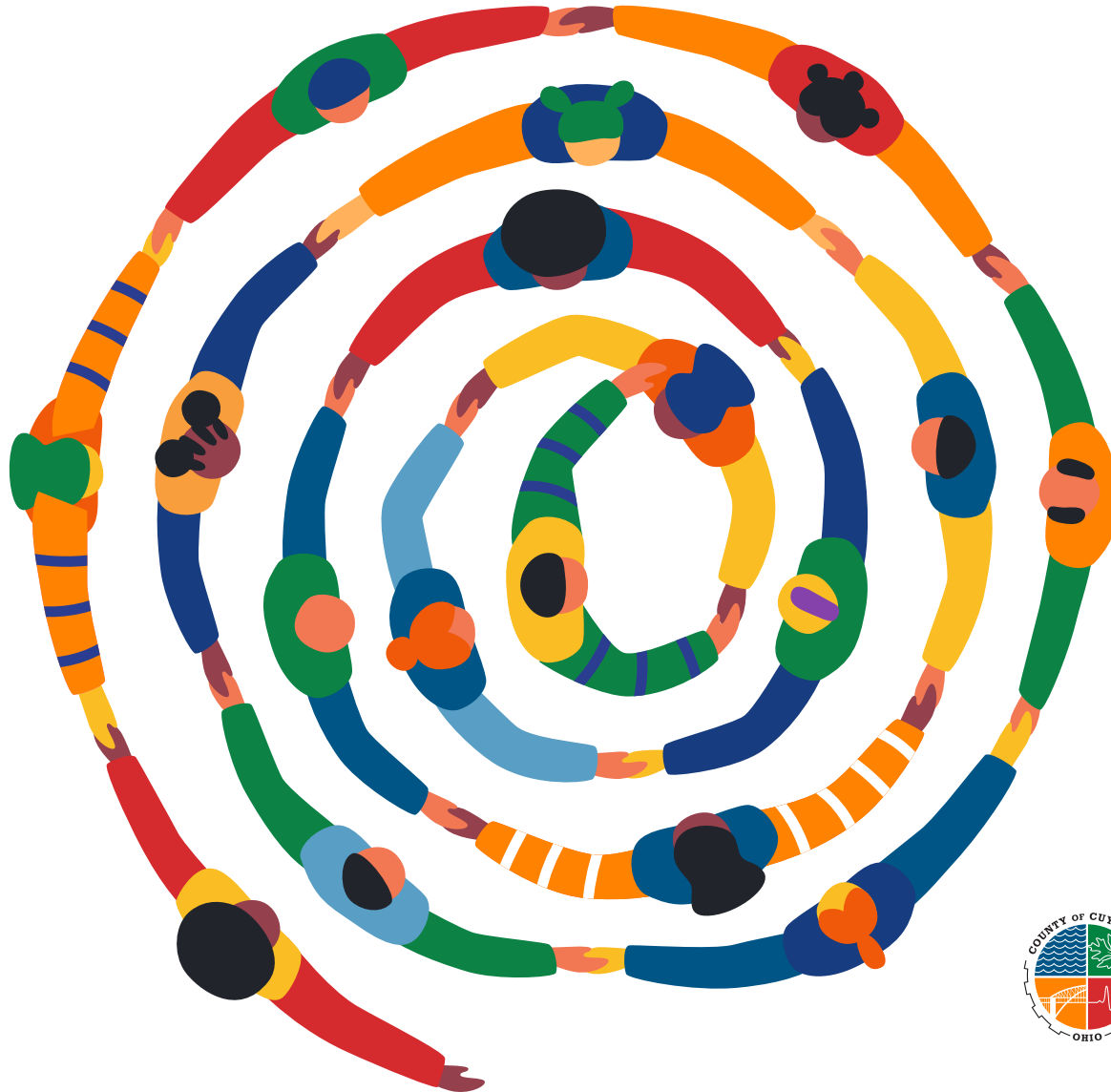


Cuyahoga County 2023 **Equity Commission Report**



Cuyahoga County

As a county government, it is our obligation to ensure that all decisions we make and actions we take are done in a way that promotes diversity, equity, and inclusion. After all, our services are typically accessed by minorities more often than not. In 2022, more than 60% of approximately 4,700 people who accessed our victim services identified as a minority. Moreover, 71% of services provided through our Department of Job & Family Services' (JFS) 4 largest programs (i.e. Medicaid, SNAP, Childcare, and TANF) are delivered within the county's defined Equity Zones. However, overall historical investment in these areas, where large portions of these underserved groups reside, has not been equal to those needing our services the most. We took significant steps toward addressing that this past year.

We implemented new equity tools in 2022 – which included the DEI Scorecard, Equity Assessment Tool, and Equity Zones Map/Policy – that will help guide decisions, evaluate policies, and track equity progress across all departments. The application of the Equity Zones Map has already led to more than \$4.3 million in awards towards projects within these zones. Additionally, over \$1.8 million was awarded to 67 small businesses, all of which were minority-owned, through our Department of Development's STIMulus grant program. We also continued a multitude of outreach efforts to ensure residents are aware of county programs and services. JFS employees alone participated in 76 total events that resulted in 242 public benefit applications and 1,262 engagements with attendees.

Noteworthy progress on advancing equity within our own organization was also made. The results of the GARE assessment – a voluntary survey that saw over 2,300 employees participate – and our DEI Training program – with almost 3,400 employees participating – show that equity issues are important to those within our organization. We also rolled out our Tuition Reimbursement Program this fall as 24 employees enrolled in programs at 3 local colleges and universities.



While we have a lot to be proud of this last year, there is more work to be done. Internally, we will continue to take big steps forward to make sure that equity is embedded within our organizational culture. We hope to accomplish this in 2023 through new initiatives – like the County Leadership Academy, the Deputy Sheriff Cadet program, and the inaugural mid-year Equity Summit – that will improve equity by creating clear pathways to higher-level county positions.

Externally, we will make intentional efforts, through the utilization of the equity tools, to invest more in the underserved areas of our community. We will also continue to engage with partners, expand our networks, and increase our outreach efforts in a good-faith effort to ensure market saturation for the services we offer. A few plans for next year include a “County Pitch Day/Week” and a “How to do Business with the County” program – aimed at educating and simplifying the county procurement process for local MBE/WBE/SBEs.

We’re just starting to scrape the surface of achieving our diversity, equity, and inclusion aspirations. Reversing decades of systemic disinvestment is a massive undertaking and takes buy-in from everyone. This “All In” attitude was highlighted in our DEI Training Program and is something we’ll build on in 2023 with our “What’s Next” Initiative. We must be intentional, purposeful, and lean on data-driven strategies to produce our desired equity results. We will embrace this mindset as we work to not just increase awareness and knowledge of our programs and services, but to improve upon actual participation in them by underserved communities.

We’ve reached a few milestones and established a good baseline, but the only way to go from here is up. The need is more clear now than ever – we can ALWAYS do more! Cuyahoga County is hopeful and committed to doing just that.



Lenora Lockett

Director, Department of Equity and Inclusion

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DEPARTMENT OF EQUITY AND INCLUSION (DEI)

DEPARTMENTAL OVERVIEW

The Department of Equity and Inclusion (DEI) 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. Responsibilities include increasing MWBE participation in County contracting/purchasing opportunities, developing metrics and reports to measure whether departmental DEI goals are met or exceeded, and implementing training and other programs to foster a culture of equity throughout County government.



EQUITY 2022 YEAR-IN-REVIEW HIGHLIGHTS

Implemented Improvements to Supplier Diversity Program

A few key improvements made through legislation included:

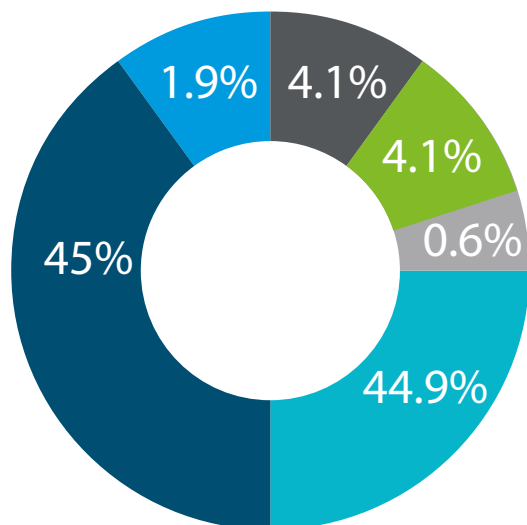
- **Extending MBE/WBE/SBE certification period from 1 to 2 years** – to reduce processing requirements while still maintaining ability to verify records are accurate.
- **Data Reform & Goal Setting/Compliance** – using market data and collection tools to set and measure goals specific to each project; and documenting contractor/subcontractor participation throughout the process to assess adherence to these objectives and other requirements.
- **Use of Informal RFB/RFP/RFQs & Biannual Posting of 24 Month Purchasing/ Contracting Forecast** – to reduce paperwork and procedures during the solicitation process and to increase awareness of County purchasing/contracting opportunities among MBE/WBE/SBEs.
- **Creation of Administrative Reconsideration Panel** – provides a vendor appeal process if determined noncompliant with diversity goals.
- **Expanding Small Business Set Aside Program** – provides details on criteria for the program and requires DEI to work directly with County departments to determine potential procurements.

Government Alliance on Race and Equity (GARE) Employee Survey

The department, through its membership with GARE and in partnership with the Communications Department, conducted a voluntary survey in June/July that assessed employees' knowledge, skills, and experiences related to race and equity. Over 2,300 employees participated during the month-long survey period, accounting for an approximate 66% response rate. Over 82% of those who completed the survey specified their race and ethnicity, with more than 55% identifying as a minority. GARE analyzed the survey data and provided a detailed report with individual, department, and organization-level insights. Results will help design and implement new strategies, policies, and programs that will be used to achieve countywide racial equity goals.



GARE Employee Survey Respondents' Demographics



- White
- Black/African American
- Asian American
- Hispanic/Latino
- Multiracial
- American Indian or Alaska Native



LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

Diversity, Equity, & Inclusion Training Program

The department partnered with Cuyahoga Community College to provide DEI training to all County employees under the authority of the County Executive. The training program consisted of a stakeholder analysis and 4 tiers for executive leadership, directors, managers, and staff. The stakeholder analysis, consisting of leadership input sessions and staff focus group, helped inform the curriculum for the 4 tiers. The training lasted nearly 9 months – as input sessions began in February and the last TownHall session concluded in November – with nearly 3,400 total employees participating.

EMPLOYEE DEI TRAINING PARTICIPATION

Executive Coaching Sessions

10 Executive Leaders

DEI Champions Training

32 Directors

DEI Management Training

626 Supervisors/Managers

TownHall Series

2,703 Staff



DEI Scorecard, Equity Assessment Tool (EAT), & Equity Zones Map/Policy

The department rolled out these initiatives throughout 2022. DEI provided multiple presentations and webinars on these tools to train and respond to feedback from county leaders and personnel.

- **Scorecard** – this metric summarizes various factors/indicators used to measure progress related to departments’ efforts and actions to advance diversity, equity, and inclusion.
- **EAT** – this tool, which assesses how diverse groups will likely be affected by a proposed action or decision, is used to help remedy longstanding inequities and ultimately prevent inequities altogether.
- **Equity Zones Map/Policy** – these maps, developed by an internal team consisting of various departments, were approved by the County Executive in February 2022. The policy’s goal is to spur investment in areas of historical disinvestment by using specific criteria – such as redlining, property values, life expectancy, and poverty levels – when considering County road, building, and development projects. In 2022, the implementation of the maps resulted in over \$4.3 million being awarded to projects in Equity Zones. **Those included:**

19

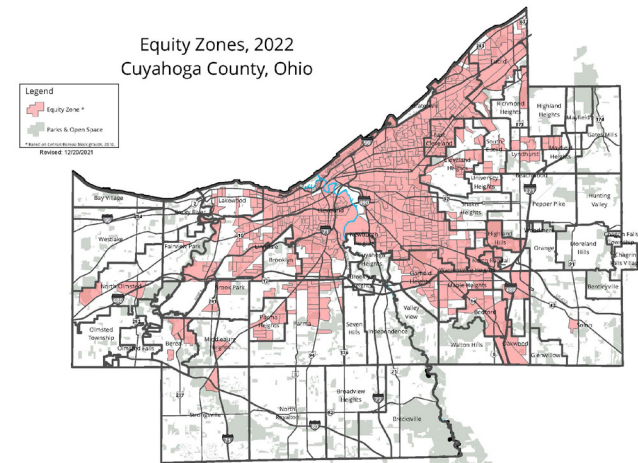
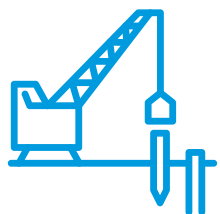
Projects Awarded for the Planning Commission’s Healthy Urban Tree Canopy Grant Program

\$2,163,759

(42.26%) awarded to County Road 50/50 Program projects

\$2.14 million

Awarded to 15 projects for the CDBG Municipal Grant Program



DEI TOOLS TRAINING PARTICIPATION

Tool Presented

Total Attendees

DEI Scorecard

77

Equity Assessment Tool

68

Equity Zones Map/Policy

51



Outreach & Education

Department leadership and staff participated in multiple outreach events where they discussed various DEI tools and initiatives as a way to increase both engagement amongst partners and awareness within the community. Staff also attended professional development events to learn best practices from other jurisdictions and how to implement them here in Cuyahoga County. Some events were hosted by the Urban League of Greater Cleveland, GARE, Northeast Ohio First Suburbs Consortium, Contractors Assistance Association, B2Gnow, BlackPages Ohio, and the ACCA National Training Institute.



Presented By:
BLACKPAGESOHIO
&
THE SUMMIT

B2GNOW



CONTRACTORS ASSISTANCE ASSOCIATION
Contracting • Education • Employment

**FIRST SUBURBS
CONSORTIUM**

LOOKING FORWARD

County “Pitch Day/Week”

This supplier diversity initiative will provide an opportunity where SBEs/MBEs/WBEs can simultaneously present their capabilities/offerings to County agencies while also learning about the County’s procurement process.

“How to Do Business with the County” Program

DEI will collaborate with the Fiscal and Purchasing Departments to create and implement a simplified program aimed at assisting vendors and citizens with navigating county processes.

County Leadership Academy

This internal workforce initiative will seek participation from various departments during its development, and then will be offered to all employees to help improve equity among leadership roles within the county. Proposed training topics will look at various facets of county government including HR/PRC hiring process, procurement, departmental structures, ORC/County Code/Charter, and internal/external boards and commissions.

DEI Contract Compliance Officer (CCO) Training Manual & Program

This will help promote development and growth for the CCO positions within the department, which represent 6 of DEI’s 9 full-time employees.

“What’s Next” Initiative

This will build upon the “All In” principle of last year’s DEI training by celebrating progress, embracing a continuous improvement mentality, and recognizing much more work still needs to be done.

Inaugural Mid-year Equity Summit

This summit will serve as a retreat for county leadership where they can share details about progress made, best practices, lessons learned, and general feedback on all things DEI.



DEPARTMENT OF HEALTH AND HUMAN SERVICES

DEPARTMENTAL OVERVIEW

The Cuyahoga County Department of Health and Human Services aims to transform lives at every age and stage, through collaboration, innovation, and service; connecting people with the opportunity to live their best lives. 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). DHHA employs approximately 2000 people.



EQUITY 2022 YEAR-IN-REVIEW HIGHLIGHTS

Racial Equity and Inclusion Steering Committee

The REI Steering Committee is 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 five overarching goals to drive diversity work. They are:

- **Normalizing REI and DEI conversations**
- **DHHS-wide training:**
- **Vehicles for workforce input**
- **Review policy & procedures with an equity lens**
- **Review & disaggregate employee & service data**

Crucial Conversations

These are programs scheduled quarterly that engage the DHHA workforce in a safe space to have difficult conversations. They are open to all DHHS staff with topics selected by the workforce.

Professional Development and Learning

The Professional Development and Learning Department (PDL) worked with Human Resources 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.

Think, Relate, Coach

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.

Invest in Children (IIC) Marketing 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.

Family Fun Day

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. It was held on August 4, 2023, from 10:30am-2:00pm on Public Square in downtown Cleveland. 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.



MomsFirst

IIC 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.

Cuyahoga Job and Family Services (CJFS) Outreach

76 events

With 1,262 engagements at the events



242

Public benefit applications during outreach events



41

Responded to 41 case inquiries



33

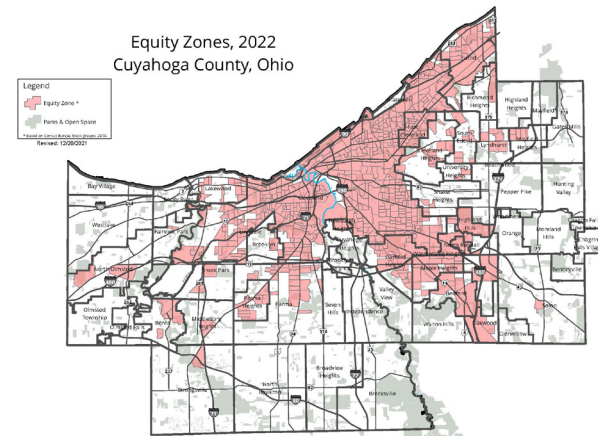
Community education workshops/trainings with community partners who serve Cuyahoga County residents

Equity Zone Maps

DHHS's Performance Evaluation & Innovation (PEI) mapped the services of "the big 4" agencies (CJFS, DCFS, OCSS, and DSAS) that provide direct services to the community. It shows **68%** of services are delivered 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 to plan services delivery as an integrated DHHS Department.

Race Equity Data Dashboards

The Office of Homeless Services (OHS) has dedicated HUD Planning Grant dollars toward 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 Homeless Continuum of Care (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.



LOOKING FORWARD

Internal

An internal DHHS staff survey will help inform CY2023 initiatives through data. The survey is an opportunity to learn more about DHHS demographics, topics of interest, and what employees see as the next priority.

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

Identifying baseline data will help us ensure policies and operations both reflect and meet the needs of our workforce. We plan to use the information as a guide for future recruitment efforts to improve the diversity of our workforce at all levels.

Ethnicity

395

White

855

Black or African-American



71

Hispanic or Latino

10

Asian or Pacific Islander

4

American Indian

425

Choose Not to Identify

DEPARTMENT OF DEVELOPMENT

DEPARTMENTAL OVERVIEW

The Department of Development is organized into two major divisions – Community Development/Housing and Economic Development/Skill Up. The department coordinates programs and activities of 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.

EQUITY 2022 YEAR-IN-REVIEW HIGHLIGHTS



Workforce

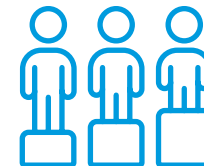


African American staff members

make up a third of all managers and supervisors and two-thirds of the department's senior leadership team.

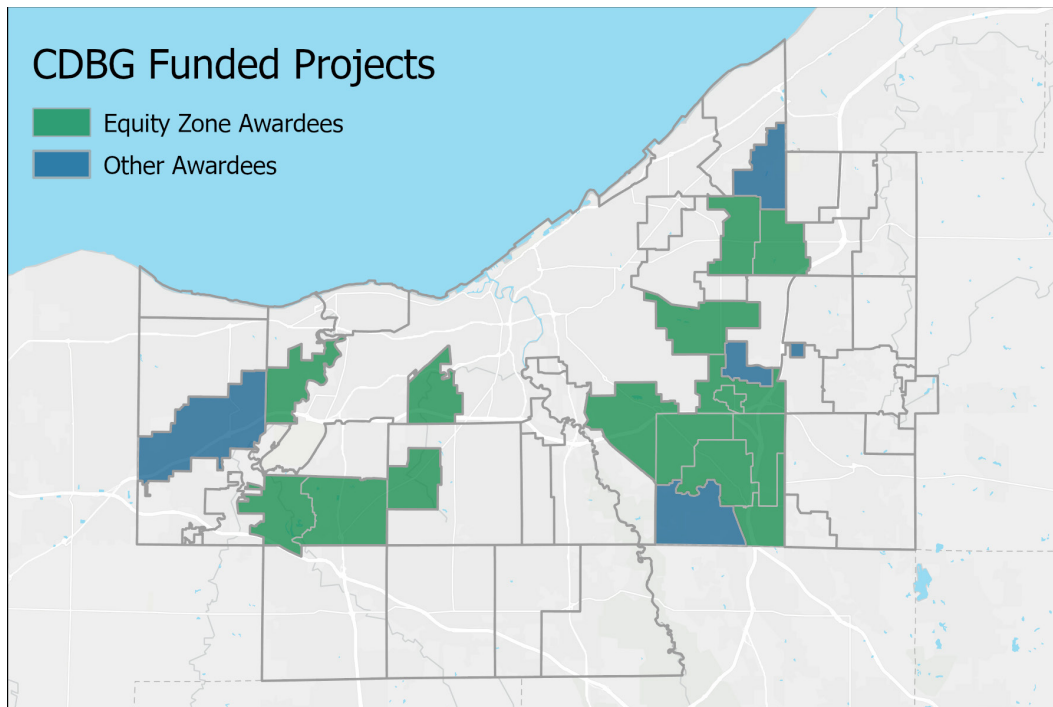
In 2022

three out of four new hires and/or promotions were minorities.



Community Development Block Grants

The County, through this competitive federally-funded program, awarded over **\$2.7 million** to projects in 20 different municipalities. Of those awardees, **\$2.14 million** was allocated to 15 communities located in Equity Zones. Projects included community center repairs, road and sidewalk improvements, bus replacements, park and playground restorations, and upgrades to other community assets.



Community Development Supplemental Grants

County Council and the County Executive, through annual allocations of casino revenue, awarded **\$1.5 million** to 29 communities and 8 nonprofit agencies. Many awardees were either located in Equity Zones or do specific work aimed at improving quality of life and advancing equity within their respective neighborhoods. Projects included park renovations, community center upgrades, street resurfacing, home repair programs, and transportation improvements.



Awarded

**\$1.5 million to
29 communities
& 8 nonprofits**

Small Business STIMulus Grants

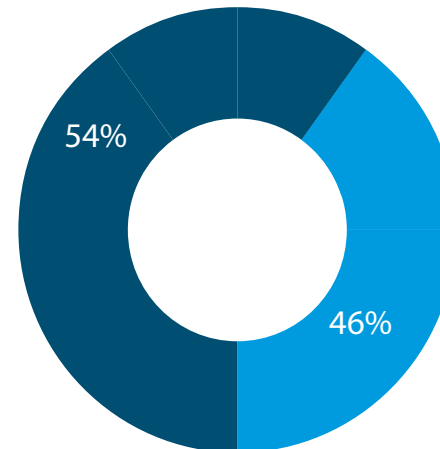
The County Executive, through this competitive ARPA-funded program, awarded over **\$1.8 million** to 67 minority-owned small businesses located throughout the county. The program was designed for businesses who survived the pandemic and were seeking to grow, with an eye on those that are minority-owned. Businesses included restaurants, fitness centers, salons, daycares, cleaning services, and landscaping companies.



SkillUp Program

This worker training program, led by the Department of Development, helps both businesses/nonprofits and the county's workforce. Training plans are developed to help upskill current or new employees which helps more employees earn higher wages, creates more entry-level job opportunities, and makes business become more profitable. In 2021*, nearly 54% of employees trained were African American.

2021 Employees Trained through SkillUp



- African American.
- Other Races/Unknown

***Full 2022 Year Data is still being collected & will be forthcoming**

LOOKING FORWARD

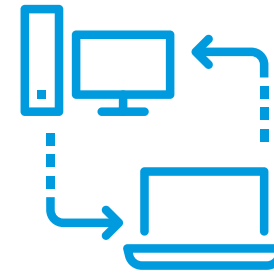


Work with DEI to leverage the current private sector emphasis on ESG (Environmental, Social, and Governance)



CCIC

Continue work with the CCIC Board on policies to require specific measurable goals for minorities participating in economic development projects that receive direct County funding



Networks

Engage with business owners, municipal leaders, nonprofits, and the community to expand networks and reach more residents who may be able to take advantage of County programs and services



DEPARTMENT OF PUBLIC WORKS

DEPARTMENTAL OVERVIEW

The Department of Public Works includes over **600 employees** who plan, design, and maintain a network of roads, bridges, sewers, and County-owned buildings throughout Cuyahoga County with a **\$200 million** annual budget, which also includes operating the County Airport and County Animal Shelter.

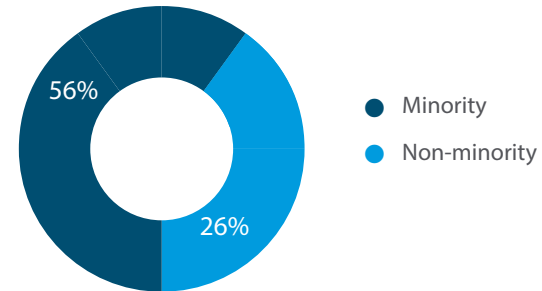
EQUITY 2022 YEAR-IN-REVIEW HIGHLIGHTS

Workforce

The department displayed its commitment to both advancing employee diversity through hiring, and promoting equity and inclusion within its workforce through the DEI-led training program.

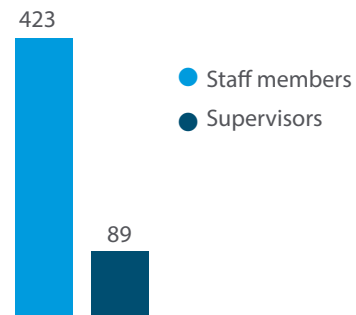


2022 New Hires



Training

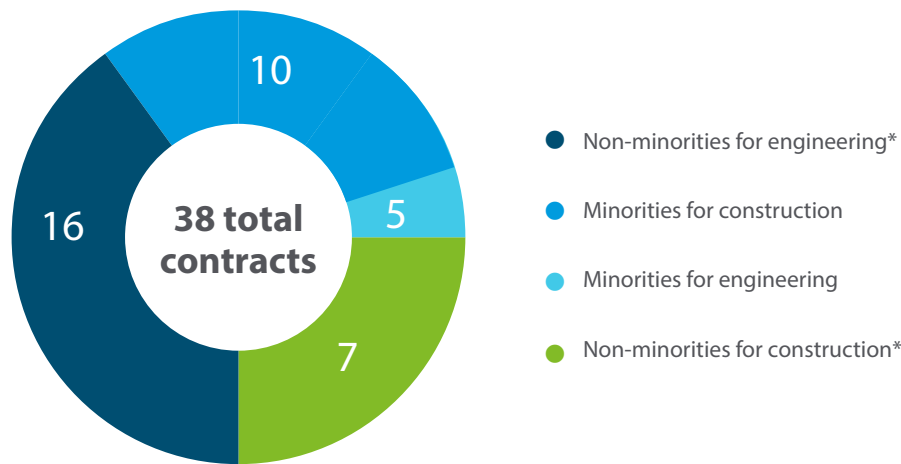
In 2022, over 500 staff members – which included nearly 90 supervisors, managers, & other department leaders – attended multiple Management and TownHall sessions of the DEI-led training program



Contracts

The department made a conscious effort to advance supplier diversity through the contracts it awarded. Of the 38 contracts awarded to engineering firms and construction companies in 2022, approximately 40% went to MBE/WBE/SBE firms and companies.

Number of Contracts Awarded

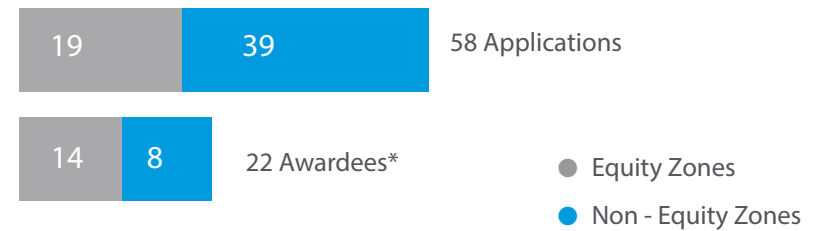


*These contracts were required to meet a 30% goal for MBE/WBE/SBE participation unless provided a waiver by DEI

Infrastructure Projects

The department uses the Economic Health Index and the County's Equity Zones Map to evaluate, score, and rank infrastructure projects competing for Ohio Public Works Commission funding. Both of these tools consider various factors such as per capita income, historic disinvestment, and percentage of households below the poverty level within a given community. The department funded all but one eligible Equity Zone project.*

Funding for County's 50/50 Program



Equity Zones Impact



\$2,163,759 million

63.63% awarded to projects impacting Equity Zones

*Each community can only be awarded 1 project. Of the 5 projects in an equity zone that were not awarded, all but 1 were for a second project in a community that was already awarded.

Education & Outreach

The department participates in, provides support to, partners with, and implements multiple programs aimed at providing youth with mentorship, shadowing, career guidance, and other opportunities. Several employees participated in:

True2U Mentoring Program



WTS Northeast Ohio

Partnered with WTS Northeast Ohio Transportation YOU Mentoring Program through volunteering for events, serving on a scholarship review committee, participating in a 2-week educational program, and providing other assistance to empower female youth and help them develop a career within the industry



“Build Back Cleveland” Pre-Apprenticeships Pilot Program

Worked with unions, schools, and career centers to help launch and participate in “Build Back Cleveland” Pre-Apprenticeships Pilot Program where students shadowed different areas of the trades over a few weeks. Three individuals completed the program in 2022.



LOOKING FORWARD



Bidding documents

Improving ways to streamline bidding documents as a way to simplify formal procurement processes

SBE

The department has 2 planned SBE set asides for engineering contracts in 2023



Build Back Cleveland Pre-Apprenticeships

Continue developing Build Back Cleveland pre-apprenticeships and encouraging engagement in other outreach programs to increase both employee and student participation

SHERIFF'S DEPARTMENT

DEPARTMENTAL OVERVIEW

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 enforcing the law and by committing ourselves to the efficient and effective delivery of justice and safety services. The department's various units include the Detective Bureau, Narcotics Task Force, Sex Offender Unit, SWAT teams, and Marine Patrol. Responsibilities include jail operations, court security, service of warrants and subpoenas, foreclosure sales, and local police assistance.

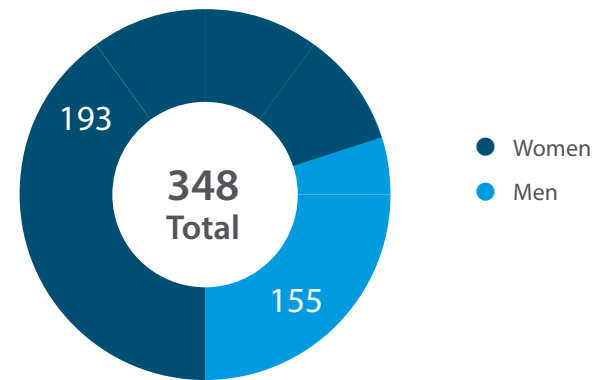
EQUITY 2022 YEAR-IN-REVIEW HIGHLIGHTS

Workforce

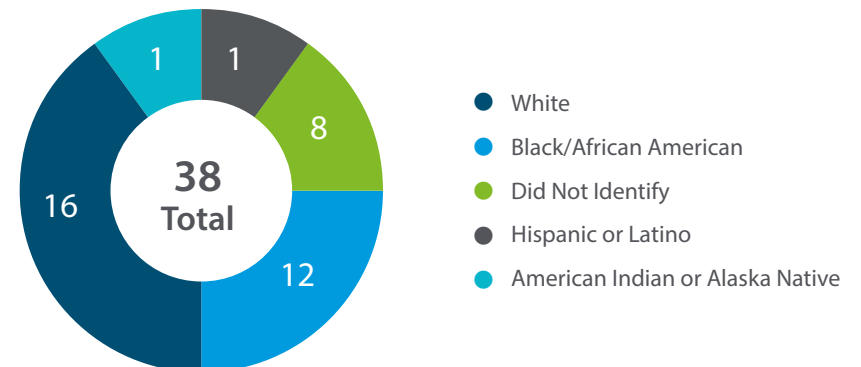
The department was committed to advancing diversity through recruitment, hiring, promotion, and employee participation in the DEI-led training program. The department utilized a deliberate recruitment strategy to attract a wider, more diverse pool of applicants for certain positions – by utilizing work experience equivalents rather than formal education requirements, and through collaboration with Esperanza Inc. and OhioMeansJobs.

In 2022, the department hired 348 employees and promoted 38 employees. Approximately 55.5% of new hires were women and nearly 37% of promotions identified as minorities.

New Hires



Promotions



Training

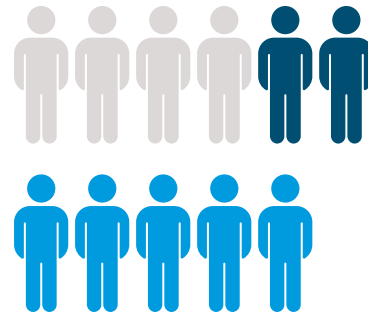
In 2022, over 300 staff members – which included nearly 60 supervisors, managers, & other department leaders – attended multiple Management and TownHall sessions of the training program. Sheriff Hammett also received individualized DEI coaching from Marlon Moore Consulting. Several employees completed other training courses and activities.



Explorers Post 701

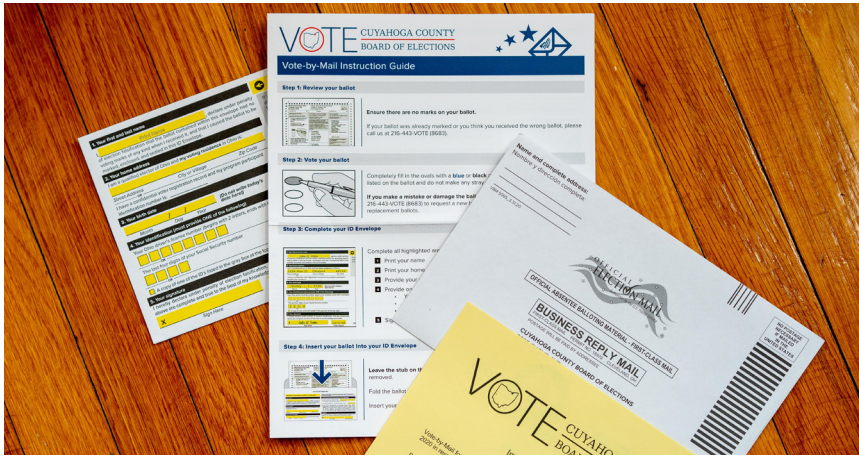
This program was restarted in 2022 and consists of young men and women in high school or college who are interested in the law enforcement field. Classes meet weekly and include report writing, handcuffing techniques, fingerprinting, special weapons & tactics training, homicide investigation, K-9 handling, and more.

In 2022, 11 explorers enrolled – which included 5 minorities and 2 young women.



2 Women
5 Minorities





Inmate Voting Access

In September 2022, the department, through a partnership with Northeast Ohio Voter Advocates, held 2 in-person voter registration sessions to improve voting access and participation for inmates. The event was promoted throughout the jail.

115 inmates attended



96

Inmates requested ballots

86*

of which were completed and sent back to the Board of Elections

*The 10 ballots not completed were due to inmates being transferred or released.

Jail Church Services

Services, previously limited due to COVID restrictions, were ramped back up in December 2022, allowing inmates to attend daily on weekdays. In that month alone, 199 inmates attended services. The chapel in Jail 1 also underwent a complete renovation that included new flooring, ceiling, lighting, furniture, and painting.

199 inmates attended



LOOKING FORWARD



Building on Jail Progress

The department will continue to advance its equity efforts by expanding jail services and programs. Plans include improvements to the designated Jail 2 chapel, the Catholic Diocese offering Mass service, and GED classes being offered to inmates.



Other Initiatives

New units, programs, and personnel will be established to assist in the development, implementation, evaluation, and improvement of polices, procedures, and long-term strategic plans aimed at advancing diversity, equity, and inclusion within the department. Those include:

Recruitment Units – will strategically identify and build partnerships with community stakeholders, educational institutions, and career centers to improve recruitment process and hiring diversity for Correction Officers, Deputy Sheriffs, and other positions.

Deputy Sheriff Cadet Program – upon administration approval, this new initiative will enable the department to sponsor current employees (of at least 2 years) who are accepted into the program through an OPOTC-approved police academy. The department will cover tuition costs, provide a salary, and employees will maintain their County benefits while attending an academy. This will help create a pathway to higher-level law enforcement positions while simultaneously serving as an attractive recruitment and retention tool that will hopefully narrow the diversity gap in these positions.

DEI Department Advisory Council – will consist of departmental employees who will serve as a resource for DEI activities and bringing accompanying objectives to fruition.



DEPARTMENT OF HUMAN RESOURCES

DEPARTMENTAL OVERVIEW

The Department of Human Resources (HR) has a commitment to providing creative solutions to attracting, motivating, developing, and retaining a diverse workforce reflective of Cuyahoga County and the communities it serves. HR provides services to all employees of the County Executive, Board of Revision, County Council, Inspector General, Internal Audit, Personnel Review Commission, and Workforce Development. Services include payroll, labor relations, workers compensation, employee benefits, talent acquisition, wellness, and employee training and development.

EQUITY 2022 YEAR-IN-REVIEW HIGHLIGHTS

Workforce

Cuyahoga County is one of the largest employers in Northeast Ohio. Of the approximately **7,281** county employees, **59%** work for the County Executive. The latest Equal Employment Opportunity Plan (EEO) shows that the demographics of Cuyahoga County at large are similarly aligned with the demographics of the employees under the County Executive. That said, the County employee leadership structure is less diverse. The plan provides the data to explore ways to develop a plan and actionable steps to address inequities.

7,281 county employees



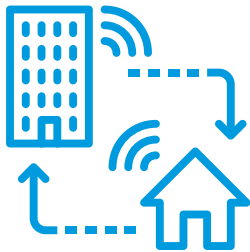
Talent Acquisition

The County transformed its recruitment and hiring approach, moving to a **“one stop shop”** hiring event model. In this model, all of the departments involved in the hiring of an employee were brought together in one place to complete as many of their processes concurrently as possible. Each event was advertised on a variety of platforms, was accessible by public transportation, and was held during and after work hours, all in an effort to reach a diverse group of candidates. The result is an increase in candidate pool, on the spot job offers and improved time-to-fill metrics.



Workforce Funders Group

The Director of Human Resources, Sheba Marshall, was asked to join the Workforce Funders Group, which 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.



\$11 million



Diversity, Equity, and Inclusion

Our internal Diversity, Equity and Inclusion Committee created a newsletter for the purpose of informing, engaging and promoting Diversity, Equity and Inclusion in our work space. The goal for each issue is to encourage dialogue by sharing stories of historical challenges and triumphs. Our newsletters have included such varied headlines such as Women’s History Month, Unconscious Bias, Juneteenth, Pride Month, History of the Divine Nine, EEOC Workplace Discrimination Oversight, Americans with Disabilities Act and many more impactful topics of interest.

As a team we have made a commitment to keep County leadership and employees engaged. We will continue to drive the initiative and remain vigilant in creating a DIVERSE, EQUITABLE and INCLUSIVE work environment!

Human Resources was responsible for providing logistical data to ensure all employees were appropriated the correct levels of DEI education and training that was mandated under the authority of the County Executive. HR worked to assist in providing program design input and feedback on DEI coaching for the County’s leadership team, helping to facilitate a successful initiative to inform and improve organizational culture, increase awareness of the impact of racial bias, and recognition of racism in the workplace and how to effectively address change management.

Tuition Reimbursement Program

Human Resources proposed and received a commitment from Cuyahoga County to reimburse employees for taking college credit earning coursework that will assist in their growth and personal development. The program is an important step for addressing issues of equity and inclusion, removing barriers to education, and improving employment and promotional opportunities. Fall semester 2022 was the first group of employees to apply for and be approved for tuition reimbursement.



3 participating institutions

Cuyahoga Community College, Baldwin Wallace University, and Cleveland State University



24 employees

Enrolled in the FIRST flight of the Tuition Reimbursement Program

LOOKING FORWARD

Recruitment and Retention

The next step to improving retention is to explore an opportunity for an equity study.

The Department of Human Resources 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 the Personnel Review Commission to review all classified titles to determine where experiential equivalents may be applied, in lieu of education requirements.

We will begin the discussion on performance management, succession planning, and leadership development to ensure a focus on an equitable employee community at all levels of county employment.



Supplier Diversity

Human Resources contracts for over \$325 million in services and will continue conversations with suppliers on the County's commitment to supplier diversity.



325 million dollars

in contracts



DEPARTMENT OF PUBLIC SAFETY AND JUSTICE SERVICES

DEPARTMENTAL OVERVIEW

The Department of Public Safety and Justice Services consists of multiple divisions that include Cuyahoga Emergency Communications, the Office of Emergency Management, Fiscal and Grants, and Witness Victim Services. The department provides a wide range of programs, services, and information to residents and first responders throughout the county, while embracing current and new technologies in the public safety field. This includes information about emergency preparedness, trainings, citizen volunteers, current publications, grant announcements, public safety communications updates, and other valuable resources.

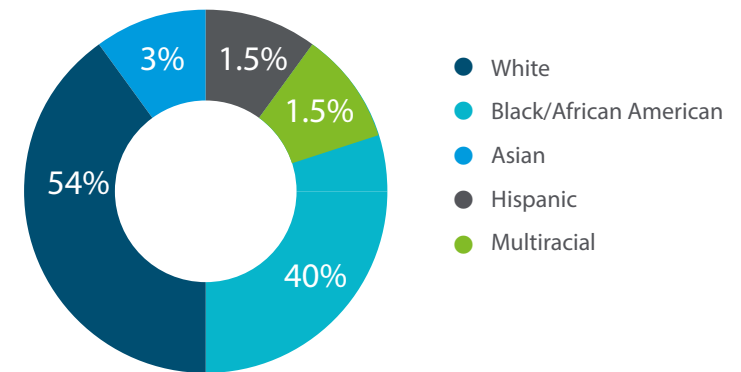
EQUITY 2022 YEAR-IN-REVIEW HIGHLIGHTS

Workforce & Training

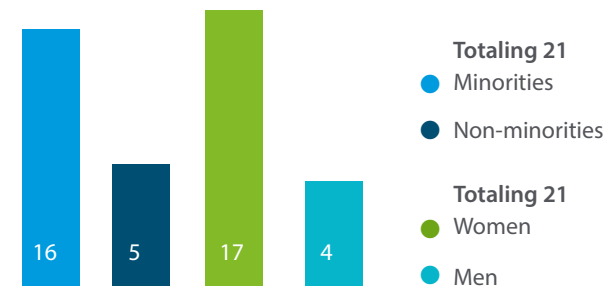
The department has made a continuous effort to advance its workforce diversity and promote equity and inclusion amongst its employees. Approximately 46% of the department identifies as minorities. This trend continued in 2022 where, among 21 new hires, 16 were minorities and 17 were women. The department also hired 2 individuals into the Justice System Advocate positions – both women, one of which was African-American.

The department's own DEI committee met every other month and formed a learning collaborative with HHS to discuss best practices for advancing equity internally. The committee reviewed current policies, discussed recommendations, and promoted the DEI-led training program. Almost 60 employees – including 15 supervisors, managers, & other department leaders – attended multiple Management and TownHall sessions of the training program.

Current Department Demographics

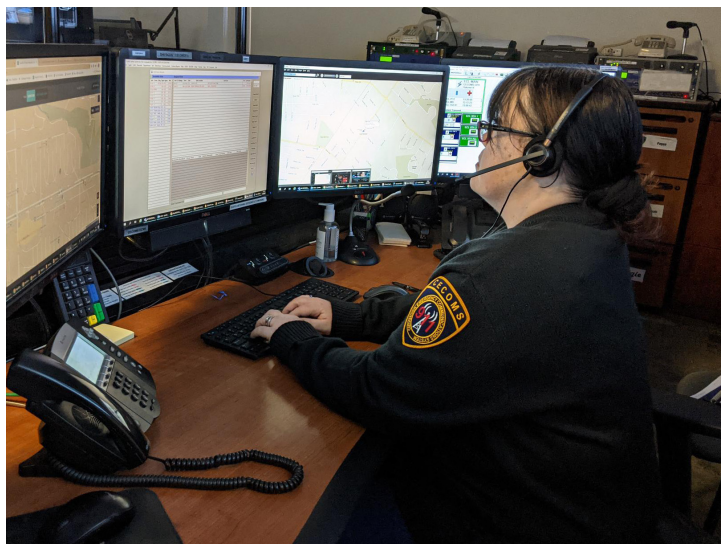


2022 New Hires



Emergency Call Taker Hiring Event

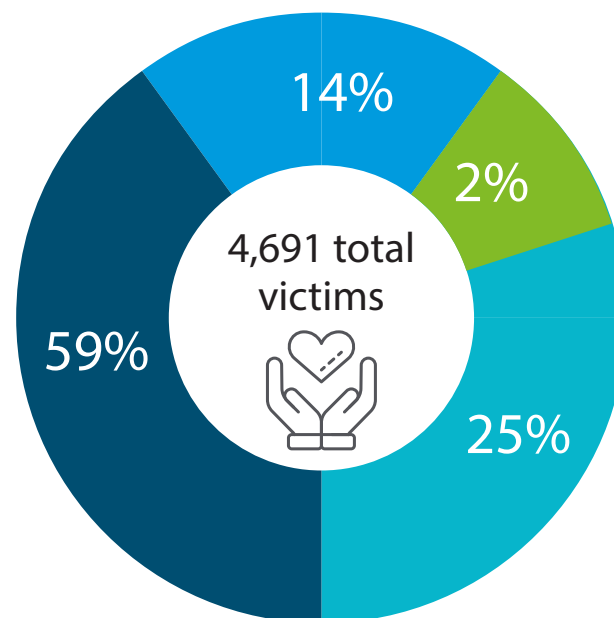
The department, in coordination with HR, held a hiring event to simplify the application process and recruit more employees for this position. Two sessions were held in August that eventually led to 7 new call takers being hired thereafter.



Services

The department's Witness Victim Services had nearly 4,700 victims access services in 2022 through both police/prosecutor referrals and walk-ins to the Family Justice Center. Of those, almost 60% identified as Black, 25% as White, and 14% were Unknown/Unspecified.

Victims of Crime Served in 2022



- Black/African American
- White
- Unknown/Unspecified
- Asian/Pacific Islander, American Indian/Alaskan, Multiracial, & Other

Education & Outreach

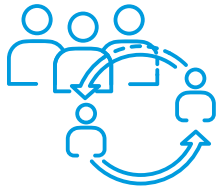
The department, to the extent resources allow, does routine outreach to communities across the county to ensure all residents have access to services. This is through speaking arrangements, presentations, brochures, and flyers that contain important details regarding resources, programs, services, and contact information.

Despite reduced personnel in 2022, multiple outreach efforts were done at various police departments, hospitals, and social service agencies. Information was also shared with advocates, faith-based organizations, libraries, and other community centers.

2022 Witness Victim Outreach Efforts

37*

Total outreach activities



19

Law Enforcement Departments

11

Allied Social Service Agencies

7

Hospitals

*This number doesn't include information-sharing and other collaborative efforts. It also may exclude community events, public fairs, or other festivals where a departmental employee may have attended.



LOOKING FORWARD



Increasing Engagement & Expanding Networks

The department, to the extent resources allow, does routine outreach to communities across the county to ensure all residents have access to services. This is through speaking arrangements, presentations, brochures, and flyers that contain important details regarding resources, programs, services, and contact information.

Despite reduced personnel in 2022, multiple outreach efforts were done at various police departments, hospitals, and social service agencies. Information was also shared with advocates, faith-based organizations, libraries, and other community centers.

Allocating Funds For MBE/WBE/SBEs

The department will use opioid settlement money to issue an RFP for a community awareness campaign targeting harm, reduction, and prevention of opioid use. There will be a heavy focus on MBE/WBE/SBE spending requirements to ensure the campaign reaches underserved communities.



OFFICE OF INNOVATION AND PERFORMANCE

DEPARTMENTAL OVERVIEW

The Cuyahoga County Office of Innovation and Performance works to create a culture of operational excellence and innovation through data-driven decision making, researching and implementing best practice, and focusing on results to improve service delivery for residents. Programs are designed to make county government more efficient and effective through: Performance Management, Culture of Innovation, and Process Improvement.

The Department oversees the Cuyahoga County Innovation Academy, which uses Lean Six Sigma and Project Management methodologies to equip county employees with skills to improve programs and find innovative efficiencies in their work. The yellow belt, green belt, and black belt certifications are available to all employees.



EQUITY 2022 YEAR-IN-REVIEW HIGHLIGHTS

Digital Inclusion

Innovation and Performance used census data to identify census tracts where more than **20%** of the population of Cuyahoga County was not connected to the internet and income was below the area median income. The information was used to help PCs for People start building a fixed wireless network. When completed that network will provide low-cost internet access to up to **25,000** households. The work was critical in helping the County disseminate a **\$20 million** investment earmarked for addressing the digital divide and promoting equity.



LOOKING FORWARD

Summer Public Policy Fellowship

The Cuyahoga County Office of Innovation and Performance operates the Summer Public Policy Fellowship that provides an 8-week paid internship to college and graduate school students and recent graduates. In 2023, the Office is committed to expanding candidate recruitment to attract a diverse pool of participants.

Digital Inclusion

I&P will continue working with PCs for People to address the digital divide in our least connected communities, with particular attention being paid to outreach and adoption efforts, promoting the service, and reaching residents where they are.



25,000

Connecting 20,000 households via a fixed wireless network + 5,000 apartment units

DEPARTMENT OF CONSUMER AFFAIRS

DEPARTMENTAL OVERVIEW

The Cuyahoga County 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, which helps Cuyahoga County residents spot, avoid, or recover from scams.



EQUITY 2022 YEAR-IN-REVIEW HIGHLIGHTS

Scam Squad

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 residents who had been scammed told us they were uncomfortable being asked for such information. Consumer Affairs has worked to reduce barriers residents face in reporting, including lack of computer access or limited writing skills..



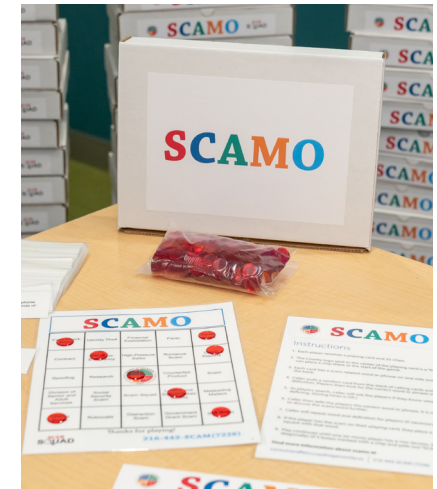
LOOKING FORWARD

Sustainable Stores Grant

The Cuyahoga County Office of 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 for grants.

Outreach

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.



CLERK OF COURTS

DEPARTMENTAL OVERVIEW

The Cuyahoga County Clerk of Courts serves the citizens of Cuyahoga County and everyone in the judicial system, with the filing, preservation, retrieval, and public dissemination of court documents and records for Cuyahoga County Court of Common Pleas, General Division and Domestic Relations Division, the Eighth District Court of Appeals, and the Board of Revision. The office collects, holds and disburses fees and costs paid to the court, accepts child support payments, and provides passport application services.

EQUITY 2022 YEAR-IN-REVIEW HIGHLIGHTS

Workforce



40%

African American staff members make up two fifths of all managers and supervisors (40%).

46.5%

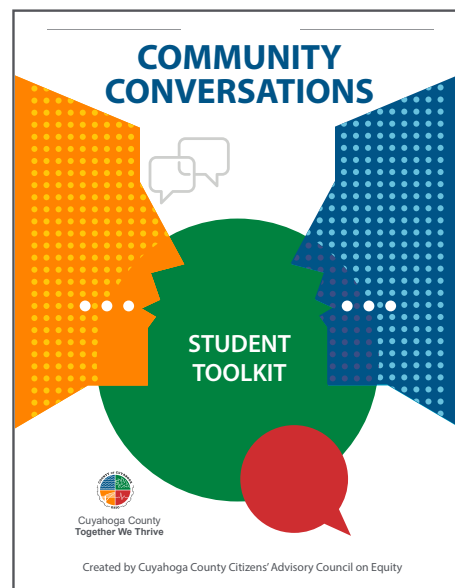
African American staff members make up 46.5% of the entire department's team.

Citizens' Advisory Council on Equity

The Clerk of Courts serves as County Liaison for the Citizen's Advisory Council on Equity (CACE).

The Clerk of Courts led the \$30,000 informal Request for Proposal effort to conduct a CACE Community Survey which will illuminate lived experiences and uncover inequities across Cuyahoga County. Once identified, CACE will work to eliminate those inequities.

CACE developed Community Conversations on Structural Racism Toolkits for both adults and students. The toolkits provide adults and youth leaders with a template to structure critical conversations where everyone can feel safe and heard. Additionally, CACE conducted a virtual webinar and accompanying video to demonstrate how this process can be used to address and identify complex problems and potential solutions.



LOOKING FORWARD

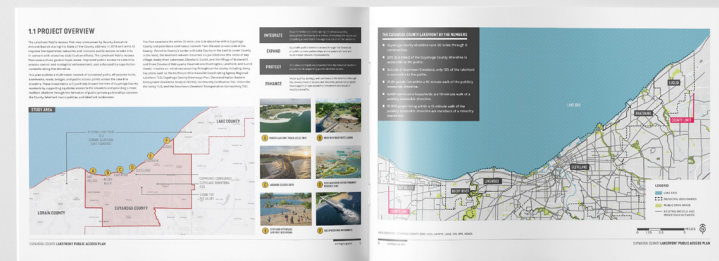
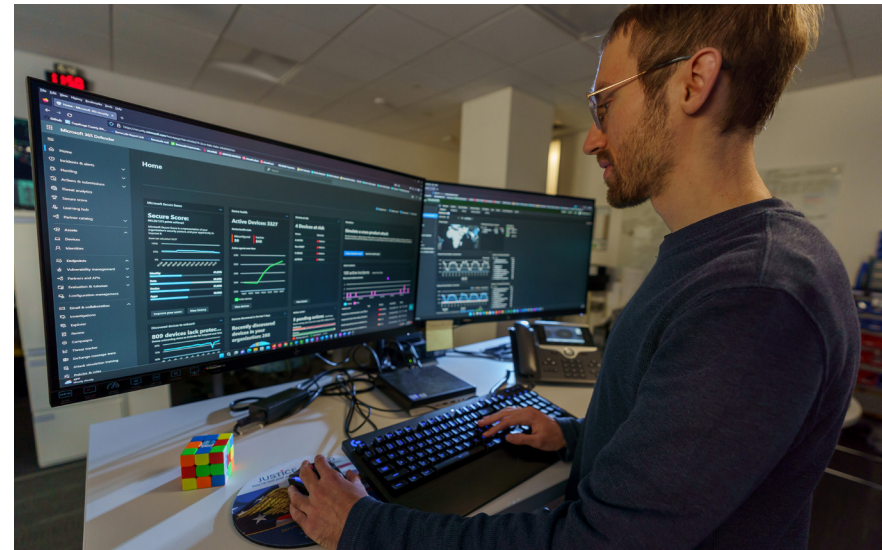


The Cuyahoga County Clerk of Courts office plans to continue efforts to increase awareness and understanding related to Diversity, Equity, and Inclusion in the year 2023.

DEPARTMENT OF INFORMATION TECHNOLOGY

DEPARTMENTAL OVERVIEW

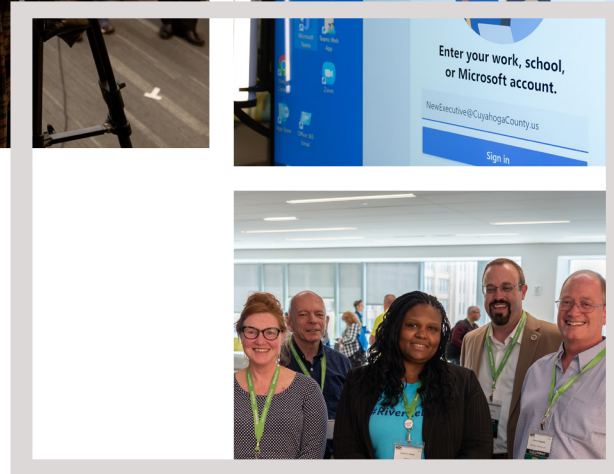
The Cuyahoga County Department of Information Technology provides services to support efficient operations of County departments. Staff includes IT professionals in security, network engineering, web design and development, database, multimedia, enterprise application services, GIS, project management and business services. IT supports county-wide and departmental specific applications and services in these divisions: Human Services, Justice Services, Enterprise Services, and Infrastructure.



EQUITY 2022 YEAR-IN-REVIEW HIGHLIGHTS

Workforce

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.



LOOKING FORWARD

Internal

The Cuyahoga County Department of Information Technology will recruit a DEI Champion for its Procurement Department to better manage and implement DEI initiatives.



THE CLEVELAND/CUYAHOGA COUNTY WORKFORCE DEVELOPMENT BOARD (CCWDB)

DEPARTMENTAL OVERVIEW

The Cleveland/Cuyahoga County Workforce Development Board (CCWDB) is a 24-member board, appointed by the City of Cleveland Mayor and Cuyahoga County Executive, that represents local businesses, higher education, economic development, organized labor, and other workforce-related programs. The CCWDB will help improve racial and economic equity for Cleveland and Cuyahoga County residents by developing and implementing innovative partnerships and services that meet businesses' needs for qualified talent, and by providing residents access to careers and economic mobility.

EQUITY 2022 YEAR-IN-REVIEW HIGHLIGHTS

Workforce



**11 County staff
positions***

9

Of those include minorities and/or women

6

All county supervisor positions are minorities and/or women

4

In 2022, the County hired or promoted for 4 supervisor-level positions, including a Deputy Director – all of which were filled by minorities and/or women

*1 position is vacant

Training

The CCWDB allocates resources dedicated to equity initiatives through participation in the Diversity, Equity, & Inclusion Committee. All supervisor-level positions completed both Management Sessions of the DEI-led training program. All staff involved in procurement attended DEI-led webinars focused on purchasing, contracting, and related requirements.



LOOKING FORWARD

Increasing Outreach & Collaboration

The Board will work with HR, Job & Family Services, DEI, and others to expand networks – so that job postings will be shared with more diverse community organizations and to ensure that programs and services are reaching intended recipients; and to ensure that specific DEI tools (i.e. Assessment Tool, Scorecard, and Equity Zones/Map) are being utilized whenever possible – to increase the diversity pool in procurement processes, verify vendor's are fulfilling DEI requirements, and ultimately improve upon the number of contracts awarded to MBE/WBE/SBEs.

Pitch Day

Participate in “**Pitch Day**” where SBEs/MBEs/WBEs can simultaneously present their capabilities/offerings to County agencies while also learning about the County's procurement process.



Acknowledgements



We would like to acknowledge the departments and numerous employees who collected information, provided data, or contributed in other ways to help produce this report. Those who contributed put in a lot of hard work throughout the year, and for that we are especially thankful. Collecting, maintaining, and updating accurate data will help us achieve our diversity, equity, and inclusion goals.



Sincerely,
Department of Equity and Inclusion
Department of Communications





Cuyahoga County

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