



Sacramento County

DEI Assessment

NOVEMBER 2022



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Executive Summary

Methodology

The Diversity, Equity, and Inclusion (DEI) assessment consisted of a peer review of public sector agencies, an internal review of human resources (HR) policies and practices, a review of a small set of department policies, an employee survey, employee focus groups, and focus groups with Community Based Organization (CBO) leaders. The policy review was conducted through the collection of various HR policies related to six critical DEI categories: hiring and development, pay and promotion transparency, antidiscrimination, benefits, harassment and retaliation, and good faith efforts. Aside from the policies provided by the Department of Personnel Services (DPS), the two departments that supplied policies to be analyzed were the Department of Child, Family, and Adult Services (DCFAS) and the Department of Probation – Division of Youth Detention Facilities (YDF). Beyond MGT’s policy review, opinions on the current state of DEI within the organization were solicited from the County’s employees through an employee survey and a series of eight focus groups. The primary purpose of focus groups held with CBOs was to gather feedback and input from community leaders on a resolution to establish an Equity Cabinet.

Findings

Based on our methodology MGT identified several key findings. The policies provided by Sacramento are the strongest MGT has reviewed bar none with a score of 6.2 out of 9 using MGT’s policy analysis rubric. Generally, MGT’s clients in similar stages of their DEI journeys score on average between 3 and 5. The implementation of a guide for investigation of harassment and retaliation is a best practice that most employers do not follow; however, Sacramento’s detailed guide is incredibly thorough. Additionally, Sacramento offers significant support for professional development including Policy 703 which governs temporary assignments for developing employees coupled with standard allowances for tuition assistance. The County also offers a total of 160 hours paid parental leave which is well beyond what most employers offer; however, this benefit could be expanded to increase the impact it has, particularly for lower income families. For more detailed information related to the policy analysis, please review **Chapter 2.3: SWOT Analysis of Documents**.

MGT solicited feedback from several sources including key community stakeholders, internal focus groups, and a DEI survey. The key takeaway from the survey was that African American employees at Sacramento County have a vastly different experience than their peers. Across many of the measures MGT captured in the survey, African Americans generally appear to have a more negative experience than their peers. For detailed information related to these findings, please see **Chapter 4.2: Employee Survey Results**. MGT’s survey also extended the opportunity for employees to offer additional perspective through open-ended questions which yielded a few critical themes. The most important theme is the reality that employees generally do not feel comfortable at work. While reasons vary from different individuals, a significant number of employees indicated race and gender as key barriers to inclusion. The survey also identified that there are a number of employees who are interested in more DEI training opportunities and expect the County to do better with diversifying its hiring process. For more information related to these survey results, please refer to **Chapter 4.3: Employee Survey Open Ended Survey Responses**.

Recommendations

Based on the MGT's findings, experience, and general best practice regarding DEI initiatives, MGT would like to present the following recommendations that Sacramento County should consider including in their pending DEIB Action Plan and implementing with careful planning and execution.

❖ Establish a DEI Office

- Hire a Chief DEI Officer responsible for overseeing the implementation of the forthcoming DEI Action Plan
- Enforce DEI training for staff and management upon hire and regularly throughout one's employment
 - Implicit Bias Training
 - Cultural Competence
 - Creating a Culture of Belonging
 - People management training for leaders
- Foster organic and designed DEI-related discussions in which staff can engage
- Create a process that allows employees to escalate disputes to HR and conduct change management process to help employees to identify when to report incidents to the EEO office

❖ Focus efforts on community-facing DEI work

- Conduct an external facing assessment that includes input from residents and other key stakeholders
- Create an external DEI Action Plan based on external assessment findings
- Establish a Community Equity Commission

❖ Create separate DEI Action Plan, communication plan, and change management plan

- Clarify and communicate key terms and common language with staff and community members with input and ownership from representatives from historically marginalized communities
- Seek authentic perspective from employees regularly and offer summary findings through a quarterly pulse-check style survey related to organizational culture and the employee experience (3-4 multiple choice questions with 1 open-ended. Follow the survey with implementation of needed adjustments accordingly, and communicate findings and changes broadly to staff
- Establish a plan with deliverables, timelines, owners, goals, and performance metrics that is transparently communicated to key stakeholders

1. Peer Review and Best Practices

1.1 Introduction of DEI Study and Purpose

The County of Sacramento determined that a first step towards enhancing the culture of diversity, equity and inclusivity (DEI) at the County and the experiences of its residents would be for the County to undergo an equity assessment to identify areas in need of change and transformation within the organization. The County hired MGT Consulting to conduct an equity assessment and to develop an equity plan. The equity assessment consisted of an internal review of human resources policies and practices, an employee survey, and employee focus groups.

1.2 Definitions

This glossary contains definitions of common terms and acronyms used throughout the County’s 2022 DEI Assessment. Additional and more detailed definitions can be found throughout the remainder of the report. The definitions used for race and ethnicity are sourced from the U.S. Census Bureau’s race and ethnicity definitions and do not reflect the County’s definitions or current social construct.

American Indian and Alaskan Native	U.S. citizens or permanent residents who have origins in any of the original peoples of North and South America (including Central America) and who maintain tribal affiliation or community attachment. This category includes people who indicate their race(s) as “American Indian or Alaska Native” or report an enrolled or principal tribe, such as Alaskan Indian (including Tsimshian Indians not enrolled in the Metlaktla Indian Community).
Asian	U.S. citizens or permanent residents who originate from the Far East, Southeast Asia, the Indian subcontinent.
Black or African American	U.S. citizens or permanent residents having an origin in any of the Black racial groups of Africa.
Demographics	Statistical data about the characteristics of a population, such as the age, gender, income, and race of the people within the stated population.
Digital Divide	This refers to the reality that continued access to the internet requires significant ongoing financial burden through internet subscriptions and frequent hardware updates. These financial burdens create two classes of people, those that have access to the internet and digital services and those struggle to consistently have it. The separation between these groups is referred to as the digital divide.
Diversity	While diversity is often used in reference to race, ethnicity and gender, there is a broader definition that also includes age, national origin, religion, differently abled, sexual orientation, socioeconomic status, education, marital status, gender expression, language, diversity of thought, non-physical attributes and physical appearance.
Economic Opportunity	The ability and opportunities available to an individual to build, maintain, and pass on wealth.

Equity	Equity is the practice of fair treatment, access, opportunity, and advancement for all people.
Hegemony/Hegemonic	The dominance of one group over another, often supported by legitimating norms and ideas. The term hegemony is today often used as shorthand to describe the relatively dominant position of a particular set of ideas and their associated tendency to become commonsensical and intuitive, thereby inhibiting the dissemination or even the articulation of alternative ideas. The associated term hegemon is used to identify the actor, group, class, or state that exercises hegemonic power or that is responsible for the dissemination of hegemonic ideas.
Hispanic or Latino	U.S. citizens or lawfully admitted permanent residents of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish or Portuguese cultures or origins regardless of race.
Inclusion or Inclusivity	Inclusivity is an active process to help all members of an organization feel welcomed, respected, supported, and valued as team members.
LGBTQIA+	An umbrella term that is often used to refer to the Lesbian, Gay, Bisexual, and Transgender community as a whole. 'QIA+' is included to intentionally include and raise awareness of Queer, Intersex, and Asexual communities as well as a myriad of other communities.
Native Hawaiian and Other Pacific Islander	U.S. citizens or permanent residents who have origins in any of the original peoples of Hawaii and other Pacific Islands and who maintain tribal affiliation or community attachment.
Non-Profit Sector	The non-profit element of the economy controlled by private organizations and non-governmental organizations.
Persons of Color (POC)	Also known as “People of Color” which is often the preferred collective term for referring to non-white racial groups. Racial justice advocates have been using the term “people of color” (not to be confused with the pejorative “colored people”) since the late 1970s as an inclusive and unifying frame across different racial groups that are not white, to address racial inequities. While “people of color” can be a politically useful term and describes people with their own attributes (as opposed to what they are not, e.g., “non-white”), it is also important whenever possible to identify people through their own racial and/or ethnic group, as each has its own distinct experience and meaning and may be more appropriate.
Persons with Disability	There are two common ways of looking at what disability is. One way is to see a disability as a medical condition that a person has. From this perspective, disability covers a broad range and degree of conditions, some visible and some not visible. A disability may have been present from birth, caused by an accident, or developed over time. There are physical, mental, cognitive, and learning disabilities, mental disorders, hearing or vision disabilities, epilepsy, drug and alcohol dependencies, environmental sensitivities and other conditions. A newer way of looking at disability is that it is not something a person has. A person with a medical condition is not necessarily prevented (or disabled) from fully taking part in society. If society is designed to be accessible and

	include everyone, then people with medical conditions often don't have a problem taking part. From this point of view, disability is a problem that occurs when a person's environment is not designed to suit their abilities.
Private Sector	The for-profit part of the national economy that is not under direct government control.
Public Sector	The non-profit part of the economy that is controlled by a form of government.
Some Other Race	A residual category with a write-in box, in addition to the five standard race categories.
Two or More Races	U.S. citizens or permanent residents who chose more than one of the other race categories.
Unconscious bias	Social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing. Unconscious bias is far more prevalent than conscious prejudice and often incompatible with one's conscious values. Certain scenarios can activate unconscious attitudes and beliefs. For example, biases may be more prevalent when multi-tasking or working under time pressure.
White	U.S. citizens or permanent residents who responded "No, not Spanish/Hispanic/Latino" and who reported "White" as their only entry in the race question.

1.3 A Brief Case for Diversity, Equity, and Inclusion

Any discussion of modern disparities related to race, gender, ability, or class require a holistic lens to understand the coalescence of events, laws, policies, and behaviors that have resulted in systemic inequities. For some readers, the following paragraphs may be familiar territory briefly detailing in part the process by which disparities, particularly racial disparities, have come to be a regular feature of life in the United States. For others, this information might not be new, but having a lens that connects these independent events together is crucial for understanding how disparities have come to impact society.

After the murder of George Floyd, the United States was forced, once again, as a country to grapple with the reality of the racialized history of the United States. Systemic racism, defined by Kwame Ture, refers to the system and structures that reproduce racial inequities, and is embedded and evidenced across the landscape of the United States.¹ These inequities result in disparate opportunities for people based on race; however, race is not the only subject covered within the scope of Diversity, Equity, and Inclusion.

While the casual observer might see the confluence of events that led to the so-called "Summer of Racial Reckoning" in 2020 as an isolated incident, it was caused by a long history of racial violence. The history of the economic system of chattel slavery is widely decried as inhumane in the current era; however, the impacts for Black and African American peoples persist to this day. During the post-Civil War reconstruction era, Black men were regularly lynched for actual or perceived crimes. The last official recorded lynching occurred in March 1981 where several members of the KKK beat and killed Michael

Donald; however, experts debate whether the murder of James Craig Anderson in 2011 constituted a lynching. While the mob violence of lynching was not called for by the government, the government through its policies weaponized and enforced racial antagonism with an understanding that this type of racial violence would be used to enforce official policies.

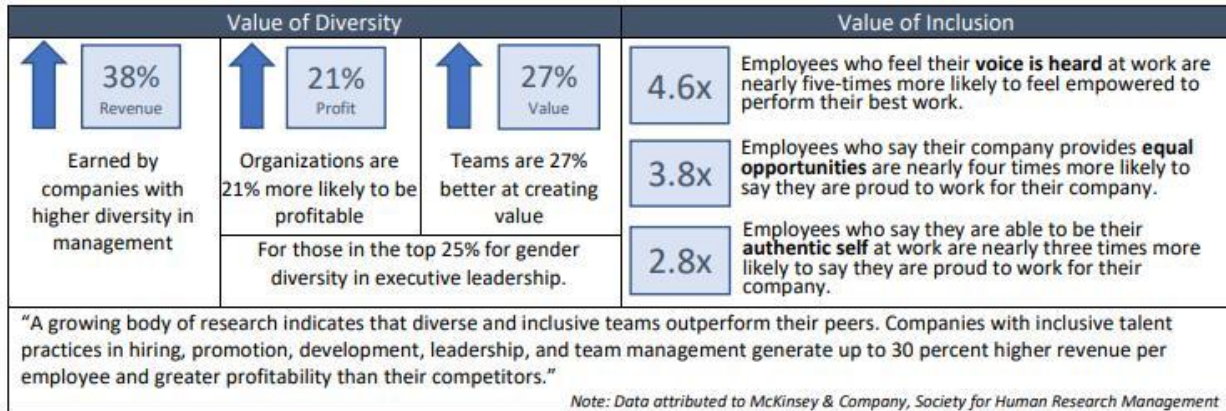
The Jim Crow era post reconstruction heralded one of the most extreme racial segregation policies that the world has ever seen. This segregation was state sanctioned but reinforced by the violence described above. African Americans were excluded from many of Roosevelt's New Deal policies, and while African Americans were both drafted and enlisted into World War II, they had no access to the benefits that came with the GI Bill. These two policies represent critical infrastructure that allowed the blossoming of the American middle class as we know it today; however, African Americans were explicitly excluded from these benefits until the 1964 Civil Rights Act. While the Civil Rights Act overturned segregation generally, it did not offer any sort of amelioration for decades of lost economic growth that was kept from African Americans. After the passage of the Civil Rights Act both republican and democratic politicians used dog-whistle politics in order to hide racially motivated policies including Johnson's War on Poverty, Nixon's War on Drugs, and Clinton's War on Crime². All had dramatic negative impacts on the African American population of the United States. Finally, even when African Americans were able to begin building wealth, banks and lending agencies targeted African Americans with sub-prime loans even when the borrower was able to afford a conventional loan³. This was a key cause of the 2008 financial crash which impacted all Americans. This demonstrates the critical need of DEI work because while African Americans were targeted, the entire country suffered because of banking policies that were supported by the federal government.

This very brief history of anti-Black policies in the United States may make it seem that DEI is focused around one minority group, but the United States was built on the exploitation of various racial minorities. The Chinese Exclusion Act of 1882 was enacted because "In the opinion of the Government of the United States the coming of Chinese laborers to this country endangers the good order of certain localities within the territory." This was only a few years after 15,000 Chinese immigrants had assisted the United States in the construction of the transcontinental railroad where they were paid dramatically less than their White counterparts and were required to provide their own room and board while White workers were provided housing and meals by the railroad. It is a well-known fact that during WWII Japanese Americans were interned in camps across the United States, but what is less known is that their property, businesses, and assets were seized and never returned after the end of the war. First Nations, the original residents of the modern United States, faced a genocide the likes of which has never before been seen and which many indigenous activists allege is ongoing. Many Hispanic and Latino immigrants are subject to convoluted backlogged immigration policies that allow business owners to take advantage of their immigrant status and allows these workers to be underpaid at the profit of the company. After the events of the September 11 terror attacks on the World Trade Center, Muslim Americans and Middle Eastern people with no legitimate ties to terrorism were targeted with the strategic use of the PATRIOT Act resulting in lost businesses and earnings. The list of crimes committed against minorities that directly impact their financial prospects continues to grow even to this day.

Inequities are not just exclusive to the realm of race. Experiences around gender identity, national origin, ability, neurotype, and many other lived experiences face different issues depending on identity and presentation. DEI seeks to understand what causes disparities for the nonhegemonic identities within these groups and empower them to have the same opportunities as their hegemonic counterparts. Within

both the public and private sector, increased diversity and inclusion yields huge dividends. It is important to note that simply having diversity is good but does not inherently guarantee inclusion.

FIGURE 1-1. VALUE OF A DIVERSE ENVIRONMENT



1

The above research provided by McKinsey & Co. demonstrates huge gains in revenue, profit and efficiency within a diverse environment. Qualitatively, organizations which successfully create an inclusive environment result in employees feeling empowered and able to bring their authentic self to work. This leads to increased buy-in and is likely what drives the increased value of diversity. Therefore, inclusion is just as important as diversity to create an equitable environment. Equity is the result of a diverse and inclusive environment and yields huge benefits to both private and public sector operations.

1.4 Peer Review and Best Practices

The following is a compilation of selected peer research prepared by MGT in conjunction with the County of Sacramento. The peers were selected for their similarity to Sacramento County in either population, gross domestic product of all industries (GDP), or proximity. The sections that follow are intended to provide information, models, and insights in five similar communities related to how equity is being addressed in other communities. As expected, there is no one size fits all solution. Community priorities, dynamics, resources, and other factors drive efforts undertaken in other communities. However, a significant thread common to all target communities revolved around the following:

- ◆ Access and Equity: What steps must be taken short and long term to internally ensure access and equity in employment, development, anti-discrimination, and other indicators in underrepresented and marginalized communities.
- ◆ Evidence-Based Initiatives: What steps must be taken to ensure initiatives and strategies to promote and advance equity are based on best practices and the most accurate picture of inequities that affect the ability to live well and thrive.
- ◆ Leadership Commitment/Support: What steps must be taken by key leaders to foster, promote, and sustain diversity, equity, and inclusion consistently and visibly.

¹ Dixon-Fyle, Sundiatu; Dolan, Kevin; Hunt, Vivian; Prince, Sara *Diversity Wins* McKinsey & Company 2020.

- ◆ Knowledge and Skills Enhancement: What steps must be taken to ensure mentoring, coaching, training, and other strategies are used to effectively mitigate implicit bias and promote and foster greater understanding of the unique experiences of minorities and other marginalized groups.
- ◆ Framework: Effective and impactful solutions framed around the following:
 - Diversity: There must be a commitment to diversity in myriad forms including race, ethnicity, gender identity, sexual orientation, socioeconomic status, language, culture, national origin, religious affiliation, age, (dis)ability status, and political perspective.
 - Equity: There must be a commitment to actively challenge harmful bias and embed equity in policies and practices to ensure equal opportunity for all persons
 - Inclusion: Deliberate and intentional efforts must be taken to ensure an environment and culture where differences are welcomed, different perspectives are respectfully heard, and all community segments feel a sense of belonging and inclusion

In the aftermath and wake of the death of George Floyd, many city and county governments began to shine a spotlight on equity, inclusion, and social justice by focusing on persistent and structural barriers that have led to the historic marginalization of communities of color. There is no one-size-fit-all approach being taken by communities that have conducted equity audits or community equity profile studies similar to the one commissioned by the County of Sacramento. Other communities such as Columbus, Ohio; Riverside, California; and King County, Washington among many others have declared racism a public health crisis and the basis for policymaking to address equity and social justice.

It is against this backdrop that MGT conducted this peer research. For this review, MGT's research focused on communities in California as well as similar communities across the United States. Ultimately, the results of the peer research will be used to help guide areas of inquiry and engagement and help to inform recommendations, practices, and policies for consideration by Sacramento County.

1.4.1 Hennepin County, MN

Hennepin County Minnesota was where George Floyd met his untimely demise and is a unique peer for this reason. Hennepin County is home to 1.27 million residents, which is relatively close to the residence of Sacramento County (1.5 million). Based on the unique experience of the County coupled with a similar population, Hennepin County is a strong peer worth examining closer.

Internally, Hennepin County has committed to a diverse workforce and has committed to interweaving the principles of diversity, equity, and inclusion into their recruitment, retention, and promotion efforts. In order to help drive the culture of DEI, Hennepin County has established a robust set of thirteen employee resource groups including:

- | | |
|---|---|
| ◆ African American | ◆ Asian Connections |
| ◆ Caregivers | ◆ Indigenous |
| ◆ Interfaith and Spirituality | ◆ Lean in Hennepin (gender discussions) |
| ◆ LGBTQIA ERG | ◆ Millennials |
| ◆ Pathways (career development) | ◆ People of Color (POC) |
| ◆ Transgender and Gender Non-Conforming | ◆ Veterans (VERG) |
| ◆ Women in STEM | |

These resource groups include many that would be expected from a robust DEI culture; however, Hennepin County goes above and beyond by representing several unique intersections within their resource groups. One key example is that there are two different ERGs addressing issues around gender. The LGBTQIA ERG and the Transgender and Gender Nonconforming ERGs are excellent examples of having multiple groups dedicated to closely tied issues. The LGBTQIA ERG is available for trans and gender-nonconforming individuals; however, by setting up various groups, it demonstrates Hennepin County's sensitivity to the differences that cisgender members of the LGBTQIA+ face in contrast to trans and gender-nonconforming members. A similar interplay is present between the African American and POC resource groups. A word of caution, the age-related ERG of Millennials is dangerous here because the Millennial generation is aging faster than people realize. The youngest Millennials are now around 30, so "Early Career" would be more inclusive.

A county or city of similar size should consider implementing this robust set of resource groups. It demonstrates a commitment to DEI and is not nearly as resource intensive as other programs.

1.4.2 San Francisco, CA

In 2018 Mayor Breed of San Francisco issued *Executive Directive 18-02 Ensuring a Diverse, Fair, and Inclusive City Workplace* committing the City and County of San Francisco to "a diverse and inclusive City workplace, where all employees are treated with fairness, dignity, and respect[...]The foundation of these policies is the fundamental principle that government jobs must be awarded based on fair and open recruitment and competition, and that employment practices, including employee discipline." This executive order resulted in the San Francisco's Department of Human Resources hiring two full-time staff to focus on diversity recruitment and establishing a diverse candidate pipeline. To this end, San Francisco has created several programs, including ACE, ApprenticeshipSF, City University, and Diversity Recruitment.

ACE is a program that provides an alternative route toward permanent city employment for qualified disabled individuals. To be eligible for the program, applicants must have a disability which the City loosely defines as a physical or mental impairment that limits one or more major life activities or an impairment that makes the performance of a significant life activity 'difficult.'

ApprenticeshipSF offers quality apprenticeship programs to the people of San Francisco. The program follows the "Earn and Learn" apprenticeship training model, meaning apprentices are paid while building real-world skills. Upon completion of the program, they will receive an industry-issued, nationally recognized credential that certifies their proficiency in the field. In addition, many apprenticeship programs include opportunities for post-secondary education, which would be compensated by the program making this a highly desirable program.

The City University program was initially created in 2005 to assist city employees in furthering their education through various courses taken at the San Francisco State University College, San Francisco City College, and UC Berkley Extension. The program's goals are to provide career ladders for city employees and build professional development opportunities for city employees. Due to these partnerships, employees who attend the City University Partnership enjoy a 100% tuition subsidy, those who attend the San Francisco State University College of Extended Learning enjoy a 66.6% tuition subsidy, and those who attend the UC Berkley Extension enjoy a 33.3% tuition subsidy.

Finally, the Diversity Recruitment program is a crucial outcome of San Francisco’s diversity recruitment plan and appears to be a direct result of the above-referenced executive order. The ACE and Apprenticeship programs are housed under this more extensive program. In addition, the Diversity Recruitment Program offers a recruitment toolkit among other sub-programs that all uplift diversity within the City and County.

In addition to the multiplicity of diverse hiring and development programs, the City and County of San Francisco have several policies to ensure anti-discrimination. These policies include a gender inclusion policy and associated toolkits. The policy aims to affirm that “The City and County of San Francisco welcomes transgender, gender nonconforming, gender nonbinary, and gender transitioning employees, applicants, and contractors. This policy promotes a safe, professional, and inclusive productive workplace for everyone regardless of gender identity or gender expression.” The policy explicitly enumerates protections, including ensuring the confidentiality and privacy of employees, respecting names and pronouns, addressing appearance and attire, and encourages full inclusion of all people. In addition, San Francisco offers several tools to support its HR team in engaging LGBTQIA+ employees in a culturally competent manner. These resources include a tool helping transgender individuals find belonging in the workplace coupled with a means of supporting them through their transition.

San Francisco has also implemented a Language Diversity program that “recognizes that a workforce that speaks languages other than English enhances the services provided to the City’s culturally diverse public by providing efficient and accessible public services to its non-English speaking communities.” Therefore, the City can leverage this policy to ensure that both internal and external resources are language inclusive of the different languages and cultures represented in the incredibly diverse City.

In conclusion, the City and County of San Francisco exemplify an inclusive employment environment. There are diverse programs targeted at attracting and retaining various employees that are executed in a culturally competent manner. The policies in place are designed to offer protections above and beyond the standard EEO protections, namely with respect to gender and diversity in language, among others. San Francisco is a national leader, but it’s worth noting that except for the tuition assistance program, most of these policies and programs do not involve significant additional financial investment. Organizations interested in creating an equitable workforce would benefit from replicating these policies and programs as best they can.

1.4.3 City of Sacramento, CA

In 2018, the City of Sacramento created its Office of Diversity and Equity (ODE). The ODE is committed to lead efforts to build a more representative, equitable, and inclusive City of Sacramento. More specifically, their mission “is to move forward with urgency and purpose with the creation, implementation, and maintenance of a more equitable and inclusive City of Sacramento by Facilitating the integration of greater representation, fairness, belonging and care into our policies, protocols, practices and workplaces.”

The City of Sacramento has had three major priority projects that were accomplished between 2019 and 2020.

- Priority #1 was completed in May of 2019 and saw City leaders complete GARE’s Northern California learning cohort to strengthen their capacity and strategic planning to elevate marginalized groups. This meant that racial equity would be at the forefront of decision-making while drafting a five-year action plan.
- Priority #2, the Race & Gender Equity Action Plan, was completed in January 2020 and serves as a living road map to guide and inform City departments from a lens of racial equity. This would cultivate a City workforce that is more reflective of the greater community.
- Priority #3, the Equity & Inclusion Leadership Series was a prototype that was completed in January 2020. The leadership series was created by working collaboratively with the City of Sacramento’s Human Resources Department. The result was training opportunities that taught City Staff five approaches to diversity & inclusion, performance management, gender bias training, gender & sexuality awareness training, and the 21-day racial equity habit building challenge.

Since achieving these goals and enacting its five-year action plan, the City has continued to promote diversity, equity, and inclusion. This includes a Workforce Diversity and Salary Trend Audit completed in 2020, an internal DEI Survey, and a diversity dashboard maintained by the Auditor’s office. According to the City, “Normalizing and operationalizing these outcomes and actions requires different levels of effort and timespans. Some recommended goals may be accomplished by relatively simple administrative changes. However, most outcomes will require all departments to identify capacity gaps, learn equity-centered practices, leverage resources and engage in change management processes to achieve systemic change.”

Alignment and understanding of the importance of DEI initiatives, as well as the City’s relationship with the greater County, makes the City of Sacramento a unique example the County of Sacramento.

1.4.4 San Bernadino County, CA

San Bernadino County has developed an Office of Equity and Inclusion (OEI), which creates, implements, and promotes linguistically and culturally appropriate recovery-oriented services through the Department of Behavioral Health. The OEI is also responsible for providing education, training, language services, and community outreach. One of the pieces of training OEI offers is a cultural competency course designed for multicultural education, training, and assistance in developing linguistically and culturally appropriated services.

While it is unclear when the OEI was first founded, the County of San Bernadino has had a cultural competency plan since 2010, which is periodically updated, with the latest public version being released in 2021. The plan is designed around eight core principles called ‘criterion’, which are as follows:

1. Commitment to cultural competence
2. Updated assessment of services needs
3. Strategies and efforts for reducing racial, ethnic, cultural, and linguistic mental health disparities
4. Client/family member/community committee: Integration of the Committee within the County mental health system

5. Culturally competent training activities
6. County's commitment to growing a multicultural workforce: Hiring and retaining culturally and linguistically competent staff
7. Language capacity
8. Adaptation of services

When looking at the distribution of government services as it relates to DEI, cultural competency is the bedrock on which effective engagement with the public is planted. Therefore, as the Department of Behavioral Health provides services to the public, their work must be rooted in a framework of cultural competency. While a few of these criteria are specific to the Department, the general ethic of meeting citizens wherever they are is demonstrated through these eight criteria. As Sacramento County begins to investigate how to create a more diverse and inclusive employment space for its employees coupled with an elevation of equity within the services it provides to the community, this model of centering cultural competency is crucial to achieving the highest possible DEI goals at the County, in the community, and beyond.

1.4.5 City of San Diego, CA

The City of San Diego's City Attorney office has a committee dedicated to diversity and inclusion. The committee organizes cultural and educational events to promote its objectives and remain grounded within the community. In addition to external community events, like celebrating cultural history months, the committee also hosts internal training and open dialogues about racial equality.

The City of San Diego's Commission for Arts and Culture actively includes DEI in its initiatives. The Commission is mindful of its distribution of resources and seeks to maintain equitable practices. To ensure that the Commission is as equitable as possible, it engaged in a three-part DEI assessment. Part one assesses existing policies, procedures, and practices to identify gaps in their processes. This also included an analysis of historic procurement practices to identify potential biases in representation, contracting, and fund distribution. Part two of the assessment consists of workshops and training for Commission staff and Commissioners on diversity, equity, inclusion, accessibility, and unconscious bias. Finally, part three is all about public engagement. The Commission engages with the public to share their knowledge and experience and help with promoting professional development opportunities around equity and diversity.

Finally, the City of San Diego has engaged several consultants to assist with DEI analyses and trainings that are consistent with part two of the Commission for Arts and Culture DEI plan. The DEI assessment focused on mixed methods analyses that analyzed existing policies and procedures for bias, contract awards of the prior seven years, and demographic history of commissioners. The training request focused on training on diversity, equity, inclusion, accessibility and unconscious bias for commission staff and the commissioners. These trainings aimed to increase understanding of individual, institutional, and structural discrimination and how all levels of discrimination intersect with social conditions.

Overall, the City of San Diego follows a pattern that MGT has expected when looking at cities earnestly to expand their DEI initiatives. The City has clearly articulated goals and is establishing a baseline using a mixed-methods DEI analysis to establish a baseline. The goals of the DEI assessment in San Diego are similar to the City of Sacramento, demonstrating that this is a strong peer to emulate. MGT's DEI

assessment also follows a similar mixed-methods approach and is compatible and will result in actionable findings in a manner similar to this peer.

1.4.6 Bay Area Regional Health Inequities Initiative

The Bay Area Regional Health Inequities Initiative (BARHII) was formally founded in 2002 after public health directors of various Bay Area cities began informal conversations around the link between adverse health outcomes and social inequities. The casual conversations became monthly meetings operating under the assumption that public health agencies could do more to respond to preventable illness and death due to social inequities. When BARHII was initially founded, it focused on nutrition programs and physical activity in low-income communities of color. Still, it found that limited categorical programs were insufficient to address communities where intersecting conditions contributed to poor health. Over the last two decades, BARHII shifted its efforts to increase community engagement and capacity building while leveraging policymakers to implement policies that support its mission.

BARHII operates to address upstream inequities that impact downstream outcomes. These areas generally are social inequities such as class, race, and gender, institutional inequities found in corporations and government agencies, and inequities within the law, and living conditions such as the physical environment, economic and work environment, social experiences, and availability of government services. To address these issues, BARHII has six health equity impact areas which are:

- Housing Affordability and Health
- A Strong Start for Every Child
- Economic Opportunity and Inclusion
- Fair Chance and Opportunity for Every Worker
- Welcoming Communities and Immigrant Health Equity
- Climate Change, Health, Transit, and Active Transportation

In 2020 Sacramento County declared racism a public health crisis. BARHII's work focuses on addressing systemic inequities related to health outcomes, particularly around the social determinants of health reflected in the above list. The County of Sacramento is responsible for the equitable delivery of federal and local assistance and many resident-facing programs. A partnership with BARHII when reviewing or implementing changes would help ensure equity within the delivery of these services.

Overall, BARHII is a unique peer as it is not a single municipality but a collection of municipal agencies within an area seeking to address health inequities due to racism and upstream effects. A critical part of DEI work is building coalitions with other organizations committed to the work. BARHII presents such an opportunity. While Sacramento is not in the Bay Area, its proximity and economic contributions to the region are unquestioned and make its participation in BARHII net beneficial for elevating EDI practices both internally and externally. In addition, BARHII has several resources available to other agencies related to health equity, climate justice, and economic justice, among others. Reviewing these reports to understand how the region is conceptualizing these issues from a public health and safety perspective is crucial and would benefit those departments working closely on these particular topics.

1.5 Best Practice Summary

In the past two years, MGT has reviewed dozens of requests issued by municipalities seeking to perform an equity audit, equity profile, or DEI assessment designed to provide evidence and guidance to advance equity, racial, and social justice. Virtually all the requests we have examined have been premised on creating a stronger and more inclusive community where every person can thrive in an anti-racist and pro-equity environment. In addition, we have seen that an assessment has been the starting point for shifting away from policies and practices that react to crises toward investments that address root causes. We found that equity profiles and similar assessments tend to focus on areas where people of color experience disproportionately worse outcomes related to health, access to housing and good-paying jobs, educational attainment, income, incarceration rates, and transportation.

Our research and experience have shown that the following practices and strategies tend to be effective and warranted:

- ◆ An equity assessment or equity profile should be used as a baseline for developing a plan or blueprint for action to guide policy direction, decision-making, planning, operations, and services.
- ◆ Coordination and cross-sector solutions should match the scale of inequities informed by collaboration and partnerships with communities adversely impacted by inequities.
- ◆ In several key areas, governance and executive-level leadership are needed, including operations and services, plans, policies and budgets, workforce and workplace, community partnerships, and communications and education.
- ◆ An internal municipal pro-equity policy agenda should be premised on areas with disproportionately worse outcomes for specific marginalized demographic groups as identified by an equity audit or equity profile. Based on MGT's experience, key areas for an internal review include the following:
 - Hiring & Development
 - Pay & Promotion Transparency
 - Anti-Discrimination
 - Benefits
 - Harassment & Retaliation
 - Good Faith Efforts
- ◆ The structure, resources, and authority to plan and execute strategies are essential to long-term success. For example, King County's Office of Equity and Social Justice housed in the County Executive's Office and Office of Equity, and the Equity and Inclusion Cabinet housed in the Mayor's Office in Boston are good examples of the structure, resources, and authority that can make a huge difference.
- ◆ Continuous community and stakeholder engagement is essential for buy-in, credibility, and community support.

2. Policies and Procedures Review and Observations

2.1 Methodology

This section summarizes the steps undertaken to review the Sacramento County’s Human Resource (HR) policies utilizing a methodology MGT has refined over the course of 200 disparity and equity studies. In examining the routine application of HR policies and procedures, MGT focused on understanding the hiring process, job descriptions, current employment process, non-discrimination policy, sexual harassment policy, violence prevention policy, and relevant local administrative codes. County staff completely cooperated with the acquisition of documents for review. MGT’s approach included collecting and reviewing source documents pertinent to the HR policy review. The methodology included the following significant steps:

- ◆ Identification of key documents related to HR policies and practices researched through the Battle Creek website
- ◆ Communication with the County obtain any additional critical policy and practices pertaining to the County’s HR policies
- ◆ Detailed review of all documents individually noting key components of DEI for each
- ◆ Aggregate review of documents noting key themes related to the development of DEI throughout
- ◆ Review of County’s Employee Handbook, and other applicable chapters
- ◆ Analysis and summarization of data, information, and input gathered throughout the policy review

MGT’s methodology included reviewing various source documents and information pertinent to the HR policy review. The majority of time was spent analyzing the numbered policies related to human capital and the Department of Child Family and Adult Services policies related to critical service delivery. Important source documents and information collected and reviewed are itemized in **Table 2-1**.

TABLE 2-1. DOCUMENTS REVIEWED FOR THE POLICY REVIEW

INDEX	DESCRIPTION
1	Policy 100 Salary Resolution Amendments
2	Policy 101 Certification and Selection Hiring
3	Policy 102 Selective Certifications
4	Policy 104 Employment Background Checks
5	Policy 105 Pre-Employment Medical Reviews
6	Policy 107 Provisional Appointments
7	Policy 108 Student Classes of Employment
8	Policy 109 Limited Term Employment
9	Policy 110 Employee Initiated Transfers – Interdepartmental

10	Policy 111 Reinstatement Rights
11	Policy 112 Temporary Clerical Services Agencies
12	Policy 115 Hiring Department Sheriff Above Entry
13	Policy 201 Salary Range Table
14	Policy 202 Law Enforcement Incentive Pay
15	Policy 203 Overtime Compensation
16	Policy 206 Confidential Designation
17	Policy 302 Service Awards
18	Policy 303 Employee Retirement
19	Policy 304 Unemployment Insurance
20	Policy 305 State Disability Integration
21	Policy 306 Cash for Accrued Vacation Leave
22	Policy 307 Wellness Program
23	Policy 308 Donations of Leave for Catastrophic Illness and Other Purposes
24	Policy 401 Procedure for Reimbursement
25	Policy 403 Vocational Rehabilitation
26	Policy 404 Early Return to Work
27	Policy 801 Position Control
28	Policy 802 Maintenance of Personnel Files
29	Policy 803 Access to Employee Records
30	Policy 804 Compass Confidentiality
31	Policy 805 Releasing Probationary Employees
32	Policy 806 Employee Right to Union Representation
33	Policy 810 Drug and Alcohol Testing
34	Policy 811 Jury Duty
35	Policy 815 Substance Abuse
36	Policy 831 Miscellaneous Leave
37	Policy 832 Military Leave
38	Policy 834 Time Off to Attend Retirement Meetings
39	Policy 835 Time off To Meet With Affirm Act Chief
40	Policy 836 FLSA
41	Policy 837 Parental Leave
42	Policy 838 FMLA & CFRA
43	Policy 840 Layoff Process Reemployment
44	Policy 861 Work Schedule
45	Policy 880 Pregnancy Disability Leave
46	Policy 881 Lactation Accommodation Policy
47	Policy 113 Appointment of Retired Annuitants Policy
48	Policy 114 Hiring at Above Entry Level

49	Policy 204 Holiday Compensation
50	Policy 301 Education Reimbursement
51	Policy 405 Workplace Violence Prevention
52	Policy 601 Discrimination & Harassment
53	Policy 701 Employee Evaluation and Development
54	Policy 703 Training and Development Assignment
55	Policy 8333 Time off to Attend Meetings
56	Policy 870 Telework
57	My Success Onboarding Checklist
58	My Success Onboarding Overview
59	My Success Onboarding Rehire Reinstatement Checklist
60	Onboarding Conditional Panels and Forms
61	Sacramento County New Employee Orientation
62	Building a Culturally Intelligent Workforce Summary
63	Cultural Awareness and Our Bias Blind Spots
64	Implicit Bias Mitigation
65	Sacramento County implicit Bias Training Flyer 2021
66	2022 Employee Handbook and Onboarding
67	Charter for Civil Rights Advisory Groups
68	Civil Service Rules
69	Class Specification Template
70	Complaints FAQs on Website
71	Complaint Form
72	Complaint Guidelines on Website
73	Conducting Workplace Investigations Handbook
74	EEOP 2020 Utilization Report
75	Discipline Manual
76	Reporting Pathways and Grievance Process
77	Sacramento County Org Chart
78	Sacramento County EEO Reports
79	Turnover Summary

2.2 Policy Overview

MGT used a multi-faceted approach to conduct the review and prepare this summary, which included collecting and reviewing relevant source documents as articulated above. The seventy-nine different documents cover programs and policies designed to create an equitable work environment across the County and diversify the workforce. In addition, as part of the equity assessment, MGT reviewed requirements for the policies and procedures highlighted in the following section. Through this review,

MGT sought to determine if policies or conditions limited the pool of candidates or create built-in barriers that adversely impact diversity, equity, and inclusion.

Table 2-2 is a copy of the rubric used to analyze the policy documents received by MGT. In general, the policies distributed to MGT demonstrate a commitment to establishing an equitable workplace; however, the County can improve in some areas to better reflect the diversity of the community as a whole. For example, the County does not have codified policies for groups that support historically underrepresented communities. While the Civil Rights Advisory Group does exist, its participation is limited to only two departments. It could be beneficial to create a partner ERG program that could work in tandem with the Civil Rights Advisory Group. This type of policy could allow the Civil Rights Advisory Group to maintain its autonomy while still gathering input from the larger County workforce.

Overall, compared to many of MGT’s other review, the County of Sacramento has very strong policies that address an array of DEI concerns. MGT reviewed documents related to hiring and development, pay and promotion transparency, antidiscrimination, benefits, harassment and retaliation, and general good faith efforts. The hiring policies were uniquely strong and were accompanied by an employee selection handbook to further ensure a consistent hiring process. Similarly, the harassment and retaliation policies were accompanied with a conducting workplace investigations handbook that lay out the key milestones of any investigations. This is also a best practice for DEI as it ensures clear and equitable process for addressing these concerns.

Finally, the antiharassment policies themselves are well defined and contains important information regarding the definition and consequences of harassment. This strong definition includes illustrative examples of behavior that constitutes harassment; additionally, the antiretaliation policies also offer a clear definition connected to specific examples of prohibited behavior.

TABLE 2-2. RUBRIC SCORING GUIDANCE

Category	Score
Policy exists but does more harm than good (i.e., Whistleblower protections exist, but specifics of that protection are lacking so no one actually feels protected)	-2
Policy is Missing	0
Policy exists, but impacts are minimal (i.e., Limited and unspecific language allows for broad interpretation and uneven application)	2
Policy marginally effective but poorly written and would benefit from expansion	3
A policy which should be an independent policy is subset under a parent policy and requires further expansion (i.e., Parental and caretaking leave established as a subsection of childcare and eldercare coverage)	4
Policy acceptable as is but would benefit from expanded goals (i.e., Maternity w/no paternity etc.)	5
Policy acceptable as is but would benefit from expanded impact (i.e., Longer maternity leave suggested to meet national averages)	6
Strong policy that achieves all or most of its goals but could benefit from very minor changes (i.e., Eliminate some gendered language)	7
Policy is ideal policy and requires no additional work	8
Policy is an exemplar and would be weakened by any changes	9

TABLE 2-3. SCORING RUBRIC

	Document Rubric	Score
Hiring & Development	Bias Removed From Job Description	8
	Conduct Blind Resume Screening	9
	Program or policy proactively helps facilitate professional and/or career development.	6.5
	Clear communication of low, median, and high pay ranges for particular roles	5.5
	Opportunities exist for contractors and temps to become full-time employees	5
Pay and Promotion Transparency	Transparent communication around seniority, pay-scale, and promotion requirements	5.5
	Performance Review & Assessments are standardized to ensure uniform evaluation style.	4.5
	Publish Compensation Levels and pay bands	5
Anti-Discrimination	Hiring practices and policies explicitly ensures anti-discrimination and resources for LGBTQIA+ individuals	5.5
	Hiring practices and policies explicitly ensures anti-discrimination and resources for veterans	5.5
	Hiring practices and internal policies explicitly ensure anti-discrimination and resources for BIPOC individuals	5.5
	Hiring practices and policies explicitly ensures anti-discrimination and resources for Disabled individuals	5.5
Benefits	Provide paid parental leave and leave for caretaking	6.5
	Provide childcare and eldercare coverage or subsidies	7.5
	Benefits include child bearer specific needs including family planning, lactation breaks, and other benefits related to childbearing	6.5
	Healthcare includes gender-affirming care and trans-specific needs (i.e., hormone therapy, counseling services, mastectomy and chest reduction, etc.)	8
Harassment & Retaliation	Sexual harassment clearly defined within policy	7
	whistleblower/antiretaliation protections established and defined	6.5
	Transparent sexual harassment reporting process which incorporates employee feedback.	6.5
	Injunctive remedies offered to alleged victims of sexual harassment during investigation period	2.5
Good Faith Efforts	HR programs and policies show many attempts to make a good faith effort to be free of confusing language and jargon.	8

	Wherever possible, policies and procedures use nongendered language	7
Average Score for Sacramento County:		6.2/9

2.3 SWOT Analysis of Documents

In addition to the generalized rubric detailed above, MGT completed a SWOT analysis of the various documents identified in **Table 2-1**. A SWOT analysis is a tool used to determine the Strengths, Weaknesses, Opportunities, and Threats to programs or policies. Strengths and Weaknesses are self-explanatory and, in this context, refer to elements of documents that actively increase DEI across the County. Opportunities are how weaknesses identified may be shored up. Finally, threats are significant internal or external issues or barriers that could adversely impact increasing and embedding DEI in the County's practices.

Hiring and Development

Strengths

The County has a very robust and well-developed hiring process coupled with paths to employment for temporary workers, and clear communication of salary ranges for potential employees. While most organizations offer limited instruction around the hiring process, Sacramento County has developed an Employee Selection Handbook that guides the hiring process. The handbook details the steps between identifying a vacancy through the onboarding process for a new employee. It specifically enumerates which tests are appropriate for various rolls, the interviewing process, and guides the selection decision. While there is a tremendous amount of guidance for the hiring of new employees, there is also discretion given to the interviewer to ensure that the candidate is a good fit for the role. Beyond simply laying out the hiring process, the handbook also offers tips and tricks to ensuring unbiased interviews. Overall, the hiring process is well codified in a way that significantly helps in the elimination of bias.

In order to facilitate career development and ensure professional mobility, the County offers alternative assignments to employees referred to as Training and Development Assignments under policy 703. Under this program, employees maintain their current role and all the rights, seniority, and status associated with it. The employee will work the temporary assignment for a time not to exceed two years but may be terminated at any time for any reason. This type of program is crucial for ensuring career development and economic mobility of employees. Coupled with this program, the County also offers an education reimbursement program covered under policy 301. Currently, Sacramento County offers a total of \$1,500 annually which can be applied to registration fees, tuition, books, and other course materials. While \$1,500 is on the lower end of annual tuition reimbursement programs, the existence of this type of program can drive economic mobility within an organization and beyond².

Another path towards increased economic mobility that the County offers is the opportunity for temporary workers to have the opportunity to become fulltime employees. Policy 109 governs limited

² [Moore, Susan Education Benefits Propel Economic Mobility Brookings Institute Nov 30, 2020](#)

term employment. This policy ensures that, when available, temporary employees have the option to transfer to a regular County position of the same class as the temporary assignment. According to a report by the Bureau of Labor Statistics (BLS), temporary workers are growing at a rapid rate increasing by 75% across the United States since 2008 compared to 19% with the growth in the labor market overall³. Therefore, this policy will directly increase the diversity of the County by offering another path for employment for one of the fastest growing classes of employee.

Weaknesses

While the Employee Selection Handbook does an excellent job in minimizing unconscious bias through a firm structure in the hiring process, it also employs eligibility lists. Depending on the organization, eligibility lists can sometimes require that the top applicants on the list be recruited first before any of the others. The employment of these types of lists can both negatively impact DEI and the quality of applicants that the County has access to hire. From a DEI perspective, the eligibility list does not necessarily diminish unconscious bias in the process. Given that there are subjective elements to the interviewing process, such as the actual interview, unconscious bias could result in less diversity in the top echelons of the finalized eligibility list. According to the Employee Selection Handbook and Civil Rules 7.4 only the top 3 ranks from the eligibility list are eligible for hire across all the departments in Sacramento County. Eligibility lists are maintained for multiple years, and it is expected that the hiring manager recruit off the maintained list. While early in the lifetime of the list, the first few hires will likely be available to the County, but as time progresses the potential employees who are placed high on the list will likely take roles with other organizations. This means that either a new eligibility list will need to be created, if all the individuals on the eligibility list are employed, or likely default to potential employees much lower on the eligibility list. This results in two distinct impacts. First, eligible employees at the time of hire are not necessarily the best and are somewhat randomized based on the maintenance of the eligibility list. Further, from a DEI perspective, this randomization diminishes the control hiring managers have over the pipeline and could potentially result in a less diverse workforce.

Opportunities

The biggest opportunity would be for the County to reconsider the use of eligibility lists and to hire for new position. With another client that MGT partnered with that utilized eligibility lists, the organization changed their process to allow selection from anywhere on the eligibility list as soon as it was established. This change allowed for hiring managers to ensure more diversity within their teams regardless of potential bias in the process that would cause some candidates to rank higher than others.

Threats

There are no active threats to DEI within the County's hiring and development policies.

³ Luo, Tian; Mann, Amar; Holdens, Richard *What happened to Temps? Changes since the Great Recession* U.S. Bureau of Labor Statistics, February 2021

Pay and Promotion Transparency

Strengths

The County publishes their Salary Range Table under policy 201; however, the policy that MGT received did not include the actual table referenced within the policy. The policy document offers clear and concise guidance to read and understand the Salary Range Table. Publishing compensation levels help ensure pay equity in an organization which is critical to ensuring DEI.⁴

The County has also codified its employee evaluation and development policy under policy 701. The policy indicates the responsibilities of the department head, supervisors, and department personnel specialist during the evaluation process. Simply having this process codified can be beneficial for DEI, but the County goes a step further and establishes specific duties for all those involved in performance evaluations.

Weaknesses

The biggest weakness identified within this set of policies is the lack of standardization of the performance review process. While there is guidance on performance reviews going above and beyond many other organizations, there is no policy that requires standardized performance metrics when executing the performance review. The supervisor is responsible for establishing 'standards' but there is no policy that ensures these standards are applied equitably to different employees, or that these standards will effectively measure the performance of employees.

Opportunities

In order to address the minimal standardization of performance review requirements, MGT recommends implementing a policy that requires standards to be written and published ahead of the performance reviews for both probationary and regular employees. One simple but effective method MGT has identified is to require supervisors to submit their performance review standards to the department head or to HR at least a week prior to the scheduled review. This ensures that the standards are fair and equitably applied and that there are no glaring omissions from the process.

Threats

There are no active threats to DEI within the County's pay and promotion transparency policies.

Antidiscrimination

Strengths

Sacramento County has a number of policies guiding anti-discrimination and support for historically underrepresented communities. Policy 601 governs discrimination, harassment and retaliation. The section establishes protections from discrimination based on a number of protected classes including race, sex/gender, gender expression, and veteran status. While there are no specific enumerated protections for people with disabilities, this is a protected class and would fall under the umbrella of 'other

⁴ [Schatzel, Jessica *Why Pay Equity & Transparency are Integral Components of Your DEI Strategy* Gorr Group May 25, 2021](#)

protected status.’ Policy 601 also speaks to a number of steps to prevent harassment and retaliation which will be further analyzed in a later section.

In addition to the antidiscrimination language in the policy and procedure manual, the documents MGT received include the Charter for the *Department of Health and Human Services (DHHS) and Department of Human Assistance (DHA) Civil Rights Advisory Groups*. The three-page document formalizes the advisory groups and explicitly limits membership requirements to those with DHHS and DHA. Internally to the organization, the group is tasked with identifying cultural and diversity training needs as well as monitoring and studying data related to DEI metrics (though it is not enumerated in those words). Overall, the Civil Rights Advisory Groups are designed to further advance the DEI agenda of these two departments by ensuring equitable delivery of critical services along with monitoring the internal climate of DEI.

Weaknesses

With regard to the County’s current efforts to eliminate discrimination, there are no significant weaknesses in the policies identified; however, the strong baseline does lend itself to unique opportunities that the County of Sacramento can avail itself of.

Opportunities

The first opportunity is to expand the existing Civil Rights Advisory Group to be more inclusive of other departments. Currently, the Civil Rights Advisory Group is limited to members of the DHHS and DHA. This excludes members of historically underrepresented communities that work in other departments that could have valuable input on internal DEI operations. This leads to a few potential options for the County of Sacramento to execute on to create a more inclusive space for these discussions. First, the County can leave the structure of the existing combination of DHHS and DHA untouched and create a second group consisting of other offices. The benefit is this structure takes into account the reality that DHHS and DHA are the two offices primarily responsible for the administration of external service offerings which support underrepresented communities Sacramento County has expressed interest in the creation of an equity cabinet which could be a vehicle for employees to offer their experiences with DEI at the County. The final option would be to expand the DHHS and DHA group to include membership of employees beyond DHHS and DHA. The drawback here is that DHHS and DHA have a better handle on the external service delivery piece than most other offices; however, this would require less investment since the Civil Rights Advisory Group has already been officially codified.

Another opportunity that the County of Sacramento could consider is establishing specific supports for members of historically underrepresented communities. This could include one or both of the following programs: Liaison Program and an employee resource group (ERG) program. Several clients that MGT has worked with in the past have implemented a Liaison Program. Essentially a Liaison is a member of or an ally to a historically underrepresented community. The Liaison’s responsibilities and duties are in addition to their primary role of employment; however, if and when there is an issue that a member of their community encounters, the Liaison works as a sympathetic ear and an advisor for the employee. Liaison support could take many forms from reporting harassment, discrimination, or retaliation to discussing the personal impact of actions taken outside of the workplace ie. implementation of new federal laws. MGT also recommends creating formal ERGs for historically underrepresented communities. This has the benefit of creating a space for those in a historically underrepresented group to be able to come together, discuss their experiences, and support each other professionally.

Threats

There are no meaningful active threats to the County of Sacramento's antidiscrimination policy, but there are opportunities to elevate DEI throughout the organization through some restructuring and introduction of new initiatives.

Benefits

Strengths

In regard to benefits, the County goes above and beyond what many peers are offering strengthening DEI in the process. One key element of a strong benefits package from a DEI perspective is the presence of paid parental leave for the birth of a child or adoption. Policy 837 governs the County's paid parental leave and guarantees a regular employee 160 hours (4 standard weeks) of paid parental leave for the birth of a child. This is in addition to the leave offered by FMLA and CFRA. It is unclear whether for the four weeks that are covered by this policy if FMLA or CFRA run concurrent with the four weeks or run subsequent to one another. Closely tied to paid parental leave is the existence of a lactation break policy. Policy 881 governs these policies which states that employees can use regular breaks to express milk. These policies are crucial to closing the wage gap as these types of accommodations make returning to work with a new child at home more viable.

In addition to paid parental leave, the County also offers its employees gender-affirming care through their ACA compliant plan. ACA compliant plans cover a number of different services including a number of gender-affirming surgeries, hormone replacement therapy (HRT), and a number of other healthcare options geared towards people who identify as gender nonconforming. These types of benefits are important to creating an equitable environment and could be leveraged to attract more trans and nonbinary people to the County.

Weaknesses

The biggest weakness of an otherwise very strong benefits package is the limited amount of paid parental leave. Currently, the total amount of paid parental leave is 160 hours or 4 weeks for the birth of a new child or the placement of a child in the care of the employee for the purpose of adoption. While this is admittedly more than most public sector agencies, research has shown that this particular benefit is extremely crucial when discussing how to narrow the wage gap between men and women by increasing the likelihood that women return to work after childbirth. According to a 2021 report by the Bipartisan Policy Center, paid leave increased the likelihood of female employment one year after childbirth by 23%. Similarly, the same report found that women who take paid family leave after giving birth are 40% more likely to return to work.⁵ Another study conducted on the by the Federal Reserve on New Jersey's Family Leave Insurance (FLI) plan found that increased payments through the FLI program were directly correlated with a smaller wage gap in the observed county⁶. Closely tied to maternity leave are subsidies for childcare and eldercare. According to the Center for American Progress, families with children under the age of 4 spend 10% of their monthly income on childcare. For single parents, this number climbs to

⁵ Gitis, Ben *Paid Family Leave Can Help Close the Gender Pay Gap* Bipartisan Policy Center Mar. 24, 2021

⁶ Tito, Maria *Maternity Leave and the Gender Wage Gap: An Analysis of New Jersey Family Leave Insurance* Board of Governors of the Federal Reserve System August 17, 2016.

15%.⁷ This has the potential to disproportionately impact the most vulnerable people and could be remedied by employer intervention. This could take many forms including a matching program that reimburses childcare costs, beyond FSA limitations, or onsite daycare for employees.

Opportunities

There are two key opportunities to strengthen the benefits that are currently offered by the County. A 2017 paper published by New America, a respected think tank, in conjunction with Better Life Labs determined that maternity leave less than 11 weeks does not meet basic maternal needs. In fact, the paper cites another study that indicated that children whose parents returned to full time employment prior to 12 weeks have an increase in problem behaviors and poorer language development by ages 3-4.⁸ The current paid time off that the County offers only represents 4 weeks which is not a significant recovery period. According to the same report referenced above, it takes six weeks after birth for internal organs to return to a nonreproductive state. This means that the County offers paid time off for less time than it takes the body to return to a prebirth state. Therefore, MGT would recommend expanding the paid parental leave policy to capture 12 weeks of paid leave. This is about half the amount of leave that is recommended to meet basic maternal needs and less than half of the global average of paid parental leave⁹. Therefore, MGT recommends expanding the paid parental leave program to cover at minimum 12 weeks of paid parental leave for parents that have recently given birth or adopted a child.

Threats

There are no significant threats related to DEI that MGT identified in the County of Sacramento's benefits program.

Harassment and Retaliation

Strengths

As mentioned before in this report, the County's Policy 601 governs the discrimination and harassment policies for the County. The County has a strong definition of harassment and sexual harassment coupled with specific examples of each. The County also has enumerated specific protections from retaliation in multiple places. This type of strong antiharassment policy coupled with examples is best practice in ensuring a harassment free workplace, which is crucial to creating an equitable and inclusive environment. Sacramento County has also provided MGT with a copy of its 'Conducting Workplace Investigations' resource guide. This resource guide is comprehensive and addresses many of the key elements of an effective harassment investigation; however, the information in the investigations guide is absent from the policies or employee handbook. These documents should be brought into alignment to ensure employees are aware of the procedures and can be confident that if the need arises their complaints will be taken seriously.

⁷ Malik, Rasheed *Working Families Are Spending Big Money on Child Care* June 20, 2019.

⁸ [Schulte, Brigid; Stout, Brian; Moyer, Jonathan *Paid Family Leave: How Much Time Is Enough?* New America in conjunction with Life Labs 2017.](#)

⁹ Miller, Claire Cain *The World 'Has Found a Way to Do This'* The New York Times October 25, 2021

Weaknesses

There are three key weaknesses related to the Harassment and Retaliation policy as it exists. First is in the definition of retaliation. The current definition of retaliation states that the County will take reasonable measures to ensure that there is no retaliation against an individual who files a complaint. This definition does not include practical steps to ensure the immediate cessation of the alleged harassment, nor does it offer examples of behaviors that would constitute harassment. This section could be expanded to include these details. In addition, the investigative procedures enumerated in this policy amount to a statement that the County will investigate and take appropriate action. The policy does not speak to how the County will ensure a just outcome and does not report how this outcome will be achieved. Without these specifics, someone experiencing discrimination, harassment, or retaliation may not feel empowered to report as many organizations without strong investigative standards will end up protecting perpetrators instead of routing them out. In this situation, employees would be much less likely to stay in an environment they do not feel safe in which could negatively impact gender diversity within the County. Finally, there is no separative remedy for individuals who make a complaint against someone else they work closely with in order to protect their safety and prevent conscious or implied retaliation. This is a best practice provided by the Workplace Investigations Manual but is not actually codified into policy. This highlights why bringing the Investigations Manual and workplace policies into alignment is so crucial.

Opportunities

MGT recommends addressing the two key weaknesses by both expanding the investigative procedures for harassment and retaliation and expanding the definition of retaliation. The investigative procedure milestones and policies outlined in the Conducting Workplace Investigations manual should be enumerated in the policies. This should include employee feedback and interviews with interested parties and witnesses. The definition of retaliation could be expanded to include examples of behaviors that constitute retaliation. An example of this expanded policy is offered below.

Definition of Retaliation

Retaliation means adverse conduct taken because an individual reported an actual or perceived violation of this policy, opposed practices prohibited by this policy or participated in the reporting and investigation process described below. “Adverse conduct” includes but is not limited to:

- ◆ any action that would discourage an employee from reporting sexual harassment or retaliation;
- ◆ shunning and avoiding an individual who reports sexual harassment or retaliation;
- ◆ express or implied threats or intimidation intended to prevent an individual from reporting sexual harassment or retaliation; and
- ◆ denying employment benefits because an applicant or employee reported or encouraged another employee to report sexual harassment or retaliation or participated in the reporting and investigation process described below.

For example, sexual harassment and retaliation against an individual because the individual filed a complaint of sexual harassment or because an individual aided, assisted or testified in an investigation or proceeding involving a complaint of sexual harassment are unlawful.

Threats

There are no immediate threats to the harassment and retaliation policies; however, ensuring alignment between the investigative procedures and the actual policies is a crucial step to ensuring the effective and equitable adjudication of harassment complaints.

Good Faith Efforts

Strengths

Sacramento County has demonstrated good faith efforts in several different facets of DEI. Typically, MGT looks to establish good faith efforts by reviewing the language used by a municipality within the documents we receive. The County's policies use gender-neutral language throughout the bulk of the documents and avoids using gendered terms like "his/her." While the policies and procedures are fairly straightforward, the County does a good job including definitions for many of the sections which offers clarity for terms that might not be readily understood by an employee without much HR experience.

In addition, to the above stated good-faith efforts, MGT received three different training PowerPoint documents related to DEI that appear to have been implemented in the County. The trainings speak to cultural awareness and identifying personal biases, mitigating implicit bias, and building a culturally competent workforce. These trainings demonstrate an understanding by the County of how unconscious bias can create inequities in the delivery of critical services. Encouraging employees to investigate their biases is a very strong starting point to beginning to break-down systemic inequities within a government organization.

Weaknesses

There are very few weaknesses when it comes to Sacramento County demonstrating good faith in its DEI efforts. While the County largely uses gender neutral terms, there are still instances of the use of "his/her" terms. The DCFAS documents also contain some of this language as well. Instances of "his/her" language should be eliminated as it reinforces the notion of gender as a binary as opposed to a spectrum, which is the current norm in DEI practice.

Opportunities

There are two key opportunities afforded the County as it relates to the demonstration of good faith efforts. As mentioned already, the County should consider the creation of an employee handbook using common-person language in order to ensure understanding of the County policies. Additionally, the County should consider additional training that is tailored to specific departments and the work executed within them. Systemic oppression as a result of bias or specific departmental policies and procedures will vary wildly between departments. For example, the Sheriff's department has a specific set of histories, mission, and values that help determine how it operates. This modus operandi is vastly different than the histories, mission, and values of the Health and Human Services department. Based on the service delivery nature of both these departments, they could be contributing systemic inequities, but the training to address this would be very different in these cases. While the generalized trainings around unconscious bias are a strong place to start, more trainings aimed at specific departments is likely warranted based on the size and scale of the County.

Threats

There are no significant threats related to DEI that MGT identified in the County's good faith efforts.

Department of Child, Family, and Adult Services

In addition to the standard internal policies that MGT typically reviews, the County also requested that MGT review specific department policies. MGT requested documents from several agencies, but only received policies from the Department of Child, Family, and Adult Services (DCFAS). The DCFAS has been incredibly responsive to MGT's request for documentation and was transparent and responsive to all our requests for information. As a result of this ongoing transparency, MGT and DCFAS identified the following documents as critical to our review:

TABLE 2-4. DOCUMENTS REVIEWED FOR DCFAS REVIEW

INDEX	DESCRIPTION
1	Intake Criteria
2	Investigating Reports of Self Neglect
3	Disproportionality and Disparity Report
4	Drug Tests
5	Emergency Response Investigation
6	Needs Assessment and Time Guidelines
7	Screening and Processing of Reports Made
8	Visitation for Children in Post Detention

Strengths

To its credit, the DCFAS has already held an internal review of the impact of the delivery of crucial community services. The Disproportionality and Disparity Report assessed key findings within the Sacramento County Child Population, Child Welfare Program, placement trends, exit to permanency outcomes, referrals analysis, and child abuse and neglect fatalities. Understanding how disparities exist in each of these service delivery pillars is crucial to assessing and addressing any potential systemic policy failings. Additionally, this appears to not be the first report of its kind undertaken by the County with the current FY 19-20 report frequently referencing a prior FY 13-14 report. MGT made note of five key findings in this report:

- Black Children in the general child population had the highest allegation rate per 1,000 children among other race/ethnic groups
- Non-white children are still more likely to be assessed to need an immediate response
- Investigated allegations and entry into foster care decreased for all race/ethnic groups. However, Black and Latino children had the lowest percent change decrease, while Native American Children and white children had the highest percent change decrease
- Black children tend to have the lowest percentage in Kin placement among subgroups, except for Native American Children, in FY 19-20. Also, Black children have the highest percentage of children in a congregate care placement among all subgroups

- White children tend to have a higher percentage of exit to adoption than Black children and Latino children

What these findings indicate is that non-white children are marginally more likely to be impacted by DCFAS, but outcomes such as placement and exit to permanency result in major disparities. California is a unique state in that it is one of nine states that has county administered child welfare services as opposed to state run services. The Disproportionality and Disparity Report suggests that while there is some semblance of equity in the reporting, investigating, and referral services provided by DCFAS, the process of facilitating a child's progression through post-referral services appears to result in inequitable outcomes.

The Intake Criteria contains a well-defined list of circumstances that the DCFAS and County have an interest prohibiting, namely abuse of children and elders. The list of intake criteria is clear but does allow room for broad interpretation. The investigative procedures ensure that the application of these policies is applied in an equitable manner. Another strong policy is the Alcohol and Other Drug Testing Assessments and Referrals policy. This policy establishes that when a person's drug test returns positive the social worker in charge must consult with a supervisor to establish the impact to the child or elder and make a decision regarding public safety from there. Having multiple people involved in the decision-making process helps eliminate bias from the subsequent decisions.

Weaknesses

In addition to the strong policies referenced above, MGT identified a few weaknesses in the Alcohol and Other Drug Testing assessment and referrals policy. This policy is generally strong, but there are a few weaknesses in it that could be addressed by DCFAS. First, the social worker assessment portion of the document offers a list of behaviors and appearances associated with substance use. While it is noted that this list is intended to be used in conjunction with further contextual understanding, many of the symptoms presented could be related to physical disabilities, or other contributing factors. For example, slurred or rapid speech could be related to a speech impediment, uneven gait could be related to a number of physical disabilities, and excessive or rapid movements could lead to the investigation of a person living with Tourette's syndrome. While any one case likely has enough context to establish any of these disabilities as pre-existing, it is important to highlight that white communities historically are approached with more of a benefit of doubt than communities of color. Additionally, this policy does not address an approach to cannabis as it relates to testing requirements. Cannabis is a unique substance that is legal for recreational use in the State of California but is still under strict federal prohibition rated a Schedule I substance by the FDA (the most stringent designation possible). Regulators are still determining how to ensure compliance with conflicting state and local policies. The policies contained here do not address if, how, or when the DCFAS will test for cannabis use and what the results of testing positive for cannabis use would entail. Given the conflict between state and federal policies, leaving this up to the discretion of the social worker could result in the introduction of bias into these procedures.

Opportunities

Overall, there are clear disparities in the DCFAS with both intakes and outcomes for children. Based on MGT's limited scope for review of the information, it is unclear whether policy, practice, bias, systemic racism, or all the above are contributing to these disparities. The policies investigated do not elucidate the root causes of these disparities, and MGT would recommend the commission of a root-cause analysis focused on what drives the outcomes of children referred to DCFAS. While there were some weaknesses

in the policies submitted to MGT and could be addressed, these weaknesses are likely not the driving force behind the disparities that are present in DCFAS.

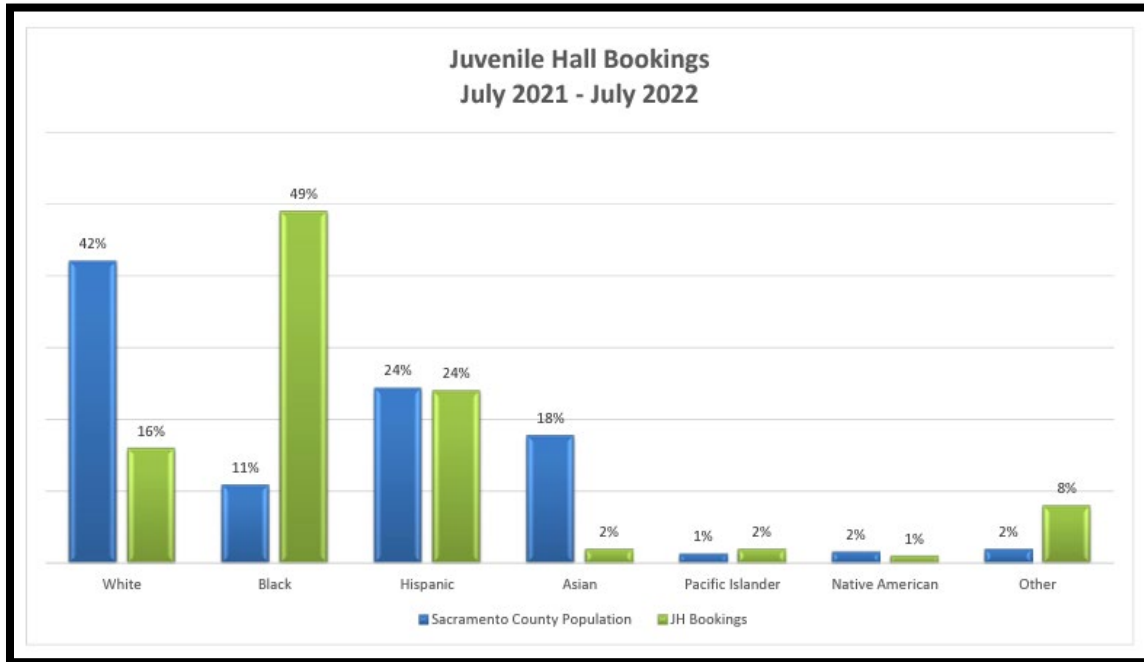
Threats

Because the State of California is a state that delegates administration of child welfare services onto the county, the responsibility for eliminating inequities in the child welfare process fall squarely on the shoulders of the County. The disparity index indicates that Black children are 2.9 times more likely to have allegations as White children. Further, as it relates to immediate response investigations, Black children are 8% more likely to experience these types of investigations as compared to their White peers. This demonstrates disparities at the outset of child welfare involvement. Black Children are 4.5% more likely than their white peers to exit foster-care into guardianship, but their White peers are significantly more likely to be adopted and are also more likely to be discharged to permanency within 12 months. Overall, there seems to be some disparities within the intake and outcomes of the DCFAS system. Based on the limited documentation of policies MGT received, we're unable to determine what policies or procedures currently contribute to this reality.

Department of Probation – Division of Youth Detention Facility

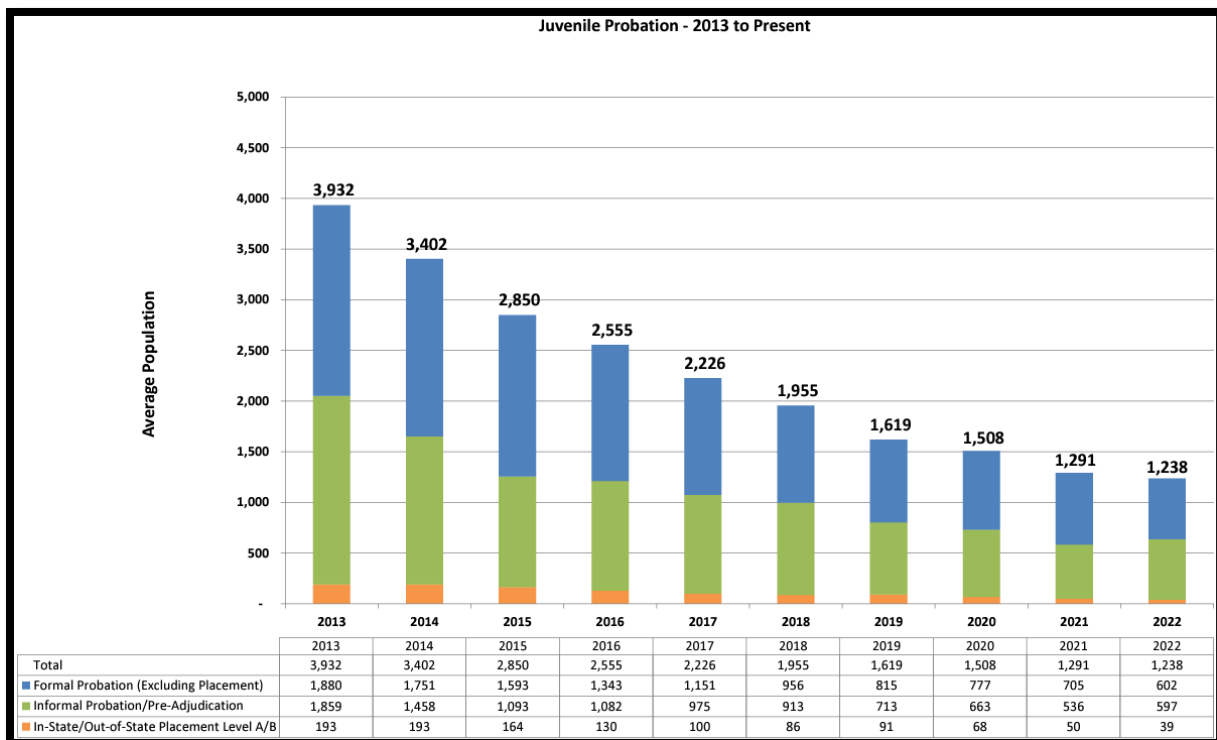
Sacramento County's Youth Detention Facilities (YDF) came to MGT and volunteered information for a review of several of their policies as it relates to DEI topics. As with the DCFAS, YDF was incredibly forthcoming and transparent with their policies and procedures. The policies do not represent intake criteria, but the policies govern employee conduct after a child has been placed in the custody of YDF. MGT would be remiss not to point out that there are clear racial disparities in the intake of children into YDF as evidenced in Sacramento County's reporting of Juvenile Hall Booking Statistics between July 2021 through July 2022. It is critical to again note that these intakes are not int the control of YDF, but are referred by other departments and includes a number of different entry points. According to the County's statistics, African American children account for 11% of the total youth population of the County but represent 49% of incarcerated children in the area. However, while there are clear disparities, the average population of Juvenile Probation has steadily declined by 69% over the last ten years which does represent large strides at finding alternative paths to probation and placement in a state facility.

FIGURE 2-1: JUVENILE HALL BOOKING STATISTICS



Source: Sacramento County Probation Office

FIGURE 2-2: JUVENILE PROBATION



MGT was offered a total of six policies to review in relation to YDF policies. These policies range from appointment and training of staff to protection of trans-youth and religious freedom. The specific documents reviewed are itemized in **Table 2-5** below. Additionally, MGT identified another four documents of interest that include further information on LGBTQIA+ youth in detention, youth with developmental disabilities, and the policies governing ‘room confinement.’

Room confinement is a tricky issue as it approaches and could be viewed as a form of ‘solitary confinement’. MGT bases its definition of ‘solitary confinement’ on the psychoanalytical research conducted on this topic. According to the Vera Institute for Justice “Whatever the label, the experience for the person is the same – confinement in an isolated cell (alone or with a cellmate) for an average of 23 hours a day with limited human interaction, little constructive activity, and in an environment that ensures maximum control over the individual.¹⁰” The YDF is bound by the California Code, Welfare and Institutions Code (WIC) Section 208.3 which defines ‘room confinement’ as “(3) Room confinement means the placement of a minor or ward in a locked sleeping room or cell with minimal or no contact with persons other than correctional facility staff and attorneys. Room confinement does not include confinement of a minor or ward in a single-person room or cell for brief periods of locked room confinement necessary for required institutional operations.” This law comes with several caveats as well. Room confinement is only used after other less extreme options have been exhausted, it cannot be used as a means of punishment or for convenience and cannot be used if it compromises the mental or physical health of the minor. Additionally, room confinement without special authorization can only last 4 hours but may be extended if there is documented reason for the basis of the extension, development of a plan to reintegrate the minor into the general population and obtaining authorization from the facility superintendent or their designee every additional four hours beyond the initial stint. All these safeguards are strong, and while the policy does not guarantee a state of solitary confinement, it potentially results in this reality. WIC 208.3 establishes that a minor in room confinement is limited in human interaction and kept in a solitary or near solitary state for the duration of the confinement; however, it likely does not meet the 24-hour threshold to be considered solitary confinement. That being said, there is a world where an individual, for whatever confluence of reasons, is confined to their room for more than 24 hours. This would cross the line from room confinement and rise to the definition of solitary confinement. Throughout the following section, MGT uses the terms room confinement to mean individuals that do not cross this 24-hour threshold and solitary confinement to mean situations where room confinement extends beyond the 24 hour period.

TABLE 2-5. DOCUMENTS REVIEWED FOR YDF REVIEW

INDEX	DESCRIPTION
1	Title XV 1320 Appointment and Qualifications
2	Title XV 1322 Training and Staff Development
3	Title XV 1324(k) Non-Discrimination Provision
4	Title XV 1350.5 Screen for Sex Abuse
5	Title XV 1352.5 Transgender & Intersex

¹⁰ [Shames, Alison; Wilcox, Jessa; Subramanian, Ram Solitary Confinement: Common Misconceptions and Emerging Safe Alternates. Vera Institute of Justice, 2015](#)

6	Title XV 1372 Religious Program
7	Lesbian, Gay, Bisexual, Transgender, Intersex or Gender Non-Conforming Youth
8	Title XV Section 1354.5 Room Confinement
9	Title XV 1418 Youth with Developmental Disabilities
10	Title XV 1453 Sexual Assault

These documents represent an overview of key areas where DEI may be lacking in YDF; however, the reality is that the written policies and application of the same can vary widely and impact different populations in a disparate manner. MGT's current review offers an initial look at YDF and criminal justice in the County but should not be considered a complete and comprehensive review.

Strengths

Overall, there are a few key strengths that YDF has illustrated in the policies reviewed. The clearest strength is that there is obvious consideration for LGBTQIA+ youth and a commitment to equitable and respectful treatment of individuals who are gender non-conforming or transgender. There are multiple documents that govern the proper way of interacting with youth from the LGBTQIA+ community and most of these policies are appropriate. These policies are also closely tied to the prevention of sexual abuse from County employees and other youth inmates. The County has a particular interest in ensuring that all youth in detention are kept safe. The special care paid to how trans and intersex youth could be uniquely impacted by their surroundings demonstrates a level of understanding of these issues and should be commended. Further, the structure of the room confinement policy is explicitly designed to consider the potential impact to an individual with an express focus on mental and physical health.

Since 2014 and beyond, YDF have taken part and volunteered information in a number of studies which have clearly resulted in a decrease in the intake of juveniles in the YDF system. Figure 2-2 highlights the fact that after 2014 numbers of juveniles under probation began to aggressively decline. In May 2014, the Haywood Burns Institute issued a summary report on the Disproportionate Minority Contact–Technical Assistance Project. The study found that this project was the first of its kind and that prior “No county possessed the capacity to collect, analyze and examine data on a level that could show where and how disparities existed. Improved data capacity and understanding of data will allow counties to monitor their progress and continue to re-focus on those areas with the most severe racial and ethnic disparities.”¹¹

The 2014 report was followed up by another study released on May 29, 2020 by The Carey Group investigating potential alternatives to jail. The report found that Sacramento has a number of strengths that “include a commitment to excellence by criminal justice stakeholders, the establishment and operation of a collaborative criminal justice planning groups, a broad continuum of correctional response...”¹² and a number of other factors. Additionally, The Carey Group made six critical recommendations designed to help facilitate further alternatives to jail including: Adoption of a systematic approach to criminal justice planning, a focus on pretrial, adoption of a universal risk screening process, expanding currently successful diversion programs, increasing support services, and supporting continuing education. While it is unclear what, if any, of these recommendations were implemented, this

¹¹ [Disproportionate Minority Contact-Technical Assistance Project \(DMC-TAP\) Summary Report W. Haywood Burns Institute May, 2014](#)

¹² [Carey, Mark; Burke, Susan Sacramento County Consultant Report on Jail Alternatives The Carey Group May 29, 2020.](#)

study demonstrates that there is an effort to continue to decrease incarceration rates while increasing alternatives to jail.

Overall, Sacramento County has either been audited or commissioned reports on equity in criminal justice at least six times in the last ten years. These system reviews have been conducted by several sources including academic institutions, private consultants, and detention experts. While it is unclear which of the recommendations from these reviews have been implemented, this demonstrates an overall ethic concerned with decreasing the prison population and finding meaningful alternatives to jail that do not compromise public safety. This reflects well on the YDF as they have specifically been studied and demonstrated progress in this regard as is evidenced in Figure 2-2 of this report.

Weaknesses

The biggest concern MGT identified is the disparity between Black and Hispanic Youth bookings compared with youth from other demographics. As has been noted this is not exclusively under the purview of YDF and likely results from several external factors related to the juvenile justice process. While there have been several studies commissioned for the YDF and the criminal justice system as a whole, these disparities unfortunately continue to persist even as the overall rates of youth incarceration continue to decline.

A concern MGT identified regarding YDF policies specifically is the implementation of ‘Extended Room Confinement’, which is interpreted as ‘solitary confinement’ as expressed above. This section specifically addresses extended confinement and not short-term confinement defined as less than 24 hours. The Prison Policy Initiative defines ‘Solitary Confinement’ as *Confinement in an isolated cell (alone or with a cellmate) for an average of 23 hours a day with limited human interaction, little constructive activity, and in an environment that ensures maximum control over the individual.*¹³ Over the last decade research has revealed that solitary confinement has long-lasting negative impacts including shortened lives¹⁴. According to the Wright Institute, while people in solitary confinement comprise only 6-8% of the total prison population, they account for approximately half of those that die by suicide.¹⁵

On November 20, 1989, the United Nations ratified the Convention on the Rights of the Child and to date the United States is the only UN Member State that has not ratified this treaty. This treaty was expanded in 1990 under the United Nations Rules for the Protection of Juveniles Deprived of their Liberty (PJDL). The PJDL explicitly prohibits the use of *All disciplinary measures constituting cruel, inhuman or degrading treatment [...] including corporal punishment, placement in a dark cell, closed or solitary confinement or any other punishment that may compromise the physical or mental health of the juvenile concerned.*¹⁶ While this international law is not ratified for the United States, it demonstrates that the use of segregated housing for juvenile offenders is seen as a violation of human rights at an international level.

¹³ [Shames et al, 2015](#)

¹⁴ [Herring, Tiana The Research is Clear: Solitary Confinement Causes long-lasting harm. Prison Policy Initiative December 8, 2020.](#)

¹⁵ [Kupers, Terry A. What to do With the Survivors: Coping with the Long-Term Effects of Isolated Confinement. Criminal Justice and Behavior Vol. 35 No 8 August 2008](#)

¹⁶ [United Nations Rules for the Protection of Juveniles Deprived of Their Liberty 14 December, 1990.](#)

Opportunities

Overall, MGT sees a key opportunity for YDF based on the information received and further identified. First, MGT suggests commissioning an independent Disproportionate Minority Impact Study on the Criminal Justice System in Sacramento County. There are evident disparities in the populations represented within YDF, and this likely betrays a systemic issue within the County that should be addressed. This is likely due to upstream effects as YDF neither detains nor tries juvenile offenders. As such, this study should be representative of the entirety of the juvenile justice system and not focused on any specific department. Further the study should be conducted by an objective third party and should not be a self-audit conducted by County Staff to preserve objectivity. Additionally, it could be beneficial to conduct this in conjunction with the Sacramento County Office of Education as an investigation into the school to prison pipeline. Ultimately, In Sacramento County, the overrepresentation of African American youth in YDF is 10% higher than the national average. According to the Prison Policy Initiative, African Americans make up 13% of the US population and 40% of incarcerated individuals in the United States.¹⁷ For comparison, only 11% of the youth in Sacramento County are African American while they make up 49% of the youth prison population.

As detailed in the strengths section of this review, Sacramento County as a whole and YDF in particular has undergone several studies and implemented recommendations related to alternatives to jail as well as a number of studies resulting in reforms that addressed warrants, court reminders, crossover youth, trafficked youth etc. For the YDF these have led to significant reductions in the youth incarceration rates. Instead of a seventh investigation into the criminal justice system of Sacramento County, MGT recommends a study into the material conditions and upstream effects leading to disproportionate levels of incarceration specifically among African American and Hispanic Youth. This type of study could be used to help leverage existing diversion policies and programs to result in less incarceration and a decrease in the disparities of incarcerated populations. Finally, the County was one of the first organizations to implement data tracking that allowed the measurement of disparities in incarceration. If not already implemented, it could be beneficial for YDF to track data around room confinement to determine if there are disparities between groups that experience room confinement. Additionally, if there is a potential that room confinement for an individual could last over 24 hours, it would be helpful to consider additional oversight beyond the superintendent of the facility, and consider a review board consisting of the superintendent, healthcare provider, and psychiatric care provider all signing off on the extension of room confinement beyond 24 hours.

Threats

This opportunity is meant to address clear threats to DEI within YDF and the broader Sacramento Criminal Justice System. The disparities in the population do not represent a threat, but potentially represents ongoing harm to the African American and Hispanic communities within the County and by extension the broader community. It is probable that these communities are being overpoliced and over sentenced resulting in the disparities that have been recorded. Again, this is likely not an issue related to any single department, but a larger systemic gap. A further study is recommended in order to identify specifically how institutionalized racism is impacting minorities within the County. Further, the use of extended room

¹⁷ [Sakala, Leah Breaking Down Mass Incarceration in the 2010 Census: State-by-State Incarceration Rates by Race/Ethnicity Prison Policy Initiative May 28, 2014.](#)

confinement of youth could pose a threat to the human rights of all youth detained in Sacramento's YDF if they are being held for over 24 hours.

2.4 Policy Analysis Summary and Suggestions

2.4.1 Rubric Results

The County scored an average score on the rubric of 6.2/9. The codification of the investigative procedures in its own manual is not commonplace among MGT's clients. Similarly, the level of attention spent on codifying hiring practices goes well above and beyond the expected status quo for county governments. While Sacramento County should be justly lauded for its work in many of these areas, it is helpful to review the specific that could be elevated to better incorporate DEI into all activities of the county.

2.4.2 Policy Suggestions

- ❖ **Expand Opportunities for contractors and temps to become full time employees**
While there are some procedures in place to bring on temporary workers into full employment, the County should consider expanding these privileges, such as competitive advantage to placement on the eligibility lists while under contract.
- ❖ **Ensure performance review standardization**
The County invested a significant amount of time and energy to help eliminate bias from the hiring process by creating a best practice manual. Similar care should be taken in the standardization of performance review and promotion standards to ensure that bias is eliminated from these crucial advancement opportunities
- ❖ **Codify Support Networks for Historically Underrepresented Communities**
The County should consider codification of support networks like ERGs or other opportunities for historically underrepresented communities to come together and offer professional and personal support.
- ❖ **Expand paid parental leave**
While the County of Sacramento offers 4 weeks paid parental leave, this does not meet the minimum recommended time-off for new parents as expressed earlier in this report. MGT suggests increasing this paid time-off to a minimum of 12 weeks for new parents.
- ❖ **Injunctive remedies explicitly codified**
As was mentioned in the analysis of the harassment reporting policies under the SWOT analysis, no immediate injunctive relief is available to victims of assault or harassment. By 'injunctive remedy' MGT is specifically referring to the codification of the Immediate Response/Interim Action section of the Conducting Workplace Investigation Handbook. Nonintervention during the investigative phase could potentially open the claimant to harassment and retaliation. To avoid this, MGT always recommends including a remedy separating the claimant and alleged perpetrator when they work closely.
- ❖ **Expanded codified definition of retaliation**
MGT recommends expanding the definition of retaliation to include specific examples and to

address the realities of ‘shunning’ and other behavior that may not readily seem like explicit retaliation.

The County has demonstrated a commitment to the principles of DEI within the HR documentation identified for this review. While the County has clearly incorporated principles of DEI within the documentation provided there are some overarching concerns that should be addressed and may be barriers to the County’s DEI goals. Many of the documents involved in this review use gender neutral language while others fail to do so. For example, the Screening and Processing of Reports made to Emergency Response Intake and Emergency Response Investigation Policy and Process both use gendered language. Additionally, the County’s policies have a lack of continued training especially as it relates to anti-harassment and nondiscrimination (it is noted there are initial onboarding training, but no continued training). In general, organizations most successful with their DEI practices include regularly scheduled training related to these topics. This not only guarantees that staff are appropriately trained on responding to harassment and discrimination, but it also helps ensure that staff are on the same page with the definition and remedies for harassment and discrimination.

Systemic inequality or institutional inequality refers to the propagation of facially race neutral policies which end up uniquely targeting specific - always minority - populations. This systemic inequality is often propagated by existing institutional policies from local governments to the national level. One key factor to any DEI review is to ensure that any systemic inequalities are identified and addressed in a manner that not only ceases the propagation of inequality, but also repairs the damage done to communities. Based on the documents provided by the County, there is no current ongoing systemic oppression of individuals in the County workforce. However, the DCFAS documentation received does suggest, but in no way definitively concludes, that there are some ongoing systemic issues in the administration of the child-welfare program. These conclusions are limited scope of MGT’s review of DCFAS documents. These findings do not necessarily mean that institutional oppression does not exist within the County, but that within the limited scope of the HR policies used for internal governance of the County staff there is no evidence to suggest the propagation of systematic inequalities.

3. Stakeholder Feedback on the Equity Cabinet Resolution

3.1 Introduction

MGT held two listening sessions with leaders of various Community Based Organization (CBO) in Sacramento seeking input on the resolution to create an equity cabinet for the County of Sacramento. The CBO conversations were attended by 27 people including a participant who shared their feedback via email. Those who participated in the CBO focus groups were prompted with the following questions:

- ▶ What work should the Equity Cabinet focus on?
- ▶ How would you define success for the work of the Equity Cabinet?
- ▶ What type of staff should be on the Equity Cabinet?
- ▶ How should the Equity Cabinet engage the community on DEI-related issues?
- ▶ Does the community desire creating a community taskforce to work with the Equity Cabinet?
- ▶ What feedback do you want to share regarding the state of DEI in Sacramento County?

In addition to the community meetings, MGT also hosted 8 staff focus groups to solicit opinions on a number of topics including the makeup and scope of the proposed Equity Cabinet (this was posed to participants in 7 of the 8 staff focus group conversations). The focus groups were attended by 101 participants across a multiplicity of departments, collectively representing various races, genders, ethnicities, abilities, and positions. MGT explained to participants that the County is actively designing an Equity Cabinet to champion continued DEI work and to implement the recommendations of this Equity Audit. Participants across all focus groups were asked three key questions:

- ▶ What should be the focus of the Equity Cabinet?
- ▶ After our community engagement, members of the community have expressed a desire to be included in the Equity Cabinet, should community members be a part of the Equity Cabinet?
 - If community members serve on the Equity Cabinet, should they serve jointly, or should there be two separate groups for staff and community members?

The following sections highlight feedback from each of these stakeholder groups as well as recommendations for consideration for the Equity Cabinet resolution.

3.2 Feedback from Community Based Organization Leaders

Many CBO leaders voiced concern that the Equity Cabinet lacks a clear goal and needs more details laid out for it to be successful. One common argument made during the meetings was the importance of the County needing to define “equity”. Many participants did not know what equity is or had their own ideas about how equity should be applied to a community. As noted by some attendees, equity and equality

are often not the same thing and even when those terms are understood, different organizations often apply different meaning to each.

- ❖ “There must be an agreed definition about equity. If it means different things to County management versus cabinet members, then there will not be actionable results.”

CBO leaders recommended that one of the Equity Cabinet’s first steps must be to decide on a mutual definition for “equity” and how it will be applied within the scope of their work.

- ❖ *There needs to be a shared definition of equity which is understood by cabinet members, and it must be communicated externally. People need to be on the same page of what equity is and how it’s applied. This may require training. Potential cabinet members should be required to participate in this training.*

Another key concern was the level of authenticity that this new cabinet would offer. Many community members were concerned that the Equity Cabinet would become performative in nature or only serve as a mouthpiece without enacting any material change.

- ❖ *This isn’t the first time the County has asked for assistance and not taken things seriously. Racism was declared a public health problem, but County actions are contrary to this. It’s very clear that community feedback isn’t taken seriously and that advisory boards are ignored. Budgets and policy decisions are contrary to what these boards vote on. This Equity Cabinet needs to be structured differently and there needs to be accountability on following through on input. The Cabinet should include staff and community members integrated.*
- ❖ *“We need to make a concerted effort and focus on accountability rather than checking a box. There needs to be identification of areas that improved and which ones didn’t improve. Otherwise, this will just be another fad that dies.”*
- ❖ *“Actions need to be sustainable and repeatable, not just one-time events that are celebrated for one year. The County’s lack of strong policies that allow for inequality within services and communities needs to be addressed to have real, meaningful, worthwhile effort for people to contribute to.”*
- ❖ *The cabinet should focus on equity – but it needs to be said that previous policies that cause inequity should be identified. There are current policies in place that cause harm. The Cabinet needs to retroactively fix those policies and suggest new and innovative changes.*

Finally, participants agreed that membership of the Equity Cabinet must be considered carefully. Many community leaders identified that if cabinet membership only includes County staff, then their interests may not align with that of the community it serves.

- ❖ *“During Covid, public health didn’t even think to translate the guidelines to Spanish or any other language that people speak here. There’s a huge disconnect between leadership and the greater community. Why didn’t they think to translate any Covid guidelines and procedures? It doesn’t sound like the community is part of this.”*
- ❖ *“We know there are leaders who want to make change and community pressure and/or support helps make that change real. Sometimes those advocates make real change happen. Leaders need community support as much as the community needs County leaders to enact change.”*

Community leaders suggested that the cabinet not only include community membership and support, but that there is full transparency about who is selected and why.

- ❖ *Staff members and community members must work together because community members are not afraid of internal retaliation, and not beholden to a paycheck. There's a need for safety in the room to speak freely. Part of this involves who makes the appointment and sharing how the selections are made. This will affect how freely people can speak in this space.*
- ❖ *"We need to be aware of the effect management has on the Cabinet members. The Cabinet needs codified protections in place."*

There was a lot of desire for change voiced by CBO leaders that provided feedback. Many community leaders are ready to help find solutions to systemic problems the County faces. However, in order for the County to foster good-will between itself and the community, the County must be willing to identify problems and pain it has caused and apologize to the community. After which, the Equity Cabinet should identify potential collaborators and work directly with them.

- ❖ *"[There should be] nothing about us without us' 50% of the Cabinet must be represented by community."*
- ❖ *"I want to echo the sentiment from earlier about the importance of keeping the Cabinet diverse. It needs the input from community members to understand the various issues they face."*
- ❖ *"This should start with an honest and intentional apology."*
- ❖ *"Acknowledgement of wrongdoing is the first step of rebuilding trust and will bring community groups to the table to move forward. Reconciliation councils exist around the world, and it provides opportunities to move forward."*

The Equity Cabinet is seen as a desirable idea by those that attended the two sessions; however, CBO leaders warned that it cannot be a powerless microphone. The County should consider what its members, collaborators and stakeholders have to say. There should be full transparency regarding budgets and what information the cabinet has and acts on. The cabinet should include people from different communities and socio-economic statuses in addition to County staff so they can support each other. Additionally, each member must have equal voice and influence. The County should also consider compensating cabinet members for their time. With the combined power of the community and the County, the Equity Cabinet has the potential to allow space for hard conversations and create real meaningful change.

- ❖ *"[The County needs to] acknowledge the hurt and trauma delt to the community by the County and identify actionable steps to remediate them. Include community input and outreach to build trust between the County and the Cabinet. Active engagement between community and the County."*
- ❖ *"There should be specificity and measurable outcomes declared at a high level. A charged statement to set a straight agenda. That way work won't be repeated over and over."*

3.3 Feedback from Staff

Employee responses to the two questions regarding the establishment of the Equity Cabinet are mostly in alignment with one another. In response to the question of what the Equity Cabinet should cover, there

was a general consensus that the County should cast as broad a net as possible. This means not simply addressing issues of race, but LGBTQIA+, ability, and socioeconomic class at a minimum. The reason given by employees is that none of these issues exist in a vacuum and they all intersect with each other across different experiences. Addressing only one or two would not meaningfully elevate DEI within the County. Additionally, most staff agreed that the County should open the Equity Cabinet to all staff to apply and not just select those that have DEI subject matter expertise. The reason for this is because staff feel that it is imperative to capture as many opinions as possible, so being interested in advancing DEI should be sufficient. At the same time, MGT would suggest ensuring that there are members on the cabinet that have DEI SME to help guide the conversation.

Employees voiced a number of ideas for the scope of the work that ought to be executed by the Equity Cabinet.

- ❖ Ensure diverse staffing, inclusive promotion, and DEI Training.
- ❖ Track DEI performance metrics and hold the County accountable.
- ❖ Establish and report DEI performance metrics to hold executives and management accountable.
- ❖ Set measurable goals and benchmarks and regularly report back progress at a regular cadence.

When asked about whether the community should be involved in the Equity Cabinet and in what capacity, there were a variety of responses from employees. Generally, most employees feel that the community should be included in the Equity Cabinet as the primary function of the County is to serve the community. Employees were more divided regarding whether or not community members should serve on the same committee as employees or if this should be divided into two separate groups. Those that indicated the groups should be combined suggested that this would best serve inclusion and avoid any tension between the two committees. In contrast, the employees who suggested that there should be two groups indicated that some information might not be relevant or appropriate for the public and could unnecessarily complicate addressing internal issues. While there is no employee consensus on this matter, MGT's perspective tends to agree with the latter. There are some issues, such as HR management, which are strictly internal issues that do not directly impact the community; however, these internal aspects will ultimately impact out to the community as that the County serves the community.

3.4 Recommended Changes to the Resolution

Based on the feedback received from both the community and employee focus groups, MGT has established a set of 6 recommended guidelines for the establishment of the Equity Cabinet:

- ❖ **Establish a clear and concise definition of equity**

Both employees and community members indicated that the County should clearly define diversity, equity, and inclusion. This definition should be as inclusive as possible and should explicitly address issues beyond race and gender, including LGBTQIA+, ability, and class, at a minimum.

- ❖ **Clearly identify who is being centered**

Diversity, by definition, means a multitude of demographic elements are present in a group. However, feedback suggests that when an organization focuses on DEI without identifying the

demographic group that is the primary focus of the work, it leads to confusion, lack of clarity, and can result in people from marginalized groups feeling ignored and forgotten. If the Equity Cabinet resolution is in response to the County declaring “racism a public health crisis”, then it must be clear whether the Equity Cabinet is intended to serve the specific needs of marginalized racial groups or the broad needs of all traditionally underrepresented populations. MGT recommends clear identification of which group or groups are being prioritized in the work of the Equity Cabinet.

❖ **Promote and model ensure organizational and leadership accountability**

The community is concerned with accountability. From the community perspective, nothing was done after the declaration of racism as a public health crisis which was reported as a betrayal of trust. Whether this reflects the internal realities of the County or not, the County should acknowledge the breach of trust so that further actions related to DEI aren’t perceived as performative. MGT recommends regular communication with the public demonstrating how the County is progressing towards its goals and benchmarks. As goals are achieved, MGT recommends continuing to involve the community in developing goals.

❖ **Involve community in the equity cabinet**

Both the employees and the community are strongly in favor of including community members in the Equity Cabinet. The community members indicated that the make-up of the cabinet should include at least 50% community members. The Community also indicated that the selection process and criteria for community members to serve on the cabinet should be made public.

❖ **Separate public and internal arms**

While there is not a clear consensus in the community or by the employees as to whether the Equity Cabinet should be made up of a joint group or two separate entities, MGT recommends creating a cabinet which consists of two groups, one that is made up of employees and another that is comprised of community members. Both groups should regularly come together to ensure alignment, but the majority of operations and deliberations should be split between the two groups which share equal power and access to County leadership and its elected officials.

❖ **Develop specific publicized goals and benchmarks**

The community and employees indicated that there needs to be clearly stated goals and benchmarks for the Equity Cabinet. These goals should be developed by the cabinet itself and should be made available to the public. Additionally, the Equity Cabinet should also include benchmarks toward the specific goals and regularly report to the public how they are progressing.

4. Qualitative Analysis and Feedback

4.1 Methodology

MGT engaged employees primarily through an employee survey and focus groups. MGT conducted a survey of the employee workforce to better understand employees' perceptions of diversity, equity, and inclusion within the County, and how the County is doing in regard to recruiting a diverse workforce. The employee survey was distributed via email and paper forms and was open for 2 weeks. The survey consisted of ten topics via Likert statements and had five open ended questions. MGT collected some general demographic information in order to identify patterns within race, ethnicity, gender or other identities. The Likert statements were grouped into the following categories:

- ◆ DEI Readiness
- ◆ Diversity
- ◆ Inclusion and Belonging
- ◆ Equity and Access
- ◆ Personal Experiences
- ◆ Policies and Procedures
- ◆ Hiring and Recruitment
- ◆ Career Development
- ◆ Your Immediate Supervisor
- ◆ DEI Training

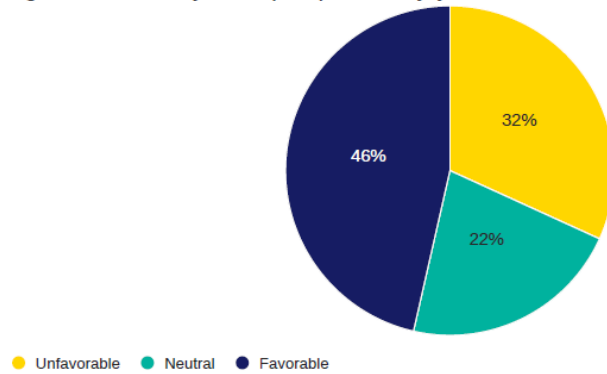
4.2 Employee Survey Results

There were 2,624 employees of the County that participated in the survey, but not every person responded to every question. There was a strong response rate to this survey and is a statistically representative sample at a 95% confidence level with a 5% margin of error. This is a population that volunteered to participate and likely may have stronger opinions on DEI within the County, but it is important to note that this activity coupled with the focus groups provides a strong, valid sense of employee opinions on the current state of DEI within the County. When reading the breakouts by demographic groups, it is also critical that readers understand that each individual can identify as many different and varying identities. For example, an employee could be black, but also male, gay and disabled. To maintain anonymity of the respondents, MGT did not collect intersectional demographics.

The figure below paints the picture of the overall workforces' perceptions on the level of diversity, equity and inclusion readiness within the County. Less than half of participants answered favorably to the statement of feeling comfortable discussing DEI with colleagues in the County. This suggests that the County has room to improve with fostering a culture of openness among its employees. The County should endeavor to create more space for employees to engage in meaningful conversations.

FIGURE 4-1. SACRAMENTO COUNTY DEI SURVEY
COMFORTABLE TALKING LIKERT STATEMENT

I feel comfortable talking about issues regarding racism, sexism, LGBTQ+, or gender identity with people at my job.

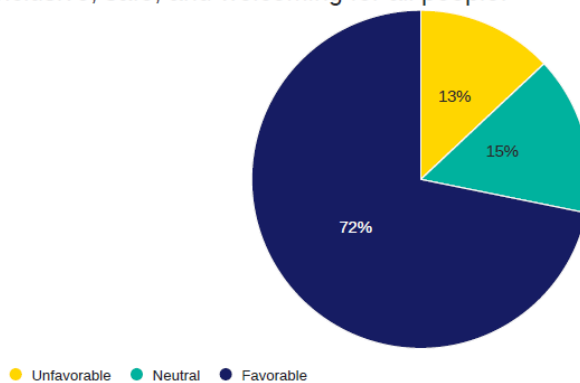


Source: MGT Consulting, DEI Workforce Survey 2022.

However, when asked questions surrounding their immediate supervisor and team, respondents answered much more favorably.

FIGURE 4-2. SACRAMENTO COUNTY DEI SURVEY
SUPERVISOR CULTURE LIKERT STATEMENT

My supervisor takes steps to make the workplace culture one that is inclusive, safe, and welcoming for all people.



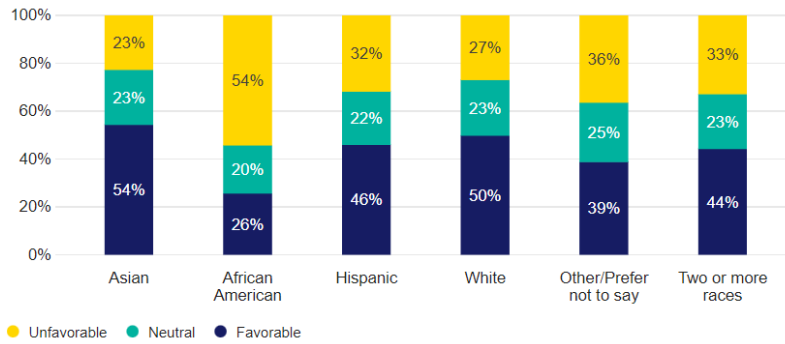
Source: MGT Consulting, DEI Workforce Survey 2022.

4.2.1 Employee Survey Results by Race

African American employees seem to have a vastly different experience than any other racial/ethnic group at the County. **Figure 4-3** shows the significant difference in response to the statement ‘There is no difference in the employee experience or how people are treated due to their identity or background.’

**FIGURE 4-3. SACRAMENTO COUNTY DEI SURVEY
EMPLOYEE EXPERIENCE LIKERT STATEMENT BY RACE**

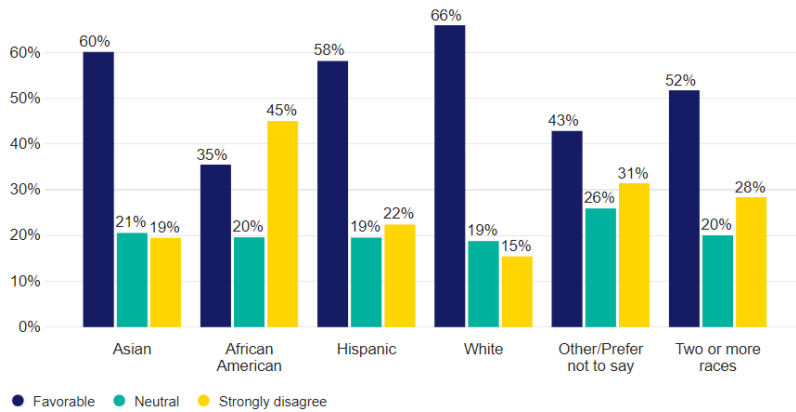
There is no difference in the employee experience or how people are treated due to their identity or background.



Source: MGT Consulting, DEI Workforce Survey 2022.

Figure 4-4 and **Figure 4-5** both highlight the extreme differences of how they feel valued and their ability to be their authentic self in the workplace.

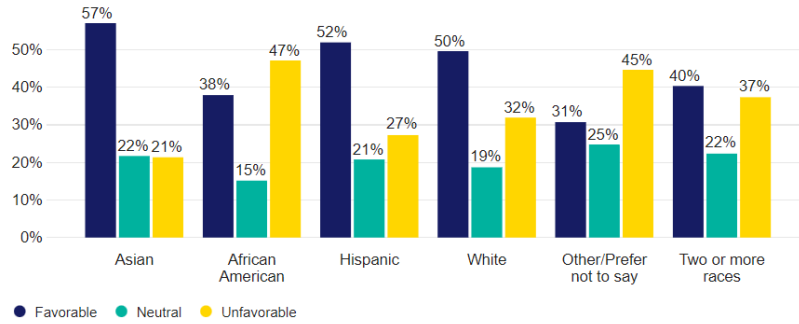
**FIGURE 4-4. SACRAMENTO COUNTY DEI SURVEY
DIFFERENT BACKGROUNDS LIKERT STATEMENT BY RACE**
Employees of different backgrounds are valued equally by the County.



Source: MGT Consulting, DEI Workforce Survey 2022.

**FIGURE 4-5. SACRAMENTO COUNTY DEI SURVEY
AUTHENTIC SELF LIKERT STATEMENT BY RACE**

I can be my authentic self at work, voicing my opinion and representing all parts of my background (e.g., gender, race, religion, disability, sexual orientation, and gender identity).



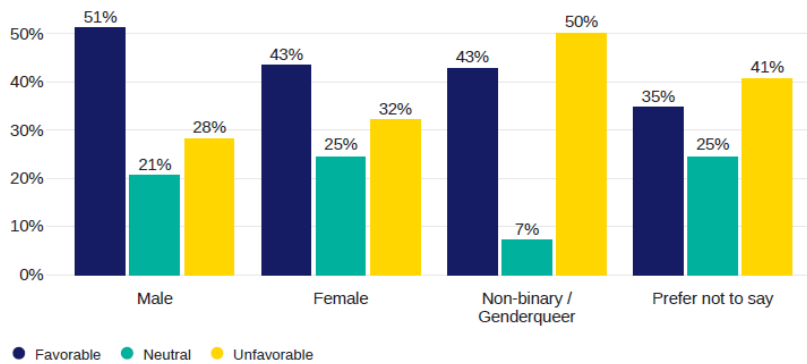
Source: MGT Consulting, DEI Workforce Survey 2022.

4.2.2 Employee Survey Results by Gender

When comparing results by gender, the non-binary/genderqueer group were more likely to respond to the Likert statements with unfavorable responses.

**FIGURE 4-6. SACRAMENTO COUNTY DEI SURVEY
EMPLOYEE EXPERIENCE LIKERT STATEMENT BY GENDER**

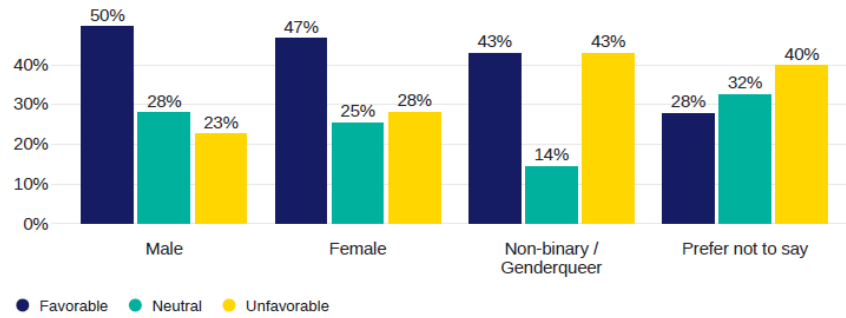
There is no difference in the employee experience or how people are treated due to their identity or background.



Source: MGT Consulting, DEI Workforce Survey 2022.

The prefer not to say group also was very varied in their response types as seen in **Figure 4-7**.

**FIGURE 4-7. SACRAMENTO COUNTY DEI SURVEY
LEADERSHIP READINESS LIKERT STATEMENT BY GENDER**
I think that the leadership and Board of the County are fully ready to embrace diversity, equity, and inclusion, create a safe space for all people, and engage in difficult conversations regarding racial equity.

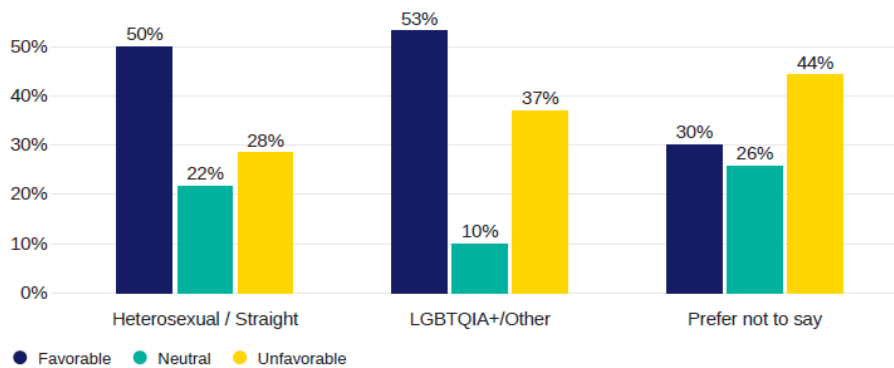


Source: MGT Consulting, DEI Workforce Survey 2022.

4.2.3 Employee Survey Results by Sexual Orientation

Figure 4-8 highlights the difference in experience of LGBTQIA+ employees, those that prefer not to disclose their sexual orientation, and the heterosexual employees.

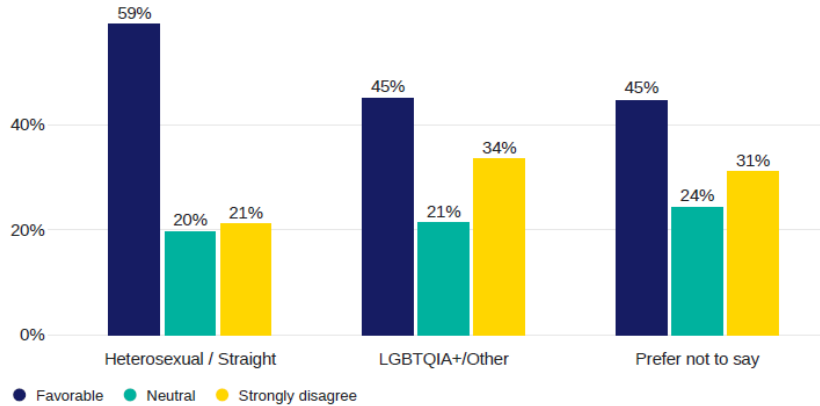
**FIGURE 4-8. SACRAMENTO COUNTY DEI SURVEY
COMFORTABLE TALKING LIKERT STATEMENT BY SEXUAL ORIENTATION**
I feel comfortable talking about issues regarding racism, sexism, LGBTQ+, or gender identity with people at my job.



Source: MGT Consulting, DEI Workforce Survey 2022.

Employees of non-heterosexual backgrounds have a difference in opinion in how they feel valued by the County (**Figure 4-9**).

**FIGURE 4-9. SACRAMENTO COUNTY DEI SURVEY
DIFFERENT BACKGROUNDS LIKERT STATEMENT BY SEXUAL ORIENTATION**
Employees of different backgrounds are valued equally by the County.

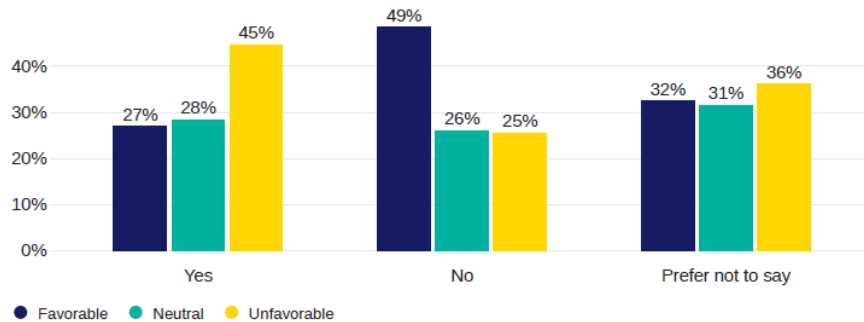


Source: MGT Consulting, DEI Workforce Survey 2022.

4.2.4 Employee Survey Results by Ability

Figure 4-12 shows that those employees that identified as having a disability did not agree that the leadership and Board are fully ready to embrace DEI.

**FIGURE 4-10. SACRAMENTO COUNTY DEI SURVEY
LEADERSHIP READINESS LIKERT STATEMENT BY ABILITY**
I think that the leadership and Board of the County are fully ready to embrace diversity, equity, and inclusion, create a safe space for all people, and engage in difficult conversations regarding racial equity.

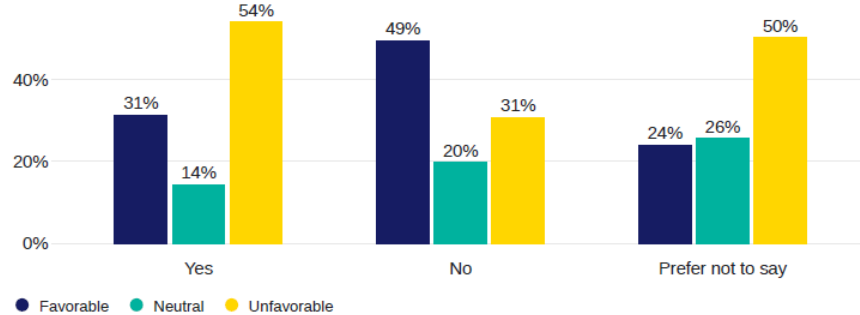


Source: MGT Consulting, DEI Workforce Survey 2022.

A majority of employees with disabilities did not agree with the statement about being able to be their authentic selves at work (**Figure 4-11**).

FIGURE 4-11. SACRAMENTO COUNTY DEI SURVEY AUTHENTIC SELF LIKERT STATEMENT BY ABILITY

I can be my authentic self at work, voicing my opinion and representing all parts of my background (e.g., gender, race, religion, disability, sexual orientation, and gender identity).



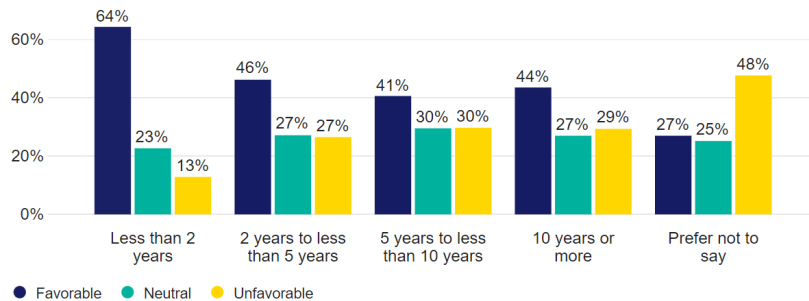
Source: MGT Consulting, DEI Workforce Survey 2022.

4.2.5 Employee Survey Results by Tenure

Figure 4-12 shows that shorter tenured employees were more optimistic about leadership and Board DEI readiness than their longer tenured counterparts.

FIGURE 4-12. SACRAMENTO COUNTY DEI SURVEY LEADERSHIP READINESS LIKERT STATEMENT BY TENURE

I think that the leadership and Board of the County are fully ready to embrace diversity, equity, and inclusion, create a safe space for all people, and engage in difficult conversations regarding racial equity.

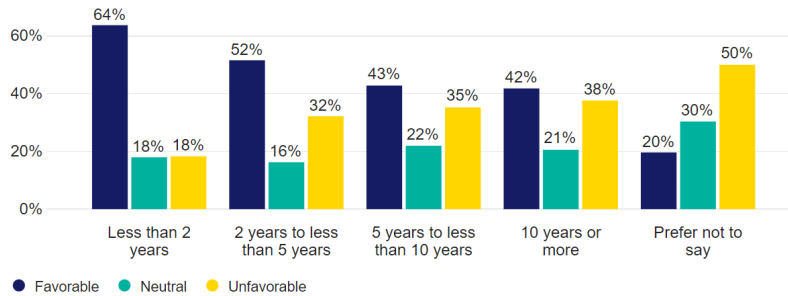


Source: MGT Consulting, DEI Workforce Survey 2022.

Shorter tenured employees seemed to be more comfortable being their authentic selves at work rather than longer tenured employees and those that chose not to disclose how long they have been employed with the County.

FIGURE 4-13. SACRAMENTO COUNTY DEI SURVEY AUTHENTIC SELF LIKERT STATEMENT BY TENURE

I can be my authentic self at work, voicing my opinion and representing all parts of my background (e.g., gender, race, religion, disability, sexual orientation, and gender identity).



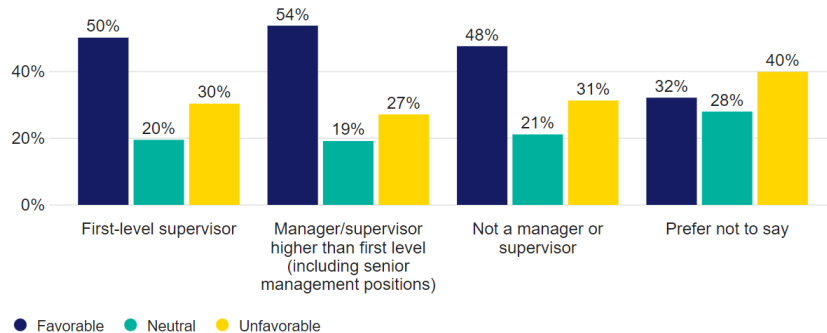
Source: MGT Consulting, DEI Workforce Survey 2022.

4.2.6 Employee Survey Results by Role

Managers and supervisors feel more comfortable than those in non-management positions to discuss DEI related issues (Figure 4-14). Training for all employees, not just those in leadership positions, on how to have difficult conversations could help address this.

FIGURE 4-14. SACRAMENTO COUNTY DEI SURVEY COMFORTABLE TALKING LIKERT STATEMENT BY ROLE

I feel comfortable talking about issues regarding racism, sexism, LGBTQ+, or gender identity with people at my job.

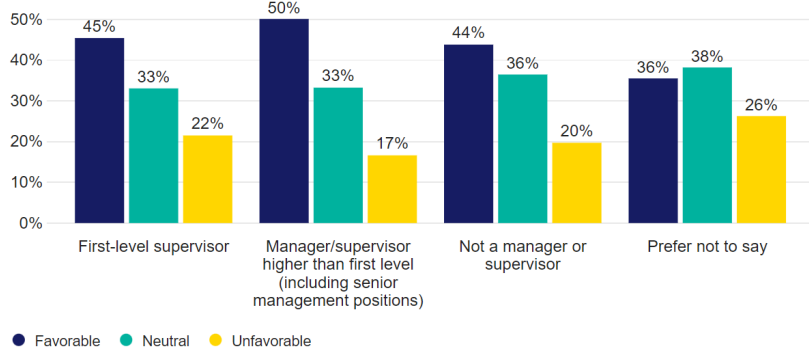


Source: MGT Consulting, DEI Workforce Survey 2022.

Only the higher-level managers had a majority of respondents answer favorably to the statement ‘The County takes active measures to seek a diverse candidate pool when hiring.’ Oftentimes, those in non-hiring positions will answer neutrally to this statement as they are unaware of current processes.

**FIGURE 4-15. SACRAMENTO COUNTY DEI SURVEY
DIVERSE CANDIDATE POOL LIKERT STATEMENT BY ROLE**

The County takes active measures to seek a diverse candidate pool when hiring.



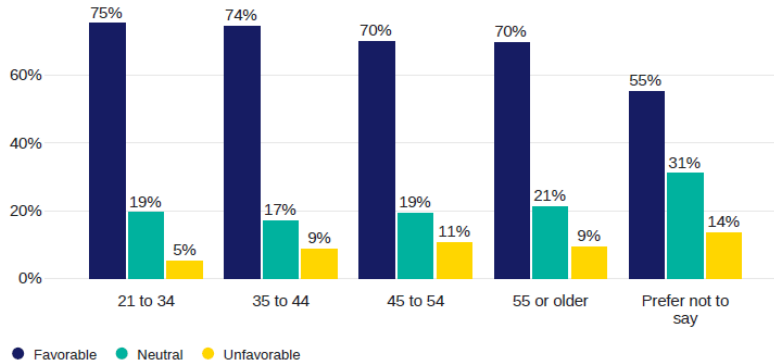
Source: MGT Consulting, DEI Workforce Survey 2022.

4.2.7 Employee Survey Results by Age

When looking at the results of the survey by age group, the responses tended to follow a very similar pattern of the youngest group having the most favorable responses with favorability declining a few percentage points as the age of the group increased. This pattern can be seen in **Figure 4-16** and **Figure 4-17**.

**FIGURE 4-16. SACRAMENTO COUNTY DEI SURVEY
DIFFERENT BACKGROUNDS LIKERT STATEMENT BY AGE**

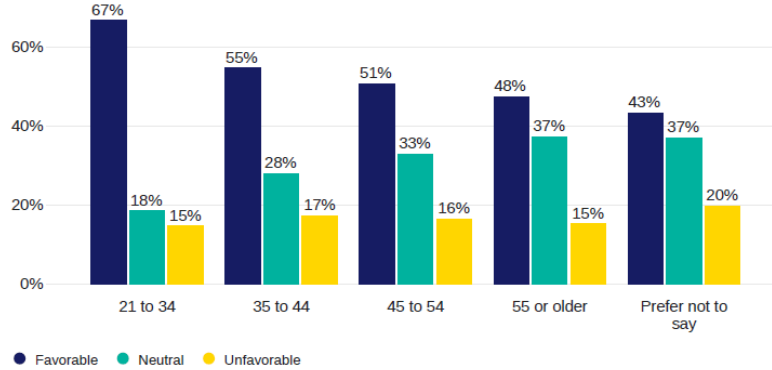
Getting to know people with backgrounds different from my own has been easy at the County.



Source: MGT Consulting, DEI Workforce Survey 2022.

FIGURE 4-17. SACRAMENTO COUNTY DEI SURVEY
DIVERSITY DURING INTERVIEW PROCESS LIKERT STATEMENT BY AGE

There is diversity among the people a job candidate will meet during the interview process and initial visit to the County.



Source: MGT Consulting, DEI Workforce Survey 2022.

4.3 Employee Survey Open Ended Survey Responses

The analysis tool that MGT used to understand the employee DEI experiences within the County contained a total of five open-ended questions, meaning that employee respondents were asked to give written responses to specific questions related to DEI. These open-ended questions are listed as follows:

- ◆ What 1-2 things should the County keep doing to promote a culture of diversity, equity, inclusion and access?
- ◆ What 1-2 things should the County stop doing that is limiting its work culture?
- ◆ From a DEI perspective, have you ever felt uncomfortable at work at the County? Please explain.
- ◆ What 2-3 recommendations should the County consider to create a more welcoming and safe place for all employees?
- ◆ Please share any additional thoughts or perspective you would like to share.

These five questions made up the bulk of written qualitative feedback that MGT obtained over the course of this review. Upon receiving the feedback, MGT imported the qualitative data into our software and coded employee responses with various codes developed through identifying repeat sentiments. **Table 4-1** contains a complete list of codes as they apply to responses of the above questions. These codes are unweighted meaning that every code application is determined to be equally valuable to every other code.

TABLE 4-1. COMPLETE LIST OF QUALITATIVE CODES

Open Ended Questions	Thematic Codes	
<p>What 1-2 things should the County keep doing to promote a culture of diversity, equity, inclusion, and access?</p>	<ul style="list-style-type: none"> ◆ Collaboration ◆ DEI Training ◆ External Community Support ◆ Gender Neutral Restrooms ◆ Inclusive Hiring & Promotion ◆ Inclusive Programming ◆ Increase Flexibility ◆ Keep Promoting Internal Groups ◆ Return to the Office ◆ Team Building/Social Events 	<ul style="list-style-type: none"> ◆ Keep Pronouns in Emails ◆ Keep Transparency ◆ Keep doing DEI trainings (in person) ◆ Keep hiring qualified Candidates ◆ Maintain Status Quo ◆ Mentor new Staff ◆ Modernize Process and tech ◆ Open Conversation ◆ Put your Money where your Mouth is
<p>What 1-2 things should the County stop doing that is limiting its work culture?</p>	<ul style="list-style-type: none"> ◆ Limit Men in Leadership ◆ Maintaining Status Quo ◆ Nepotism/Favoritism ◆ Stop Agism (Favoring Older) ◆ Stop Agism (Favoring Younger) ◆ Stop Covering up Grievances ◆ Stop Culture of Exhaustion ◆ Stop Ignoring Bad Behavior ◆ Stop implicit bias/hiring issues ◆ Stop Limiting Communication ◆ Stop Limiting Promotion Candidate pool ◆ Stop Discrimination ◆ Stop Inauthentic DEI Practice ◆ Stop Limiting Pay 	<ul style="list-style-type: none"> ◆ Stop Limiting Roles for ppl W/O Degrees ◆ Stop Limiting Telework ◆ Stop Making ADA Accommodations so hard ◆ Stop Managers Bullying Staff ◆ Stop Managers micromanaging ◆ Stop Promoting External Candidates ◆ Stop Retaliating for Grievance ◆ Stop forcing Christian Paraphernalia ◆ Stop limiting self-expression ◆ Stop Siloing workplace ◆ Stop Weak Leadership
<p>From a DEI perspective, have you ever felt uncomfortable at work in the County?</p>	<ul style="list-style-type: none"> ◆ Lack of representation ◆ Yes, Ability ◆ Yes, Age ◆ Yes, Class ◆ Yes, Gender or Sex ◆ Yes, Lack of Inclusion 	<ul style="list-style-type: none"> ◆ Yes, Other ◆ Yes, Political Beliefs (Conservative) ◆ Yes, Race ◆ Yes, Religious – Non-Judeo Christian ◆ Yes, Sexual Orientation
<p>What 2-3 recommendations should the County consider to create a more welcoming and safe place for all employees?</p>	<ul style="list-style-type: none"> ◆ Anonymous Grievance Reporting ◆ Anonymously Submit Ideas for Change ◆ Communication/Accountability ◆ Consequences for bias-motivated harassment 	<ul style="list-style-type: none"> ◆ Hire more people ◆ Improving Hiring Process ◆ Improve Offered Trainings ◆ Improve Workplace Conditions ◆ Improve/Implement Comprehensive Onboarding

	<ul style="list-style-type: none"> ◆ Cultural Celebration/Group Events ◆ Diversify Interview Panels ◆ ERGs ◆ Equal Opportunities for all ◆ Fix management issues ◆ Highlight/Celebrate New Employees ◆ Increase DEI Training ◆ Increased Transparency Across Depts. ◆ Listen to Employee Feedback ◆ Make Training Mandatory ◆ Pay people better 	<ul style="list-style-type: none"> ◆ Improved Professional Development ◆ In-House Translation Services ◆ Juneteenth Off ◆ Leadership Should reflect community ◆ Multicultural Education ◆ Support/Protect Employees ◆ Third Party Review of Candidates ◆ Recognize Employee Performance ◆ Supervisory/Leadership Training
<p>Please share any additional thoughts or perspective you would like to share.</p>	<ul style="list-style-type: none"> ◆ Aim For Consistency ◆ Embrace Diversity ◆ Expand our Special Skills ◆ Fire Department Culture ◆ Police Culture ◆ Positive Leadership Example 	<ul style="list-style-type: none"> ◆ Improve Work Conditions/Expectations ◆ Live and Let Live, Let's Work ◆ New Management Attitude Needs to Change

After coding the employee respondent responses, MGT was able to identify five clear themes in the responses. Each of these responses are described in detail below coupled with specific quotes from employees which have been redacted for privacy.

4.3.1 Employees Do Not Feel Comfortable at Work

A total of 475 employees indicated that they are not comfortable at work. Of these, 78 identified race in particular as being the locus of their discomfort. Another 56 employees indicated that gender and sex were the locus of their discomfort, and a total of 191 identified some other aspect of their identity as being the reason for their negative experiences. This indicates that there are gaps in the culture that are negatively impacting large portions of the employees at Sacramento County.

Some work environment is not inclusive and is still very sexist primarily towards women.

I've felt that I have not been taken seriously due to my sex

[A] man telling me that I need to complete more [Job Duty] a day than everyone else because I am pregnant and will be going on leave soon. Other men commenting that they need to do my work for me because 'she's pregnant again.'

I'm often the only person of color or woman and I have had co-workers make what I believe to be racially based comments to me.

Witnessing others interact with the diverse populations. (Yelling or talking with an accent when speaking to someone that speaks English as a second language. Escalating minorities to a supervisor before trying to solve the problem when the customer is upset.)

When I started, as a Black male, I had a lot of coworkers grieve of discriminations, racial bias displayed at meetings, difference in treatment, and was told I have to work twice as hard for half of the credit if I want to stand out. I have had coworkers try to make jokes about clients' names that are not 'American.' I don't see many Black males in management, thus I feel I may not have same opportunity to advance as my counterparts. [...] I feel overqualified and underpaid, and uncomfortable to discuss without retaliation or being denied.

Sometimes employees make comments regarding clients not understanding that employees come from similar backgrounds.

During the 2020 George Floyd protests, I felt as if I could not fully share my angst as a Black woman experiencing race related trauma.

An employee from another department came to our office and verbally abused one of our staff members. While our supervisor talked to them and the employee's supervisor. Their supervisor did not seem to take much action.

*When you see supervisors make comments that are inappropriate 'talk sh*t with another person' and when their superiors are informed, they shake their head and say 'ya, that is just who they are.' So yes, I am uncomfortable and do not want to be black balled if managers know about it and do nothing.*

[I have been] talked down by the management in meetings. There is no mutual respect and trust. Management looking at their phones when employees are talking to them.

4.3.2 There is an Appetite for More DEI Training

Through the survey, 338 respondents indicated that there is an appetite for more DEI training, but the specifics of the trainings vary dramatically between respondents. Coupled with the specific requests and the results of the first theme identified by MGT, there is a demonstrated need for an increase in the training. 47 of the employees that identified a need for more DEI training also specifically mentioned that these trainings should be in-person as opposed to online videos that have been used for the existing trainings.

Require DEI Training and measure the progress of increasing diversity in leadership roles.

Annual DEIB and human/implicit bias training in person and online that's not only required but also incentivized through marketing, connectivity and real rewards like raffle prizes for people who actively participate.

Continue the training it has started and create Employee Resource Groups to advise leadership.

Include in-person/live/interactive DEI training in onboarding new employees.

Provide trainings for our team in person. If it's just an online learning course, it's like another thing to just click through.

Offer trainings required for leadership, with action steps to implement diversity, equity, etc. Update transfer and application process for hiring//promotion that are transparent and easy to access by current employees. Provide training opportunities for staff be able to supervise and improved skills/experience required to promote.

4.3.3 Employees Want More Inclusive Hiring

Closely tied to an increase in DEI training, several hundred employees indicated that there is a desire for more inclusive hiring. Overall, 320 employees identified a lack of inclusive hiring and promotion standards as a direct barrier to DEI. No one level of the organization was implicated, and there seems to be a general consensus that all levels would benefit from increased hiring diversity.

Keep merit-based hiring. Better outreach to diverse applicant pool

Sacramento is an incredibly diverse community; if we keep drawing employees from the community, we will continue to reflect the community we serve.

Targeted hiring events in underrepresented communities, provide more opportunities fro on the job learning for management positions.

Expand creative recruiting efforts and strategies to ensure that candidate lists reflect the community's diversity. Increase staff and community awareness regarding County commitment to DEI.

The County should hire managers who [are] people of color that will allow change in culture and a chance to be promoted by management.

Continue to reach out to the community when recruiting, even (and perhaps especially) niche community partners who focus on a particular race/ethnicity/sexual or gender identity. A diverse workforce starts with having a diverse candidate pool. Inequitable outreach does not help the County reach its goals.

4.3.4 Employees Identified Nepotism/Favoritism as a Consistent Issue

In general, respondents in DEI surveys tend to fall into one of two categories: those that support DEI and others that misunderstand the intent and purpose of DEI. These two groups tend to have very different opinions on the efficacy of DEI and tend not to have any agreement. A unique aspect of Sacramento County's survey results was that both these groups agreed that nepotism or favoritism is a very real issue within the County that is negatively impacting the quality of the employee experience. 281 respondents indicated that they have either experienced or witnessed nepotism or favoritism at the County.

Sacramento County plays a huge role in favoritism promoting from same department, friends, holding open positions for someone they know to become eligible although they will say they haven't done this, I have seen it with my own eyes.

Stop promoting people based on who their friends are or are popular or adept at politics, but nothing else and instead promote based on effort, merit, measurable production, etc. Do more to encourage diverse teams and true/transparent inclusion where everyone's voice and experiences are really valued.

We have hardly any African American faces voices in leadership positions. They have repeatedly hired off of nepotism and not for the most qualified applicants.

Stop having favoritism within management of certain people, usually people that are not diverse. Include everyone when it comes to promotions, raises, etc.

[Specific] Department should create a transparent promoting process. Nepotism is out of control. Friends hiring friends as well as family members needs to stop. It has created hatred toward management.

Stop the nepotism. Stop promoting people who do shoddy work but have the 'right' connections. Stop the backlash against employees that are brave enough to complain.

4.3.5 Accountability & Anonymous Grievance

The final theme is a combination of two issues that are closely interrelated. Overall, there is a general feeling that management does not hold itself accountable when issues arise. This includes issues around grievance reporting as well as cultural issues. Overall, 276 individuals identified accountability as a key issue as a barrier to DEI. Another 78 employees specifically indicated that the grievance process is not anonymous and resulted in retaliation from management. The specifics of each vary in the detail offered in the description. MGT did not investigate the validity of these claims and does note that Sacramento County has a detailed investigation guide that seems not to be used or is not shared with employees that are making these allegations.

Hold leaders of all levels accountable for proving they manage with equality and promote a culture of diversity, inclusion and access.[...] Use a 360-feedback tool for leadership. Provide opportunity for staff to comment about their leader's performance and their practice of equality and the work culture. Nothing will change without leadership accountability.

Transparency is key and eliminating punitive measures when employees are vocal about needs that don't necessarily conform to individual leadership belief systems.

Way more HR oversight into what the supervisors are doing and saying to their staff and how they operate. Should not be up to us to get the union involved to get Supervisors to act appropriately.

Enforce consequences for all violators, which should help to stop bias, racism, sexism, marginalization, and disregards for groups in departments dominated by minorities who get little to no respect and are not valued for their important role in the prosperity of the county.

Be more transparent in the disciplinary process. We need to know that something will really be done about discrimination. We need to trust that there won't be retaliation.

4.4 Focus Groups Summary

4.4.1 Community Feedback

In early August, MGT invited several community-based organization (CBO) leaders to share their experiences with Sacramento County. Between the two meetings, there was a total of 32 participants.

Fatigue Surrounding Performative Actions

The most common concern that CBO leaders shared was that there are inequalities perpetuated by the County. Many attendees pointed out how racism was declared a public health crisis by the County, but police still arrest and charge Black and brown males far more than any other group.

“To give you an idea of how the County thinks. If someone were to ask, ‘How do you measure success [about probation],’ their response is, ‘If they’re out of jail.’ They do not speak to whether or not the person is healthy, whole, or thriving. There is a disconnect between what a healthy person is and what the County measures as a form of success.”

More budgetary resources are allocated towards criminalizing people, instead of funding community programs or education.

In addition, resources and funding to address inequalities within the community are needed. Sacramento County’s community wants to see inequalities that cause homelessness addressed, but this must start with education and understanding.

There hasn’t been enough action within the County to become trauma-informed and how actions create the inequalities to begin with. There needs to be training to breed understanding outside of their box. There needs to be understanding on what causes inequalities like homelessness to begin with and to address them. Unless leadership understands how these problems start, nothing will change.

Accessibility Standards and Employment with the County

Accessibility was another concern that was widely discussed.

One leader spoke about the importance of accommodation for blind and deaf individuals, and how it seemed like certain jobs were automatically edging out disabled individuals who would have been capable of working with the County despite their disability.

Another leader commented on how restrictive programs that are meant to be helpful can be.

“A domestic abuse survivor will not qualify for CalWorks until they’ve been on aid for a certain period of time before they’re eligible. These policies keep people oppressed unintentionally. It’s more than staffing, it’s policies and practices that lead to resources.”

Divided Community and Government

Community leaders also acknowledged how the 2020 pandemic only exacerbated the divide between the County and its people. According to CBO leaders, it took the County over six months to translate Covid-19 guidelines into languages other than English, despite the melting pot of cultures and languages calling

Sacramento County home. The most common non-English languages being Chinese, Spanish, Vietnamese, Russian, Hmong and Tagalog. The language variety within the County only continues to grow.

Community members are hesitant to trust the County because of previous grievances. Community leaders want to see the County succeed and become a better, more supportive government for the people it serves.

“Different groups will have different needs but need equal funding and a voice. Each community will need a seat at the table and advocates willing to fight for them. (Equity vs. equality)”

4.4.2 Staff Feedback

As part of MGT’s community engagement efforts the County of Sacramento requested two focus groups. After the execution of these two focus groups, it was determined that the engagement was insufficient for the size of the employee population and MGT and the County agreed to add an additional six focus groups for a total of eight. Across the eight focus groups, a total of 101 members of staff were engaged through the course of the discussions. All participating staff were asked a series of similar questions related to their experience working at the County. The additional six focus group participants were asked their thoughts on the ideal composition of the Equity Cabinet. The specifics of the questions asked are as follows:

- ❖ How would you describe the culture of the County? During your time at the County, how has the culture changed or evolved—in other words how different is the culture now compared to four or five years ago?
- ❖ Do you think there is an intentional effort to have a diverse staff at all leadership levels? Is there enough understanding of having a diverse staff or an inclusive culture?
- ❖ What should the County be doing more of, less of, differently? What initiatives would you offer?
- ❖ In 5 years, what would authentic DEI look like?
- ❖ Equity Cabinet Plan - Before rolling out that plan, leadership wants perspective on whether the cabinet should look this way, or do something different?
 - ◆ Would you suggest an internal cabinet and external body, or should there only be one internal?

While perspectives and conversations varied dramatically from group-to-group, there were a few key themes that kept appearing across the different groups. While these themes do not reflect every single individual perspective, they capture critical thoughts that highlight the experience of employees at the County.

The first theme that MGT identified and was consistent across all the focus groups was the reality that each department’s experience with DEI can vary dramatically. While some departments have incorporated DEI principles into their work either naturally or through the leadership of the department, other departments avoid discussions around DEI, or are even openly hostile to the concept. This has uniquely negative effects on people from historically marginalized backgrounds who feel that they have to walk on eggshells around colleagues. Some employees who took part in the focus groups indicated that

this is partially attributed to the fact that DEI trainings in the past were not mandatory, and so some departments had higher attendance at the trainings. These differences in department experience could impact the second theme identified from the focus groups.

The differences in experiences by department highlighted in the first theme from the focus groups likely contributes to the second theme in which employees, particularly those from marginalized communities, feel that there is considerable backlash against them for speaking out on DEI issues. Across several of the focus groups members from historically marginalized communities including some Black and LGBTQIA+ individuals indicated that they had experienced retribution for bringing up concerns around DEI. While it is unclear where this retribution stems from, there is a feeling, from these individuals, that leadership is only interested in listening to opinions that maintain the status quo. It was unclear whether 'leadership' mentioned in these particular instances is executive leadership or departmental leadership. While there is likely a mix of both, there is a theme that demonstrates a lack of trust in executive leadership in particular.

The 'Culture Cafés' were a topic that came up frequently during the various focus groups MGT hosted. The general disposition towards the Culture Cafés was that these were a positive step in the right direction. Creating space for input and space to discuss how the culture needs to change to better support employees was well received by the participants and most of the employees. However, despite the efforts of the County to engage in cultural shifts related to these conversations, the combination of the convalescence of COVID-19 and change in leadership resulted in no action being taken from these suggestions. While this was an expected outcome for employees that have been with the County longer, newer employees felt 'betrayed' by this lack of action. Employees highlighted that it felt like they had invested their time and attention to helping shift the culture, but leadership had betrayed their trust. Some employees in the survey indicated that their participation in the Cafés resulted in retaliation for expressing their opinions. Retaliation was another common theme that was established throughout the focus groups.

Across many of the focus groups, participants indicated that employees generally do not feel safe sharing their opinions related to the broader culture of Sacramento County. Many employees in the focus groups and the surveys indicated that they have personally experienced or witnessed employees 'blackballed' for speaking up about issues related to DEI or the culture more broadly. It is unclear what level of employee is retaliating against employees for speaking up and appears to tie into the first theme where experiences vary between departments. Regardless of where this potential retaliation is coming from, there has clearly been a breach of trust between management and workers. From employees' perspective, lines of communication have been closed off, and attempting to raise issues around culture and DEI have resulted in either real or perceived backlash.

Employees expressed a noticeable lack of diversity within leadership. Many of the employees who spoke up during the focus group sessions indicated that there is a noticeable lack of diversity among leadership resulting in the further entrenchment of the status-quo as opposed to advancing the culture and increasing equity. A number of employees in the focus groups indicated that frequently individuals promoted from within the organization to managerial positions appear to be pre-selected and heavily biased. Again, experiences vary from department-to-department, but the same opinions held strong regarding all levels of leadership. Employees also specifically identified that it seemed this lack of diversity is self-perpetuating in that most of the leadership is nondiverse which contributes to further

homogenization of the leadership. Further, employees that participated in the focus groups and have been with the organization for more than ten years indicated that there has been little change over time.

The final theme comes from this group of longer tenured employees. Many employees that have been with the County for more than ten years indicated that they have seen very little change during their time working for the County. Employees highlighted the fact that over the course of their time at the County there have been some efforts to address DEI issues in many of its previous forms, but nothing substantial came from it. These employees particularly are uniquely discouraged as many come from historically marginalized backgrounds and have been passed over for promotions multiple times during their time with the organization. Some of them highlighted the reality that they clearly were the best fit for the role based on their experience, skills, and tenure with the County, but felt that they were passed over either for their outspoken opinions, unconscious bias in the process, or pre-selection of candidates.

4.5 Engagement Summary and Suggestions

Throughout the assessment, MGT identified themes based on employee feedback. It is critical in any resulting plan from this assessment that the employee voice is heard and listened to. Based on the County employee feedback, MGT recommends taking the following actions:

- ❖ Increase DEI Training including in-person options
- ❖ Expand inclusive hiring with an emphasis on diversifying leadership
- ❖ Consider implementing 360 reviews for managers that is inclusive of feedback from their direct reports
- ❖ Consider revising and expanding anti-retaliation policies
- ❖ Consider revisiting internal communication policies especially as it is related DEI initiatives

5. Recommendations for Improvement

Throughout the assessment, MGT identified suggestions based on best practice and employee feedback as well as gaps identified in the County's policies included in the review.

5.1 Suggestions Based on Policy Analysis

- ❖ Expand opportunities for contractors and temps to become full time employees
- ❖ Ensure performance review standardization
- ❖ Codify support networks for historically underrepresented communities
- ❖ Expand paid parental leave
- ❖ Injunctive remedies explicitly codified
- ❖ Expanded codified definition of retaliation

5.2 Suggestions Based on Community Feedback

- ❖ Establish a clear and concise definition of equity
- ❖ Clearly identify who is being centered
- ❖ Promote and model ensure organizational and leadership accountability
- ❖ Involve community in the equity cabinet
- ❖ Separate public and internal arms
- ❖ Develop specific publicized goals and benchmarks

5.3 Suggestions Based on Employee Feedback

- ❖ Increase DEI Training including in-person options
- ❖ Expand inclusive hiring with an emphasis on diversifying leadership
- ❖ Consider implementing 360 reviews for managers
- ❖ Consider revising and expanding anti-retaliation policies
- ❖ Consider revisiting internal communication policies especially as it is related DEI initiatives

5.4 Recommendations

Based on the suggestions listed above, MGT's experience with similar municipalities and general best practice regarding DEI initiatives, MGT would like to present the following recommendations that Sacramento County should consider including in their pending DEI Action Plan and implementing with careful planning and execution. These recommendations are built around the realization that there is a disparity between the high-quality policies or the organization and low morale and satisfaction of

employees. In any future actions that the County takes, it is critical that the County identifies who is being centered in the plan.

❖ **Establish a DEI Office**

- Hire a Chief DEI Officer responsible for overseeing the implementation of the forthcoming DEI Action Plan
- Enforce DEI training for staff and management upon hire and regularly throughout one's employment
 - Implicit Bias Training
 - Cultural Competence
 - Creating a Culture of Belonging
 - People management training for leaders
- Foster organic and designed DEI-related discussions in which staff can engage
- Create a process that allows employees to escalate disputes to HR and conduct change management process to help employees to identify when to report incidents to the EEO office

❖ **Focus efforts on community-facing DEI work**

- Conduct an external facing assessment that includes input from residents and other key stakeholders
- Create an external DEI Action Plan based on external assessment findings
- Establish a Community Equity Commission

❖ **Create separate DEI Action Plan, communication plan, and change management plan**

- Clarify and communicate key terms and common language with staff and community members with input and ownership from representatives from historically marginalized communities
- Seek authentic perspective from employees regularly and offer summary findings through a quarterly pulse-check style survey related to organizational culture and the employee experience (3-4 multiple choice questions with 1 open-ended. Follow the survey with implementation of needed adjustments accordingly, and communicate findings and changes broadly to staff
- Establish a plan with deliverables, timelines, owners, goals, and performance metrics that is transparently communicated to key stakeholders



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