

Response Summary: CHSDA's Assessment for County Directors on Advancing Race Equity

Responses Collected: January 11-February 15, 2022

Background: CHSDA contracted with the American Public Human Services Association (APHSA) and worked with a small team of county champions to create this innovative assessment. It is intended to build off of last year's CHSDA workshop on EDI to provide actionable reflection around next steps in your communities. The assessment includes questions to assess where your county department is across six main areas:

- Organizational Area,
- Organizational Culture,
- Learning Environment,
- Executive Team & Elected Officials,
- Community Involvement, and
- Data.

Response Options:



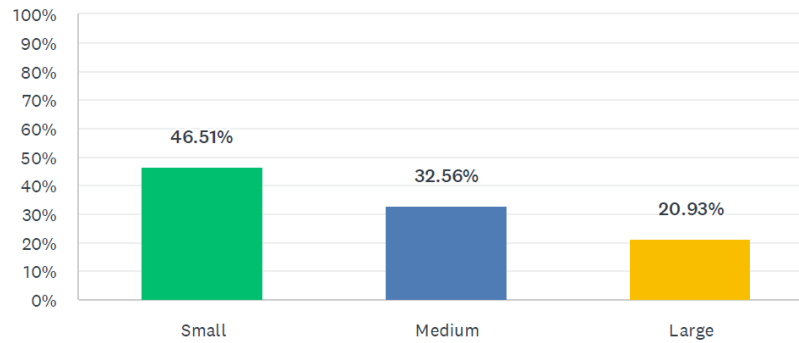
Responses Received:

- 45 total respondents
- 40 of 64 counties represented (63%)
- Big 11 or BOS
 - Big 11 counties (large): 73% of B11 counties are represented
 - BOS counties (small/medium): 60% of Balance of State counties are represented
- Regions:
 - Metro: 64% of Metro counties are represented
 - NW: 50% of NW counties are represented
 - NE: 60% of NE counties are represented
 - SW: 75% of SW counties are represented
 - SE: 67% of SE counties are represented

- SLV: 83% of SLV counties are represented

Q3 County size

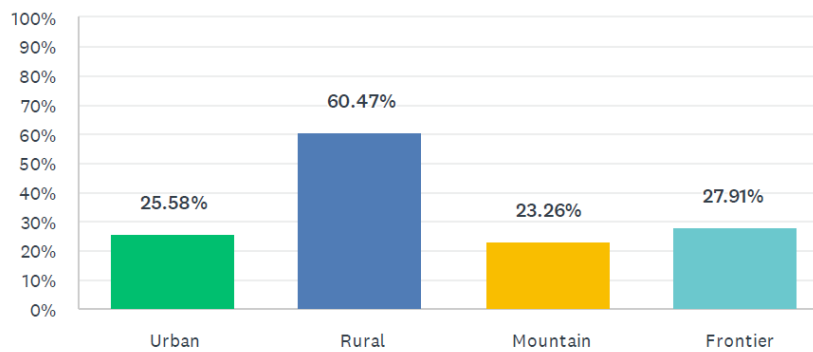
Answered: 43 Skipped: 3



ANSWER CHOICES		RESPONSES	
Small		46.51%	20
Medium		32.56%	14
Large		20.93%	9
TOTAL			43

Q4 Which best describes the make-up of your County (choose all that apply)

Answered: 43 Skipped: 3

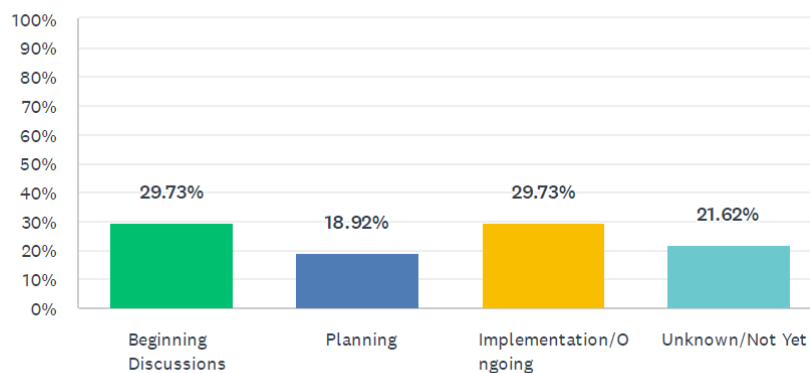


ANSWER CHOICES		RESPONSES	
Urban		25.58%	11
Rural		60.47%	26
Mountain		23.26%	10
Frontier		27.91%	12
Total Respondents: 43			

Section 1: Organizational Area (Questions 5-17)

Q5 My leadership team and I make it clear that diverse representation within HS staff is important.

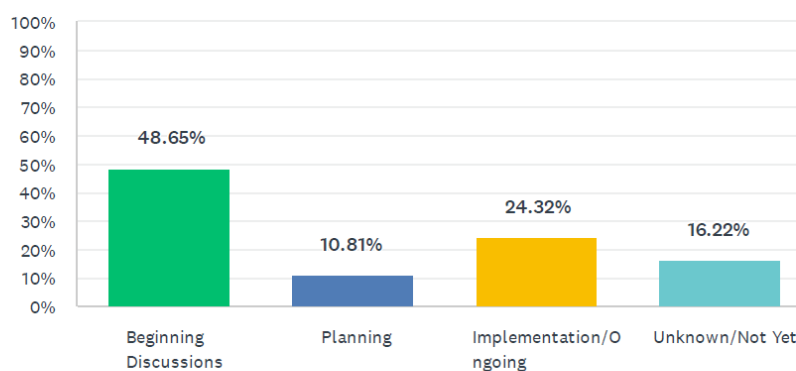
Answered: 37 Skipped: 9



ANSWER CHOICES	RESPONSES	
Beginning Discussions	29.73%	11
Planning	18.92%	7
Implementation/Ongoing	29.73%	11
Unknown/Not Yet	21.62%	8
TOTAL		37

Q6 My leadership team and I are willing to have “uncomfortable” conversations about race and race equity that advance beyond our personal comfort levels.

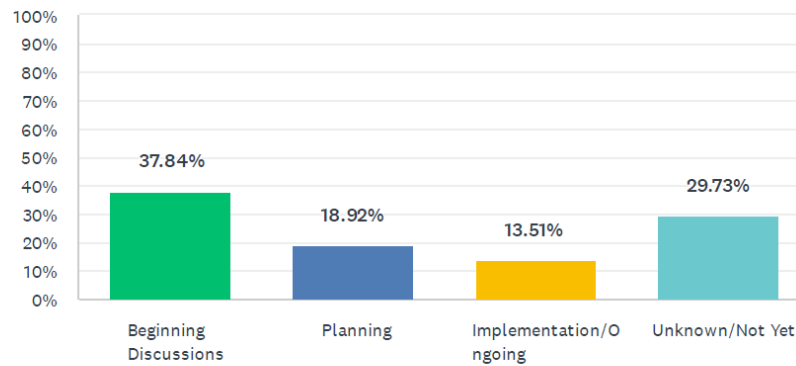
Answered: 37 Skipped: 9



ANSWER CHOICES	RESPONSES	
Beginning Discussions	48.65%	18
Planning	10.81%	4
Implementation/Ongoing	24.32%	9
Unknown/Not Yet	16.22%	6
TOTAL		37

Q7 My leadership team and I are working to cultivate an emergent understanding of the race disparities that exist in our department.

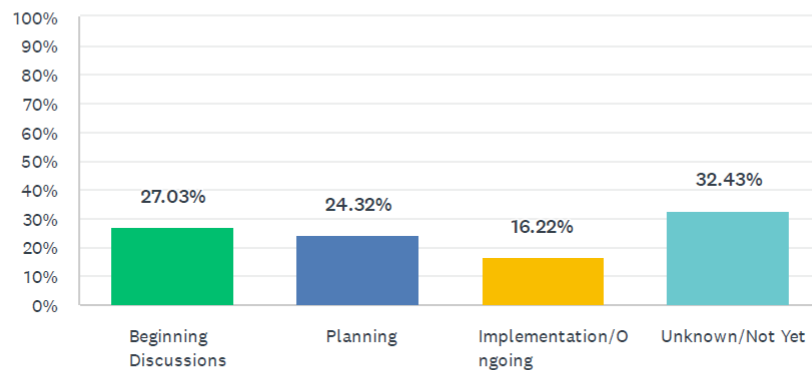
Answered: 37 Skipped: 9



ANSWER CHOICES	RESPONSES	
Beginning Discussions	37.84%	14
Planning	18.92%	7
Implementation/Ongoing	13.51%	5
Unknown/Not Yet	29.73%	11
TOTAL		37

Q8 There are active efforts to ensure Leadership in my organization reflects the diversity of the population we serve.

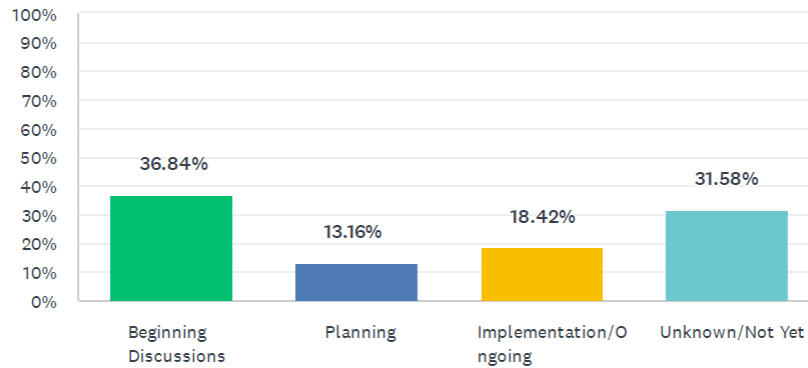
Answered: 37 Skipped: 9



ANSWER CHOICES	RESPONSES	
Beginning Discussions	27.03%	10
Planning	24.32%	9
Implementation/Ongoing	16.22%	6
Unknown/Not Yet	32.43%	12
TOTAL		37

Q9 The Department has made an active effort to identify bias within organizational policy/procedure.

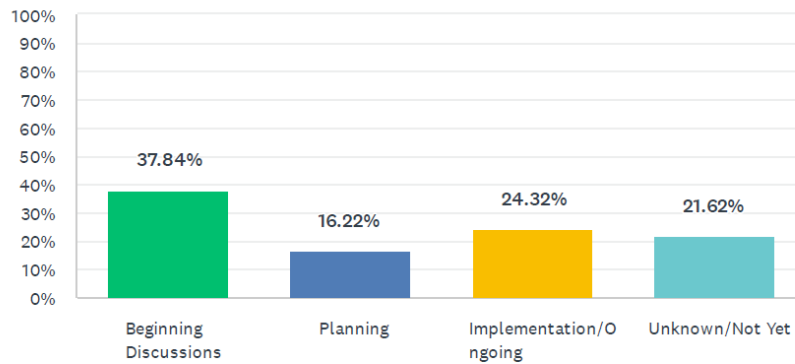
Answered: 38 Skipped: 8



ANSWER CHOICES	RESPONSES	
Beginning Discussions	36.84%	14
Planning	13.16%	5
Implementation/Ongoing	18.42%	7
Unknown/Not Yet	31.58%	12
TOTAL		38

Q10 My leadership team and I acknowledge and speak about race disparities and/or bias internally and externally.

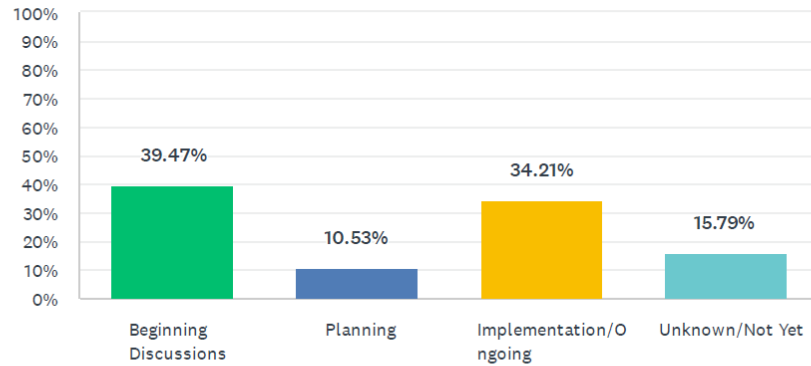
Answered: 37 Skipped: 9



ANSWER CHOICES	RESPONSES	
Beginning Discussions	37.84%	14
Planning	16.22%	6
Implementation/Ongoing	24.32%	9
Unknown/Not Yet	21.62%	8
TOTAL		37

Q11 My leadership team and I value diverse teams, providing training, coaching and/or mentoring support.

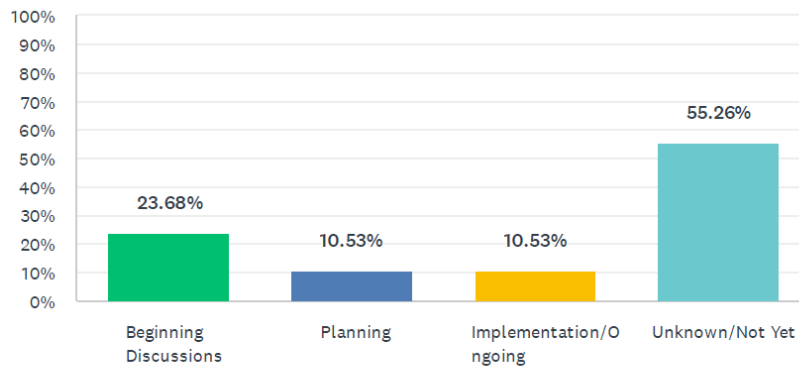
Answered: 38 Skipped: 8



ANSWER CHOICES	RESPONSES	
Beginning Discussions	39.47%	15
Planning	10.53%	4
Implementation/Ongoing	34.21%	13
Unknown/Not Yet	15.79%	6
TOTAL		38

Q12 The Department has defined EDI goals.

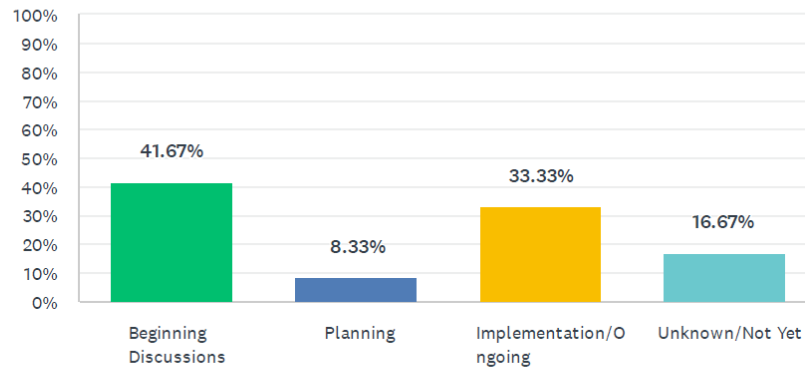
Answered: 38 Skipped: 8



ANSWER CHOICES	RESPONSES	
Beginning Discussions	23.68%	9
Planning	10.53%	4
Implementation/Ongoing	10.53%	4
Unknown/Not Yet	55.26%	21
TOTAL		38

Q13 The Department encourages discussion about race equity.

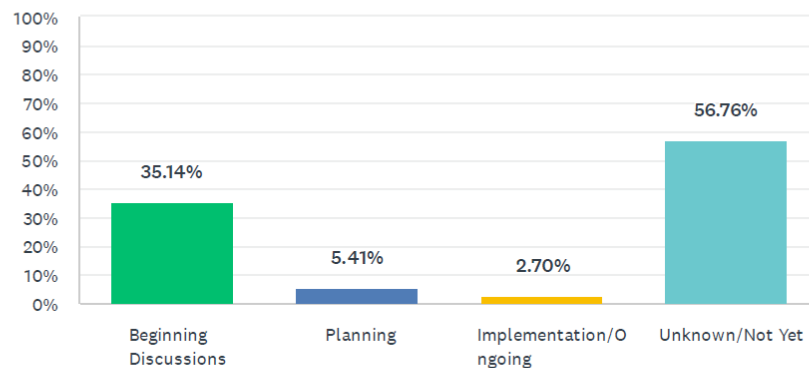
Answered: 36 Skipped: 10



ANSWER CHOICES	RESPONSES	
Beginning Discussions	41.67%	15
Planning	8.33%	3
Implementation/Ongoing	33.33%	12
Unknown/Not Yet	16.67%	6
TOTAL		36

Q14 The Department has diversity goals outlined in recruitment plans with a focus on increasing the number of racially diverse HS staff.

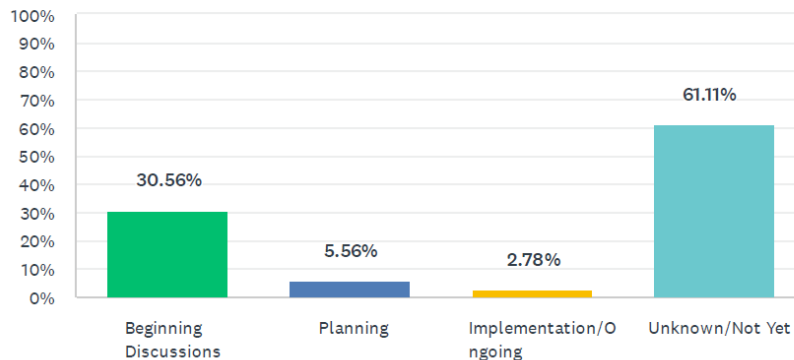
Answered: 37 Skipped: 9



ANSWER CHOICES	RESPONSES	
Beginning Discussions	35.14%	13
Planning	5.41%	2
Implementation/Ongoing	2.70%	1
Unknown/Not Yet	56.76%	21
TOTAL		37

Q15 The Department has diversity goals outlined in retention plans with a focus on maintaining/increasing the number of racially diverse HS staff.

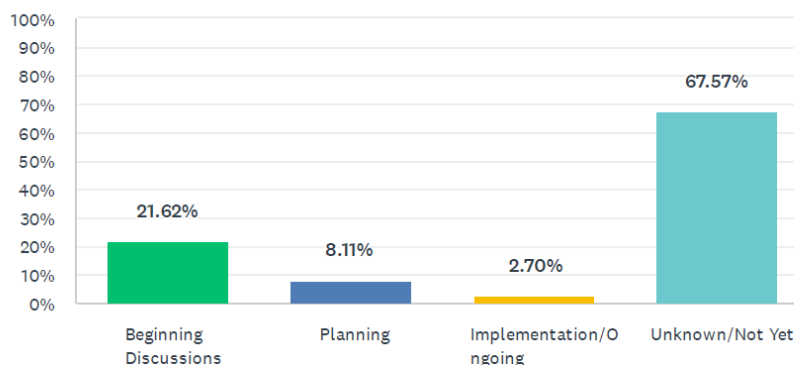
Answered: 36 Skipped: 10



ANSWER CHOICES	RESPONSES	
Beginning Discussions	30.56%	11
Planning	5.56%	2
Implementation/Ongoing	2.78%	1
Unknown/Not Yet	61.11%	22
TOTAL		36

Q16 Data surrounding internal/operational race equity are collected, analyzed, and used to improve the Department.

Answered: 37 Skipped: 9



ANSWER CHOICES	RESPONSES	
Beginning Discussions	21.62%	8
Planning	8.11%	3
Implementation/Ongoing	2.70%	1
Unknown/Not Yet	67.57%	25
TOTAL		37

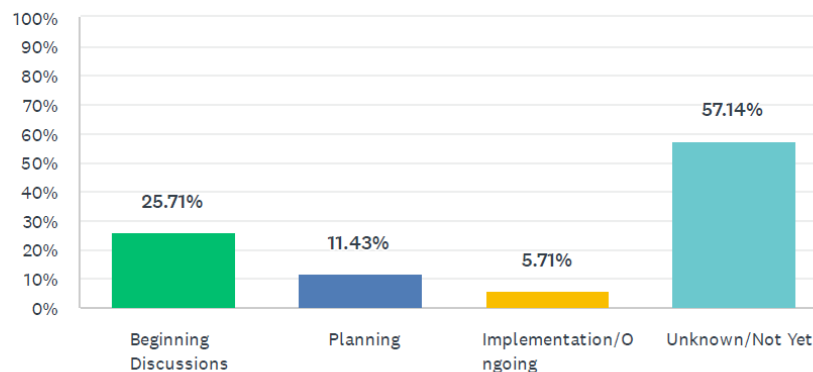
Q17 Optional: Are there any resources/tools related to organizational EDI improvement you are using that you would like to share?

- Providing Bridges Out of Poverty training, train the trainer certification, and contracting with Aha! Process to develop strategic plan following training.
- Red Team Framework Tool
- Hiring Tools
- Read the book "White Fragility"
- Annual Cultural Competency Training that was developed provided to our staff by one of our CW Administrators. She graduated from the Adopt US Kids Minority Professional Development Program in September 2021.
- State of Colorado: Advancing equity, diversity, and inclusion Training.
- We are a very small county with very few leaders and all have additional responsibilities beyond their leadership duties so we have not even discussed a plan for this as we do not have the capacity at this time. If someone would like to share their policies I would be happy to look at them but currently I do not have the capacity to spend a ton of time writing policies for a practice that we have been doing for many many years without having anything in writing.

Section 2: Organizational Culture (Questions 18-28)

Q18 The Department has policies related to advancing EDI (ex. the implementation of an Equity committee or position).

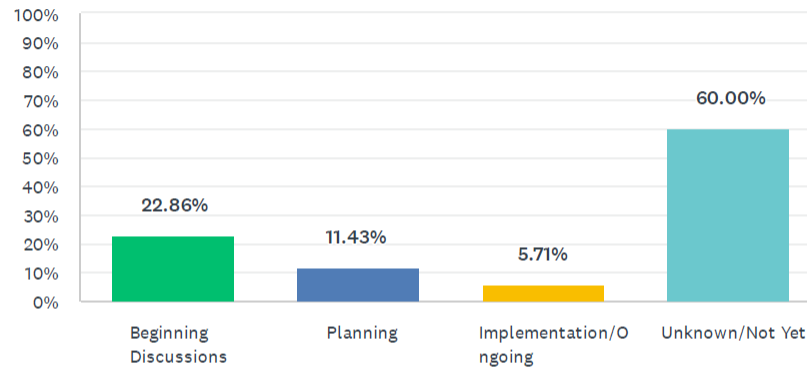
Answered: 35 Skipped: 11



ANSWER CHOICES	RESPONSES	
Beginning Discussions	25.71%	9
Planning	11.43%	4
Implementation/Ongoing	5.71%	2
Unknown/Not Yet	57.14%	20
TOTAL		35

Q19 Policies related to advancing EDI are observed/enforced/implemented at all levels (leadership, exec leadership, county commissioners, etc.).

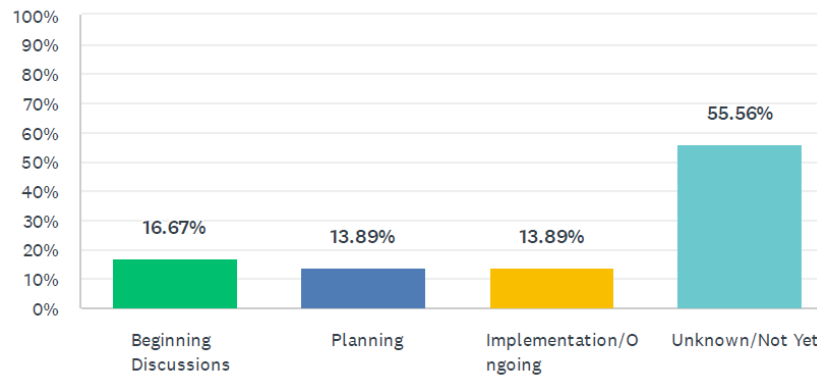
Answered: 35 Skipped: 11



ANSWER CHOICES	RESPONSES	
Beginning Discussions	22.86%	8
Planning	11.43%	4
Implementation/Ongoing	5.71%	2
Unknown/Not Yet	60.00%	21
TOTAL		35

Q20 There are established EDI champions within the Department (ex. diversity committees, EDI officer).

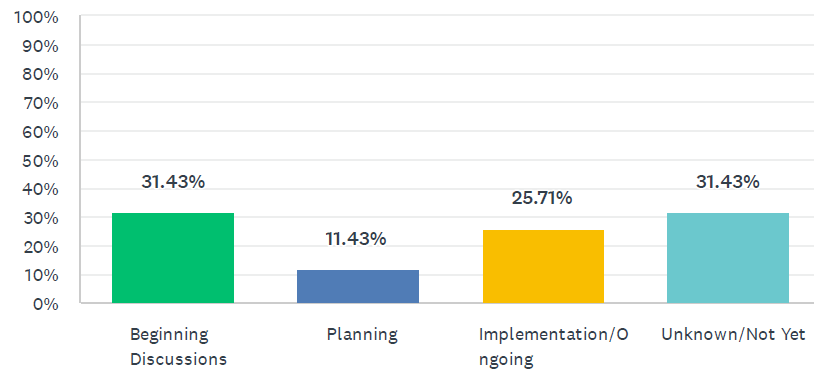
Answered: 36 Skipped: 10



ANSWER CHOICES	RESPONSES	
Beginning Discussions	16.67%	6
Planning	13.89%	5
Implementation/Ongoing	13.89%	5
Unknown/Not Yet	55.56%	20
TOTAL		36

Q21 The Department is learning to address challenges that occur in diverse environments (ex. have been materials/trainings provided and/or discussions around addressing these challenges).

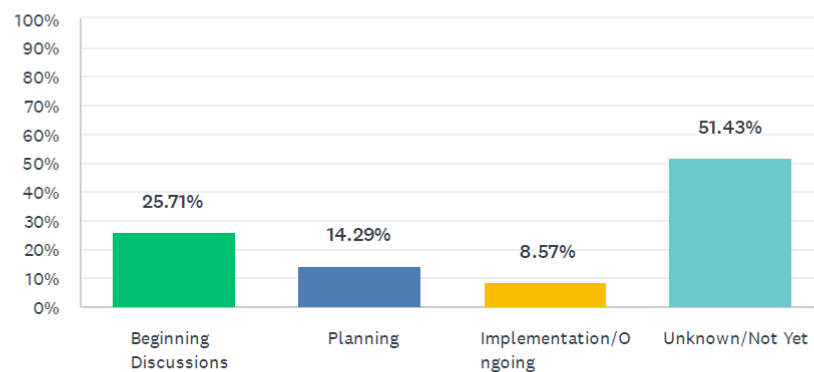
Answered: 35 Skipped: 11



ANSWER CHOICES	RESPONSES	
Beginning Discussions	31.43%	11
Planning	11.43%	4
Implementation/Ongoing	25.71%	9
Unknown/Not Yet	31.43%	11
TOTAL		35

Q22 The Department has established a shared vision, goals, and vocabulary around EDI.

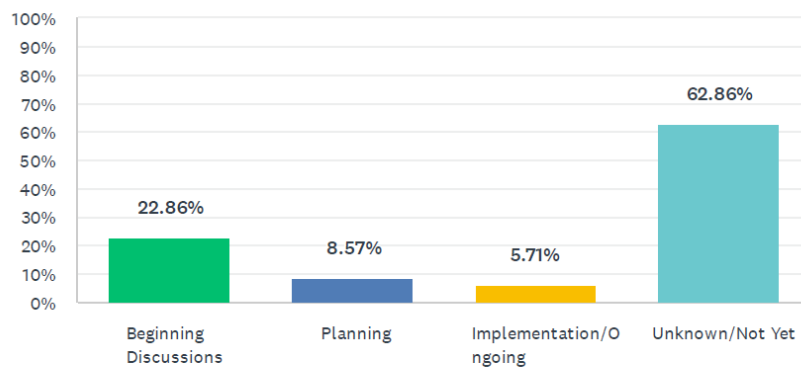
Answered: 35 Skipped: 11



ANSWER CHOICES	RESPONSES	
Beginning Discussions	25.71%	9
Planning	14.29%	5
Implementation/Ongoing	8.57%	3
Unknown/Not Yet	51.43%	18
TOTAL		35

Q23 The Department tracks retention/promotion rates by race.

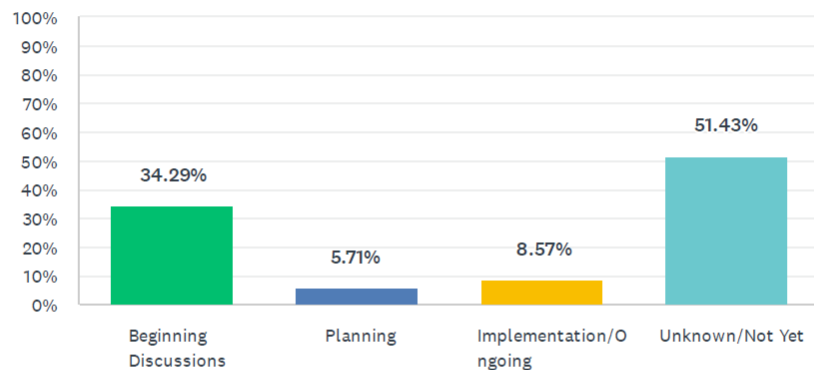
Answered: 35 Skipped: 11



ANSWER CHOICES	RESPONSES
Beginning Discussions	22.86% 8
Planning	8.57% 3
Implementation/Ongoing	5.71% 2
Unknown/Not Yet	62.86% 22
TOTAL	35

Q24 There is an active effort to identify power differentials within the Department (ex. open channels of communication and feedback, focus groups, etc.).

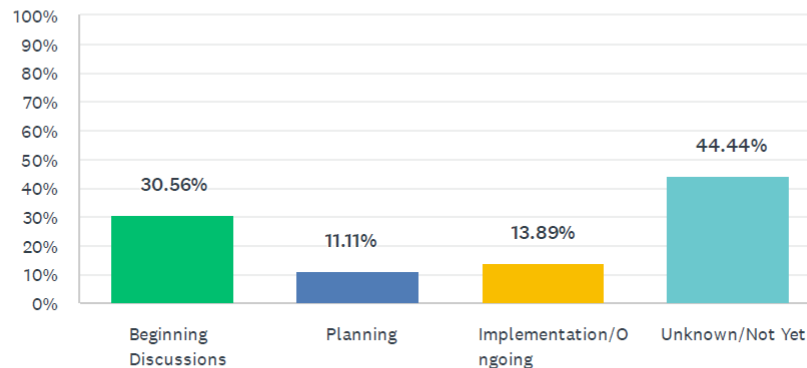
Answered: 35 Skipped: 11



ANSWER CHOICES	RESPONSES
Beginning Discussions	34.29% 12
Planning	5.71% 2
Implementation/Ongoing	8.57% 3
Unknown/Not Yet	51.43% 18
TOTAL	35

Q25 There is an active effort to eliminate power differentials within the Department (ex. using alternative leadership models, collaborative approaches, mentorships, coaching models, etc.).

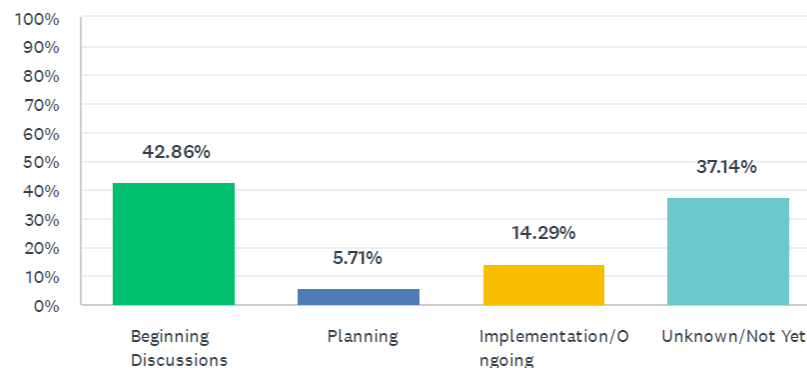
Answered: 36 Skipped: 10



ANSWER CHOICES	RESPONSES	
Beginning Discussions	30.56%	11
Planning	11.11%	4
Implementation/Ongoing	13.89%	5
Unknown/Not Yet	44.44%	16
TOTAL		36

Q26 Staff within the Department can and do discuss race and racism using common language.

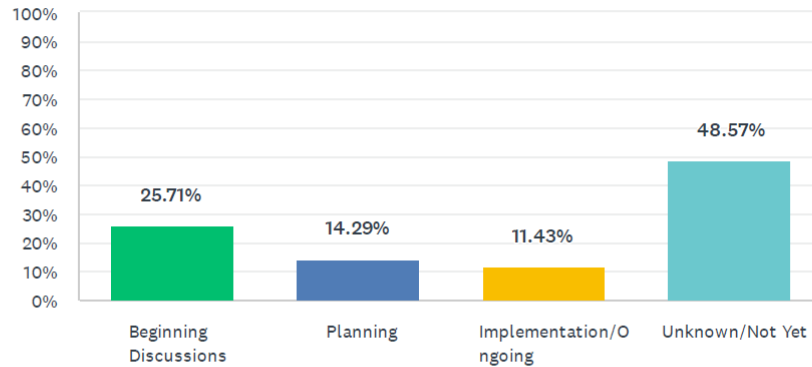
Answered: 35 Skipped: 11



ANSWER CHOICES	RESPONSES	
Beginning Discussions	42.86%	15
Planning	5.71%	2
Implementation/Ongoing	14.29%	5
Unknown/Not Yet	37.14%	13
TOTAL		35

Q27 There are activities (ex. team-building) around advancing EDI efforts on a regular basis (weekly, monthly) throughout the Department.

Answered: 35 Skipped: 11



ANSWER CHOICES	RESPONSES	
Beginning Discussions	25.71%	9
Planning	14.29%	5
Implementation/Ongoing	11.43%	4
Unknown/Not Yet	48.57%	17
TOTAL		35

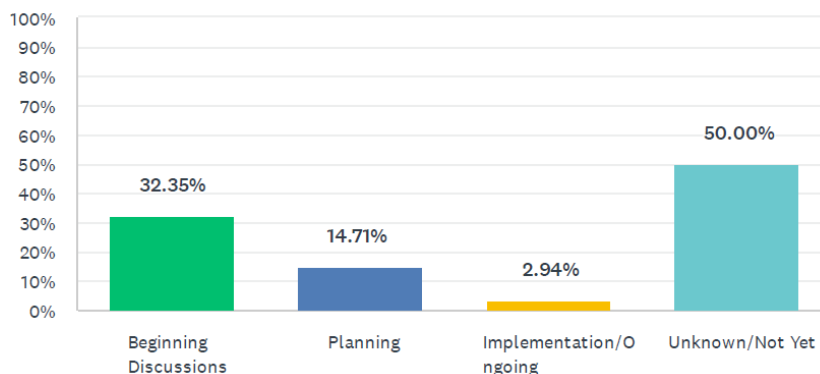
Q28 Optional: Are there any resources/tools you are using to shift the culture of your organization using an EDI lens that you would like to share?

- Ongoing EDI task committee
- Partnering for Success Know your Teams Human Services Blueprint
- Making our County Administrator and Commissioners aware of EDI.

Section 3: Learning Environment (Questions 29-37)

Q29 The Department has committed to incorporate a race equity lens into all training and development.

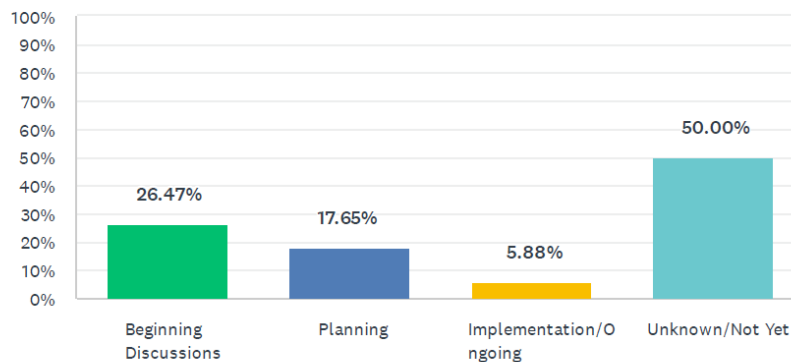
Answered: 34 Skipped: 12



ANSWER CHOICES	RESPONSES	
Beginning Discussions	32.35%	11
Planning	14.71%	5
Implementation/Ongoing	2.94%	1
Unknown/Not Yet	50.00%	17
TOTAL		34

Q30 The Department has committed to providing EDI leadership training, mentoring, and coaching plans for leadership positions.

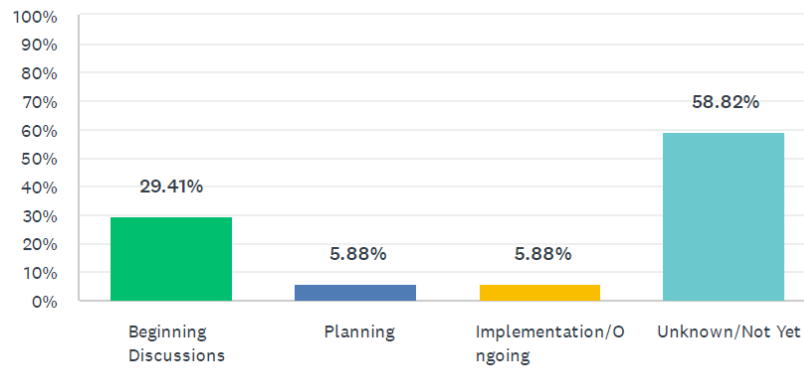
Answered: 34 Skipped: 12



ANSWER CHOICES	RESPONSES	
Beginning Discussions	26.47%	9
Planning	17.65%	6
Implementation/Ongoing	5.88%	2
Unknown/Not Yet	50.00%	17
TOTAL		34

Q31 The Department regularly discusses EDI efforts using an established common language that has been defined and shared with all.

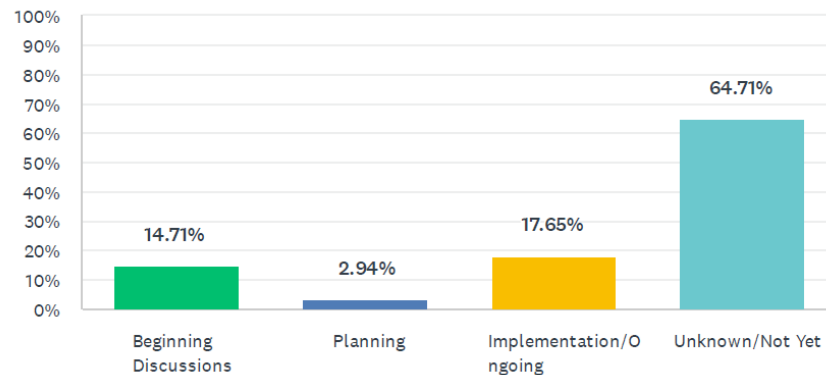
Answered: 34 Skipped: 12



ANSWER CHOICES	RESPONSES	
Beginning Discussions	29.41%	10
Planning	5.88%	2
Implementation/Ongoing	5.88%	2
Unknown/Not Yet	58.82%	20
TOTAL		34

Q32 Organizational EDI values are introduced to all new employees.

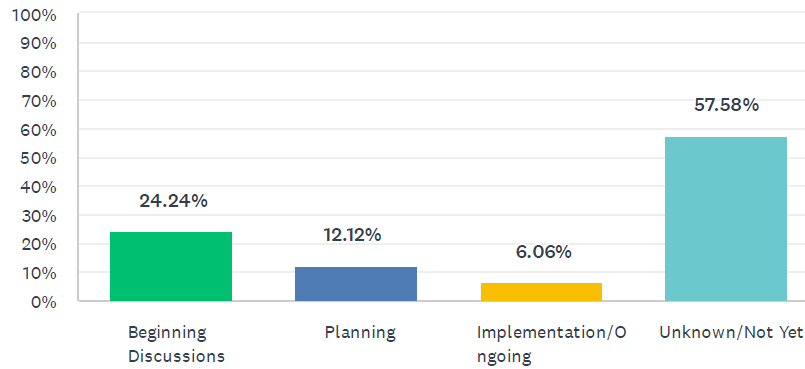
Answered: 34 Skipped: 12



ANSWER CHOICES	RESPONSES	
Beginning Discussions	14.71%	5
Planning	2.94%	1
Implementation/Ongoing	17.65%	6
Unknown/Not Yet	64.71%	22
TOTAL		34

Q33 The Department has implemented a plan to engage staff in ongoing EDI efforts.

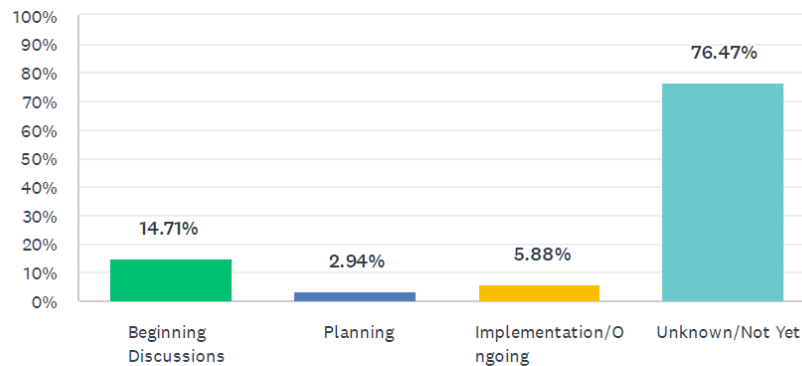
Answered: 33 Skipped: 13



ANSWER CHOICES	RESPONSES	
Beginning Discussions	24.24%	8
Planning	12.12%	4
Implementation/Ongoing	6.06%	2
Unknown/Not Yet	57.58%	19
TOTAL		33

Q34 Training, development, and tools are shared with the community we serve.

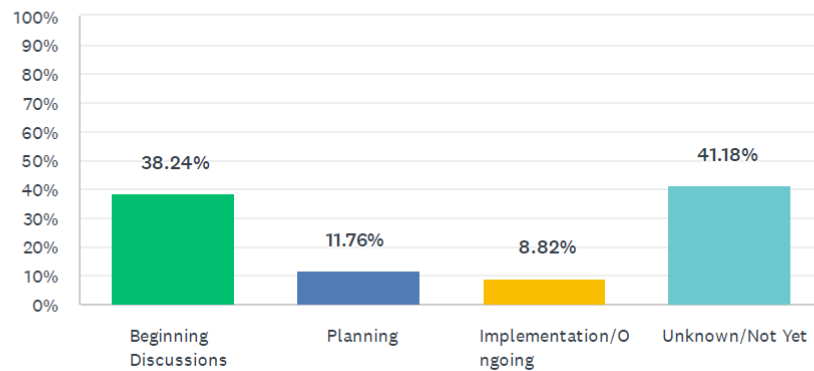
Answered: 34 Skipped: 12



ANSWER CHOICES	RESPONSES	
Beginning Discussions	14.71%	5
Planning	2.94%	1
Implementation/Ongoing	5.88%	2
Unknown/Not Yet	76.47%	26
TOTAL		34

Q35 The Department collaborates with other organizations/agencies to identify best practices for EDI work.

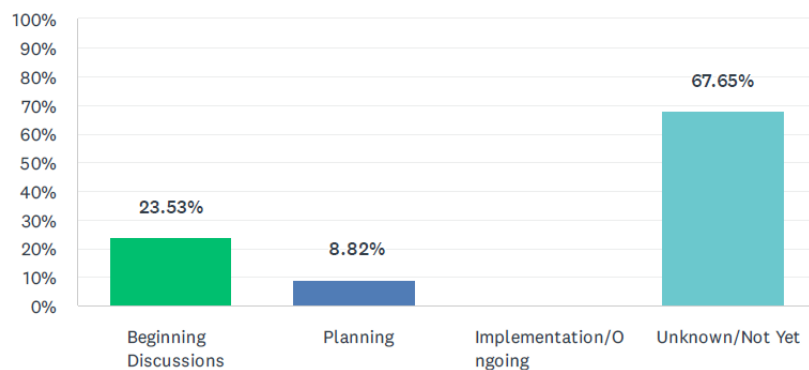
Answered: 34 Skipped: 12



ANSWER CHOICES	RESPONSES	
Beginning Discussions	38.24%	13
Planning	11.76%	4
Implementation/Ongoing	8.82%	3
Unknown/Not Yet	41.18%	14
TOTAL		34

Q36 The Department has developed and/or implemented tools focused on applying an equity lens to the work of HS staff [ex. EDI guides, EDI language definitions, EDI checklists, EDI assessments (such as the “Awake to Woke to Work” framework)].

Answered: 34 Skipped: 12



ANSWER CHOICES	RESPONSES	
Beginning Discussions	23.53%	8
Planning	8.82%	3
Implementation/Ongoing	0.00%	0
Unknown/Not Yet	67.65%	23
TOTAL		34

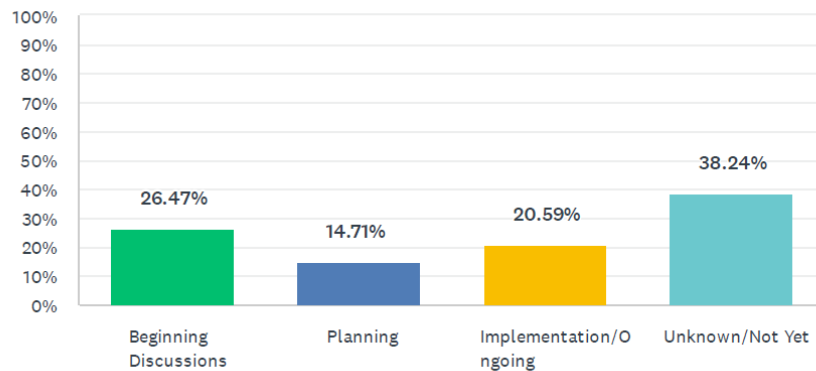
Q37 Optional: Are there any resources/tools your organization is using to train/educate staff regarding EDI that you would like to share?

- Project Implicit: Harvard Bias Tool
- Internal EDI Trainings
- Shared state resources are appreciated and additional training needed
- Providing Bridges Out of Poverty training, train the trainer certification, and contracting with Aha! Process to develop strategic plan following training.
- Red Team Framework Tool
- Annual Cultural Competency Training that was developed provided to our staff by one of our CW Administrators. She graduated from the Adopt US Kids Minority Professional Development Program in September 2021.
- State of Colorado: Advancing equity, diversity, and inclusion Training.

Section 4: Executive Team and Elected Officials (Questions 38-43)

Q38 My organization has Senior Leadership who are dedicated to championing equity and EDI efforts.

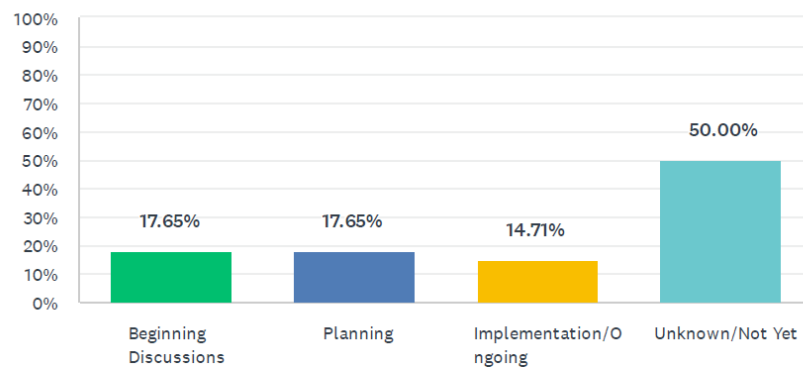
Answered: 34 Skipped: 12



ANSWER CHOICES	RESPONSES	
Beginning Discussions	26.47%	9
Planning	14.71%	5
Implementation/Ongoing	20.59%	7
Unknown/Not Yet	38.24%	13
TOTAL		34

Q39 Senior leadership within my organization has made EDI a strategic imperative.

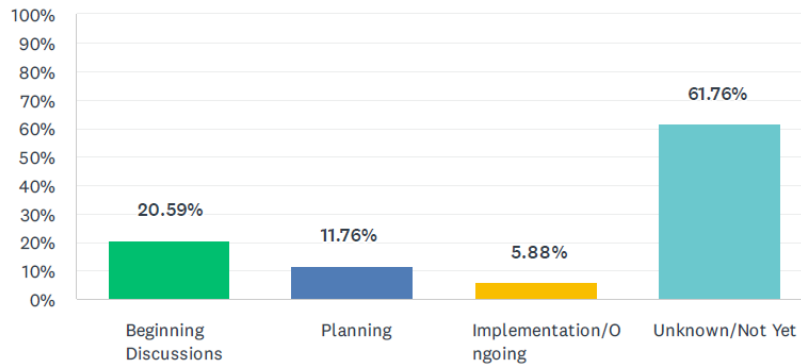
Answered: 34 Skipped: 12



ANSWER CHOICES	RESPONSES	
Beginning Discussions	17.65%	6
Planning	17.65%	6
Implementation/Ongoing	14.71%	5
Unknown/Not Yet	50.00%	17
TOTAL		34

Q40 My Senior leadership has made a concerted effort (via taskforce, specialized positions, action plans, etc.) to engage and empower the community we serve to work together to achieve shared EDI advancements.

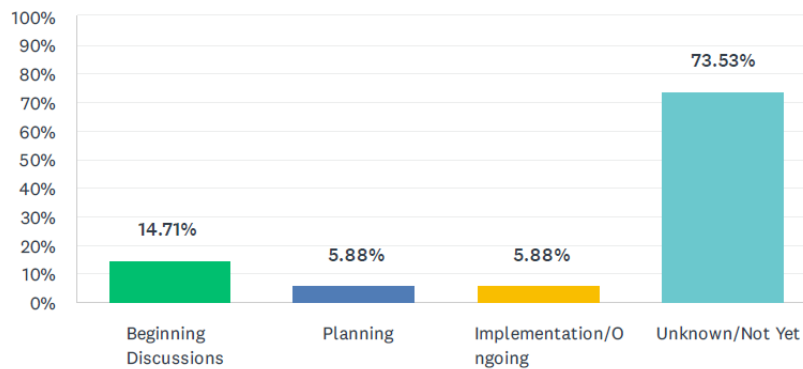
Answered: 34 Skipped: 12



ANSWER CHOICES	RESPONSES	
Beginning Discussions	20.59%	7
Planning	11.76%	4
Implementation/Ongoing	5.88%	2
Unknown/Not Yet	61.76%	21
TOTAL		34

Q41 Senior leadership and Elected officials are held accountable for performance measures related to EDI initiatives.

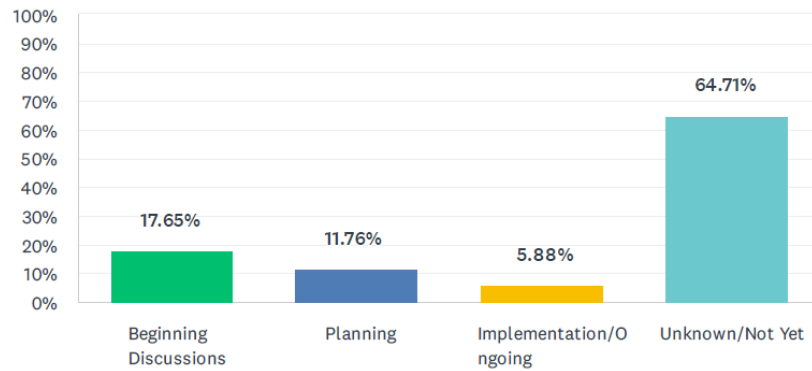
Answered: 34 Skipped: 12



ANSWER CHOICES	RESPONSES	
Beginning Discussions	14.71%	5
Planning	5.88%	2
Implementation/Ongoing	5.88%	2
Unknown/Not Yet	73.53%	25
TOTAL		34

Q42 Senior leadership and Elected officials ensure that financial resources are available and allocated to support EDI work.

Answered: 34 Skipped: 12



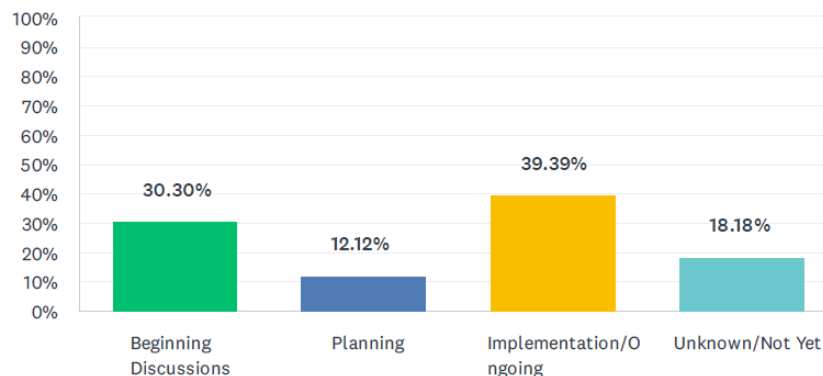
ANSWER CHOICES	RESPONSES	
Beginning Discussions	17.65%	6
Planning	11.76%	4
Implementation/Ongoing	5.88%	2
Unknown/Not Yet	64.71%	22
TOTAL		34

Q43 Optional- no responses received

Section 5: Community Involvement (Questions 44-54)

Q44 My organization values the community and population we serve as evidenced by specific actions/programs.

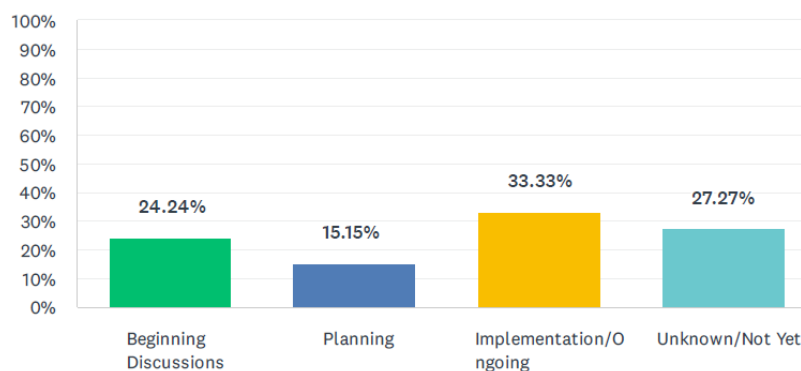
Answered: 33 Skipped: 13



ANSWER CHOICES	RESPONSES	
Beginning Discussions	30.30%	10
Planning	12.12%	4
Implementation/Ongoing	39.39%	13
Unknown/Not Yet	18.18%	6
TOTAL		33

Q45 Beyond seeking community input, my organization is open to other community-driven design and community ownership approaches to redesigning a program and/or service we provide.

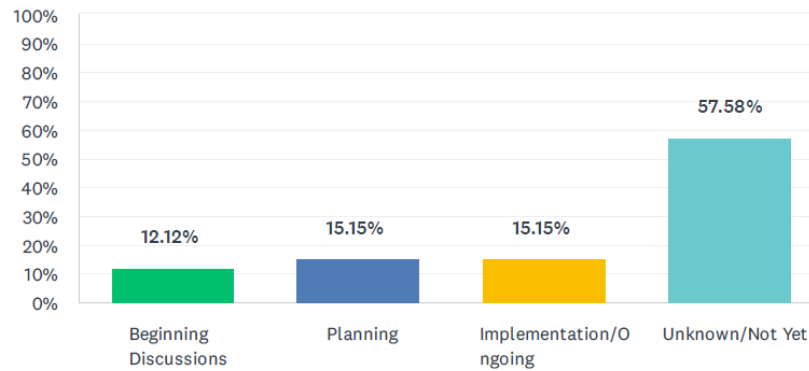
Answered: 33 Skipped: 13



ANSWER CHOICES	RESPONSES	
Beginning Discussions	24.24%	8
Planning	15.15%	5
Implementation/Ongoing	33.33%	11
Unknown/Not Yet	27.27%	9
TOTAL		33

Q46 My organization includes/incentivizes cultural responsiveness and racial and/or ethnic diversity in how we contract for services.

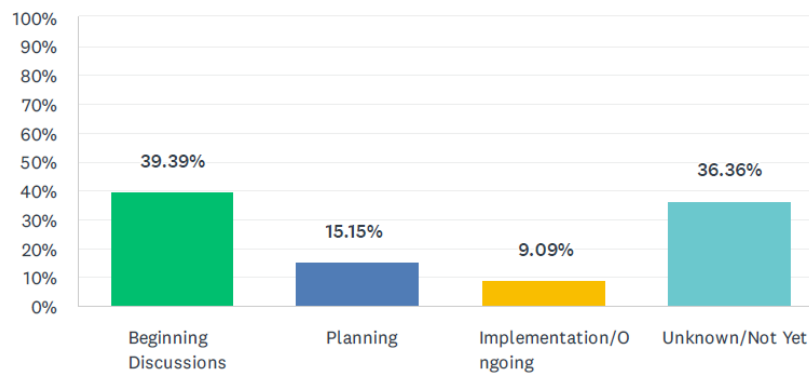
Answered: 33 Skipped: 13



ANSWER CHOICES	RESPONSES	
Beginning Discussions	12.12%	4
Planning	15.15%	5
Implementation/Ongoing	15.15%	5
Unknown/Not Yet	57.58%	19
TOTAL		33

Q47 My leadership team and I are working to cultivate an emergent understanding of the race disparities that exist in our community.

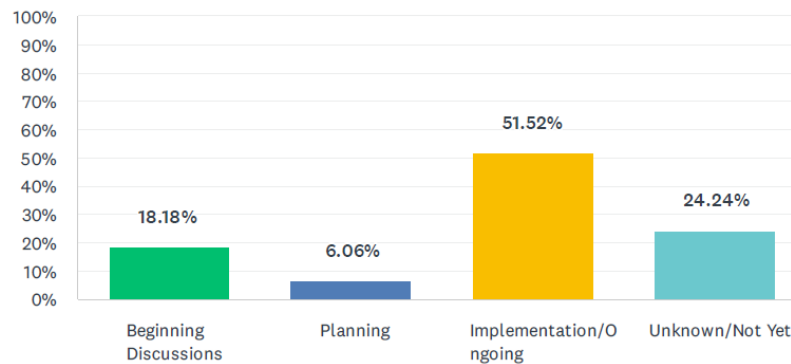
Answered: 33 Skipped: 13



ANSWER CHOICES	RESPONSES	
Beginning Discussions	39.39%	13
Planning	15.15%	5
Implementation/Ongoing	9.09%	3
Unknown/Not Yet	36.36%	12
TOTAL		33

Q48 My organization develops personal relationships with community members as evidenced by specific positions, opportunities for feedback, workgroups, etc.

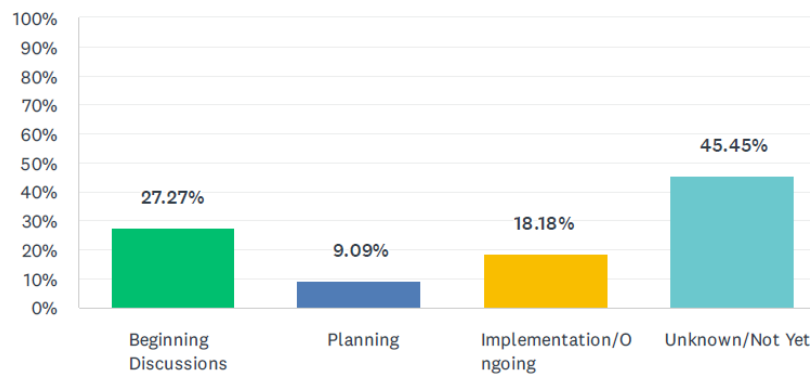
Answered: 33 Skipped: 13



ANSWER CHOICES	RESPONSES	
Beginning Discussions	18.18%	6
Planning	6.06%	2
Implementation/Ongoing	51.52%	17
Unknown/Not Yet	24.24%	8
TOTAL		33

Q49 My organization believes and acknowledges systemic barriers exist that disenfranchise the population we serve and has messaged this via declaration/vision statement/or action item.

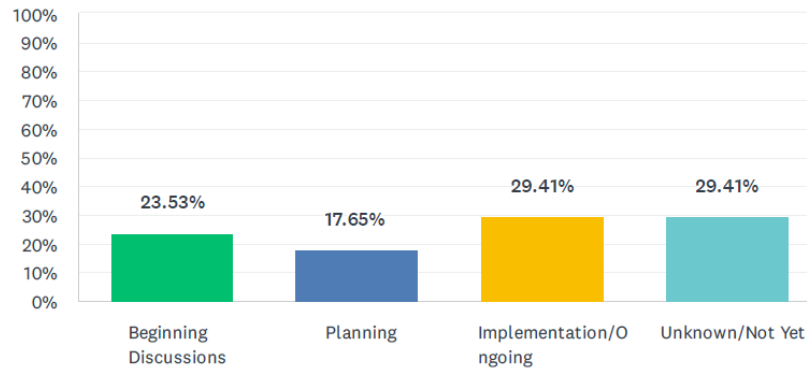
Answered: 33 Skipped: 13



ANSWER CHOICES	RESPONSES	
Beginning Discussions	27.27%	9
Planning	9.09%	3
Implementation/Ongoing	18.18%	6
Unknown/Not Yet	45.45%	15
TOTAL		33

Q50 My organization regularly seeks community input on the programs and services we provide or intend to provide.

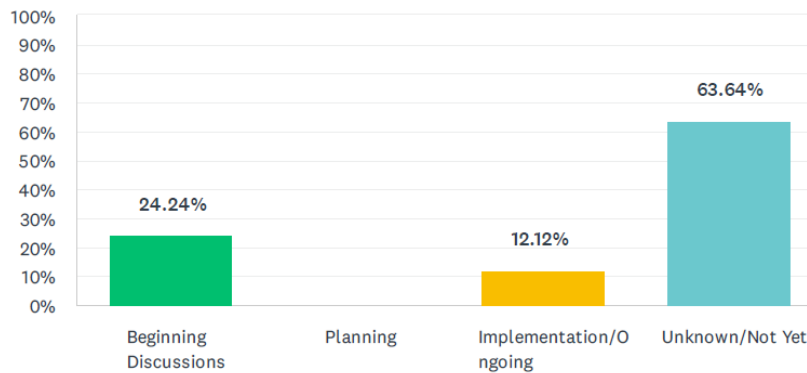
Answered: 34 Skipped: 12



ANSWER CHOICES	RESPONSES	
Beginning Discussions	23.53%	8
Planning	17.65%	6
Implementation/Ongoing	29.41%	10
Unknown/Not Yet	29.41%	10
TOTAL		34

Q51 My organizations efforts have demonstrably contributed to an increase of wealth and stability for the communities of color that we serve.

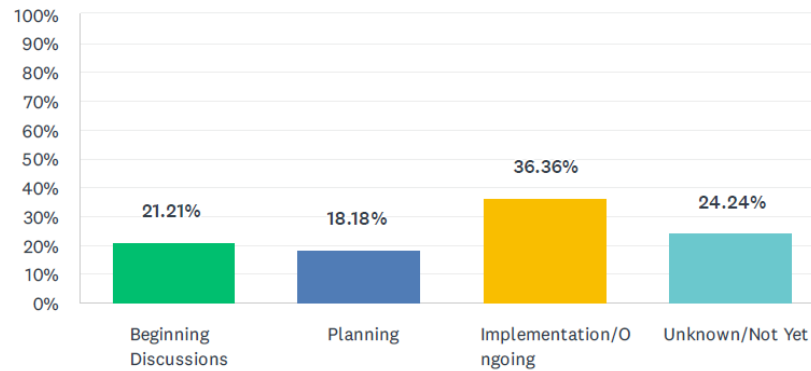
Answered: 33 Skipped: 13



ANSWER CHOICES	RESPONSES	
Beginning Discussions	24.24%	8
Planning	0.00%	0
Implementation/Ongoing	12.12%	4
Unknown/Not Yet	63.64%	21
TOTAL		33

Q52 Our programs view and treat the communities we work with as stakeholders, leaders of, and assets to the work.

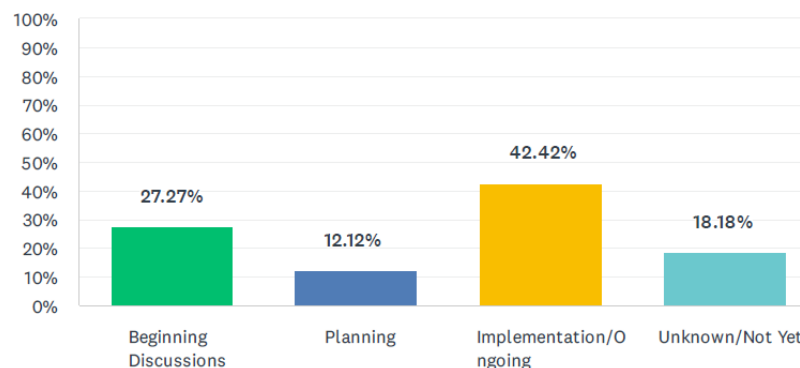
Answered: 33 Skipped: 13



ANSWER CHOICES	RESPONSES	
Beginning Discussions	21.21%	7
Planning	18.18%	6
Implementation/Ongoing	36.36%	12
Unknown/Not Yet	24.24%	8
TOTAL		33

Q53 My organization is seen as an asset by the community we work with.

Answered: 33 Skipped: 13



ANSWER CHOICES	RESPONSES	
Beginning Discussions	27.27%	9
Planning	12.12%	4
Implementation/Ongoing	42.42%	14
Unknown/Not Yet	18.18%	6
TOTAL		33

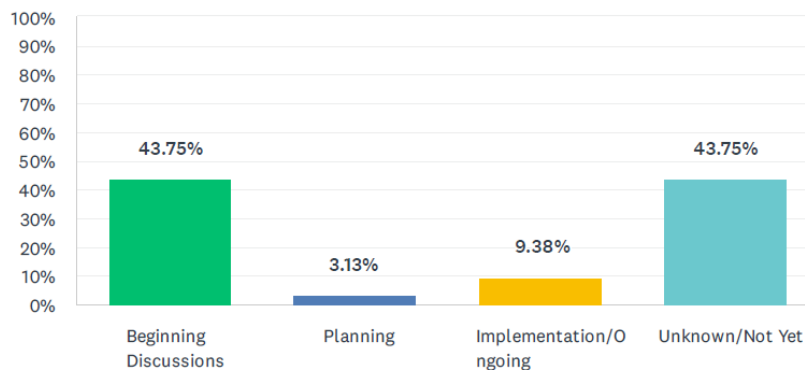
Q54 Optional: Are there any resources/tools your organization is using to engage/involve the community you work with as partners in EDI efforts that you would like to share?

- Community surveys, community non-profit leadership and SME

Section 6: Data (Questions 55-61)

Q55 My organization gathers data about race disparities in the programs we administer and the populations we serve.

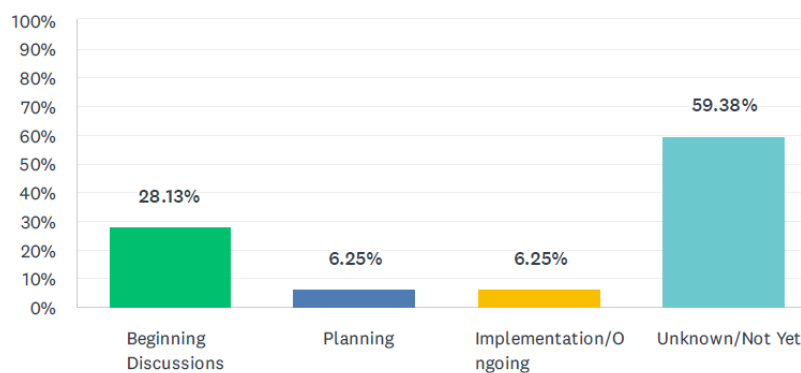
Answered: 32 Skipped: 14



ANSWER CHOICES	RESPONSES	
Beginning Discussions	43.75%	14
Planning	3.13%	1
Implementation/Ongoing	9.38%	3
Unknown/Not Yet	43.75%	14
TOTAL		32

Q56 My organization uses data on race disparities to reevaluate policies, practices, or other underlying causes of those disparities.

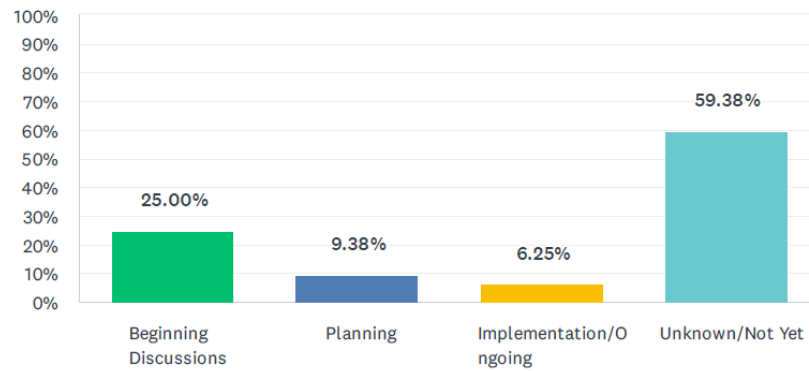
Answered: 32 Skipped: 14



ANSWER CHOICES	RESPONSES	
Beginning Discussions	28.13%	9
Planning	6.25%	2
Implementation/Ongoing	6.25%	2
Unknown/Not Yet	59.38%	19
TOTAL		32

Q57 My organization tracks data on staff to identify areas where racial disparities exist (ex. Compensation and promotions).

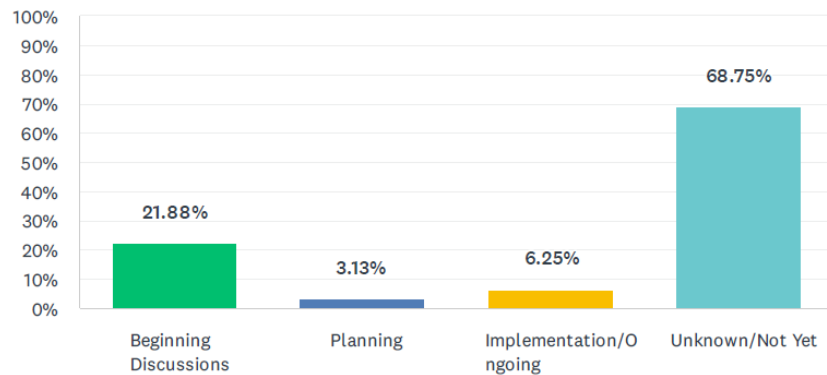
Answered: 32 Skipped: 14



ANSWER CHOICES	RESPONSES	
Beginning Discussions	25.00%	8
Planning	9.38%	3
Implementation/Ongoing	6.25%	2
Unknown/Not Yet	59.38%	19
TOTAL		32

Q58 Staff data is analyzed to find root causes of racial disparities.

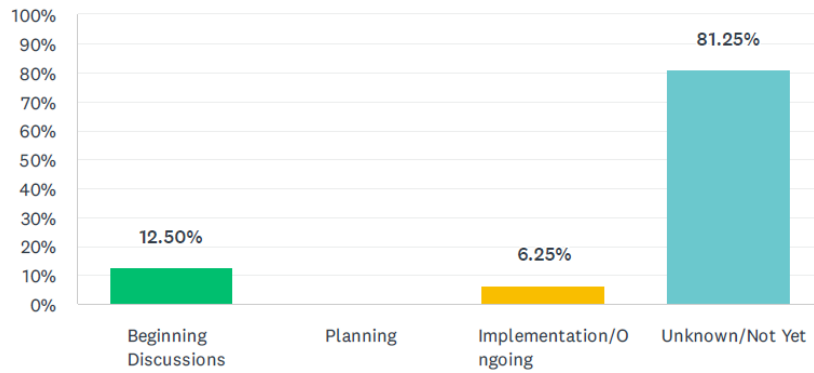
Answered: 32 Skipped: 14



ANSWER CHOICES	RESPONSES	
Beginning Discussions	21.88%	7
Planning	3.13%	1
Implementation/Ongoing	6.25%	2
Unknown/Not Yet	68.75%	22
TOTAL		32

Q59 My organization has a dedicated space where staff and other stakeholders in the community can talk about disparities in our data, what might be underlying the trends that show up and potential actionable steps for change?

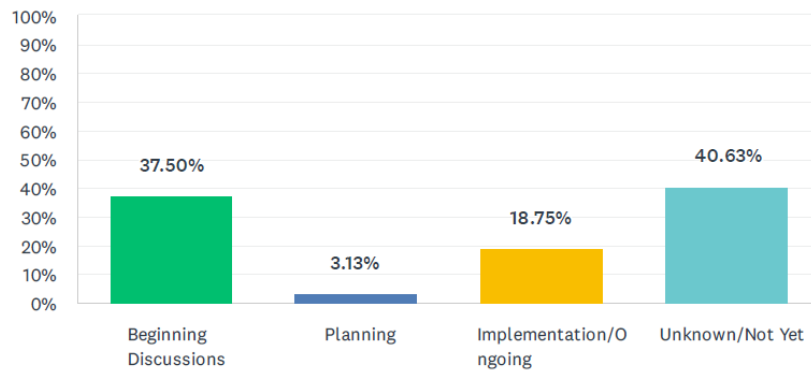
Answered: 32 Skipped: 14



ANSWER CHOICES	RESPONSES	
Beginning Discussions	12.50%	4
Planning	0.00%	0
Implementation/Ongoing	6.25%	2
Unknown/Not Yet	81.25%	26
TOTAL		32

Q60 My organization prioritizes continuous improvement in race equity work.

Answered: 32 Skipped: 14



ANSWER CHOICES	RESPONSES	
Beginning Discussions	37.50%	12
Planning	3.13%	1
Implementation/Ongoing	18.75%	6
Unknown/Not Yet	40.63%	13
TOTAL		32

Q61 Optional- no responses received

