



Ohio

Department of
Development

**2021–2023
DIVERSITY,
EQUITY, &
INCLUSION PLAN**



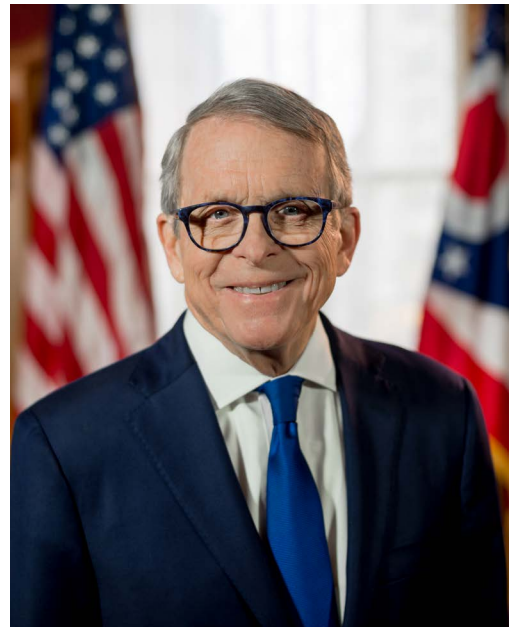
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Section 1 Leadership Statement



Ohio is better when we embrace diversity and strive to be inclusive of all individuals regardless of race, background, gender, religion, or disability. Through Ohio’s equity agenda, state agencies are actively engaged in healing those who are hurting, fighting discrimination, creating opportunities, focusing on inclusion, and building awareness of systemic change needed to end disparities. Moving state government forward on the diversity, equity, and inclusion continuum shows that state government is committed to serving all people so they can live up to their God-given potential.



A handwritten signature in blue ink that reads "Mike DeWine".

Mike DeWine
Governor

Dear fellow Ohioans,

The diversity of our state is what makes Ohio great, and at the Development Services Agency, we celebrate that diversity and commit our resources to supporting all Ohioans. Our agency is responsible for investing more than \$1 billion annually in communities, businesses, and individuals to create a better life for everyone.

We help minority-owned, women-owned, veteran-owned, and socially and economically disadvantaged businesses through our statewide network of business assistance centers. We help those businesses start and grow so they can hire more Ohioans and keep Ohio's economy growing.

We help minority and female college students gain experience in the workplace through the Diversity & Inclusion Technology Internship Program and the Ohio Export Internship Program. In the process, the companies they work for gain a more diverse workforce.

Our Office of Opportunities for New Americans works with social service agencies and businesses throughout the state to showcase best practices for hiring immigrants and refugees in Ohio. And we help those new Americans find the training they need to enter the workforce or start their own businesses.

These are just a few of the programs Development administers to make life better for all Ohioans. You can find many more on our website, [Development.Ohio.Gov](https://www.development.ohio.gov).

Development also promotes the principles of diversity, equity, inclusion, and accessibility in our workforce:

- We are committed to working within each government system in which Development is a member to seek out and eliminate systemic bias and barriers in system policy, practices, and processes that may prohibit opportunity and access.
- We will utilize culturally competent practices and standards in service delivery to ensure equity and positive public service experiences.
- We are committed to work with each agency within the government system to seek out and eliminate systemic bias and barriers in system service delivery that may attribute to inequitable public service.

No matter what talent and opportunity you're looking for, you can find it here in Ohio. And remember, at Development, we're here to help.

Sincerely,



Lydia L. Mihalik
Director
Ohio Development Services Agency



Section 2 Diversity, Equity, and Inclusion (DEI) Story



A. STATE OF OHIO DEI VISION STATEMENT

Ohio is a model for justice, equity, opportunity, and resilience to withstand future challenges. We are striving to become an advanced DEI organizational culture working to eliminate institutional and systemic bias for our people, in our policy, and within our public service.

B. DEI DEFINITIONS

Equal Employment Opportunity Employer: in accordance with law, the State of Ohio and each State Agency gives assurance that all employment-related decisions will be based on objective and nondiscriminatory reasons, ensuring all employees and job applicants have equal and fair opportunity and access to State Employment

Authority: O.A.C. 123:1-49; Executive Order 2019-05D, Anti-Discrimination Policy in State Government (Issued 1/14/2019)

Affirmative Action: a required State of Ohio program designed to identify and correct past systemic disparity of equal access and opportunity in State employment to ethnic and racial minorities and women

Authority: O.A.C. 123:1-49

Disability Inclusion: a required State of Ohio program designed to encourage and support individuals with disabilities to fully participate in the social and economic life of Ohio and to engage in competitive integrated employment, including having access and opportunity within State Government

Authority: Executive Order 2019-03D, Establishing Ohio as a Disability Inclusion State and Model Employer of Individuals with Disabilities (Issued 1/14/2019)

Diversity: 1) the condition of having or being composed of differing elements; variety; 2) human variety of experiences, identities, and perspectives that our employees bring to state employment

Sources: 1) "Diversity." Merriam-Webster.com. Merriam-Webster, n.d. Web. 28 Feb. 2018; 2) "Diversity." Embrace Diversity & Inclusion State Competency. State of Ohio, 8 Jul. 2020

Inclusion: to take in or comprise as a part of a whole or group; 2) the practice of understanding and applying diversity to improve work culture and influence the way we serve Ohioans

Sources: 1) "Include." Merriam-Webster.com. Merriam-Webster, n.d. Web. 28 Feb. 2018; 2) "Inclusion." Embrace Diversity & Inclusion State Competency. State of Ohio, 8 Jul. 2020

Equality: the state of being equal, especially in status, rights, and opportunity; fairness

Source: State of Ohio Definition, Office of Diversity & Inclusion, Nov. 2020

Equity: the right of and access to resources to achieve the outcome of equality

Source: State of Ohio Definition, Office of Diversity & Inclusion, Nov. 2020

Justice: equality of economic, political, and social rights and opportunities within society for all people

Source: State of Ohio Definition, Office of Diversity & Inclusion, Nov. 2020

Institutional Bias: a tendency for the procedures and practices of an organization to, in most cases unintentionally, operate in ways which result in certain social groups being advantaged or favored and others being disadvantaged or devalued

Source: Oxford Reference. Retrieved 15 Jun. 2020, from <https://www.oxfordreference.com/view/10.1093/oi/authority.20110803100005347>

Systemic Bias: the oppression or marginalization of certain groups within a societal system(s) (i.e. health, education, criminal justice) resulting from the impact of the institutional bias of member organizations in fulfilling mission and serving the system(s)

Source: State of Ohio Definition, Office of Diversity & Inclusion, Nov. 2020

Accessibility: the ability to access the functionality and benefit of systems, entities, or products; the degree to which a product, device, service, or environment is readily available for use by as many people as possible

Source: State of Ohio Definition, Office of Diversity & Inclusion, Nov. 2020

Cultural Competence: a continuous learning process that builds knowledge, awareness, skills, and capacity to identify, understand, and respect the unique beliefs, values, customs, languages, abilities and traditions of all Ohioans to develop policies that provide effective programs and services

Source: "Cultural Competence" the State of Ohio Definition, Health Systems



C. AGENCY OVERVIEW

The Ohio Development Services Agency (Development) invests in businesses and communities, and supports Ohio families to create a better life for all Ohioans.

Development’s Business Services Division administers state economic development incentives and workforce development programs as well as provides support for Ohio entrepreneurs, small- and minority-business. The agency also invests in emerging industries and helps Ohio companies export their goods to global markets. TourismOhio supports the \$42 billion Ohio tourism industry by promoting Ohio as a destination for visitors.

Development’s Minority Business Development Division provides certification, technical support, and assistance to accessing capital for minority-owned businesses in Ohio.

Development’s Community Services Division supports local communities and low-income Ohioans to improve the quality of life across the state. It administers programs to build or restore critical infrastructure, redevelops potential business sites, and invests in job creation projects which benefit low- and moderate-income communities and underserved areas. The Division also provides funding to prevent homelessness, provides utility assistance to low-income households, and works closely with local Community Action Agencies to help Ohioans in need.

D. AGENCY DEI STATEMENT

Development is committed to being an equal opportunity employer by hiring, retaining, and developing a diverse, high-performing staff. Development supports the growth and sustainability of minority businesses in Ohio and provides guidance to Ohio immigrant communities.

E. 2023 CONTINUUM PLACEMENT

Development’s 2023 goal is to be conventional as it continues to move forward on the organizational continuum.



F. PUBLIC SERVICE PROFILE

Several Development divisions impact the minority community and provide resources for job creation and growth.

The Office of Opportunities for New Americans

The Office of Opportunities for New Americans works to ensure new Ohioans are job ready by coordinating existing efforts at the state level, communicating with immigrant support groups and by identifying and removing barriers that prevent or impede immigrants' integration into society and economic success.

Cross agency collaboration is essential to the success of this program. A 12-member advisory committee provides guidance to the Office of Opportunities for New Americans and is comprised of representatives of immigrant communities, business leaders, and non-profit organizations. The committee and Development are joined in their discussions by officials from the Ohio Departments of Education, Higher Education, Job and Family Services, Commerce, and Office of Workforce Transformation.

Minority Business Division

Development's Minority Business Development Division (MBDD) supports the growth and sustainability of minority and disadvantaged businesses to create jobs and economic growth in Ohio. The Division provides technical and professional assistance, access to capital and bonding, and connection to business opportunities through the Minority Business Assistance Centers (MBAC). It also works with entrepreneurs and emerging business enterprises to help them scale up and enter new markets.

The Division also leverages these resources to support achievement of the state's 15% MBE set aside goal which is overseen by the Department of Administrative Services.



In Medina County, a company needed workers to pack its compostable drinking straws into cartons for shipping. The company had difficulty finding good, reliable workers and was willing to train new employees. They reached out to the Office of Opportunities for New Americans in the Development Services Agency. The Office connected the company president with the International Institute of Akron, and the firm hired five people immediately through Asian Services in Action in Akron. A supervisor says the new employees are working out well, and he's hoping more immigrants will apply through word of mouth. "I have a feeling this is going to work out great," he said. The Office also works with social service organizations and businesses to highlight best practices for hiring and training immigrants and refugees in Ohio.



Knight Consulting Group

The Knight Consulting Group LLC focuses on professional and workplace development during normal times, but during the coronavirus pandemic, founder and CEO Rhonda Talford Knight quickly switched gears to help businesses and other organizations find the personal protective equipment they needed to operate safely. Knight Consulting, located in Canal Winchester, teamed with Aesthetics by Design to create Superior PPE. The new business works to find supplies of PPE and make them available to Ohio organizations. Knight uses her experience in global supply chains to source PPE and get it to customers. Knight Consulting is certified in Ohio as Minority Business Enterprises and is a client of the Columbus region Minority Business Assistance Center. Aesthetics by Design also is woman- and minority-owned.



Christy's Corner Café

At Christy's Corner Café, customers help support the mission of giving those with special needs employment opportunities and possibilities about what they can do in their life. In September 2018, Kathy Barbee created the Engagement Opportunities Foundation, a nonprofit organization dedicated to helping improve the lives and careers of those with special needs. Kathy then started looking for a location for a café that could run under her foundation. She found one, and along with donors and community support, one particular man – now her husband – had so much faith and passion for her mission that he purchased the building. He told Kathy that for the café to be successful, she needed to have a business plan. He put her in touch with the Small Business Development Center at Terra State Community College in Fremont. With a business plan in place, a loan request was approved soon after. Christy's Corner Café, named for Kathy's sister who had special needs, was ready to take on rural Elmore, Ohio.

GOFS Commercial Interiors

When the COVID-10 crisis began, Haleema Shafeek shifted her business focus to supplying personal protective equipment by the thousands of units to health care organizations, government entities, and first responders. Shafeek is president of GOFS Commercial Interiors and operates a division called GOFS Supply in Columbus. She is certified by the state as a Minority Business Enterprise, an Encouraging Diversity Growth and Equity business, and a Veteran-Friendly Business Enterprise. She also is a client of the Columbus region Minority Business Assistance Center.





Ohio Minority Micro Enterprise Grant

Development’s MBDD administered a \$5 million grant program for businesses owned and operated by minorities and women that have been impacted by COVID-19. The program awarded \$10,000 grants to help businesses cover expenses lost due to the economic shutdown in 2020.

Cristo Rey Columbus High School partnership

Development partners with Cristo Rey High School to provide work-study internships to four students per school year in grades 9-12. Development team members identify opportunities to engage students in various entry-level activities, from customer service to social media strategy and execution, to IT support.

Working with Development supervisors and adult colleagues in a professional setting, students gain real-world experience to help them determine a career path and build their resumes. The agency is helping train Ohio’s future workforce.

2020 YTD MINORITY BUSINESS STATS



CERTIFICATIONS

98
MINORITY BUSINESS ENTERPRISE (MBE)

63
ENCOURAGING DIVERSITY, GROWTH AND EQUITY (EDGE)

3
VETERAN-FRIENDLY BUSINESS ENTERPRISE (VBE)



TRAINING

4,616
TRAINING/CONFERENCE PARTICIPANTS

191
TRAINING EVENTS/CONFERENCES

8,604 TOTAL HOURS

2,009
INITIAL HOURS

4,768
FOLLOW UP HOURS

1,190
GENERAL INFORMATION REQUEST HOURS

637
STRATEGIC PARTNER HOURS



CLIENTS/ JOBS

7,597
COUNSELING SESSIONS

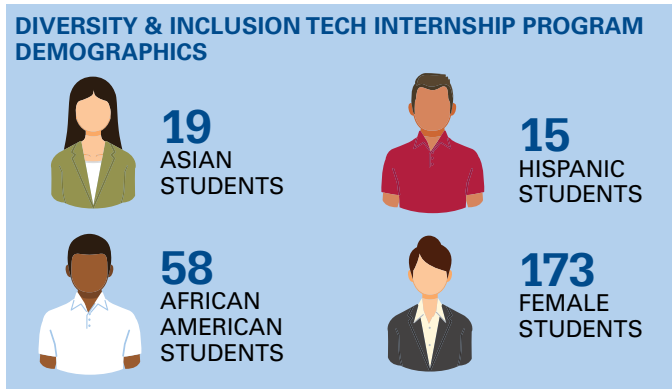
1,922
NEW CLIENTS

\$45,551,030
CONTRACT ASSISTANCE

424
JOBS CREATED

Diversity & Inclusion Tech Internship Program

The Diversity and Inclusion Technology Internship Program seeks to recruit highly motivated college students and place them at early-stage technology companies or companies with a technological need.

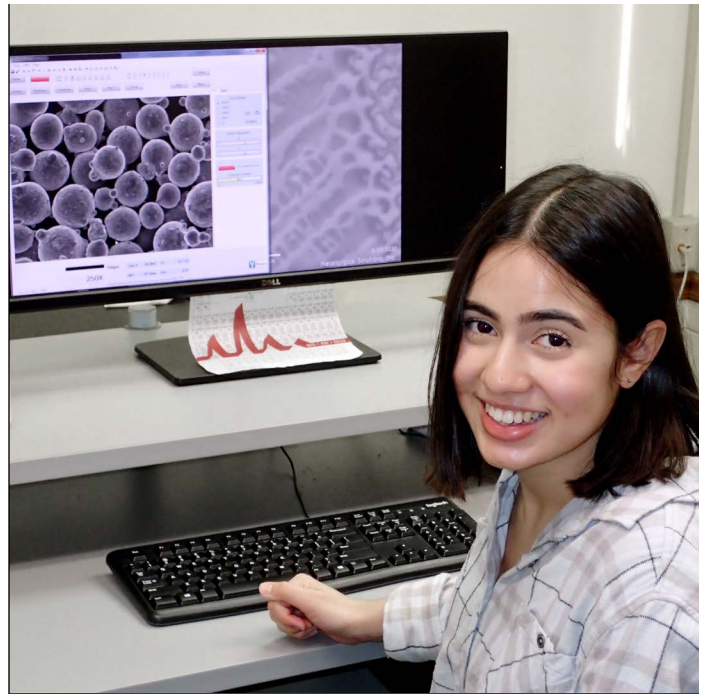


This Program offers exciting opportunities for students to gain real-world entrepreneurial and business experience. Companies that select and hire interns will be reimbursed for the majority of intern wages. Students in all disciplines, with a focus on STEM, business and finance, marketing and design are eligible for the program. This Program emphasizes outreach toward students from minority populations (O.R.C. 184.17) to engage in technology and startup companies.

Through seven rounds of the Diversity & Inclusion Technology Internship Program, 384 students have been placed with Ohio companies:

Ohio Export Internship Program

The Ohio Export Internship Program brings together companies that are looking to export for the first time or to improve their current export initiatives with students that have taken export-focused coursework. Through a summer internship, the students gain real-world experience and the companies may expand the markets for their products. Companies participating in the program are reimbursed for a portion of the intern's salary. Since its beginning in 2012, 72 of the 315 students placed with Ohio companies have been international students.



Early this spring, Andrea Acevedo thought her prospects of finding an internship looked grim. The third-year engineering student at Wright State University is studying industrial systems and needed a chance to get on-the-job experience in her field. But Acevedo watched as COVID-19 began to touch industries across the state and assumed the worst. Then she heard about the Ohio Third Frontier's Diversity & Inclusion Technology Internship program, which pairs interns with companies who need them, offering paid internships to give college students experience in business and entrepreneurship while companies get young, diverse talent to help them compete and grow. The program reimburses two-thirds of the intern's wages up to \$10,000, and any technology company or organization with a technology need is eligible. Acevedo found her home at Metallurgical Solutions Inc., a commercial testing lab performing metal testing and industrial forensics. The topic was a totally new one to Acevedo, but it turned out to be a perfect fit. Internships are open to Ohio residents attending college anywhere in the United States or non-Ohio residents attending school in Ohio.

Ohio Small Business Development Centers (SBDC)

The Ohio SBDCs provide resources for starting or maintaining a small business in Ohio. Located throughout the state, the centers provide technical assistance, training and financial counseling to Ohio's entrepreneurs, minority and small business owners. SBDC offices are strategically located across the state with no Ohioan living more than 55 miles from a SBDC location. Through partnerships with college and universities, economic development agencies, chambers of commerce, and other community organizations, the statewide network continues to grow Ohio's small business community.

- Ohio Small Business Development Centers (SBDC) Federal FY 2020 (ending Sept. 30) continued to increase support for women-owned businesses in Ohio:
 - In FFY 2020, the Ohio SBDC provided advising and training to 5,936 women-owned businesses and female entrepreneurs. This is an increase of 1,055 over the prior year.
 - For the second straight year and only the second time in the Ohio SBDC's 35-year history, the majority of Ohio SBDC clients in 2020 were women – 51.5 percent of total clients served.
 - 42 percent of the Ohio SBDC's women-owned business clients identify as belonging to a minority group. Minority women continue to be one of Ohio SBDC's fastest-growing client segments.
 - 153 of Ohio SBDC's women-owned business clients were also veterans.
 - The support provided to women-owned businesses resulted in 271 business starts, 1,032 jobs created, 3,154 jobs retained, and a \$44.8 million increase in sales.

2020 MINORITY BUSINESS IMPACT



34.1%
OF CLIENTS WERE MINORITY-OWNED
SMALL BUSINESSES OR ENTREPRENEURS

59.2%
OF MINORITY CLIENTS ARE WOMEN

207
VETERAN-OWNED BUSINESS CLIENTS

3,939
MINORITY CLIENTS
SERVED

210
BUSINESS
STARTS

\$25.6
MILLION CAPITAL
INFUSION

13,616
ADVISING HOURS

678
JOBS
CREATED

\$17.8
MILLION SALES
INCREASE

934
JOBS RETAINED

Ohio SBDC Year in Review: Rural and Appalachian Outreach and Impact

The Ohio SBDC also continued to provide services to underserved, rural, and disadvantaged communities during the 2020 program year. Six Ohio SBDCs are located in Appalachia, seven centers are in counties with a rural designation greater than 40 percent, and nine centers have service territories that cover Appalachian counties. Ohio SBDC also added two permanent positions to serve Appalachia, a general business consultant and Export Assistance director. In 2020, Ohio SBDC provided services to small businesses in every Appalachian-designated Ohio county.

In FFY2020 Ohio SBDC provided training and advising services to 1,933 businesses in Appalachian-designated counties, an increase of 10.5% over 2019.

2020 SBDC WOMEN-OWNED BUSINESS IMPACT



24,913
COUNSELING HOURS

\$68.6
MILLION CAPITAL
INFUSION

271 52% OF TOTAL SBDC
BUSINESS STARTS
BUSINESS STARTS

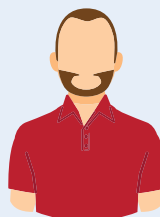
\$44.8
MILLION SALES
INCREASE

1,032
JOBS CREATED

\$3.6
MILLION EXPORT
SALES
GROWTH

3,154
JOBS RETAINED

2020 SBDC APPALACHIAN IMPACT



THE MAJORITY OF NEW CLIENTS IN
THE REGION WERE EXISTING BUSINESSES

50.1% REPRESENTS AN 8.4%
INCREASE IN THE PAST FIVE YEARS
OF CLIENTS WERE WOMEN

143
CLIENTS WERE VETERAN-OWNED
SMALL BUSINESSES

14,999
COUNSELING HOURS

\$70.5
MILLION CAPITAL
INFUSION

718
JOBS CREATED

\$43.8
MILLION SALES
INCREASE

2,649
JOBS RETAINED

\$7.5
MILLION EXPORT
SALES
GROWTH

Procurement Technical Assistance Centers (PTAC)

Procurement Technical Assistance Centers (PTAC), part of a nationwide network of assistance centers, help Ohio businesses compete for federal, state and local government contracts. These centers match local businesses with contract opportunities, help clients prepare bids, navigate requirements and assist clients after winning contracts at little to no-cost to businesses

Minority Owned	2018	2019	2020
Clients Counseled	380	376	562
Contract Awards	\$234,231,077	\$320,417,290	\$136,970,192

Women Owned	2018	2019	2020
Clients Counseled	385	374	598
Contract Awards	\$197,472,388	\$262,157,767	\$201,608,855

Service Disabled Veteran Owned	2018	2019	2020
Clients Counseled	152	136	156
Contract Awards	\$221,691,056	\$297,891,793	\$188,591,509

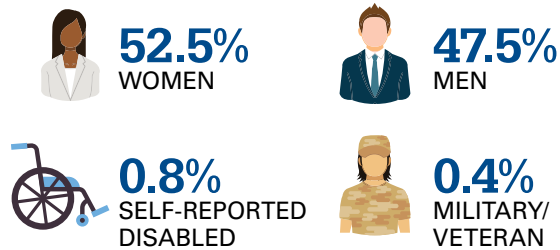
Veteran Owned	2018	2019	2020
Clients Counseled	275	244	335
Contract Awards	\$320,417,290	\$366,570,737	\$207,707,933

G. OUR TEAMS WORKFORCE PROFILE

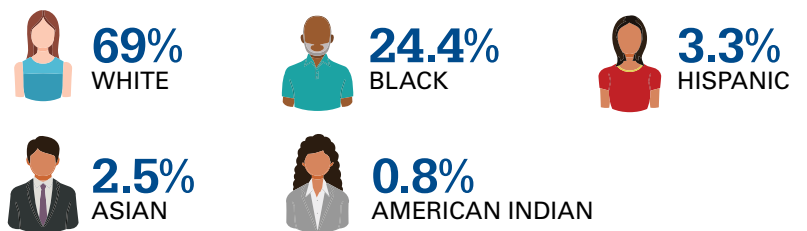
Development does not employ any Protective Service Workers, Skilled Craft, or Service/Maintenance employees. Development's workforce is comprised of the following:

242 EMPLOYEES

SNAPSHOT



BY RACE



Workforce Data by Job Category, Race, & Gender

EEO-4 Category	White		Black		Hispanic		American Indian		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Officials	20	35	6	6	1	1	0	0	1	1
	28.2%	49.3%	8.5%	8.5%	1.4%	1.4%	0%	0%	1.4%	1.4%
Professionals	46	43	22	8	3	3	0	1	2	2
	35.4%	33.1%	16.9%	6.2%	2.3%	2.3%	0%	.8%	1.5%	1.5%
Technicians	1	2	0	0	0	0	0	1	0	0
	25%	50%	0%	0%	0%	0%	0%	25%	0%	0%
Paraprofessionals	2	3	0	1	0	0	0	0	0	0
	33.3%	50%	0%	16.7%	0%	0%	0%	0%	0%	0%
Administrative Support	10	5	13	3	0	0	0	0	0	0
	32.3%	16.1%	41.9%	9.7%	0%	0%	0%	0%	0%	0%



Utilization Analysis

Development, as a whole, has successfully reached out to source and hire diverse candidates throughout the agency.

At the beginning of 2020, in the Officials/Administrators category, the central Ohio region would anticipate fewer than 15% minorities in this category. Development is proud to reflect that it doubled the expected level of minorities in this category, with the total of 30.80%.

Similarly, the largest group of employees in the agency are categorized as Professionals. For the central Ohio region, one would expect only 17% minorities in these roles, whereas Development employs 31.4% minorities in these roles.

The Administrative Support category is expected to have less than 19% minority, whereas Development employs more than twice that rate, with a total of 39.2%.

Section 3 Goal Statements



A. OUR PEOPLE

Some of Ohio's greatest assets are the more than 50,000 state employees who are charged with carrying out the mission of each organization within the state enterprise. Valuing, respecting, and including all their dimensions of diversity assists in the delivery of mission focused service to all Ohioans. The State of Ohio is committed to becoming a model employer that values diversity, equity, inclusion, and accessibility.

As a result, we make the following Commitments to ensure we continue to improve our internal equity through meaningful opportunity, access, and inclusion for all our people.

Recruitment Commitment

Build a workforce that is representative of the communities we serve.

Development must represent and value the diversity found within our state's potential workforce to promote equity and eliminate institutional bias. To create this diverse workforce, we are committed to the following recruitment efforts:

- **Racial, Ethnic, and Gender Inclusion & Equality:** To create, implement, and measure an Affirmative Action Strategy designed to identify and correct past systemic disparity of equal access and opportunity in State employment for ethnic and racial minorities and women in agency employment.
- **Disability Inclusion & Equality:** To create, implement, and measure a Disability Inclusion Workforce Strategy designed to encourage and engage individuals with disabilities in competitive integrated employment, including having access and opportunity within agency employment.

Retention Commitments

Retain a workforce whose diversity is included to drive systematic change.

Development must represent and value our employee's many dimensions of diversity to promote equity and eliminate institutional bias. To maintain this diverse workforce, we are committed to the following retention efforts:

- **Racial, Ethnic, and Gender Equality:** To create, implement, and measure Affirmative Action Strategy designed to identify and correct past systemic disparity of equal opportunity and advancement in agency employment for ethnic and racial minorities and women.
- **Disability Inclusion and Equality:** To create, implement, and measure Disability Inclusion Workforce Strategy designed to encourage and engage individuals with disabilities in competitive integrated employment, including having opportunity and advancement within agency employment.

Invest in our workforce to promote principles of diversity, equity, inclusion, and accessibility.

Development must provide opportunity for employees and leadership to learn and engage in topics of diversity, equity, and inclusion to promote equity and eliminate institutional bias. To make this investment in our employees and leadership, we are committed to the following professional development retention efforts:

- **Education & Professional Development:** To create, implement, and measure a DEI Education Plan designed to educate and encourage employees and supervisors to engage in their own personal exploration of diversity, equity, and inclusion topics to strengthen work-culture and to promote culturally component public service.
- **Leadership Development:** To create, implement, and measure a DEI Leadership Education Plan designed to educate supervisors, managers, and leaders on diversity, equity, and inclusion topics to maintain legal compliance, promote and maintain inclusive work-culture, identify and remove institutional barriers, promote culturally competent public service, and an appreciation of systemic bias in government service.



Engagement Commitment

Engage our workforce to encourage strategic inclusion of employee diversity into practice, policy, programs, and services.

Development must provide meaningful opportunity for employees to share their diversity with leadership to improve agency practice, policy, programs, and services. To create this opportunity, we are committed to the following engagement efforts:

- Engagement Strategy: To create, implement, and measure a DEI Engagement Strategy designed to promote opportunity for employees to strategically share their diversity to strengthen work-culture, assist in implementation of DEI Planning efforts, assist in workforce education, and/or share ideas with leadership on diversity, equity, and inclusion topics designed to promote culturally component public service.

B. OUR POLICY

The work of Ohio government is implemented through its internal and external policy, practice, and process. Achieving systemic change and better service to all of Ohio will require identifying and removing hidden barriers and oppressive impacts, correcting institutional bias, and working toward equitable and holistic systemic transformation.

As a result, we make the following Commitments to ensure we continue to improve our internal and external equity by examining our policy, practice, and process to identify, correct, and remove institutional and systemic barriers, bias, and oppression.

Equitable & Inclusion Policy Commitments

Maintain a zero-tolerance approach to discrimination and explicit bias in all agency policy, practice, and processes.

Development must uphold the values of respect and inclusion in its practices and strengthen internal processes to seek out and eliminate explicit bias and discrimination. To ensure explicit bias is eliminated, we are committed to the following efforts:

- **Equal Employment Opportunity and Anti-Discrimination Policy:** To maintain, monitor, and train on agency policy and practice on Equal Employment Opportunity and Anti-Discrimination and to promptly identify, investigate, and correct violations, as required by Ohio Administrative Code and State EEO Policy and Directives.
- **Disability Inclusion and ADA Law:** To maintain, monitor, and train on agency policy and practice on the American's with Disabilities Act, including a process to request reasonable accommodations, and to promptly identify and correct violations, as required by State Policy and Directives.
- **Human Resource Policy:** To create, maintain, monitor, and train on agency policies and practice that promote the values of respect and inclusion in its practices and strengthen internal processes to seek out and eliminate explicit bias and discrimination.

Elimination of Institutional Bias Commitments

Seek out and eliminate implicit and institutional bias and barriers in agency policy, practice, and processes that may prohibit opportunity and access.

Development must uphold the values of respect and inclusion in its practices and strengthen internal and external processes to seek out and eliminate implicit and institutional bias and barriers. To ensure institutional bias is eliminated, we are committed to the following efforts:

- **Equity Review of Internal Diversity Programs & Policy:** To create, implement, and measure an Equity Review Strategy designed to evaluate EEO Policy (including investigations), ADA Title I Policy (including reasonable accommodations), Affirmative Action Plans, and Disability Inclusion Plan outcomes for disparate trends, determining if implicit and/or institutional bias is a contributing factor to the outcome, and design corrective measures to eliminate the bias.
- **Equity Review of External Diversity Programs & Policy:** To create, implement, and measure an Equity Review Strategy designed to evaluate ADA Title II Policy (including reasonable accommodations) and Disability Inclusion Plan outcomes for disparate trends, determining if implicit and/or institutional bias is a contributing factor to the outcome, and design corrective measures to eliminate the bias.

Cross-Collaboration in Policy to Eliminate Systemic Bias Commitment

Work within each government system in which Development is a member to jointly seek out and eliminate systemic bias and barriers in system policy, practices, and processes that may prohibit opportunity and access.

Development must work in collaboration with other state agencies to execute both how government serves and how identify and eliminate systemic bias and barriers. To ensure systemic bias is eliminated, we are committed to the following efforts:

- **Collaboration in Systemic Review:** To create, implement, and measure a Systemic Review Strategy with sister agencies designed to evaluate government systems to determine if the policy, practice, or process of the system are creating disparate outcomes in service delivery, and design corrective measures to eliminate the bias.

C. OUR PUBLIC SERVICE

An important purpose of Ohio government is to provide for the general welfare of Ohio’s people. Eliminating bias and inequities is how we interact, engage, and assist our diverse populations of Ohioans achieve more equitable, accessible, and culturally competent public service.

As a result, we make the following Commitments to ensure we continue to improve our external equity by examining our public service models to remove barriers and deliver more accessible and culturally competent service, ultimately removing systemic barriers in how State government provides for the general welfare of all Ohioans.

Accessible Service Delivery Commitments

Ensure agency locations, programs, and services are accessible to all Ohioans.

Development must ensure all programs and service are accessible both technically and physically to all Ohioans. To ensure no accessibility barriers exist, we are committed to the following efforts:

- **Accessibility ADA Review of Buildings and Public Spaces:** To create, implement, and measure an Accessibility Review Strategy designed to evaluate agency buildings and public spaces under ADA Title II Policy (including public accessibility) for accessibility, and design corrective measures to eliminate found barriers.
- **Accessibility ADA Review of Cyber Spaces:** To create, implement, and measure a Cyber Accessibility Review Strategy designed to evaluate agency cyber spaces under ADA Title II Policy for accessibility, and design corrective measures to eliminate found barriers.

Equitable Public Contracting Commitments

Promote the economic prosperity of businesses through equitable public contracting.

Development, as a procurer of goods and services, must correct past systemic oppression and eliminate bias and barriers for small and disadvantaged businesses, promoting economic prosperity for all Ohio businesses and communities. To ensure equitable public contracting, we are committed to the following efforts:

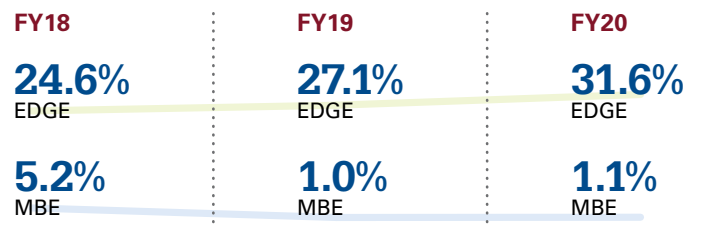
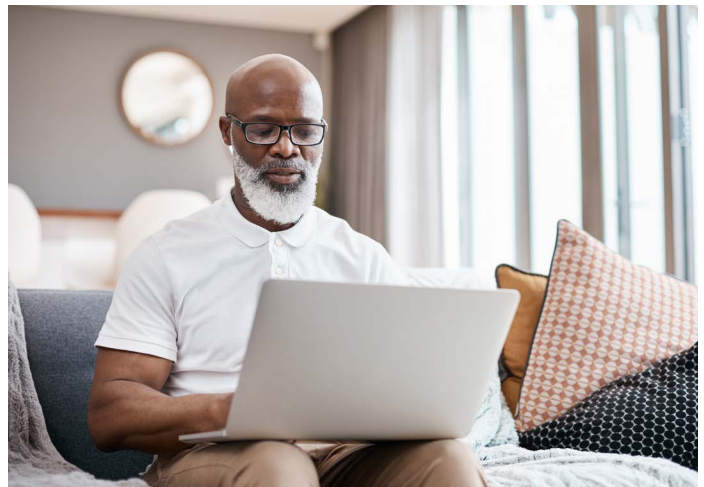
- **Minority Business Enterprise:** To create, implement, and measure Procurement Strategy designed to promote equal opportunity for businesses that qualify as Minority Business Enterprise (MBE) by meeting the procurement requirements as defined under Ohio Administrative Code.
- **EDGE Businesses:** To create, implement, and measure Procurement Strategy designed to promote equal opportunity for businesses that qualify as Encouraging Diversity, Growth, and Equity (EDGE) businesses by meeting the procurement requirements as defined under Ohio Administrative Code.

Culturally Competent Service Delivery Commitments

Utilize culturally competent practices and standards in service delivery to ensure equity and positive public service experiences.

Development must provide its public service using methods that promote cultural connection, understanding, and respect to all Ohioans it serves. To ensure we are providing culturally competent public service, we are committed to the following efforts:

- **Service Delivery Cultural Competency Review:** To create, implement, and measure a Review Strategy to evaluate agency programs and services based on the variety of cultures (ethnic, regional, religious, generational, etc.) found in Ohio to determine if barriers exist within the service delivery model, and design corrective measures to eliminate the bias.





Cross-Collaboration to Eliminate Systemic Bias in Service Delivery Commitments

Jointly work with each agency within the government system to seek out and eliminate systemic bias and barriers in system service delivery that may attribute to inequitable public service.

- Development must work in collaboration with other state agencies to execute both how government serves and how to identify and eliminate systemic bias and barriers. To ensure systemic bias is eliminated, we are committed to the following efforts:
- Collaboration in Systemic Review: To create, implement, and measure a Systemic Review Strategy with sister agencies designed to evaluate the government system aligned to our agency mission to determine if the policy, practice, or process of the system are creating disparate outcomes in service delivery, and design corrective measures to eliminate the bias.

Inclusion Innovation in Public Service Commitments

We will strategically utilize our employees' diversity, incorporating it strategically and directly to identify and overcome barriers that produce inequitable outcomes in our public service.

Development must work to strategically incorporate and include employee diversity to produce more equitable, accessible, and culturally competent public service, eliminate institutional and systemic bias and barriers, and better provide for the general welfare of Ohio. To ensure we are an advanced DEI organization, we are committed to the following efforts:

- Advanced Engagement in Public Service: To create, implement, and measure an Advanced Engagement Strategy designed to promote opportunity for employees to directly, meaningfully, and impactfully utilize their diversity to improve the ability of the agency to serve all of Ohio.