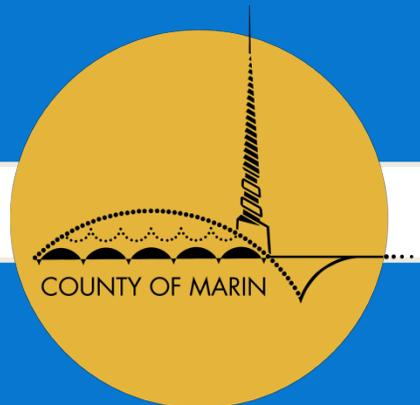


COUNTY OF MARIN  
RACIAL EQUITY  
ACTION PLAN 2017



# COUNTY OF MARIN RACIAL EQUITY ACTION PLAN 2017

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## ACKNOWLEDGMENTS

We are grateful to our employees at all levels of the organization who contributed their ideas and energy to this plan and are committed to advance racial equity in Marin County. We are also thankful to be a member of Government Alliance on Race and Equity (GARE), which has provided us the framework to start and tools to implement this plan. We would like to offer a special thank you to the 2016 GARE cohort members who drafted this plan.

### Administrator's Office

- Angela Nicholson
- Jacalyn Mah

### Board of Supervisors

- David Escobar (retired)
- Steve Kinsey (retired)

### Community Development Agency

- Liz Darby

### Health and Human Services

- Cesar Lagleva
- Cio Hernandez
- Matthew Willis

### Human Resources

- Chantel Walker
- Roger Crawford

### Marin County Free Library

- Bonny White

### Marin County Parks

- Kevin Wright

# COUNTY OF MARIN RACIAL EQUITY ACTION PLAN 2017

## Goal 1. Marin County staff understands and is committed to achieving racial equity.

Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure
25 partnerships with leaders of community based organizations, cities and towns in Marin County	<p><b>A. Marin County employees understand, are committed to, and have the infrastructure needed to advance racial equity.</b></p> <p>1) <b>Racial Equity Team</b> – Marin County will develop a racial equity team consisting of Government Alliance on Race and Equity (GARE) 2016 and 2017 Cohorts, supported by leadership and with leadership representation, which is responsible for oversight and implementation of an organization-wide Racial Equity Action Plan.</p> <p>2) <b>Infrastructure to advance racial equity</b> – The Racial Equity Team will support changes within County policies and procedures to use as building blocks in creating greater County-wide department initiatives in achieving racial equity. These changes will include:</p> <ul style="list-style-type: none"> <li>2A) Create an internal racial equity vision statement</li> <li>2B) Incorporate race equity initiatives into Department Performance Plans</li> <li>2B) Continue and expand racial equity work in 5 Pilot departments</li> <li>2C) Create and encourage voluntary learning opportunities through affinity groups: DREAM – Dare to Dream Lunch &amp; Learn</li> </ul>	<p>April 2017</p> <p>Dec. 2017</p>	<p>County Administrator’s Office, GARE 2016 and 2017 Cohorts</p> <p>County Administrator’s Office (2), GARE 2016 &amp; 2017 Cohorts (2A-B), Department Heads (2A)</p>	<p>Racial Equity Action Plan adopted</p> <p>Community partnership list developed</p> <p>% of surveyed employees who are aware of and understand the County’s equity initiatives</p> <p># of departments that include an equity initiative in their performance plan</p> <p># of meetings where equity initiatives are presented to Department employees</p> <p>Equity pilots are detailed and celebrated on the Equity MINE page, supporting additional departments to work on the implementation of the racial equity plan</p> <p>% of employees attending affinity group voluntary learning events</p>

# COUNTY OF MARIN RACIAL EQUITY ACTION PLAN 2017

## Goal 1. Marin County staff understands and is committed to achieving racial equity.

Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure
80% of external partners participating in Pilots agree that trainings meet equity goals	<p><b>3) Racial Equity Training</b> – Provide introductory training on racial equity and inclusion, followed by ongoing dialogue for all staff and key decision makers (elected officials and management). Training concepts should include: social construction of race, the history of race in government race, implicit and explicit bias, and institutional and structural racism. Additional topic-specific training will include: using the Racial Equity Tool, inclusive outreach and public engagement, and communicating about race.</p> <p>3A) Incorporate into existing training:            3A1) Equal Employment Opportunity            3A2) Rights and Responsibilities            3A3) Management Academy            3A4) Leadership Academy</p> <p>3B) Include new Marin County training:            3B1) Cultural Intelligence/Competency            3B2) Structural Racism (by GARE 2016 Cohort)            3B3) Racial Equity Tool            3B4) Anti-bias            3B5) How to participate in hiring panel            3B6) Process-based decision making</p>	Dec. 2017	Human Resources (3), GARE 2016 Cohort (3B2)	<p>Racial equity incorporated in the existing training listed in 3A) and 3B)</p> <p>60% of employees have attended cultural intelligence/competency and structural racism trainings; 100% by 4/18</p> <p>2016 GARE cohort members deliver structural racism training and provide equity support throughout organization</p> <p>100% of hiring managers have attended anti-bias training</p> <p>A County employee is identified to manage and grow equity work for County departments and beyond</p>

# COUNTY OF MARIN RACIAL EQUITY ACTION PLAN 2017

## Goal 1. Marin County staff understands and is committed to achieving racial equity.

Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure
<p>At least 5 external contributors are involved in racial equity tool implementation in pilot departments.</p>	<p><b>4) Use of a Racial Equity Tool with policies or programs</b>                      Each department uses a Racial Equity Tool in a select policy or program.</p> <p>4A) Assign staff to oversee the implementation of a racial equity tool in every department as an important part of MFR redesign</p> <p>4B) Incorporate into department strategic planning starting with pilots in Health and Human Services and Cultural Services</p> <p>4C) Make shifts in programs and policies to address equity:                      4C1) Community development and health policies                      4C2) Document what we're doing differently and what is making an impact                      4C3) Evaluate shifts in spending related to equity initiatives</p>	<p>June 2017</p> <p>Dec. 2017</p> <p>Ongoing</p>	<p>County Administrator's Office (4), GARE 2016 &amp; 2017 Cohorts (4B)</p> <p>Cultural Services and Health and Human Services</p>	<p>Year 1: 5 departments use a racial equity tool by Dec. 2017</p> <p>Year 2: 50% (11) departments use a racial equity tool by Dec. 2018</p>

# COUNTY OF MARIN RACIAL EQUITY ACTION PLAN 2017

## Goal 2. Marin County is an effective and inclusive government that engages community.

Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure
<p>80% of surveyed respondents believe the County of Marin values community participation and engagement</p> <p>80% of surveyed respondents understand that the County is working to foster a more equitable community</p>	<p><b>A. County of Marin employees have outreach and engagement skills and competencies to advance racially inclusive outreach and engagement.</b></p> <p>1) <b>Work with other institutions and advocacy groups to identify, align, and implement strategies for advancing racial equity</b> – Strengthen community partnerships with First 5 Commission, Community Action Marin, Marin Community Foundation, Marin Promise, Youth Leadership Institute, Bay Area Regional Health Inequities Initiative, and other groups identified throughout the process. Through partnerships,</p> <p>1A) Create a “State of Equity” map for the County</p> <p>1B) Create an equity resource list for internal and external audiences</p> <p>1C) Create shared calendar for equity related events</p> <p>1D) Learn the racial history of Marin to incorporate research into training and advocate for the need for racial equity measures in the County</p> <p>1E) Partner with Marin Community Foundation on next issue of “Portrait of Marin”</p> <p>1F) Participate in Community Partner Equity initiatives &amp; is the convener when appropriate</p> <p>1G) Create training for hiring panels that includes internal employees and external community members</p>	<p>2018-2019</p> <p>Details determined by 2<sup>nd</sup> GARE cohort</p>	<p>County Administrator’s Office (1), GARE 1.0 &amp; 2.0 (1-4A)</p> <p>Health and Human Services, Community Development Agency, Marin County Parks</p>	<p>State of Equity Map created</p> <p>Equity Resource List created and updated yearly</p> <p>Equity information is collected and shared on the equity intranet site</p> <p># of employees attending structural racism training</p> <p>Create shared calendar for equity events</p> <p># of equity initiatives led by community partners that County departments are engaged in</p>

# COUNTY OF MARIN RACIAL EQUITY ACTION PLAN 2017

## Goal 2. Marin County is an effective and inclusive government that engages community.

Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure
	<p>2) <b>Create and implement an inclusive policy on race/ethnicity data</b> – Create and implement a policy on how to collect data on the race/ethnicity of clients and customers, which provides for racial/ethnic categories that reflect Marin County and allows people to self-identify and choose more than one category or “Other” in the data collection process.</p>	Dec. 2017	<p>Human Resources  Equal Employment Director, Human Resources</p>	<p>Other or “more than one” appears as an option on every Marin county survey  Socrata is used to display equity data in the County</p>

# COUNTY OF MARIN RACIAL EQUITY ACTION PLAN 2017

## Goal 3. Marin County is an equitable employer and the workforce demographics reflect the demographics of the community we serve across the breadth and depth of positions in the County.

Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure
Racial/ethnic composition of the County workforce reflects that of Marin County	<p>1) <b>Strengthen personnel policy and practices</b> – 5 Year Business Plan Subject Matter Experts (SMEs) review policies to:</p> <p>1A) Identify and develop career tracks</p> <p>1B) Ensure that there is diversity on hiring panels</p> <p>1C) Support hiring managers to engage in diverse hiring</p> <p>1D) Ensure there are no artificial barriers in minimum qualifications</p> <p>1E) Promote diversity in assistant department head and department head hiring</p> <p>1F) Develop a robust internship program</p> <p>1G) Support inclusion of all County employees</p>	Dec. 2017	Human Resources and 5 Year Business Plan SMEs	<p>Demographics of County’s workforce change to better reflect the demographics of the community across positions</p> <p>100% of managers trained on anti-bias and hiring</p> <p>Hiring policies are reviewed and updated to prevent bias in hiring</p>
	<p>2) <b>Clear racial equity expectations for managers</b> –</p> <p>2A) Conduct training on equitable hiring practices for all hiring managers and establish clear expectations and accountability for racially equitable work places. Managers should use best practices to minimize bias and incorporate equity throughout all phases of the hiring process.</p> <p>2B) Provide support to managers of color so that we are not just recruiting a diverse group of employees, but are insuring inclusion in the workplace.</p>	Dec. 2017	Human Resources and Hiring Mangers	<p>Increase in the number of people of color, including women of color, hired by the County</p> <p># of employees of color leaving the county decreases (excluding employees retiring)</p>