

COUNTY OF SAN DIEGO

DIVERSITY & INCLUSION

FISCAL YEAR 20/21 REPORT



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*Selfie images used throughout this document are D&I Departmental Champions from an October 2020 Campaign

A Message from our CAO
Helen N. Robbins-Meyer
Chief Administrative Officer

In the past year, we experienced historical transformation and adjusted to the rapid evolution of service delivery and needs. Our dedicated and passionate staff rose to meet these tides of challenges with unwavering resiliency. We have stood on the foundation of our values of integrity, stewardship, and commitment to seek out further ways to help all our employees and residents be seen and heard so they can thrive.

At the heart of our endeavors are the diverse voices that make up the tapestry of the County of San Diego. Internally, we opened forums to discuss our experiences with racism, barriers to opportunities, and struggles with new norms. In our communities, engagement efforts are leveraging lived experiences and diverse perspectives to shape programs and policy. These efforts aid in identifying and addressing systemic racism, honoring the voices that have come before us as we seek to expand opportunities for those who have been historically under served.

We are centering our organizational strategies on equitable outcomes and creating a culture of belonging within the workplace and in all the ways we serve. Equitable outcomes are conditions we aim to achieve in the community, where every individual from every demographic can participate, prosper and reach their full potential in life (adapted from Government Alliance on Race & Equity and PolicyLink). We have started on this journey by increasing the pathways for growth individually, organizationally, and programmatically by engaging with experts, expanding opportunities to hear from our communities, and adding to our organizational structure. We are unwavering in our commitment to increasing outcomes in:

Exceptional Services to Our Diverse Customers

Inclusion for All Employees & Customers

A Motivated & Engaged Workforce

Organizational Effectiveness & Innovation

We understand that it is not enough to simply believe in this cause. Bold and intentional actions must be taken. We endeavor to make these meaningful choices every day. Read on and let the story unfold as you explore the following report.



COUNTY OF
SAN DIEGO D&I
PARTNERSHIP
MODEL

**Leon L. Williams
Human Relations Commission**

31-member commission established to promote positive human relations, respect and integrity of every individual in the County of San Diego.

**Diversity & Inclusion
Executive Council**

Diverse executive leadership creating a culture that keeps diversity and inclusion at the forefront for leaders throughout the enterprise by guiding the County's diversity and inclusion strategy.

**Office of
Equity & Racial Justice**

Devoted to engaging the community to cocreate transformative, enduring, structural and systemic change in San Diego County government.

**EQUITY,
DIVERSITY
&
INCLUSION**

**Department of
Human Resources Equity,
Diversity & Inclusion (EDI) Division**

Internally focused on integrating equity, diversity, and inclusion into the organizational County Culture and becoming a support specifically in the areas of recruitment, hiring, and professional development/ advancement.

**Employee Resource
Groups (ERGs)**

The County of San Diego has ten thriving Employee Resource Groups that play an important role in advancing our commitment to diversity and creating and sustaining an inclusive workplace. ERGs provide employees networking and professional development activities, support County initiatives, and promote cultural awareness.

**Office of
Ethics & Compliance**

Department dedicated to fostering a culture of integrity, implementing the Code of Ethics, promoting ethics and compliance through developed policies, programs and trainings, and reviewing discrimination, fraud, waste and abuse complaints.

WE ARE THE COUNTY



21,351	County Employees*
44.7	Average Age
8.4	Average Years of Service
60.21%	Female
39.79%	Male
1,031	Military Veteran (Self-Reported)

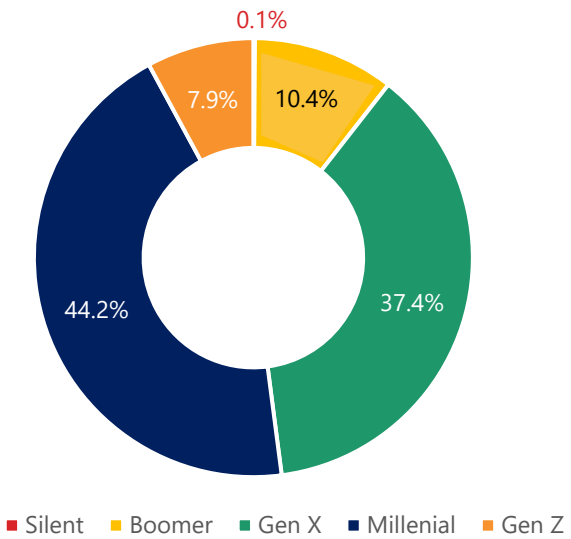
*Includes 4,108 temporary employees
All data is current as of September 14, 2021

The County of San Diego promotes and honors the diverse culture and history of our great region. From our world-class beaches to the majestic mountains and deserts to the east, our geography is as diverse as the population that calls San Diego County home.

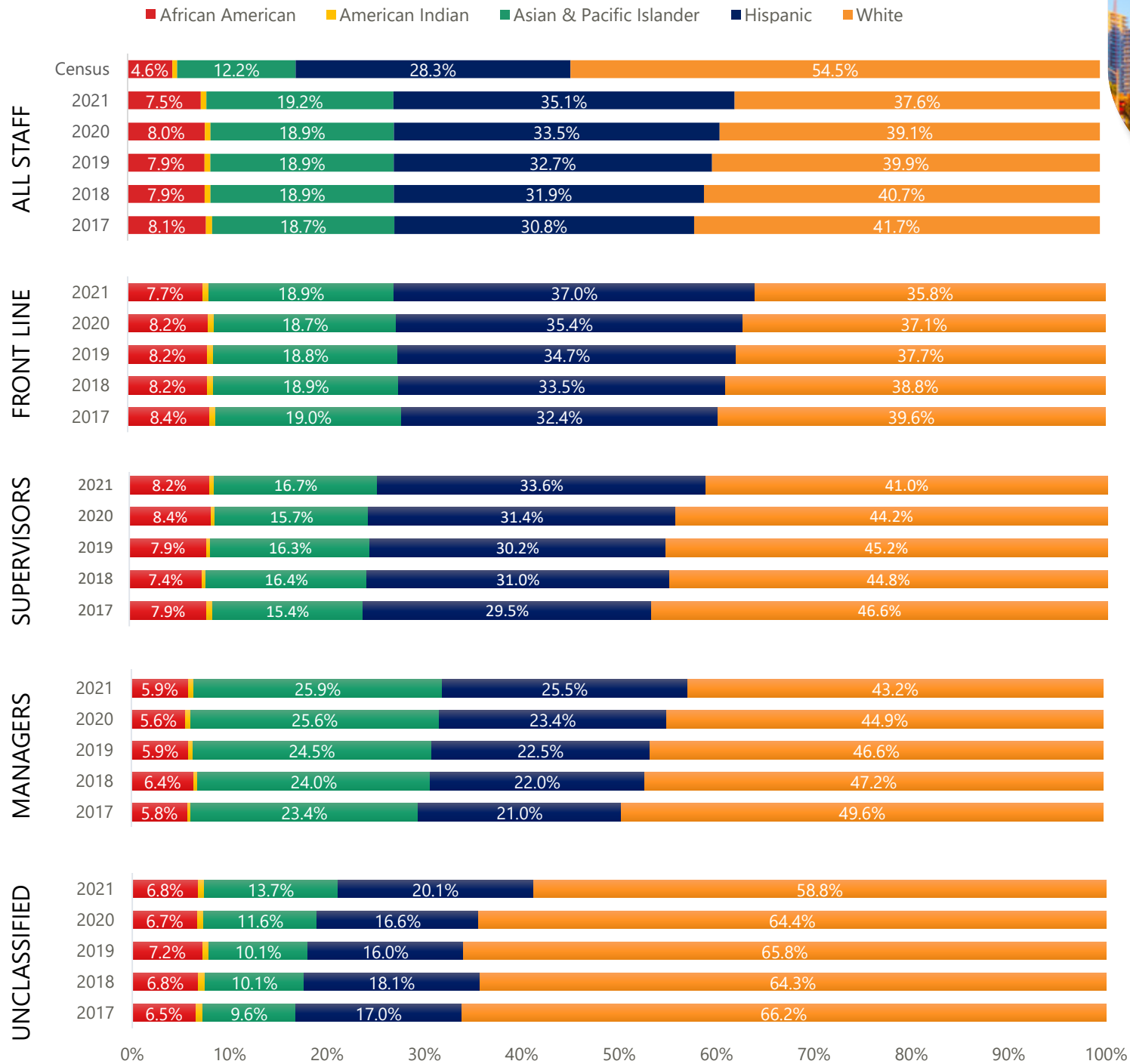
Our goal is to have our workforce directly reflect the diverse communities we serve, thus strengthening our focus on customer experience. This year, we've presented a more detailed view of our workforce's ethnic and gender composition across the different levels of our organization and compared it to the available workforce in San Diego County as determined by the 2010 Census. *(2020 Census data is to be released in June 2022)*

We know diversity comes in many forms and look forward to the journey of broadening our lens as we seek more inclusive terminology in our policies, broaden our transparency through budget equity tools, and undergo further transformation as new departments and offices come on line. In doing so, we are better able to strengthen our community relationships and provide world-class service for our 3.3 million residents.

Generations



WORKFORCE DEMOGRAPHICS BY JOB CLASSIFICATION



TRAINING STATISTICS

- When you worked on multiple projects how did you prioritize?
- Give an example of a goal you reached and tell me how you achieved it.
- Describe a time when you had to interact with a difficult client. What was the situation, and how did you handle it?
- Tell me about how you worked effectively under pressure.
- How do you handle a challenge? Give an example.



 **Countywide D&I Trainings**
Available for County of San Diego Employees





INTEGRATION

OBJECTIVES IN ACTION

OBJECTIVE 1:

EXCEPTIONAL SERVICE TO OUR DIVERSE CUSTOMERS

MEMBERSHIP WITH AN IMPACT

The noblest motive is the public good. It's the County motto. To better meet the needs of those we serve, the County of San Diego has added equity to the foundational framework of our government. Following the Board of Supervisors' declaration of racism as a public health crisis on January 12, 2021, equity impact statements became required for all Board Letters. These statements analyze policies, projects, and procedures through an equity lens. This allows our organization to determine if new or revised policies are likely to heighten or lessen existing social or economic inequities.

The County deepened this commitment by becoming a member of the Government Alliance on Race and Equity (GARE). GARE is a national network of local governments working to advance racial equity and increase opportunities for all. This commitment helps us proactively address inequities operationally by normalizing equity as a key value.



Government Alliance for Racial Equity's (GARE) model
(Image Source: GARE 2018 Communication Guide)

OBJECTIVE 2:

INCLUSION FOR ALL EMPLOYEES & CUSTOMERS

INCLUSION THROUGH POLICY

This past year, the County continued its commitment to fostering an environment of inclusiveness and belonging by implementing two new policies for our entire organization.

Department of Human Resources Policy #120 supports the use of pronouns in the workplace, which helps create a more inclusive culture. The pronoun policy creates mechanisms for employees to make their pronouns known, allowing our diversity to shine through. Employees are encouraged to include their pronouns in their e-mail signature and County documents are being reviewed for inclusive language opportunities. Our LGBTQ+ ERG also gave an outstanding presentation on best practices for using pronouns in the workplace. As a result, employees learned how pronoun usage can help to clarify gender identity and, at the same time, acknowledge the full spectrum of gender identities in our organization.

The Board of Supervisors passed Language Access Board Policy A-139 on November 17, 2020. This policy states that departments should now offer Language Access Services (oral and written) for language identified as having a Substantial Number of Limited English-Speaking persons at no cost to the individual. Currently, these languages are Spanish, Tagalog, Chinese, Vietnamese, and Arabic. Language Access Services helps support equitable access to public services. Through culturally and linguistically appropriate communication, the County of San Diego is expanding opportunity for our residents and customers.

OBJECTIVE 3: A MOTIVATED AND ENGAGED WORKFORCE

INCREASING RESOURCE ACCESSIBILITY



Accessibility, unified language, and expansion of countywide communication are important at the best of times. They have been even more vital during this time of change. This fiscal year, the Department of Human Resources' Equity, Diversity, and Inclusion Division partnered with the County Communications Office and others to broaden the availability of resources through multiple mediums.

The Ethics, Equity, Diversity, and Inclusion Hub launched on the County internal-facing InSite homepage in October 2020. The new hub puts the latest happening in the realm of ethics, equity, diversity and inclusion front and center on our intranet homepage. Contributions from the Office of Ethics and Compliance, Employee Resource Group Council, Office of Equity and Racial Justice, and the Department of Human Resources give County employees the latest topical resources, links to upcoming events, spotlights from the D&I Digest, and more.

The Diversity & Inclusion (D&I) Digest, a comprehensive quarterly resource compiled for Departmental D&I Champions, got a new look and a broader scope. The digitized offering features a new section called County Spotlights where County employees share their D&I experiences and stories of the organization's D&I journey. Signaling that a culture of diversity and inclusion takes all of us, the audience was expanded to all County employees.

Quarterly, virtual Launch & Learn sessions were added to support the evolving needs and responsibilities of our D&I Departmental Champions. In these sessions, Champions preview an early release of the latest D&I Digest, highlighting possible engagement opportunities, skill development, and potential discussion forums within their departments.

Our weekly Hub offerings, quarterly D&I Digest emails, and expanded outreach to Departmental Champions add to our ever-evolving culture of belonging here at the County of San Diego.

OBJECTIVE 4: ORGANIZATIONAL EFFECTIVENESS AND INNOVATION

EXPANSION OF THE D&I EXECUTIVE COUNCIL

With the creation of the D&I Initiative, the Diversity & Inclusion (D&I) Executive Council was tasked with creating a culture that keeps diversity and inclusion at the forefront for leaders throughout the enterprise by guiding the County's diversity and inclusion strategy. This breaks down into three key areas:

- serving as role models and champions of diverse perspectives and inclusive behaviors
- establishing priorities and strategic vision for enterprise-wide progression
- overseeing the implementation and plan monitoring.

The D&I Executive Council is comprised of executive leadership from across the County. The Chief Administrative Officer (CAO) directed the D&I Executive Council to undertake a review of the goals and actions needed to root out and keep out institutional racism. The D&I Executive Council in response to this direction has launched educational initiatives for our leadership, supported the creation of new inclusive policies, co-sponsored a listening session, and turned our focus to the foundations of our internal structures. The D&I Executive Council is committed to this significant work and to keeping awareness at the forefront.

The council includes, Deputy Chief Administrative Officer of the Land Use and Environment Group Sarah Aghassi; Senior Deputy County Counsel Smitha Arons; Human Resources Director Susan Brazeau; Housing and Community Development Director David Estrella; Special Assistant to the Sheriff Nadia Binderup*; Clerk of the Board of Supervisors Andrew Potter*; Director of Office of Ethics & Compliance Claudia Silva (Chair); CAO Chief of Staff Natalia Bravo; Director of the Office of Equity and Racial Justice Andrew Strong*; Assistant Chief Administrative Officer Michael Vu; and Chief Deputy County Counsel Rachel Witt*; (*indicates new appointment).

WORKSHOPS & EVENTS



EMPLOYEE RESOURCE GROUP LISTENING FORUMS

As the late poet Maya Angelou once said, “Do the best you can until you know better. Then when you know better, do better.” Following the murder of George Floyd and the international awakening to racial justice disparities, the County of San Diego Employee Resource Group (ERG) Council hosted three Listening Sessions attended by hundreds of employees. These forums centered on Black voices addressing social justice, equity, and identity issues for the betterment of our County workforce and customer service experiences. These vulnerable spaces brought realizations of how our individual actions – or inactions – play a part in the shortcomings discussed. These Listening Sessions served as a catalyst for further organizational reflections and analysis seeking to root out systemic racism and bias.

The value of varied perspectives is becoming part of our cadence of communication. In June 2021, the ERG Council, in partnership with the D&I Executive Council, hosted a Listening Session intentionally crafted as a space of reflection and healing. Participants looked back on what we’ve learned about ourselves and our communities over the previous months, reconstructing how County employees envision the next chapter and how we can journey forward, together.

The 5 Day Challenge is an online training series designed to provide a space to learn about and reflect on racial equity and social justice - growing awareness in a self-paced learning environment. The short sessions typically take 10-30 minutes a day, and include readings, curated videos and self-reflection. These challenges, delivered in an engaging and convenient online e-learning format, seek to help County leaders discover how racial and social injustice can impact the communities we serve and to identify ways to dismantle racism and other forms of discrimination. The employees are challenged to take a new course over the five days, resulting in a week of discovery and learning. This e-learning was the first educational opportunity in a series of planned training for Unclassified County leadership, equipping them with the tools to be a leader in the movement. There have been over 1,600 participants and since the initial November 2020 leadership launch the training has been expanded to all County staff.

5 DAY CHALLENGE





Effective leadership cultivates inclusive culture. Creating and maintaining this culture takes determination, dedication, and thoughtfulness. The D&I Executive Council partnered with the Department of Human Resources to produce a four-part toolkit to assist leaders in furthering an inclusive culture in their departments, divisions, and units.

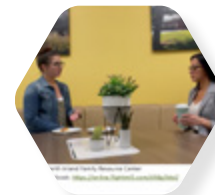
The training took into consideration the challenge of discussing and fostering equity, diversity, and inclusion emphasizing the importance of communication and a foundation of trust for topics to be discussed and employees to truly bring their best selves to work.

The journey takes leaders on a self-guided journey in four parts – Lens, Listening, Conversations, and Moving Forward. Lens focuses on the leader’s awareness of major contributing factors to their own viewpoints. Listening emphasizes the importance of gathering other perspectives and holding space for learning. Conversations models inclusive conversations as dialogues with the intent to question, probe, and reveal areas of satisfaction and those needing improvement. The final layer, Moving Forward, was crafted with flexibility to help map out the next steps for positive connection that can be scaled from one-to-one interactions up to workgroup goal mapping.

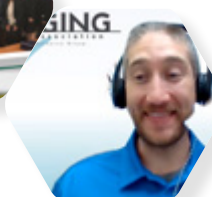
The Inclusive Conversations Toolkit gives leaders the tools to cultivate these conversations, fuel innovation, fortify teams, and ensure excellent customer service.

INCLUSIVE CONVERSATIONS TOOLKIT

CHAMPION SHOWCASE



Advancing the County’s culture of equity and belonging takes a community of effort. The Champion Showcase found a new lunchtime virtual home, allowing all County employees to learn from examples of equity in action throughout the organization. The celebration of the past year’s amazing efforts by Diversity and Inclusion Champions illustrated passionate planning, coordinating and dedication. The event featured presentations from the Public Safety Group’s Probation department on “Data Analytics & Diversity Best Practices”, Health and Human Services’ D&I Transformation Team on “Creating a Structure to Accomplish More Together”, the Finance and General Government Group’s Clerk of the Board of Supervisors on “Best Practice including Peer Review Interviews and Facilitating Culture Events”, the Land Use and Environment Group’s Planning & Development Services on “Co-Creating and Effective Partnerships”, and the Employee Resource Group (ERG) Council modeled a “Social Justice Listening Session on a Small Scale”. These success stories help inspire additional ideas to help us all go further together.





COLLABORATION

EMPLOYEE RESOURCE GROUPS



Employee Resource Groups (ERGs) at the County are fundamental partners in our efforts to cultivate community and build bridges for opportunity. ERGs are a conduit for employees to have a collective voice, influence policies and initiatives, and forge lasting relationships. These voluntary, employee-led 501(c)(3) non-profit organizations are sponsored by County executives and guided by four pillars:

- Support County Initiatives & Partners
- Cultural Competency & Awareness
- Recruitment, Retention, & Outreach
- Professional Development

The ERG Council, comprised of the ten ERG Presidents, is a collaborative body that serves to provide all County of San Diego Employee Resource Groups with the resources and support they need to help achieve their respective goals and the collective ERGs' efforts. Their leadership this year has produced such transformational opportunities, such as the introduction of Listening Sessions, community panel dialogues, and participation in the Champion Showcase.

July 8, 2020

Listening Session: Unite and Transform with Your Colleagues
Sponsored by ERG Council

July 16, 2020

Beaming with Pride
Sponsored by LGBTQ&A

July 22, 2020

Learning Through Crisis Panel Discussion: Innovative Leadership Strategies
Sponsored by VALOR

July 29, 2020

Listening Session: Unite and Transform with Your Colleagues Session 2
Sponsored by ERG Council

September 10, 2020

Listening Session: Unite and Transform with Your Colleagues Session 3
Sponsored by ERG Council

October 27, 2020

Larry Itliong scholarship and art contest
Sponsored by CSDFEA

February 25, 2021

Listening Session: Centering Black Voices Community Edition
Sponsored by AAACE

April 24, 2021

1st Annual Fishing Trip
Sponsored by PISCE ERG

May 4, 2021

Speaking Our Stories
Sponsored by MEERG, LGBTQ&A, and SDCLA

May 20, 2021

Amplify AAPI Voices Panel Discussion
Sponsored by APACE

June 5th 2021

Chicano Park Mural Tour
Sponsored by SDCLA

June 19, 2021

Juneteenth Celebration
Sponsored by AAACE

June 24, 2021

Listening Session: Creating a Space of Healing
Sponsored by ERG Council & the D&I Exec Council

June 30, 2021

Virtual Lunch & Learn: Retirement 101, How to Plan for Your Future
Sponsored by EWA

TIMELINE OF COUNTY EMPLOYEE RESOURCE GROUPS

1983	1985	1989	2013	2014	2015	2016	2017
San Diego County Latino Association (SDCLA)	Gay & Lesbian Association of County Employees (GayLA)	County of San Diego Filipino-American Employees' Association (CSDFEA)	African-American Association of County Employees (AAACE)	Lesbian, Gay, Bisexual and Transgender & Allies Association (LGBT&A) and the Asian Pacific Alliance of County Employees (APACE)	San Diego County Middle Eastern Employee Resource Group (MEERG), Veterans Employee Resource Group (VALOR) and Emerging Workforce Association (EWA)	"Pacific Islander" Society of County Employees (PISCE)	DiverseAbility ERG



African American Association of County Employees (AAACE)

106 members

Our mission is to recruit, promote and inspire African American employees to connect and succeed through education and charitable causes to accomplish County initiatives and unifying goals that result in improved career opportunities.



County of San Diego Filipino-American Employees' Association (CSDFEA)

183 members

Our mission is to create spaces to learn and grow, celebrate and advance diversity and inclusion, and give back to our community. We strive to strengthen cultural awareness and multi-cultural competency in the County of San Diego; promote and support the professional development of County employees; give back to the community; and support common goals with the County of San Diego.



Asian Pacific Alliance of County Employees (APACE)

176 members

Founded in 2013, the Asian Pacific Alliance of County Employees (APACE) is a dynamic non-profit organization that focuses on AAPI cultural awareness; professional development; community outreach; and support of County initiatives.



DiverseABILITY COSD Employee Resource Group for People with Disabilities and Their Allies

54 members

The mission of the DiverseAbility ERG is to advance awareness and inclusion for people with disabilities in the County of San Diego. In doing so, we hope to provide a safe and welcoming environment for people with disabilities and their allies to share their stories, be heard, understood, and supported.



COSD Veterans Employee Resource Group (VALOR)

15 members

VALOR instills trust, accountability, integrity, and teamwork as the core values. We drive and support organization and individual growth through a network of colleagues leveraging their collective range of skills, talents, and diverse perspectives while being a resource to veterans, the County of San Diego, their dependents and military supporters.



Emerging Workforce Association (EWA)

118 members

EWA is about bringing everyone together. Our mission is to bridge generational gaps through education, enhancement of work culture, and networking while promoting County initiatives.



San Diego County Middle Eastern Employee Resource Group (MEERG)

23 members

We are the Middle Eastern Employee Resource Group, and we strive to enhance Middle Eastern cultural awareness; to share the Middle East's rich and diverse history and cultural contributions to the world, and to contribute to principles of cross-cultural dialogue and understanding.



Pacific Islander Society of County Employees (PISCE)

77 members

Pacific Islander Society of County Employees (PISCE) Employee Resource Group cultivates multi-cultural competency and awareness of the main island nation cultures that make up Polynesia, Micronesia, and Melanesia.



Lesbian, Gay, Bisexual, Transgender, and Allied Associates (LGBTQ&A)

50 members

Our Mission is to advance awareness of the cultural diversity unique to LGBTQ communities, provide and promote professional development and leadership opportunities, and advocate for inclusiveness in and support of County initiatives. We strive to cultivate, celebrate, and support a diverse and inclusive workforce where the contributions and perspectives of LGBTQ and allied employees are valued.



San Diego County Latino Association (SDCLA)

150 members

As one of the County's Employee Resource Groups (ERGs), our mission is to enhance cultural awareness in the County of San Diego, provide and promote professional development and career advancement of our members, and support County of San Diego initiatives to achieve common goals. All of our events support local Latino businesses, artists, and entrepreneurs and give our members the opportunity to participate in local Latino community activities.



CHAMPIONS



We can ALL be D&I Champions...people who understand and appreciate the differences in the ways others think, act, believe, and behave; and are willing and open to learn and change their perceptions and behaviors for the greater good of the organization. A D&I Champion practices inclusion by being curious, self-aware, flexible, collaborative, relationship builder, and leader on D&I. However, there is a grassroots network of nominated Champions leading us forward within each Group and Department.

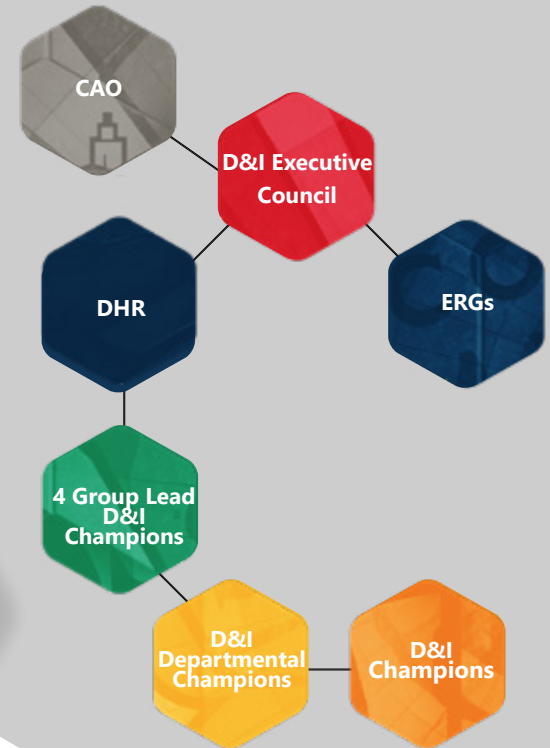
D&I Group Leads serve as a vital link between executives, departmental champions, and departmental management teams. These positions are tasked with channeling information, mentoring Champions, and fostering dialogue between all levels of the organization. They regularly collaborate with the DHR Equity, Diversity, and Inclusion Team to stay apprised of various needs, successes, and areas of focus to establish opportunities for cross-functional threading and consistent messaging at all levels of the organization.

Departmental Champions are selected by department leadership as potential change agents to help lead the efforts within their department and participate in countywide events. These Champions actively support the County's strategy for diversity and inclusion by serving as a D&I resource in the department by staying current on the County's D&I activities, the work of ERGs, and D&I in the larger culture and organizational context. They look for opportunities to provide others with educational and learning opportunities about diversity, inclusion, and cultural competence while encouraging all staff to play a role in addressing behavior that is not supportive of diversity and inclusion. Departmental

Champions are also charged with cultivating and mentor other staff members to be D&I champions which take many forms including departmental champion committees or teams to help co-create and carry out the work.



D&I CHAMPION WORKFLOW



GROUP HIGHLIGHTS

FINANCE & GENERAL GOVERNMENT GROUP



The Finance and General Government Group (FGG) provides essential support functions serving as enablers for the rest of the organization and the region. These support functions include traditional services such as human resources, budget, legal, and technology. The group is also responsible for administering the property tax system, communications, planning and execution of the \$1.3 billion capital program and fleet management, oversight of the county's portfolio of over 2,700 contracts with an annual spend rate of \$1.6 billion, managing the county's \$12.7 billion investment pool and \$620 million of outstanding debt obligations, financial reporting and auditing, coordination of unemployment and worker's compensation benefits, conducting elections, investigating misconduct of sworn officers, and administering your board's community grant programs.

We're proud to highlight our D&I achievements over the past year that strengthened a culture of belonging, transformed our world of work, and resulted in more positive outcomes for our internal and external customers.

The Board of Supervisors announced the creation of a new County department that would be devoted to engaging the community to co-create transformative, enduring, structural, and system change. This action produced the Office of Equity & Racial Justice (OERJ) to champion belonging for all and advocate for people suffering from structural and systemic racism and exclusion.

The Leon L. William's Human Relations Commission (HRC) of community-focused volunteers was re-established to promote positive human relations, respect, and the integrity of every individual. The HRC Commission Members played an integral role in the co-creation of the OERJ's Mission Statement that will help chart the department's

course into the future. Their voices keep present community perspectives, reiterating that equity, inclusion, and belonging are core principles of the County's values, mission, vision, strategic plan, and overall culture.

The Department of Human Resources continued its work to equip the workforce by issuing a 5-day Challenge to learn about the historical impacts of systemic racism. In addition, training was created to promote inclusive conversations, recognize, and minimize unconscious bias, and policies were implemented that supported diversity and inclusion. The department also stood up the Equity, Diversity & Inclusion (EDI) Division, one of the six partners who collaborate to keep D&I at the forefront of our strategic planning.

The Registrar of Voters collaborated with community-based organizations to understand voter needs, increase registration and citizen participation in the election process. Recruiting and training thousands of diverse volunteers in response to voting changes that occurred as a result of the COVID-19 pandemic.

The Department of Purchasing & Contracting (DPC) made extraordinary efforts to collaborate with the Office of Equity and Racial Justice (OERJ), HHS, and other departments to increase community engagement and contract awards in underserved communities. Additionally, hiring consultants and specialized trainers to increase internal staff knowledge, leading to greater inclusivity.

The Assessor/Recorder/County Clerk focused their D&I on accessibility. The department implemented the kiosk functionalities which allowed customers to complete applications online and joined community educational partners as part of their outreach network to understand and respond to a diverse community's needs.

The County Technology Office was instrumental in the expansion of the capabilities of the Justice Electronic Library System. The result of these efforts translated into greater efficiency, mobility, access, and innovation for conducting justice-involved youth hearings.

To learn more about each of the FGG departments dedicated to improving the region's quality of life, click [here](#).





HEALTH & HUMAN SERVICES AGENCY

The Health and Human Services Agency (HHSA) provides a broad range of health and social services, promoting wellness, self-sufficiency, and a better quality of life for all individuals and families in San Diego County. Our mission is to make people's lives safer, healthier, and self-sufficient through essential services management. We believe that collaboration and innovation are driving forces of change for the greater good.

The Equity, Diversity, and Inclusion (EDI) Transformation Team at HHSA brings together one lead champion from every HHSA department to form an inclusive community of leaders to share best practices within HHSA and advance agency-wide goals on equity, diversity and inclusion. The team has assisted in elevating EDI for the HHSA Executive Team and increase their understanding and commitment to these issues. The Transformation Team identified two key priorities during the past fiscal year:

- Make HHSA the employer of choice for transgender and non-binary employees
- Implement a racial justice action plan

The Knowledge Center provides HHSA with a diverse array of training programs, in a variety of platforms, to meet the operational needs of HHSA and the needs of staff. To create the foundational knowledge needed for these priorities, The Knowledge Center, offered the following educational opportunities for all HHSA employees:

Racial and Ethnic Disparities in Health Care; COVID-19 and the African American Community

- Talking about Racial Equality
- Implicit Bias
- Creating an Inclusive Culture for Transgender and Non-Binary Employees

Some Departmental Highlights

Child Welfare Services

- Created an Office of Equity
- Created a Diversity, Equity and Inclusion Action Plan for FY 20-21, which is a first step in addressing historical systemic and structural racism that exists in large organizations
- Published Data (sandiegocounty.gov) which includes the ethnic/racial breakdown of youth served compared to the workforce

Behavioral Health Services

- Published the Cultural Competence Plan and Three-Year Strategic Plan
- Initiated the Community Experience Project to identify and address behavioral health inequities in San Diego, which includes a dashboard to monitor and address inequities
- Created a BHS Racial Equity Committee

Public Health Services

- Developed a Health Equity and COVID Strategy
- Partnered with SDSU to advance research on minority health and health equity
- Delivered a 5-part training series on Racial Equity to all PHS staff
- Required all Contact Tracers to take the class, Culturally Responsive Practice for Contact Tracing

Aging and Independent Services

- AIS incorporated Diversity, Equity, and Inclusion, as a standing agenda item for quarterly Leadership Team Meetings
- Two quarterly newsletters were published by the AIS D&I Committee that included resources, and interviews with staff members from the Leadership Team
- The D&I committee created an Action Plan for FY 21-22, addressing virtual inclusion opportunities for staff to engage in DEI conversations



LAND USE & ENVIRONMENT GROUP

The Land Use and Environment Group (LUEG) serves the community by working to protect the public's health and safety, sustain the environment, and improve the quality of life for our residents. LUEG comprises six departments and holds quarterly meetings where about 275 staff members across the group come together for meaningful discussions and updates. Over the last year, the Expanded Managers meetings have focused on empathy, building resilience, addressing bias, microaggressions, pronoun use, and the County's Language Access Policy. Working groups were set up in April 2020 to address equity, diversity, and inclusion across LUEG. These groups have collaborated to make progress towards the action items to address bias, identify gaps in service, and use data to improve service delivery.

Our Internal and External Culture of Courage and Addressing Bias Working Groups have completed the LUEG EDI Training Library that complements the County's HR EDI's scheduled training and offerings in the LMS and provides additional resources for our staff to access questions, concerns, or difficult conversations arise. In addition, these working groups hosted the DHR EDI Division during one of their meetings to learn about their projects and how our groups could work together to amplify the work.

The Data and Services Working Group has worked alongside our departments to identify the best data collection method for their Community Needs Assessments. LUEG GIS has been instrumental in supporting the departments to map and analyze community characteristics and population trends that will inform their projects and programs. This group is also currently testing the new Community Engagement Platform prototype internally. The platform will soon be tested with our stakeholders and community.

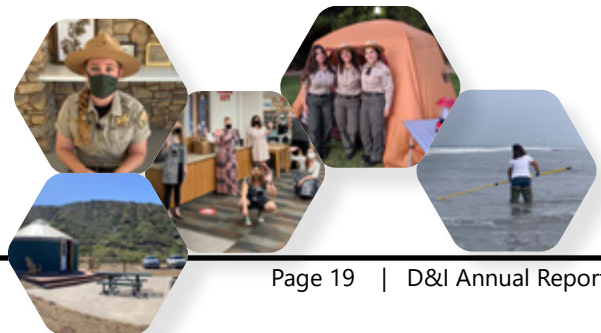
HR, Training, and Resources has evaluated minimum qualifications and identified the planner series for review as a pilot to make revisions to class specs to broaden the minimum qualifications that promote equity. In addition, this group is developing a toolkit for hiring managers- to be completed in March- on various topics, to help managers, including a flow chart of the interview and recruitment process and where the hiring manager is responsible versus department or central HR with tools, and resources available. They have also created a list of community partners that we can use for recruitment or other means of communication.

The Internal and External Outreach, Communication, and Language Working Groups collaborated to create a stakeholder database that is now available for all



LUEG departments to use and improve our outreach and ensure our methods acknowledge the diversity of each community we serve.

LUEG is building a database of internal and external resources, materials, content, and tools that highlight our commitment to equity, diversity, and inclusion and advance our department's work and program reach while closing service gaps in the diverse communities we serve. LUEG's commitment to equity, diversity, and inclusion extends past these working groups and into our departments' programs and services- because of this, our departments have embarked on conducting community needs assessments, which regularly highlight the inequities and environmental justice issues in our region that we are working to resolve.





PUBLIC SAFETY GROUP



The Public Safety Group (PSG) strives to ensure San Diego County communities are safe places to live, work and play. Public Safety Group departments work together to provide law enforcement and public safety services while also playing a key role in preparing for and responding to natural disasters and emergencies. We are honored to highlight our Diversity, Equity, and Inclusion efforts for fiscal year 2020-2021.

A Few Departmental Highlights

San Diego County Probation Department

San Diego County Probation Department The San Diego County Probation Department has undergone a series of transformations over the years. This year, the Probation Department developed a Disposition Matrix to reduce racial/ethnic disparities. The Disposition Matrix is a structured decision tool designed to ensure criminal justice decisions are made in a manner that is equitable and reduces bias. Most recently, the Probation Department embarked on another historic and cutting-edge transformation of the Juvenile Hall. The campus will look and feel less like a detention facility and more like a youth campus. Youth will be housed in home-like buildings and provided with supportive services supporting a shift in mindset to a therapeutic/rehabilitative model vs. custody and control

San Diego County Sheriff's Department

The Sheriff's Department further expanded its participation in the County's Diversity & Inclusion (D&I) program by developing a formal structure to sustain the objectives of the D & I program. This structure included the creation of the department's

Customer Service/ Diversity and Inclusion Committee. The committee was chaired by the department's

Diversity and Inclusion Champion and consisted of six additional staff dedicated to the principles of respect and inclusion. In addition, the

department created an internal website as a one-stop page for tools, materials, and resources related to promoting D & I efforts.



A mandatory training, "Understanding Bias and Cultural Awareness" was specifically developed by the department, focusing on identifying and understanding bias as well as practices that breed cultural awareness. Over 4,300 employees completed this training via the Learning Management System (LMS).

During the year, the Sheriff's Department continued its collaboration with the International Rescue Committee (IRC) of San Diego by offering public safety classes to refugee newcomers. Those newcomers originate from countries such as Congo, Afghanistan, and Iran. The classes are designed to introduce refugee community members to deputies and to American public safety concepts. This orientation and knowledge have the added benefit of empowering this community. Presentation topics consisted of what to expect during traffic stops when to call 9-1-1, domestic violence, and COVID-19 resources.

The Sheriff's Department is committed to continually finding effective ways to recruit from the communities they serve. In 2020, the department formed several recruiting groups specifically for this purpose. The Black/African American and Hispanic/Latino recruiting groups were created to work along with their Personnel Division staff to help connect with the communities served. The department also identified the need for a Women's Recruiting Working Group which is under development.

San Diego County Office of Emergency Services

This year, the Office of Emergency Services formed the 2021 Public Safety Power Shutoff (PSPS) Regional Resiliency Working Group and requested public feedback to compare existing PSPS mitigation gap solutions, identify remaining PSPS mitigation gaps and research opportunities to further improve operational area coordination.

The Regional Resiliency Working Group included members from a diverse group of public, private and non-profit partnering agencies. The working group discussed gaps and identified opportunities to further improve mitigation strategies and operational area coordination aimed at lessening the impacts on residents of planned power outages during extreme weather events.

The Office of Emergency Services also requested public input, conducted a survey in English and all five threshold languages, and hosted a Public Forum to gain feedback. The collection of input from the public is ongoing through surveys posted on the Office of Emergency Services' website.



NEXT STEPS

LOOKING AHEAD

Diversity & Inclusion is at the core of our culture and in Fiscal Year 2021-2022, we look to stretch our goals and opportunities to all our services. This includes seeking input on the refresh and expansion of our Mission, Vision, Values statements to ensure alignment moving forward. We are in partnership with key contractors to help us further thread equity and transparency throughout every level of the organization. We look to increase internal and external community engagement to ensure that more voices can meaningfully contribute to the changes that affect us all. This fiscal year will see an expansion of our Inclusive Conversations toolkit to all County employees, as well as countywide implicit bias training. New mentorship and leadership development opportunities will expand promotional and development pipelines in response to employee feedback in our listening sessions. We are excited for the many new offices and departments across every County group such as the Office of Equity and Racial Justice, Department of Homeless Solutions and Equitable Communities, Office of Environmental –and Climate Justice, and Office of Evaluation, Performance and Analytics as they come online and further shape San Diego County into a region where we all can thrive. The opportunities are endless when all of us at every level of the organization and in all the spaces throughout the County work towards a climate of equity and belonging.



D&I EXECUTIVE COUNCIL



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Council Chair
Director of Office of Ethics,
Compliance and Labor Standards



Sarah Aghassi
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Deputy Chief
Administrative Officer



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the Sheriff



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of Supervisors



Andrew Strong
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