



Agenda

EQUITY COMMITTEE

May 15, 2023
10:30 A.M.

District I Office
11780 San Pablo Avenue, Suite D
El Cerrito, CA 94530
or
District V Office
190 East 4th Street
Pittsburg, CA 94565

The public may attend this meeting in person at either above location. The public may also attend this meeting remotely via Zoom or call-in.

Join from PC, Mac, Linux, iOS or Android:
<https://cccounv-us.zoom.us/j/3501763799>

Or Telephone, dial:
1-888-278-0254
Conference code: 219464

Supervisor Federal D. Glover, Chair
Supervisor John Gioia, Vice Chair

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

1. **Introductions**
2. **PUBLIC COMMENT:** Persons who wish to address the Equity Committee during public comment on matters within the jurisdiction of the Equity Committee that are not on the agenda, may comment in person, via Zoom, or via call-in. All public comments will be limited to three minutes.
3. **RECEIVE and APPROVE the Record of Action for the April 17, 2023 meeting of the Equity Committee, with any necessary corrections.**
4. **RECEIVE update and PROVIDE DIRECTION on the hiring process for the Co-Directors for the Office of Racial Equity and Social Justice.**
5. **ACCEPT the report on the diversity, equity, and inclusion practices of the Department of Child Support Services and provide direction to staff, as needed.**
6. **INTERVIEW candidate Stephen Langsam for the vacant Business Member Seat on the Advisory Council on Equal Employment Opportunity, as recommended by the County's EEO Officer.**
7. **RECOMMEND that the Board of Supervisors DECLARE the Community Seat 1 vacant on the Advisory Council on Equal Employment Opportunity and DIRECT the Clerk of the Board to post the vacancy, as recommended by the County's EEO Officer.**
8. **CONSIDER and PROVIDE direction to the Advisory Council on Equal Employment Opportunity on their recommended changes to the County's Small Business Enterprise program.**
9. The next meeting is currently scheduled for **June 20, 2023 at 1:00 p.m.**
10. **Adjourn**

The Equity Committee will provide reasonable accommodations for persons with disabilities planning to attend Equity Committee meetings. Contact the staff person listed below at least 72 hours before the meeting.

Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the County to a majority of members of the Equity Committee less than 96 hours prior to that meeting are available for public inspection at 1025 Escobar St., 4th Floor, Martinez CA, during normal business hours.

Public comment may be submitted via electronic mail on agenda items at least one full work day prior to the published meeting time.

For Additional Information Contact:

Lara DeLaney, Staff
Phone (925) 655-2057, Fax (925) 655-2066
Lara.DeLaney@cao.cccounty.us



Contra Costa County Board of Supervisors

Subcommittee Report

EQUITY COMMITTEE

3.

Meeting Date: 05/15/2023
Subject: Record of Action for Equity Committee
Submitted For: EQUITY COMMITTEE,
Department: County Administrator
Referral No.:
Referral Name: Record of Action
Presenter: L. DeLaney **Contact:** L. DeLaney, (925) 655-2057

Referral History:

County Ordinance requires that each County body keep a record of its meetings. Though the record need not be verbatim, it must accurately reflect the agenda and the discussions made in the meetings.

Referral Update:

Attached for the Committee's consideration is the draft Record of Action for its April 17, 2023 meeting.

Recommendation(s)/Next Step(s):

Staff recommends APPROVAL of the Record of Action for the April 17, 2023 meeting of the Equity Committee.

Attachments

DRAFT Record of Action

DRAFT



EQUITY COMMITTEE

RECORD OF ACTION FOR
April 17, 2023

Supervisor Federal D. Glover, Chair
Supervisor John Gioia, Vice Chair

Present: Federal D. Glover, Chair
John Gioia, Vice Chair

Staff Present: Lara DeLaney, Senior Deputy County Administrator, Interim staff to Committee; See Attachment

Attendees: See Attachment

1. Introductions

Chair Glover convened the meeting of the Equity Committee at 10:30 a.m., introducing himself and Vice Chair Gioia and noting that speakers would introduce themselves.

2. **PUBLIC COMMENT:** Persons who wish to address the Equity Committee during public comment on matters within the jurisdiction of the Equity Committee that are not on the agenda, may comment in person, via Zoom, or via call-in. All public comments will be limited to three minutes.

Public comment was offered by Call_in_user 1, who requested that the time be recorded as 10:30 (Chair Glover inadvertently reported 9:30 as the start time) and made additional comments suggesting the Committee was "over-reaching" in its scope and needed to ensure the hiring process should be fair and transparent for all.

3. Staff recommends APPROVAL of the Record of Action for the March 20, 2023 meeting of the Equity Committee.

The Record of Action was approved as presented.

AYE: Chair Federal D. Glover
Vice Chair John Gioia

4. ACCEPT update and PROVIDE DIRECTION on the hiring process for the Co-Executive Directors for Office of Racial Equity and Social Justice.

The County's Human Resources Director, Ann Elliott, led off providing an update of the collaboration with the 5-member subcommittee of the Core Committee to develop the job descriptions and hiring process for the Co-Directors. She reported that an initial meeting had been held with the subcommittee to answer questions about the County hiring processes, discuss the collaboration with the subcommittee in this process, hear about how the community Listening Sessions were informing the work of the Office and the positions, and determine meeting frequency. Ms. Bilich, County Human Resources Manager, had reviewed the final report to the Board on the recommendations for the Office and had drafted job specifications for the subcommittee to review. The Minimum Qualifications (MQs), Knowledge Skills and Abilities (KSAs), and job tasks for the Co-Director jobs were also discussed with the subcommittee. She then invited Dr. Lynch to provide additional comments, which began with an expression of appreciation for the cooperation, education, and leadership of the HR representatives. Ms. Lynch summarized the composition of the Core Committee and the hiring subcommittee. She noted they had been looking at other Director job classes, reviewing salaries of other Directors across the nation, and the salaries of County department heads. She noted that supplemental questions for candidates were also in development to ensure the alignment of candidate values with the Office. She reported that the Core Committee had held a retreat on March 31, which was informing their conversations and rigorous thought. An outreach team was also in development to identify community leaders who may be candidates for the positions and to develop job ad placements.

Chair Glover asked Core Committee members to identify themselves, and Latrice Martin, Karen Perkins, Roxanne Carrillo Garza, and Solomon Belette were identified, with Ms. Martin, Ms. Carrillo Garza, and Mr. Belette as being members of the subcommittee.

Vice Chair Gioia thanked Ms. Elliott and the subcommittee for their work. He indicated the direction of the work was good but wanted to see written work products at the next Equity Committee meeting to include: Proposed Job Descriptions, Proposed Recruitment Brochure, Outreach/Recruitment Plan and Process, and Proposed Salary Range and Justification. Ms. Elliott responded that they were interested in hearing what the expectations and feedback of the Committee were. Vice Chair Gioia responded that he wanted to be clear about what was expected at the next meeting. Ms. Lynch indicated that it was achievable.

Jill Ray from the District II Office commented that District II was not well-represented on the subcommittee and wanted to know the other two members, who were identified as Teki Flow and Willie Robinson. Call_in_user_1 commented that this was a "ridiculous" discussion and a "waste of tax dollars for two Co-directors" and other staff positions; she made other disparaging comments about the Committee's objectives. Vice Chair Gioia responded that the comments were insulting and showed an "utter disrespect" for the community, which Chair Glover agreed with. Mr. Belette made additional comments about also being taxpayers, involved with and committed to the work, and the rest of the taxpayers shouldn't be left out of a more equitable community.

Chair Glover provided final comments indicating that he was supportive of what Vice Chair Gioia had outlined for deliverables and requested draft comments in advance of the next Committee meeting, if possible. Vice Chair Gioia noted the timeline would not be conducive to a full Board of Supervisors discussion on May 16; there was brief discussion of a different Committee meeting date or different Board discussion date. No final Board date was established.

5. ACCEPT the report on the Contra Costa Health Services DEI practices and provide input/direction as needed.

Mr. Gilbert Salinas, the Chief Equity Officer for Contra Costa Health, provided an extensive report to accompany a PowerPoint presentation to the Committee (see attachment). He provided a disclaimer that the presentation today was not an exhaustive account of the equity work undertaken by the Department, noting these efforts had been underway for decades. He also provided the web address for their equity efforts: <https://cchealth.org/equity>. He noted that a new office of equity was in development, and that the department was pursuing a national health equity accreditation.

Vice Chair Gioia appreciated the work the department had undertaken for many years and noted that the first chief equity officer position was held by Mr. Salinas. He commended the department for the services and care provided to close the equity gap. Chair Glover made similar remarks, appreciating the department's proactive approach throughout the years in addressing disparities and closing gaps.

Public comments from Call_in_user_1 included questions about the chart in the staff report that noted 88,713 "Declined/Unknown" residents who received services or were enrolled with CCHS. Andrew Becker provided comments related to access and community engagement, especially with conservatorships. Patricia Granados commented about the lack of education surrounding disparities.

6. The next meeting is currently scheduled for **May 15, 2023 at 10:30 a.m.**

7. **Adjourn**

The meeting was adjourned at 11:37 a.m.

For Additional Information Contact:

Lara DeLaney, Senior Deputy County Administrator
Phone (925) 655-2057, Fax (925) 655-2066
lara.delaney@cao.cccounty.us

Equity Committee

Monday, April 17, 2023

End Time

Duration

10:30 a.m.

11:38 AM

91

Name (Original Name)

Lara DeLaney# Interim Staff# she/her

Federal Glover

KAREN CAOILE

Ann Elliott

BOS1 - Sup. John Gioia Conf. Rm

Karen Perkins

Solomon Belette

Latrece Martin

Erika Jenssen

Call_in_user_1

Enid Mendoza

Kim McCarl# Communications Officer

Kimi Barnes (she/her/hers)

Nicole Bilich

Ellen McDonnell (she# her)

Gilberto Salinas (he/him)

Jill Ray# Office of Supervisor Candace Andersen

MONICA NINO

Shannon Ladner-Beasley (she/her) (Shannon Ladner-Beasley)

Kerby Lynch

Roxanne Carrillo Garza (Roxanne Garza)

Antoine Wilson

Imartin

Mariana Moore (she/her)# Ensuring Opportunity (Sara Gurdian)

Rachel Rosekind

Patricia Granados

andrew becker

Ali Saidi (he/him) (Ali (he/him))

CONTRA COSTA
HEALTH



Equity Update

Gilbert Salinas, MPA
Chief Equity Officer

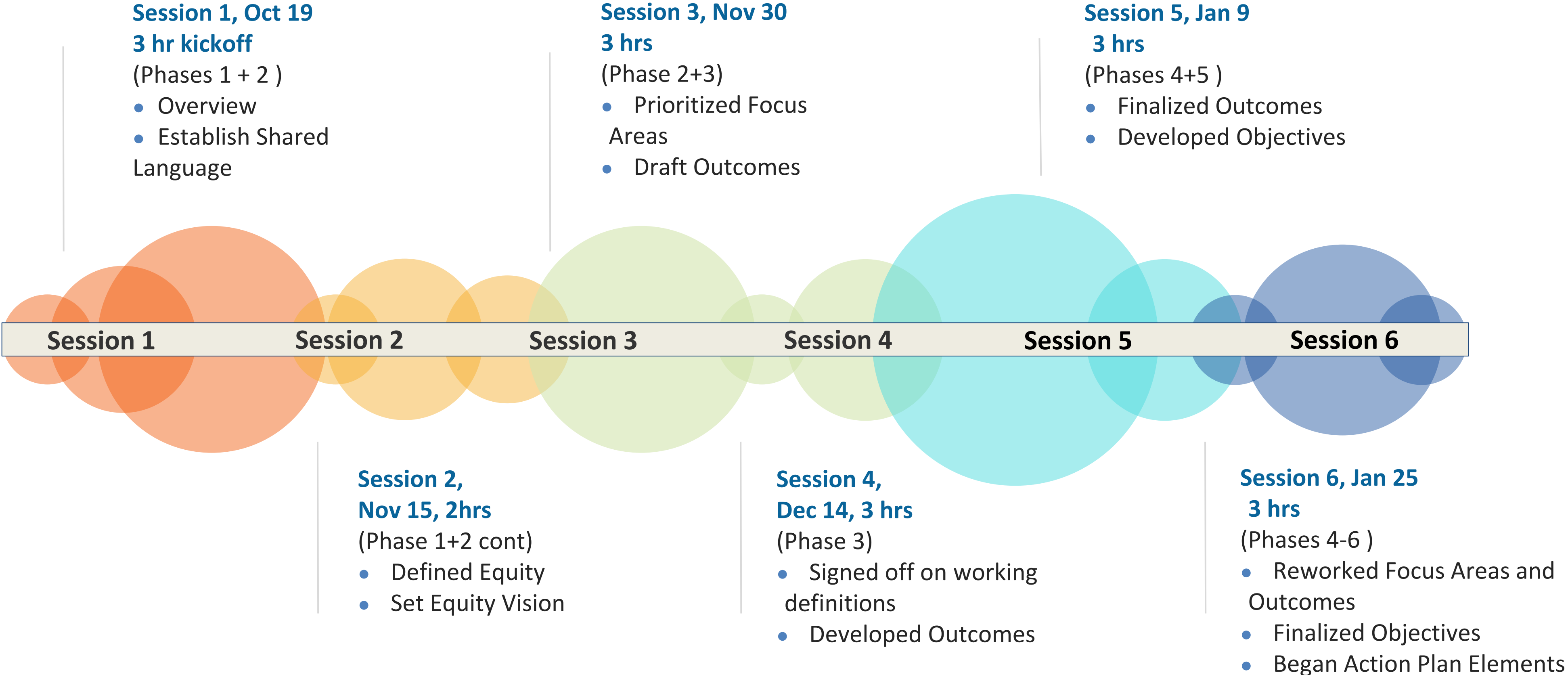
April 17, 2023

Equity Efforts

- Data and Measurement – Focus on at risk populations, performance dashboard and heat maps
- Service Focus Areas- Medi-Cal/Medi-Care, Homelessness, Incarcerated Individuals, Aging, Mental Health and Substance Use, Infants, Children & Adolescents, Populations at Increased Risk due to Climate Change
- Community engagement – Historically Marginalized Communities Engagement, Violence Prevention, Climate Health
- CCH Internal Improvement – Equity Roadmap, Trainings, Career Pathways, Ambassador Programs

Roadmapping Session Summary:

Six in-person sessions, 17 total hours



FOCUS AREAS



**DIVERSITY EQUITY
AND INCLUSION
INVESTMENT**



**TALENT SOURCING,
PERFORMANCE,
& SUPPORT**



**WELCOMENESS &
INCLUSION**

DESIRED OUTCOMES



Sustained and committed funding and resources for DEI centered leadership and culture.



Transparent + clear recruitment and hiring at all levels of the organization.



Professional, equitable and sustainable retention, promotion, supervisory practices, and professional development. Remove nepotism, favoritism and fear of retribution.



A culture of safety (physical and psychological) is created and upheld.



Equitable and fair access to participate in training opportunities.



Contra Costa County Board of Supervisors

Subcommittee Report

EQUITY COMMITTEE

4.

Meeting Date: 05/15/2023
Subject: Outreach and Hiring Process for Co-Executive Director for ORESJ
Submitted For: EQUITY COMMITTEE,
Department: County Administrator
Referral No.: 2023-01
Referral Name: Staffing for the ORESJ
Presenter: Ann Elliott and Core Committee Representatives **Contact:** L. DeLaney, (925) 655-2057

Referral History:

The Equity Committee requested that this item be included on the Committee agenda.

Referral Update:

At its April 17, 2023 meeting, the Equity Committee directed that the following work products be provided to the Committee for consideration: Proposed Job Descriptions, Proposed Recruitment Brochure, Outreach/Recruitment Plan & Process, and Proposed Salary Range with justification.

At this time, the following documents are available for review:

Attachment A: Co-Director Race Equity and Community Empowerment
Attachment B: Co-Director Race Equity and Inter-Agency Engagement
Attachment C: OREJS Recruiting Strategy and Work Plan
Attachment D: Co-Directors Compensation Data

The County's Human Resources Director and Manager and representatives of the Core Committee's hiring subcommittee will be in attendance at the Equity Committee meeting to discuss the development of these documents.

Recommendation(s)/Next Step(s):

ACCEPT update and PROVIDE DIRECTION on the hiring process for the Co-Executive Directors for Office of Racial Equity and Social Justice.

Attachments

[Attachment A](#)

[Attachment B](#)

[Attachment C](#)

[Attachment D](#)

Contra Costa County

Class Code: XXXX

Co-Director, Race Equity & Community Empowerment

Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Class specifications are not intended to reflect all duties performed within the job.

DEFINITION:

Reporting to the Board of Supervisors, County Equity Committee, and County Administrator, the Co-Director, Race Equity & Community Empowerment will serve as one of two county-wide leaders for racial equity and social justice programs and will work closely with the Co-Director, Race Equity & Inter-Agency Engagement to oversee the administration of the Office of Racial Equity and Social Justice, ensuring alignment with the office's mission and compliance with federal and state laws. The incumbent will also advise departments on equity practices and coordinating county-wide equity efforts, including community engagement.

DISTINGUISHING CHARACTERISTICS:

This is a one position executive management classification appointed by the Board of Supervisors that works in conjunction with the Co-Director, Race Equity and & Inter-Agency Engagement to develop and manage the Office's mission and objectives to identify and address systemic inequities in County services, processes, and policies. The incumbent will partner with external stakeholders to advance racial and social equity and inclusion efforts and will engage underserved communities, involve them in setting County department priorities, and identify grant opportunities to expand community-based equitable programs while working to allocate County funds for this purpose.

TYPICAL TASKS:

- Plans, directs, organizes, coordinates, and evaluates the overall activities of the Office of Racial Equity and Social Justice.
- Engages underserved communities in setting County department priorities and budget-making process; coordinates and facilitates community forums.
- Advances racial and social equity and inclusion efforts by collaborating with external stakeholders throughout the County to develop racial equity plans that identify priorities for process, policy improvement and program development.
- Conducts, evaluates, and makes recommendations regarding policy issues and long-range plans to address County and community needs and services to ensure equitable outcomes.
- Acts as an advocate for community groups impacted by discrimination, develops partnerships and works collaboratively with groups to advance equity in County programs and services; keeps abreast of legislation and court cases about racial equity and social justice and ensures compliance with applicable laws.

MINIMUM QUALIFICATIONS:

License Required: Possession of a valid driver's license that must be maintained throughout the duration of employment in this class, is required at time of appointment. Employees in this class may be required to use their own vehicle.

Education: Possession of a Baccalaureate degree from an accredited college or university, preferably in Sociology, Ethnic Studies, Public Policy, Public Administration, or a closely related field.

Experience: Three (3) years of professional level experience providing guidance and program development related to equity, civil rights, or social justice programs which focus in part on equity, diversity and inclusion. Experience should include a demonstrated track record of successfully engaging with underserved and marginalized communities and experience making transformation changes to benefit these communities.

Substitution: Four (4) years of additional experience in managing community based, public policy, educational or social justice programs can be substituted for the education requirement.

KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of:

- Principles, procedures, and techniques for fostering diversity and promoting racial equity and social justice within a large organization.
- Theories and practices of effective management, strategic planning, and institutional change for Social Transformation
- Social, political, cultural, legal, technological, and environmental issues affecting equity and inclusion.
- Administrative principles and practices, including program development, implementation, and evaluation.
- Applicable Federal, State and local law, regulatory codes, ordinances and procedures relevant to social and racial equity.

Skills and Ability to:

- Mobilize and engage internal and external teams to achieve equity goals and understand the impact of structural racism on policies and programs.
- Effectively manage diverse employees and apply management skills in planning and project management.
- Identify and define complex equity issues, develop recommendations, and allocate resources to address root causes of inequities.
- Communicate effectively with stakeholders, interpret laws and regulations, and advise executive management and the Board of Supervisors on equity policies.
- Establish and maintain effective relationships with stakeholders, prepare comprehensive written materials, and exercise tact and diplomacy in dealing with complex and confidential issues.

Contra Costa County

Class Code: XXXX

Co-Director, Race Equity & Inter-Agency Engagement

Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Class specifications are not intended to reflect all duties performed within the job.

DEFINITION:

As one of two county-wide leaders for racial equity and social justice programs, this position will work closely with the Co-Director, Race Equity & Community Empowerment, to oversee the administration of the Office of Racial Equity and Social Justice, ensuring alignment with the office's mission and compliance with federal and state laws. The incumbent will also guide departments to ensure equitable access to county programs and services while reporting to the Board of Supervisors, County Equity Committee, and County Administrator.

DISTINGUISHING CHARACTERISTICS:

This is a one position executive management classification appointed by the Board of Supervisors that works in conjunction with the Co-Director, Race Equity and & Community Engagement to develop and manage the office's mission to address systemic inequities in County services, processes, and policies. The position guides County departments and collaborates with the community to create a culture focused on equitable outcomes for Contra Costa County residents.

TYPICAL TASKS:

- Plans, directs, organizes, coordinates, and evaluates the overall activities of the Office of Racial Equity and Social Justice.
- Engages underserved communities impacted by systematic racism and includes them in informing County department priorities and budget-making process.
- Advances racial and social equity and inclusion efforts by collaborating with internal and external stakeholders throughout the County to develop racial equity plans that identify core priorities for process and policy improvement and program development.
- Conducts and/or supervises comprehensive studies, task forces, and reviews of racial equity operations to identify trends and areas of improvement.
- Provides consultation, coaching, and support for managers and other employees to be innovative and adaptive in providing culturally responsive, inclusive, and equitable programs and/or services to the community.
- Meets with county department heads to report on the state of racial equity metrics relative to the goals established by ORESJ.

MINIMUM QUALIFICATIONS:

License Required: Possession of a valid driver's license that must be maintained throughout the duration of employment in this class, is required at time of appointment. Employees in this class may be required to use their own vehicle.

Education: Possession of a Baccalaureate degree from an accredited college or university, preferably in Sociology, Ethnic Studies, Public Policy, Public Administration, or a closely related field.

Experience: Three (3) years of professional level experience providing guidance and program development related to equity, civil rights, or social justice programs which focus in part on equity, diversity and inclusion. Experience should include a demonstrated track record of successfully engaging with underserved and marginalized communities and experience making transformation changes to benefit these communities.

Substitution: Four (4) years of additional experience in managing community based, public policy, educational or social justice programs can be substituted for the education requirement.

KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of:

- Theories, principles and practices of effective management, public administration, and strategic planning process and techniques, including budgeting, purchasing, contracting and maintenance of public records.
- Principles and procedures of racial equity and social justice programs and techniques for fostering diversity within a large complex organization, including development and leadership principles related to equity and inclusion programs.
- Theories, principles and practices of effective management, social and transformational impact, strategic planning processes and techniques for institutional change.
- Social, political, cultural, legal, technological, and environmental issues.
- Knowledge of social, political, cultural, legal, technological, and environmental issues, policy analysis and development techniques, and methods of formulating and advocating for public policies specific to equity issues.
- Data collection and analysis skills, effective interpersonal, group communication, and conflict resolution techniques, and administrative principles and practices, including goal setting, program development, implementation, and evaluation, and knowledge of applicable Federal, State, and local law, regulatory codes, ordinances, and procedures relevant to social and racial equity.

Skills and Ability to:

- Mobilize and engage internal teams, external allies and stakeholders to achieve priority goals and understand the impact of racism on policies and programs.
- Effectively manage diverse groups and apply management skills in planning and project management.
- Act as a visionary and strategic thinker to identify complex equity issues and develop recommendations.
- Build effective working relationships with communities of color and underrepresented groups and establish effective relationships with stakeholders.
- Advise executive management and the Board of Supervisors on developing and evaluating equity-related policies and programs and produce multiple deliverables while effectively communicating with diverse stakeholders.

ORESJ Recruiting Strategy and Work Plan:

The CORE Committee recommends the following recruiting strategy and work plan for the 2 Co-Director positions of the Office of Racial Equity and Social Justice in Contra Costa County.

1. Research, Networking, and Advertising Plans:
 - a. Use extensive CORE Committee networks of contacts to recruit candidates.
 - b. Send standardized emails to potential candidates and key stakeholders in the county, including information about the positions, how to apply in the county portal, an invitation to a webinar on the county portal, and a suggestion to send the email to other people who might be interested.
 - c. Advertise the position through Diversity Jobs/ Circa, Professional Diversity Network, and Buolo.
2. Technical Support for Applicants:
 - a. Offer technical support for applicants. We know from experience that county job applicants sometimes need help with county job portals. For this reason, we are going to offer a webinar on how to apply through the portal
3. Initial Zoom Interviews:
 - a. HR will screen applicants for minimum qualifications by carefully reviewing their application, resumes and supporting materials.
 - b. Candidates who are highly qualified and best matched will be invited to participate in recorded Zoom screening interviews reviewed by selected members of the CORE Director Search Sub-Committee and HR staff.
4. Candidate Selection, Preparation, and Semifinalist and Finalist Interviews:
 - a. The CORE Director Search Subcommittee will participate in the Candidate Selection, Preparation, and Semifinalist and Finalist Interviews.
 - b. HR will assist the Subcommittee in reviewing and evaluating candidates after each round of interviews.
 - c. Community Visits: Have a mechanism where finalist interviews can occur in various locations throughout the county.
 - d. Finalist interviews will be conducted by selected members of the Subcommittee, County Administrator Monica Nino and HR Director.
5. Search Deliverables:
 - a. In collaboration with the CORE Director Search Subcommittee, HR will develop summary updates regarding the applicant pool and assist in decision-making.

This work plan will help to recruit the best candidates for the 2 Co-Director positions of the Office of Racial Equity and Social Justice in Contra Costa County and continue to promote equity and social justice within the community it serves. Below you will find further details about the process:

Search Planning and Assessment of the County's Needs:

Contra Costa County's Office of Racial Equity and Social Justice is assessing community needs and meeting with various groups, including the CORE Committee, the Equity Committee, HR Director, senior leaders, and community members, to define the required experience and characteristics for their 2 Co-Director positions. Gathering feedback and engaging with stakeholders will help the county select the best candidates and promote equity and social justice.

Job Description and Supporting Documents:

The CORE Director Search Sub-Committee and HR Director will review the job description and create an announcement for online advertising and sending to potential candidates and sources of nominations and recommendations. The announcement will be based on input from the community and the needs of the ORESJ and the county. Human Resources will also be involved in the application process to ensure compliance with policies and procedures.

Research, Networking, and Advertising Plans:

The CORE Director Search Sub-Committee will utilize its extensive networks and contacts to identify and mobilize potential applicants who meet the job requirements. They will also review lists of potential candidates and referral sources provided by the county. The committee will send customized emails and make personal telephone calls to high-priority individuals who may be potential candidates or can nominate or recommend candidates. Many of these contacts are influential community leaders in Contra Costa who can help promote this opportunity among their colleagues.

The committee will begin advertising to cast a wide net once all documents are approved. Their recommended advertising sources are Diversity Jobs/ Circa, Professional Diversity Network, and Buolo. By utilizing a combination of research, networking, and advertising, the committee aims to attract a robust and diverse pool of candidates for the Co-Director positions.

Initial Zoom Interviews:

The HR department will carefully review all applications and supporting documents to assess the qualifications and suitability of candidates for the 2 Co-Director positions. Candidates must meet the minimum requirements and have relevant experience. Those meeting these criteria will be invited to customized recorded Zoom screening interviews which selected members of the CORE Director Search Sub-Committee and HR staff will review. The interviews will be documented by HR using search-specific templates. HR will handle all direct communication with the candidates during the screening process.

Candidate Selection, Preparation, and Semifinalist and Finalist Interviews:

HR will provide the CORE Director Search Committee with candidate materials and summaries for candidates invited for screening interviews. The committee will then select candidates for first-round

interviews (semifinalists), with HR's assistance in reviewing and evaluating candidates after each round of interviews. HR will also work with the committee to prepare interview questions for the candidates and communicate directly with the finalists as required during this phase of the process.

Individual finalist interviews will be conducted by selected members of the Subcommittee, County Administrator Monica Nino and the HR Director.

HR will speak directly with the candidates' references and document those conversations to share with the CORE Director Search Sub-Committee if needed. After each round of interviews, HR will notify candidates who have been interviewed and all other candidates in the applicant pool who are no longer under consideration.

Search Deliverables:

HR, working closely with the CORE Director Search Sub-Committee, will produce several resources to facilitate the screening, interviewing, and decision-making processes:

- Regular updates summarizing the applicant pool to monitor and track the flow of applications and aid in decision-making
- A centralized email address to streamline communication with candidates and provide consistent messaging for inquiries, responses to questions, and requests for additional information
- A list of suggested interview questions for all interviews
- Reports summarizing all Zoom interviews conducted
- An agenda to guide community-based interviews with finalists
- Web-based survey evaluations to rate finalists' community-based interviews and post-interview evaluation summaries
- Summary reports on reference checks (upon request)

Project Phases:

Phase 1: Recruiting Strategy and Work Plan: This phase involves creating a recruiting strategy document with recommended advertising sources.

Phase 2: HR and the CORE Director Search Sub-Committee Meetings: In this phase, HR and the CORE Director Search Sub-Committee will have meetings to discuss the role and functions of the 2 Co-Directors positions, the issues, challenges, and opportunities to be addressed by the Equity Committee and Board of Supervisors, and the desirable qualities of ideal candidates.

Phase 3: Position Announcement and Ad Text: The job description will be reviewed, and the position announcement and ad text will be drafted and finalized.

Phase 4: Search Officially “Open”; Advertisements Run in Identified Media: The job posting will be officially opened, and the advertisements will run in identified media.

Phase 5: Advertisements, Announcements, Research, Identification, and Contacting of Candidates: This phase involves placing advertisements, sending personalized/ customized emails and/ or telephone calls to high-value contacts and potential candidates, and sending position announcements to individuals on recruitment lists.

Phase 6: Screening and recorded Zoom Interviews; Analysis and Recommendations of Semifinalist Candidates: A candidate rubric for the screening process will be created and Zoom interview question templates will be developed. Preliminary Zoom interviews will be conducted, and summaries of the Zoom interviews will be made.

Phase 7: Delivery of Candidates’ Materials for the CORE Director Search Sub-Committee Consideration: HR will share candidate materials and summaries to the CORE Director Search Sub-Committee.

Phase 8: Identification of Semifinalists; Preparation of Candidates and Interviewers: Communications and preparation of candidates for semifinalist interviews will be conducted. Interview agendas, including scheduling assistance, will also be prepared.

Phase 9: Semifinalist Interviews: Semifinalist interviews will be conducted in this phase.

Phase 10: Selection of Finalists; and Preparation for Finalists and Interviewers: Communications and preparation of candidates for finalist interviews will be conducted. Finalist interview agendas, including scheduling assistance, will also be prepared. Community visits scheduling and interview evaluation forms will be finalized.

Phase 11: Comprehensive Community Interviews (by Supervisorial District): Finalist interviews will be conducted, including comprehensive community interviews by Supervisorial District. Individual finalist interviews will be conducted by selected members of the Subcommittee, County Administrator Monica Nino and the HR Director.

Phase 12: Evaluation of Finalists; Reference Checks; Selection: Post-interview evaluation summary reports will be created. Post-interview communications with candidates, reference checking (upon request), and consultation with the CORE Director Search Sub-Committee during discussion and negotiation with the selected candidate will be conducted.

Phase 13: Presentation to the Board of Supervisors to approve and appoint the selected candidates.

Job Code	Classification	Steps	Minimum Merit	Annual Min	Maximum Merit	Annual Max	Dept count	Appointed by
ADSB	Director Office of Comm/Media	5	\$9,816.96	\$117,803.52	\$11,932.58	\$143,190.96	21	CAO
96A1	COUNTY VETERANS SVC OFFICE	4	\$11,040.46	\$132,485.52	\$12,780.71	\$153,368.52	13	BOS
BAA1	Agricultural Com-Dir Wts/Meas	5	\$12,694.58	\$152,334.96	\$15,430.34	\$185,164.08	44	CAO
AJD3	Director of Risk Management-EX	5	\$13,578.81	\$162,945.72	\$16,505.13	\$198,061.56	41	CAO
BJA1	Director Of Animal Serv-Exempt	9	\$11,350.82	\$136,209.84	\$16,770.33	\$201,243.96	78	CAO
VCB1	Asst Director, Health Services	20	\$10,529.02	\$126,348.24	\$16,832.23	\$201,986.76	NA	Dept
4AA1	Dir Of Conservation & Devlp-Ex	5	\$14,553.24	\$174,638.88	\$17,689.55	\$212,274.60	202	CAO
3AAA	County Librarian	7	\$13,592.18	\$163,106.16	\$18,214.82	\$218,577.84	203	BOS
DAA1	Assessor	1	\$19,309.61	\$231,715.32	\$19,309.61	\$231,715.32	114	Elected
SMA1	Director Of Child Support Svcs	5	\$15,937.37	\$191,248.44	\$19,371.97	\$232,463.64	138	CAO
ALA1	Clerk Recorder	1	\$19,557.72	\$234,692.64	\$19,557.72	\$234,692.64	85	Elected
NAA1	Pw Director	5	\$16,454.36	\$197,452.32	\$20,000.37	\$240,004.44	562	BOS
S5A1	Treasurer-Tax Collector	1	\$20,230.26	\$242,763.12	\$20,230.26	\$242,763.12	30	Elected
SAA1	Auditor-Controller	1	\$20,941.61	\$251,299.32	\$20,941.61	\$251,299.32	62	Elected
7AA1	County Probation Officer-Ex	7	\$15,798.72	\$189,584.64	\$21,171.80	\$254,061.60	354	BOS
AGA2	Director Of Human Resources-Ex	5	\$17,461.50	\$209,538.00	\$21,224.56	\$254,694.72	51	CAO
LTA1	Chief Info Off/Dir Of Info Tec	7	\$16,759.41	\$201,112.92	\$22,459.21	\$269,510.52	94	BOS
XAA2	Director-EHSD-Exempt	5	\$18,530.29	\$222,363.48	\$22,523.68	\$270,284.16	1910	CAO
RPA1	Fire Chief-Contra Costa	5	\$18,699.08	\$224,388.96	\$22,728.85	\$272,746.20	458	
25A1	Public Defender	5	\$19,952.84	\$239,434.08	\$24,252.79	\$291,033.48	162	BOS
6XA1	Sheriff-Coroner	1	\$25,966.87	\$311,602.44	\$25,966.87	\$311,602.44	1141	Elected
2EA1	County Counsel	5	\$21,686.77	\$260,241.24	\$26,360.40	\$316,324.80	55	BOS
2KA1	District Attorney	1	\$26,440.70	\$317,288.40	\$26,440.70	\$317,288.40	231	Elected
VCA1	Director Of Health Services	3	\$33,441.37	\$401,296.44	\$36,869.11	\$442,429.32	4418	BOS

County	Job Title	Minimum	Maximum
CCC	Director Office of Comm/Media	\$ 117,803.52	\$ 143,190.96
CCC	COUNTY VETERANS SVC OFFICE	\$ 132,485.52	\$ 153,368.52
CCC	Asst Director, HSD (Chief Equity Officer)	\$ 126,348.24	\$ 201,986.76
CCC	Clerk Recorder	\$ 234,692.64	\$ 234,692.64
CCC	PW Director	\$ 197,452.32	\$ 240,004.44
CCC	Treasurer-Tax Collector	\$ 242,763.12	\$ 242,763.12
CCC	Agricultural Com-Dir Wts/Meas	\$ 152,334.96	\$ 185,164.08
Santa Clara	Program Mgr III	\$ 140,483.00	\$ 170,788.00
San Mateo	Chief Equity Officer	\$ 148,803.00	\$ 186,076.00
Solano	Ethnic Svcs Coordinator	\$ 111,438.51	\$ 135,454.21
Sonoma	Director of Equity	\$ 153,340.00	\$ 186,379.00
Multnomah	Deputy Dir & Civil Rights Admin	\$ 107,095.00	\$ 171,352.00
San Diego	Dir Office of Equity & Racial Justice	\$ 168,563.00	\$ 273,582.00
Kings County	Chief Equity Inclusion Officer	\$ 123,594.22	\$ 156,662.90
San Francisco	Comm Eng & Partnership Dir	\$ 104,130.00	\$ 126,516.00
	Median of Comparators	\$ 140,483.00	\$ 185,164.08
	Mean (Average) of Comparators	\$ 150,755.14	\$ 187,198.71

Summary Results		Minimum Annual Salary		Maximum Annual Salary	
Median of Comparators		\$ 140,483.00		\$ 185,164.08	
Mean (Average) of Comparators		\$ 150,755.14		\$ 187,198.71	
% Contra Costa +/-	Median	\$152,334.96	8%	\$201,986.76	8%
	Mean	\$171,982.90	12%	\$200,167.22	6%

RECOMMENDED SALARY		7/1/2023 5% increase
\$ 188,260.66	Step 5	\$ 197,673.69
\$ 179,295.86	Step 4	\$ 188,260.66
\$ 170,757.96	Step 3	\$ 179,295.86
\$ 162,626.63	Step 2	\$ 170,757.96
\$ 154,882.51	Step 1	\$ 162,626.63

147507.15
140483.00



Contra Costa County Board of Supervisors

Subcommittee Report

EQUITY COMMITTEE

5.

Meeting Date: 05/15/2023
Subject: DEI Efforts of the Department of Child Support Services
Submitted For: EQUITY COMMITTEE,
Department: County Administrator
Referral No.: 2023-04
Referral Name: Department DEI Efforts
Presenter: Lori A. Cruz, Director of DCSS **Contact:** L. DeLaney, (925) 655-2057

Referral History:

At their February 9, 2023 meeting, the Equity Committee directed staff to include on future Committee agendas information about County departments' existing efforts to implement Diversity, Equity, and Inclusion in their service delivery and operations.

Referral Update:

The County's Director of Child Support Services, Lori A. Cruz, will be providing the Committee with a presentation and discussion of her department's DEI efforts and practices.

Attachment A is copy of the presentation materials.

Recommendation(s)/Next Step(s):

ACCEPT the report on the Department of Child Support Services' DEI practices and provide input/direction as needed.

Attachments

Attachment A: DCSS Presentation

DCSSS and DEI Initiatives

- Outreach to Underserved Communities
- Participation in Regional DEI Workgroup
- Recruitment, Hiring, Onboarding Committee
- DEI Review of Employee Handbook - Upcoming
- DEI Committee - Upcoming



Outreach to Underserved Communities

- Focus of FY 21-22 was on developing social service partnerships and increasing visibility in communities.
- Roster of partnerships increased by 100%.
- Dual focus of FY 22-23 is on developing new partnerships with re-entry agencies, Contra Costa Community Partners, Historically Marginalized Communities Engagement and Federal Veterans Homeless Division and in expanding availability of Spanish language services to customers.
- Effort in 23-24 will be to utilize an assessment tool (in development) to determine unmet family or individual needs and make referrals to County and community resources.



Recruitment Hiring Onboarding Committee

- Review of processes is contained to DEI issues.
- Committee was formed to ensure diverse perspectives and experiences in recruitment, hiring and onboarding process of new and current staff.
- The committee recently reviewed interview questions to ensure that they were aligned with department values and avoided biases.
- ASO participated on the committee to ensure human resources law and state/federal/County policy was observed.



Regional Workgroup

- DCSS participates in a Bay Area child support workgroup that has multiple priorities for collaboration. A recent priority has been to ensure that Bay Area counties are aware of diversity, equity and inclusion needs of staff and customers.
- A survey to assess DEI feedback/ suggestions of staff is the first product of the workgroup.
- DCSS participated in the survey; leadership has reviewed team responses and will distribute responses to all staff. Work has already begun to react to staff suggestions.



Upcoming Projects

- Review of Employee Handbook with DEI focus
 - Focus will be to ensure that all policies are accessible by all employees and sensitive to all employees.
- DEI Staff Committee
 - Focus of staff-led committee will be to review the office facilities, environment and culture to ensure that all employees feel welcome, safe and valued.



The process for the above seats is that the Equal Employment Officer conducts recruitment for membership, the ACEEO or a subcommittee thereof would screen/interview applications or candidates, and then forward its nominations to the Equity Committee for consideration and possible recommendation to the Board of Supervisors.

There is a vacancy on the ACEEO for the Business Member Seat, which expires November 30, 2024. Mr. Stephen Langsam has expressed an interest in filling the seat and has attended several ACEEO meetings as a member of the public. His application is Attachment A.

Recommendation(s)/Next Step(s):

INTERVIEW candidate Stephen Langsam for the vacant Business Member Seat on the Advisory Council on Equal Employment Opportunity and make a recommendation on appointment to the Board of Supervisors.

Attachments

Attachment A: Stephen Langsam Application

Application Form

Profile

Stephen _____ Langsam _____
 First Name Middle Initial Last Name

_____ Suite or Apt
 Home Address

Pacheco _____ CA _____ 94553
 City State Postal Code

_____ Primary Phone

_____ Email Address

[District Locator Tool](#)

Resident of Supervisorial District:

District 5

Polestar Marin _____ General Sales Manager _____
 Employer Job Title

Length of Employment

8

Do you work in Contra Costa County?

Yes No

If Yes, in which District do you work?

How long have you lived or worked in Contra Costa County?

35 years

Are you a veteran of the U.S. Armed Forces?

Yes No

Board and Interest

Which Boards would you like to apply for?

Contra Costa Community Corrections Partnership - All Members: Submitted

Seat Name

Have you ever attended a meeting of the advisory board for which you are applying?

Yes No

If Yes, how many meetings have you attended?

Education

Select the option that applies to your high school education *

High School Diploma

College/ University A

Name of College Attended

San Francisco State University

Degree Type / Course of Study / Major

BA / Broadcast Communications

Degree Awarded?

Yes No

College/ University B

Name of College Attended

University of San Francisco

Degree Type / Course of Study / Major

MA / Sports Management / Business

Degree Awarded?

Yes No

College/ University C

Name of College Attended

Degree Type / Course of Study / Major

Degree Awarded?

Yes No

Other Trainings & Occupational Licenses

Other Training A

Certificate Awarded for Training?

Yes No

Other Training B

Certificate Awarded for Training?

Yes No

Occupational Licenses Completed:

Qualifications and Volunteer Experience

Please explain why you would like to serve on this particular board, committee, or commission.

I've been in the workforce for over 18 years, mostly in Contra Costa County and I want to help make decisions on how the workforce in Contra Costa County can grow.

Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)

See resume

Upload a Resume

Would you like to be considered for appointment to other advisory bodies for which you may be qualified?

Yes No

Do you have any obligations that might affect your attendance at scheduled meetings?

Yes No

If Yes, please explain:

Are you currently or have you ever been appointed to a Contra Costa County advisory board?

Yes No

If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:

If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:

List any volunteer or community experience, including any advisory boards on which you have served.

Make a Wish, YMCA

Conflict of Interest and Certification

Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)

Yes No

If Yes, please identify the nature of the relationship:

Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?

Yes No

If Yes, please identify the nature of the relationship:

Please Agree with the Following Statement

I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.

I Agree

Important Information

1. This application and any attachments you provide to it is a public document and is subject to the California Public Records Act (CA Government Code §6250-6270).
2. All members of appointed bodies are required to take the advisory body training provided by Contra Costa County.
3. Members of certain boards, commissions, and committees may be required to: (1) file a Statement of Economic Interest Form also known as a Form 700, and (2) complete the State Ethics Training Course as required by AB 1234.
4. Meetings may be held in various locations and some locations may not be accessible by public transportation.
5. Meeting dates and times are subject to change and may occur up to two (2) days per month.
6. Some boards, committees, or commissions may assign members to subcommittees or work groups which may require an additional commitment of time.
7. As indicated in Board Resolution 2021/234, a person will not be eligible for appointment if he/she is related to a Board of Supervisors' member in any of the following relationships:
 - (1) Mother, father, son, and daughter;
 - (2) Brother, sister, grandmother, grandfather, grandson, and granddaughter;
 - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
 - (4) Registered domestic partner, pursuant to California Family Code section 297;
 - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
 - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

Stephen Langsam

Professional Experience

Space Manager, General Sales Manager

May 2022 - Present

Polestar Marin, Corte Madera, CA

- Responsible for handling the day to day operations of Polestar Marin.
- Responsible for handling all communications between Polestar and Volvo Financial and Polestar Marin.
- Responsible for the second highest volume of sales in North America market for Polestar in 2022.
- Responsible for the highest sales penetration of F&I products in North America market for Polestar in 2022.
- Responsible for earning the PFS (Polestar Financial Services) Business Manager Excellence Award.
- Responsible for hiring, training, and managing the sales staff, and sales support staff.
- Responsible for the creating the most effective internet team in the Polestar North America market in terms of closing percentage from internet leads.

Internet Director, Digital Marketing Director, Social Media Manager

November 2016 – May 2022

Cole European, Walnut Creek, CA

- Directly responsible for the creating the most effective internet team in the JLR North America market in terms of closing percentage from internet leads.
- Responsible for over 100% increase in online sales transactions and over 100% increase in online sales revenue.
- Desk deals, package deals for finance, submit deals to bank and get deals bought. Back up finance manager.
- Championed and brought on digital retailing solutions, Automotive Mastermind and Roadster to the dealership.
- Led the switch from VinSolutions CRM to ELead CRM. Created all templates, workflows and processes for the entire stores sales, service, parts customers.
- Manage the internet sales team and handle all internet deals.
- Creator of processes for and manage all aspects of DMS and LMS.
- Responsible for updating the individual store websites, adding or removing lead providers based on ROI.
- Manage all aspects of digital marketing and social media for dealership.
- Responsible for hiring and training internet sales associates and sales support staff

Internet Director, Internet Client Advisor, Photographer, Social Media Manager

December 2014 – November 2016

Marin Luxury Cars, Corte Madera, CA

- Manage the internet sales team and handle all internet deals.
- Creator of processes for and manage all aspects of DMS and LMS.
- Manage all aspects of digital marketing and social media for dealership.

Sports Broadcasting and Production

March 2009 - Present

Golden State Warriors - Oakland Athletics - Oakland Raiders San Francisco 49ers - San Francisco Giants - Pac-12 Networks

- Responsible for shooting live in game stadium footage of game broadcasts and scoreboard coverage
- Responsible for handling video quality control of in game footage for stadium and scoreboard coverage
- Create and pass graphics for in stadium broadcasts
- Set up and pair connection between local and national television broadcasts and in stadium broadcast feeds

Sports Editor, Online Editor, Sports Reporter,

September 2011 - October 2013

Arts Reporter and Photographer

Martinez News-Gazette, Martinez, CA

- Responsible for getting the Martinez News-Gazette credentialed for coverage of MLB, NBA, NFL, NHL, PGA and NCAA
- Created and managed the social media pages
- Create and assign beats for reporters and interns on staff

Education

M.A., University of San Francisco

July 2016 – May 2018

Major: Management

B.A., San Francisco State University

September 2008 - June 2010

Major: Broadcast Communications: Radio & Television Production



Contra Costa County Board of Supervisors

Subcommittee Report

EQUITY COMMITTEE

7.

Meeting Date: 05/15/2023
Subject: ACEEO Resignation
Submitted For: EQUITY COMMITTEE,
Department: County Administrator
Referral No.: 2023-08
Referral Name: ACEEO appointments
Presenter: Antoine Wilson, EEO Officer **Contact:** L. DeLaney, (925) 655-2057

Referral History:

The Advisory Council on Equal Employment Opportunity (ACEEO) assists with the implementation of the County's Equal Employment Opportunities and Contracting Programs and serves as an advisory committee to the Board of Supervisors. The Advisory Council on Equal Employment Opportunity is composed of thirteen (13) members appointed by the Board of Supervisors. Four (4) members of the Advisory Council shall be representative of the community; (3) members shall be representative of employee organizations; two (2) members shall be representative of County management; one (1) member shall be representative of education; one (1) member shall be representative of the disability community; (1) member shall be representative of the business community; and one (1) member shall be representative of veterans.

For many years, the Internal Operations Committee served as the reviewing committee for ACEEO nominations; however, the mission of the Advisory Council on Equal Employment Opportunity (ACEEO) is more consistent with the Board's Equity Committee, which is now designated as the reviewing committee for ACEEO nominations to the following seats:

Community Member Seats 1, 2, 3, and 4
Education Member
Business Member
Labor-Trade Member
Veterans
Disability
Union Member Seats 1 and 2

Referral Update:

A resignation results in an "unscheduled vacancy" which must be reported to the Board of Supervisors. Committee liaisons should submit a Board Order to be included in the Board of Supervisor's agenda to "announce the vacancy. " Once the Board Order is approved, the Clerk of the Board must advertise the vacancy for at least 10 days before a new appointment can be made (under State law). Active recruitment for the vacancy should occur during this time.

The ACEEO received a resignation letter from Allwyn Brown, representing the Community Seat 1. ACCEPT the resignation of Allwyn Brown, Community Seat 1, on the ACEEO.

RECOMMEND that the Board of Supervisors DECLARE the seat vacant and DIRECT the Clerk of the Board to post the vacancy, as recommended by the County's EEO Officer.

The term for the seat ends November 30, 2023.

Recommendation(s)/Next Step(s):

RECOMMEND that the Board of Supervisors DECLARE the Community Seat 1 vacant on the ACEEO and DIRECT the Clerk of the Board to post the vacancy, as recommended by the County's EEO Officer.

Attachments

No file(s) attached.



Contra Costa County Board of Supervisors

Subcommittee Report

EQUITY COMMITTEE

8.

Meeting Date: 05/15/2023
Subject: Recommendations for Contra Costa County SBE Program from the ACEEO
Submitted For: EQUITY COMMITTEE,
Department: County Administrator
Referral No.: 2023-06
Referral Name: Recommendations for SBE Program from the ACEEO
Presenter: Antoine Wilson, EEO Officer, and Miguel Mauricio, Chair of ACEEO

Contact:

Referral History:

At the March 20, 2023 meeting of the Equity Committee, the Committee received and accepted the 2022 Annual Report of the Advisory Council on Equal Employment Opportunity (ACEEO), which included a reference to the development of recommendations on improvements to the County's Small Business Enterprise (SBE) program. Vice Chair Gioia directed that the recommendations be considered by the Equity Committee.

Referral Update:

In 2022, the Advisory Council on Equal Employment Opportunity (ACEEO) designated a subcommittee to consider the County's Small Business Enterprise (SBE) program and develop recommendations for its improvement and advancement. The subcommittee is comprised of Miguel Mauricio, current Chair of the ACEEO and representative of Community Member Seat #4, Eric Maldonado, former Chair and representative of Community Member Seat #3, and Lara DeLaney, Senior Deputy County Administrator and representative of Management Seat #1.

The recommendations from the subcommittee are included in Attachment A.

The recommendations have been reviewed and approved by the ACEEO.

Recommendation(s)/Next Step(s):

CONSIDER and PROVIDE direction to the Advisory Council on Equal Employment Opportunity's subcommittee on their recommended changes to the County's Small Business Enterprise program. Final recommendations would be submitted to the Board of Supervisors for consideration and adoption.

Attachments

Attachment A: ACEEO SBE Recommendations

TO: Board of Supervisors Equity Committee
FROM: Miguel Mauricio, Sub-Committee on Small Business Enterprises Program
DATE: 05/10/23
SUBJECT: Recommendations for Contra Costa County Small Business Enterprises Program

I. Summary of Recommendations

- A. Increase the SBE program applicability threshold for purchasing and professional/personal service contracts from \$100,000 to \$200,000, or some higher limit, in order to provide more small businesses contracting opportunities with the County.
- B. Increase local bid preferences from 5% to 7% for SBE bidders on County contracts.
- C. Create a guide for applicants to follow in order to make it easier to apply for County contracts.
- D. Recommend including census tract data in analysis of contracts awarded.
- E. Improve contract tracking efforts in order to hold non-SBE contractors accountable for subcontracting requirements. Also improve tracking efforts to improve data collection.
- F. Analyze E-outreach program to guarantee maximum outreach.
- G. Increase outreach efforts via social media and other means, in order to connect more potential SBE to government contracting opportunities.

II. Deep Dive on Recommendations

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

For example, for all 334 professional/personal services contracts, 149 went to SBEs – 46.4% of all contracts for the category.³ For purchasing transaction contracts, 313 of the 1021 contracts awarded, or 21.2%, went to SBEs.⁴ The only category of contracts that met the 50% benchmark was the category of construction contracts, which awarded 100% of its contracts to SBEs.⁵ However,

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

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

³ *Id.*

⁴ *Id.*

⁵ *Id.*

there were only 3 contracts in total for that category. Nonetheless, the biggest takeaway from the most recent data indicates that the County is not meeting its own imposed goal.

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

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

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

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

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

- D. *Recommend including census tract data in analysis of contracts awarded.* It would be helpful to include data on where exactly small businesses from Contra Costa that apply and receive government contracts are from. One way of collecting this data would be to disaggregate data by census tracts within the county or look at the various municipalities where small businesses are applying

⁶ *Id.*

⁷ *Id.*

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

from and receiving County contracts.

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

E. *Improve contract tracking efforts in order to hold non-SBE contractors accountable for subcontracting requirements. Also improve tracking efforts to improve data collection.* Alameda County tracks their contract awards in a centrally located database.⁹ They use this tracking system in order to have good data to make better informed policies and decisions and to hold contractors accountable. For example, if a contractor was awarded a County contract, but the contractor did not comply with all of the requirements that the County imposes on contractors, the County could use their tracking process to make sure that the contractor is not awarded a contract next time. Contra Costa should reevaluate its tracking policy and institute reforms to achieve similar goals.

F. *Analyze E-outreach program to guarantee maximum outreach.* The e-outreach system is an effective way to reach out to small businesses in the county. However, to truly analyze the program's impact, we recommend disclosing more data to determine if the system is reaching out to as many small businesses as possible.

For example, the current data in reports only discloses how many businesses that are contacted via this program actually apply for a County contract, but it does not disclose how the process of outreach occurs, which small businesses are contacted, or how small businesses are included in the outreach process to begin with.¹⁰ This disclosure of information would give the County better data to work with and provide a better picture to base future policies on.

G. *Increase outreach efforts via social media, and other means, in order to connect more potential SBE to government contracting opportunities.* One of the biggest barriers to improving the SBE program and awarding County contracts to potential SBEs in the county is outreach. One way to directly advertise County

⁹ Meeting with Alameda County Procurement Administrator Detra Dohen on 8/30/2022.

¹⁰ Taken from the March 2022 report mentioned above: "E-Outreach Report: In order to encourage the use of small, local, and disadvantaged businesses, the County's E-Outreach Program requires bids and Request for Proposals greater than \$10,000 to be solicited online. For this period, there were 34 bids totaling \$20,072,078 that fell within the parameters of the program. The data specific to electronic solicitations is developed and provided by the Purchasing Division of the Public Works Department and reflects outreach to small, women-owned, minority-owned, local, disabled veteran-owned, and disadvantaged business enterprises. During this reporting period, 34 bids were conducted using the BidSync e-outreach site. Notifications were sent to 267,328 businesses, of which 31.6% are considered small, local, or disadvantaged business enterprises."

contracts is via social media. Both Santa Clara and Alameda counties reported how outreach is one of the biggest barriers to reaching County goals and diversifying the small businesses in their counties that are awarded government contracts. Social media is an easy and accessible way to channel information and encourage small businesses to register as SBEs and apply for government contracts.