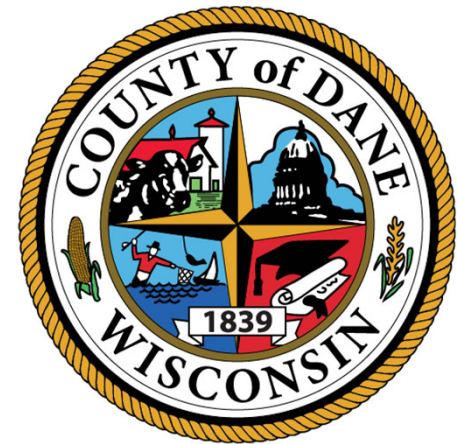


# Department of Administration

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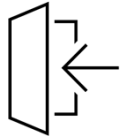


Equity Plan Update  
Summer 2023

# Presentation Outline



Review ongoing activities that are important parts of DOA's commitment to Equity and Inclusion



Describes new initiatives focused on Equity and Inclusion since the last update



Discusses challenges the Department has encountered

## Review Ongoing Activities

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Departments are required to have a meeting with the DOA Director, Employee Relations, and the Office for Equity and Inclusion **before** filling any managerial position. These meetings review the position description, recruitment strategies, and outreach activities in order to ensure a diverse candidate pool.



Employee Relations regularly reviews the minimum qualifications for all positions. This ensures that the County isn't unintentionally excluding candidates for county employment.



Developed an organization specific report to show all parts of the organization where they stand with respect to having a diverse workforce

**County Wide by EEO4 Category**

| Job Category        | Year | Total | Racial/Ethnic Minorities |       |       |       |                           |       |       |       |                            |      |                   |       |                             |      |                   |      |
|---------------------|------|-------|--------------------------|-------|-------|-------|---------------------------|-------|-------|-------|----------------------------|------|-------------------|-------|-----------------------------|------|-------------------|------|
|                     |      |       | Women                    |       | Total |       | Black or African American |       | Asian |       | American Indian/Alaska Nat |      | Hispanic or Latin |       | Native Hawaiian/Pacific Isl |      | Two or More Races |      |
|                     |      |       | #                        | %     | #     | %     | #                         | %     | #     | %     | #                          | %    | #                 | %     | #                           | %    | #                 | %    |
| Administrative      | 2022 | 348   | 267                      | 76.7% | 64    | 18.4% | 16                        | 4.6%  | 12    | 3.4%  | 3                          | 0.9% | 27                | 7.8%  | 1                           | 0.3% | 5                 | 1.4% |
|                     | 2021 | 336   | 261                      | 77.7% | 60    | 17.9% | 17                        | 5.1%  | 11    | 3.3%  | 3                          | 0.9% | 24                | 7.1%  | 0                           | 0.0% | 5                 | 1.5% |
|                     | 2020 | 347   | 271                      | 78.1% | 56    | 16.1% | 15                        | 4.3%  | 9     | 2.6%  | 4                          | 1.2% | 24                | 6.9%  | 0                           | 0.0% | 4                 | 1.2% |
| Officials and Admin | 2022 | 253   | 144                      | 56.9% | 34    | 13.4% | 17                        | 6.7%  | 5     | 2.0%  | 1                          | 0.4% | 10                | 4.0%  | 0                           | 0.0% | 1                 | 0.4% |
|                     | 2021 | 252   | 137                      | 54.4% | 34    | 13.5% | 18                        | 7.1%  | 5     | 2.0%  | 1                          | 0.4% | 9                 | 3.6%  | 0                           | 0.0% | 1                 | 0.4% |
|                     | 2020 | 247   | 129                      | 52.2% | 32    | 13.0% | 20                        | 8.1%  | 5     | 2.0%  | 1                          | 0.4% | 6                 | 2.4%  | 0                           | 0.0% | 0                 | 0.0% |
| ParaProfessional    | 2022 | 326   | 233                      | 71.5% | 148   | 45.4% | 57                        | 17.5% | 47    | 14.4% | 3                          | 0.9% | 36                | 11.0% | 1                           | 0.3% | 4                 | 1.2% |
|                     | 2021 | 330   | 234                      | 70.9% | 142   | 43.0% | 52                        | 15.8% | 48    | 14.5% | 4                          | 1.2% | 33                | 10.0% | 1                           | 0.3% | 4                 | 1.2% |
|                     | 2020 | 329   | 237                      | 72.0% | 140   | 42.6% | 54                        | 16.4% | 44    | 13.4% | 4                          | 1.2% | 33                | 10.0% | 1                           | 0.3% | 4                 | 1.2% |
| Professionals       | 2022 | 688   | 482                      | 70.1% | 122   | 17.7% | 37                        | 5.4%  | 39    | 5.7%  | 1                          | 0.1% | 37                | 5.4%  | 0                           | 0.0% | 8                 | 1.2% |
|                     | 2021 | 674   | 474                      | 70.3% | 120   | 17.8% | 43                        | 6.4%  | 33    | 4.9%  | 1                          | 0.1% | 35                | 5.2%  | 0                           | 0.0% | 8                 | 1.2% |
|                     | 2020 | 639   | 450                      | 70.4% | 105   | 16.4% | 43                        | 6.7%  | 30    | 4.7%  | 1                          | 0.2% | 26                | 4.1%  | 0                           | 0.0% | 5                 | 0.8% |
| Protective          | 2022 | 375   | 82                       | 21.9% | 45    | 12.0% | 12                        | 3.2%  | 8     | 2.1%  | 1                          | 0.3% | 17                | 4.5%  | 0                           | 0.0% | 7                 | 1.9% |
|                     | 2021 | 389   | 86                       | 22.1% | 42    | 10.8% | 10                        | 2.6%  | 9     | 2.3%  | 1                          | 0.3% | 15                | 3.9%  | 0                           | 0.0% | 7                 | 1.8% |
|                     | 2020 | 397   | 82                       | 20.7% | 41    | 10.3% | 12                        | 3.0%  | 9     | 2.3%  | 1                          | 0.3% | 14                | 3.5%  | 0                           | 0.0% | 5                 | 1.3% |
| Service             | 2022 | 263   | 49                       | 18.6% | 56    | 21.3% | 20                        | 7.6%  | 13    | 4.9%  | 3                          | 1.1% | 17                | 6.5%  | 0                           | 0.0% | 3                 | 1.1% |
|                     | 2021 | 248   | 41                       | 16.5% | 55    | 22.2% | 25                        | 10.1% | 12    | 4.8%  | 2                          | 0.8% | 14                | 5.6%  | 0                           | 0.0% | 2                 | 0.8% |
|                     | 2020 | 259   | 46                       | 17.8% | 53    | 20.5% | 24                        | 9.3%  | 10    | 3.9%  | 4                          | 1.5% | 13                | 5.0%  | 0                           | 0.0% | 2                 | 0.8% |
| Skilled             | 2022 | 54    | 0                        | 0.0%  | 3     | 5.6%  | 0                         | 0.0%  | 0     | 0.0%  | 1                          | 1.9% | 1                 | 1.9%  | 0                           | 0.0% | 1                 | 1.9% |
|                     | 2021 | 50    | 0                        | 0.0%  | 1     | 2.0%  | 0                         | 0.0%  | 0     | 0.0%  | 1                          | 2.0% | 0                 | 0.0%  | 0                           | 0.0% | 0                 | 0.0% |
|                     | 2020 | 50    | 0                        | 0.0%  | 1     | 2.0%  | 0                         | 0.0%  | 0     | 0.0%  | 1                          | 2.0% | 0                 | 0.0%  | 0                           | 0.0% | 0                 | 0.0% |
| Technicians         | 2022 | 140   | 63                       | 45.0% | 19    | 13.6% | 5                         | 3.6%  | 3     | 2.1%  | 0                          | 0.0% | 9                 | 6.4%  | 0                           | 0.0% | 2                 | 1.4% |
|                     | 2021 | 142   | 64                       | 45.1% | 17    | 12.0% | 4                         | 2.8%  | 4     | 2.8%  | 0                          | 0.0% | 8                 | 5.6%  | 0                           | 0.0% | 1                 | 0.7% |
|                     | 2020 | 143   | 68                       | 47.6% | 12    | 8.4%  | 2                         | 1.4%  | 4     | 2.8%  | 0                          | 0.0% | 5                 | 3.5%  | 0                           | 0.0% | 1                 | 0.7% |
| Grand Totals        | 2022 | 2447  | 1320                     | 53.9% | 491   | 20.1% | 164                       | 6.7%  | 127   | 5.2%  | 13                         | 0.5% | 154               | 6.3%  | 2                           | 0.1% | 31                | 1.3% |
|                     | 2021 | 2421  | 1297                     | 53.6% | 471   | 19.5% | 169                       | 7.0%  | 122   | 5.0%  | 13                         | 0.5% | 138               | 5.7%  | 1                           | 0.0% | 28                | 1.2% |
|                     | 2020 | 2411  | 1283                     | 53.2% | 440   | 18.2% | 170                       | 7.1%  | 111   | 4.6%  | 16                         | 0.7% | 121               | 5.0%  | 1                           | 0.0% | 21                | 0.9% |

**Department of Administration**

| DOA - Departmentwide |                 |
|----------------------|-----------------|
| Year                 | Total Employees |
| 2022                 | 160             |
| 2021                 | 156             |
| 2020                 | 157             |

| Women |       |
|-------|-------|
| #     | %     |
| 43    | 26.9% |
| 43    | 27.6% |
| 45    | 28.7% |

| Racial/Ethnic Minorities |       |                           |       |       |      |                            |      |                   |      |                             |      |                   |      |
|--------------------------|-------|---------------------------|-------|-------|------|----------------------------|------|-------------------|------|-----------------------------|------|-------------------|------|
| Total                    |       | Black or African American |       | Asian |      | American Indian/Alaska Nat |      | Hispanic or Latin |      | Native Hawaiian/Pacific Isl |      | Two or More Races |      |
| #                        | %     | #                         | %     | #     | %    | #                          | %    | #                 | %    | #                           | %    | #                 | %    |
| 40                       | 25.0% | 14                        | 8.8%  | 14    | 8.8% | 0                          | 0.0% | 10                | 6.3% | 0                           | 0.0% | 2                 | 1.3% |
| 37                       | 23.7% | 17                        | 10.9% | 12    | 7.7% | 0                          | 0.0% | 7                 | 4.5% | 0                           | 0.0% | 1                 | 0.6% |
| 37                       | 23.6% | 17                        | 10.8% | 11    | 7.0% | 1                          | 0.6% | 6                 | 3.8% | 0                           | 0.0% | 2                 | 1.3% |

| Persons with Disabilities |      |
|---------------------------|------|
| #                         | %    |
| 8                         | 5.0% |
| 7                         | 4.5% |
| 8                         | 5.1% |

| Veterans |      |
|----------|------|
| #        | %    |
| 9        | 5.6% |
| 10       | 6.4% |
| 11       | 7.0% |

| Administration |                 |
|----------------|-----------------|
| Year           | Total Employees |
| 2022           | 7               |
| 2021           | 7               |
| 2020           | 7               |

| Women |       |
|-------|-------|
| #     | %     |
| 2     | 28.6% |
| 2     | 28.6% |
| 2     | 28.6% |

| Racial/Ethnic Minorities |       |                           |      |       |      |                            |      |                   |       |                             |      |                   |      |
|--------------------------|-------|---------------------------|------|-------|------|----------------------------|------|-------------------|-------|-----------------------------|------|-------------------|------|
| Total                    |       | Black or African American |      | Asian |      | American Indian/Alaska Nat |      | Hispanic or Latin |       | Native Hawaiian/Pacific Isl |      | Two or More Races |      |
| #                        | %     | #                         | %    | #     | %    | #                          | %    | #                 | %     | #                           | %    | #                 | %    |
| 1                        | 14.3% | 0                         | 0.0% | 0     | 0.0% | 0                          | 0.0% | 1                 | 14.3% | 0                           | 0.0% | 0                 | 0.0% |
| 1                        | 14.3% | 0                         | 0.0% | 0     | 0.0% | 0                          | 0.0% | 1                 | 14.3% | 0                           | 0.0% | 0                 | 0.0% |
| 1                        | 14.3% | 0                         | 0.0% | 0     | 0.0% | 0                          | 0.0% | 1                 | 14.3% | 0                           | 0.0% | 0                 | 0.0% |

| Persons with Disabilities |      |
|---------------------------|------|
| #                         | %    |
| 0                         | 0.0% |
| 0                         | 0.0% |
| 0                         | 0.0% |

| Veterans |      |
|----------|------|
| #        | %    |
| 0        | 0.0% |
| 0        | 0.0% |
| 0        | 0.0% |

| Controller's Office |                 |
|---------------------|-----------------|
| Year                | Total Employees |
| 2022                | 6               |
| 2021                | 12              |
| 2020                | 11              |

| Women |       |
|-------|-------|
| #     | %     |
| 2     | 33.3% |
| 7     | 58.3% |
| 7     | 63.6% |

| Racial/Ethnic Minorities |       |                           |       |       |      |                            |      |                   |      |                             |      |                   |      |
|--------------------------|-------|---------------------------|-------|-------|------|----------------------------|------|-------------------|------|-----------------------------|------|-------------------|------|
| Total                    |       | Black or African American |       | Asian |      | American Indian/Alaska Nat |      | Hispanic or Latin |      | Native Hawaiian/Pacific Isl |      | Two or More Races |      |
| #                        | %     | #                         | %     | #     | %    | #                          | %    | #                 | %    | #                           | %    | #                 | %    |
| 1                        | 16.7% | 1                         | 16.7% | 0     | 0.0% | 0                          | 0.0% | 0                 | 0.0% | 0                           | 0.0% | 0                 | 0.0% |
| 1                        | 8.3%  | 1                         | 8.3%  | 0     | 0.0% | 0                          | 0.0% | 0                 | 0.0% | 0                           | 0.0% | 0                 | 0.0% |
| 1                        | 9.1%  | 1                         | 9.1%  | 0     | 0.0% | 0                          | 0.0% | 0                 | 0.0% | 0                           | 0.0% | 0                 | 0.0% |

| Persons with Disabilities |      |
|---------------------------|------|
| #                         | %    |
| 0                         | 0.0% |
| 0                         | 0.0% |
| 0                         | 0.0% |

| Veterans |       |
|----------|-------|
| #        | %     |
| 1        | 16.7% |
| 1        | 8.3%  |
| 1        | 9.1%  |

| Employee Relations |                 |
|--------------------|-----------------|
| Year               | Total Employees |
| 2022               | 12              |
| 2021               | 8               |
| 2020               | 8               |

| Women |       |
|-------|-------|
| #     | %     |
| 10    | 83.3% |
| 7     | 87.5% |
| 7     | 87.5% |

| Racial/Ethnic Minorities |       |                           |       |       |      |                            |      |                   |       |                             |      |                   |      |
|--------------------------|-------|---------------------------|-------|-------|------|----------------------------|------|-------------------|-------|-----------------------------|------|-------------------|------|
| Total                    |       | Black or African American |       | Asian |      | American Indian/Alaska Nat |      | Hispanic or Latin |       | Native Hawaiian/Pacific Isl |      | Two or More Races |      |
| #                        | %     | #                         | %     | #     | %    | #                          | %    | #                 | %     | #                           | %    | #                 | %    |
| 2                        | 16.7% | 1                         | 8.3%  | 0     | 0.0% | 0                          | 0.0% | 1                 | 8.3%  | 0                           | 0.0% | 0                 | 0.0% |
| 2                        | 25.0% | 1                         | 12.5% | 0     | 0.0% | 0                          | 0.0% | 1                 | 12.5% | 0                           | 0.0% | 0                 | 0.0% |
| 2                        | 25.0% | 1                         | 12.5% | 0     | 0.0% | 0                          | 0.0% | 1                 | 12.5% | 0                           | 0.0% | 0                 | 0.0% |

| Persons with Disabilities |       |
|---------------------------|-------|
| #                         | %     |
| 1                         | 8.3%  |
| 1                         | 12.5% |
| 1                         | 12.5% |

| Veterans |      |
|----------|------|
| #        | %    |
| 0        | 0.0% |
| 0        | 0.0% |
| 0        | 0.0% |

| Information Management |                 |
|------------------------|-----------------|
| Year                   | Total Employees |
| 2022                   | 42              |
| 2021                   | 43              |
| 2020                   | 42              |

| Women |       |
|-------|-------|
| #     | %     |
| 5     | 11.9% |
| 4     | 9.3%  |
| 3     | 7.1%  |

| Racial/Ethnic Minorities |       |                           |      |       |      |                            |      |                   |      |                             |      |                   |      |
|--------------------------|-------|---------------------------|------|-------|------|----------------------------|------|-------------------|------|-----------------------------|------|-------------------|------|
| Total                    |       | Black or African American |      | Asian |      | American Indian/Alaska Nat |      | Hispanic or Latin |      | Native Hawaiian/Pacific Isl |      | Two or More Races |      |
| #                        | %     | #                         | %    | #     | %    | #                          | %    | #                 | %    | #                           | %    | #                 | %    |
| 5                        | 11.9% | 2                         | 4.8% | 0     | 0.0% | 0                          | 0.0% | 3                 | 7.1% | 0                           | 0.0% | 0                 | 0.0% |
| 3                        | 7.0%  | 2                         | 4.7% | 0     | 0.0% | 0                          | 0.0% | 1                 | 2.3% | 0                           | 0.0% | 0                 | 0.0% |
| 4                        | 9.5%  | 2                         | 4.8% | 1     | 2.4% | 0                          | 0.0% | 1                 | 2.4% | 0                           | 0.0% | 0                 | 0.0% |

| Persons with Disabilities |      |
|---------------------------|------|
| #                         | %    |
| 2                         | 4.8% |
| 2                         | 4.7% |
| 2                         | 4.8% |

| Veterans |       |
|----------|-------|
| #        | %     |
| 4        | 9.5%  |
| 4        | 9.3%  |
| 5        | 11.9% |

| Facilities and Services |                 |
|-------------------------|-----------------|
| Year                    | Total Employees |
| 2022                    | 49              |
| 2021                    | 49              |
| 2020                    | 51              |

| Women |       |
|-------|-------|
| #     | %     |
| 12    | 24.5% |
| 12    | 24.5% |
| 11    | 21.6% |

| Racial/Ethnic Minorities |       |                           |       |       |       |                            |      |                   |      |                             |      |                   |      |
|--------------------------|-------|---------------------------|-------|-------|-------|----------------------------|------|-------------------|------|-----------------------------|------|-------------------|------|
| Total                    |       | Black or African American |       | Asian |       | American Indian/Alaska Nat |      | Hispanic or Latin |      | Native Hawaiian/Pacific Isl |      | Two or More Races |      |
| #                        | %     | #                         | %     | #     | %     | #                          | %    | #                 | %    | #                           | %    | #                 | %    |
| 16                       | 32.7% | 8                         | 16.3% | 5     | 10.2% | 0                          | 0.0% | 1                 | 2.0% | 0                           | 0.0% | 2                 | 4.1% |
| 16                       | 32.7% | 8                         | 16.3% | 6     | 12.2% | 0                          | 0.0% | 1                 | 2.0% | 0                           | 0.0% | 1                 | 2.0% |
| 17                       | 33.3% | 8                         | 15.7% | 6     | 11.8% | 1                          | 2.0% | 1                 | 2.0% | 0                           | 0.0% | 1                 | 2.0% |

| Persons with Disabilities |      |
|---------------------------|------|
| #                         | %    |
| 3                         | 6.1% |
| 3                         | 6.1% |
| 4                         | 7.8% |

| Veterans |      |
|----------|------|
| #        | %    |
| 4        | 8.2% |
| 4        | 8.2% |
| 4        | 7.8% |

| Purchasing |                 |
|------------|-----------------|
| Year       | Total Employees |
| 2022       | 3               |
| 2021       | 3               |
| 2020       | 3               |

| Women |       |
|-------|-------|
| #     | %     |
| 2     | 66.7% |
| 2     | 66.7% |
| 2     | 66.7% |

| Racial/Ethnic Minorities |       |                           |      |       |      |                            |      |                   |       |                             |      |                   |      |
|--------------------------|-------|---------------------------|------|-------|------|----------------------------|------|-------------------|-------|-----------------------------|------|-------------------|------|
| Total                    |       | Black or African American |      | Asian |      | American Indian/Alaska Nat |      | Hispanic or Latin |       | Native Hawaiian/Pacific Isl |      | Two or More Races |      |
| #                        | %     | #                         | %    | #     | %    | #                          | %    | #                 | %     | #                           | %    | #                 | %    |
| 1                        | 33.3% | 0                         | 0.0% | 0     | 0.0% | 0                          | 0.0% | 1                 | 33.3% | 0                           | 0.0% | 0                 | 0.0% |
| 0                        | 0.0%  | 0                         | 0.0% | 0     | 0.0% | 0                          | 0.0% | 0                 | 0.0%  | 0                           | 0.0% | 0                 | 0.0% |
| 0                        | 0.0%  | 0                         | 0.0% | 0     | 0.0% | 0                          | 0.0% | 0                 | 0.0%  | 0                           | 0.0% | 0                 | 0.0% |

| Persons with Disabilities |      |
|---------------------------|------|
| #                         | %    |
| 0                         | 0.0% |
| 0                         | 0.0% |
| 0                         | 0.0% |

| Veterans |      |
|----------|------|
| #        | %    |
| 0        | 0.0% |
| 0        | 0.0% |
| 0        | 0.0% |

| Printing and Services |                 |
|-----------------------|-----------------|
| Year                  | Total Employees |
| 2022                  | 8               |
| 2021                  | 8               |
| 2020                  | 9               |

| Women |       |
|-------|-------|
| #     | %     |
| 3     | 37.5% |
| 3     | 37.5% |
| 3     | 33.3% |

| Racial/Ethnic Minorities |       |                           |      |       |      |                            |      |                   |       |                             |      |                   |      |
|--------------------------|-------|---------------------------|------|-------|------|----------------------------|------|-------------------|-------|-----------------------------|------|-------------------|------|
| Total                    |       | Black or African American |      | Asian |      | American Indian/Alaska Nat |      | Hispanic or Latin |       | Native Hawaiian/Pacific Isl |      | Two or More Races |      |
| #                        | %     | #                         | %    | #     | %    | #                          | %    | #                 | %     | #                           | %    | #                 | %    |
| 1                        | 12.5% | 0                         | 0.0% | 0     | 0.0% | 0                          | 0.0% | 1                 | 12.5% | 0                           | 0.0% | 0                 | 0.0% |
| 1                        | 12.5% | 0                         | 0.0% | 0     | 0.0% | 0                          | 0.0% | 1                 | 12.5% | 0                           | 0.0% | 0                 | 0.0% |
| 1                        | 11.1% | 0                         | 0.0% | 0     | 0.0% | 0                          | 0.0% | 1                 | 11.1% | 0                           | 0.0% | 0                 | 0.0% |

| Persons with Disabilities |      |
|---------------------------|------|
| #                         | %    |
| 0                         | 0.0% |
| 0                         | 0.0% |
| 0                         | 0.0% |

| Veterans |      |
|----------|------|
| #        | %    |
| 0        | 0.0% |
| 0        | 0.0% |
| 0        | 0.0% |

| Consolidated Food Service |                 |
|---------------------------|-----------------|
| Year                      | Total Employees |
| 2022                      | 27              |
| 2021                      | 26              |
| 2020                      | 26              |

| Women |       |
|-------|-------|
| #     | %     |
| 6     | 22.2% |
| 6     | 23.1% |
| 10    | 38.5% |

| Racial/Ethnic Minorities |       |                           |       |       |       |                            |      |                   |      |                             |      |                   |      |
|--------------------------|-------|---------------------------|-------|-------|-------|----------------------------|------|-------------------|------|-----------------------------|------|-------------------|------|
| Total                    |       | Black or African American |       | Asian |       | American Indian/Alaska Nat |      | Hispanic or Latin |      | Native Hawaiian/Pacific Isl |      | Two or More Races |      |
| #                        | %     | #                         | %     | #     | %     | #                          | %    | #                 | %    | #                           | %    | #                 | %    |
| 13                       | 48.1% | 2                         | 7.4%  | 9     | 33.3% | 0                          | 0.0% | 2                 | 7.4% | 0                           | 0.0% | 0                 | 0.0% |
| 13                       | 50.0% | 5                         | 19.2% | 6     | 23.1% | 0                          | 0.0% | 2                 | 7.7% | 0                           | 0.0% | 0                 | 0.0% |
| 11                       | 42.3% | 5                         | 19.2% | 4     | 15.4% | 0                          | 0.0% | 1                 | 3.8% | 0                           | 0.0% | 1                 | 3.8% |

| Persons with Disabilities |      |
|---------------------------|------|
| #                         | %    |
| 2                         | 7.4% |
| 1                         | 3.8% |
| 1                         | 3.8% |

| Veterans |      |
|----------|------|
| #        | %    |
| 0        | 0.0% |
| 1        | 3.8% |
| 1        | 3.8% |

## New Initiatives

---



Facilities Management and Public Works are participating in the 2023 Boys and Girls Club internship program.



Employee Relations worked with Corporation Counsel to develop a new religious accommodation policy



Formed a committee to review and discuss possible next steps.



Facilities Management worked with Operation Fresh Start to recruit for General Laborer position.



Risk Management has lead training for managers and supervisors and emerging leaders with Madison College. Some of that training focuses on equity and inclusion.

# Challenges



- Since 2014, the Department has produced many documents relating to equity and inclusion. Finding a single location to share these documents has been a challenge.
- Finding time for the Committee to meet and discuss on a regular basis has also been a challenge.
- We are an internal service focused organization: we provide services to other Departments. This makes a challenge to develop more direct services with County residents.