

Marin County Race Equity Action Plan

February 8, 2022



Land Acknowledgement

We would like to acknowledge that Marin County is situated on the traditional homelands of the Coast Miwok Peoples. We honor the Coast Miwok Peoples and the Indigenous caretakers of these lands and waters, the elders who lived here before, the Indigenous today, and the generations to come.





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Introduction & Context

I. Introduction and Context

Every member of the Marin County community deserves to thrive. Our county should be one where all can participate, prosper, and reach their full potential regardless of their race, gender, age, ability, sexual orientation, or zip code.

Marin is home to over 250,000 community members in the Northern Bay Area, just across the San Francisco Golden Gate Bridge. Marin is among the wealthiest and healthiest counties in the United States. Many residents of Marin earn the highest incomes across California, in which the median household income is \$115,246 and the per capita income is \$72,466.¹ According to the County Health Rankings & Roadmaps report released in 2021, Marin ranked No. 1 in health factors and health outcomes among California's 58 counties.² This was the 11th time in 12 years that Marin has been ranked No. 1.

However, not everyone in Marin is thriving, particularly people of color. There are deep-rooted pockets of poverty across the county, as many residents struggle with income inequality and housing affordability. In 2021, the Advancement Project released the latest Race Counts report which compiles statewide data on racial disparities across several indicators, including health, education, housing, and economic opportunity, to name a few. Marin ranked as the second most racially disparate county in California, which is a very modest improvement from 2017 in which Marin ranked No. 1 on this list. The rankings reflect long-standing racial disparities and reveal sharp divides among white communities and communities of color.

The COVID-19 pandemic magnified new and existing racial disparities and amplified the vulnerability of low-income communities of color in Marin. Furthermore, the murders of Breonna Taylor, George Floyd, and countless other victims of police violence sparked nationwide outrage and social unrest, re-invigorating conversations around equity and the broader

movement for racial justice. Taken together, these societal, economic, and political factors have spurred calls to action for governments to acknowledge and proactively dismantle systemic inequities and institutionalized racism.

HOW ARE WE INVESTING IN RACIAL EQUITY?

In June 2020, the nationwide call for racial equity was heard in the Board of Supervisors chambers, as hundreds of Marin County community members advocated for increased funding and prioritization of equity initiatives. Efforts to eliminate racial disparities remains as a top priority for the Board of Supervisors.

Based on community advocacy and leadership from the Board of Supervisors, about \$1.7 million from the Sheriff-Coroner's budget was allocated to augment funding for racial equity initiatives in the county. In addition to the \$1.7 million set-aside, the County has also allocated \$5 million from federal stimulus funds to support community-initiated equity projects and County department-initiated equity projects. This investment of resources reflects and reinforces the County's commitment to advancing racial equity across all its departments and services so that all Marin residents can thrive.

The County formed the Race Equity Planning Committee in 2020 with the goal of engaging community members in collaboratively developing recommendations to promote racial equity. Convened by the County Administrator's Office, the Committee was charged with revising the 2017 Racial Equity Action Plan and identifying community priorities for how the Board should spend the \$1.7 million that was reallocated from the Sheriff-Coroner budget in June 2020. Many of the initiatives laid out in the 2017 plan have been implemented, but there is much more to be done. The Committee worked together to



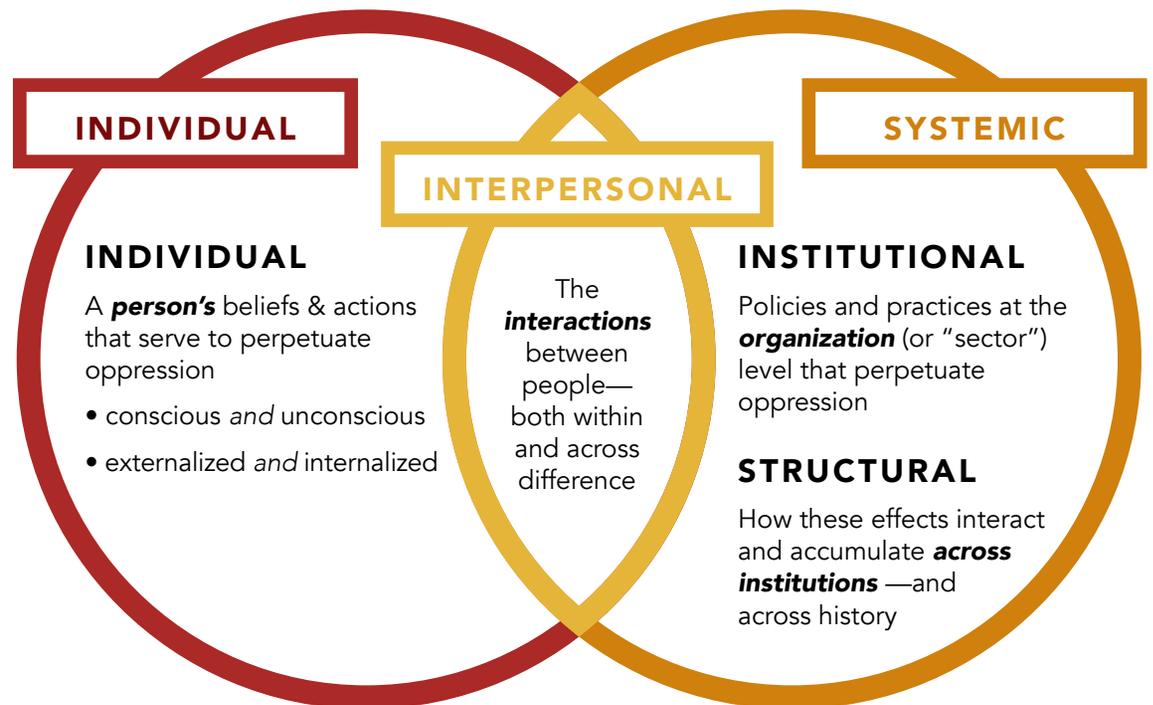
craft recommendations on necessary changes in light of urgent calls for civil rights, social justice, inclusivity, diversity, and equity within Marin County.

The Race Equity Planning Committee identified three critical focus areas—economic opportunity, housing, and mental health—as high-leverage opportunities to catalyze racial equity in Marin. **This Race Equity Action Plan (REAP) weaves together data and the lived experiences of Marin County community members into a set of focused goals and actions to redress racial disparities.**

*Not everything that is faced can be changed. But nothing can be changed **until it is faced.***

– JAMES BALDWIN

FIGURE 1: LENS OF SYSTEMIC OPPRESSION



Source: National Equity Project

WHY LEAD WITH RACE?

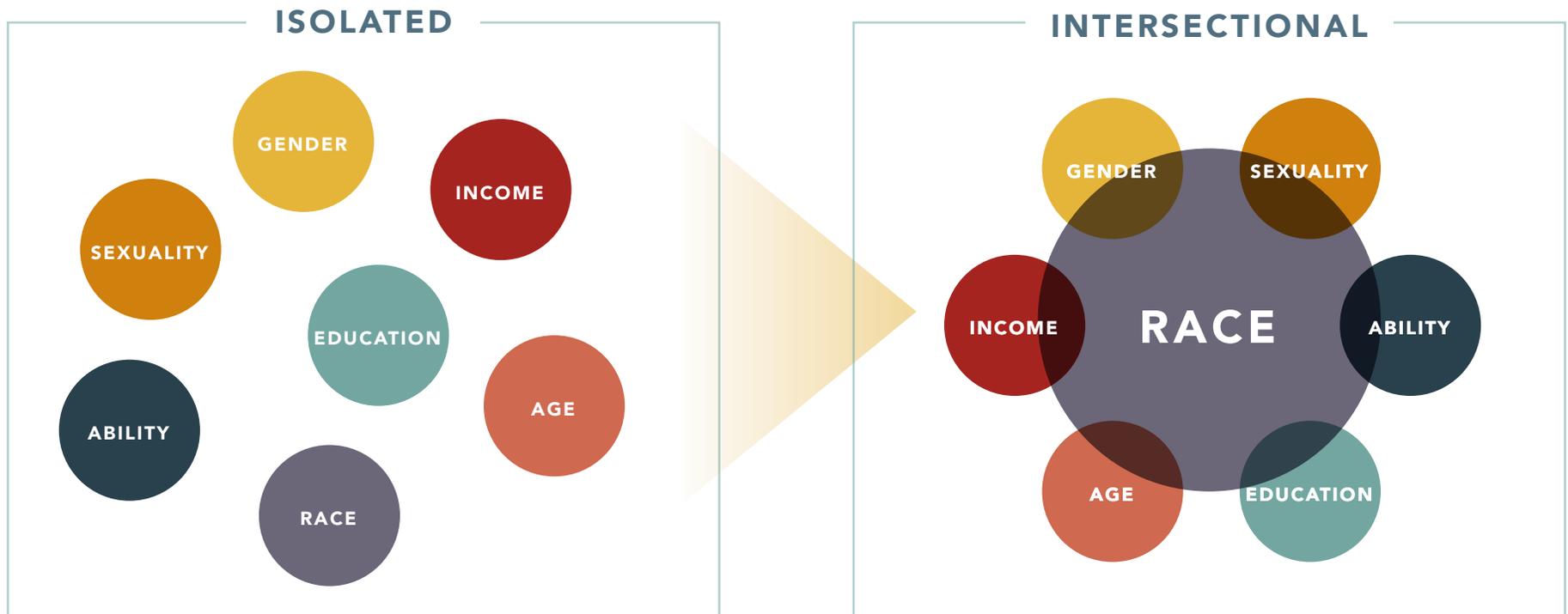
Disparities are greatest by race in Marin County. Across many indicators, including life expectancy, health, housing, wealth, graduation rates, and incarceration rates, people of color have disproportionate negative outcomes. In response, the County and the Race Equity Planning Committee are committed to leading with race explicitly — though not exclusively — because racial inequities persist in nearly every system across the county.

At the same time, many groups experience marginalization based on their age, gender, ability, citizenship, and sexual orientation, to name a few. As a result, many people may hold multiple oppressed identities

at once. This understanding requires us to explore the interconnected nature of oppression and “take a more intersectional approach, while always naming the role that race plays in people’s experiences and outcomes.”³

While we lead with racial equity in Marin County, we recognize that all forms of oppression are important to address, including ableism, sexism, transphobia, heterosexism, xenophobia, and many others. Centering race in an intersectional approach allows us to combine tools, frameworks, and strategies to address various types of systemic oppression, leading to equity for all.

FIGURE 2: ISOLATED AND INTERSECTIONAL APPROACHES TO EQUITY



Source: Multnomah County

LEADING WITH RACE

THE RATIONALE

According to the Government Alliance on Race and Equity, leading with race is important because:

- To have maximum impact, focus and specificity are necessary. Strategies to achieve racial equity differ from those to achieve equity in other areas. "One-size-fits all" strategies are rarely successful.
- A racial equity framework that is clear about the differences between individual, institutional, and structural racism, as well as the history and current reality of inequities, has applications for other marginalized groups.
- Race can be an issue that keeps other marginalized communities from effectively coming together. An approach that recognizes the interconnected ways in which marginalization takes place will help to achieve greater unity across communities.

It is critical to address all areas of marginalization, and an institutional approach is necessary across the board. As local and regional government deepens its ability to eliminate racial inequity, it will be better equipped to transform systems and institutions impacting other marginalized groups.

Source: Government Alliance on Race and Equity





Overview of Race Equity Planning Committee

In December 2020, the County of Marin recruited 20 community members to form the Race Equity Planning Committee (REPC or Committee) and serve as a central resource in guiding the revision of the County's 2017 Racial Equity Action Plan. This original Plan was primarily developed to support the County's internal equity work and did not include specific recommendations on advancing racial equity across Marin County communities.

II. Overview of Race Equity Planning Committee

Outreach for the Committee was conducted via news releases, social media, targeted engagement of community-based organizations, the Office of Equity website, and video promotion. All selected members completed an application that asked residents to respond to questions about their identity, geographical representation, and lived experiences. To capture diverse perspectives, the members selected to join the Committee were all residents of Marin County and represented diverse communities, including Black, Indigenous, and people of color; women; Lesbian, Gay, Bisexual, Trans*, Queer, Questioning, Intersex, Asexual (LGBTQQIA+) people; youth and young adults between the ages of 15 and 25; seniors

age 60 and older; residents facing chronic illness, mental health challenges, or disabilities; and individuals who are undocumented or under-documented. In addition, there was representation from various Marin geographical areas within the Committee members.

To ensure that the process was inclusive and accessible, the County provided stipends to Committee members to support their participation. In addition, multi-lingual interpretation and internet equipment were offered to Committee members to remove barriers to participation.



OUR PROCESS

In January 2021, the County launched the Race Equity Planning Committee. To support the Committee in developing the revised Race Equity Action Plan, the County sought the assistance of MIG, Inc., Berkeley-based consultants in strategic planning, organizational development, and collaborative process facilitation. Over a twelve-month period between January 2021 and February 2022, MIG facilitated twelve meetings of the Committee.

REPC members attended monthly REPC meetings and engaged in Work Groups to develop strategic goals and actions. Most meetings were conducted virtually using the Zoom video conferencing application. To help guide the process, the Committee voted to nominate three (3) REPC members to serve as Co-Leads. In this role, Co-Leads attended additional meetings with staff from MIG and the County to design agendas for upcoming REPC meetings and discuss next steps prior to bringing key updates and decision points to the full Committee.

In the first phase of engagement, the Committee focused on identifying racial equity assets, issues, and priorities for Marin communities. REPC members engaged in discussions about racial equity issues impacting residents of Marin and received presentations from experts in housing and homelessness, mental health, and economic opportunity. Building on the **Race Counts report**, the REPC also gathered and reviewed data on equity indicators across Marin County.

Next, the Committee selected the top three priority areas to focus on in the updated Race Equity Action Plan, including 1) Economic Opportunity; 2) Mental Health and 3) Housing. In the following months, Committee members focused their efforts on building a vision for racial equity in Marin County. This process began by having members draft their own individual vision statements (see page 29).

In the last three months of the process, the Committee was divided into three small Work Groups to develop and refine recommended goals and actions for each priority area. These recommendations are included in Section V of this document.

Systemic racism remains a persistent threat to equity, achievement, and our County government's goal of equality for all.

Without intentional focus, public policies continue to reflect or repeat this history, continuing a system of disparity.

– MATTHEW HYMEL COUNTY
ADMINISTRATOR



Snapshot of Marin County

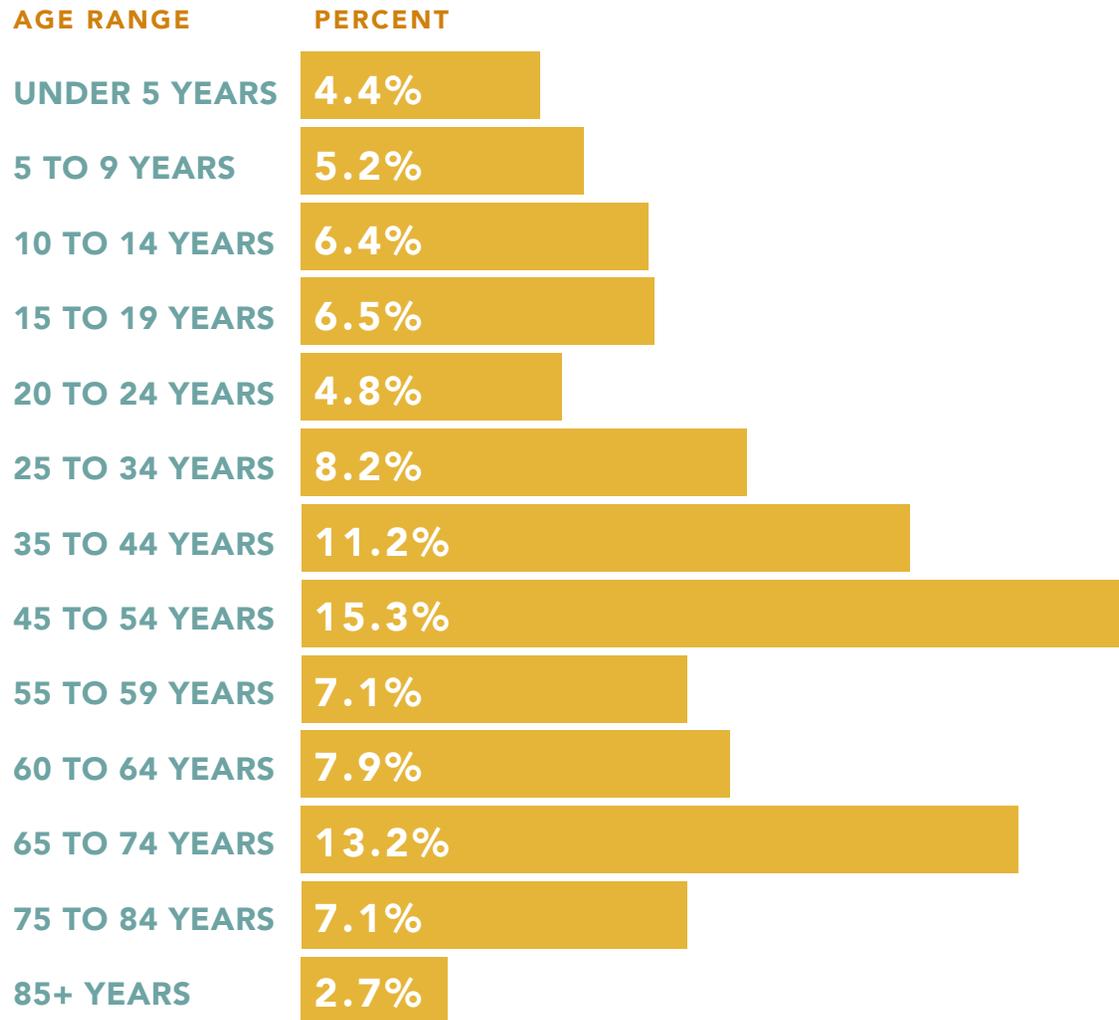
III. Snapshot of Marin County

Marin County is located in the northwestern part of the San Francisco Bay Area, on the north end of the Golden Gate Bridge. According to the 2020 United States Census, the county has a population of 262,321.⁴

About 53% of residents are aged 45 years or older, with a median age of 47.⁵ Twenty-two percent (22%) of the population is aged 19 years or younger. A large majority (71%) of Marin County residents identify as White (not Hispanic or Latino). About 16% of County residents identify as Hispanic or Latino, 7% as Asian, 4% as “two or more races”, 3% as Black or African American, 1% as American Indian and Alaska Native, and less than 1% as Native Hawaiian and Other Pacific Islander.⁶

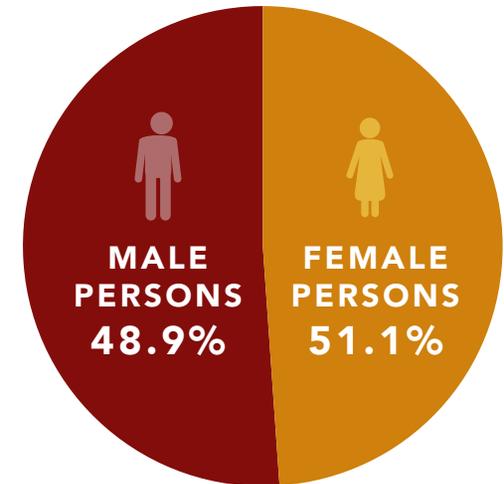


FIGURE 3: AGE OF MARIN COUNTY RESIDENTS



American Community Survey, Demographic and Housing Estimates, 1 Year Estimates (2019)

FIGURE 4: SEX OF MARIN COUNTY RESIDENTS

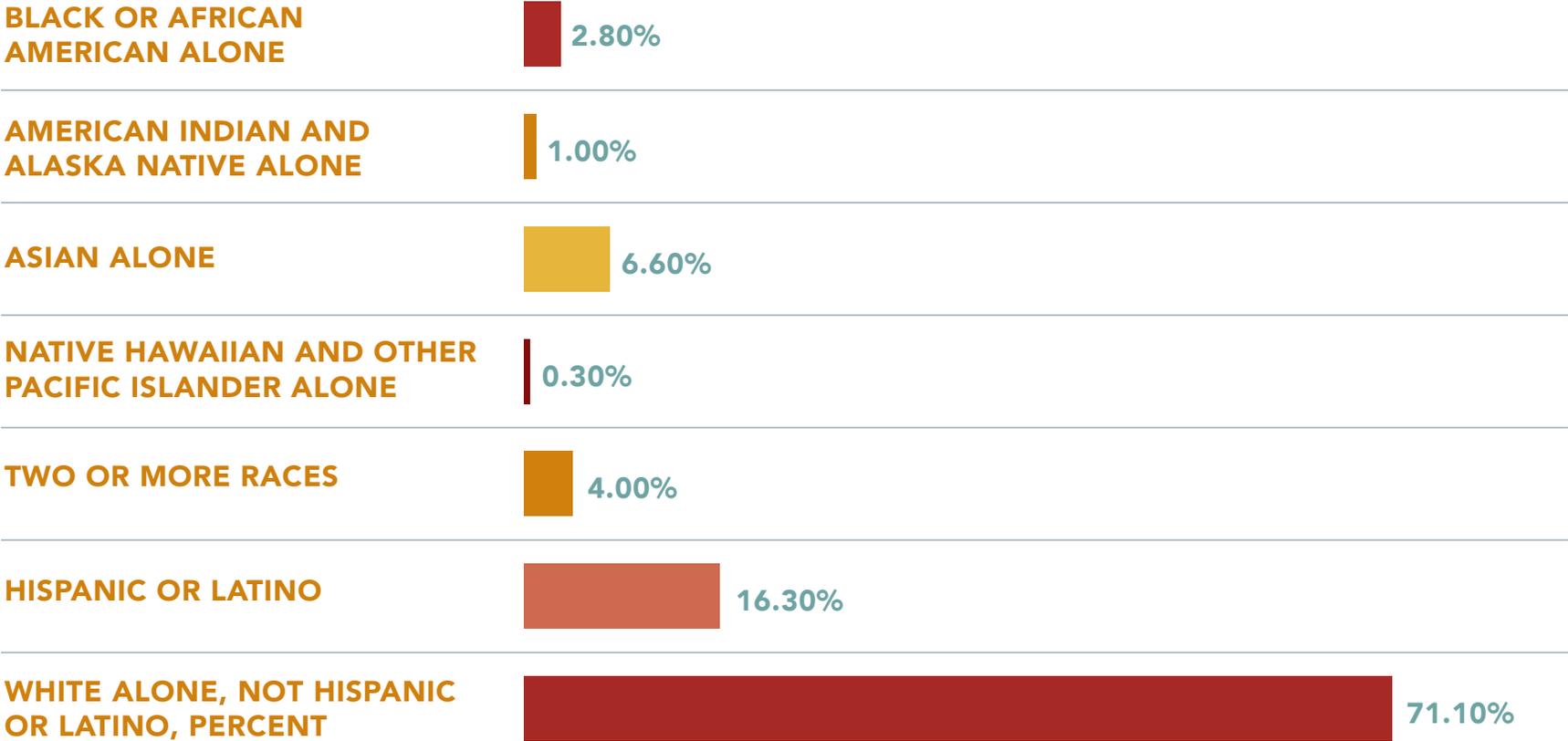


U.S. Census Bureau, Population Estimates (2021)

RACIAL EQUITY ASSETS AND ISSUES

During the fourth Race Equity Planning Committee meeting in April 2021, members discussed key racial equity assets and issues that exists in Marin County. The assets identified by the Committee are categorized below into themed clusters and include a range of topics from the people in Marin, to the institutions, and physical location, among other assets.

FIGURE 5: MARIN COUNTY POPULATION BY RACE



U.S. Census Bureau, 2021

What Racial Equity Assets Exist in Marin County?

<p>People</p>	<p>Our people! Our diversity can allow for more creativity, cultural awareness, and innovation.</p> <p>Affluence – there’s a plethora of leaders who live here and have businesses. There is a trickle-down component that can benefit the community.</p> <p>People are motivated to make changes.</p> <p>Huge level of wealth in Marin – what can we do to ensure that resources are carved out to address racial equity issues?</p> <p>People want to do the work.</p> <p>We have a window of opportunity to push people in the right direction.</p>
<p>Civic Infrastructure and Institutions</p>	<p>This committee (REPC) – we are a strength!</p> <p>Bilingual outreach workers within the Latino community.</p> <p>Within the education system, districts are adopting anti-racist curriculum and anti-hate statements, as well as implementing ethnic studies.</p> <p>Non-profits in Marin.</p>
<p>Location</p>	<p>Proximity to robust diverse communities in neighboring counties – we can learn and share their successes!</p> <p>If equity manifests in Marin County, it could extend to other places and neighboring communities.</p>
<p>History</p>	<p>Brown vs. the Board of Education was implemented in Marin by a mandate.</p>

REPC members also shared issues that are important to address when working to promote racial equity within the county. These issues included ensuring residents have access to services, meeting the needs of youth and seniors, and providing access to affordable health care, to name a few. Their input is organized below into themed clusters.

What Racial Equity Issues in Marin County Are Important to You?	
Housing	<p>Lack of affordable housing.</p> <p>Equitable opportunities for homeownership, especially for first-time home buyers.</p> <p>Homelessness across the county.</p> <p>A large majority of land that could be used for affordable housing is designated for agriculture or conservation.</p> <p>Resistance to developing housing.</p>
Employment	<p>Need for more job opportunities and pathways to well-paying jobs.</p> <p>Creation of universal basic income program.</p> <p>Role models and mentors – “I can’t be what I can’t see.”</p> <p>Biases towards business owners of color.</p> <p>Need for more childcare services; waiting lists are long.</p> <p>Some people are taken advantage of while seeking work because they are undocumented.</p>
Food Access	<p>Residents need more access to healthy, affordable, and accessible food options.</p> <p>Many food insecure households in Marin, especially during the pandemic.</p>

What Racial Equity Issues in Marin County Are Important to You?

<p>Health and Healthcare</p>	<p>Access to health care.</p> <p>COVID-19.</p> <p>Mental health issues exacerbated by the pandemic.</p> <p>Not enough bilingual case managers.</p> <p>Limited funding for in-home health services.</p> <p>Limited public transportation options to access healthcare -- we're asking people who live in an area like Marin City to go to Novato which is a 3-hour bus ride away to access healthcare services.</p> <p>Bias from medical professionals towards people of color.</p> <p>Substance abuse issues and treatment options.</p>
<p>Education</p>	<p>Need for bias trainings among students, teachers, and school leadership.</p> <p>Students have been greatly impacted by COVID.</p> <p>More schools are implementing Ethnic Studies curriculums.</p> <p>Difficulty recruiting and retaining educators of color in the County.</p>
<p>Services and Infrastructure</p>	<p>Not enough internet coverage and services.</p> <p>People don't have access to the services that they need.</p> <p>Commercial services: lack of Black beauty supply stores.</p> <p>No one should be unhoused, without food, or without access to health care in Marin County.</p>

What Racial Equity Issues in Marin County Are Important to You?

Youth and Seniors

Mental health issues which have been exacerbated by the pandemic and social isolation.

Need for workforce development and career pathways for youth.

Companies discontinuing 401Ks for retirement.

Substance abuse issues.

Need for more affordable programs or fun activities for teens to keep them connected to a community.

Wealth Building

Access to capital from banks, Community Financial Institutions, etc. – putting money back into our communities.

Passage of wealth and assets to future generations; interrupting cycles of generational poverty.

Reparations.

Student loan debt forgiveness.

Equitable distribution of County funds to low-income communities in need of more resources.

Reallocation of wealth and resources.

Prejudice and Discrimination

The county is unwelcoming – a culture shock for people who come from diverse areas.

Marin County does not encourage diverse people to come here. Most people of color who come here find it difficult to integrate.

Police bias.

Confronting the discomfort that people have addressing issues of race and inequities.

There's always going to be pushback because of historical inequities (e.g., redlining, segregation, etc.).

People in Marin, while they're motivated to discuss race and equity, their voting choices are not in alignment with their self-professed values.

What Racial Equity Issues in Marin County Are Important to You?

Additional Topics

Most people conducting outreach and engagement do not reflect the community; need for more outreach workers representing Black, Indigenous, and People of Color.

Community-building events (e.g., Marin City Jazz Festival).

Raids on undocumented/under-documented immigrants.

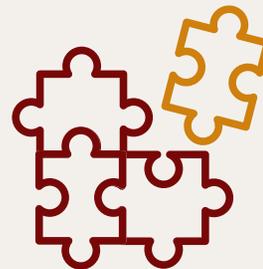
Data transparency.

Accountability and action to address racial inequities.

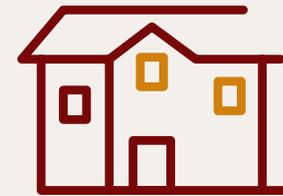
Based on this discussion of assets and issues, the Committee decided to focus on three priority areas to advance racial equity in Marin County, including:



Economic Opportunity



Mental Health

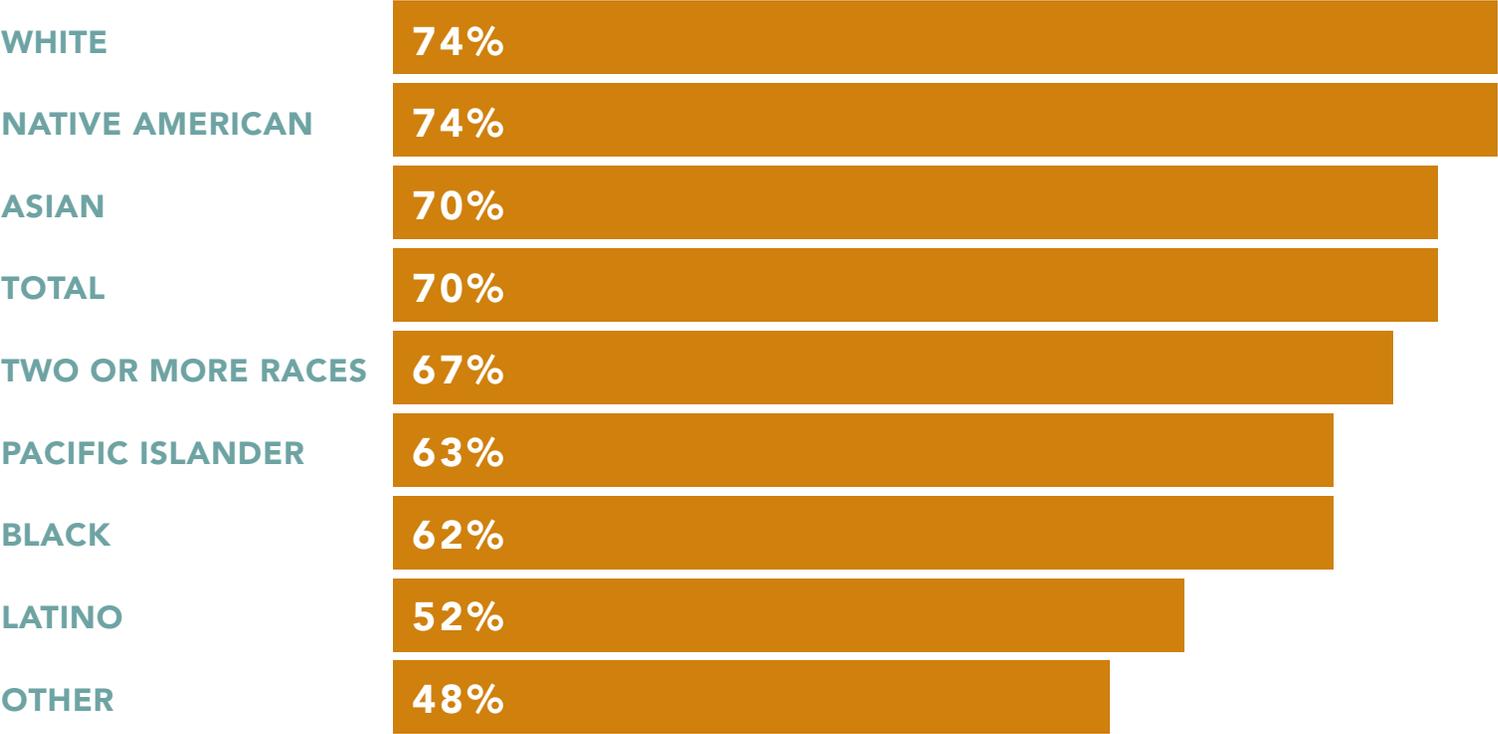


Housing

ECONOMIC OPPORTUNITY

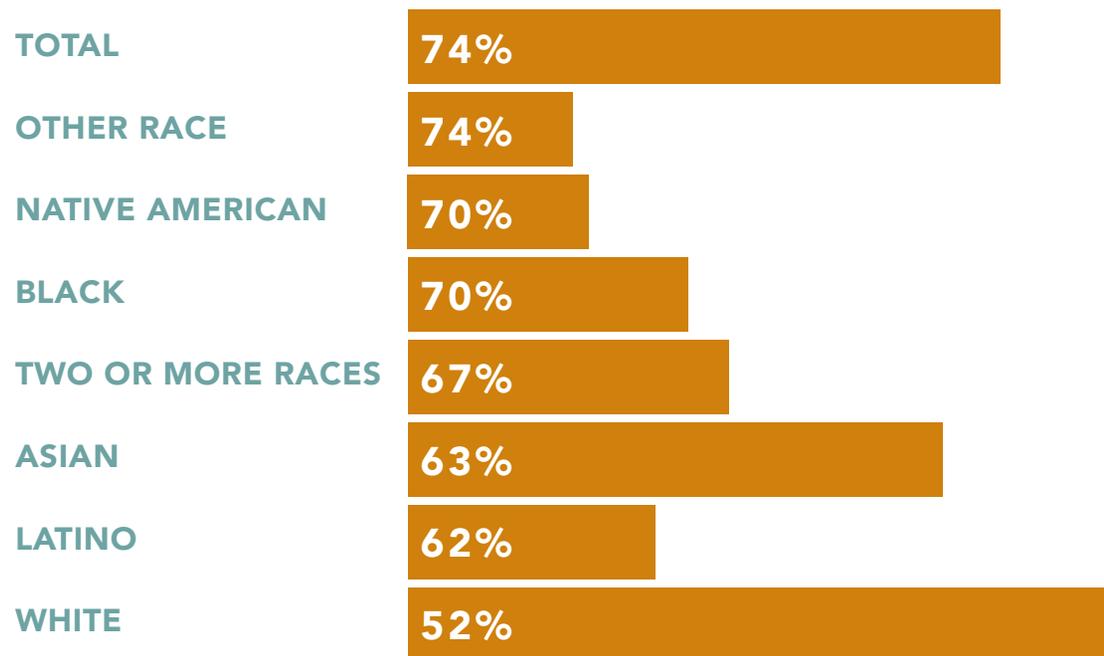
The median household income in Marin County is \$115,246 and the per capita income is \$72,466.⁷ However, recent studies indicate that income inequality is a major economic issue in Marin County, as it ranks 53rd out of 58 counties for this indicator.⁸

FIGURE 6: PEOPLE EARNING A LIVING WAGE BY RACE IN MARIN COUNTY



American Community Survey, 5-year Estimates (2015-2019)

FIGURE 7: PER CAPITA INCOME BY RACE IN MARIN COUNTY



American Community Survey, Demographic and Housing Estimates, 1 Year Estimates (2019)



MENTAL HEALTH

Mental health of youth and adults is a critical concern in communities across the country and here in Marin County. The authors of a recent report released by the American Planning Association assert that:

“Mental health issues, including mental illness and suicidal ideation, are increasing among youth and adults. Communities were facing mental health challenges pre-COVID-19, but pandemic-associated factors, such as lack of social interactions, increasing economic burdens, and rising mortality, have worsened mental health. The number of people suffering from moderate to severe symptoms of depression and anxiety remains higher than before COVID emerged.”⁹

Providing culturally relevant, accessible, and affordable mental health services and resources was identified as a priority by the Race Equity Planning Committee.

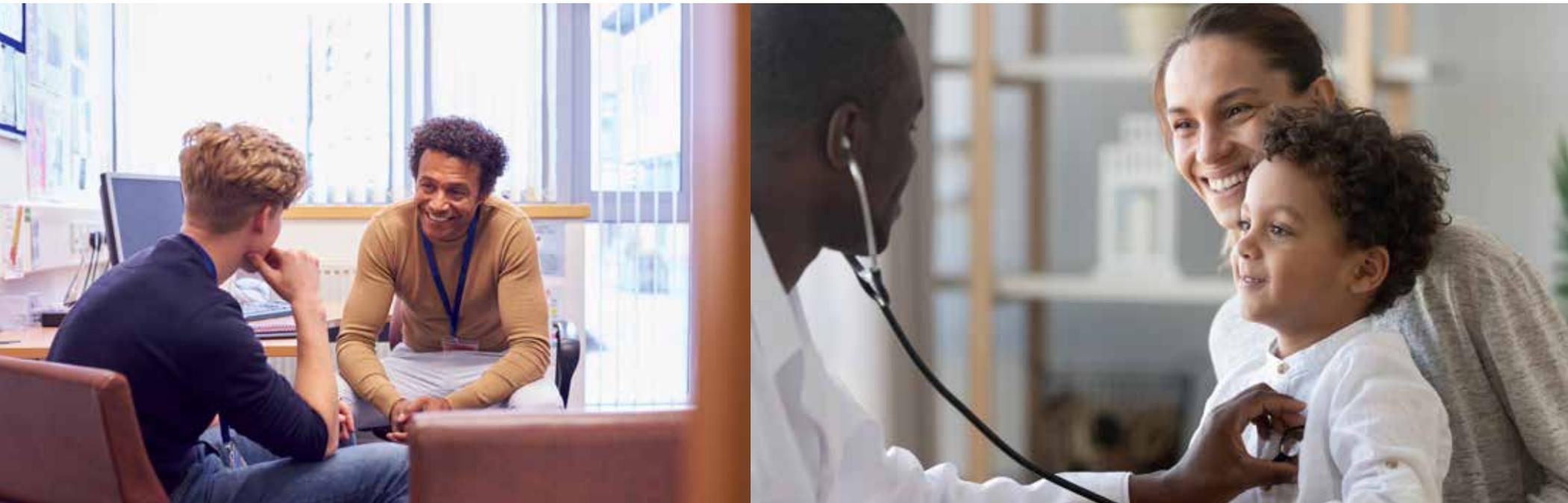
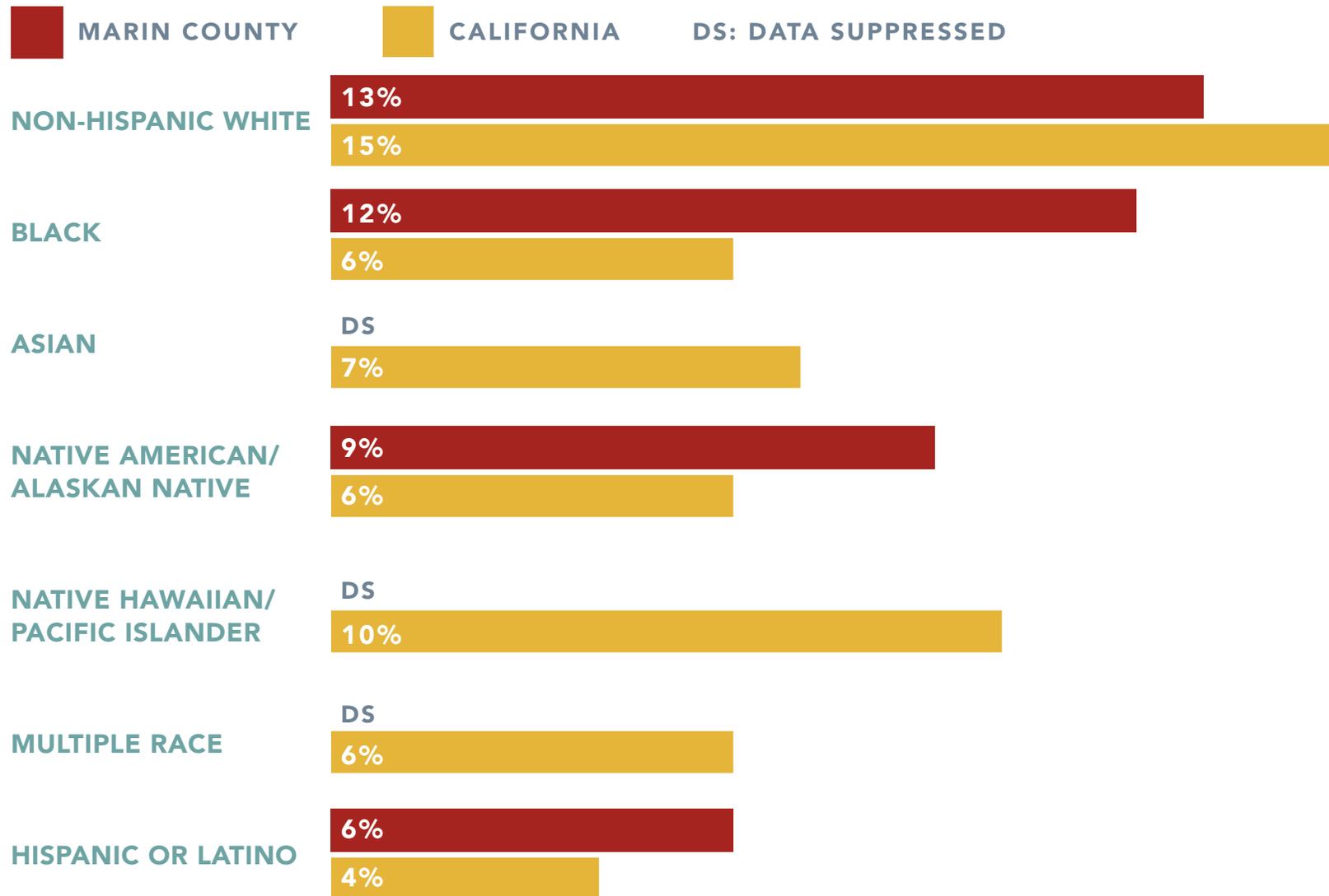


FIGURE 8: SUICIDE MORTALITY BY RACE/ETHNICITY IN MARIN COUNTY



Marin County Community Health Needs
Assessment Health Need Profiles, 2019

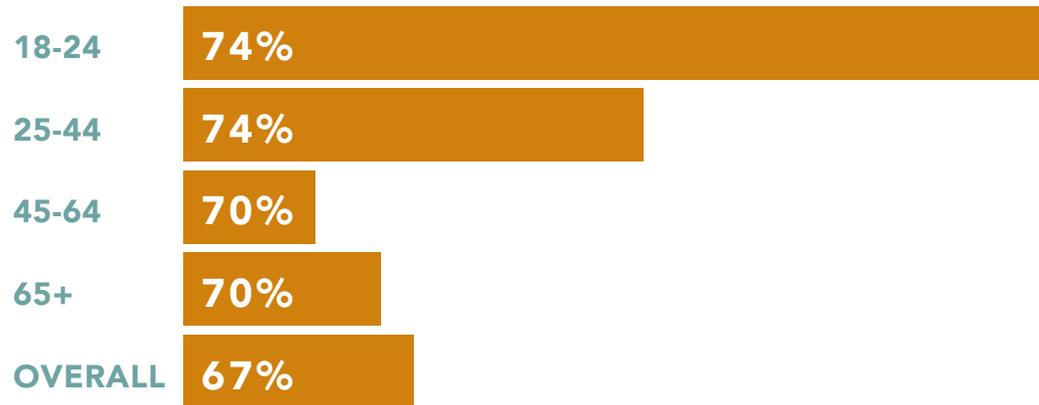
FIGURE 9: QUALITATIVE DATA ON MENTAL HEALTH DISPARITIES IN MARIN COUNTY

OTHER VULNERABLE POPULATIONS IDENTIFIED IN QUALITATIVE DATA			
DISPARITIES BY AGE	DISPARITIES BY GEOGRAPHY	DISPARITIES BY RACE/ETHNICITY	OTHER NOTABLE DISPARITIES
<p>Children 0-5 years old are particularly vulnerable to stress and adversity.</p> <p>Older adults have less awareness or face greater stigmatization around mental health.</p> <p>Older adults living alone may have less social support.</p>	<p>Geographically isolated communities struggle to access resources.</p> <p>Residents of Canal were noted as a particular community at risk.</p>	<p>Latino residents were noted as a population of particularly high risk in interviews and focus groups.</p>	<p>Single parents are less likely to have time to access mental health services, and are more likely to experience high levels of stress.</p> <p>Immigrants suffer disproportionately from stigma in accessing services.</p> <p>Incarcerated individuals may not receive adequate mental health care.</p>

Marin County Community Health Needs Assessment Health Need Profiles, 2019

FIGURE 10: QUALITATIVE DATA ON MENTAL HEALTH DISPARITIES

Adults needing help with mental, emotional or substance abuse problems by age



Healthy Marin Community Dashboard, 2020



HOUSING

The high costs of housing in Marin make it very difficult for low-income community members to afford to live in the county. The median value of owner-occupied housing units in Marin is \$995,800.¹⁰ The median gross rent is \$2,069.¹¹

Much of Marin's undeveloped land is protected for open space and agricultural purposes. This results in very limited land available for the development of affordable housing. Marin's ranking as the second most racially disparate county in the state was greatly influenced by the disparities in homeownership rates and housing costs between white people and people of color. Many of Marin's low-income housing advocates assert that "when county residents don't allow affordable housing, they're endorsing existing inequities."¹²

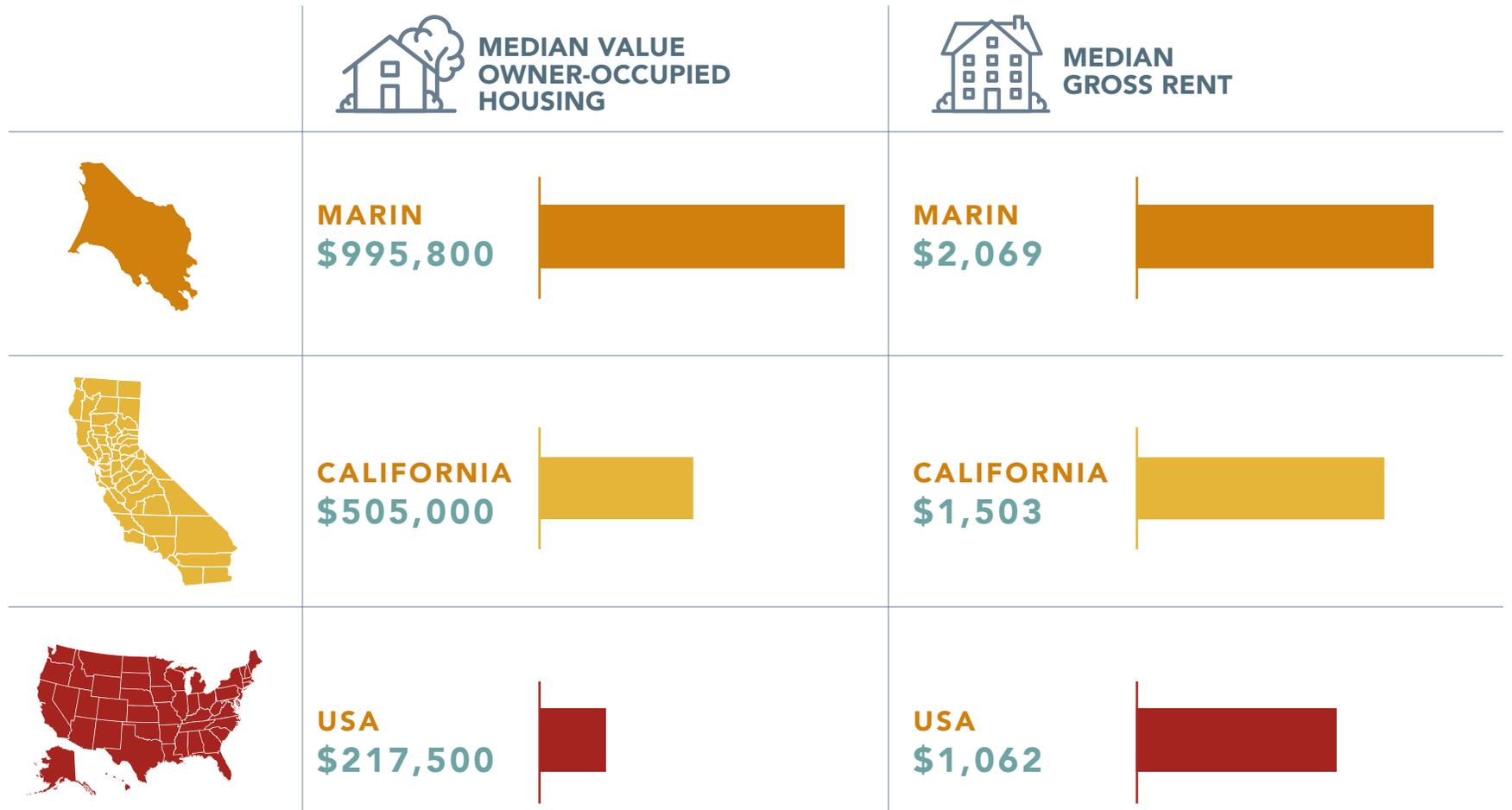
Homelessness is another consequence of the high costs of housing. The COVID-19 pandemic has also exacerbated homelessness as the costs of food and goods rise because of supply chain disruptions. In addition, the expiration of eviction moratoria and the end of pandemic-related financial support constrain household budgets.

This tension between housing development and homelessness reveals the pressing need to develop safe, affordable, and accessible housing options for Marin's marginalized communities.



FIGURE 11: MEDIAN VALUE OF OWNER-OCCUPIED HOUSING UNITS (2015 -2019)

FIGURE 12: MEDIAN GROSS RENT (2015 -2019)



U.S. Census Bureau, Population Estimates, 2021

4

Our Vision for Racial Equity in Marin County

Racial equity is a process of “eliminating racial disparities and improving outcomes for everyone. It is the intentional and continual practice of changing policies, practices, systems, and structures by prioritizing measurable change in the lives of people of color.”¹³ We will achieve racial equity in Marin County when one’s racial identity no longer predicts how one fares.

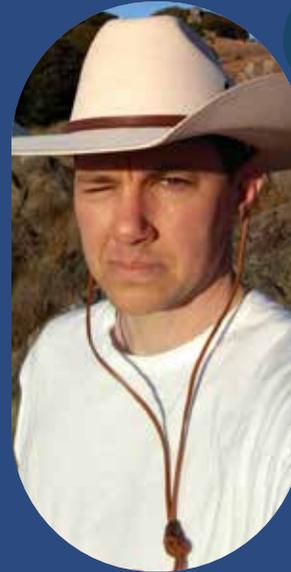
As part of the planning process, members of the Race Equity Planning Committee defined their vision for racial equity in Marin County. The graphic below highlights their individual visions.



Nicole Gardner-Lewis

My vision of racial equity and inclusion in Marin County is being able to afford to live in all areas of Marin County. To have access to homeownership and purchase of land without being profiled based on my racial background or ethnicity. To have the grants and educational funds offered to people of color who qualify and meet the requirements to continue or further their education. For Marin County to offer the training needed to acquire high-end careers and jobs. For the disabled to be looked at as productive citizens and more job support services.

For the homeless population to have access to suitable shelters and residential programs to help become stable in all areas of their life and not have just one entity in its place to help. For the banks to offer more opportunities for loans and businesses to share their knowledge to the people to help them gain their own business one day. For children of all races and backgrounds to not be excluded from a fair education. The schools in urban areas should have access to top-notch education, Arts, Sports, and recreational activities. I also would love to see more day programs for the Seniors Citizens a place for them to go during the day to keep active and socialize. Everyone should feel included and welcomed whenever they visit or choose to make this place their home.



Paul Ryplewski

My vision for Marin County is moving racial equity out of the shadows and into reality; my vision is breathing life into the countless conversations, reports, and committees devoted to this topic over the last many decades; my vision is that people of a racially diverse background don't just come to Marin to work and play but to live as full time members of the community, as our neighbors.



Monica Umana

My vision for racial equity in Marin County is being able to live and thrive anywhere I choose to in Marin County. I want to be able to be seen as who I am and not be judged or discriminated against.

I see a Marin that is aware and thrives to see others thrive and succeed. Being able to have access to the tools that guide and support that journey of success and ultimately a more stable affordable place for all. I see a County that encourages growth without feeling shame, scared or any negativity for asking for help. I see my daughter being able to purchase a home in Marin County. I see my daughter thriving anywhere she goes. I see a community that roots for each other. Because one person's success will be everyone's success.



“ Sophie Liu

I envision a county that continuously confronts racial inequity in and around the area. For youth of color, I hope that they are represented and feel that they belong. I hope that they discover and encounter their race before they face racism. I hope that they have access to quality education, support, and recreational activities-regardless of their financial status. My vision of racial equity includes a county that enables people of any race to thrive and be seen. Through shifting systems and cultural norms, Marin can be a county in which people of color are truly welcomed.



“ Christina James

My vision for racial equity would be all people of color (non white presenting) to be able to move freely, given the benefit of the doubt and treated like they belong and have the same right and privilege as anyone else to be in Marin.

People of all colors would feel comfortable, would not have to minimize or confirm, they could be while in themselves and their cultures. Racial equity looks like BIPOC not being assumed to live elsewhere. Racial equity looks like white people and the privileged majority to check their privileges and do the work to invest in the whole community, not just in what benefits them.



“ Salamah Locks

My vision for racial equity in Marin County would be living among caring neighbors, who are inclusive, and respectful of others. There would not be the behaviors of ageism, ableism, sexism or elitism. All would experience healthy living that is intergenerational and interdependent. A process where younger and older females and males have gainful employment and/or meaningful work activities, in a safe and affordable environment. The social construct of race would not impede or effect persons of color actualizing this vision.



Curtis Aikens

My vision I cautiously say, actually started with the county forming this committee. I would hope other leaders throughout Marin such as the Mayors, the Sheriff and Chiefs of Police will collectively acknowledge the inequities in and around Marin.

My vision is that people that look like me and other people of color, as well as indigenous people can ride through or walk the streets in Marin and not be asked if you belong here. Also, the county as well as business leaders dismantle barriers that's suppress people of color and indigenous people.

My vision is that those sworn to serve and protect uphold those two mandates with people that look like me as well as other humans of color and indigenous human beings. They need to show that our lives matter and not just be reciting a verse.



Jasmine Bravo

My vision for racial equity in Marin County involves abolishing the systems that uphold white supremacy to support the collective liberation for all.



Suzanne Sadowsky

Working People of Color will be paid enough in whatever jobs or occupations they hold to be able to afford quality housing in any neighborhood of their choice in Marin County.

The County of Marin and each of the incorporated towns and cities will develop workable plans and solutions to successfully create additional affordable housing for working families with children, and for single people of all ages, including people who are retired or with health challenges. Section 8 or other housing subsidies will be provided by Marin Housing as needed. To pay for and other needed services Marin County could create a local wealth tax for residents with assets in excess of \$3M and a graduated local income tax for residents with annual incomes over \$300,000 a year and higher.



Recommended Goals and Actions

The Board of Supervisors allocated \$1.7 million to fund the recommendations developed by the Race Equity Planning Committee. The Committee identified the following priority areas to advance racial equity in Marin County:



**Economic
Opportunity**



Mental Health



Housing

V. Recommended Goals and Actions

The Committee was organized into three small work groups for each of the three priority areas. **Each work group developed goals and actions that are SMART—Specific, Measurable, Achievable, Relevant, and Time-Bound.** These goals and actions are multi-faceted, responsive to community needs, and represent an integrated cross-sector approach. The Race Equity Action Plan is anticipated to be adopted by the Board of Supervisors in February 2022. Upon acceptance of this Plan from the Board, the Marin County Office of Equity will develop a Race Equity Action Plan Implementation Team, composed of community members and local partners, to collaboratively scope work plans and evaluate the feasibility of implementing

select actions based on priority.

For each priority area, the Race Equity Planning Committee articulated key goals, specific actions to implement, timelines, and performance measures. To facilitate successful implementation, the Committee also provided recommendations on potential lead and support roles of each action, including County departments, partner agencies, community organizations, and other stakeholders. The legend on the next page highlights the various elements for each priority area and goal statement.



Priority Area

Goal: A specific target, result, or desired outcome.

Action Item Number	Action	Accountability	Timeline	Performance Measure
	<ul style="list-style-type: none"> • Specific actions the County will take to achieve the desired outcomes. • A new or changed policy, program, practice, or procedure. 	<ul style="list-style-type: none"> • Who is responsible for implementing this action? (Lead) • Who are the partners with a role to play? (Support) 	<ul style="list-style-type: none"> • The month, quarter, and/or year an action will be accomplished. 	<ul style="list-style-type: none"> • A quantifiable measure of how well an action is working. Different types of measures include: <ul style="list-style-type: none"> • Quantity—How much did you do? • Quality—How well did you do it? • Impact—Is anyone better off?



Economic Opportunity

Goal #1: Advance the economic mobility of traditionally marginalized racial/ethnic and social groups.

Action		Accountability	Timeline	Performance Measure
1.1	Establish an \$18.00 minimum wage ordinance (MWO).	<p>LEAD:</p> <ul style="list-style-type: none"> • County of Marin Board of Supervisors • County of Marin Office of Equity • County Administrator’s Office • Race Equity Action Plan Implementation Team • Minimum Wage Ordinance Steering Committee <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • County Counsel’s Office • Economic and labor development organizations and nonprofits • Canal Policy Working Group 	June 2026	<ul style="list-style-type: none"> • Within 4 years of implementation, the minimum wage ordinance decreases poverty rates of low-wage workers. • After 4 years of implementation, there is a 2% decrease of community members living below the poverty line from traditionally marginalized racial/ethnic and social groups. • After 4 years of implementation, 25% of individuals surveyed from traditionally marginalized racial/ethnic groups report a higher quality of life.



Goal #2: Create wealth-building and professional networking opportunities for traditionally marginalized racial/ethnic and social groups.

Action		Accountability	Timeline	Performance Measure
1.2	Establish a community marketplace in an under-served community of Marin.	<p>LEAD:</p> <ul style="list-style-type: none"> • County of Marin Office of Equity • Race Equity Action Plan Implementation Team • County of Marin Department of Cultural Services <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • County of Marin Department of Public Works • County of Marin Department of Finance • County of Marin Health and Human Services, Employment and Training, Social Services Division • Professional skills development and career access organizations and nonprofits 	June 2023 and ongoing	<ul style="list-style-type: none"> • Vendors are selected from traditionally marginalized racial/ethnic and social groups. • 30% of vendor exit surveys report an above satisfactory vending and networking experience. • A minimum 5% annual increase of new vendor participation from traditionally marginalized racial/ethnic and social groups within the first 4 years.



Economic Opportunity

Goal #2 (continued)				
Action		Accountability	Timeline	Performance Measure
1.3	<p>Provide a bi-annual educational series that offers technical assistance and support services for small businesses, including home-based businesses and microbusinesses.</p>	<p>LEAD:</p> <ul style="list-style-type: none"> • County of Marin Office of Equity • Race Equity Action Plan Implementation Team • County of Marin Health and Human Services, Employment and Training, Social Services Division <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • County of Marin Department of Finance • Community Development Agency • Professional skills development and career access organizations and nonprofits 	June 2024	<ul style="list-style-type: none"> • An educational series that details how to develop and grow a small business is established by June 2024 for bi-annual implementation. • A minimum of 5% of participants develop actionable business plans with implementation goals and metrics.



Goal #2 (continued)				
Action		Accountability	Timeline	Performance Measure
1.4	Expand existing and/or create new professional development and financial literacy programs, specifically for youth and young adults ages 12-27.	<p>LEAD:</p> <ul style="list-style-type: none"> • County of Marin Office of Equity • Race Equity Action Plan Implementation Team <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • County of Marin Health and Human Services, Employment and Training Division • Professional skills development and career access organizations and nonprofits • Economic and labor development organizations and nonprofits • Marin cities and towns • Career Explorers Program • F.I.R.E Foundry Program 	December 2024	<ul style="list-style-type: none"> • 5% employment rate increase within traditionally marginalized racial/ethnic and social groups between the ages of 12-27 via community-centered professional development programs. • 5% of surveyed youth between the ages of 12-17 report heightened awareness of potential career pathways via targeted educational outreach from existing County programs.



Economic Opportunity

Goal #3: Ensure that traditionally marginalized racial/ethnic and social groups have equitable access to employment and career development opportunities.

Action		Accountability	Timeline	Performance Measure
1.5	Launch a virtual employment resource hub.	<p>LEAD:</p> <ul style="list-style-type: none"> County of Marin Office of Equity Race Equity Action Plan Implementation Team <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> County of Marin, Human Resources Department, County of Marin Health and Human Services, Employment and Training Division County of Marin, Information Services and Technology Professional skills development and career access organizations and nonprofits Economic and labor development organizations and nonprofits Marin cities and towns Marin County Chambers of Commerce 	June 2024	<ul style="list-style-type: none"> The employment resource hub centralizes job openings, career networking events, and professional development organizations/nonprofits within Marin County. The employment resource hub is inclusive of informational resources to navigate and prevent discrimination and micro-aggressions in the workplace. 10% reduction rate of average days spent job searching, through the provision of multilingual career matching services. Website engagement rates indicate that traditionally marginalized racial/ethnic and social groups are utilizing the hub 20% of surveyed hub users indicate that they would recommend the hub to peers in their communities.



Goal #1: Create and sustain safe spaces that encourage mental health in traditionally marginalized racial/ethnic and social groups.

Action	Accountability	Timeline	Performance Measure
<p>2.1 Design and launch a mental health and wellness summit, hosting traditional and non-traditional mental health and wellness organizations and resources, along with an anti-stigma campaign that prioritizes traditionally marginalized racial/ethnic and social groups.</p>	<p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Office of Equity • Race Equity Action Plan Implementation Team • County of Marin, Health and Human Services, Divisions of Behavioral Health and Recovery Services, Social Services and Whole Person Care <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Tribal, Indigenous and Native organizations and nonprofits • Wellness organizations and nonprofits • Arts organizations and artists • Substance use treatment and recovery organizations • Adult and aging organizations • Youth centers and organizations • Organizations for undocumented and under-documented communities • Faith-based organizations • Therapists, social workers, and clinicians that specialize in serving BIPOC communities 	<p>December 2024</p>	<ul style="list-style-type: none"> • Mental health summit outreach results in the attendance of 150 individuals from traditionally marginalized racial/ethnic and social groups. • Mental health summit exit survey indicates that 20% of community members gained awareness of new or existing mental health resources within Marin County. • Mental health summit exit survey indicates that 55% of community members considered the summit to be a safe place to engage with topics concerning mental health. • Mental health summit exit survey indicates that 40% of community members from traditionally marginalized racial/ethnic and social groups related to the material, information and resources provided through the mental health summit and anti-stigma campaign.



Mental Health

Goal #1 (continued)			
Action	Accountability	Timeline	Performance Measure
2.2	<p>Enlist summit partners that include affinity, support and youth groups, as well as organizations offering, arts, dance, music and outdoor activities as non-traditional forms of mental health and wellness resources.</p>	<p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Office of Equity • Race Equity Action Plan Implementation Team • County of Marin, Health and Human Services, Divisions of Behavioral Health and Recovery Services, Social Services and Whole Person Care <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Arts organizations and artists • Tribal, Indigenous and Native organizations and nonprofits • Wellness organizations and nonprofits • Substance use treatment and recovery organizations • Adult and aging organizations • Youth centers and organizations • Organizations for undocumented and under-documented communities • Faith-based organizations • Therapists, social workers, and clinicians that specialize in serving BIPOC communities 	<p>December 2024</p> <ul style="list-style-type: none"> • Mental health summit exit survey indicates that 20% of community members gained awareness of new or existing mental health resources within Marin County. • Formation of new partnerships among affinity, support and youth groups, as well as organizations offering, arts, dance, music and outdoor activities to promote mental health among traditionally marginalized racial/ethnic and social groups.



Goal #1 (continued)

Action	Accountability	Timeline	Performance Measure
<p>2.3</p>	<p>Ensure that summit resources are culturally-relevant, available in threshold languages and in different formats, and easily accessible throughout the year.</p> <p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Office of Equity • Race Equity Action Plan Implementation Team • County of Marin, Health and Human Services, Divisions of Behavioral Health and Recovery Services, Social Services and Whole Person Care <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Arts organizations and artists • Tribal, Indigenous and Native organizations and nonprofits • Wellness organizations and nonprofits • Substance use treatment and recovery organizations • Adult and aging organizations • Youth centers and organizations • Organizations for undocumented and underdocumented communities • Faith-based organizations • Therapists, social workers, and clinicians that specialize in serving BIPOC communities 	<p>December 2024</p>	<ul style="list-style-type: none"> • Mental health summit exit survey indicates that 40% of community members from traditionally marginalized racial/ethnic and social groups related to the material, information and resources provided through the mental health summit and anti-stigma campaign. • Mental health summit materials are provided in print and digital formats, and provided in the County's threshold languages. • Mental health summit materials are uploaded to the Office of Equity website for year-round access after the summit.



Mental Health

Goal #2: Increase access to culturally diverse and relevant mental health resources to traditionally marginalized racial/ethnic and social groups.

Action		Accountability	Timeline	Performance Measure
2.4	Establish a mental health access fund	<p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Office of Equity • Race Equity Action Plan Implementation Team • County of Marin, Health and Human Services, Divisions of Behavioral Health and Recovery Services, Social Services and Whole Person Care <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Local foundations, philanthropists, and banks 	June 2023 and ongoing	<ul style="list-style-type: none"> • 30% of surveyed recipients indicate that the process for administering funds was equitable and inclusive. • 5% decrease in mental health emergencies among traditionally marginalized racial/ethnic and social groups. • 40% of surveyed recipients report accessing a mental health resource they would not have been able to obtain otherwise.



Goal # 3: Increase medical wellness access within traditionally marginalized racial/ethnic and social groups that are housing insecure and/or homeless.

Action	Accountability	Timeline	Performance Measure
<p>2.5</p>	<p>Provide 24/7 mobile wellness vans in each County district.</p> <p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Office of Equity • Race Equity Action Plan Implementation Team • County of Marin, Health and Human Services, Divisions of Behavioral Health and Recovery Services, Social Services and Whole Person Care • County of Marin, Community Development Agency <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Tribal, Indigenous and Native organizations and nonprofits • Wellness organizations and nonprofits • Housing assistance organizations and nonprofits • Marin County cities and towns 	<p>June 2027</p>	<ul style="list-style-type: none"> • Creation of 1 medical wellness van that provides emergency mental and physical health services/resources 24 hours a day, 7 days a week in each County district. • 10% reduction in the amount of medical and mental health emergencies amongst traditionally marginalized racial/ethnic and social groups that are housing insecure or homeless by the end of 2027. • 5% increase in referral rates to wraparound services and housing resources within traditionally marginalized racial/ethnic community members and social groups.



Housing

Goal #1: Increase homeownership within traditionally marginalized racial/ethnic and social groups.

Action		Accountability	Timeline	Performance Measure
3.1	Establish a county-wide community land trust.	<p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Office of Equity • Race Equity Action Plan Implementation Team • County of Marin, Community Development Agency <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Housing organizations and nonprofits • Existing community land trusts within Marin County • Tribal, Indigenous and Native organizations and nonprofits • Community organizations and nonprofits 	June 2024	<ul style="list-style-type: none"> • Community land trust increases homeownership attainability within traditionally marginalized racial/ethnic and social groups. • Community land trust has the capacity to house a minimum of 5 community members.



Housing

Goal #2: Provide financial and technical assistance to home buyers and renters within traditionally marginalized racial/ethnic and social groups.

Action		Accountability	Timeline	Performance Measure
3.2	Create and implement a housing security loan program.	<p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Office of Equity • Race Equity Action Plan Implementation Team • County of Marin Community Development Agency • County of Marin Department of Finance <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Local banks, foundations, and philanthropists • Housing assistance organizations and nonprofits • Economic and labor development organizations and nonprofits 	June 2025	<ul style="list-style-type: none"> • The loan program funds applications from traditionally marginalized racial/ethnic and social groups with low to extremely low incomes (depending on household size) in comparison to the area median income of Marin (\$149,600). • 30% of surveyed recipients indicate that the loan application process is equitable and inclusive.



Implementation and Accountability

The development of the 2022 Race Equity Action Plan (REAP or Plan) signals the beginning of an ongoing process towards creating transformational change within Marin County. This Plan is a guiding document that frames the necessary work of the County to better develop programs and policies that center communities of color and address long-standing disparities.

Dismantling systemic inequities in Marin is our shared responsibility and requires a commitment to hold ourselves accountable to closing racial equity gaps in housing, mental health, economic opportunity, and beyond. Implementation of the Race Equity Action Plan will take collective action, guided by the leadership of the Board of Supervisors, Office of Equity, county departments, cities and towns, local organizations, community members, and many more.

To maintain accountability, the Marin County Office of Equity, a division of the County Administrator's Office, will play a lead role in monitoring and evaluating implementation of the Race Equity Action Plan, as well as reporting milestones to the community.

The Office of Equity will assess progress towards performance measures, assigning a "percent complete" to select actions based on priority. In addition, the Office of Equity will also collect and review evaluation data on an ongoing basis and recalibrate efforts accordingly.

A Race Equity Action Plan Implementation Team will be formed and divided into three action work groups, corresponding to the three priority areas: Economic Opportunity; Mental Health; and Housing. This Team will be composed of community members, city and county government staff, local organizations and non-profits, and other partners.

The core responsibility of the REAP Implementation Team is to 1) co-develop targeted work plans to accomplish the specific actions for each priority area; 2) identify resource needs and additional funding opportunities to advance the work; and 3) collect and analyze data regarding the performance measures.

Our collective goal is impact: transformative change in the lives of Marin's communities of marginalized social groups.



Moving Forward: Next Steps

Addressing structural racism requires that the County intentionally commit to investments, policies, and practices that proactively counteract past inequities. The Race Equity Action Plan sets forth a clear, practical roadmap with concrete actions to advance equity for marginalized racial, ethnic, and social groups in Marin. The Plan also serves as a blueprint to help coordinate the efforts of government and community partners that are striving to align their work in pursuit of greater community impact.

In a spirit of commitment, rooted in accountability, and with a clear focus, County of Marin dedicates itself to improving the lives of everyone in Marin, especially our most vulnerable community members. The prioritized goals and actions identified in this Plan lay the foundation needed to achieve our ambitious goals. We hope that this effort can inspire other communities to strive for deeper collaboration and alignment to advance equity for all.

End Notes

- 1 U.S. Census Bureau, Population Estimates, 2021, <https://www.census.gov/quickfacts/marincountycalifornia>.
- 2 County of Marin News Release, Healthy County Ranking, April 2021, <https://www.marincounty.org/main/county-press-releases/press-releases/2021/hhs-healthycountyrank-040921>.
- 3 Human Impact Partners Health Equity Guide, “Why Lead with Race,” July 2019, <https://healthequityguide.org/about/why-lead-with-race/>.
- 4 U.S. Census Bureau, Population Estimates, 2021, <https://www.census.gov/quickfacts/marincountycalifornia>
- 5 American Community Survey 1-Year Estimates, 2019, <https://data.census.gov/cedsci/profile?g=0500000US06041>.
- 6 U.S. Census Bureau, Population Estimates, 2021, <https://www.census.gov/quickfacts/marincountycalifornia>
- 7 U.S. Census Bureau, Population Estimates, 2021, <https://www.census.gov/quickfacts/marincountycalifornia>.
- 8 County of Marin News Release, Healthy County Ranking, April 2021, <https://www.marincounty.org/main/county-press-releases/press-releases/2021/hhs-healthycountyrank-040921>.
- 9 American Planning Association and Lincoln Institute of Land Policy, “2022 Trend Report for Planners,” 2022, https://planning-org-uploaded-media.s3.amazonaws.com/publication/download_pdf/APA-2022-Trend-Report.pdf.
- 10 U.S. Census Bureau, Population Estimates, 2021, <https://www.census.gov/quickfacts/marincountycalifornia>.
- 11 U.S. Census Bureau, Population Estimates, 2021, <https://www.census.gov/quickfacts/marincountycalifornia>.
- 12 Liam Dillon, “Marin County has long resisted growth in the name of environmentalism. But high housing costs and segregation persist,” Los Angeles Times, January 2018, <https://www.latimes.com/politics/la-pol-ca-marin-county-affordable-housing-20170107-story.html>.
- 13 Race Forward, “What is racial equity? Understanding key concepts related to race,” <https://www.raceforward.org/about/what-is-racial-equity-key-concepts>.

Race Equity Action Plan Appendix

LIST OF APPENDICES

A. Glossary

B. 2017 Racial Equity Action Plan

GLOSSARY OF KEY TERMS

As we strive to organize and operationalize equity, it is essential to use a shared language to normalize conversations and support and encourage uniform understanding. This glossary establishes a firm foundation, as we work to advance racial equity, diversity, inclusion and belonging in Marin County.

BIPOC: BIPOC is an acronym for ‘Black, Indigenous, People of Color,’ and it is meant to unite all people of color in the work for liberation while intentionally acknowledging that not all people of color face the same levels of injustice. While “POC” or People of Color is often used as well, BIPOC explicitly leads with Black and Indigenous identities, which helps to counter anti-Black racism and invisibilization of Native communities.

Discrimination: The unequal treatment of members of various groups based on race, gender, social class, sexual orientation, physical ability, religion, and other categories.

Diversity: Diversity includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued. A broad definition includes not only race, ethnicity, and gender—the groups that most often come to mind when the term “diversity” is used—but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values.

Equity: The just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.

Ethnicity: A social construct that divides people into smaller social groups based on characteristics such as shared sense of group membership, values, behavioral patterns, language, political and economic interests, history, and ancestral geographical base.

Inclusion: Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.

Intersectionality: An approach largely advanced by women of color, arguing that classifications such as gender, race, class, and others cannot be examined in isolation from one another; they interact and intersect in individuals' lives, in society, in social systems, and are mutually constitutive.

Marginalization: A social process by which individuals or groups are (intentionally or unintentionally) distanced from access to power and resources and constructed as insignificant, peripheral, or less valuable/privileged to a community or "mainstream" society. This term describes a social process, so as not to imply a lack of agency. Marginalized groups or people are those excluded from mainstream social, economic, cultural, or political life. Examples of marginalized groups include, but are by no means limited to, groups excluded due to race, religion, political or cultural group, age, gender, or financial status. To what extent such populations are marginalized, however, is context specific and reliant on the cultural organization of the social site in question.

Oppression: Systemic devaluing, undermining, marginalizing, and disadvantaging of certain social identities in contrast to the privileged norm; when some people are denied something of value, while others have ready access.

People of Color: Often the preferred collective term for referring to non-White racial groups. Racial justice advocates have been using the term "people of color" (not to be confused with the pejorative "colored people") since the late 1970s as an inclusive and unifying frame across different racial groups that are not White, to address racial inequities. While "people of color" can be a politically useful term, and describes people with their own attributes (as opposed to what they are not, e.g., "non-White"), it is also important whenever possible to identify people through their own racial/ethnic group, as each has its own distinct experience and meaning and may be more appropriate.

Prejudice: A pre-judgment or unjustifiable, and usually negative, attitude of one type of individual or groups toward another group and its members. Such negative attitudes are typically based on unsupported generalizations (or stereotypes) that deny the right of individual members of certain groups to be recognized and treated as individuals with individual characteristics.

Privilege: Unearned social power accorded by the formal and informal institutions of society to ALL members of a dominant group (e.g. white privilege, male privilege, etc.). Privilege is usually invisible to those who have it because we're taught not to see it, but nevertheless it puts them at an advantage over those who do not have it.

Race: For many people, it comes as a surprise that racial categorization schemes were invented by scientists to support worldviews that viewed some groups of people as superior and some as inferior. There are three important concepts linked to this fact:

1. Race is a made-up social construct, and not an actual biological fact
2. Race designations have changed over time. Some groups that are considered “white” in the United States today were considered “non-white” in previous eras, in U.S. Census data and in mass media and popular culture (for example, Irish, Italian, and Jewish people).

Racial Equity: Racial equity is the condition that would be achieved if one’s racial identity no longer predicted how one fares. Racial equity is also a process of eliminating racial disparities and improving outcomes for everyone. It is the intentional and continual practice of changing policies, practices, systems, and structures by prioritizing measurable change in the lives of people of color.

Racial Inequity: Racial inequity is when two or more racial groups are not standing on approximately equal footing, such as the percentages of each ethnic group in terms of dropout rates, single family home ownership, access to healthcare, etc.

Racial Justice: The systematic fair treatment of people of all races, resulting in equitable opportunities and outcomes for all. Racial justice—or racial equity—goes beyond “anti-racism.” It is not just the absence of discrimination and inequities, but also the presence of deliberate systems and supports to achieve and sustain racial equity through proactive and preventative measures.

Racism: Racism is different from racial prejudice, hatred, or discrimination. Racism involves one group having the power to carry out systematic discrimination through the institutional policies and practices of the society and by shaping the cultural beliefs and values that support those racist policies and practices.

Structural Racism: The normalization and legitimization of an array of dynamics – historical, cultural, institutional, and interpersonal – that routinely advantage Whites while producing cumulative and chronic adverse outcomes for people of color. Structural racism encompasses the entire system of White domination, diffused and infused in all aspects of society including its history, culture, politics, economics, and entire social fabric. Structural racism is more difficult to locate in a particular institution because it involves the reinforcing effects of multiple institutions and cultural norms, past and present, continually reproducing old and producing new forms of racism. Structural racism is the most profound and pervasive form of racism – all other forms of racism emerge from structural racism.

White Supremacy: White supremacy is a historically based, institutionally perpetuated system of exploitation and oppression of continents, nations, and peoples of color by white peoples and nations of the European continent for the purpose of maintaining and defending a system of wealth, power, and privilege.

COUNTY OF MARIN
RACIAL EQUITY
ACTION PLAN 2017



COUNTY OF MARIN RACIAL EQUITY ACTION PLAN 2017

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
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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>A. Marin County employees understand, are committed to, and have the infrastructure needed to advance racial equity.</p> <p>1) Racial Equity Team – 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) Infrastructure to advance racial equity – 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"> 2A) Create an internal racial equity vision statement 2B) Incorporate race equity initiatives into Department Performance Plans 2B) Continue and expand racial equity work in 5 Pilot departments 2C) Create and encourage voluntary learning opportunities through affinity groups: DREAM – Dare to Dream Lunch & Learn 	<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 & 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>3) Racial Equity Training – 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>4) Use of a Racial Equity Tool with policies or programs 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 & 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>A. County of Marin employees have outreach and engagement skills and competencies to advance racially inclusive outreach and engagement.</p> <p>1) Work with other institutions and advocacy groups to identify, align, and implement strategies for advancing racial equity – 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 & 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 2nd GARE cohort</p>	<p>County Administrator’s Office (1), GARE 1.0 & 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) Create and implement an inclusive policy on race/ethnicity data – 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) Strengthen personnel policy and practices – 5 Year Business Plan Subject Matter Experts (SMEs) review policies to:</p> <ul style="list-style-type: none"> 1A) Identify and develop career tracks 1B) Ensure that there is diversity on hiring panels 1C) Support hiring managers to engage in diverse hiring 1D) Ensure there are no artificial barriers in minimum qualifications 1E) Promote diversity in assistant department head and department head hiring 1F) Develop a robust internship program 1G) Support inclusion of all County employees 	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) Clear racial equity expectations for managers –</p> <ul style="list-style-type: none"> 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. 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. 	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>



Marin County Race Equity Action Plan