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
- Jacalyn Mah

Board of Supervisors
- David Escobar (retired)
- Steve Kinsey (retired)

Community Development Agency
- Liz Darby

Health and Human Services
- Cesar Lagleva
- Clio Hernandez
- Matthew Willis

Human Resources
- Chantel Walker
- Roger Crawford

Marin County Free Library
- Bonny White

Marin County Parks
- Kevin Wright
Goal 1. Marin County staff understands and is committed to achieving racial equity.

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| 25 partnerships with leaders of community based organizations, cities and towns in Marin County | A. Marin County employees understand, are committed to, and have the infrastructure needed to advance racial equity.  
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.  
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:  
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 | April 2017 | County Administrator's Office, GARE 2016 and 2017 Cohorts | Racial Equity Action Plan adopted  
Community partnership list developed  
% of surveyed employees who are aware of and understand the County's equity initiatives  
# of departments that include an equity initiative in their performance plan  
# of meetings where equity initiatives are presented to Department employees  
Equity pilots are detailed and celebrated on the Equity MINE page, supporting additional departments to work on the implementation of the racial equity plan  
% of employees attending affinity group voluntary learning events |
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<td>80% of external partners participating in Pilots agree that trainings meet equity goals</td>
<td>3) <strong>Racial Equity Training</strong> – 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. 3A) Incorporate into existing training: 3A1) Equal Employment Opportunity 3A2) Rights and Responsibilities 3A3) Management Academy 3A4) Leadership Academy 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</td>
<td>Dec. 2017</td>
<td>Human Resources (3), GARE 2016 Cohort (3B2)</td>
<td>Racial equity incorporated in the existing training listed in 3A) and 3B) 60% of employees have attended cultural intelligence/competency and structural racism trainings; 100% by 4/18 2016 GARE cohort members deliver structural racism training and provide equity support throughout organization 100% of hiring managers have attended anti-bias training A County employee is identified to manage and grow equity work for County departments and beyond</td>
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Goal 1. Marin County staff understands and is committed to achieving racial equity.

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| At least 5 external contributors are involved in racial equity tool implementation in pilot departments. | 4) **Use of a Racial Equity Tool with policies or programs**  
Each department uses a Racial Equity Tool in a select policy or program.  
4A) Assign staff to oversee the implementation of a racial equity tool in every department as an important part of MFR redesign  
4B) Incorporate into department strategic planning starting with pilots in Health and Human Services and Cultural Services  
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 | June 2017  
Dec. 2017  
Ongoing | County Administrator’s Office (4), GARE 2016 & 2017 Cohorts (4B)  
Cultural Services and Health and Human Services | Year 1: 5 departments use a racial equity tool by Dec. 2017  
Year 2: 50% (11) departments use a racial equity tool by Dec. 2018 |
Goal 2. Marin County is an effective and inclusive government that engages community.

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| 80% of surveyed respondents believe the County of Marin values community participation and engagement | **A. County of Marin employees have outreach and engagement skills and competencies to advance racially inclusive outreach and engagement.**  
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,  
1A) Create a “State of Equity” map for the County  
1B) Create an equity resource list for internal and external audiences  
1C) Create shared calendar for equity related events  
1D) Learn the racial history of Marin to incorporate research into training and advocate for the need for racial equity measures in the County  
1E) Partner with Marin Community Foundation on next issue of “Portrait of Marin”  
1F) Participate in Community Partner Equity Initiatives & is the convener when appropriate  
1G) Create training for hiring panels that includes internal employees and external community members | 2018-2019 Details determined by 2nd GARE cohort | County Administrator’s Office (1), GARE 1.0 & 2.0 (1-4A) | State of Equity Map created  
Equity Resource List created and updated yearly  
Equity information is collected and shared on the equity intranet site  
# of employees attending structural racism training  
Create shared calendar for equity events  
# of equity initiatives led by community partners that County departments are engaged in |
**Goal 2. Marin County is an effective and inclusive government that engages community.**

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<td>2) Create and implement an inclusive policy on race/ethnicity data</td>
<td>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.</td>
<td>Dec. 2017</td>
<td>Human Resources, Equal Employment Director, Human Resources</td>
<td>Other or “more than one” appears as an option on every Marin county survey. Socrata is used to display equity data in the County.</td>
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### 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.

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| Racial/ethnic composition of the County workforce reflects that of Marin County | 1) **Strengthen personnel policy and practices** – 5 Year Business Plan Subject Matter Experts (SMEs) review policies to:  
   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  
  2) **Clear racial equity expectations for managers** –  
   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 5 Year Business Plan SMEs | Demographics of County’s workforce change to better reflect the demographics of the community across positions  
100% of managers trained on anti-bias and hiring  
Hiring policies are reviewed and updated to prevent bias in hiring |  
Increase in the number of people of color, including women of color, hired by the County  
# of employees of color leaving the county decreases (excluding employees retiring) |