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Diversity, Equity, & Inclusion Climate Assessment



Ottawa County
Where You Belong.®



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EXECUTIVE SUMMARY

Summary of Work

As part of its ongoing work to deepen an organizational commitment to diverse, equitable, and inclusive, (DEI) work and service environments, Ottawa County has partnered with Inclusive Performance Strategies (IPS) to conduct a DEI Assessment. The purpose of a DEI assessment is to understand the current organizational capacity to meet standard best practices in DEI. This snapshot then provides the data needed to create practical recommendations. This DEI Assessment report has been compiled after completing activities conducted from January-November 2020:

- **Document Audit:** IPS worked with senior administrative support staff to collect documents related to assessment key performance indicators from any department that chose to participate. Documents included policies, process narratives, internal and external communications, data reports, committee rosters, etc.
- **Internal Survey: 56.5% of Ottawa County staff** responded to a survey designed to gather their personal perspectives on Ottawa County's capacity and commitment to supporting DEI as well as their own experiences working within the institution.
- **Staff Listening Sessions:** IPS facilitated a virtual listening session open to all staff members. 10 staff members volunteered to serve as table captains and were trained by IPS. 44 additional staff participated in small group discussions focused on sharing their personal experiences and perspectives related to DEI in the county government.
- **Departmental Follow Up:** IPS worked with the County Administrator and Director of Diversity, Equity, and Inclusion (DEI) to identify areas where additional follow up or context was needed. The County Administrator and Director of DEI conducted outreach to all departments to gather this information.

The assessment has provided a multitude of stakeholders the opportunity to share perspectives and experiences. The process of assessment not only assists IPS in generating customized, relevant recommendations for future DEI strategic planning, but also builds the stakeholder buy-in and interest that will be essential for shared accountability and successful implementation.

The DEI Assessment is designed to provide Ottawa County with practical recommendations for enhancing DEI structures throughout eight organizational domains. Each domain has an overall objective, focus areas, and structurally based Key Performance Indicators designed to assess whether Ottawa County has the foundational elements in place needed to accomplish each domain objective. The chart on the following page provides a high-level summary of the domain framework utilized to guide the DEI assessment.

Domain	Objective
Workforce	Recruitment and retention of a culturally and racially diverse workforce supports the future growth of the community.
Procurement & Contracting	The structure, criteria, and processes for procurement and contracting supports the participation of Women and Minority-owned Business Enterprises (WMBEs).
Planning of Services	Programs are designed to be implemented to ensure equitable awareness, access, and utilization of services that meet the diverse needs of all county residents.
Evaluation of Services	Evaluation processes are used to monitor programs and services to ensure equitable impact across all groups.
Policy Development	Goal-setting, policy-making, and oversight vehicles within Ottawa County support organizational accountability to diversity, equity, and inclusion.
Budgeting	The criteria and process for budgeting to ensure departments take the equity impact of all activities into account and sufficiently resource DEI objectives.
Community Engagement	Communications and engagement practices between the organization and clients are interculturally competent and promote inclusive awareness and participation.
Inclusive Culture Building	Ottawa County demonstrates commitment to DEI and equips both staff and residents to sustain an inclusive community culture.

Key Findings

- Each department’s capacity to meet the structural Key Performance Indicators varied significantly
- Some departments have promising DEI practices that present the potential for adaptation across the county
- There is opportunity for Ottawa County to adopt some standardized policies and procedures that would enhance the consistency of DEI practices across all departments.
- There are also opportunities for Ottawa County to provide *guidelines* related to key DEI practices that will support each department’s efforts to adapt the practices to their own operations.
- The intentions and desire of leadership in the municipality to foster DEI is evident and appreciated by many staff as illustrated by the survey findings
- Many staff also express concerns about DEI efforts that indicate a need to ensure all staff have a clear understanding of the purpose and impact of DEI work
- Enhancing and promoting the value proposition of DEI county wide is key to overall growth for the community
- Equipping staff to support DEI is essential to establishing equitable accountability across departments

Overall, IPS recommends that Ottawa County utilize the assessment findings to create a strategic DEI Framework that will provide construct for prioritizing and implementing strategic actions moving forward.

Using the Report

The DEI Assessment is designed as a working tool to be used by those determining strategic next steps for Ottawa County's commitment to DEI. As such, it is organized to be used as a reference document. After the introduction, the main report is composed of domain summary sections that provide a high-level summary of the domain as well as IPS' recommendations per KPI. Detailed findings from the assessment are organized in the appendices. As staff move forward with finalizing a county wide DEI strategic framework, the appendices will be essential tools for understanding staff perspective, current practices that could be expanded, and opportunities for growth.

This assessment was designed to look at the county as a whole. However, IPS recognizes that each department operates differently and with varying degrees of autonomy from the county administration. As such, departments are encouraged to review the report from their own lens, and consider what strengths and challenges they see illuminated at their own level of operations. Appendices B, C, and E will support this investigation. Departments that choose to understand their own results will be better equipped to create DEI strategies that are most appropriate for their operations, whether departments are deepening county-wide efforts or committing to additional progress that is most sensible at the department, not county-wide, level.

INTRODUCTION

As part of its ongoing work to deepen organizational commitment to diverse, equitable, and inclusive (DEI) work and service environments, Ottawa County has partnered with Inclusive Performance Strategies (IPS) to conduct a DEI Assessment. This report is a culmination of assessment work conducted from January through November 2020. The DEI Assessment is designed to provide a current state snapshot of Ottawa County's strengths, challenges, and opportunities for growth related to DEI across eight organizational domains. The DEI Assessment shares a diversity of perspectives from both staff and leadership across county departments that chose to participate. Stakeholder experiences and perspectives are critical to include in the assessment process to ensure that recommendations are relevant, manageable, and fit within the context of existing organizational priorities and workflows. Understanding these perspectives will also be key to fostering buy-in for future work.

IPS assessed Ottawa County against Key Performance Indicators it created that are based on DEI best practices for county governments. As a result, several domains have an abundance of KPIs and it is likely not practical to pursue strategies related to each one in the short term. Part of DEI Strategic Framework development should be utilizing the DEI Assessment results to prioritize and finalize which KPIs from the assessment should be focused on initially.

The DEI Assessment is designed as a working tool to be used by those determining strategic next steps for Ottawa County's commitment to DEI. We encourage any stakeholder reviewing the report to read the main report and Appendix A to understand the work that was undertaken and how to read the rest of the included content. From there, those that are more directly responsible for developing next steps will appreciate the opportunity to read more deeply into the Key Related Findings of each Domain through appendices B, C, and E.

DEPARTMENTAL CONSIDERATIONS

This assessment was designed to look at the county government as a whole. However, IPS recognizes that each department operates differently and with varying degrees of autonomy from the county administration. This dynamic was particularly evident during the document audit process. While all departments had the opportunity to participate, some provided minimal information while others were comprehensive in their contributions. IPS utilized this information, along with the other methodologies, to inform the county government-level recommendations that are listed in this report.

However, departments are encouraged to review the report from their own lens, and consider what strengths and challenges they see illuminated at their own level of operations. Appendix B, the Document Audit and Departmental Follow Up Findings, should be particularly useful. Departments can use this appendix to understand the contributions of other departments, and to identify practices that could be adapted into their own operations.

In addition, IPS has provided department-level responses to the survey in Appendix E, Additional Survey Graphs and Comments. Appendix E should be used by departmental leadership to understand the perspectives and experiences of their staff, and to consider how these results may inform the department's future work. To this end, IPS has provided reflection questions for departments in Appendix E.

The overall recommendation from IPS to the county government is that the county administration formalize a Diversity, Equity, and Inclusion Strategic Framework, utilizing the domains and key performance indicators the administration chooses to prioritize from this assessment. It is our understanding that the county administration intends to create a cross-departmental working group to create this framework.

Whether your department chooses to participate in this workgroup or not, IPS encourages all departments to stay up to date on the development of the county government wide DEI Strategic Framework. There will certainly be details of this framework that impact each department. However, there will likely also be opportunities for departments to customize how the county government-wide framework impacts their operations.

Understanding your department's results as indicated in Appendices B, C, and E can assist you in creating DEI strategies that are most appropriate to your department, whether you are deepening county government-wide efforts or committing to additional progress that is most sensible at the department, not county government-wide, level.

DOMAIN RESULTS

The bulk of this report is composed of the domain results, where IPS provides recommendations per Key Performance Indicator (KPI) within each Organizational Domain. Each domain is broken into the following sections:

Strategic Objective: The overarching goal of each domain.

Focus Areas: Specific function areas related to the strategic objective examined in this assessment.

Domain Summary: A high level overview of strengths and challenges related to the domain's objective.

Key Performance Indicators (KPIs): The points of measurement used by IPS during the assessment. Due to the highly decentralized nature of the municipality's departments, it is not practical to offer a single evaluation of the county government against any one KPI. Strengths and challenges are noted in the domain summary.

Domain Recommendations: Each Key Performance Indicator has an accompanying recommendation, along with a brief perspective from IPS on that recommendation. The recommendations are designed to address findings within the domain, which are available in great detail in Appendices B and C. Recommendations are primarily **structural** in nature. The county government will have to determine how it chooses to prioritize recommendations, including considering which merit action across the municipality and which are better suited for adaptation at the departmental level.

WORKFORCE

Strategic Objective

Recruitment and retention of a culturally and racially diverse workforce supports the future growth of the community

Focus Areas

Staff Recruitment; Staff Retention

Domain Summary

There is high variability related to recruitment efforts across the county government. While some departments did not submit information or indicated there were no processes focused on diversifying candidate pools, others indicated they regularly utilize community resources to support more diverse candidate slates in recruitment. Employee Resource Groups, a common means of supporting employees across various demographic groups, are not currently in place. While county government jobs vary significantly, a notable portion of employees (25%) indicate they are unaware of career pathways and do not feel supported in their professional development. Survey results also indicate that some employees either do not fully understand what is meant by committing to a diversified workforce or do not see the value of supporting a culturally diverse workforce.

Key Performance Indicators and Recommendations

W1	<p>Ottawa County partners with institutions, organizations, and community groups that assist in recruiting diverse talent.</p> <p><i>Recommendation: Create a county government-wide policy for HR to review all job posting processes to ensure that departments are utilizing existing county government-community partnerships and/or seeking additional avenues to support intentional outreach to all demographic groups regarding county government openings.</i></p> <ul style="list-style-type: none">• This policy will address current inconsistencies across all departments as well as provide guidance and support to departments that are seeking to diversify their talent pools.
W2	<p>Interview panels are composed of racially and gender diverse individuals.</p> <p><i>Recommendation: Adopt county government-wide policy for forming diverse interview panels when feasible, and at a minimum for utilizing interview criteria that promotes objectivity and reduces opportunities for individual biases.</i></p> <ul style="list-style-type: none">• Utilizing a diversity of staff on interview panels helps to ensure diversity of perspective and minimize the impact of any one individual's implicit biases. Likewise, adopting more standardized interview practices and criteria can reduce the negative consequences of implicit bias.
W3	<p>Ottawa County hiring processes and practices are designed to eliminate personal biases and ensure equitable outcomes.</p> <p><i>Recommendation: Develop a process to standardize job descriptions to ensure that language, listed qualifications, and desired traits are not excluding potentially qualified diverse talent and that Ottawa County's commitment to DEI is explicit.</i></p> <ul style="list-style-type: none">• Job descriptions should accurately reflect the qualities essential for success in the position. Reviewing criteria can help to filter out language and suggested qualifications that are more reflective of a department's cultural preferences or assumptions than true need. Candidates from all backgrounds that

	<p>value diversity, equity, and inclusion will look for evidence in job descriptions that their potential employers share those values.</p>
<p>W4</p>	<p>Established Employee Resource Groups (ERGs) support the development of activities that help to retain staff. <i>Recommendation: Create policy and guidelines for initiating ERGs that can be utilized for department-specific and municipal-wide group development.</i></p> <ul style="list-style-type: none"> • ERG’s can provide valuable support in the recruitment and retention of talent, opportunity for staff feedback/input on performance improvement strategies, and space for staff to receive and provide support.
<p>W5</p>	<p>All staff are aware of career pathways and have the opportunity to create individual development plans with their managers. <i>Recommendation: Create county government guidelines for departments to provide staff development plans that include goals for professional advancement, guidelines for tuition reimbursement, certification requirements, and support of succession planning.</i></p> <ul style="list-style-type: none"> • Standardizing this key area across departments will support the retention of staff and enhance knowledge and skill capacity within departments.

PROCUREMENT & CONTRACTING

Strategic Objective

The structure, criteria, and processes for procurement and contracting supports the participation of WMBE contractors.

Focus Areas

Equitable procurement and contracting processes; Equitable contracting structures; WMBE Subcontracting Incentives

Domain Summary

Minimal information was submitted regarding the county government’s efforts to encourage Minority- and Women-owned Business Enterprises (MWBE) to participate in county government procurement and contracting. Further, a number of open-ended survey comments indicate that many staff are wary of supplier diversity efforts and misunderstand the objective of such programs to be preferential treatment of MWBEs to the detriment of contracting with qualified enterprises. This mindset indicates a significant opportunity to educate staff on the community-wide benefits of supporting MWBE participation in contracting opportunities.

Key Performance Indicators and Recommendations

<p>PC1</p>	<p>Ottawa County maintains up-to-date reports on MWBE participation and reports are readily accessible to the public through the County government’s website. <i>Recommendation: Create a reporting and tracking system for MWBE participation that can support intentional strategies to engage MWBEs.</i></p> <ul style="list-style-type: none"> Tracking and measuring participation will provide benchmarking, insight on the effectiveness of current structures, and illuminate opportunities to develop new strategies that may have been overlooked.
<p>PC2</p>	<p>Ottawa County communication strategies ensures local MWBE firms are aware of opportunities and process for applying <i>Recommendation: Review existing communication sources and explore potential new communication sources that enhances awareness of contracting opportunities inclusive of MWBEs</i></p> <ul style="list-style-type: none"> For many municipalities, relying on traditional structures to communicate contracting opportunities has not been sufficient to ensure all potential vendors are informed.
<p>PC3</p>	<p>Ottawa County MWBE utilization guidelines result in increased MWBE contractor participation across departments <i>Recommendation: Review current Contracting and Purchasing policy to identify opportunity for integrating criteria that supports increased MWBE contractor participation.</i></p> <ul style="list-style-type: none"> Implementing aspirational goals across departments to increase MWBE participation while adhering to Prop 2 guidelines has proven to be effective in other Michigan municipalities.
<p>PC4</p>	<p>Contractors applying for work with Ottawa County are incentivized to work with MWBE subcontractors <i>Recommendation: Explore opportunities to integrate incentives within the existing Contracting and Purchasing for vendors to subcontract with MWBEs</i></p> <ul style="list-style-type: none"> Utilizing a bonus structure to incentivize 2nd tier contracting is an initial starting point, and can help smaller MWBEs gain experience and capacity to be competitive in primary bids later on

PLANNING OF SERVICES

Strategic Objective

Programs are designed and implemented to ensure equitable awareness, access, and utilization of services that meet the diverse needs of all county residents.

Focus Areas

Design; Development; Implementation

Domain Summary

Some departments provided notable examples of utilizing data and customer’s perspectives to inform the delivery of their programs and services, such as using demographic data to understand health disparities or forming consumer advisory committees. However, many staff also indicated that their departments do not have processes that allow data or customer perspectives to regularly inform their offerings. Staff also indicated that language and transportation are regular barriers that many departments have been unable to effectively address, with a few exceptions.

Key Performance Indicators and Recommendations

PS1	<p>Ottawa County utilizes resident demographic data to identify and address disparities in outcomes through the planning and development of resources, services, and programs. <i>Recommendation: Develop guidelines that can be adapted across departments to standardize the collection and utilization of demographic data within planning and development activities.</i></p> <ul style="list-style-type: none"> Collecting demographic data to enhance planning and development allows departments to ensure the outcomes of their services are due to the efficacy of offerings, not the demographic differences of customers.
PS2	<p>Ottawa County utilizes resident engagement strategies that are intentional about obtaining input on planning and development processes from all groups. <i>Recommendation: Create county government-wide guidelines for engaging residents during planning and development processes.</i></p> <ul style="list-style-type: none"> Increased community input across all groups supports planning and development that considers the varying needs of diverse groups as well as enhances community ownership and buy-in. County government-wide guidelines can provide support and accountability to departments even as exact strategies and mechanisms will vary.
PS3	<p>Ottawa County has effective strategies for eliminating barriers to awareness of and access to programs and services across all groups <i>Recommendation: Implement County government procedures for addressing language and transportation barriers.</i></p> <ul style="list-style-type: none"> Language and transportation were the two primary barriers mentioned in the assessment. Although department’s capacity to address these barriers may vary, county government guidelines or procedures can help support departments, standardize existing resources, and encourage departments to consider new strategies.

EVALUATION OF SERVICES

Strategic Objective

Evaluation processes are used to monitor programs and services to ensure equitable impact across all groups.

Focus Areas

Data Collection; Data Utilization; Inclusive Decision Making

Domain Summary

The County government’s Planning and Performance Improvement department demonstrates notable expertise in data collection and program evaluation. However, with few exceptions, departments did not submit much information that would indicate they use evaluation data to inform future services, and there was little indication of disaggregating data by groups such as race, gender, or income level in order to understand any disparities in outcomes. The county government could also improve in providing staff opportunities to inform their department’s performance. Only a few departments provided examples of formal policies and processes that ensure all staff have the chance to contribute their perspectives.

Key Performance Indicators and Recommendations

ES1	<p>Established metrics demonstrate the effectiveness and utilization of resources, services, and programs across all groups. <i>Recommendation: Review Ottawa County Dashboard to assess capacity to disaggregate demographic data and enhance metrics to incorporate equity objectives.</i></p> <ul style="list-style-type: none">• Understanding disaggregated county data vs state performance on existing metrics can help to illuminate county government strengths and challenges related to equity. Reviewing and enhancing existing metrics can support measurement of Ottawa County’s mission to ensure it is a place “where you (all) belong” and can thrive.
ES2	<p>Departments use disaggregated reports to inform program and service design in support of county government equity objectives. <i>Recommendation: Develop county government wide guidelines that support collecting and utilizing disaggregated customer data to inform program and service design</i></p> <ul style="list-style-type: none">• Reviewing disaggregated data can help departments recognize disparities and illuminate opportunities to enhance program and service design. This review ensures departments can meet the diversity of needs and circumstances represented in the county—to understand that what may have been designed to support equality is not necessarily equitable.
ES3	<p>All staff members have the opportunity to contribute to organizational learning and change, as appropriate to their role. <i>Recommendation: Establish county government wide guidelines to provide structure for staff member contribution to organizational learning and change.</i></p> <ul style="list-style-type: none">• Staff’s ability to contribute to organizational learning and change has been recognized as one of the top five factors for staff retention. Some departments have strong practices in place already. County government guidelines will provide consistency and support all departments.

POLICY DEVELOPMENT

Strategic Objective

Goal-setting, policy-making, and oversight vehicles within Ottawa County support organizational accountability to diversity, equity, and inclusion.

Focus Areas

Identifying Policy Development Needs; Policy Creation; Policy Approval; Policy Review/Update

Domain Summary

No information was submitted regarding criteria used to ensure policy development supports equity and inclusion. While the county government does have processes in place to regularly review and update existing policies, there is significant opportunity to adopt DEI criteria for both policy development and review. As an example, survey comments indicate that some staff do recognize when policies have inequitable impact on staff, such as benefits or protections against discrimination. DEI criteria would serve as a supportive tool for anyone reviewing or developing policy to ensure that people are asking themselves the right questions and developing equitable, inclusive policy.

Key Performance Indicators and Recommendations

PD1	<p>Policy development and approval guidelines are structured to support diversity, equity and inclusion. <i>Recommendation: Review and or create standardized policy development guidelines that are integrated with DEI criteria for utilization across all departments.</i></p> <ul style="list-style-type: none">• Explicit guidelines provide support and accountability across departments to ensure that key DEI considerations are integrated into all policy development, which is essential to sustaining organizational growth toward an inclusive service and work environment.
PD2	<p>Ottawa County has a process in place to regularly review and update existing policies to eliminate implicit bias, unintended consequences, and systemic inequity across groups. <i>Recommendation: Adapt the guidelines created in PD1 to also be used within the existing policy review and updating process.</i></p> <ul style="list-style-type: none">• Creating core structures of accountability to DEI in both policy development and review is essential to ensuring DEI commitment is fully integrated, comprehensive, and institutionally sustainable. Establishing a diverse team to facilitate this practice is key to meeting the objective.

BUDGETING

Strategic Objective

The criteria and process for budgeting ensure departments take the equity impact of all activities into account and sufficiently resource DEI objectives.

Focus Areas

Budgeting Criteria; Budgeting Review and Approval Processes; County Government Allocations for DEI

Domain Summary

Similar to policy development, incorporating DEI criteria into the budget process will ensure that DEI efforts at the county government level and across departments are appropriately resourced, as well as ensure that the impact of budget decisions across demographic groups is taken into consideration. No such criteria or processes were reported. Many departments reported offering more significant opportunities than mandated public comment for citizens to inform relevant budgets. However, there is opportunity for the county government to conduct more meaningful outreach so that residents that are not already civically engaged can participate. Nearly all survey respondents were in favor of specific DEI budgets for their departments, and departmental follow up indicated a desire to use these budgets for DEI evaluation and strategic planning, recruiting and retaining a higher diversity of staff, and staff development related to interacting with customers across differences.

Key Performance Indicators and Recommendations

B1	<p>Equity impact tools are used to evaluate budget proposals. <i>Recommendation: Formulate a cross-departmental team to research and review equity impact tools that can be utilized to evaluate budget proposals.</i></p> <ul style="list-style-type: none"> This practice ensures departments consider the equity impact of their budgeting decisions, and that adequate resources are allocated and leveraged. There are a number of existing tools used in municipalities across the country; the cross-departmental team should conduct a scan in order to create a tool that draws on common elements while addressing the specific needs of Ottawa County.
B2	<p>Residents inform appropriate portions of the budget through Participatory Budgeting processes or other more informal means. <i>Recommendation: Create county government guidelines that provide information on various ways to engage residents in the budgeting process and assist departments in identifying portions of their budget that are appropriate for resident input.</i></p> <ul style="list-style-type: none"> Most equity impact tools that will be researched in KPI B1 include portions requiring departments to report on public engagement. The county government guidelines suggested here can bring consistency across departments and provide support for departments seeking to meet the requirements of the equity impact tool.
B3	<p>The DEI office is sufficiently resourced to achieve annual goals and performance indicators. <i>Recommendation: DEI Office in collaboration with Fiscal Services to develop a line-item budget based on annual goals and DEI assessment recommendations.</i></p> <ul style="list-style-type: none"> A primary contributing factor to poor organizational performance to DEI is under resourcing the effort. Once a strategic DEI framework is in place, the county government will be much better situated to understand the required resources needed to support short and long-term strategies.
B4	<p>Each department is provided with resources to achieve department-specific DEI goals/uphold DEI values.</p>

Recommendation: DEI Office in collaboration with Fiscal Services to develop guidelines for DEI line-item budgeting for all departments.

- County government-wide guidelines can ensure that departments invest sufficient resources into the DEI supports they expressed a need for during the assessment. Guidelines can also ensure consistency and that departmental efforts are complementary to county government-wide strategy.

COMMUNITY ENGAGEMENT

Strategic Objective

Communications and engagement practices between the organization and clients are interculturally competent, promote inclusive awareness and participation.

Focus Areas

Non-Elected Volunteer Boards, Commissions, Committees; Communications; Engagement

Domain Summary

No information was provided regarding the demographics of volunteer boards, committees, and commissions, or any efforts to support diverse representation in these groups. Only a few departments indicated that they had a community engagement plan in place. There is significant opportunity for intentionally reaching out to residents that face barriers to public participation to gain their input and perspective (barriers may include language, geography, technology access, other known barriers to public participation). To this end, several departments provided extensive lists of community partnerships with organizations that could serve as a bridge between hard to reach residents and the county government; there is opportunity for the county government to consider how to leverage existing partnerships within departments for the good of multiple departments.

Key Performance Indicators and Recommendations

<p>CE1</p>	<p>Ottawa County tracks member demographic data of volunteer boards, committees, and commissions to address gaps in representation and provide equitable opportunity for any qualified resident to join. <i>Recommendation: Develop process to incorporate process for documenting member demographics for volunteer boards, planning committees or advisory councils.</i></p> <ul style="list-style-type: none"> This data is essential to understanding whether volunteer boards, committees, and commissions are representative of all customers being served, and to identify areas for growth. Diversity of thought, experience, and background is essential for supporting equity and inclusion.
<p>CE2</p>	<p>Ottawa County has community engagement guidelines that support resident input on county government decisions and programs regardless of language, geography, income, technology access, and other known barriers to public participation. <i>Recommendation: Develop community engagement guidelines that ensure residents from all backgrounds are informed of county government offerings and have the opportunity to participate and provide input.</i></p> <ul style="list-style-type: none"> We must recognize that factors influencing community members ability to provide input vary across groups and need to be addressed; guidelines can both ensure that departments are conducting appropriate levels of community engagement and that the engagement does not only involve people who have already determined to be civically engaged.
<p>CE3</p>	<p>Staff that regularly engage with the public are provided training to support interculturally competent and responsive community engagement <i>Recommendation: Enhance existing staff training resources to support intercultural competence and responsive community engagement skills.</i></p> <ul style="list-style-type: none"> While many staff cited external personal experiences or development they applied at work, many more indicated a strong desire to receive support in intercultural engagement from the county government.

	<p>This is especially important for service level staff, as staff that are equipped to engage interculturally are essential to building trusted intentional relationship across groups.</p>
CE4	<p>Ottawa County's biannual resident survey includes inquiry to obtain residents perception of equitable access to services and resources, as well as the importance of DEI for the overall wellbeing of Ottawa County <i>Recommendation: Review biannual survey to enhance existing inquiry to obtain residents perception of equity and the importance of DEI to overall wellbeing.</i></p> <ul style="list-style-type: none"> • IPS has already recommended a few brief questions to add to the survey. The information obtained can inform effective DEI strategy development and can help identify perceptions that may feed into false assumptions.
CE5	<p>Ottawa County has partnerships with organizations that can act as trusted liaisons with communities currently underrepresented in public participation. <i>Recommendation: Engage existing community partners to identify potential liaisons and review public forums for participation.</i></p> <ul style="list-style-type: none"> • Several departments have already formed meaningful partnerships with organizations that are trusted across diverse groups in community. Engaging these partners to understand where there are additional, cross-departmental opportunities for relationship building can help build public participation across groups.
CE6	<p>Standard communication materials for the county government are available in multiple languages and modes (paper, electronic, etc) <i>Recommendation: Review and enhance communication standards by integrating inter-culturally competent criteria and formats.</i></p> <ul style="list-style-type: none"> • Understanding the primary languages and modes of communication of all customers can help to ensure communications are accessible to all.

INCLUSIVE CULTURE BUILDING

Strategic Objective

Ottawa County demonstrates commitment to DEI and equips both staff and residents to sustain an inclusive community culture.

Focus Areas

Leadership Commitment; Community Learning and Development; Organizational Values; DEI Marketing and Outreach; Staff Development

Domain Summary

While work could be done to formalize much of Ottawa County’s DEI commitment through policies and practices related to the domain’s Key Performance Indicators, IPS did receive information that supports Ottawa County’s intentions to be a workplace ‘where you belong’. Many survey comments and listening session notes support these findings, with staff indicating their appreciation for their work environment generally *and* the work Ottawa County is doing in support of DEI. At the same time, lack of information submitted and an equal strength of staff comments concerned about the lack of inclusive culture indicate there is a high level of variability in staff’s experiences across the county government. Further, a notable number of staff expressed concern over Ottawa’s DEI efforts in general. The county administration can increase its demonstrated leadership in the DEI space by creating more standardized expectations and supports for departments as well as being clear on the value proposition of DEI both internally and externally.

Key Performance Indicators and Recommendations

ICB1	<p>The value proposition of DEI to Ottawa County is clearly and publicly stated. <i>Recommendation: Create a DEI Value proposition that aligns with the county government’s vision and implement a messaging campaign to support increased awareness.</i></p> <ul style="list-style-type: none"> Having the “Why” for DEI clearly established supports buy in and sustainable growth. This value proposition can also provide positively-framed education about the importance of DEI strategies that will help address some of the concerns voiced by staff in the assessment.
ICB2	<p>Managerial leadership utilizes equity focused, interculturally competent management practices. <i>Recommendation: Establish Inclusive Leadership development workshops for managerial and supervisory staff.</i></p> <ul style="list-style-type: none"> These educational opportunities can provide consistent support and accountability for all leaders across departments, which can help to address some of the inconsistencies of staff experiences illuminated in the assessment.
ICB3	<p>OC to provide educational opportunities aligned with DEI objectives to the broader OC community. <i>Recommendation: Host exploratory session with community education partners to outline an “Inclusive Growth” community learning curriculum for all residents.</i></p> <ul style="list-style-type: none"> Linking community learning opportunities to overall strategies for inclusive community growth situates education in a more strategic frame for the county government and builds resident buy-in to the county government’s DEI Value Proposition. This also provides residents the opportunity to learn together in a context specific to their community and unique from other offerings
ICB4	<p>OC staff are equipped with core competencies to support knowledge and skills development in anti-racism, intercultural competence, and equity strategy.</p>

Recommendation: Develop core competencies and vital behaviors that align with staff roles (i.e. Management, supervision, service); develop county government-wide curriculum standards to support these competencies

- Regardless of the department, there are core competencies and vital behaviors that are essential for all staff to demonstrate in order to achieve an inclusive work and service environment. While some departments may already have professional development offerings in support of these competencies and behaviors, the county government should provide guidelines and a curriculum to support all departments. Attaching core competencies and vital behaviors to the curriculum supports meaningful use of knowledge and skills.

APPENDIX A: Key Performance Indicator (KPI) Analysis Methodology

INTRODUCTION

Appendices A, B (Document Audit Findings), and C (Staff Survey and Listening Session Findings) are intended to be used as working tools for staff within the county government that are seeking to move forward with enhancing DEI strategies. These appendices provide much more detailed information about the assessment findings.

IPS' intentions are for staff members to utilize these appendices to further understand and move forward with the KPI recommendations provided in the full report. Staff members utilizing Appendices B and C should consider whether the data reveals current best practices being utilized in some departments that could be adapted elsewhere, what challenges the data illuminates that will need to be addressed, and how the data can inform any future strategy development.

Appendices B and C are organized by the eight organizational domains used to frame the DEI Climate Assessment:

- Workforce
- Procurement and Contracting
- Planning of Services
- Evaluation of Services
- Budgeting
- Policy Development
- Community Engagement
- Inclusive Culture Building

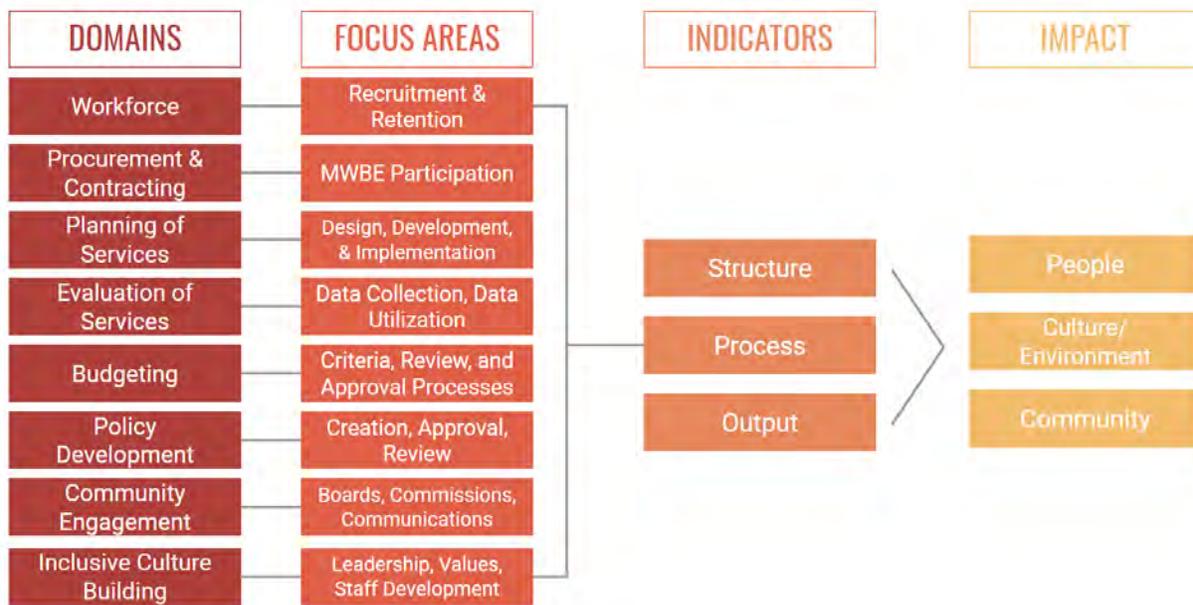
As relevant, each KPI connects findings from its methodologies to the Key Performance Indicators of each domain. The following considerations are worth noting when reviewing appendices B and C:

- Not every methodology yielded findings for every KPI
- Department participation in the document audit varied greatly, so analysis should not be considered exhaustive of everything that could potentially be in place across departments.
- Because the staff listening sessions were confidential and Ottawa county government staff serving as table captains turned in de-identified notes, IPS is not always able to provide departmental associations with listening session comments.

METHODOLOGY

Domain Framework

To ensure that DEI is effectively integrated into all of Ottawa county government's operations to achieve organizational inclusion, IPS utilized eight organizational domains that are reflective of best practice DEI integration for municipalities:



These domains reflect the underlying construct in which a DEI culture should manifest within a municipality. Each domain includes an overall objective, focus areas, and key performance indicators (KPIs) that measure the current capacity to achieve and sustain a diverse, equitable, and inclusive environment.

Key Performance Indicators were formulated through two means:

- Inclusive Performance Strategies has a library of KPIs appropriate for integrating DEI into any organization, regardless of sector. We regularly review national best practices and update this library to reflect the most effective strategies for sustainable DEI.
- For each client, we conduct industry scans to identify specific leading practices. In the case of Ottawa County, IPS utilized the Government Alliance for Racial Equity membership map as well as our own networks and search methods to research the existing city and county government DEI frameworks from municipalities that had at least one element in common with Ottawa County (size, demographic makeup, rural/urban mix, experience in DEI efforts, etc).

Initial discussions with Ottawa county government leadership and preliminary organizational discovery provided IPS with the context needed to finalize Organizational Domains and Key Performance Indicators customized for Ottawa County.

For the purposes of this initial assessment, all KPIs are **structural** and designed to assess whether Ottawa County has the necessary foundational elements for the success of each domain’s objective.

As the organization continues to progress, it will be appropriate to build on completed structural KPIs by adopting KPIs focused on effective *processes*, and then on measuring *outputs*. This commitment to progressive improvement in structure, process, and output will support sustainable long-term outcomes across all the domains.

Finalizing KPIs for the Report and Recommendations

IPS used a total of 38 Key Performance Indicators for the assessment. **Assessment results indicated that 31 Key Performance Indicators were most appropriate to provide recommendations for at this time, either because not enough information was provided by the county government to substantiate a recommendation or because KPIs included in the report are more relevant to prioritize.** Below is a list of *all* key performance indicators used in

the assessment. Below and in the appendices, KPIs that have been removed from the report are noted as such and listed in red.

Workforce

- KPI W1. Ottawa County partners with institutions, organizations, and community groups that assist in recruiting diverse talent.
- KPI W2. Interview panels are composed of racially and gender diverse individuals.
- KPI W3. Ottawa County hiring processes and practices are designed to eliminate personal biases and ensure equitable outcomes.
- KPI W4. Established Employee Resource Groups support the development of activities that help to retain staff.
- KPI W5. All staff are aware of career pathways and have the opportunity to create individual development plans with their managers.

Procurement and Contracting

- KPI PC1. Ottawa County maintains up-to-date reports on MWBE participation and reports are readily accessible to the public through the county government's website.
- KPI PC2. Ottawa County communication strategies ensure local MWBE firms are aware of opportunities and processes for applying.
- KPI PC3. Ottawa County MWBE utilization guidelines result in increased MWBE contractor participation across departments
- KPI PC4. Contractors applying for work with Ottawa County are incentivized to work with MWBE subcontractors

Planning of Services

- KPI PS1. Ottawa County utilizes resident demographic data to identify and address disparities in outcomes through the planning and development of resources, services, and programs.
- KPI PS2. Ottawa County utilizes resident engagement strategies that are intentional about obtaining input on planning and development processes from all groups.
- KPI PS3. Ottawa County has effective strategies for eliminating barriers to awareness of and access to programs and services across all groups

Evaluation of Services

- KPI ES1. Established metrics demonstrate the effectiveness and utilization of resources, services, and programs across all groups.
- **Removed: OC produces internal and public reports regarding the effectiveness and utilization of resources, services, and programs utilizing data disaggregated by resident demographics.**
- KPI ES2. Departments use disaggregated reports to inform program and service design in support of county government equity objectives.
- KPI ES3. All staff members have the opportunity to contribute to organizational learning and change, as appropriate to their role.

Policy Development

- KPI PD1. Policy development and approval guidelines are structured to support diversity, equity and inclusion.

- KPI PD2. Ottawa County has a process in place to regularly review and update existing policies to eliminate implicit bias, unintended consequences, and systemic inequity across groups.

Budgeting

- KPI B1. Equity impact tools are used to evaluate budget proposals.
- KPI B2. Residents inform appropriate portions of the budget through participatory budgeting processes or other more informal means.
- KPI B3. The DEI office is sufficiently resourced to achieve annual goals and performance indicators.
- KPI B4. Each department is provided with resources to achieve department-specific DEI goals/uphold DEI values.

Community Engagement

- KPI CE1. Ottawa County tracks demographic data of members of volunteer boards, committees, and commissions to address gaps in representation.
- **Removed.** The process for joining Ottawa County volunteer boards and commissions ensures equitable awareness, access, and opportunity for any qualified resident to join.
- KPI CE2. Ottawa County has community engagement guidelines that support resident input on county government decisions and programs regardless of language, geography, income, technology access, and other known barriers to public participation.
- KPI CE3. Staff that regularly engage with the public are provided training to support interculturally competent and responsive community engagement
- KPI CE4. Ottawa County's biannual resident survey includes questions regarding the resident perception of equitable access and opportunity as well as the importance of DEI for the overall wellbeing of Ottawa County
- KPI CE5. Ottawa County has partnerships with organizations that can act as trusted liaisons with communities currently underrepresented in public participation.
- KPI CE6. Standard communication materials for the county government are available in multiple languages and modes (paper, electronic, etc)

Inclusive Culture Building

- **Removed** Staff are aware of leadership's commitment to DEI and are equipped to operationalize equity strategies by their leadership.
- KPI ICB1. The value proposition of DEI to Ottawa County is clearly and publicly stated.
- KPI ICB2. Managerial leadership utilizes equity-focused, interculturally competent management practices.
- **Removed.** County-wide community lead equity efforts are supported by the county government through the active participation of leadership.
- KPI ICB3. Ottawa County collaborates to provide educational opportunities aligned with DEI objectives to the broader Ottawa County community.
- **Removed.** Ottawa County supports the advancement of DEI efforts within its cities, townships, villages, etc by supporting regional leadership and DEI planning.
- **Absorbed into a revised KPI ICB4.** Core competencies have been developed to equip and increase staff knowledge of how their roles assist in operationalizing DEI objectives.
- **Removed.** OC has a written narrative of the history of inequity in the county, how it connects to disparate outcomes today and suggested strategies for equity.
- KPI ICB4. OC staff are equipped with core competencies to support knowledge and skills development in anti-racism, intercultural competence, and equity strategy.

Assessment Activities

Inclusive Performance Strategies utilized a mixed-method approach of quantitative and qualitative data analysis to gather a comprehensive snapshot of the current state and facilitated the following activities:

- **Document Audit:** IPS worked with senior administrative support staff to collect documents related to various KPIs across all domains from departments that chose to participate. Examples of documentation include policies, process narratives, internal and external communications, data reports, committee rosters, etc. When relevant, Ottawa county government staff also provided a response to narrative prompts related to a document request to provide further context. ***Findings from this method are provided in Appendix B.***
- **Internal Survey:** All staff were invited to participate in a survey to gather their personal perspectives on Ottawa County's capacity and commitment to supporting DEI as well as their own experiences working within the institution. A total of **515** people responded, representing an extremely strong **56.5% response rate**. ***Findings from this method are provided in Appendix C, including tables breaking down the demographics of respondents.*** Graphs illustrating the aggregated responses to each survey question and all substantive responses to the open-ended comment box at the end of the survey are provided in **Appendix E**.
- **Staff Listening Sessions:** IPS facilitated a virtual listening session open to all staff members. **10 staff members volunteered** to serve as table captains and were trained by IPS. **44 additional staff participated** in small group discussions focused on sharing their personal experiences and perspectives related to DEI in the county government. ***Findings from this method are provided in Appendix C.***
- **Departmental Follow Up:** IPS worked with the County Administrator and Director of Diversity, Equity, and Inclusion (DEI) to identify areas where additional follow up or context was needed. The County Administrator and Director of DEI conducted outreach to all departments to gather this information. ***Findings from this method are provided in Appendix B.***

Inquiry Development

Inquiry across all assessment methods was designed to provide IPS with quantitative and qualitative data aligned with the KPIs of each of the organizational domains. A list of all questions utilized in the assessment is available in Appendix D. While the base inquiry for each method was predetermined, Inclusive Performance Strategies also engaged the principles of Grounded Theory throughout the assessment. The Grounded Theory approach to qualitative data collection allows early research results to inform ongoing discovery methods. This practical methodology ensures that the assessment process is grounded in organizational reality and makes efficient use of participant time. As an example, early learnings in the document audit and survey informed the purpose of the departmental follow-up and shaped the inquiry used in the staff listening sessions.

Data Synthesis

Document Audit prompts were designed to match up with focus areas of each Organizational Domain. Appendix B is organized to illustrate the connections between Domain KPIs and document audit prompts.

All qualitative data (listening sessions and the open-ended survey question) were synthesized by Domain. Coding structures were then used to sort findings into strengths, challenges, and contextual considerations for each Key Performance Indicator.

Survey Analysis

The survey required respondents to rate their level of agreement to statements on a four-point Likert scale ranging from *strongly disagree* to *strongly agree*. Because questions were designed to gather personal opinions about the respondent's experience, no neutral option was provided. All survey statements required a response. Survey statements were positively framed, so that agreement to any question indicates a positive finding related to DEI.

The survey ended with a set of demographic questions that mirrored demographic data points regularly collected by Ottawa County, with the addition of some additional questions standard to DEI work. These questions were optional, but respondents were encouraged to answer by explaining data disaggregation would be used to assess differences in group perspectives, as Ottawa County values ensuring all groups have equitable and inclusive work environments. The full list of demographics collected is available in Appendix D. After initial analysis, IPS determined that the most relevant differences in findings were generated in the categories listed below:

- Race/Ethnicity
- Gender
- Leadership Level
- Department

As such, IPS evaluated disaggregated response data in the above categories. IPS viewed each survey question's overall response rate as well as the response rates for each of the demographic breakdowns listed above. Differences between respondent groups are only reported when the difference is relevant to the organization's performance against Key Performance Indicators (i.e., IPS does not report every demographic group's response to every question, only those results which could provide meaningful use, context, or points for discussion).

Some population groups had response rates too small to indicate statistical significance, particularly among non-dominant populations in race/ethnicity categories. To equally value the voices and perspectives of these groups, notable differences in perspective are still reported for these groups. In addition, there were some categories with such small response rates that respondent confidentiality was at risk. These responses have been excluded from graphs but their perspective informed general narrative analysis. **It will be important for staff members reading these appendices to understand the demographics of survey respondents so that disaggregated questions are appropriately interpreted and any very small group is not assumed to speak for their entire demographic (i.e., the responses from the 4 African American participants should not be assumed to represent all African American employees or people).**

Finally, analysis of disaggregated groups within the survey points to correlation, not causation. For example, if a certain population group is much more likely to disagree on a given survey question than the general population, it cannot be concretely said that respondents disagree *because* of that particular demographic marker. The correlation is simply an indication of a pattern that is worth considering when developing implementation strategies of recommendations.

Overall Methodology Notes

Confidentiality: Every effort has been made to both protect the confidentiality of participants and share insights that can meaningfully impact Ottawa County’s work in DEI. To that end, survey responses are not cross-tabulated (i.e., responses are not disaggregated by two or more demographics, such as “Male Black respondents”). Such cross-tab disaggregation could further endanger the confidentiality of populations with already small response rates. Quotes are anonymized and details that could jeopardize confidentiality are replaced with “_____”.

Assessment Shelf Life: This is a point-in-time assessment. The assessment is not guaranteed to reflect the current state of the organization after October 2020, the date data collection was completed.

Accuracy: This assessment is self-reported. IPS was only able to analyze the information and perspectives Ottawa County staff provided. It is possible, particularly with the document audit, that information exists that could have been helpful in IPS’ evaluation against particular Key Performance Indicators. However, IPS worked with what was provided and available at the point of assessment.

APPENDIX B: Document Audit Submission and Staff Comments

This appendix is structured to be utilized as a reference guide during the DEI framework development process. Data is organized by *Domain*. Each domain lists its *Key Performance Indicators* used in the assessment. *Document requests* related to Key Performance Indicators are listed in **red** underneath the KPIs, followed by *staff comments* and a listing of *submitted documents (by departments) titled in blue*. Some KPIs are grouped together; this is because the related data requests may apply to more than one KPI. Pertinent information obtained from the document audit review was utilized to inform the county government wide recommendations provided within the assessment report, department specific recommendations should be explored during framework development to support alignment.

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WORKFORCE

KPI W1. Ottawa County partners with institutions, organizations, and community groups that assist in recruiting diverse talent.

KPI W2. Interview panels are composed of racially and gender diverse individuals.

KPI W3. Ottawa County hiring processes and practices are designed to eliminate personal biases and ensure equitable outcomes.

List of community partnerships related to staff recruitment: Provide a list of any community partnerships used to help promote interest in county government jobs among diverse groups, increase the diversity of candidate slates, introduce diverse residents to county government work opportunities through internships, etc. Include descriptions of the partnerships, including:

- When the partnership was established
- Responsibilities of the partner to OC
- Responsibilities of OC to the partner
- Any expected outputs or outcomes of the partnership

In addition to the descriptive narratives, provide any applicable existing documentation or policies.

Staff Comments:

- **Parks and Recreation:**

Sent Naturalist Guide job announcements to ACEH (Alliance of Cultural and Ethnic Harmony) to list in the employment section of their newsletter.

- **Water Resources**

We use the Ottawa County HR new hiring process that was put into place at the beginning of the FY

- **Department of Public Health**

Has a vast network of community partnerships that we tap when we have open positions. Our excellent workplace culture also help us to recruit through our employees sharing openings with friends, family and others in their personal network.

We also utilize our professional associations to recruit. An example is the National Association of City and County Health Officials. Our department has been a member of NACCHO for at least 20 year. NACCHO serves 3000 local health departments and is the leader in providing cutting-edge, skill-building, professional resources and programs, seeking health equity, and supporting effective local public health practice and systems. Membership in NACCHO offers us access to the career center where we can promote job information that will be accessible to public health professionals throughout the county.

The Epi team asks GVSU to promote open internship positions through their Biostatistics program. This partnership has been in place for a number of years. Although there is no formal responsibility for each partner, the expectation is that if Department of Public Health has an open internship and sends it to GVSU, that they will distribute it widely. The expected output is a wider candidate pool with excellent local talent.

The Hispanic Association of Nurses and Asian Association of Nurse's partnerships were est. in about 2018. They have been most recently utilized when recruiting a community health RN for the Children's Special Health Care Services program and are made available through our Human Resources Department.

Description of job posting and advertising processes: Provide a general description of the job posting process for any jobs at OC, as well as specific descriptions as needed to account for differences due to job level or department. IPS is seeking to understand the inclusiveness of venues and processes used to generate awareness of open positions. In addition to the descriptive narratives, provide any applicable existing documentation or policies.

Staff Comments:

- **Clerk/Register of Deeds:**

Supervisor, Chief Deputy, and County Clerk/Register revise job description and post on the county's hiring website with the help of Human Resources

- **Parks and Recreation:**

Worked with Human Resources to have a more inclusive job description

Work with Human Resources to have job posting sent to local universities

- **Water Resources**

We work with HR on the current job descriptions and modify where it is needed for changes within those roles.

- **IT**

Job descriptions depend on the level of the job. Most are written by a team supervisor (GIS, Infrastructure, etc) with input from the previous job-holder if possible. The description is reviewed by the IT Director and potentially another supervisor (again, depending on the job) before being sent to Human Resources. Job descriptions are mostly lists of technical qualifications ie programming languages, certifications, protocol comprehension etc

Job posting is through the County, but also through IT industry-specific publications and user groups. For example, I found out about my GIS position specifically from an email listserv for GIS jobs (mostly government) in the state of Michigan. Many IT jobs are also referred by word of mouth through informal networks.

Description of interview and hiring criteria and processes: Provide a general description of the interview and hiring process for any jobs at OC, as well as specific descriptions as needed to account for differences due to job level or department. IPS is seeking to understand who is involved in decision making, as well as what policies and processes are in place to guide hiring. In addition to the descriptive narratives, provide any applicable existing documentation or policies.

Staff Comments:

- **Clerk/Register of Deeds**

In Court Records, the Supervisor, Chief Deputy, and County Clerk/Register review resumes and select applicants for a 1st round interview with the help of Human Resources. In Vital Records/Deeds, Human Resources does all the prescreening and recommends applicants for 1st round interviews. After 1st round interviews are conducted, the same group narrows the applicant pool for 2nd round interviews. During 2nd round interviews, applicants are walked through the office to meet the current staff who ask questions to the applicants. Supervisors and Chief Deputies gather input from current staff and make a hiring decision.

- **Parks and Recreation:**

The interview process involves both Coordinator of Interpretive Services and Parks Naturalist.

See attached sheet for Naturalist Guide interview questions.

- **Water Resources:**

We follow HR to fill all vacancies. We have found that dependent on the roles it is beneficial to look at posting some positions with Grand Valley State University as we see a large pool of candidates for roles like the Soil Erosion Inspector. When interviewing we like to have our team meet the candidates as well that we are interested in hiring.

- **Fiscal Services:**

No written department policy or procedure. Fiscal Services works closely with HR to fill all vacancies. All positions are posted internally and externally to attract the largest pool or candidates to consider. For Accountants, we usually post the position on the Michigan Government Finance Officers Association website.

If we are hiring for a position that is not included in the HR Evidence-Based Selection pilot, a minimum of two Managers review applications and select candidates to interview.

Generally speaking, there are at least two interviews, one formal interview with HR present and the second interview in Fiscal Services that is less formal with job-specific

details. Generally, prior to the second interviews, candidates are asked to talk the Kolbe and DISC assessments, plus any job-specific testing (excel, accounting, grammar, etc.)

- **IT**

The hiring process has 2 parts. Applicants first go through a general interview. This is the more traditional one where managers get a feel for a candidate. The 2nd interview is a technical one. Applicants might be asked questions specific to the position, how they handled technical issues at previous jobs or would handle them, and are asked to provide examples of their work i.e. scripts, programs, procedures they'd written.

- **Deputy Director**

The hiring decision, with HR's help, is made by me, the Deputy Director, and the team supervisor, with some input from the affected team, For a number of our positions, there are usually a very limited number of applications

KPI W4. Established Employee Resource Groups support the development of activities that help to retain staff.

KPI W5. All staff are aware of career pathways and have the opportunity to create individual development plans with their managers.

List of existing employee resource groups and development guidelines: Provide a list of any current employee resource groups (ERGs). The list should include when each resource group was initiated, a description of how the group operates, and aggregate information about current membership (number of members, departmental representation, anything else useful. Provide a description of how resource groups are developed and any guidelines groups must follow.

Staff Comments:

- **Clerk/Register**

We hold regular stand-up meetings, division meetings, all-staff meetings, and team lead meetings. Employees also have a training manual to reference.

Documents Submitted:

- Training Manual 2019
- CIC Principle and Procedures 2019 - Final PDF
- Workforce 4. Docx
- Chief Deputy Treasurer - cac.dox

Description of available staff development opportunities to build internal leadership - Include communication process:

The description should provide a narrative understanding of resources, programs, policies, and opportunities that staff can access in order to advance their careers within OC. If available, provide reports of staff utilization in the past year, with demographic breakdown. For example, "15 staff (9 women, 6 men, etc etc) attended the 'learning to manage' seminar in 2019." In addition to the descriptive narrative, provide any applicable existing documentation or policies.

Staff Comments:

- **Clerk/Register**

Staff are encouraged to attend classes offered by HR and regularly attend state trainings. Managers take part in conferences. We also have two internal teams (Communication Team and our veteran Honor Rewards team)

- **Water Resources**

Most individuals work on certifications specific to their roles. I have not had any individuals work on training that is available through the county except for me. I have taken Leadership classes, and excel classes that are offered.

- **IT**

Tuition reimbursement only covers accredited colleges, which doesn't include IT industry certifications. Instead, our IT and GIS budgets include money for training. Employees work with managers about the training they need/are interested in.

- **Planning and Performance Improvement**

The Planning & Performance Improvement Department supports employee leadership development through participation in Toastmasters. Toastmasters International is a non-profit educational organization that teaches public speaking and leadership skills through a worldwide network of clubs. Some of the benefits of Toastmasters include improving public speaking skills, building leadership skills, working on networking in a small and supportive environment, practicing writing speeches and presenting in a group setting, and building self-confidence and self-awareness. More information can be found at <https://www.toastmasters.org/>

- **Michael Galligan**

We pay half of the cost of training to become a certified assessor. We also host classes for annual recertification credit.

- **HR**

Cultural Intelligence: Dimensions of Racial Equity training is available to all staff. Training is 4 hours long and is offered 2 times per year. Communication is sent out via emails from HR, the CIC participates in marketing and recruitment and also information is listed on Ottawa County's learning management system.

PROCUREMENT AND CONTRACTING

KPI PC1. Ottawa County maintains up-to-date reports on MWBE participation and reports are readily accessible to the public through the County's website.

KPI PC2. Ottawa County communication strategies ensure local MWBE firms are aware of opportunities and processes for applying.

MWBE Participation Reports: Information about total contracting opportunities, number of MWBE applicants, number of MWBE's awarded contracts, etc.

Staff Comments:

- **Water Resources**

No written department policy or procedure.

- **Fiscal Services:**

No written department policy or procedure. Fiscal Services adheres to the County Purchasing and Contracting Policies. Fiscal Services also working with a cross-functional Advisory Committee, manages the countywide procurement policy. Although the policy does not specifically have requirements for MWBE, the policy is to engage in purchasing activities that are fair and equitable, and which provide the maximum purchasing value for public funds. The policy currently requires the County to comply with grant requirements, when applicable, and some federal grants require that we track MWBE participation. We comply with these requirements. The State website we use to advertise does track MWBE vendors so we have access to that information. All formal (greater than \$35,000) solicitations that Fiscal Services, Purchasing Division supports are advertised on this site.

Documents Submitted:

- Purchasing Policy FINAL draft 041220.pdf

Description of procurement and contracting processes, including advertising, applications, criteria, and selection: Provide a general description of the procurement and contracting processes at OC for any external contracting, as well as specific descriptions as needed to account for differences due to type/size of contract or department. IPS is seeking to understand how contractors are made aware of opportunities and what criteria and processes are used in selecting contractors. In addition to the descriptive narratives, provide any applicable existing documentation or policies.

Staff Comments:

- **Parks and Recreation:**

Advertising through multiple public access/information sites including MITN, Builders Exchange, Dodge, and the Construction Association of Michigan.

- **Water Resources:**

Follows the Michigan Drain Code as to contracting.

Documents Submitted:

- Contracting Authorization and Form Policy FINAL 042120.pdf
- Purchasing Policy FINAL draft 041220.pdf

KPI PC3. Ottawa County MWBE utilization guidelines result in increased MWBE contractor participation across departments

Description of any specific criteria or policies designed to increase MWBE contractor participation: Provide copies of any current RFPs or applications used in contracting and procurement processes.

Staff Comments: none provided

Documents Submitted:

- Contracting Authorization and Form Policy FINAL 042120.pdf
- Purchasing Policy FINAL draft 041220.pdf

KPI PC4. Contractors applying for work with Ottawa County are incentivized to work with MWBE subcontractors

Contracting application (document): Provide copies of any current RFPs or applications used in contracting and procurement processes.

Staff Comments:

- Clerk/Register
We submit all out RFPs through Fiscal

Documents Submitted:

- Contracting Authorization and Form Policy FINAL 042120.pdf

PLANNING OF SERVICES

KPI PS1. Ottawa County utilizes resident demographic data to identify and address disparities in outcomes through the planning and development of resources, services, and programs.

KPI PS2. Ottawa County utilizes resident engagement strategies that are intentional about obtaining input on planning and development processes from all groups.

List of demographic data collected across all county government services: Provide a list of the customer/resident demographic data points that are consistently collected for the majority of county services and resources

Staff Comments:

- **Clerk/Register**

We don't collect customer demographics

- **Parks and Recreation:**

Five-year Parks and Open Space Plan includes evaluation of County demographics including age, race/ethnic group, physical disabilities, employment, and educational attainment.

- **Planning and Performance Improvement :**

The survey of agricultural land owners, which is described in #5 of this section, gathered demographic data about the land owner's age group, farm income characterization, and township where their property is located.

- **58th Districts Court**

Since the 58th District Court is one court with three separate locations within Ottawa County, we use criminal, traffic and civil caseload counts from each municipality within the county government to generally determine the jurisdiction lines of the 3 DC locations. We are required to outline this process and file a Local Administrative Order (LAO) with the Supreme Court outlining this process - see 2018-01 Case Allocation LAO.

- **Supreme Court**

2013-06J is a Michigan Supreme Court (MSC) Local Administrative Order (LAO) that is required to be filed and approved by MSC for all trial courts. This LAO outlines how we will comply with all of the Michigan Court Rules regarding providing interpreters for the community coming into the courthouses. This LAO was required to be based on 2010 Census Data and will need to be updated once 2020 Census Data is available. The courts consulted with several local community non-profit organizations in the development of the Court's Language Access Plan.

- **Department of Public Health**

Spreadsheet lists demographics that programs report collecting routinely. Because programs vary in their services and clients, demographic data collected may vary across programs.

- **Community Mental Health**

0409-Access-Process.pdf IV. F. specifically talks about demographics collected.

Documents submitted:

- 2018-01 Case Allocation LAO Jan 2018.pdf
- 2013-06J Language Access Plan.pdf
- Public Health - Planning for Services 2 and 3.xlsx
- 0409-Access-Process.pdf

List of services that collect additional demographic data: Understanding that data collection will vary by department, type of service or resource, etc, provide a list of services, per department, that collect any additional demographic data on top of the standard list provided on the other card. For each service, note which demographic data is collected.

Staff Comments:

- **Planning and Performance Improvement**

The Planning & Performance Improvement Department maintains a variety of up-to-date demographic and economic statistics for Ottawa County and its local units of government. These include annual population estimates and projections, monthly labor force and unemployment statistics, and quarterly residential and commercial construction activity data. The primary source of demographic data for these statistics is the U.S. Census Bureau.

Documents Submitted:

- Public Health - Planning for Services 2 and 3.xlsx
- Ottawa County Demographic Data Collection Template

Description of how data disaggregation is used in performance evaluation and program planning: Provide narrative per department, about how demographic data that is collected is used in reporting, performance management, and organizational change/learning.

Staff Comments:

- **Planning and Performance Improvement**

Demographic data are used in program planning to explain why a program/service was created and who the target audience is for a program/service. The data are presented in an aggregate format to ensure that an individual's personal information remains confidential.

Documents Submitted:

- Q #4 Public Health.docx
- Ottawa-UM-Plan-FY2020.docx

Description of any routine processes consistently used for gathering resident input on planning and development: Provide narrative for the county government as a whole and for each department, if applicable, that describes the ways departments are accustomed to regularly gathering resident input on departmental operations, planning, and development.

Staff Comments:

- **Clerk/Register**
We don't actively solicit citizen input, but if submitted, the input is reviewed by our management team
- **Parks and Recreation**
The five-year Parks and Open Space Plan utilizes a County resident survey, park user survey, reservation facility user survey, and review of state and national initiatives to help determine needs and priorities.
- **Water Resources**
Will hold informational meetings and send informational letters in regards to drain work. This helps keep individuals aware of what and how we are proceeding within the department, but the limitation is that this is not a requirement by drain code and individuals want to use this as legal recourse.
- **Supreme Court**
Requires all trial courts in the state to conduct a Public Satisfaction Survey every other year. The link above provides detailed information about this performance metric as well as the questions asked.

Once completed, MSC compiles and then shares each local court's results which we include in our local.

Documents Submitted:

- Q #6 Public Health.docx
- Michigan Supreme Court Public Satisfaction Survey
- 0310-Person-Centered-Planning-revised.pdf
- Involvement of Persons Served at CMHOC.pdf`

Description of any ad-hoc strategies for gathering resident input on planning and development: A description of any tactics, strategies, or processes that have been used to

gather resident input on a one-time or limited basis. That is, these strategies or tactics were used for a specific purpose but are not incorporated into county government-wide or department specific ongoing operations. Discuss whether these strategies and tactics met the intended objective, why they were used on a limited basis (as opposed to ongoing) and if you would recommend the strategy be used again.

Staff Comments:

- **Parks and Recreation**

All formal and informal communications directed to Parks planning staff are presented to the commission for information and discussion.

- **Planning and Performance Improvement**

In 2018, the Planning & Performance Improvement Department collaborated with Tallmadge Township to understand resident and business needs for Internet services throughout the township. A survey was designed to determine if Internet access was available at the home or business, the level of Internet service, and whether additional Internet services were needed. The survey was mailed to all residents and businesses in Tallmadge Township.

- **Community Mental Health**

CMHOC has a consumer advisory committee that meets several times per year to give the Executive Director feedback about services and needs. CMHOC also holds roundtable discussions with the Executive Director to discuss a variety of topics. Most recently we held roundtable discussions to present the Supports Intensity Scale which is an assessment used to help determine medical necessity for services for a person with an intellectual/developmental disability. We also conduct satisfaction surveys with all populations served at least annually. We recently conducted a survey regarding telehealth with people who are receiving our services.

Documents Submitted:

- Ag Preservation Land Owner Survey questions.15.docx
- Farmland Survey - Results and Recommendations - no open-ended comments.pdf
- Farmland Survey Cover Letter.9 (with signatures).docx
- Tallmadge Pilot survey - draft.23.pdf

KPI PS3. Ottawa County has effective strategies for eliminating barriers to awareness of and access to programs and services across all groups

Description of how county government services are generally communicated and advertised:

Provide communications plans or other narrative descriptions to detail how residents and relevant stakeholders find out about county government services and resources.

Staff Comments:

- **Clerk/Register**

Use Facebook (@OCCLerkRegister), Twitter (@OttawaElections), MiOttawa website (www.miottawa.org/clerkregister), GovDelivery emails, attend community events, post newspaper notices, notify people through the public notice board, and we have many brochures.

- **Water Resources**

Uses publication notices in newspaper, letters, and notices on our website.

- **Planning & Performance Improvement Department**

Generally communicates about its services and upcoming trainings using the County webpage, Gov Delivery email bulletins, and the County's Facebook page.

- **District Court**

Always engages the County Communications Office for communication outreach initiatives to remain consistent with the County and since it is an excellent, robust service the County has graciously offered to the courts. We also leverage our web page to communicate and offer various important services.

- **Community Mental Health**

Does not have a formal communication plan. We utilize GovDelivery to share press releases and organizational updates. We use Facebook to update on our services and share information about behavioral health services. We also share information with consumers, stakeholders and the public about our services.

https://www.miottawa.org/Health/CMH/pdf/cmh_handbook.pdf

<https://www.miottawa.org/Health/CMH/pdf/cmh-handbook-large-font.pdf>

<http://www.lsre.org/Websites/lrptest/images/Documents/Resources/Customer%20Services/2018%20GuideToServicesSpanish.pdf>

Documents Submitted:

- Clerk/Register Passport Brochure
- Clerk/Register Marriage License Brochure
- Clerk/Register Birth Certificate Brochure
- Clerk/Register Services Brochure
- Q # 7 & 8 Public Health.pdf

Description of specific strategies to enhance awareness, access, and use: *Provide information regarding how the county government intentionally seeks to increase resident awareness, access, and use of services across all departments.*

Staff Comments:

- **District Court**

Uses the County Communications Office. District Court also operates 4 separate Sobriety Treatment Court dockets, 1 Mental Health Treatment Court docket, and participates in a Regional Veterans Treatment Court. These problem-solving courts are critical treatment based specialized dockets aimed at improving lives and reducing recidivism. The Court is always seeking to increase awareness of the availability and eligibility requirements of these programs with law enforcement, the local bar association, and treatment professionals to maximize enrollment opportunities in these programs.

- **Community Mental Health**

Uses Facebook, website, GovDelivery, marketing materials, and attendance at community events to raise awareness of our services.

miottawa.org/cmh

<https://www.facebook.com/communitymentalhealthofottawacounty>

<https://www.miottawa.org/Health/CMH/consumersvcs.htm>

[AccessingServices-Brochure 2.pdf](#) [AccessingServices-Brochure 1.pdf](#)

Documents Submitted:

- Q # 7 & 8 Public Health.pdf
- AccessingServices-Brochure 2.pdf
- AccessingServices-Brochure 1.pdf

EVALUATION OF SERVICES

KPI ES1. Established metrics demonstrate the effectiveness and utilization of resources, services, and programs across all groups.

Removed Assessment KPI: OC produces internal and public reports regarding the effectiveness and utilization of resources, services, and programs utilizing data disaggregated by resident demographics.

Current metrics for measuring effectiveness and utilization of services, programs, and resources: *Understanding that data collection will vary by department, type of service or resource, etc, provide a description, per department, of any metrics used to measure the effectiveness of services, programs and resources. Also provide a description of any metrics used to measure resident/customer satisfaction of services, programs, and resources.*

Staff Comments:

- **Clerk/Register**

Occasionally, we gather data from Webtecs about the MiOttawa website usage but we don't necessarily use it for any specific purpose other than to track if the different pages are being used and how often

- **Water Resources**

Does not have any specific metrics on customer satisfaction. This is a two way issue, we do receive many complaints due to drainage, we receive communication from individuals on how well we do to help alleviate water issues, but also we have to deal with the fact that we assess drainage district costs which makes individual's upset.

- **The Planning & Performance Improvement Department**

Maintains and annually updates a department Performance Outline with outcome measures. The Economic Development Division of the Department also maintains a separate divisional Performance Outline with metrics. The Performance Improvement Division of the Planning & Performance Improvement Department adheres to best practices as set forth in the American Evaluation Association's Guiding Principles, the Joint Committee on Standards for Educational Evaluation's Program Evaluation Standards, and our Division's Key Values. The Department also obtains feedback from participants of the annual Planning & Zoning Fundamentals training through a short survey.

The Performance Improvement Division is responsible for collecting and analyzing data for county programs/services offered by other departments. Metrics are currently being collected for several projects including Senior Project Fresh, the Ottawa County Parks Department 5-Year Strategic Plan, and Step It Up. The Division is also assisting local libraries by collecting data to evaluate their Mobile Hot-Spot Lending Initiative.

- **The Michigan Supreme Court**

Dictates several performance metrics the trial courts are required to track and report on. Some of these reports are annual while others are quarterly or as they occur. The above link provides all of the data required to be collected and reported by the Ottawa Courts.

Documents Submitted:

- Senior Project Fresh - Pre-Program Survey.revised 4.25.19.docx
- Senior Project Fresh - Post-Program Survey.revised 2.20.20.docx
- Performance Improvement Division Values.pdf
- LSTA grant - evaluation plan.10.24.19.pdf
- Copy of EDC Goals & Objectives - 2019.8.xlsx
- Copy of 1010 7211 Planning and Performance Improvement.xlsx
- 2020_-_Ottawa_County_Parks_Resident_Survey - downloaded from Qualtrics - 03.09.20.docx
- 2020 Proposed Survey Questions - Step It Up.8.pdf
- 2020 - Your Role as Planning Commissioner Survey.docx
- 2020 - The Essentials of Being a ZBA Member Survey.docx
- Q #9 Public Health.docx
- Trial Court Reporting Requirements
- PI-Plan-2019-2020.docx

List of titles of all public and internal reports regarding effectiveness and utilization of resources, services, and programs:

Provide a list of the titles of reports that are generated regarding the effectiveness and utilization of resources, services, and programs. These may be department or program-specific reports, or they may be county government-wide. Please note which reports are created for internal use and which are available to the public. Describe how public reports are promoted and published.

Staff Comments:

- **Clerk/Register**

Gather data from IT and Webtecs to produce our Annual Report.

- **Water Resources:**

Michigan drain code has set rules on how we post reports which are available for the public. We also try to keep our website up-to-date with projects that are going on and allow for public comment on these reports.

- **Planning and Performance Improvement**

The title, a brief description, and full reports for all reports completed by the Department's Performance Improvement Division regarding the effectiveness and utilization of resources, services, and programs are available at https://www.miottawa.org/Departments/Planning/performance_improvement.htm. This includes all completed projects for the Division from 2009 through 2020.

- **Community Mental Health**

[CMHOC-AnnualReport FY 19 Final.pdf](#) This is a public report presented to our Board of Directors and shared via our website and social media.

https://www.miottawa.org/Health/CMH/quality_matters.htm CMH has a variety of reports that are created throughout our Utilization Management Committee. This link is the information that is shared quarterly with our Board and stakeholders.

[Final CMHOC-MillagePrograms-Outcomes_FY2019-FNL.pdf](#) This is a public report presented to our Board of Directors and distributed to stakeholders using social media or handed out at events or community meetings.

Documents Submitted:

- Clerk/Register 2019 Annual Report
- Q #10 Public Health.docx
- 58th District Court's latest Annual Report
- Final CMHOC-MillagePrograms-Outcomes_FY2019-FNL.pdf
- CMHOC-AnnualReport FY 19 Final.pdf

Description of how demographic data is utilized within reports: Discuss whether and how reports utilize dis-aggregated demographic data to gain insights into effectiveness, resident/customer satisfaction, access, use, etc, across all groups.

Staff Comments:

- **Clerk/Register**

We don't report demographic data in our Annual Reports other than the top girl and boy baby names for the year.

- **KZ**

Demographic data are used within reports to explain who uses a program/service. The data are presented in an aggregate format to ensure that an individual's personal information remains confidential. Demographic data are also cross-tabulated with other program/service metrics to gain insight into metrics that may be impacting specific demographic groups more than others.

- **Department of Public Health**

Utilization of demographic data is central to many public health initiatives and centers on the identification of disparities and potential for mitigating social and health inequities. One of the primary ways demographic data is used is in public health reporting of health events and diseases – through surveillance and community assessment/surveying. The Epidemiology team, in coordination with many internal and external partners, develops a number of reports on health events that evaluate how different sub-populations are affected. Demographics commonly assessed are age, gender/sex, and race/ethnicity. Some examples include the following:

The Youth Assessment Survey (YAS)

<http://www.ottawacountyyouth.org/>

Death by Suicide

https://www.miottawa.org/Health/OCHD/pdf/data/Special/2018_Death_Suicide_Annual_Report.pdf#page=7

Death by Overdose

https://www.miottawa.org/Health/OCHD/pdf/data/Special/2018_Death_Overdose_Annual_Report.pdf

Behavioral Risk Factor Survey (BRFS)

https://www.miottawa.org/Health/OCHD/pdf/BRFS/2017_BRFS.pdf

The BRFS (link above) on page 57-64 includes demographic breakdowns of responses to questions about access to care.

Our Clinical Services collect and report demographic data in their Family Planning Annual Report (FPAR). Title X requires reporting Family Planning User data by age and sex (Table 1), race and ethnicity of female clients (Table 2) and male clients (Table 3), income (Table 4), health insurance coverage (Table 5), and Limited English Proficiency (Table 6). Historically and at present these indicators were reported as aggregate data. Starting in 2021 we will be required to report encounter-level data.

From a customer satisfaction perspective, public health collects minimal demographic information on customer surveys. Although this would be very useful for serving a variety of populations, the diversity of public health clientele creates some challenges for consistently collecting a standard dataset of demographic data for public health performance management.

KPI ES2. Departments use disaggregated reports to inform program and service design in support of county government equity objectives.

Description of how departments use organizational performance management reports in program and service design: Provide narrative describing how each department uses data and reporting to enhance service design and delivery, identify future needs, etc.

Staff Comments:

- **Clerk/Register**

Our management team gathers input from staff through team meetings and storyboarding

- **Planning and Performance Improvement**

Reports completed by the Planning & Performance Improvement Department contain a “considerations” or “recommendations” sections to offer suggestions that departments can implement to improve their program/service. The Department is also collaborating with the Parks Department to collect data from residents to help with planning for the 5-Year Strategic Parks Plan.

Documents Submitted

- Q #12 Public Health.pdf
- Q #12 Public Health PERFORMANCE MANAGEMENT AND QI Plan.pdf
- Ottawa-CC-Plan-FY2020 Draft.docx
- Ottawa-UM-Plan-FY2020.docx
- PI-Plan-2019-2020.docx

KPI ES3. All staff members have the opportunity to contribute to organizational learning and change, as appropriate to their role.

List of opportunities for staff members to contribute to organizational performance learning and change efforts: Describe the opportunities staff members have to inform change within the organization, including strategic problem solving, service and program design and delivery, internal human resources (training, policy, etc), external communications, etc. Be specific in discussing how opportunities for involvement may vary for different staff roles or different departments. When possible, describe the level of staff participation in these opportunities over the past year.

Staff Comments:

- **Clerk/Register**

Our management team meets at the beginning of the year to set a strategy for the department for the year. Staff input is solicited in the yearly EEPP process, at team meetings, at stand up meetings, and at all staff meetings.

- **Water Resources**

Has been collaborating with Drain Legal and Engineering to find more effective ways to communicate and to develop the current drains structure that is today. Also laws are looking to be passed that will help with more transparency in the department.

- **District Court**

All RISE! Initiative is a critical component of the Court's strategic plan. RISE stands for Responsibility, Innovation, Service and Excellence so this initiative is where staff can volunteer (at all levels of the organization) to contribute, lead and direct various court initiatives aimed at improving and increasing access and education about the courts. Some specific examples of All RISE! projects include the development/management of an internal District Court training academy for court staff, planning and hosting professional development summits and engaging in various community educational outreach, e.g. being involved in community events like Recovery Fest and going into the schools to teach about the judicial system and hosting schools at the courthouses for tours and lessons/mock trials.

- **Community Mental Health**

In the fall of 2019 CMH's Executive Director held a strategic planning meeting with all supervisors at our organization to receive input about our strengths, weaknesses, opportunities, and threats. This information was used in the creation of the current strategic plan. The CMH Executive Director attend team meetings at CMH at least one time per year, she is strategic in ensuring she is connecting in person with all teams at our organization.

Documents Submitted:

- Clerk/Register Biennial EEPP Questionnaire
- Clerk/Register EEPP
- Q #13 Public Health.docx

POLICY DEVELOPMENT

KPI PD1. Policy development and approval guidelines are structured to support diversity, equity and inclusion.

Criteria used to ensure policy development supports equity and inclusion of all groups:

Provide any documentation, policies, or a narrative description of the county government policy development process. How do decision makers evaluate the impact of each policy across all impacted groups? Are there any criteria holding decision makers accountable to ensuring equitable access and outcomes? Does the decision making process include gathering input from a diversity of stakeholders? Etc etc..Provide a response for both county government operations generally as well as any department-specific practices that may apply.

Staff Comments:

- **Clerk/Register**

Follow all applicable HR guidelines and recommendations.

- **Fiscal Services**

No written department policy or procedure.

County Administration has an established process to review Board approved policies that include a review by executive staff. As Fiscal Services Director, I present financial policies to the group and review policies presented by other areas.

- **Ottawa County Sheriff Department**

Actual policies are being developed with Lexipol, the national law enforcement policy group.

- **Public Health**

Health equity is inherently built into public health practice and is therefore a factor in most program policy discussions. This doesn't mean we shouldn't do more though. Assessment is a core function of public health which includes collecting and monitoring data trends on the health and well-being of the population. As you have been shown in other areas, demographic data is collected to identify health inequities and is therefore the foundation used to prioritize what we do and how we do it.

Many of Department of Public Health policies are defined by State and Federal mandates. The minimum program requirements determined by the state, and our objectives that have been identified based on community needs assessment, include targeted interventions to those with the greatest need or demonstrating disparate health outcomes. Policy Examples:

Our dental program through policy has only provided services to low income, un-insured and underinsured children. We also use data on the number of children enrolled in the free and reduced lunch program to ensure we target our program to the schools with the highest number of children in need of services based on income.

The recent state work group set “zero preventable deaths and zero health disparities as the vision for Michigan’s Mother Infant Health and Equity Improvement Plan”. Local communities were engaged to identify strategies that best fit their needs and to set community-specific, measurable outcomes based on the state’s vision. In order for Department of Public Health to receive the Maternal Health Block Grant we must assess the health and well-being of mothers, infants, children, and adolescents—including children with special health care needs and align our objectives with the vision and objectives identified by the state’s improvement plan. Based on the needs identified in the most recent health assessment, Department of Public Health diverted these grant resources to ensure staffing for home visiting services that are culturally and linguistically appropriate for Hispanic women in order to improve Hispanic birth outcomes. Re- allocation of resources is in a sense a health policy decision.

Title X federal family planning funding requires a policy for providers that no person be turned away for services. Title X also requires that teens may be provided services without parent consent.

Documents Submitted: None submitted

KPI PD2. Ottawa County has a process in place to regularly review and update existing policies to eliminate implicit bias, unintended consequences, and systemic inequity across groups.

Current policy/process for reviewing and updating existing policies: Describe any standard and/or ad-hoc policies and processes for reviewing current county government policies. How often are approved policies reviewed? What is the criteria used during review? What is the process for updating?

Staff Comments:

- **Public Health**

Most Department of Public Health departments review and update policies, procedures, protocols, etc. annually. These include Child Health Services, Sexual Health Services, Communicable Disease, Oral Health, and Pathways. Additional review takes place in preparation for an accreditation visit, or to meet changes in federal or state mandates. Routine maintenance is completed to ensure that the agency policies and procedures continue to align with the county’s mission and goals (e.g. Medical Examiner).

In terms of process, the team develops a draft of the policy and reviews it with the department manager. Final approval and signatures are obtained from the medical director for clinical policies or health officer for administrative policies (Food Service, MIHP, Clinic Services, Health Equity Committee). Where guidance exists, e.g., MDHHS Medical Advisory Committee, we follow it (e.g. Sexual Health Services, Community Health Programs).

Regarding criteria used during review, when a need is discovered to update an existing policy, such as a law or rule change, or a new circumstance (i.e., COVID-19), changes to policies and procedures are completed in order to adjust to the need (Food Service, Medical Examiner).

Documents Submitted:

There were 80 documents submitted that did not align with document audit request

BUDGETING

KPI B1. Equity impact tools are used to evaluate budget proposals.

Description of tools or criteria used to determine the impact of budget decisions across groups: IPS is seeking to understand how the impact of budgeting decisions across affected groups is considered. Provide any documentation or information related to processes, tools, and/or criteria designed to support staff's capacity to make decisions informed by data and stakeholder perspectives (when applicable).

Staff Comments:

- **Clerk/Register**

We follow Fiscal guidance and use Munis for budgeting

- **Fiscal Services**

No written department policy or procedure.

Fiscal Services coordinates the County budget process for Administration. The budget process includes a Strategic Planning session with the Board of Commissioners where goals and objectives are established for the organization. Initiatives that require funding are folded into the budget process. For example, in 2012 the County funded a 4-C program to further improve the culture and performance of the County workforce, specifically in Customer Service, Creativity, Communication, and Cultural Intelligence. On-going funding for operations is maintained and incremental changes are reviewed and discussed. Other than the funding to initiate the new DEI Department in 2020, I am unaware of any department-specific DEI budget lines.

Documents Submitted: none submitted

KPI B2. Residents inform appropriate portions of the budget through participatory budgeting processes or other more informal means.

Description of opportunities for residents to engage in the budget-making process: Some municipalities utilize Participatory Budgeting Processes, or other more informal means, for involving residents in budget making decisions. Provide any documentation or information about how Ottawa County residents are able to inform the budgeting process, are made aware of budgeting decisions, and/or can provide feedback on decisions made.

Staff Comments: none provided

Documents Submitted: none submitted

KPI B3. The DEI office is sufficiently resourced to achieve annual goals and performance indicators.

KPI B4. Each department is provided with resources to achieve department-specific DEI goals/uphold DEI values.

The projected budget for DEI office aligned with OC office objectives (provide DEI Budget):

Provide the current budget for the DEI office, any projections the department has made regarding future budget needs, and rationale for current and desired levels of investment.

Staff Comments: none provided

Documents Submitted:

- 2021 Limited Listing.docx

List of departments with DEI-specific budget lines: Provide a list of departments that have specifically earmarked funds for DEI initiatives, training, or resource development. When possible, list the amounts allocated and departmental plans to utilize the line item.

Staff Comments:

- **Kassidy Zender:** *There are no departments with DEI specific budget lines.*

Documents Submitted: none submitted

COMMUNITY ENGAGEMENT

KPI CE1. Ottawa County tracks demographic data of members of volunteer boards, committees, and commissions to address gaps in representation.

Removed Assessment KPI: The process for joining Ottawa County volunteer boards and commissions ensures equitable awareness, access, and opportunity for any qualified resident to join.

Demographic data of all existing volunteer boards, commissions, and committees: Provide all known demographic data for volunteer boards, commissions, and committees for calendar year 2019. If possible, provide historical demographic data for the past 5 years so that IPS can note any trends or changes in public participation.

Staff Comments:

- **Clerk/Register**
Some of our staff members volunteer on the county's CIC
- **Public Health**
Public Health has no contributions
- **Community Mental Health**
 - *Involvement in annual community events such as Recovery Fest, Ottawa Connect, Fiesta, Challenge of the Children, Walk a Mile in My Shoes Rally*
 - *CMH has employed Peer Specialists and consumers in various positions throughout the agency*
 - *CMH staff participate in multiple community collaborative organizations including Ottawa County Suicide Prevention Coalition, Holland Case Coordinators, Grand Haven Case Coordinators, Lakeshore Housing Alliance, Lakeshore Housing Alliance Executive Committee, Ottawa Connect Planning Committee, Housing Matters Planning Committee, Ottawa Housing Next, Lakeshore Regional Entity Customer Services Committee, Community Mental Health Association of Michigan (CMHAM) Customer Services Committee, CMHAM Public Relations Committee, CMHAM Directors Forum, Greater Ottawa County United Way (Board Member), CALL 2-1-1, OSAP Marijuana Subcommittee, Community SPOKE, SCAN – Stop Child Abuse & Neglect, Mental Illness Task Force, Wraparound Community Team, MAT – Multi Agency Team, Child Study Team, Great Start Collaborative, Ottawa County Truancy, Resource Team with Juvenile Court, Thrive Ottawa County, Resilience Ottawa, Home Visitors Group, Ottawa County Schools Network Leadership Team, Patient*

and Family Advisory Committee (PFAC) through Spectrum/Zeeland Hospital, Ottawa Area Intermediate School District MTSS Team -

Description of process and criteria for joining volunteer boards, commissions, and committees: Description should be inclusive of standard county government-wide practices as well as anything specific to a given department.

Staff Comments:

- **Clerk/Register**

If an employee wants to join a board, commission, or committee, they ask their supervisor who reviews the request.

Description of strategies currently used to support diverse representation: Discuss any previous or current strategies used to promote diverse slates of participants in volunteer boards, commissions, committees, etc.

Staff Comments:

- **Public Health**

Public Health has no contributions

KPI CE2. Ottawa County has community engagement guidelines that support resident input on county government decisions and programs regardless of language, geography, income, technology access, and other known barriers to public participation.

Community engagement plan: Attach any county government wide or department specific community engagement plans.

Staff Comments:

Community Health Improvement Plan.

As a result of the Ottawa County Community Health Needs Assessment (CHNA), an Ottawa County Community Health Improvement Plan (CHIP) was initiated by the partners of the CHNA and community members. Input from individuals, who represent the interests of the community (e.g., health and human service representatives, health care professionals and community members), worked together to develop a plan to address the top three health issues in Ottawa County. The CHNA research indicates the most prevalent health issues are access to health care, mental health and healthy behaviors. Creating a plan to improve people's health can only be done with community members engaging to help carry out the objectives to form a healthier county. Public health challenges are too great for a person, organization or sector to solve alone. The CHIP is a guide for the community to work together and meet its health needs. This 2018 plan continues the work of the 2015 CHIP, but takes a deeper look at root causes and

refines the recommended community strategies. The CHIP is guided by an Advisory Council whose vision, mission and values are as follows:

Vision: Healthy people living in healthy communities.

Mission: To achieve positive health outcomes for Ottawa County residents by partnering to identify health issues, plan, and implement strategic actions for change

Values: • Equity • Collaboration • Excellence • Best Practice

Documents Submitted: PUBLIC HEALTH ONLY

- Q18 Public Health. WCI Strategic- Option B - 2018 - 2023.docx
- Q18 Public Health. WCI Senior Flyer.docx
- Q18 Public Health. WCI Children's - Food Flyer.docx
- Q18 Public Health. WCI Faith Based Flyer.docx
- Q18 Public Health. BP1 WCI Action Plan - Option B - January 2020.docx
- Q #18 Public Health.docx

KPI CE3. Staff that regularly engage with the public are provided training to support interculturally competent and responsive community engagement

List of staff trainings related to community engagement: Provide a description of any staff training designed to equip staff to effectively engage with residents individually or as a community. Provide documentation on the training itself if feasible, as well as notes on levels of staff participation in the past year. Discuss how the training is promoted to staff (mandatory, voluntary, etc) and which staff are encouraged or selected to participate. Training may be county government-wide or department specific.

Staff Comments:

- **Clerk/Register**
Staff attend any county government training that interests them. We also have an internal employee handbook.
- **Ottawa County Sheriff**
Realizing that a significant amount of law enforcement response is reactive in nature; the administration team of the Ottawa County Sheriff's Office has consistently moved the department in the direction of community-oriented policing. Our focus is to work directly with various local elected officials, businesses, and school and community leaders to target specific areas and identify strategies to respond to their needs. We believe the proactive measures involved in community policing concepts will have a direct impact on reactive actions required by law enforcement.

Documents Submitted:

- Clerk/Register New Employee Handbook.pdf

- Q #19 Public Health.docx
- Philosophy on Community Oriented Policing

KPI CE4. Ottawa County's biannual resident survey includes questions regarding resident perception of equitable access and opportunity as well as the importance of DEI for the overall wellbeing of Ottawa County

Current Resident Survey: IPS already has the previous resident survey questions. When the new 2020 resident survey is approved, please attach final questions here. IPS will also ask for the results of the survey, but will work with OC staff to obtain this when the time comes.

Staff Comments:

- ***Clerk/Register***

Employees are encouraged to fill out any survey that the County or related committees send out

KPI CE5. Ottawa County has partnerships with organizations that can act as trusted liaisons with communities currently underrepresented in public participation.

List of community-based partner agencies/ organizations advocating for under-represented community groups that OC engages: Provide a list of any community partnerships used to build County relationships with and deeper understanding of the needs and desires of communities of under-represented groups. Include descriptions of the partnerships, including:

- When the partnership was established
- Responsibilities of the partner to OC
- Responsibilities of OC to the partner
- Any expected outputs or outcomes of the partnership

In addition to the descriptive narratives, provide any applicable existing documentation or policies.

Staff Comments:

- **Parks and Recreation**

- *Grand Rapids Public Schools- Providing 5th-grade students in GRPS system a Dune Ecology Lakeshore experience @ Rosy Mound, and North Beach Park.*
- *Boys and Girls Club: Provided kayaking experiences for underrepresented groups. Prior to COVID, was in the starting process of working with the Boys and Girls Club to provide summer camp experiences for older kids.*
- *Provide scholarships for underrepresented populations for summer camps and assist schools that have a high population of underrepresented groups.*

- *Partner with Heights Of Hope to offer specific family programs at Paw Paw Park near their community.*
- *Holland Future Links, West Michigan Works! youth placement*

- **Water Resources**

Water Resources partners with LGROW, Ottawa Conservation District, and MACC to help with building relationships within the County.

- **Ottawa County Sheriff's Department**

(School Resource Program Overview)

The Ottawa County Sheriff's Office has 11 deputies covering 8 school districts. Three Districts currently have two deputies assigned. The 11 deputies spend 40 hours a week in their buildings during the 9-month school calendar. All of the Deputies are certified in the State Police TEAM (Teaching Educating & Mentoring) program. This allows the Deputies to get into the classrooms from kindergarten through high school. They are also trained in forensic interviewing. The Deputies are walking the halls daily and creating great relationships with the student body and staff. They work directly with the school administration and many have offices along side of the administration.

KPI CE6. Standard communication materials for the county government are available in multiple languages and modes (paper, electronic, etc)

INCLUSIVE CULTURE BUILDING

Removed Assessment KPI: Staff are aware of leadership's commitment to DEI and are equipped to operationalize equity strategies by their leadership.

KPI ICB1. The value proposition of DEI to Ottawa County is clearly and publicly stated.

Stated value proposition of DEI to OC: Provide any documents, media, etc that provide OC's position statement regarding the value of DEI to internal operations and to the community.

Staff Comments:

- **Kassidy Zender:**

EXECUTIVE SUMMARY:

1. Will develop a vision and an effective strategy to champion the importance and value of a diverse and inclusive county government.
2. Educate county government departments as well as local governments on the importance of recognizing and appreciating individual differences to meet organizational goals.
3. Assist county departments and local governments with the completion of racial equity plans.

Anticipated outcome of the Ottawa County Diversity, Equity & Inclusion Office's work will be: The elimination or at least vast reduction of implicit bias in internal policy, procedure and practice and in external service providers for the County and local governments located within the County

BUSINESS CASE or DIRECT CORRELATION TO WHY:

1. This work, when combined with the work of other organizations adds significantly to the greater outcome of a community that pursues and welcomes diversity, thereby ensuring the future prosperity of West Michigan.
2. The work of the Office will help Ottawa County continue to be the home of innovative, successful businesses that will provide jobs for generations to come.

STATEMENT OF NEED:

A major source of inspiration for Ottawa County's cultural intelligence work and the proposed Diversity, Equity & Inclusion Office comes from large employers in the County that have stated that their lifeline to future success is the ability to attract and retain a globally diverse workforce. If they are unable to do so, and many struggles at this time,

their business presence in Ottawa County could change significantly. This includes several large employers in the Holland/Zeeland area.

- **Public Health**

One of Department of Public Health's organizational values is equity- all people will be valued and treated fairly with dignity and respect. Further, some of the goals in Department of Public Health's 2020-2023 Strategic Plan demonstrate the value of DEI to Department of Public Health such as: strengthen capacity for addressing health disparities; increase partnerships and collaboration with the community, and advocate for local, state, and national health policy. To view the Strategic Plan Summary visit https://www.miottawa.org/Health/OCHD/pdf/Strategic_Plan_2020_2023.pdf)

The Department of Public Health has allocated funding specific for DEI initiatives and building health equity capacity (see response under budgeting).

Last but not least, a health equity committee was formed in April 2019 and a 2020 work plan is in place. There is strong buy-in from Department of Public Health leadership who value DEI work and recognize its importance. They approve funding, resources, and staff time for this work. The Health Equity Committee's work plan summary and logic model are attached.

Documents Submitted:

- Q #25 Public Haelth.docx

KPI ICB2. Managerial leadership utilizes equity focused, interculturally competent management practices.

Description of professional development provided to or available to all managers: Provide descriptions and documentation of training available to managers that assist them in developing leadership and management skills. As feasible, provide information about participation rates in these opportunities over the past year.

Staff Comments:

- **Clerk/Register**
Managers attend any county trainings that interests them and attend conferences.
- **Public Health**
Public Health has no contributions

Documents Submitted: none

Removed Assessment KPI: County-wide community lead equity efforts are supported by county government government through the active participation of leadership.

List of community DEI initiatives or initiatives that influence equity outcomes that have county government staff representation/participation: Provide a list of all community-lead DEI initiatives, or initiatives that support equity outcomes in community, that have a County staff person regularly participating.

Staff Comments:

- **Fiscal Services**

No written department policy or procedure. Opportunities for Fiscal Department employees to engage in training or conferences provided by the County is supported and encouraged. The 4-C Initiative resulted in four separate committees; Customer Service, Creativity, Communication, and Cultural Intelligence. Anyone expressing an interest to participate in any of the Committees is supported.

DEI Initiatives:

- Hire Reach Executive Summary
- West Michigan Advocates for Leadership for Police and Community Trust (ALPACT)
- The Migrant Resource Council (CIC membership participation)
- Lakeshore Ethnic Diversity Alliance-Advisory Council

KPI ICB3. Ottawa County collaborates to provide educational opportunities aligned with DEI objectives to the broader Ottawa County community.

List of current and past OC community education events related to DEI and description of OC's role: Provide a list and brief descriptions of any community events, lead by Ottawa County, designed to provide community education, awareness building, and support for DEI related work and topics. Discuss the objectives of each event and how events are evaluated against those objectives. If an event was one-time or discontinued, discuss why and lessons learned. When feasible, provide information about community attendance at these events over the past 5 years.

Staff Comments:

- **Department of Public Health**

Does not routinely host community education events related to DEI, but will participate in community events when requested. In the past year Lisa Stefanovsky, Health Officer, and Sandra Lake, Community Health Manager, presented a breakout session at the 2019 Diversity Forum on Department of Public Health's journey on increasing health equity capacity. The objectives were to:

- Discuss how equity is essential for external operations
- Highlight how Department of Public Health is aiming to make equity an internal priority
- Next Steps- Envisioning our Collective Future

The presentation and assessment can be found at:

<https://www.miottawa.org/CI/diversity-forum.ht>

Additionally, health equity committee members Sandra Lake and Rebekah Folkhert presented Department of Public Health's health equity journey and facilitated a [race simulation](#) in February 2020 for the Great Start Collaborative (GSC), an initiative that aims to connect parents, social service agencies, individuals, health care professionals, childcare providers, educators and more through unique partnership. Approximately 50 people attended the GSC quarterly meeting.

Events:

- The Ottawa County Diversity Forum
- The LEDA Summit

Removed Assessment KPI: Ottawa County supports the advancement of DEI efforts within its cities, townships, villages, etc by supporting regional leadership and DEI planning.

Description of current efforts to support and inform DEI work within OC cities, townships, villages, etc.: Description should include whether OC's support role is formal or informal, what has resulted from OC's support and encouragement, and what barriers or opportunities exist for future efforts.

Staff Comments:

- **Parks and Recreation**
Coordinator of Interp. posted ACEH events in the Nature Center breakroom or forwarded events to staff to encourage personal engagement in community education events.

Removed Assessment KPI: OC has a written narrative of the history of inequity in the county, how it connects to disparate outcomes today and suggested strategies for equity.

Documented history of racism and inequity in the county, the relationship to current disparities in outcomes, and connection to current equity strategies: Provide any work Ottawa County has done to research and document the history of racism and inequity in the region, including how that history may continue to impact community today, or how the information has informed current strategies.

Staff Comments:

- **Public Health**

Public Health has no contributions

KPI ICB4. OC staff are equipped with core competencies to support knowledge of and skills in anti-racism, intercultural competence, and equity strategy.

List of staff core competencies related to DEI: If staff are educated on and expected to fulfill any core competencies within their roles, provide a list of those related to fulfilling DEI objectives. This could include, but is not limited to, competencies related to promoting inclusive work spaces, intercultural competency in engaging with residents, etc. As applicable, list whether each core competency is attached to a specific role within a given department, or whether it is a county government-wide expectation.

Staff Comments:

- **Public Health**

An Department of Public Health DEI job-description requirement was slated to begin on April 1, 2020; however, due to COVID-19 public health response this policy implementation has been delayed. That being said, some of the recent job postings for Department of Public Health job listings have included the DEI specific language which reads: "Helps support an equitable, safe, diverse, and inclusive workplace." Hiring managers are also advised to ask a question related to this job requirement in the interview process that aligns with the job duties and responsibilities. Through the Hire Reach Initiative with H.R. responses are then objectively scored. The job description policy draft and supporting documents are attached.

One of the year two priorities for the health equity committee is to agree upon and post up a Key of Terms document on our website for employees to reference. The hope is that this too will help increase DEI core competency.

Moreover, some programs within the department require additional trainings per state mandates. For example, all staff members in the Maternal Infant Health Program (MIHP) must watch the webinars titled Systemic Racism and Introduction to Health Equity as part of their accreditation standards. (Trainings found at https://www.michigan.gov/mihp/0,5421,7-311-66378_66386_66388---,00.html)

Many program-specific annual meetings that are mandated to attend also incorporate trainings related to DEI and health equity. For instance, the Tuberculosis Conference, Maternal Child Health Summit, and Sexual Health Conference have all incorporated a

health equity presentation in recent years. We also encourage staff to attend public health conferences such as the MI Public Health Premier Conference or the MPHA Public Health Nursing Section Conference that often highlights DEI topics as well.

- **Ottawa County Sheriff Department**

(Command or Command/Community Trainings)

Agencies are recognizing that even the best officers might manifest bias and therefore even the best agencies must be proactive to achieve fair & impartial policing. This training presents what is known about human biases and provides guidance for promoting fair & impartial policing in the areas of policy, training, supervision/accountability, leadership, recruitment/hiring, outreach to diverse communities, and measurement.

Topics Covered

- Rethinking racially biased policing
- The social science of human bias and its implications for policing
- The benefits and elements of a comprehensive program to facilitate fair & impartial policing
- Meaningful policy
- Supervision and accountability
- Recruitment/hiring
- Education/training
- Assessing institutional policies and practices
- Measurement
- Responding to disparity charges
- Data Collection: The issues, the facts
- Outreach to diverse communities
- How to implement a comprehensive program.

Documents Submitted:

- Inclusive Culture 6.docx
- Q #24 & #26 Public Health.docx
- HR-Equal-Employment-Opportunity.pdf
- ADA-Grievance-Procedures.pdf

List of staff development opportunities related to anti-racism, intercultural competency, equity strategy development, or other DEI topics: Provide a list, with brief descriptions, of staff education opportunities related to DEI. Include the format of the opportunities, frequency of the offering, how outcomes are evaluated, and any available information about participation rates.

Staff Comments:

- **Clerk/Register**

Staff are encouraged to attend any county trainings related to DEI topics

- **Parks and Recreation:**

- *Coordinator of Interpretation has attended and encouraged other staff to participate in Ottawa County's Diversity Forum.*

- *Full-time Nature Center staff has participated in the Cultural Diversity Training offered by Ottawa County.*

- *Coordinator of Interpretation would like to work with HR to provide a whole staff cultural diversity in-service for seasonal staff and volunteers working at the Nature Center.*

- **Planning and Performance Improvement:**

During the past year, the staff has participated in the following opportunities:

Empowerment evaluation webinar: empowerment evaluation is a stakeholder involvement approach to evaluation. It is aimed at learning and improving. It helps people learn how to help themselves and become more self-determined, by learning how to monitor and evaluate their own programs and initiatives. Key concepts include a critical friend (evaluator helping to guide their evaluation), cycles of reflection and action, and a community of learners. Principles guiding empowerment evaluation range from improvement to capacity building and accountability. The goal is to ensure that everyone's voice is heard during the strategic planning and evaluation process.

- **Ottawa County Sheriff Department
(Mid-Management Training)**

Identifying the appropriate mid-manager response to biased policing can be challenging. Not only is biased behavior very difficult to prove through the traditional complaint review system but, for the agency personnel whose biased behavior is not intentional or malicious, "disciplinary" action would be inappropriate. Since, in many instances, there will only be "indications" and not "proof," it will be important to convey when and how mid-managers can intervene to stop what appears to be inappropriate conduct while keeping in mind the ambiguous nature of the evidence as well as the sensitive nature of the issue.

This curriculum is targeted toward individuals who are above the rank of first-line supervisor (e.g., sergeant) and below what might be considered "command staff" in an agency (e.g., Captains). The 8-hour training combines elements from the command-level and first-line supervisor curricula; it:

- *introduces the trainees to the science of bias, including the science underlying mechanisms for reducing/managing biases;*
- *helps mid-managers identify and intervene with subordinates who may be acting in a biased manner;*
- *challenges mid-level managers to think about how bias might manifest in their own behavior;*
- *provides guidance on how to speak about bias to individuals (e.g., sergeants, officers, individual community members) and groups/media; and*

- *Introduces the attendees to the elements of a comprehensive agency program to produce fair & impartial policing.*

Documents Submitted:

- Q28 Public Health.Trans_Affirmative_Care_Flyer_Final.pdf
- Q28 Public Health. MUB Gr 4 Median 053019.pdf
- Q28 Public Health. MUB Gr 3 Median 052319.pdf
- Q28 Public Health. MUB Gr 2 Median 051619.pdf
- Q28 Public Health. MUB Gr 1 Median 050919.pdf
- Q28 Public Health. Health Equity Committee Presentation 2.2020.pdf
- Q28 Public Health. HE Baseline Survey 2.2020.pdf
- Q #28 Public Health.docx
- Ottawa-CC-Plan-FY2020 Draft.docx

Report of staff participation in opportunities in the past year.

Staff Comments:

- **Clerk/Register**
HR should have any records of our staff attending DEI opportunities
- **Parks and Recreation**
Kristen Hintz is currently participating in the DEI Book Read.
Kristen Hintz participated in the Cultural Diversity Forum
- **SH (person unidentified during document audit)**
 - *Cultural Intelligence Training spring session: 18 participants*
 - *Cultural Intelligence Training fall session: 31 participants*
 - *Ottawa County Diversity Forum: Over 100 employees participated.*
 - *LEDA Summit participation: Over 20 Ottawa County employees participated.*
 - *Urban League Training: 24 supervisors participated*
 - *CIC Lunch N Learn on Welcoming Refugees presented by Bethany Christian Services: 39 participants*

APPENDIX C: Survey and Listening Session Findings

This appendix provides detailed data and findings from the staff survey and listening sessions. The appendix begins by providing further context on the staff survey. Following this information, the appendix breaks findings for both the survey and listening session down by Organizational Domain and Key Performance Indicator.

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Survey Demographics

The following charts provide more information on the demographic categories the survey deemed relevant to the findings, in relation to the overall demographics of Ottawa County Staff, as provided by the county government:

Leadership Level	Respondents	% of Total Survey Respondents	Total Staff	Response Rate
Executive	17	3.3%	43	39.5%
Manager/Supervisor	67	13%	110	60.9%
Employee	349	67.7%	747	46.7%
Prefer Not to Respond/Skipped Question	82	15.9%		N/A
Total	515		900	

Race/Ethnicity	Respondents	% of Total Survey Respondents	Total Staff	Response Rate
Asian	6	1.1%	16	37.5%
Black	4	0.77%	16	25.0%
Latino	27	5.2%	66	40.9%
Native American	3	0.58%	4	50.0%
Other	2	0.38%	8	25.0%
Two or More Races	10	1.9%	--	
White	375	72.8	789	47.5%
Prefer Not to Respond/Skipped Question	88	17%	N/A	N/A
Total	515		900	56.5%

Gender	Respondents	% of Total Survey Respondents	Total Staff	Response Rate
Male	148	28.7%	402	36.8%
Female	290	56.3%	498	58.2%
Gender Variant/ Non-Conforming	2	0.38%	Not Tracked	N/A
Transgender	1	0.19%	Not Tracked	N/A
Prefer Not to Answer/Skipped Question	74	14.3%	N/A	N/A
Total	515		900	56.5%

Department	Responses	Total Employees (*as reported by HR to IPS)	Response Rate
Probate Court	8	5	160.0%*
County Administrator/Corporate Counsel	9	7	128.6%*
MSU Extension	1	1	100.0%
Parks and Recreation	18	22	81.8%
Planning and Performance Improvement	6	8	75.0%
Community Mental Health	83	112	74.1%
Public Health	78	107	72.9%
Community Action Agency	4	6	66.7%
County Clerk/ Register of Deeds	21	33	63.6%
District Court	42	66	63.6%
Public Defender	13	21	61.9%
IT	15	28	53.6%
Circuit Court	65	122	53.3%
Diversity, Equity and Inclusion	1	2	50.0%
Fiscal Services	11	23	47.8%
Water Resource	3	7	42.9%
Equalization	7	17	41.2%
Facilities/ Maintenance	8	20	40.0%
Treasurer	3	8	37.5%
Human Resources	3	9	33.3%
Prosecutor	10	30	33.3%

Finally, it should be noted that an unusually high proportion of respondents chose “prefer not to answer” for a number of demographic categories, when compared to other clients of similar size that IPS has conducted climate assessment surveys with. To be specific, the following table summarizes the number of respondents for each demographic category that selected “prefer not to answer”.

Category	# of respondents indicating “prefer not to answer”	% of total respondents for the category
Sexual Orientation	93	18.2%
Race/Ethnicity	88	17%
Age	100	19.6%
Gender	74	14.3%
Leadership	82	15.9%
Work Status	44	8.6%

There were some instances in which "Prefer Not to Answer" respondents tended to either disagree, perceive lower frequency of certain activities, or indicate "Do Not Know"; these instances are discussed in the data below.

Often, when respondents prefer not to answer, one or more of the following factors is at play:

- Respondents are concerned about data privacy and do not feel comfortable providing any identifiable information, no matter how confidential the mechanism is or what assurances for anonymity are provided
- Respondents do not see the value in understanding perceptions across different groups/how different groups are impacted
- Respondents perceive difference as polarizing and may choose not to respond as an indication that they do not think demographic differences matter or should be discussed.

Regardless of which factors may be true for each respondent that chose to not answer demographic questions, each factor has the potential to negatively impact an organization's capacity to realize its DEI goals. *Ottawa County should spend time not just talking about the implications of the survey results, but the "why" behind the unwillingness or potential discomfort people feel in explicitly reflecting on or discussing DEI-related issues.*

Departmental Survey Findings

While this report is primarily focused on county government-level findings, IPS did want to provide departments the opportunity to consider their own survey responses for themselves. Appendix E provides survey response information by department.

Domain and Key Performance Indicator Findings

This section provides information from the survey and staff listening session that is related to each domain and key performance indicators. Findings illuminate staff perspectives and should inform the county government's plans to meet any given Key Performance Indicator.

WORKFORCE

KPI W1. Ottawa County partners with institutions, organizations, and community groups that assist in recruiting diverse talent.

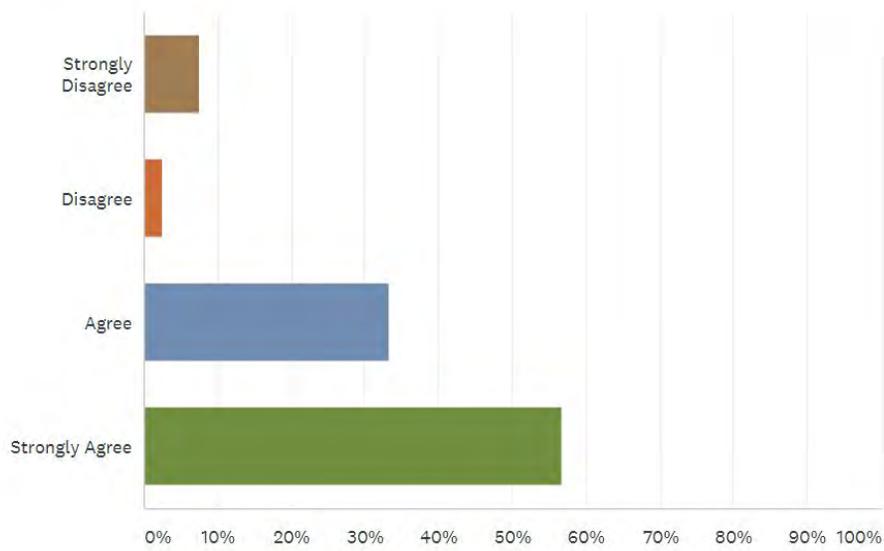
Two survey questions were related to this key performance indicator:

Q1: A diverse, equitable, and inclusive work environment is essential to the overall operations and continued improvement of Ottawa County government.

Q2: I am aware of strategies Ottawa County uses to encourage recruiting and retaining diverse staff.

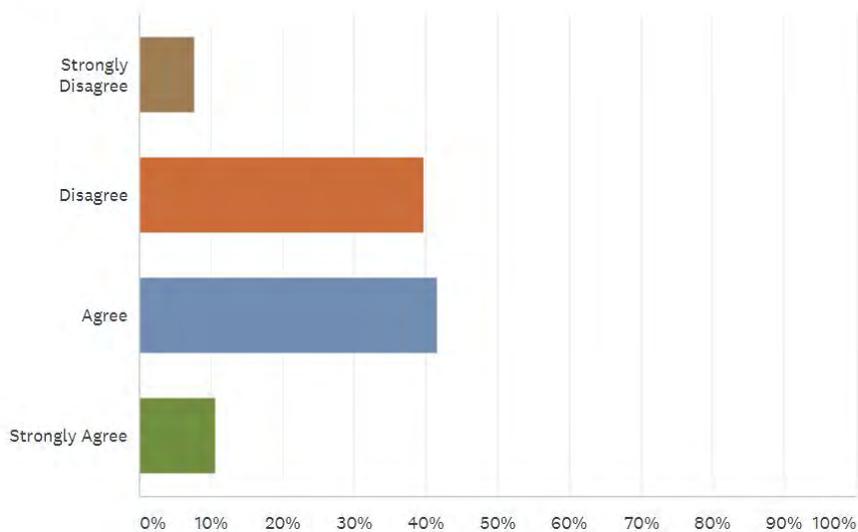
A diverse, equitable, and inclusive work environment is essential to the overall operations and continued improvement of Ottawa County government.

Answered: 511 Skipped: 4



I am aware of strategies Ottawa County uses to encourage recruiting and retaining diverse staff.

Answered: 512 Skipped: 3

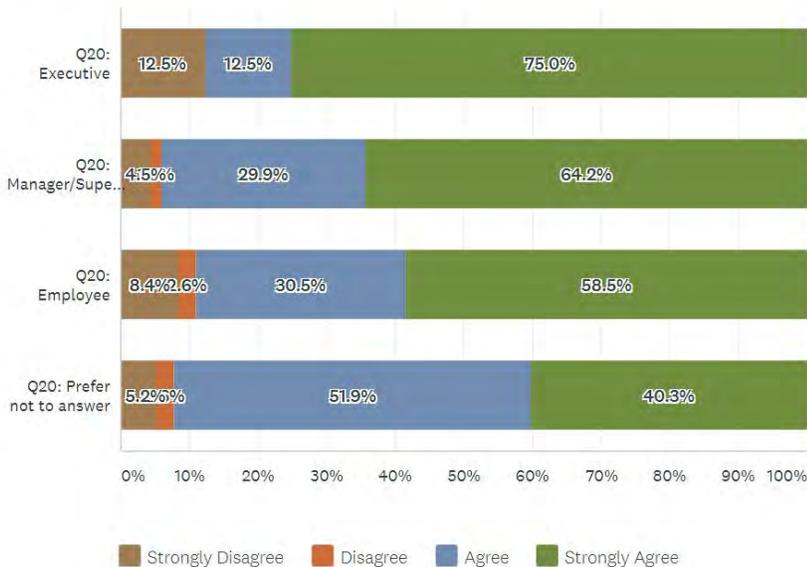


For both questions, executive-level staff members were much more likely to agree than other staff (managers or employees). This could indicate a lower level of awareness related to Ottawa County’s commitment to DEI generally and to recruiting and retaining diverse talent specifically.

Executive-level staff members were more likely to agree with Question 1 (76%). 50% of employees agreed, whereas 40% of managers agreed.

A diverse, equitable, and inclusive work environment is essential to the overall operations and continued improvement of Ottawa County government.

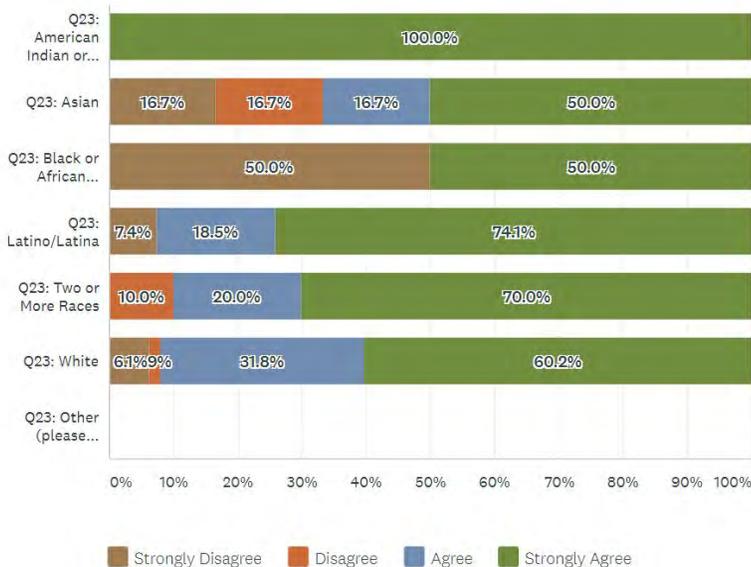
Answered: 507 Skipped: 3



Though the response rates among BIPOC employees were low, the majority of respondents that identified as Black/African American, Latinx, or American Indian/Native American were more likely to disagree with **Question 1**, whereas 46% of white respondents disagreed. Respondents that identified as Asian were the least likely to disagree (17%).

A diverse, equitable, and inclusive work environment is essential to the overall operations and continued improvement of Ottawa County government.

Answered: 424 Skipped: 1

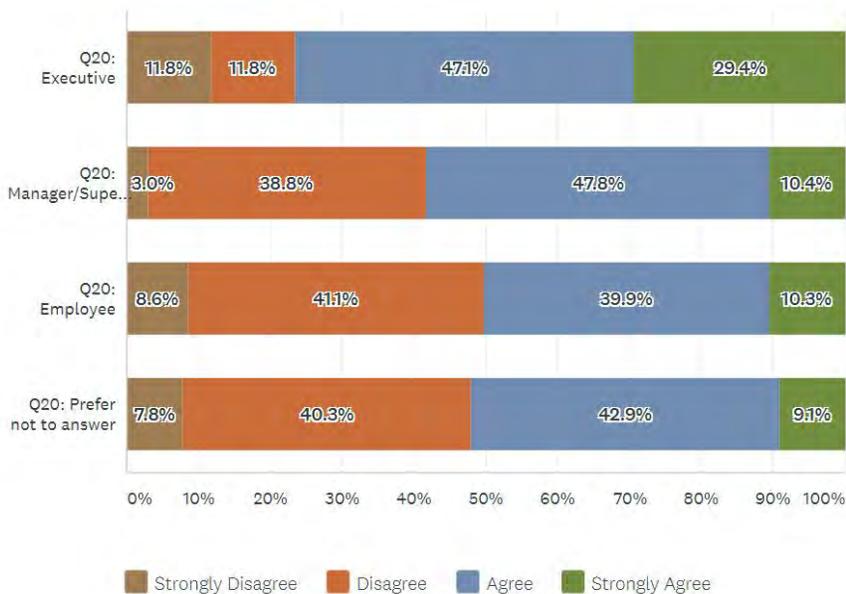


Levels of disagreement among (leadership level and race may indicate that these groups do not think Ottawa County views DEI work environments as essential, or that they themselves do not view DEI work environments as essential. In either instance, **working to ensure the value proposition of diverse, inclusive, and equitable work environments to the mission of Ottawa County is clear**, will help to build greater stakeholder buy-in to Question One.

There is correlation between the level of responsibility for making strategic decisions and perceptions of OC's efforts to recruit diverse talent. Executives were far more likely to agree with **Question Two** (76% compared to 60% of Managers and 50% of Employees). This may indicate a lack of awareness of recruitment and retention strategies OR awareness of those strategies' impact.

I am aware of strategies Ottawa County uses to encourage recruiting and retaining diverse staff.

Answered: 509 Skipped: 1



Two survey comment supports the value proposition of diversifying the talent in the county government:

- “The new office is a great start but I'd love to see our government look more and more like a cross-section of the population we serve as I feel that is the best way to ensure we are providing for all population groups.”
- “There are some departments within OC that are not very diverse in staff and do not represent the diversity that makes up Ottawa County.”
- “It is important that customers coming in can see and hear someone like themselves in the system serving them.”

Another survey comment reinforces the need to ensure that all staff are aware that strategies are meant to provide equitable opportunity for all talent, not to favor particular groups over each other:

“While I believe that we could become more diversified, I don't think that hiring people for their ethnicity is not as important as hiring someone who is more qualified for the position. It would be disturbing to find that people are hired for their ethnicity over their talent”

KPI W2. Interview panels are composed of racially and gender diverse individuals.

As discussed in the analysis of survey questions 1 and 2 provided for KPI W1, there is **opportunity to understand whether staff see diverse candidate pools as a benefit** to the mission and work of Ottawa County.

KPI W3. Ottawa County hiring processes and practices are designed to eliminate personal biases and ensure equitable outcomes.

Staff's personal perceptions of the hiring processes in Ottawa County are mixed. Some comments indicate a desire to be intentional about staff demographics in recognition that representation matters for customers, while others are cautious about 'forced diversity'. Most comments are highly supportive of ensuring equitable opportunity for all qualified applicants to apply:

- **"Share hiring process and how it draws in and provides equitable opportunity for minorities."**
- **"As a hiring manager, I would like to have more ideas/assistance on how to reach a more diverse group of prospective staff when hiring;** including the job posting, where to post, questions...I would welcome feedback in this area. Thank you!"
- "It would be nice to add some diverse nursing staff."
- "The move to all online apps and no county provided internet application access may limit Hispanic applicants who have less access to traditional computers and internet"
- "Equity, inclusiveness, and removing barriers are goals we should promote and strive towards and will hopefully (barring other non-related barriers) lead to diversity. **Forced diversity through targeting specific ethnicities over others is a short cut that I believe negatively impacts the other goals of removing barriers, equity, and inclusiveness."**
- "I believe that in its attempt to be culturally diverse and equitable **Ottawa County's only focus is with the Hispanic/Latino population and does not focus on other cultural groups** whether it be African American, Asian, homosexual, transgender, poverty. Etc."
- "There is a clear preference for non-Caucasians in all aspects of the Courthouse."
- "I wish we could put an emphasis on hiring at least 1 man working as a support coordinator (aide) to meet the near 1/2 our customer population. We have always had 1 man on our team, until the last one left & was just replaced by a woman. Families and consumers really love and identify with having a male role model. I feel the same true for ethnic groups."

KPI W4. Established Employee Resource Groups support the development of activities that help to retain staff.

Employee Resource Groups were not specifically mentioned in the survey comments or open ended discussions with staff, which may indicate a lack of awareness of this practice.

However, one survey respondent did say:

- "I think that meetings and allowing us to meet other departments is a great way practice and bounce ideas off one another. It would help to create a more inclusive work environment" ; such a sentiment is reflective of the notion that structures like employee resource groups would give staff an opportunity to share ideas and support staff retention.

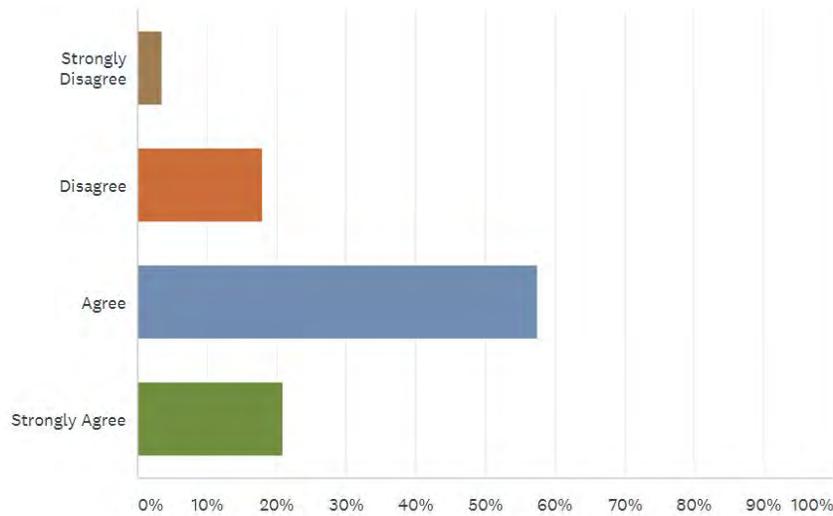
KPI W5. All staff are aware of career pathways and have the opportunity to create individual development plans with their managers.

Question Three on the survey directly relates to this KPI:

Q3: I am aware of available career pathways and feel supported in pursuing my professional development.

I am aware of available career pathways and feel supported in pursuing my professional development.

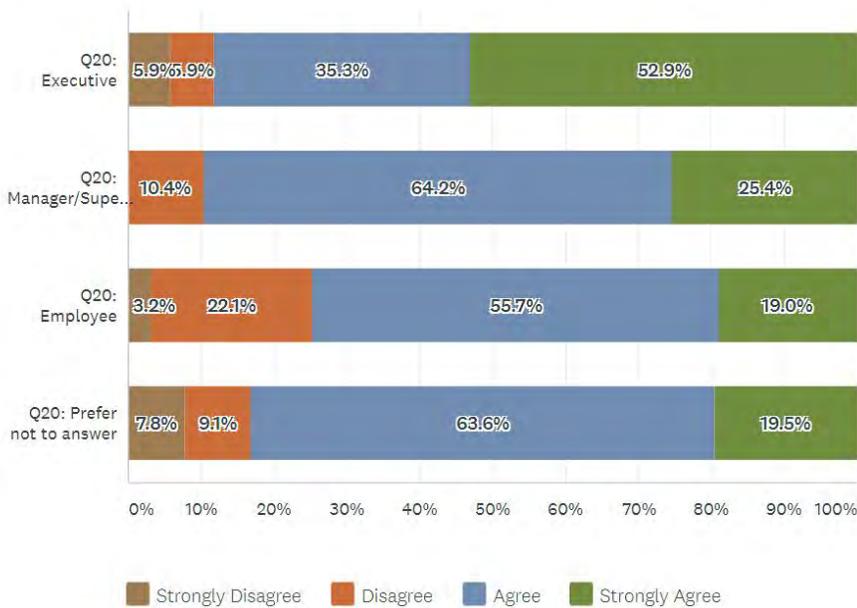
Answered: 514 Skipped: 1



Gender and leadership level were the two demographics that most strongly demonstrated variance in responses. Only 10.5% of Managers disagreed with Question 3, which may indicate that Ottawa County staff members at that level generally feel they have adequate support in place for career development. **On the other hand, 25% of Employee respondents disagreed with Question 3. Approximately 23% of female respondents also disagreed that they were aware of career pathways and opportunities for development.**

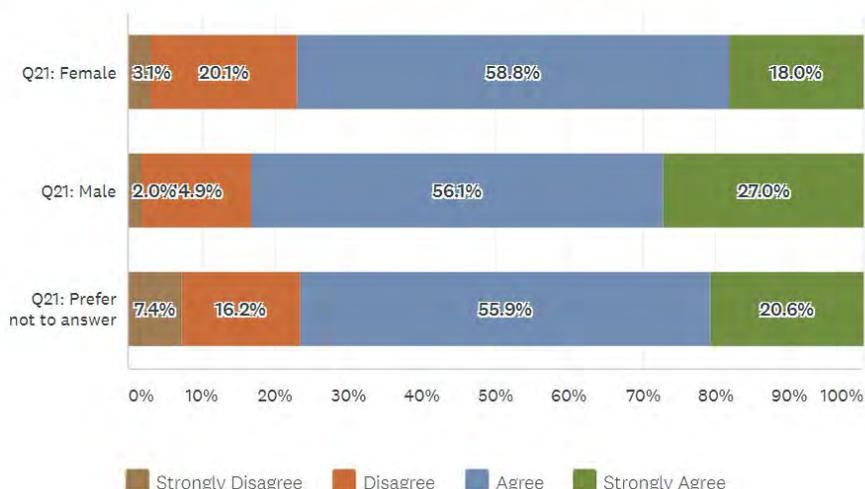
I am aware of available career pathways and feel supported in pursuing my professional development.

Answered: 509 Skipped: 1



I am aware of available career pathways and feel supported in pursuing my professional development.

Answered: 505 Skipped: 1



These findings are consistent with discussions documented during the all-staff listening sessions. Participants who are currently in leadership positions mentioned Gold Leaders, Leadership Cohorts, public speaking opportunities, the Courts’ Building Bench Strength program, and general encouragement from their bosses as specifics that have equipped them to be in leadership.

Some participants mentioned that while they felt valued and encouraged to take steps in professional growth, they did not see this happening for LGBTQ employees. It should be noted that because response rates in this category were so small, IPS is not disaggregating trends to question 3 by sexual orientation or non-binary genders.

Practically, some listening session participants mentioned that it can be difficult to understand which opportunities are available in departments other than their own in the County. In particular, people desired more clarity understanding the hierarchy of varying positions and what they may qualify for.

PROCUREMENT AND CONTRACTING

Question Five of the survey is relevant to this domain as a whole, and illuminates staff perspectives on the use of Minority or Women Owned Businesses generally:

Q5: It is important for the County to subcontract with Minority or Women owned Business Enterprises (MWBEs)

Staff with some level of managerial or executive leadership were more likely to agree, as were at least 75% of each racial and/or ethnic group. In contrast, male respondents were much more likely to disagree (21.9%) compared to female respondents (11%). Notably, respondents that preferred to not indicate leadership levels or gender identity were also highly likely to disagree with question five.

It is important for the County to subcontract with Minority or Women owned Business Enterprises (MWBEs)

Answered: 499 Skipped: 7



It is important for the County to subcontract with Minority or Women owned Business Enterprises (MWBEs)

Answered: 419 Skipped: 6



Although a significant portion of county government staff do in fact agree that MWBE participation is important, the only survey comments came from respondents that have concerns or negative sentiments. This illuminates a need to reinforce the purpose of MWBE strategies (*increasing equitable opportunity*) as well as the expected impact on Ottawa County’s work and mission:

- “In reference to question 5, I feel the County should subcontract with a business that best suits the needs of the County, and not base the decision on the ethnicity or gender of the entrepreneur.”
- “Question 5 (MWBEs)? why wouldn't we pick the best contract for the job. It should not matter male/female/black/white..... don't make things about race and gender! THAT'S THE PROBLEM!!!!!!”
- “ I feel that the county needs to pair with businesses that best fit our goals, not by who owns them.”

KPI PC1. Ottawa County maintains up-to-date reports on MWBE participation and reports are readily accessible to the public through the County’s website.

No relevant data--see Appendix B

KPI PC2. Ottawa County communication strategies ensure local MWBE firms are aware of opportunities and processes for applying.

No relevant data--see Appendix B

KPI PC3. Ottawa County MWBE utilization guidelines K result in increased MWBE contractor participation across departments

No relevant data--see Appendix B

KPI PC4. Contractors applying for work with Ottawa County are incentivized to work with MWBE subcontractors

No relevant data--see Appendix B

PLANNING OF SERVICES

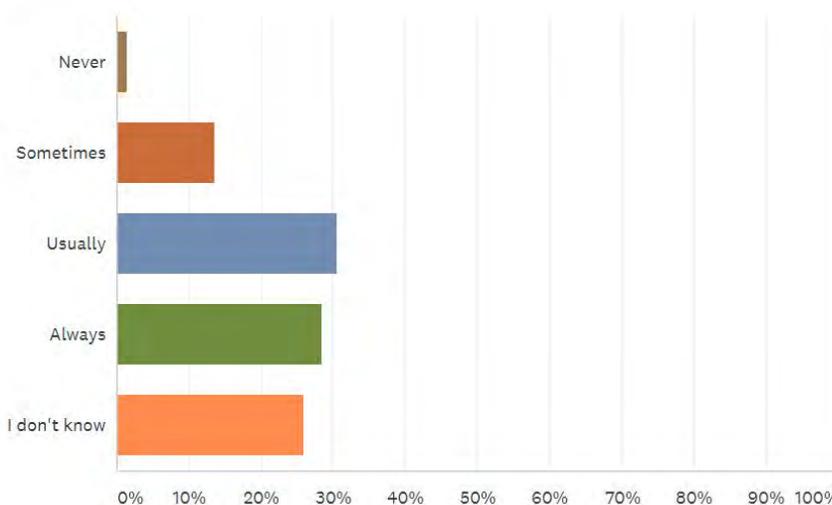
KPI PS1. Ottawa County utilizes resident demographic data to identify and address disparities in outcomes through the planning and development of resources, services, and programs.

Question Eight on the survey pertains to this KPI:

Q8: When legally feasible, my department considers the varying needs of all residents in the design of resources, services, and programs.

When legally feasible, my department considers the varying needs of all residents in the design of resources, services, and programs.

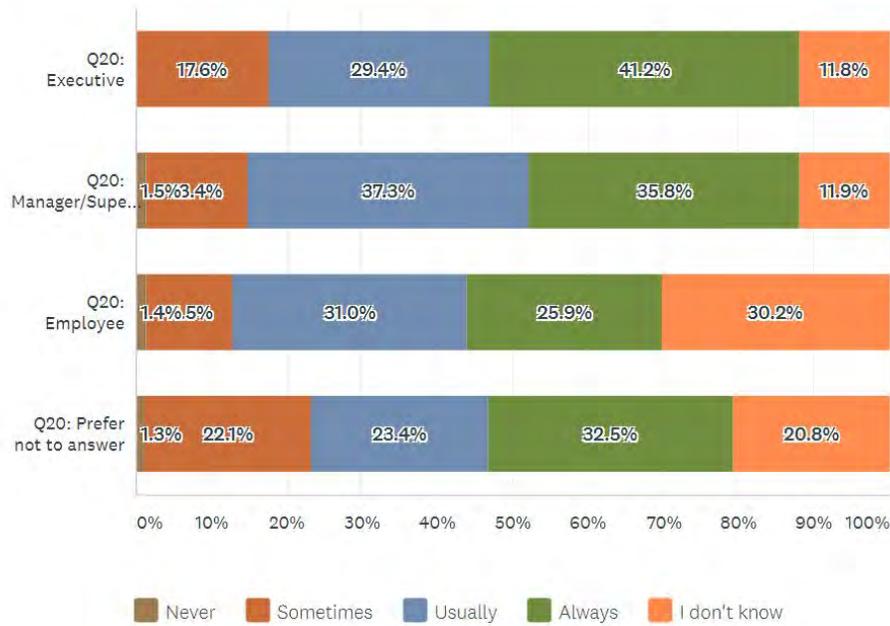
Answered: 513 Skipped: 2



Executives and Managers were more likely to respond ‘usually’ or ‘always’, while employees were more likely to respond ‘sometimes’ or ‘I don’t know’, **indicating that while departments may well be considering how residents’ needs vary across groups and how this influences service delivery, front line employees are less likely to be aware.** Male respondents were also more likely to indicate a higher frequency of considering the varying needs of residents than female respondents. This may be a reflection that male staff members either a) generally fulfill leadership roles more so than females or b) fulfill roles that use data more frequently or explicitly within their responsibilities. Differences across race do not indicate any relevant findings.

When legally feasible, my department considers the varying needs of all residents in the design of resources, services, and programs.

Answered: 509 Skipped: 1



When legally feasible, my department considers the varying needs of all residents in the design of resources, services, and programs.

Answered: 505 Skipped: 1



Listening session notes provided examples of some departments considering disparities across varying customer groups, and how services and strategies should be adapted to address these disparities:

- The county is participating in the “Justice for All” initiative to understand gaps in access to the civil justice system and identify strategies for addressing those gaps.
- Staff in the court system consistently discuss the disparities by racial demographics and income on bail bonds and juvenile recidivism, and have begun to research best practices and strategize about how to reduce these disparities in outcomes.
- Court system staff also discuss how to ensure all people are treated with respect and fairly, and have connected this work to research that indicates people will be more satisfied with their experience regardless of the outcome of their case.
- CMH is pursuing a CCBHC (Certified Community Behavioral Health Clinic) grant, especially since Michigan recently became a demonstration state. This would allow them to better serve the mild to moderate population. Historically, CMH has served the most severe and most vulnerable but not the mild to moderate.

- One staff participant stated their department discusses historically marginalized groups a lot and seeks to recognize them in service development.
- One staff participant mentioned that after reading the book *How to Be an Anti-Racist*, they are considering that “a lot of decisions create barriers for people who do not have a voice at the table. People tend to think in terms of their own experiences, so minority groups are often overlooked.”

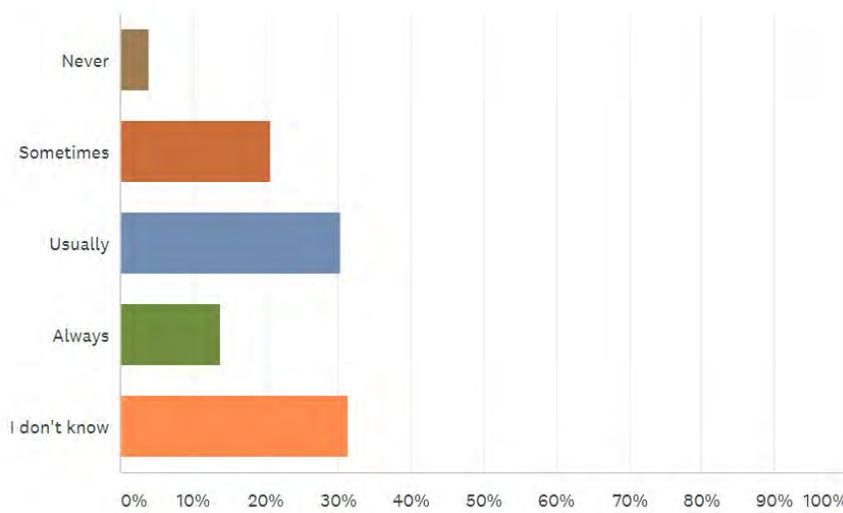
KPI PS2. Ottawa County utilizes resident engagement strategies that are intentional about obtaining input on planning and development processes from all groups.

Question Seven on the survey pertains to this KPI:

Q7: My department utilizes input from the public in the design of resources, services, and programs.

My department utilizes input from the public in the design of resources, services, and programs.

Answered: 514 Skipped: 1



My department utilizes input from the public in the design of resources, services, and programs.

Answered: 510 Skipped: 0



The less authority or leadership responsibility respondents had in their roles, the more likely staff replied "I Don't Know" or indicated a lower frequency level to Question Seven. This likely

reflects who is primarily responsible for utilizing data as part of their day-to-day roles or strategic objectives. **It may also indicate an opportunity to integrate data utilization more effectively within managerial and employee roles.**

Survey comments indicate that staff are invested in the idea of including resident perspective in planning and development, and are looking for the county government to meaningfully demonstrate its commitments to this end:

- “This may already occur, but I would encourage a periodic meeting or panel discussion with frontline service and field staff about county services and resources and how appropriate or accessible they are to individuals and groups that are at risk of vulnerability to lack of access or understanding. Public Health community health workers would be a good example of a team that can help inform administration on improving DEI in resources and services.”
- “Although my department does a great job of asking for public input, it rarely invests resources/energy to mitigate for barriers that reduce the perspective from people of color or differing economic status. Although the County states that it values DEI, my experience within my department (and have observed a few others departments) does not reflect the County's vision.”
- “Need to engage the general public of Ottawa County in some type of dialogue or conversation in regards to their opinion on the county's service environment.”

KPI PS3. Ottawa County has effective strategies for eliminating barriers to awareness of and access to programs and services across all groups

Question Nine from the survey is relevant to this KPI:

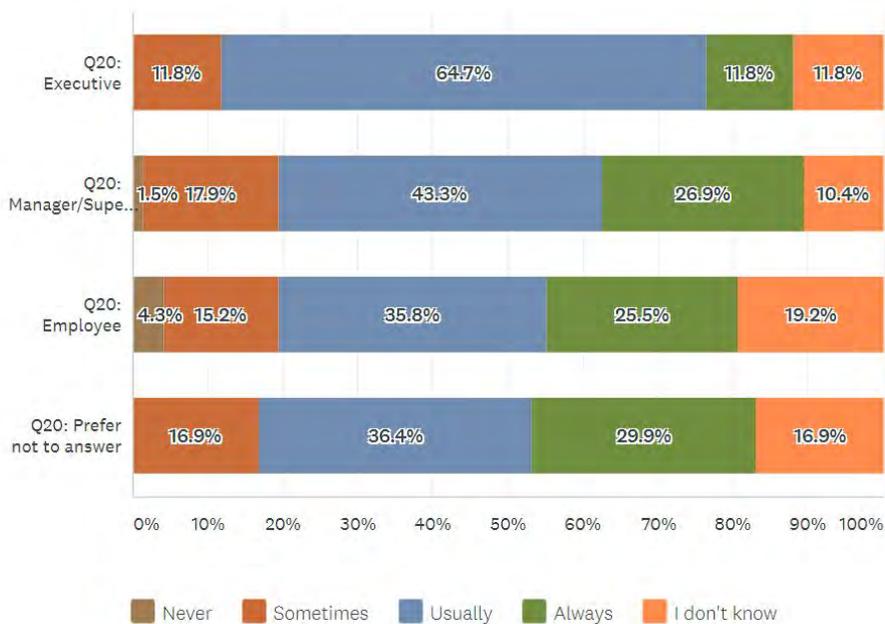
Q9: My department's planning and development of resources, services, and programs addresses barriers to access such as language, transportation, literacy level, income, etc.

Employees were more likely to respond at a lower frequency rate (4% responded Never; 15% Sometimes) or to reply “I Don’t Know” (19%), **indicating that 38% of employees are likely not**

aware or are unclear on the planning and development efforts to reduce barriers within their departments.

My department's planning and development of resources, services, and programs addresses barriers to access such as language, transportation, literacy level, income, etc.

Answered: 510 Skipped: 0



While staff may not be aware of how their departments are planning to address barriers, the open ended survey comments and listening session notes both indicated that staff are highly aware of tactical solutions to make services at the county government more accessible.

Examples of staff quotes specific to adapting services are provided below:

- “8-5 hours limits accessibility for customers”
- “Aware of services, but county is big and it may be helpful to have more satellite offices”
- “Application fees or access to technology can be barriers in providing services”
- “Possibly a shuttle service due to the rural location of the Circuit Court/Juvenile Detention Center for lower income individuals.”
- “Ageism and/or the inability to use a computer is impeding some of our resident's access to service, especially now that we are in the middle of a pandemic. We must find creative ways to assist the elderly when they have no family nearby to help them with a computer. We have one computer set up in our office for the public to use to access our website and fill out electronic forms, but the elderly need someone to actually do it for them.”
- “Language diversity in signs around the buildings.”
- “The District Courts should have on staff (even county wide), sign language, Laotian, and Spanish Interpreters.”
- “The biggest hurdle in my experience is language barriers - it's hard to give ANY customer service in these situations and if very frustrating for the customer and employee - it's hard to show you care and want to help when you can't even communicate.”
- “CMH needs a family restroom option with lobby access.”

Other staff noted current strategies that are already in play and are working to increase access to services:

- One department shared that after realizing many customers being served were from a different location than the offices, the department created a space closer to participants and developed programs to make services more accessible.
- Friend of the Court has created an “outreach position” to assist customers with accessing ancillary services that they need to participate well in the Friend of the Court system, such as mental health treatment or job placements.
- The court system enforces rules to ensure equal access to justice such as interpreters, assistance for the hearing impaired, and support for victims in the court.
- Community Mental Health has been reviewing internal policies to ensure inclusion of all populations served. As an example, policy language has been updated to be more inclusive of all genders.
- Community Mental Health is in discussion with the County Administration about creating more inclusive restrooms for all genders as well.

As one survey commenter noted, even departments with good intentions may have constraints that impede their capacity to address barriers:

“Budget and legal limitations constrain the court's ability to fully address public issues such as transportation, technology/internet access, and access to legal advice.”

EVALUATION OF SERVICES

KPI ES1. Established metrics demonstrate the effectiveness and utilization of resources, services, and programs across all groups.

No relevant data--see Appendix B

KPI Removed from Report Recommendations: OC produces internal and public reports regarding the effectiveness and utilization of resources, services, and programs utilizing data disaggregated by resident demographics.

No relevant data--see Appendix B

KPI ES2. Departments use disaggregated reports to inform program and service design in support of county government equity objectives.

Very few staff members in the listening sessions discussed ways in which their departments gathered or used data about their programs to inform future design and delivery. A few staff mentioned implementing customer satisfaction surveys and links on their webpages, using Qualtrics for more in-depth information gathering, and engaging in Kata processes more frequently. However, the overall feedback through the listening sessions is that **usually, information is not being gathered, and when information is available, staff do not see their departments meaningfully utilizing it.** No feedback indicated that departments are disaggregating what data they do have available to understand trends across demographic groups.

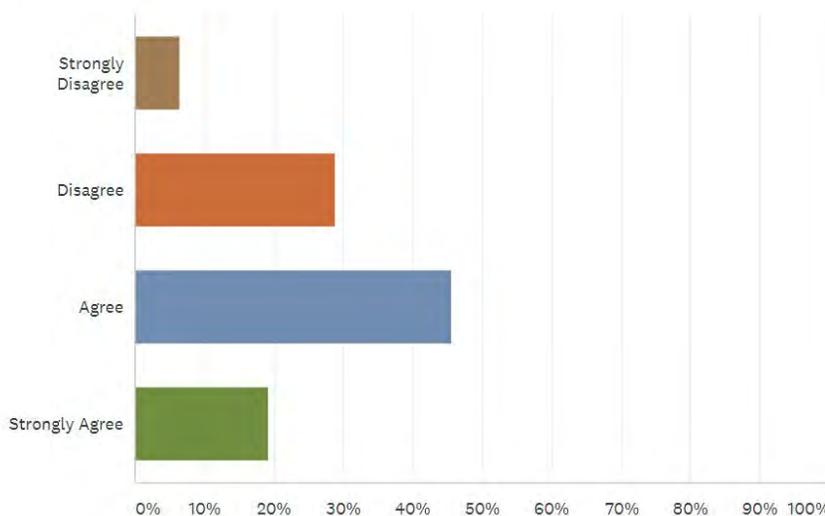
KPI ES3. All staff members have the opportunity to contribute to organizational learning and change, as appropriate to their role.

Question four pertains to this KPI:

Q4: I have the opportunity to participate in planning meetings that improve my department’s organizational performance.

I have the opportunity to participate in planning meetings that improve my department’s organizational performance.

Answered: 514 Skipped: 1

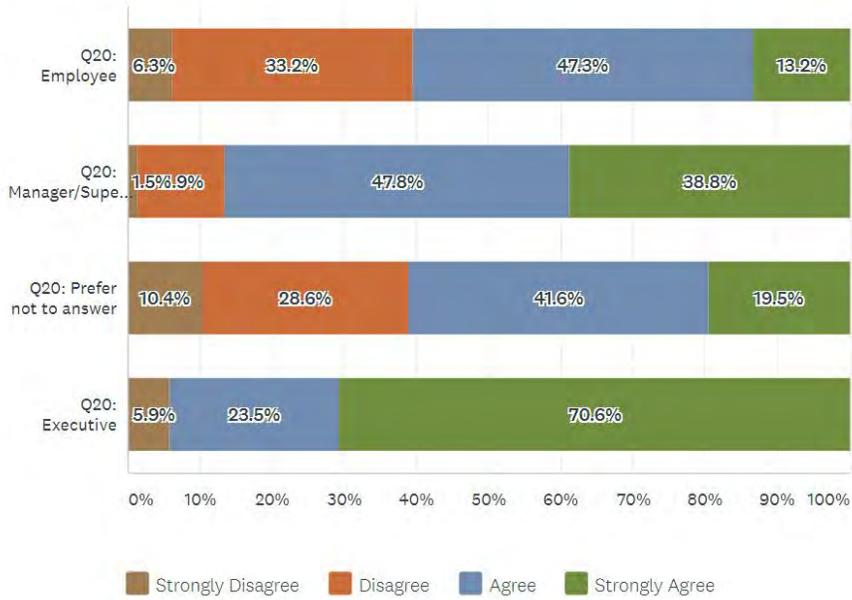


Survey results indicate Managers generally perceive they have opportunities to contribute to overall performance and development efforts, as 76% of Manager respondents agreed with Question Four. 40% of Employee respondents disagreed with Question four, along with 40% of

respondents that preferred not to indicate their leadership level. Compared to 24% of Manager respondents that disagreed with Question Four, this may indicate a disparity in how employees are engaged in processes supporting their department's organizational performance.

I have the opportunity to participate in planning meetings that improve my department's organizational performance.

Answered: 510 Skipped: 0



Further, female respondents and those that preferred to not indicate their gender were much more likely to disagree than male respondents, and African American/Black and Latinx respondents were much more likely to disagree than their White counterparts. This may indicate an opportunity for departments to ensure that implicit biases are not influencing which staff are provided opportunities to contribute to organizational improvement.

I have the opportunity to participate in planning meetings that improve my department’s organizational performance.

Answered: 425 Skipped: 0



Although there were not many survey comments related to this KPI, one survey respondent shared a story in their response that indicates the individual does not feel that they are able to influence the county government’s performance with their perspective. To protect the confidentiality of the respondent, the first half of the quote has been removed. The respondent discussed an idea to address transportation barriers, particularly for low income minority groups:

“...and I have tried to bring this up in the past and was told the County could not do anything to improve the situation. I feel more could be done”

The listening sessions revealed mixed perspectives, as illuminated by the two contrasting quotes provided below. This data provides the opportunity to consider how staff opportunities to participate in organizational improvement can be standardized across the county government, which would ensure that all talent and perspectives are fully valued.

“I do believe my perspective has an impact. I am part of the management team. Our team is structured that we believe it is important to get feedback from people who are “in the trenches.” We try to bring everyone into the discussion, we want their input. That structure has worked well to value what they say. Also above me, I feel like I am valued by what I say as well.”

“An “Us vs Them” mentality between management and front line staff can occur. People view remote work differently, workers vs. management... there are some feelings of disconnection between direct service and management. Politics at upper levels can “sour” feelings”

POLICY DEVELOPMENT

KPI PD1. Policy development and approval guidelines are structured to support diversity, equity and inclusion.

One survey comment give indication that staff would benefit from training on how to ascertain what equitable and inclusive policy development looks like:

- “We don't change our standards (well/septic inspections) based on demographics, maybe we should?”

KPI PD2. Ottawa County has a process in place to regularly review and update existing policies to eliminate implicit bias, unintended consequences, and systemic inequity across groups.

Three survey comments provide feedback from staff members about specific areas where they feel policies could be enhanced:

- “Policy matters from the top down. Work needs to be done from the top so that "regular" staff as well the public can feel safe no matter the political climate of the majority. This includes the employees hired and retained as well as assessing why they leave. Anti discrimination policies posted online are reviewed by prospective employees, especially minorities who need reassurance about job safety in potentially hazardous/unsafe communities. Surveys matter but policies speak louder.”
- “Recognize LGBTQ in matters of County employee legalese”
- “Nurses in public health have paid family sick time which covers ill/injured children (up to age 18) and spouses; this benefit is inequitable for childless nurses and/or unmarried nurses. Also, the OC hire/fire/harassment policy does not contain protection for sexual orientation”

BUDGETING

KPI B1. Equity impact tools are used to evaluate budget proposals.

No relevant data--see Appendix B

KPI B2. Residents inform appropriate portions of the budget through participatory budgeting processes or other more informal means.

No relevant data--see Appendix B

KPI B3. The DEI office is sufficiently resourced to achieve annual goals and performance indicators.

No relevant data--see Appendix B

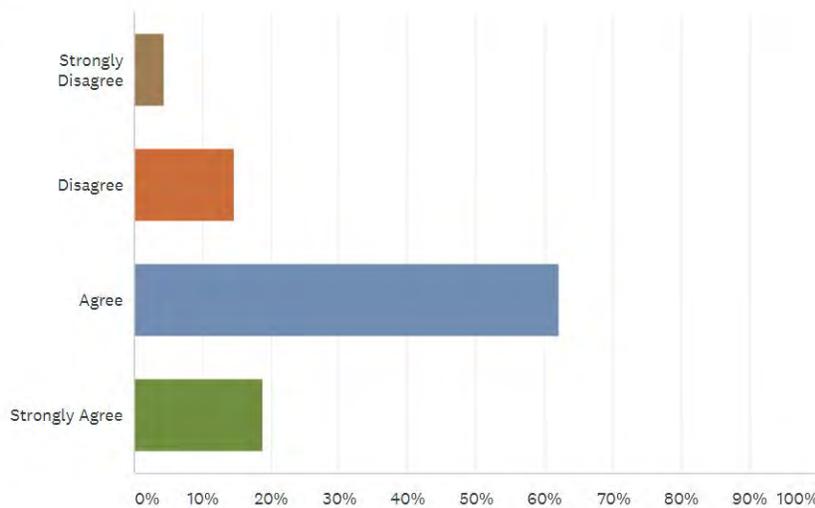
KPI B4. Each department is provided with resources to achieve department-specific DEI goals/uphold DEI values.

Question 16 is related to this KPI:

Q 16: My department would find value in a specific budget line to pursue DEI goals related to our work (i.e., training and education, evaluation of equitable outcomes, inclusive marketing and communications, etc).

My department would find value in a specific budget line to pursue DEI goals related to our work (i.e., training and education, evaluation of equitable outcomes, inclusive marketing and communications, etc).

Answered: 508 Skipped: 7



All defined groups across all demographics (leadership level, gender, and race/ethnicity) were likely to agree or strongly agree with this question-- the highest levels of disagreement across all came from the 17.5% of male respondents that disagreed or strongly disagreed. Executives demonstrated a particularly high level of agreement (93.5% either agree or strongly agree). **However, 38% of people that did not wish to disclose their leadership level and 41% of people that did not wish to disclose their gender either disagreed or strongly disagreed.**

My department would find value in a specific budget line to pursue DEI goals related to our work (i.e., training and education, evaluation of equitable outcomes, inclusive marketing and communications, etc).

Answered: 505 Skipped: 5



COMMUNITY ENGAGEMENT

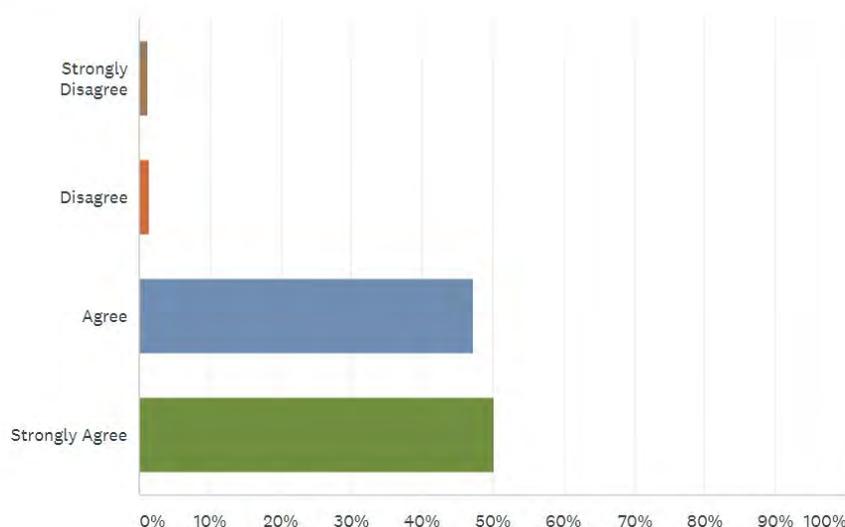
KPI CE1. Ottawa County tracks demographic data of members of volunteer boards, committees, and commissions to address gaps in representation.

Question 6 is related to this KPI:

Q6: It is important to include Ottawa County residents’ diverse perspectives in the planning, implementation, or evaluation of county services, resources, and programming.

It is important to include Ottawa County residents’ diverse perspectives in the planning, implementation, or evaluation of county services, resources, and programming.

Answered: 514 Skipped: 1



The trend across all demographic breakdowns closely mirror the general responses seen above with no notable differences. This indicates that Ottawa County staff do typically agree or strongly agree with this statement regardless of background, role, or department. Although there are multiple ways in which residents’ perspectives may be included in planning, implementation, or evaluation of the county government, service on volunteer boards, committees, and commissions is one such mechanism at a higher level of power than methods such as surveying or community conversations.

Several survey comment indicates that at least some staff are aware of the benefit this strategy would bring:

- “Our Board does an excellent job, but what would it look like for them to actively seek an individual who looks and thinks differently than the majority? If we want everyone to feel like they belong in Ottawa County, then we need to work to make sure everyone feels represented in Ottawa County.”
- “Something that I wish we have more diversity is at the Board of Commissioners. There was a female. I don’t know how you do that because they are voted in. How do you make it more diverse. I don’t know.”

KPI Removed from Report and Recommendations. The process for joining Ottawa County volunteer boards and commissions ensures equitable awareness, access, and opportunity for any qualified resident to join.

No relevant data--see Appendix B

KPI CE2. Ottawa County has community engagement guidelines that support resident input on county government decisions and programs regardless of language, geography, income, technology access, and other known barriers to public participation.

Although not many departments submitted information to the document audit, staff participating in the listening sessions discussed various ways that their departments sought to gain resident input:

- The courts use juror surveys to learn about their experiences and provide links on the website for people to give feedback.
- One department has used educational sessions and asking for simple word of mouth feedback, and mentioned this process has brought valuable insights about how to provide better physical access and programs that meet clients' needs.
- Some departments have used third party researchers to get feedback about how effective some of their online platforms have been so that the department can understand how effective and helpful (or not) it truly is for participants.

However, no survey comments or listening session feedback specifically addressed efforts to ensure that barriers such as language, geography, income, or technology access aren't inhibiting the public's capacity to participate in these strategies.

KPI CE3. Staff that regularly engage with the public are provided training to support interculturally competent and responsive community engagement

Although IPS was unable to ascertain which employees responding to the survey were in public-facing roles, questions 13, 14, and 15 on the survey are relevant. *Please see Inclusive Culture Building KPI 9 for analysis.*

Two quotes from the open ended survey question illustrate that staff have vastly different experiences depending on their department:

"Our department has these values already ingrained in our organizational culture. Our accreditation looks for cultural elements of inclusion, equity, and person-centered services. We are required to offer translation services to consumers seeking services and our staff are required to take cultural competency training including annual updates and refresher per our accreditation and audit requirements."

"Training for staff to understand that just because they do not agree with someone's lifestyle does not mean you treat them differently"

In addition, one listening session respondent shared a story of being called a racist when interacting with a client group, and not being prepared about how to respond or process what had happened. In this instance, the staff member was enforcing a regulation that was being violated and had previously established a rapport with the group. Staff was left feeling unresolved and unsettled.

KPI CE4. Ottawa County's biannual resident survey includes questions regarding resident perception of equitable access and opportunity as well as the importance of DEI for the overall wellbeing of Ottawa County

No relevant data--see Appendix B

KPI CE5. Ottawa County has partnerships with organizations that can act as trusted liaisons with communities currently underrepresented in public participation.

No relevant data--see Appendix B

KPI CE6. Standard communication materials for the county government are available in multiple languages and modes (paper, electronic, etc)

Questions 10 and 11 are relevant to this KPI:

Q10: Any information my department shares with the public is provided in at least two modes (paper, email, social media, website, etc)

Most staff responded Usually or Always across all role groups to Question 10. There was similar consistency across other disaggregated groups. However, about 30% of Employees, 28.5% Prefer Not To Answer for gender, and about 25% of male and female respondents replied "I Don't Know," indicating a potential quarter to third of OC staff lack awareness or clarity regarding mode of communication materials.

Any information my department shares with the public is provided in at least two modes (paper, email, social media, website, etc)

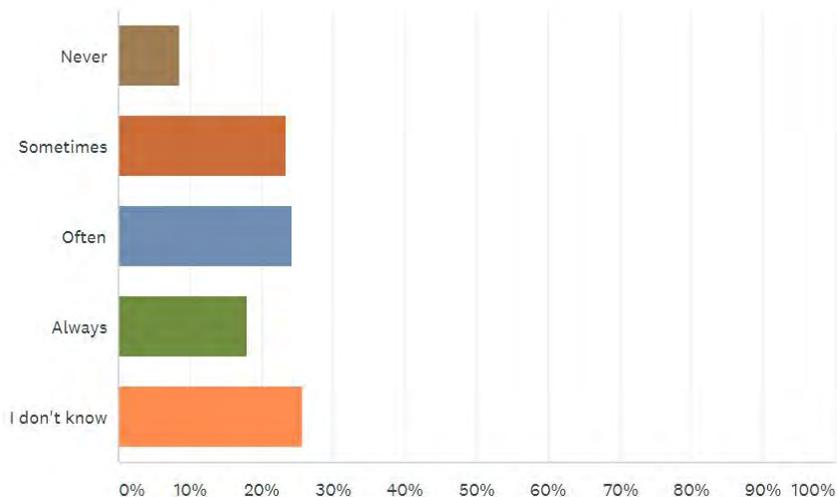
Answered: 505 Skipped: 1



Q11: My department provides information to the public in multiple languages

My department provides information to the public in multiple languages

Answered: 515 Skipped: 0



For Question 11, 38% of Managers responded Never or Sometimes, compared to 30% of Employees and 23% of Executives. Employees were most likely to reply "I Don't Know" (28%). When disaggregated by race/ethnicity, responses were very mixed. Ultimately, this may indicate a higher degree of inconsistency of utilizing multiple languages and/or at least inconsistent perceptions of utilizing multiple languages across staff or departments.

My department provides information to the public in multiple languages

Answered: 510 Skipped: 0



Some staff survey comments reveal an opportunity to be more intentional with communications generally as well as interpretation and translation services:

- “ I think our office would benefit from having the ability to converse with other cultures. Sometimes we receive calls and the person on the other end of the phone does not speak English. It is very expensive to call the language line and many times it is not for our department anyway. Most of the time it is for FOC. I think all departments would benefit with a main line for people who do not speak English and that call could be screened and sent to the appropriate department”
- “I feel that although the county is working to improve this, they are too focused on a specific ethnicity and trying to make sure that we have signage/handouts in their specific language, while not taking in to consideration all of the other languages/cultures that are in our county. We can not put our focus on one group of

people and ignore others or we are creating a bigger issue. If we are going to change signage we need to take into consideration all the languages spoken within our county. By focusing our attention on one specific culture we are alienating several others”

- “Our department would benefit from providing paperwork and forms sent out available in Spanish, as well as either Cambodian or Vietnamese. Also, having a Spanish speaker available in person at our window for questions, as well as via phone.”
- “Promote use public of self serve kiosk to check into facility, find services, order services etc.”
- “When creating brochures, annual reports or anything promoting the county or our services try to include photos of people of other cultures and ethnicity besides only Caucasian. Make people feel "Where you Belong" like our logo states”

INCLUSIVE CULTURE BUILDING

KPI ICB1. The value proposition of DEI to Ottawa County is clearly and publicly stated.

Survey comments and listening session quotes illustrate a need for strengthening Ottawa County’s overall message, as well as ensuring there is a consistent understanding of and commitment to DEI:

- “I feel like many of my co-workers and the public don't see the need for a DEI office as "there's really no problem here in Ottawa County" is a common phrase I hear when DEI topics come up. It would be helpful to have a yearly, mandatory training about implicit bias for county employees and perhaps open up a session to the public for those interested? I understand we won't change everyone's opinions, but even learning about DEI topics could help!”
- “The moto – Ottawa County where you belong – consider changing to: Ottawa County Where ALL Belong”
- “It seems like various departments value diversity differently”
- “When talking DEI, I feel people with disabilities surprisingly get left out a lot, and the focus is more on race/minorities. This is especially evident when trying to accommodate and include those individuals with visual or hearing impairments. This is on both a client and staff level”
- “Attention should also be given to religious diversity and inclusion”

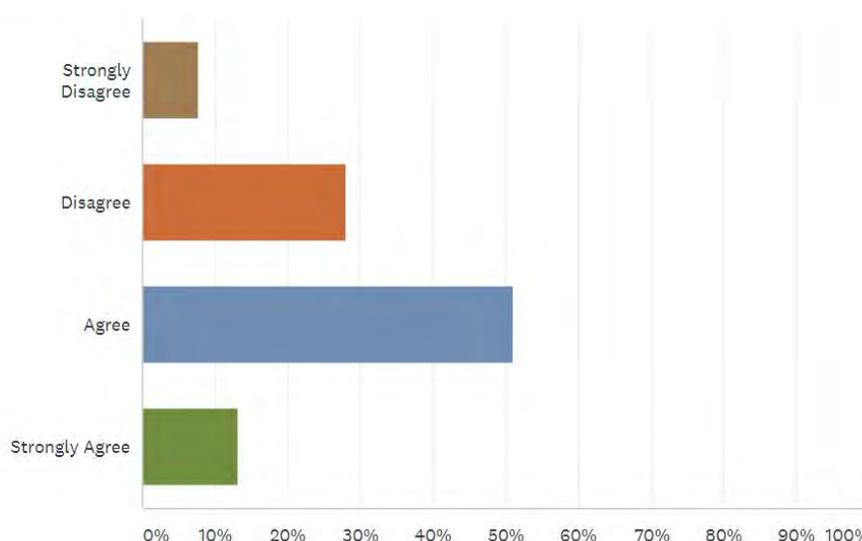
KPI Removed from Report and Recommendations. Staff are aware of leadership's commitment to DEI and are equipped to operationalize equity strategies by their leadership.

Survey Question 12 is relevant to this KPI:

Q12: My supervisors have communicated to me the importance of DEI to our organization.

My supervisors have communicated to me the importance of DEI to our organization.

Answered: 511 Skipped: 4

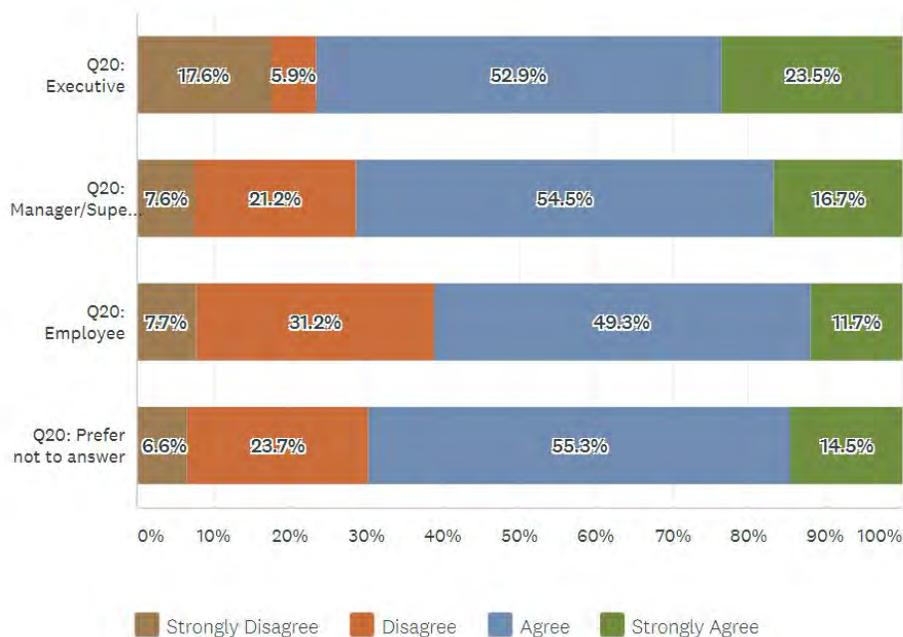


Employees across all roles generally at least agreed with the statement, though employees were the least likely to agree, with 39% disagreeing or strongly disagreeing. Female respondents were also more likely to disagree than males (37% vs 32%) and about 50% of both Asian and Black/African American respondents at least disagreed (bearing in mind the very

small response rates for both groups). **This data indicates that the largest variance in experience is connected to leadership level, suggesting that upper level leaders may be more vocal about the importance of DEI than lower level leaders.**

My supervisors have communicated to me the importance of DEI to our organization.

Answered: 508 Skipped: 2



Survey comments reinforce this trend, with some pointing out that they are unsure of how to address employees. Other comments speak more generally to respondents’ perceptions that more could be done to demonstrate commitment:

- “I think on the management team we do talk about it but I think there is a fear if you try to approach an employee about it because you don’t want to say the wrong thing. As a manager, you don’t want to offend someone.”
- “I feel like employees need a better understanding of what we do to provide a diverse work environment.”
- “I think it needs to be address as a trickle down effect. We cannot be expected to work inclusively if we don't see the leadership of the company equitable and inclusive.”
- “I'm not really sure what this department is supposed to do. I believe diversity, equity & inclusion should be part of the training to the leadership first then organically grow to the directors & stem from within each department as opposed to having a specific department for DEI”
- “I have no idea what my department does to become more diverse”
- “I do have worries that it is starting to be more politicized instead of just the right thing”
- “Get DEI more involved with the Sheriff's Department”
- “I was disappointed that no communication was sent to staff regarding the most recent issues with George Floyd, and newest issues locally with Pronto Pup.”
- “Clinically, while not diverse, the staff is accepting and culturally inclusive. Administratively... NOT SO MUCH.”

In the listening sessions, some staff expressed concern that DEI is expressed as a general commitment with no specific support or expectations:

“My dept does not discuss DEI at all, at any staff meeting. They just say get your training done and thats it. DEI is not a priority.”

“DEI sounds like “HR” term. What should we do if leadership does not bring up the work?”

“Broader commitment is vague, we need help implementing. Does not seem to have much of an impact, we get emails, etc, but not given the tools”

KPI ICB2. Managerial leadership utilizes equity focused, interculturally competent management practices.

One survey comment indicates that some staff have noticed a need for leaders that are able to manage across differences and lead informed discussions about equity; while the respondent seems to be referring to external support, IPS would encourage Ottawa County to consider how to develop internal bench strength among all leaders.

- “It may be helpful to have skilled people facilitate conversations about the recent Black Lives Matter protests with teams”

The listening sessions gave participants opportunities to discuss experiences they’ve had or witnessed where interculturally competent management would have been a benefit:

- “Culture and Identity are recognized in some departments but not always valued and its sometimes weird and awkward when things are assumed”
- “Older people are marginalized because of age... like older people aren’t able or willing to learn. As an example, my department has assumed that older people don’t want to learn technology. Changing that viewpoint would make older people feel more valued”
- “Everything is so politically charged. Some staff take offense, and people don't feel comfortable.”
- “As an organization, we need to keep in mind that our customers are both external and internal. The feeling of belonging needs to be adapted within our own programs/departments before we can truly be supportive to our external clients. It begins at our own work space!”
- “Also, it is helpful to note it appears women are being included in this effort. I have witnessed gender bias throughout my career at every level and one that seldom gets addressed, even though women represent the largest sector of the work force these days. Professionals/people need to understand the critical neurobiological differences and how they apply to the work environment, toward a better understanding of each other and how stereotypes negatively impact performance, contentment, productivity, etc. in the work place. This sounds like a DEI challenge to me!”
- “I feel that being of Hispanic origins hinders the ability to move forward and allow growth. Instances of speaking in a bilingual language to assist in other employees is frowned upon, as others take it as rude comments. I've heard admin staff regard people of color, as people that look like that while pointing out a Hispanic employee and its truly disheartening especially working for the county of Ottawa. I feel that my supervisor is great with helping us all mesh together but my manager does not follow the same mentality, I feel singled out.”

KPI Removed from Report and Recommendations. County-wide community lead equity efforts are supported by the county government through the active participation of leadership.

No relevant data--see Appendix B

KPI ICB3. Ottawa County collaborates to provide educational opportunities aligned with DEI objectives to the broader Ottawa County community.

Survey comments indicate a desire from employees to more actively engage the community in DEI related outreach or education:

- “Many of the larger businesses have staff from India and China (Asia region) or outsource work to that region. Personally, I have no idea what effort is made in our county to welcome foreign nationals / immigrants (who are non-hispanic or black) into our community and to educate our community about their culture, language, food, etc.”
- “I would like to see every culture displayed during diversity week as we do in our county buildings. Please do not forget that white is also a color.”
- “Focus groups, town halls, public forums that actively address this topic on a regular basis and actively reach out to get a diverse representation of participants”

KPI Removed from Report and Recommendations. Ottawa County supports the advancement of DEI efforts within its cities, townships, villages, etc by supporting regional leadership and DEI planning.

No relevant data--see Appendix B

Absorbed into a revised KPI ICB4. Core competencies have been developed to equip and increase staff knowledge of how their roles assist in operationalizing DEI objectives.

No relevant data--see Appendix B

KPI Removed from Report and Recommendations. OC has a written narrative of the history of inequity in the county, how it connects to disparate outcomes today, and suggested strategies for equity.

No relevant data--see Appendix B

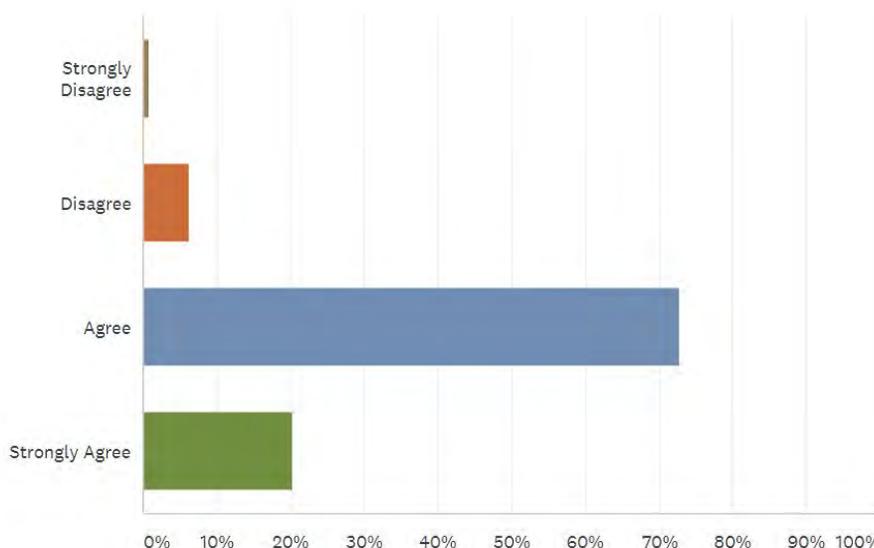
KPI ICB4. OC staff are equipped with core competencies to knowledge of and skills in anti-racism, intercultural competence, and equity strategy development.

Survey questions 13, 14, and 15 are relevant to this KPI:

Q13: I know how to contribute to an inclusive work and service environment.

I know how to contribute to an inclusive work and service environment.

Answered: 513 Skipped: 2



Most respondents agreed with Question 13, which may indicate that generally OC staff perceive themselves as equipped to effectively contribute to an inclusive work and service environment

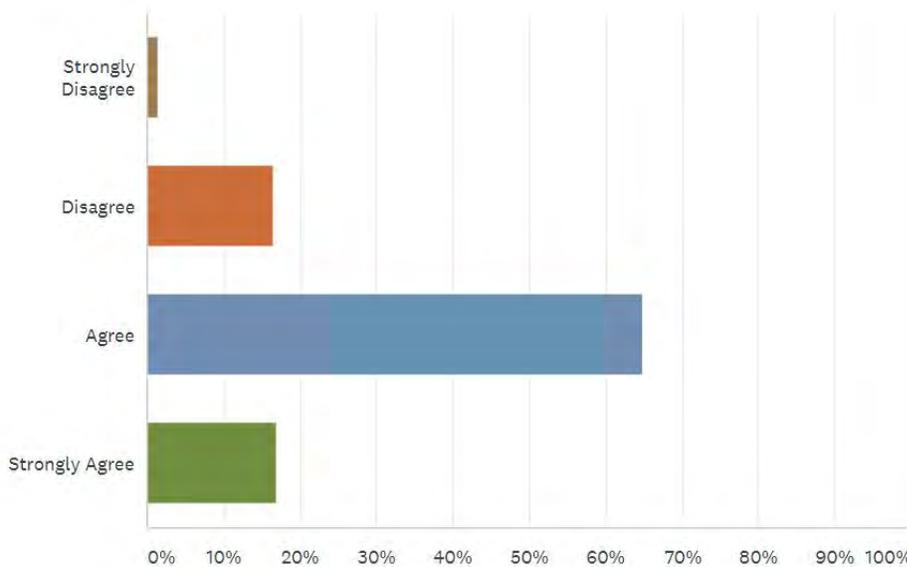
Q14: I am confident in my ability to interact with customers of cultures and backgrounds different than my own.

Additionally, the vast majority of respondents Strongly Agreed with Question 14, indicating a generally high confidence level among OC staff to engage customers across diverse cultural groups.

Q15: I have access to resources to become equipped to provide culturally competent, client-centered services to all customers.

I have access to resources to become equipped to provide culturally competent, client-centered services to all customers.

Answered: 513 Skipped: 2



Respondents also largely agreed with Question 15. When considering the high confidence or certainty levels in fostering diverse and inclusive environments or interactions, this may indicate that staff perceive the resources made available to equip them in culturally competent skills sets have a positive, tangible effect.

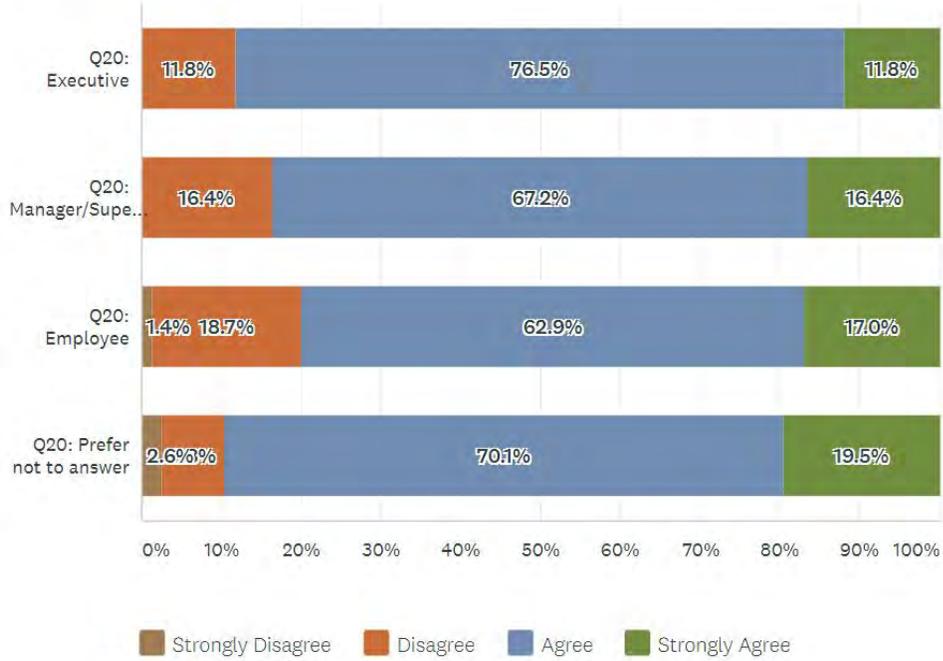
However, research generally indicates that most individuals tend to overestimate their level of cultural competence or their ability to navigate cultural differences effectively. As such, the

high rate of "agree" or strongly agree responses to Questions 13 and 14 may indicate that OC staff do not have an accurate sense of the impact or efficacy their contributions have on inclusive culture or engaging external stakeholders.

Additionally, Employees were most likely to (at least) disagree with Question 15, as were Latinx, Asian and Black respondents, which may indicate a lower level of awareness regarding resources available to them.

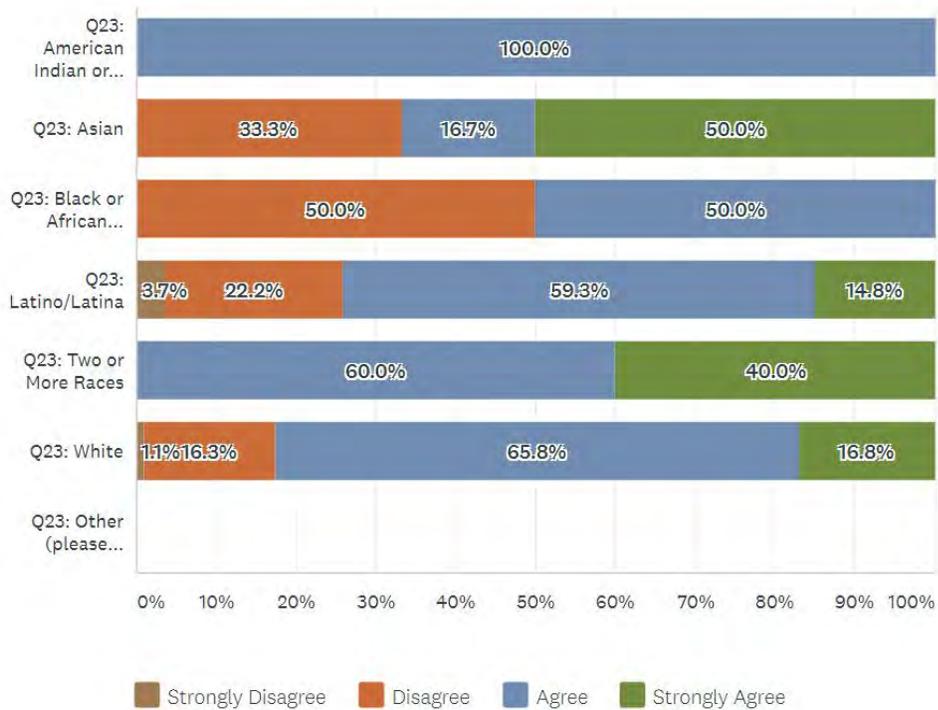
I have access to resources to become equipped to provide culturally competent, client-centered services to all customers.

Answered: 509 Skipped: 1



I have access to resources to become equipped to provide culturally competent, client-centered services to all customers.

Answered: 424 Skipped: 1



Survey and listening session comments both indicate that staff have a desire to more deeply understand how to integrate DEI into their work:

- “We need open conversation regarding ways to grow in inclusion and diversity in our activities in detention, talking with each other rather than online trainings that few invest themselves in”
- “We need more active attempts to include our departments in DEI.”
- “Insert DEI and say here is what we need to do.”
- “Ask DEI to help facilitate uncomfortable conversations, and not dance around race.”

In addition, many listening session notes indicate that staff feel it is important for the county government to continue educating and equipping employees in DEI:

- “Continue to provide classes to further my understanding of different cultures.”
- “I would like to see more education regarding age discrimination, and working with and supporting individuals from different generations.”
- “More could be done at CMH than the annual training on Cultural Intelligence”
- The County should invest in the resources, technology and financially to support trainings for staff and local municipalities. Make the new trainings a requirement of all staff not just incoming staff. For staff that are reluctant, is there a way to change how it is discussed or marketed?
- “Seasonal” staff (some are long-term, in higher-level positions, some have been with the County for ten years) are unable to take advantage of trainings or have to take them on their own time. Several listening session participants agreed that it is harder for lower level positions to attend trainings.
- Trainings offered at Fillmore can limit the ability for employees to attend from other locations.

Participants provided several examples of opportunities they are aware of or have found beneficial:

- *How to Be an Anti-Racist* by Ibram X. Kendi
- Of/By/For/All Workshops
- Implicit Bias Testing through Topyx
- LEDA events
- MSU Equity, Awareness, and Inclusion events, civil rights training

APPENDIX D: Methodology Inquiry

Survey Questions

Required Likert Questions (Strongly Disagree, Disagree, Agree, Strongly Agree)

1. A diverse, equitable, and inclusive work environment is essential to the overall operations and continued improvement of Ottawa County government.
2. I am aware of strategies Ottawa County uses to encourage recruiting and retaining diverse staff.
3. I am aware of available career pathways and feel supported in pursuing my professional development.
4. I have the opportunity to participate in planning meetings that improve my department's organizational performance.
5. It is important for the County to subcontract with Minority or Women owned Business Enterprises (MWBEs)
6. It is important to include Ottawa County residents' diverse perspectives in the planning, implementation, or evaluation of county government services, resources, and programming.
7. My department utilizes input from the public in the design of resources, services, and programs.
8. When legally feasible, my department considers the varying needs of all residents in the design of resources, services, and programs.
9. My department's planning and development of resources, services, and programs addresses barriers to access such as language, transportation, literacy level, income, etc.
10. Any information my department shares with the public is provided in at least two modes (paper, email, social media, website, etc) (reponses range from never to always)
11. My department provides information to the public in multiple languages
12. My supervisors have communicated to me the importance of DEI to our organization.
13. I know how to contribute to an inclusive work and service environment.
14. I am confident in my ability to interact with customers of cultures and backgrounds different than my own
15. I have access to resources to become equipped to provide culturally competent, client-centered services to all customers
16. My department would find value in a specific budget line to pursue DEI goals related to our work (i.e., training and education, evaluation of equitable outcomes, inclusive marketing and communications, etc)
17. Open-Ended: Provide any additional comments, suggestions, or perspectives that you would like to share regarding Ottawa County's efforts to provide a diverse, equitable, and inclusive work and service environment for staff and the public.

Optional Demographic Questions

Survey Narrative:

The following demographic questions are asked because Ottawa County is committed to ensuring inclusive work and service environments for all people, regardless of employment position, tenure, or demographic and cultural background. Therefore, understanding the perspectives and experiences of all groups is very important. While each demographic question is optional, we encourage you to respond.

As a reminder, no individual responses will be shared or used to identify individual respondents. All data will either be reported in aggregate or dis-aggregated by demographic groups only (e.g., all female respondents, all full time employees, etc).

Department

- County Administrator/Corporate Counsel
- Circuit Court
- Community Action Agency
- Community Mental Health
- County Clerk
- District Courts
- Diversity, Equity and Inclusion
- Equalization
- Facilities Maintenance
- Fiscal Services
- Human Resources
- IT
- MSU Extension
- Parks and Recreation
- Planning and Performance Improvement
- Public Defender
- Probate Court
- Prosecutor
- Public Health
- Sheriff
- Treasurer
- Water Resources

Work Status

- Full time/salaried
- Part time/hourly
- Prefer not to answer

Role (Leadership Level):

- Executive
- Manager/Supervisor
- Employee
- Prefer not to answer

Gender:

- Female
- Gender Variant/Non-Conforming
- Male
- Trans*
- Not Listed
- Prefer not to answer

Age:

- 18-24
- 25-29
- 30-34
- 35-39
- 40-44
- 45-49
- 50-54
- 55-59
- 60-64
- 65-69
- 70-74
- 75-100
- Prefer not to answer

Race/Ethnicity:

- American Indian or Alaska Native
- Asian
- Black or African American
- Latino/Latina
- Native Hawaiian or Other Pacific Islander
- Two or More Races
- White
- Other (please specify):
- Prefer not to answer

Sexual Orientation:

- Bisexual
- Gay
- Lesbian
- Straight/Heterosexual
- Don't know
- Not listed, please specify:
- Prefer not to answer

Staff Listening Session

IPS convened a group of 55 Ottawa County staff (44 participants and 10 volunteer table captains) for an all-staff listening session designed to gather narrative context and personal experiences that complemented the quantitative data gathered through the all-staff survey. After introductions, the groups were split into virtual breakout rooms led by the table captains. Table captains guided their

groups through four sets of questions and documented notes in standardized templates that were shared with IPS:

Set One: You and Your Voice Matter

Describe career growth opportunities you are aware of in Ottawa County; do you feel confident you have access to those opportunities?

Provide an example of how you have been supported in your career growth at Ottawa County

Do you believe your perspective has an impact on decisions regarding departmental improvements? If so, provide an example. If not, discuss where there could be opportunities that your department is currently missing

Describe what would make you feel like your cultural background or identity is valued by your management?

Set Two: Residents and their Access and Outcomes Matter

Is your department aware of their service access by different residents across demographics? If so, how does your department strategize to increase access across all groups?

Is your department aware of whether different residents across demographics experience varied outcomes from your services? If so, how does your department strategize to increase positive outcomes across all groups?

Give an example of a strategy your department has used in the past two years to gain input from residents. How was this input then utilized by the department?

Set Three: DEI in Your Department

How does your department's leadership discuss DEI?

How do you see Ottawa County's broader commitment to DEI impacting your department's work?

Set Four: DEI Learning

What do you think the county government's role should be in equipping its staff, local municipalities to foster or support diversity, equity, and inclusion?

Have you participated in any DEI educational offerings from the county government in the past year?

If so, what meaningful (knowledge) use did you gain? What changes would you suggest?

Anything else you want to share related to any parts of our conversation today? \

Departmental Follow Up

After reviewing the survey results and document audit, IPS determined it would be useful to ask relevant staff from each department follow up questions related to Key Performance Indicators in the assessment. This follow up allowed departments that chose to respond to give contextual information and personal insights that were not captured in the other methodologies. The County Administrator and the Director of Diversity, Equity, and Inclusion determined which staff would be appropriate to contact and shared the task of reaching out to staff across the municipality and documenting conversations in notes templates that were then shared with IPS. The chart below describes the topics and discussion prompts IPS provided the County Administrator and Director of Diversity, Equity, and Inclusion.

TOPIC	INQUIRY
Resident input on budgets	<p>Ask: “Do residents have the opportunity to inform any of your budget allocations? If so, give an example”</p> <ul style="list-style-type: none"> • This is follow up to the document audit, where we had a very low response to prompts regarding budget processes.
Department DEI Strategies	<p>Ask: “What would a department-level DEI strategies look like to you, and how would they need to be resourced/supported at the county government level?”</p> <ul style="list-style-type: none"> • This is follow up to many survey respondents saying they would appreciate DEI line items in their departmental budgets
Department/Community Partnerships	<p>Ask: “Discuss any partnerships your department has that help you reach and serve residents (across backgrounds) more effectively; what has been challenging and rewarding about that partnership?”</p> <ul style="list-style-type: none"> • This is follow up to the document audit, where we had a very low response to partnership prompts.
Intercultural Competency for Resident-Serving staff	<p>Ask: “Think of a time when you worked with a resident who was of a different cultural background than yours. What went well? What might you have done differently? How were you equipped to work with that resident?”</p> <ul style="list-style-type: none"> • This could be a zoom call with cross-department representation or conversations with individuals across relevant departments.

APPENDIX E: Additional Survey Analysis and Comments

This appendix provides additional data from the survey. The first section is dedicated to departmental findings. Next, IPS provides the graph for every survey question, aggregated to reflect the entire Ottawa County staff response. Finally, all open ended survey comments are provided.

Departmental Survey Findings

While this report is primarily focused on county government-level findings, IPS did want to provide departments the opportunity to consider their own survey responses for themselves. Appendix E provides survey response information by department.

IPS encourages departments to review the information provided in Appendix E and to consider the following reflection questions:

- 1) What data surprised you, and why?
- 2) What data confirmed your perception of your department's culture and commitment to DEI?
- 3) What questions does the data bring up for you, and how could you get more information?
- 4) What did you find encouraging?
- 5) Where do you see areas to improve? What is needed to improve in these areas?
- 6) How can you incorporate this data into your current efforts and plans related to DEI?

The following page has a chart indicating the rate at which departments were most likely, in aggregate, to 'strongly agree' or 'agree' with the survey questions vs 'disagree' or 'strongly disagree'.

Because all questions were worded to be 'affirming' of DEI, this information can illuminate, at a high level, whether department staff experience, understand, and/or value an inclusive work and service environment.

If *over* 50% of department staff indicated they agreed or disagreed with a question, that question went towards the department's total tally for the relevant column. For example, if over 50% of staff *agreed* with questions 2, 4, 6, and 7 and over 50% of staff *disagreed* with questions 1, 3, 5, 8 and 9, that department would have a total of 4 questions in their *agree* column and 5 questions in their *disagree* column.

DEPARTMENT	Agree	Disagree	Agree Rate	Disagree Rate
Planning and Performance Improvement	13	3	81%	19%
Probate Court	12	4	75%	25%
Public Health	11	3	69%	19%
Treasurer	10	1	63%	6%
Prosecutor	10	5	63%	31%
Sheriff	10	3	63%	19%
Water Resource	8	0	50%	0%
Facilities/ Maintenance	7	8	44%	50%
Public Defender	6	5	38%	31%
Parks and Recreation	5	4	31%	25%
Equalization	5	11	31%	69%
Human Resources	5	7	31%	44%
IT	4	6	25%	38%
Diversity, Equity and Inclusion	4	11	25%	69%
Circuit Court	3	11	19%	69%
County Administrator/Corporate Counsel	2	9	13%	56%
MSU Extension	2	7	13%	44%
Community Mental Health	2	12	13%	75%
County Clerk/ Register of Deeds	2	10	13%	63%
Fiscal Services	2	10	13%	63%
Community Action Agency	1	11	6%	69%
District Court	0	10	0%	63%

The next several pages are best used by individual departments to reflect on how their staff responded to the survey. **IPS suggests that department heads review the charts and locate where their departments show up, then ask themselves the reflection questions provided in the introduction to this appendix.**

IPS has provided the response rates **for the top 10 departments** in both the Agree (sum of both 'agree' and 'strongly agree' response options) and Disagree (sum of both 'disagree' and 'strongly disagree') categories. For example, in question 1 below, 100% of staff that responded to the survey from the Community Action Agency agreed, and 42.9% of staff responding from the Equalization department disagreed. **In both instances, these departments indicated the highest rate of response in the agree and disagree categories, respectively, and so are listed at the top of their lists.**

In examining the data, a few considerations should be kept in mind:

- Some departments had a very small number of respondents, which skews their rates of agreement/disagreement.
- Some questions have very low rates of disagreement in general, so even departments listed in the 'top 10' of the disagree column primarily agree with the question (for example, while Parks and Recreation have the highest rate of disagreement to question 6, only 11% of Parks and Recreation respondents disagreed-- the majority of staff from the department agreed).

#	QUESTION	DEPARTMENT: AGREE	DEPARTMENT: DISAGREE
Q1	A diverse, equitable, and inclusive work environment is essential to the overall operations and continued improvement of Ottawa County government.	Community Action Agency 100% Diversity, Equity and Inclusion 100% Human Resources 100% MSU Extension 100% Planning and Performance Improvement 100% Water Resources 100% District Courts 97.6% Public Health 92.3% Circuit Court 92% Sheriff 90.9%	Equalization 42.9% Treasurer 33% Fiscal Services 27.3% Prosecutor 20% Public Defender 15.4% County Clerk 14.3% IT 13.3% Facilities Maintenance 12.5% Probate Court 12.5% County Administrator/Corporate Counsel 11%
Q2	I am aware of strategies Ottawa County uses to encourage recruiting and retaining diverse staff.	County Administrator/Corporate Counsel 100% Diversity, Equity and Inclusion 100% MSU Extension 100% Community Action Agency 75% Probate Court 75% County Clerk 71.4% Prosecutor 70% Treasurer 67% Human Resources 67% Facilities Maintenance 67%	Fiscal Services 81.8% Parks and Recreation 72% Water Resources 67% Public Defender 61.5% Community Mental Health 56.6% Circuit Court 50.7% Planning and Performance Improvement 50% District Courts 48.8% Sheriff 46% Equalization 42.9%
Q3	I am aware of available career pathways and feel supported in pursuing my professional development.	Community Action Agency 100% Diversity, Equity and Inclusion 100% Equalization 100% Human Resources 100% Probate Court 100% County Administrator/Corporate Counsel 89% Community Mental Health 87% Planning and Performance Improvement 83% Sheriff 79%	MSU Extension 100% Treasurer 67% Fiscal Services 55% Water Resources 33% District Courts 31% Public Defender 31% Prosecutor 30% County Clerk 29% IT 27%

		Public Health 79%	Facilities Maintenance 25%
Q4	I have the opportunity to participate in planning meetings that improve my department's organizational performance.	County Administrator/Corporate Counsel 100% Community Action Agency 100% Diversity, Equity and Inclusion 100% Equalization 100% Public Defender 85% County Clerk 76% Probate Court 75% Public Health 72% Parks and Recreation 67% Water Resources 67%	MSU Extension 100% Planning and Performance Improvement 50% Sheriff 46% Fiscal Services 45% District Courts 45% IT 40% Prosecutor 40% Facilities Maintenance 38% Community Mental Health 36% Circuit Court 34%
Q5	It is important for the County to subcontract with Minority or Women owned Business Enterprises MWBEs	Community Action Agency 100% Diversity, Equity and Inclusion 100% Human Resources 100% MSU Extension 100% Public Defender 100% Probate Court 100% Treasurer 100% Community Mental Health 93% Public Health 92% County Administrator/Corporate Counsel 89%	Water Resources 67% Equalization 43% Sheriff 39% Planning and Performance Improvement 33% Prosecutor 30% Facilities Maintenance 29% IT 29% District Courts 28% Circuit Court 20% Fiscal Services 18%
Q6	It is important to include Ottawa County residents' diverse perspectives in the planning, implementation, or evaluation of county government services, resources, and programming.	All departments agreed at a rate of 89% or more.	Parks and Recreation 11% Prosecutor 10% IT 7% Sheriff 6% District Courts 5% Circuit Court 2% Public Health 1%

<p>Q7</p>	<p>My department utilizes input from the public in the design of resources, services, and programs.</p>	<p>Always: MSU Extension 100% Probate Court 62.5% Community Action Agency 50% Parks & Recreation 38.9% Water Resources 33% Planning & Performance Improvement 33%</p> <p>Usually: DEI 100% Treasurer 100% Parks & Recreation 50% Public Health 44.9% County Administrator/Corporate Counsel 44.4%</p>	<p>Sometimes: Planning & Performance Improvement 50% Human Resources 33% Water Resources 33% Circuit Court 30.8% Prosecutor 30%</p> <p>Never: Human Resources 33% County Clerk 23.8% Fiscal Services 18.2% Probate Court 12.5% Prosecutor 10%</p> <p>I Don't Know: Fiscal Services 63.6% Community Action Agency 50% Facilities Maintenance 50% District Courts 45.2% Equalization 42.9%</p>
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<p>Q8</p>	<p>When legally feasible, my department considers the varying needs of all residents in the design of resources, services, and programs.</p>	<p>Always: Parks & Recreation 67% Probate Court 62.5% Equalization 42.9% Public Defender 38.5% Human Resources 33%</p> <p>Usually: Water Resources 67% Facilities Maintenance 50% Public Defender 46% Public Health 46% Fiscal Services 36.4%</p>	<p>Sometimes: Water Resources 33% Human Resources 33% Treasurer 33% County Clerk 33% County Administrator/Corporate Counsel 33%</p> <p>Never: Fiscal Services 9% Circuit Court 1.5% Sheriff 1.2% Community Mental Health 1.2%</p> <p>I Don't Know: Community Action Agency 75% Fiscal Services 54.5% Prosecutor 50% Facilities Maintenance 50% Equalization 42.9%</p>
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<p>Q9</p>	<p>My department's planning and development of resources, services, and programs addresses barriers to access such as language, transportation, literacy level, income, etc.</p>	<p>Always: DEI 100% MSU Extension 100% Probate Court 62.5% Community Action Agency 50% Community Mental Health 36%</p> <p>Usually: Human Resources 67% Public Defender 53.9% Parks & Recreation 50% Facilities Maintenance 50% Circuit Court 49%</p>	<p>Sometimes: County Clerk 38% Planning & Performance Improvement 33% Human Resources 33% Treasurer 33% Community Action Agency 25%</p> <p>Never: Water Resources 67% Fiscal Services 18.2% Planning & Performance Improvement 17% IT 6.7% Parks & Recreation 5.6%</p> <p>I Don't Know Equalization 57% IT 53% Fiscal Services 45.5% Facilities Maintenance 37.5% Planning & Performance Improvement 33%</p>
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<p>Q10</p>	<p>Any information my department shares with the public is provided in at least two modes paper, email, social media, website, etc</p>	<p>Always: DEI 100% Probate Court 75% County Administrator/Corporate Counsel 67% Water Resources 67% Community Action Agency 50%</p> <p>Usually: Human Resources 67% Treasurer 67% County Clerk 52% Planning & Performance Improvement 50% Facilities Maintenance 50%</p>	<p>Sometimes: Community Action Agency 25% Public Defender 23% Prosecutor 20% Planning & Performance Improvement 50% Equalization 14.3%</p> <p>Never Probate Court 12.5% Circuit Court 6% Sheriff 3.9% District Courts 2.4% Public Health 1.3%</p> <p>I Don't Know District Courts 50% Sheriff 46% Equalization 42.9% Prosecutor 40% Facilities Maintenance 37.5%</p>
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<p>Q11</p>	<p>My department provides information to the public in multiple languages</p>	<p>Always: DEI 100% Probate Court 37.5% Community Mental Health 33.7% District Courts 28.6% Public Health 25.6%</p> <p>Often: MSU Extension 100% Public Health 52.9% Community Action Agency 50% Facilities Maintenance 50% Human Resources 33%</p>	<p>Never: Water Resources 100% Equalization 57% Fiscal Services 36.4% Treasurer 33% Human Resources 33%</p> <p>Sometimes Prosecutor 60% County Clerk 52% Parks & Recreation 50% Planning & Performance Improvement 50% Public Defender 46%</p> <p>I Don't Know IT 53% Sheriff 43.6% Equalization 42.9% Prosecutor 40% Fiscal Services 37%</p>
<p>Q12</p>	<p>My supervisors have communicated to me the importance of DEI to our organization.</p>	<p>County Administrator/Corporate Counsel 100% Diversity, Equity and Inclusion 100% Human Resources 100% MSU Extension 100% Public Health 78% Community Action Agency 75% Probate Court 75% Public Defender 69% Circuit Court 67% Community Mental Health 66%</p>	<p>Planning and Performance Improvement 67% Treasurer 67% Fiscal Services 64% Prosecutor 50% Sheriff 50% County Clerk 48% Parks and Recreation 44% Equalization 43% IT 40% Facilities Maintenance 38%</p>

<p>Q13</p>	<p>I know how to contribute to an inclusive work and service environment.</p>	<p>County Administrator/Corporate Counsel 100% Community Action Agency 100% Diversity, Equity and Inclusion 100% Equalization 100% Facilities Maintenance 100% Human Resources 100% MSU Extension 100% Public Defender 100% Probate Court 100% Prosecutor 100%</p>	<p>Treasurer 33% Fiscal Services 27% Planning and Performance Improvement 17% Community Mental Health 11% District Courts 10% Sheriff 8% IT 7% Circuit Court 6% Parks and Recreation 6% County Clerk 5%</p>
<p>Q14</p>	<p>I am confident in my ability to interact with customers of cultures and backgrounds different than my own.</p>	<p>All departments agreed at a rate of 83% or more.</p>	<p>Parks and Recreation 17% Planning and Performance Improvement 17% Equalization 14% IT 13% Facilities Maintenance 13% Probate Court 13% Community Mental Health 6% Public Health 4% District Courts 2% Circuit Court 2%</p>
<p>Q15</p>	<p>I have access to resources to become equipped to provide culturally competent, client centered services to all customers.</p>	<p>Community Action Agency 100% Diversity, Equity and Inclusion 100% Human Resources 100% MSU Extension 100% IT 93% Public Health 90% County Administrator/Corporate Counsel 89% Community Mental Health 88% Probate Court 88% Equalization 86%</p>	<p>Public Defender 38% Facilities Maintenance 38% Parks and Recreation 33% Treasurer 33% Water Resources 33% Fiscal Services 27% County Clerk 24% Sheriff 23% Prosecutor 20% Circuit Court 18%</p>

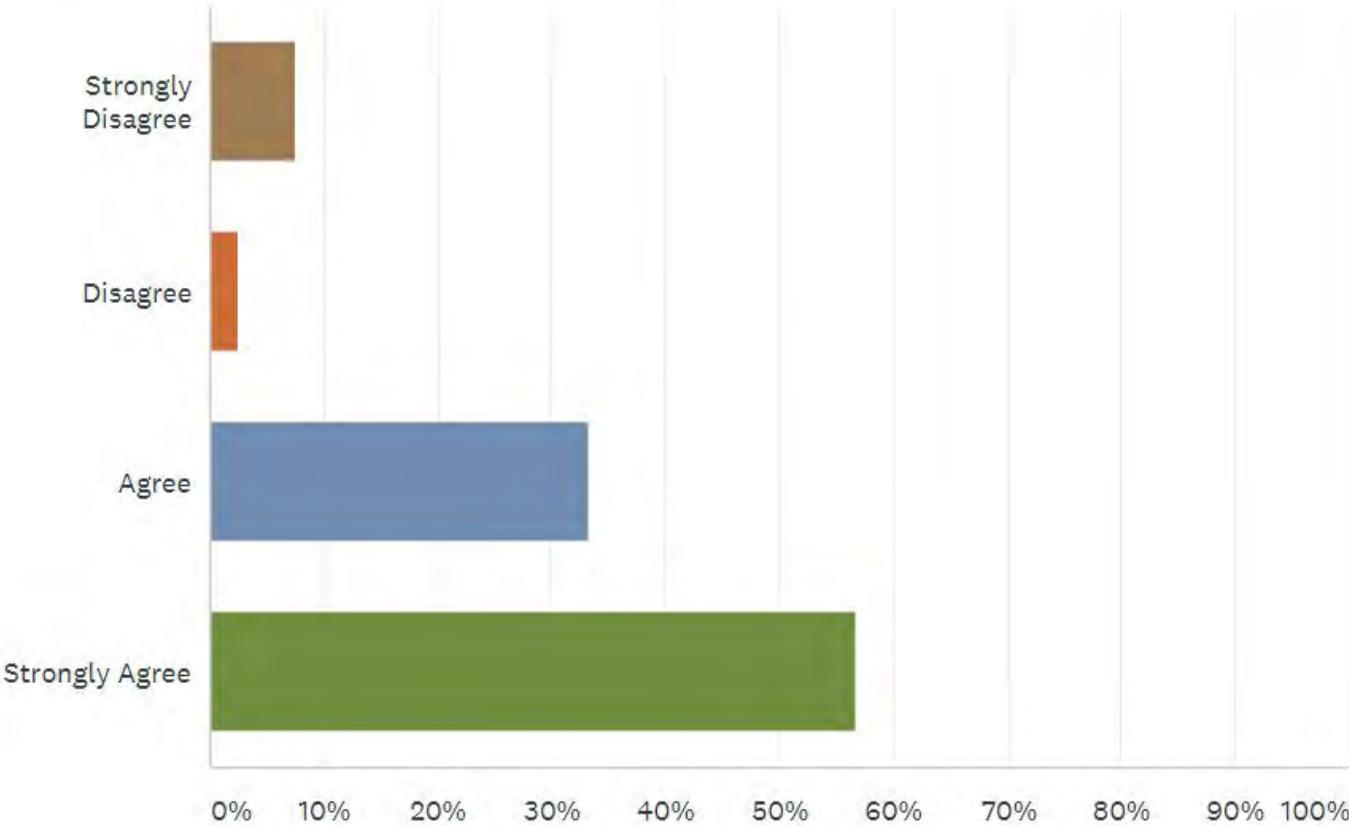
<p>Q16</p>	<p>My department would find value in a specific budget line to pursue DEI goals related to our work i.e., training and education, evaluation of equitable outcomes, inclusive marketing and communications, etc.</p>	<p>Community Action Agency 100% Diversity, Equity and Inclusion 100% Human Resources 100% MSU Extension 100% Public Defender 100% Probate Court 100% Treasurer 100% Water Resources 100% Parks and Recreation 94% Community Mental Health 94%</p>	<p>IT 47% Sheriff 36% Fiscal Services 36% Planning and Performance Improvement 33% Facilities Maintenance 29% Equalization 29% District Courts 22% Prosecutor 20% Circuit Court 16% County Administrator/Corporate Counsel 11%</p>
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All Survey Response Charts: Aggregate Staff

The following pages present the aggregate results of all staff responses to the survey.

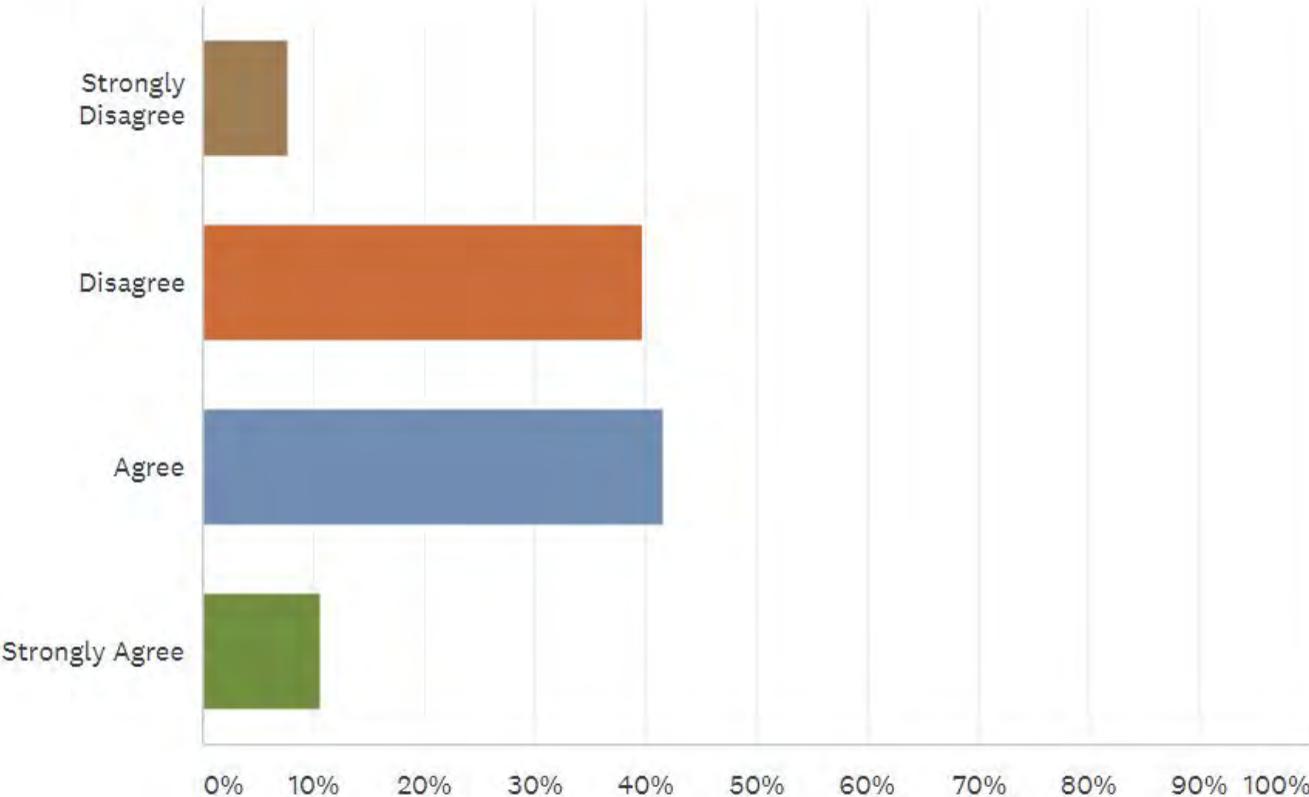
A diverse, equitable, and inclusive work environment is essential to the overall operations and continued improvement of Ottawa County government.

Answered: 511 Skipped: 4



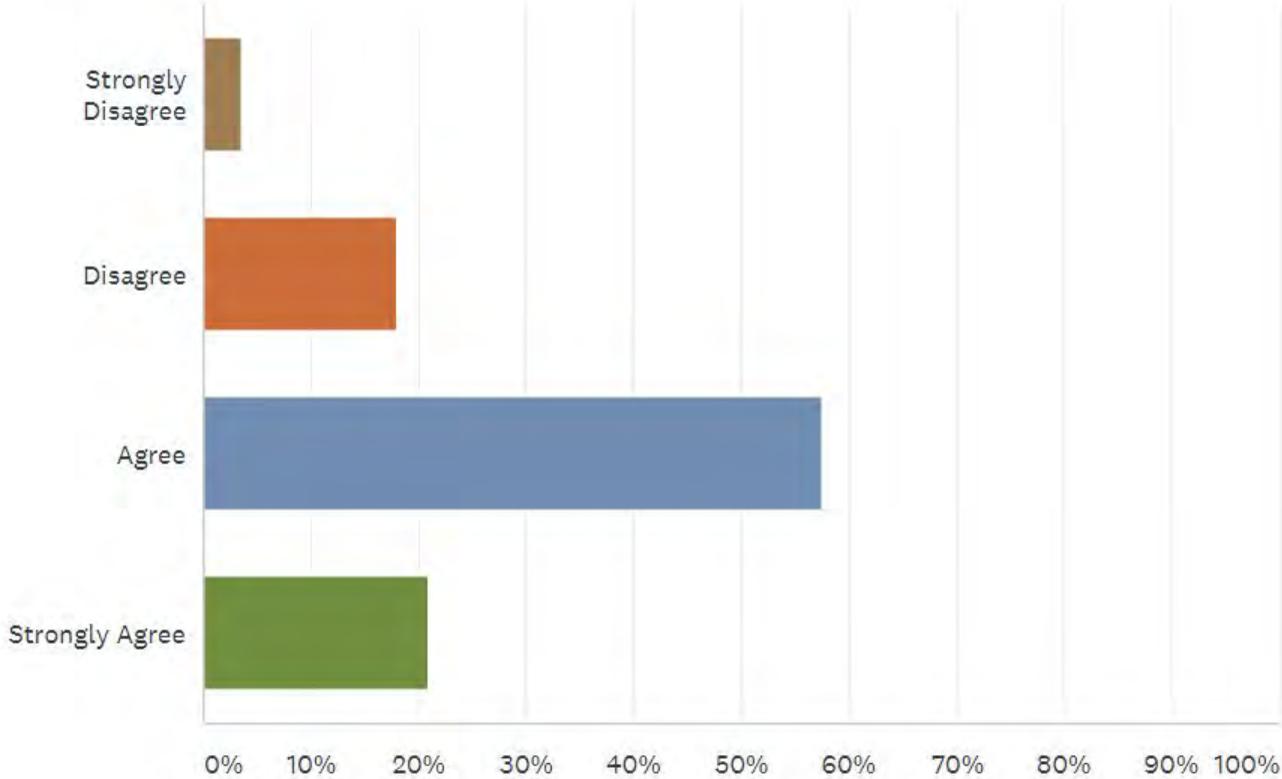
I am aware of strategies Ottawa County uses to encourage recruiting and retaining diverse staff.

Answered: 512 Skipped: 3



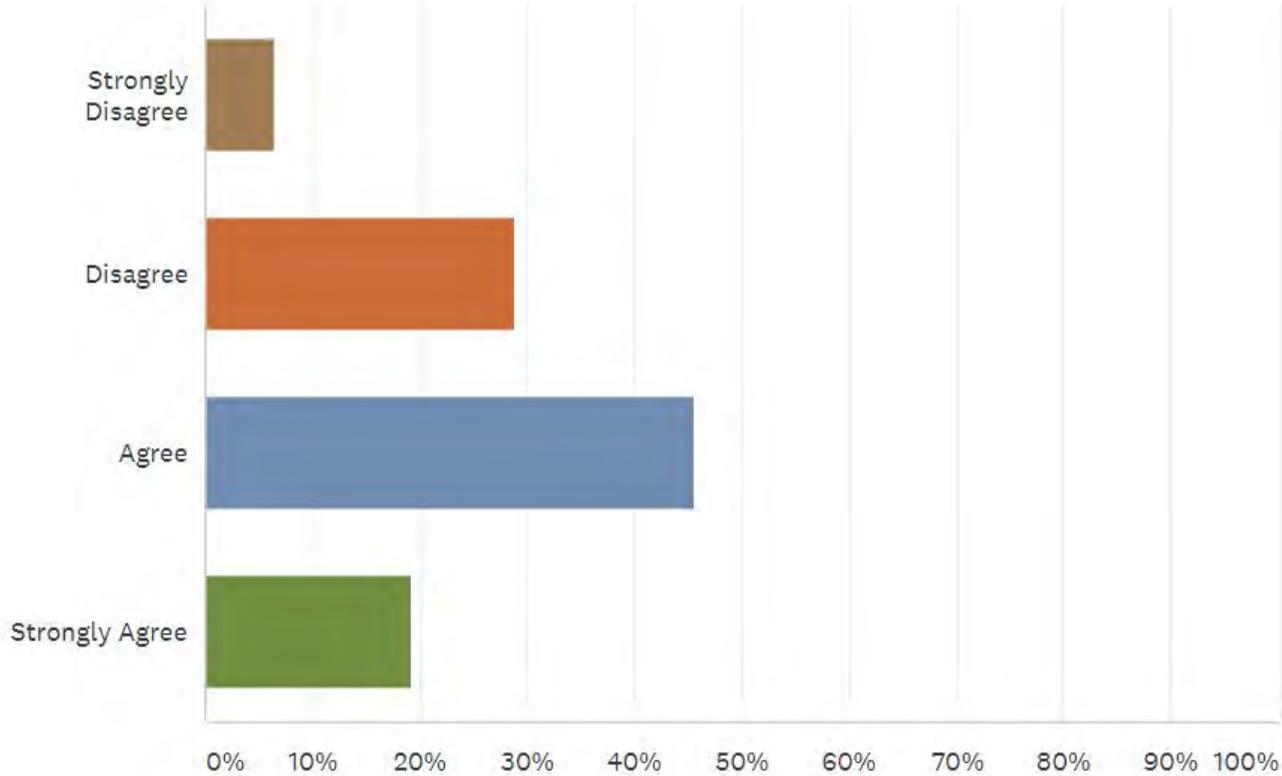
I am aware of available career pathways and feel supported in pursuing my professional development.

Answered: 514 Skipped: 1



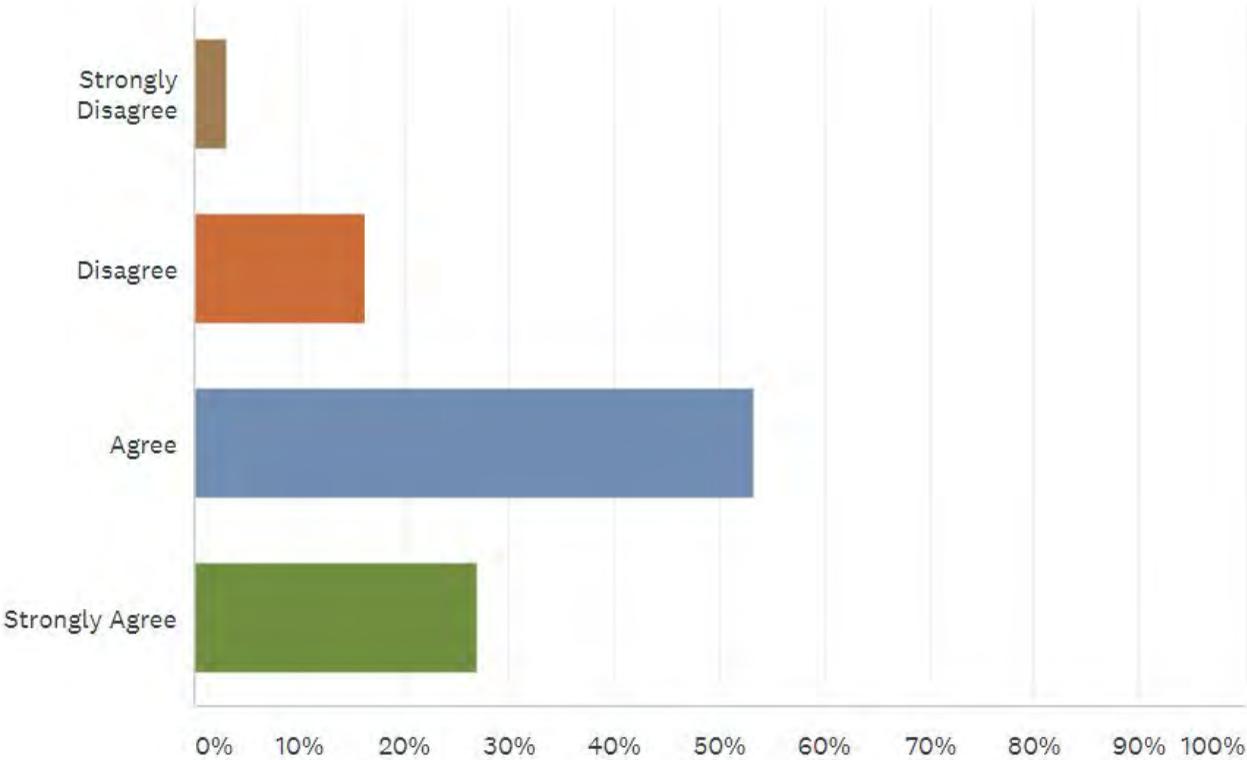
I have the opportunity to participate in planning meetings that improve my department's organizational performance.

Answered: 514 Skipped: 1



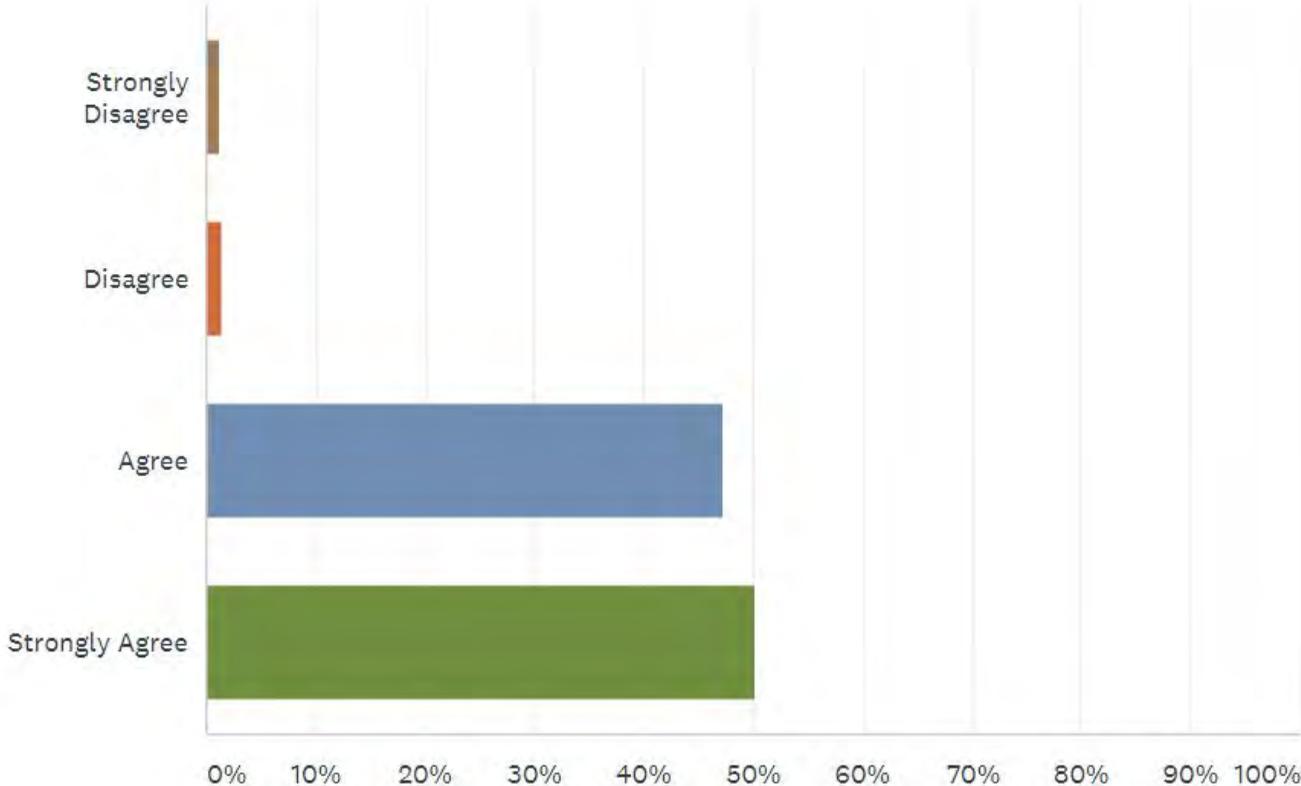
It is important for the County to subcontract with Minority or Women owned Business Enterprises (MWBEs)

Answered: 507 Skipped: 8



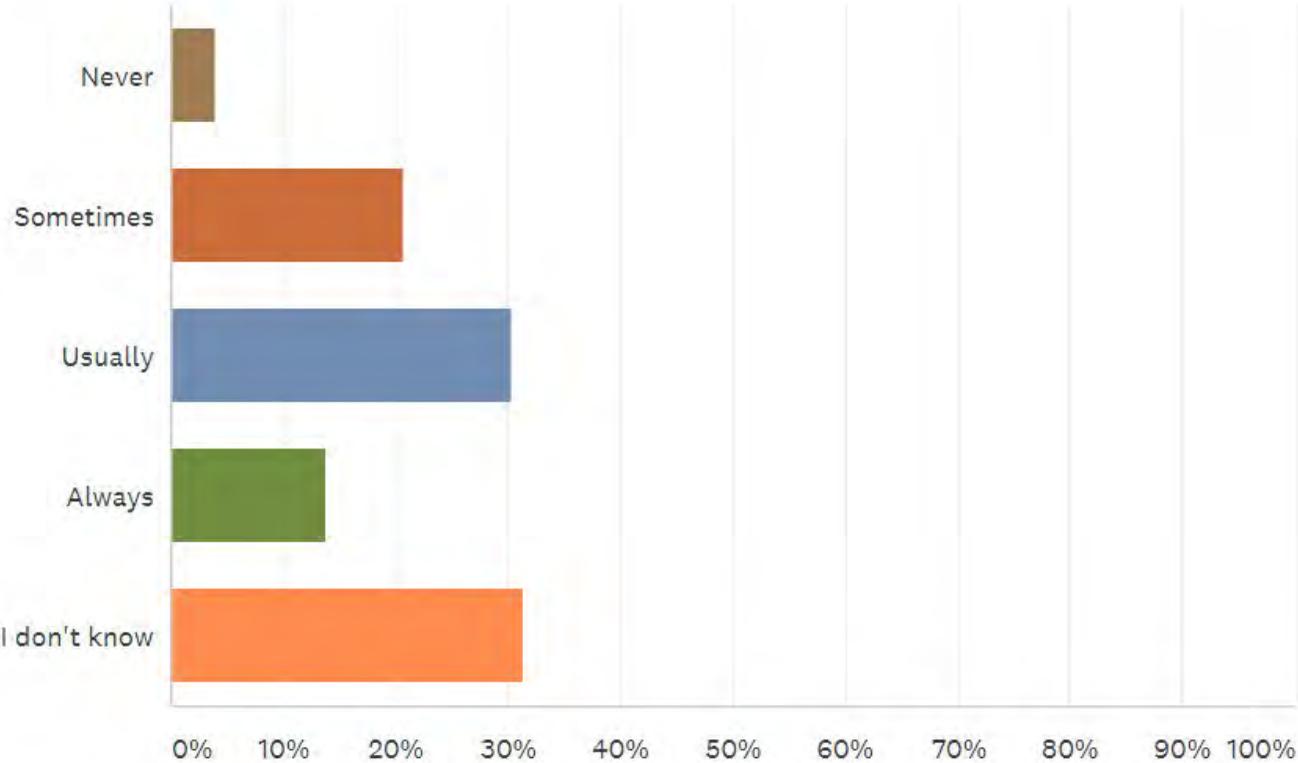
It is important to include Ottawa County residents’ diverse perspectives in the planning, implementation, or evaluation of county services, resources, and programming.

Answered: 514 Skipped: 1



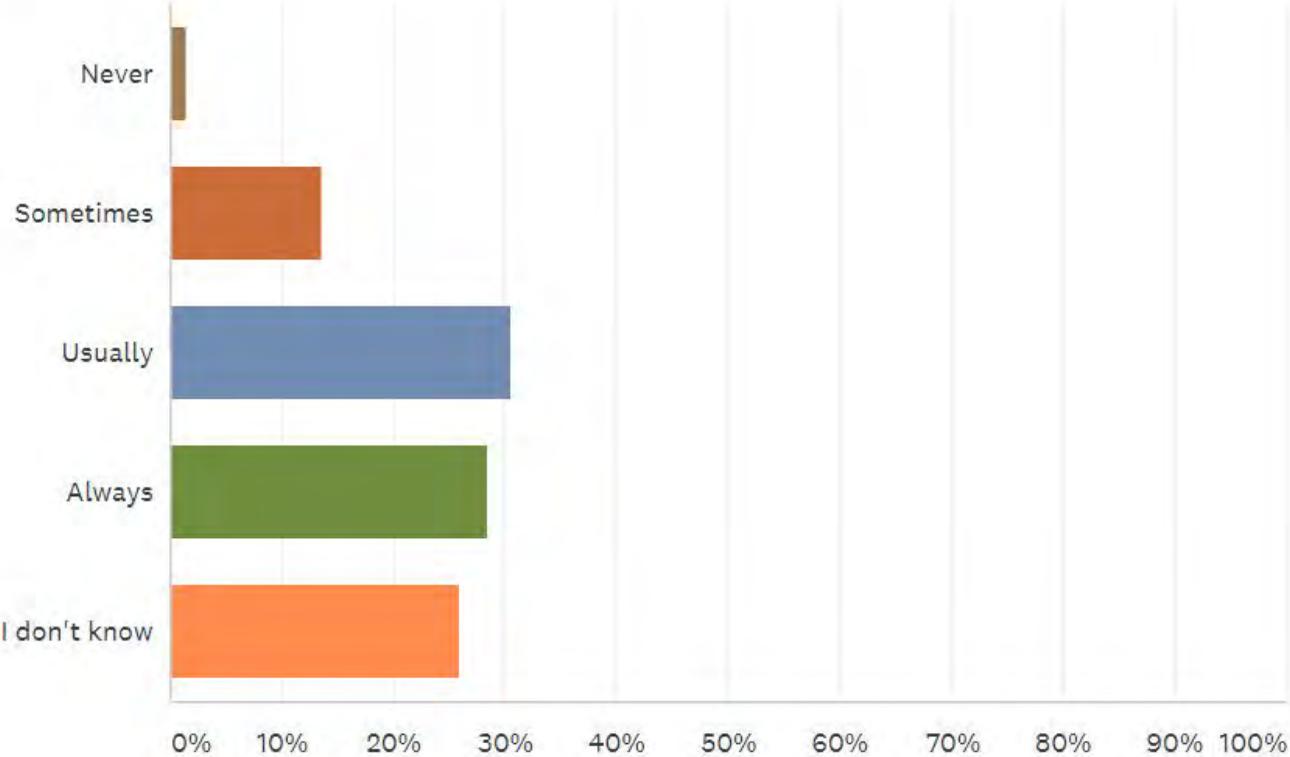
My department utilizes input from the public in the design of resources, services, and programs.

Answered: 514 Skipped: 1



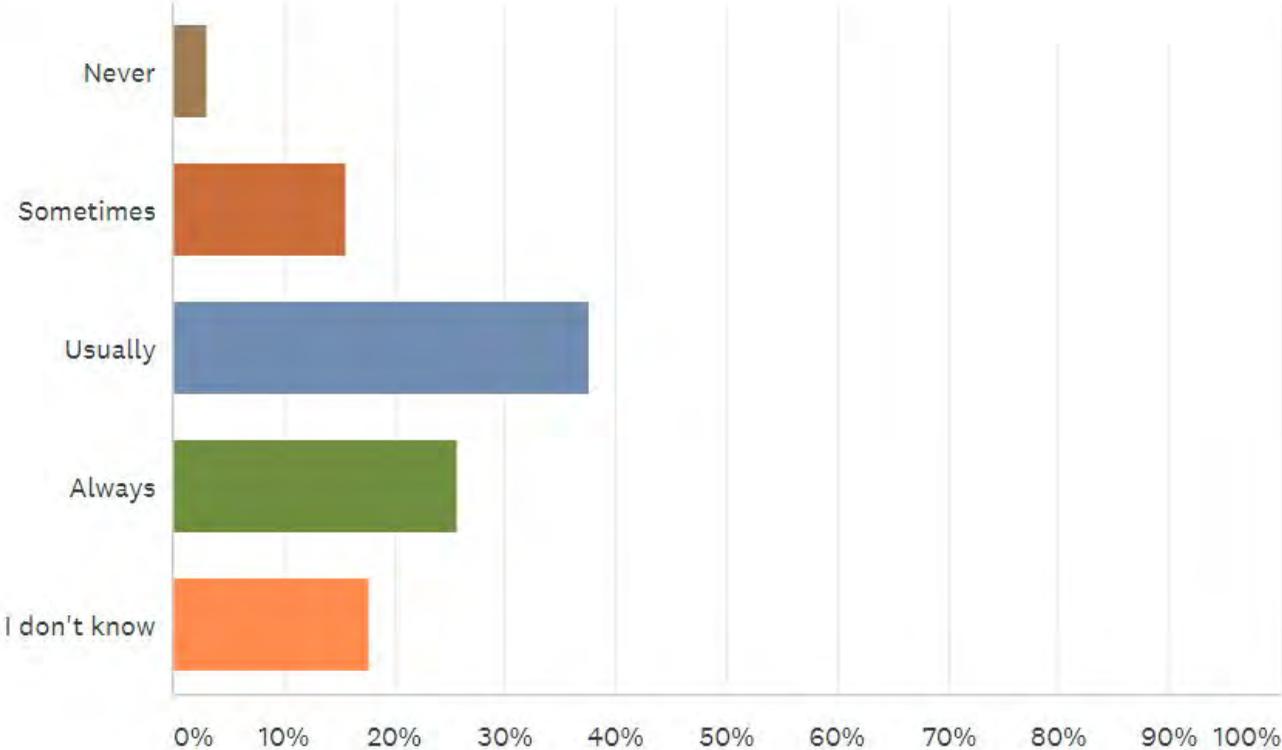
When legally feasible, my department considers the varying needs of all residents in the design of resources, services, and programs.

Answered: 513 Skipped: 2



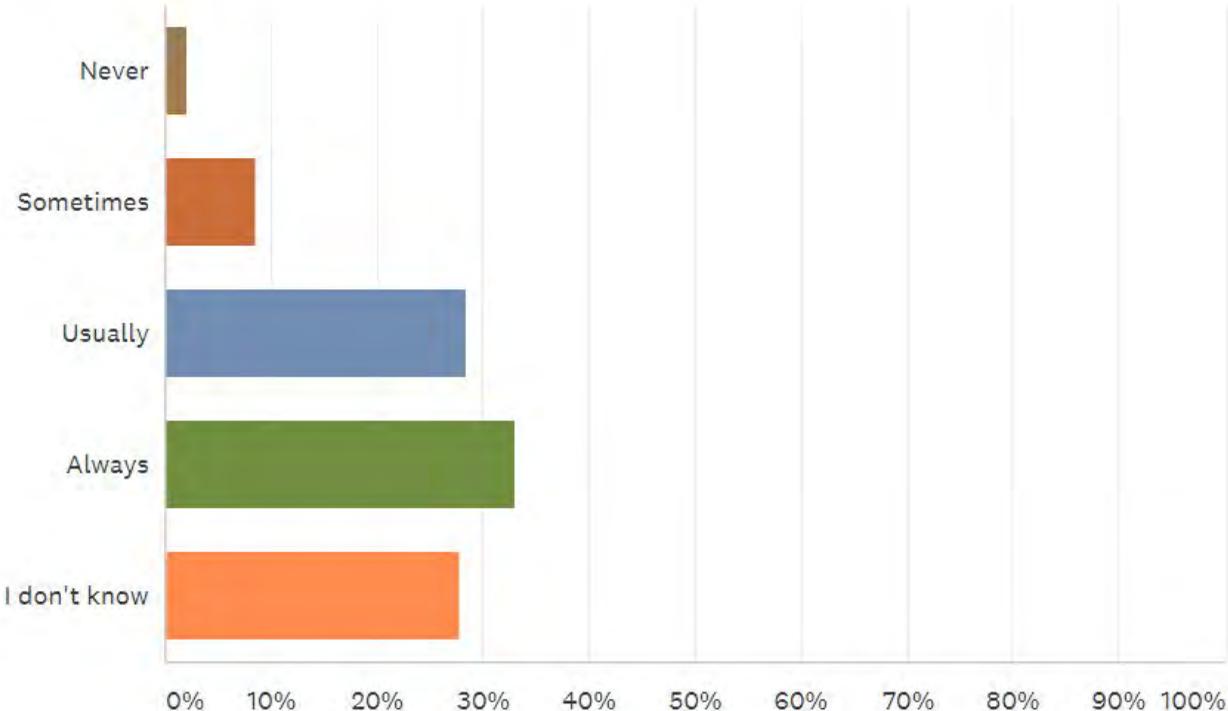
My department's planning and development of resources, services, and programs addresses barriers to access such as language, transportation, literacy level, income, etc.

Answered: 514 Skipped: 1



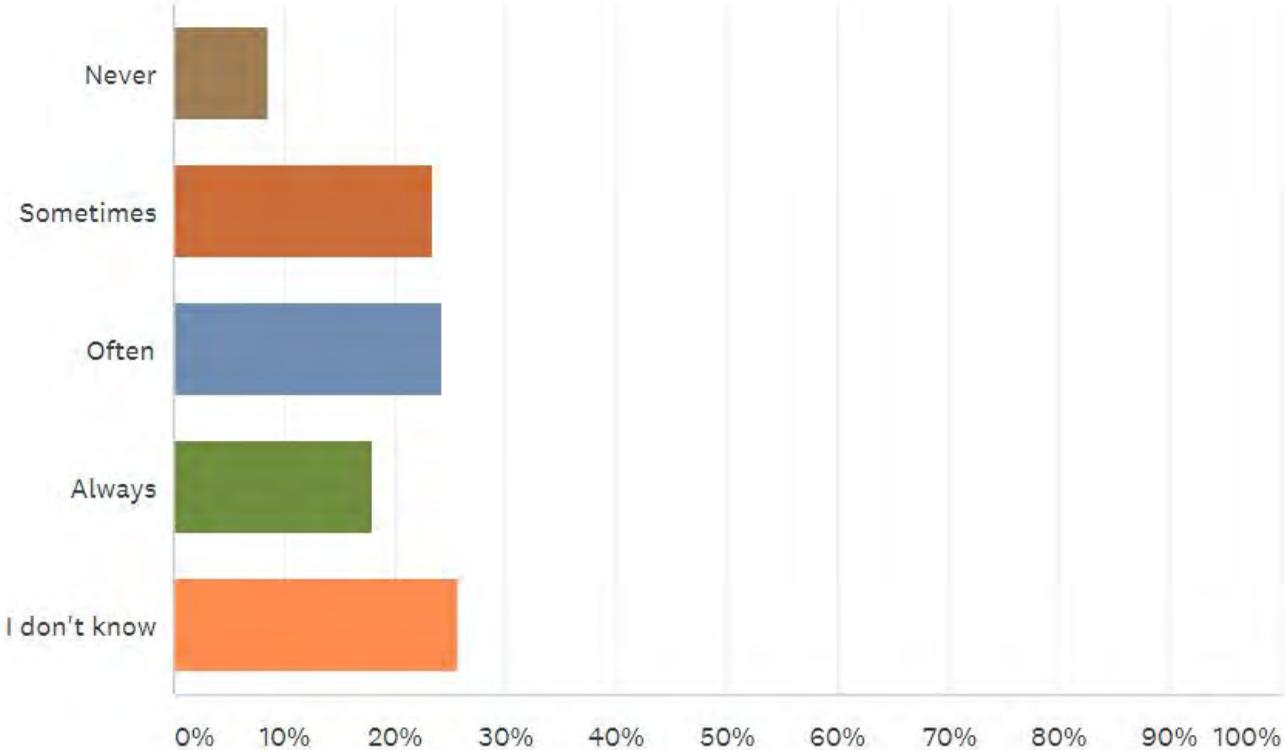
Any information my department shares with the public is provided in at least two modes (paper, email, social media, website, etc)

Answered: 514 Skipped: 1



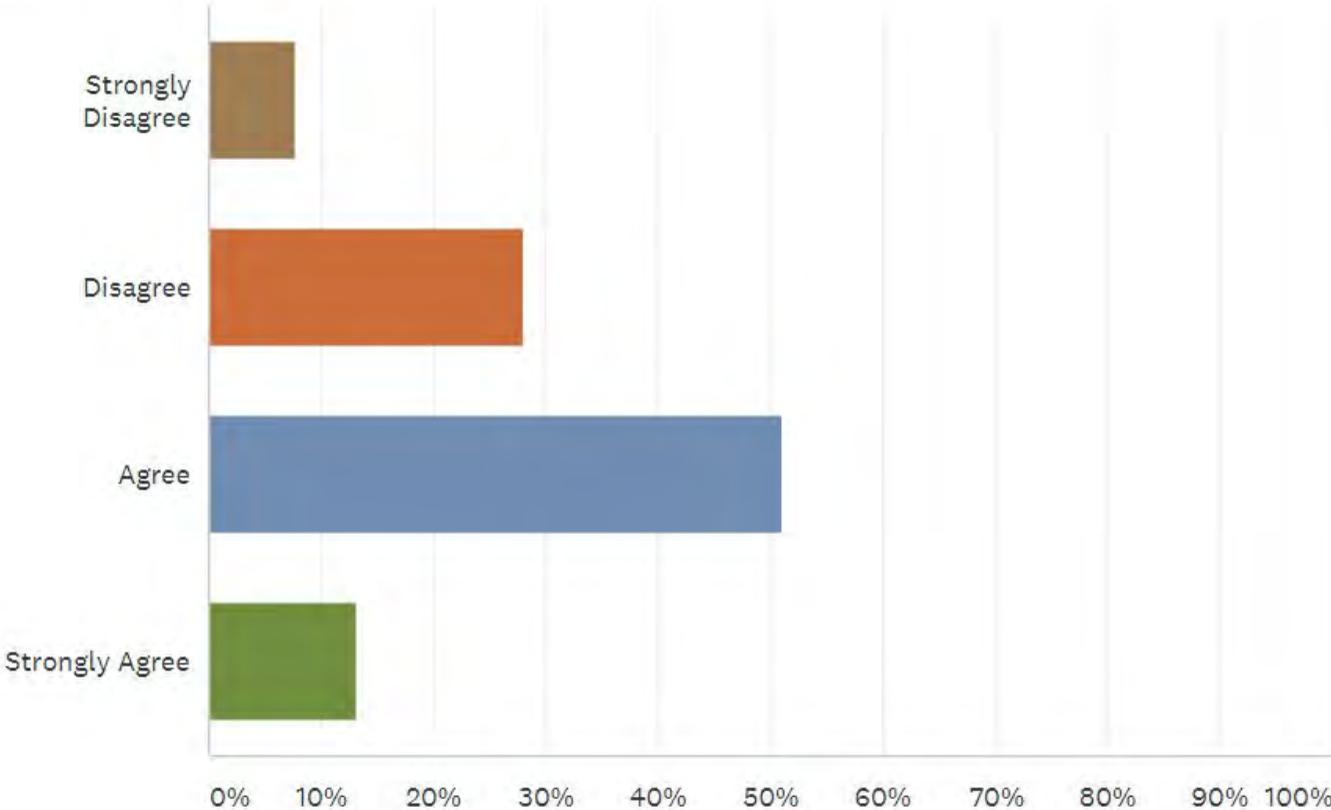
My department provides information to the public in multiple languages

Answered: 515 Skipped: 0



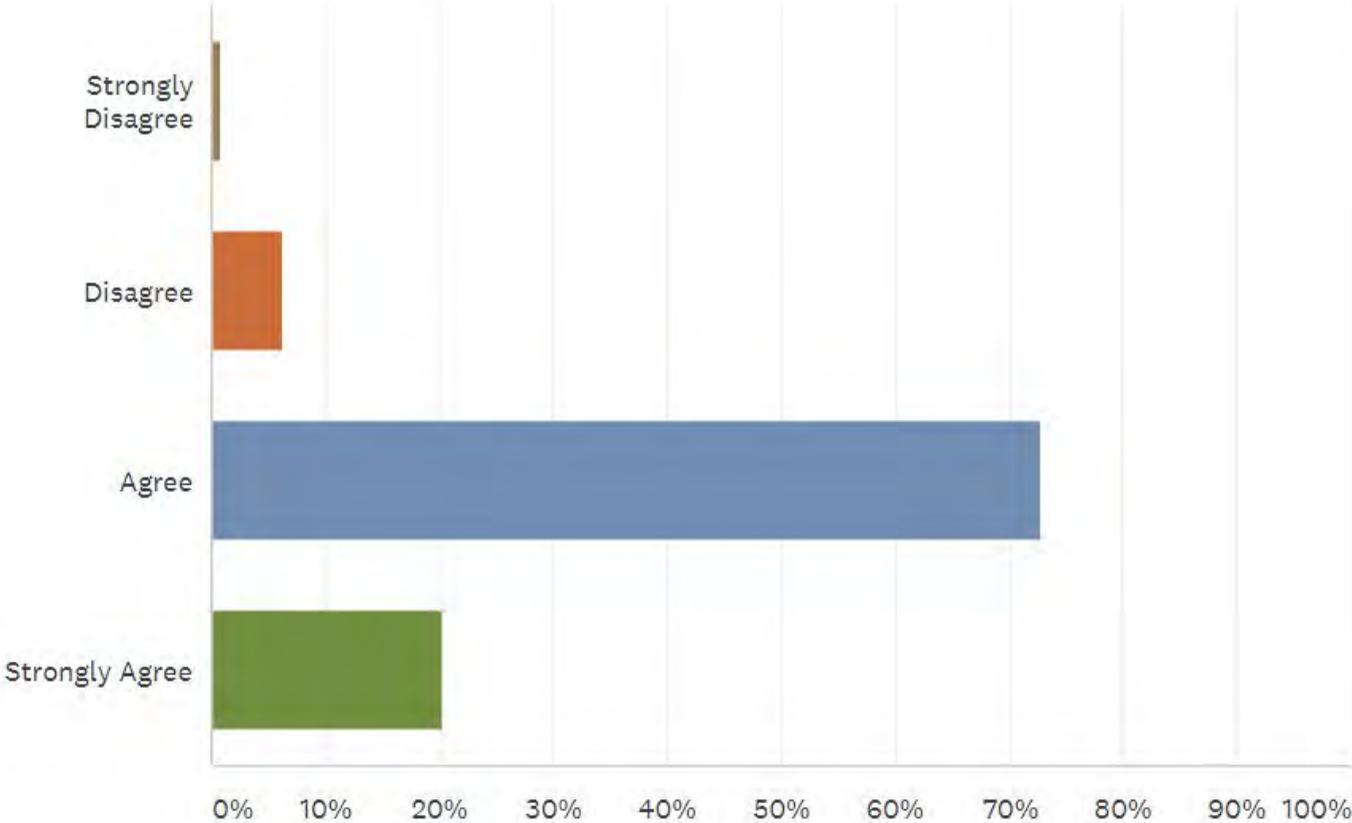
My supervisors have communicated to me the importance of DEI to our organization.

Answered: 511 Skipped: 4



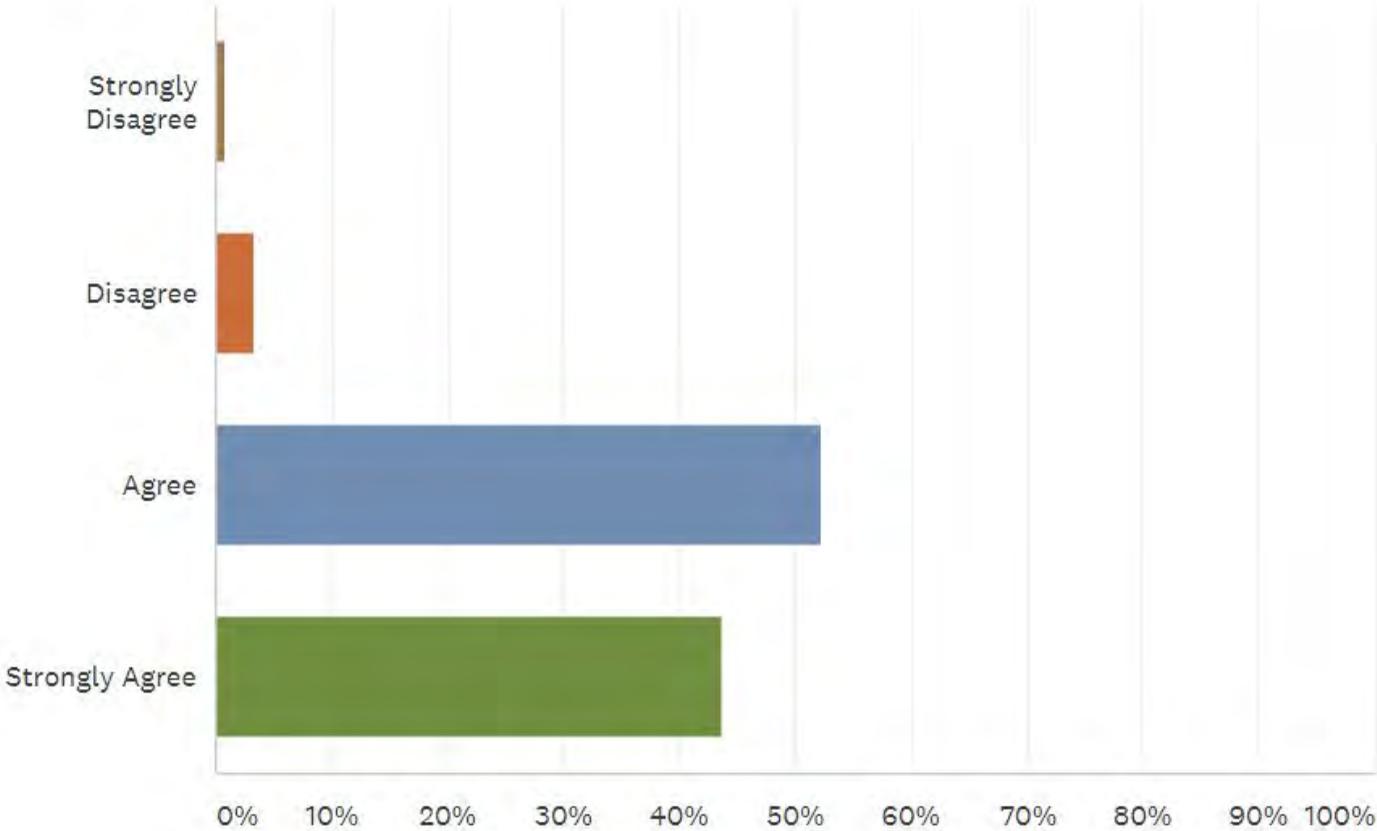
I know how to contribute to an inclusive work and service environment.

Answered: 513 Skipped: 2



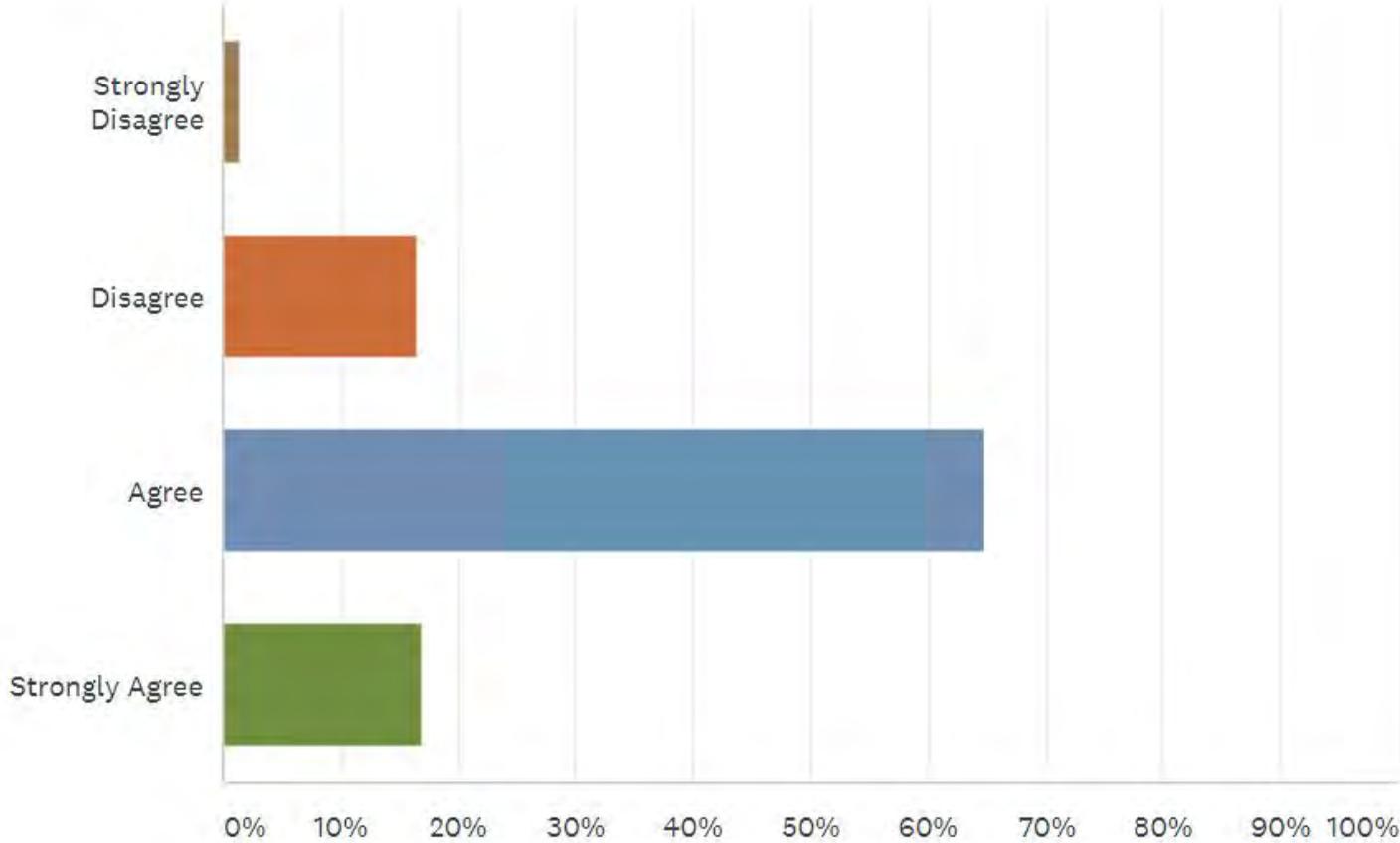
I am confident in my ability to interact with customers of cultures and backgrounds different than my own.

Answered: 515 Skipped: 0



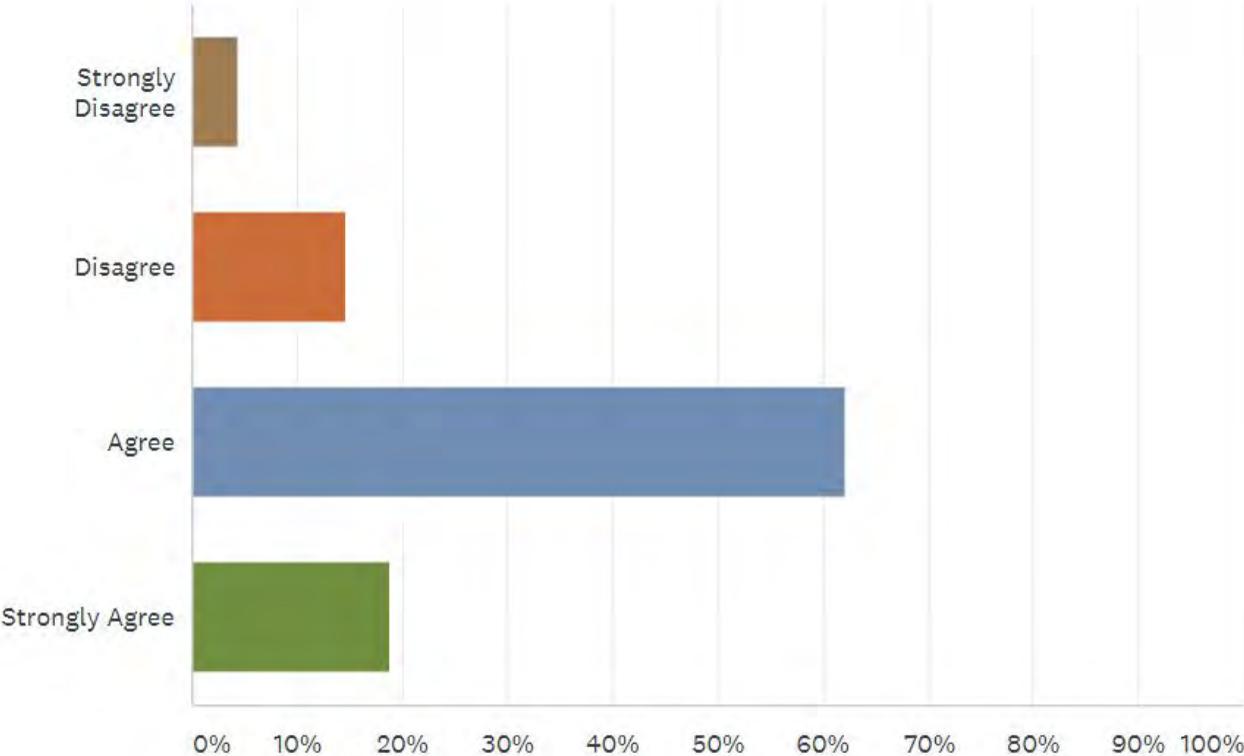
I have access to resources to become equipped to provide culturally competent, client-centered services to all customers.

Answered: 513 Skipped: 2



My department would find value in a specific budget line to pursue DEI goals related to our work (i.e., training and education, evaluation of equitable outcomes, inclusive marketing and communications, etc).

Answered: 508 Skipped: 7



All Survey Comments

All comments from the survey are provided below. Some comments were shortened or removed if the comment would have endangered the respondent's confidentiality. No other edits were made.

- Parenting classes, Health and wellness classes, resources for the Y or GMY, Support groups for parent's children or Adults with out kids specified for their Diagnoses. Training for staff to understand that just b/c they do not agree with someone's life style does not mean you treat them differently.
- I believe employees of the Sheriff's Office do an amazing job serving the diverse population of Ottawa County, in spite of the current climate and attitude toward Law Enforcement. I hope our DEI Office feels the same and supports Law Enforcement
- I like the county
- Our department would benefit from providing paperwork and forms sent out available in Spanish, as well as either Cambodian or Vietnamese. Also, having a Spanish speaker available in person at our window for questions, as well as via phone.
- I was disappointed that no communication was sent to staff regarding the most recent issues with George Floyd, and newest issues locally with Pronto Pup.
- Budget and legal limitations constrain the court's ability to fully address public issues such as transportation, technology/internet access, and access to legal advice.
- This entire survey and program you are pushing is ridiculous. Equality of outcome and not opportunity? Are you serious?
- <https://m.youtube.com/watch?v=TqcRVmOplbY>
- While I believe that we could become more diversified, I don't think that hiring people for their ethnicity is not as important as hiring someone who is more qualified for the position. It would be disturbing to find that people are hired for their ethnicity over their talent.
- Thank you for asking our opinion! DEI efforts are timely in Ottawa County.
- I feel like employees need a better understanding of what we do to provide a diverse work environment.
- I would like to see every culture displayed during diversity week as we do in our county buildings. Please do not forget that white is also a color.
- Concerned about moving forward with new court building in location that is not easily physically accessible to populations within the county who do not have transportation, barrier to access to justice, concerned there was not enough/no input from court users before this decision was reached
- Happy to work here :)
- Lakeshore Ethnic Diversity Alliance - I've attended their events historically. I left their event feeling like Caucasian members of our community are the primary problem in our society. They should review Prager university videos involving "white privilege" and racist related topics and include those perspectives in their communications moving forward. There is no place for assumptions when discussing race related topics.

- Our County is making an effort to provide a diverse, equitable and inclusive work and service environment. We have a long ways to go.
- Hire more diverse group of people if they are good for the applied job
- We can always do more.
- The Public Defender is at the forefront of such efforts.
- I'm interested in better understanding the strategies we use to recruit and retain diverse staff at an HR level. I'm confident that we use strategies to do this, but have no idea what those are. Thanks for the great survey!
- I wish we could put an emphasis on hiring at least 1 man working as a supports coordinator (aide) to meet the near 1/2 our clientele population. We have always had 1 man on our team, until the last one left & was just replaced by a woman. Families and consumers really love and identify with having a male role model. I feel the same true for ethnic groups.
- I think it needs to be address as a trickle down effect. We cannot be expected to work inclusively if we don't see the leadership of the company equitable and inclusive.
- Share hiring process and how it draws in and provides equitable opportunity for minorities.
- As a hiring manager, I would like to have more ideas/assistance on how to reach a more diverse group of perspective staff when hiring; including the job posting, where to post, questions...I would welcome feedback in this area. Thank you!
- I am aware not all departments will have similar answers to me, but working in the DEI office offers me great opportunities to have an inside look at all of these subjects.
- I think out office would benefit from having the ability to converse with other cultures. Sometimes we receive calls and the person on the other end of the phone does not speak English. It is very expensive to call the language line and many times it is not for our department anyway. Most of the time it is for FOC. I think all departments would benefit with a main line for people who do not speak English and that call could be screened and sent to the appropriate department.
- Being respectful of all views even if they differ.
- in regards to #5, I think it important the County use vendors that give the best terms and prices for County business.
- Although I encourage diversity as I am of a minority race, I also believe it is important we include EVERYONE and not give preferential treatment over others because of race. It should always be EQUAL, not treating one more inclusive over others. As the Constitution states, ALL MEN (and women) ARE CREATED EQUAL. My personal experience is that once one race is given preferential treatment over others, that can create animosity toward that particular group.
- I believe that Ottawa County strives to provide the best services available regarding diversity, equability, and inclusion.

- I feel that although the county is working to improve this, they are too focused on a specific ethnicity and trying to make sure that we have signage/handouts in their specific language, while not taking into consideration all of the other languages/cultures that are in our county. We cannot put our focus on one group of people and ignore others or we are creating a bigger issue. If we are going to change signage we need to take into consideration all the languages spoken within our county. By focusing our attention on one specific culture we are alienating several others.
- Our department has these values already ingrained in our organizational culture. Our accreditation looks for cultural elements of inclusion, equity, and person-centered services. We are required to offer translation services to consumers seeking services and our staff are required to take cultural competency training including annual updates and refresher per our accreditation and audit requirements.
- I believe Ottawa County is going in the right direction with adding the DEI department.
- I'm new to the organization, so that may explain why I lack knowledge on some of these questions.
- It would be nice to add some diverse nursing staff.
- I am very concerned about the DEI director's very biased websites she had posted on her county web page that brought a very negative view of law enforcement. She has not engaged the Sheriff's Office or any other agency in the county.
- I feel that being of Hispanic origins hinders the ability to move forward and allow growth. Instances of speaking in a bilingual language to assist other employees is frowned upon, as others take it as rude comments. I've heard admin staff regard people of color, as people that look like that while pointing out a Hispanic employee and it's truly disheartening especially working for the county of Ottawa. I feel that my supervisor is great with helping us all mesh together but my manager does not follow the same mentality, I feel singled out.
- The District Courts should have on staff (even county wide), sign language, Laotian, and Spanish Interpreters.
- The move to all online apps and no county provided internet application access may limit Hispanic applicants who have less access to traditional computers and internet.
- Ottawa County stresses the importance of diverse perspectives and makes sure its employees are aware of the need for cultural competency and the ability to provide services to people of different cultures and backgrounds.
- Keep up the good work!
- As someone who was raised in a much more diverse and inclusive community, it is promising to see Ottawa County recognizing that a more diverse workforce will improve our community overall.
- I am a big fan of diversity, however, I believe we forget important factors when discussing diversity. I'd like to see a committee that also has a farmer, a person who grew up in a trailer park, a person who grew up in the city, a poor person, a rich person, an average person, a person from working class poor, working class low, working class middle income and working class high income, a factory worker, a garbage man/woman, a gang member, a criminal, an alcoholic, a drug addict, a

republican a democrat, a libertarian, a straight person a gay person, a transgender person, etc.... I believe we get lost in some of the obvious ways to interpret diversity and forget that among all humans, diversity in lifestyle plays a HUGE factor in the comfort level of the general population to embrace unity.

- I'm not really sure what this department is supposed to do. I believe diversity, equity & inclusion should be part of the training to the leadership first then organically grow to the directors & stem from within each department as opposed to having a specific department for DEI.
- First of all, I do not see the value in the amount of money spent on the position of DEI director. Several years ago we participated in Disney Way training, one of the premises of that training was treating everyone fairly "the Golden Rule". The vast majority of the men and women I have worked with have made a career out of treating people fairly, making people feel they belong, all while putting their life on the line for the citizens of this county. Recently, it was discovered that our DEI director had (in my opinion) offensive anti-law enforcement articles linked as resources to the county DEI page. I believe this link has been taken down, however in my long tenure as a county employee that was the first time I felt "attacked" by another employee. The links were the typical far left winged "false narrative" propaganda. After viewing these articles I could not help but asked the question, is this "where I belong"
- On the law enforcement end of Ottawa County business. Our current situation is unprecedented. Politicians, minority community, news outlets keep beating us down and telling us that we need to change, we need to be accepting, to de-escalate, to train to take full responsibility for all of the "systemic racism". We need to educate the public that they need to take responsibility for their actions. We have trained and trained and made very aware of the "concerns" the minority community has. They need to learn to follow the law, be courteous, maybe read up on what the actual law is. Raise their children properly and teach them to respect. We have a great set of employees here in Ottawa County. I have not seen any one in 29 years treat any one poorly because of race, religion sexual orientation etc. I'm sick of being told I'm a racist simply because I'm a white, Christian male who goes to work to serve the public. We need programs to get the minority community to understand there are consequences if you break the law. That if you get stopped for something you were probably speeding etc. You don't need to be disrespectful. We have high standards here. We treat people well. We need to educate (some) of our Ottawa County citizens to not be discriminatory.
- I have no idea what my department does to become more diverse
- I think we need to recruit Spanish speakers and people of color much more heavily than we do. We have very little representation of either in the departments I see and our community has a much higher representation.
- Recognize LGBTQ in matters of County employee legalese
- Training has provided answers and education on this topic in the past. Always good to continue training and learning in the future.
- I understand and support the need to be diverse & inclusive within our departments. However, specifically seeking out minorities and minority businesses to partner with just based on them being minority leads to excluding or turning away non-minorities. This can put non-minorities/non-minority businesses at a disadvantage and lead to non-minorities/non-minority businesses to be excluded. In the current political/social environment it's important to make everyone feel they have equal opportunities for hiring, promotions, etc. So much is being driven by the media right now, the county should be cautious to not disenfranchise it's non-minority employees & public in their decision making. Again, I fully support DEI goals & efforts, but there must be a healthy balance.

- While it's important to have diversity in the work environment, more importantly is a person of great character and ethics and whether they have the best qualifications for the job.
- I'm sure as far as my department, there's more + aspects that are contributing to DEI work being done, but I'm unaware of it. Again, even with my team, I'm sure there's more + aspects that I'm not realizing, and are unaware of the bigger picture of how we fit into our department and as a whole within Ottawa County. As far as working towards a goal. For example: We surveyed Ottawa County with the Needs Assessment. But I personally don't feel that our team changed a whole lot to make sure we emphasized those needs. I feel we might cover them if asked specifically with a client, but the client may not know what or how to ask. It's hard to explain without stating the department and team.
- As a member of the Latino community I am proud to work and live in Ottawa County. With the continued efforts of the CIC and DEI office I believe that Ottawa will continue to be a leader for a diverse, equitable, and inclusive work environment.
- open conversation regarding ways to grow in inclusion and diversity in our activities in detention, talking with each other rather than online trainings that few invest themselves in.
- I would like to see Ottawa County continue to hire individuals of different cultural backgrounds. There are some departments within OC that are not very diverse in staff and do not represent the diversity that makes up Ottawa County.
- Overall I'm glad the County is taking these steps and I hope everyone buys in and learns something new
- Reasonable access to translators which is not happening. It is nearly impossible to speak with a person who does not use English. Translation line is not helpful. We have no way of communicating with a person who uses sign language and her treatment is in the community...There are people outside of the bus routes that have no transportation options to get to appointments. This has also been known for years and no changes have been made. We have cultural competency trainings and all of that is common sense. When it comes to the day to day actual issues, we are lost on how to deal with them. What is it really like to live as a POC in Ottawa County? Are there people living that life that could educate us? Is there some way of bridging the gap between American and Asian culture in these AFC homes because people on the ground level are not able to make it happen. Trainings are fine but the day to day of how to make it happen just is not there.
- I think it is great the County has recognized the importance of DEI. I am excited to see what changes we will see as we more fully embrace DEI.
- Continue to provide classes to further my understanding of different cultures.
- I will do my part to make every person feel important. Not just the folks with diverse backgrounds. All lives matter. Also on a side note- I should have completed this survey prior to the governors latest EO. I am feeling quite negative as a result of her ignorance.
- even something like application fees or access to technology can be barriers in providing services
- The new office is a great start but I'd love to see our government look more and more like a cross-section of the population we serve as I feel that is the best way to ensure we are providing for all population groups.

- It would be great to know that Ottawa County has in place a diverse interview panel in place to conduct interviews of potential candidates for all county department, courts etc.
- The career pathway question was difficult to answer and seemed out of place to me.
- Equity, inclusiveness, and removing barriers are goals we should promote and strive towards and will hopefully (barring other non-related barriers) lead to diversity. Forced diversity through targeting specific ethnicities over others is a short cut that I believe negatively impacts the other goals of removing barriers, equity, and inclusiveness.
- Focus groups, town halls, public forums that actively address this topic on a regular basis and actively reach out to get a diverse representation of participants
- The biggest hurdle in my experience is language barriers - it's hard to give ANY customer service in these situations and if very frustrating for the customer and employee - it's hard to show you care and want to help when you can't even communicate.
- We do not have anyone on staff to help in our department when we have a customer who is not an English-speaking native. We have had issues with speakers of Spanish and Asian languages who we were not fully able to communicate with.
- Why take so long?
- I believe Ottawa County already does a great job dealing with diversity within the community. Keep up the good work...
- This may already occur, but I would encourage a periodic meeting or panel discussion with frontline service and field staff about county services and resources and how appropriate or accessible they are to individuals and groups that are at risk of vulnerability to lack of access or understanding. Public Health community health workers would be a good example of a team that can help inform administration on improving DEI in resources and services.
- I believe that in its attempt to be culturally diverse and equitable Ottawa County's only focus is with the Hispanic/Latino population and does not focus on other cultural groups whether it be African American, Asian, homosexual, transgender, poverty. etc.
- Ottawa County provide a great DEI trainings to employees
- When talking DEI, I feel people with disabilities surprisingly get left out a lot, and the focus is more on race/minorities. This is especially evident when trying to accommodate and include those individuals with visual or hearing impairments. This is on both a client and staff level.
- Although my department does a great job of asking for public input, it rarely invest resources/energy to mitigate for barriers that reduce the perspective from people of color or differing economic status. Although the County states that it values DEI, my experience within my department (and have observed a few others departments) does not reflect the County's vision.
- I am a relatively new employee and I think Covid has altered some normal practices (regarding awareness, training, etc.) so I am not sure what the 'normal' answers might be.

- Ottawa County's efforts to provide a diverse, equitable and inclusive work and service environment for staff and the public are going well.
- Continue this valuable work, keeping everyone in mind!
- Get DEI more involved with the Sheriff's Department.
- I recommend checking out Of/By/For/All. I attended Nina Simon's workshop on of/by/for/all. Below is the link: <https://www.ofbyforall.org/resources>
- I think that our diversity and inclusion/cultural competence training should be more in depth than an online module. If we are committed to creating a culture of diversity, inclusion and equity, there should be opportunities for dialogue, not simply completing a training.
- I feel like many of my co-workers and the public don't see the need for a DEI office as "there's really no problem here in Ottawa County" is a common phrase I hear when DEI topics come up. It would be helpful to have a yearly, mandatory training about implicit bias for county employees and perhaps open up a session to the public for those interested? I understand we won't change everyone's opinions, but even learning about DEI topics could help!
- Have resources available in other languages
- I am glad we are taking this survey
- Provide an education course to improve communication with the Spanish speaking population with an on-line option that does not require classroom training.
- Not at this time, you guys are doing excellent job.
- Possibly a shuttle service due to the rural location of the Circuit Court/Juvenile Detention Center for lower income individuals.
- I believe we are all learning and growing. I find value in learning about other races, cultures, etc. and ways that I can be more inclusive.
- continue doing what you're doing!
- I appreciate the work the DEI department is doing to improve the county culture regarding the DEI. It would be great if you schedule regular training about DEI.
- It would be helpful to have an available employee who spoke Spanish. None of my current coworkers speak Spanish.
- The input and feedback of community members regarding the work that we do is necessary and invaluable!
- Diversity goes all ways. White people aren't always the ones discriminating. I say that because it seems like there's an underlying implication that white people are the majority of the problem but I think it's a complex systemic issue. I just wanted to have that kept in mind as diversity is pushed and pushed to the point of being down our throats sometimes.
- The Board of Commissioners members doesn't appear very diverse. It is all men, and they have all been on the Board for many years.
- I would like to see more education regarding age discrimination, and working with and supporting individuals from different generations.
- make diversity training mandatory for all employees

- Continue to promote DEI across the entire county organization and our communities.
- Ottawa County has been one place that I have worked that I can honestly say is diverse and makes an effort to remain that way. At least in my department. Other places that I have worked, talk about diversity and inclusion, however their hiring practices show differently.
- I think that Ottawa County should continue to hire those that speak multiple languages.
- Seems they try hard to value everyone.
- I feel that we are heading in the right direction.
- I have seen the county make great strides in the last several years to make us a diverse population of employees and how we think about the diversity in our civilian population. I know more can be done, but feel we are on the right path.
- Since many services are located out in West Olive I feel the County does not help people with limited income enough . Many are from minority groups that do not even have bus service available to them to get out to the Fillmore Complex . It is over \$20 each way and I have tried to bring this up in the past and was told the County could not do anything to improve the situation . I feel more could be done .
- Promote use public of self serve kiosk to check into facility, find services, order services etc.
- Ageism and/or the inability to use a computer is impeding some of our resident's access to service especially now that we are in a middle of a pandemic. We must find creative ways to assist the elderly when they have no family nearby to help them with a computer. We have one computer set up in our office for the public to use to access our website and fill out electronic forms, but the elderly need someone to actually do it for them.
- It would be helpful to have a "Neither Agree nor disagree" line in the survey.
- I think good groundwork is being laid.
- For question 14 I agree but would like to know how / where I can improve on this item.
- I think that meetings and allowing us to meet other departments is a great way practice and bounce ideas off one another. It would help to create a more inclusive work environment.
- More trainings would be helpful
- Training in cultural competency in that past was great. On-going classes when possible will be important to have available - as refreshers for staff and for new staff. And made available to take more often.
- I think we are already doing a good job, but it's good to reevaluate what we are already doing and see if there is room for improvement.
- it is great that we are taking steps in this direction

- Ottawa County is headed on the right course of action and needs to continue on this path.
- Ottawa County is on the mark in providing great service across the board.
- Regarding question #5. It is important to do so, but I believe doing so simply for the sake of doing so is unnecessary.
- Workshops to learn about the DEI efforts in the private and non-profit sectors in Ottawa County. Many of the larger businesses have staff from India and China (Asia region) or outsource work to that region. Personally, I have no idea what effort is made in our county to welcome foreign nationals / immigrants (who are non-hispanic or black) into our community and to educate our community about their culture, language, food, etc.
- I'd like to think the county is doing it's best in regards to being inclusive. I think there should be more communication to employees to give awareness of the efforts the county is making.
- Language diversity in signs around the buildings
- Need to engage the general public of Ottawa County in some type of dialogue or conversation in regards to their opinion on the county's service environment.
- While I think it is important to ensure that women owned and POC owned contractors are aware of opportunities to bid on jobs, I believe that ultimately, the decision about who to award the job to should be based on who will do the best job, not the color or a person's skin or their gender.
- My department has a real problem in this area. Insensitive comments around race, sexuality and disability are not uncommon and go unchecked. I do not feel empowered to speak out as I feel I am in the minority of those made uncomfortable. In addition, the county's efforts to improve DEI are scoffed at. I am relieved to be working from home during this time of racial reckoning following the killing of George Floyd as I feel the comments would be even more ramped up.
- Use our common sense and treat other with respect
- I think we can go overboard with simply using a minority-based service because it is a "minority" based service. What's the best service available? That's the one we should be using! Not simply because it's a minority-run or women-run business. It's discriminating! Also I don't think you give the right choices in answers... always have to agree or disagree? No other choice? Really?? Not the best format for answering a survey. It doesn't make me feel comfortable with answering but yet an answer is expected. Waste of time!
- Keep up the good work :)
- I hear a lot about the DEI efforts in Ottawa County and I think DEI is important work. However, I feel it is more for show. So that the county can look like they care about DEI. I don't think there's much backing beneath the surface. The director of my department uses accents and gestures that are blatantly offensive to minority people as an example. That behavior does not belong in the work place.
- I believe I work in the oldest and least diverse department in the county. I hope steps can be taken to improve the diversity among the staff in the near future.
- Nurses in public health have paid family sick time which covers ill/injured children (up to age 18) and spouses; this benefit is inequitable for childless nurses and/or

unmarried nurses. Also, the OC hire/fire/harassment policy does not contain protection for sexual orientation.

- When creating brochures, annual reports or anything promoting the county or our services try to include photos of people of other cultures and ethnicity besides only Caucasian. Make people feel "Where you Belong" like our logo states.
- Regarding #9, it is difficult to respond the way this statement is expressed. We consistently consider ways to remove barriers to services for our clients of color, but often, we do not have the resources, e.g., to interpret legal forms in multiple languages, providing transportation (a long-standing, complicated issue for West Olive's campus), etc. We do the best we can and accommodate where we are able. Perhaps the best thing is our staff are acutely aware about the presenting barriers and issues. However, it is difficult when no one can resolve all the issues that create barriers to the best possible level of service for all involved.
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- Also, it is helpful to note it appears women are being included in this effort. I have witnessed gender bias throughout my career at every level and one that seldom gets addressed, even though women represent the largest sector of the work force these days. Professionals/people need to understand the critical neurobiological differences and how they apply to the work environment, toward a better understanding of each other and how stereotypes negatively impact performance, contentment, productivity, etc. in the work place. This sounds like a DEI challenge to me!
- I've committed to the diverse author's book reading this year. I'm relatively new to the County but would like to be emailed and informed on other cultural events that are going on in Ottawa County, both our organization and in the public.
- Ottawa County needs to stop focusing on diversity based solely on skin color, gender, ethnicity, etc and focus on diversity of THOUGHT. Quit stereotyping someone's experience based solely on what they look like. You discount so many people by doing this People of the same ethnicity can have drastically different experiences than people with the same ethnicity. African Americans can have drastically different experiences and backgrounds than other African Americans. Stop focusing on "increasing diversity" based solely on trying to be inclusive of people who don't look the same and start focusing on experiences and values. Just look at who HR puts on the their department website for hiring. 3 of the 4 employees shown are minorities. Clearly they are trying to focus on hiring not white people, as less than 12% of the employees here are not-white. As long as you "look diverse" aka not white, you must be a good employee or candidate and therefore they are going to hire them and then put them on the website to show how committed to diversity they are. Diverse people don't make up a good employer or workforce. Diverse thoughts, ideas, and opinions, along with shared values do.
- while not diverse, the staff is accepting and culturally inclusive. Administratively... NOT SO MUCH.
- We work with a very diverse community (including race, ethnicity, ability/disability, etc.) but we severely lack diversity in our workplace. We are a department of mainly women but it is mainly white women. I would love to see more diversity in the workplace. I feel it would benefit not only us but also our consumers.
- The work status question below is worded poorly. Most employees are full time/ hourly, which is not an option.
- Continued effort to be trained in Cultural Diversity through Topyx is also promising. Our department heads told us to complete those trainings. Now we need more hands on cultural sensitivity projects to put in practice our knowledge. Part of my education included volunteering at a predominantly poor black community summer outreach program working with children and youth. I learned sooooo much that summer. I also participated in the Healing Racism one day as well as weekend

training. But those were through my church and again, for school. These may be wonderful training opportunities for OC employees.

- I feel like Ottawa County has always been a fair and equitable community and workplace. I feel that that additional resources spent in this area are not well spent, but more political. We should stay focused on all the residents and not allocate special funding for only a portion of our population.
- Characteristics of a good employee for Ottawa County would be one having integrity, excelling in content area, hard work ethic, and compassionate.
- Greatly needed! Maybe changing demographic labels like White to Caucasian. I know some African-American people that look fairly white.
- As an organization, we need to keep in mind that our customers are both external and internal. The feeling of belonging needs to be adapted within our own programs/departments before we can truly be supportive to our external clients. It begins at our own work space!
- Question 5 (MWBES)? why wouldn't we pick the best contract for the job. It should not matter male/female/black/white..... don't make things about race and gender! THATS THE PROBLEM!!!!!!
- I can see some diversity in entry level jobs but not in supervisory/department lead positions
- I think we value DEI but are often very reluctant as an organization to fully embrace it- we like the idea of it, but repeatedly fall short in action. Creating the DEI Office, while commendable, is not the only solution nor the example we should be providing to show others we're doing a good job. True DEI work requires all of us to buy in. I think as an organization we can do a better job of recruiting diverse individuals (for non-entry or higher level/higher skilled positions), ongoing and required education of employees, systematic evaluation of programs and services, and increasing the diversity of community member representation in decision-making groups. Our Board does an excellent job, but what would it look like for them to actively seek an individual who looks and thinks differently than the majority? If we want everyone to feel like they belong in Ottawa County, then we need to work to make sure everyone feels represented in Ottawa County.
- It seems as though there are multiple, parallel efforts to address DEI among Ottawa departments and programs. I would encourage a more efficient, cohesive approach.
- The county seems to be moving in the right direction to meet these goals. From my stance, the focus is more on the public than on an internal quest.
- Policy matters from the top down. Work needs to be done from the top so that "regular" staff as well the public can feel safe no matter the political climate of the majority. This includes the employees hired and retained as well as assessing why they leave. Anti discrimination policies posted online are reviewed by prospective employees, especially minorities who need reassurance about job safety in potentially hazardous/unsafe communities. Surveys matter but policies speak louder.
- Would like to see my department's staff more accurately reflect all of the populations we serve (ie, African American).
- No special treatment for anybody besides the obvious for handicapped persons or language barrier issues.
- I think most people I work with agree that Ottawa County needs to provide a work environment that is inclusive for everyone in the county, but until we have leadership from diverse backgrounds (culturally, ethnically, primary language, educationally, etc.) then I'm not sure we will be able to fully achieve that goal. I think just as we emphasize professional competence, we need to do more to emphasize cultural competence and seek out opinions from the community from people who

might otherwise not come forward to complain/give suggestions.

- I think overall, we serve the community with regards to DEI effectively.
- I feel that the county needs to pair with businesses that best fit our goals, not by who owns them.
- Please consider adding an additional answer in any future surveys you may send. There were many questions within this survey that I felt like I could not respond to accurately because I did not agree or disagree with the statement/question.
- I believe in a more simplistic way of thinking. The right person for the job, regardless of race, sex, color, sexual orientation. I don't believe any of those should be included in the decision to hire someone. If they have the right skillset, mindset for the position - that's who should get the job.
- It would be nice to see other resources available in other languages. I also think having more diverse employees involved in planning and improvement meetings. That would be a great way to gain perspective.
- I would really love to see more Spanish courses so I can continue learning to provide great customer service for those whose first language is Spanish. We serve a wide range of people, and we depend on Sarah from HR to help us translate questions and answers. I honestly would love to be paired with a Spanish speaker in the County to try to communicate daily with someone who speaks Spanish so I can continue to work on the language. I really loved the Implicit Bias Testing through Topyx (though I have only attempted one of the biases listed) and think this may be a great resource for the current climate.
- Keep doing what we are doing now
- My department provides internal service to the county, and does not provide service directly to the public. Our interactions to the public are limited to vendor interactions. Many of the questions do not apply. I did respond "I don't know" to many of them because I do not actually know if we have a strategic plan about interactions with the public, but I am not sure it is necessary due to our lack of service to the public.
- I do not believe that the OC should contract with specific groups because of political or social calls but rather contract with the most qualified period.
- I would like to see female representation on the Board of Commissioners. Currently no county commissioners are female, to the best of my knowledge. More diversity on the board as far as race and ethnicity would also be positive. Leadership and setting an example needs to start at the top levels.
- I do not feel that our current makeup of staff accurately reflects our county demographics. We have struggled to hire a diverse workforce. I wish that Ottawa had less of a reputation as a conservative, white, CR area. I love living in Ottawa but do not feel it reflects a very welcoming attitude towards alternative beliefs.
- There is a wide variety of perspectives and knowledge on the importance of DEI. Also, the organization does not know how to mobilize and take action on the stated value of DEI.
- Sometimes I wonder what a diverse and equitable department would look like in terms of staff. We skew heavily white, but we are also located in Holland, so I do not know how reasonable it is to be able to hire a lot of people from different backgrounds. But I think we could do better.

- there is a lack of spanish/other language county resources for things like VIP and AHSE classes, along with community service!
- It may be helpful to have skilled people facilitate conversations about the recent Black Lives Matter protests with teams
- Attention should also be given to religious diversity and inclusion.
- In reference to question 5, I feel the County should subcontract with a business that best suits the needs of the County, and not base the decision on the ethnicity or gender of the entrepreneur.
- There is a clear preference for non-Caucasians in all aspects of the Courthouse.