

# Racial Equity Action Plan

## County of Sonoma Board of Supervisors

### May 17, 2024



OFFICE OF EQUITY  
COUNTY OF SONOMA



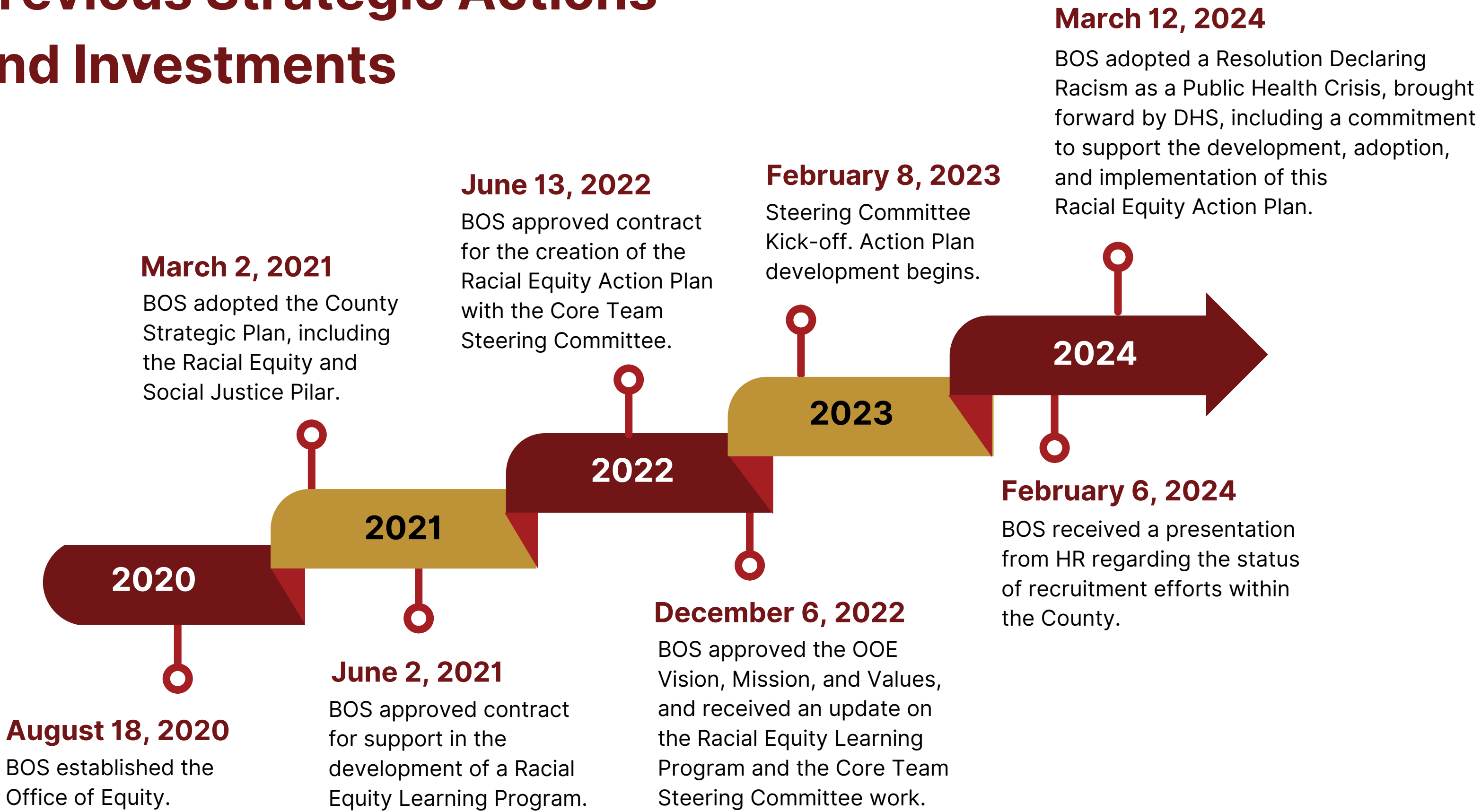
# Recommended Actions:

- A) Accept a staff report on the Racial Equity Action Plan (Action Plan)**
  
- B) Direct staff to implement the following strategies in the Action Plan:**
  - **County creates capacity for equity work and expands pipelines for hiring and career advancement.**
  - **County offers support and creates accountability for management at all levels to develop an understanding of racial equity principles and practices.**
  - **County invests in data collection and reporting systems to drive change that is responsive to staff experiences.**

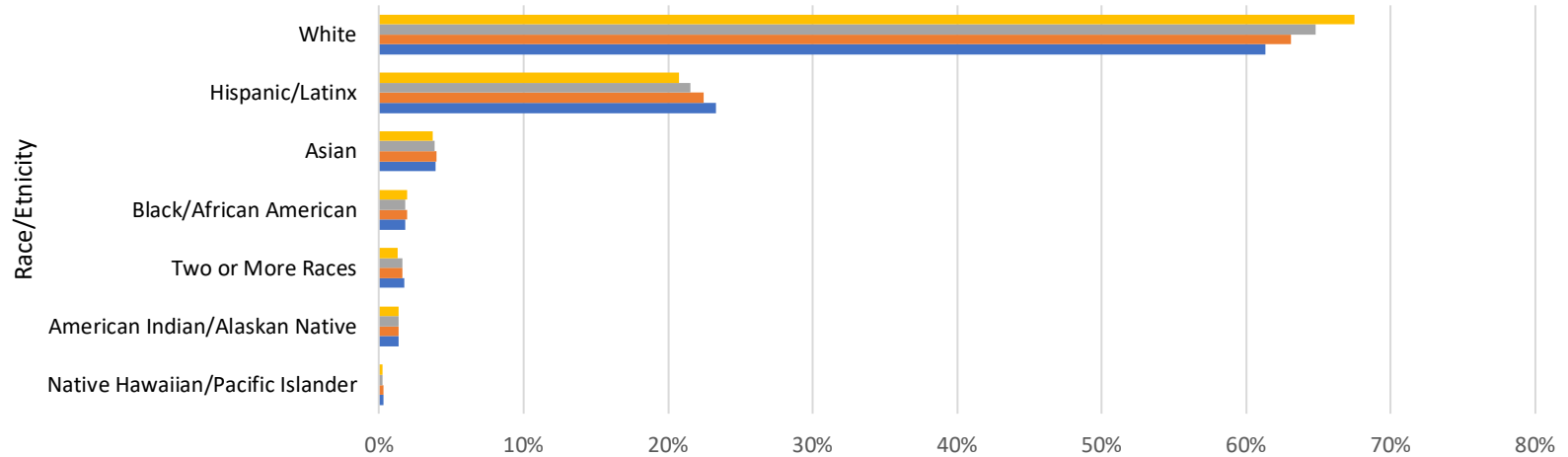
# Why a Racial Equity Action Plan for Sonoma County?



# Previous Strategic Actions and Investments



# County of Sonoma Workforce Race/Ethnicity 2021-2024

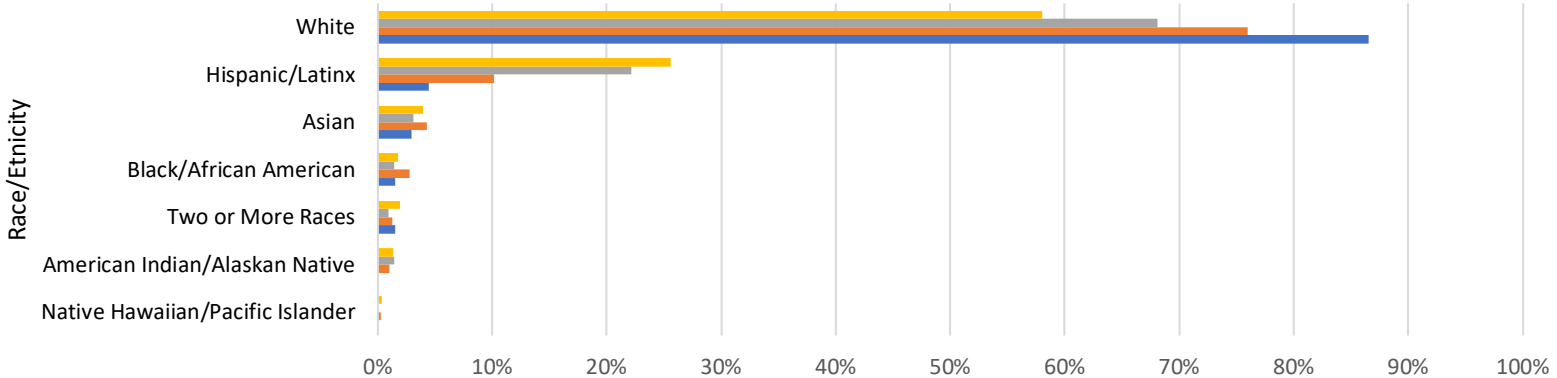


	Native Hawaiian/Pacific Islander	American Indian/Alaskan Native	Two or More Races	Black/African American	Asian	Hispanic/Latinx	White
2021	0.21%	1.32%	1.29%	1.94%	3.72%	20.73%	67.46%
2022	0.23%	1.33%	1.64%	1.83%	3.81%	21.52%	64.81%
2023	0.28%	1.32%	1.60%	1.91%	3.95%	22.48%	63.10%
2024	0.27%	1.35%	1.75%	1.82%	3.92%	23.33%	61.29%

Year

2021 2022 2023 2024

# County Racial Demographics by Leadership Level 2024

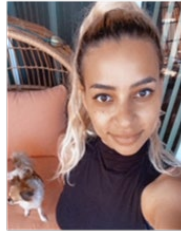


	Native Hawaiian/Pacific Islander	American Indian/Alaskan Native	Two or More Races	Black/African American	Asian	Hispanic/Latinx	White
Individual Contributor	0.32%	1.40%	1.91%	1.75%	3.99%	25.56%	58.01%
Supervisor	0.00%	1.46%	0.97%	1.46%	3.16%	22.14%	68.13%
Managers	0.25%	1.01%	1.27%	2.78%	4.30%	10.13%	75.95%
Executive	0.00%	0.00%	1.49%	1.49%	2.99%	4.48%	86.57%

Leadership Level

■ Individual Contributor
 ■ Supervisor
 ■ Managers
 ■ Executive

# Steering Committee Members



**Audrianna Jones,**  
Community Development  
Commission



**Christel Querijero,** County  
Administrator's Office



**Jo McKay,** Human Services  
Department



**Lauren Reed,** Department  
of Health Services



**Leslie Lew,** Ag + Open Space



**Michelle Revecho,** Human  
Services Department



**Nora Mallonee-Brand,**  
Department of Health  
Services



**Ryan Pedrotti,** Sonoma Water



**Shawntel Reece,** Human  
Services Department

# Key Development Steps

**Phase 0: Creating a sustainable working space**

**Phase 1: Research and Anti-Racist Results Based Accountability**

**Phase 2: Engagement with County Staff**

- **Presentation to DAHA (Liaisons selected)**
- **7 Focus Groups with 60 staff members**
  - **Core Team (3)**
  - **Front Facing-Staff (2)**
  - **Supervisors/Managers/Division Director (2)**
- **2 Focus Groups with Community-based Leaders**





# Key Development Steps (cont.)

**Phase 3: Incorporating feedback into the draft Racial Equity Action Plan**

**Phase 4: Reflection and Conversations**

- **2 Reflection Sessions with County staff**
- **CAO and HR presentations + County Counsel Review**
- **Resolution Declaring Racism a Public Health Crisis**
- **Safety Net Collaborative presentation**
- **DAHA Presentation**

**Phase 5: Finalizing the Racial Equity Action Plan**  
**BOS presentation on May 17**




# A Systems Framework



- **Systems level data and patterns > individual actions**
  - **County-level anti-racist root-cause analysis**
  - **Systemic barriers**
  - **Systems-level solutions**
  - **Accountability measures**

***“Be soft on people and hard on systems”***

***- Dr. John A. Powell, Othering and Belonging Institute***



# **Racial Equity Action Plan Framework and Strategies**

# COUNTY OF SONOMA RACIAL EQUITY ACTION PLAN

<b>Goal</b> (Result Statement)	All County staff, especially staff of color, feel a sense of belonging and are supported to achieve their career goals within the County organization.		
<b>Barriers</b> (Internal Indicators)	County management is not representative of the racial demographics of Sonoma County.	Staff of color report disproportionate dissatisfaction levels with management practices.	
<b>Why</b> (Hot Roots)	There are few mechanisms supporting managers in hiring and promoting qualified staff members of color to leadership levels.	Management practices do not reflect sufficient capacity, skill sets, and/or interest to contribute to the empowerment of staff, especially staff of color.	The County system values productivity over the impact that working conditions have on people, especially staff of color.
<b>Recommended Strategies</b>	<p><b>County creates capacity for equity work and expands pipelines for hiring and career advancement.</b></p> <ul style="list-style-type: none"> <li>• Department Heads create staff capacity to operationalize equity work by: 1) Designating a Core Team 2.0 Liaison, and 2) Creating equity positions, or 3) Creating equity FTE allocations for existing staff.</li> <li>• OOE creates and convenes Core Team 2.0 to lead the implementation of the Plan across departments.</li> <li>• Department Heads support and fund professional and leadership development opportunities to reach all staff, especially staff of color.</li> <li>• Central HR conducts an assessment of County job descriptions and hiring practices, and engages in a codesign process to remove barriers and elevate the value of lived experience.</li> </ul>	<p><b>County offers support and creates accountability for management at all levels to develop an understanding of racial equity principles and practices.</b></p> <ul style="list-style-type: none"> <li>• All managers actively participate in learning and training spaces about racial equity principles and practices.</li> <li>• Department Heads, supervisors, and managers are evaluated on their competencies on racial equity principles and practices.</li> </ul>	<p><b>County invests in data collection and reporting systems to drive change that is responsive to staff experiences.</b></p> <ul style="list-style-type: none"> <li>• Central HR publishes disaggregated data on recruitment, hiring, promotions, and turnover rates of employees.</li> <li>• Central HR conducts a standard employee survey that consistently collects data on staff experiences, in particular around belonging and career advancement.</li> <li>• All Managers learn how to apply Anti-Racist Results-Based Accountability (AR-RBA) methodology to address racial inequities from survey data.</li> <li>• County institutionalizes spaces for healing, belonging, and connection.</li> </ul>
<b>Accountability</b> (Headline Better-Off Measures)	<ul style="list-style-type: none"> <li>• Percentage of staff hired and promoted into management positions.</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of Department Heads, supervisors, and managers implementing anti-racist practices.</li> <li>• Percentage of staff who see management taking new kinds of actions in service of equity.</li> </ul>	<ul style="list-style-type: none"> <li>• Percentages of staff retention and turnover.</li> <li>• Percentage of staff who feel like the County is offering a positive space to support their work and well-being.</li> </ul>

## **Result Statement:**

***All County Staff, especially staff of color, feel a sense of belonging and are supported to achieve their career goals within the County organization***

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**All County staff, especially staff of color, feel a sense of belonging and are supported to achieve their career goals within the County organization**

<b>Barrier (Internal Indicators):</b> County Management is not representative of the demographics of Sonoma County.	<b>Why 1 (Hot Root):</b> There are few mechanisms supporting managers in hiring and promoting qualified staff members of color to leadership levels.
<b>Barrier (Internal Indicators):</b> Staff of color report disproportionate dissatisfaction levels with management practices.	<b>Why 2 (Hot Root):</b> Management practices do not reflect sufficient capacity, skill sets, and/or interest to contribute to the empowerment of staff, especially staff of color.
	<b>Why 3 (Hot Root):</b> The County system values productivity over the impact that working conditions have on people, especially staff of color.

## **Headline Strategy 1**

### **County creates capacity for equity work and expands pipelines for hiring and career advancement.**

#### **Sub-Strategies**

**1-A. Department Heads create staff capacity to operationalize equity work by creating:**

- 1) Designating a Core Team 2.0 Liaison, and**
- 2) Equity positions, or**
- 3) Equity FTE allocations for existing staff.**

**1-B. OOE creates and convenes Core Team 2.0 to lead the implementation of the Plan across departments.**

**1-C. Department Heads support and fund professional and leadership development opportunities to reach all staff, especially staff of color.**

**1-D. Central HR conducts an assessment of County job descriptions and hiring practices, and engages in a codesign process to remove barriers and elevate the value of lived experience.**

## **Headline Strategy 2**

**County offers support and creates accountability for management at all levels to develop an understanding of racial equity principles and practices.**

### **Sub-Strategies**

**2-A. All managers actively participate in learning and training spaces about racial equity principles and practices.**

**2-B. Department Heads, supervisors, and managers are evaluated on their competencies on racial equity principles and practices.**



## **Headline Strategy 3**

**County invests in data collection and reporting systems to drive change that is responsive to staff experiences.**

### **Sub-Strategies**

**3-A. Central HR publishes disaggregated data on recruitment, hiring, promotions, and turnover rates of employees.**

**3-B. Central HR conducts a standard employee survey that consistently collects data on staff experiences, in particular around belonging and career advancement.**

**3-C. All Managers learn how to apply Anti-Racist Results-Based Accountability (AR-RBA) methodology to address racial inequities from survey data.**

**3-D. County institutionalizes spaces for healing, belonging, and connection.**

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# THANK YOU!



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AGRICULTURE  
INDUSTRY  
RECREATION