



COUNTY OF SAN DIEGO

AGENDA ITEM

BOARD OF SUPERVISORS

NORA VARGAS
First District

JOEL ANDERSON
Second District

TERRA LAWSON-REMER
Third District

NATHAN FLETCHER
Fourth District

JIM DESMOND
Fifth District

DATE: April 6, 2021

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TO: Board of Supervisors

SUBJECT

**RECEIVE THE REPORT BACK ON THE FRAMEWORK FOR CREATING AN
EQUITABLE COUNTY GOVERNMENT THROUGH THE LENS OF EQUITY,
RACIAL JUSTICE, AND BELONGING (DISTRICTS: ALL)**

OVERVIEW

On January 12, 2021 (8) the Board of Supervisors passed a resolution declaring racism a public health crisis. Recognizing historic health, social, economic, and criminal justice disparities, the Board directed the Chief Administrative Officer to take bold actions that will begin to substantially transform our County values, policies, practices, and community engagement to be more inclusive, responsive, and anti-racist.

In declaring racism a public health crisis, the Board acknowledged that racism underpins health inequities throughout the region and has a substantial correlation to disproportionate impacts on the quality of life of county residents. As the public health agency for the region, the County has a responsibility to tackle this issue head-on to improve the overall health of our residents. The public health and racial inequity implications of County policies extend beyond decisions in County Public Health Services to all departments. The Board proposed measures to ensure that in making decisions, the County is promoting health equity, basing decisions on equity data, and engaging our communities in a participatory process.

In November of 2020, the County contracted with Urban Policy Development (UPD) Consulting and the Othering and Belonging Institute at UC Berkley to work with the San Diego County Leon Williams Human Relations Commission (HRC) to develop the Office of Equity and Racial Justice (OERJ) mission statement, roles, and responsibilities. Over the past few months, three community feedback meetings were held with over 200 participants. A survey was also sent to community stakeholders that garnered over 600 responses. An ad hoc committee of the HRC was formed to review the feedback from these community engagement activities and incorporate themes from the community into the mission statement.

Today's actions request the Board receive the report on the status of the recommendations, including the action plan for implementation and to receive the HRC adopted mission statement for the OERJ.

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RECOMMENDATION(S)

CHIEF ADMINISTRATIVE OFFICER

1. Receive the status report on the creation and implementation of the framework for Creating an Equitable County Government.
2. Receive the Leon Williams Human Relations Commission adoption of the Office of Equity and Racial Justice Mission Statement.

FISCAL IMPACT

There is no fiscal impact associated with the Board’s acceptance of the report; there is no change to net General Fund cost and no additional staff years. County staff will return to the Board at a later date, if necessary, for required approvals related to funding needed to implement actions resulting from these recommendations.

BUSINESS IMPACT STATEMENT

N/A

ADVISORY BOARD STATEMENT

N/A

BACKGROUND

As an enterprise, we seek to engage employees as well as our underserved communities in setting County department priorities. Following our Diversity and Inclusion (D&I) Strategic Plan on delivering four desired outcomes, which include: Exceptional service to our diverse customers; inclusion for all employees and customers; a motivated and engaged workforce; and, organizational effectiveness and innovation, the County has taken continuous action to address long-standing inequities to strengthen our region. This D&I Strategic Plan has strengthened our diversity and inclusion efforts throughout the County and provided the framework we follow to ensure our employees and customers can be authentic and feel respected. In 2020, the County’s D&I Executive Council was expanded to include other County government disciplines, including law enforcement. The expanded D&I Executive Council began looking closely at the development of goals and actions needed to root out systemic and institutionalized racism. The D&I Executive Council then acted to incorporate these tenets across the enterprise, including embedding them into the County’s broader Strategic Plan.

The Department of Human Resources further extended the diversity and inclusion strategy by creating the Equity, Diversity and Inclusion division. This division focuses on identifying a framework to assess policies, procedures, and practices in support of integrating equity and rooting out systemic racism; promoting equitable opportunities for career advancement and diverse leadership; and monitoring progress. In partnership with the D&I Executive Council, leadership and employee resources were created to enhance skills and knowledge to provide a culturally competent foundation for addressing and responding to bias.

The Department of Purchasing and Contracting (DPC) has also taken action to enhance diversity and inclusion in County procurement and contracting. The County of San Diego Business

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Demographics Survey was implemented to inform and guide future supplier outreach strategy and ensure equitable access to County contracting opportunities. In partnership with the North San Diego Small Business Development Center (SBDC), DPC launched the County of San Diego Procurement Workshop Series. This series provides no cost education and resources to minority-owned and other disadvantaged businesses to better understand and assist in overcoming barriers in government contracting. Additionally, the County plans to establish a Community and Minority Business Contracting Group, co-chaired by the Directors of OERJ and DPC. This group will convene both community members, business associations and chamber of commerce organizations such as: the Strategic Alliance, Central San Diego Black Chamber of Commerce, San Diego County Hispanic Chamber of Commerce, Asian Business Alliance Association of San Diego, National Black Contractors Association, and other minority groups, to discuss and implement actions to enhance public contracting participation.

Recognizing racism underpins health inequities throughout the region and has a substantial correlation to poor outcomes in many facets of life, the Board of Supervisors declared racism a public health crisis on January 12, 2021 (8). Your Board directed staff to develop an action plan to address the Board's recommendations and return in 90 days to report progress. To accomplish the Board's directives, the Chief Administrative Officer directed the Assistant Chief Administrative Officer to work with the D&I Executive Council and the Director of the Office of Equity and Racial Justice (OERJ), to develop an action plan to implement the Board's direction.

The following outlines the plan to address each of the directives and provides an update on their implementation. A more detailed action plan can be found as Attachment A to this Board letter.

Recommendation – Policies and Practices:

Create a process to solicit community input to identify county policies and practices that lead to or perpetuate racial or ethnic disparity, with the goal of catalyzing change for just, safe, and healthier communities.

Action Plan:

Currently, there are some policies and procedures that have gone through or are currently in a review process to identify if they perpetuate racial or ethnic disparity. The County has not had a formal annual review process. The formal process to solicit community input to identify County policies and practices that lead to or perpetuate racial or ethnic disparity, will be a part of the annual strategic plan for the OERJ. Staff from the OERJ will request and facilitate a series of Leon Williams Human Relations Commission (HRC) subcommittee meetings annually to gather input on County policies and practices. These meetings will include the relevant County departments that oversee the policies and/or practices that are being discussed at the subcommittee meetings. An action plan will be developed to address these policies and practices that will include timeframes to provide updates to the HRC and Board of Supervisors as necessary. This process is anticipated to begin in the fall of 2021.

Recommendation – Values, Mission, and Vision:

Revise the statement of values, mission, vision, and strategic plan to represent equity and inclusion as a core principle of the County of San Diego and Board of Supervisors.

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Action Plan:

Equity and belonging have been added to the County's values. Revisions to the County of San Diego's mission, vision and strategic plan will occur as follows:

- Mission & Vision – The D&I Executive Council has drafted a mission statement that includes the concepts of equity and belonging. Listening sessions will be held with County Diversity and Inclusion Champions and Employee Resource Groups to gain feedback on the draft mission and vision statements. Lastly, our revised mission statement will be presented to the HRC to obtain community feedback. It is anticipated that the new Mission and Vision will be adopted by July of this year.
- Strategic Plan – Updating the County's Strategic Plan will involve a process in which the County departments create Enterprise-Wide Goals that focus on the concepts of Belonging and Equity 2.0, also known as Targeted Universalism. Targeted Universalism is a framework developed by the Othering and Belonging Institute at UC Berkley, who is assisting the HRC and the County in developing the OERJ mission statement, roles, and responsibilities.

Targeted Universalism means setting universal goals pursued by targeted processes to achieve those goals. Within a Targeted Universalism framework, universal goals are established for all groups concerned. Strategies are developed to achieve those goals by focusing on what is needed by the different groups situated within structures, culture, and across geographies, to obtain the universal goal. Targeted Universalism is goal oriented, and the processes are directed in service of the explicit, universal goal. Targeted Universalism will be the framework by which the Audacious Visions and Enterprise-Wide Goals in the County's Strategic Plan will be developed. The County's Operational Plan, also known as the Budget document, will contain the focused strategies needed to accomplish these goals.

Staff from key departments will work through gaps and our community's needs based on the foundation provided by the OERJ mission statement work. This work will take place throughout the summer and fall with anticipated completion of strategic plan updates by November 2021. We anticipate fully incorporating these new strategies into the FY 2022/2024 Operational Plan cycle.

Recommendation – Equity Impact Statement:

Incorporate a section titled Equity Impact Statement in the Board Letter template for all county departments to identify and determine a systematic approach with standardized guidelines to express the equity impact of recommended actions.

Action Plan:

The OERJ has worked with Urban Policy Development Consulting (UPD) and the Othering and Belonging Institute to review best practices and create a tool, provide resources, and establish processes for reviewing Board letters to determine the equity

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impact of our actions. A set of standardized guidelines and resources has been developed using the Government Alliance on Race and Equity's Racial Equity Toolkit.

The OERJ is currently working with Groups and departments to train staff on how to use the tools and resources. Departments will each form a core Justice, Equity, Diversity & Inclusion Team made up of a department head, assistant department head (or executive team appointee), diversity and inclusion lead, budget lead and data lead. Each core team will be trained to use the toolkit, and will be responsible for leading the development and review of the equity impact statement for their respective departments.

The Group Executive Office Diversity and Inclusion Lead will also be trained and responsible for review and approval of the impact statement. Lastly, the OERJ will be responsible for final review and sign-off of the equity impact statement in all Board letters. Initial trainings are scheduled to be completed by June 2021 with anticipated use of the equity impact tool by June 8, 2021.

Recommendation - Data:

Enhance data collection capabilities to identify racial disparities among programs and services that are meant to improve health, social, economic, educational, and criminal justice circumstances, and prioritize funding proportional to need when possible.

Action Plan:

The OERJ will work with the County's Data Governance Committee and the County's Data and Performance Analytics Unit to conduct an environmental scan to assess the current data and resources available, priorities, and needs. We anticipate this environmental scan being complete by June of this year.

We will also research best practices and determine resources needed to develop equity indicators. These indicators and the associated County data will be incorporated into an equity impact report to be presented to the Board of Supervisors annually. We anticipate the first equity impact report to be presented to your Board in the fall of 2022, in conjunction with the County's Annual Report.

Office of Equity and Racial Justice Mission Statement

In November of 2020, the County contracted with Urban Policy Development (UPD) Consulting and the Othering and Belonging Institute at UC Berkley to work with the HRC to develop the OERJ mission statement, roles, and responsibilities. Over the past few months, three community feedback meetings were held with over 200 participants. A survey was also sent to community stakeholders that garnered over 600 responses. An ad hoc committee of the HRC was formed to review the feedback from these community engagement activities and incorporate themes from the community into the mission statement. It was determined that there were three major criteria that the mission statement needed to meet:

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- Champion change: the mission statement should include co-creating transformative & enduring change.
- Engage community: the mission statement should include co-creation with the community and have transparency for accountability.
- Advance/champion equity & justice: healing to alleviate harm of systemic racism, create belonging, and root out injustice.

The ad hoc committee met five times in-between community feedback sessions to review and refine the mission statement. The sixth and final ad hoc committee was held on March 22nd. During this meeting, the ad hoc committee came to a consensus on a mission statement that would be recommended to the full HRC for adoption. On March 23rd, the HRC met and adopted the ad hoc committee's recommended mission statement for the OERJ. The mission statement is as follows:

San Diego County's Office of Equity and Racial Justice partners with the community to co-create transformative, enduring, structural and systemic change in San Diego County government.

We bridge San Diego County departments and community voices to design bold policies and practices to advance equity.

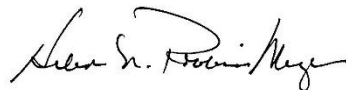
We champion belonging for all and advocate for people suffering from structural and systemic racism and exclusion.

Today's recommendation asks that your Board receive the HRC adopted mission statement for the OERJ.

LINKAGE TO THE COUNTY OF SAN DIEGO STRATEGIC PLAN

Today's proposed actions support the County of San Diego's 2021-2026 Strategic Plan, of Building Better Health, Living Safely, Thriving, by supporting and empowering communities of color.

Respectfully submitted,



HELEN N. ROBBINS-MEYER
Chief Administrative Officer

ATTACHMENT(S)

A: Framework for creating an equitable county government through the lens of equity, racial justice, and belonging.

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AGENDA ITEM INFORMATION SHEET

REQUIRES FOUR VOTES: Yes No

WRITTEN DISCLOSURE PER COUNTY CHARTER SECTION 1000.1 REQUIRED

 Yes No

PREVIOUS RELEVANT BOARD ACTIONS:

January 12, 2021 (8), the Board declared racism a public health crisis and asked staff to return to the Board in 90 with an action plan to address the associated recommendations.

BOARD POLICIES APPLICABLE:

N/A

BOARD POLICY STATEMENTS:

N/A

MANDATORY COMPLIANCE:

N/A

ORACLE AWARD NUMBER(S) AND CONTRACT AND/OR REQUISITION NUMBER(S):

N/A

ORIGINATING DEPARTMENT: Chief Administrative Office

OTHER CONCURRENCE(S): N/A

CONTACT PERSON(S):

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