LA CROSSE COUNTY 5-YEAR DIVERSITY, EQUITY, INCLUSION AND BELONGING REPORT 2024

Prepared by CHANIN KELLY-RAE CONSULTING LLC

Measuring Success and Accountability

To ensure the successful implementation and continuous improvement of our Diversity, Equity, Inclusion, and Belonging (DEIB) Report, it is crucial to establish clear and measurable performance indicators for each initiative. Performance measures help us track progress, evaluate effectiveness, and make informed decisions to enhance our efforts. This section provides detailed performance measures for each initiative within the strategic goals and objectives outlined in the La Crosse County DEIB Report 2024.

These performance measures are designed to be easily understood and actionable for all stakeholders, including those who may not have expertise in DEIB. By implementing these measures, we aim to create a transparent and accountable framework that will guide our DEIB initiatives and ensure they have a meaningful impact on our community.

Purpose and Vision

The purpose of this DEIB Report is to foster an inclusive and equitable community where all residents of La Crosse County can thrive. This plan aligns with our broader mission and values, reflecting our commitment to promoting diversity, equity, and inclusion in all aspects of our operations and services.

Stakeholder Involvement

The development of this plan has been guided by extensive input from community members, staff, and other stakeholders. Their insights and feedback have been invaluable in shaping the initiatives and performance measures, ensuring that the plan addresses the diverse needs and perspectives of our community.

Continuous Improvement

We are committed to continuous improvement in our DEIB efforts. The performance measures outlined in this document provide a range of options for assessing the success of each initiative, allowing for the selection of the most appropriate indicators based on the specific context and goals. By offering multiple options, we ensure that the chosen performance measures accurately reflect the impact, efficiency, and effectiveness of our efforts, enabling us to monitor progress, evaluate outcomes, and make data-driven decisions.

Transparency and Accountability

Transparency and accountability are central to the implementation of the DEIB Report. We will regularly communicate our progress to stakeholders and the public, fostering trust and encouraging ongoing engagement with our DEIB efforts. By maintaining an open and transparent process, we aim to build a strong foundation of support and collaboration.

Alignment with Broader Policies and Frameworks

Our DEIB Report aligns with relevant local, state, and national policies and frameworks, situating our efforts within a larger context. This alignment demonstrates our commitment to broader efforts to promote equity and inclusion and ensures that our initiatives are informed by best practices and aligned with broader goals.

Explanation of Performance Measures

Each goal within the DEIB Report is supported by specific objectives, and each objective includes several initiatives. For each initiative, we have identified 3-4 performance measures to track and evaluate progress. These measures are carefully chosen to reflect the initiative's impact, efficiency, and effectiveness. They will help us:

- **Monitor Progress:** Regularly track and report on the implementation of each initiative to ensure we are on the right path.
- **Evaluate Effectiveness:** Assess the impact of our initiatives on promoting diversity, equity, inclusion, and belonging within our community and organization.
- **Enhance Transparency:** Provide clear and accessible information to all stakeholders about our DEIB efforts and outcomes.
- **Drive Improvement:** Use data and feedback to continuously refine and improve our initiatives, ensuring they meet the needs of all community members.

Setting Baselines and Goals

Current performance measures will serve as a critical tool in establishing a baseline for each initiative as we implement the DEIB Report. By evaluating our starting point, we can set realistic and achievable goals, measure progress over time, and identify areas requiring additional focus or improvement. Establishing these baselines will involve collecting initial data, analyzing current performance, and setting clear, quantifiable targets for each initiative. This process will ensure that our DEIB efforts are grounded in evidence, allowing us to track success and make necessary adjustments to achieve our strategic objectives.

Goal 1: Leadership, Operations & Services

Objective 1.1: Ensure Equitable Access to Data and Information

Initiative 1.1.1: County Extranet Portal
- o **Performance Measures:**
    - User satisfaction surveys to assess accessibility and usability.
    - Analytics on portal usage frequency and content accessed.
    - Number of updates and enhancements based on user feedback.

Initiative 1.1.2: Departmental Planning
- o **Performance Measures:**
    - Annual report on departmental plans reflecting alignment with the La Crosse County Report.
    - Surveys to measure staff understanding and engagement with the planning process.
    - Tracking implementation and impact of identified high-need areas.

Initiative 1.1.3: Finance Department Outreach
- o **Performance Measures:**
    - Website traffic analysis focusing on finance-related pages.
    - Community feedback through surveys on website usability and information availability.
    - Number of workshops or information sessions held to educate the public about financial resources.

Initiative 1.1.4: Assisting Non-Internet Users
- o **Performance Measures:**
    - Number of non-internet users assisted.
    - Customer satisfaction rates with phone and in-person services.
    - Frequency of service requests and resolution times.

Initiative 1.1.5: Policy and Resource Accessibility
- o **Performance Measures:**
    - Accessibility audits of online policies and resources.
    - Number of policy documents made available online.
    - User feedback on ease of access to online information.

Initiative 1.1.6: Inclusive DEIB Related Internal Communications
- o **Performance Measures:**
    - Number of DEIB communications reviewed by Corporation Counsel.
    - Consistency in internal and interdepartmental responses.
    - Staff feedback on the effectiveness of DEIB communications.

Initiative 1.1.7: Public Meeting Accessibility
- o **Performance Measures:**
    - Number of public meeting agendas and packets made available online.
    - Public feedback on the accessibility of meeting materials.
    - Usage statistics for online meeting materials.

Initiative 1.1.8: Digital Responses to Requests
- **Performance Measures:**
  - Response time for open records requests.
  - User satisfaction with digital response formats.
  - Number of requests handled digitally.

Initiative 1.1.9: Electronic Communication Strategy
- **Performance Measures:**
  - Analysis of communication barriers due to electronic communication.
  - Feedback from stakeholders on communication clarity and efficiency.
  - Implementation rate of improvements based on feedback.

Initiative 1.1.10: Accessibility Standards Compliance
- **Performance Measures:**
  - Number of digital tools and resources evaluated for accessibility.
  - Compliance rate with accessibility standards.
  - Feedback from users with disabilities on digital tool usability.

Initiative 1.1.11: Culturally Relevant Information
- **Performance Measures:**
  - Number of resources tailored to cultural contexts and languages.
  - User engagement metrics for culturally relevant information.
  - Feedback from Indigenous and historically marginalized communities.

Objective 1.2: Develop and Implement Civil Rights Compliance Plans

Initiative 1.2.1: Federal Compliance Requirements
- **Performance Measures:**
  - Number of compliance plans established for federally funded programs.
  - Accessibility and interpreter usage statistics.
  - Compliance audit results.

Initiative 1.2.2: Accessibility and Translation Services
- **Performance Measures:**
  - Number of translated documents and interpretation services provided.
  - Feedback from users on the accessibility of information.
  - Documentation of declined translation support offers.

Initiative 1.2.3: Civil Rights Plan Development
- **Performance Measures:**
  - Awareness and accessibility of the Civil Rights Plan.
  - Feedback from stakeholders on the plan's effectiveness.
  - Compliance rate with the Civil Rights Plan.

Initiative 1.2.4: Labor Law Compliance
- **Performance Measures:**
  - Number of labor law compliance audits conducted.

- Instances of non-compliance identified and resolved.
- Feedback from staff on equitable labor practices.

Objective 1.3: Maintain and Improve Existing Internal Portals for Resource Sharing

Initiative 1.3.1: Technology Assistance
- **Performance Measures:**
  - Number of technology assistance requests handled.
  - User satisfaction with technology support services.
  - Resolution time for technology-related issues.

Initiative 1.3.2: Internal Communication Enhancement
- **Performance Measures:**
  - Number of internal communications channels improved.
  - Staff engagement metrics with communication channels.
  - Feedback on the clarity and effectiveness of internal communications.

Objective 1.4: Conduct Annual Compensation and Benefit Update Meetings

Initiative 1.4.1: HR-Led Benefits Meetings
- **Performance Measures:**
  - Attendance rates at annual HR-led benefits meetings.
  - Employee satisfaction with the information provided.
  - Number of changes or updates based on meeting feedback.

Initiative 1.4.2: Ongoing HR Communications
- **Performance Measures:**
  - Frequency of HR email communications.
  - Employee engagement with HR communications.
  - Feedback on the clarity and usefulness of HR updates.

Objective 1.5: Foster Diverse Leadership through Mentorship Programs

Initiative 1.5.1: DEIB Subcommittee Participation
- **Performance Measures:**
  - Number of staff participating in DEIB subcommittees.
  - Diversity of participants in mentorship programs.
  - Feedback from participants on mentorship program effectiveness.

Objective 1.6: Incorporate DEIB Metrics in Leadership Evaluations

Initiative 1.6.1: Monthly Department Head Meetings
- **Performance Measures:**
  - Integration of DEIB metrics in department head meetings.
  - Progress reports on DEIB goals discussed.
  - Feedback from department heads on DEIB initiatives.

Initiative 1.6.2: Management Team Norms
- **Performance Measures:**
  - Establishment and adherence to management team norms.
  - Alignment of leadership actions with DEIB goals.
  - Feedback from staff on leadership's commitment to DEIB.

Goal 2: Plans, Policies & Budgets

Objective 2.1: Embed DEIB in Departmental Strategies

Initiative 2.1.1: Annual Policy Review Process
  - ○ **Performance Measures:**
    - ▪ Number of policies reviewed and revised annually.
    - ▪ Stakeholder engagement metrics during the review process.
    - ▪ Impact assessment of policy changes on equity and inclusion.

Initiative 2.1.2: Policy Review Participants
  - ○ **Performance Measures:**
    - ▪ Diversity of participants involved in the policy review process.
    - ▪ Feedback from participants on the inclusivity and effectiveness of the process.
    - ▪ Implementation rate of participant-suggested policy changes.

Initiative 2.1.3: DEIB-Integrated Planning
  - ○ **Performance Measures:**
    - ▪ Number of initiatives incorporating DEIB thinking.
    - ▪ Feedback from planning participants on the integration of DEIB principles.
    - ▪ Evaluation of initiative outcomes on diversity and inclusion.

Initiative 2.1.4: DEIB in HR Strategy
  - ○ **Performance Measures:**
    - ▪ Inclusion of DEIB principles in HR Reporting documents.
    - ▪ Staff engagement with DEIB-focused HR initiatives.
    - ▪ Impact of DEIB HR initiatives on workplace culture.

Initiative 2.1.5: Regular Interdepartmental Meetings
  - ○ **Performance Measures:**
    - ▪ Frequency and attendance of interdepartmental meetings.
    - ▪ Integration of DEIB strategies in departmental operations.
    - ▪ Feedback from departments on the effectiveness of DEIB strategies.

Objective 2.2: Integrate DEIB Principles in Policy, Process, Program, and Procedure Development and Review

Initiative 2.2.1: Formalizing DEIB Policy Development and Review
  - ○ **Performance Measures:**
    - ▪ Number of DEIB policies developed and reviewed.
    - ▪ Stakeholder engagement in the policy development process.
    - ▪ Impact assessment of DEIB policies on organizational practices.

Initiative 2.2.2: Inclusive Program, Process and Procedure Development and Review
  - ○ **Performance Measures:**

- Diversity of constituents providing feedback during development.
- Implementation rate of inclusive programs, processes, and procedures.
- Feedback from constituents on the inclusivity and effectiveness of new initiatives.

Initiative 2.2.3: Evaluate Impact of County Programs, Processes, Policies, and Procedures
- **Performance Measures:**
  - Number of evaluations conducted annually.
  - Availability and transparency of evaluation data.
  - Impact of evaluated programs on equity and inclusion.

Objective 2.3: Establish DEIB in Budgeting Processes
Initiative 2.3.1: DEIB-Focused Budgeting
- **Performance Measures:**
  - Percentage of budget allocated to DEIB initiatives.
  - Impact of DEIB budget allocation on program outcomes.
  - Stakeholder feedback on the budgeting process and its inclusivity.

Objective 2.4: Develop DEIB Impact Assessment Tools
Initiative 2.4.1: DEIB in Purchasing Policies
- **Performance Measures:**
  - Number of RFPs including DEIB criteria.
  - Diversity of vendors engaged through DEIB-inclusive RFPs.
  - Feedback from vendors on the inclusivity of the RFP process.

Objective 2.5: Establish Participatory Budgeting Processes
Initiative 2.5.1: Transparency in Financial Reporting
- **Performance Measures:**
  - Accessibility and clarity of financial reports.
  - Public engagement metrics with financial information.
  - Feedback on the transparency of financial reporting.

Initiative 2.5.2: Utilizing DemandStar for Supplier Diversity
- **Performance Measures:**
  - Number of diverse suppliers engaged through DemandStar.
  - Feedback from suppliers on the procurement process.
  - Diversity metrics of suppliers awarded contracts.

Initiative 2.5.3: Enhanced Public Financial Engagement
- **Performance Measures:**
  - Public participation rates in budget surveys and social media updates.
  - Feedback from the public on budget information clarity and accessibility.
  - Implementation rate of public-suggested budget changes.

Goal 3: Workplace & Workforce

Objective 3.1: Promote Diverse and Inclusive Workplace Culture

Initiative 3.1.1: Innovative Recruitment Practices
- **Performance Measures:**
  - Diversity metrics of applicant pools and new hires.
  - Recruitment campaign effectiveness measured by response rates and candidate quality.
  - Surveys on candidate experience during the recruitment process.

Initiative 3.1.2: Inclusive Job Advertisements
- **Performance Measures:**
  - Analysis of language inclusivity in job postings.
  - Tracking diversity of applicants responding to inclusive job ads.
  - Feedback from applicants on job posting clarity and inclusivity.

Initiative 3.1.3: Annual Departmental Report
- **Performance Measures:**
  - Timeliness and comprehensiveness of annual departmental reports.
  - Staff and stakeholder feedback on report content and transparency.
  - Implementation rate of recommendations from reports.

Initiative 3.1.4: Workforce Development Survey
- **Performance Measures:**
  - Response rates and diversity of survey participants.
  - Identification of training strengths and needs from survey data.
  - Implementation of training programs based on survey results.

Initiative 3.1.5: Employee Retention Strategy
- **Performance Measures:**
  - Employee retention rates and turnover analysis.
  - Staff feedback on retention initiatives and workplace environment.
  - Implementation of improvements based on retention data.

Initiative 3.1.6: Team Building Activities
- **Performance Measures:**
  - Number and diversity of team-building events held.
  - Staff participation rates and feedback on events.
  - Impact of team-building activities on workplace culture.

Initiative 3.1.7: Culture of Inclusivity and Equity
- **Performance Measures:**
  - Staff perceptions of inclusivity and equity in workplace surveys.
  - Implementation of policies promoting inclusivity and equity.
  - Feedback from staff on inclusivity initiatives.

Initiative 3.1.8: Teamwork Enhancement

- **Performance Measures:**
  - Number of collaborative projects and team engagement metrics.
  - Feedback from staff on teamwork dynamics and effectiveness.
  - Impact of teamwork initiatives on project outcomes.

Initiative 3.1.9: Inclusive Decision-Making Meetings
- **Performance Measures:**
  - Diversity of participants in decision-making meetings.
  - Feedback from participants on meeting inclusivity and effectiveness.
  - Implementation rate of decisions made in inclusive meetings.

Initiative 3.1.10: Flexibility in Work Culture
- **Performance Measures:**
  - Adoption rates of flexible work policies.
  - Staff feedback on flexibility and work-life balance.
  - Impact of flexible work policies on staff retention and satisfaction.

Objective 3.2: Improve Workforce Diversity Composition

Initiative 3.2.1: Diversity Tracking and Reporting
- **Performance Measures:**
  - Regularity and comprehensiveness of diversity reports.
  - Staff and stakeholder feedback on diversity initiatives.
  - Progress in achieving diversity goals based on tracking data.

Initiative 3.2.2: Retention and Advancement Programs
- **Performance Measures:**
  - Number and diversity of participants in retention and advancement programs.
  - Feedback from participants on program effectiveness.
  - Impact of programs on career progression and retention rates.

Initiative 3.2.3: Mentorship and Support Networks
- **Performance Measures:**
  - Number and diversity of mentorship pairings.
  - Feedback from mentors and mentees on the support network.
  - Impact of mentorship on career development and job satisfaction.

Initiative 3.2.4: Inclusive Leadership Development
- **Performance Measures:**
  - Number of participants in leadership development programs.
  - Diversity metrics of program participants.
  - Feedback from participants on the inclusivity and effectiveness of training.

Initiative 3.2.5: Employment of Individuals with Lived Experience
- **Performance Measures:**

- Number of hires with lived experience.
- Feedback from staff and service users on the impact of lived experience.
- Retention rates of employees with lived experience.

Objective 3.3: Facilitate Employee Listening Sessions
    Initiative 3.3.1: Engagement Through Events

- **Performance Measures:**
  - Number and diversity of listening sessions held.
  - Staff participation rates and feedback on sessions.
  - Implementation of changes based on session feedback.

Initiative 3.3.2: Regular One-on-One Meetings
- **Performance Measures:**
  - Frequency and regularity of one-on-one meetings.
  - Feedback from staff on the effectiveness of these meetings.
  - Implementation of improvements based on meeting discussions.

Initiative 3.3.3: Offer Exit Interviews for All Staff
- **Performance Measures:**
  - Number of exit interviews conducted.
  - Analysis of exit interview feedback for trends and issues.
  - Implementation of improvements based on exit interview data.

Initiative 3.3.4: Encourage Feedback on DEIB Initiatives
- **Performance Measures:**
  - Number of feedback submissions on DEIB initiatives.
  - Staff engagement with feedback mechanisms.
  - Implementation rate of improvements based on feedback.

Initiative 3.3.5: Maintain an Open Door Policy
- **Performance Measures:**
  - Staff utilization rates of open-door policy.
  - Feedback from staff on the accessibility and effectiveness of this policy.
  - Implementation of changes based on open-door discussions.

Initiative 3.3.6: Open Communication Opportunities
- **Performance Measures:**
  - Number of communication opportunities provided.
  - Staff feedback on communication channels and opportunities.
  - Implementation of improvements based on communication feedback.

Initiative 3.3.7: Regular Listening Sessions
- **Performance Measures:**
  - Frequency and diversity of listening sessions.

- Staff participation rates and feedback on sessions.
- Implementation of changes based on session feedback.

Objective 3.4: Enhance Communication Through Diversified Channels

Initiative 3.4.1: Community Feedback Integration
- **Performance Measures:**
  - Number of feedback submissions from the community.
  - Analysis and implementation of community feedback.
  - Community satisfaction with service improvements based on feedback.

Initiative 3.4.2: Employee Newsletters
- **Performance Measures:**
  - Frequency and reach of employee newsletters.
  - Staff engagement with newsletter content.
  - Feedback on the usefulness and relevance of newsletters.

Objective 3.5: Implement Comprehensive Bias Training

Initiative 3.5.1: Mandatory Racial Justice Training
- **Performance Measures:**
  - Number of staff completing racial justice training.
  - Feedback from participants on training effectiveness.
  - Impact of training on staff understanding and service delivery.

Initiative 3.5.2: Hiring Process Training
- **Performance Measures:**
  - Number of leaders trained in unbiased hiring practices.
  - Feedback from participants on the training process.
  -
  - Impact of training on recruitment diversity and fairness.

Initiative 3.5.3: Addressing Barriers in Background Checks
- **Performance Measures:**
  - Number of background check policies reviewed and revised.
  - Analysis of hiring outcomes before and after policy changes.
  - Feedback from candidates on the fairness of the hiring process.

Initiative 3.5.4: Disability Awareness and Accommodation Training
- **Performance Measures:**
  - Number of staff completing disability awareness training.
  - Feedback from participants on training effectiveness.
  - Impact of training on workplace inclusivity and accessibility.

Objective 3.6: Internal Recruitment and Career Advancement Pathways

Initiative 3.6.1: Inclusive Monthly Meetings
  - **Performance Measures:**
    - Frequency and attendance of inclusive monthly meetings.
    - Staff feedback on the effectiveness of meetings.
    - Implementation of changes based on meeting discussions.

Initiative 3.6.2: Opportunities for Entry-Level Advancement
  - **Performance Measures:**
    - Number of entry-level positions and promotions.
    - Feedback from staff on career advancement opportunities.
    - Impact of advancement programs on staff retention and satisfaction.

Initiative 3.6.3: Mindful Promotional Practices
  - **Performance Measures:**
    - Analysis of promotional practices for inclusivity and fairness.
    - Diversity metrics of promoted staff.
    - Feedback from staff on promotional process transparency.

Initiative 3.6.4: TLC Training Portal
  - **Performance Measures:**
    - Number of trainings posted and completed on the TLC portal.
    - Staff engagement with training content.
    - Feedback from participants on training effectiveness.

Objective 3.7: Enhance Supportive Work Environments for Veterans and People with Disabilities

Initiative 3.7.1: Disabled and Veteran-Specific Onboarding Programs
  - **Performance Measures:**
    - Number of participants in onboarding programs.
    - Feedback from veterans and disabled employees on onboarding experience.
    - Retention and satisfaction rates of program participants.

Initiative 3.7.2: Disabled and Veteran Resource Groups
  - **Performance Measures:**
    - Number of resource group meetings and participants.
    - Feedback from group members on the support provided.
    - Impact of resource groups on workplace inclusion and engagement.

Goal 4: Inclusive Community Partnerships

Objective 4.1: Strengthen Community Engagement and Feedback Mechanisms

Initiative 4.1.1: Targeted Outreach

- **Performance Measures:**
  - Number of outreach events and participant demographics.
  - Survey responses and feedback from outreach events.
  - Follow-up actions taken based on community feedback.

Initiative 4.1.2: Continuous Collaborative Community Planning
- **Performance Measures:**
  - Frequency and diversity of community stakeholder meetings.
  - Documentation of community input and how it influenced planning decisions.
  - Evaluation of project outcomes and community satisfaction.

Initiative 4.1.3: Ethical Community Inclusion
- **Performance Measures:**
  - Number of community members involved in decision-making.
  - Feedback from community members on the inclusion process.
  - Implementation rate of community-suggested changes.

Initiative 4.1.4: Annual Community Education Plan Review
- **Performance Measures:**
  - Number of community education plans reviewed and updated annually.
  - Community feedback on the relevance and effectiveness of education topics.
  - Implementation of new education initiatives based on plan reviews.

Initiative 4.1.5: Feedback-Driven Service Improvements
- **Performance Measures:**
  - Number of service improvements made based on community feedback.
  - Community satisfaction with improved services.
  - Documentation of feedback and follow-up actions.

Initiative 4.1.6: Participation in Local Boards and Committees
- **Performance Measures:**
  - Number of county leaders and staff participating in local boards.
  - Feedback from boards and committees on the county's involvement.
  - Impact of participation on community engagement and service delivery.

Initiative 4.1.7: Data-Driven Community Health Initiatives
- **Performance Measures:**
  - Number of health initiatives informed by data analysis.
  - Community health outcomes and improvements.
  - Feedback from community members on health initiatives.

Initiative 4.1.8: Diverse Community Member Recruitment Strategies
- **Performance Measures:**

- Diversity metrics of community members recruited.
- Feedback from community members on the recruitment process.
- Impact of recruitment strategies on community engagement.

Initiative 4.1.9: Establish DEIB Advisory Committees
- **Performance Measures:**
  - Number of DEIB advisory committees established.
  - Diversity of committee members and representation.
  - Feedback from committees on the effectiveness of DEIB initiatives.

Initiative 4.1.10: Multiple Communication Channels
- **Performance Measures:**
  - Number of communication channels used for public engagement.
  - Public feedback on accessibility and effectiveness of communication.
  - Engagement metrics for each communication channel.

Initiative 4.1.11: Community-Based Relationship Building
- **Performance Measures:**
  - Number of staff engaged in community-based activities.
  - Feedback from community members on staff engagement.
  - Impact of relationship-building activities on community trust.

Initiative 4.1.12: Education and Community Engagement
- **Performance Measures:**
  - Number of educational support activities and community events.
  - Community participation and feedback on events.
  - Impact of educational initiatives on community understanding of DEIB.

Objective 4.2: Engage with Diverse Community Groups for Collaborative Projects

Initiative 4.2.1: CHA and CHIP Community Engagement
- **Performance Measures:**
  - Number of engagement activities under CHA and CHIP.
  - Community participation rates and feedback.
  - Impact of engagement activities on health initiatives.

Initiative 4.2.2: Community Forums for Broad Engagement
- **Performance Measures:**
  - Number of community forums held.
  - Diversity of participants and viewpoints gathered.
  - Implementation of changes based on forum feedback.

Initiative 4.2.3: Inter-Governmental Collaborations
- **Performance Measures:**
  - Number of collaborative projects with other governmental entities.
  - Impact of collaborations on community issues.

- Feedback from partners on the effectiveness of collaboration.

Initiative 4.2.4: Expanded Educational Outreach
- **Performance Measures:**
  - Number and diversity of educational outreach methods used.
  - Community engagement and feedback on educational content.
  - Impact of outreach on community trust and understanding.

Initiative 4.2.5: Community Event Participation
- **Performance Measures:**
  - Number of community events supported and participated in.
  - Feedback from event participants on the county's involvement.
  - Impact of event participation on community relationships.

Initiative 4.2.6: Partnerships with Local Organizations
- **Performance Measures:**
  - Number of partnerships with local organizations.
  - Impact of partnerships on community engagement and support.
  - Feedback from partners on the effectiveness of collaboration.

Objective 4.3: Foster Partnerships with Diverse Businesses and Organizations

Initiative 4.3.1: Vendor Diversity Analysis
- **Performance Measures:**
  - Analysis of current vendor diversity.
  - Goals set for increasing vendor diversity.
  - Progress towards achieving vendor diversity goals.

Initiative 4.3.2: RFP Process Review
- **Performance Measures:**
  - Number of RFP processes reviewed and revised.
  - Feedback from small, women-owned, and minority-owned businesses.
  - Impact of changes on vendor engagement and diversity.

Objective 4.4: Develop Community Engagement Programs Targeting Veterans

Initiative 4.4.1: Veteran Engagement in Civic Activities
- **Performance Measures:**
  - Number of veterans involved in civic activities and local government roles.
  - Feedback from veterans on their engagement experience.
  - Impact of veteran engagement on community planning and decision-making.

Initiative 4.4.2: Community Recognition Events for Veterans

- Performance Measures:
  - Number of recognition events held for veterans.
  - Community and veteran participation rates.
  - Feedback from veterans and the community on event impact.

Goal 5: Communication & Education

Objective 5.1: Enhance Internal and External DEIB Communication

Initiative 5.1.1: Diverse Media Outreach
- Performance Measures:
  - Engagement metrics from digital newsletters and social media.
  - Media coverage and reach analysis for DEIB-related communications.
  - Feedback from community and staff on communication effectiveness.

Initiative 5.1.2: Community Surveys and Feedback
- Performance Measures:
  - Number of surveys distributed and response rates.
  - Analysis of survey data to identify key issues and trends.
  - Implementation rate of actions based on survey feedback.

Initiative 5.1.3: Educational Articles and Media Releases
- Performance Measures:
  - Number of articles and media releases published.
  - Engagement metrics from educational content.
  - Feedback from readers and viewers on content impact.

Initiative 5.1.4: Website and Social Media Updates
- Performance Measures:
  - Frequency and relevance of website and social media updates.
  - User engagement metrics with updated content.
  - Feedback from users on the accessibility and usefulness of information.

Initiative 5.1.5: Multilingual and Accessible Communication Options
- Performance Measures:
  - Number of languages supported in communications.
  - User engagement metrics for multilingual content.
  - Feedback from non-English speaking users on accessibility.

Objective 5.2: Implement Comprehensive Communication Strategies

Initiative 5.2.1: Employee Engagement Through Newsletters
- Performance Measures:
  - Frequency and reach of employee newsletters.
  - Staff engagement with newsletter content.

- Feedback on the usefulness and relevance of newsletters.

Initiative 5.2.2: Targeted Community Education
- **Performance Measures:**
  - Number of educational outreach events and locations.
  - Community participation and feedback on educational content.
  - Impact of outreach on community understanding and engagement.

Initiative 5.2.3: Inclusive Communication Practices
- **Performance Measures:**
  - Number of communications using certified language lines and bilingual staff.
  - Feedback from non-English speakers on communication effectiveness.
  - Implementation rate of improvements based on feedback.

Initiative 5.2.4: Inclusive Community Outreach
- **Performance Measures:**
  - Number of outreach programs using culturally sensitive and inclusive language.
  - Community engagement metrics for inclusive outreach.
  - Feedback from historically marginalized communities on outreach effectiveness.

Objective 5.3: Provide Accessible Employee Education and Training

Initiative 5.3.1: Sensitivity and Awareness Training
- **Performance Measures:**
  - Number of staff completing sensitivity and awareness training.
  - Feedback from participants on training effectiveness.
  - Impact of training on staff interactions and service delivery.

Initiative 5.3.2: Educational Opportunities for Staff
- **Performance Measures:**
  - Number of educational programs offered to staff.
  - Staff participation rates and feedback on programs.
  - Impact of educational opportunities on staff development.

Initiative 5.3.3: Training Across the Organization
- **Performance Measures:**
  - Number of departments participating in training programs.
  - Feedback from participants on training content and delivery.
  - Impact of training on organizational culture and practices.

Objective 5.4: Develop a County-Wide DEIB Awareness Campaign

Initiative 5.4.1: Enhance DEIB Committee Involvement
- o **Performance Measures:**
  - Number of participants in the DEIB committee.
  - Diversity of committee members and representation.
  - Feedback from participants on the effectiveness of DEIB initiatives.

Objective 5.5: Offer DEIB Training and Resources to Local Businesses

Initiative 5.5.1: Support for Local Businesses
- o **Performance Measures:**
  - Number of local businesses accessing DEIB training resources.
  - Feedback from businesses on the effectiveness of training.
  - Impact of training on business practices and inclusivity.

Objective 5.6: Offer Specialized Training on Civil Rights and Client Rights

Initiative 5.6.1: Routine Compliance and Competency Training
- o **Performance Measures:**
  - Number of staff completing civil rights compliance and cultural competency training.
  - Feedback from participants on training effectiveness.
  - Impact of training on service delivery and client rights.

Initiative 5.6.2: Establish Training Expectations
- o **Performance Measures:**
  - Number of training programs established and conducted.
  - Staff participation rates and feedback on training expectations.
  - Impact of training on staff understanding and adherence to DEIB principles.

Initiative 5.6.3: Leadership and Cultural Competence
- o **Performance Measures:**
  - Number of leadership development programs including DEIB principles.
  - Feedback from participants on the inclusivity and effectiveness of leadership training.
  - Impact of training on leadership practices and cultural competence.

Initiative 5.6.4: Specialized Training and Onboarding Collaboration
- o **Performance Measures:**
  - Number of specialized training sessions and onboarding programs conducted.
  - Feedback from participants on training content and delivery.
  - Impact of training on staff readiness and understanding of DEIB principles.

Initiative 5.6.5: Enhanced Training Opportunities
- o **Performance Measures:**
  - Number of training opportunities provided annually.
  - Staff participation rates and feedback on training programs.
  - Impact of training on service access, accountability, and transparency.

Initiative 5.6.6: Cross-Departmental and Annual Training Initiatives
- o **Performance Measures:**
  - Number of cross-departmental training initiatives conducted.
  - Feedback from participants on the effectiveness of training.
  - Implementation of improvements based on training feedback.

Goal 6: Facility & System Improvements

Objective 6.1: Assess and Improve Facility Accessibility

Initiative 6.1.1: Comprehensive Accessibility Reviews
- o **Performance Measures:**
  - Number of facilities reviewed for ADA compliance.
  - Feedback from users with disabilities on facility accessibility.
  - Number of accessibility improvements implemented.

Initiative 6.1.2: Ongoing Improvements and Upgrades
- o **Performance Measures:**
  - Budget allocation and spending on accessibility upgrades.
  - Timeliness and effectiveness of implemented upgrades.
  - User satisfaction with improved facilities.

Initiative 6.1.3: Technology and Communication Accessibility
- o **Performance Measures:**
  - Number of online systems and communication tools evaluated for accessibility.
  - Compliance rate with accessibility standards.
  - Feedback from users on the accessibility of technology and communication tools.

Objective 6.2: Conduct Accessibility Audits of Public Facilities

Initiative 6.2.1: Regular Accessibility Audits
- o **Performance Measures:**
  - Number of accessibility audits conducted annually.
  - Compliance rate with accessibility regulations.
  - Feedback from users on the accessibility of public facilities.

Initiative 6.2.2: Assess Facilities for Emergency Housing Use

- **Performance Measures:**
  - Number of facilities evaluated for emergency housing use.
  - Readiness of facilities for emergency housing situations.
  - Feedback from housing-insecure populations on facility accessibility.

Objective 6.3: Prioritize Accessibility in New Facility Plans

Initiative 6.3.1: Incorporate Accessibility from the Start
- **Performance Measures:**
  - Number of new facility plans incorporating accessibility considerations.
  - Feedback from stakeholders on the inclusivity of new facility designs.
  - Compliance rate with accessibility standards in new constructions.

Objective 6.4: Support Green Infrastructure Projects

Initiative 6.4.1: Climate Action Plan Strategies
- **Performance Measures:**
  - Number of green infrastructure projects initiated and completed.
  - Reduction in carbon footprint and environmental impact metrics.
  - Community feedback on the benefits of green infrastructure initiatives.

Goal 7: Human Services

Objective 7.1: Optimize Service Delivery for Equity and Inclusion

Initiative 7.1.1: Localized Health Services
- **Performance Measures:**
  - Number of community-based health service events held.
  - Participation rates and demographics of attendees.
  - Health outcomes and feedback from service recipients.

Initiative 7.1.2: Community Liaison Program
- **Performance Measures:**
  - Number of resources redistributed through the program.
  - Efficiency and effectiveness of the triage process.
  - Satisfaction rates from community members receiving assistance.

Initiative 7.1.3: Housing and Safety Initiatives
- **Performance Measures:**
  - Number of housing safety improvements implemented.
  - Feedback from residents on housing safety and accessibility.
  - Impact of housing initiatives on community well-being.

Initiative 7.1.4: Community Health Improvement Planning
- **Performance Measures:**

- Number of community health improvement plans developed and updated.
- Community feedback on health priorities and initiatives.
- Impact of health plans on community health outcomes.

Initiative 7.1.5: Resource Navigation by Social Workers
- **Performance Measures:**
  - Number of social workers providing resource navigation support.
  - Feedback from residents on the effectiveness of resource navigation.
  - Impact of social worker support on access to essential services.

Initiative 7.1.6: Mobile Health and Social Services
- **Performance Measures:**
  - Number of mobile health clinics and social service centers deployed.
  - Participation rates and demographics of service recipients.
  - Feedback from historically marginalized communities on service accessibility.

Initiative 7.1.7: Support for Housing Insecurity
- **Performance Measures:**
  - Number of targeted resources and services for housing-insecure individuals.
  - Feedback from unhoused and housing-insecure populations on service effectiveness.
  - Impact of targeted services on housing stability and well-being.

Initiative 7.1.8: Public Health Outreach Initiatives
- **Performance Measures:**
  - Number of public health outreach events and participants.
  - Feedback from community agencies and residents on outreach effectiveness.
  - Impact of outreach initiatives on community health and relationships.

Objective 7.2: Expand Access to Mental Health and Wellness Services

Initiative 7.2.1: School-Based Health Services
- **Performance Measures:**
  - Number of partnerships with local schools for health services.
  - Participation rates and feedback from students and parents.
  - Impact of school-based health services on student health outcomes.

Initiative 7.2.2: Community Collaborative for Addiction Recovery
- **Performance Measures:**
  - Number of collaborative projects under the Alliance to Heal initiative.
  - Feedback from health systems and community partners on collaboration effectiveness.
  - Impact of addiction recovery initiatives on community health.

Initiative 7.2.3: Telehealth Expansion
- **Performance Measures:**
  - Number of telehealth services provided.
  - Participation rates and demographics of telehealth users.
  - Feedback from users on the accessibility and effectiveness of telehealth services.

Initiative 7.2.4: Crisis Co-Responder Program
- **Performance Measures:**
  - Number of crisis co-responder collaborations between law enforcement and mental health services.
  - Feedback from participants on the effectiveness of crisis responses.
  - Impact of the program on mental health emergency outcomes.

Initiative 7.2.5: Accessibility in Mental Health Services
- **Performance Measures:**
  - Number of mental health facilities and telehealth systems evaluated for accessibility.
  - Compliance rate with accessibility standards.
  - Feedback from users with disabilities on mental health service accessibility.

Objective 7.3: Establish a Feedback Loop with Service Recipients

Initiative 7.3.1: Enhanced Accessibility of Emergency Tools
- **Performance Measures:**
  - Number and placement of community AEDs, Narcan, and Fentanyl test strips.
  - Accessibility and readiness of emergency tools.
  - Feedback from community members on the availability and effectiveness of emergency tools.

Initiative 7.3.2: Feedback-Informed Service Adjustments
- **Performance Measures:**
  - Number of service adjustments made based on feedback.
  - Satisfaction rates from service recipients.
  - Documentation of feedback and follow-up actions.

Objective 7.4: Develop Initiatives to Address Homelessness with a Focus on Equity

Initiative 7.4.1: Collaborative Homelessness Response
- **Performance Measures:**
  - Number of partnerships with organizations and stakeholders addressing homelessness.

- Feedback from partners and service recipients on the effectiveness of initiatives.
- Impact of homelessness response initiatives on community well-being.

Initiative 7.4.2: Policy and Planning Collaboration
- **Performance Measures:**
  - Number of joint city-county planning efforts.
  - Feedback from stakeholders on the inclusivity and effectiveness of planning.
  - Implementation rate of integrated homelessness strategies.

Objective 7.5: Culturally Competent Service Delivery

Initiative 7.5.1: Culturally Specific Health Services
- **Performance Measures:**
  - Number of culturally and linguistically appropriate health services provided.
  - Feedback from historically marginalized communities on service accessibility.
  - Impact of culturally competent services on health outcomes.

Goal 8: Justice & Public Safety

Objective 8.1: Reform Practices to Enhance Equity

Initiative 8.1.1: Support Services for Jail Release
- **Performance Measures:**
  - Number of individuals receiving support services upon jail release.
  - Success rates in community reintegration and recidivism reduction.
  - Participant feedback on the support services provided.

Initiative 8.1.2: Policy Advocacy with Equity Tools
- **Performance Measures:**
  - Number of policies reviewed and revised using the Equity and Justice Tool.
  - Impact assessment of policy changes on marginalized communities.
  - Stakeholder feedback on the policy advocacy process.

Initiative 8.1.3: Civilian Review Board
- **Performance Measures:**
  - Number of cases reviewed by the Civilian Review Board.
  - Feedback from community members on the board's effectiveness.
  - Impact of the review board on trust and accountability in public safety.

Initiative 8.1.4: Community-Based Restorative Justice

- **Performance Measures:**
  - Number of restorative justice programs and participants.
  - Feedback from participants and community members on program effectiveness.
  - Impact of restorative justice programs on recidivism and community trust.

Objective 8.2: Enhance Community Policing Initiatives

Initiative 8.2.1: Build Community Trust through Engagement
- **Performance Measures:**
  - Number of community policing initiatives and events.
  - Feedback from community members on engagement efforts.
  - Impact of community policing on trust and understanding.

Initiative 8.2.2: Diverse Recruitment and Training
- **Performance Measures:**
  - Diversity metrics of law enforcement staff.
  - Number of training sessions on crisis intervention, cultural competence, and implicit bias.
  - Feedback from participants on training effectiveness.

Objective 8.3: Review and Update Policies to Eliminate Bias

Initiative 8.3.1: Comprehensive Policy Review with External Experts
- **Performance Measures:**
  - Number of policies reviewed and revised for equity.
  - Feedback from external experts and stakeholders on policy changes.
  - Impact of policy updates on reducing racial disparities.

Initiative 8.3.2: Equity Training in Public Safety
- **Performance Measures:**
  - Number of public safety officials completing equity training.
  - Feedback from participants on training content and delivery.
  - Impact of training on bias reduction and community relations.

Objective 8.4: Implement Restorative Justice Programs

Initiative 8.4.1: Establish Restorative Justice Framework
- **Performance Measures:**
  - Development and implementation of restorative justice framework.
  - Feedback from stakeholders on the framework's effectiveness.
  - Impact of restorative justice practices on community healing and reconciliation.

Initiative 8.4.2: Pilot Restorative Justice Programs

- o **Performance Measures:**
  - Number of pilot programs launched and participants involved.
  - Feedback from participants on program effectiveness.
  - Evaluation of pilot program outcomes and scalability.

Initiative 8.4.3: Expand and Sustain Restorative Justice Programs
- o **Performance Measures:**
  - Number of restorative justice programs scaled and sustained.
  - Community and participant feedback on program impact.
  - Long-term outcomes of restorative justice initiatives on community trust and safety.

Goal 9: Accessible Technology and Digital Inclusion

Objective 9.1: Improve Digital Literacy and Access

Initiative 9.1.1: Hearing Accessibility Enhancements
- o **Performance Measures:**
  - Installation and usage rates of Hearing Loop Technology.
  - User feedback on the effectiveness of the technology.
  - Number of facilities equipped with accessible communication technologies.

Initiative 9.1.2: Multilingual Access
- o **Performance Measures:**
  - Number of languages supported on county webpages.
  - User engagement metrics for translated content.
  - Feedback from non-English speaking users on accessibility and usability.

Initiative 9.1.3: Ensure Technology Accessibility and Solutions
- o **Performance Measures:**
  - Number of digital tools and resources evaluated for accessibility.
  - Compliance rate with accessibility standards.
  - Feedback from users with disabilities on digital tool usability.

Initiative 9.1.4: Information Accessibility
- o **Performance Measures:**
  - Number of updated website content, current phone messages, and paper copies of policies distributed.
  - User engagement metrics with updated content.
  - Feedback from community members on information accessibility.

Objective 9.2: Launch Digital Literacy Programs for Underserved Populations

Initiative 9.2.1: Wi-Fi Expansion in Public Spaces

- **Performance Measures:**
  - Number of public spaces with expanded free Wi-Fi access.
  - User engagement metrics for public Wi-Fi.
  - Feedback from users on the availability and effectiveness of public Wi-Fi.

Initiative 9.2.2: Onsite Digital Assistance
- **Performance Measures:**
  - Number of community locations providing on-the-ground digital assistance.
  - User engagement metrics for digital assistance services.
  - Feedback from users on the effectiveness of digital assistance.

Initiative 9.2.3: Adapting Service Delivery to Digital Platforms
- **Performance Measures:**
  - Number of face-to-face services transitioned to digital formats.
  - User engagement metrics for digital services.
  - Feedback from users on the accessibility and effectiveness of digital services.

Initiative 9.2.5: Enhancing Digital Infrastructure in Rural Areas
- **Performance Measures:**
  - Number of rural areas with improved digital infrastructure.
  - User engagement metrics for enhanced broadband connectivity.
  - Feedback from rural community members on digital infrastructure improvements.

Objective 9.3: Determine Metrics for Online Access

Initiative 9.3.1: Evaluate Online Service Usage
- **Performance Measures:**
  - Development and implementation of metrics to assess online service usage.
  - User engagement metrics for online county services.
  - Feedback from users on the accessibility and effectiveness of online services.

Goal 10: Environmental Equity

Objective 10.1: Integrate DEIB into Environmental Policies

Initiative 10.1.1: Inclusive Policy Development
- **Performance Measures:**
  - Number of community partners and stakeholders involved in policy development.
  - Frequency and diversity of collaborative policy development meetings.

- Impact assessment of policies on marginalized communities.

Initiative 10.1.2: Sustainable Energy Initiatives
- **Performance Measures:**
  - Number of sustainable energy projects initiated and completed.
  - Reduction in carbon footprint and environmental impact metrics.
  - Community feedback on the benefits of sustainable practices.

Objective 10.2: Conduct Environmental Justice Assessments

Initiative 10.2.1: Targeted Environmental Studies
- **Performance Measures:**
  - Number of environmental justice assessments conducted.
  - Impact of studies on addressing environmental issues in vulnerable communities.
  - Feedback from affected communities on the effectiveness of assessments.

Objective 10.3: Create Programs for Access to Green Spaces in Underserved Areas

Initiative 10.3.1: Green Space Accessibility Improvements
- **Performance Measures:**
  - Number of green space accessibility improvements implemented.
  - Feedback from underserved communities on access to green spaces.
  - Impact of green space accessibility on community health and well-being.

Initiative 10.3.2: Community-Led Green Projects
- **Performance Measures:**
  - Number of community-led green space projects initiated and completed.
  - Participation rates and demographics of community members involved.
  - Feedback from participants on the impact of green space projects.

Objective 10.4: Promote Environmental Stewardship and Conservation

Initiative 10.4.1: Education and Outreach Programs
- **Performance Measures:**
  - Number of environmental education and outreach programs conducted.
  - Community participation and feedback on educational content.
  - Impact of education programs on community environmental stewardship.

Initiative 10.4.2: Conservation Partnerships
- **Performance Measures:**
  - Number of partnerships with conservation organizations.
  - Impact of partnerships on local conservation efforts.
  - Feedback from partners on the effectiveness of collaboration.

Objective 10.5: Develop Sustainable Transportation Solutions

Initiative 10.5.1: Green Public Transportation Initiatives
- **Performance Measures:**
  - Number of green public transportation initiatives implemented.
  - User engagement metrics for green transportation options.
  - Feedback from users on the accessibility and effectiveness of sustainable transportation solutions.

Initiative 10.5.2: Bicycle and Pedestrian Infrastructure Enhancements
- **Performance Measures:**
  - Number of bicycle lanes and pedestrian pathways developed or improved.
  - User engagement metrics for bicycle and pedestrian infrastructure.
  - Feedback from users on the safety and accessibility of enhanced infrastructure.

This comprehensive set of performance measures will guide the implementation of our DEIB initiatives, ensuring that we remain focused on our goals and are able to adapt and improve based on feedback and results.