

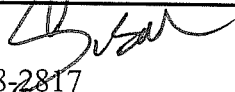
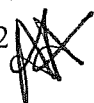


BOARD OF SUPERVISORS
AGENDA LETTER

Agenda Number:

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

Department Name: Human Resources
Department No.: 64
For Agenda Of: 6/3/2008
Placement: Departmental
Estimate Time: 20 minutes on 6/3/2008
Continued Item: NO
If Yes, date from:
Vote Required: Majority

TO: Board of Supervisors
FROM: Department Director(s) Susan Paul, Asst CEO/HR Director 568-2817
Contact Info: Ariana Alvarez, EEO Manager 568-3402 
SUBJECT: Commission Merge Report 

County Counsel Concurrence:
As to form: Yes No N/A

Auditor-Controller Concurrence:
As to form: Yes No N/A

Other Concurrence: N/A
As to form: Yes No N/A

Recommended Action(s):

- That the Board of Supervisors:
- a) Receive a report from the Affirmative Action Commission (AAC) and Human Relations Commission (HRC), including community feedback, and its recommendation for a newly-formed commission.

Summary:

On December 19, 2006, the County Board of Supervisors directed Staff "to work with the Affirmative Action Commission and the Human Relations Commission and other interested community parties to determine a new commission purpose and structure; and return to the Board of Supervisors with a newly-formed commission."

Background:

Overview of the Commission Formation Process

In January of 2007, the commissioners of both the AAC and the HRC came together and formed the Commission Formation Committee (CFC). In exploring the option of a newly-formed commission, the Board of Supervisors requested that the CFC consider (1) the services a new commission would offer; (2) the community benefit this commission would provide; (3) the cost of such a commission for taxpayers; (4) what unique service this commission would provide to the community. A variety of options were considered throughout

the formation process. Initially, the Commissioners considered the creation of a commission with two sub-committees that would serve the interests of County employees (internal) and the general population (external). After surveying both populations, it was determined that a focus on external issues served a greater need in the community. Based on this information, the Commissioners centered their attention on the issues of youth and education.

In consultation of community members who dealt with such issues, it was determined that the issues of youth and education were sufficiently addressed by several existing community organizations and the school districts. Commissioners then expressed an interest in broadening the scope of the new commission, and maintain the interest in youth issues as a sub-committee within the new commission. The CFC again considered different options for a new commission. Finally, a new commission was proposed by the Commissioners for the Board of Supervisors' approval.

Upon approval from the Board of Supervisors, the Commissioners proposed to name the new commission, the Social Justice Commission (SJC). The CFC defined social justice as equal and fair treatment of individuals regardless of their protected class status. To achieve such an environment, the Commissioners believed that a forum needed to be created that allowed all members of society to voice their concerns, objections and issues relevant to the surrounding community. The encouragement of such discussions would allow the SJC to give a local voice to social justice issues so that they may be addressed within our community.

Community Outreach Efforts

At each phase of the formation process, extensive outreach was conducted to incorporate the feedback of all commissioners and afford the community an opportunity to respond to the proposed changes. Staff rescheduled the monthly meeting date and time to encourage greater participation among Commissioners and the public.

In June of 2007, two electronic surveys (Attachment I and II) were distributed to County executives and managers and the general public. The first survey solicited feedback on diversity and EEO awareness, opportunities for growth and current oversight of performance measures, while the other survey addressed greater community issues to determine what areas were underserved. The internal survey was distributed to over 250 County executives and managers. The external survey was distributed to the former AAC and HRC mailing lists which consisted of several hundred community agencies and individuals. The results for both surveys were reviewed and discussed at the regular monthly meetings. Commissioners were concerned with the low level of responses received. However, the highly positive internal survey results suggested a change in focus. The Commissioners agreed to focus on the external factors, with a special interest in youth activities and education.

In August and September of 2007, six public workshops were held in north and south county to address the issues of youth and education. Notice of the forums was distributed in electronic and hardcopy formats to approximately 65 local youth organizations and school districts. All workshops were facilitated by Staff and included a brief synopsis of the CFC's current state and focus. Attachment III summarizes the questions and feedback obtained through these public workshops.

Finally, in September and October of 2007, Staff launched an online survey to the community youth and visited local high schools to obtain an additional perspective on the issues of youth activities and education. Attachment IV summarizes the questions and feedback obtained through the youth survey. Upon review of the results, the CFC determined that the problem was not a shortage of youth programs, but rather the issue of changing the community culture itself. At that time, it was suggested that a community justice, or social justice, commission would allow the forum to address such issues, incorporate the participation of the youth and provide a unique benefit to the community as there are currently no other agencies providing such service locally.

A New Opportunity: The Social Justice Commission (SJC)

In December 2006, Commissioners and staff reported that the circumstances under which the HRC and AAC were created had changed, and it was appropriate for the County to evaluate commission activities to determine if they were meaningful and necessary to the community they served. The idea of creating a "bold, new Commission" and attracting community participation during the creation process was appealing to most Commissioners. With a fully seated Commission and an amplified level of support, the Commissioners envisioned an increased ability to serve the community in an effective manner and potentially extend services to additional groups that were not included in their previous charges.

The Social Justice Commission (SJC) proposes to research and work with local agencies that address social justice issues to fulfill its action plan. The SJC would function in an advisory capacity to the Board of Supervisors and highlight the community issues that are shared through the course of its research and collaborative work with local agencies. If approved, the first year focus would be on the identification of social justice issues in the community and building an awareness campaign surrounding such issues. During the second year, the SJC plans to address such issues through their action plan. Through the year, the SJC hopes to incorporate legislative research on social justice issues into its regular agendas and share the collected information with the Board of Supervisors.

The Commissioners felt the mission statement of a new commission should clearly outline the purpose, activities and performance measures of the Commission, with a promise of frequent consultation of the Board of Supervisors. The CFC proposes the following mission statement for review:

The Social Justice Commission (SJC) shall promote social, economic and environmental justice for all people in Santa Barbara County by identifying SJC issues which affect the community. The SJC will serve as an advisory commission to our County Supervisors and as advocates of critical community needs.

As previously stated, the SJC defined social justice as equal and fair treatment of all individuals within a community. The SJC recognized that the influence of economic and environmental factors could also create a different form of social inequity through the imbalances, prejudices and fair distribution of societal resources. For this reason, the SJC felt it was imperative to add these elements to its charge. While these topics could include very broad and global issues, the SJC hopes to specifically address the social inequities and prejudices within the Santa Barbara County communities.

Believing that the action plan of a new Commission should offer a unique service that is currently not provided by other community organizations, the CFC generated a tentative action plan with tangible measures and reasonable goals. This practical approach will allow the action plan to be manageable in the first year and still allow flexibility for growth in the future. As the commission accomplishes the established items, it will review its progress with the Board of Supervisors and produce additional goals to continue its charge. The CFC proposes the following action plan for review:

The Social Justice Commission (SJC) Charge may include, but not limited to the following action items:

- 1. Meet with non-profit organizations that serve the community and promote social justice to hear first hand what issues and challenges they see, and provide their feedback to the County Board of Supervisors.*
 - a. Each district will meet with 10 of the designated community agencies within each quarter.*
 - b. The SJC will maintain and publish a catalog of community agencies that address critical social justice issues.*
 - c. The SJC will explore the benefit of hosting an annual event when agencies can come together and discuss social justice issues.*
 - d. Promote social justice awareness among County employees (lunch seminars, training, etc).*
- 2. The SJC will conduct further research related to promoting social justice awareness among County employees.*
- 3. Review pending and recommend new legislation to update County Supervisors on any pending legislations that have an impact on social justice issues.*
 - a. The SJC will ask community agencies during community meetings what current legislation they considered a priority and communicate the findings to the Board of Supervisors.*
- 4. Promote "taking action" on highlighted legislation by encouraging County employees and the community at large to write to their state senator or congressperson to voice their opinion.*
 - a. The SJC will create an annual Social Justice Report Card that will track the voting tendencies of local elected officials on social justice issues.*

The CFC recommended that the membership structure of the SJC remain at three (3) Commissioners per district. Commissioners expressed an interest in taking an active role in the recruitment process, forwarding suggestions for future commissioner appointments to the Board of Supervisors and guiding individuals through the application process, if necessary. The CFC agreed to periodically review the needs of the commission and communicate those needs to the Board of Supervisors so that a procurement of qualified applicants could be conducted. The CFC also resolved to review the performance expectations and time commitment with new Commissioners and participate in the new commissioner orientation session to encourage a more successful service term. Upon the Board of Supervisors' approval of the new commission, the CFC agreed to immediately begin the recruitment process and forward their recommendations for future appointments.

Projected Commission Cost

In regards to the fiscal aspect of a potential new commission, Staff also reviewed the cost to taxpayers in comparison to the previous cost of the AAC and HRC. During the formation process, the existing AAC and HRC budgets for services and supplies were preserved to provide staff assistance and administrative support for meetings and community forums. It is recommended that the existing program budget (8030) for the CFC remains intact so that the potential new commission may fully realize its action plan.

Prior to the formation process, the EEO Staff was charged with the responsibility of providing administrative support to both the AAC and HRC and attended the monthly commission meetings and sponsored events for each group. In FY 2005/2006, this resulted in a total cost of \$36,737 for employee salaries and benefits between both groups. With only one group to support, the EEO Staff was able to increase its service level to the CFC and produce a budget savings. To date, the cost for employee salaries and benefits was reported at \$16,000. The CFC stated they were satisfied with the level of staff support they received during the formation process and recommended a continuation of the staff's current involvement and assistance.

Staff Recommendations

After working with the CFC and various community members throughout this process, Staff recommends that the Board of Supervisors consider the approval of the proposed Social Justice Commission. With an updated mission statement, an action plan and recruitment strategy, the Social Justice Commission has positioned itself for success and offers the community a unique service. With this approach, the Social Justice Commission will overcome the challenges previously experienced by the Affirmative Action Commission and Human Relations Commission and work toward the creation of a new program for local social justice.

Performance Measures:

NA

Fiscal and Facilities Impacts:

Budgeted: Yes No

Fiscal Analysis:

<u>Funding Sources</u>	<u>Current FY Cost:</u>	<u>Annualized On-going Cost:</u>	<u>Total One-Time Project Cost</u>
General Fund			
State			
Federal			
Fees			
Other:			
Total	\$ -	\$ -	\$ -

Narrative:

Staffing Impact(s):

Legal Positions:

FTEs:

Commission Merge Report

6/3/2008

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Special Instructions:

NA

Attachments:

1. CFC External & Internal Survey Questions & Results Summary (June, 2007)
2. CFC Public Workshop Questions & Results Summary (August, 2007)
3. CFC Youth Survey Questions & Results Summary (September, 2007)

cc: MICHAEL F. BROWN, CEO
THERESA DUER, DEPUTY HUMAN RESOURCES DIRECTOR

CFC Survey Questions For External Sub-Committee (June 2007):
Survey designed to assess current community need to determine commission direction.

Please rank each of the following issues in the level of importance within the community.

	1 Least Important	2	3 Important	4	5 Very Important
Education					
Housing					
Healthcare					
Youth Activities					
Homelessness					
Civil Rights					
Mental Health					
Other:					

How did you learn of these issues?

- Work
- Church
- School
- Community Group
- Local Newspaper/Newsletter/Bulletin
- Radio/Television
- Contact with County department/employee
- Friend or relative
- Other: _____

Identify any community organizations (non-profit, agencies, groups, etc.) that currently address the above issues?

Organization:	Issues Addressed by this organization:

Do you currently work/volunteer for any of the above-listed organizations?

- No
- Yes, I work/volunteer at: _____
 - Position: _____

What assistance could the County of Santa Barbara provide to these organizations to enhance their current efforts?

- Facilitation services
- Discussion panels/groups
- Problem identification
- Education
- Information coordination/distribution
- Other: _____

Which community needs are not being met by any community agency?

- Education
- Housing
- Healthcare
- Youth Activities
- Homelessness
- Civil Rights
- Mental Health
- Other: _____

How could the new commission service that need?

- Facilitation services
- Discussion panels/groups
- Problem identification
- Education
- Information coordination/distribution
- Other: _____

Which of the following activities would you suggest the new commission sponsor to effectively address the above-mentioned issues (please check 3)?

- Town forums
- Task force
- Roundtables
- Information panels
- Award ceremonies
- Art exhibits
- Film festival
- Collaborative events with other agencies
- Information sharing sessions
- Maintaining community resource database
- Surveys
- Annual reports
- Other: _____

What is the most effective way to advertise these events?

- Individual invitation
- Website
- Television / Radio
- Postcards
- Newsletter / Bulletin
- Newspaper
- Other community events
- School/Church postings
- Other: _____

Would you like to continue receiving information regarding the Commission Formation process?

- No, thank you.
- Yes.
 - Email: _____
 - Other contact info: _____

**CFC INTERNAL SURVEY FOR COUNTY EXECUTIVES AND MANAGERS
DIVERSITY IN THE COUNTY (JUNE 2007)**

The County is interested in measuring the degree to which we have successfully integrated diversity in our workplace. Please take a few minutes to respond to this survey. All answers are confidential and cannot be linked to any individual.

Workplace diversity refers to the variety of differences between people in an organization. Studies have shown that organizations employing a diverse workforce can supply a greater variety of solutions to problems and that employees from diverse backgrounds bring individual talents and experiences in suggesting ideas that can better meet business needs and the needs of customers more effectively.

Department	Drop down of departments			
Overall, do you think your department promotes workplace diversity?	No	Some	Yes	Comments
Does your department have a diversity policy/statement?	No	Yes	Don't know	
Has your department identified the roles and responsibilities of management regarding diversity management?	No	Sometimes	Yes	
If your department has identified roles and responsibilities regarding diversity management, are managers evaluated on this in their performance evaluations?	No	Sometimes	Yes	
Does your department effectively encourage employees to express their ideas and opinions?	No	Sometimes	Yes	
Does your department regularly incorporate the ideas and opinions of non-management employees into the department's business decisions?	No	Sometimes	Yes	
Does your department consider workplace diversity in job design?	No	Sometimes	Yes	
Does your department consider workplace diversity in recruiting and staffing plans?	No	Sometimes	Yes	
Does your department use diverse employees to recruit new employees?	No	Sometimes	Yes	
Overall, does your department have a track record of recruiting diverse people?	No	Sometimes	Yes	
Does your department promote diversity in leadership (lead, supervisory, management) positions?	No	Sometimes	Yes	
Does your department encourage all employees to undertake leadership development training?	No	Sometimes	Yes	
Does your department	No	Sometimes	Yes	

encourage employees to take advantage of development opportunities?				
Does your department utilize diverse experience levels on important projects or project teams?	No	Sometimes	Yes	
Does your department have a mentoring program?	No	Yes	Inactive	
If your department has a mentoring program, does your department use diverse employees as mentors to help employees improve their personal performance?	No	Sometimes	Yes	
Does your department have a succession plan?	No	Yes		
If your department has a succession plan, does it include a diversity element?	No	Yes		
Does your department provide all employees with information related to promotional criteria?	No	Sometimes	Yes	
Does your department offer all employees awareness training related to such topics as: Race? Ethnicity? Nationality? Gender? Age? Physical characteristics?	Race No/Yes Ethnicity No/Yes Nationality No/Yes Gender No/Yes Age No/Yes Physical characteristics No/Yes	To some employees but not all	Yes, to all employees	
When was the last time the training was offered?	More than two years ago	In the last two years		
Does your department offer training related to such topics as cultural values, personality, attitudes, religion and educational level to all employees?	No	To some employees but not all	Yes, to all employees	
How often?	Every year	Every two years	Longer than two years ago	
Would greater workforce diversity in your department increase your ability to meet or exceed your department's business objectives?	No	Yes	Don't know	
Would you be interested in training or assistance in any of the following areas:				
Communication?	Training No/Yes	Assistance No/Yes		
Job design?	Training No/Yes	Assistance No/Yes		
Recruiting and staffing?	Training No/Yes	Assistance No/Yes		
Employee development?	Training No/Yes	Assistance		

		No/Yes		
Awareness training?	Training No/Yes	Assistance No/Yes		
Other (please list)				

CFC Survey Results Overview of External and Internal Surveys

June 2007

Community Survey (External)

General Points

- 54% of survey participants live in the Santa Barbara Community
- Participants learned about community issues through personal experience and work; respectively 88%, 85%

Greatest Areas in Need

- 62% reported Education is extremely important
- 50-60% reported Healthcare, Housing, and Civil Rights are extremely important
- 38% reported Youth Activities and Public Transportation are greatly important
- Community needs that are not currently being met are mental health (31%), youth activities (27%), healthcare (27%), housing (27%) and childcare (27%).

Suggested Commission Activities

- Collaborative events with other agencies (62%)
- Maintain community database (38%)
- Report to BOS (38%)
- Assisting with information coordination/distribution (35%)

Noted Organizations in Survey

- United Way, Boys and Girls Club, Boy and Girl Scouts, Santa Barbara City College, La Casa de La Raza, Casa Esperanza, ELAC Groups, SB Neighborhood Clinics, Agency on Alcoholism, Pal Program, CalSOAP, Head Start, People's Self-Help Housing, Good Samaritan Shelter, Community Action Commission, CALM, Sojourn, ACLU, Rescue Mission, Shelter Services for Women, Catholic Charities, Red Cross Page Youth Center, PUEBLO

Diversity Survey (Internal)

General Points

- 87% work nearest to Santa Barbara

Success Points

- 84% of respondents felt diversity is promoted in the workplace
- 71% of respondents felt they are encouraged to express ideas and opinions
- 76% reported they feel encouraged by their department to take advantage of development opportunities
- More than 70% report the County of Santa Barbara has equal opportunity for people of all protected categories
- More than 76% report equal opportunity exists in their departments for people of all protected categories
- More than 83% report their department is a safe and inclusive work environment for people of all groups

Opportunities for Improvement

- Identify the roles and responsibilities of management regarding diversity
- Establish a mentoring program

- 13% of respondents report the mentoring program uses diverse employees as mentors to help employees improve their personal performance
- Create a succession plan, including a diversity element
- Provide more training
 - age
 - ancestry
 - color
 - marital status
 - mental/physical disability
 - national origin
 - religion
 - Vietnam Era Veteran/ Disabled

CFC Public Workshops August 2007
North and South County Summary

What are the most pressing needs youth face in our community?

- Gang violence
- Transportation to and from youth services
- Lack of parent involvement, role models, adult-led activities
- Sense of purpose/belonging

As you think about how “youth issues” or “problems” are talked about and addressed in our community, what do you think our community is on target about? What do you feel our community is off target about?

- Non-profits are duplicating efforts due to the lack of awareness. Because these non-profits request funding from the same resources, monies are spread thinly and run out quickly.
- Continuous supportive funding for non-profits is important to these organizations to provide stable and constant services to youth in the community.
- A collaboration which includes educating the community on services, organizing transportation, and spreading awareness to other local agencies would be most beneficial, but does not exist
- Youth need to be given a voice in situations that concern them. If adults are telling them they must participate in a structured activity, which may be age inappropriate, most youth will not attend or conform to the program requirements.
 - Youth are asked for their opinions to find no action taken
 - All youth have different interest so it is important adults ask them what those interests are rather than assuming
 - Youth feel forced into doing what other adults/parents tell them to making them not want to participate in structured activities
 - Youth need to feel encouraged by an adult mentor to increase participation levels

What gaps do you feel currently exist when it comes to providing services and program for youth in our county? In other words, what needs are not currently being met?

- Funding gaps
- Mentoring programs
- Community education on youth issues
- Transportation/coordination of transportation to services
- Collaboration of local organizations involving information exchange

Are there aspects within the education services offered in our community that you strongly support or strongly oppose? Please explain.

- Work study programs are being removed from schools which leaves little alternatives to those who are not interested in pursuing academics after high school

- If students do not get proper assessment of educational disabilities including proper treatment/ "educational therapy" this will lead to disruptive behavior in school and within the community at a later time
- Schools are no longer in collaboration with local agencies due to the amount of pressure placed on excelling academically. Youth also feel this pressure as their assignment load increases and extracurricular involvement decreases
- Educational achievement gap

Commission Role: What can be done to enhance the services these organizations are currently offering?

- Regularly scheduled meetings/brown bag lunches with a clear purpose, such as, to collaborate and exchange information
 - "Youth Violence Prevention Commission"
 - Long-term, consistent commitment
- Training, outreach, education, and assessments to help develop programming and raise awareness
- Arts and film events allowing youth to express themselves appropriately, yet artistically
- Maintaining a community database of programs offered within the community
- Town forums
 - Educate and inform the community of services offered
- Speaker's bureau
 - Different community groups can speak about current services being offered
 - Education on changing trends (i.e. gangs)

Youth Survey Questionnaire
September 2007

What age range do you fall in? Please check one.

- 10-12
- 12-14
- 14-16
- 16-18

What area do you live in or closest to? Please check one.

- Carpinteria/Summerland
- Montecito/Santa Barbara
- Goleta/ Isla Vista
- Santa Ynez Valley
- Santa Maria/Orcutt
- Guadalupe
- Lompoc
- Cuyama

What do you normally do after school? Please check one.

- School or community sports team.
- Tutoring
- Go home and watch t.v. or use the internet
- Go to a community after school program (examples such as YMCA, Boys and Girls Club, Girls Inc, Police Activities League, etc)
- Work an after school job
- Other

What do you like about those activities? Please check all that apply.

- My friends are there.
- My coach/mentor is there.
- It keeps me busy or from being bored.
- The activities are fun.
- Other

What would make those activities better? Please check 2.

- If more of my friends were there.
- If it were closer to my house.
- If I could go more often.
- If they had things to do on the weekends.
- If there was food there.
- If I had a ride.
- If it were free.
- Other

What other activities should be offered or should there be more of?

**If you are not involved in any after school activities or programs what stops you from going?
Please check all that apply.**

- I don't have a ride to get there.
- There are too many rules and I can't do what I want.
- I have to work.
- I have to take care of my brothers/sisters/or another family member.
- I don't have the money to pay for it.
- My friends don't like to go there.
- I don't know of any that I like.
- Other

Have you ever been to any of the following? Please check all that apply.

- A cultural festival
- An art festival
- A film festival
- Youth concert
- A community dance at the rec. center
- Job training/workshop/conference
- An event to listen to a community speaker

If you answered yes to the previous question, what did you like about the event?

Why do you think people join gangs? Please check all that apply.

- They are bored and want something to do.
- They want to get into trouble.
- They want to feel loved and accepted.
- Someone else makes them.
- They can't get a job.
- They don't like playing sports or going to after school activities.
- Other

Who are your role models? Please check no more than two.

- Parent
- Family Member
- Teacher
- Coach
- Mentor
- Other

Why do you look up to them?

How often do you talk to them? Please check one.

- Everyday
- 1-3 times a week
- A couple of times a month
- Once a year
- Other

Do you feel adults understand your age group?

- Yes
- No
 - If no, please explain.

Do you have an adult to turn to when you need advice or help with something?

- Yes
- No
 - If no, please explain.

Do you feel that person understands you?

- Yes
- No
 - If no, please explain.

Do you feel comfortable sharing your opinion and ideas with adults?

- Yes
- No
 - If no, please explain.

If there was one thing you wish adults knew about your age group, what would that be?

Youth Survey Results Overview Updated September 2007

General Points

- 41% of the survey participants are ages 17-18; 29% were 15-16; 9% were 13-14
21% were 10-12
- 53% of the survey participants live in Santa Barbara/Montecito area

After School Activities

- 61% reported participation in after school activities because their friends are there
- 27% reported activities would be better if they were free; 21% reported they would like to go more often
- 33% of survey participants report they do not know of any activities they like
- 70% have been to an event to listen to a community speaker; 63% have been to an art festival; 56% have been to a youth concert

Gang Activity

- 53% feel that people join gangs because someone else makes them; 50% report that people want to feel loved and accepted

Adults and Youth

- 65% of youth have a parent role model; 76% talk to their role model every day
- 53% feel adults do not understand their age group
- 94% feel they have an adult to turn to if they need advice or help
- 12% do not feel comfortable sharing opinions and ideas with adults