQs- For RFPs and RFQs, once the scope of work and/or price, terms, and conditions have been finalized but in advance of submission for approval by the pertinent contracting authority, requires that the department confirms with DEI that the proposed contract/purchase is compliant with the diversity participation goals and/or Good Faith Efforts requirements
  - Data collection reform – includes creation close out & subcontractor utilization form to document final contract subcontractor participation (SBEs, MBEs, WBEs, and non-SBE/MBE/WBEs) and to collect data on subcontractor utilization on contracts and purchases
  - Changes to the composition of the Grievance Hearing Board – provides flexibility on the three (3) county personnel that can be appointed by the Cuyahoga County Executive
  - 30 day posting of bid opportunities – details that all reasonable efforts shall be made to post formal bids/RFPs/RFQs for goods and services for no fewer than thirty (30) days

- Posting of 24 month purchasing and contracting forecast – requires that DEI work with County departments/agencies to prepare a 24-month purchasing and contracting forecast that will be updated biannually
- Expand the use of the Small Business Set Aside Program – provides details on the criteria used to select SBE Set Aside procurements and requires that DEI work with County departments/agencies to determine SBE Set Aside procurements as part of the biannual updates to the 24-month purchasing and contracting forecast
- **Procurement and SBE/MBE/WBE Policies and Procedures Refresher Training:** On October 18, 2022 and October 25, 2022, DEI collaborated with the Department of Purchasing to provide “refresher” virtual training to county procurement personnel in various departments/agencies on the County Purchasing Policies and the updated SBE/MBE/WBE Programs Policies and Procedures. This is an initiative/effort to build capacity internally to maximize the knowledge and understanding of county procurement personnel on the procurement process and supplier diversity requirements; thereby, working to have an effective and efficient procurement system and maximizing the participation of small, minority, and women business enterprises in the county’s procurement process. The Department of Purchasing personnel presented the procurement process information and the Department of Equity and Inclusion presented the supplier diversity requirements.
- **Actions to advance workforce equity (i.e., efforts to evaluate/revise job descriptions to be inclusive; efforts to recruit/hire/promote a diverse staff, efforts to improve equitable staff development/promotion/retention...):**
  - **GARE Racial Equity Employee Survey:** Cuyahoga County is a member of the Government Alliance on Race and Equity (GARE). This membership gives county employees access to tools and a network of partners, all working to address issues of racial inequity in their communities. Furthermore, as a benefit of membership, the Government Alliance on Race and Equity (GARE) works with member jurisdictions to conduct racial equity employee surveys. The primary goal of the survey is to assess the knowledge, skills, and experiences of employees related to race and equity. Specifically, the survey will assess the employees’ understanding about racial equity and awareness/knowledge about policies and practices to advance racial equity. Employee participation in the surveys is voluntary and submissions are anonymous. In the summer of 2022, in collaboration with Cuyahoga County, GARE conducted the survey. The County’s Communications Department was a key partner for the project. The Communications Department worked with DEI to develop and implement the communication plan for the survey. The survey period was from June 21, 2022 through July 22, 2022. 2,308 survey responses were completed and submitted by county employees. 2,115 of the survey responses met GARE’s completion threshold and, thus, were viable and useable. GARE analyzed the survey data and provided a report with insights. The report results and insights will be used to develop strategies to advance racial equity.
  - **Diversity, Equity, and Inclusion Training:** On January 10, 2022, as a result of a RFP process, a contract was awarded to Cuyahoga Community College (Tri-C) to provide diversity, equity, and inclusion training to County employees under the authority of the County Executive. The scope of work for the training included a Stakeholders Analysis, executive coaching sessions, DEI Champions trainings, DEI Management training for more than 700 supervisors/managers/leaders, and DEI All Staff Town Hall trainings for more than 3500 employees.

- The Stakeholder Analysis included input from leadership as well as a cross-section of employees spanning across the county’s various agencies. Data and responses collected were utilized to tailor the training to the County’s needs.
  - The DEI Champions Training encompassed training/coaching for thirty-two (32) Directors/Executive Leadership. Each training session preceded each DEI All Staff Town Hall Topic and provided opportunities for the DEI Champions to experience how to appropriately spark conversations, address issues, and promote inclusive behaviors.
  - The executive coaching sessions were provided for five (5) pairs of managers/executive leadership representing Human Resources, Public Works, Equity & Inclusion, Health and Human Services, and Justice. Each pair had six (6) coaching sessions to address key topics that incorporate the individual leader, the leader’s team, and effectiveness in increasing equity in County services and programs.
  - The DEI Management Training was for all supervisors/managers/directors/leadership and consisted of 28 cohorts each meeting twice. Topics included unconscious bias, overcoming conflict in a diverse workplace, techniques to mitigate biases, and the inclusive leadership framework. Moreover, the training included the homework assignment of taking the Implicit Bias Assessment (Harvard Business Review). Management Session 1 had 626 total participants and Management Session 2 had 592 total participants.
  - The DEI All Staff Town Hall Series was for all staff. This training was a three part series with each topic offered seven times to accommodate the various work shifts. Town Hall 1’s topic was “The Case for DEI at Cuyahoga County”. Town Hall 2’s topic was “Increasing Your Self-Awareness”. Town Hall 3’s topic was “Using Emotional Intelligence and Inclusivity”. Town Hall 1 had 2,703 total participants and Town Hall 2 had 2,582 total participants. Town Hall 3 had 2,685 total participants.
- **Actions to advance equity in programs/policies/services (i.e., prioritization of diversity, equity, and inclusion in the evaluation/implementation of programs, policies and services; utilization of equity zones in applicable selection process/programming...):**
    - **Equity Zones Map/Policy:** On July 26, 2021, Cuyahoga County Executive Armond Budish issued Executive Order No. EO2021-0015 directing the establishment of a map of Cuyahoga County identifying areas of historic disinvestment to be known as Cuyahoga County Equity Zones and the development/implementation of policies and procedures that will result in the County providing additional consideration to investments in road projects, building projects and development projects in identified Equity Zones. An internal team consisting of the Clerk of Courts, County Planning Commission, Department of Development, Department of Equity and Inclusion, Department of Public Works, and the Office of Innovation developed the equity zone criteria and resulting Equity Zones Map. The Equity Zone Map Criteria/indicators are: HOLC redlining maps, residential property values, life expectancy, poverty, and Improvement Target Areas (ITAs). On February 15, 2022, County Executive Armond Budish issued Executive Order No. EO2022-0003 accepting the Equity Zones Map. The Cuyahoga County Equity Zone Policy is an intentional effort to improve equity by encouraging investment in areas of historical disinvestment. To address the decades of historical disinvestment, the “target” overall goal for the percentage of investment as applicable via infrastructure, construction and development projects and programming that directly impacts the identified equity zones is 40%. The Equity Zones Map/Policy was awarded a 2022 Achievement Award by the National Association of Counties (NACo). Cuyahoga County moved swiftly to implement the Equity Zones Map in its

evaluation processes and this has resulted in more than \$4.3 M in awards to projects impacting Equity Zones. Specifically:

- The Cuyahoga County Planning Commission's Healthy Urban Tree Canopy Grant Program provides funds to protect and expand Cuyahoga County's tree canopy. The current application cycle for this program had an Equity Zone Category worth 5 points out of a total of 100 evaluation points. For the current cycle, nineteen (19) projects with an Equity Zone impact were awarded.
- The Cuyahoga County Department of Public Works also included an Equity Zone Category for the current application cycle for its County Road 50/50 Program. For this program, municipalities can apply for funding of up to 50% of the construction cost up to a maximum of \$250,000 per project on county roads. For the current cycle, the Equity Zone Category was worth 10 points out of a total of 105 evaluation points. For the current cycle, a total of twenty-two (22) projects were awarded \$5,120,322.50 of which \$2,163,759.00 (42.26%) was awarded to projects impacting Equity Zones.
- The Community Development Block Grant (CDBG) Municipal Grant Program awards grants up to \$150,000 to municipal governments for projects that improve the community. For the current application cycle, the Cuyahoga County Department of Development provided 10 points out of the 50 available points for the Project Impact Category to projects in an Equity Zone. The total possible evaluation points for all evaluation categories for an applicant was 100 points. For the current cycle, a total of fifteen (15) municipal grant awards totaling \$2,140,000 for projects located in equity zones were recommended for approval.

In February of 2022, DEI provided a presentation to the Equity Zones Map/Policy to the Municipal Economic Directors. In addition, on July 18, 2022, DEI provided a presentation to county personnel and leaders on the Equity Zones Map/Policy (51 participants). Moreover, the webinar recording of the presentation is posted on the county intranet site for viewing.

- **Diversity, Equity, and Inclusion (DEI) Scorecard:** What actions can we take to: attract a broad pool of qualified vendors; attract recruit, hire, develop, promote, and retain a broad pool of high performing employees; and maximize our performance and results/impact on our entire community? We all have a role in advancing equity! It takes "intentional effort" to make a difference! Furthermore, it has been proven that "What gets measured gets done!". While many items can be measured, we must be strategic and embrace continuous improvement! Based on these premises, DEI developed the inaugural DEI Scorecard to guide and assess departments'/agencies' progress with advancing diversity, equity, and inclusion. The DEI Scorecard summarizes various factors/indicators related to department/agency efforts and actions to advance diversity, equity, and inclusion. DEI provided trainings to departments/agencies on the scorecard on 7/15/22 (42 participants) and 8/19/22 (35 participants). Moreover, a webinar recording of the training is posted on the county intranet site for viewing.
- **Equity Assessment Tool (EAT):** Most policies are racially neutral (race silent) but not racially impact neutral - they have negative or positive racial impacts. Negative racial impacts may or may not have been intentional. However, positive racial impacts often require intentionality. An Equity Assessment Tool is a systematic examination of how diverse groups will likely be affected by a proposed action or decision. This tool can be useful for preventing inequities and for identifying new options to remedy long-standing inequities. The purpose/benefits of using the Equity Assessment Tool are: to engage stakeholders in decision-making, to avoid or minimize adverse impacts and unintended consequences, and to intentionally advance diversity, equity, and inclusion. DEI developed the inaugural County Equity Assessment Tool. The County's Equity Assessment Tool includes the following components:

overview/instructions, project/program/policy overview, data plan & data improvement plan, equity benefits/burdens assessment and equity benefits/burdens improvement plan, community engagement assessment and community engagement improvement plan. DEI provided trainings on the Equity Assessment Tool to departments and agencies on 8/11/22 (40 participants) and 8/25/22 (28 participants). Moreover, a webinar recording of the training is posted on the county intranet site for viewing.

## Looking Forward (CY2023)

The following is a summary of CY2023 action commitments to advance diversity, equity, and inclusion.

- **Actions to advance supplier diversity (i.e., spend with diverse vendors; partnership with diversity/outreach efforts, prompt pay performance...):**
  - **County “Pitch Day/Week”:** This is a supplier diversity initiative that will provide the opportunity for County certified SBEs/MBEs/WBEs to present their businesses capabilities and offerings to County departments and to learn about the County’s procurement process. Concurrently, County leadership and procurement personnel will have an increased knowledge of the capabilities of the diverse pool of qualified vendors. The goal is to increase the participation of diverse businesses in the County’s procurement process.
  - **Development and Implementation of “How to Do Business with the County” Program:** In collaboration with the Fiscal Office Equity Team and the Department of Purchasing, DEI will develop and implement a program that assist vendors/citizens with maneuvering the myriad of county processes and procedures. Initially, the focus will be on the procurement process and the SBE/MBE/WBE Programs Policies and Procedures. However, it is envisioned that it will expand to include the multitudes of services offered by the Fiscal Office and the County.
- **Actions to advance workforce equity (i.e., efforts to evaluate/revise job descriptions to be inclusive; efforts to recruit/hire/promote a diverse staff, efforts to improve equitable staff development/promotion/retention...):**
  - **County Leadership Academy:** The County Leadership Academy is a workforce equity initiative that will be created and implemented to develop our internal diverse pool of employees for leadership roles and positions in Cuyahoga County. DEI will seek participation on the development team for the County Leadership Academy from various departments/agencies. Proposed training topics include HR/PRC hiring process, procurement, accounts payable, budgeting/funding sources, public records policy, public records retention, County government structure/departments' mission, ORC/County Code, internal/external boards, HR policy, IT policy, and Travel/Staff Development Policy.
  - **Develop and implement DEI Contract Compliance Officer Training Manual & Program:** The Contract Compliance Officer positions represents 6 of the 9 budgeted FTEs for the Department of \_\_\_\_\_

Equity and Inclusion. As such, this position is the primary resource for implementation of diversity, equity, and inclusion initiatives. To promote equitable development and growth in this position, DEI will develop and implement a DEI Contract Compliance Officer Training Manual and Program.

- **DEI’s “What’s Next” Initiative:** DEI’s “What’s Next?” Initiative is what’s next. This workforce equity initiative will build upon the “All In” principle of the DEI Trainings provided in 2022. Our success in advancing diversity, equity, and inclusion depends upon all of us doing our part. This initiative will emphasize celebrating progress, embracing a continuous improvement mentality, and recognizing that there is much more work to be done.
- **Actions to advance equity in programs/policies/services (i.e., prioritization of diversity, equity, and inclusion in the evaluation/implementation of programs, policies and services; utilization of equity zones in applicable selection process/programming...):**
  - **Department of Equity and Inclusion will use the Equity Assessment Tool to apply the “equity lens” to its SBE/MBE/WBE Notification Process for Informal Procurements:** This notification process is one of the updates to the SBE/MBE/WBE Programs Policies and Procedures. The Program’s goal is to increase the participation of SBEs/MBEs/WBEs in the County procurement system. The initial draft of the Equity Assessment Tool will be completed and submitted to DEI by 3<sup>rd</sup> Quarter of CY2023.
  - **Inaugural Mid-year Equity Summit:** The summit will serve as a diversity, equity, and inclusion retreat for county leadership. For our diversity, equity, and inclusion efforts to be successfully and sustainably embedded in all facets of county operations, we must be innovative, remain motivated, and stay on task, share best practices, and share lessons learned. The summit will provide an opportunity for county leadership and departments to share progress and lessons learned on our efforts. Concurrently, the status updates on our actions/initiatives by colleagues/peers can serve as inspiration and motivation to others to push forward with their equity plans and initiatives.





**CY2022 EQUITY REPORT**  
**Cuyahoga County**  
**Department of Equity & Inclusion**



**Cuyahoga County Administrative Headquarters**



*Spanning 1,246 square miles and home to many different cultures and people, Cuyahoga County is the most populous county in the state of Ohio.*

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## Department of Equity and Inclusion

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The Department's duties include:

- Increasing participation of minority- and women-owned business enterprises (MWBE) in County contracting and purchasing opportunities
- Working with the Office of Innovation and Performance, developing metrics and reports regarding whether County agencies meet or exceed their MWBE contracting goals
- Working with the Human Resources Department to develop and implement programs, training, and assessment to build a culture of equity, with respect to race, gender, and sexual orientation throughout County government, including in hiring and promotion
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The Department of Equity and Inclusion conducts a Disparity Study every five (5) years. All such studies are designed to meet the legal standards established by court rulings with respect to the constitutionality of programs intended to encourage greater participation of women and minorities in our economy. The Department of Equity and Inclusion, in consultation with the County Equity Commission and the Citizen's Advisory Council on Equity, evaluates the recommendations of the Disparity Study and provides advice to the Executive regarding the implementation of said recommendations, if any. The Department of Equity and Inclusion, in consultation with the County Equity Commission and the Citizen's Advisory Council on Equity, shall monitor the effectiveness of the implemented recommendations and shall report same to the Executive and Council at least once per calendar year.



## Analysis of Equity Results

The Department of Equity and Inclusion is responsible for enhancing equity in program and policy development within County government. This equity analysis builds on the Equity Plan for Cuyahoga County and responds to the Equity Goals/Values objectives reflecting:

1. **Inclusiveness** – Inclusiveness is the core of our various diversity, equity and inclusion programs. As an outcome of information collected to reflect areas with low participation in the county's procurement and contractive process, we are able to identify, create and implement best practices and procedures required to expand services. DEI will work with HR and County Agencies to improve inclusion and diversity in our culture, workforce practices and programs/policies. It is critical that DEI collaborate with HR to implement programs and training for employees and management that results in improved equity in our recruiting, hiring, retention, and promotion of employees.
2. **Comprehensiveness** – The goal of DEI's various diversity, equity, and inclusion initiatives is to embed these principles in all our work, practices, and decision making. It is essential for DEI to continue to find ways to create and maintain equity across all domains, internal and external, in order to create positive impacts. DEI will work intentionally and purposefully to assess and address inequities in who benefits from and who carries the burdens for our programs, policies and practices.
3. **Collaboration** – All of DEI's diversity, equity, and inclusion initiatives are subject to collaboration. DEI recognizes and understands that the advancement of equity and inclusion is the responsibility of all and our level of success depends on effective collaboration. The stronger the partnership among the county and other political subdivisions, private sector businesses, nonprofit organizations, and other community institutions, the greater the opportunities to expand and grow our services and to maximize our impact on our community.
4. **Community Outreach** – DEI is committed to creating opportunities that would increase the visibility and awareness of the County's various diversity, equity, and inclusion programs. To be successful, DEI knows that we must foster community engagement to ensure access and representation by diverse backgrounds, cultures, races, and ethnicities so that varied perspectives, interests, values, and ideas are heard and considered. We will continue our outreach efforts.
5. **Measurement, Reporting & Transparency** – DEI will gather and collect data to track and monitor the results of our programs. DEI will maximize resources including technology to measure and track results and share said results with the public. To improve decision making, the DEI currently uses the B2Gnow software system, Infor ERP System, its Excel spreadsheet, and its Access databases for the monitoring and tracking of data related to diversity, equity, and inclusion initiatives.

# Review and Summary of Equity Initiatives

## **SUPPLIER DIVERSITY**

### **A. Diversity Programs – Small Business Enterprise (SBE), Minority Business Enterprise (MBE), & Women Business Enterprise (WBE)**

On December 19, 2011, Ordinance No. 02011-0054 was passed approving the Small Business Enterprise (SBE) Program, effective January 1, 2012. On February 15, 2014, the ordinance was amended to revise program policies and procedures ([Ordinance No. 02014-0002](#)).

Furthermore, on April 26, 2016, [Ordinance No. 02016-0005](#) was passed approving the ability to set aspirational Minority Business Enterprise (MBE) and/or Women Business Enterprise (WBE) subcontractor participation goals on county purchases and contracts.

On November 9, 2021, Ordinance No. O2021-0013 was passed approving a revised Cuyahoga County Small Business Enterprise (SBE) Program Policies and Procedures, effective 11/15/21, and adopting a Minority Business Enterprise (MBE) & Women Business Enterprise (WBE) Program Policies and Procedures, effective 11/15/21.

The following standards are used to determine eligibility for certification as a Small Business Enterprise, Minority Business Enterprise and/or Women Business Enterprise:

A business applying for certification must establish that it has a physical presence located within the applicable geographical limits as registered in official documents. (Mailbox facilities or other similar arrangements do not constitute a physical presence).

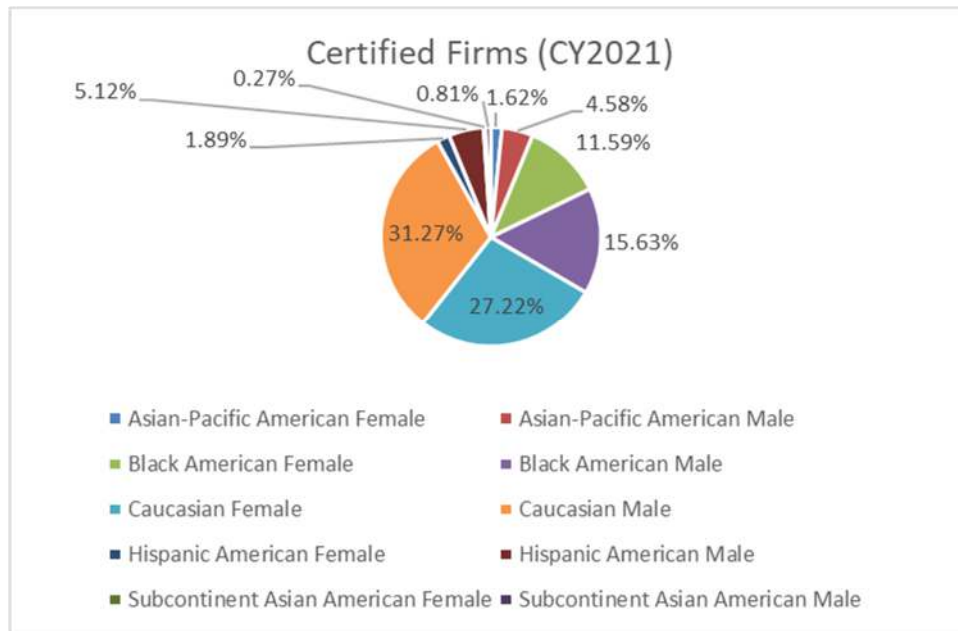
The applicant(s) must demonstrate operational and managerial control of the business.

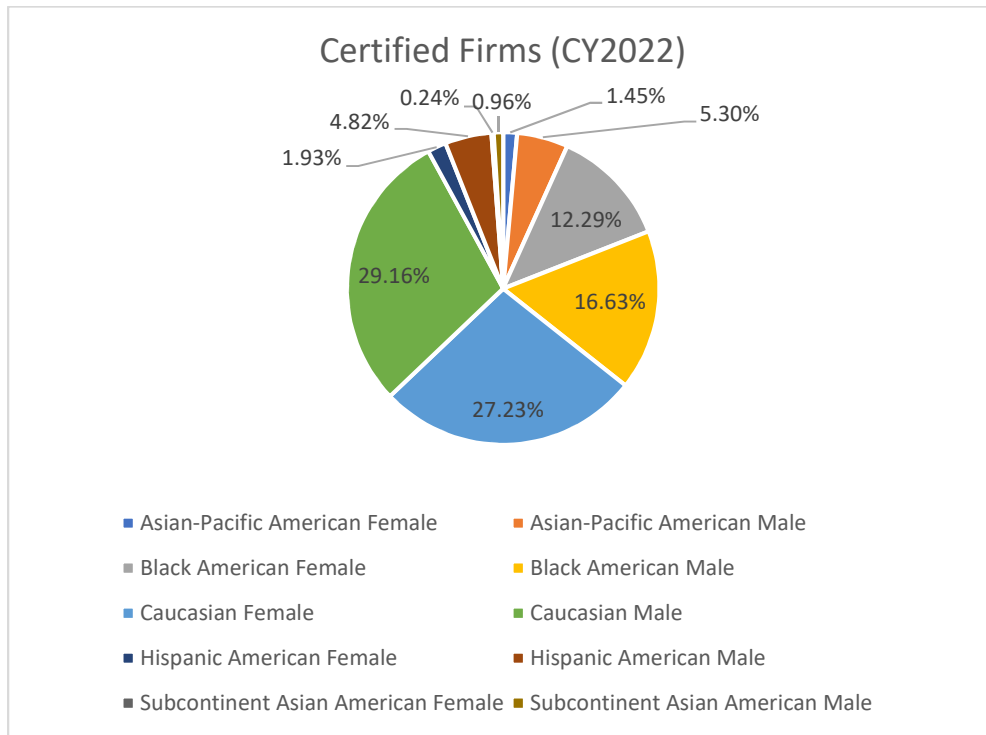
To be eligible for the SBE Program, a business must demonstrate that it has been in continuous operation in the category or the related category for which it is requesting certification for one year and that majority ownership has at least one (1) year of work experience relevant to the business certification category. For the Small Business Enterprise, its' annual gross revenues or its' total workforce must be at or less than the amounts established by the Small Business Administration, and it must be located and doing business in Cuyahoga County.

For the MBE Program, the business must be at least 51% owned by one or more individuals who are African American, Hispanic American, Native American, Asian-Pacific American, or Asian-Indian American and they must have operational and managerial control, interest in capital, and earnings commensurate with the percentage of ownership. For the WBE Program, the business must be at least 51% owned by one or more individuals who are women and they must have operational and managerial control, interest in capital, and earnings commensurate with the percentage of ownership. Effective 11/15/21, for the MBE and WBE certifications, the business enterprise must be located and doing business in Cuyahoga County, Geauga County, Lake County, Lorain County, or Medina County.

## SBE/MBE/WBE New and Renewed Certifications (CY2022)

Number of Active Certifications		
Type of Certification	YEAR	
	2021	2022 YTD
SBE	146	129
MBE	29	17
WBE	22	15
MBE/WBE	0	3
SBE/MBE	122	96
SBE/WBE	138	102
SBE/MBE/WBE	87	66
<b>Total Processed</b>	<b>544</b>	<b>428</b>





### Contract/Purchase Awards (Diversity Spend)

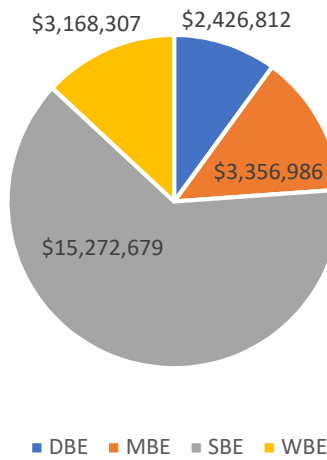
Purchase Type	2021			2022		
	# Items	Total Award Amount	Total Diversity \$ Awarded	# Items	Total Award Amount	Total Diversity \$ Awarded
<b>RFP</b>	74	\$81,084,831.31	\$727,340.00	67	\$128,641,435.18	\$508,090.00
<b>RFQ</b>	5	\$13,650,000.00	\$5,399,000.00	26	\$17,792,500.00	\$2,773,967.15
<b>Bids – Non-construction</b>	3	\$410,469.80	\$0	19	\$3,171,380.94	\$66,000.00
<b>Bids – Construction (DBE awards not included)</b>	15	\$43,510,063.18	\$10,655,117.64	18	\$49,541,606.71	\$11,177,197.18
<b>Sub-Total</b>	<b>97</b>	<b>\$138,655,364.29</b>	<b>\$16,781,457.64</b>	<b>130</b>	<b>\$199,146,922.83</b>	<b>\$14,525,254.33</b>
<b>Contracts over \$100M</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>\$123,000,000.00</b> <b>Out of Home Care (DCFS)</b>	<b>0</b>
				<b>RFPs</b>	<b>\$338,376,490.00</b> <b>Medical &amp; Drug RFP</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>97</b>	<b>\$138,655,364.29</b>	<b><u>\$16,781,457.64</u></b>	<b>132</b>	<b>\$660,523,412.83</b>	<b><u>\$14,525,254.33</u></b>



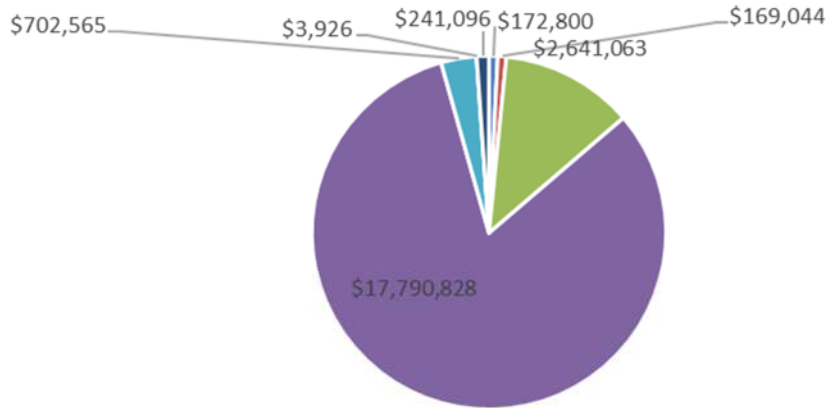
### Contractor Payments For Diversity Goal Credit (CY2021)



### Contractor Payments For Diversity Goal Credit (CY2022)

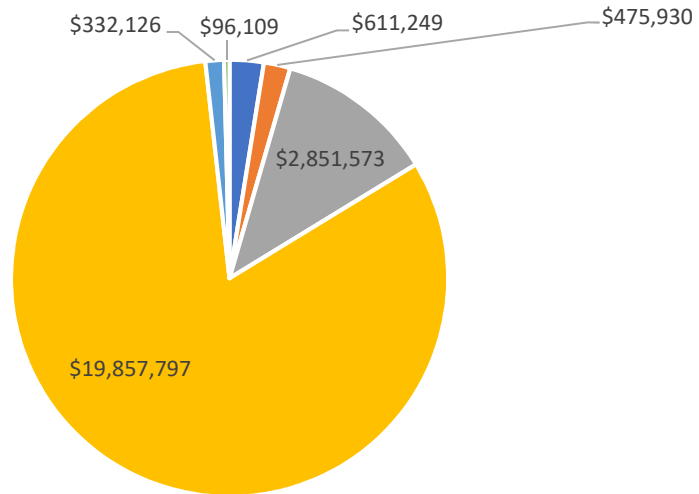


### Contractor Payments For Diversity Goal Credit (CY2021)



- Asian American
- Asian-Pacific American
- Black American
- Caucasian
- Hispanic American
- Native American
- Subcontinent Asian American

### Contractor Payments for Diversity Goal Credit (CY2022)

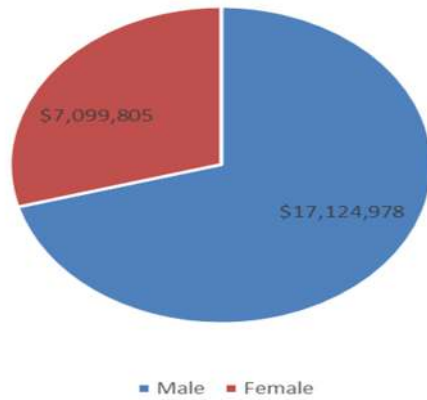


- Asian American
- Asian-Pacific American
- Black American
- Caucasian
- Hispanic American
- Native American

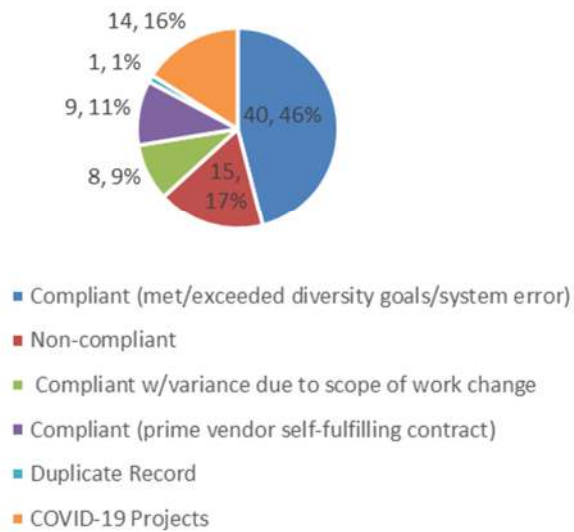
Contractor Payments For Diversity Goal Credit  
(CY2021)



Contractor Payments For Diversity Goal Credit  
(CY2022)



Contract Compliance on Closed Contracts  
(CY2022)



## **B. Cuyahoga County Based Business (CCBB) Preference Program**

On November 27, 2012, Cuyahoga County, approved [Ordinance No. 02012-0020](#) establishing the Cuyahoga County Based Business (CCBB) Preference Program.

A business applying for certification as a Cuyahoga County Based Business must meet the following standards:

a) The business must demonstrate that its principal place of business has been located in Cuyahoga County for at least three (3) years as registered in official documents filed with the Secretary of State of Ohio or the Cuyahoga County Fiscal Office. If one party to a joint venture has its principal place of business in Cuyahoga County, the joint venture shall be considered as having its principal place of business in Cuyahoga County: or

b) The business must be a business organization with a "significant economic presence" in Cuyahoga County. For the purpose of this program,

"Significant economic presence" means a business organization that has for at least three years

- I. Had a sales office, division, sales outlet, or manufacturing facility in Cuyahoga County; and
- II. Pays required taxes to Cuyahoga County; and
- III. Has an annual gross payroll in Cuyahoga County of at least \$100,000.00.

Year	CCBB Preference Program Certifications (Active)
2021	45
2022 YTD	51

CCBB ECONOMIC IMPACT						
Year	N/A (RFP or RFQ)	No	No – No Bids Received	Yes – But No Impact	Yes	Total
2013	74	48	1	9	0	132
2014	83	28	0	22	3	136
2015	36	20	0	8	1	65
2016	52	28	0	18	1	99
2017	65	12	0	22	0	99
2018	51	28	0	19	2	100
2019	77	26	0	23	1	127
2020	37	18	0	6	1	62
2021	79	9	0	8	1	97
2022 YTD	95	24	0	13	0	132
TOTAL	649	241	1	148	10	1,049

**Key:**

*N/A* - The procurement method was RFP or RFQ

*No* – The low bidder is located in Cuyahoga County

*No – No Bids Received* – There were zero (0) bids received

*Yes – But No Impact* – The low bidder is not located in Cuyahoga County ***And*** there is not a bidder within 2% of the low bidder that is Cuyahoga County Based Business (CCBB)

*Yes* – The low bidder is not located in Cuyahoga County ***And*** there is a bidder within 2% of the low bidder that is CCBB.

## **C. Cuyahoga County Business Economic Inclusion Program (CCBEIP)**

On April 26, 2016, Cuyahoga County approved [Ordinance No. 02016-0007](#) establishing the Cuyahoga County Business Economic Inclusion Program (CCBEIP).

For this program, a business applying for certification as an “Inclusive Business” must meet the following standards:

- a) The business must demonstrate that they have used a Minority Business Enterprise and/or Women Business Enterprise in at least three projects within the past two years.

or

- b) The business must demonstrate that it hired and employed a diverse workforce based on payroll records within the past two years.

Year	CCBEIP Certifications (Active)
2021	23
2022 YTD	24

CCBEIP ECONOMIC IMPACT						
Year	N/A (RFP or RFQ)	No	No – No Bids Received	Yes – But No Impact	Yes	Total
2016	52	0	0	47	0	99
2017	65	0	0	34	0	99
2018	51	0	0	49	0	100
2019	77	0	0	50	0	127
2020	37	0	0	25	0	62
2021	79	0	0	18	0	97
2022 YTD	95	3	0	34	0	132
TOTAL	456	3	0	257	0	716

**Key:**

*N/A* - The procurement method was RFP or RFQ

*No* – The low bidder is certified as an “Inclusive Business” in the CCBEIP

*No – No Bids Received* – There were zero (0) bids received

*Yes – But No Impact* – The low bidder is not certified as an “Inclusive Business” ***And*** there is not a bidder within 2% of the low bidder that is certified as an “Inclusive Business” in the CCBEIP

*Yes* – The low bidder is not certified as an “Inclusive Business” ***And*** there is a bidder within 2% of the low bidder that is certified as an “Inclusive Business” in the CCBEIP.

## **D. Small Business Set Aside Program**

On April 26, 2016, Cuyahoga County passed [Ordinance No. 02016-0004](#) expanding the Small Business Enterprise Program to allow Small Business Set Asides.

“Set Asides for Small Business Enterprises” are defined as the reserving of some or all a Request for Bid, Request for Proposal, Request for Qualifications, or contract exclusively for participation by Small Business Enterprises as determined by the Cuyahoga County Department of Equity and Inclusion.

<b>SELECTION CRITERIA</b>	<b>SUMMARY</b>
<b>FUNDING SOURCE REQUIREMENTS &amp; RESTRICTIONS</b>	County agencies leverage county funds with a multitude of other funding sources (i.e., federal, state, grants, loans...). This enables the County to maximize the return on its investments. However, some of the funding sources may have requirements that will limit the County’s ability to fully enact its diversity/inclusion initiatives. When evaluating the eligibility of contracts or services for the SBE Set Aside Program, funding source requirements and restrictions will be assessed.
<b>SCOPE OF WORK</b>	When evaluating the eligibility of contracts or services for the SBE Set Aside Program, the scope of work will be assessed. Contracts or services selected will: <ul style="list-style-type: none"> <li>• be typical of the industry in size and scope</li> <li>• be of simpler or of typical complexity</li> <li>• have typical/standard delivery requirements</li> </ul> have typical periods of performance for the industry
<b>COMPETITIVE ENVIRONMENT</b>	While providing opportunities for SBE vendors to participate in the County procurement process, the County must still maximize the return on its resources. As such, when evaluating the eligibility of contracts or services for the SBE Set Aside Program, at the time of selection, contracts or services must have at least three (3) county certified SBE vendors that provide the scope of work/goods being procured. The size of the pool of pertinent county certified SBE vendors will be re-confirmed at the time of advertisement.
<b>PERFORMANCE BOND AND INSURANCE REQUIREMENTS</b>	Performance bond and insurance requirements are frequently mentioned as obstacles to small businesses in participating in government contracts. When evaluating the eligibility of contracts or services for the SBE Set Aside Program, contracts or services with lower than or typical performance bond and insurance requirements will be selected.

## SBE Set-Aside Program (2016-2021)

<b>Approved SBE Set Aside Procurements</b>			
<b>Advertisement/ Approved Date</b>	<b>Description</b>	<b>Estimated/ Actual Contract Value</b>	<b>Diversity Program Small Business Set Aside Vendor</b>
Approved 9/26/2016	Southern Pump-Entrance Repair (RQ37442)	\$252,747.00	Schirmer Construction, LLC
Approved 11/21/2016	Interior Painting at various county buildings (RQ38152)	\$349,588.00	Frank Novak & Sons, Inc.
Approved 2/21/2017	General Engineering Services (RQ38158)	\$490,000.00	Kevin C. Robinette Architects, LLC Makovich & Pusti Architects
Approved 10/2/17	General Architectural Engineering Services (RQ40115)	\$200,000.00	K2M Design, Inc.
Approved 4/24/2018	General Engineering Services (RQ39869)	\$300,000.00	Chagrin Valley Engineering, LTD
Approved 10/10/2018	General Architectural Engineering Services (RQ 42565)	\$400,000.00	Makovich & Pusti Architects, Inc.
Approved 5/28/2019	2019 Cleveland Operation Resurfacing Program Eddy Rd. & Shaw Rd. (RQ44940)	\$186,692.30	Perk Company
Approved 8/12/2019	Rehab of Lewis Rd. (C.R. 174) Culvert C-13 (RQ-46172)	\$83,589.60	Nerone & Son
Approved 7/7/2020	General Mechanical - Electrical Plumbing Architectural/Engineering Service (RQ-47759)	\$400,000.00	The Osborn Engineering Company
Approved 8/4/2020	General Architectural-Engineering Services (RQ-47764)	\$450,000.00	Robert P. Madison International, Inc.
Approved 4/19/2021	Shady Road Culvert (RQ4281)	\$366,178.95	North Star Contracting
Approved 4/27/2021	Construction Management Support (RQ48674)	\$600,000.00	Quality Control Inspection, Quality Control Services
Approved 6/8/2021	General Engineering Services 2021 (RQ4442)	\$450,000.00	Chagrin Valley Engineering, LTD
Approved 3/28/2022	Construction Management (RQ7656)	\$450,000.00	Quality Control Inspection
Approved 4/12/2022	General Architect ENG Services (RQ7449)	\$900,000.00	Richard L. Bowen & Associates, Makovich & Pusti Architects, Inc.
Approved 4/26/2022	General Sanitary ENG Services 2021 (RQ8603)	\$300,000.00	Chagrin Valley Engineering, LTD
Approved 5/10/2022	General Mechanical-Electrical-Plumbing (RQ7469)	\$700,000.00	Karpinski Engineering, Inc., Advanced Engineering Consultants, Inc.
Approved 6/21/2022	2022 Sewer Repair Program (RQ8818)	\$2,818,140.00	Fabrizi Recycling, Inc.
Approved 7/5/2022	General Engineering Services 2022 (RQ8603)	\$450,000.00	Euthenics, Inc.
Approved 7/18/2022	2022 Countywide Preventative Maintenance – Crack Seal & Striping (RQ9520)	\$313,062.00	Specialized Construction, Inc.
Approved 10/25/22	Crestwood Lane & Eastwood Lane Culvert Replacement	\$1,598,700.00	Schirmer Construction, LLC
<b>Total</b>		<b>\$12,058,697.85</b>	

**Potential SBE Set-Aside Procurements  
from the  
Contracting & Purchasing Forecast (1/1/23 – 12/31/24)**

Primary Department	Brief Description	Estimated Amount	Anticipated Solicitation Period
Public Works	Hilliard Road Resurfacing (22 CIP)	>\$1,000,000.01 - \$3,000,000	2023 Q1
Public Works	General Engineering Contract (23 CIP)	>\$1,000,000.01 - \$3,000,000	2023 Q1
Public Works	Construction Material Testing (23 CIP)	>\$50,000.01 - \$500,000	2023 Q1
Public Works	Canal/Hillside Intersection (22 CIP)	>\$500,000.01 - \$1,000,000	2023 Q1
Public Works	RFQ General Mechanical Electrical Plumbing Architectural Engineering Services	>\$50,000.01 - \$500,000	2023 Q1
Information Technology	VoIP Phone Refresh (Legacy) (2023)	>\$50,000.01 - \$500,000	2023 Q2
Information Technology	VoIP Cloud Migration (2024)	>\$50,000.01 - \$500,000	2023 Q3
Public Works	Forbes Road Resurfacing (23 CIP)	>\$1,000,000.01 - \$3,000,000	2023 Q3
Public Works	Clague Road Resurfacing (23 CIP)	>\$500,000.01 - \$1,000,000	2023 Q3
Public Works	Wilson Mills Road Resurfacing - Richmond Hts. (23 CIP)	>\$500,000.01 - \$1,000,000	2023 Q3
Public Works	Sanitary General Engineering Contract (Sanitary CIP)	>\$50,000.01 - \$500,000	2023 Q3
Public Works	General Engineering Contract (24 CIP)	>\$1,000,000.01 - \$3,000,000	2024 Q1
Public Works	Construction Material Testing (24 CIP)	>\$50,000.01 - \$500,000	2024 Q1
Public Works	Construction Management (24 CIP)	>\$50,000.01 - \$500,000	2024 Q1
Public Works	Sewer Monitoring (Sanitary Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Sewer Inspection & Cleaning (Sanitary Master Contract)	>\$500,000.01 - \$1,000,000	2024 Q2
Public Works	Sanitary Stock Tools (Sanitary Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Steel, Lumber and Guardrail Supplies (Road & Bridge Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Concrete, Asphalt and related Supplies (Road & Bridge Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Road & Bridge hardware, safety and Stock Tools (Road & Bridge Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Various Pump Station Supplies (Sanitary Master Contract)	>\$5,000.01 - \$50,000	2024 Q2
Public Works	Plumbing Materials (Sanitary Master Contract)	>\$5,000.01 - \$50,000	2024 Q2
Public Works	Landscaping Supplies Various Public Works Divisions (Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Paint Supplies Various Public Works Divisions (Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	General Sewer Equipment and Supplies (Sanitary Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Filter Supplies (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Belt Supplies (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Sign Shop Supplies (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Laborer Supplies (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Masonry and Concrete Supplies (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Motor Supplies (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Pipefitter Supplies (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Carpentry Supplies (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Door & Hardware Supplies (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Locksmith Supplies (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Sheetmetal Supplies (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Electrical Supplies (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Ballasts & Lighting Supplies (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Plumbing Supplies (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Glazing Supplies (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	HVAC Supplies (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	General Building Materials (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2
Public Works	Tools (Facilities Master Contract)	>\$50,000.01 - \$500,000	2024 Q2



### **E. Performance Bond Program**

On April 26, 2016, Cuyahoga County passed [Ordinance No. 02016-0006](#) establishing the County's Risk Management procedures and performance bond and insurance requirements. This program includes the ability to pre-qualify county certified SBE contractors for performance bond waivers in certain circumstances.

### **F. Speedy Pay/Swift Payment Protocol**

On May 2, 2016, County Executive Armond Budish approved [Executive Order No. EO2016-0002](#) to ensure that prime contractors are paid on time by the County and to penalize prime contractors who do not pay their subcontractors timely even after being paid by the County for their subcontractor work.

Shall require a Prime Contractor to pay its subcontractors within 10 days of the Prime Contractor receiving payment for that subcontractor work from the County.

### **G. Mandatory Pre-Bid and Pre-Proposal Conferences**

On May 2, 2016, County Executive Armond Budish approved [Executive Order No. EO2016-0003](#) mandating that the County shall, whenever possible, conduct a conference open to the public where it will allow prime contractors and subcontractors to interact and the County will explain its needs/wants in advance of the due date for every request for bids, request for proposals, and request for qualifications issued by the County.

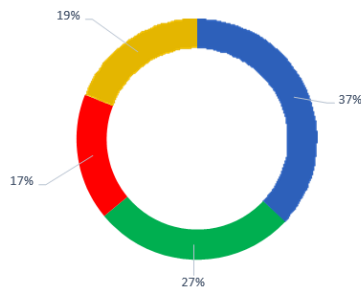
# WORKFORCE EQUITY

## H. Diversity, Equity, and Inclusion Training

On January 10, 2022, as a result of a RFP process, Cuyahoga County awarded a contract to Cuyahoga Community College (Tri-C) to provide diversity, equity, and inclusion training to County employees under the authority of the County Executive. The scope of work for the training included a Stakeholders Analysis, executive coaching sessions, DEI Champions trainings, DEI Management training for more than 700 supervisors/managers/leaders, and DEI All Staff Town Hall trainings for more than 3500 employees.

- The Stakeholder Analysis included input from leadership as well as a cross-section of employees spanning across the county's various agencies. Data and responses collected were utilized to tailor the training to the County's needs.
- The DEI Champions Training encompassed training/coaching for thirty-two (32) Directors/Executive Leadership. Each training session preceded each DEI All Staff Town Hall Topic and provided opportunities for the DEI Champions to experience how to appropriately spark conversations, address issues, and promote inclusive behaviors.
- The executive coaching sessions were provided for five (5) pairs of managers/executive leadership representing Human Resources, Public Works, Equity & Inclusion, Health and Human Services, and Justice. Each pair had six (6) coaching sessions to address key topics that incorporate the individual leader, the leader's team, and effectiveness in increasing equity in County services and programs.
- The DEI Management Training was for all supervisors/managers/directors/leadership and consisted of 28 cohorts each meeting twice. Topics included unconscious bias, overcoming conflict in a diverse workplace, techniques to mitigate biases, and the inclusive leadership framework. Moreover, the training included the homework assignment of taking the Implicit Bias Assessment (Harvard Business Review). Management Session 1 had 626 total participants and Management Session 2 had 592 total participants.
- The DEI All Staff Town Hall Series was for all staff. This training was a three-part series with each topic offered seven times to accommodate the various work shifts. Town Hall 1's topic was "The Case for DEI at Cuyahoga County". Town Hall 2's topic was "Increasing Your Self-Awareness". Town Hall 3's topic was "Using Emotional Intelligence and Inclusivity". Town Hall 1 had 2,703 total participants and Town Hall 2 had 2,582 total participants. Town Hall 3 had 2,685 total participants.

When looking at my team, I agree with the following statements.  
Select all that apply: When looking at my team, I agree with the following statements. Select all that apply:



- Integrating differences: Employees in my team respect and value each other's opinions.
- Decision making: Members of my team fairly consider ideas and suggestions offered by other team members.
- Psychological safety: I feel welcome to express my true feelings at work.
- Belonging: People in my team care about me.



## **I. GARE Racial Equity Employee Survey**

Cuyahoga County is a member of the Government Alliance on Race and Equity (GARE). This membership gives county employees access to tools and a network of partners, all working to address issues of racial inequity in their communities. Furthermore, as a benefit of membership, the Government Alliance on Race and Equity (GARE) works with member jurisdictions to conduct racial equity employee surveys. The primary goal of the survey is to assess the knowledge, skills, and experiences of employees related to race and equity. Specifically, the survey will assess the employees' understanding about racial equity and awareness/knowledge about policies and practices to advance racial equity. Employee participation in the surveys is voluntary and submissions are anonymous. In the summer of 2022, in collaboration with Cuyahoga County, GARE conducted the survey. The County's Communications Department was a key partner for the project. The Communications Department worked with DEI to develop and implement the communication plan for the survey. The survey period was from June 21, 2022 through July 22, 2022. 2,308 survey responses were completed and submitted by county employees. 2,115 of the survey responses met GARE's completion threshold and, thus, were viable and useable. GARE analyzed the survey data and provided a report with insights. The report results and insights will be used to develop strategies to advance racial equity. This was our first time conducting the GARE Racial Equity Employee Survey. It is anticipated that the County will continue renewing its annual membership with GARE. As such, it is recommended that member jurisdictions repeat the survey every 2-3 years to gauge their progress with advancing racial equity.

# PROGRAMS/POLICIES/SERVICES EQUITY

## J. Equity Zones Map/Policy

On July 26, 2021, Cuyahoga County Executive Armond Budish issued Executive Order No. EO2021-0015 directing the establishment of a map of Cuyahoga County identifying areas of historic disinvestment to be known as Cuyahoga County Equity Zones and the development/implementation of policies and procedures that will result in the County providing additional consideration to investments in road projects, building projects and development projects in identified Equity Zones. An internal team consisting of the Clerk of Courts, County Planning Commission, Department of Development, Department of Equity and Inclusion, Department of Public Works, and the Office of Innovation developed the equity zone criteria and resulting Equity Zones Map. The Equity Zone Map Criteria/indicators are: HOLC redlining maps, residential property values, life expectancy, poverty, and Improvement Target Areas (ITAs). On February 15, 2022, County Executive Armond Budish issued Executive Order No. EO2022-0003 accepting the Equity Zones Map. The Cuyahoga County Equity Zone Policy is an intentional effort to improve equity by encouraging investment in areas of historical disinvestment. To address the decades of historical disinvestment, the “target” overall goal for the percentage of investment as applicable via infrastructure, construction and development projects and programming that directly impacts the identified equity zones is 40%. The Equity Zones Map/Policy was awarded a 2022 Achievement Award by the National Association of Counties (NACo). Cuyahoga County moved swiftly to implement the Equity Zones Map in its evaluation processes and this has resulted in more than \$4.3 M in awards to projects impacting Equity Zones. Specifically:

- The Cuyahoga County Planning Commission’s Healthy Urban Tree Canopy Grant Program provides funds to protect and expand Cuyahoga County’s tree canopy. The current application cycle for this program had an Equity Zone Category worth 5 points out of a total of 100 evaluation points. For the current cycle, nineteen (19) projects with an Equity Zone impact were awarded.
- The Cuyahoga County Department of Public Works also included an Equity Zone Category for the current application cycle for its County Road 50/50 Program. For this program, municipalities can apply for funding of up to 50% of the construction cost up to a maximum of \$250,000 per project on county roads. For the current cycle, the Equity Zone Category was worth 10 points out of a total of 105 evaluation points. For the current cycle, a total of twenty-two (22) projects were awarded \$5,120,322.50 of which \$2,163,759.00 (42.26%) was awarded to projects impacting Equity Zones.
- The Community Development Block Grant (CDBG) Municipal Grant Program awards grants up to \$150,000 to municipal governments for projects that improve the community. For the current application cycle, the Cuyahoga County Department of Development provided 10 points out of the 50 available points for the Project Impact Category to projects in an Equity Zone. The total possible evaluation points for all evaluation categories for an applicant was 100 points. For the current cycle, a total of fifteen (15) municipal grant awards totaling \$2,140,000 for projects located in equity zones were recommended for approval.

In February of 2022, DEI provided a presentation to the Equity Zones Map/Policy to the Municipal Economic Directors. In addition, on July 18, 2022, DEI provided a presentation to county personnel and leaders on the Equity Zones Map/Policy (51 participants). Moreover, the webinar recording of the presentation is posted on the county intranet site for viewing.

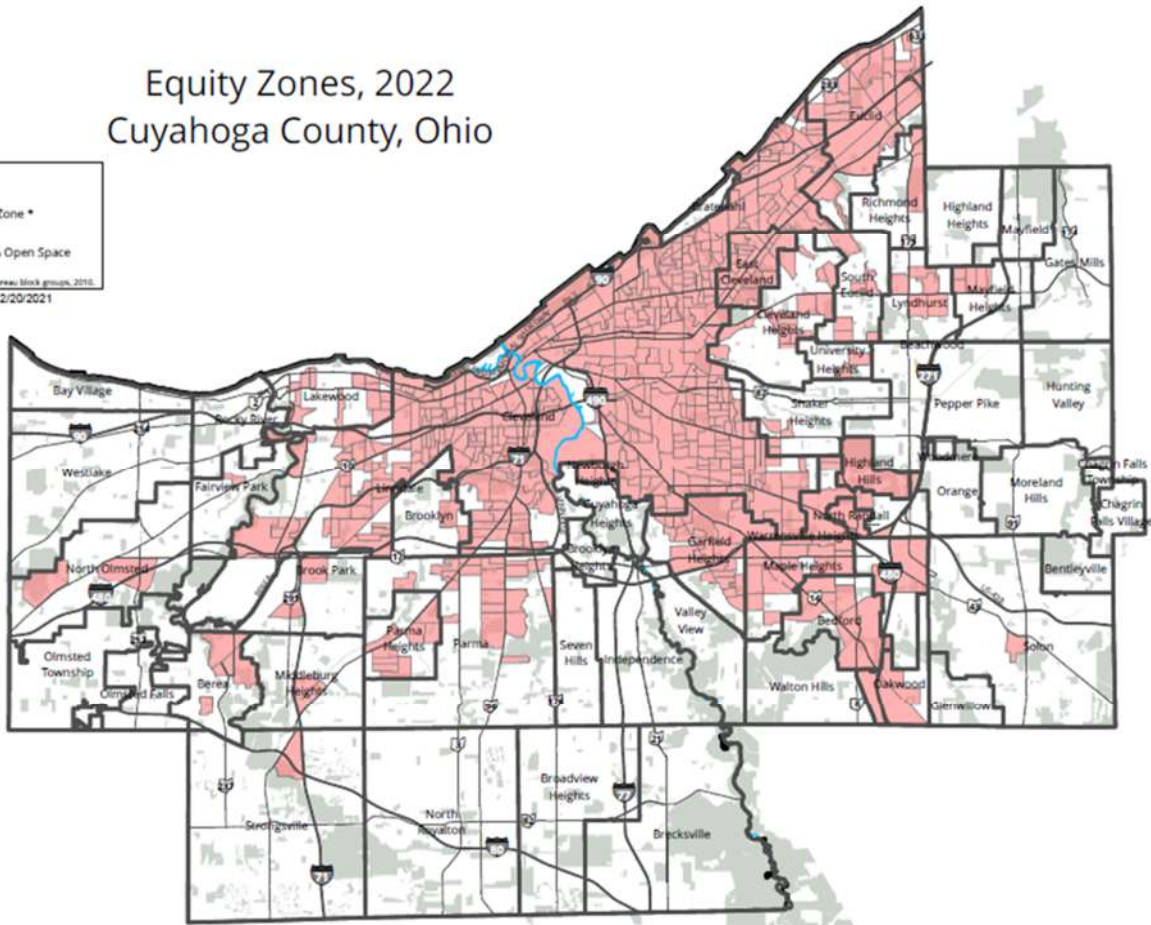
# CUYAHOGA COUNTY EQUITY ZONES MAP

Equity Zones, 2022  
Cuyahoga County, Ohio

**Legend**


- Equity Zone \*
- Parks & Open Space

\* Based on Census Bureau block groups, 2010.  
Revised: 12/29/2021



## K. Equity Assessment Tool

Most policies are racially neutral (race silent) but not racially impact neutral - they have negative or positive racial impacts. Negative racial impacts may or may not have been intentional. However, positive racial impacts often require intentionality. An Equity Assessment Tool is a systematic examination of how diverse groups will likely be affected by a proposed action or decision. This tool can be useful for preventing inequities and for identifying new options to remedy long-standing inequities. The purpose/benefits of using the Equity Assessment Tool are: to engage stakeholders in decision-making, to avoid or minimize adverse impacts and unintended consequences, and to intentionally advance diversity, equity, and inclusion. DEI developed the inaugural County Equity Assessment Tool. The County's Equity Assessment Tool includes the following components: overview/instructions, project/program/policy overview, data plan & data improvement plan, equity benefits/burdens assessment and equity benefits/burdens improvement plan, community engagement assessment and community engagement improvement plan. DEI provided trainings on the Equity Assessment Tool to departments and agencies on 8/11/22 (40 participants) and 8/25/22 (28 participants). Moreover, a webinar recording of the training is posted on the county intranet site for viewing.



### Equity Assessment Tool (EAT)

**Equity Assessment Tool (EAT)**

<b>Primary Department:</b>	
<b>Department (more specific):</b>	
<b>Contact Name:</b>	Enter your response here
<b>Contact Phone:</b>	Enter your response here
<b>Contact Email:</b>	Enter your response here
<b>Project/Program/Policy Name:</b>	Enter your response here
<b>Date Initial EAT Received by DEI:</b>	DEI to complete
<b>Date of EAT Review Meeting:</b>	DEI to complete
<b>Date Final EAT Received by DEI:</b>	DEI to complete

**Instructions:** 1) Complete the form by providing the requested details. 2) Email the completed form (including supporting documentation) to [dei@coyo.ca.gov](mailto:dei@coyo.ca.gov). 3) DEI will review, follow-up with any questions/comments, and schedule an EAT Review Mtg. applicable, the department will submit an updated/revised EAT to DEI. 5) As applicable, there may be subsequent coordination and follow-up.

For further guidance on how to complete this form, please contact the Department of Equity and Inclusion at (216) 443-7230 or via [dei@coyo.ca.gov](mailto:dei@coyo.ca.gov)


**PURPOSE/BENEFITS:**

- \*An Equity Assessment Tool is a systematic examination of how different racial, ethnic, and/or socioeconomic groups will likely be affected by a proposed action or decision and for identifying new options to remedy long-standing inequities.
- \*Equity Assessment Tools can be used to engage stakeholders in decision-making.
- \*Equity Assessment Tools can be used to avoid or minimize adverse impacts and unintended consequences.
- \*Equity Assessment Tools can be used to intentionally advance diversity, equity, and inclusion.
- \*The cumulative impacts of many small choices can be as significant as the impacts of big decisions.
- \*Most policies are racially neutral (race silent) but not racially impact neutral - they have negative or positive racial impacts.
- \*Negative racial impacts may or may not have been intentional. However, positive racial impacts often require intentionality.
- \*Inaugural DEI Assessment tool...intended to be iterative and continuously evolving!

**HOW/WHEN:**

- \*Equity Assessment Tools should be used during policy development and budget-making.

1 of 7



### Equity Assessment Tool (EAT)

**Equity Assessment Tool (EAT)**

<b>Primary Department:</b>	0
<b>Department (more specific):</b>	0
<b>Contact Name:</b>	Enter your response here
<b>Contact Phone:</b>	Enter your response here
<b>Contact Email:</b>	Enter your response here
<b>Project/Program/Policy Name:</b>	Enter your response here

**PURPOSE/NEED**

Describe the purpose/need for this item. In your response, provide details and responses to the following: 1) What are the intended goals/results/outcomes? 2) What are the equity goals for this item (i.e., is this item intended to address an inequity)?	Enter your response here
--	--------------------------

**FUNDING**

Provide details on the funding for this item. In your response, provide details on the funding sources, the funding breakdown, and funding source requirements and/or restrictions as it relates to the development/implementation of this item.	Enter your response here
--	--------------------------

**TIMELINE/MILESTONES/DEADLINES**

Provide details on the timeline, key milestones, and deadlines. In your response, provide details on goals/results/outcomes anticipated to be achieved within 2 years and beyond 2 years.	Enter your response here
---	--------------------------

**ANALYSIS OF DATA PLAN**

Provide details on the data available and/or data being tracked/collected for this item. In your response, provide details and answers to the following: 1) What is the availability of quantitative disaggregated data and/or qualitative disaggregated data? 2) Is the data disaggregated by race, gender, ethnic group, income level, disability...? 3) How will impacts be documented and evaluated by race, ethnicity, and/or socioeconomic group? 4) What are the success indicators and progress benchmarks? 5) What additional and/or missing data regarding race, gender, and socioeconomic inequities would enhance the decision making process to positively impact outcomes? 6) What data is being used to track progress and/or goal achievement?	Enter your response here
--	--------------------------

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## L. Diversity, Equity, and Inclusion (DEI) Scorecard

What actions can we take to: attract a broad pool of qualified vendors; attract recruit, hire, develop, promote, and retain a broad pool of high performing employees; and maximize our performance and results/impact on our entire community. We all have a role in advancing equity! It takes "intentional effort" to make a difference! Furthermore, it has been proven that "What gets measured gets done!". While many items can be measured, we must be strategic and embrace continuous improvement! Based on these premises, DEI developed the inaugural DEI Scorecard to guide and assess departments/agencies progress with advancing diversity, equity, and inclusion. The DEI Scorecard summarizes various factors/indicators related to department/agency efforts and actions to advance diversity, equity, and inclusion. DEI provided trainings to departments/agencies on the scorecard on 7/15/22 (42 participants) and 8/19/22 (35 participants). Moreover, a webinar recording of the training is posted on the county intranet site for viewing. The DEI Scorecard will be updated and issued annually.



### Diversity, Equity, & Inclusion (DEI) Scorecard

#### CY2022 Diversity, Equity, & Inclusion (DEI) Scorecard

<b>Primary Department:</b>	
<b>Department (more specific):</b>	
<b>Contact Name:</b>	Enter your response here
<b>Contact Phone#:</b>	Enter your response here
<b>Contact Email:</b>	Enter your response here
<b>Date Preliminary Scorecard sent by DEI to the department:</b>	DEI to complete
<b>Date department's comments and additional data are received by DEI:</b>	DEI to complete
<b>Date Final Scorecard is distributed by DEI:</b>	DEI to complete

**Procedure:** 1) DEI prepares a preliminary scorecard for each department. 2) DEI emails each department its preliminary it and gathers pertinent data/supporting documentation. 4) The department emails comments, questions, and pertinent de@coyahogacounty.us. 3) DEI will review the information, follow-up with any questions/comments, and finalize the finalized DEI scorecards. 5) As applicable, there may be subsequent coordination and follow-up between DEI and the

For guidance with this form, please contact the Department of Equity and Inclusion at (216) 443-7230 or via email (

#### PURPOSE/BENEFITS:

- "We all have a role in advancing equity! It takes "intentional effort" to make a difference!
- "What gets measured gets done!
- "Many items can be measured...must be strategic and embrace continuous improvement! We must make adjustment
- "Inaugural DEI Scorecard...as we grow and change, the scorecard will also evolve!
- "The scorecard is used to define, measure, and track various factors related to our goal of advancing diversity, equity,

#### DIVERSITY, EQUITY, & INCLUSION IMPLEMENTATION STRATEGIES

•Being Accountable/Addressing System Inequities: Recognize that the advancement of diversity, equity, and inclusion agencies and departments. As such, each county agency/department shall work to intentionally and purposefully add equity tools to evaluate, consider, develop, and implement policies, procedures, and initiatives to advance racial and s work and practices.



### Diversity, Equity, & Inclusion (DEI) Scorecard

#### CY2022 Diversity, Equity, & Inclusion (DEI) Scorecard

<b>Primary Department:</b>	
<b>Department (more specific):</b>	
<b>Contact Name:</b>	Enter your response here
<b>Contact Phone#:</b>	Enter your response here
<b>Contact Email:</b>	Enter your response here

SUPPLIER DIVERSITY PERFORMANCE MEASURES - Current	RESULTS/ACTION SUMMARY	DEI ASSESSMENT
Formal Procurement Spend with SBEs		
Formal Procurement Spend with MBEs		
Formal Procurement Spend with WBEs		
Informal Procurements - SBE/MBE/WBE spend		
Small Business Set Aside Procurements		
Outreach/assistance to increase participation and access by a diverse pool of vendors (includes advertisements and notifications to diverse community based organizations, diverse contractor/vendor/business organizations, trainings on department policies/program models/specifications, insurance/performance bond assistance...)		
Actively works to do smaller procurements to increase available pool of diverse vendors		
Purchasing & Contracting Forecast - department submissions (timely and comprehensive)		
30-day advertisement/posting waivers		
Pre-proposal/Pre-bid waivers		
Procurements with awards/contracts to non-compliant vendors		
Department Procurement staff training (training department: Department of Purchasing)		
Department Procurement staff training (training department: Department of Equity and Inclusion)		
Department Procurement staff training (training departments: DoP/DEI)		

**SUPPLIER DIVERSITY PERFORMANCE MEASURES - Future Potential**  
Participated in "Pitch Day" for SBE/MBE/WBE (opportunity for SBE/MBE/WBE to present capabilities/offers to County departments/agencies & learn about the County procurement process)



# **DIVERSITY OUTREACH & TRAINING – CY2022 EVENTS**

## **Municipal Economic Development Directors Meeting**

On Thursday, January 27, 2022, at the Municipal Economic Development Directors Meeting, Lenora Lockett (Director-Department of Equity and Inclusion) provided a brief overview of Cuyahoga County’s Equity Zones Map and Policy. This policy is an intentional effort to improve equity by encouraging investment in areas of historical disinvestment.

## **Urban League (2022)**



Minority Business  
Assistance Centers  
Urban League of Greater Cleveland

On Wednesday, March 30, 2022, Adam Miller (Contract Compliance Officer) participated in a Certification Lab series hosted by the Urban League of Greater Cleveland. This webinar was designed to educate business owners on how to certify their businesses and learn about contracts and procurement opportunities in the City of Cleveland and Cuyahoga County.

## **[Un]Fair Housing: The Legacy of Redlining in Northeast Ohio**



On Wednesday, April 13, 2022, Lenora Lockett (Director-Department of Equity and Inclusion) was one of the panelists for the [Un]Fair Housing: The Legacy of Redlining in Northeast Ohio Forum. This program was Part 1 of a 2-part housing series hosted by Real Talk in close relationship with Ideastream Public Media, Akron Beacon Journal, and The Freedom BLOC. The goal of this program was to “examine the history of redlining and how it continues to influence Northeast Ohio communities and to discuss innovative programs and strategies designed to erase the red line by providing greater housing choices and economic opportunities across the region. Director Lockett presented details on Cuyahoga County’s Equity Zone Map Policy.

## **2022 GARE Annual Membership Meeting**



The Government Alliance on Race and Equity (GARE) held its Annual Membership Meeting from April 19, 2022, through April 21, 2022. All Department of Equity and Inclusion staff attended the conference virtually. The conference included breakout sessions where attendees learned about promising and best practices in the field of racial equity and plenary sessions with presentations from prominent racial justice leaders.

## **First Suburbs Consortium Meeting**



## **Northeast Ohio First Suburbs Consortium**

On Wednesday, April 27, 2022, at the First Suburbs Meeting of municipal economic development/planning directors, Lenora Lockett (Director-Department of Equity and Inclusion) provided a brief overview of Cuyahoga County's Equity Zones Map and Policy. This policy is an intentional effort to improve equity by encouraging investment in areas of historical disinvestment.

## **Contractors Assistance Association**



**CONTRACTORS ASSISTANCE ASSOCIATION**  
Contracting • Education • Employment

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On Thursday, September 29, 2022, Lenora Lockett (Director-Department of Equity and Inclusion) was one of two (2) presenters for the Contractors Assistance Association (CAA) Members meeting. Director Lockett provided an overview of Cuyahoga County's SBE/MBE/WBE program. The program had in-person attendees and virtual attendees. Monica Womack, Assistant Chief - State of Ohio Department of Development, provided an overview of the State of Ohio's MBE program.

## **The B2Gnow 2022 User Training Conference**



**May 9-12, 2022**

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Currently, the B2Gnow application is being utilized for our data entry and reporting on financial tracking related to contract compliance goals. Adam Miller (Contract Compliance Officer) attended the conference which was held in Scottsdale, Arizona from May 9, 2022, through May 12, 2022. Topics were designed to be comprehensive and educational, with in-depth visualizations of system functionality that would assist in sharpening skills and abilities within our internal process and with the knowledge to better provide support for vendors utilizing B2Gnow. Training also included legal and regulatory updates, as well as best practices for creating and utilizing disparity studies. Attendees were also able to schedule twenty-five (25) minute one-on-one individual learning sessions with B2Gnow experts concerning a series of specialized topics.

## **Greater Summit Virtual Business Conference & Expo**



On June 15, 2022, Adam Miller from Department of Equity and Inclusion attended the 8<sup>th</sup> Annual Greater Summit Virtual Business Conference & Expo. This event promotes cooperation among SBE's and MBEs to engage with Corporations for the purpose of growth and development. Attendees were able to attend a variety of workshops, as well as the Ultimate Corporate Matchmaker. The Ultimate Corporate Matchmaker featured opportunities to meet agents from the constructions, services, state, city, and county agencies. The event took place virtually due to COVID-19 restrictions.

## **ACCA Training Institute**

**ACCA National Training Institute**

**2022 ACCA National Training Institute**

August 22 - August 26, 2022  
Charlotte, North Carolina  
36th Anniversary

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In August, Patricia Anderson, Adam Miller, and Jennifer Wilson, (Contract Compliance Officers) attended the 2022 ACCA Conference in Charlotte, North Carolina. Ms. Anderson, Mr. Miller, and Ms. Wilson received their Compliance Administrator Certification upon completion of 42 hours of training.

The ACCA is a non-profit national organization dedicated to ensuring equitable employment and contracting practices with public and private sector institutions. The ACCA provides a unique opportunity for conference participants to study among nationally recognized experts in their respective fields such as Affirmative Action; Contract Compliance; Labor Compliance; Economic and Business Development; Equal Employment Opportunity; Fair Housing; and Minority, Women, Disadvantaged, Small, Emerging Business Enterprise Programs. The training agenda is designed to focus on the critical issues and successful strategic solutions. Additionally, in conjunction with Morgan State University, this training can ultimately lead to certification through the ACCA. By obtaining 42 Continuing Education Units (CEUs) and 84 CEUs, an attendee can earn the title of Certified Compliance Administrator (CCA) and Master Compliance Administrator (MCA), respectively. In addition to earning a CCA and MCA certificate, ACCA members can obtain an Executive Leadership certificate. The Leadership Institute at the conference provides the members that have achieved the MCA certification with the opportunity to obtain 1 CEU after 10 hours of training.

### **Department of Development's Capital Partners Meeting**

On September 29, 2022, Department of Equity & Inclusion staff took part in a virtual event hosted by the Department of Development. This virtual event provided an overview of a variety of programs and opportunities for community partners for the purpose of fostering relationships and advancing equity and inclusion throughout the Greater Cleveland Community. Partner updates were provided by The Urban League, Jumpstart Inc., Arctaris, Greater Cleveland Partnership, MAGNET and the National Development Council (NDC).

## Committees/Councils & Partnerships – CY2022

The following is a listing of various meetings in which DEI participated with other departments/entities as part of its efforts to advance diversity, equity, and inclusion in Cuyahoga County:

- CACE Meetings: Pursuant to [Section 208.01](#) of the Cuyahoga County ordinance, the Cuyahoga County Citizens' Advisory Council on Equity was first appointed in July 2020 to obtain community input on the full range of equity issues in Cuyahoga County. There were eight (8) CACE meetings in calendar year 2022.
- Equity Commission Meetings: The Equity Commission oversees the County's equity efforts. The Equity Commission consists of the Directors of Development, Human Resources, Health and Human Services, Department of Equity & Inclusion, and Public Safety and Justice Services, or their respective designees. In calendar year 2022, there were six (6) meetings.
- Equity Commission Working Group: This group was created in September 2020 by the Cuyahoga County Equity Commission to support day-to-day work and to develop strategies and recommendations to advance racial equity. In calendar year 2022, there were six (6) meetings.
- Pre-Bid/Pre-Proposal Meetings: These meetings are for formal bids, RFPs, and RFQs meetings. At these meetings the County provides details on specific requirements for procurement. If diversity goals set for item, Department of Equity and Inclusion will provide an overview of diversity requirements. In calendar year 2022, there were 68 pre-bid/pre-proposal meetings.
- Pre-Construction Meetings: For construction projects after contract award but prior to contract work. These meetings include the requesting department, Purchasing and Department of Equity and Inclusion. These meetings typically include Prime vendor, as well as any sub-contractors, and any state/local agencies which may be affected by project (i.e., utilities, Fire/EMS/Police, Postal Service, community leaders, etc.). The Department of Equity and Inclusion reiterates information that was given in pre-proposal meetings, and also addresses any last minute questions regarding compliance of established goals and program. In calendar year 2022, there was one (1) meeting.
- Procurement and SBE/MBE/WBE Policies and Procedures Refresher Training: On October 18, 2022 and October 25, 2022, DEI collaborated with the Department of Purchasing to provide "refresher" virtual training to county procurement personnel in various departments/agencies on the County Purchasing Policies and the updated SBE/MBE/WBE Programs Policies and Procedures. This is an initiative/effort to build capacity internally to maximize the knowledge and understanding of county procurement personnel on the procurement process and supplier diversity requirements; thereby,

working to have an effective and efficient procurement system and maximizing the participation of small, minority, and women business enterprises in the county's procurement process. The Department of Purchasing personnel presented the procurement process information and the Department of Equity and Inclusion presented the supplier diversity requirements.

- Equity Plan and Annual Equity Report Webinar: On November 9, 2022, the Department of Equity and Inclusion provided a webinar presenting an overview of the County's Equity Plan and Annual Equity Report requirements as detailed in [County Code Chapter 1101](#). In addition, DEI detailed the preliminary preparation plan for the CY2022 Equity Report (publication deadline 1/31/23). There were 37 participants on the webinar.

## Equity Initiatives for 2023

In 2023, in accordance with the founding principles, the Department of Equity and Inclusion shall work to enhance equity in program and policy development within County government. DEI's work will be in three (3) areas of focus: Supplier Diversity, Workforce Equity, and Programs/Policies/Services Equity.

### Keys to Success:

- **Community Engagement:** Foster community engagement to ensure access and representation by diverse backgrounds, cultures, races, and ethnicities so that varied perspectives, interest, values and ideas are heard and considered.
- **Training and Capacity Building:** Attract, recruit, hire, develop, and retain employees whose cultural, racial, and social demographics are reflective of the community. Provide racial and social equity and inclusion training that is general and role and business area specific to employees to increase understanding and to nurture behavioral changes that positively impact equity and inclusion.
- **Being Accountable:** Recognize that the advancement of equity and inclusion is the responsibility of all county agencies and departments.
- **Addressing System Inequities:** Intentionally and purposefully address inequities across our system. Utilize equity tools to evaluate, consider, develop, and implement policies, procedures, and initiatives to advance racial and social equity and inclusion in all of our work and practices. Working with various departments and leadership to embed equity and inclusion in the decision-making process.

### Major tasks/goals to complete by the end of CY2023:

- Develop and implement inaugural County "Pitch Day/Week" to increase County procurement personnel's awareness of the capabilities of SBE/MBE/WBE vendors
- Develop and implement the "How to Do Business with the County Program" to assist vendors/citizens with maneuvering the myriad of county processes and procedures
- Develop County Leadership Academy to assist with the development of an internal pool of county employees for leadership roles and positions in Cuyahoga County
- Develop and implement inaugural Mid-year Equity Summit to provide an opportunity for county leadership to share progress and lessons learned on our diversity, equity, and inclusion initiatives
- Develop and implement DEI's "What's Next?" Initiative to build upon the "All In" principle of the CY2022 DEI Trainings for advancing equity in county operations
- Develop and implement the DEI Contract Compliance Officer Training Manual and Program to provide for effective and consistent training for the Contract Compliance Officer position
- Initiate the consultant selection and hiring process for the Disparity Study
- Work with HR to develop and implement ongoing plan for diversity, equity and inclusion training for county employees and leadership under the authority of the County Executive
- Develop and implement ombudsman process to accept and evaluate inquiries and complaints from the general public regarding implementation of the County's equity initiatives and to coordinate and facilitate community input
- Draft the 2024 Equity Report (publication deadline: January 31, 2024)

The above detailed tasks are in addition to the ongoing equity initiatives previously implemented (including the 2020 Disparity Study recommendations).

## Department/Agency: Department of Health and Human Services

Cuyahoga County Department of Health and Human Services (DHHS) consists of ~ 2,000 leaders, managers, and frontline staff, who make up the workforce for eight operational divisions and offices. The four largest divisions under the DHHS umbrella are the Division of Children and Family Services (DCFS), Cuyahoga Job and Family Services (CJFS), Office of Child Support Services (OCSS), and the Division of Senior and Adult Services (DSAS). There are four smaller offices, referred to as Community Initiatives, consisting of the Office of Early Childhood (OEC) also called Invest In Children (IIC), the Office of Re-entry (OOR), the Office of Homeless Services (OHS), and Family and Children First Council (FCFC). As a collective, DHHS' mission is to transform lives at every age and stage, through collaboration, innovation, and service; connecting people with the opportunity to live their best lives.

### **There are five overarching goals driving the DHHS diversity equity and inclusion work:**

1. Normalizing REI and DEI conversations
2. DHHS-wide training:
3. Vehicles for workforce input
4. Review policy & procedures with an equity lens
5. Review & disaggregate employee & service data

These goals were developed in collaboration with the DHHS REI Steering Committee, comprised of staff from across DHHS divisions and varying positions. The chairs and committee members conducted research, participated in training, and consulted with their peers to determine the five goals that appear throughout this report.

Crucial conversations were also instrumental in engaging DHHS workforce in a safe space to have difficult conversations. These quarterly conversations are open to all DHHS staff with topics selected by the workforce. In addition, we used the October 2022 crucial conversation series to get input and affirm that the above goals remain the priority focus for 2023.

## The Year in Review (CY2022)

The following is a summary of CY2022 actions to advance diversity, equity, and inclusion.

- I. **Actions to advance supplier diversity falls under the goal of reviewing the policy and procedures with an equity lens**

**The DHHS Division of Contracts Administration and Performance (DCAP)** developed standards for all RFPs and contracts to inquire about diversity in vendors, boards within vendors, and subcontractors. Vendors are required to explain how they will provide comprehensive staff DEI training upon hiring and on an annual basis. Vendors are required to describe how they are using an equity lens to plan, implement, and oversee programming about how equitable services will be provided to all consumers. Scoring proposals criteria addresses the above standards.

### **Supplier Diversity Data**

Two RFP's we issued in 2022 had SBE Set Aside

RFP 10016 Mentoring Services for Youth in Permanent Custody of DCFS.

SBE: 20%

MBE: 5%

WBE: 5%

Only one proposal received and approved, and they submitted a good faith waiver for being a Non-profit.



RFP 9347 Cuyahoga County National Guard Scholarship Program Coaching Services Pay for Success Project

SBE: 22%

MBE: 2%

WBE: 6%

Only one proposal received and approved, and they submitted a good faith waiver as a Non-profit.

DCAP has issued seven (7) RFP's and five (5) Informal Bids in 2022. DCAP created a plan holder's list for the RFP's and informal bids keeping in mind to include vendors from the DEI approved vendor lists. DCAP follows the specific instructions mandated from DEI for all of their procurement processes.

### **Procurement Forecast**

The DHHS Division of Contracts Administration and Performance completes the required Procurement Forecast biannually. We work with DHHS Divisions to ensure we are aware of upcoming procurements to be accurately reflected on the forecast. All of our formal Bids, RFP's and RFQ's comply with the 30-day minimum solicitation period as well as holding pre-proposal conferences for our formal procurements. All of our pre-proposal conferences have been virtual.

All staff are asked to attend the refresher webinars held on 10/18/22 and 10/25/22 and will be required to attend all purchasing and DEI trainings going forward. We currently have sixteen (16) staff and of those (7) staff attended the 10/18 Purchasing and DEI Requirements Refresher and three (3) attended the 10/25 session.

### ***An example of the RFP language and requirements to advance supplier diversity from the Office of Early Childhood/Invest In Children:***

*In the most recent RFP for the 2021 Universal Pre-Kindergarten program, we included questions to better understand whether, and how, respondents approach equity and diversity in their preschool programs.*

- 1. Describe the background and characteristics of families your program serves including socio-economic status, use of childcare subsidy, family structure, race, ethnicity, countries of origin, languages spoken. (We always ask some version of this question to understand the children & families each program serves.)*
- 2. Describe work your program has done to address racial equity across all aspects of the program (e.g., hiring practices, training for staff, board composition, recruitment and enrollment of children).*
- 3. How does the curriculum address racial and ethnic diversity? How does it address the needs of the population your program serves (as described in question 1)?*
  - a. Each of these questions was assigned a point value to contribute to the overall score of the proposal.*
  - b. There was some variability in the quality of the responses, which informed how we may phrase these questions in the next RFP.*

- II. Actions to advance workforce equity continues to highlight the goal of reviewing policy and procedures with an equity lens**

### **Recruitment Strategies**

**Job postings** were done on our county website, Indeed.com, Zip recruiter (which cross posts to other websites for us), Ohio Means Jobs, and some sites that are specific to the job (example, PCSAO for Social Workers). We do continuous hiring for the largest 4 HHS divisions.

**Outreach** to candidates was in the form of emails and calls to candidates found on websites, that had applied with us previously, and that have applied on the Indeed site. In addition, we have used a lot of the community

collaboratives associated with HHS to send our jobs, such as the ADAMHS board. For positions at HHS in Sobriety Treatment And Recovery Teams (START), we have reached out to community programs that would have people in rehabilitation for drugs and alcohol.

**Job descriptions** include equivalents for work experience. For example, if you need a bachelor's degree but do not have one, you will need 4 years of work experience to make up for not having the bachelors. The PRC includes equivalents for all formal education requirements.

**Interviews** include a diversity, equity, and inclusion question, even staff positions. DHHS always includes a question that revolves around DEI. DHHS divisions and HR use a question bank with an entire section on Diversity, Equity, and Inclusion. At least one question on diversity is selected for each interview.

***An example of promoting workforce equity from The DHHS Professional Development & Learning Department (PDL) and Human Resources (HR):***

*PDL worked with HR to create a new group interview strategy. This process employed teaming using scenarios. This approach is used largely by corporations (Google, Apple, Facebook, etc.) and allows us to see other elements of an applicant beyond what's on paper and cannot be gleaned from a traditional interview.*

**DHHS-wide Training**

Cuyahoga County awarded a contract to Tri-C to provide DEI training to Cuyahoga County employees under the authority of the County Executive. For the Department of Health and Human Services, the Management DEI Training Services, 300 supervisors/managers/leaders attended Management Session 1 and 291 supervisors/managers/leaders attended Session 2. For the Department of Health and Human Services, the All-Staff Town Hall DEI Training Services, 1258 employees attended Town Hall 1, 1194 employees attended Town Hall 2, and 1225 employees attended Town Hall 3.

- The largest 4 divisions complete a minimum of 5.5 hours in DEI training required each year for all employees.
- Staff are provided training in various areas that provide equitable opportunities in the same classification to improve their job skills, knowledge, and abilities.
- All DCFS staff were required to complete Implicit Bias training in 2021 and 2022.
- Think, Relate, Coach is a leadership training series for DCFS supervisors created with Case Western Reserve University social work school in a unique module-based format that includes process sessions to promote transfer of learning and teamwork. This series can be expanded across DHHS in the future.
  - Modules focus on emotional intelligence, critical thinking, and supportive supervision with DEI principles interwoven throughout the series.
- Supervisor onboarding is provided in all DHHS divisions
- A social work licensure group and internship program is available to advance leadership skills
- Staff are provided training in various areas that provide equitable opportunities in the same classification to improve their job skills, knowledge, and abilities.

***An example of division-specific training from the Family and Children First Council:***

*Family Engagement is a Core Practice of the Family and Children First Council. The Ohio Family and Children office in conjunction with the Center for Innovative Practices through the Begun Center at Case Western Reserve University presented a free training on "Trauma-Informed Family Engagement: Understanding Implicit Bias & Structural Racism". Cuyahoga County FCFC staff attended this virtual session. The session explored the cultural and historical context of trauma, it covered structural racism and our own implicit bias. It unpacked the potential impact of those issues on our*

*engagement with families. Participants were able to identify the six guiding principles to trauma informed care, the importance of authentic family engagement as well as strategies for the implementation of trauma informed family engagement practices.*

### **III. Actions to advance equity in programs/policies/services**

#### **Vehicles for Workforce Input**

In the summer of 2022, Cuyahoga County distributed the **Government Alliance on Race and Equity (GARE) survey** to all County employees. Administrators, the HHS DEI Steering Committee, division directors, and HHS communications all partnered to regularly promote and encourage all staff to participate in the survey. DHHS staff had the largest number of respondents in the County at 759 people or 44.5% of DHHS staff. The results will be used by county leadership to develop and enhance strategies to advance racial equity.

#### **Diversity in outreach and community engagement**

**The DHHS Communications team supports external communication and community outreach** to help clients and residents learn about and access the programs and services that can help them thrive. General communications about programs and services are shared [on social media platforms](#) and [community newsletters](#).

#### **Cuyahoga County Family Fun Day: Thursday, August 4<sup>th</sup>, 10:30am-2:00pm, Public Square**

This annual free resource fair highlights county programs, raises public awareness and understanding about the various services provided to the community, and engages Cuyahoga County residents in a positive, and relaxed environment. Public Square is centrally located and accessible from any part of the county via public transportation. Utilizing a central public space was a deliberate effort to reach low-income and homeless families as we know this is an area to reach residents we don't normally see at other venues or events. The Division of Children and Family Services distributed 500 backpacks filled with school supplies. [Dozens of partner organizations](#) also participated to provide access to food, healthcare, education, and recreation.

#### **Invest in Children (IIC)**

- 2020-2022 Marketing Campaign - Throughout the campaign, the agency used targeted social media and digital display ads directed to African American audiences with information on early childhood resources and programs for children, parents, and professionals. These ads used differentiated artwork that featured positive and engaging images of African American people.
- IIC recently funded the MomsFirst program to launch an expanded billboard campaign in the City of Cleveland to promote program enrollment and reduce African American infant mortality. The ads and their placement are all directed at and within areas where there is a high concentration of African American pregnant women. The billboards are going up this week (11/14/22) and will run until April 2023.
- IIC just launched a short text messaging campaign being conducted with Imagination Library, a program that promotes early literacy by sending books to children. Selected zip codes where messages will be delivered were selected for their predominately African American demographics.

#### **Cuyahoga Job and Family Services (CJFS)**

- CJFS conducted community outreach in 23 unduplicated zip codes so far in 2022
  - 76 total events with 1,262 engagements at the events
  - We completed 242 public benefit applications during outreach events
  - 41 case inquiries were responded to, which includes answering case questions and assisting someone with text notification sign up

- CJFS conducted 33 community education workshops/trainings with community partners who serve Cuyahoga County residents
  - 983 community partners attended a workshop or community information session
- Diverse populations served include, but are not limited to, African American, Latino, Afghani, Nepali, Ukrainian, low-income, homeless, previously incarcerated, single-parent, older adults, and non-English speakers.

**Equity Tool – to further the goal of reviewing policies and procedures with an equity lens**

DHHS began using the 5 questions included here for all policies and procedures.

*Citation: The Power of a Racial Equity Impact Analysis, Race Matters Institute of Just Partners, Inc., [www.racemattersinstitute.org](http://www.racemattersinstitute.org), 2016.*

**RACIAL EQUITY IMPACT ANALYSIS:**

**ASSESSING POLICIES, PROGRAMS, AND PRACTICES**

1. Are all racial/ethnic groups who are affected by the policy/practice/decision **at the table**?
2. How will the proposed policy/practice/decision **affect** each group?
3. How will the proposed policy/practice/decision **be perceived by** each group?
4. Does the policy/practice/decision **worsen or ignore** existing disparities?
5. Based on the above responses, what **revisions** are needed in the policy/practice/ decision under discussion?

DCFS and CJFS have a **Policy** Review Group each composed of a diverse group of staff from all levels of the agency to inform practice.

Policies are required throughout DHHS to address civil rights, non-discrimination, and limited English proficiency. DHHS continues to contract with US Together for interpreter services. This includes employee training and client complaint procedures. Current policies and training are in the process of being updated to reflect new state and federal guidelines and case law protecting clients with diverse sexual orientation, gender identity, and gender expression (SOGIE) (in process).

**Where and how resources were dedicated to equity initiatives**

DHHS weaves data and policy into an integrated system of care made up of 8 divisions and shared serves. An example is evidenced by all policies and procedures <https://hhs.cuyahogacounty.us/about-hhs/more/policies-procedures> in DCFS are included on the public website as well as data reports <https://hhs.cuyahogacounty.us/resources-data/reports> including racial equity. The DHHS website <https://hhs.cuyahogacounty.us/> is a one-stop shop for residents to have the knowledge and access to all DHHS services and resources. There are no resources allocated in division/department budgets dedicated to REI work.

**Equity Zone - to both review policies and procedures and disaggregate employee and service data**

See **Equity Zone Maps** attached. DHHS’s Performance Evaluation & Innovation (PEI) mapped the services of “the big 4” agencies (CJFS, DCFS, OCSS, and DSAS) who provide direct services to the community. We deliver 68% of services within the defined equity zones. Specifically, CJFS provides 71% of their 4 largest programs (SNAP, Medicaid, Childcare, and TANF) in the designated equity zones. Not only is it critical to understand where services are provided, it helps us to plan services delivery as an integrated DHHS Department.

**Data Collection & Accessibility**

Limited aggregated data is included on the DHHS/division public-facing websites. Much of our work involves PII personal identifying information and cannot be shared with the public.

## **An Example of Equity in DHHS Service Delivery from The Cuyahoga County Office of Homeless Services (OHS)**

- *OHS, as the lead agency for the Homeless Continuum of Care (CoC), is committed to developing a racially equitable system. Given the overrepresentation of Black, Indigenous, and people of color (BIPOC) experiencing homelessness in our community, the CoC has taken collective action in addressing inequities within the system and ensuring access to prevention/diversion services, shelter, and housing. The CoC is participating in two strategies to advance this work, both rooted in meaningful use of quantitative and qualitative data.*

*The CoC, as a member of a statewide application, was selected as part of a national cohort to participate in HUD's Coordinated Entry Race Equity Demonstration project. Coordinated Entry (CE) is the front door to each community's homeless crisis response system allowing for increased service coordination and rapid exit from shelter to housing. The goal of this project is to identify measures to evaluate and analyze local data to support the development of a more racially equitable assessment and prioritization tool. To further support this effort, the CoC has engaged persons with lived experience who have been impacted by disparities to participate in this process.*

*The OHS has dedicated HUD Planning Grant dollars towards the second strategy which supports the development of system-wide, race equity data dashboards. The dashboards will be used to establish equity performance monitoring and support improved outcomes for the BIPOC population served within the homeless system. The CoC will measure outcomes for length of time homeless, exit destinations, and returns to shelter by age and race cohort. Findings will be instrumental in modifying standards, practices, and developing policy recommendations. In turn, the CoC will align resources and provide targeted strategies to demonstrate a culturally responsive system that addresses the unique barriers for persons of color.*

*Lastly, we are centering racial equity in our homeless system design. The Homeless Continuum of Care Strategic Plan will be finalized in January 2022. The plan includes a racial equity impact analysis, which is formally known as system modeling. The goal of this work is to design homeless interventions that address the unique needs of black persons experiencing homelessness and improve our overall homeless response system.*

## **Looking Forward (CY2023)**

- I. **Actions to advance supplier diversity falls under the goal of reviewing the policy and procedures with an equity lens**

### **CY2023 Action Commitments to Advance Supplier Diversity and Procurement Forecast**

DHHS DCAP continues to follow the requirements set out by DEI for future procurements. With a permanent Administrator in place, they are approaching capacity to focus on increasing supplier diversity. DCAP will examine how to better use the information they receive in proposals. DCAP will work with the HHS Director and specifically the Assistant Director to further explore other diversity initiatives we can pursue in 2023.

DHHS DCAP will submit timely, complete, accurate, and comprehensive 24-month purchasing and contracting forecasts in CY2023. DHHS and DCAP will adhere to the minimum 30-day posting period requirement for formal bids, RFPs, and RFQs. DHHS and DCAP will work with to increase the diversity of vendors in the industry by soliciting both informal and formal bids and RFP's/RFQ's from a diversified pool of potential vendors.

## Planned procurements for CY2023 candidates for the SBE Set Aside Program

- CJFS SNAP to skills
- CJFS Pre-Employment Screening for Workforce Services
- DCFS TEAM Mentoring
- DSAS Adult Guardianship

### IV. **Actions to advance workforce equity continues to highlight the goal of reviewing policy and procedures with an equity lens**

#### **Recruitment, Hiring, and Interviews**

HR recruiters will work to develop better relations with local colleges. Several colleges have specific diversity groups that they are researching to share job postings and information.

DHHS Human Resources has not done much with culturally specific groups in the past, so HR is working on getting back in touch with former and new organizations to build relationships and promote recruitment. Examples include The Cleveland Foundation and The Diversity Center.

The Talent Acquisition team will continue to hold open interview events with a focus on inclusion by inviting an increasing number of diverse organizations, such as our community collaboratives.

In CY2023, DHHS HR will begin tracking diversity on all interview panels. Moving forward, each recruiter will maintain an electronic tracking sheet of who is on their interview panels to give us a baseline.

#### **DHHS-wide Training**

The DHHS Professional Development and Learning Department (PDL) will collaborate with HR on a specific engagement plan with Cleveland State University. The goal is to develop ongoing recruitment activities and hiring fairs on campus. This could become a model to work with other agencies and organizations.

The PDL will also join with DHHS leadership and HR to build practices that provide equitable leadership/development opportunities for existing staff to prepare a pipeline of diverse internal staff for promotion opportunities (e.g., cross-training, TWL process...). One staff suggestion has been to set up a formal shadowing program for staff to learn about other divisions and positions. This program builds knowledge and teaming within and across DHHS divisions whether staff choose to apply for a position in that area or not.

#### **Vehicles for Workforce Input**

An **internal DHHS staff survey**, distributed in November and is underway to help inform CY2023 initiatives through data.

The survey is an opportunity to learn more about DHHS demographics, topics of interest, and what they see as the next priority. We will learn about each respondent's prioritize through the following two scaling questions.

1. The employee's current level of satisfaction with the DHHS DEI Goals (Normalizing conversations, Training, Workforce Input, Policy & Procedure review with an equity lens, and review and disaggregate employee and service data)
2. How important each goal is to that specific employee

#### ***An Example of workforce input in action from the Office of Reentry (OOR):***

*OOR DEI Principles to guide us as we work toward our common goals*

- *Provide regular reminders on the importance of language*

- *Solicit honest feedback from staff (value everyone’s thoughts, etc.)*
- *Encourage staff to share microaggressions*
- *Create a safe space for employee voices*
- *Monthly, we watch DEI videos at the opening of our all-staff meetings and allow for discussion*

**II. Actions to advance equity in programs/policies/services**

**Organizational Self-Assessment Tool**

DHHS researched organizational self-assessment tools for completion and reference within and across divisions. This tool, “Developing Multicultural Organizations: An Application of the Multicultural OD Model 517”, provides examples of what it looks like to become an equitable and inclusive organization on a continuum. Divisions identify challenges, potential short and long-term solutions, and champions from the inside out. DHHS used this tool in a team setting to generate crucial conversation and identify action plans for CY2023.

**Full citation:** Adapted from: Evangelina Holvino, “Developing Multicultural Organizations: An Application of the Multicultural OD Model 517” in Brenda B. Jones , Michael Brazzel’s The NTL Handbook of Organization Development and Change: Principles, Practices, and Perspectives, 2<sup>nd</sup> Edition. February 2014. Pfeiffer

**Data-Driven Programs/Policies/Services to review policies and procedures and disaggregate employee and service data**

DHHS plans to use data to identify who we work with in terms of formal and informal supports, increase access to personnel data, use equity maps, and maximize the use of community collaborative data.

**Collecting REI Data**

DHHS is reevaluating the categories it uses when analyzing racial and other disparities, especially with regard to mixed/multi-racial individuals and families. For each analysis, we are now considering whether the appropriate racial categorization would be to aggregate all case members, report on members individually, or aggregate only a particular, context-specific subset. For example, while it has been common practice to use a single ‘primary’ case member as proxy for the entire case, we are finding this sometimes significantly undercounts multi-racial families.

**DHHS Workforce Demographics - identifies baseline data that will help us ensure policies and operations both reflect and meet the needs of our workforce. Additionally, this may help guide future recruitment efforts to improve the diversity of our workforce at all levels.**

<b>Ethnicity</b>	<b>Number</b>
American Indian or Alaska Native (not Hispanic or Latino)	4
Asian or Pacific Islander (not Hispanic or Latino)	10
Black or African-American (not Hispanic or Latino)	855
Choose Not to Identify	375
Hispanic or Latino	71
Two or more Races	47
White (not Hispanic or Latino)	395
No response	50
<b>Grand Total</b>	<b>1807</b>

<b>Gender</b>	<b>Number</b>
Male	290
Female	1517

In conclusion, the examples provided throughout the report illustrates DHHS's ongoing commitment to embedding REI/DEI principles in every facet of our work. It is our belief that in order to strengthen our service delivery continuum and create an environment that supports an engaged and productive workforce, it is necessary to use an equity lens on all policies and practices.



# Department/Agency Status Reports

The following is a review and summary of the County’s equity initiatives by department/agency, containing:

- Overview of the agency/department
- The Year in Review (CY2022) - Summary of actions/work/results for the current calendar year
- Looking Forward (CY2023) - Summary of specific equity commitments/actions for your department/agency for CY2023.

Included in the review and summary are details on the following:

- A summary of where and how resources dedicated to equity initiatives were allocated
- An analysis of equity results as measured against benchmarks
- A description of how the County collected the reported data and made it accessible to the public
- Updates on benchmarks and description of changes in equity initiatives for the coming year

## Department/Agency: Department of Development

*The Charter of Cuyahoga County, adopted by the voters in 2009, defines the mission of the Cuyahoga County Department of Development as follows:*

The Department of Development shall coordinate the programs and activities of the officers, departments, agencies, boards, and commissions of the County that relate to economic development, including identification of the causes of unemployment and economic underdevelopment among segments of the population and within communities in the County and the development of programs and activities to remedy such conditions.

To carry out this mission, the Department of Development employs 33 staff and contracts with more than 15 outside nonprofit agencies to deliver services to Cuyahoga County residents and businesses. Staff are organized in two major divisions – Community Development/Housing and Economic Development/Skill Up. Administrative and business staff support both divisions.

Two-thirds of the Department’s senior leadership team, and one-third of all the managers and supervisors in the Department of Development are African American.

## The Year in Review (CY2022)

The following is a summary of CY2022 actions to advance diversity, equity, and inclusion.

- **Actions to advance supplier diversity (i.e., spend with diverse vendors; partnership with diversity/outreach efforts, prompt pay performance...):**

The Department of Development does very limited purchasing and contracting for its own operational needs. By far, the greatest amount of purchasing and contracting done by Department of Development staff is for specific County-funded programs. Work to advance equity in these programs is discussed below. With regards to \_\_\_\_\_

purchasing and contracting for its own operational needs, the Department of Development submitted its two-year purchasing forecast in a timely manner both in 2021 and in 2022. All 2022 purchasing and contracting for the Department of Development's own operational needs known in advance, was listed on this forecast. The Department of Development was responsible for a significant amount of federal emergency COVID funding, for projects identified after preparation of the two-year purchasing forecast in 2021. Due to the timing, these projects could not be listed in the 2021 two-year forecast. The Department of Development adhered to the minimum 30-day period for all RFP's and RFQ's (there were no formal bids). The Department of Development held pre-proposal conferences for all formal procurements. Each RFP and RFQ was reviewed by the Office of Diversity and Equity before issuance to determine its suitability for the SBE Set Aside Program.

- **Actions to advance workforce equity (i.e., efforts to evaluate/revise job descriptions to be inclusive; efforts to recruit/hire/promote a diverse staff, efforts to improve equitable staff development/promotion/retention...):**

As noted in the introduction, two-thirds of the Department of Development's senior leadership team is African American and one-third of all supervisors are African American.

The Department of Development used the official job descriptions approved by the Personnel Review Commission in posting for two vacant classified positions during 2022. All outreach was done by Human Resources. Applicants were tested by the Personnel Review Commission using Personnel Review Commission-developed tests. One interview panel was used, to fill a classified management position. This three-member interview panel included one African-American man and one African-American woman.

The Department of Development posted one unclassified leadership position during 2022 (Deputy Director of Workforce). The job description for this position included specific requirements to advance diversity and equity through the work of the position. Outreach for this position was done by Human Resources using expanded on-line tools, and through professional networks which include significant numbers of African American and female professionals. The six-member interview panel for this position included one African-American woman and two Caucasian women. Specific diversity and equity questions were included in the interview for this position.

- **Actions to advance equity in programs/policies/services (i.e., prioritization of diversity, equity, and inclusion in the evaluation/implementation of programs, policies and services; utilization of equity zones in applicable selection process/programming...):**

Economic development, community development, workforce development, and housing programs operated by the Department of Development are all consciously designed and operated to advance equity. For example:

The Department of Development was actively engaged in preparation of the Equity Zones Map and Policy throughout 2021 and actively supported its Countywide adoption in 2022. The Department of Development reviewed its 2021 round of competitive federally funded municipal grant awards and determined that 15 out of 20 awards were for projects and activities impacting Equity Zones.

The Department of Development is using the Equity Zones Map and Policy to award additional rating points to projects and activities that will impact Equity Zones in its two 2022 competitive grant programs. The first competitive grant program offers up to \$150,000 of federal Community Development Block Grant funding for eligible projects and activities in 52 suburbs that make up the Cuyahoga Urban County. The second competitive

grant program offers up to \$50,000 of non-federal funding for municipal and Community Development Corporation projects and activities countywide.

The Department of Development actively tracks participation in all our housing, small business support, job creation, and SkillUp incumbent worker training programs by race, ethnicity, and gender. These statistics are used to evaluate the impact of each type of programming on homeowners, renters, business owners, and workers and to focus outreach where needed to ensure under-represented groups receive these County-funded services. This information is made public through the online Cuyahoga Performance reporting system.

The following statistics are noteworthy:

- In the Department of Development’s SkillUp incumbent worker training program, 53.81% of the employees trained during 2021 (most recent available data) were African American, compared to 47.19% of other races or unknown.
- Across the Department of Development’s small business support programs, 58.49% of businesses assisted in 2022 (to date) were African American owned, compared with 41.51% with owners of other races or unknown.
- Jobs created and retained due to the Department of Development’s direct lending programs in 2021 (most recent available data) were held 25.82% by African American workers, compared with 74.18% held by workers of other races.
- Across all the Department of Development’s housing assistance programs, 76.26% of the homeowners and renters assisted in 2022 (to date) were African American, compared to 23.74% of other races or unknown.

Above and beyond its general Countywide outreach to under-represented groups, the Department of Development leadership actively engaged with leaders of the Central Neighborhood, Municipalities, Small Business Groups, throughout 2022, to increase the impact of County-funded small business supports and County-funded job preparation and employment matching work.

## Looking Forward (CY2023)

The following is a summary of CY2023 action commitments to advance diversity, equity, and inclusion.

- **Actions to advance supplier diversity (i.e., spend with diverse vendors; partnership with diversity/outreach efforts, prompt pay performance...):**

In 2023, the Department of Development will continue to follow all procurement policies. This will include providing all known future procurement in the 24-month forecast. The Department of Development will work with the Department of Equity and Inclusion to identify a way to better inform all suppliers, especially diverse vendors, of new programs that lead to same-year procurement opportunities, beyond those included in the 24-month forecast.

With regard to SBE set aside and SBE/MBE/WBE goal setting, the Department of Development will work with the Department of Equity and Inclusion to develop a better way to measure the actual participation of minority professional staff and minority leadership in nonprofit organizations that often are the only qualified vendors for our funded programs. This may provide an alternative to the current structure which is mainly suited to setting

goals for profit vendors. Additionally, the Department of Development will work with the Department of Equity and Inclusion to leverage the current private sector emphasis on “ESG” (Environmental, Social, and Governance) tracking and reporting to track and incentivize the use of diverse suppliers by nonprofit organizations directly receiving Department of Development funding.

- **Actions to advance workforce equity (i.e., efforts to evaluate/revise job descriptions to be inclusive; efforts to recruit/hire/promote a diverse staff, efforts to improve equitable staff development/promotion/retention...):**

While the Department of Development is almost fully staffed for its current functions, new programming may lead to expansion of staffing in 2023. The Department of Development will work closely with Human Resources and the Personnel Review Commission to ensure that job descriptions for any new positions follow best practices for inclusivity and that minimum and preferred job requirements are skills based not credential based. The Department of Development will follow these same best practices with Human Resources and the Personnel Review Commission in review of existing job descriptions.

The Department of Development will fully support Human Resources in targeting outreach for new hiring to under-represented groups. The Department of Development will ensure that all interview panels are diverse and that diversity questions are included in all interviews, especially interviews for management and supervisory positions.

The Department of Development will continue its current practice of encouraging all staff to join statewide and national organizations where they can network and learn additional skills to advance their careers. Subject to budget limitations, the Department of Development will continue its current practice of identifying and paying for specific external training in skills relevant to advancement within the department for front line staff with a conscious diversity impact. The Department of Development will encourage all eligible staff to utilize County paid secondary education opportunities.

- **Actions to advance equity in programs/policies/services (i.e., prioritization of diversity, equity, and inclusion in the evaluation/implementation of programs, policies and services; utilization of equity zones in applicable selection process/programming...):**

The Department of Development will continue to use the Equity Zone Map and Policy to give priority consideration to projects that impact Equity Zones in its two competitive community development grant programs. The Department of Development will continue to use the Equity Zone Map and Policy as an element of its social impact analysis for potential investments by County-supported Opportunity Zone funds.

The Department of Development will continue to work with the board of the Cuyahoga County Community Improvement Corporation (CCIC) on policies to require specific measurable goals for minority participation in economic development projects that receive direct County funding. This is important because the CCIC, as an independent body, may not be limited to addressing past intentional discrimination, as the County itself is.

The Department of Development will continue to collect, analyze, and report disaggregated data on homeowners, renters, business owners, and workers served by its funded programs. The Department of Development will engage with the Department of Equity and Diversity to integrate the Equity Analysis Tool with its current use of this disaggregated data.

The Department of Development will continue to engage with networks of private, nonprofit, and municipal leaders that can connect its programs and funding opportunities with groups of residents and business owners. For example, the Department of Development leadership will continue to directly engage with minority business support organizations and with leadership of neighborhoods and municipalities with a large minority population and business presence.

[https://cuyahogacounty-my.sharepoint.com/personal/pherdeg\\_cuyahogacounty\\_us/Documents/Admin/2022 Development Equity Report Draft.docx](https://cuyahogacounty-my.sharepoint.com/personal/pherdeg_cuyahogacounty_us/Documents/Admin/2022%20Development%20Equity%20Report%20Draft.docx)

## Department/Agency: Department of Public Works

The Cuyahoga County Department of Public Works includes over 600 employees who plan, design, and maintain a network of roads, bridges, sewers, and County-owned buildings, throughout the County with a \$200,000,000.00 annual operating budget. Additionally, the County Airport and the County Animal Shelter are operated by the Department of Public Works.

An overview of the Department's responsibilities:

- Assisting 59 municipalities located within Cuyahoga County with the maintenance and repair of over 750 route miles of County Roads
- Maintaining and repairing over 25 route miles of County Roads located within two townships
- Maintenance, repair, and capital improvements on 209 bridges and 140 culverts
- Maintenance and repair of 27 County-owned buildings
- Design, maintenance, and repair of storm and sanitary sewers located within 33 communities and two townships

The following is a summary of CY2022 actions to advance diversity, equity, and inclusion.

### **Actions to advance supplier diversity**

The Department of Public Works has provided a 24-month forecast of contract and purchasing opportunities to DEI in accordance with the Executive Order #EO-2020-0003. As procurements occur we are actively evaluating if the procurement should be added to the forecast for subsequent years. This allows us to ensure that the forecast is as up to date and comprehensive as possible.

The Department is continuing its efforts in advancing supplier diversity. During the past year, the Department of Public Works has awarded a total of 21 contracts to various engineering firms. Of the 21 firms, 5 contracts were awarded to SBE/MBE/WBE firms. Except for one contract, the remainder of the firms were required to meet a 30% goal for SBE, MBE, and/or WBE participation unless they received a waiver from DEI. Five contracts awarded were designated as SBE set aside.

The department awarded 17 construction contracts in the Road and Bridge, Sanitary, and Facilities Sections. Of the 17 contracts, 10 contracts were awarded to either SBE, MBE, or WBE companies. This is an increase of more than 10% from the previous year. The remainder of the contracts required a 30% participation goal for SBE, MBE, or WBE companies unless provided a waiver by DEI. Two contracts awarded were designated as SBE set aside. In addition, construction projects with federal funding are assigned a disadvantaged business enterprise (DBE) goal by the Ohio Department of Transportation (ODOT). All contractors on federal projects that were sold in 2022, met the DBE goal set by ODOT.

We continue to see many of our small business owners/new contractors struggle with the paperwork required when responding to a formal procurement process such as an RFP/RFB. Public Works continues to discuss options to streamline bidding documents produced by County departments

We are also continually looking for ways to collaborate with DEI to increase our utilization of SBE, MBE, WBE companies and to ensure our staff is up to date with the County's diversity initiatives. All Public Works purchasing staff and their managers attended the Purchasing and DEI refresher webinar. Public Works continues

to utilize the B2G Program to assist DEI in ensuring that 100% of the companies doing business with the Department of Public Works maintain reasonable compliance with the diversity goals.

### **Actions to advance workforce equity**

After the initial assessment the department developed a goal-based plan to move the various divisions within the department towards the goal of having a workforce that closely reflects the diversity of Cuyahoga County. Public Works continued to make strides towards this effort in 2022. Fifty-six percent of all new hires were minority, and twenty-six percent of all new hires were women. To continue to foster workforce equity job postings include work experience equivalents in lieu of and in addition to formal education/degree requirements. Interview panels are diverse and include individuals that closely reflect the diversity of Cuyahoga County.

Cuyahoga County awarded a contract to Tri-C to provide DEI training to Cuyahoga County employees under the authority of the County Executive. For the Department of Public Works, the Management DEI Training Services, 89 supervisors/managers/leaders attended Management Session 1 and 87 supervisors/managers/leaders attended Session 2. For the Department of Public Works, the All Staff Town Hall DEI Training Services, 423 employees attended Town Hall 1, 376 employees attended Town Hall 2, and 379 employees attended Town Hall 3.

Public Works employees for the 3<sup>rd</sup> year in a row participated in the [True2U Mentoring Program Cleveland](#) sponsored by the CMSD. “True2U is a volunteer mentoring program that helps every 8th grader in the Cleveland Metropolitan School District develop good decision-making skills and encourages them to leverage their strengths and interests as they start out on their paths to high school, college, and/or career choices. Mentors use their unique backgrounds and the True2U curriculum to assist students in better understanding themselves and the opportunities available to them.” This program exposes minority students to potential career paths represented within the department. Public Works offers a unique pipeline for mentors because the department not only has a very diverse workforce, but our mentors also can educate students about the Trade fields.

Public Works is also excited about its continued commitment to the WTS Northeast Ohio Transportation YOU program. Transportation You's mission is to shape the future of the transportation industry by growing the involvement and interest of girls and young women in science, technology, engineering and math (STEM) studies. Transportation YOU is a hands-on, interactive, mentoring program that introduces girls age 13-18 to a wide variety of transportation careers.

The department has successfully piloted a Pre-Apprenticeship program with the local trade unions. This pilot program “Build Back Cleveland” looks to expose more young people within the community to the building trade industry.

- Three individuals have successfully completed the pilot program. These individuals had a unique opportunity to shadow different journey man trade. We currently have one new pre-apprentice.

### **Actions to advance equity in programs/policies/services**

Public Works uses the Economic Health Index as a factor when considering Roadway Operations and/or 50/50 Infrastructure Projects sponsored by the department. The Economic Health Score considers the Per Capita Income along with the percentage of households below the poverty level within a given community as a

significant factor in determining the rank and scoring for infrastructure projects competing for funding provided by the Ohio Public Works Commission.

Public Works added additional points to scoring criteria for project selection, based on whether the project is in an equity zone for the latest round of 50/50 projects awarded in 2022. Equity Zones were determined by a weighted scoring system, including the following factors: Poverty, Historic Disinvestment, Physical Condition, Community Health and Home Value.

### **2023-2024 50/50 program**

Total Applications = 58

Total project applied in Equity Zones = 19

Total awarded projects = 22

Total awarded projects in Equity Zones = 14

Note, each community can only be awarded one project, so of the 6 projects in an equity zone that were not awarded, all but one was a second project for a community that was awarded another project in an equity zone.

## Looking Forward (CY2023)

The following is a summary of CY2023 action commitments to advance diversity, equity, and inclusion.

In 2023 Public Works will continue to monitor all procurements and evaluate if the procurement should be added to an upcoming Purchasing forecast. Adding such a mechanism ensures that not only do we have a comprehensive and more accurate list, but it assures that the forecast is submitted timely.

Public Works estimates that 90-100% of all formal procurement types will adhere to the 30-day posting period. This 30-day window allows vendors the time to communicate any concerns they have with the bidding specifications or required documents. Public Works is committed to fostering racial equity and inclusion. Public Works has 2 planned SBE set asides for engineering contracts in 2023.

Public Works has made strides in ensuring its workforce is diverse and reflects the diversity of Cuyahoga County. All our current human resource initiatives will continue in 2023.

- Department of Public Works will utilize diverse interview panels for employees. At a minimum, the Department of Public Works will strive to have interview panels that are diverse in gender, race/ethnicity, and other socioeconomic demographics.
- Department of Public Works will work with HR to share job postings with diverse community organizations
- We will continue to utilize the pre-apprenticeship pilot program to reach a diverse group of potential trades.
- We will support our team members in their community outreach efforts and participation in True2U and Transportation You mentoring programs.



## Department/Agency Status Reports

The following is a review and summary of the County's equity initiatives by department/agency, containing:

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- Looking Forward (CY2023) - Summary of specific equity commitments/actions for your department/agency for CY2023.

Included in the review and summary are details on the following:

- A summary of where and how resources dedicated to equity initiatives were allocated
- An analysis of equity results as measured against benchmarks
- A description of how the County collected the reported data and made it accessible to the public
- Updates on benchmarks and description of changes in equity initiatives for the coming year

### Department/Agency: Sheriff's Department

The Cuyahoga County Sheriff's Department mission as caretaker of the public's safety is dedicated to maintaining the trust and respect of those we serve by resolutely and aggressively enforcing the law and by committing ourselves to the efficient and effective delivery of safety services. As agents of the community, we strive to provide appropriate custodial care along with programs that support the physical, spiritual and constitutional needs of individuals committed to our custody. Further, every effort will be made to assist the inmates in our custody to understand and take responsibility for their involvement in the justice system.

The Cuyahoga County Sheriff's Department is responsible for: Local police assistance, Court security, Jail operations, Detective bureau, Narcotics task force, Sex offender unit, SWAT teams, Marine patrol, Service of warrants and subpoenas, and Foreclosure sales,

### The Year in Review (CY2022)

The following is a summary of CY2022 actions to advance diversity, equity, and inclusion.

- **Actions to advance supplier diversity (i.e., spend with diverse vendors; partnership with diversity/outreach efforts, prompt pay performance...):**
  - The Cuyahoga County Sheriff Department complies with all Procurement Policies and Procedures regarding supplier diversity by utilizing the ERP Procurement portal. CCSD staff regularly attends any and all available applicable training offerings to stay up to date with procurement policy and procedure requirements and/or changes, including DEI.
  - Cuyahoga County awarded a contract to Tri-C to provide DEI training to Cuyahoga County employees under the authority of the County Executive. For the Sheriff's Department, 57 supervisors/managers/leaders attended Management Session 1 and 49 attended Session 2 of the Management DEI Training Services. Except for our Corrections staff, all Sheriff's Department employees were required to attend the All-Staff Town Hall DEI Training Services; 245

employees attended Town Hall 1, 209 employees attended Town Hall 2, and 209 employees attended Town Hall 3.

- **Actions to advance workforce equity (i.e., efforts to evaluate/revise job descriptions to be inclusive; efforts to recruit/hire/promote a diverse staff, efforts to improve equitable staff development/promotion/retention...):**
  - Since January 1, 2022, the Sheriff's Department hired 350 employees. The recruitment strategy for vacant positions involved job posting and/or outreach collaboration with diverse community organizations (e.g., we have utilized OhioMeansJobs, which recruits candidates with diverse backgrounds, including race, gender, 50+ workers, a disability status, and a lifestyle preference, as well as Esperanza Inc., a non-profit organization seeking to improve educational opportunities for Northeast Ohio Hispanic/ Latinx communities, for recruitment purposes). The Sheriff's Department utilized job descriptions with work experience equivalents for formal education requirements when appropriate for vacant positions. In addition, many of our interviews included diverse panels. The last interview for a senior leadership position (i.e., the Chief Deputy Sheriff position) included a diversity, equity, and inclusion question.
  - As for additional efforts to support and champion diversity, equity, and inclusion amongst Sheriff's Department staff, please see our plan for CY2023, below.
- **Actions to advance equity in programs/policies/services (i.e., prioritization of diversity, equity, and inclusion in the evaluation/implementation of programs, policies and services; utilization of equity zones in applicable selection process/programming...):**
  - Sheriff Hammett attended the DEI Scorecard webinar on 07/15/22, the Equity Zones Map/Policy webinar on 07/18; the Equity Assessment Tool webinar on 08/11/22; the DEI Scorecard webinar on 08/19; and the Equity Assessment Tool webinar on 08/25.
  - Sheriff Hammett has received individualized DEI coaching from Marlon Moore & Associates.

## Looking Forward (CY2023)

The following is a summary of CY2023 action commitments to advance diversity, equity, and inclusion.

- **Actions to advance supplier diversity (i.e., spend with diverse vendors; partnership with diversity/outreach efforts, prompt pay performance...):**
  - The Sheriff's Department will submit timely, complete and comprehensive 24-month purchasing and contracting forecasts in CY2023.
  - The Sheriff's Department will adhere to the minimum 30-day posting period requirement for formal bids, RFPS, and RFQs.

- **Actions to advance workforce equity (i.e., efforts to evaluate/revise job descriptions to be inclusive; efforts to recruit/hire/promote a diverse staff, efforts to improve equitable staff development/promotion/retention...):**
  - The Sheriff's Department will hire a Human Resources Manager to support the CCSD Administrator of Human Resources. The Human Resources Manager will oversee the general, day-to-day human resources operations and assist the Administrator of Human Resources as necessary (so the Administrator may concentrate on developing policies, procedures, and long-term strategic plans for human resources operations, including, but not limited to, hiring and retention, with a focus on hiring and promoting a diverse workforce).
  - The Sheriff's Department will establish and implement Recruitment Units for the Correction Officer, Deputy Sheriff, and other positions within the Department. The Recruitment Unit will:
    - Identify all cross-sections of the Greater Cleveland community (to ensure we are effectively recruiting a diverse workforce and recruiting from all potential sources);
    - Identify priority applicants;
    - Build partnerships with community stakeholders in cross-sections of the Greater Cleveland community;
    - Build partnerships with colleges, universities, and accredited training programs;
    - Regularly review the effectiveness of our recruitment process (by analyzing new hire and turnover data); and
    - Regularly review the CCSD's position requirements, hiring and onboarding policies and procedures, to ensure that they do not create unnecessary obstacles and/or barriers for candidates during the hiring process.
  - The Sheriff's Department's Office of Human Resources, together with its Fiscal Division, will explore conducting targeted advertising with the mainstream media and with advertising agencies that serve different cultural audiences.
  - The Sheriff's Department will utilize diverse interview panels for employees. At a minimum, the Sheriff's Department will strive to have interview panels that are diverse in gender, race/ethnicity, and other socioeconomic demographics. In addition, for supervisor/leadership positions, the Sheriff's Department will utilize at least one (1) interview question related to the importance of advancing diversity, equity, and inclusion.
  - The Sheriff's Department will seek authority from the administration to create and implement a new Deputy Sheriff Cadet Program to serve as a recruitment and retention tool for employees, and to incorporate diversity into the Law Enforcement Division.

- If the Program is approved by Executive-Elect Ronayne and legislatively authorized, the CCSD will sponsor Employees who are accepted into the Cadet Program through a Police Academy approved by the Ohio Peace Officer Training Commission. The CCSD will pay the tuition costs of the Academy and will provide a salary (\$20.00 per hour) and benefits to Employees while they are attending the Academy.
- The Cadet Program will provide a pathway to eligible Employees who wish to become a sworn peace officer without having to sacrifice their employment, receipt of County benefits, and/or incur tuition debt.
- All Employees of the CCSD will be eligible to apply for acceptance into the Cadet Program if they have been employed with the Sheriff's Department at least two (2) years. Employees who are accepted into the Cadet Program and successfully graduate from the Academy will advance to the Deputy Sheriff classification and will be contractually required to serve as a Deputy Sheriff for the CCSD for two (2) years. If an Employee does not honor the two (2) year commitment, they will be contractually required to reimburse the County for the tuition costs and related expenses for the Academy.
- We believe that the Cadet Program will serve as an excellent recruitment tool for the Correction Officer and Protective Services Officer positions and will serve to incorporate the demographic diversity of other Divisions within the CCSD to the Law Enforcement Division.
- The Sheriff's Department is working with *Marlon Moore & Associates* to promote equitable development and promotion within your agency amongst all demographics (i.e., race gender, ethnicity, etc.). Specific activities planned for CY2023 include establishing a DEI Department Advisory Council to serve as a resource for DEI activities and objectives (including leadership training and mentoring).

# Department/Agency Status Reports

## Department/Agency: Department of Human Resources

The Department of Human Resources (HR) contributes to Cuyahoga County's (County) success and viability by taking an innovative, participative, and strategic approach to the services it provides. HR has a sincere commitment to providing creative solutions to attracting, motivating, developing, and retaining a diverse workforce reflective of County and the communities it serves.

HR provides services to all County Executive employees as well as employees of the Board of Revision, County Council, Inspector General, Internal Audit, Personnel Review Commission and Workforce Development. HR is a department of sixty-two (62) employees with six functional departments : 1) Employee Services which include payroll, time and attendance, and employee self-service; 2) Employee and Labor Relations which encompasses labor relations, environmental health and safety workers compensation, and records administration; 3) Total Rewards which encompass compensation, human resources information systems, employee benefits, and employee wellness programs; 4) Talent Acquisition; 5) Organizational and Employee Development, and 6) HR Managers which are decentralized" meaning they partner directly with the agency leadership within their scope of responsibilities and may have a "dotted line" reporting relationship to the agency(ies) director(s).

## The Year in Review (CY2022)

This year Talent Acquisition transformed our recruitment and hiring approach to address the issues that Cuyahoga County and other employers faced – increasing vacant positions and a diminished talent pool. The County moved to a "one stop shop" hiring event model. In this model, all of the departments impacting the hiring of an employee are brought together in one place to complete as many of their processes concurrently. This model was applied to our recruitment efforts for Correction Officers, Social Workers, Support Officers, EFS specialist and Fiscal Account Clerks. This recruitment model allowed the County access to a very diverse group of candidates expediently and efficiently. The events were advertised via a myriad of avenues – yard sign displays, displays on RTA busses, websites, local radio stations, etc. Each event was accessible by public and other transportation, and they were held during and after work hours making it convenient for anyone to attend. The immediate impact has been an increased candidates' pool, increased job offers in a shorter time span, and much improved time-to-fill metrics. We have increased the number of jobs fairs we attended this year, set up college days at local universities to target upcoming college graduates, and partnered with neighborhood organizations and Ohio Means Jobs to have County Application days in the communities encouraging more applicants to apply. We have expanded our marketing portfolio in 2022 with a big push on social media, along with 200 + advertising outlets and are continuing to utilize different tools to promote our jobs and total rewards package to market Cuyahoga County as a potential employer and Employer of Choice in this very challenging and competitive labor market.

As the Director of Human Resources, Sheba Marshall was asked to join the Workforce Funders Group. This body oversees significant Cuyahoga County funding (over \$11 million to date) and additional leveraged foundation funding, for targeted efforts to increase employment opportunities in manufacturing, health care, and Information technology. Cuyahoga County itself is using some of the innovative recruitment, hiring, and retention practices developed with support of the Workforce Funders Group.

In this role, we are continuing to develop strong relationships with community partners in the workforce and education industry to identify and strategically address workforce preparation and development for current and future populations and need.

Working in partnership with the Personnel Review Committee (PRC), the County contracted with the Archer Company to provide a salary survey for select benchmark positions in the classified Salary Schedule A plan and update its non-bargaining current pay plan. The Archer company identified the list of organizations, based on the organization's characteristics, relevance in the market, location and those similarly situated to Cuyahoga County in size, demographics, population and provided services. According to the Archer study, a total of seventeen organizations were selected to participate and over forty benchmark jobs were identified for review. The jobs identified were based on a series of a factors. Once the survey was complete, it became apparent that the County was below market in its classified bargaining and non-bargaining pay plans. The findings were presented to County Executive Leadership and the Personnel Review Committee simultaneously. Approval was provided to move forward with a request to Cuyahoga County Council for approval to appropriate funds allowing the County to move employee salaries closer to market range. This has and will go a long way to ensuring the County is given serious consideration as an employer and remains an applicant's choice for employment. It also shows a commitment to current employees that the County is interested in developing and retaining the talent that exists within.

Via an RFP process, Cuyahoga County awarded a contract to Tri-C to provide DEI education and training to Cuyahoga County employees under the authority of the County Executive. Under the leadership of the DEI Director, Human Resources worked in close collaboration to assist in providing program design input and feedback on DEI coaching for the executive leadership team, and training for the manager/supervisor leadership team and employees. HR was also responsible for providing logistical data to ensure all employees were appropriated to the correct levels of training and any new or promoted employees were included. The HR Manager Team, working with their assigned agencies provided additional support in ensuring information was communicated at all levels of the departments.

We believe the delivered training by Tri-C was successful in the initiative to inform and improve organizational culture, increase the awareness and impact of racial bias, and very impactful in recognizing racism in the workplace and the County's commitment to effectively address each issue.

This past year the Human Resources Department issued twenty-three Request for Proposals (RFP), soliciting offers from agencies and organizations to provide a myriad of County services. Of the fifteen organizations that were awarded contracts to perform County services, nine were assigned MBE/SBE/WBE goals. For the majority of our contracts, we held pre-bid conferences where the organizations were invited to attend via Teams to get more information on, and County expectations of submitting a proposal. The Procurement Department representative provided detailed information on the how and why of MBE/SBE/WBE goals. While, for this round, only one organization met required the goal, we were able to have important conversations and lay the groundwork of expectation about the County's position on, and investment in providing MBE/SBE/WBE suppliers with greater opportunities for participation in the projects' pool. The contracts for services beginning Jan. 2022 are more often three-year contracts, meaning they will end Dec. 31, 2024. Organizations interested in initiating and/or continuing business with the County will be required to demonstrate their commitment, by practical application, to its initiatives as it relates to diversity equity and inclusion in supplier diversity. This year three employees, to include two directors and the Business Services Manager, attended the Purchasing and DEI Requirements Refresher webinars held on 10/18/22 and 10/25/22 to ensure the department understood the supplier diversity initiatives and how HR Department could impact this initiative.

The HR DEI Steering Committee presents at monthly HR All-Staff meetings and issues bi-monthly DEI newsletters to continue to create visibility on important, relevant, and timely DEI information. While the Steering Committee continues to refine its 2023 strategy, to expand the work, they are working on a crucial conversation series to begin in early 2023. The committee is also seeking additional HR Staff to join our team to continue the DEI work both internal to HR and external to include collaborations with other departments, agencies and community partners.

The newly implemented Tuition Reimbursement Program began with the Fall 2022 semester. Twenty-four employees are currently enrolled at one of the three participating higher education institutions – Tri-C Community College, Cleveland State University and Baldwin Wallace University. The Tuition Reimbursement program is an important step to addressing issues of equity and inclusion, to helping to remove barriers to education and improve employment or promotional opportunities. This program will also be instrumental in creating a diverse team of qualified and talented employees. It is important to note that this program allows employees to take credit earning classes that may be unrelated to their field. The course simply must be related to a job function that exists within the County. Again, another opportunity for growth and development.

### **EEO Report**

Through this Equal Employment Opportunity Plan (EEOP), we are committing to our belief that people are our most valuable resource and, for this reason, we must continue to strive for employment and personnel practices that are free of discriminatory treatment and foster a culture of respect in the workplace. In addition, it is our intention to develop an employment posture that reflects the demography of the workforce at large.

Cuyahoga County (including all elected offices) is one of the largest employers (approximately 7,281) in the Greater Cleveland area. Fifty-nine percent of those employees work for the Cuyahoga County Executive. Information provided in the report compares the demographics of Cuyahoga County's workforce at large with the demographics of the workforce under the County Executive.

While the demographics of the County population suggest that County employee demographics are similarly aligned, we recognize that as we take a look at the employee leadership structure in County employment, it becomes less diverse.

This plan provides the data to take an honest “look” at ourselves as an employer. We can then begin developing a plan and actionable steps to address inequities.

## Looking Forward (CY2023)

Looking forward to 2023, the following is a summary of CY2023 action commitments to advance diversity, equity, and inclusion.

### **Recruitment and Retention**

Increasingly, the subject of equity is apparent when addressing issues such as retention, employee morale, commitment, and productivity. I believe the next logical step to improving retention is to explore an opportunity for an equity study.

Develop a formalized plan where, at a minimum the Human Resources Department will strive to have interview panels that are diverse in gender, race/ethnicity, and other socioeconomic demographics.

The Department of Human Resources will continue to work with sector partnerships and organizations such Ohio Means Jobs, and Y.O.U. to share job postings with diverse community organizations.

We will continue work in partnership with the Personnel Review Commission to review all classified titles to determine where experiential equivalents may be applied, in lieu of educational requirements. This means that several years of experience in a position may be a sufficient qualification in lieu of a degree. In that manner, individuals who may not have had the opportunity of acquiring a college degree may be qualified for a position or a promotion in County service where they may not have been previously qualified.

With the update of a formal EEO plan, we can begin the discussion on performance management, succession planning, leadership development and the metrics necessary to ensure with a focus on fostering an employee community equitably represented at all levels of County employment.

### **Supplier Diversity**

Human Resources contracts for over \$325 million in services. We will continue our conversations with suppliers on the County's commitment to supplier diversity. As contracts approach renewal time, we will continue to require (per the Procurement Dept guidelines) evidence of the same commitments. We will also continue to meet the requirements, through Procurement, of the RFP process.



# Department/Agency Status Reports

The following is a review and summary of the County's equity initiatives by department/agency, containing:

- Overview of the agency/department
- The Year in Review (CY2022) - Summary of actions/work/results for the current calendar year
- Looking Forward (CY2023) - Summary of specific equity commitments/actions for your department/agency for CY2023.

Included in the review and summary are details on the following:

- A summary of where and how resources dedicated to equity initiatives were allocated
- An analysis of equity results as measured against benchmarks
- A description of how the County collected the reported data and made it accessible to the public
- Updates on benchmarks and description of changes in equity initiatives for the coming year

## Department/Agency: Public Safety and Justice Services

**Mission Statement:** The mission of the Department of Public Safety and Justice Services is to provide a wide range of public safety and justice services to residents and first responders of Cuyahoga County, while embracing current and new technologies in the public safety field.

The major divisions of Public Safety and Justice Services include Cuyahoga Emergency Communications, the Office of Emergency Management, Witness Victim Services, and Fiscal and Grants. The staff members assigned to the Fiscal and Grants unit also provide technical assistance and financial review for the Opioid Settlement Fund. In addition to the Department's various operations, programs and services, the Department of Public Safety and Justice Services provides information about emergency preparedness, trainings, citizen volunteers, current publications, grant announcements, public safety communications updates, and other valuable resources.

Related Justice Services Agencies include: Family Justice Center, Clerk of Courts, Cuyahoga County Law Department, Local Emergency Planning Committee, Medical Examiner, Northeast Ohio Regional Fusion Center, and Sheriff Department

## The Year in Review (CY2022)

The following is a summary of CY2022 actions to advance diversity, equity, and inclusion.

- **Actions to advance supplier diversity (i.e., spend with diverse vendors; partnership with diversity/outreach efforts, prompt pay performance...):**
  1. Public Safety and Justice Services has complied with all SBE/MBE/WBE requirements when releasing RFPs or otherwise engaging in procurement. All guidelines set forth by the Office of Procurement and Diversity, and the Department of Equity and Inclusion are followed when purchasing goods or services.
  2. Public Safety and Justice Services worked diligently to provide an accurate 24 month purchasing forecast, which will allow the department to adhere to purchasing requirements over the next two years.

- **Actions to advance workforce equity (i.e., efforts to evaluate/revise job descriptions to be inclusive; efforts to recruit/hire/promote a diverse staff, efforts to improve equitable staff development/promotion/retention...):**
  1. Public Safety and Justice Services expanded personnel recruitment efforts to increase applicant success. Together with the Department of Human Resources, a hiring event was organized for emergency call takers where interested candidates could receive information and apply on the spot with assistance from HR, thereby removing any barriers.
  2. Public Safety and Justice Services together with the Personnel Review Commission reviewed experience and education equivalencies for the Justice System Advocate position to enhance the candidate pool. Requirements were adjusted to allow for associates degrees and less paid experience.
  3. Public Safety and Justice Services worked with its internal DEI committee to review demographics within the department and will continue to review and recommend changes to job descriptions to encourage more diverse candidate pools.
  4. Public Safety and Justice Services ensured that interview panels included people of color so that successful candidates would feel confident that they would be welcomed onto a diverse team. Additionally, interview questions include at least one question connecting DEI to the subject matter of the position for which candidates were interviewing.
  5. All managers and supervisors, as well as the deputy director and director attended the two-part DEI managers series.
  6. All employees were encouraged multiple times to attend DEI Townhalls and the vast majority successfully completed the series. Please note, emergency call takers were granted an exception by the Chief of Staff due to critical staffing shortages, mandatory overtime already in place, and no personal computers on which to take the training.
  7. Public Safety and Justice Services continued to convene an employee DEI committee throughout 2021, despite a transition in leadership due to the departure of the previous Deputy Director. Each division was encouraged to identify employees who may be interested in joining the DEI committee. A learning collaborative was formed with the DEI committee from Health and Human Services so that the Public Safety and Justice Services employees could learn from their success.
  
- **Actions to advance equity in programs/policies/services (i.e., prioritization of diversity, equity, and inclusion in the evaluation/implementation of programs, policies and services; utilization of equity zones in applicable selection process/programming...):**
  1. Public Safety and Justice Services regularly attends DEI trainings offered by the Department of Equity and Inclusion. Two employees attended each of the following webinars: Equity Zones, Equity Assessment Tool, DEI Scorecard. Employees in relevant decisions were invited to review the information when posted on the Intranet.
  2. Public Safety and Justice Services' Deputy Director attended a team meeting for the Fiscal and Grants division to go over the countywide DEI initiatives and encourage participation in the employee DEI committee.
  3. Public Safety and Justice Services regularly reviews service maps to determine where usage of programs is greatest, where need is greatest, and where additional efforts can be focused to ensure programs and services are reaching those who may be underserved. This is particularly true of Witness Victim

Services, where it is known that crime disproportionately impacts communities of color. Outreach is regularly done in communities across the county to ensure all residents have access to services.

4. Race, ethnicity and language access are tracked whenever possible. Witness Victim regularly tracks the demographics of the individuals accessing services and provides culturally specific and culturally appropriate training. Language access lines are regularly used by Witness Victim and by emergency call takers.

## Looking Forward (CY2023)

The following is a summary of CY2023 action commitments to advance diversity, equity, and inclusion.

- **Actions to advance supplier diversity (i.e., spend with diverse vendors; partnership with diversity/outreach efforts, prompt pay performance...):**
  1. Department of Public Safety and Justice Services submitted complete and comprehensive 24-month purchasing and contracting forecasts for the upcoming year and will continue to submit all required information in CY2023.
  2. Department of Public Safety and Justice Services will adhere to the minimum 30 day posting period requirement for formal bids, RFPS, and RFQs.
- **Actions to advance workforce equity (i.e., efforts to evaluate/revise job descriptions to be inclusive; efforts to recruit/hire/promote a diverse staff, efforts to improve equitable staff development/promotion/retention...):**
  1. Department of Public Safety and Justice Services will continue to use diverse interview panels for employees. At a minimum, the Department of Public Safety and Justice Services will strive to have interview panels that are diverse in gender, race/ethnicity, and other socioeconomic demographics. Interview questions will consistently have questions that relate the position's subject matter to DEI topics.
  2. Department of Public Safety and justice services will work with HR to share job postings with diverse community organizations. As positions are posted and candidates are screened, Public Safety and Justice Services will review requirements and equivalencies with the Personnel Review Commission to ensure a diverse candidate pool.
- **Actions to advance equity in programs/policies/services (i.e., prioritization of diversity, equity, and inclusion in the evaluation/implementation of programs, policies and services; utilization of equity zones in applicable selection process/programming...):**
  1. Department of Public Safety and Justice Services will use the Equity Zones Map/Policy for program, as appropriate, to provide additional consideration to projects that impact equity zones in CY2023.
  2. Department of Public Safety and Justice Services will use the Equity Assessment Tool to apply the "equity lens" to its Witness Victim Services division. Witness Victim's goal is to ensure equal access to the justice system for all victims of crime. The initial draft of the Equity Assessment Tool will be completed and submitted to DEI by 3<sup>rd</sup> Quarter of CY2023.

3. Department of Public Safety and Justice Services commits to collecting disaggregated data for all program areas. This will be implemented using internal staff resources. It is anticipated that the data collection will start in 2<sup>nd</sup> Quarter of CY202.
4. Department of Public Safety and Justice Services will work with nonprofit partners and culturally specific agencies to increase awareness, knowledge, and understanding by diverse demographics on its programs, policies, and procedures. Specific activities planned for CY2023 include participation in community-based health and wellness fairs, emergency management exercise development with groups representing ethnic and religious minorities, and delivery of outreach materials to community centers, libraries, and federally qualified health centers.

# Department/Agency Status Reports

The following is a review and summary of the County's equity initiatives by department/agency, containing:

- Overview of the agency/department
- The Year in Review (CY2022) - Summary of actions/work/results for the current calendar year
- Looking Forward (CY2023) - Summary of specific equity commitments/actions for your department/agency for CY2023.

Included in the review and summary are details on the following:

- A summary of where and how resources dedicated to equity initiatives were allocated
- An analysis of equity results as measured against benchmarks
- A description of how the County collected the reported data and made it accessible to the public
- Updates on benchmarks and description of changes in equity initiatives for the coming year

## Department/Agency: Innovation & Performance

The Office of Innovation and Performance works to create a culture of innovation and operational excellence through data-driven decision making, researching and implementing best practices, and focusing on results to improve service delivery for residents of Cuyahoga County. We strive to make County government more efficient and effective with programs that focus on three areas: *Performance Management*, *Culture of Innovation*, and *Process Improvement*.

*Performance Management*: focuses on the County's performance and its progress toward the goals of the 2017-2022 Cuyahoga County Strategic Plan, which guides the County's future growth and prioritizes Economic Growth and Opportunity, Fairness and Equity, and Government that gets results.

*Culture of Innovation*: Strives to foster a culture of innovation at Cuyahoga County, encouraging all staff to incorporate innovation into their work. We connect the startup community with County agencies to develop and test innovative solutions to challenges the County faces. The Office of Innovation and Performance also oversees efforts at the County to bridge the Digital Divide, allowing all families to take advantage of the benefits having high-speed internet access in the home can bring.

*Process Improvement*: The Office of Innovation and Performance seeks to make Cuyahoga County government more efficient by improving the processes we use to deliver services. The Cuyahoga County Innovation Academy uses Lean Six Sigma and Project Management methodologies to equip and enhance County staff with skills to improve programs and find innovative efficiencies across the County.

## The Year in Review (CY2022)

The following is a summary of CY2022 actions to advance diversity, equity, and inclusion.

- **Actions to advance supplier diversity (i.e., spend with diverse vendors; partnership with diversity/outreach efforts, prompt pay performance...):**

The Office of Innovation and Performance (I&P) has only one consistent contract for our Performance Management Software. In 2022, this contract was put out for RFP and was listed on the 24-month purchasing forecast. I&P created a list of over 20+ potential vendors to reach out to regarding the software and used the 30-day threshold to allow for additional submittals for the contract. A pre-proposal conference was held for this contract and attended by multiple vendors. These efforts still only resulted in one bidder responding to the contract (current vendor), but I&P is committed to continuing to identify ways to increase supplier diversity through our limited contracting opportunities. Over half of the I&P team attended the Purchasing and DEI Requirements Refresher Webinar held this year to ensure knowledge of all processes and procedures.

- **Actions to advance workforce equity (i.e., efforts to evaluate/revise job descriptions to be inclusive; efforts to recruit/hire/promote a diverse staff, efforts to improve equitable staff development/promotion/retention...):**

I&P is a small office, which means it is especially important to have diverse voices. One of the ways I&P promotes diversity is through making job qualifications as broad as possible. Experience is always allowed to be used for formal education requirements. Additionally, in working with the PRC in evaluating candidates, we always push for a wide interpretation of what can be possible relevant experience. This allows us to often test and interview a diverse range of candidates. Additionally, interview panels are always structured to include different genders and races. This year we had one hiring panel and it consisted of one non-minority male, one non-minority female and one minority male. I&P was also supportive of the DEI trainings. Email reminders were sent to all staff to sign up for the trainings, the trainings were brought up regularly in staff meetings & staff were required to confirm that they had signed up to attend the training. A similar process was used to ensure staff responded to the GARE survey.

While not related directly to permanent hiring, Cuyahoga County also operates the Summer Public Policy Fellowship that provides an 8-week paid internship over the summer to college and graduate school students and recent graduates. This program is advertised at local colleges and universities, while also posting on college job board websites across the country. The program allows students to gain experience while in college to better compete for jobs after graduation. In 2022, the salary for these positions was also raised to \$15/hour to better help those students who use summer as an opportunity to earn money to pay for the coming school year.

- **Actions to advance equity in programs/policies/services (i.e., prioritization of diversity, equity, and inclusion in the evaluation/implementation of programs, policies and services; utilization of equity zones in applicable selection process/programming...):**

While I&P did not specifically use the Equity Zones Map/Policy for programs this year, one of the core projects of I&P is centered around equity. In 2022, Cuyahoga County made a \$20M investment to address the digital divide in many of our least connected communities throughout Cuyahoga County. The goal of the investment is to provide affordable, high-speed, in-home internet access to up to 25,000 households. The contract approved

by County Council was with PCs for People that will build a fixed wireless network that will provide \$15/month internet access to residents. When identifying where PCs for People would serve, I&P used census data to identify census tracts where more than 20% of the population was unconnected and income was below the area median income. While not a perfect alignment to the equity maps, the area chosen for coverage is highly correlated. The goal of solving the digital divide will promote equity throughout the County.

## Looking Forward (CY2023)

The following is a summary of CY2023 action commitments to advance diversity, equity, and inclusion.

- **Actions to advance supplier diversity (i.e., spend with diverse vendors; partnership with diversity/outreach efforts, prompt pay performance...):**

At this time, I&P does not have any planned procurement in CY 2023 or for CY 2024. The current 24-month purchasing forecast was submitted to reflect that information. With the change in administration in CY 2023, there is the possibility that I&P priorities will be redirected and additional procurements will be completed. If that occurs, I&P is committed to providing an update to the purchasing and contracting forecast and making sure to adhere to the minimum 30-day posting period. Additionally, for all procurements completed by I&P staff are directed to do research on a wide range of companies that may be able to submit for the RFP and include those companies on the plan holders list. This will include research on registered S/M/WBEs.

- **Actions to advance workforce equity (i.e., efforts to evaluate/revise job descriptions to be inclusive; efforts to recruit/hire/promote a diverse staff, efforts to improve equitable staff development/promotion/retention...):**

With limited staff within the office, years may happen where there are no vacancies in I&P. However, if a vacancy does occur in CY 2023, I&P is committed to diverse hiring panels, outreach efforts, and continuing the practice of allowing work experience equivalents for formal education requirements. For existing staff in CY2023, I&P is committed to identifying at least one professional development opportunity for each person. This may include conferences, classes or membership in an organization that can be supported by the department to help advance staff development.

The Summer Public Policy Fellowship is an opportunity to expand outreach and diversity efforts. In CY 2023, I&P commits to ensuring the job is posted at colleges and universities both locally and regionally that attract a wide range of students.

- **Actions to advance equity in programs/policies/services (i.e., prioritization of diversity, equity, and inclusion in the evaluation/implementation of programs, policies and services; utilization of equity zones in applicable selection process/programming...):**

In CY2023, I&P will continue our work with PCs for People to address the digital divide in many of our least connected communities. As part of that effort, particular attention is being paid to outreach and adoption efforts for many of our hardest to reach communities. I&P and PCs for People will work with local community organizations to promote the service and reach residents where they are. As part of the contract, I&P will receive data on customer location, at the census tract level, that can be reviewed to make sure PCs for People is meeting the goal of serving residents in the least connected neighborhoods.

## Department/Agency: Consumer Affairs

The Department of Consumer Affairs' mission is to make sure people who live or shop in Cuyahoga County get what they pay for. The Weights and Measures Division protects consumers by inspecting and sealing scales, gas pumps and other measuring devices used in commerce and by ensuring store prices ring up as advertised. The Consumer Protection Division mediates consumer complaints against businesses and provides consumer information across a broad range of topics. Consumer Affairs organizes and serves as a clearinghouse for Scam Squad, a financial fraud task force made up of local, state and federal agencies. Scam Squad helps Cuyahoga County residents spot, avoid or recover from scams.

### The Year in Review (CY2022)

The following is a summary of CY2022 actions to advance diversity, equity, and inclusion.

- **Actions to advance supplier diversity**

Consumer Affairs is a small-budget department that does minimal purchasing and contracting. Much of its purchasing is routed through Fiscal, which handles business affairs for the department and has been trained in Purchasing and DEI Requirements.

- **Actions to advance workforce equity**

Consumer Affairs worked closely with Human Resources' talent acquisition team in 2022 to attract a more diverse pool of candidates by sharing Consumer Affairs job openings with trades groups and other organizations whose members are women or people of color.

All Consumer Affairs employees hired before DEI Town Hall 1 started participated in the DEI Town Hall trainings.

- **Actions to advance equity in programs/services/outreach**

Consumer Affairs will launch the Sustainable Store Grant, to help small retailers comply with the goals of the county's plastic bag ban. Stores located in designated DEI zones in the Equity Zone Map will be given preference when proposals are equal.

Consumer Affairs assists county residents with disputes against businesses or with scam recovery. As the clearinghouse for Scam Squad, Consumer Affairs is sensitive to barriers to scam reporting. We generally do not collect demographic information from consumers, other than their city of residence, because in the past, residents who had been scammed told us they were uncomfortable being asked for such information. Consumer Affairs has worked to reduce

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other barriers residents face in reporting, including lack of computer access or limited writing skills. Residents who are not comfortable accessing information or forms online are able to receive information by phone and are offered either phone intake or mailed paper complaint forms.

## Looking Forward (CY2023)

The following is a summary of CY2023 action commitments to advance diversity, equity, and inclusion.

- **Actions to advance supplier diversity**

Consumer Affairs does not anticipate an increase in procurements in 2023. However, going forward, should the department put out a call for bids, RFPs and RFQs for non-specialty equipment, it will work with Fiscal to follow DEI protocols.

- **Actions to advance workforce equity**

Consumer Affairs will strive to use a diverse interview panel for future candidates. It also will continue the groundwork it has done with HR to ensure news of job openings reach a wider group of potential applicants and more diverse community organizations. For supervisory positions, Consumer Affairs will include a “diversity, equity and inclusion” question in its interviews.

- **Actions to advance equity in programs/policies/services**

In 2023, Consumer Affairs will begin using the Equity Zone map to help track distribution of outreach events and consumer education materials. Using the map will help the department ensure we are reaching consumers in these areas with important information. It should also allow us to spot areas where we need to work harder to connect with community organizations. Consumer Affairs is using the Equity Zone Map in designing the Sustainable Stores Grant it plans to launch in 2023. This grant is being offered to help small and independently owned stores meet the goals of the County’s plastic bag ban. Stores located in DEI Zones in the Equity Zone map will be given preference for grants.

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## Annual Equity Report/ Department Summary

# Cuyahoga County Clerk of Courts

## Department/ Agency Overview

The Cuyahoga County Clerk of Courts serves the citizens of Cuyahoga County and everyone in the judicial system efficiently, effectively, and ethically.

The operations of the Clerk of Courts are regulated by rules, code sections, and policies. These rules include Ohio Revised Code Section 2303, Rules of Superintendence for the Courts of Ohio 44-47, Ohio Rules of Criminal Procedure, Ohio Rules of Civil Procedure, Ohio Rules of Appellate Procedure, Cuyahoga County Local Rules, Record Retention Schedule, Administrative Orders, as well as the Cuyahoga County Regulations (i.e., Cuyahoga County Charter, County Ordinances, etc.).

Our mission is to perform all statutory duties in the filing, preservation, retrieval and public dissemination of court documents and records pertaining to the Cuyahoga County Court of Common Pleas, General Division (34 judges), Cuyahoga County Court of Common Pleas, Domestic Relations Division (5 judges), and the Eighth District Court of Appeals (12 judges), and the Board of Revision. We also collect, hold, and disburse fees and costs paid to the court in a secure, timely, and cost-effective manner.

We also offer the following ancillary services:

Child Support Payments-In 2017, the Clerk of Courts began accepting cash payments for child support. Since implementing the service, the agency has collected approximately \$650,000.

Passports-In 2017, our office was designated a Passport Acceptance Facility on behalf of the Department of State. Our employees received training and are authorized as U.S. Passport Acceptance Agents responsible for taking passport photographs and processing passport applications.

## The Year in Review (CY2022)

The Cuyahoga County Clerk of Courts Office has one contract that has been in place since 2015. This contract is a Sole Source contract with Midwest Presort Mailing for all statutorily mandated mail related services. The Clerk of Courts utilizes the County Print Shop for all printing needs including forms, folders, etc. and all office supplies are purchased from W.B. Mason.

In July 2020, Cuyahoga County and County Council declared racism a public health crisis in Cuyahoga County. Seventeen members were appointed to serve on the Citizens' Advisory Council on Equity ("CACE") to oversee and report on equity efforts undertaken by the County. Clerk of Courts Nailah K. Byrd was asked by County Executive Armond Budish to serve as the County Liaison for the CACE. As County Liaison, Clerk Byrd is the

lead on a \$30,000 informal Request for Proposal effort to conduct a CACE Community Survey which will illuminate lived experiences and uncover and eventually eliminate inequities across Cuyahoga County. The Cuyahoga County Clerk of Courts understands the importance of workforce equity in every area of employee development from onboarding through promotional opportunities. The Clerk of Courts office is currently staffed with 80 employees.

The general demographic outline of all Clerk of Courts staff is listed below:

- 62 Females
- 18 Males
  
- 37 African Americans
- 41 Caucasians
- 2 LatinX

The demographic outline for agency leadership and administrative staff is listed below:

- 1 Chief of Staff (1 vacancy)
- 4 Managers
  - 2 African American women
  - 1 Caucasian woman
  - 1 Caucasian man
- 12 Division Supervisors (1 vacancy)
  - 1 African American man
  - 3 African American women
  - 2 LatinX women
  - 2 Caucasian women
  - 3 Caucasian men
- 2 Special Assistants (1 vacancy)
  - 1 African American woman
- 1 Senior Administrative Assistant
  - 1 African American woman
- 1 Administrative Assistant (1 vacancy)

The Cuyahoga County Clerk of Courts office interviews candidates with the goal to fill vacancies with qualified individuals seeking to continue or begin a career with our office. All agency vacancies have job postings listed on the Cuyahoga County Department of Human Resources website until the positions are filled. All Clerk of Courts job descriptions include a diversity statement which deems Cuyahoga County and the Clerk of Courts office an equal opportunity employer.

New employee recruitment is the responsibility of the Department of Human Resources. However, the Clerk of Courts office believes the representation of diversity is critical before, during and after the onboarding process. All interview panels include a diverse group of senior leadership within the agency representative of different races, genders and varying years of public service and agency tenure. This year we were pleased to welcome 21 new staff members to our team. We empower all Clerk of Courts employees to perform at their best with the full and unwavering support of agency leadership.

Cuyahoga County awarded a contract to Cuyahoga Community College (“Tri-C”) to provide Diversity, Equity and Inclusion (DEI) training to all Cuyahoga County employees under the authority of the County Executive, including the Clerk of Courts office. Each of the four (4) Cuyahoga County Clerk of Courts Managers attended

all of the “Management” DEI Trainings. Over 75 % of Clerk of Courts staff attended the “All Staff Town Hall” DEI Training sessions.

The Cuyahoga County Clerk of Courts office advised some senior level staff to attend a number of equity training webinars including, but not limited to the Equity Zone Map/ Policy webinar, the DEI Scorecard webinar and the Equity Assessment Tool webinar. Agency staff members who attended have served as leaders for the agency providing guidance and direction on diversity, equity and inclusion efforts.

## Looking Forward (CY2023)

The Cuyahoga County Clerk of Courts office plans to continue efforts to increase awareness and understanding related to Diversity, Equity and Inclusion in the year 2023.

# Department/Agency Status Reports

The following is a review and summary of the County's equity initiatives by department/agency, containing:

- Overview of the agency/department
- The Year in Review (CY2022) - Summary of actions/work/results for the current calendar year
- Looking Forward (CY2023) - Summary of specific equity commitments/actions for your department/agency for CY2023.

Included in the review and summary are details on the following:

- A summary of where and how resources dedicated to equity initiatives were allocated
- An analysis of equity results as measured against benchmarks
- A description of how the County collected the reported data and made it accessible to the public
- Updates on benchmarks and description of changes in equity initiatives for the coming year

## Department/Agency: Department of Information Technology

The Department of Information Technology provides services to support efficient operations of County departments. Our staff includes IT professionals in security, network engineering, web design and development, database, multimedia, enterprise application services, GIS, project management and business services. We support county-wide and departmental specific applications and services, and partner with departments to promote the use of technology to expand the scope, scale, and quality of services. We deliver practical solutions and promote policies to make innovation sustainable.

The Department of Information Technology coordinates the use of all automatic or electronic data processing or record-keeping equipment, software, computer hardware, information technology and/or information technology services in use by the various Cuyahoga County government offices, departments, agencies, boards and commissions that are under the jurisdiction of the Charter.

The Department of Information Technology shall be comprised of the staff of the Chief Information Officer and the following divisions: Human Services Applications, Justice Services Applications, Enterprise Services Applications, and Infrastructure Operations.

## The Year in Review (CY2022)

The following is a summary of CY2022 actions to advance diversity, equity, and inclusion.

- **Actions to advance supplier diversity (i.e., spend with diverse vendors; partnership with diversity/outreach efforts, prompt pay performance...):**

For all RFPs/RFQs/RFIs posted in the customary fashion, we deliver these requests to all vendors we have on file. This listing of vendors includes a substantial number of diverse vendors that we are always looking to increase.

- We provide a 24-month purchasing forecast to DEI.
- We comply with the 30-day minimum solicitation period for formal Bids, RFPs, and RFQs
- We comply hold pre-bid and pre-proposal conferences for your formal procurements.

Procurement staff leadership attended the Purchasing and DEI Requirements Refresher Webinars held on 10/18/22 and 10/25/22.

- **Actions to advance workforce equity (i.e., efforts to evaluate/revise job descriptions to be inclusive; efforts to recruit/hire/promote a diverse staff, efforts to improve equitable staff development/promotion/retention...):**

We are partnering with Greater Cleveland Partnership’s Tech Elevator project to provide entry level positions to underrepresented groups in the department of Information Technology.

Our Talent Acquisition specialist in Human Resources manages the acquisition of talent and rely on that department for recruiting tactics that comply with DEI goals.

- Cuyahoga County awarded a contract to Tri-C to provide DEI training to Cuyahoga County employees under the authority of the County Executive. For the Department of *Information Technology*, the Management DEI Training Services, 17 supervisors/managers/leaders attended Management Session 1 and 18 supervisors/managers/leaders attended Session 2. For the Department of *Information Technology*, the All-Staff Town Hall DEI Training Services, 103 employees attended Town Hall 1, 102 employees attended Town Hall 2, and 99 employees attended Town Hall 3.
- **Actions to advance equity in programs/policies/services (i.e., prioritization of diversity, equity, and inclusion in the evaluation/implementation of programs, policies and services; utilization of equity zones in applicable selection process/programming...):**

Members of IT leadership attended:

- the 7/18/22 webinar on the Equity Zones Map/Policy
- the 7/15/22 and/or 8/19/22 webinar on the Diversity, Equity, and Inclusion Scorecard
- the 8/11/22 and/or 8/25/22 webinar on Equity Assessment Tool (EAT)

## Looking Forward (CY2023)

The following is a summary of CY2023 action commitments to advance diversity, equity, and inclusion.

- **Actions to advance supplier diversity (i.e., spend with diverse vendors; partnership with diversity/outreach efforts, prompt pay performance...):**

DoIT will continue to build on our foundation of DEI initiatives to increase supplier diversity.

We will continue to

- work with partners to increase SBE/MBE/WBEs
- Department of Information Technology will submit timely, complete and comprehensive 24-month purchasing and contracting forecasts in CY2023.
- Department of Information Technology will adhere to the minimum 30-day posting period requirement for formal bids, RFPS, and RFQs.
- **Actions to advance workforce equity (i.e., efforts to evaluate/revise job descriptions to be inclusive; efforts to recruit/hire/promote a diverse staff, efforts to improve equitable staff development/promotion/retention...):**
  - Department of Information Technology will utilize diverse interview panels for employees. At a minimum, the Department of Information Technology will strive to have interview panels that are diverse in gender, race/ethnicity, and other socioeconomic demographics.
  - Department of Information Technology will work with HR to share job postings with diverse community organizations.
  - Department of Information Technology is working to promote equitable development and promotion within your agency amongst all demographics (i.e., race gender, ethnicity...).
- **Actions to advance equity in programs/policies/services (i.e., prioritization of diversity, equity, and inclusion in the evaluation/implementation of programs, policies and services; utilization of equity zones in applicable selection process/programming...):**
  - Department of Information Technology will recruit a DEI Champion for our Procurement Department to better manage and implement our DEI initiatives.
  - DoIT will use the Equity Assessment Tool to apply the “equity lens” to its processes. The initial draft of the Equity Assessment Tool will be completed and submitted to DEI by 4<sup>th</sup> Quarter of CY2023.
  - Talent Management – DoIT will seek to not only attract talent that is diverse, but also retain and promote currently employed individuals in key roles within the organization. Diversity will also be a key component of the interview process and will be inclusive of team members that serve in various roles in the department to have them be engaged in the process, and to hopefully pique their interest in furthering their own careers with the County. Further, DoIT Leadership is partnering with Greater Cleveland Partnership’s Tech Elevator project to provide entry level positions to underrepresented groups, initially on a contractual basis, but will then work the Human Resources department to transition those positions into permanent positions on the team.
  - Vendor engagement/contracts – DoIT will seek to utilize diverse vendors and resellers as a part of the procurement process. It is already incorporated into the procedures that the DoIT Business Team follows, but there will be a more concerted and active effort to engage vendors that are either certified with the County or the State for key demographics (XBE) that may not otherwise be involved.
  - Department of Information Technology commits to collecting disaggregated data for its DEI Program. This will be implemented using internal staff resources.

- Department of Information Technology is working to increase awareness, knowledge, and understanding by diverse demographics on its programs, policies, and procedures. Specific activities planned for CY2023 include continued participation in county sponsored programs.
- As part of the DoIT Procurement process, the department can provide training and information on our purchasing requirements and procedures in order to engage XBEs that likely otherwise would not know how to conduct business in this capacity with the County. We will commit to partnering with the County's DEI team to bring awareness not only in our local community, but also on the state and national scale to broaden our base and leverage our buying power.



# Department/Agency Status Reports

The following is a review and summary of the County's equity initiatives by department/agency, containing:

- Overview of the agency/department
- The Year in Review (CY2022) - Summary of actions/work/results for the current calendar year
- Looking Forward (CY2023) - Summary of specific equity commitments/actions for your department/agency for CY2023.

Included in the review and summary are details on the following:

- A summary of where and how resources dedicated to equity initiatives were allocated
- An analysis of equity results as measured against benchmarks
- A description of how the County collected the reported data and made it accessible to the public
- Updates on benchmarks and description of changes in equity initiatives for the coming year

## Department/Agency: Cleveland-Cuyahoga County Workforce Development Board & OhioMeansJobs/Cleveland-Cuyahoga County

Cleveland/Cuyahoga County Workforce Development Board (CCWDB) is a twenty-four-member board, appointed by City of Cleveland Mayor and Cuyahoga County Executive. The majority represent local businesses and the balance represent higher education, economic development, organized labor, and other workforce-related programs. The Governor designated the City of Cleveland and Cuyahoga County to continue as local Workforce Area #3 under Workforce Innovation and Opportunities Act (WIOA). The Elected Officials appoint all members as required by WIOA and as described in the Intergovernmental Agreement and may add members at their discretion, if Board membership is composed of no less than fifty-one (51) percent business members, fulfills the requirements of membership as outlined in WIOA and does not exceed the number of forty (40) total members. Business members are appointed from individuals nominated by business organizations who represent jobs in-demand and small business.

The CCWDB is responsible for the strategic functions of workforce development as well as the oversight of the operations and services delivered through the OhioMeansJobs|Cleveland-Cuyahoga County (OMJ|CC) centers and access points.

### **Our Mission:**

To develop and implement innovative partnerships and services that meet businesses' needs for qualified talent and provide residents access to careers and economic mobility.

### **Our Vision:**

CCWDB will establish and provide impactful workforce services driving the success of business and economic opportunity and improving racial and economic equity for Cleveland and Cuyahoga County residents.

The CCWDB allocates resources dedicated to equity initiatives through participation in the Diversity, Equity & Inclusion Committee. This committee consists of CCWDB Board Members, City/County staff, partner staff

and community volunteers. All resources utilized by this committee have been contributed by various committee members, as the CCWDB does not have a budget. Those resources have primarily been time and subject matter expertise.

The CCWDB and OMJ|CC, with partners in the workforce ecosystem, have prioritized racial equity. The DEI Committee formed to integrate fair, inclusive, and equitable practices.

## The Year in Review (CY2022)

The following is a summary of CY2022 actions to advance diversity, equity, and inclusion.

- **Actions to advance supplier diversity (i.e., spend with diverse vendors; partnership with diversity/outreach efforts, prompt pay performance...):**

The Department of Workforce Development is Federally funded with the Workforce Innovation & Opportunities Act and did not procure any of the goods and/or services using the SBE Set Aside Program. Our department does minimal purchasing and contracting; however, we participate in and provide an accurate and comprehensive 24 month purchasing forecast, we comply with the 30-day minimum solicitation period for formal Bids, RFPs, and RFQs, and we comply with holding pre-bid and pre-proposal conferences for your formal procurements. All staff currently involved in procurement attended the Purchasing and DEI Requirements Refresher Webinars held on 10/18/22 and 10/25/22.

- **Actions to advance workforce equity (i.e., efforts to evaluate/revise job descriptions to be inclusive; efforts to recruit/hire/promote a diverse staff, efforts to improve equitable staff development/promotion/retention...):**

The Department of Workforce Development filled 4 County positions in 2022. Three of the positions were classified supervisor/management positions and one (1) was an unclassified Director level position. All interview panels were diverse and contained minority and female representation. In addition to posting the positions on the County website, the postings were shared with various workforce development networks. All workforce development staff are equitably assigned duties based on the specific position as we have no 2 positions that are the same. As a very small department, all staff have access to policies, manuals and training guides and are provided training opportunities equitably.

- Cuyahoga County awarded a contract to Tri-C to provide DEI training to Cuyahoga County employees under the authority of the County Executive. For the Cleveland/Cuyahoga County Workforce Development Board, the Management DEI Training Services, all 2 supervisors/managers/leaders attended Management Session 1 and all 2 supervisors/managers/leaders attended Session 2. For the Cleveland/Cuyahoga County Workforce Development Board, the All-Staff Town Hall DEI Training Services, 1 employee attended Town Hall 1, 0 employees attended Town Hall 2, and 2 employees attended Town Hall 3.

- **Actions to advance equity in programs/policies/services (i.e., prioritization of diversity, equity, and inclusion in the evaluation/implementation of programs, policies and services; utilization of equity zones in applicable selection process/programming...):**

The Department of Workforce Development continues to evaluate all programs, policies and projects with an equity lens. We have disaggregated data by race, gender and ethnicity available for all of our programs. OhioMeansJobs|Cleveland-Cuyahoga County staff actively engage in community events to conduct public outreach throughout the year in an effort to engage community residents in workforce services and provide access to careers and economic mobility.

## Looking Forward (CY2023)

The following is a summary of CY2023 action commitments to advance diversity, equity, and inclusion.

- **Actions to advance supplier diversity (i.e., spend with diverse vendors; partnership with diversity/outreach efforts, prompt pay performance...):**
  - Cleveland/Cuyahoga County Workforce Development Board will submit timely, complete and comprehensive 24-month purchasing and contracting forecasts in CY2023
  - Cleveland/Cuyahoga County Workforce Development Board will adhere to the minimum 30-day posting period requirement for formal bids, RFPS, and RFQs.
  - Cleveland/Cuyahoga County Workforce Development Board will incorporate DEI standards in all service delivery contracts.
- **Actions to advance workforce equity (i.e., efforts to evaluate/revise job descriptions to be inclusive; efforts to recruit/hire/promote a diverse staff, efforts to improve equitable staff development/promotion/retention...):**
  - Cleveland/Cuyahoga County Workforce Development Board will utilize diverse interview panels for employees. At a minimum, the Department of Sustainability will strive to have interview panels that are diverse in gender, race/ethnicity, and other socioeconomic demographics.
  - Cleveland/Cuyahoga County Workforce Development Board will work with HR to share job postings with diverse community organizations.
  - Cleveland/Cuyahoga County Workforce Development Board will work with the Ohio Department of Job & Family Services to provide staff development to promote equitable development and promotion within your agency amongst all demographics (i.e., race gender, ethnicity...).

- **Actions to advance equity in programs/policies/services (i.e., prioritization of diversity, equity, and inclusion in the evaluation/implementation of programs, policies and services; utilization of equity zones in applicable selection process/programming...):**
  - Cleveland/Cuyahoga County Workforce Development Board will use the Equity Zones Map/Policy for its Workforce Innovation and Opportunities Act Adult and Young Adult Programs to provide additional consideration to projects that impact equity zones in CY2023. The goal is to provide additional access points for program engagement in areas of greatest need. The identification of additional access points/sites will be ongoing in CY2023.
  - Cleveland/Cuyahoga County Workforce Development Board will use the Equity Assessment Tool to apply the “equity lens” to its programs. The Board will incorporate DEI lens/framework in all aspects of the 2023-2027 Strategic Plan. The initial draft of the Equity Assessment Tool will be completed and submitted to DEI by 3<sup>rd</sup> Quarter of CY2023.
  - Cleveland/Cuyahoga County Workforce Development Board commits to continue collecting disaggregated data for its programs.
  - Cleveland/Cuyahoga County Workforce Development Board will create a Human Services strategy. A People Strategy to increase enrollment and participation by building trust with the people we serve.

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