



MONTEREY COUNTY GOVERNING FOR
RACIAL EQUITY INITIATIVE
COUNTY ADMINISTRATIVE OFFICE

Monterey County

Racial Equity Action Plan

2020-2024

Monterey County Racial Equity Action Plan 2019-2024

For many, Monterey County is a great place to live, work, play and learn, yet many experience deep and persistent inequities, especially by place and race, that threaten prosperity. Current times call for strengthening of our efforts to understand, respect and celebrate the diverse experiences and realities of all those we work with and serve. We now renew our efforts to ensure those who are disproportionately impacted by racial inequities, whether by our own actions or inactions, are guaranteed equitable solutions.

This will include both revision and creation of programs and policies that are data-driven, community-informed, transparent, accountable, and sustainable. In this way, we will ensure that the people who live in Monterey County, will have opportunity for advancement and contribution regardless of where they live, how much money they make, or the color of their skin, and can lead healthy, fulfilling, and productive lives

- Racial Equity Statement Adopted by the Board of Supervisors (September 2017):

Our Vision:

A Monterey County where a person's race no longer predicts how they fare in life.

Background:

Monterey County is located on the Central Coast of California just south of the San Francisco Bay Area. The rich Salinas Valley extends through the heart of the County, making Monterey the third largest agricultural county in California. With 3,280.6 square miles, Monterey County's population was last recorded at 435,232 and its demographics at 58% Hispanic, 30% White, 6% Asian, 3% bi/multiracial and 2% African American. 60% of the population speaks Spanish at home, with 31% being foreign born and 81% of that from Latin America. With 12.5% living below the poverty line, 32% of owner-occupied units are valued between \$500-\$1M and 24.8% have attained formal education of a bachelor's degree or higher. The County also offers the longest coastline of any California county and attracts more than 3 million visitors annually to destinations such as Fisherman's Wharf, the Cannery and the Monterey Bay Aquarium. In addition, the wine industry produces upwards of \$238 million per year and attracts visitors to the wine trail.

Monterey County began working on introducing equity with a public health approach through a Health in All Policies strategy, in 2012. Efforts to broaden the scope of those strategies throughout all County departments continued with building capacity for the formation of the County's Governing for Racial Equity Initiative in 2016. Housed in the County Administrative Office, the Monterey County Governing for Racial Equity initiative has obtained full support of the Board of Supervisors with adoption of a resolution proclaiming the County's commitment to advancing racial equity in government, in 2017. We currently have an Implementation and an Introductory cohort participating in the Northern California GARE and are in the process of completing a Racial Equity Action Plan.

In 2016, introductory training on governing for racial equity were provided to the Board of Supervisors and Department Heads, leading into the 2017 learning year of GARE. We continue to build capacity within Monterey County, understanding the importance of keeping a balance between healing, reparations and strategically working towards implementing racial equity assessment tools and developing opportunities for meaningful and continuous community engagement.

Governing for Racial Equity (GRE) Initiative was introduced to Monterey County as part of the core method for implementation of the Monterey County Gang Violence Prevention initiative (MCGVP), who's primary goal is to address the root causes of violence and gang involvement much of which can be attributed to racial disparities and inequities. In 2014, with support from The California Endowment, former District 1 County Supervisor Armenta and Rosemary Soto, lead of both GRE and MCGVP, attended the GRE conference in Portland, Oregon and there made the request to The California Endowment that in-depth learning opportunities be brought locally to jurisdictions in California, most particularly to Monterey County. Following 4 officer-related shootings resulting in deaths of Latino victims, planning for GRE training tailored to Monterey County was halted and redirected to address the more critical needs of the City of Salinas (<https://www.raceforward.org/research/reports/building-we-healing-informed-governing-racial-equity-salinas>). Rosemary participated in the training as a representative of Monterey County government, a consistent partner to the City of Salinas and with support of Assistant County Administrators Manny González and Nick Chiulos, continues to lead Monterey County's Governing for Racial Equity Initiative. In 2015, a Monterey County delegate of several key department representatives and Supervisorial District representatives from District 2 and 3 attended the GRE conference in Seattle, Washington and visited with the King County violence prevention leadership to learn from their experiences with integrating racial equity principles in their efforts to address youth and community violence. In 2016, the Board of Supervisors held a Special Meeting to collectively learn more of GRE from former Race Forward President Renku Sen and National Compadres Network leaders Jerry Tello and Hector Sanchez and support the launch of the Monterey County Governing for Racial Equity Initiative. Later in the same year, an introductory training was provided to all department heads by Race Forward President Glenn Harris and Government Alliance for Race and Equity Director Dwayne Marsh.

Since 2017, Monterey County has included representatives from the following departments in the year-long Government Alliance for Race and Equity Northern California Cohorts:

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| 1. Supervisor Parker's Office for Districts 4 | 9. Civil Rights Office |
| 2. Supervisor Adams' Office for District 5 | 10. Public Defender's Office |
| 3. County Administrative Office; IGLA, OCESA, Budget & Finance, Contracts/Purchasing | 11. District Attorney's Office |
| 4. Health Department | 12. Resource Management Agency |
| 5. Department of Social Services | 13. Workforce Development Board |
| 6. Agricultural Commissioner | |
| 7. Natividad Medical Center | |
| 8. Child Support Services | |



Monterey County employees understand, are committed to, and have tools to advance racial equity.

- Build capacity
- Train the workforce
- Assess for impact
- Identify improvement areas



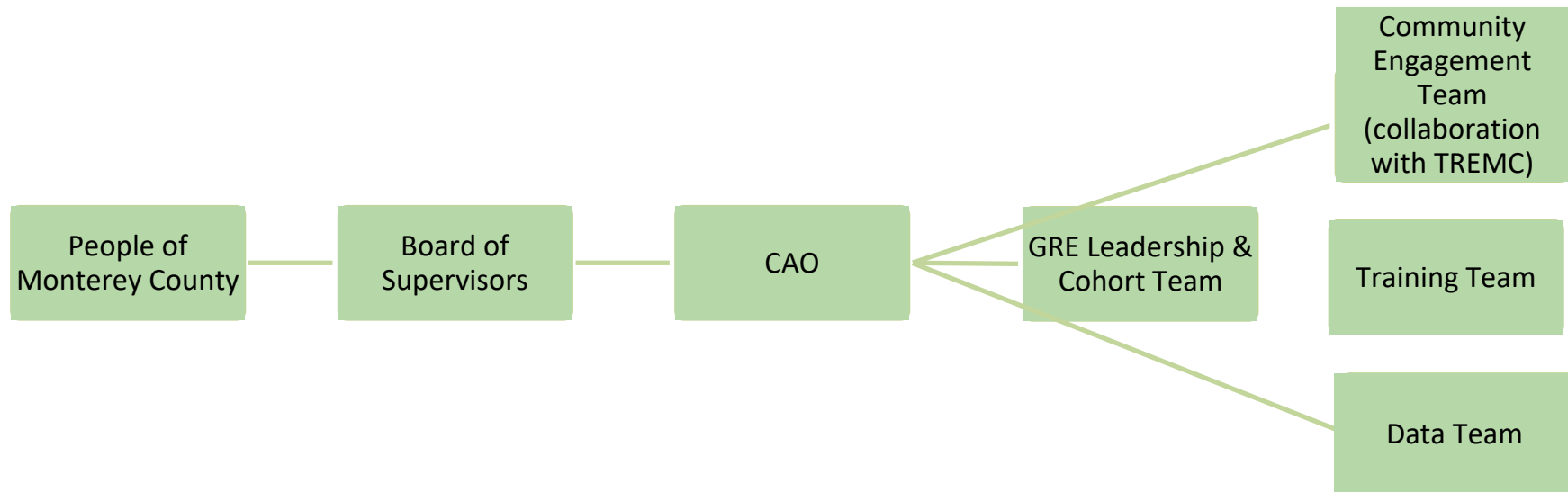
Monterey County departments use racial equity tools to make program, policy, and budget decisions.

- Use the tools
- Collect data
- Inform decisions
- Track progress



Community members and organizations have meaningful engagement with Monterey County.

Initiative Structure



GRE Leadership: a collaborative leadership of 5-7 County Department Heads who advise and support the GRE Cohort Team with development and implementation of GRE strategies.

Community Engagement Team: GRE cohort members who collaborate with community partners to create community engagement opportunities.

Training Team: GRE cohort members who collaborate with the Civil Rights Office to provide ongoing training.

Data Team: GRE cohort members who focus on identifying, collecting, reviewing and analyzing data sets that is critical to the development and evaluation of GRE strategies.

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Acronyms:

CAO – County Administrative Officer

CRO – Civil Rights Office

HR – Human Resources

PEP – Planning, Evaluation, and Policy Unit of Monterey County Health Department

TREMC – Towards a Racially Equitable Monterey County, an initiative of East Salinas, Building Healthy Communities

COUNTY SYSTEM – All County run departments, including employees of the County, programs and practices

INTERNAL WORK: WITHIN THE COUNTY SYSTEM				
OUTCOME ONE: Monterey County employees understand, are committed to, and have tools to advance racial equity.				
Outputs and Actions	Timeline	Lead(s)	Performance Measure	Progress report (July 2019)
A. BUILD STRONG TEAMS				
Monterey County leadership convenes a Racial Equity Strategic Leadership Team responsible for high-level accountability and oversight of implementation	2020-2021	GARE Cohort Team, Participating Department Directors, CEO	By Q2 FY20, 5-10 departments participate as members of Team Potential members (Elsa, Jody, Juan, Carl, Dewayne, Marcia, Jeanine, Claudio, Henry G, County Librarian)	
Develop GARE Cohort Team to oversee the implementation of the Racial Equity Plan	2019-2024	GARE Cohort Team	Up to 10 new employees participate in each cohort, each year	# employees part of GARE Cohort Team(s) Track annual GARE Cohort Team members
Develop a Community Engagement Team for outside strategy implementation			Develop a community engagement process with TREMC	CAO, PEP and CRO have employees ready to participate as part of the

			Develop alignment with CRO Title VI	community engagement process
Develop Racial Equity Demographic Data Team for improving data collection for county systems	2019-2021	PEP	By Q3 FY20, demographic data team developed and beginning assessment of data collection by departments By Q1 FY20 review preliminary data By Q1 FY21, assessment completed	PEP is identifying data team members.
B. TRAIN THE WORKFORCE				
Develop an equity video on county diversity and needs to be used for civil rights training	5/18-9/18	CRO and PEP	By Q3 FY18 video developed	Video completed
Develop and conduct civil rights training for all employees	9/18-9/20	CRO and other trainers as identified	By Q2 FY 18, training developed By Q3 FY20, 100% of Employees have taken training By Q3 FY20, increase by 30% employees who agree Monterey County is making progress at eliminating racial inequity	Launched August 2017. 624 employees trained. *update with current #'s as of 7/19
Develop Health Equity Scholars Academy (HESA) into a broader training and offer to all employees in the county	2019-2024	PEP staff and other trainers as identified	Training developed By Q3 FY20, 10% of Health Department Employees have taken training. By Q3 FY20, 95% of employees who have taken HESA training will plan to use a racial equity tool at work. By Q3 FY20, 80% of HESA alumni respondents will report that they have used a racial equity tool at work.	Launch broader training offered to all County departments in Q1 FY20

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Create library of literature, tools and trainings for Monterey County employees on civil rights and racial equity topics	9/18 – 10/18	CRO and GARE Cohort Team	By Q2 FY19, resources in library By Q4 FY19, 5% of staff have used library	Lending library developed and in CRO Online resource tools and training in development
C. ASSESS FOR IMPACT				
Develop and conduct employee racial equity survey on biennial basis		CRO, HR, GARE Cohort Team, PEP	By Q3 FY 19, survey developed By Q4 FY19, Survey deployed	Discussions underway and example surveys reviewed
Assess results and compile a report		CRO, HR, GARE Cohort, PEP,	BY Q2 FY 20, report completed	
D. IDENTIFY AREAS OF OPPORTUNITY				
Work with CRO to align information collected in Equal Opportunity Report to support department Racial Equity Action Plans		CRO, HR, GARE Cohort, PEP,	By FY22 10% of departments will have a Racial Equity Plan.	At least two departments are currently working to build their plans
Analyze survey results and identify areas of opportunity (in collaboration with CRO)		CRO, HR, GARE Cohort, PEP,	BY Q4 FY 20 areas of opportunity identified	
Develop a plan to address areas of opportunity and implement actions (in collaboration with CRO)		CRO, HR, GARE Cohort, PEP,	BY Q3 FY 21 plan developed and implementing actions identified	
Engage champions from areas of opportunity in the implementation		CRO, HR, GARE Cohort, PEP,	BY Q4 FY 21 begin to implement actions to address improvement areas	

of actions to shift and improve results (in collaboration with CRO)				
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INTERNAL AND EXTERNAL WORK: WITHIN AND OUTSIDE COUNTY SYSTEM				
OUTCOME TWO: Monterey County departments use racial equity tools to make program, policy, and budget decisions.				
Outputs and Actions	Timeline	Lead(s)	Performance Measure	Progress report (Jan 2019)
A. USE THE TOOLS				
Cohort team provides training and technical support to departments to develop Department-specific racial equity outcomes and actions using Racial Equity Assessment tools	1/19 – 6/24	GARE Cohort Team	By Q4 FY24, 100% of departments receiving technical support report developing racial equity action plans or using tools	
Departments use the Racial Equity Assessment Tool in the development of baseline and augmentation budget proposals		County Department Heads	By Q3 FY24, 100% of Departments are using racial equity tool in the development of baseline budget proposals	Departments and initiatives already engaged: Highlight them here
The CAO’s Office, Budget Committee and Board of Supervisors review individual decisions and the cumulative impacts of the proposed budget on racial equity	1/19 – 6/24	Strategic Leadership Team		
B. COLLECT DATA				

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Implement more uniform use of race/ethnicity categories for department data systems	7/19-12/19	CRO, PEP, and other departments as identified	By Q4 FY20, identify all department data systems that collect race/ethnicity By Q2 FY21, have 100% alignment as is possible for demographic data collection for department data systems	Currently working on this through Title VI plan
Work with community engagement group, such as TREMC, to: 1. Educate employees on how to ask clients/customers about race and ethnicity in culturally sensitive manner; and 2. Encourage and educate clients/customers on responding to race and ethnicity categories on county documents.	7/19-1/22	CAO, CRO, PEP, and other departments as identified	By Q2 FY22, audit indicates 100% improvement for demographic data collection for department data systems identified as needing improvement	
C. INFORM DECISIONS				
GARE team to promote and support the use of data to inform decision making across county departments, including the Board of Supervisors strategic initiatives prioritization process (retreat)	6/20-6/24	CAO, CRO, PEP, and other departments as identified	BY Q4 of FY 21 promote the utilization of data to improve and inform the equity outcomes of decisions	
D. TRACK PROGRESS and ASSESS EFFORTS				
Document use of racial equity tools across departments	1/19 – 6/24	GARE Cohort Team, Strategic Leadership Team	Annual review and assessment of progress and identify areas of improvement. By Q4 FY22, 50% of Departments are using racial equity tools in a variety of applications that support improvements to identified racial equity gaps in the county	

			By Q4 FY24, 100% of Departments using racial equity tools in a variety of applications that support improvements to identified racial equity gaps in the county	
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EXTERNAL WORK: OUTSIDE COUNTY SYSTEM				
OUTCOME THREE: Monterey County departments meaningfully engage with community members and organizations.				
Outputs and Actions	Timeline	Lead(s)	Performance Measure	Progress report (Jan 2019)
A. PARTNER WITH ORGANIZATIONS TO ADVANCE RACIAL EQUITY				
Develop partnerships with organizations working to advance racial equity such as those participating in TREMC	1/19-6/24	CAO, CRO, PEP, and GARE Cohort	BY Q3 FY20 areas of alignment with TREMC and others are established	Working closely with TREMC leaders currently to find alignment
Work with TREMC leaders to include community perspective and voice in decision making	1/19-6/24	CAO, CRO, PEP, and GARE Cohort	By FY22 County departments agree on high marks in TREMC’s rubric of engagement	Working towards establishing a baseline on the rubric
B. COORDINATE EFFORTS				
GARE team convene and facilitate a countywide community engagement team	9/19-6/24	CAO, CRO, PEP, and GARE Cohort	By FY22 Increased connections amongst individuals from various departments working on community engagement	Working on building connections and identifying who is planning this role in other departments
GARE team and TREMC leaders meet monthly to determine areas of collective action	6/19-6/24	CAO, CRO, PEP, and GARE Cohort	BY Q1 FY20 Regular meetings will be established between partners	Team is beginning to meet more regularly

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			By Q4 FY 20 partners agree on at least two areas to work on	
D. TRACK PROGRESS				
Develop a tracking system to track actions and progress externally with partners	3/19-6/24	CAO and GARE Cohort	By Q3 of FY20 have a finalized tracking tool	
Develop a communications tool to share how community has been engaged and opportunities for further engagement	10/19-6/24	CAO and GARE Cohort	By Q1 of FY21 have a finalized communications tool to share with the public	

Recommendations:

- *Establish a GRE Leadership Team to advise and guide the development and implementation of the Racial Equity Action Plan. The implementation of the Racial Equity Action Plan will render the desired outcomes when department representatives are adequately supported and involvement of a leadership team is closely involved in an advisory capacity.*
- *Consider the development of a Racial Equity Officer position dedicated to the Monterey County Governing for Racial Equity Initiative and the continued development and implementation of the Racial Equity Action Plan. There is a need for a leadership position whose role will be designated to the coordination and management of the Racial Equity Action Plan implementation. The broad scope of the role requires the ability to engage all County departments, stakeholders, local jurisdictions and governing bodies as well as community groups and community members. The Governing for Racial Equity Initiative currently operates in the County Administrative Office, where the broad scope of administrative oversight provides direct access to County department heads and County leadership. It is recommended that the initiative and the Racial Equity Officer position remain in the County Administrative Office.*