

Equity and Inclusion Leadership Team Final Recommendations – June 2021

Vision/Mission:

“Ensure that the Frederick County Government prioritizes, institutes, invests in, demonstrates, and sustains a systemic commitment to Diversity, Equity, Inclusion and Belonging (DEIB)”

Goal 1: Provide Institutionalized Structure, Support, Resources (including appropriate funding), and Guidance to Organize, Coordinate, and Advance Diversity, Equity, Inclusion & Belonging (DEIB) Goals and Initiatives.

Strategies:

1. Enact legislation to establish and codify an Office of DEIB and include the Chief Equity and Inclusion Officer position
2. Enact legislation to establish an ethnically diverse DEIB Commission
 - 2.1. Commission purpose should include:
 - 2.1.1. Provide recommendations County Executive (CE) and County Council to improve DEIB
 - 2.1.2. Review and assess progress on Equity and Inclusion Leadership Team’s (EILT) recommendations
 - 2.1.3. Review and contribute to strategic DEIB plan
 - 2.1.4. Educate and Engage the community in DEIB initiatives
 - 2.1.5. Advance community relations
 - 2.1.6. Participate and weigh in on FCG interview panel designated member(s)
 - 2.2. Consider how the Commission may support grievances or complaints of discrimination or other DEIB related concerns
 - 2.3. Consider make up of Commission membership
 - 2.3.1. Incorporate representation from the Human Relations Commission
 - 2.3.2. Incorporate representation from EILT
 - 2.3.3. Include representation from the Health Department
 - 2.3.4. Identify other categories of potential members
 - 2.4. Develop by-laws for DEIB Commission
3. Develop DEIB Strategic Plan

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- 3.1. Require all proposed legislation or initiatives to include an equity impact statement on the proposed measure's potential impact on minorities of color.
- 3.2. Utilize initial framework of priorities identified by EILT
- 3.3. Incorporate all divisions of FCG in the strategic plan
- 3.4. Correlate goals and objectives of DEIB strategic plan with annual budget development
- 3.5. Develop and implement a system to track and assess the strategic plan
4. Utilize Quantitative and Qualitative Data to Make DEIB Data Driven Decisions
5. Create a DEIB Data driven culture within FCG
 - 5.1. Fund the development of a DEIB Data system
 - 5.2. Identify what DEIB data is currently collected for analysis
 - 5.3. Identify data that is not collected
 - 5.4. Assess ways in which data could be collected
6. Develop and maintain DEIB dashboard
7. Design quarterly departmental reports that detail DEIB efforts, progress, outcomes, and plans
 - 7.1. Create a centralized DEIB data depository and develop methodology to collect data
 - 7.2. Develop standardized DEIB reports
8. Staff up the Office of DEIB
 - 8.1. Identify existing positions to initially staff up
 - 8.1.1. Consider merging staff from Human Relations Department
 - 8.2. Hire additional staff
 - 8.2.1. to conduct assessments and to further other DEIB goals and activities
(assessment activities are identified under other goals)
 - 8.2.2. to collect and analyze data for the purpose of identifying gaps and opportunities, and measurement of DEIB efforts
9. Conduct an annual climate survey to evaluate effectiveness of DEIB initiatives
(NOTE: This strategy is also listed as a strategy under the FCG Workforce Goal)

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Goal 2: Improve and Expand the Ethnic and Racial Diversity of the FCG Workforce at All Levels to Reflect an Equitable Representation of the Frederick County Community.

Strategies:

1. Review quarterly EEO data
 - 1.1. Identify issues unique to specific divisions
2. Fund and Conduct analysis of current workforce policies and procedures for the recruitment, hiring and retention of minority employees
 - 2.1. Issue Request for Proposal (RFP) and hire consultant
 - 2.2. Require the consultant to identify practices used by other jurisdictions that produce DEIB in their organizations.
 - 2.3. Implement consultant's recommendations
3. Utilize best practices for minority recruitment, interviewing, hiring and retention
 - 3.1. Develop creative marketing of job opportunities to reach minority populations
 - 3.2. Develop and implement policy for the use of diverse interview panels
 - 3.3. Require that all employees involved in the employment process (from the drafting of job descriptions, marketing of postings, serving on interview panels, to onboarding, etc.) participate annually in training designed to address DEIB issues in hiring and employment
 - 3.4. Develop an interview process that assesses a candidate's receptiveness to DEIB in the workplace
 - 3.5. Build DEIB into performance evaluation systems
4. Conduct annual workplace climate survey or audit to assess baseline DEIB culture of the current workforce
 - 4.1. Develop audit of retention data - *(we have data but not in any report format)*
5. Consider how the internal employee diversity committee may assist in incorporating DEIB strategies in workforce recruitment and professional development opportunities
6. Ensure there is a pathway to address employee grievances related to DEIB
7. Implement training and opportunities for DEIB discussion and engagement among workforce to begin to implement change *(See Goal 3)*

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Goal 3: Establish Minority Business Participation in Procurement and Contracting with FCG

Strategies:

1. Fund and Implement disparity study
 - 1.1. Develop RFP
 - 1.2. Hire consultant
 - 1.3. Hire staff and consultant to collect data on past 5 years of procurement activities that included minority businesses to establish baseline data
 - 1.4. Implement study recommendations
2. Establish the County's first Equal Business Opportunity program to foster and support minority participation in procurement and contracting
 - 2.1. Work with consultant and legal staff to set parameters
 - 2.2. Write policies and procedures
 - 2.3. Develop goals for program based on study recommendations
 - 2.4. Write legislation to amend Code to allow for a program to be established
 - 2.5. Train Divisions/Departments how the program will work before its implementation (get buy-in)
3. Establish Equal Business Opportunity Advisory Group and determine authority
 - 3.1. (see Howard County's model: <https://www.howardcountymd.gov/Departments/County-Administration/Purchasing/Equal-Business-Opportunity/EBO-Commission>)
4. Expand Procurement staff to include specialist on minority business procurement
5. Continue to utilize Public Purchase to advertise FCG solicitations (*done 7/1/2020*)
6. Ensure Procurement staff attend local and statewide minority business contracting activities
 - 6.1. Establish account for registration to these events, travel, and brochures
 - 6.2. Train Procurement staff how to work events
7. Review and implement best practices in government contracting
8. Consider how opportunities for small and minority businesses may be incorporated in CIP or infrastructure projects

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- 8.1. Break apart large contracts into smaller focused type of work (into specialized services”)
- 8.2. Require general contractors to hire minority subcontractors

Goal 4: Develop and Adopt a “Health in all Policies” Approach to Reduce Health Disparities in Minority Populations

Strategies:

1. Declare racism as public health issue **(done)**
2. Create a Health Department Organization-Wide Culture of Equity
3. Respect and Involve Communities in Health Equity Initiatives
4. Identify population groups that are impacted by health disparities and develop the steps required to eliminate those disparities.
 - 4.1. Collect and analyze data relating to birth, cancer, death, other health factors found between birth and death
 - 4.2. Use Behavioral Risk Data (CDC)
 - 4.2.1. By Geography
 - 4.2.2. By other more in-depth areas
5. Fund a study that will address people’s experiences with health systems, conduct analysis using qualitative data shared by participants and correlate with race, ethnicity, demographics, and other pertinent data. Study should address the following:
 - 5.1. Access to health providers and services
 - 5.2. Interactions with health providers
 - 5.3. Follow up by health systems
 - 5.4. Assessment of participants’ trust with health systems
 - 5.5. Conduct study every 10 years county wide
 - 5.6. Conduct specialized data collection on specific corridors or communities every two years.
6. Measure and Evaluate Progress in Reducing Health Disparities

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7. Fund and Establish DEIB office within Health Department to focus on health disparities and equity. Include the following positions:
 - 7.1. Equity Officer
 - 7.2. Data collector
 - 7.3. Community health social worker
 - 7.4. Community collaborator
8. Consider multi-pronged approach to address health disparities that focuses on locations where minority population groups reside (like COVID testing and vaccine clinics)
 - 8.1. Expand outreach to underserved and vulnerable communities
 - 8.2. Secure permanent location within minority community (like the Rt. 40 testing site)
 - 8.3.** Conduct Mobile outreach services
 - 8.4. Identify and secure satellite sites with community-based groups, churches, etc.
 - 8.5.** Continue County investment and oversight of 24/7 Mobile Crisis Services
9. Include Health Department representation on DEIB commission

Goal 5: Enhance and Expand Minority Business Support Services

Strategies:

1. Continue and enhance Office of Economic Development's Diversity, Equity and Inclusion programs and services
 - 1.1. Continue EmPOWER - Diversity & Inclusion Networking program
 - 1.1.1. Utilize local resources to provide education, information, mentoring, lessons learned
2. Develop speakers program utilizing national renown speakers
 - 2.1. Fund Annually (\$10,000 annual budget)
 - 2.2. Recruit diverse equity and inclusion speakers on topics of interest to minority businesses
3. Establish new EmPOWER Mentorship Program

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4. Continue Minority Business Executive Development program
5. Continue involvement in LYNX program at Frederick High School
6. Continue marketing support to businesses and include the following:
 - 6.1. Podcast service
 - 6.2. PR Frederick (press release service)
 - 6.3. Business Pitch Services
7. Establish new marketing campaign to engage minority and underrepresented businesses
 - 7.1. Develop Text Marketing Campaign
 - 7.2. Add webpage for minority and underrepresented businesses
 - 7.2.1. Highlight minority owned businesses
 - 7.3. Market services and resources tailored for minority businesses
 - 7.4. Add alumni blog spotlight in OED monthly newsletters and on webpage
8. Develop financial opportunities and resources for minority and underrepresented businesses
 - 8.1. Establish and Fund business support grant program
 - 8.1.1. Offer twice per year
 - 8.1.2. Provide annual funding for program - \$100,000 recommended
9. Develop opportunities to link and connect minority businesses with capital investors

Goal 6: Improve and Expand FCG Communications about DEIB

Strategies:

1. Market County Government as a place that values DEIB and is a good place to work
2. Establish and regularly update DEIB webpage
3. Develop and publish a true Vision/Mission statement that will drive and guide DEIB efforts
 - 3.1. Incorporate DEIB vision statement on the County homepage, throughout County website and in all County communications
4. Host opportunities in community for dialogue on minority issues and concerns

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5. Develop and implement an awareness campaign to talk about the importance of DEIB within FCG and within the community

Goal 7: Establish and Maintain Diversity, Equity, Inclusion and Belonging (DEIB) Professional Development Opportunities and Requirements for FCG Workforce

Strategies:

1. Fund, develop, schedule, and implement DEIB related training throughout the workforce
 - 1.1. Develop RFP for building DEIB trainings and measuring the impact of training with employees
 - 1.2. Hire trainer
 - 1.3. Implement schedule of training for all employees
 - 1.4. Record trainings and save on website for future use
2. Develop an opportunity for Equity and Inclusion certification for employees
3. Develop opportunities to share and discuss DEIB principles and best practices
 - 3.1. Develop DEIB article in employee newsletter
 - 3.2. Consider routine informal opportunities for staff to voluntarily discuss DEIB
 - 3.2.1. Ex: CEIO host monthly or quarterly lunches with staff
4. Build DEIB training into New Employee Orientation and Training
5. Develop and implement an awareness campaign to talk about the importance of DEIB targeted to FCG employees
6. Develop a training, tailored for each division that teaches about the history of inequitable practices in their field of work, and the impact of those practices