

## ATTACHMENT 2 J.O.I.N Framework

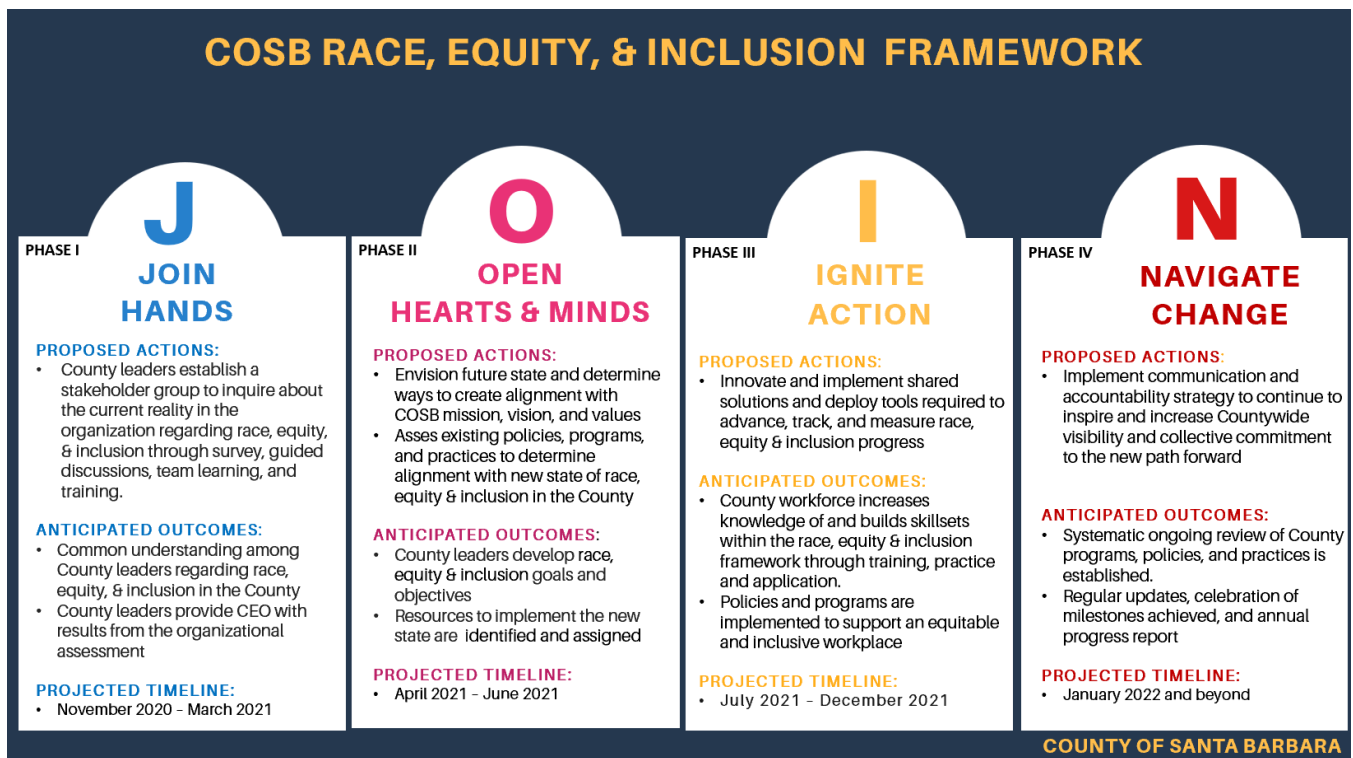
### Race, equity and inclusion strategy for the County Organization

The killing of George Floyd in May 2020 challenged the County to consider structural and racial inequities in the organization. In response to this challenge and with a spirit of continuous improvement the County now embarks on the journey of improving, repairing, and making its organizational systems more equitable, inclusive and more likely to achieve Renew '22 objectives such as effectively responding to our diverse community members and attracting and retaining the best and brightest staff.

The race, equity and inclusion framework has been developed to affirm the County’s ongoing efforts to establishing race, equity and inclusion as top organizational priorities. The framework provides the County with an immediate response and allows for inclusion and participation from all County departments to more specifically identify the longer-term plan.

### The Framework

The race, equity and inclusion framework will help leaders understand the current organizational state and guide a successful renewal process. The framework identifies four phases over a period of time that focus on the following:



- Phase I-Join Hands: County leaders establish a stakeholder group to inquire about the current reality in the organization regarding race, equity, & inclusion through survey, guided discussions, team learning, and training.

- Phase II-Open Hearts & Minds: Envision future state and determine ways to create alignment with COSB mission, vision, and values. Assess existing policies, programs, and practices to determine alignment with new state of race, equity & inclusion in the County.
- Phase III-Ignite Action: Innovate and implement shared solutions and deploy tools required to advance, track, and measure race, equity & inclusion progress.
- Phase IV-Navigate Change: Implement communication and accountability strategy to continue to inspire and increase County-wide visibility and collective commitment to the new path forward.

The J.O.I.N. framework requires a shared commitment from all levels of the organization. Stakeholder participation, particularly County leadership, is an important focus of the framework. County leadership will be offered education, resources and support to ensure race, equity and inclusion concepts are integrated into departmental operations.

Phase I objectives have been identified as desired outcomes over the next several months. These objectives are: 1) Foster trust and accountability among organizational leaders, 2) Assess current organizational status in regards to race, equity, and inclusion, 3) Increase leadership understanding of current organizational state, 4) Establish a consistent race, equity, and inclusion methodology across the County.

## **The Business Case**

### Alignment

To fulfill the County's vision of "One County, One Future" and mission to "deliver exceptional public services so *all* in Santa Barbara can enjoy a safe, healthy and prosperous life," a need for a more consistent and integrated approach to addressing race and equity issues has been identified. Additionally, these concepts are key components that easily align with the Renew transformative initiative already underway. A McKinsey investigative report (2020) along with numerous other researches conclude that equity and inclusion efforts are positively correlated to effective, responsive and innovative organizations. A commitment to a work environment that respects and honors the uniqueness of each individual employee and customer is a commitment to advancing the County's vision, mission and identified outcomes of Renew '22.

### Compliance

The County has and will continue to comply with Equal Employment Opportunity requirements. However, the County has seen an increase in requests and requirements from various grant providers for demonstration of the County's commitment to equity and inclusion principles through formal Employment Equity statements or planned outreach and engagement to specific community populations. Preparing the organization to respond to the evolving needs of funding sources and other business partners has becoming increasingly more important.

### Changing Customer Demographics

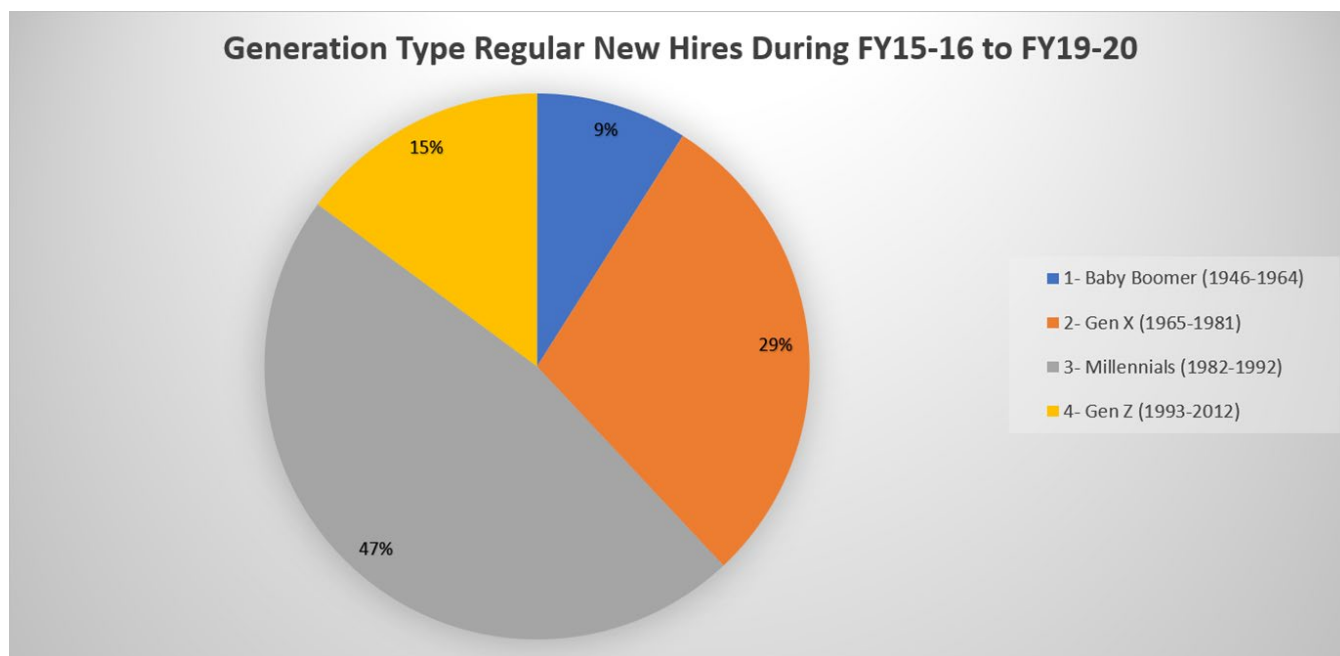
The County of Santa Barbara organization is a microcosm of the macro social-cultural dynamics occurring outside the workplace. Shifts in society create equal shifts within the workplace. Awareness of these shifts help the County better serve our diverse customers and their needs. Results of the 2020 Census are not currently available, however, Table 1 shows data from the 2010 census already shows the micro shifts occurring in the community.

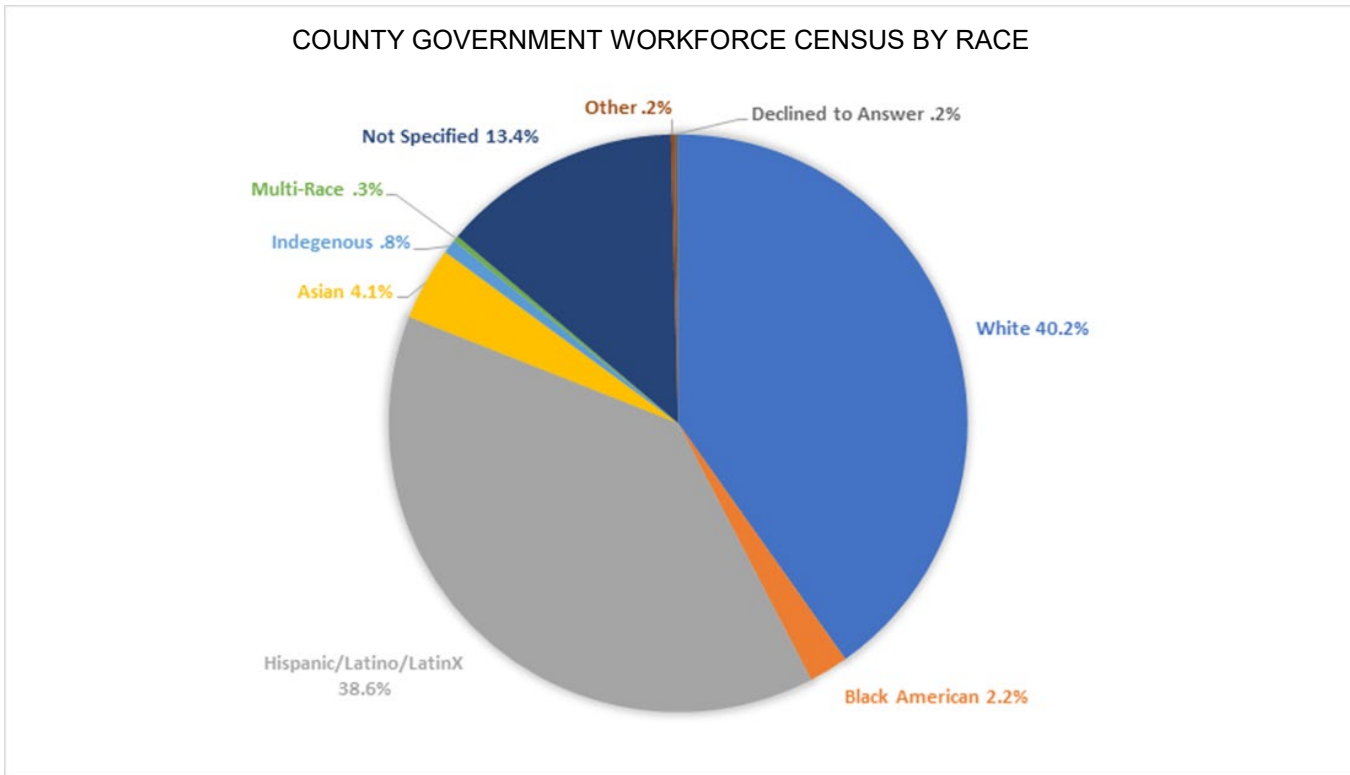
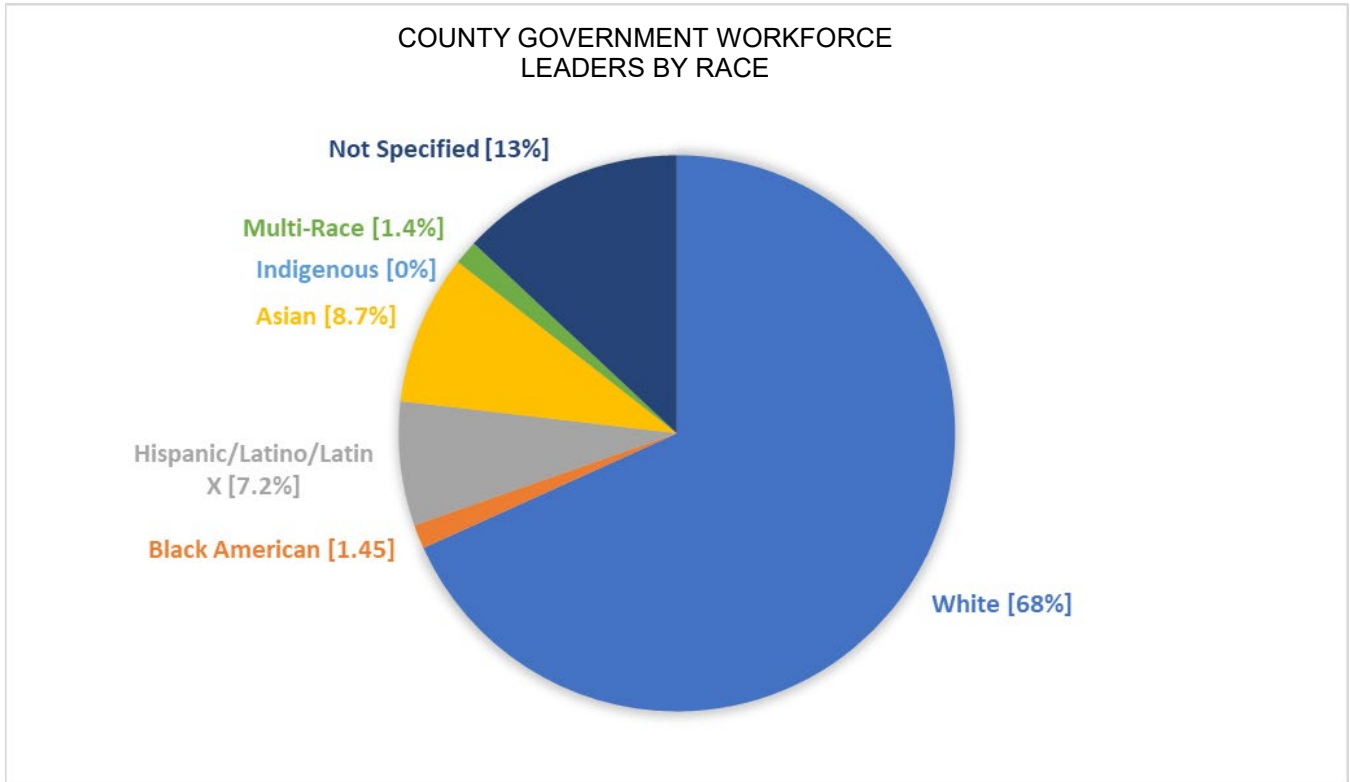
Table 1. 2010 US Census Bureau- County of Santa Barbara Population

Identity Group	% of Population
Female	50%
Language other than English in the home	39.7%
Foreign-born	22.9%
Hispanic/Latino/Latinx	46%
White	43.8%
Asian	6.0%
Black	2.4%
Native American	2.1%
Pacific Islander	0.3%
Veteran	21,908 total count in population

Workforce Demographics & Expectations

A five-year review of County new hires and existing Leadership Racial Breakdown (see charts below) provides the base from which our future workforce will grow and where our current focus needs to be. As the County continues to attract, hire and sustain a millennial workforce, it is important to acknowledge the impact equity and inclusion has on this cohort. [A 2018 Deloitte Millennial survey](#) confirms that 47% of millennials actively look for diversity and inclusion when sizing up potential employers. Ensuring an equitable and inclusive organizational culture becomes a high priority if we are to build a robust pipeline for current and future County vacancies.





**Strategy: Phase I**

The County understands the goal of equitable and inclusive policies, programs and work environment is not a one-time event. It is a commitment to roll up our collective sleeves and continually assess, learn, revise and re-design our structures and systems to make them effective in responding to the ever-changing needs of both community members and employees. To make the critical decisions about the organization's future regarding race, equity and inclusion, the County has designed an agile and adaptable strategy that allows us to learn along the way. The process is not rigid nor fixed. We will maintain a curiosity about our work and adjust as needed. Here is how we will proceed over the next few months:

1. **Organizational Assessment:** This is a preliminary process of taking stock. We will assess the organization to determine our strengths and areas of opportunity.
2. **Leadership Learning Labs:** Leaders drive success. They set goals and monitor results, define vision and strategy, design the infrastructure of the organization, develop people and build culture. Affording leaders the opportunity to co-explore and experiment with race, equity and inclusion concepts will build the required trust and common experience from which common solutions can emerge.
3. **Workforce Development:** Cultural change is an outcome of change at all levels of the organization. It is important to provide the workforce varied platforms offering opportunities to learn, explore and express. Employees need the tools and education that allow them to grow.
4. **Partnerships:** The County takes a position of humility around this work. We don't have and won't have all the answers. We are willing to listen and learn from others. We will continue to convene private and public sector partners for information and resource sharing. We will work with subject matter experts that will guide and mentor us.

The County is willing to be held accountable to meeting the expectations presented. We will continue to present the Board with progress along this journey.

#### **Timeframe and Budget**

The expectation is that Phases I through IV will be completed by 2022. The total cost of the framework is approximately \$135,000.

Phase I: Nov, '20 to March '21

Phase II: April to June '21

Phase III: July to Dec '21

Phase IV: Jan to Jun'22