



BOARD OF SUPERVISORS
AGENDA LETTER

Agenda Number:

Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Department Name: CSD and County
Human Resources
Department No.: 057 and 064
For Agenda Of: May 18, 2021
Placement: Departmental
Estimated Tme: 90 minutes
Continued Item: Yes
If Yes, date from: December 1, 2020
Vote Required: Majority

TO: Board of Supervisors
FROM: Department George Chapjian, Community Services Director
Directors Maria Elena De Guevara, Director of Human Resources
Contact Info: Eva Camarena, Executive Assistant (805-568-2467)

SUBJECT: Community Services Department and Human Resources Department Update
and Policy Direction on Advancing Equity and Inclusion

County Counsel Concurrence

As to form: Yes

Auditor-Controller Concurrence

As to form: NA

Other Concurrence

As to form: NA

Recommended Actions:

- a) Receive and file a status report on Human Resources Department and Community Services Department equity initiatives;
- b) Provide staff direction regarding options for disbursement of \$270,800 remaining from Board appropriated equity funds as follows:
 - Option 1: Contract with the Fund for Santa Barbara to administer a County equity support program and distribute equity funds;
 - Option 2: Develop an internal County process led by staff to distribute equity funds;
 - Option 3: Hybrid process to distribute equity funds
- c) Provide other direction to staff
- d) Determine that the recommended actions are not a project subject to the California Environmental Quality Act under CEQA Guidelines section 15378(b) (5), because they consist of administrative activities that will not result in a direct or indirect physical change to the environment; and CEQA Guidelines section 15378(b)(4) because they consist of government fiscal activities that do not involve any commitment to any specific project which may result in a potentially significant impact on the environment.

Summary Text:

This board letter provides an update on the Human Resource Department (HR) and Community Service Department (CSD) efforts to advance County practices that address racial and social equity as well as the opportunity for the Board to provide direction to staff on their preferred distribution process for the remaining equity funds, (\$270,800), originally allocated by the Board during FY 20-21 Budget Hearings. Staff provides the following options for Board consideration:

Option 1: Contract with the Fund for Santa Barbara to administer a County equity support program and distribute equity funds;

Option 2: Develop an internal County process led by staff to distribute equity funds; or

Option 3: Hybrid process to distribute equity funds

For Option 1, no additional funding is required at this time. For Option 2 and 3, funds for a 1.0 FTE would need to be allocated during FY 21/22 Budget Hearings.

Background:

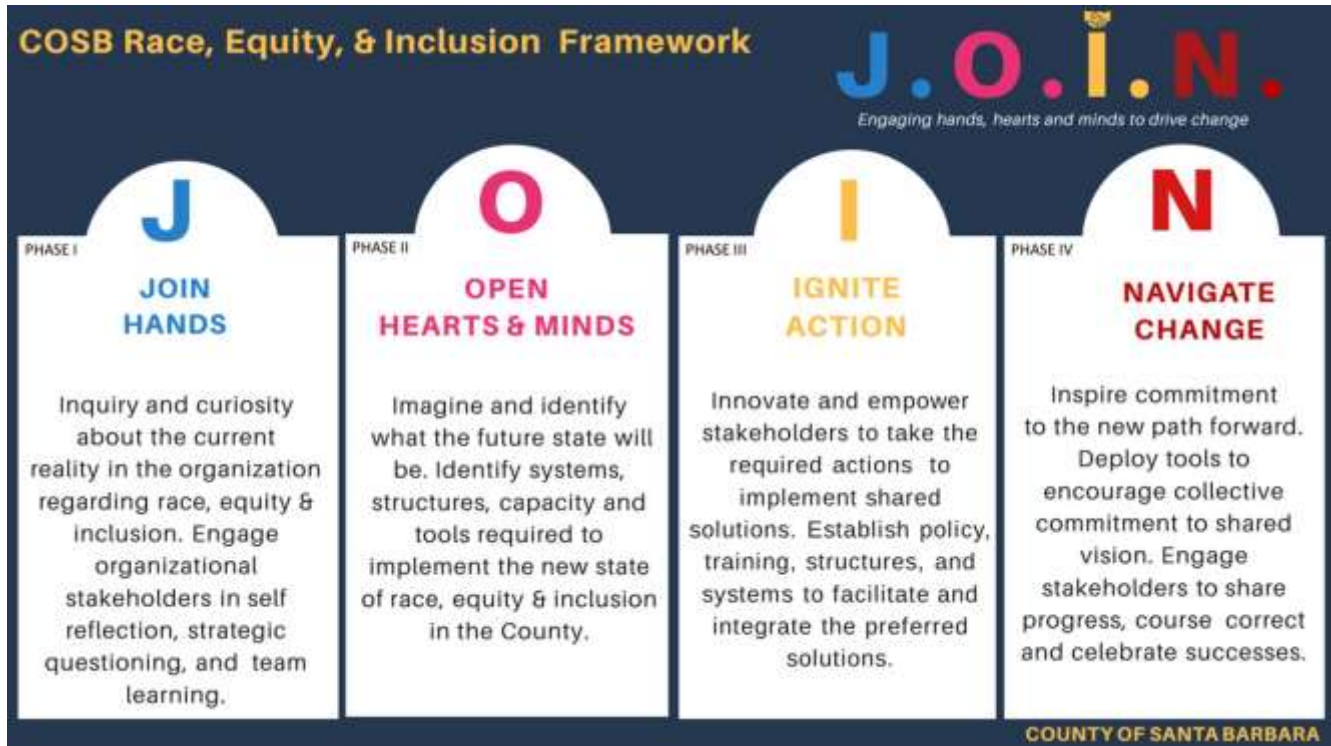
The tragic death of George Floyd in May 2020 has prompted not only worldwide and local expressions of anger and demands for greater justice, but also self-evaluation and reflection by individuals and institutions as to values, practices, systems and intended outcomes. In response, during Fiscal Year 2020-2021 Budget hearings, the Board set aside \$500,000 in one-time funding to advance and support equity within Santa Barbara County. On December 1, 2020, the Board held a special meeting and received an update on efforts to take a more a systematic approach to advancing racial equity and inclusion in Santa Barbara County.

From the initial set-aside of \$500,000, a total of \$94,200 was allocated to Community Services Department initiatives, and \$135,000 was allocated to County Human Resources in support of the **J**oin Hands **O**pen Hearts and Minds **I**gnite Action and **N**avigate Change (“J.O.I.N.”) organizational initiative, described in more detail below. The Board also directed CSD staff to return with options for distributing the remaining \$270,800 in equity funds.

Departmental Updates on Actions to Advance Equity and Inclusion

Human Resources Department Update

County HR helped facilitate the implementation the J.O.I.N. framework for the organization as approved by the Board on 12/1/2020. In December 2020, staff presented a plan of actions that would take place in a series of these four phases. The first two phases identified specific actions through the end of the 2020-2021 fiscal year. The purpose of the first two phases was to establish a shared vocabulary and open a continuous dialogue about race equity work. See below:



The County intentionally began this work with the organization’s executive leadership as primary participants because of the critical role leadership plays in building a race equity culture. First, leaders support their teams in examining racism at four key levels: personal, interpersonal, institutional and structural. Second, leaders set the tone and environment wherein decisions, policies, and practices are developed and cultivated. Providing County leaders the opportunity to co-explore race, equity, and inclusion concepts can only increase the opportunities for meaningful systemic solutions to advance equity and inclusion across the County.

Phase I: To increase shared understanding, it was important to clearly define terms and begin the collaborative learning process around race and equity. During Phase I, all County executives, including the Board Sponsors for the J.O.I.N. Framework, were invited to participate in three scheduled Learning Leadership Labs. These labs were instructional and experiential sessions focused on the topics of The Roots of Racism, Unconscious Bias, and Strategic Questioning. An organizational equity assessment for department leaders was also designed and completed in this phase.

Phase II: In Phase II we continued the Leadership Learning Labs on Strategic Questioning and the findings of the organizational equity assessment. It was important for the County executives and the Board Sponsors to review the impacts of the organizational equity assessment together. This enabled these leaders to have a shared context for this information. Without this shared context for viewing the data, people typically create their own explanations for what they see and tend to assume they are looking at singular instances of racism, rather than at systemic institutional or structural racism.

Next Steps

The work of building a race equity culture demands an intentional approach. It means that race equity and inclusion become part of our organizational DNA; it is not a project, initiative, or task force. The transformation is a full integration of race equity in every aspect of County operations and programs. To

drive equity deep into systems and structures requires time, focused work, and the allocation of human and financial resources.

Phases III and IV will be marked by concrete actions and commitment to the change process. These are transitional phases as we begin to engage more stakeholders in the transformation and get more in-depth with our assessment of structures, systems, and services.

Some of the key actions that will be achieved in the next two phases include:

1. **Operationalize** the Board’s Commitment to Race Equity and Inclusion and articulate goals from the Statement of Commitment to Race Equity and Inclusion. These will become the levers the County will focus on beyond Phase IV of the JOIN framework.



2. **Organize** County operations in an integrated manner to sustainably support race equity. This includes strategic alignment of organizational elements to build momentum towards a race equity culture. Organizing in this way can also unite the efforts of the Criminal Justice group and the work that has been taking place in Public Health and Behavioral Wellness.
3. **Utilize Equity Toolkits** Equity Toolkits lay out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity. While these assessments are diagnostic at the onset, the intent is for them to become part of the ongoing departmental review and evaluation process. By using an equity toolkit, County departments can develop the resources needed to intentionally disrupt unintended inequities.
4. **Disaggregate Data** Lastly, the County has made a commitment to data driven decisions. The case for intentionally focusing on equity becomes clear when we examine the disparities present in the data we collect and analyze. Disaggregating data regarding employee engagement

retention, or any other data point by race will enable us to hold ourselves accountable as a County organization.

The funding allocation approved by the Board for all four phases of the JOIN Framework was \$135,000. To date, \$43,000 have been expended for Phases 1 & 2. Sufficient funds are available for the remaining two phases which will terminate in June, 2022. After that time, the Board will need to allocate further funding to continue advancing the race equity work.

Community Services Department Update

Initiatives produced by the Community Services Department to support community voices and engagement in partnership with other departments and organizations were approved for funding by the Board on 12/1/2020. To help establish operational processes and working definitions of practices such as cultural equity and humility, the Office of Arts and Culture (SBCOAC) staff has undergone training with Cultural Creations, local consultants specializing in Diversity, Equity, Inclusion, Justice, and Belonging.

“ A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone. ”
-Sundar Pichai

Listen & Learn to Drive Change

LISTEN **LEARN** **CHANGE**

Listening to our community members has guided and will continue to guide CSD in this work. One important lesson learned is to support local organizations already conducting community-informed and collective work. SBCOAC will fund BIPOC coalitions currently producing community dialogues in addition to providing seed funding for those community groups wishing to establish new dialogues.

The wisdom community members are willing to share with us through their work and these dialogues are invaluable to help the county learn about ways to better support community vision and expand relevance and accessibility of services. CSD is committed to compensating initiative participants for sharing their expertise.

Information shared by the community through the Equity Initiatives will help us to evaluate and identify opportunities for systems change that facilitates increased equity and inclusion in CSD programs and processes.

CSD initiatives include:

History: Understanding our local history and developing an inventory of landmarks (\$25,000). CSD hired two student interns to inventory historic monuments, markers and plaques on County-owned properties in partnership with local colleges and universities. Staff identified a GIS participatory cultural asset mapping initiative produced by the Santa Barbara Public Library and CAUSE (Central Coast Alliance United for a Sustainable Economy) and is working to integrate the inventory into the GIS map. Staff plans to leverage the allocation to partner with community-based organizations to document sites of past and present importance, as well as to compensate culture bearers for participation.

Equity Advisory and Outreach Committee: (\$19,200). The Equity Advisory and Outreach Committee (EA+OC) was established by the County Sustainability Division to increase awareness, participation, guidance, and feedback on various planning efforts across the County. The EA+OC meets bi-monthly and has provided initial advice and input on the Climate Change Vulnerability Assessment, 2030 Climate Action Plan and Active Transportation Plan. The committee also serves as ambassadors, encouraging community participation in county planning efforts.

Committee members who represent marginalized and vulnerable communities are eligible to receive compensation through a regular stipend of \$100 per hour of attended Committee meetings, and reported outreach deliverables. Staff have created an overview document that outlines eligibility, committee member expectations and a checklist of documents required to receive the stipend. These documents include an application, invoice template, and examples of backup documentation to substantiate outreach activities. Staff is now working with committee members to facilitate submittal of applications and vendor set up.

Facilitate Equity, Inclusion and Communication at the County Level: Listen, Learn and Share (\$30,000). This initiative seeks to develop greater cross-cultural understanding, support, and respectful communication practices by listening to and learning from Black, Indigenous, and other Communities of Color within the County. This funding is allocated to compensate countywide BIPOC coalitions and collectives for the work, time, and expertise to share their vision, goals, preferences, challenges and boundaries for respectful engagement.

Healing Justice Santa Barbara will be contracted to provide consulting support on equitable outreach and communications methodologies and practices. Poet Laureate Emeritus Sojourner Kincaid Rolle, an experienced mediator, will help to facilitate dialogue between artists to create a set of artist recommendations that can help to inform public art policy development, practices and future county art projects.

Additionally, many county BIPOC coalitions are currently leading community dialogues; this funding will be also used to support and amplify their efforts. In summer 2021, this funding will also help to support community-led healing Infinity Healing sessions in Santa Barbara, Santa Maria and Solvang and other parts of the county.

Support Local Communities of Color Through Art: Uplift Cultural Expression and Diversity (\$20,000). County Juneteenth celebrations will receive support grants. The remainder of the funding disbursement for this program will be in response to the community visions identified through the Listen and Learn dialogues.

The County Office of Arts and Culture continues to work with grassroots, emerging and established BIPOC groups to share information about existing platforms, resources and tools at county, state and national levels; provide corresponding technical support and instruction as desired; and determine ways that the County can serve as a partner.

Options for Distribution of Remaining Equity Funds

Following review of public comment during and following the December 1, 2020 meeting, community members voiced priorities for any disbursement process of the remaining equity funds to address the following criteria:

1. Funds should be prioritized for external groups and organizations rather than internal county activities;
2. Local community members must be empowered with a prominent role in determining how funds are allocated; and
3. The process to apply for funding should not unnecessarily burden already taxed organizations

With this input in mind, staff provides the following options for Board consideration:

Option 1. Contract with the Fund for Santa Barbara to administer a County equity support program and distribute equity funds

Remaining equity funds would be administered to organizations and/or initiatives through the Fund for Santa Barbara for community projects that advance equity. The FUND has a 40-year history of providing equity-based grant funding that supports organizations in Santa Barbara County working for progressive social change. There are several significant philanthropic entities in Santa Barbara County, but the FUND is the singular philanthropic organization specializing in community-directed grantmaking through an equity lens that serves communities countywide. The FUND has the experience and infrastructure in place to administer equity funding to greater impact, relevance, efficiency and immediacy. The FUND's unique approach to philanthropy also incorporates a Grant Making Committee made up of a diverse set of community members, each with a different perspective and background, to collectively determine funding allocations.

The FUND is currently leading the region's first regional equity study in collaboration with USC's Equity Research Institute (ERI) and the UCSB Blum Center on Poverty, Inequality, and Democracy (Blum Center) which is anticipated to be complete in September 2021. The aim of the Equity Study is to produce equity-based actionable data to support policy and systems change efforts in the Santa Barbara and Ventura Counties region (See Attachment B). Areas of particular focus will include policies related to housing and homelessness, climate justice, racial justice, access to healthcare, pre-K-12 and post-secondary education--as key areas of interest in better understanding core areas of opportunity when reimagining what a more equitable region might look like.

The FUND would present outcomes from the Central Coast Equity Study to County leadership to inform distribution of the equity funds, as well as share best practices and operating models for community-led funding investment and grantmaking with County staff. This would support continued assessment of current county funding practices, and increase the County's capacity to support community visioning and leadership regarding diversity, equity and inclusion goals. As part of the project's effort to capture critical data on the social and economic impact of the pandemic, the FUND and the UCSB Blum Center

conducted seventeen community consultations between August 2020 and February 2021 with over 130 key community stakeholders, drafting an extensive summary of key findings and impact on specific indicators, framing, and additional research needed.

If this option is selected, the FUND would work with the County to ensure the source of funding is appropriately recognized during the grant-making process. Messaging would promote and highlight the fact that funds are being provided by the County. This process could be expedited relatively quickly and would not require additional staff resources beyond contract development.

Option 2: Develop an internal County process led by staff to distribute equity funds

CSD staff reviewed internal County processes and oversight bodies, such as the Human Services Commission and Arts Commission. Ultimately, staff determined that to responsively facilitate a robust community-led fund disbursement through County channels, a significant portion of the available equity funding and resources would need to be diverted to educate the selected county oversight body on how to administer equity funding for impact and create a process for community-led distribution of the equity funds. This effort would not only consume some of the limited remaining equity funding, but also would require a significant amount of time to implement responsibly.

If the Board prefers to utilize an internal process, and either expand the scope of an existing commission or create a new Human Relations, Diversity and Equity Commission that would be responsible for coordinating DEI initiatives and distribution of equity funding to develop a process for distribution of equity-based funding, staff estimates this would require a 1.0 FTE with education and experience with facilitating community dialogue and grant making to support DEI initiatives. Staff recommends that funding for this FTE be ongoing and come from a source other than the remaining \$270,800 in equity funds.

Option 3: Hybrid process to distribute equity funds

A combined approach that would incorporate two of the options outlined above to quickly distribute an initial round of funding while working towards a more long-term approach to addressing DEI and distributing equity funding. For example, an initial round of funding could be distributed through a contract with the FUND while the County identifies funding and hires a 1.0 FTE that would be dedicated to addressing DEI work and expanding the scope of an existing commission or create a Human Relations, Diversity and Equity Commission that would be responsible for coordinating DEI initiatives and distribution of equity funding.

For any of the options above, and for future policy considerations, staff recommends that the results of the Central Coast Equity Study be considered and utilized.

Fiscal and Facilities Impacts:

The Board appropriated \$500,000 in one-time funding to an equity set-aside fund in the General Fund at the June 2020 Budget hearings. Allocation of that funding will not have a financial impact, as the funding was appropriated in the current year's budget.

For Option 1, no additional funding is required at this time. For Options 2 and 3, funds for a 1.0 FTE would need to be allocated during FY 21/22 Budget Hearings.

Attachments:

Attachment A: Update on Advancing Equity and Inclusion PowerPoint

Attachment B: *Central Coast Regional Equity Study: Executive Summary*

Authored by:

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