

APPENDIX 3

HHS Participation in the
Government Alliance on Race and
Equity (GARE), Racial Equity Plan
and Policy and Procedures



Napa County Health & Human Service Agency

G.A.R.E.



The Government Alliance on Race & Equity (GARE) is a national network of government working together to achieve racial equity and advance opportunities for all.

Action Plan Workgroups



Jurisdiction's employees understand, are committed to and have the infrastructure needed to advance racial equity

Jurisdiction's residents view the jurisdiction as an effective and inclusive government that engages the community

Jurisdiction's communities of color share in the economic prosperity

Healthy life outcomes are increased and racial disproportionalities eliminated

- Racial Equity Training
- Provide training on Implicit Bias, Cultural Intelligence, Emotional Intelligence, Resiliency.
- Develop Racial Equity training curriculum and training team
- Provide introductory RE training to all employees
- Provide introductory RE training to key decision makers and community partners
- Employee Racial Equity survey
- Use of RE tool with policies or programs
- Create and implement policy on how to collect data on race/ethnicity of clients and customers
- Evaluate the need for Countywide Racial Equity Strategic Leadership Team
- Evaluate the need for Countywide infrastructure to advance racial equity

- HHS's employees have outreach and engagement skills and competencies to advance racially inclusive outreach and engagement
- Evaluate the implementation of an Inclusive Engagement Action Team
- Establish a framework for effective and inclusive engagement with Napa County's diverse communities
- Inclusive outreach and public engagement training
- Develop a community engagement plan
- Assess racial composition of jurisdictional advisory groups (MH Board, Planning Commission, etc.)
- Interdepartmental Pilot Project to engage community in an integrated and aligned approach (HHS/Planning/Phillips neighborhood community plan)

- Jurisdiction is a model employer advancing racial equity
- Assess feasibility of implementing a Workforce Equity Action Team
- Workforce equity in departmental Racial Equity Action Plans
- Racial equity as a core competency in select job descriptions
- Strengthen personnel policy and practices
- Clear racial equity expectations for managers
- Investments in contracting and procurement benefit the diversity of jurisdiction's communities
- Evaluate the implementation of a Contracting Equity Action Team
- Contracting and procurement data collection system
- Contracting and procurement policies and procedures to eliminate racial equity barriers

- Food security and healthy life outcomes are increased for jurisdiction's residents and racial equities are eliminated.
- Assess feasibility of implementing Health Equity Action Team
- Improve access to healthy food in neighborhoods
- Use RE Tool to analyze, improve policies and practices
- Increase effective use of data
- Strengthen partnerships
- Support community lead initiatives that address healthy life outcomes and build community capacity
- Support initiatives led by members of the community affected by food insecurity

Napa County Racial Equity Action Plan 2016-2022

1. Jurisdiction's employees understand, are committed to, and have the infrastructure needed to advance racial equity.					
Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
<ul style="list-style-type: none"> • Percent of Agency employees who believe advancing racial equity should be a priority • Percent of population who believe advancing racial equity should be a priority of government • Percent of population who understand the jurisdiction's commitment to racial equity 	A. Racial Equity Training	October 2016 – January 2019	GARE Cohort Team, DISC, T&OD, and other trainers as identified	<ul style="list-style-type: none"> • Percent of employees who have attended racial equity training • Percent of employees who feel comfortable talking about racial equity • Percent of managers who have been trained on the Racial Equity toolkit • Percent of managers who report being able to use the Racial Equity Toolkit • Percent of new or revised policies and long-range plans that utilize racial equity toolkit in decision making • Percent of key decision makers and community partners trained • Percent of key decision makers and community partners trained who feel comfortable talking about racial equity 	
	I. Provide training on Implicit Bias, Cultural Intelligence, Emotional Intelligence, and Resiliency training. Provide training on adaptive leadership for selected staff.	October 2016 - August 2017			Training in progress
	II. Develop Racial Equity training curriculum and training team: i. Identify curriculum development team ii. Identify trainers iii. Develop curriculum iv. Develop pre and post survey v. Practice and refine training	January 2017- September 2017			In progress- curriculum team forming
	III. Provide introductory Racial Equity Training to all employees: i. Use a “train-the-trainer” model to continue to build internal expertise. ii. Provide Racial Equity Toolkit training to all managers. iii. Provide training on communications and messaging about racial equity to appropriate staff.	September 2017- September 2018			May – trial runs then all staff summer 2018
	IV. Provide introductory Racial Equity Training to key decision makers and community partners. Provide adaptive leadership training to selective partners.	January 2018- January 2019			Update timeline

Napa County Racial Equity Action Plan 2016-2022

1. Jurisdiction's employees understand, are committed to, and have the infrastructure needed to advance racial equity.					
Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
	B. Employee Racial Equity survey: ✓ Develop and conduct employee racial equity survey on a biennial basis.	September 2017 and on-going: Before and after training; yearly thereafter	GARE Cohort Team, T&OD, Quality Management, Epidemiologists	<ul style="list-style-type: none"> Percent of employees who agree that addressing racial equity gaps should be a high priority of government Percent of employees who agree that Napa County is making progress at eliminating racial inequity Percentage of respondents who rate race relations in Napa County as good or very good Look at survey for additional measures http://www.seattle.gov/Documents/Departments/RSJI/2013-Community-Survey-RSJI.pdf 	Complete and draft report rec'd from GARE
	C. Use of a Racial Equity Tool with policies or programs : ✓ Each HHSA division pilots use of the GARE Racial Equity Tool in a select policy or program.	December 2017- March 2018	Senior Management Team, GARE Cohort, T&OD, QM, HR	<ul style="list-style-type: none"> Percent of programs/divisions that are using a Racial Equity tool in areas such as policy development or review, services design, hiring. 	Testing – more to come after training
	D. Create and implement policy on how to collect data on race/ethnicity of clients and customers: ✓ Provide racial/ethnic categories that reflect the particular groups in our community	Waiting to hear from Big Data Group on	Senior Management Team, GARE Cohort, DISC, Operation, QM	<ul style="list-style-type: none"> Policy created and implemented Percentage of programs or divisions providing more 	

Napa County Racial Equity Action Plan 2016-2022

1. Jurisdiction's employees understand, are committed to, and have the infrastructure needed to advance racial equity.					
Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
	<ul style="list-style-type: none"> ✓ Allow people to self-identify, choose more than one category and choose write in option 	timing		inclusive race/ethnicity categories for client demographics <ul style="list-style-type: none"> • Percent of programs able to report out on the race/ethnicity of clients 	
	<p>E. <u>Consider/Evaluate</u> the need for Countywide Racial Equity Strategic Leadership Team:</p> <ul style="list-style-type: none"> ✓ Jurisdiction's leadership convenes a Racial Equity Strategic Leadership Team responsible for high-level accountability and oversight of implementation. ✓ Department directors of large departments should serve as team members on a permanent basis, and directors of small departments on a rotating basis. 	February-May 2018 (After second cohort graduates)	GARE Cohort(s), SMT, Participating department heads, CEO	<ul style="list-style-type: none"> • Whether we decided to do convene the team (Y/N) • If we do, percent of participation 	
	<p>F. <u>Consider/Evaluate</u> the need for Countywide infrastructure to advance racial equity:</p> <ul style="list-style-type: none"> ✓ The Team designates and supports a Racial Equity Core Team, which supports teams focused on: <ul style="list-style-type: none"> ○ Racial Equity Capacity Building ○ Inclusive Engagement ○ Workforce Equity (HR) ○ Contracting Equity (CEO) ○ Criminal Justice (Public Defender, Police, Sheriff's Office, Probation, Corrections, District Attorney) ○ Health Equity (LHNC) 	June-September 2018	GARE Cohort(s), SMT, Participating department heads, CEO, LHNC. Racial Equity Strategic Leadership Team (if exists).	<ul style="list-style-type: none"> • Determine whether infrastructure should be in place to implement the Racial Equity Action Plan (infrastructure= resources, racial equity plan and use of racial equity tool in your work). 	

Napa County Racial Equity Action Plan 2016-2022

1. Jurisdiction's employees understand, are committed to, and have the infrastructure needed to advance racial equity.					
Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
	G. Create County Departmental Racial Equity Plans: ✓ Team provides department directors with a template for development of Racial Equity Plans: <ul style="list-style-type: none"> • Template includes a combination of cross-departmental strategies and department-specific strategies unique to their own line of business. • Reporting on accomplishments should occur at mid- and end-of-year. 	October 2018 – October 2019	GARE Cohort(s), SMT, Participating department heads, CEO, LHNC. Racial Equity Strategic Leadership Team (if exists).	<ul style="list-style-type: none"> • Percent of departments that have a Racial Equity Action Plan • Percent of departments that implement a Racial Equity Action Plan 	
	H. Departmental Racial Equity Teams: ✓ Racial Equity Strategic Leadership Team directs department to organize Racial Equity Teams responsible for leading implementation of the Action Plans within their respective departments.	Oct 2018 – Oct 2019	GARE Cohort(s), SMT, Participating department heads, CEO, LHNC. Racial Equity Strategic Leadership Team (if exists).	<ul style="list-style-type: none"> • Percent of departments that have a Racial Equity Team within their department 	
	I. Incorporate use of the Racial Equity Tool into the budget process: ✓ Departments use the Racial Equity Tool in the development of 2020-21 budget proposals beginning in 2019. ✓ The CEO's Office and elected officials review individual decisions and the cumulative impacts of the proposed budget on racial equity.	October 2019-May 2020	Department directors and CEO's office	<ul style="list-style-type: none"> • Percent of budgets submitted using Racial Equity Tool 	

Napa County Racial Equity Action Plan 2016-2022

2. Jurisdiction's residents view the jurisdiction as an effective and inclusive government that engages community.					
Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
<ul style="list-style-type: none"> • Percent of population who believe the jurisdiction values community participation and engagement • Jurisdiction services are well received by community members • Voter turnout 	A. HHSAs employees have outreach and engagement skills and competencies to advance racially inclusive outreach and engagement.	October 2018- January 2022			
	I. Evaluate the implementation of an Inclusive Engagement Action Team: <ul style="list-style-type: none"> ✓ The Inclusive Engagement Action Team includes representatives of HHSAs Divisions with the most direct interaction with the public. ✓ The team should be responsible for coordinating work across divisions, eliminating redundancies, and creating cohesion, including strategies below. ✓ Consider assigning to one of the groups that is already formed like Diversity & Inclusion or CMAs. ✓ Provide information about adaptive leadership concepts and engage CBO's to lead efforts 	October 2018- January 2019	Racial Equity Core Team GARE cohort(s)	<ul style="list-style-type: none"> • Inclusive Engagement Action Team convened 	
	II. Establish a framework for effective and inclusive engagement with Napa County's diverse communities: <ol style="list-style-type: none"> i. Develop framework ii. Develop policies and practices that engage diverse communities in jurisdictional processes and support the framework iii. Establish and support an approach to translation and interpretation to ensure that employees have effective tools to implement the policy. 	January 2019- January 2020	Inclusive Engagement Action Team Department Representatives in second GARE cohort Department decision makers (i.e. SMT)	<ul style="list-style-type: none"> • Policy and practices updated to reflect input from key stakeholders, communities of color, and staff • Framework developed • Policy guidance developed and implemented • Plan developed and launched. 	
	III. Inclusive Outreach and Public Engagement Training: <ol style="list-style-type: none"> i. Develop training on Inclusive Outreach and Public 	June 2019- January	Inclusive Engagement Action Team	<ul style="list-style-type: none"> • # of employees attending training 	

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2. Jurisdiction's residents view the jurisdiction as an effective and inclusive government that engages community.					
Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
	<p>Engagement for employees that routinely engage with the public (i.e. reaching Latino community by placing flyers or speaking in churches, via promotoras etc.)</p> <ul style="list-style-type: none"> ii. Develop pre and post training survey iii. Provide introductory training 	2021		<ul style="list-style-type: none"> • Percentage of identified employees who attend training • Percentage of staff attending training who report gaining useful skills, tools and resources 	
	<p>IV. Develop a community engagement plan (includes County staff):</p> <ul style="list-style-type: none"> ✓ Implement community dialogues and listening sessions ✓ Throughout the course of the plan staff and community members will engage to share successes and opportunities for improvement. ✓ Information shared will allow for modifications to the plan and approach as well as direction for the next plan. ✓ Implementation of this action will include community engagement. 	9/2016 and ongoing	Inclusive Engagement Action Team Department Representatives in second GARE cohort Staff working on community engagement	<ul style="list-style-type: none"> • Community engagement plan developed and implemented • # dialogues 	
	<p>B. Assess racial composition of jurisdictional advisory groups (i.e. Mental Health Board, Planning Commission, etc.):</p> <ul style="list-style-type: none"> i. Collect demographic baseline data of existing advisory groups: <ul style="list-style-type: none"> ✓ Identify gaps ✓ Develop approaches to address gaps. 	January 2020- January 2021	Inclusive Engagement Action Team CEO's Office	<ul style="list-style-type: none"> • Demographics of advisory groups reflect community demographics 	
	<p>C. Interdepartmental pilot project:</p> <ul style="list-style-type: none"> ii. Identify a cross-departmental pilot project to engage communities using an integrated and aligned approach (i.e. Planning and Building and HHS and 	January 2021- January 2022	Inclusive Engagement Action Team Departments TBD	<ul style="list-style-type: none"> • Participants engaged in the project report that their engagement made a meaningful difference in the 	

Napa County Racial Equity Action Plan 2016-2022

2. Jurisdiction's residents view the jurisdiction as an effective and inclusive government that engages community.					
Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
	Phillips community plan together for healthier communities in Phillips neighborhood).			process	

3. Jurisdiction's communities of color share in the economic prosperity.					
Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
<ul style="list-style-type: none"> • Unemployment rates • Household income • # of businesses developed 	A. Jurisdiction is a model employer advancing racial equity.	November 2016-May 2021			
	I. Assess feasibility of implementing the Workforce Equity Action Team: <ul style="list-style-type: none"> ✓ The Workforce Equity Action Team includes representatives of Personnel, unions, and employees. ✓ The team is responsible for coordinating work across departments, eliminating redundancies, and creating cohesion, including strategies below. 	January – March 2018	Racial Equity Core Team	Workforce Equity Action Team convened	Core team will be the workgroup. Will include others as needed.
	II. Workforce equity in departmental Racial Equity Action Plans: <ul style="list-style-type: none"> ✓ Each HHS division identifies one or more specific classification not representing jurisdictional demographics, and implements strategies to eliminate disproportionality. ✓ As a part of this action, improvements to the Personnel data collection system may be necessary so that it is possible to identify specific positions that have the greatest disparities. 	November 2016 and ongoing	Quality Management and Personnel (HR) and Workforce Equity Action Team Union	Demographics of the jurisdiction's workforce reflect demographics of the community across positions	HR is pulling data by job class and job group. We'll compare to the countywide population.
	III. Racial equity as core competency in select job descriptions: <ul style="list-style-type: none"> ✓ Each HHS division and participating department identifies 	Fall 2018	Workforce Equity Action Team	Number of job descriptions that incorporate racial equity	Moved to Fall 2018 – not

Napa County Racial Equity Action Plan 2016-2022

3. Jurisdiction's communities of color share in the economic prosperity.					
Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
	one or more specific job classifications with key racial equity responsibilities and incorporates racial equity knowledge and practice as a core competency / expectation into the job descriptions.		HR Division Directors Department Directors Union		ready to tackle this yet
	<p>IV. Strengthen personnel policy and practices:</p> <ul style="list-style-type: none"> ✓ Workforce Equity Action Team reviews policies to identify racial equity barriers to hiring, retention, and upward mobility. ✓ Use the Racial Equity Tool to develop recommended changes <ul style="list-style-type: none"> ○ Barriers to be considered include minimum qualifications i.e. education and experience equivalencies and the role of seniority in promotions and benefits. 	May 2018- May 2019	Workforce Equity Action Team HR Union	<ul style="list-style-type: none"> • Recommendations to HR regarding identified barriers implemented • Racial representation at each stage of the hiring process reflects the demographics of the community 	Moved date up one year. Discussed messaging to hiring mgrs. About doing away with minimum qualifications. HR on board.
	<p>V. Clear racial equity expectations for managers:</p> <ul style="list-style-type: none"> ✓ Partner with HR to train on equitable hiring practices for all hiring managers and set clear expectations and accountability for racially equitable work places, including articulation of hiring goals. ✓ Reference training suite on Implicit Bias, Cultural Intelligence, Emotional Intelligence, and Race Equity training. ✓ Managers should use best practices within hiring processes to minimize bias and incorporate equity throughout all phases of the process. 	May 2018-on-going (Start with current managers and ongoing for new managers)	Workforce Equity Action Team HR Division Directors Department Directors Union	<ul style="list-style-type: none"> • Percentage of managers trained • Percent of workforce by job classification for each race and ethnicity over time 	Moved date up two years. Andy B has training on hiring for competencies . RE training for sups/mgrs. Will include some of this work as well.

Napa County Racial Equity Action Plan 2016-2022

3. Jurisdiction's communities of color share in the economic prosperity.					
Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
	<p>VI. Planning for retirements/succession planning:</p> <ul style="list-style-type: none"> ✓ Conduct an analysis of positions that have a large number of anticipated retirements in the coming five years. ✓ Develop and implement career pathways to ensure a diverse applicant pool is prepared to compete for those vacancies. 	<p>May 2020- May 2021 Yearly thereafter</p>	<p>Workforce Equity Action Team HR Division/Department Directors Union</p>	<ul style="list-style-type: none"> • Career pathways developed for classifications with large numbers of retirements expected 	<p>Need to partner with T&OD downtown. We have begun this work with IDP's. Per HR some counties have identified certain employees and have put resources into developing them</p>
	<p>B. Investments in contracting and procurement benefit the diversity of jurisdiction's communities.</p>	<p>January 2018-May 2020</p>			
	<p>I. Evaluate the implementation of a Contracting Equity Action Team:</p> <ul style="list-style-type: none"> ✓ Will include representatives from departments with significant contracting and procurement. ✓ Team is responsible for coordinating work across departments and offices, eliminating redundancies, and creating cohesion, including strategies below. 	<p>January 2018 – March 2018</p>	<p>GARE Cohort Purchasing HHSA Operations-Contracts CEO's Office</p>	<ul style="list-style-type: none"> • Contracting Equity Action Team convened. 	<p>Core team will be the workgroup. Will include others as needed.</p>

Napa County Racial Equity Action Plan 2016-2022

3. Jurisdiction's communities of color share in the economic prosperity.					
Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
	<p>II. Contracting and procurement data collection system:</p> <ul style="list-style-type: none"> ✓ Collect and analyze data to be able to identify gaps in contracting and procurement. ✓ Each department sets specific targets to ensure contracting and procurement dollars are accessible to and benefiting the diversity of the jurisdiction's residents. 	April 2018- April 2019	Contracting Equity Action Team Purchasing CEO's Office	<ul style="list-style-type: none"> • Contracting and procurement reflects the demographics of the community. 	<p>Will work language into the RFP process and include language in contracts. Felix to provide some verbiage. How do we collect the data? This seems to be less suited to HHSA contracts, more suited to construction, etc????</p>
	<p>III. Contracting and procurement policies and procedures to eliminate racial equity barriers:</p> <ul style="list-style-type: none"> ✓ Contracting Equity Team uses the Racial Equity Tool to assess barriers to racial equity. ✓ The focus should be on policies and practices such as bonding requirements, de-bundling of contracts, and prompt payment for subcontractors, that are barriers to contracting equity. 	May 2018- May 2019	Contracting Equity Action Team Purchasing Department directors HHSA Operations- Contracts	<ul style="list-style-type: none"> • Percent of policies reviewed with Racial Equity Tool. • County's contract portfolio is racial equitable. 	<p>Moved date up one year. We can begin to work with the RE tools here at HHSA, but countywide requirements</p>

Napa County Racial Equity Action Plan 2016-2022

3. Jurisdiction's communities of color share in the economic prosperity.					
Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
					may take some time to change. (Insurance requirements, etc.)

4. Healthy life outcomes are increased and racial disproportionalities eliminated.					
Community Indicator	Outcomes and Actions	Timeline	Accountability	County Performance Measure	Progress Report
<ul style="list-style-type: none"> Percent of population that is obese Percent of population with diabetes Average life expectancy Percent of neighborhoods that have access to affordable, healthy food retail, parks and other county natural resources Percent of eligible children participating in federally-sponsored school meal programs 	A. Food security and healthy life outcomes are increased for jurisdiction's residents, and racial inequities are eliminated.				
	I. Assess the feasibility of implementing the Health Equity Action Team: <ul style="list-style-type: none"> ✓ The Health Equity Action Team includes representatives of HHSA, Planning, Public Works, and other departmental representatives and community based organizations. ✓ The Health Equity Action Team is responsible for coordinating work and developing collaboration across departments on the implementation of strategies. 	January 2018-March 2018	Racial Equity Core Team Live Healthy Napa County	<ul style="list-style-type: none"> Healthy Equity Action Team convened 	
	II. Improve access to healthy food in neighborhoods: <ul style="list-style-type: none"> ✓ Map need of healthy food retail, incentivize corner stores to offer fresh foods, and boost participation of those stores in WIC. 	April 2018 (Mapping has occurred)	Racial Equity Core Team Health Equity Action Team Live Healthy Napa County Epidemiologists	<ul style="list-style-type: none"> Mapping system developed that identifies the accessibility of healthy 	

Napa County Racial Equity Action Plan 2016-2022

4. Healthy life outcomes are increased and racial disproportionalities eliminated.					
Community Indicator	Outcomes and Actions	Timeline	Accountability	County Performance Measure	Progress Report
<ul style="list-style-type: none"> • Rate of food insecurity in the jurisdiction • Breastfeeding rates among county residents 	<ul style="list-style-type: none"> ✓ Focus specifically on places where people of color shop, do not shop, and might shop. 	previously-reassess feasibility)	NEOP	<ul style="list-style-type: none"> • food in neighborhoods • Access is improved 	
	<p>III. Use Racial Equity Tool to analyze and improve policies and practices:</p> <ul style="list-style-type: none"> ✓ Perform equity analysis on NEOP and County food vendor contracts. ✓ Analyze local data to identify sites that will boost participation by children of color in federally and locally supported breakfast, lunch and snack programs. 	January 2019- January 2020	Health Equity Action Team Live Healthy Napa County Contracting Equity Action Team Community organizers (Katie Aaron Napa County School Districts	<ul style="list-style-type: none"> • Equity analysis completed • Racial Equity Tool used • Strategies implemented to increase participation 	
	<p>IV. Increase the effective use of data</p> <ul style="list-style-type: none"> ✓ Integrate data systems to guide opportunities for strategic intervention. Example: Use local electronic health record data to map patterns of obesity and Type II diabetes at the local (census tract) level. 	January 2022	Health Equity Action Team IT Epidemiology Live Healthy Napa County	<ul style="list-style-type: none"> • Data system integrated • HIE establish and used 	
	<p>V. Strengthen partnerships:</p> <ul style="list-style-type: none"> ✓ Improve relationships between organizations within the food system, focusing on ways to boost equity through opportunity and access. ✓ For example: screen children at primary care visits for signs and risks of food insecurity, providing follow-up and referral to emergency food sources, federal and local food programs, transportation options, and options to boost economic security among families. 	2016 and beyond (on-going)	Health Equity Action Team Ole Health Napa County Medical Society-to reach providers Live Healthy Napa County HHS-A-Self Sufficiency Division Food Council NVTA Leadership Napa Valley Invest Health Grantees	<ul style="list-style-type: none"> • Partnerships result in more equitable food system 	

Napa County Racial Equity Action Plan 2016-2022

4. Healthy life outcomes are increased and racial disproportionalities eliminated.					
Community Indicator	Outcomes and Actions	Timeline	Accountability	County Performance Measure	Progress Report
	VI. Support community-led initiatives that address healthy life outcomes and build community capacity: ✓ Target technical assistance to focus on prevention, including asset mapping, gap analysis, asset-based approaches to community development, and health impact assessments / racial equity impact assessments.	2016 and beyond (on-going)	Health Equity Action Team Invest Health Grantees Community organizers Live Healthy Napa County Cities and Town Community Development Departments Epidemiology	<ul style="list-style-type: none"> Number of projects where technical assistance Hours of technical assistance provided 	
	VII. Support initiatives led by members of the community affected by food insecurity: ✓ Ensure these individuals have a voice in developing solutions.	2016 and beyond (on-going)	Inclusive Engagement Action Team Health Equity Action Team Invest Health Grantees Leadership Napa Valley Community organizers Live Healthy Napa County AAUW Epidemiology	<ul style="list-style-type: none"> Number of initiatives supported Initiatives resulting in equitable outcome 	

Our VISION is a community in which ALL people have the opportunity to experience fulfilling lives.

We will serve with:

- **Commitment** to our community
- **Collaboration** with our community
- **Compassion** for our community

Napa HHSA is organized to provide the community with the resources necessary to meet their needs at the highest level of proficiency and quality. Being responsive to the diverse community and recognizing the benefits of inclusive quality public services provided by committed HHSA personnel builds community equity. This determines the degree of trust that stakeholders have in leadership to make decisions in their best interest.

The objectives of this policy are:

- Address systemic racism, bias and discrimination (in all of its manifestations) in the provision of services at HHSA.
- Promote an understanding of the different needs of client groups to remove barriers to access and improve quality of services.
- Provide equitable service to all as a means to improve services and ensure compliance with State and Federal laws and regulations.
- Improve cultural, racial, gender and other dimensions of diversity and inclusion across all levels of the HHSA workforce to be able to best serve the community in a way that is racially, linguistically and culturally appropriate.

ADMINISTRATION: This policy will be administered by the Chief Deputy Director of Napa County Health and Human Services Agency and/or their designee.

DEFINITIONS:

Bias(implicit): The attitudes or stereotypes that affect our understanding. Actions are activated involuntarily and outside an individuals awareness and intentional control.

Discrimination: The unjust or prejudicial treatment of different categories of people or things, especially on the grounds of race, sexual orientation/gender identity, class, disability or age.

Diversity, Equity, and Inclusivity Team (DEI): The combined Diversity and Inclusion Steering Committee and GARE learning cohort members.

GARE: Acronym for Government Alliance for Race Equity

GARE is a national network of government working to achieve racial equity and advance opportunities for all. The Alliance uses a three-prong approach:

- 1) Support jurisdictions that are at the forefront of work to advance racial equity.
- 2) Build pathways for new jurisdictions to begin doing racial equity work, including cohorts of new jurisdictions.
- 3) Expand and strengthen local and regional collaborations that are broadly inclusive and focused on achieving racial equity.

Health Equity: Everyone has a fair and just opportunity to be healthier. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.

Health Inequities: Differences in health status and death rates across population groups that are systemic, avoidable, unfair, and unjust. These differences sustain over time, generations, and are beyond the control of individuals. These differences follow the larger pattern of inequality that exist in society.

Race and Cultural Equity: The condition achieved if one's racial, cultural or ethnic identity no longer predicted, in a statistical sense, how one fares. This includes elimination of policies, practices, attitudes and cultural messages that reinforce differential outcomes by race or fail to eliminate them.

Racism: The systemic oppression of people based on race that occurs at the individual, internalized, interpersonal, institutional, and/or cultural levels. It may be overt or covert, intentional or unintentional.

Racial and Cultural Equity Tool: See Appendix A

Racial and Cultural Equity Budget Tool: See Appendix B

Root Causes of Health Inequities: The root causes of health inequities are the underlying social inequalities that create different conditions. Discrimination based on class, race/ethnicity, immigration status, gender, sexual orientation, disability, and other "isms" influence the distribution of resources and power. Past discriminatory practices reinforced in the policies and practices of institutions define the context of our daily

lives. This, in turn created an unequal distribution of beneficial opportunities and negative exposure, resulting in health inequities.

Social Determinants of Health (SDoH): The social determinants of health are the conditions in which people are born, grow, live, work, and age (e.g. air quality, parks, jobs and housing conditions, etc.) This term does not address how or why these conditions are inequitable and distributed unequally throughout society.

END OF POLICY

PROCEDURES:

1. HHSA shall maintain a Race and Cultural Equity Action Plan consistent with the objectives of this policy. This plan shall include at minimum objectives in the following areas:
 - a. Internal Capacity building (workforce development & infrastructure)
 - b. Communication
 - c. Community Outreach and Engagement
 - d. Accountability and Sustainability
 - e. Evaluation and Quality Improvement
2. The Race and Cultural Equity action plan shall be revisited annually at minimum. This revisit will include an update on successes, challenges and quality improvement efforts.
3. HHSA policies and procedures shall be created and revised using the HHSA Racial and Cultural Equity Document Review Tool.
4. HHSA shall monitor budget decisions, changes, and disbursements using the HHSA Racial and Cultural Equity Budget Review Tool.

Roles and Responsibilities

1. Chief Deputy Director of HHSA
 - a. Administering all programs covered under this policy.
 - b. Setting strategic direction with the Director of HHSA and Senior Management Team (SMT)
 - c. Acting as liaison between SMT and the Diversity, Equity and Inclusivity (DEI) team as needed.
 - d. Ensure proper resource allocation for Diversity, Equity and Inclusivity efforts covered in this policy.
2. Diversity Equity and Inclusivity Members
 - a. Develop and maintain the HHSA Race and Cultural Equity Action Plan.
 - b. Provide annual updates on successes, challenges and quality improvement efforts.

- c. Advise and inform leadership on race and cultural equity needs and efforts and advocate for Agency-wide strategies.
 - d. Strive for consistency in policy and practice across Divisions through discussion, information sharing, joint planning, recommendations, and the development of tools, and policies and procedures.
 - e. Facilitate communication and coordination between Divisions on race and cultural equity needs and efforts.
3. Training and Organizational Development Unit Staff
 - a. In coordination with Diversity, Equity and Inclusivity team, design, develop, implement, evaluate and sustain staff development plans.
 4. All Employees (Staff, Supervisors and Managers)
 - a. Attend required Race and Cultural Equity staff development programs.
 - b. Use tools provided in all policy/program development and decision making.
 - c. Raise concerns or issues of race and cultural equity with leadership and/or DEI member group.
 5. Supervisors
 - a. Provide Diversity, Equity and Inclusivity members the agreed upon release time to participate in efforts covered by this policy.
 6. Division Managers
 - a. With DEI members, assess Divisional race and cultural equity areas for development and develop/continue plans for quality improvement.
 - b. Work with DEI representative(s) to collect information on successes, challenges and quality improvement activities of race and cultural equity efforts so that information may be included in the annual report out.

- **REFERENCES:** Title VI Civil Rights Act of 1964: Prevention and discrimination based on national origin.
- Executive Order 13166, improving access to services for persons with limited English proficiency
- Americans with Disabilities Act (ADA)
- Affordable Care Act (ACA) – section 1001
- CLAS Standards
- HHS Government Alliance on Race & Cultural Equity Action Plan

FORMS:

Race and Cultural Equity Document Review Tool

Race and Cultural Equity Budget Review Tool

CONTACT PERSON(S):

Karen Collins, Chief Deputy Director of Health and Human Services

Jennifer Swift, SSA II, HHSA Administration, DEI Coordinator

END OF PROCEDURES

REVISION HISTORY:

Revision	Date	Description of Changes	Requested By

HHSA Policy Review Tool

The purpose of this tool is to provide a structured and consistent process to ensure agency policies are consistent with County of Napa Core Values, HHSA Mission and Values, Mutual Learning, and promote Race and Health Equity.

Use of this tool is an important step to operationalizing the concepts of equity and inclusion as well as ensuring that our values and mission are considered in the development of policies and procedures.

County of Napa Core Values:

- *Respect*
- *Accountability*
- *Dedication*
- *Integrity*
- *Innovation*

HHSA Mission and Values:

We are on a mission to serve our community and support its health and well-being. We will serve with:

- *Commitment*
- *Collaboration*
- *Compassion*

Health Equity...is the attainment of the highest level of health for all people. To achieve health equity, we must eliminate avoidable health inequities and health disparities and promote equal opportunity for all people to be healthy.

Race Equity = the condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares. When we use the term, we are thinking about racial equity as one part of racial justice, and thus we also include work to address root causes of inequities not just their manifestation. This includes elimination of policies, practices, attitudes and cultural messages that reinforce differential outcomes by race or fail to eliminate them.

Mutual Learning Core Values:

- Transparency
- Curiosity
- Informed choice
- Accountability
- Compassion

Mutual Learning Behaviors:

- State views and ask genuine questions
- Share all relevant information
- Use specific examples/agree what important words mean
- Explain reasoning and intent
- Focus on interests, not positions
- Test Assumptions and inferences
- Jointly design next steps
- Discuss undiscussable issues

1. Who should use this tool?

Any staff involved in creating and maintaining policies and procedures should use this tool early in the design phase of any policy, procedure, or program.

2. When should this tool be used?

The earlier this tool can be applied, the better. Using the tool early in the design process ensures that the lens of equity, mutual learning, and county values is applied and the appropriate stakeholders are included in the development phase. Using the tool at later stages of implementation ensures that opportunities for feedback and refinement also include these filters. When used consistently, this tool helps ensure that policies and procedures are aligned with HHS's mission, vision, values, and desired population health outcomes.

Step #1

What are the purposes, desired results, and outcomes of this policy?

It is important for the policy statement to clearly describe the reason and intent behind the policy and procedure as well as the desired outcomes. In focusing on the potential impact of the policy, reviewers can more clearly consider the end conditions in the community and how the policy may promote the desired results.

Step #2

What does the available data tell us and how can we incorporate stakeholders into the design process?

If data is available, it must be used to consider the current conditions as well as the impacts on certain populations, geographic areas, or stakeholder groups. If data is not available, we must ask why it has been overlooked and clearly define what data would be important to making policy decisions.

If possible, policies should also incorporate performance measures to help us evaluate and track progress toward our stated goals.

In addition to consideration of available data, policy development must include the voice of communities impacted by the topic. Engaging community stakeholders throughout all phases of the project and maintaining transparent communication with stakeholders will produce more equitable results.

If a policy is being reviewed late in the design or implementation process, it may not be clear whether or not stakeholders were involved in the initial design. If not, what suggestions exist for future reviews or edits to the policy?

Step #3

How can the policy align with intended outcomes and advance equity/minimize harm?

Based upon data and stakeholder input, reviewers should assess the policy proposal and think about how to reduce burden and advance equity on impacted groups. It is often the case that decisions are impacted by a variety of interests and there may be unintended consequences. These consequences must be identified and mitigated to the extent possible.

The policy proposal should also be viewed as it relates to larger systems and structures. There may be potential complementary policies, practices, or approaches that can help advance equity and maximize positive impact.

Next Steps

Now that the benefits and impacts have been reviewed, thoughtful implementation is the next step.

Is the implementation plan:

- Realistic?
- Adequately funded?
- Adequately resourced with personnel?
- Adequately resourced to ensure ongoing data collecting, public reporting, and community engagement?

“All organizations are perfectly designed to get the results they are now getting. If we want different results, we must change the way we do things.”

-Tom Northup

HHSA Policy Review Worksheet

Title of Policy & Procedure	
Division	
Step #1: What are the purposes, desired results, and outcomes of the Policy?	
<p>Is the purpose clearly stated in the Policy Statement? <input type="checkbox"/> Yes <input type="checkbox"/> No If not, what is missing and needs to be changed?</p>	
<p>What are the expected outcomes of the policy?</p>	
<p>What does the policy have the potential to impact?</p> <ul style="list-style-type: none"> <input type="checkbox"/> children and youth <input type="checkbox"/> community engagement <input type="checkbox"/> contracting equity <input type="checkbox"/> economic development <input type="checkbox"/> food access and affordability <input type="checkbox"/> government practices <input type="checkbox"/> health <input type="checkbox"/> housing <input type="checkbox"/> human services <input type="checkbox"/> older adults <input type="checkbox"/> workforce equity <input type="checkbox"/> Other: 	
Step #2: What is the data and how have stakeholders been engaged in the policy development?	
<p>Who might be affected by this policy? <input type="checkbox"/> Clients <input type="checkbox"/> Staff <input type="checkbox"/> Contractors</p> <p>What other stakeholders should be considered?</p>	
<p>Was the policy jointly designed with stakeholders? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown</p> <p>If possible, how could stakeholders be included in the policy design process?</p>	

<p>Does the policy support services that are high quality, accessible, and culturally appropriate? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Why or why not?</p>	
<p>Does this policy have the potential to positively or negatively impact people with low income, racial and ethnic groups, or communities with limited English proficiency? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown</p> <p>If so, how?</p>	
<p>Step #3: How can the policy align with intended outcomes and advance equity/minimize harm?</p>	
<p>What actions may be necessary to enhance positive impacts or reduce negative impacts on stakeholders?</p>	
<p>In what specific ways is the language included in the policy congruent with Mutual Learning?</p> <p>List any specific wording that seems inconsistent with Mutual Learning.</p>	
<p>What specific edits to the policy can you suggest that would ensure the policy is congruent with:</p> <p><input type="checkbox"/> County of Napa Core Values? <input type="checkbox"/> HHSA Mission/Core Values? <input type="checkbox"/> Mutual Learning? <input type="checkbox"/> Race and cultural equity?</p>	

HHSA Budget Review Tool

The purpose of this tool is to provide a structured and consistent process to ensure agency budgetary processes are consistent with County of Napa Core Values, HHSA Mission and Values, Mutual Learning, and promote Race, Cultural and Health Equity.

Use of this tool is an important step to operationalizing the concepts of equity and inclusion as well as ensuring that our values and mission are considered in the development of budgets that are integral to how we serve the community.

County of Napa Core Values:

- *Respect*
- *Accountability*
- *Dedication*
- *Integrity*
- *Innovation*

HHSA Mission and Values:

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Race and Cultural Equity = the condition that would be achieved if one's racial or cultural identity no longer predicted, in a statistical sense, how one fares. When we use the term, we are thinking about racial and cultural equity as one part of justice, and thus we also include work to address root causes of inequities not just their manifestation. This includes elimination of policies, practices, attitudes and cultural messages that reinforce differential outcomes by race or fail to eliminate them.

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- Test Assumptions and inferences
- Jointly design next steps
- Discuss undiscussable issues

HHS Budget Review Tool

Who should use this tool? Any staff involved in creating and maintaining budgets should use this tool early in the budget proposal process.

When should this tool be used? The earlier this tool can be applied, the better. Using the tool early in the design process ensures that the lens of equity, mutual learning, and county values is applied and the appropriate stakeholders are included in the development phase. When used consistently, this tool helps ensure budgets are aligned with HHS's mission, vision, values, and desired population health outcomes.

Step #1: Analyzing Disparities Among People We Serve.

What are the purposes, desired results, and outcomes of this budget? In focusing on the potential impact of the budget, participants can more clearly consider the end conditions in the community and how the budget may promote the desired results.

Step #2: Stakeholder Participation and Budgetary Process

What does the available data or regulations tell us and how can we incorporate stakeholders into the budgetary process? If data or regulatory requirements are available, they must be used to consider the current conditions as well as the impacts on certain populations, geographic areas, or stakeholder groups. If data is not available, we must ask why it has been overlooked and clearly define what data would be important to making budgetary decisions.

In addition to consideration of available data, budget development should include the voice of communities that will be impacted. Engaging community stakeholders throughout all phases of the budget process and maintaining transparent communication with stakeholders will produce more equitable results.

Step #3: Aligning the Budget with Service Provision that Advances Equity and Minimizes Harm

How can the proposed budget align with intended outcomes and advance equity/minimize harm? Based upon data and stakeholder input, participants should assess the potential budget and think about how to reduce burden and advance equity on impacted groups. It is often the case that decisions are impacted by a variety of interests and there may be unintended consequences. These consequences must be identified and mitigated to the extent possible. The proposed budget should also be viewed as it relates to larger systems and structures. There may be potential complementary policies, practices, or approaches that can help advance equity and maximize positive impact.

Next Steps: Now that the benefits and impacts have been reviewed, thoughtful budget implementation is the next step. Is the budget:

- Realistic?
- Adequately funded?
- Adequately resourced to ensure ongoing data collecting, public reporting, and community engagement?

HHS Budget Review Tool

Division:			
Name of Program:			
Fiscal Year:			
Step #1: Analyzing disparities among the people we serve			
<p>What is the purpose of the program?</p> <p>Who is the target population?</p> <p>What data is available to show that services are consistently being offered across age, race/ethnicity, language preferences?</p> <p>Are there known gaps, inconsistencies in service provision (maybe some people waiting longer than others due to language needs, etc.)?</p> <p>If the data does not exist, what can be done to start collecting or obtain this data? Is there qualitative information?</p> <p>Considering your responses above, please identify a lead who has access to the data and will continue the efforts. Please include their name and position here.</p>			
<p>What does the budget intend to impact with its proposed expenditures?</p>	<input type="checkbox"/> children and youth <input type="checkbox"/> community engagement <input type="checkbox"/> contracting equity <input type="checkbox"/> economic development	<input type="checkbox"/> food access and affordability <input type="checkbox"/> government practices <input type="checkbox"/> health <input type="checkbox"/> housing	<input type="checkbox"/> human services <input type="checkbox"/> older adults <input type="checkbox"/> workforce equity <input type="checkbox"/> Other:
Step #2: Stakeholder Participation in Budgetary Process			
<p>Who are the stakeholders (internal and external)?</p> <p>Was the budget jointly designed with stakeholders? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown</p> <p>If possible, how can stakeholders be included in the budgetary process? At what point? <input type="checkbox"/> 6 Month Estimates <input type="checkbox"/> Proposed Budget <input type="checkbox"/> Final Budget</p>			

HHS Budget Review Tool

<p>*How are the proposed funds allocated to support services that are high quality, accessible, and culturally appropriate? How is this monitored?</p> <p>*Program-specific question for internal and contracted services. Fiscal can work with you to give you budgetary information that can support program in your response.</p>	
<p>Does the proposed budget have funds allocated to substantiate the needs of clientele with low income? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown</p> <p>If so, how?</p> <p>Does the proposed budget have funds specifically allocated to aid communities with limited English proficiency? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown</p> <p>Does the proposed budget adequately staff positions based on the needs of the target populations? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown</p>	
Step #3: Aligning the budget with service provision that advances equity and minimizes harm	
<p>Will the proposed budget reduce, limit, or eliminate programs that will lead to greater disparities in traditionally disadvantaged racial/ ethnic communities?</p> <p>How will these reductions and their impact be mitigated?</p> <p>Will the proposed budget increase, expand or create programs that are vital to disadvantaged racial/ ethnic communities?</p> <p>How will impact be tracked?</p> <p>How will the impact be sustained (e.g. grant-funded programs/projects, limited-term funding)? Or what efforts are planned to sustain gains?</p>	

HHS Budget Review Tool

<p>Are there considerations that shall be made prior to 6 month estimates?</p> <p>Who is responsible for ensuring that contract deliverables and fiduciary requirements and/or reporting are being met?</p>	
<p>What specific edits to the budget can you suggest that would ensure the budget is congruent with:</p> <ul style="list-style-type: none"><input type="checkbox"/> County of Napa Core Values<input type="checkbox"/> HHS Mission/Core Values<input type="checkbox"/> Mutual Learning<input type="checkbox"/> Race and cultural equity	

“State budgets are not just checkbooks, they are moral documents. They reveal whether our values of fairness and justice, our national reputation as a leader in work for equity and inclusion and our policy outcomes match our state’s egalitarian tradition and vision.”

-- Jermaine Toney, Organizing Apprenticeship Project; 2007 Minnesota Race and Budget Matters Report.