

**DRAFT**

**Solano County Equity Plan**  
Chapter 1: Racial Equity

Drafted November 8, 2016

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# Introduction

The California Bay Area has a long and passionate history of working towards social justice for all, regardless of race, ethnicity, gender, or socio-economic status...

In January, 2016, Solano County Health & Social Services (H&SS) Department embarked on a year-long learning collaborative with 13 other Bay Area jurisdictions, hosted by the Government Alliance on Race & Equity (GARE).

GARE is a national network of governments working to achieve racial equity and advance opportunities for all. The Alliance uses a three-prong approach:

1. Support jurisdictions that are at the forefront of work to advance racial equity
2. Build pathways for new jurisdictions to begin doing racial equity work, including cohorts of new jurisdictions
3. Expand and strengthen local and regional collaborations that are broadly inclusive and focused on achieving racial equity.

The objectives of this year-long GARE cohort were to introduce participating jurisdictions to the tools and resources for advancing racial equity, including a racial equity training curriculum, and a racial equity tool to be used in policy, practice, program and budget decisions, and to build an actionable Racial Equity Plan...

+Shared Values

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# Acknowledgements

The Solano H&SS Racial Equity Team would like to thank...

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# Goals and Objectives

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# I. Organizational Commitment

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<b>1.1 Goal:</b>	<b>Normalize Conversation</b>
<b>1.1.1 Objective:</b>	Provide Structural Racism 101 Training to all Solano County staff
<b>Action Items:</b>	<ol style="list-style-type: none"> <li>1. Build H&amp;SS Department commitment for staff to receive Structural Racism 101 training</li> <li>2. Provide mini presentations in all staff/bureau meetings</li> <li>3. Create a timeline with Division managers/supervisors for staff to receive training</li> <li>4. Give pitch presentations to other departments</li> <li>5. Solicit participation in future GARE cohort(s)</li> <li>6. Allow participation from other departments in scheduled Structural Racism 101 trainings</li> <li>7. Add Equity Work to New Hire Orientations (Human Resources, Departmental, Division, etc.)</li> </ol>
<b>1.1.2 Objective:</b>	Identify and cultivate Department/Division champions to amplify racial equity vision & messaging, and ensure goal implementation
<b>Action Items:</b>	<ol style="list-style-type: none"> <li>1. Provide mini presentations in all staff/bureau meetings</li> <li>2. Review current projects/initiatives that may have a racial equity outcome and alignment of issues</li> <li>3. Create multiple media communications: flyers, emails, newsletter columns, etc.</li> <li>4. Create Racial Equity Workgroups for each H&amp;SS division – GARE cohort team provides structural support</li> <li>5. Conduct power mapping of Solano County decision makers</li> <li>6. Target Human Resources &amp; Libraries in champion identification</li> <li>7. Review Equity Plan with identified champions</li> </ol>

<b>1.1.3 Objective:</b>	Provide venue for ongoing dialogue
<b>Action Items:</b>	<ol style="list-style-type: none"> <li>1. Host regularly scheduled Safe &amp; Welcoming Space meetings</li> <li>2. Create Racial Equity Workgroups for each H&amp;SS division – GARE cohort team provides structural support</li> <li>3. Create Racial Equity Workgroups for all County Departments</li> <li>4. Host viewings of videos that promote racial equity</li> <li>5. Director participation in open forums, discuss at his meetings</li> </ol>

<b>1.1.4 Objective:</b>	Cultivate openness to diverse voices & opinions
<b>Action Items:</b>	<ol style="list-style-type: none"> <li>1. H&amp;SS newsletter updates</li> <li>2. Link on H&amp;SS site</li> <li>3. Host viewings of videos that promote racial equity</li> <li>4. Director participation in open forums, discuss at his meetings</li> <li>5. Solano County's Mission statement to include racial equity language</li> <li>6. Survey for staff to answer questions from racial equity continuum/employee equity survey from CSI</li> <li>7. Incorporate information about racial equity work &amp; commitment of Solano County in staff orientations</li> <li>8. Host regularly scheduled Safe &amp; Welcoming Space meetings</li> <li>9. Host county-wide Structural Racism 101 trainings for new hires</li> </ol>

<b>1.2 Goal:</b>	<b>Build Internal Commitment</b>
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<b>1.2.1 Objective:</b>	Develop dedicated positions and funding for advancing racial equity
<b>Action Items:</b>	<ol style="list-style-type: none"> <li>1. Create brief analysis of neighboring counties who have dedicated positions and funding for advancing racial equity and/or an office of equity. Analysis to include funding strategies, job classifications and sample job descriptions.</li> <li>2. Create policy brief of state/federal mandates that require cultural awareness/competency/anti-discrimination trainings for the various Health &amp; Social and Services (H&amp;SS) divisions</li> <li>3. Prepare and present to County leadership a proposal for dedicated positions and funding for advancing racial equity that includes the analysis of neighboring counties' offices of equity, and the policy brief of required cultural awareness/competency/anti-discrimination trainings.</li> </ol>



1.2.2 Objective:	Ensure endorsement “from the top”
Action Items:	<ol style="list-style-type: none"> <li>1. Recruit at least two Executive Team members to participate in the future GARE cohort(s), and to attend existing cohort meetings.</li> <li>2. Provide a quarterly update of GARE activities and/or racial equity discussion points in the quarterly H&amp;SS newsletter.</li> <li>3. Provide quarterly updates of GARE cohort activities at H&amp;SS management meeting (formerly known as the GOMER meeting).</li> </ol>
1.2.3 Objective:	Create ongoing workgroups or committees to implement components of Racial Equity Plan
Action Items:	<ol style="list-style-type: none"> <li>1. Identify existing workgroups and/or committees within the County that could partner with GARE cohort to implement components of the plan.</li> </ol>
1.2.4 Objective:	Embed racial equity lens into policy documents
Action Items:	<ol style="list-style-type: none"> <li>1. Submit revised language to the County Administrator’s Office to include in the Solano County Legislative Platform that reiterates the County’s commitment to promoting and integrating racial equity into its practices.</li> <li>2. Develop a racial equity policy tool/utilize equity tool for policy decisions</li> <li>3. Work with existing policy workgroups/committees to implement racial equity policy tool.</li> </ol>
1.2.5 Objective:	Universal application of Racial Equity Tool
Action Items:	<ol style="list-style-type: none"> <li>1. Draft a policy for universal application of a racial equity tool to be included in the County’s Policy Manual (internal)</li> <li>2. Draft a policy for the universal application of a racial equity tool to be included in H&amp;SS policy and procedures (PNP’s) manual.</li> <li>3. Develop and provide training on how to use the racial equity tool</li> <li>4. Train Equity Tool “Super Users” for each Department/Division</li> </ol>

5. Embed use of Equity Tool in day-to-day work.

1.2.6 Objective:	Initial and on-going review of equity data
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Action Items:	

1.2.7 Objective:	Accountability/Oversight/Evaluation
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Action Items:	

Notes: policy documents to embed equity into: HR documents, legislative platforms, budgets;  
Dedicated position/funding: advisory board

## II. Hiring, Recruitment & Retention

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<b>2.1 Goal:</b>	Workforce reflects the community it serves, at all levels
<b>2.1.1 Objective:</b>	Assess the racial demographics of the workforce, at all levels
Action Items:	<ul style="list-style-type: none"> <li>• Are people of color are in leadership positions, or positions that have upward mobility?</li> <li>• Include extra help, part-time &amp; interns in assessment</li> <li>• Include qualitative data to supplement demographic data, to fully understand challenges</li> </ul>
<b>2.1.2 Objective:</b>	Develop a plan to address potential gaps in workforce equity
Action Items:	<ul style="list-style-type: none"> <li>• Utilize Equity Tool</li> </ul>
<b>2.1.3 Objective:</b>	Develop County-wide workforce equity policies
Action Items:	<ul style="list-style-type: none"> <li>• Align with other County-wide outcomes</li> <li>• Address experiential requirements and potential lack of opportunities for individuals who want to promote, but aren't getting the "leadership" experiences in their current position.</li> </ul>
<b>2.1.4 Objective:</b>	Cultivate future workforce
Action Items:	<ul style="list-style-type: none"> <li>• Each employee has a career plan, if they want one (training, education opportunities, mentoring programs, etc.), that is transparent and supported by leadership staff.</li> <li>• Preference points for volunteering in the community being served &amp; speaking a second/third language</li> </ul>

<b>2.2 Goal:</b>	Carryout intentional inclusiveness for hiring a diverse County workforce
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<b>2.2.1 Objective:</b>	Assess hiring process for potential implicit bias
Action Items:	<ul style="list-style-type: none"> <li>• Look at tests, educational requirements, stereotype threats, in-group favoritism, criminal justice barriers,</li> <li>• Look at resume screening process, SME selection, oral board panelist selection – removing preference clauses,</li> <li>• Incentivize use of Racial Equity Tool</li> </ul>

<b>2.3 Goal:</b>	Incorporate equity language into whole hiring process
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<b>2.3.1 Objective:</b>	Update Job Classifications to include equity language
Action Items:	
Action Items:	
Action Items:	

<b>2.3.2 Objective:</b>	Add equity language to application supplemental questionnaires
Action Items:	
Action Items:	
Action Items:	

### III. Contracting

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<b>3.1 Goal:</b>	Contractors reflect the community they serve, at all levels	
<b>3.1.1 Objective:</b>	Assess the diversity of County contractors	
Action Items:	1. Create survey instrument to collect demographic information of contracted agencies, including board composition, contractor's leadership team, and line staff.	
	2. Revise appropriate contract exhibits to explicitly require the annual submission of the demographic survey.	
	3. Implement demographic survey for contractors annually; analyze data and provide an annual report of County contractor's diversity, including information of the targeted populations in which the contractor serves	
<b>3.1.2 Objective:</b>	Develop a plan to address potential gaps in contracting equity	
Action Items:	1. Provide annual Structural Racism 101 training to County contractors regarding the importance of equity and how to build and maintain a diverse contracting workforce	
	2. Partner with General Services to provide community workshops for potential contractors in unserved/underserved communities about the RFP process, and how to do business with the County.	
	3. Coordinate with General Services to provide an updated RFP/RFQ distribution list that includes contractors with diverse organizations	

3.1.3 Objective:	Develop County-wide contracting equity policies
Action Items:	<ol style="list-style-type: none"> <li>1. Submit draft language to amend current contract and purchasing manual and guidelines to include a commitment to contracting with racially diverse organizations and individual contractors to better serve unserved and underserved communities across the County.</li> <li>2. Work with General Services and County Counsel to draft County procedure to require that all RFP panels must include scorers from different racial/ethnic backgrounds</li> <li>3. Amend RFP scoring criteria to provide additional points to contractors with organizations with a racially diverse workforce; xx% or more of the organization's workforce is ethnically diverse.</li> </ol>
3.1.4 Objective:	Assess contract award process for potential implicit bias
Action Items:	<ol style="list-style-type: none"> <li>1. Require that all RFP/RFQ applicants submit demographic survey</li> <li>2. Conduct analysis RFP/RFQ awardees versus applicants who were not awarded. Analysis will include data gathered from the demographic survey, and individual and aggregate scores from panelists.</li> <li>3. Present analysis with recommendations to General Services to improve contracting award process.</li> </ol>
3.1.5 Objective:	Assess contracting/fiscal process for potential implicit bias
Action Items:	<ol style="list-style-type: none"> <li>1. Conduct analysis on the impact of the reimbursement payment model on current County contractors</li> <li>2. Administer survey to potential contractors to gather feedback about contracting with the County, and the fiscal implications on their organizations due to the County's reimbursement payment model.</li> </ol>

## IV. Community Engagement

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<b>4.1 Goal:</b>	Ensure the Provision of Efficient and Effective Service
<b>4.1.1 Objective:</b>	Solicit and be open to input from those impacted by proposed policies/programs/budget items/etc.
<b>Action Items:</b>	<ol style="list-style-type: none"><li>1. Internally disseminate Equity Tool and training departments on how to use it.</li><li>2. Establish monthly or quarterly Community Forums to inform the community about upcoming policies/programs/budget items/etc.</li><li>3. Comprehensive Community Consultation (see CoCoCo community engagement plan: focus groups, surveys, etc.)</li><li>4. Obtain input from community regarding the best way to engage with them (i.e.: photo voice activity, community consensus, etc.)</li><li>5. Identify existing community/organization meetings for venues to receive feedback from the community</li></ol>
<b>4.1.2 Objective:</b>	Build accountability for incorporating community input into decision-making process, and provide continuous feedback/engagement to community
<b>Action Items:</b>	<ol style="list-style-type: none"><li>1. Internally disseminate Equity Tool and training departments on how to use it.</li><li>2. Work with partners and community members to make sure they know how to hold decision makers accountable</li></ol>
<b>4.1.3 Objective:</b>	Develop internal capacity on methods for engaging community
<b>Action Items:</b>	<ol style="list-style-type: none"><li>1.</li></ol>

<b>4.2 Goal:</b>	Foster leadership within communities of color
<b>4.2.1 Objective:</b>	Document demographic composition of Solano communities & build neighborhood profiles
Action Items:	Identify neighborhood communities of each 7 Solano cities
	Gather demographic information of each neighborhood community
<b>4.2.2 Objective:</b>	Build relationships with the community
Action Items:	1. Identify existing community leaders and partners who the community trusts & strategies for mutual support/alignment of outcomes
	2. Increase visibility of County leadership to community through media presence, (radio, TV, social media, etc.), in partnership with local businesses, health fair & event attendance, Public Health Week activities, etc.
	3. Foster trust/reliability & work towards transparency with community by attending community meetings & events that are already happening, at times that work for the community.
<b>4.2.3 Objective:</b>	Implement programs to develop future leaders from the community
Action Items:	1. Promote already-existing, community-based empowerment initiatives (Promotoras, Breastfeeding Peer Counselors, MH Peer Support Workers, Paid Internships, Community Youth Groups, Matt Garcia Center, Fighting Back Partnership, Children in Need of Hugs, Workforce Investment Board, First 5, etc.)
	2. Meet with partners and organizations that are already doing community empowerment work – specifically around leadership development -- and ask them what they need to continue their work, what gaps they see in populations being reached.
	3. Develop platform for sharing training opportunities & materials



## V. Data

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<b>5.1 Goal:</b>	Develop policy to standardize how County agencies gather race/ethnicity data
<b>5.1.1 Objective:</b>	Reconvene Infomaniacs meeting
Action Items:	<ol style="list-style-type: none"><li>1. Identify contacts in each Health and Human Service Division to participate in data collaboration group.</li><li>2. Plan quarterly meetings.</li></ol>
<b>5.1.2 Objective:</b>	Assess how race/ethnicity data is currently gathered from the program to federal level
Action Items:	<ol style="list-style-type: none"><li>1. Identify current approach for collecting race/ethnicity data within public health programs.</li><li>2. Identify current approach for collecting race/ethnicity data by Health and Social Services programs (non-Public Health).</li><li>3. Identify current approach for collecting race/ethnicity data by California State programs and registries.</li><li>4. Identify current approach for collecting race/ethnicity data by Federal programs and registries.</li></ol>
<b>5.1.3 Objective:</b>	Draft & propose reconstruction of data gathering process for race/ethnicity
Action Items:	<ol style="list-style-type: none"><li>1. Following review of current data collections methods for race/ethnicity, develop proposed standardized approach.</li><li>2. Conduct feasibility study for implementation of standardized approach.</li><li>3. Convene workgroup with hospitals and other partners to discuss standardization.</li></ol>

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| 4. Participate in California Cancer Registry workgroup to standardize data collection and race. |
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5.1.4 Objective:	Create standardized procedure for presenting data
Action Items:	<ol style="list-style-type: none"> <li>1. Research best practices and preferences for presentation of data and use of terminology.</li> <li>2. Develop and pilot standardized approach with Race Equity Team and other invested partners.</li> </ol>

Notes: standardized presenting expectations specifically for race-centric data

<b>5.2 Goal:</b>	Develop a comprehensive understanding of racial demographics in Solano County, including changes over time
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5.2.1 Objective:	Understand the history of racial distribution and segregation within the County.
Action Items:	<ol style="list-style-type: none"> <li>1. Research data sources for early 20<sup>th</sup> century racial distribution.</li> <li>2. Research data sources for early 20<sup>th</sup> century income distribution.</li> <li>3. Research housing and neighborhood segregation in Solano County cities.</li> <li>4. Write internship proposal for Touro MPH student to address this topic.</li> </ol>

## VI. Racial History of Solano County

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<b>6.1 Goal:</b>	Research and build a complete history of Solano County
<b>6.1.1 Objective:</b>	Assess which partner agencies have access to which pieces of Solano history
Action Items:	
<b>6.1.2 Objective:</b>	Partner with other agencies/community-based organizations/faith-based organizations/etc. to document history of Solano County
Action Items:	
<b>6.1.3 Objective:</b>	Research historical examples of government-driven structural racism in Solano County
Action Items:	Tailor & incorporate messages from Race: The Power of an Illusion & Structural Racism 101 training
<b>6.1.4 Objective:</b>	Develop a comprehensive understanding of race relations & policies in Solano County, over time
Action Items:	

# Solano County Racial Equity Implementation Plan

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