



Department of Equity & Inclusion – 2022 Equity Commission Report Appendix



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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Analysis of Equity Results

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.

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 wil 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 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 the 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.
4. **Community Outreach** – The DEI (including its efforts as part of OPD's Diversity Division) participated in many different outreach events related to diversity/inclusion programs in calendar year 2021. 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 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 contract compliance and the County’s supplier diversity programs.

Review and Summary of Equity Initiatives

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 will be 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 become 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 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. Prior to 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, Medina County or Summit County. 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 Recertification Applications Status.

DIVERSITY CERTIFICATION 2021

- GOAL: Support SBEs, MBEs, and WBEs by creating positive partnerships in county contracting and other procurement opportunities.
- OBJECTIVE: provide and support opportunities for SBEs, MBEs, and WBEs to grow and thereby compete effectively in the general environment for contracting opportunities.
- ACTIONS: Customized internal data entry and reporting process, increased number of site visits, continued staff training/seminars

	OVERALL		SBE		SBE/MBE		SBE/WBE		SBE/MBE/WBE		MBE		WBE		MBE/WBE	
Status	Ttl.	%	Ttl.	%	Ttl.	%	Ttl.	%	Ttl.	%	Ttl.	%	Ttl.	%	Ttl.	%
New Business Certified	50	9.09%	10	6.85%	9	7.38%	7	5.07%	12	13.79%	10	34.48%	2	9.09%	0	0.00%
New Appl in process	2	0.36%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	3.45%	1	4.55%	0	0.00%
New Appl Denied	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
New Appl Dropped	12	2.18%	5	3.42%	2	1.64%	2	1.45%	2	2.30%	1	3.45%	0	0.00%	0	0.00%
Businesses Recertified	389	70.73%	116	79.45%	81	66.39%	109	78.99%	52	59.77%	12	41.38%	14	63.64%	5	83.33%
Recertification denied	2	0.36%	0	0.00%	2	1.64%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Recertification in process	25	4.55%	0	0.00%	8	6.56%	7	5.07%	6	6.90%	1	3.45%	3	13.64%	0	0.00%
Recertification dropped	2	0.36%	0	0.00%	1	0.82%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	16.67%
Expired	68	12.36%	15	10.27%	19	15.57%	13	9.42%	15	17.24%	4	13.79%	2	9.09%	0	0.00%
Total Processed	550		146		122		138		87		29		22		6	
Total Certified	439		126		90		116		64		22		16		5	

**Percentage calculated Ttl. divided by Total Processed*

Diversity Program's Compliance Status

Total Dollar of Contract Awarded								
	Contracts Awarded - 2021 - YTD November 11, 2021,				Contracts Awarded - 2012 - YTD November 11, 2021,			
DivGoalSet (Y/N)	Estimated Dollar / Percentage		Actual Dollar / Percentage Awarded		Estimated Dollar / Percentage		Actual Dollar / Percentage Awarded	
Yes	\$45,286,063.94	62.11%	\$64,054,907.83	52.21%	\$1,470,020,348.16	57.46%	\$1,111,001,835.35	49.69%
No	\$27,621,595.93	37.89%	\$59,056,599.46	48.13%	\$1,088,382,044.99	42.54%	\$1,124,821,671.06	50.31%
Total \$ / %	\$72,907,659.87	100.00%	\$122,697,026.29	100.00%	\$2,558,402,393.15	100.00%	\$2,235,823,506.41	100.00%
Contracts Awarded - 2012 - 11/2/2021								
Contract Value Over One Hundred Million Dollars								
DivGoalSet (Y/N)	Purchase Type	Description	Awarded Dollar Amount	Percentage from "Total Awarded Dollar Amount"	*DIV Prime Y/N	Total \$ Subcontracted to Certified *DIV Vendors	Percentage Subcontracted to Certified *DIV Vendors from "Total Awarded Dollar Amount"	
N	RFQ	RFQ for 2014-16 Board & Care Services	\$153,600,000.00	Percentage of Contracts with no DIV Goals	N	0	0	
Total			\$153,600,000.00	15.62%				
Y	RFP	RFP for Medical Insurance	\$245,472,193.00	Percentage of Contracts with DIV* Goals	N	\$146,000.00	0.0148%	
	RFP	Medical and Prescription Drug RFP for Cuyahoga County employees and Regional Entities	\$224,654,645.00		N	\$88,869.00	0.0090%	
	RFP	RFP Medical and Prescription Drug Benefits 1/1/18 - 12/31/20	\$359,762,718.00		N	\$40,298.84	0.0041%	
Total			\$829,889,556.00	84.38%		\$275,167.84	0.0280%	
Total Awarded Dollar Amount			\$983,489,556.00	100%				

*DIV = SBE/MBE/WBE certified vendors.

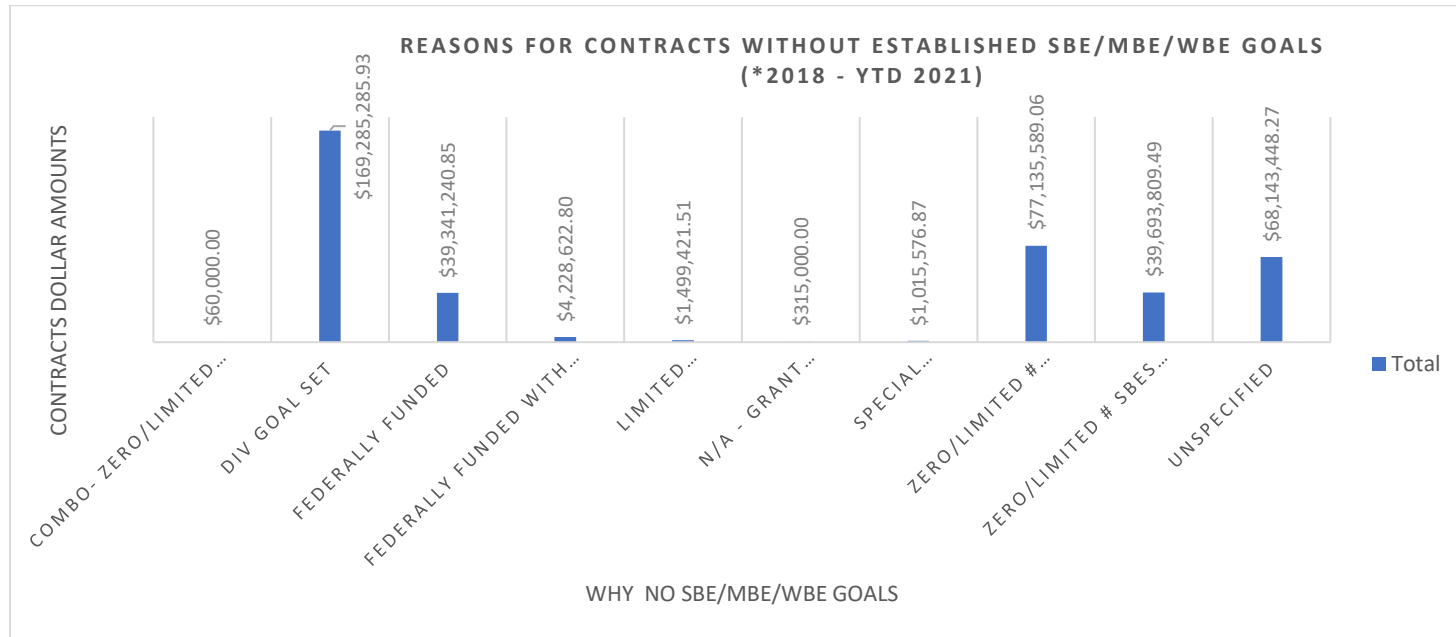
Total Dollar of Contract Awarded (based on contracts under \$100 million)								
	Contracts Awarded - 2021 - YTD November 11, 2021,				Contracts Awarded - 2012 - YTD November 11, 2021,			
DivGoalSet (Y/N)	Estimated Dollar / Percentage		Actual Dollar / Percentage Awarded		Estimated Dollar / Percentage		Actual Dollar / Percentage Awarded	
Yes	\$45,286,063.94	62.11%	\$64,054,907.83	52.21%	\$801,631,250.48	53.75%	\$526,584,472.35	42.05%
No	\$27,621,595.93	37.89%	\$59,056,599.46	48.13%	\$689,782,044.99	46.25%	\$725,749,478.06	57.95%
Total \$ / %	\$72,907,659.87	100.00%	\$122,697,026.29	100.00%	\$1,491,413,295.47	100.00%	\$1,252,333,950.41	100.00%

SBE/MBE/WBE PROPOSED/ACTUAL PARTICIPATION DOLLAR AMOUNT (based on contracts under \$100 million)								
	SBE/MBE/WBE Participation 2021 - YTD November 11, 2021,				SBE/MBE/WBE Participation 2012 - YTD November 11, 2021,			
DivGoalSet (Y/N)	Estimated Dollar / Percentage		Actual Dollar / Percentage Awarded		Estimated Dollar / Percentage		Actual Dollar / Percentage Awarded	
Diversity Goals	\$12,358,572.00	27.29%	\$16,918,998.00	26.41%	\$185,768,137.00	23.17%	\$112,086,166.17	21.29%
Total DivGoalSet = Yes (\$/%)	\$45,286,063.94	100.00%	\$64,054,907.83	100.00%	\$801,631,250.48	100.00%	\$526,584,472.35	100.00%

SUMMARY OF CONTRACTS APPROVED WITH ESTABLISHED SBE/MBE/WBE GOALS													
Total \$ of Contract Approved with SBE/MBE/WBE Goal			Contracts Awarded to SBE/MBE/WBE Vendors as Primes										
Time Period	Total DivGoalSet = Yes	#	SBE Prime		#	MBE Prime		#	WBE Prime		#	Total \$/% Awarded to SBE/MBE/WBE as Prime	
* 2012 - 11/11/2021	**\$526,584,472.35	471	\$155,257,699.17	29.48%	151	\$6,037,759.64	1.15%	8	\$2,120,700.00	0.40%	8	\$163,416,158.81	31.03%
2021 - 11/11/2021	**\$64,054,907.83	36	\$11,714,585.81	18.29%	11	\$514,359.64	0.80%	1	\$3,928,757.92	6.13%	1	\$16,157,703.37	25.22%
<i>Note: All percentages are calculated off of the "Total \$", respectively</i> # = the number of business opportunities (i.e., Bids/RFPs/RFQs) *Based on contracts under 100 million ** from table "Total Dollar of Contract Awarded (based on contracts under \$100 million)													

SUMMARY OF APPROVED PAYMENTS TO PARTICIPATING SBEs/MBEs/WBEs									
Time Period	Total DivGoalSet = Yes	SBE Participation		MBE Participation		WBE Participation		Total \$/% Paid to SBEs/MBEs/WBEs	
* 2014 - 9/31/2021 (B2G)	*\$556,795,074.19	\$65,633,801.22	11.79%	\$9,547,319.61	1.71%	\$23,935,536.28	4.30%	\$99,116,657.11	17.80%
*2012 - 11/11/2013	** \$21,657,836.44	\$5,217,430.83	24.09%	\$0.00	0.00%	\$0.00	0.00%	\$5,217,430.83	24.09%
Grand Total	\$578,452,910.63	\$70,851,232.05	12.25%	\$9,547,319.61	1.65%	\$23,935,536.28	4.14%	\$104,334,087.94	18.04%
*Total dollar amount after contracts amendments, data tracked in B2G System ** not tracked in B2G, data from the 2013 Equity Report									

SUMMARY OF CONTRACTS AWARDED TO SBE/MBE/WBE AS SUB-CONTRACTORS												
Total \$ of Contract Approved with SBE/MBE/WBE Goal		Dollar Amount / Percentage Awarded to SBE/MBE/WBE Vendors as Sub-Contractors plus 20% of dollar awarded to SBE/MBE/WBE as Prime Contractors										
Time Period	Total \$	SBE Participation		MBE Participation		WBE Participation		Total \$/% Awarded to SBE/MBE/WBE as Subs				
* 2012 - 11/11/2021	\$526,584,472.35	\$85,868,328.05	16.31%	\$14,680,899.45	2.79%	\$10,413,268.09	12.13%	\$110,962,495.59		21.07%		
2021 - 11/11/2021	\$64,054,907.83	\$9,409,160.87	14.69%	\$4,059,517.12	6.34%	\$3,450,320.01	36.67%	\$16,918,998.00		26.41%		
<i>Note: All percentages are calculated off of the "Total \$", respectively.</i> <i>*Based on contracts under 100 million</i>												
Total \$ of Contract Approved with SBE/MBE/WBE Goal		SBE/MBE/WBE Participation Awards by Race and Gender plus 20% of dollar awarded to SBE/MBE/WBE as Prime Contractors										
Time Period	Total \$ / %	WH	WF	AAM	AAF	HAM	HAF	APAM	APAF	NAM	NAF	Total \$/% Awarded to SBE/MBE/WBE as Subs
* 2012 - 11/2021	\$526,584,472.35	\$46,294,808.16	\$33,345,835.01	\$15,651,910.68	\$6,058,721.41	\$2,521,268.73	\$124,648.32	\$6,394,724.20	\$374,382.69	\$196,196.38	\$0.00	\$110,962,495.59
	100%	8.79%	6.33%	2.97%	1.15%	0.48%	0.02%	1.21%	0.07%	0.04%	0.00%	21.07%
2021 – 11/2021	\$64,054,907.83	\$8,006,524.27	\$4,404,098.87	\$2,984,439.40	\$306,370.00	\$889,078.05	\$0.00	\$156,000.00	\$142,487.41	\$30,000.00	\$0.00	\$16,918,998.00
	100%	12.50%	6.88%	4.66%	0.48%	1.39%	0.00%	0.24%	0.22%	0.05%	0	26.41%
<i>Note: All percentages are calculated off of the "Total \$", respectively.</i>												
Key: WH = White Male, WF= White Female, AAM= African American Male, AAF = African American Female, HAM = Hispanic American Male. HAF = Hispanic American Female APAM = Asian Pacific American Male, APAF= Asian Pacific American Female, NAM= Native American Male, NAF= Native American Female												
<i>*Based on contracts under 100 million</i>												



- Tracking of “Why no SBE/MBE/WBE GOALS” started in year 2018



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.

Cuyahoga County Based Business (CCBB) Preference Program - 2021

1/1/2021 - 12/31/2021 CCBB Applicants

28 CCBB applications received:

5 new certified, 11 in process, 0 denied or not qualified, 0 returned.

23 Re-certifications certified, 0 in process, 0 denied or not qualified.

8 companies currently certified that expire in 2022.

Total of CCBB certified companies - 47

New Certification process - 6 days per application,

Recertifications process - 24 days per application

Denial process - 38 days per application

Year	CCBB ECONOMIC IMPACT					Total
	N/A (RFP or RFQ)	No	No – No Bids Received	Yes – But No Impact	Yes	
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	60	10	0	8	1	79
TOTAL	535	218	1	134	10	898

Key: N/A - The procurement method was RFP or RFQ

No – The low bidder is 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.

Cuyahoga County Business Economic Inclusion Program (CCBEIP) Preference Program - 2021

1/1/2021 - 12/31/2021 CCBEIP Applicants

12 CCBEIP applications received:

10 new certified, 0 in process, 0 denied or not qualified.

2 re-certified, 0 in process, 0 denied or not qualified.

Total of CCBEIP certified companies - 14 (2 expire in 2022)

New Certification process - 15 days per application

Recertifications process - 15

Denial process - 60 days per application

	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	60	0	0	19	0	79
TOTAL	291	0	0	211	0	502

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 Office of Procurement and Diversity.

SBE Set-Aside Program (2016-2021)

Pending SBE Set Aside Projects			
Advertisement/ Approved Date	Description	Estimated/ Actual Contract Value	Diversity Program Small Business Set Aside Vendor
Approved 9/26/2016	Southern Pump-Entrance Repair (RQ37442)	\$252,747	Schirmer Construction, LLC
Approved 11/21/2016	Interior Painting at various county buildings (RQ38152)	\$349,588	Frank Novak & Sons, Inc.
Approved 2/21/2017	General Engineering Services (RQ38158)	\$490,000	Kevin C. Robinette Architects, LLC Makovich & Pusti Architects
Approved 10/2/17	General Architectural Engineering Services (RQ40115)	\$200,000	K2M Design, Inc.
Approved 4/24/2018	General Engineering Services (RQ39869)	\$300,000	Chagrin Valley Engineering
Approved 10/10/2018	General Architectural Engineering Services (RQ 42565)	\$400,000	Makovich & Pusti Architect, Inc.
Approved 8/12/2019	Rehab of Lewis Rd. (C.R. 174) Culvert C-13 (RQ-46172)	\$83,589.60	Nerone & Son
Approved 5/28/2019	2019 Cleveland Operation Resurfacing Program Eddy Rd. & Shaw Rd. (RQ44940)	\$186,692.30	Perk Company
Approved 7/7/2020	General Mechanical - Electrical Plumbing Architectural/Engineering Service (RQ-47759)	\$800,000.00	The Osborn Engineering Company
Approved 8/4/2020	General Architectural-Engineering Services (RQ-47764)	\$450,000.00	Robert P. Madison International, Inc.
Approved 6/8/2021	General Engineering Services 2021	\$1,800,000.00	2LMN, Inc., Chagrin Valley Engineering, LTD, Lawhon & Associates, Inc., Smith & Nejedlik, Inc., Euthenics, Inc.,
Approved 6/8/2021	Jail 2 Kitchen MODS	\$359,183.00	Breckenridge Kitchen Equipment
Total		\$5,671,799.90	
Pending	2021 Countywide Maintenance Program	\$236,000.00	

Potential SBE Set-Aside Procurements from the Purchasing Forecast

Department (more specific)	Brief Description	Estimated Amount
Public Works	Jail 11 Fire Alarm System Testing, Inspecting, and Maintenance Services	>\$50,000-\$500,000
Public Works	Collection, Transportation, Recycling and/or Disposal of Hazardous/Non-Hazardous Waste	>\$50,000-\$500,000
Public Works	Facilities - Overhead Garage Door Maintenance for Various County Locations	>\$50,000-\$500,000
Public Works	Preventative Maintenance	>\$50,000-\$500,000
Public Works	Master Contract - FAC- Door and Hardware Materials	>\$3,000,000-\$5,000,000
Public Works	Can Liners	>\$50,000-\$500,000
Public Works	Master Contract - R&B Concrete Supplies	>\$1,000,000-\$3,000,000
Public Works	Jan/San Supplies - Various County Buildings	>\$500,000-\$1,000,000
Public Works	Master Contract - Sanitary -Sewer Repair	>\$1,000,000-\$3,000,000
Public Works	Master Contract - FAC - Carpentry Supplies	>\$1,000,000-\$3,000,000
Public Works	Master Contract - FAC- Ballast and Lighting Supplies	>\$3,000,000-\$5,000,000
Public Works	Master Contract - FAC-Plumbing Supplies	>\$3,000,000-\$5,000,000
Public Works	Facilities Plumbing Supplies Contract	>\$3,000,000-\$5,000,000
Public Works	Master Contract-FAC Supplies	>\$1,000,000-\$3,000,000
Public Works	Master Contract - FAC- Paint Supplies	>\$3,000,000-\$5,000,000
Public Works	Master Contact - FAC- Laborer Materials	>\$3,000,000-\$5,000,000
Public Works	Construction Material Testing Services	>\$50,000-\$500,000
Public Works	General Mechanical - Electrical Plumbing Architectural/Engineering Services	>\$500,000-\$1,000,000
Public Works	General Sanitary Engineering Services	>\$50,000-\$500,000
Public Works	General Environmental Services	>\$50,000-\$500,000
Fiscal Office - Ops/FinReprt/SpecProj	Data Entry Temps for Sexennial Reappraisal	>\$50,000-\$500,000
Treasurer's Office	Preparation and Mailing for EasyPay Mailings	>\$5,000-\$50,000
Information Technology	Cuyahoga County Call Recording Solution	>\$50,000-\$500,000
Information Technology	Web Search Tool Services	>\$50,000-\$500,000

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.

DIVERSITY OUTREACH & TRAINING – CY2021 EVENTS

i. Urban League (2021)



In collaboration with Urban League, staff from the Department of Equity & Inclusion participated in a variety of quarterly events described below.

Pre-Certification Workshop

At each Pre-Certification Workshop the vendors increased their eligibility for State, Federal, & National procurement opportunities, learned the benefits, advantages of becoming certified with the different agencies in Ohio and opened doors to more business opportunities. This course was designed to educate the business owners on the requirements, benefits, and opportunities associated with obtaining the necessary diversity certifications to bid on contracts to grow their business.

Certification Lab Day

At each Pre-Certification Workshop, vendors gained insight on how to grow their business with the aid of becoming certified with government agencies. At the Certification Lab Day, DEI's staff in collaboration with Urban League provided answers related to the procurement process and diversity certifications for Cuyahoga County. On average, DEI's staff assisted five (5) vendors per workshop on how to navigate the county's website, determine which application applies to their status (new to county, re-certification and/or certified with State as an MBE), assist in filling out the application and collaborate with vendors on questions that may rise in the process.

ii. 2021 Construction Opportunities Virtual Fair



In March 2021, Edwin Nunez, Senior Contract Compliance Officer, and Cassandra Fulton, Contract Compliance Officer, participated in the 2021 Construction Opportunities Virtual Fair. The 2021 Construction Opportunities virtual Fair is presented by Northeast Ohio Chamber of Commerce with the Hispanic Business Center. The event is held to intentionally bring together developers, prime/general contractors, assistance groups, bonding agents, owners, and financial institutions to increase diversity and inclusion on major construction projects. The 2021 Construction Opportunities Virtual Fair featured over 40 exhibitors. The event took place virtually due to COVID-19 restrictions.

iii. The B2Gnow 2021 User Training Conference



Currently, the B2Gnow application is being utilized for our data entry and reporting on financial tracking related to contract compliance goals. The B2Gnow 2021 User Training Conference's classes which took place May 10-14, 2021, were designed to be comprehensive and educational, with in-depth visualizations of system functionality that would help sharpen our 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. The event took place virtually due to COVID-19 restrictions.

iv. Government Alliance on Race and Equity (GARE) Annual Membership Meeting 2021



The Government Alliance on Race and Equity (GARE) held its Annual Membership Meeting virtually from May 19, 2021, through May 21, 2021. There were also Pre-conference Meetings held on May 18, 2021. Lenora Lockett (Director – Office of Procurement and Diversity) and Edwin Nunez, Senior Contract Compliance Officer, attended the conference. Several other County employees also attended the conference. 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.

v. May 2021 Business AS Unusual



On Friday, May 21, 2021, Lenora Lockett (Director-Office of Procurement and Diversity) was the speaker at the Northeast Ohio Hispanic Center for Economic Development's (NEOHCED) monthly webinar series, "Business AS Unusual". The purpose of the webinar series is to provide current information and resources to entrepreneurs. Director Lockett provided a brief overview of the Executive Orders related to the Disparity Study recommendations that County Executive Budish issues January 7th and provide an overview of the certification process.

vi. May 2021 NAMC Level Up



On Thursday, May 27, 2021, Lenora Lockett (Director-Office of Procurement and Diversity) was one of the panelists for the Northern Ohio Chapter of the National Association of Minority Contractor's (NAMC) monthly Level Up Program. The goal of the NAMC's Level Up Program is to improve and promote contractor readiness through education and training in the construction industry with a focus on diverse Cuyahoga County residents. The theme of the May 2021 Level Up Program was "How to Do Business with the Local Governments". The program was held at the Greater Cleveland Regional Transit Authority (GCRTA). The panel included representatives from GCRTA, the Northeast Ohio Regional Sewer District (NEORS), and the Ohio Department of Transportation

vii. Team NEO: Additive Roadmap Launch for Manufacturers



On August 4 and August 12, 2021, Department of Equity & Inclusion staff took part in two (2) virtual events hosted by Team NEO on how to better understand the commercial opportunities with regards to additive manufacturing technologies. Team NEO is a business and economic development organization focused on accelerating economic growth and job creation throughout Northeast Ohio. Attendees discussed how incorporating additive manufacturing could lead to business growth for the Northeast Ohio Region, as well as sharing recommendations intended to make the region a Center for Excellence for these technologies. The program was a virtual event.

viii. 13th Annual Virtual Inclusion Conference



In August 2021, Director Lenora Lockett and Senior Contract Compliance Officer, Edwin Nunez, attended the 13th Annual Virtual Inclusion Conference. The annual Inclusion Conference is an annual event hosted by the Greater Cleveland Partnership's division of Equity & Inclusion. The conference presented the latest trends and best practices to teach Northeast Ohio and surrounding area employers how to capitalize on diversity, equity, and inclusion in the workplace. Attendees explored how the fields of diversity, equity and inclusion can continue to build and strengthen its impact from movements towards racial and economic equity. The event took place virtually due to COVID-19 restrictions.

ix. ACCA Training Institute



In August, Adam Miller, Jennifer Fuller, Patricia Anderson, and William R. Veney (Contract Compliance Officers) attended the 2021 ACCA Conference in San Antonio, Texas. Mr. Veney received his Certified 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.

x. September 2021 CAA – University Circle Institutes Exchange Matchmaker



CONTRACTORS ASSISTANCE ASSOCIATION
Contracting • Education • Employment

On Tuesday, September 21, 2021, Lenora Lockett (Director (interim) – Department of Equity and Inclusion (DEI)) was one of four (4) presenters for the Contractor’s Assistance Association (CAA) meeting with University Circle institutions. Each presenter was asked to provide a 7–8-minute presentation on “how to/what’s new” as it relates to diversity, equity, and inclusion. This meeting was part of a series of meetings, between CAA and University Circle institutions. The program was a virtual event.

xi. Cuyahoga County Fatherhood Initiative



On September 23, 2021, William R. Veney, Contract Compliance Officer attended the Cuyahoga County Minority Business Opportunity Meeting, which was hosted by Matrix Trade Institute in Beachwood, Ohio. The Cuyahoga County Fatherhood Initiative and Gendernation Free brought together minority contractors and business owners to discuss skilling up employees and how to capitalize on county contracts. Cuyahoga County Skillup Business Advisory Services is a free service offered by Cuyahoga County Department of Development and connects businesses with regional organizations to assist with capital access, real estate site selection, talent supply, and government relations and incentives.

xii. B2GNow Enhancement Session 2021



Department of Equity & Inclusion Staff attended a virtual workshop on September 29, 2021. The purpose of this workshop was to learn about new functionality in the B2G system, enhancements in the certification management module, contract compliance modules and utilization plans.

xiii. Greater Summit Virtual Business Conference & Expo



On October 20, 2021, William R. Veney from Department of Equity and Inclusion and Cheryl Kinzig from Department of Purchasing, attended the 7th 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.

xiv. Municipal Economic Development Directors' Meeting



On Thursday, October 21, 2021, at the Municipal Economic Development Directors' Meeting, Lenora Lockett (Director) provided an overview of the newly established Department of Equity and Inclusion and provided an overview of the County's proposed Equity Zone Policy that is being developed. Director Lockett detailed the key responsibilities for the new department. In addition, as part of her presentation on the proposed Equity Zone Policy, she provided an overview of the proposed criteria for determining Cuyahoga County Equity Zones.

xv. B2GNow Contract Compliance-Familiarization for Staff



Department of Equity & Inclusion Staff attended a virtual workshop on October 26, 2021. The purpose of this workshop was to review the contract compliance module and related functions. The webinar covered topics on creation of contracts, adding subcontractors, change orders, tracking, as well as goal progress, credit participation and related reporting.

Committees/Councils & Partnerships – CY2021

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 2021.
- 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 2021, there were twelve (12) 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 2021, there were 12 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 2021, there were 67 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 2021, there were six (6) meetings.
- Purchasing Refresher Training: Department of Purchasing provided two (2) trainings on August 19, 2021, and September 2, 2021. As a part of this training, the Department of Equity and Inclusion provided an overview of proposed SBE & MBE/WBE policy changes.
- SBE & MBE/WBE Policy Overview (Ordinance O2021-0013): Department of Equity and Inclusion provided a series of three (3) trainings on November 23, 2021, December 1, 2021, and December 7, 2021, regarding the approved policy changes.

Equity Initiatives for 2022

In 2022, 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 CY2022:

- 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
- Develop inaugural Diversity/Equity/Inclusion Scorecard Criteria and implement the Diversity/Equity/Inclusion Scorecard Program, which includes providing training to departments on the program)
- Develop inaugural Equity Assessment Tool for use in decision making
- Develop and implement Equity Zone Policy, which includes development of Equity Zone Map
- Finalize award/hiring of consultant to provide diversity, equity, and inclusion training to county employees and leadership under the authority of the County Executive
- Diversity, equity, and inclusion training provided by consultant (with oversight by DEI/HR) to county employees and leadership under the authority of the County Executive
- Implement the GARE Racial Equity Employee Survey for employees under the authority of the County Executive
- Work with HR to develop ongoing plan for diversity, equity and inclusion training for county employees and leadership under the authority of the County Executive
- Draft the 2023 Equity Report (publication deadline: January 31, 2023)

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