

Diversity, Equity & Inclusion Solution Analysis

Presented To: Cumberland County North Carolina July 8, 2021

Version 1.0






Status as of January 2022 added to Next Steps on page 43



K.L. SCOTT
& ASSOCIATES
ANALYTICS ANALYSIS ADVICE



Table of Contents

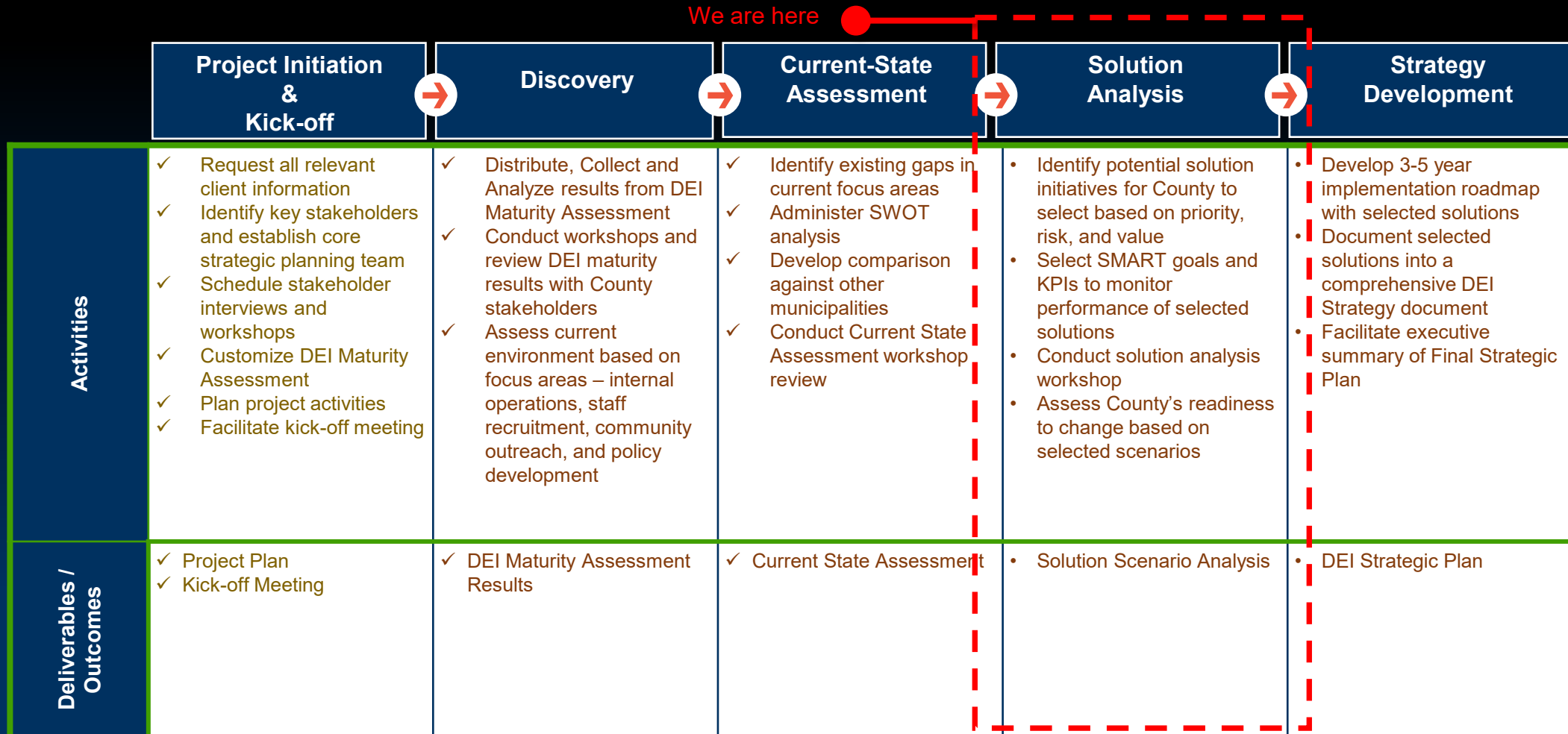
| | | |
|---|---|-----------|
|  | Solution Analysis Overview | 03 |
|  | Solution Options | 05 |
|  | Solution Details | 19 |
|  | Key Performance Measures by Initiative | 39 |
|  | Next Steps | 42 |

Solution Analysis Overview



Solution Options Summary

K.L. Scott & Associates has conducted a multi-step strategy development process where we have engaged the Cumberland DEI Advisory Committee to develop a current state assessment. The results of that assessment has informed our recommendations for potential solutions to address gaps and take advantage of potential opportunities to improve diversity, equity, and inclusion in the execution of policy development, internal operations, staff recruitment and community outreach.



Solution Options



Solution Initiative Summary

| Policy Development & Execution | Initiative | Summary | Duration | Urgency | Effort | Org. Impact | Value |
|--------------------------------|--|--|----------|---------|--------|-------------|-------|
| | Initiative 1: Hire a leader responsible for execution of DEI initiatives | Hire a leader for a Chief Diversity Officer (CDO) or Leader <u>role</u> to enforce DEI policy and provide internal oversight. The performance of the CDO will be measured with the success of the KPMs. The CDO will <u>review and oversee DE&I policy development</u> to ensure compliance across departments. The CDO will work with the advisory committee to consult on all manners of DEI. The CDO will coordinate cross-departmental DEI initiatives and messaging. CDO will be responsible for ensuring the County has a single DEI message and all department heads will meet with the CDO to review DE&I performance. CDO will be responsible to drive uniform DEI culture change across all Departments to speak with one DEI voice. It is our recommendation that the CDO is a Leadership position that is <u>independent</u> and reports directly to the County Manager. | LOW | HIGH | HIGH | HIGH | HIGH |

| Legend: | Duration | Urgency | Effort | Organizational Impact | Value |
|---------|---|---|---|--|--|
| | Approximate time to complete the initiative | Speed in which action needs to be taken | Approximate effort (resources) for the initiative | Approximate scope of the organizational impact to complete | The value the County will receive through the implementation of the initiative |
| HIGH | >3 years | Immediate action needed | > 5 resources | Multiple agencies within the County and external partners | Transformational value that will have significant positive impact. |
| MEDIUM | 1-3 years | Action needed soon | 3-5 resources | Multiple agencies within the County | Significant value that will be received but not transformational for the County. |
| LOW | < 1 years | Action can be scheduled for a time that best suits the organization | 1-2 resources | A single project team or department with little to no external organizations within one State or Territory | Value will be received but minimal or opportunistic. |

Solution Initiative Summary

| Internal Operations | Initiative | Summary | Duration | Urgency | Effort | Org. Impact | Value |
|---------------------|--|--|----------|---------|--------|-------------|--------|
| | Initiative 2: Establish a public-facing (public website) dashboard that communicates metrics on KPMs | A dedicated dashboard that provides performance analysis on DEI KPMs. The dashboard will be used by County leadership to monitor ongoing performance and decision support. | MEDIUM | MEDIUM | LOW | HIGH | LOW |
| | Initiative 3: Develop DEI recognition program sponsored by County Leadership | In conjunction with HR, have a recognition program that is part of the employee evaluation when a staff member goes above and beyond to promote DEI within the County government or community. | MEDIUM | MEDIUM | MEDIUM | MEDIUM | LOW |
| | Initiative 4: Acquire HCM system and integrate DEI measures | Procure a human capital management system an integrate DEI KPMs as part of the employee evaluation (e.g., training certifications and participation). | HIGH | LOW | HIGH | MEDIUM | MEDIUM |
| | Initiative 5: Acquire Strategic Planning Performance Monitoring Tools to monitor DEI strategy performance | Procure a strategic planning performance software to management and monitor the execution of the DEI strategy. | MEDIUM | HIGH | HIGH | MEDIUM | MEDIUM |

| Legend: | Duration | Urgency | Effort | Organizational Impact | Value |
|---------|--|---|--|--|---|
| | <i>Approximate time to complete the initiative</i> | <i>Speed in which action needs to be taken</i> | <i>Approximate effort (resources) for the initiative</i> | <i>Approximate scope of the organizational impact to complete</i> | <i>The value the County will receive through the implementation of the initiative</i> |
| HIGH | >3 years | Immediate action needed | > 5 resources | Multiple agencies within the County and external partners | Transformational value that will have significant positive impact. |
| MEDIUM | 1-3 years | Action needed soon | 3-5 resources | Multiple agencies within the County | Significant value that will be received but not transformational for the County. |
| LOW | < 1 years | Action can be scheduled for a time that best suits the organization | 1-2 resources | A single project team or department with little to no external organizations within one State or Territory | Value will be received but minimal or opportunistic. |

Solution Initiative Summary

| Internal Operations | Initiative | Summary | Duration | Urgency | Effort | Org. Impact | Value |
|---------------------|---|--|----------|---------|--------|-------------|-------|
| | Initiative 6: Acquire LMS system and leverage online DEI training program for County staff. | Expand the use of the “Learn Platform” (the online Learning Management System) to facilitate self-paced DEI training and course certification. The training program will be used for onboarding new employees and provide continuing education for existing staff members. | LOW | HIGH | LOW | HIGH | HIGH |

| Legend: | Duration | Urgency | Effort | Organizational Impact | Value |
|---------|---|---|---|--|--|
| | Approximate time to complete the initiative | Speed in which action needs to be taken | Approximate effort (resources) for the initiative | Approximate scope of the organizational impact to complete | The value the County will receive through the implementation of the initiative |
| HIGH | >3 years | Immediate action needed | > 5 resources | Multiple agencies within the County and external partners | Transformational value that will have significant positive impact. |
| MEDIUM | 1-3 years | Action needed soon | 3-5 resources | Multiple agencies within the County | Significant value that will be received but not transformational for the County. |
| LOW | < 1 years | Action can be scheduled for a time that best suits the organization | 1-2 resources | A single project team or department with little to no external organizations within one State or Territory | Value will be received but minimal or opportunistic. |

Solution Initiative Summary

| Internal Operations | Initiative | Summary | Duration | Urgency | Effort | Org. Impact | Value |
|---------------------|---|--|----------|---------|--------|-------------|-------|
| | Initiative 7: Promote DEI “value” internally to staff | <p>Provide ongoing news and research that shows the value of DEI and how it provides a positive impact on the government and community. This will be in the form on an internal communication strategy (integrated with community outreach programs). Items that communicate value are founded in economic impacts, quality of life, reduction of poverty (e.g., food deserts, access to medical treatment, education, etc.), reduction of prison/jail population, public safety, etc.</p> <p>The message of “value” should also resonate from the Mayor and City Manager to transition the culture of the County to be diverse, inclusive, and equitable.</p> | LOW | HIGH | HIGH | HIGH | HIGH |

| Legend: | Duration | Urgency | Effort | Organizational Impact | Value |
|---------|---|---|---|--|--|
| | Approximate time to complete the initiative | Speed in which action needs to be taken | Approximate effort (resources) for the initiative | Approximate scope of the organizational impact to complete | The value the County will receive through the implementation of the initiative |
| HIGH | >3 years | Immediate action needed | > 5 resources | Multiple agencies within the County and external partners | Transformational value that will have significant positive impact. |
| MEDIUM | 1-3 years | Action needed soon | 3-5 resources | Multiple agencies within the County | Significant value that will be received but not transformational for the County. |
| LOW | < 1 years | Action can be scheduled for a time that best suits the organization | 1-2 resources | A single project team or department with little to no external organizations within one State or Territory | Value will be received but minimal or opportunistic. |

Solution Initiative Summary

| Staff Recruitment | Initiative | Summary | Duration | Urgency | Effort | Org. Impact | Value |
|-------------------|--|--|----------|---------|--------|-------------|--------|
| | Initiative 8: Establish DE&I Training Program for onboarding new employees and existing employees. (This can also be considered ‘internal operations’) | Provide a series of <u>required</u> DEI continuing education and onboarding training programs both instructor-led and online through an LMS platform. When the participant(s) complete the course, they will receive a certificate of completion. Courses are to be taken annually for existing staff. | LOW | HIGH | LOW | HIGH | HIGH |
| | Initiative 9: Administer an independent study of equity by demographic data in compensation and classification levels to enable success ladders in the County across all departments. | Administer a study to ensure that there is not pay compression or disparities that exist with current compensation and classification levels based on demographic data (e.g., age, gender, race, religion, etc.). | MEDIUM | HIGH | HIGH | HIGH | HIGH |
| | Initiative 10: Establish partnerships with minority affinity groups as a source to attract diverse talent. | Establish partnership programs that will attract new and experienced hires from minority groups such as HBCUs, Hispanic Chamber of Commerce, AAPI, Black MBAs, FAPAC, Women in Government, ERG, etc. | LOW | HIGH | LOW | HIGH | MEDIUM |

| Legend: | Duration | Urgency | Effort | Organizational Impact | Value |
|---------|--|---|--|--|---|
| | <i>Approximate time to complete the initiative</i> | <i>Speed in which action needs to be taken</i> | <i>Approximate effort (resources) for the initiative</i> | <i>Approximate scope of the organizational impact to complete</i> | <i>The value the County will receive through the implementation of the initiative</i> |
| HIGH | >3 years | Immediate action needed | > 5 resources | Multiple agencies within the County and external partners | Transformational value that will have significant positive impact. |
| MEDIUM | 1-3 years | Action needed soon | 3-5 resources | Multiple agencies within the County | Significant value that will be received but not transformational for the County. |
| LOW | < 1 years | Action can be scheduled for a time that best suits the organization | 1-2 resources | A single project team or department with little to no external organizations within one State or Territory | Value will be received but minimal or opportunistic. |

Solution Initiative Summary

| Staff Recruitment | Initiative | Summary | Duration | Urgency | Effort | Org. Impact | Value |
|-------------------|---|---|----------|---------|--------|-------------|--------|
| | Initiative 11: Ensure partnerships with minority social media groups to advertise new job opportunities | <p>To increase representation, the County is advised to publish employment opportunities on social media outlets that are predominately targeted to minorities and women. This is a portion of the overall recruitment effort. For example,</p> <ul style="list-style-type: none"> • Circa - https://circaworks.com/ • Nexxt Diversity - https://hiring.nexxt.com/ • Black Career Network - https://www.blackcareernetwork.com/ • Chezle - https://www.blackcareernetwork.com/ • Jopwell - https://www.jopwell.com/ • IHispano - https://www.jopwell.com/ • NAAAP - https://jobs.naaap.org/ • Asian Career Network - https://www.acareers.net/ • Out and Equal - https://outandequal.com/ • LGBT Connect - https://lgbtconnect.com/ | LOW | HIGH | LOW | HIGH | MEDIUM |

| Legend: | Duration | Urgency | Effort | Organizational Impact | Value |
|---------|--|---|--|--|---|
| | <i>Approximate time to complete the initiative</i> | <i>Speed in which action needs to be taken</i> | <i>Approximate effort (resources) for the initiative</i> | <i>Approximate scope of the organizational impact to complete</i> | <i>The value the County will receive through the implementation of the initiative</i> |
| HIGH | >3 years | Immediate action needed | > 5 resources | Multiple agencies within the County and external partners | Transformational value that will have significant positive impact. |
| MEDIUM | 1-3 years | Action needed soon | 3-5 resources | Multiple agencies within the County | Significant value that will be received but not transformational for the County. |
| LOW | < 1 years | Action can be scheduled for a time that best suits the organization | 1-2 resources | A single project team or department with little to no external organizations within one State or Territory | Value will be received but minimal or opportunistic. |

Solution Initiative Summary

| Staff Recruitment | Initiative | Summary | Duration | Urgency | Effort | Org. Impact | Value |
|-------------------|---|---|----------|---------|--------|-------------|--------|
| | Initiative 12: Enforce diverse hiring panels and participants throughout the recruitment process (e.g., sourcing, interview, hiring, negotiation, and onboarding) | Representation is very important when considering an employer. In an effort to reflect an inclusive organization, the hiring process should include members from diverse minority groups. | LOW | HIGH | LOW | HIGH | HIGH |
| | Initiative 13: Participate in job fairs that provide access to diverse talent | The County has the opportunity to host and/or participate at job fairs where minority groups attend as they seek employment opportunities. | LOW | HIGH | LOW | HIGH | MEDIUM |
| | Initiative 14: Establish a mentoring program for professionals throughout the County to promote growth and promotion | As the County hires high school or college graduates, assign a mentor from the associated minority group that will act as a coach and/or advisor to the new professional. This will assist the employee navigate through challenges that may arise with diversity issues. | LOW | HIGH | MEDIUM | HIGH | MEDIUM |

| Legend: | Duration | Urgency | Effort | Organizational Impact | Value |
|---------|---|---|---|--|--|
| | Approximate time to complete the initiative | Speed in which action needs to be taken | Approximate effort (resources) for the initiative | Approximate scope of the organizational impact to complete | The value the County will receive through the implementation of the initiative |
| HIGH | >3 years | Immediate action needed | > 5 resources | Multiple agencies within the County and external partners | Transformational value that will have significant positive impact. |
| MEDIUM | 1-3 years | Action needed soon | 3-5 resources | Multiple agencies within the County | Significant value that will be received but not transformational for the County. |
| LOW | < 1 years | Action can be scheduled for a time that best suits the organization | 1-2 resources | A single project team or department with little to no external organizations within one State or Territory | Value will be received but minimal or opportunistic. |

Solution Initiative Summary

| Community Outreach | Initiative | Summary | Duration | Urgency | Effort | Org. Impact | Value |
|--------------------|--|---|----------|---------|--------|-------------|-------|
| | Initiative 15: DEI Advisory Committee to facilitate regularly scheduled Community Town Halls with residents. Committee should involve the Citizen Academy to promote and facilitate events in partnership. | Community involvement should be heavily integrated into the fabric of County government. Throughout the execution of the DEI Strategic Plan, the DEI Advisory Committee can communicate the County’s progress on achieving initiatives, gain insight into the pulse of the local residents by soliciting feedback and ideas and provide the optics necessary to show that the County is listening. For example, with the murder of George Floyd in 2020, many local communities are calling for police reform. These topics can be discussed in an open form and setting. | MEDIUM | MEDIUM | MEDIUM | MEDIUM | HIGH |

| Legend: | Duration | Urgency | Effort | Organizational Impact | Value |
|---------|---|---|---|--|--|
| | Approximate time to complete the initiative | Speed in which action needs to be taken | Approximate effort (resources) for the initiative | Approximate scope of the organizational impact to complete | The value the County will receive through the implementation of the initiative |
| HIGH | >3 years | Immediate action needed | > 5 resources | Multiple agencies within the County and external partners | Transformational value that will have significant positive impact. |
| MEDIUM | 1-3 years | Action needed soon | 3-5 resources | Multiple agencies within the County | Significant value that will be received but not transformational for the County. |
| LOW | < 1 years | Action can be scheduled for a time that best suits the organization | 1-2 resources | A single project team or department with little to no external organizations within one State or Territory | Value will be received but minimal or opportunistic. |

Solution Initiative Summary

14

| Community Outreach | Initiative | Summary | Duration | Urgency | Effort | Org. Impact | Value |
|--------------------|---|---|----------|---------|--------|-------------|--------|
| | Initiative 16: Allow for public comment/discussion in a variety of public forums and on a variety of issues/programs | The County should provide a channel for public comment and discussion on a variety of topics. The discussion board will be monitored for profanity and inappropriate comments. The County will monitor public sentiment and create initiatives to respond to community needs. For example, the library currently has a website effort in progress to facilitate public discussion. | LOW | MEDIUM | MEDIUM | MEDIUM | LOW |
| | Initiative 17: Partner with affinity groups to include their voices, culture, and interests | To reflect an inclusive community, the County should cross-promote DEI with affinity groups (also referred to as Employee Resource Groups) that promote DEI in the workplace and community. | LOW | LOW | HIGH | HIGH | MEDIUM |

| Legend: | Duration | Urgency | Effort | Organizational Impact | Value |
|---------|--|---|--|--|---|
| | <i>Approximate time to complete the initiative</i> | <i>Speed in which action needs to be taken</i> | <i>Approximate effort (resources) for the initiative</i> | <i>Approximate scope of the organizational impact to complete</i> | <i>The value the County will receive through the implementation of the initiative</i> |
| HIGH | >3 years | Immediate action needed | > 5 resources | Multiple agencies within the County and external partners | Transformational value that will have significant positive impact. |
| MEDIUM | 1-3 years | Action needed soon | 3-5 resources | Multiple agencies within the County | Significant value that will be received but not transformational for the County. |
| LOW | < 1 years | Action can be scheduled for a time that best suits the organization | 1-2 resources | A single project team or department with little to no external organizations within one State or Territory | Value will be received but minimal or opportunistic. |

Solution Initiative Summary

| Community Outreach | Initiative | Summary | Duration | Urgency | Effort | Org. Impact | Value |
|--------------------|--|---|----------|---------|--------|-------------|-------|
| | Initiative 18: Administer a public survey of the local resident and business community to assess the perceptions of Cumberland as a DEI advocate, publish the results of study publicly, and provide additional initiatives based on those results to address any concerns or enhance successful programs. | <p>The current DEI Strategy has been developed with an internally focused view without input from the local community. In lieu of administering a full strategic planning effort, provide a public survey to review the community sentiments towards specific DEI areas. For example,</p> <p>Question: How do you feel about DEI in the County? On a scale from 1 to 5, where 1 is Strongly Disagree and 5 is Strongly Agree, how would you rate these following statements?</p> <p>Statement: I would recommend this County as a great place to live and work.</p> <p>Statement: The County officials treats its residents with respect.</p> <p>Statement: I feel safe living in the County.</p> | MEDIUM | MEDIUM | HIGH | HIGH | HIGH |

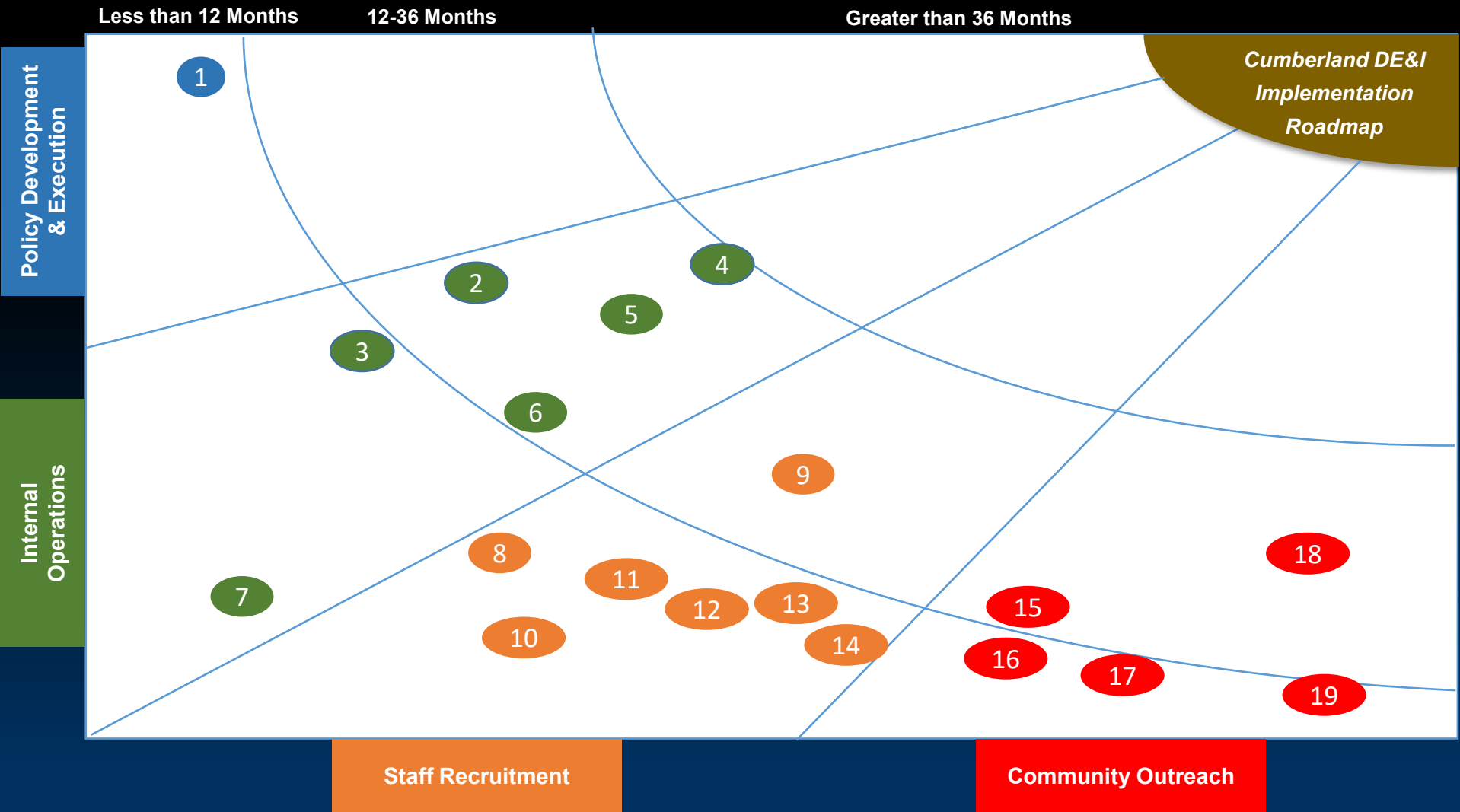
| Legend: | Duration | Urgency | Effort | Organizational Impact | Value |
|---------|--|---|--|--|---|
| | <i>Approximate time to complete the initiative</i> | <i>Speed in which action needs to be taken</i> | <i>Approximate effort (resources) for the initiative</i> | <i>Approximate scope of the organizational impact to complete</i> | <i>The value the County will receive through the implementation of the initiative</i> |
| HIGH | >3 years | Immediate action needed | > 5 resources | Multiple agencies within the County and external partners | Transformational value that will have significant positive impact. |
| MEDIUM | 1-3 years | Action needed soon | 3-5 resources | Multiple agencies within the County | Significant value that will be received but not transformational for the County. |
| LOW | < 1 years | Action can be scheduled for a time that best suits the organization | 1-2 resources | A single project team or department with little to no external organizations within one State or Territory | Value will be received but minimal or opportunistic. |

Solution Initiative Summary

| Community Outreach | Initiative | Summary | Duration | Urgency | Effort | Org. Impact | Value |
|--------------------|--|---|----------|---------|--------|-------------|-------|
| | Initiative 19: Partner with local community groups (e.g., Urban League, Hispanic Chamber of Commerce, NAACP) and local organizations (e.g., Fort Bragg, Fayetteville State University, etc.) and city of Fayetteville to have a “One-Community” message. | Through establishing partnerships with local community groups, the County can scale its DEI efforts by leveraging partner resources and networks. This will accelerate adoption of DEI initiatives and achieve success. | MEDIUM | MEDIUM | HIGH | HIGH | HIGH |

| Legend: | Duration | Urgency | Effort | Organizational Impact | Value |
|---------|---|---|---|--|--|
| | Approximate time to complete the initiative | Speed in which action needs to be taken | Approximate effort (resources) for the initiative | Approximate scope of the organizational impact to complete | The value the County will receive through the implementation of the initiative |
| HIGH | >3 years | Immediate action needed | > 5 resources | Multiple agencies within the County and external partners | Transformational value that will have significant positive impact. |
| MEDIUM | 1-3 years | Action needed soon | 3-5 resources | Multiple agencies within the County | Significant value that will be received but not transformational for the County. |
| LOW | < 1 years | Action can be scheduled for a time that best suits the organization | 1-2 resources | A single project team or department with little to no external organizations within one State or Territory | Value will be received but minimal or opportunistic. |

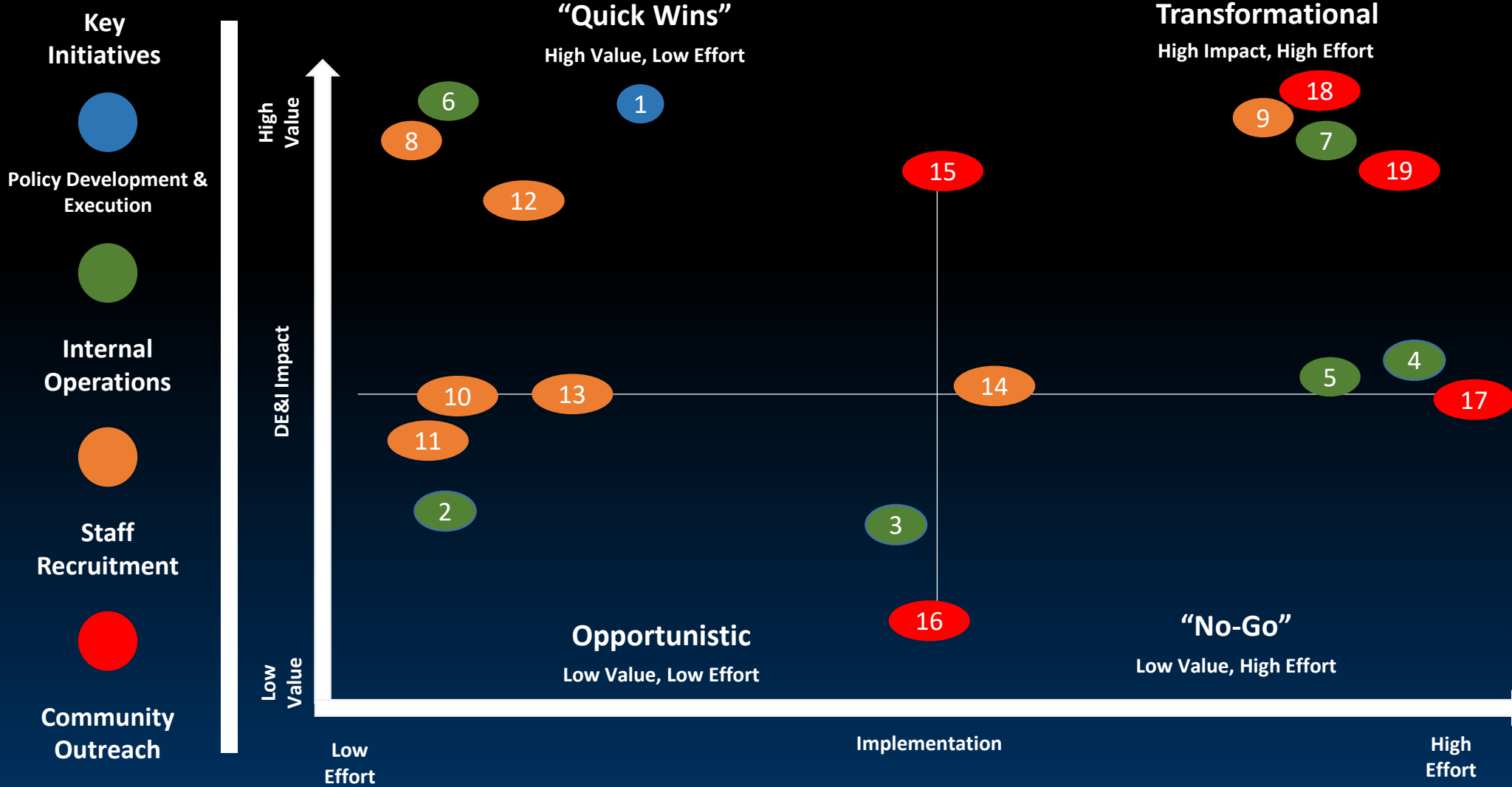
Solution Implementation Roadmap



| # | Description |
|----|--------------------------|
| 1 | DEI Leader |
| 2 | Public Dashboard |
| 3 | DEI Recognition Program |
| 4 | HCM System |
| 5 | Strategy Mgmt Software |
| 6 | LMS System |
| 7 | Promote DEI "value" |
| 8 | DEI Training Program |
| 9 | Compensation Study |
| 10 | Affinity Groups |
| 11 | Minority Social Media |
| 12 | Diverse Hiring Panels |
| 13 | Job Fairs |
| 14 | Mentoring Program |
| 15 | Community Town Halls |
| 16 | Public Comment Forums |
| 17 | Employee Resource Groups |
| 18 | Public Surveys |
| 19 | Local Community Groups |

Solution Options Value Quadrant

18



| # | Description |
|----|--------------------------|
| 1 | DEI Leader |
| 2 | Public Dashboard |
| 3 | DEI Recognition Program |
| 4 | HCM System |
| 5 | Strategy Mgmt. Software |
| 6 | LMS System |
| 7 | Promote DEI "value" |
| 8 | DEI Training Program |
| 9 | Compensation Study |
| 10 | Affinity Groups |
| 11 | Minority Social Media |
| 12 | Diverse Hiring Panels |
| 13 | Job Fairs |
| 14 | Mentoring Program |
| 15 | Community Town Halls |
| 16 | Public Comment Forums |
| 17 | Employee Resource Groups |
| 18 | Public Surveys |
| 19 | Local Community Groups |

Solution Analysis Details



Initiative #1 – DEI Leader

Policy Develop & Execution

| | | | | | | | | | | | |
|-------|--------------|----------|-----|---------|------|--------|-----|-------------|------|-------|------|
| Owner | County Board | Duration | Low | Urgency | High | Effort | Low | Org. Impact | High | Value | High |
|-------|--------------|----------|-----|---------|------|--------|-----|-------------|------|-------|------|

| Description | Benefits | Risks and Critical Success Factors |
|--|--|--|
| Establish a leader for a Chief Diversity Officer (CDO) role to enforce DE&I policy and provide internal oversight. The leader will oversee DE&I policy development to ensure compliance across departments. The leader will work with the advisory committee to consult on all manners of DE&I. The CDO will coordinate cross-departmental DE&I initiatives and messaging. | <ul style="list-style-type: none">Owner DEI strategy executionSingle point of contact that spans all DepartmentsRepresentative to the County Board on behalf of the DEI Advisory CommitteeAccelerate DEI initiativeEnforces and provides oversight of focus areas – community outreach, policy development, staff recruitment, and internal operations | <ul style="list-style-type: none">The controversial topic requires a resource that can navigate through challenging eventsMust work collaboratively across all DepartmentsOften considered a public facing individual that works with HR, Public Relations, and the BoardOften this role requires 100% of their availability based on the size of the organization. County must gauge level of responsibility and provide a team. |

| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
|-----|--|---------|----|----|----|---------|----|----|----|---------|----|
| 1.1 | Identify job duties for the new HR Director to assume the role of DEI Leader | | | | | | | | | | |
| 1.2 | Establish primary team and resources to support HR Director in the implementation of the DEI strategy. | | | | | | | | | | |
| 1.3 | Execute strategic plan and establish DEI governance across all department leaders | | | | | | | | | | |

| Stakeholders | Strategic Alignment | Other Considerations |
|---|---|---|
| <ul style="list-style-type: none">County Board of CommissionersDepartment DirectorsHuman ResourcesDEI Advisory Committee | In order to drive DEI strategy execution, it is imperative that it is lead by a single individual to provide oversight, monitor ongoing performance, coordinate initiatives and hold individuals accountable for tasks. | <ul style="list-style-type: none">Hire Chief Diversity Officer FTEIncorporate CDO role with the Human Resources Director |

Initiative #2 – Public-facing Dashboard

Internal Operations

21

| | | | | | | | | | | | |
|-------|------------------------|----------|--------|---------|--------|--------|-----|-------------|------|-------|-----|
| Owner | Information Technology | Duration | Medium | Urgency | Medium | Effort | Low | Org. Impact | High | Value | Low |
|-------|------------------------|----------|--------|---------|--------|--------|-----|-------------|------|-------|-----|

| | | |
|--|---|---|
| Description | Benefits | Risks and Critical Success Factors |
| A dedicated dashboard that provides performance analysis on DEI key performance measures. The dashboard will be used by County leadership to monitor ongoing performance and decision support. | <ul style="list-style-type: none">• Transparency of DEI performance across all stakeholders• Decision support data that can drive additional initiatives, confirm success, and allow potential course correction• Real-time monitoring of performance• Accountability• Positive performance drives DEI adoption | <ul style="list-style-type: none">• If County is not performing against its stated goals, it will be apparent to all stakeholders• Management of BI tool requires an analyst to provide ongoing support. |

| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
|-----|--|---------|----|----|----|---------|----|----|----|---------|----|
| 1.1 | Acquire Business Intelligence software that enables real-time dashboard creation. | | | | | | | | | | |
| 1.2 | Identify data sources and Integrate performance monitoring software | | | | | | | | | | |
| 1.3 | Design, develop, and publish DEI Strategy Execution Dashboard on public domain (i.e., co.cumberland.nc.us) and train users | | | | | | | | | | |

| | | |
|---|---|---|
| Stakeholders | Strategic Alignment | Other Considerations |
| <ul style="list-style-type: none">• IS Technology Department• Procurement / Purchasing• Human Resources Department• Public Information Department• DEI Advisory Committee | The objective of the public-facing dashboard is to allow all stakeholders insight into the progress of DEI initiatives across the County. | <ul style="list-style-type: none">• Leverage existing software tools where available to build dashboard |

Initiative #3 – DEI Recognition Program

Internal Operations

22

| | | | | | | | | | | | |
|-------|-----------------|----------|--------|---------|--------|--------|--------|-------------|--------|-------|-----|
| Owner | Human Resources | Duration | Medium | Urgency | Medium | Effort | Medium | Org. Impact | Medium | Value | Low |
|-------|-----------------|----------|--------|---------|--------|--------|--------|-------------|--------|-------|-----|

| | | |
|--|--|--|
| Description | Benefits | Risks and Critical Success Factors |
| In conjunction with HR, have a recognition program that is part of the employee evaluation when a staff member goes above and beyond to promote DEI within the County government or community. | <ul style="list-style-type: none">Recognizes individuals that are “change champions” and driving DEI throughout the County and the communityIncreases adoption of DEI initiativesBuilds awareness and creates incentives | <ul style="list-style-type: none">May receive push-back from some employees. This will need to be managed. |

| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
|-----|--|---------|----|----|----|---------|----|----|----|---------|----|
| 1.1 | HR collaborates with DEI Advisory Committee to identify and develop recognition criteria | | | | | | | | | | |
| 1.2 | Work with Department managers to socialize recognition programs across departments | | | | | | | | | | |
| 1.3 | Establish recognition schedule, award employees on achievement, and communicate that across County | | | | | | | | | | |

| | | |
|---|--|--|
| Stakeholders | Strategic Alignment | Other Considerations |
| <ul style="list-style-type: none">Human ResourcesDEI Advisory CommitteeDepartment ManagersCounty Employees | The DEI recognition program will drive awareness and adoption. This should be an ongoing program and communicated across the County. | <ul style="list-style-type: none">Group recognition versus individual recognition can also drive DEI adoption. |

Initiative #4 – HCM System with Integrated DEI KPIs

Internal Operations

| | | | | | | | | | | | |
|-------|-----------------|----------|------|---------|-----|--------|------|-------------|--------|-------|--------|
| Owner | Human Resources | Duration | High | Urgency | Low | Effort | High | Org. Impact | Medium | Value | Medium |
|-------|-----------------|----------|------|---------|-----|--------|------|-------------|--------|-------|--------|

| Description | Benefits | Risks and Critical Success Factors |
|---|--|---|
| Procure a human capital management system an integrate DEI KPMs as part of the employee evaluation (e.g., training certifications and participation). | <ul style="list-style-type: none">• Share DEI performance measures across departments• Manage employee performance and build DEI into employee review process• Enhance and manage demographic information for DEI decision support• Increased transparency• Not limited to DEI performance | <ul style="list-style-type: none">• High cost to acquire and implement• Organizational change must promote adoption• Should be an enterprise initiative and not merely to support DEI |

| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
|-----|---|---------|----|----|----|---------|----|----|----|---------|----|
| 1.1 | Acquire HCM software | | | | | | | | | | |
| 1.2 | Integrate employee data | | | | | | | | | | |
| 1.3 | Organization change management (e.g., training, adoption, awareness, benefit communication, etc.) | | | | | | | | | | |

| Stakeholders | Strategic Alignment | Other Considerations |
|---|--|--|
| <ul style="list-style-type: none">• IS Technology Department• Human Resources Department• County Employees• Procurement / Purchasing Department• DEI Advisory Committee | County employees are the most important asset. Acquiring an enterprise-wide HCM system will provide HR the ability to manage employee benefits, workforce performance, compensation, etc. It is not limited to DEI but demographic information will be available for decision making | <ul style="list-style-type: none">• Acquire DEI Strategy Performance Management software and integrate it with existing HCM department systems |

Initiative #5 – Strategy Performance Monitoring Tool

Internal Operations

| | | | | | | | | | | | |
|-------|------------------------|----------|--------|---------|------|--------|------|-------------|--------|-------|--------|
| Owner | DEI Advisory Committee | Duration | Medium | Urgency | High | Effort | High | Org. Impact | Medium | Value | Medium |
|-------|------------------------|----------|--------|---------|------|--------|------|-------------|--------|-------|--------|

| | | |
|--|--|---|
| Description | Benefits | Risks and Critical Success Factors |
| Procure a strategic planning performance software to management and monitor the execution of the DEI strategy. | <ul style="list-style-type: none">Manages the overall execution of DEI strategic plan initiative which includes assignment tasks which assures accountability, team collaboration, task schedules, real-time graphic interface of plan status at any point-in-time and provides a plan execution dashboard where stakeholders view real-time strategy performance.Ability to integrate with County IT systems | <ul style="list-style-type: none">Must have task initiatives assigned to resourcesFor this to be effective, management of initiatives must be a job responsibilityToo many data sources to pull from may impact data qualityAnother system to manage and train users to utilizeRequires central management across all departments |

| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
|-----|--|---------|----|----|----|---------|----|----|----|---------|----|
| 1.1 | Acquire Strategy Performance Monitoring software that manages strategic plans. | | | | | | | | | | |
| 1.2 | Identify data sources and import DEI performance data. Create new DEI measures to support strategic plan | | | | | | | | | | |
| 1.3 | Assign user roles and train users | | | | | | | | | | |

| | | |
|--|---|---|
| Stakeholders | Strategic Alignment | Other Considerations |
| <ul style="list-style-type: none">DEI Advisory CommitteeIS Technology DepartmentHuman Resources Department | Strategy Performance Software is equipped to handle strategic plan management off-the-shelf. It will require minimal customization and can manage strategic plans effectively. This will allow the proper management of the strategic plan on an ongoing basis. | <ul style="list-style-type: none">Excel Spreadsheet with a BI adaptor can provide the same functionality at a lower cost but will not administer this efficiently. What we have seen is that this approach suffers by not enforcing accountability through timely alerts and notifications of initiative tasks. |

Initiative #6 – LMS System for DEI Training Program

Internal Operations

| | | | | | | | | | | | |
|-------|-----------------|----------|-----|---------|------|--------|-----|-------------|------|-------|------|
| Owner | Human Resources | Duration | Low | Urgency | High | Effort | Low | Org. Impact | High | Value | High |
|-------|-----------------|----------|-----|---------|------|--------|-----|-------------|------|-------|------|

| | | |
|--|--|---|
| Description | Benefits | Risks and Critical Success Factors |
| Procure an online Learning Management System (LMS) to facilitate self-paced DEI training and course certification. The training program will be used for onboarding new employees and provide continuing education for existing staff members. | <ul style="list-style-type: none">Organizes training content in a central locationHas the ability to scale across departmentsManage student progress and performanceCan reduce long-term training and development costsEnables County to have up-to-date complianceNot limited to DEI training course curriculum so other HR functions can benefit. | <ul style="list-style-type: none">Must acquire the “best fit” LMS system for CountyIn-classroom learning may be more effective for mature employeesComputer access may not be part of all employee job responsibilities or requirementsMust have a clearly defined and developed Training Program or it is just another tool |

| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
|-----|--|---------|----|----|----|---------|----|----|----|---------|----|
| 1.1 | Acquire LMS software that enables real-time dashboard creation. | | | | | | | | | | |
| 1.2 | Develop DEI training program which includes compliance certifications. | | | | | | | | | | |
| 1.3 | Implement DEI training program in LMS | | | | | | | | | | |

| | | |
|---|--|---|
| Stakeholders | Strategic Alignment | Other Considerations |
| <ul style="list-style-type: none">Human Resources DepartmentIS Technology DepartmentDEI Advisory CommitteeCounty employees | An LMS will provide the ability to manage DEI training curriculum and employee compliance to policies set by the County. LMS has the ability to manage employee certifications and compliance in a central location which will reduce long-term costs. | <ul style="list-style-type: none">Provide an instructor-led DEI training program (in-class and/or online) but this may not scale and can be difficult to manage when onboarding new employees to providing annual employee compliance.Outsource DEI training as a Service (TaaS) |

Initiative #7 – Promote DEI “value” Internally to Staff

Internal Operations

| | | | | | | | | | | | |
|-------|-----------------|----------|-----|---------|------|--------|------|-------------|------|-------|------|
| Owner | Human Resources | Duration | Low | Urgency | High | Effort | High | Org. Impact | High | Value | High |
|-------|-----------------|----------|-----|---------|------|--------|------|-------------|------|-------|------|

| Description | Benefits | Risks and Critical Success Factors |
|---|--|--|
| Provide ongoing news and research that shows the value of DEI and how it provides a positive impact on the government and community. This will be in the form on an internal communication strategy. Items that communicate value are founded in economic impacts, quality of life, reduction of poverty (e.g., food deserts, access to medical treatment, education, etc.), reduction of prison/jail population, public safety, etc. | <ul style="list-style-type: none">• Employees acknowledge and embrace differences to build a collaborative workforce• Increase participation in DEI initiatives• Improve workforce culture | <ul style="list-style-type: none">• Reluctant employees may oppose effort and create “sub-cultures” and alliance within the County• Strong messaging and tolerance policy from County leadership is required to be successful |

| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
|-----|--|---------|----|----|----|---------|----|----|----|---------|----|
| 1.1 | Involve County leadership in internal “Message” development and communicate policy through scheduled channels (e.g., video, employee portals and intranets, team meetings, etc.) | | | | | | | | | | |
| 1.2 | Provide platform where employees can express themselves and establish “culture” days | | | | | | | | | | |
| 1.3 | Create flexible yet mandatory holidays and/or acknowledge culture holidays (e.g., MLK Day, Easter/Good Friday, Hanukkah, Ramadan, Diwali, etc.) | | | | | | | | | | |

| Stakeholders | Strategic Alignment | Other Considerations |
|--|---|--|
| <ul style="list-style-type: none">• Human Resources• County Leadership• DEI Advisory Committee | Leadership creates culture. Leadership must promote the value of diversity which requires leadership to communicate its importance to all employees. Acknowledging culture days that are significant and providing a platform where all members of society feel that they belong provides that “value”. | <ul style="list-style-type: none">• No other considerations because without this step, all other initiatives will not be successful. This is REQUIRED. |

Initiative #8 – Establish DEI Training Program

Staff Recruitment

27

| | | | | | | | | | | | |
|-------|-----------------|----------|-----|---------|------|--------|-----|-------------|------|-------|------|
| Owner | Human Resources | Duration | Low | Urgency | High | Effort | Low | Org. Impact | High | Value | High |
|-------|-----------------|----------|-----|---------|------|--------|-----|-------------|------|-------|------|

| Description | Benefits | Risks and Critical Success Factors |
|---|---|---|
| Provide a series of required DEI continuing education and onboarding training programs both instructor-led and online through an LMS platform. When the participant(s) complete the course, they will receive a certificate of completion. Courses are to be taken annually for existing staff. | <ul style="list-style-type: none">Employee improves understanding of unconscious bias and general DEI knowledge which can drive other factors such as policy development, staff recruiting, and internal operationsImproves morale among historically disenfranchised groupsPromotes culture changeReduces employee turnover | <ul style="list-style-type: none">Reluctant employees may oppose effort and create “sub-cultures” and alliance within the CountyWithout DEI training as a requirement for all employees, this will not be successful |

| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
|-----|---|---------|----|----|----|---------|----|----|----|---------|----|
| 1.1 | DEI Training Needs Assessment and Objective Assessment | | | | | | | | | | |
| 1.2 | Develop course curriculum and content based on Training Needs | | | | | | | | | | |
| 1.3 | Establish curriculum schedule and facilitate DEI training and evaluate employee performance | | | | | | | | | | |

| Stakeholders | Strategic Alignment | Other Considerations |
|--|--|--|
| <ul style="list-style-type: none">Human Resources DepartmentDEI Advisory CommitteeCounty Employees | DEI training specifically aligns to County requirements to change culture to enable all decisions to be made through the DEI lens. | <ul style="list-style-type: none">No other considerations because without this step, all other initiatives will not be successful. This is REQUIRED. How it is administered needs to be resolved. We recommend a hybrid approach which encompasses instructor-led online and in-classroom along with one-on-one leadership coaching. |

Initiative #9 – Compensation & Classification Study

Staff Recruitment

| | | | | | | | | | | | |
|-------|-----------------|----------|--------|---------|------|--------|------|-------------|------|-------|------|
| Owner | Human Resources | Duration | Medium | Urgency | High | Effort | High | Org. Impact | High | Value | High |
|-------|-----------------|----------|--------|---------|------|--------|------|-------------|------|-------|------|

| Description | Benefits | Risks and Critical Success Factors |
|---|---|---|
| Administer a study to ensure that there is not pay compression or disparities that exist with current compensation and classification levels based on demographic data (e.g., age, gender, race, religion, etc.). | <ul style="list-style-type: none">Identify and remove compensation disparities based on DEI demographic data (e.g., age, race, gender, etc.)Determine current compensation and classification practices to determine whether they are in line with industry and geo-locationReset compensation to remove pay compressionCommunicate career ladders for employees | <ul style="list-style-type: none">If results are not competitive, requires an adjustment or risk employee turnoverIf results reveal disparities based on DEI demographic data, may result in legal ramifications for discrimination if not immediately addressed |

| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
|-----|--|---------|----|----|----|---------|----|----|----|---------|----|
| 1.1 | Procure third-party consulting firm to enact a compensation and classification study for the County. | | | | | | | | | | |
| 1.2 | Execute compensation and classification study | | | | | | | | | | |
| 1.3 | Socialize compensation and classification study results within County Leadership | | | | | | | | | | |

| Stakeholders | Strategic Alignment | Other Considerations |
|--|---|---|
| <ul style="list-style-type: none">Human Resource DepartmentCounty Department LeadershipDEI Advisory CommitteeCounty Commissioners | Pay disparities can evolve over time due to unconscious bias decisions in hiring, promoting, recruitment, and retention policies. Periodic assessments of compensation and classification would manage that risk. | <ul style="list-style-type: none">Internal analysis of employee compensation based on DEI demographic data. May be less expensive but introduces risk due to a potentially bias employee and it does not promote transparency that is achieved by using a third-party organization. |

Initiative #10 – Partner with Affinity Groups

Staff Recruitment

| | | | | | | | | | | | |
|-------|-----------------|----------|-----|---------|------|--------|-----|-------------|------|-------|--------|
| Owner | Human Resources | Duration | Low | Urgency | High | Effort | Low | Org. Impact | High | Value | Medium |
|-------|-----------------|----------|-----|---------|------|--------|-----|-------------|------|-------|--------|

| | | |
|--|---|---|
| Description | Benefits | Risks and Critical Success Factors |
| Establish partnership programs that will attract new and experienced hires from minority groups such as HBCUs, Hispanic Chamber of Commerce, Black MBAs, FAPAC, Women in Government, ERG, etc. | <ul style="list-style-type: none">Enhances County image for DEIProvides resources and access to minority professionalsCreates scale by leveraging partners with specific missions that are DEI focused which will allow the County to accelerate DEI initiativesProvides additional insight to the challenges and opportunities faced by minority groups | <ul style="list-style-type: none">Association with external groups may cause a reputational risk if that group is associated with something controversial (e.g., BLM). County must thorough evaluate this prior to partnering.Requires equal distribution of affinity groups, otherwise it may show bias. For example, only working with groups focused on African-Americans will show bias. |

| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
|-----|--|---------|----|----|----|---------|----|----|----|---------|----|
| 1.1 | Identify DEI initiatives and KPIs that can benefit from partnership | | | | | | | | | | |
| 1.2 | Review vision and mission of potential partnership groups | | | | | | | | | | |
| 1.3 | Establish partnership on initiatives that align with County DEI strategy | | | | | | | | | | |

| | | |
|--|---|---|
| Stakeholders | Strategic Alignment | Other Considerations |
| <ul style="list-style-type: none">DEI Advisory CommitteeCounty Leadership / CommissionersAffinity Groups | By establishing a teaming arrangement with an affinity group, the County will have access to resources, information, and personnel that can drive initiatives forward such as staff recruitment, public information dissemination, and community involvement. | <ul style="list-style-type: none">Create an internal role that works with each group on an informal basis |

Initiative #11 – Minority Social Media Groups

Staff Recruitment

30

| | | | | | | | | | | | |
|-------|---------------------------|----------|-----|---------|------|--------|-----|-------------|------|-------|--------|
| Owner | Public Information Office | Duration | Low | Urgency | High | Effort | Low | Org. Impact | High | Value | Medium |
|-------|---------------------------|----------|-----|---------|------|--------|-----|-------------|------|-------|--------|

| Description | Benefits | Risks and Critical Success Factors |
|---|--|---|
| To increase representation, the County is advised to publish employment opportunities on social media outlets that are predominately targeted to minorities and women. This is a portion of the overall recruitment effort. | <ul style="list-style-type: none">Ability to distribute job openings and career opportunities to targeted subscribers and/or followers of specific community interestExpands County exposure and access to minority talentPromotes County as DEI partner | <ul style="list-style-type: none">Social media outlet must have active subscriber base otherwise it will be ineffectiveLaborious if not fully integrated into an automated platform. For example, manual entry of job opportunities across many platforms. |

| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
|-----|---|---------|----|----|----|---------|----|----|----|---------|----|
| 1.1 | Identify social media groups with active followers and subscriber base | | | | | | | | | | |
| 1.2 | Establish agreement to advertise employment opportunities on platform | | | | | | | | | | |
| 1.3 | Continuous evaluation of audience reach and impact in employee conversion effectiveness | | | | | | | | | | |

| Stakeholders | Strategic Alignment | Other Considerations |
|---|---|--|
| <ul style="list-style-type: none">DEI Advisory CommitteePublic Information OfficeHuman Resources DepartmentCounty Department Leaders | Advertising employment opportunities on targeted platforms that have minority subscribers will aide in the recruitment process. | <ul style="list-style-type: none">Minority social media groups manage the staff recruitment process and pulls information from the County verses the County pushing job openings and career opportunities to the social media group platforms. |

Initiative #12 – Diverse Hiring Panels & Participants

Staff Recruitment

31

| | | | | | | | | | | | |
|---|--|---|-----|---------|------|--|-----|-------------|------|---------|------|
| Owner | Human Resources | Duration | Low | Urgency | High | Effort | Low | Org. Impact | High | Value | High |
| Description | | Benefits | | | | Risks and Critical Success Factors | | | | | |
| Representation is very important when considering an employer. In an effort to reflect an inclusive organization, the hiring process should include members from diverse minority groups. | | <ul style="list-style-type: none">• Immediate communicates representation for interviewee that the County is a DEI focused organization• Increase acquisition rate of diverse talent• Provides transparency for interviewee• Enhances County representation as diverse and inclusive• Removes some bias in the hiring process | | | | <ul style="list-style-type: none">• Could establish “overreach” where equally qualified members of non-disenfranchised groups are not given fair consideration• Must have leadership representation to conduct interviews to be successful. If minorities do not currently exist, there may not be enough representation to establish diverse hiring panel (i.e., chicken and the egg scenario) | | | | | |
| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
| 1.1 | Establish diversity recruitment process across departments to ensure some representation | | | | | | | | | | |
| 1.2 | Create internal DEI representatives for interview participation per job opening | | | | | | | | | | |
| 1.3 | Conduct interviews and review process for improvements | | | | | | | | | | |
| Stakeholders | | Strategic Alignment | | | | Other Considerations | | | | | |
| <ul style="list-style-type: none">• Human Resources Department• County Department Leaders• DEI Advisory Committee | | Diverse hiring panels and participants promotes belonging and representation. Minority candidates will have a sentiment of an inclusive workforce and will give the County serious consideration to establish a career. | | | | <ul style="list-style-type: none">• Depending on position level, a member of the DEI Advisory Committee participates in the interview process. | | | | | |

Initiative #13 – Job Fairs to Recruit Diverse Talent

Staff Recruitment

| | | | | | | | | | | | |
|-------|-----------------|----------|-----|---------|------|--------|-----|-------------|------|-------|--------|
| Owner | Human Resources | Duration | Low | Urgency | High | Effort | Low | Org. Impact | High | Value | Medium |
|-------|-----------------|----------|-----|---------|------|--------|-----|-------------|------|-------|--------|

| Description | Benefits | Risks and Critical Success Factors |
|--|---|---|
| The County has the opportunity to host and/or participate at job fairs where minority groups attend as they seek employment opportunities. | <ul style="list-style-type: none">Allows potential candidates to meet with recruiters and shorten the hiring cycle because candidate is pre-qualifiedEnhance County representation by participating with organizations that promote minority career opportunitiesBilateral communication regarding career opportunities and candidate career requirements | <ul style="list-style-type: none">Takes considerable amount of time to prepare for job fairsOrganization’s candidates must align with County needs |

| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
|-----|---|---------|----|----|----|---------|----|----|----|---------|----|
| 1.1 | Identify staffing needs and align them with potential job fairs | | | | | | | | | | |
| 1.2 | Advertise presence at upcoming events with updated job openings | | | | | | | | | | |
| 1.3 | Attend events, collect candidate information, track recruitment process, measure effectiveness of job fair and integration continuous improvement | | | | | | | | | | |

| Stakeholders | Strategic Alignment | Other Considerations |
|--|---|--|
| <ul style="list-style-type: none">DEI Advisory CommitteeHuman Resources DepartmentCounty Department Leadership | <ul style="list-style-type: none">“Gemba” (a Japanese term for ‘real place’) – go where the candidates are and recruit minority candidates. | <ul style="list-style-type: none">Combine in-person with virtual job fairs |

Staff Recruitment

| | | | | | | | | | | | |
|-------|-----------------|----------|-----|---------|------|--------|--------|-------------|------|-------|--------|
| Owner | Human Resources | Duration | Low | Urgency | High | Effort | Medium | Org. Impact | High | Value | Medium |
|-------|-----------------|----------|-----|---------|------|--------|--------|-------------|------|-------|--------|

| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
|-----|--|------------|----|----|----|------------|----|----|----|------------|----|
| 1.1 | Develop rules of engagement and memorandum of understanding of the mentor-protégée program | | | | | | | | | | |
| 1.2 | Evaluate existing candidates as potential mentors and integrate it into the employee performance evaluation to incentivize participation | | | | | | | | | | |
| 1.3 | Assign mentor based on common traits, provide career guidance to mentee, monitor performance and incorporate process improvements | | | | | | | | | | |

| Stakeholders | Strategic Alignment | Other Considerations |
|---|---|--|
| <ul style="list-style-type: none">Human Resources DepartmentCounty Employees | <ul style="list-style-type: none">A mentorship program will provide an inclusive culture where new hires feel supported and have a sense of belonging. In addition, the program acts as a DEI culture incubator (i.e., Pay-it-Forward). | <ul style="list-style-type: none">Leverage existing resource manager or supervisor to perform mentorship duties |

Initiative #15 – Facilitate Community Town Halls

Community Outreach

34

| | | | | | | | | | | | |
|-------|------------------------|----------|--------|---------|--------|--------|--------|-------------|--------|-------|------|
| Owner | DEI Advisory Committee | Duration | Medium | Urgency | Medium | Effort | Medium | Org. Impact | Medium | Value | High |
|-------|------------------------|----------|--------|---------|--------|--------|--------|-------------|--------|-------|------|

| Description | Benefits | Risks and Critical Success Factors |
|--|---|---|
| Community involvement should be heavily integrated into the fabric of County government. Throughout the execution of the DEI Strategic Plan, the DEI Advisory Committee can communicate the County’s progress on achieving initiatives, gain insight into the pulse of the local residents by soliciting feedback and ideas and provide the optics necessary to show that the County is listening. | <ul style="list-style-type: none">Provides visible DEI leadershipReinforces culture and valuesPromotes engagement and collaboration with communityEstablishes insight into community sentimentsCommunicate DEI initiatives to community to foster adoptionCounty receives raw and immediate feedback to react to as it implements the DEI strategy | <ul style="list-style-type: none">DEI social acceptance (i.e., political football)Staying on task and to the agenda may be difficult if sensitive topics are discussed |

| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
|-----|--|---------|----|----|----|---------|----|----|----|---------|----|
| 1.1 | Develop focused topics and objectives to discuss | | | | | | | | | | |
| 1.2 | Schedule town halls periodically and ongoing so community has a window to participate as needs arise | | | | | | | | | | |
| 1.3 | Advertise town hall agenda, facilitate meeting, collect feedback, provide response, and provide continuous improvement | | | | | | | | | | |

| Stakeholders | Strategic Alignment | Other Considerations |
|---|--|--|
| <ul style="list-style-type: none">DEI Advisory CommitteeCounty Board of CommissionersCounty Community | <ul style="list-style-type: none">Facilitating town hall meetings will go directly to the community to solicit feedback on DEI strategy execution and performance. | <ul style="list-style-type: none">Establish DEI topics during regularly scheduled board meetings instead of a separate town hall meeting for DEI. Also consider an internship program. |

Initiative #16 – Public Comment Forums

Community Outreach

35

| | | | | | | | | | | | |
|---|---|--|-----|---------|--------|---|--------|-------------|-----|---------|-----|
| Owner | Public Information Office | Duration | Low | Urgency | Medium | Effort | Medium | Org. Impact | Low | Value | Low |
| Description | | Benefits | | | | Risks and Critical Success Factors | | | | | |
| The County should provide a channel for public comment and discussion on a variety of topics. The discussion board will be monitored for profanity and inappropriate comments. The County will monitor public sentiment and create initiatives to respond to community needs. | | <ul style="list-style-type: none">Encourages discussion in an online forum about specific topics (whereas social media is random or unscheduled)Increased insight into community sentiment regarding specific topicsFeedback for guidance and support provides improved citizen experience (e.g., design thinking regarding DEI initiatives) | | | | <ul style="list-style-type: none">Requires monitoring and data scrubbingRequires a dedicated moderatorOften used by participants when public opinions or views are extreme (e.g., overly zealous or empathically irate) | | | | | |
| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
| 1.1 | Select hosting provider | | | | | | | | | | |
| 1.2 | Create forums by identifying discussion topics | | | | | | | | | | |
| 1.3 | Select moderators, schedule forum discussion, collect feedback, respond to feedback, and implement process improvements | | | | | | | | | | |
| Stakeholders | | Strategic Alignment | | | | Other Considerations | | | | | |
| <ul style="list-style-type: none">Public Information OfficeDEI Advisory CommitteeCounty Community | | Providing a community forum provides a channel where the community can interact with a moderator online and provide real time feedback and discussion regarding specific DEI topics. | | | | <ul style="list-style-type: none">Social media outlets such as Twitter, Facebook, Instagram, LinkedIn, etc. However, there isn't real time feedback for the participant | | | | | |

| | | | | | | | | | | | |
|---|------------------------|---|-----|---------|-----|--------|---|-------------|------|-------|--------|
| Owner | DEI Advisory Committee | Duration | Low | Urgency | Low | Effort | High | Org. Impact | High | Value | Medium |
| Description | | Benefits | | | | | Risks and Critical Success Factors | | | | |
| To reflect an inclusive community, the County should cross-promote DEI with affinity groups (also referred to as Employee Resource Groups) that promote DEI in the workplace and community. | | <ul style="list-style-type: none">Promotes a feeling of belongingCreates synergy amongst employeesHelps employees address discrimination concernsEstablishes deeper relationships in the workplace to increase friendships, collaboration, and productivityIncreases employee retention | | | | | <ul style="list-style-type: none">Must understand the limits of ERG as to not violate federal labor lawsMust create supportive, positive, and productive environment versus a “gripe” sessionReluctant employees may oppose effort and create “sub-cultures” and alliance within the County as a counter response | | | | |

| | | | | | | | | | | | |
|-----|--|---------|----|----|----|---------|----|----|----|---------|----|
| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
| 1.1 | Establish goals and objectives of ERG, identify potential members and gain formal approval | | | | | | | | | | |
| 1.2 | Establish charter (identifying what you “can” and “cannot” do as a government ERG and assign roles | | | | | | | | | | |
| 1.3 | Invite members to join and execute governance while encouraging the establishment of peer ERG | | | | | | | | | | |

| | | | | |
|--|--|---|--|---|
| Stakeholders | | Strategic Alignment | | Other Considerations |
| <ul style="list-style-type: none">DEI Advisory CommitteeCounty staff membersHuman Resources Department | | Affinity groups creates a supportive environment for historically disenfranchised minority groups. It provides an environment for coaching and advise on difficult topics that individually may not be available. | | <ul style="list-style-type: none">Establish additional committees or participants in the DEI Advisory Committee |

Initiative #18 – Public Perception Survey

Community Outreach

37

| | | | | | | | | | | | |
|-------|-------------------------------|----------|--------|---------|--------|--------|------|-------------|------|-------|------|
| Owner | Public Information Department | Duration | Medium | Urgency | Medium | Effort | High | Org. Impact | High | Value | High |
|-------|-------------------------------|----------|--------|---------|--------|--------|------|-------------|------|-------|------|

| | | |
|---|---|---|
| Description | Benefits | Risks and Critical Success Factors |
| The current DEI Strategy has been developed with an internally focused view without input from the local community. In lieu of administering a full strategic planning effort, provide a public survey to review the community sentiments towards specific DEI areas. | <ul style="list-style-type: none">Benchmark community feedback data (e.g., CSAT, NET Promoter Score) and track progressIncrease community engagement by Involving them in the decision-making processData-driven approach that establishes confidence in leadership decisions and inform program initiativesStay current with Citizen expectations | <ul style="list-style-type: none">Random sampling participation levels / response ratesMust understand what County will do with the survey results |

| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
|-----|---|---------|----|----|----|---------|----|----|----|---------|----|
| 1.1 | Select online survey technology | | | | | | | | | | |
| 1.2 | Design survey and establish community list sample | | | | | | | | | | |
| 1.3 | Implement survey, collect results, benchmark data, analyze findings, react to results, and administer continuous improvements to the survey process based on lessons learned. | | | | | | | | | | |

| | | |
|---|--|--|
| Stakeholders | Strategic Alignment | Other Considerations |
| <ul style="list-style-type: none">Public Information DepartmentDEI Advisory CommitteeCounty Board of CommissionersCounty Community | Public opinion polling will enable the County to establish continuous feedback and insight from the local community which will inform DEI program initiatives. | <ul style="list-style-type: none">Outsource public opinion polling |

Initiative #19 – Partner with Local Community Groups

Community Outreach

38

| | | | | | | | | | | | |
|-------|------------------------|----------|--------|---------|--------|--------|------|-------------|------|-------|------|
| Owner | DEI Advisory Committee | Duration | Medium | Urgency | Medium | Effort | High | Org. Impact | High | Value | High |
|-------|------------------------|----------|--------|---------|--------|--------|------|-------------|------|-------|------|

| Description | Benefits | Risks and Critical Success Factors |
|---|---|--|
| Through establishing partnerships with local community groups, the County can scale its DEI efforts by leveraging partner resources and networks. This will accelerate adoption of DEI initiatives and achieve success. (e.g., Urban League, Hispanic Chamber of Commerce, NAACP) and local organizations (e.g., Fort Bragg, Fayetteville State University, etc.) and city of Fayetteville to have a “One-Community” message. | <ul style="list-style-type: none">Local community groups have similar desires. Teaming provides scale to complete DEI objectivesThe greater Cumberland community benefits by County associations and partnershipsEnhance DEI image for the County | <ul style="list-style-type: none">Depending on the community group, there may be political risks |

| | Major Activities | 2022 Q1 | Q2 | Q3 | Q4 | 2023 Q1 | Q2 | Q3 | Q4 | 2024 Q1 | Q2 |
|-----|---|---------|----|----|----|---------|----|----|----|---------|----|
| 1.1 | Research potential community partnerships | | | | | | | | | | |
| 1.2 | Establish DEI business case that identify common goals and objectives with potential partners | | | | | | | | | | |
| 1.3 | Identify shared resources to establish partnerships and execute DEI program initiatives | | | | | | | | | | |

| Stakeholders | Strategic Alignment | Other Considerations |
|--|--|--|
| <ul style="list-style-type: none">DEI Advisory CommitteeCounty Board of CommissionersPartnership GroupsCounty Residents | Establishing a joint partnership with local community groups will provide the right scale to accomplish DEI program initiatives. | <ul style="list-style-type: none">Establish ongoing program in the Citizen Academy |

DEI Key Performance Measures



Key Performance Measures by Initiative

40

| # | Description | KPM |
|----|-------------------------|--|
| 1 | DEI Leader | Yes / No |
| 2 | Public Dashboard | Yes / No |
| 3 | DEI Recognition Program | Yes / No |
| 4 | HCM System | Yes / No |
| 5 | Strategy Mgmt Software | Yes / No |
| 6 | LMS System | Yes / No |
| 7 | Promote DEI “value” | Abstract (Feedback survey required) |
| 8 | DEI Training Program | # of employees training # of training classes created |
| 9 | Compensation Study | Yes / No |
| 10 | Affinity Groups | # of affinity groups |
| 11 | Minority Social Media | # of job advertisement % of converted candidates to employees |
| 12 | Diverse Hiring Panels | # of interviews conducted by panel % of converted candidates to employees |
| 13 | Job Fairs | # of job fairs participated % of converted candidates |
| 14 | Mentoring Program | Abstract (Feedback survey required) |

Key Performance Measures by Initiative

| # | Description | KPM |
|----|--------------------------|--|
| 15 | Community Town Halls | # of town hall meeting facilitated # of town hall residents/businesses participated (Feedback survey required) |
| 16 | Public Comment Forums | # of public forum topics completed # of public forum participants (Feedback survey required) |
| 17 | Employee Resource Groups | # of employee resource groups |
| 18 | Public Surveys | # of public surveys facilitated # of public survey participants |
| 19 | Local Community Groups | # of local community group partnerships established |

Next Steps



- Cumberland DEI Advisory Committee select potential solutions based on priority, risk tolerance, and value (COMPLETED)
- K.L. Scott & Associates team determines Cumberland's readiness to change and adopt selected solutions (COMPLETED)
- K.L. Scott & Associates team synthesizes selected solutions into formal time-dependent programs with tasks (COMPLETED) (i.e., initiatives), goals, objectives, mission and vision statement and document the DEI Strategy
- K.L. Scott & Associates reviews the final draft of the DEI Strategy with Cumberland stakeholders (COMPLETED)
- Cumberland accepts and publishes the DEI Strategy as a formal governance model (ADOPTED THREE-YEAR STRATEGIC PLAN ON DECEMBER 20, 2020)

Contact Us



Keith L. Scott, MBA, PMP
Chief Executive Officer

K.L. Scott & Associates LLC
235 Peachtree Street NE, Suite 400
Atlanta, GA 30303
M: 678.360.4354
P: 404.692.5552
E: keith.scott@klscottassociates.com
W: www.klscottassociates.com



Jon Reid, MBA, PMP
Executive Partner

K.L. Scott & Associates LLC
235 Peachtree Street NE, Suite 400
Atlanta, GA 30303
M: 770.597.6055
E: jon.reid@klscottassociates.com
W: www.klscottassociates.com