

Department of Diversity, Equity & Inclusion

STRATEGIC PLAN

2024-2026



Monroe County
39 West Main St.
Rochester, New York 14614

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INTRODUCTION

In the past three years, the words Diversity, Equity & Inclusion have been widely used, and often misrepresented. In this strategic plan, we will define each word and discuss how it relates to our success as a county government.

Definitions

DIVERSITY

Diversity means differing from one another; the broad definition includes all aspects of human difference. At Monroe County, we recognize those differences arising from systemic social injustices. This includes — but is not limited to — age, ethnicity, race, gender expression and identity, language, learning efficiency, mental and physical ability, national origin, religion, sexual orientation, socioeconomic status, and veteran status.

EQUITY

Monroe County defines equity as equal opportunity and access to resources essential for the full involvement and development of all stakeholders who are employees or residents. Addressing equity necessitates identifying inequalities, deliberately supporting marginalized groups, and removing any affiliated obstacles.

INCLUSION

Monroe County defines inclusion as the creation of a welcoming environment that supports the full contribution of all stakeholders both employees and residents. Sincere inclusion provides an opportunity for genuine participation and an accurate sense of belonging.

How Does DEI relate to our success in county government?

We serve and represent a wide range of people of different ages, ethnicities, races, gender expression and identities, languages, learning preferences, mental and physical abilities, national origins, religions, sexual orientations, socioeconomic statuses, and veteran statuses.

One way to ensure we are inclusive of all the communities we serve is to be intentional with our recruitment strategies. It is important for our employees to mirror the communities we serve, it helps build trust and people are more likely to have an immediate comfort level when they see people that look like them.

DIVERSITY, EQUITY, AND INCLUSION MISSION, VISION, AND VALUES



Monroe County's DEI Department is committed to influencing a culture that is accessible and fair to all through its systems, processes, and services.



To foster a culture that embraces and values diversity, equity, and inclusion throughout our workforce and community.



The Department of Diversity, Equity, and Inclusion's guiding principles serve as a compass to move Monroe County's workforce towards more equitable practices, policies, and procedures promoting an environment where everyone has the opportunity to thrive:

- We take the broadest possible view of diversity, including seen and unseen qualities.
- We acknowledge life experiences that make individuals unique.
- We encourage all employees to use their unique perspectives to help advance our mission.
- We require fair treatment, accessibility, and opportunity for advancement for all employees.
- We commit to building a workplace where all employees feel safe bringing their authentic selves to work.
- We pledge to identify and eliminate barriers to equal opportunity in the workplace.
- We are intentional in recruiting from all communities in Monroe County. The goal is to have a workforce that mirrors the community at all levels of the organization.

OUR TEAM

- **David C Scott, MS, CDE**
Chief Diversity Officer & Director of the Department of Diversity, Equity & Inclusion
- **Ebony Burgess**
Deputy Director
- **Matthew Burrell**
Supplier Diversity Manager
- **Elizabeth Butcher**
Staff Development & American's with Disabilities Act Manager
- **Cheryl Hayward**
Equal Employment Opportunity Manager
- **Jesus Paesch**
Language Access Coordinator
- **Kathryn Rogers**
Executive Secretary to the Director of DEI

OVERVIEW OF STRATEGIC PLAN

The DEI Team has identified five themes of focus for this plan.

All of the themes have multiple goals, there are internal and external goals; some of the goals overlap themes.

The goal timelines are 0-1 year, 1-2 year, and 2-3 year goals.



RECRUITMENT GOALS

- Collaborate with Human Resources to (1) create a recruitment plan that includes ethnically diverse communities, (2) attend job fairs in diverse communities, and (3) rebuild civil service test training classes. (0-1 year)
- Engage the diverse faith-based communities in our recruitment strategy. (0-1 year)
- Utilize Monroe County's Community Diversity Advisory Council to promote employment opportunities and collaborate to host job fairs and other employment related events.
- Partner with IBERO to recruit in the Hispanic and Latinx community via employment related events. (0-1 year)
- Collaborate with WDKX and WRSB radio stations to promote employment opportunities with the county directly to African-American and Latinx communities. (0-1 year)
- Develop partnerships with Asian-American-Pacific Islander and Native American organizations to share job postings and recruit for positions. (0-1 Year)
- Collaborate with Monroe County's Veteran Services agency and the Veterans Outreach Center to promote employment opportunities with the county to veterans and active military members.
- Continue partnership with ACCES-VR to promote employment opportunities to disabled job seekers.
- Develop partnerships with local high schools and colleges for Careers @ Monroe County events for students to educate them on the types of careers that are available in county government. (1-2 years)
- Complete quarterly review of applicant flow data from recruitment to job placement. Assess the process for artificial barriers to employment, implement change where possible. (1-2 years)

RETENTION GOALS

- Conduct a baseline DEI survey by department, utilize data to update Diversity Action Plans – follow up bi-annually. (1-2 year)
- Start employee resource groups (ERGs) - Employee Resource Groups are voluntary, employee-led groups that aim to foster a diverse, inclusive workplace aligned with the organizations they serve. Their leadership and membership is usually comprised of employees who share a characteristic, whether it is gender, ethnicity, or interest. The groups exist to provide support and help in personal or career development and to create a safe space where employees can bring their whole selves to the table. (1-2 year)
- M&P evaluations to include criteria regarding how leaders are creating an inclusive environment. (1-2 years)
- Collaborate with Human Resources to create a succession planning process for all departments. (2-3 years)

EDUCATION GOALS

- Host quarterly town hall meetings to discuss goal attainment and future plans of the DEI department. (0-1 year)
- Re-brand the department so our employees and community has an understanding of what the department does. (0-1 year)
- Create a training request process that will track goals of training, expectations of delivery and period for completion. (0-1 year)
- Acknowledgement and celebration of all cultural history months. (0-1 year)
- Attend annual trainings in related disciplines to stay abreast of changes from a legal perspective in best practices. (0-1 year)
- Host DEI conference that includes training sessions on various topics and a celebration of milestones, this will initially be for Monroe County employees, eventually with a plan to open sessions to the community. (2-3 years)

EMPLOYEE ENGAGEMENT

- Be visible throughout county departments on a weekly basis; to ensure county employees know who the DEI team is and what we do. Create a schedule to rotate the DEI team members through the large departments of the county (i.e. DHS, MCH, Aviation) through the use of hoteling space provided by the department who will host DEI team members. (0-1 year)
- Update intranet site and share information about internal activities and external cultural events. (0-1 year)
- Meet with department heads to follow up on Diversity Action Plans and set new goals on an annual basis. The head of the diversity committee for each department will be the primary contact for general information sharing. (0-1 year)
- Establish a mentoring program with leadership and longer-serving employees of Monroe County to assist new employees and employees with shorter tenures navigate their career with the county. (1-2 years)

COMMUNITY ENGAGEMENT

- Continued engagement with the Community Diversity Advisory Council (CDAC), establish communications channel to share information regarding the county to the various agencies that represent the many communities within the county. (0-1 year)
- Update external website to be more descriptive of DEI's role. (0-1 year)
- Host a summer jobs fair for underserved youth. (1-2 years)
- Develop a Deaf Equity Council with members of the deaf community, the City of Rochester, RIT and Monroe County town governments. (1-2 years)
- Engage the faith-based community to assist with outreach within their communities, especially youth initiatives. (0-1 year)

- Continue to promote and educate the community on supplier diversity initiatives (Minority & Women Owned Business Enterprises (MWBE) and Service Disabled Veteran Owned Business (SDVOB) Programs.) (0-1 year)
- Continue to build relationships/partnerships with local minority owned businesses, services, restaurants, etc. to support and enhance their success. (ongoing)
- Support community cultural events through tabling and provide subject matter experts for educational events. (0-1 year)
- Partner with the City of Rochester to host a holiday festival to celebrate, Christmas, Kwanzaa, Bodhi Day, Hanukkah, Lunar New Year and Winter Solstice. (1-2 years)
- Utilize dashboard on DEI page to show the ethnic diversity within the county workforce. (1-2 years)

HERITAGE MONTHS

DEI will collaborate with member of Monroe County's Community Diversity Advisory Council to appropriately acknowledge and celebrate all of the heritage months. We will host some events at the County Office Building and we will share events that are going on in the community. Below is the current list of recognized Heritage Months, this list may expand and will be updated to reflect new celebrations.

HERITAGE MONTH	MONTH
Black History Month	February
Women's History Month	March
Irish American Heritage Month	March
Greek American Heritage Month	March
Arab American Heritage Month	April
Asian American & Pacific Islander Heritage Month	May
Jewish American Heritage Month	May
LGBTQ+ Pride Month	June
Caribbean American Heritage Month	June
Immigrant Heritage Month	June
Disability Pride Month	July
French American Heritage Month	July
Transgender History Month	August
Hispanic Heritage Month	September 15 – October 15
German American Heritage Month	October
Polish American History Month	October
Italian American Heritage Month	October
Native American Heritage Month	November

UPDATES ON THE STRATEGIC PLAN

Updates regarding the Strategic Plan will occur quarterly during town hall meetings and an annual report will be available on the DEI Department's webpage and intranet page starting January 2025. The annual report will highlight the achievements and goals attained for the previous year. Goals will be added or modified in the annual report and the Strategic Plan will be updated.

THANK YOU



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