

Racial Equity Action Plan

County of Sonoma Board of Supervisors

May 17, 2024



OFFICE OF EQUITY
COUNTY OF SONOMA



Recommended Actions:

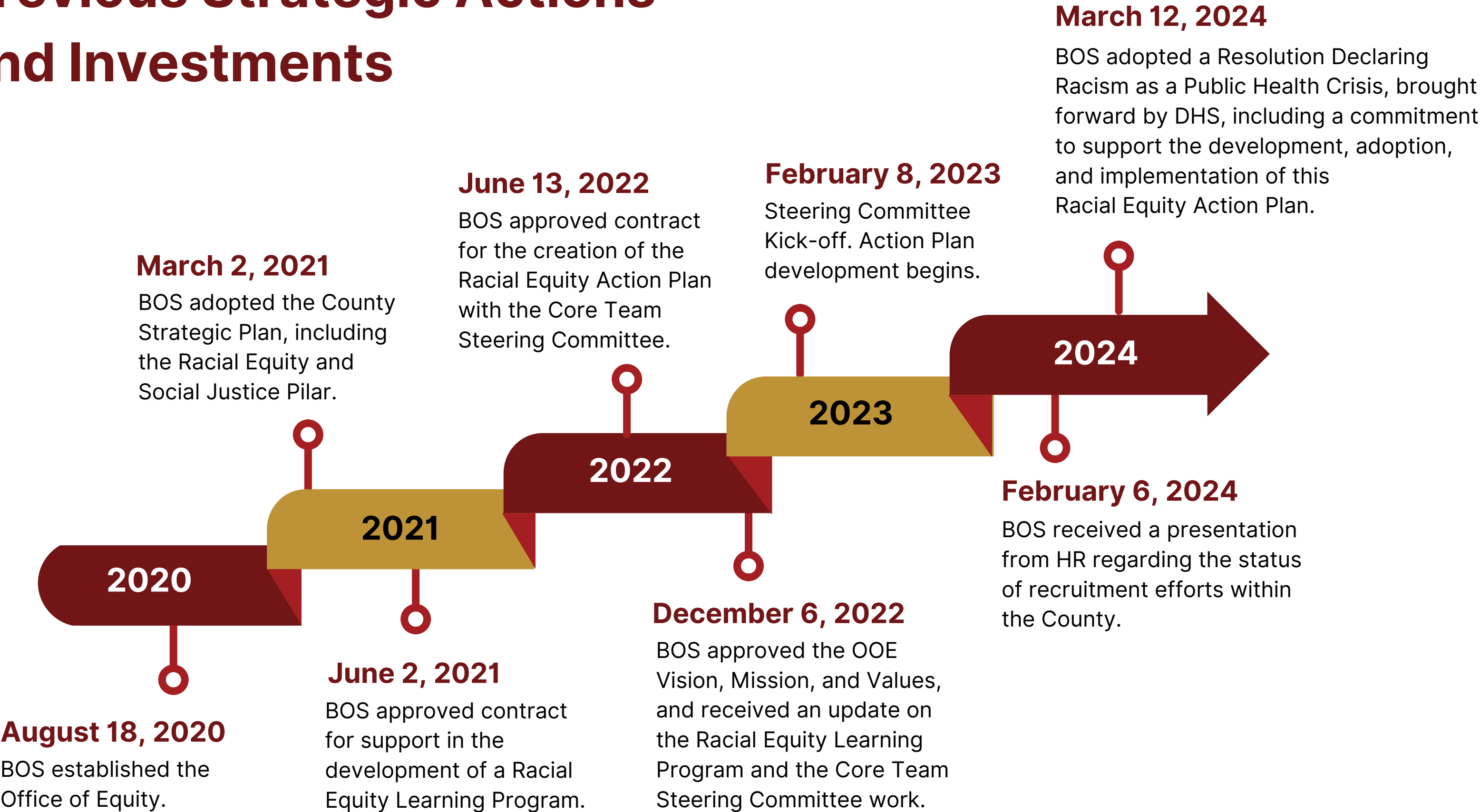
- A) Accept a staff report on the Racial Equity Action Plan (Action Plan)**

- 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.**

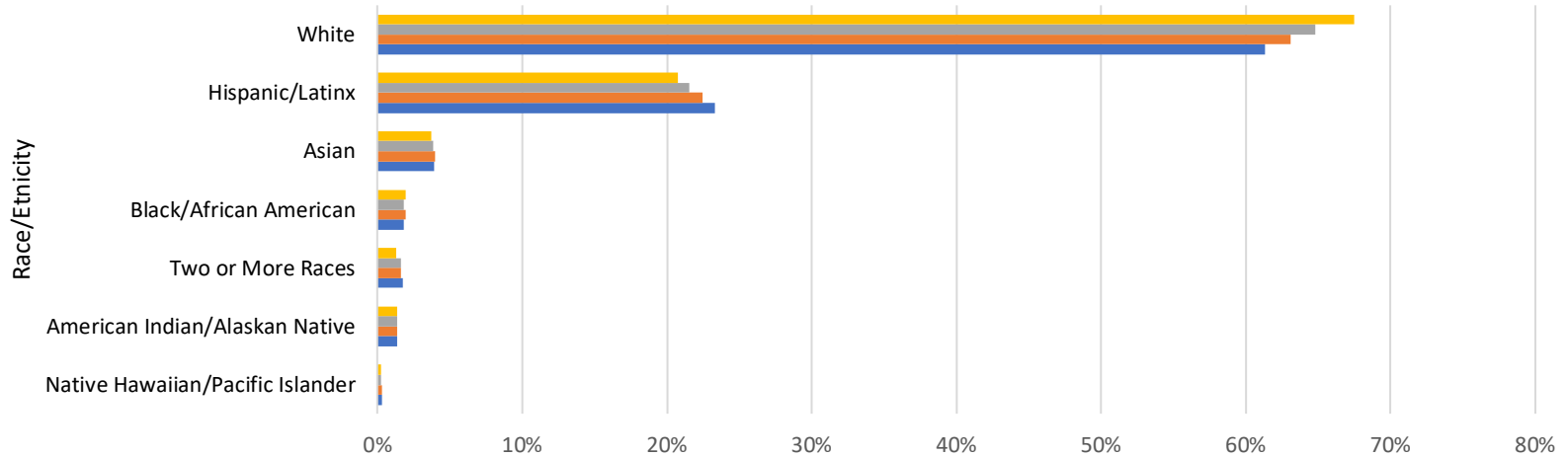
Why a Racial Equity Action Plan for Sonoma County?



Previous Strategic Actions and Investments



County of Sonoma Workforce Race/Ethnicity 2021-2024

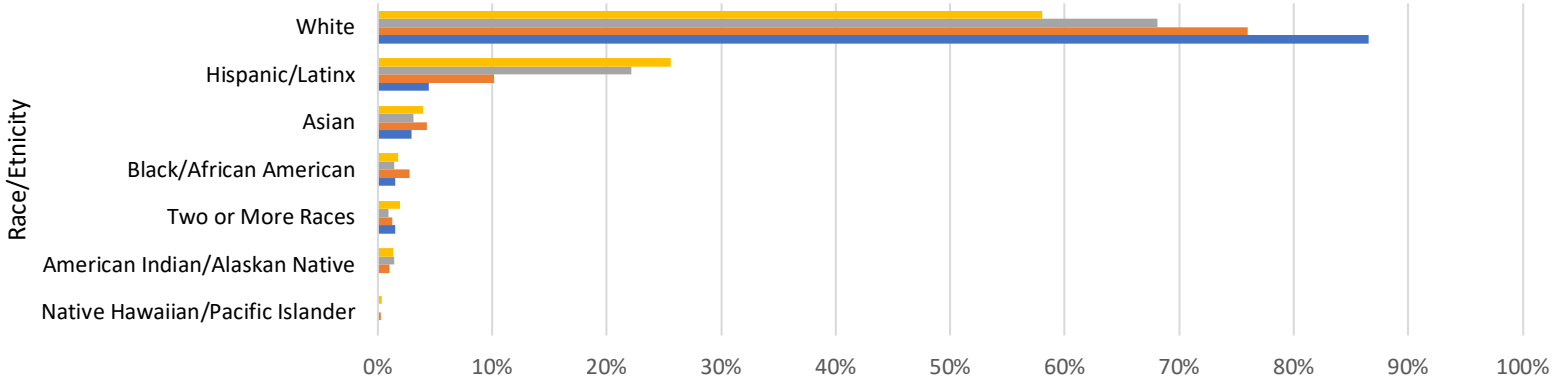


	Native Hawaiian/Pacific Islander	American Indian/Alaskan Native	Two or More Races	Black/African American	Asian	Hispanic/Latinx	White
2021	0.21%	1.32%	1.29%	1.94%	3.72%	20.73%	67.46%
2022	0.23%	1.33%	1.64%	1.83%	3.81%	21.52%	64.81%
2023	0.28%	1.32%	1.60%	1.91%	3.95%	22.48%	63.10%
2024	0.27%	1.35%	1.75%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

Year

2021 2022 2023 2024

County Racial Demographics by Leadership Level 2024

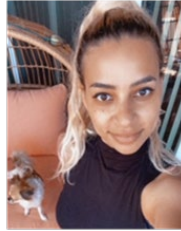


	Native Hawaiian/Pacific Islander	American Indian/Alaskan Native	Two or More Races	Black/African American	Asian	Hispanic/Latinx	White
Individual Contributor	0.32%	1.40%	1.91%	1.75%	3.99%	25.56%	58.01%
Supervisor	0.00%	1.46%	0.97%	1.46%	3.16%	22.14%	68.13%
Managers	0.25%	1.01%	1.27%	2.78%	4.30%	10.13%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

Goal (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.		
Barriers (Internal Indicators)	County management is not representative of the racial demographics of Sonoma County.	Staff of color report disproportionate dissatisfaction levels with management practices.	
Why (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.
Recommended Strategies	<p>County creates capacity for equity work and expands pipelines for hiring and career advancement.</p> <ul style="list-style-type: none"> • 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. • OOE creates and convenes Core Team 2.0 to lead the implementation of the Plan across departments. • Department Heads support and fund professional and leadership development opportunities to reach all staff, especially staff of color. • 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. 	<p>County offers support and creates accountability for management at all levels to develop an understanding of racial equity principles and practices.</p> <ul style="list-style-type: none"> • All managers actively participate in learning and training spaces about racial equity principles and practices. • Department Heads, supervisors, and managers are evaluated on their competencies on racial equity principles and practices. 	<p>County invests in data collection and reporting systems to drive change that is responsive to staff experiences.</p> <ul style="list-style-type: none"> • Central HR publishes disaggregated data on recruitment, hiring, promotions, and turnover rates of employees. • Central HR conducts a standard employee survey that consistently collects data on staff experiences, in particular around belonging and career advancement. • All Managers learn how to apply Anti-Racist Results-Based Accountability (AR-RBA) methodology to address racial inequities from survey data. • County institutionalizes spaces for healing, belonging, and connection.
Accountability (Headline Better-Off Measures)	<ul style="list-style-type: none"> • Percentage of staff hired and promoted into management positions. 	<ul style="list-style-type: none"> • Percentage of Department Heads, supervisors, and managers implementing anti-racist practices. • Percentage of staff who see management taking new kinds of actions in service of equity. 	<ul style="list-style-type: none"> • Percentages of staff retention and turnover. • Percentage of staff who feel like the County is offering a positive space to support their work and well-being.

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

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.

Recommended Actions:

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THANK YOU!



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INDUSTRY
RECREATION