



# Agenda

**ADVISORY COUNCIL ON  
EQUAL EMPLOYMENT OPPORTUNITY**  
October 28, 2022  
9:30 a.m. – 11:30 a.m.  
(Virtual Web Meeting)

To slow the spread of COVID-19, the ACEEO meeting will be accessible via Zoom as permitted by Government Code section 54953 (e). The Public may observe and participate in the Virtual ZOOM Meeting by calling in using this Phone Number and Meeting Id:

Below is the link to the meeting for visual/audio:

**JOIN ZOOM MEETING**

Join from PC, Mac, Linux, iOS or Android: <https://cccounty-us.zoom.us/j/86701713701?pwd=VUREdjN4a05lWVQ2MzBwYzQyeXlyUT09>

Or Telephone:

Dial:

USA 214 765 0478

USA 8882780254 (US Toll Free)

Conference code: 684505

To indicate you wish to speak on an agenda item, please raise your hand in the Zoom app when your item is called.

The objective of the ACEEO is to help build an inclusive workforce in an environment that fosters dignity and respect for the individual.

Eric Maldonado, Chair

Amrita Kaur, Vice Chair

**Agenda Items:**

Items may be taken out of order based on the business of the day and preference of the Committee

• Introduction / Roll Call	9:30 a.m.
• Public Comment	9:35 a.m.
• <u>Action Item</u> Review and Approve the August 26, 2022 and September 23, 2022 Minutes	9:40 a.m.
• <u>Action Item</u> Speakers – LaKisha Russell & Linda Farmer, Human Resources Professional and Organizational Development Analysts	9:45 a.m.

<ul style="list-style-type: none"> <li>• <u>Action Item</u> Review, Discuss and Approve SBE Sub Committee Findings and Recommendations</li> </ul>	10:30 a.m.
<ul style="list-style-type: none"> <li>• <u>Action Item</u> Discuss and Vote for 2023 ACEEO Chair &amp; Vice Chair</li> </ul>	10:45 a.m.
<ul style="list-style-type: none"> <li>• <u>Action Item</u> Discuss Latest County Workforce Data</li> </ul>	11:00 a.m.
<ul style="list-style-type: none"> <li>• <u>Action Item</u> Discuss EEO 5-Year Plan</li> </ul>	11:10 a.m.
<ul style="list-style-type: none"> <li>• <u>Action Item</u> Discuss ACEEO Open Seats and Member Seats Expiring in November 2022</li> </ul>	11:20 a.m.
<ul style="list-style-type: none"> <li>• Roundtable Discussion/Public Comment (3-minute commentary limit)</li> </ul>	11:25 a.m.
<ul style="list-style-type: none"> <li>• Adjourn</li> </ul>	11:30 a.m.
<ul style="list-style-type: none"> <li>• <b>The next ACEEO meeting is scheduled for November 18, 2022</b></li> </ul>	
<p>The ACEEO will provide reasonable accommodations for persons with disabilities planning to attend. Contact the staff person listed below at least 72 hours before the meeting.</p> <p>Any disclosable public records related to an open session item on a regular meeting agenda distributed by the County to a majority of members of the ACEEO less than 96 hours prior to that meeting are available for public inspection at 2530 Arnold Drive, #140 during normal business hours.</p> <p>Public comment may be submitted via electronic mail on agenda items at least one full workday prior to the published meeting time.</p>	
<p>For Additional Information Contact: Antoine J. Wilson Equal Employment Opportunity Officer Phone (925) 335-1455, Fax (925) 500-0086 antoine.wilson@riskm.cccounty.us</p>	
<p><b>ACEEO Members:</b></p>	
Vacant: Labor-Trade Member Seat	Vacant: Business Member Seat
Allwyn Brown: Committee Member Seat #1	Roosevelt Gipson, Jr.: Education Member Seat
Angela Malala: Community Member Seat #2	Mark Pighin: Disability Seat
Eric Maldonado: Community Member Seat #3	Fabiola Quintero: Union Member Seat #1
Miguel Mauricio: Community Seat #4	Vacant: Union Member Seat #2
Lara DeLaney: Management Seat #1	Leonard Ramirez: Veteran's Seat
Amrita Kaur: Management Seat #2	

## ADVISORY COUNCIL ON EQUAL EMPLOYMENT OPPORTUNITY MEMBERS

### LABOR-TRADE MEMBER SEAT

(VACANT)

Appointed: October 20, 2020

Expires: November 30, 2023

### COMMUNITY MEMBER SEAT #1

Allwyn Brown

Appointed: February 9, 2021

Expires: November 30, 2023

### COMMUNITY MEMBER SEAT #2

Angela Malala

Appointed: October 20, 2020

Expires: November 30, 2023

### COMMUNITY MEMBER SEAT #3

Eric Maldonado

Appointed: June 21, 2021

Expires: November 30, 2022

### COMMUNITY MEMBER SEAT #4

Miguel Mauricio

Appointed: April 12, 2022

Expires: November 30, 2024

### MANAGEMENT MEMBER SEAT #1

Lara DeLaney

Appointed: October 12, 2021

Expires: November 30, 2022

### MANAGEMENT MEMBER SEAT #2

Amrita Kaur

Appointed: October 12, 2021

Expires: November 30, 2024

### BUSINESS MEMBER SEAT

(VACANT)

Appointed: May 14, 2019

Expires: November 30, 2024

### EDUCATION MEMBER SEAT

Roosevelt Gibson, Jr

Appointed: December 1, 2019

Expires: November 30, 2022

### DISABILITY SEAT

Mark Pighin

Appointed: December 1, 2019

Expires: November 30, 2022

### UNION MEMBER SEAT #1

Fabiola Quintero

Appointed: April 12, 2022

Expires: November 30, 2024

### UNION MEMBER SEAT #2

(VACANT)

Appointed:

Expires: November 30, 2022

### VETERAN'S SEAT

Leonard Ramirez

Appointed: April 12, 2022

Expires: November 30, 2024

### STAFF TO ACEEO

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Equal Employment Opportunity Officer

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(925) 335-1455

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Piedad Fracasso

Clerk-Experienced Level

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[Email Piedad Fracasso](mailto:Piedad.Fracasso@aceeo.org)

**TO:** Sub-Committee on Small Business Enterprises Program  
**FROM:** Miguel Mauricio  
**DATE:** 10/14/2022  
**SUBJECT:** Recommendations for Contra Costa County Small Business Enterprises Program

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## **I. Summary of Recommendations**

- A. Increase the SBE program applicability threshold for purchasing and professional/personal service contracts from \$100,000 to \$200,000, or some higher limit, in order to provide more small businesses contracting opportunities with the County.
- B. Increase local bid preferences from 5% to a higher percentage for SBE bidders on County contracts.
- C. Create a guide for applicants to follow in order to make it easier to apply for County contracts.
- D. Recommend including census tract data in analysis of contracts awarded.
- E. Require contractors that receive government contracts and do not qualify as an SBE to set aside a portion of their subcontracts for SBEs.
- F. Improve contract tracking efforts in order to hold non-SBE contractors accountable for subcontracting requirements. Also improve tracking efforts to improve data collection.
- G. Analyze E-outreach program to guarantee maximum outreach.
- H. Increase outreach efforts via social media and other means, in order to connect more potential SBE to government contracting opportunities.

## **II. Deep Dive on Recommendations**

- A. *Increase the SBE program applicability threshold for qualifying small businesses to \$200,000, or some higher limit in order to provide more contracting opportunities to more small businesses.* Currently, the Small Business Enterprise (SBE) Program applies to: (1) County-funded construction contracts of \$100,000 or less; (2) purchasing transactions of \$100,000 or less; and (3) professional/personal service contracts of \$100,000 or less.<sup>1</sup> The most recent reports on the County's progress of awarding at least 50% of contracts to small businesses through the SBE program annually shows that the County continues to miss their goal.<sup>2</sup>

For example, for all 334 professional/personal services contracts, 149 went to SBEs – 46.4% of all contracts for the category.<sup>3</sup> For purchasing transaction contracts, 313 of the 1021 contracts awarded, or 21.2%, went to SBEs.<sup>4</sup> The only category of contracts that met the 50% benchmark was the category of construction contracts, which awarded 100% of its

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<sup>1</sup> <https://www.contracosta.ca.gov/4517/Small-Business-Enterprise-Programs>

<sup>2</sup> Cynthia Shehorn (Procurement Services Manager), Memo Relating to Small Business Enterprise, Outreach, and Local Program Report for July through December 2021 (Mar. 21, 2022).

<sup>3</sup> *Id.*

<sup>4</sup> *Id.*

contracts to SBEs.<sup>5</sup> However, there were only 3 contracts in total for that category. Nonetheless, the biggest takeaway from the most recent data indicates that the County is not meeting its own imposed goal.

One way to help the County get closer to reaching its goal, while giving SBEs in the county a better chance to be awarded a County contract, would be to increase the contract limit as suggested above. Considering the increase in the cost of goods and services since the pandemic began, along with inflation, small businesses in the county could benefit from these contracts, while also helping the County reach its goal by potentially attracting new small businesses in the County.

- B. *Increase local businesses bid preferences from 5% to a higher percentage for SBE bidders on County contracts.* In order to meet the County's goals under the SBE program, the Board of Supervisors should consider increasing the bid preference to a higher percentage, such as 7% or 10%.

Currently, for opportunities exceeding \$25,000, the Local Business Preference Program allows for local businesses to submit a new offer if within 5% of the lowest bidder.<sup>6</sup> In the most recent report, there were no instances of the Bid Preference utilized in this reporting period.<sup>7</sup> Perhaps increasing this number would place small businesses in the area in more competitive positions when applying for contracts. At the very least, this would increase the likelihood that SBE bidders receive a government contract in scenarios where they are close to the highest bidder, which would get the County closer to its 50% goal.

- C. *Create a guide for applicants to follow in order to make it easier to apply for County contracts.* The current [website](#) is simple and straightforward.<sup>8</sup> This is very good in my opinion. Sometimes government websites can be difficult to navigate or overly complex. However, I would add a guide for each of the programs listed on the SBE website, or a general guide for all the programs, for applying for a County contract pursuant to the SBE program.

Although the website is easy to navigate, it does not give enough direction to applicants who want to apply to the program. [Alameda County has a guide](#) for its program, but it is far too long and complex. A guide for applicants should be straightforward, easy to read, and relatively short. It should also be in multiple languages.

- D. *Recommend including census tract data in analysis of contracts awarded.* It would be helpful to include data on where exactly small businesses from Contra Costa that apply and receive government contracts are from. One way of collecting this data would be to

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<sup>5</sup> *Id.*

<sup>6</sup> *Id.*

<sup>7</sup> *Id.*

<sup>8</sup> <https://www.contracosta.ca.gov/4517/Small-Business-Enterprise-Programs>

disaggregate data by census tracts within the county or look at the various municipalities where small businesses are applying from and receiving County contracts.

This would help us, as well as the County, answer questions such as: are small businesses from one part of the county overwhelmingly applying for County contracts? Is there a disproportionate allocation of contracts to small businesses from one census tract or municipality? Having this information would help us, and the Board of Supervisors, have better information to create policies around awarding contracts. Moreover, this information can help the County advance the cause of equal employment and contracting for everyone living in the county.

- E. *Require contractors that receive government contracts of a certain threshold and do not qualify as an SBE to set aside a portion of their subcontracts for SBEs.* Alameda County requires this of their non-SBE contractors (“County purchases over \$25k from non SLEBS require a minimum 20% SLEB participation.”). This is a good way to help small businesses thrive in the county and for the County to meet their goals of awarding a certain percentage of County contracts to SBEs.
- F. *Improve contract tracking efforts in order to hold non-SBE contractors accountable for subcontracting requirements. Also improve tracking efforts to improve data collection.* Alameda County tracks their contract awards in a centrally located database.<sup>9</sup> They use this tracking system in order to have good data to make better informed policies and decisions and to hold contractors accountable. For example, if a contractor was awarded a County contract, but the contractor did not comply with all of the requirements that the County imposes on contractors, the County could use their tracking process to make sure that the contractor is not awarded a contract next time. Contra Costa should reevaluate its tracking policy and institute reforms to achieve similar goals.
- G. *Analyze E-outreach program to guarantee maximum outreach.* The e-outreach system is an effective way to reach out to small businesses in the county. However, to truly analyze the program’s impact, we recommend disclosing more data to determine if the system is reaching out to as many small businesses as possible.

For example, the current data in reports only discloses how many businesses that are contacted via this program actually apply for a County contract, but it does not disclose how the process of outreach occurs, which small businesses are contacted, or how small businesses are included in the outreach process to begin with.<sup>10</sup> This disclosure of

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<sup>9</sup> Meeting with Alameda County Procurement Administrator Detra Dillon on 8/30/2022.

<sup>10</sup> Taken from the March 2022 report mentioned above: “E-Outreach Report: In order to encourage the use of small, local, and disadvantaged businesses, the County’s E-Outreach Program requires bids and Request for Proposals greater than \$10,000 to be solicited online. For this period, there were 34 bids totaling \$20,072,078 that fell within the parameters of the program. The data specific to electronic solicitations is developed and provided by the Purchasing Division of the Public Works Department and reflects outreach to small, women-owned, minority-owned, local, disabled veteran-owned, and disadvantaged business

information would give the County better data to work with and provide a better picture to base future policies on.

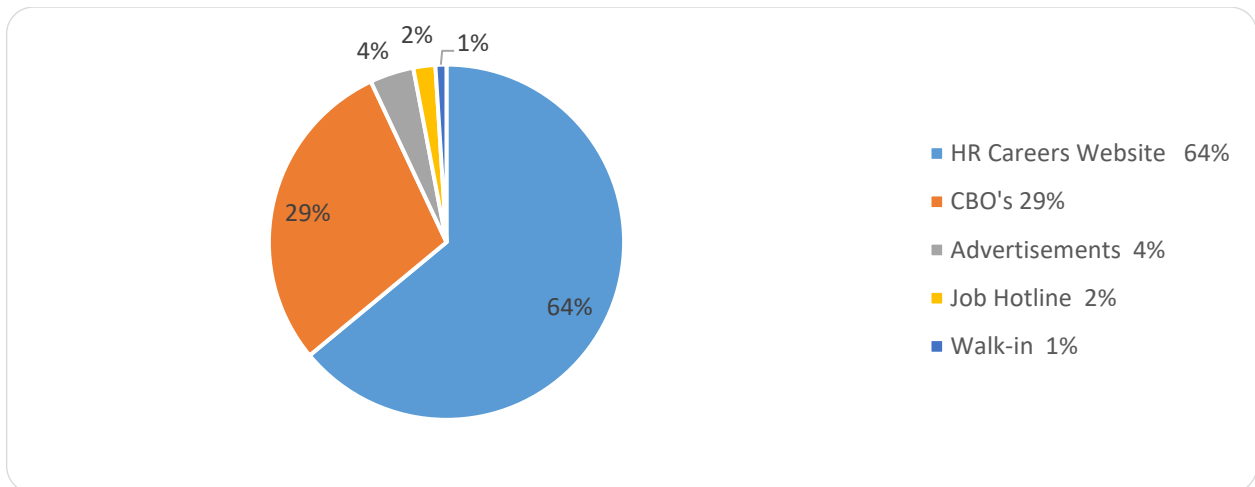
- H. *Increase outreach efforts via social media, and other means, in order to connect more potential SBE to government contracting opportunities.* One of the biggest barriers to improving the SBE program and awarding County contracts to potential SBEs in the county is outreach. One way to directly advertise County contracts is via social media. Both Santa Clara and Alameda counties reported how outreach is one of the biggest barriers to reaching County goals and diversifying the small businesses in their counties that are awarded government contracts. Social media is an easy and accessible way to channel information and encourage small businesses to register as SBEs and apply for government contracts.

## **FY 2020- 2021 OUTREACH PLAN**

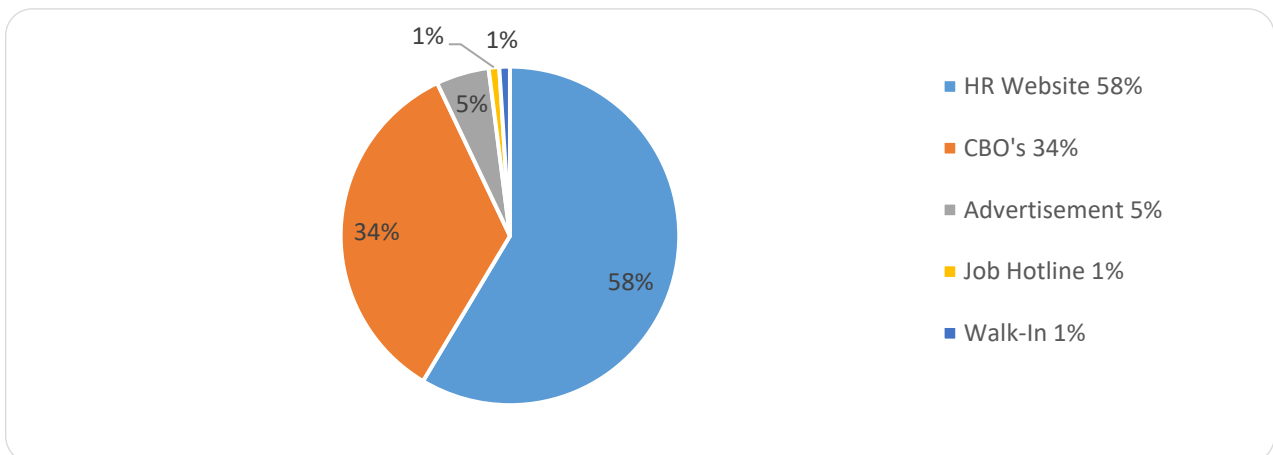
The County relies on each department to outreach to its under-represented groups within the workforce to diversify our applicant flow. Applicant flow helps to measure how fair and inclusive our outreach programs are. It helps the County to review and determine if past outreach practices were proactive, strategic, and effective. It also assists the County in removing barriers. The County's applicant flow pipeline is broken into five categories, which are listed below. For FY 15-16, the County received 24,843 applications. For FY 17-18, The County received 26,822 applications. For FY 19-20, the County received 30,223 applications.

### **OUTREACH DISTRIBUTION**

**TABLE 1  
FY 15-16**

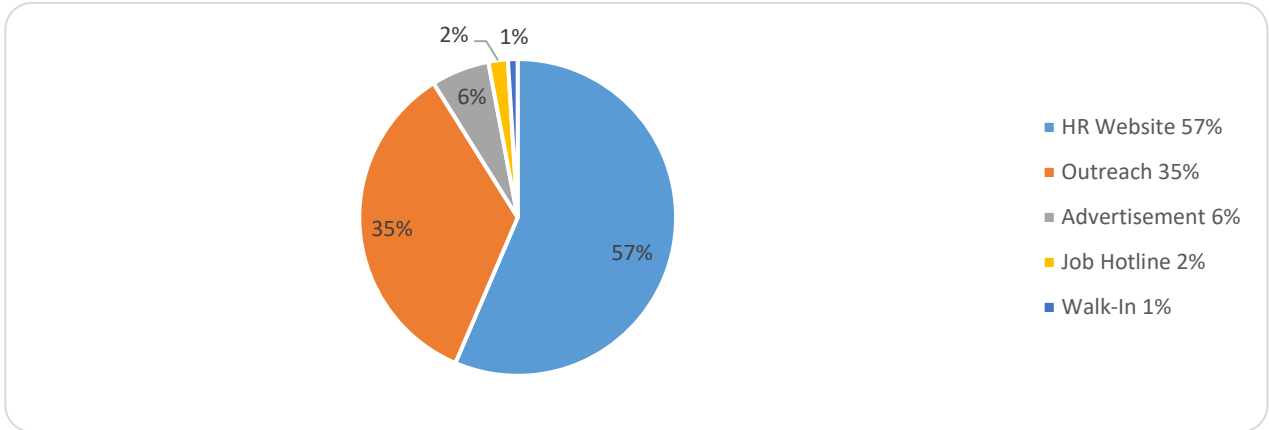


**TABLE 2  
FY 17-18**





**TABLE 3**  
**FY 19-20**



The tables illustrate the County's outreach and recruitment efforts over the past five years for employment. The tables show that the County's community based outreach increased during the relevant time. We attribute this increase to the partnerships that have been developed and nurtured over the last several years by the County departments, HR and EEO with the communities that we serve.

The number of applicants who self-identified their gender, race and/or ethnicity for FY15-16 was 27,217. The number of applicants who self-identified their gender, race and/or ethnicity for FY17-18 was 26,822 and for FY19 -20 was 27,273. The gender and racial/ethnicity makeup for applications received are listed below:

## TABLE 4 APPLICANT FLOW

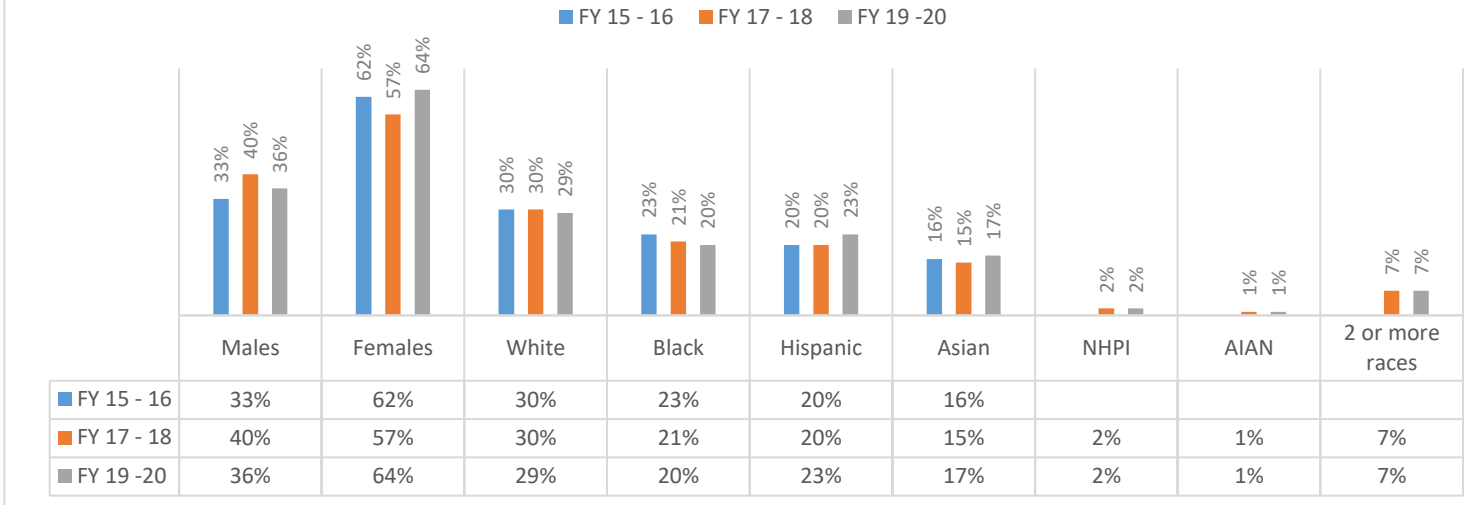


Table 4 illustrates the applicant flow by gender and race/ethnicity that reveals the following:

- The participation of males who submitted applications increased by 7% from FY15-16 to FY 17-18. The participation of males who submitted applications decreased by 4% from FY 17-18 to FY19-20.
- The participation of females who submitted applications decreased by 5% from FY15-16 to FY 17-18. The participation of females who submitted applications increased by 7% from FY 17-18 to FY19-20.
- The participation of Whites who submitted applications remained the same from FY15-16 to FY 17-18. The participation of Whites who submitted applications decreased by 1% from FY 17-18 to FY19-20.
- The participation of Blacks who submitted applications decreased by 2% from FY15-16 to FY 17-18. The participation of Blacks who submitted applications decreased by 1% from FY 17-18 to FY19-20.
- The participation of Hispanics who submitted applications remained the same from FY15-16 to FY 17-18. The participation of Hispanics who submitted applications increased by 3% from FY 17-18 to FY19-20.
- The participation of Asians who submitted applications decreased by 1% from FY15-16 to FY 17-18. The participation of Asians who submitted applications increased by 2% from FY 17-18 to FY19-20.

- The participation of Native Hawaiian/Pacific Islanders (NHPI) who submitted applications remained the same from FY 17-18 to FY19-20<sup>11</sup>.
- The participation of Native American Indian/Alaskan Natives (AIAN) who submitted applications remained the same from to FY 17-18 to FY19-20.
- The participation of individuals who identified as two or more races who submitted applications remained the same from FY 17-18 to FY19-20.

**NEW HIRE DATA BY GENDER  
TABLE 5**

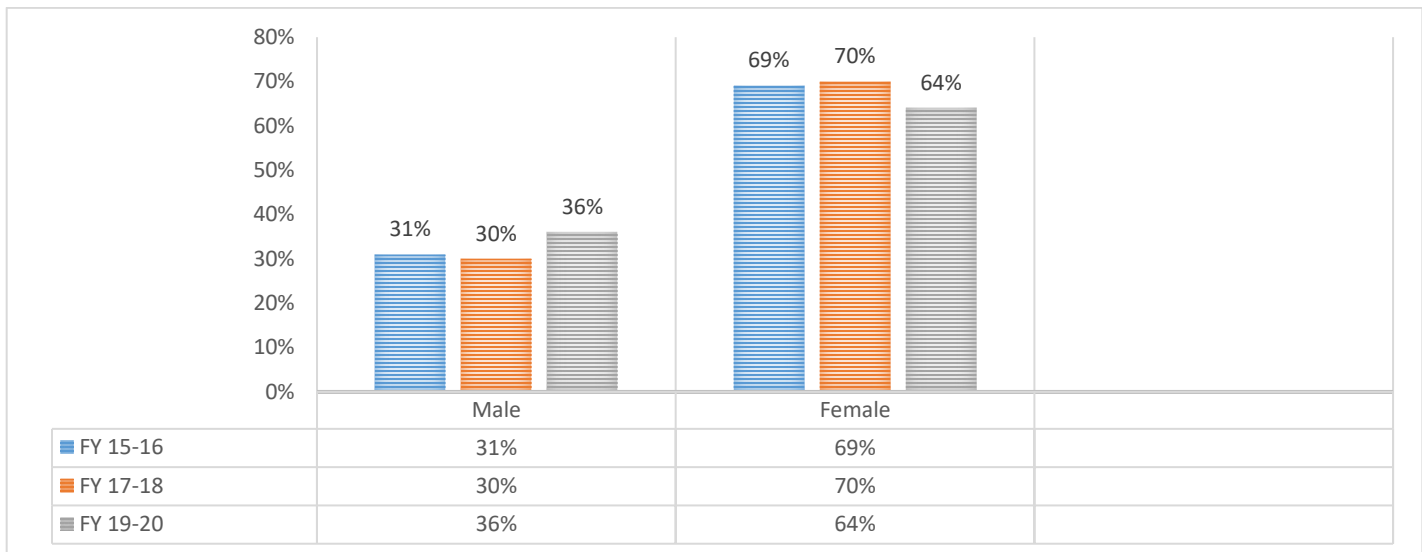


Table 5 illustrates the number of males and females who were hired during the relevant fiscal years. The data demonstrates the following

- The percentage of males who were hired from FY 2015-2016 to FY 2017-2018 decreased by 1%. The percentage of males who were hired from FY 2017-2018 to 2019-2020 increased by 6%.
- The percentage of females who were hired from FY 2015-2016 to FY 2017-2018 increased by 1%. The percentage of females who were hired from FY 2017-2018 to FY 2019-2020 decreased by 6%.

**CONTRA COSTA COUNTY NEW HIRE DATA  
BY RACE  
TABLE 6**

<sup>11</sup> The County did not track the NHPI, AIAN and two or more races communities in FY 15-FY 16.

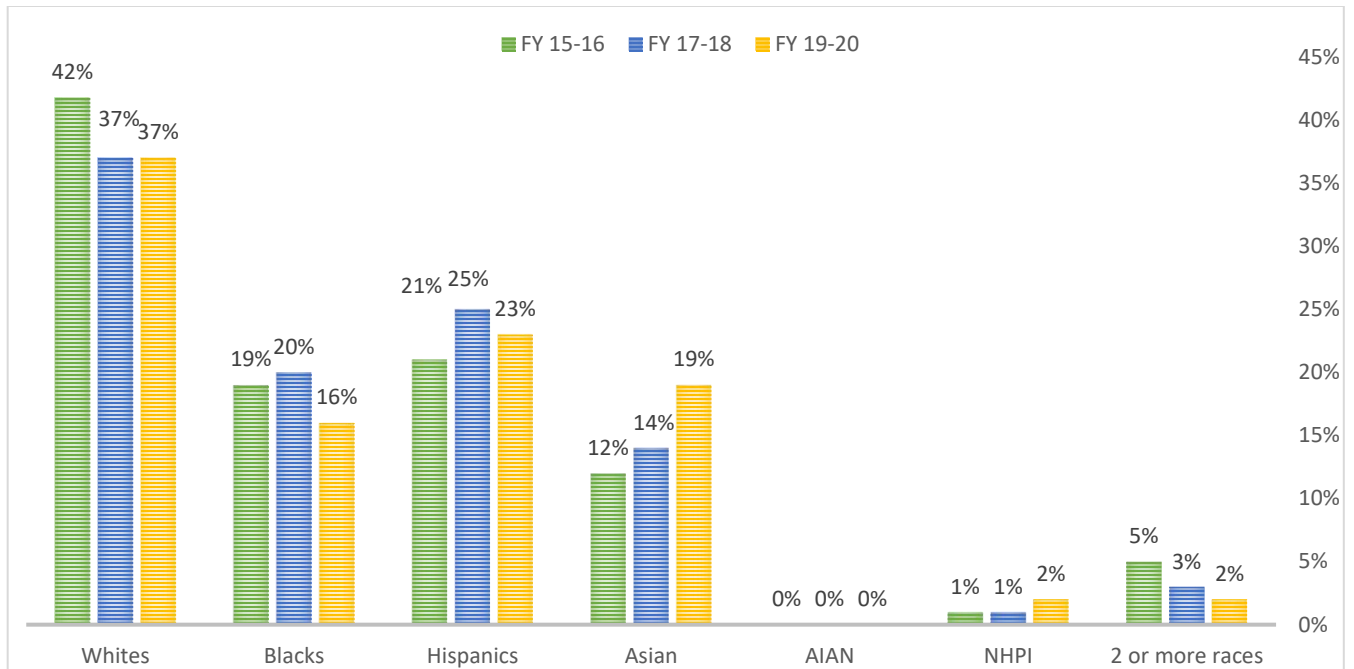


Table 6 illustrates the percentages of people hired during fiscal years 2015-2016; 2017-2018; and 2019-2020, which, are based on race/ethnicity. The statistical analysis is listed below:

- The hiring of White employees from FY 15-16 to FY 17-18 decreased by 5%. The hiring of White employees from FY 17-18 to FY 19-20 remained the same.
- The hiring of Blacks increased by 1% from FY 15-16 to FY 17-18. The hiring decreased for Black employees by 4% from FY 17-18 to FY 19-20.
- The hiring of Hispanics increased 4% from FY 15-16 to FY 17-18. The hiring decreased for Hispanic employees by 2% from FY 17-18 to FY 19-20.
- The hiring of Asian employees increased by 2% from FY 15-16 to FY 17-18. The hiring increased for Asian employees by 5% from FY 17-18 to FY 19-20.
- There were no changes in the hiring patterns of American Indian/Alaska Native employees during the reporting periods.
- The hiring of Native Hawaiian/Pacific Islander (NHPI) employees remained the same from FY 15-16 to FY 17-18. The hiring increased for NHPI employees by 1 % from FY 17-18 to FY 19-20.
- The hiring of employees who identify as two or more races decreased by 2 % from FY 15-16 to FY 17-18. The hiring of employees who identify as two or more races decreased by 1 % from FY 17-18 to FY 19-20.

These trends continue to stress the importance for the County to continue its outreach efforts. EEO is committed to increasing the participation rates of qualified under-represented groups in our applicant pool. The areas of opportunities and improvement are:

- Continue conducting outreach online and electronically. Once the shelter-in-place directions are rescinded, EEO will resume conducting in-person outreach within the community to determine and address their needs.
- Create additional marketing tools such as brochures and power point presentations, which are designed to reach under-represented groups.
- Continue providing additional training to the departmental EEO Coordinators to help them to become more knowledgeable of targeted outreach, under-representation, more effective outreach plans and hiring.

## **CONCLUSION**

The data presented in this report provides the County stakeholders, managers, employees and the public detailed information regarding the County's outreach and recruitment efforts. Although we have made strides towards achieving workforce equity, there are areas that still need to be addressed. One area of note is the equitable distribution of jobs. Currently the County is comprised of 64% females and 34% males. EEO will continue working with the departments to make sure that we reach qualified candidates to apply for our vacancies, especially where underrepresentation within the workforce exists.

EEO and the departments will continue to work with cbos, colleges, universities and professional organizations to attract qualified candidates to help the County attain equity and inclusion within our workforce.

## **EXECUTIVE SUMMARY**

The Office of Equal Employment Opportunity (EEO) serves many roles within Contra Costa County (County). Some of those roles include the following:

- Ensures that County employees, applicants, and vendors are provided a professional environment which is free from discrimination and/or harassment.
- Administers and ensures countywide compliance with the laws, regulations, policies, and guidance that prohibit discrimination in the workplace.
- It promotes non-discrimination in the execution of contracts while promoting positive external customer relations.
- It provides leadership, direction, and guidance to all County departments in carrying out its practice of providing equal employment opportunities and responsibilities.
- It conducts outreach and recruitment activities throughout the communities we serve.
- It investigates and adjudicates internal complaints of discrimination and collaborates with departments to resolve complaints that are filed with the Department of Fair Employment and Housing (DFEH) and the Equal Employment Opportunity Commission (EEOC).

Developing and implementing specific components to aid in addressing racial and gender inequities within our workforce will play a key role in creating racial and gender equity for current and future employees. In order to address a portion of the current inequities within Contra Costa County, EEO has developed the attached Five-Year Strategic Action Plan. This document will examine the methodology used to address some of the issues, which include reviewing applicant flow for posted jobs; analyzing the workforce data; partnering with departmental EEO Coordinators and Administrative Services Officers <sup>1</sup>(ASOs) to provide training; and conducting specific outreach and recruitment efforts to community-based organizations (cbos).

This plan is a road map for EEO to successfully navigate its future. It provides information on EEOs, strategies to attain its goals and objectives, and where EEO plans to be in the next five years. Our vision is to attain racial and gender equity within our workforce by implementing specific mechanisms to achieve them. The EEO Office will solicit feedback from internal stakeholders, ASO's, EEO Coordinators, Department Heads, managers, and supervisors to make this plan come to fruition and address some of the issues that the County faces in today's workforce.

This plan is a living document and is designed to be flexible enough to respond to unexpected obstacles and adjust to new developments. The plan and its timelines provide solid ground to guide the Office of EEO and evaluate progress made over the next five years.

It will provide a framework for racial and gender equity within the County. The Center for Assessment and Policy Development describes racial equity as the condition that would be achieved when racial identity no longer predicts how one fares as an applicant, employee, business partner, or retiree. It includes redefining policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race or fails to eliminate them. Racial and gender equity provides benefits such as an even

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<sup>1</sup> The Center for Assessment and Policy Development (CAPD) was established in 1988 as a non-profit organization to improve outcomes for children, families, and neighborhoods by helping to build the capacity of institutions, systems, communities, intermediary organizations, and foundations that do the day-to-day work on their behalf.

distribution of work, hiring and promotional opportunities, and equal pay for equal work for all races and genders.

Racial and gender inequities are caused by the unequal distribution of resources and opportunities. Within the County's workforce, racial and gender inequities exist which highlight disparate impacts between the hiring occurrences among whites in comparison to minority populations. Over the last five years, EEO made great strides in fulfilling the original goals accomplishments in areas that further increased our visibility and maximized our potential within the County. The accomplishments are listed below:

- Collaborated with the departmental EEO Coordinators to increase outreach and recruitment efforts to under-represented groups within our workforce.
- Developed and implemented an effective outreach program for County departments.
- Contributed to the research and development of the Bridge to Success (BTS) program.
- Developed the 2015-2020 EEO Plan.
- Developed EEO Outreach and Recruitment seminars for cbos.
- Partnered with Human Resources (HR) to deliver outreach and recruitment presentations to cbos.
- Conducted fair and comprehensive EEO discrimination/harassment complaint investigations.

The following pages contain the EEO Office Goals, Strategies and Key Performance Indicators/Outcomes that will be used as an action plan to achieve results to implement the units' plans and priorities.

**I INCREASE THE RECRUITMENT OF INDIVIDUALS WITH EMPHASIS ON THOSE WHO ARE UNDERREPRESENTED WITHIN OUR WORKFORCE.**

The County has experienced a workforce that has changed over the years due to attrition and retirement. In today's job market, employees' ages range from millennials to baby boomers<sup>2</sup>. It is vital that these segments of the County population are informed about our vacancies. The County is at the forefront in developing outreach and recruitment efforts to specific groups who are underrepresented within our workforce. Although many employers have embraced diversity and inclusion, white employees hold a majority of the top positions within organizations while blacks and Hispanics are typically in low paying jobs. This issue has been prevalent for the last 40 years and in order to address this issue, the County must follow the steps below:

**Strategies**

- Continuing to collect and analyze workforce data points.
- Continuing to compare the County's workforce data to the most recent labor market data and determine departmental underutilization.
- Continuing to promote strategic outreach and recruitment efforts.
- Continuing to work with departments to develop outreach plans that incorporate diversity, equity, and inclusion principles.
- Working with HR and departmental personnel to remove non-job-related minimum qualifications criteria.
- Continuing to develop strategic partnerships with community-based organizations, affinity groups, professional associations, and educational institutions to reach underrepresented populations.

EEO will be able to track the success of the strategies based on the following actions:

**Key Performance Indicators/Outcomes**

- Applicant flow data is reviewed and will determine whether or not outreach trends are positive in the recruitment of underrepresented individuals.
- Source candidates that will ensure that applicant flow data will reflect the local labor pool.
- Departments will understand the importance of outreach and create viable outreach plans.

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<sup>2</sup> Millennial is defined as a person reaching young adulthood around the year 2000; whereas, a baby boomer is defined as a person born in the years following World War II, when there was a temporary marked increase in the birth rate.



## **II. EDUCATE EMPLOYEES AND MANAGERS ON EQUITY AND INCLUSION CONCEPTS TO PROMOTE A CULTURALLY COMPETENT WORK ENVIRONMENT.**

Educating employees and managers on equity and inclusion concepts is beneficial in creating and maintaining a workforce which represents our labor force demographics. In order to understand equity issues within the workforce<sup>3</sup>, the County must understand the underlying causes of disparities and make conscious decisions to repair them. Equity refers to the ability to create a workforce that is comprised of individuals of different races, ethnicities and backgrounds who participate in decision making processes. Inclusion promotes equality of opportunity while cultural competency is the ability to understand, appreciate, and interact with persons from different cultures and/or belief systems. These three components are necessary to provide equal access to employment and promotional opportunities within the County. They will also aid in creating an equitable workforce. The following strategies will assist the County in addressing equity, inclusion, and cultural competency:

### **Strategies**

- Assisting in the development of an action plan and training platform to promote equity and inclusion in the workforce.
- Creating an equitable workplace in which all employees have an equal opportunity to enhance their careers through promotions and lateral transfers.
- Making Implicit Bias Training mandatory for department heads, managers, and supervisors to take every three years.
- Creating a diverse workforce that is reflected at all levels of the County and in all groups.
- Creating a supportive work environment in which equity, inclusion and cultural competency inform and influence business decisions.

EEO will monitor the strategies and look for these outcomes to validate our efforts:

### **Key Performance Indicators/Outcomes**

- Countywide Implementation of an equity and inclusion plan and implicit bias training.
- Continue monitoring the rate of new hires, promotions, and lateral transfers to determine if these benefits have been equitable to all races and genders.
- Department Heads, managers and supervisors will be aware of their own biases and use this knowledge to make more informed hiring and promotional decisions.
- Monitoring of the Implicit Bias Training attendees to ensure that all Department Heads, managers, and supervisors have been enrolled to take the course every three years.
- County positions will begin to be equitably distributed through all levels of the workforce.
- All interview panelists will complete Implicit Bias training prior to participating in interviews.

## **III. PROMOTE EQUITY AND INCLUSION IN LEADERSHIP DEVELOPMENT PROGRAMS**

EEO will partner with departments and HR's Professional and Organizational Development team to expand leadership opportunities which includes Succession Planning to ignite a more passionate and engaging workforce. It is important that we focus on these issues to create a conduit for leadership and ensure the County maintains job knowledge to deliver excellent

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<sup>3</sup> Please see Attachment A for Contra Costa County's workforce demographics

service. All eligible employees will be able to participate in the leadership development programs. EEO will monitor the selection of individuals who participate to ensure that there is an equitable distribution of employees who are represented. Some of the strategies that we believe will be beneficial to the success of this goal are below:

### **Strategies**

- Reviewing current County leadership development programs such as, "The Art of Managing and Supervising People", the CSAC Institute for Excellence in County Government Trainings and other high level training modules that are offered by Target Solutions.
- Assisting in the marketing of these programs to departments.
- Reviewing races and genders of employees who have enrolled and completed the leadership management development programs.
- Developing strategies to identify and eliminate barriers where they exist.
- Researching software that can be used to help in launching this project and tracks participants engagement and understanding
- Researching and attending seminars/conferences which highlight succession planning.

The following outcomes will help determine the success of the strategies:

### **Key Performance Indicators/Outcomes**

- The implementation of a countywide succession plan.
- Long term valuable employees stay with the County.
- Employees who participate in these programs will reflect an equitable and inclusive balance of its participants.
- Creates a seamless transition when an employee leaves the County, and another qualified employee can fill in until a permanent hire is made.

## **IV. CREATING A FLEXIBLE EEO OFFICE TO RESPOND TO OUR CHANGING LANDSCAPE**

The role of the EEO Office has changed dramatically. EEO is more active in collaborating with departments to adopt more effective outreach, conducting internal investigations, providing training to the departmental EEO Coordinators and ASO's, and helping to develop a new vision for the Advisory Council on EEO (ACEEO). The EEO Office must be prepared to respond to the changing demands of the services we offer to meet the needs of the Board of Supervisors, our employees, constituents, and vendors. The EEO Office must be a change agent as it relates to technology, outreach, and providing excellent customer service to all stakeholders by incorporating the strategies listed below:

### **Strategies**

- Continuing to collaborate with the larger cbos in the County and attend workshops, mixers, training seminars and other events.
- Ensuring that Implicit Bias, Outreach, and Discrimination Complaint Investigation training seminars to the EEO Coordinators and ASO's.
- Participating on boards, commissions, and advisory committees within the County to increase the EEO Office's presence and knowledge of other advisory groups.

- Conducting research for an EEO case management system that will track all internal and external complaints electronically. Currently, EEO tracks EEO complaints by using an Excel spreadsheet.
- Continuing to work with the ACEEO members to help raise awareness of the committee and make recommendations to the BOS about EEO issues in the County.
- Providing detailed reports and informative presentations to the Board of Supervisors, the Hiring Outreach Oversight Committee and the ACEEO.

In order to determine the success of our strategies, EEO will track the following:

**Key Performance Indicators/Outcomes**

- A measurable increase in cooperation and communication from the cbos.
- Identifying and developing new projects that will help the County become more diverse and proactive.
- Working closely with committees and the BOS to develop a more equitable applicant pool talent pipeline and hiring trends.
- Accessibility to run more EEO accurate reports.

**V. PARTNER WITH THE OFFICE OF RACIAL EQUITY AND SOCIAL JUSTICE (ORESJ)**

Once the ORESJ is established and the Chief Equity Manager is hired, EEO will partner with the office to prioritize and advance racial and social equity work at the County and in the community. Racial equity is the condition that would be achieved if one’s racial identity no longer predicted, in a statistical sense, how one fares. EEO believes that racial equity is one part of racial justice, and thus we also want to identify actions, which address the root causes of inequities and not just their manifestation. This includes elimination of policies, practices, attitudes, and cultural messages that reinforce race-based equity outcomes or failure to eliminate them.

**Strategies**

- Collaborating with the ORESJ and develop a County Racial and Social Equity Plan that will include priorities, performance measures, and goals.
- Monitoring demographic changes, effectiveness of programs or initiatives.
- Advancing the work and collaboration of the ORESJ to promote equity and equitable practices, polices, and procedure.

In order to determine the success of the strategies, EEO will track the following outcomes:

**Key Performance Indicators/Outcomes**

- Responsibility and accountability are established departmental wide.
- Conducting citywide racial equity trainings and providing coordination across departments

## **VI. ENCOURAGE UNDERSTANDING AND COOPERATION IN THE HANDLING, INVESTIGATING AND RESOLVING EEO INTERNAL COMPLAINTS**

EEO continues to strive to create a transparent environment by sharing our performance measures and expectations with our customers and stakeholders. EEO serves as a resource to employees, vendors and the public who believe they are or have been subjected to discrimination and/or harassment. It is important for EEO to act immediately once we are notified to determine whether or not the complaint will be accepted for investigation. EEO is responsible for informing all parties of their rights and to ensure that the internal investigation is comprehensive, fair, and neutral. EEO is also responsible for referring employees to the DFEH, EEOC and the Merit Board. We hope to fulfill this goal within 2 years and believe the following strategies will help us obtain this goal:

### **Strategies**

- Continuing to explain the investigative process to complainants, respondents, and witnesses in detail.
- Continuing oversight of the investigation program to ensure it is robust and in full compliance with all laws.
- Continuing to conduct fair, comprehensive and sound EEO complaint investigations.
- Continuing to monitor new federal changes to existing discrimination laws and self-reporting occupational job categories.
- Provide investigative training to the EEO Coordinators and ASO's.
- Continuing to ensure that investigations are timely, and the reports reflect the findings discovered during the course of the investigation.
- Continuing to develop the updated case file management system.
- Preventing employment discrimination through training, education, and outreach.

EEO will review the following to help us measure the effectiveness of our strategies:

### **Key Performance Indicators/Outcomes**

- Conduct fair and equitable internal investigations within a reasonable timeframe.
- Inform and update stakeholders on changes in federal discrimination laws and self-reporting information.
- Make changes accordingly to County policies once approved by internal stakeholders.
- Continue to update the Office of EEO webpage to reflect new EEO legislation.
- Continue to participate in the nine Bay Area EEO Managers Consortium to collaborate and capture best practices and success models.

## **CONCLUSION**

The EEO Five-Year Strategic Plan is a collection of ideas that are believed to be important steps to help this office reach its full potential. The plan reinforces the County's commitment to equal employment opportunities and introduces the racial and gender equity dynamics to the workplace. It recognizes the need to prevent discrimination, encourage training and education, and research best practices in order to create an office that is effective and trusted. EEO will continue to be at the forefront for advocating for equitable treatment for all races and genders to help our County become an employer of choice.

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# **ATTACHMENT A**

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**CONTRA COSTA COUNTY**  
**2020 OUTREACH AND RECRUITMENT DATA**  
**9223 EMPLOYEES**

**GENDER**

Demographics By Gender	Total Department Workforce	Male (%)	Female (%)
<b>Officials and Administrators</b>			
County Workforce	337	35	65
Census Data	X	58	42
Underrepresentation	X	-23	X
<b>Professionals</b>			
County Workforce	3363	30	70
Census Data	X	47	53
Underrepresentation	X	-17	X
<b>Technicians</b>			
County Workforce	998	41	59
Census Data	X	51	49
Underrepresentation	X	-10	X
<b>Administrative Support</b>			
County Workforce	3081	16	84
Census Data	X	38	62
Underrepresentation	X	-22	X
<b>Service Maintenance</b>			
County Workforce	332	66	34
Census Data	X	57	43
Underrepresentation	X	X	-9
<b>Skilled Craft</b>			
County Workforce	80	98	2
Census Data	X	94	6
Underrepresentation	X	X	-4
<b>Protective Services (Sworn)</b>			
County Workforce	814	81	19
Census Data	X	77	23
Underrepresentation	X	X	-4
<b>Protective Services (Non-Sworn)</b>			
County Workforce	218	61	39
Census Data	X	58	42
Underrepresentation	X	X	-3

**CONTRA COSTA COUNTY**

**2020 OUTREACH AND RECRUITMENT DATA**

Demographics by Race and Ethnicity	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)	Two or More Races (%)
<b>Officials and Administrators</b>							
County Workforce	59	15	12	7	0	1	6
Census Data	60	6	13	17	0	0	4
Underrepresentation	-1	X	-1	-10	X	X	X
<b>Professionals</b>							
County Workforce	43	15	15	17	1	0	9
Census Data	55	6	11	23	0	0	4
Underrepresentation	-12	X	X	-6	X	X	X
<b>Technicians</b>							
County Workforce	37	14	21	19	2	0	7
Census Data	42	9	26	19	0	0	4
Underrepresentation	-5	X	-5	X	X	X	X
<b>Administrative Support</b>							
County Workforce	35	18	30	10	1	1	5
Census Data	47	10	22	16	1	0	4
Underrepresentation	-12	X	X	-6	X	X	X
<b>Service Maintenance</b>							
County Workforce	29	17	36	14	1	1	2
Census Data	28	10	43	13	1	0	5
Underrepresentation	X	X	-7	X	X	X	-3
<b>Skilled Craft</b>							
County Workforce	61	8	18	10	0	2	1
Census Data	41	6	41	8	0	0	4
Underrepresentation	X	X	-23	X	X	X	-3
<b>Protective Services (Sworn)</b>							
County Workforce	62	10	19	4	1	0	4
Census Data	44	20	17	11	1	0	6
Underrepresentation	X	-10	X	-7	X	X	-2
<b>Protective Services (Non-Sworn)</b>							
County Workforce	38	28	23	6	2	1	2
Census Data	39	12	33	8	5	0	3
Underrepresentation	-1	X	-10	-2	-3	X	-1