



CLARK COUNTY WASHINGTON
PUBLIC WORKS



CLARK COUNTY DEI GUIDANCE



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Organizational Capacity for Equity Work

One of the Clark County Public Works' (CCPW) goals is to continuously improve its services to the public and create a work environment that supports all of its employees so that they can be highly effective in their jobs. One strategy to accomplish this goal is to improve CCPW's capacity for equity work. Regarding services to the public, this means growing capacity to develop relationships with stakeholders that support meaningful collaboration and lead to equitable outcomes. Regarding support for staff, this means fostering an inclusive organizational culture that welcomes all employees.

On behalf of CCPW, PBS Engineering and Environmental Inc. (PBS) conducted the following two staff surveys, which generated quantitative measures via multiple choice questions, as well as qualitative information gathered through open-ended employee comments and suggestions.

Public Involvement Staff Survey

PBS conducted a Public Involvement Staff survey in December 2022 and distributed it to staff responsible for leading public involvement activities for CCPW. The Public Involvement Staff survey was sent to 32 people via email and 20 employees submitted responses. The survey instrument can be found in the appendix.

Notable Results from Public Involvement Survey

Very few public involvement staff rated CCPW approaches as effective at engaging disproportionately affected communities.

Table 1. Staff-Rated Effectiveness of CCPW's DEI Approaches

Staff-Rated Effectiveness of CCPW Approaches Toward Engaging Disproportionately Affected Communities	Very Effective	Extremely Effective
Distribute Info	16%	0%
Gather Info	11%	0%
Other	0%	0%

Public involvement staff respondents are not aware of any strong relationships between CCPW and organizations from disproportionately affected communities.

- This matches with the fact that 0% said "other approaches" are very or extremely effective.

Most public involvement staff report that resources are available for language translation and services for people with hearing impairment.

- 83% of public involvement survey respondents reported that language translation services are available.
- 55% of public involvement survey respondents reported that hearing impairment services are available.

The respondents to the public involvement survey were twice as likely as respondents to the all-staff survey to have language abilities in languages other than English.

- 50% of public involvement survey respondents reported having language abilities in languages other than English.
- 25% of the all-staff survey respondents reported having language abilities in languages other than English.

11% of public involvement staff are aware of any culturally specific resources to support CCPW staff in their outreach to, and engagement with, disproportionately affected communities.

- This low-level of awareness may be because there are not many resources available to Public Works outreach staff or it may be because the resources that are available are not actively promoted.

Women are at least proportionately represented among the public involvement respondents. A high number of public involvement staff declined to respond to the gender and race/ethnicity questions.

- 22% declined gender and 50% identified as female.
- 17% declined race/ethnicity and 72% identified as white.

Hispanic/Latino people were not represented among the public involvement respondents. Black and Asian people were represented proportionally to the census or higher.

- 0% Hispanic/Latino, compared to 11% in the Clark County census.
- 6% Black, compared to 3% in the Clark County census.
- 6% Asian, compared to 5% in the Clark County census.

Table 2. Public Involvement Staff Demographics

Public Involvement Staff Demographics	CC Census	CC PI Survey
Black or African American	3%	6%
American Indian and Alaska Native	1%	0%
Asian	5%	6%
Native Hawaiian and Other Pacific Islander	1%	0%
Two or More Races	5%	0%
Hispanic or Latino	11%	0%
White	76%	72%
Decline Race	0%	17%

Employee-Generated List of Community Organizations for Public Involvement

Table 3. Employee-Generated List of Community Organizations for Public Involvement

Strengthen Existing Relationship	Initiate Relationship
Chinese American Community	Aging & Disability Resource Center
Developmental Disabilities Advisory Board	Center for Deaf and Hard of Hearing Youth
League of United Latin American Citizens (LULAC)	Washington State School for the Blind
Clark County Food Bank	National Association for the Advancement of Colored People (NAACP)
The Cowlitz Tribe	Hispanic Metro Chamber of Commerce
Veterans Advisory Board	Latino Community Resource Group
Council for the Homeless	PDX People of Color Outdoors
Neighborhood Associations	Partners in Diversity

Employee-Generated List of Public Involvement Tools and Approaches that Intentionally Seek to Connect with Disproportionately Affected Communities.

- Public notices in languages other than English
- Limited English Proficiency (LEP) studies
- Advertising in publications for non-English-speaking members of the community
- Participation in events (e.g., parks and outreach staff talked with Washington State School for the Blind students about inclusive park design)
- Focus group/small group engagement
- Participation in coalitions (e.g., Lower Columbia Nature Network)
- Social media

Public Involvement with a DEI Lens

The Public Involvement survey revealed where there are resources available and what type of expanded capacity would be most helpful to further DEI efforts.

Strengths

- The respondents to the public involvement survey were twice as likely than Public Works staff overall to have language abilities in languages other than English (50% vs. 25%).
- Language translation and services for people with hearing impairment are readily available and used regularly by public involvement staff.
- Black and Asian people are represented proportionally to the census or higher.

Challenges

- Public Involvement staff rated CCPW's approaches to, and relationships with, vulnerable communities as low.
- Very few of the staff are aware of culturally specific resources for outreach and engagement. This may be because those resources do not exist for employees or because the resources available are not well promoted.
- None of the public involvement participants identified as Hispanic or Latino, which is the largest minority group in the county. It should be noted, however, that a relatively high percentage (17%) of respondents declined to identify their race/ethnicity. This could partly be due to concerns about being more easily identified individually from the smaller sample size than the all staff survey. There were 20 responses to the public involvement survey and 180 responses to the all-staff survey.

CCPW Staff Survey

In January 2023, on behalf of the CCPW, PBS sent a survey to all CCPW employees (277 total) via email to gather demographics and information related to DEI principles. 180 employees submitted responses. The purpose of the survey was to analyze diversity and examine workforce representation. We compared demographic statistics of survey respondents with the most recent Clark County census data (2020). For historical context, we also referred to the Clark County Title VI Accomplishments and Goals Report from 2021,¹ which includes Public Works demographic data since 2017. The survey instrument can be found in the appendix.

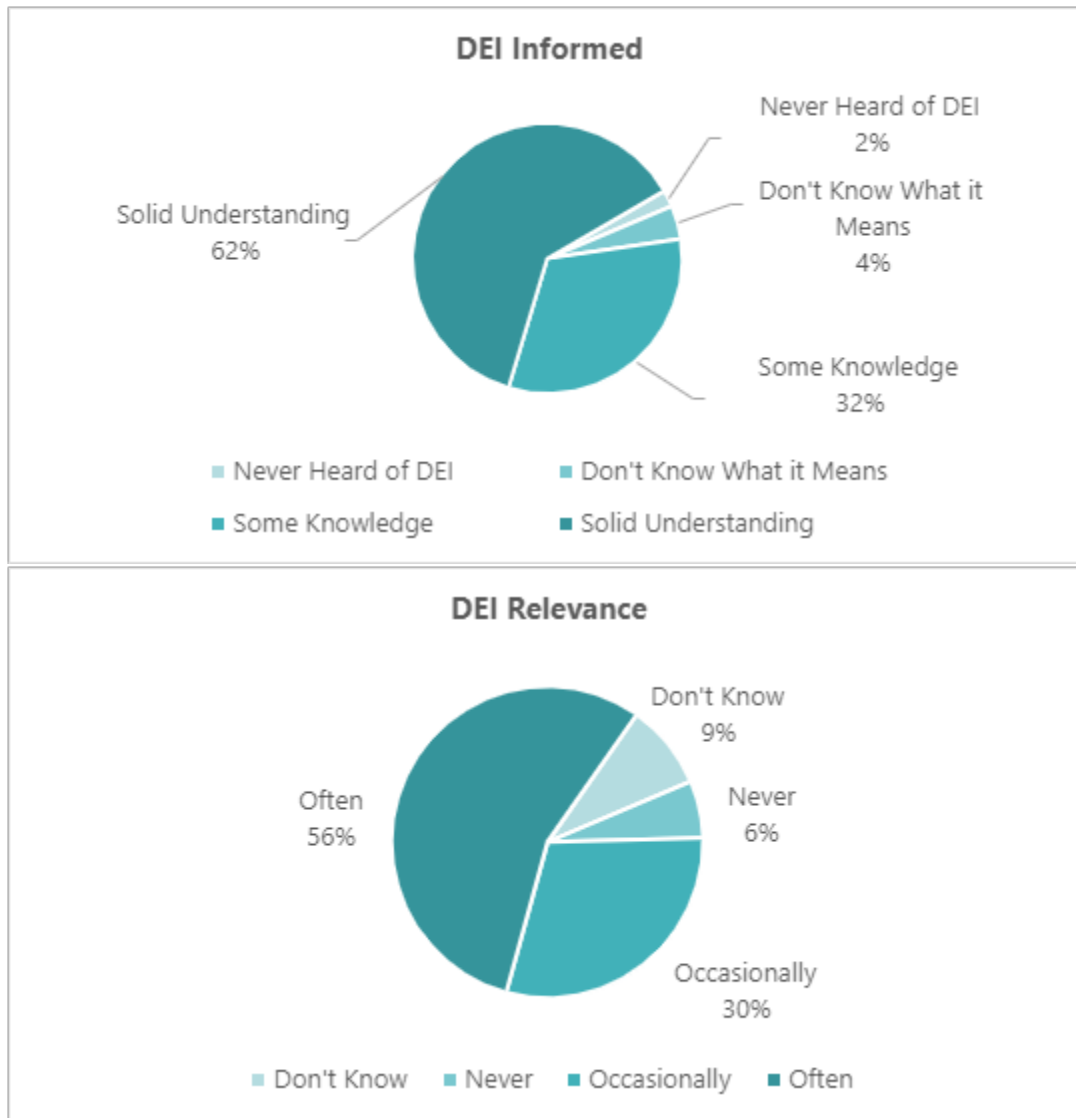
¹[https://clark.wa.gov/sites/default/files/media/document/2022-12/Clark County 2021 Title VI Accomplishments %26 Goals Report.pdf](https://clark.wa.gov/sites/default/files/media/document/2022-12/Clark%20County%202021%20Title%20VI%20Accomplishments%20and%20Goals%20Report.pdf)

The data and analyses from this study provide a baseline that the agency can use as it develops and implements strategies to promote a culture that embraces the values of DEI and expands its relationships with community stakeholders.

Notable Results from the All-Staff Survey

Most respondents are informed about DEI and perceive DEI as relevant to their work.

- 94% of survey respondents report having some knowledge or a solid understanding of DEI.
- 86% of survey respondents state that DEI is relevant to their job or workplace occasionally or often.



All responding leaders are informed about DEI and almost all perceive DEI as relevant to their work.

- 100% of supervisors and managers report having some knowledge or a solid understanding of DEI.
- 95% of supervisors and managers state that DEI is relevant to their job or workplace occasionally or often.

BIPOC employees are the least likely to feel very comfortable at work.

- 30% of survey respondents who identified as BIPOC reported feeling very comfortable at work, compared to 43% of staff overall.

Women are most likely to feel “very comfortable” at work AND are “not comfortable” at a higher rate than average AND were the least ambivalent with their answers.

- 50% of survey respondents that identified as female reported feeling “very comfortable”, compared to 43% of staff overall.
- 11% of survey respondents that identified as female reported feeling “not comfortable”, compared to 8% of staff overall.
- 0% of survey respondents that identified as female stated “I don’t know” about their comfort level at work, compared to 8% of staff overall.

Table 4. Comfort at Work

Comfort at Work	All PW	Female	BIPOC
Don't Know	8%	0%	12%
Not	8%	11%	14%
Somewhat	41%	39%	44%
Very	43%	50%	30%

PW: Public Works

There was a moderate rate of engagement in the survey by respondents overall, and BIPOC employees were more likely to make comments or give suggestions.

- 24% of survey respondents overall, and 30% of BIPOC respondents, made comments or gave suggestions in the open-ended question. Generally, survey takers are more likely to respond to closed-ended questions (e.g., multiple-choice questions, and frequently skip open-ended questions). Therefore, a response rate of over 20% is considered moderate in this case.

Top Themes from All-Staff Survey Employee Comments

The following themes arose from the responses to the prompt “If you have suggestions for actions Public Works could take to support DEI or Environmental Justice (EJ), please list up to three.”

- 48% – Increase/improve internal DEI and EJ resources (e.g., staff training).
- 24% – Increase accountability and improve policies, processes, and procedures.
- 11% – DEI/EJ is not important, “made up”, or detrimental.
- 11% – Improve infrastructure investments in less affluent neighborhoods.
- 6% – Invest in strengthening community partnerships.

Diversity Profile Analysis

CCPW’s goal is to have a workforce that reflects the gender and racial demographics of the public it serves. This Diversity Profile Analysis identifies areas where there is currently misalignment between the demographics of the workforce and the demographics of people who live in Clark County.

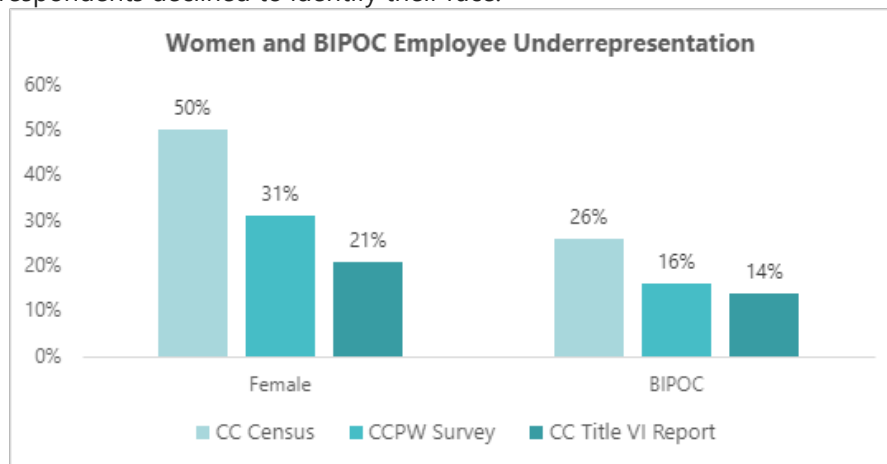
Notable Results from the Diversity Profile

Women are underrepresented in CCPW.

- 31% of survey respondents identified as female, compared to 50% in the Clark County census and 21% in the Title VI report.
- 60% of survey respondents identified as male, compared to 50% in the Clark County census and 79% in the Title VI report.
- 7% of survey respondents declined to identify their gender.

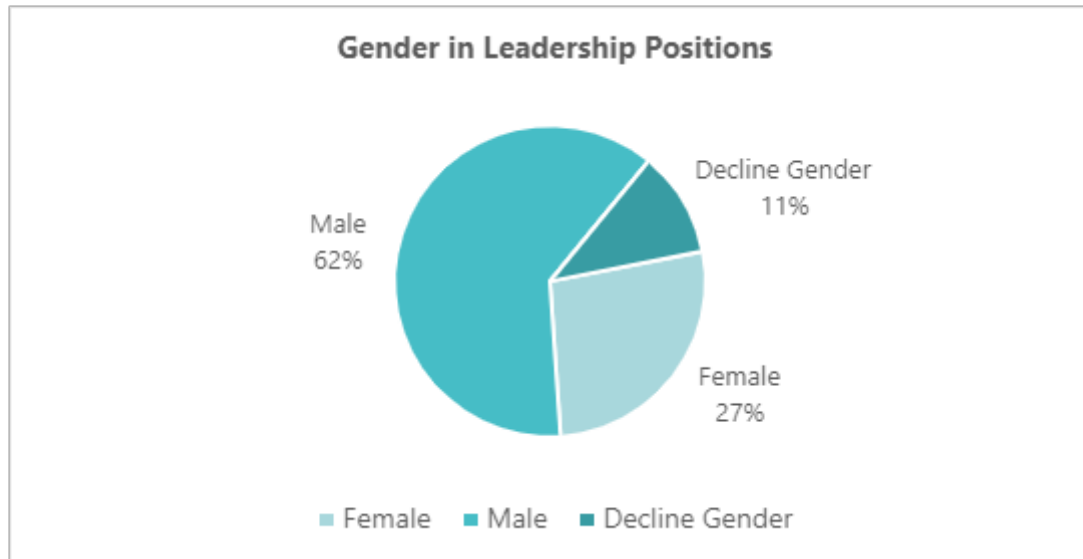
Black, Indigenous, and People of Color (BIPOC) are underrepresented in CCPW.

- 16% of survey respondents identified as BIPOC, compared to 25% in the Clark County census and 14% in the Title VI report.
- 75% of survey respondents identified as White, compared to 76% in the Clark County census and 86% in the Title VI report.
- 10% of survey respondents declined to identify their race.



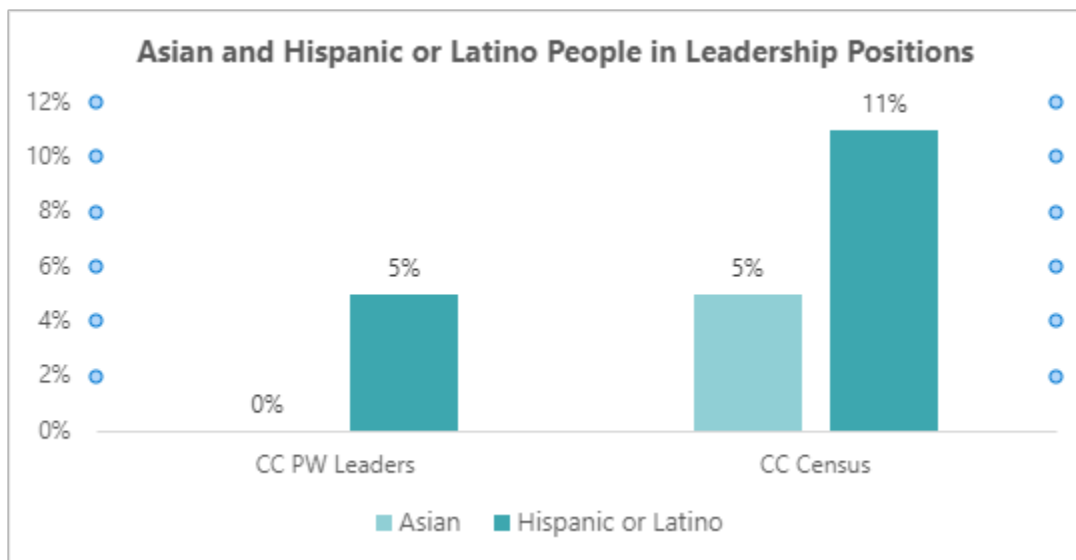
Women are underrepresented in CCPW leadership.

- 27% of survey respondents who are supervisors or managers identified as female, compared to 50% in the Clark County census.
- 11% of supervisors or managers declined to identify their gender.



Asian and Hispanic or Latino people are the most underrepresented racial/ethnic groups among CCPW leadership.

- 0% of survey respondents who are supervisors or managers identified as Asian, compared to 5% in the Clark County census.
- 5% of survey respondents who are supervisors or managers identified as Hispanic or Latino, compared to 11% in the Clark County census.
- 14% of supervisors or managers declined to identify their race.



Survey Implementation

The all-staff and public involvement survey had a participation rate of 65% and 67%, respectively, both of which fall in the moderate range. Participation rates below 50% are generally considered low. This means that CCPW can use the data from this research as a reasonable baseline to assess the progress of current and forthcoming DEI efforts. If the

organization continues to increasingly emphasize the value of DEI principles, we would expect future surveys on these topics to have higher response rates.

One of the strengths of CCPW, that was demonstrated through the implementation of the surveys, was the support of the effort by executive leadership. For example, the Public Works Director allocated resources to help make the all-staff survey was accessible to as many employees as possible, by:

- Sharing the survey link via flyers posted in break rooms, common areas, and shops.
- Giving field teams access to computers or iPads to complete the survey.
- Asking supervisors to ensure staff are given time during the workday to complete the survey.
- Sending multiple reminders to staff, encouraging them to fill out the survey.

It's also notable that 37 out of 53 supervisors and managers participated. This response rate of 70% shows that many leaders are engaged in this effort.

While the moderate rate of participation in the all-staff survey does limit the overall picture of agency demographics, the results from the participating staff provide an informative window into the status of DEI in the organization. Furthermore, a review of the Clark County Title VI Accomplishments and Goals Report from 2021 provides an important reference because it includes Public Works demographic data for all staff since 2017. This allows us to make inferences about the demographic results from the all-staff survey.

Awareness and Relevance of DEI

94% of survey respondents report having some knowledge or a solid understanding of DEI and 86% of survey respondents state that DEI is relevant to their job or workplace occasionally or often. This high level of awareness and perceived relevance demonstrates that there is a critical mass of staff who are likely to be receptive to CCPW's initiatives to grow DEI capacity and implement DEI strategies in its programs and projects.

Inclusion at Work

Inclusion is about a sense of belonging and about levels of engagement. A sense of belonging can lead to higher degrees of comfort in a work environment. And a higher level of comfort allows for greater engagement.

In the all-staff survey, BIPOC employees were the least likely to feel "very comfortable" at work. Remarkably, female employees were both most likely to feel "very comfortable" and most likely to feel "not comfortable". This could be attributed to the climate within individual workgroups. Further, this pronounced lack of ambiguity by women might be due to their willingness to respond more confidently than men to a question that asks about "feeling." Our society generally allows more space for women to show their emotions than men.

24% of participants chose to write their ideas in the open-ended question asking for suggestions. Given that it is very common for survey takers to only respond to multiple choice questions, this represents a moderate level of engagement. Furthermore, 30% of BIPOC respondents made comments, showing that although they are less likely to feel "very comfortable," they nevertheless want to contribute to continuous improvement efforts.

Among the top five themes from the employee comments in the open-ended question, 11% stated that DEI is not important, "made up," or detrimental. On the one hand, this demonstrates that there are staff who may be resistant to agency DEI efforts. On the other hand, the fact that they chose to share their perspective shows that they are engaged. Having engagement from people who may be resistant is crucial for continuous improvement efforts to create meaningful change.

Inequities, Injustices, Strength, and Challenges

PBS assessed the strengths of CCPW in relation to DEI work and the challenges it faces. Results were determined by analyzing the data from the all-staff survey and the public involvement survey in tandem with thoroughly reviewing internal policies, procedures, and resources that impact CCPW's ability to build capacity for DEI work.

PBS reviewed the following items as part of this analysis:

- Recruitment and Selection Section of the Clark County Human Resources Policy Manual
- Recruitment Toolkit: A Guide for Clark County Hiring Managers
- Job Interview Guidelines and Forms
- New Hire Checklists and Orientation Program Agendas
- Performance Evaluation Guidelines and Forms
- Resources Available on ClarkNet from the Clark County Equity, Diversity, and Inclusion Group (CCEDIG)

Underrepresentation of Women Employees

31% of survey respondents identified as female, compared to 50% in the Clark County census and 21% in the Title VI report. One reason for the low representation of women in the CCPW workforce is likely due to the fact that a large percentage of agency jobs are in construction and trade-related fields, which have historically been held almost exclusively by men.

Notably, a comparison between the gender demographics of survey respondents and the gender demographics from the Title VI report, signals that female employees probably participated in the surveys at a higher rate than male employees. 31% of survey respondents identified as female, whereas the Title VI report states that 21% of staff were female. This may be directly related to the consideration above regarding the types of jobs women hold in the organization. We may presume that women are more likely to occupy office jobs rather than field jobs and therefore have more access to computers on a daily basis.

60% of survey respondents identified as male, whereas the Title VI report states that 79% of staff were male. We can infer from this data spread that the majority of the 7% of people who declined to respond to the gender question are male.

Female employees are particularly underrepresented in supervisor and manager positions. 27% of leaders identified as female, 62% as male, and 11% declined to state their gender. This is likely to be in part due to the same dynamic described above regarding the predominance of traditionally male field jobs.

Underrepresentation of Black, Indigenous and People of Color Employees

16% of survey respondents identified as BIPOC, compared to 25% in the Clark County census and 14% in the Title VI report. The Title VI report shows a slight increase in BIPOC employees over the past five years, which reflects the increasing overall diversity within Clark County, as reported by the census over the past ten years.

75% of survey respondents identified as White, whereas the Title VI report states that 86% of staff were White. We can infer from this data spread that the majority of the 10% of people who declined to respond to the race question are White.

Asian and Hispanic or Latino people are particularly underrepresented in supervisor and manager positions. 0% of leaders identified as Asian, compared to 5% in the census, and 5% identified as Hispanic or Latino, compared to 11% in the census.

Internal DEI Resources

A review of Clark County resources for training and professional development found clear strengths and significant gaps. The intranet site, hosted by the CCEDIG, leads with a statement of commitment to DEI from the Clark County leadership team. Public Works is well-represented on the CCEDIG, with 9 of the 26 members being Public Works employees. The intranet site has up-to-date links to relevant events, such as the monthly “Say Hey” gathering hosted by Partners in Diversity. It also has an excellent library of links to articles, podcasts, and videos, as well as a long list of community organizations.

While it is good to have a wealth of online learning materials easily accessible to staff, there appears to be a severe lack of active training opportunities focused on DEI. 48% of the employee suggestions fit into the theme of increasing or improving internal DEI resources, e.g., staff training. The annual Northwest Public Employees Diversity Conference is the only professional development program listed.

Policies and Procedures

A review of Clark County protocols for recruitment, onboarding, and performance management found substantial tools are in place to support managers and supervisors in promoting DEI within the workplace. This shows a strong foundation from which expanded programs and new initiatives can drive continuous improvement.

Twenty-three comments or suggestions from the all-staff survey fit into the theme of increasing accountability and improving policies, processes, and procedures. This represents 24% of all comments or suggestions submitted. This theme can apply to internal, workforce related items, or external, public involvement related items.

The Clark County forms and guidelines provided to managers about the hiring process emphasize the importance of diversity, equity, and inclusion principles. They use clear and straightforward language to explain how DEI best practices help build a successful workforce. For example, the Recruitment Toolkit asks managers to:

- Understand and work to reduce hiring biases (e.g., “just like me”).
- Participate in outreach activities to ensure that their applicant pools mirror the community population.
- Use a diverse group of personnel for panels, for example, diverse in: age, sex, ethnicity, disability, position held, etc.
- Assure that selection processes are structured and consistent.

The Interview Panel Orientation also prompts hiring managers to use best practices that promote a fair and equitable selection process. For example, it includes:

- Examples of habits that can lead to bias.
- Notes about the importance of creating an environment that helps the candidate feel comfortable, so they can demonstrate an accurate sample of what they have to offer the organization.
- Many examples of questions that are illegal to ask because they address protected statuses, including questions related to people with disabilities.

The Human Resources Department states that it regularly posts job announcements in the following ethnic focused publications:

- The Asian Reporter
- El Latino de Hoy
- The Skanner

Other strengths include:

- The New Hire Orientation dedicates time (one hour) specifically to address diversity.
- The Performance Appraisal and Development Tool lists “Diversity and Cultural Competency” as one type of goal that employees can set for evaluation purposes.

Solutions and Improvements

The following recommendations derive from the research and analysis portions of this report. They are designed to boost CCPW’s current strengths as well as fill existing gaps and relate to the following areas of capacity building:

- Applying a DEI lens to plans, processes, and projects—to integrate DEI values into internal and external organizational practices.
- Growing Knowledge, Skills, and Abilities—to build employee DEI qualifications and confidence.
- Allocating Staff Time and FTE—to advance DEI priorities.
- Fostering a shift in culture—to one that centers the values of DEI.

Normalize DEI in CCPW Organizational Culture

- Communicate often with all staff about why and how DEI will be strengthened within CCPW. Let staff hear from leadership about:
 - The rationale (business case) for doing DEI work.
 - The plans for how the agency will approach DEI work.
- Provide opportunities for staff to get involved in DEI planning and initiatives.
 - Support employees who value DEI work to fully bring their talents and skills to this effort.
 - Let people learn from their peers. Invite DEI champions in different workgroups to engage their colleagues in a supportive, nonjudgmental way.

Systematize DEI in Plans, Processes, and Projects

The DEI Lens (attached as an appendix) is a tool for CCPW to use in its efforts to make plans, processes, and projects effectively serve all members of the Clark County community. It provides a method to proactively anticipate and overcome existing barriers to full community involvement and to avoid repeating historical inequities. The DEI Lens is helpful during the development phase of new plans, programs, or projects, and can also be used to improve existing projects. It consists of a set of questions that guide staff to identify who in Clark County will benefit from, and/or be impacted by, a given public project. Then, it helps staff find ways to engage with disproportionately affected communities so that they equitably receive benefits and are not overly burdened by negative impacts.

Approach Recruitment with a Stronger DEI Lens

- Give managers specific instructions on how to collaborate with the Human Resources Department to get information about workforce diversity during the recruitment process. For example, they could review demographic information about a candidate pool prior to reviewing applications. If a candidate pool is lacking in diversity, they could then consider extending or reopening the application period and/or doing additional outreach about the job.
- Develop relationships with organizations and join initiatives that focus on providing opportunities for women to pursue careers in construction and trades. Consider offering a paid internship for women who are interested in this type of work.

- To understand better where CCPW stands in relation to gender, compare demographics with public works agencies in other jurisdictions.
- Encourage hiring managers to collaborate with public involvement staff to strengthen relationships with community organizations, with the specific goal of increasing the diversity of employment candidate pools. Hiring managers have the subject matter expertise to clearly articulate job qualifications, while public involvement professionals can advise on how to most effectively develop and nurture community relationships.
- Require hiring managers to include a question related to DEI in job interviews. This demonstrates to hiring managers and candidates that the agency values DEI and allows candidates to share their knowledge, skills, and abilities that can contribute to the agency's goal to become a more inclusive organization.
- Consider piloting one or more paid internships in partnership with community organizations.

Expand The DEI Aspect of Employee Evaluation

- Edit the Performance and Appraisal Development Tools to provide examples of performance goals that fit the "Diversity and Cultural Competency" type. This will help people understand what this type means and how it can be used. Give at least one example specifically for employees who are managers and supervisors and another for people who are not.
- Require managers and supervisors to have a DEI goal as part of their performance evaluation.
- Emphasize, from the top down, the importance of performance evaluations. Often organizations only do these if they are tied to annual pay raises. However, one of the greatest benefits of doing quarterly check-ins and annual formal appraisals is that they provide structure for leaders to support the success and growth of their employees. Women, people of color, and people with disabilities, who are often excluded (intentionally or unintentionally) from informal opportunities for collaboration, may disproportionately benefit from structured feedback built-in to the calendar.
- Pilot "360 degree" reviews or some way of gathering input from colleagues and reports in the performance appraisal process. This is especially important for evaluating supervisors and managers. For example, a set of questions for people on a supervisor's team could be "Does your manager make you feel included in your team?"

Center DEI in Professional Development

- Promote the existing DEI resource list on the Clark County intranet site.
 - Market it as a "DEI Toolkit."
 - Periodically remind staff that it exists. Note: Don't rely simply on sending emails, especially for notifying and engaging field staff.
- During the two-day onboarding orientation, expand the diversity training to include equity and inclusion.
- Establish a buddy system for new employees.
- Offer optional internal mentorships for staff pursuing career growth.
- Consider organizing "lunch and learn" sessions. These could be presentations on a topic or discussion of an article, podcast, or video from the resource library.
- Possible Training Topics:
 - Bias Awareness
 - Training that incorporates information similar to what is included in the interview panel member orientation.

- How to Have Difficult Conversations
 - To do DEI work well one must accept that some conversations will be uncomfortable to be productive. Learning to face that discomfort while continuing to treat everyone in the conversation with respect is crucial.
- Disability Awareness
 - Go beyond legal compliance with the Americans with Disabilities Act (ADA) and give staff insights into how to interrupt stereotypes and communicate about disabilities in ways that do not stigmatize people.
- Inclusive Behaviors Training for Supervisors and Managers
 - Inclusive meeting facilitation techniques.
 - Education about how attributes of highly effective teams reflect inclusivity; e.g., being dependable, willingness to be vulnerable, etc.
- Recognizing and Responding to Microaggressions
 - Comments are often unintentionally hurtful. The point is not to police people but to become more self-aware and willing to learn more about how we impact each other.
- LGBTQIA+ terminology and sensitivity; e.g., pronoun use
 - Just the long length of this initialism points to how much there is to learn about this topic.
- Intersectionality
 - Diversity is complex. We all are extremely multifaceted.

Build Public Involvement Capacity

- Allocate resources (FTE) to building relationships with community organizations.
 - The next level would be for staff to work on finding ways CCPW can help bolster the capacity of those organizations to be more active in public involvement activities.
 - For example, they could develop strategies to try and increase participation of neighborhood associations from low-income areas.
- Survey stakeholder groups to get feedback about existing DEI strategies and input about new strategies in the planning phase.
- Use the DEI Lens Tool (see appendices) when planning public involvement activities for specific projects.
- Create a voluntary staff “Language Bank” of employees who have advanced skills in languages other than English. When available, they could assist with occasional interpretation for customer service needs and could provide some measure of quality control for documents translated by vendors.
- Integrate DEI Goals and Objectives into all public involvement strategies.
- Follow up on the concerns and recommendations identified in the following appendices:
 - DEI Assessment of the TSP PPP
 - Recommendations for TSP PPP Stakeholder Opportunities

Allocate Public Infrastructure Resources with a DEI Lens

11% of the employee suggestions fit into the theme of improving infrastructure investments in locations with a high percentage of disproportionately affected community members. One of the most important aspects of developing and nurturing relationships with people in vulnerable communities is building trust. Prioritizing and expanding public involvement activities is the front end of this process. These residents will gain further trust in the County when they see physical results of their engagement, e.g., improved infrastructure in their neighborhoods.



DEI Guidance

Introduction

CCPW seeks to continuously improve its workplace and its service to the community. As a commitment to continuous improvement, CCPW engaged PBS to develop this Diversity, Equity, and Inclusion (DEI) Guidance for the Public Works Department and the Public Participation Plan (PPP) of the Transportation System Plan (TSP)

PBS researched and developed recommendations from the following activities:

- A Diversity Profile Analysis and Examination of Workforce Representation
- An Assessment of the Current Organizational Capacity for Equity Work
- Application of a DEI Lens on Policies and Procedures
- Application of a DEI Lens on Public and Stakeholder Participation Opportunities

The assessments in the subtask memos will serve as baselines for CCPW to reflect on as it continues ongoing work and development of new initiatives to move the agency forward on its DEI journey.

Definitions

The definitions of DEI listed below show how DEI work intends to address problems created by social, economic, and political disenfranchisement of large segments of our society and provide structures for remedying those problems.

Diversity: *Representation—Different people at the table*

Diversity refers to the differences that exist within a specific collection of people. In this case, we will consider demographics within CCPW and demographics in Clark County.

Equity: *Access—Plans, programs, and projects provide equal possible outcomes*

Equity is fairness in business processes and distribution of resources. To be equitable requires an understanding of the causes of disparity in our society.

Inclusion: *Belonging and Engagement*

Inclusion refers to the degree to which all individuals in a group are able to participate fully. A sense of belonging can lead to higher degrees of psychological safety, which allows for greater engagement.

DEI Guidance Focus Areas

This DEI guidance derives from the research and analysis portions of this report and is designed to boost CCPW's current strengths and fill existing gaps. Recommendations relate to the following areas of capacity building:

- Applying a DEI Lens to Plans, Processes, and Projects—to integrate DEI values into internal and external organizational practices.
- Growing Knowledge, Skills, and Abilities—to build employee DEI qualifications and confidence.
- Allocating Staff Time and Full-Time Employees (FTE)—to advance DEI priorities.
- Fostering a Shift in Culture—to one that centers the values of DEI.

DEI Lens

The DEI Lens (attached as an appendix) is a tool for CCPW to use in its efforts to make plans, programs, and projects effectively serve all members of the Clark County community. It provides a method to proactively anticipate and overcome existing barriers to full community involvement, and to avoid repeating historical inequities. The DEI Lens is helpful during the development phase of new plans, programs, or projects, and can also be used to improve existing

projects. It includes a set of questions that guide staff to identify who in Clark County will benefit from, and/or be impacted by, a given public project. Then, it helps staff find ways to engage with disproportionately affected communities so that they can equitably receive benefits and are not overly burdened by negative impacts.

DEI for Clark County Public Works Department

Compliance for DEI is primarily held to account by Title VI of the Civil Rights Act, which is focused on nondiscrimination and diversity within public agency workforces. The purpose of this report is not compliance driven. Rather, it derives from CCPW's belief that increasing its capacity to integrate DEI principles into its work will help the agency do a better job of performing its mission in ways that benefit all members of the Clark County community. A DEI lens can apply to both internal (workplace) and external (public involvement) factors. Internal DEI corresponds to diversity of employees, equity in policies and procedures, and inclusion in regard to workplace culture. External DEI refers to interrupting historical patterns of excluding portions of the community and thereby disenfranchising them. External DEI work results in greater diversity of public stakeholder involvement, more equitable outcomes of projects, and more meaningful engagement by vulnerable groups.

If CCPW's leadership prioritizes actions that are directly related to these report findings and recommendations, they will build trust from employees that value DEI principles. Developing a more inclusive workplace culture should also create an environment where all employees feel a sense of belonging, including those who do not place a high value on DEI and EJ standards. When successful, DEI work leads to greater employee satisfaction, productivity, and retention, as well as better public service.

DEI work is a journey of continuous improvement, rather than a compliance exercise. It requires using an iterative approach that uses lessons learned along the way to inform next steps. It assumes that negative, unintended consequences may occur, but with ongoing evaluation, staff will change or add strategies to mitigate those issues. Impacted communities are often best positioned to identify ineffective practices and flag root causes of otherwise neutral-seeming actions. Strong collaborative relationships with those communities will improve CCPW's capacity to design and refine solutions by increasing its institutional knowledge and self-awareness.

Making improvements to external public involvement activities by using a DEI lens will simultaneously enhance community engagement and build internal DEI capacity for the organization. For example, strengthening and starting new relationships with community organizations will allow CCPW to better serve all members of the public, and at the same time provide linkages that are likely to result in more people connected to those organizations applying for Clark County jobs.

Inclusion is about organizational culture. For inclusive behaviors to grow in an organization, they must be modeled by the top leadership. As a sense of belonging and engagement increases within the workforce and among stakeholders, more equitable outcomes will result both internally and externally.

Set the Foundation: First Steps Towards Implementing the DEI Guidance

- Assign FTE to drive the process to get started and keep the momentum going.
- Establish a DEI Guidance Group inside CCPW to make recommendations to the executive leadership team on DEI priorities for the organization.
- Determine timelines, necessary resources, and outcomes to measure for focus areas.

Overview of Recommendations: Solutions and Improvements

For a detailed list of recommended activities for the following endeavors, see *Solutions and Improvements* in the Diversity Profile Analysis section.

- Normalize DEI in CCPW Organizational Culture
 - Communicate often with all staff about why and how DEI will be strengthened within CCPW.
- Systematize DEI in Programs and Projects
 - Use the DEI Lens (see Appendix) consistently when planning for new projects.
- Approach Recruitment with a Stronger DEI Lens
 - Provide more DEI tools to hiring managers.
- Expand the DEI Aspect of Employee Evaluation
 - Give stronger prompts to supervisors to include DEI in annual reviews.
- Center DEI in Professional Development
 - Offer additional DEI training to all employees.
- Build Public Involvement Capacity
 - Increase FTE to strengthen relationships with community groups.
- Allocate Public Infrastructure Resources with a DEI Lens
 - Prioritize public investments in neighborhoods with a high percentage of disproportionately affected community members.
 - Ensure that discussions, particularly where there are conflicting views, are structured to allow for levels of compromise and consensus that will satisfy the greatest number of community concerns and objectives.

Monitoring and Reporting on DEI Work

In order to operationalize the goals and objectives of the DEI Guidance, CCPW should begin tracking activities related to priority objectives in order to determine a baseline to be considered against future measures. Ongoing work and special initiatives can then be assessed for how much of a difference they are making and be reinforced, modified, or discontinued accordingly.

Sample Measures for Tracking

- Demographics of employee recruitment candidate pools.
- Demographics of workforce.
- Demographics of employee retention and loss.
- Demographics of promotions (career advancement).
- Staff participation in DEI professional development.
- Parameters of public involvement opportunities.
 - Physically
 - Geographically
 - Temporally
 - Linguistically
- Relative level of investment in locations with high proportion of vulnerable community members.

Conclusion

This DEI Guidance report has identified existing strengths CCPW can draw on and challenges it faces as it advances on its DEI journey. As CCPW increasingly embraces DEI work, it will have many opportunities to benefit the organization overall and the public it serves. The work can begin with encouraging staff to use the DEI Lens when developing plans, processes, and projects. For CCPW to truly integrate DEI work will require a process of cultural change. At this early stage in the organization's DEI journey, the focus should be on gathering energy from within by engaging as many employees as possible in the process. The recommendations we have offered provide tangible methods for getting started. We applaud CCPW for making this first step and expect that the work other Clark County government agencies are doing will complement CCPW's efforts.



Clark County Transportation System Plan and DEI

Public and Stakeholder Participation Opportunities to Incorporate into Public Participation Plan of Transportation System Plan

During our review of the Clark County Transportation System PPP through a DEI lens, our team developed the following recommendations for improving opportunities to engage stakeholders throughout the community.

Objectives for Stakeholder Involvement

When planning for public participation, we recommend addressing the following stakeholder involvement objectives:

- Inform: educating the public
- Consult: gathering information from the public
- Collaborate: partnering with the public to make decisions or plans
- Feedback Loop: collecting stakeholder input post-implementation

These stakeholder involvement objectives provide a range of possibilities for public participation:

- Informing the public by providing information to help them understand the issues, options, and solutions.
- Consulting with the public to obtain their feedback on alternatives or decisions.
- Collaborating with the public to ensure their concerns are considered throughout plan development, decision processes, and implementation of initiatives.
- Continuous agency improvement by proactively learning about public experiences and opinions that can help formulate plans to modify future public participation activities.

DEI Best Practices for Public Involvement Efforts

While building public involvement capacity through the activities listed in the recommendations, CCPW should strive to implement the following public involvement best practices:

- Provide Proactive and Timely Opportunities for Involvement
 - Create multiple avenues for involvement that are open, meaningful, and organized to let people participate comfortably, taking into consideration accessibility, language, scheduling, location, and the format of informational materials.
- Ensure Accessibility
 - Every effort should be made to ensure that participation opportunities are physically, geographically, temporally, linguistically, and culturally accessible.
- Establish Consistent Commitment
 - Communicate regularly and develop trust with communities, while helping build community capacity to provide public input, as needed.
- Provide a Clear, Focused, and Predictable Process
 - The participation process should be understandable and known well in advance. This clarity should be structured to allow members of the public and officials to plan their time and use their resources to provide input effectively. Activities should have a clear purpose, the intended use of input received made clear, and all explanations described in language that is easy to understand.
- Foster Diversity and Inclusiveness
 - Proactively reach out to and engage people with disabilities, as well as low-income, minority, Limited English Proficient, and other traditionally underserved populations.

- Establish and Maintain Partnerships
 - Develop and maintain partnerships with communities and community-based organizations through the activities described in the PPP.
- Provide Opportunities to Build Trust and Compromise

Best Practices for Stakeholder Involvement

The following best practices should be considered to overcome barriers to engagement with overburdened communities and vulnerable populations:

- Identify and know target audience
- Build relationships with key leaders and organizations
- Meet people where they are
- Eliminate barriers

Equitable and inclusive engagement is not only about ensuring that diverse perspectives are at the table but also that deliberate actions and targeted strategies are taken to ensure that underrepresented and vulnerable communities participate and contribute definitively to decision-making.

Clark County Stakeholders

We recommend that Clark County include the following community organizations and agencies in its contacts for public participation activities.

Community Organizations

- Council for the Homeless
- Free Clinic of Southwest Washington
- Healthy Living Collaborative (Southwest Washington Accountable Community of Health [SWACH] program)
- Latino Community Resources Group
- Southwest Washington League of United Latin American Citizens
- National Association for the Advancement of Colored People Vancouver Branch
- Native American Parent Association of Southwest Washington
- Latino Leadership Northwest
- Comunidades Amplifying Voices for Environmental and Social Justice
- Hispanic Disability Support Southwest Washington (Pasitos Gigantes)
- Southwest Washington United Communities for Change
- YWCA Clark County
- *Odyssey World International Education Services²
- OneAmerica
- Vancouver Chinese Association³
- Vietnamese Community of Clark County⁴
- Northwest Portland Area Indian Health Board
- Cowlitz Indian Tribe⁵
- Janus Youth Programs⁶

² <https://www.odysseyworld.org/>

³ <http://vca-usa.org/blog/>

⁴ <https://www.vnccc.org/>

⁵ <https://www.cowlitz.org/services/youth.html>

⁶ <http://www.janusyouth.org/programs/washington-state>

- Queer Youth Resource Center⁷
- PFLAG Southwest Washington Chapter⁸
- Boys & Girls Clubs of Southwest Washington⁹
- Big Brothers Big Sisters of Southwest Washington¹⁰

Media Outlets

- The Skanner newspaper
- The El Hispanic News newspaper
- The Asian Reporter newspaper

DEI Assessment of the Public Participation Plan of the Transportation System Plan

This review of the Clark County TSP PPP through a DEI lens, found in the Appendix, acknowledges strengths of the PPP while highlighting concerns and offering recommendations to assist agency staff in better aligning the PPP with the following DEI lens guiding principles:

- Elevate diverse perspectives
- Promote equitable opportunities and outcomes
- Foster inclusive experiences

Strengths

Including equity in the following aspects of the PPP helps ensure Clark County staff will consider disproportionately affected community members and groups while engaging the public in transportation planning processes.

- The PPP includes several mentions of the intention to reach and include disproportionately affected communities and lists several strategies to do that.
- The goals of the PPP are clearly stated. Goals include informing and consulting, but not collaborating or creating a feedback loop with the public. While comprehensive DEI approaches recommend collaborations and feedback loops, it is a strength of the PPP that it is transparent about the limitations of its scope.
- Clark County will provide project information in multiple languages, per request.
- The footer on each page of the PPP is very well designed to offer accessible communication options for the public to contact Clark County.
- The section on Environmental Justice and Title VI reviews laws that are important components of a DEI foundation for public agencies.
- The Social Justice and Equity section acknowledges that transportation projects may disproportionately affect vulnerable populations.
- Clark County's formation and use of a sounding board is a powerful way to engage some community members with deep dives into elements of the TSP. Materials from the sounding board are accessible to all via the internet.
- Written comments from the public will be tracked and shared with Clark County officials.

⁷ <https://www.qyrcvancouverwa.org/>

⁸ <https://pflagswwa.org/youth-support/>

⁹ <https://mybgc.org/>

¹⁰ <https://www.swwabigs.org/>

- The Accessible Participation section outlines a wide range of public participation approaches and includes explicit mention of “providing low-barrier opportunities.”
- The general list of stakeholders is broad to include nonprofit organizations, for-profit businesses, and governmental agencies, including tribes.
- The project timeline describes the steps toward establishing the TSP overall.

Questions and Concerns

Consideration of the following items will help Clark County achieve the equity goals of the PPP.

- The PPP does not clarify if Clark County will allocate resources to actively expand outreach beyond the historic “normal.” Is there a plan to do so?
- The Access for All section mentions that the “County will maintain a contact list of representatives of underserved populations and will communicate with groups and Committees where these representatives may meet.” Does this list currently exist? Is it actively used? By whom? Are these contacts represented by the agencies listed in the Environmental Justice section only, or are there others?
- DEI was listed as a topic for the sounding board. Did that happen? Would Clark County benefit from expanding the audience for that sounding board session?
- The timeline includes “Community Feedback of Strategy Development.” How does Clark County do this?

Recommendations

Performing the following actions will move Clark County forward toward making outcomes of its work increasingly equitable for all residents. To accomplish these items, the county will need to allocate additional resources to DEI activities.

- Add more proactive activities to engage members of the community that have historically been left out.
- Provide translated materials up front rather than only per request.
- Include a list (partial is acceptable) of contacts for underserved populations as a standalone section in the PPP. Note that in the Environmental Justice section a list of agencies is provided, but no such list is included in the Access for All section. The Environmental Justice list is a good start but should be expanded.
- Invest time in developing and nurturing relationships with community leaders and organizations from disproportionately affected areas within the county. This effort could benefit not just the PPP, but potentially all county public stakeholder processes and activities.
- Remove the reference to an accommodation form and rely on the accessibility options provided in the page footers. The existing link does not actually go to a form. It goes to Clark County’s ADA website. After clicking through, one may find an accommodation form specifically for the courts.
- Develop processes to proactively review transportation development proposals that will disrupt historically disproportionate impacts of pollution on specific communities. Create policies that take initiative beyond the requirements of environmental justice and Title VI laws.
- Fix the broken link for joining the TSP email list (<https://www.clark.wa.gov/projectupdates>).
- Add a list of local news media contacts Clark County shares information with for public distribution.

DEI Vision, Mission, and Goals

DEI Vision Statement

To have a talented and diverse workforce, an inclusive culture, and quality relationships with stakeholders.

DEI Mission Statement

The Clark County Public Works Department attracts and retains a qualified, diverse workforce—one that mirrors the communities we serve. We foster an inclusive culture by maintaining an environment that welcomes individuals of all races, ethnicities, genders, cultures, and abilities. We develop relationships with stakeholders that support meaningful collaboration and lead to equitable outcomes.

DEI Values

The following values hold true to our vision and shape how we carry out our mission.

Collaboration

Employees listen closely to learn from each other and public stakeholders. All employees use their unique qualities and perspectives to help advance our mission. We proactively develop and nurture relationships with community organizations from sectors of Clark County where especially vulnerable residents live and work.

Accessibility

We require fair treatment and opportunity for the advancement of all employees. We employ multiple strategies to remove common barriers to participation in public involvement opportunities.

Transparency

Our leaders reach out to all employees to communicate agency priorities, solicit input, and incorporate feedback into organizational planning. We provide the public with timely and clear descriptions about planning and development processes and projects.

Integrity

We establish and maintain trust through accountability. We accept responsibility for our mistakes, decisions, and words and have the courage to show vulnerability. We seek to continuously learn and are willing to change our minds as we learn new things.

DEI Goals and Objectives for the TSP

The following DEI Goals and Objectives reflect CCPW's commitment to align its practices with DEI principles and take into account the findings of the research of this project.

1. Communicate Commitment to DEI
 - a. Make a visible high-level commitment to DEI and communicate it to CCPW's staff and public stakeholders.
 - b. Design communication materials to consistently reinforce CCPW's DEI values.
2. Develop a DEI Guidance
 - a. Determine priorities and timelines for accomplishing DEI goals and objectives.
 - b. Assign responsibility for leading specific DEI efforts.
 - c. Identify resource needs and funding solutions for priorities that require additional investment.
3. Apply DEI Principles to Organizational Infrastructure

- a. Increase diversity in the workforce.
 - b. Build an organizational culture where all employees feel welcome and comfortable bringing all their talents and skills to their jobs.
4. Expand Public Involvement Capacity
 - a. Plan ways to gain input from stakeholders about DEI priorities and be willing to make adjustments that take that input into account.
 - b. Invest in FTE specifically to build partnerships with community organizations.
 - c. Help build community capacity to provide public input.
5. Monitor and Report on the Status of DEI Activities
 - a. Establish measures of success.
 - b. Develop methods to closely track tasks and projects.
 - c. Acknowledge stumbling blocks when they arise and celebrate achievements as they occur.



Appendices



Public Involvement Survey

At Public Works we strive to continuously improve our workplace and our ability to serve the community. We have contracted with PBS Engineering and Environmental to help us create a framework and identify resources to support these goals. As part of this project, PBS is seeking input from employees who participate in public engagement activities as part of their job. PBS is administering the survey and they will share a summary of the data collected, not specific answers, with the Public Works project manager and leadership. The survey should take between five and ten minutes to complete.

Disproportionately affected communities: Groups that often experience significantly higher rates and severity of adverse health and environmental effects from public and private infrastructure due to exclusion from economic, political and/or social opportunities. Examples include minority populations, low-income populations and indigenous peoples.

1. In your opinion, how effective have the following Public Works public participation approaches and activities been at engaging disproportionately affected communities such as low-income people, people of color, people with disabilities, native tribal members, etc.?

	Not at all effective	Somewhat effective	Neutral	Very effective	Extremely effective
Distribution of information/materials via websites, brochures, newsletters, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information gathering via public meetings, questionnaires, advisory groups, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other approaches and activities, such as collaborations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. If you rated "Other approaches and activities" in the previous question as "Very effective" or "Extremely effective," please list up to three activities.

Activity 1

Activity 2

Activity 3

For the following questions, consider these characteristics of organizational relationships:

Strong Relationships = History of effective collaborations/representatives known by name.

Basic Relationships = Occasional interaction at public meetings.

Passive Relationship = Communicate only via mailing lists.

3. Does Public Works have **strong relationships** with community organizations from disproportionately affected communities? These could be non-profit human services organizations, places of worship, etc.

Yes

No

4. If you answered “yes” to the previous question, please list up to three organizations you consider to have a strong relationship with Public Works.

Organization 1

Organization 2

Organization 3

5. Does Public Works have existing relationships with community organizations from disproportionately affected communities that are **basic or passive** and that you think should be made stronger?

Yes

No

6. If you answered “yes” to the previous question, please list up to three organizations you think Public Works should work with to strengthen the relationship between the two organizations.

Organization 1

Organization 2

Organization 3

7. If you are aware of community organizations from disproportionately affected communities that you think Public Works should start new relationships with, please list up to three.

Organization 1	<input type="text"/>
Organization 2	<input type="text"/>
Organization 3	<input type="text"/>

8. As far as you know, what is the status of the following resources to support Public Works staff in their outreach to and engagement with disproportionately affected communities? These could be internal resources, vendors and contractors, etc.

	Don't know	Never available	Sometimes available	Always available
Language translation services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hearing-impaired services, e.g., sign language interpreters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Culturally specific services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please list up to three other available resources)

9. Are you aware of any other Public Works tools or approaches for public participation that intentionally seek to connect with disproportionately affected communities?

- Yes
- No

10. If you answered "yes" to the previous question, please list up to three relevant tools or approaches you are aware of.

Tool/Approach 1	<input type="text"/>
Tool/Approach 2	<input type="text"/>
Tool/Approach 3	<input type="text"/>

11. How informed are you about environmental justice (EJ) concepts and regulations?

- Never heard of it
- Heard of it, but don't know what it is
- Have some knowledge of it
- Have a solid understanding of it

Environmental justice: Fair treatment and meaningful involvement of all people regardless of race, color, national origin or income with respect to the development, implementation and enforcement of environmental laws, regulations, and policies.

12. How relevant is EJ to your job?

- Don't know
- Never relevant
- Occasionally relevant
- Often relevant

13. Do you have experience considering EJ principles when working on programs, plans, or projects?

- Yes
- No

14. Do you have language abilities (written or verbal) in languages other than English?

- Yes
- No

15. If you answered "yes" to the previous question, what language(s)?

Language 1

Language 2

Language 3

16. How would you describe your level of competency in that language(s)?

Level of Competency

Language 1

Language 2

Language 3

17. How do you describe your gender identity?

- Female
- Male
- Non-binary
- Decline/prefer not to answer
- Not listed, or I prefer to describe myself:

18. Do you identify as having a disability? (The Americans with Disabilities Act defines a person with a disability as a person who has a physical or mental impairment that substantially limits one, or more, major life activity.)

- Yes
- No

19. How do you describe your race or ethnicity?

- American Indian or Alaska Native
- Asian or Asian American
- Black or African American
- Hispanic or Latino/a
- Middle Eastern/North African
- Native Hawaiian or Pacific Islander
- White or European American
- Multi-racial
- Decline/Prefer not to answer
- Not listed, or I prefer to describe myself:

Thank you for your input. It is crucial to making this effort a success!



Diversity, Equity, and Inclusion & Environmental Justice Survey

Clark County Public Works Department (County) is collecting baseline information about the current state of the agency. The purpose of the survey is to gather input on how to continuously improve the workplace, and support staff in their role. The County has retained PBS Engineering and Environmental Inc. to administer this anonymous survey, and they will share a summary of the data collected, not specific answers, with the County project manager. The survey should take approximately 5 minutes to complete.

1. How do you describe your gender identity?

- Female
- Male
- Non-Binary
- Decline/Don't want to answer
- Not listed, or I prefer to describe myself:

2. Do you identify as having a disability?

- Yes
- No

3. How do you describe your race or ethnicity?

- American Indian or Alaska Native
- Asian or Asian American
- Black or African American
- Hispanic or Latino/a
- Middle Eastern/North African
- Native Hawaiian or Pacific Islander
- White or European American
- Multi-racial
- Decline/Don't want to answer
- Not listed, or I prefer to describe myself:

4. Do you have language abilities (written or verbal) in languages other than English?

- Yes
- No

5. If you answered “yes” to the previous question, what language(s)?

Language 1

Language 2

Language 3

6. How would you describe your level of competency in that language(s): Beginner, Intermediate, or Advanced?

Language 1

Language 2

Language 3

7. Are you a supervisor or manager?

- Yes
- No

8. How informed are you about diversity, equity, and inclusion (DEI)?

- Never heard of it.
- Heard of it, but don't know what it is.
- Have some knowledge of it.
- Have a solid understanding of it.

DEI Definition: DEI is a framework that promotes policies and practices that allow fair and equitable opportunity for everyone to be included and feel a sense of belonging. DEI includes an emphasis on groups who have historically been underrepresented or excluded from participation due to their identity.

- **Diversity: Representation—different people at the table**
- **Equity: Access—plans, programs, and projects provide equal possible outcomes**
- **Inclusion: Engagement and Belonging—people participate and feel welcome**

9. How relevant is DEI to your job and/or workplace?

- Don't Know
- Never Relevant
- Occasionally Relevant
- Often Relevant

10. How comfortable do you feel at work? For example, can you “be yourself,” or do you spend a lot of energy trying to “fit in?”

- Don't Know/No Opinion
- Not Comfortable
- Somewhat Comfortable
- Very Comfortable

NOTE: When filling out the following questions, think about policies, procedures, organizational culture, and professional relationships.

11. Are you aware of any DEI efforts occurring within Clark County government to improve the workplace? For example, employee resource groups, training about bias, etc.

- Yes
- No

12. If you answered “yes” to the previous question, how effective do you think the DEI efforts are at improving your workplace environment?

- Don't Know/No Opinion
- Not Effective
- Somewhat Effective
- Very Effective

13. Are you aware of any DEI efforts occurring within Clark County government to improve services to the public? For example, recognition of historical prejudice in government policies, performance measures about DEI, etc.

- Yes
- No

14. If you answered “yes” to the previous question, how effective do you think the DEI efforts are at improving the County’s services to the public?

- Don't Know/No Opinion
- Not Effective
- Somewhat Effective
- Very Effective

15. How informed are you about Environmental Justice (EJ) concepts and regulations?

- Never heard of it.
- Heard of it, but don't know what it is.
- Have some knowledge of it.
- Have a solid understanding of it.

Environmental Justice Definition: Fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies.

16. How relevant is EJ to your job?

- Don't Know
- Never Relevant
- Occasionally Relevant
- Often Relevant

17. Do you have experience considering EJ principles when working on programs, plans, or projects?

- Yes
- No

18. If you have suggestions for actions you would like the County to consider taking to support DEI or EJ, please list up to three:

Suggestion 1

Suggestion 2

Suggestion 3

Thank you for your input, which is crucial to making this effort a success!

Diversity, Equity, and Inclusion Lens



Purpose of the DEI Lens

This Diversity, Equity, and Inclusion (DEI) Lens is a tool for Clark County to use in its efforts to make plans, programs, and projects effectively serve all members of the Clark County community. The DEI Lens provides a method to proactively anticipate and overcome existing barriers to full community involvement and to avoid repeating historical inequities. The DEI Lens is helpful during the development phase of new plans, programs, or projects, and can also be used to improve existing projects.

How the DEI Lens Works

The DEI Lens is a set of questions that guide staff to identify who in Clark County will benefit from, and/or be impacted by, a given public project. Then, it helps staff find ways to engage with disproportionately affected communities so that they equitably receive benefits and are not overly burdened by negative impacts. Disproportionately affected communities include groups that often experience significantly higher and more adverse health and environmental effects from public and private infrastructure, due to exclusion from economic, political, and social opportunities. Examples include minority populations, low-income populations, and Indigenous peoples.

Not all of the DEI Lens questions will be relevant to every activity. Rather, this tool is intended to generate conversations within project teams and prompt staff to expand their thinking and practices beyond the status quo. This process is likely to be uncomfortable at times, yet the structured approach is designed to yield continuous improvement of public programs.

Definitions



Diversity: Representation – Different people at the table.



Equity: Access – Plans, programs, and projects provide equal possible outcomes.



Inclusion: Engagement and Belonging.



Engagement: A diversity of people actively participates in processes.



Belonging: Behaviors and social norms help people feel welcome.



Disproportionately Affected: Situations of concern where there exists significantly higher and more adverse health and environmental effects on minority populations, low-income populations or Indigenous peoples.



Exurban area: A less dense area outside of suburban areas, but more dense than rural areas.

Guiding Principles



Elevate Diverse Perspectives



Promote Equitable Opportunities and Outcomes



Foster Inclusive Experiences

Diversity, Equity, and Inclusion Lens Questionnaire

Clarify Purpose	
Is the Mission clearly stated? What is the intention?	
Are the Goals clearly stated? What are the desired broad outcomes?	
Are the Objectives clearly stated? What are measurable outcomes?	
Are the Strategies clearly stated? What will you do?	
Does the purpose include DEI elements?	
If yes, are the DEI elements clearly stated? <i>For example, are specific references made to disparities or inequities for disproportionately affected community members?</i>	
Plan a Timeline	
Is the timeline/schedule for the project clearly stated?	
Identify Stakeholders	
Are the target populations to be served by the project (geographic, demographic) clearly stated?	
If other populations may indirectly benefit, are they clearly identified?	
If specific populations may be negatively impacted, are they identified?	
What is the geographic area? (urban, suburban, rural, etc.)	
What are the stakeholder demographics? (race, ethnicity, low-income, etc.)	
Determine Success Measures	
Is it clearly stated what efforts will be made to engage disproportionately affected communities to determine what success would look like for this project?	
Do success measures attend to and prioritize disparities or inequities for disproportionately affected community members?	
Are there clear quantitative success measures for reporting? <i>Quantitative = "How Much Did We Do?" statistics</i>	
Are there clear qualitative success measures for reporting? <i>Qualitative = "How Well Did We Do It?" statistics</i>	

Specify Stakeholder Involvement Strategies

Is it clearly stated, which specific tools and strategies will be used for the following objectives?

- Inform: educating the public
- Consult: gathering information from the public
- Collaborate: partnering with the public to make decisions or plans
- Feedback: stakeholder input post-implementation

Use Targeted Stakeholder Outreach Opportunities

Is it clearly stated which approaches will be used to seek participation from disproportionately affected communities?

What relationships are strong, need nurturing, or need to be created?

How will you build stronger relationships?

Will you provide language translation and interpretation?

Who will check language translations for quality?

Where will you meet communities where they are? (Venues)

How will you represent stakeholders in materials, e.g., images?

Have outreach staff had training on implicit bias or other DEI education?

When you host events, what will you do to help make them welcoming to those members of the community who have not historically participated?

Document Public Participation

Is it clearly stated how the following public participation items will be tracked and documented?

What participation opportunities did you offer?

Who did you offer participation opportunities to?

How did you offer participation opportunities?

What efforts were made to reach disproportionately impacted communities?

Who actually participated?

Diversity, Equity, and Inclusion Lens Questionnaire

Quantity

Example: Number of outreach activities (by type)

Example: Number of people/organizations that participated

Quality

What activities were most successful?

Example: Which strategies engaged the most disproportionately affected people/communities

What activities were least successful?

Did participant demographics reflect the community impacted?

Who did not participate?

Impact

Example: Changed behavior, e.g., more people biking; circumstance, e.g., shorter commute available to jobs; skills and knowledge growth, e.g., increased awareness of public services and resources; improved attitude or opinion, e.g., greater satisfaction with public services and resources; anecdotal feedback from community, e.g., personal and communal stories of positive outcomes.

Adverse Consequences

Were there unanticipated adverse consequences?

Feedback

Refer back to Stakeholder Involvement Objectives in DEI Lens Questionnaire

Consider surveying targeted audiences about their experiences with the project.

Improvement Plan

What are lessons learned and what will you do differently next time?