

2022-2024

Equal Employment Opportunity & Cultural Competence Plan Departmental Action Step Updates

Clicking on each department name below will open a detailed progress update on that department's specific action steps and goals, as outlined in the *2022-2024 Equal Employment Opportunity and Cultural Competence Plan*. This feature allows you to see how each department is advancing towards its unique objectives and providing transparency and accountability in their ongoing efforts to promote equal employment opportunities and cultural competence.

DEPARTMENT	PAGE #
AGRICULTURAL COMMISSIONER	2
ANIMAL SERVICES	6
ASSESSOR-RECORDER	9
AUDITOR-CONTROLLER-TAX COLLECTOR	10
BOARD OF SUPERVISORS	12
COMMUNITY DEVELOPMENT AND INFRASTRUCTURE: PLANNING	14
COMMUNITY DEVELOPMENT AND INFRASTRUCTURE: PUBLIC WORKS	16
CHILD SUPPORT	19
COUNTY ADMINISTRATIVE OFFICE	21
COUNTY CLERK	24
COUNTY COUNSEL	29
DISTRICT ATTORNEY	31
GENERAL SERVICES	34
HEALTH SERVICES AGENCY	36
HUMAN SERVICES DEPARTMENT	41
INFORMATION SERVICES DEPARTMENT	44
PARKS, OPEN SPACE, & CULTURAL SERVICES	45
PERSONNEL DEPARTMENT	49
PROBATION DEPARTMENT	58
PUBLIC DEFENDER	64
SHERIFF'S OFFICE	69

Agricultural Commissioner 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>The department has 20 permanent employees and a small number of temporary staff that conduct seasonal work. Notwithstanding low turnover, the department will participate in at least one job fair and one local high school or college career day annually to encourage a broad range of local students to enter agricultural professions.</p>	<p>The department currently has 22 permanent employees, and participates in job fairs including County Job Fairs; and staff give presentations during career fairs at Delta High School on the Cabrillo College Campus, Watsonville High School, and Soquel High School. We also present on our department programs and functions at both the annual Focus Agriculture Class and Leadership Santa Cruz County Ag Day class.</p>
<p>Present at High School career fairs to expose local youth to the functions and responsibilities of the Agricultural Commissioner's Office and generate interest in agricultural careers.</p>	<p>See above.</p>
<p>Present information to local Community College Horticultural Program students about our agency and encourage them to seek opportunities and careers in agriculture.</p>	<p>The department continues to support this effort, and the Deputy Agricultural Commissioner/Sealer connects with Cabrillo College students in the Horticultural Program periodically to encourage interest in County careers in Agriculture.</p>
<p>The Agricultural Commissioner's office has four (4) bilingual employees to ensure appropriate and efficient delivery of services to the local agricultural customers.</p>	<p>The department continues to employ bilingual staff, both permanent employees and seasonal staff, which enhances service delivery to local agricultural customers, particularly when engaging in mosquito abatement informational campaigns.</p>
<p>Require new staff to complete courses on customer service found in the Santa Cruz County Learns (SCCL) system - within the first six months of employment, complete courses applicable or tailored to the local demographics and/or groups with special needs within the community such as Spanish-speaking agricultural workers and farmers.</p>	<p>This is ongoing and employees engage in assigned or requested self-directed study by taking courses in the SCCL system.</p>

Agricultural Commissioner 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Continue to participate in the Administrative Review process and perform targeted outreach to women's professional associations, college student organizations, and relevant local technical and educational programs to improve the department's representation of women within the Professionals and Technicians EEOC job categories and promote a workforce that reflects the diversity of the available local workforce.	The department continues to participate in the Administrative Review process to address the underutilization of women as compared to the available local workforce. The department experiences staff fluctuations when hiring Ag Bio Aides on a seasonal basis, so management is in conversations with the County's EEO officer to see if there is a way to mitigate the impact of these fluctuations.
Regularly review Census and other data updates provided by the EEO staff to keep informed of changes in the workforce and community demographics.	Department management is in contact with the County's EEO Officer to stay updated on workforce data and community demographics.
Ensure that staff timely complete legally mandated harassment prevention classes and forward the required evidence of their completion to the EEO Officer. Maintain internal records of staff's completion of other EEO/CC related classes.	Department management ensures that staff completes mandated trainings.
Maintain records of recruitment outreach and the department's participation in community events and other engagement and service activities.	Records of recruitment outreach in 2023 include participation in events across the county, including the Cabrillo College Internship Fair, Santa Cruz County Career Day; Water Harvest Festival, SLV Women's Club 22nd Annual Environmental Town Hall, and the Santa Cruz County Fair.
We will review departmental Workforce Composition and Utilization Analysis data as provided by the EEO Office.	Department management is in contact with the County's EEO Officer to stay updated on workforce data and community demographics.

Agricultural Commissioner 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Identify the extent of diversity within the department's constituent base to ensure that programs are delivered through approaches, processes, and formats which are widely accessible and best meet the needs of our community.	The diversity of the department's constituent base includes geographical diversity spanning the County from South County to North County, language diversity including monolingual Spanish speakers, agricultural growers, and senior citizens. The department holds continuing education events for the public and growers, both in English and in Spanish, on relevant laws and regulations in agriculture, mosquito and vector control and other topics. In 2023, staff ramped up outreach to seniors in mobile home communities regarding rodent exclusion. The department has also entered the social media arena with NextDoor, offering public health messaging such as a public service announcement on tick control. Staff also responds to phone calls with questions from senior citizens, and will go to the residence for service, such as delivering mosquito larvae-eating fish for ornamental ponds.
Augment the resources available through the department's website and ensure that critical mass-email communications include information and materials in both Spanish and English, such as important communications regarding drought assistance available through the US Department of Agriculture.	The department ensures that community blast emails are sent in English and Spanish, and any attachments are translated into Spanish. Critical communications include those regarding drought, flood or other natural disaster as well as recovery resources.
Utilize 12-point font or larger and adopt plain language principles for all written communications to the public to improve accessibility.	The department's website is being updated, and will include information in English and Spanish, and will utilize plain-language principals in accessible fonts.
Continue to provide Spanish-language equivalents to English-language brochures and other documents that are critical to specific regulatory programs administered by the department, including all correspondence to agricultural growers.	The department continues to hold meetings addressing compliance for growers and permittees. The meetings are held one or two times a year in both English and Spanish to review federal and state regulations. All important ag related documentation provided to growers and permittees is available in Spanish translation.

Agricultural Commissioner 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Provide annual trainings to agricultural growers regarding compliance issues in English and Spanish.	The department holds at least one or two continuing education events for growers and the public.

Animal Services 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Develop recruitment plans that reach a broad cross section of the community, particularly for hard-to-recruit job categories which provide direct services to the Animal Shelter's diverse customer base.	The department works closely with Personnel's recruitment team and is fully staffed at this time. Animal Services staff participate in County job fairs, trade schools, local schools, etc., to reach a diverse range of potential candidates.
Participate, at a minimum, in one career day at a local high school and/or college to promote early exposure among students to a wide range of job opportunities and professional career paths within the field of animal services. Continue the annual Critter Camp summer day camp, Pet Start and Kids Speak for Pets programs, and Youth Service Club to introduce youth of all ages within the community to animal welfare and veterinary medicine careers.	Staff turnover and funding issues have limited the department's ability to participate in these programs beyond Animal Control Officers attending career days. The department utilizes interns regularly to work with the Veterinarian and Registered Veterinary Technicians in the medical clinic .
Offer bilingual translation where needed to educate the significant local limited-English-speaking community about Animal Shelter services and responsible pet ownership.	Shelter Manager does bilingual radio outreach in South County. All written materials are available in Spanish and English, and the department is striving to increase bilingual staff and volunteers.
Continue to maintain and utilize a sizable group of community volunteers representative of the County's diverse population. The Shelter has been successful in hiring many of these volunteers as employees.	The County's Volunteer Initiative Program (utilizing approximately 350 volunteers county-wide each year) also provides a pathway to County employment and has resulted in successful Animal Services hires. The department is ramping up in the Watsonville location and hopes to attract greater racial/ethnic diversity for its volunteer program.
Partner with the Sheriff's Office to provide community service opportunities to offenders to promote their rehabilitation and successful transition and integration back into the workforce and the community.	This is an ongoing effort, and individuals on work release are working daily in the Shelter.

Animal Services 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Currently, there are four women supervisors and eight bilingual (English/Spanish) employees within the department. The department will enhance its efforts to mentor and cross-train current employees and volunteers to equip them with the necessary skills, knowledge, and experience, to advance to leadership and management roles and promote diversity at all levels of the organization.	The department currently has 5 female supervisors but bilingual staff have been reduced to 4.
Ensure that employees hired or promoted to supervisory positions attend Personnel's Supervisory Academy within 6 months of their assumption of supervisory duties. A mandatory component of the Supervisory Academy is a comprehensive review of the County's EEO and nondiscrimination policies and procedures.	All department supervisors have attended Supervisory Academy.
Train employees on best practices for providing culturally cognizant and competent services to the County's diverse residents, including the cultural sensitivity and mental health training currently offered through the Animal Shelter's "Door-to-Door" Program.	The Door-to-Door program was paused in recent years due to lack of staffing, but may be restarted now that they are fully staffed in Animal Control Officers; and the program may be restructured to reach larger audiences by utilizing radio spots or other means of outreach.
The General Manager and/or their designee will continue to oversee the EEO/CC Plan.	Ongoing.
Designate bilingual and multicultural employees to perform community outreach to diverse demographics.	The department conducts for bilingual and multicultural outreach via social media such as Facebook and Instagram.
Publicize information about the organization to diverse groups to encourage positive interaction with the Animal Shelter.	This is done through radio and social media.
Work with the Volunteer Initiative Program Coordinator to encourage culturally diverse and/or bilingual individuals to volunteer with the Animal Shelter.	The department works with the VIP Coordinator and hopes to increase diversity of volunteers through this program.

Animal Services 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>Continue to provide access to affordable, subsidized, or no-cost animal care services, supplies, information, and education specifically tailored to the significant low-income, senior, and/or unhoused pet owner populations as well as the disabilities community via earmarked grant funds and community outreach programs, such as the "Door-to-Door" program and "Healthy Pets for All" clinics.</p>	<p>The department provides a significant level of low or no-cost animal care services and yard equipment (such as dog runners, trolley systems to install between trees, with access to shade and water) for the low-income and unhoused communities; works to identify and provide services for unneutered animals and feral cat colonies; and hosts pet clinics monthly in South County and for the Coral Street unhoused community. The department does not presently have grant funds for Door-to-Door services.</p>
<p>Maintain the Watsonville Animal Shelter, which is open six days per week, to further promote accessibility to services and information, particularly to historically underserved populations and South County residents and pet owners, including low-income, limited English-speaking, and/or persons with mobility and/or transportation</p>	<p>Following a closure due to COVID-19 and staffing shortfalls in 2021-2022, the Watsonville Animal Shelter reopened and has remained open consistently for the last year and a half providing services 5 days a week (Tuesday through Saturday) with bilingual staff on site. The facility which is leased from the City of Watsonville, is currently being improved.</p>
<p>Continue to partner with other local community-based organizations and agencies to offer support and services to unhoused persons with pets at the biannual Santa Cruz Homeless Connect event.</p>	<p>The department works with County Health and Human Services Departments and the Housing Matters organization to network and reach unhoused community members in need of support for their pets. For instance, if an unhoused individual is hospitalized or incarcerated, Animal Services can take pets into protective custody until they are released. The department also works with the domestic violence centers such as Monarch. Animal Control Officers (ACOs) work to build trust within the community to encourage pet owners to spay/neuter and vaccinate their pets. The department's approach emphasizes support more than compliance.</p>
<p>Perform outreach and education three times per month tailored to the unique needs of the County's at-need pet-owning population within underserved areas, including tabling at the Watsonville Farmer's Market, St. Francis Soup Kitchen, and Mountain Community Resources.</p>	<p>The department regularly performs this outreach and education, and volunteers enjoy representing the Animal Shelter at these events.</p>

Assessor-Recorder 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Update the website with the contact information for the County's EEO Officer/ADA Coordinator to ensure accessibility of web content for persons with disabilities.	The Recorder's Office improved website accessibility by removing the "wallpaper" on the webpages.
Provide critical documents (including birth, death, marriage certificates and home exemption forms) in both in English and Spanish.	Critical documents, particularly those provided by the State, are provided both in English and Spanish.
The department currently employs three designated bilingual staff. In addition, several employees are conversant in Spanish and can provide assistance to Spanish-speaking consumers as needed.	The department continues to offer effective customer support in Spanish as needed.
Three out of the department's four most senior managers are women.	Four senior managers in the department are women. The department is comprised of 63% women, exceeding the local statistics on the available female workforce of 46%.
In the past, the department was under Administrative Review for the underutilization of minorities.	The department is not currently on administrative review for underutilization of people of color. The workforce data shows that the department of 27 employees is comprised of 63% women and 33% people of color, compared with the local statistics on available workforce of 46% and 35% respectively.
The Assessor's Office will participate in at least one career day at a local high school annually and will invite interested students to shadow a manager for a day to learn more about careers and educational pathways in real property valuation, assessment, and taxation.	The department has participated in a County Career Fair in Watsonville during this reporting period.
Maintain and monitor a customer service suggestion box in the department's office, as well as an online feedback form on the department's website.	Comments and complaints are received either in person, via telephone, in written correspondence, or through the Assessor's email, and staff respond to feedback as appropriate.

Auditor-Controller-Treasurer-Tax Collector 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Five of the eight managerial positions are currently staffed by women.	As of March 2024, six out of ten managerial positions are staffed by women.
Three staff positions (Office Assistant 3, Accounting Technician in Tax Collector, Collections Officer) are designated as bilingual (English/Spanish). Additionally, several other employees are fluent or conversant in foreign languages and can provide translation assistance to limited or non-English speaking consumers as needed.	As of March 2024, four staff positions are designated as bilingual (English/Spanish), to provide translation assistance to limited or non-English speaking consumers as needed.
Create opportunities for student workers and interns to gain experience and exposure to government and fiscal-related jobs.	The Finance, Accounting, and Auditing divisions have employed five Interns (Students) Worker during this reporting period. The intern program will be paused in 2024/2025 during the new payroll system implementation, but will resume utilizing Intern (Student Worker) positions when operations allow.
Appraise incumbent systems on a continuous basis to improve service delivery to all consumers.	Systems are reviewed, upgraded, or modified as appropriate, with attention to cybersecurity and fraud prevention. The department is currently upgrading the County's payroll system from a paper-based system to a workflow-based system.
Implement a system of review of community feedback. Adapt systems, procedures, and programs to be responsive to consumer feedback.	In addition to other regular means such as phone and email, department staff receive in-person feedback from consumers at the counter, which is open 5 days per week to welcome walk-ins. This has proven to be an effective means of addressing concerns and feedback from senior citizens, individuals without access to technology, and individuals who communicate in Spanish. Additionally, the department monitors the Whistleblower Hotline for feedback.

Auditor-Controller-Treasurer-Tax Collector 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>Incorporate feedback from employee engagement activities in systems improvement.</p>	<p>Division teams communicate regularly; employees meet regularly with managers and are encouraged to provide feedback during staff meetings and project progress meetings. Employee feedback is also incorporated into departmental policies and procedures as appropriate.</p>
<p>Provide signage indicating that an employee speaks Spanish.</p>	<p>The department is working with General Services to improve signage on the first floor to better direct foot traffic to the appropriate departments. The Department will provide signage at the counter indicating that service is available in Spanish.</p>
<p>Include the contact information for the County's EEO Officer/ADA Coordinator on the Department's website for persons requiring assistance to access the website's content.</p>	<p>The Department's website provides a link to the Webmaster to report any issues with the website. A link to the EEO Officer/ADA Coordinator will be added when the website is updated.</p>

Board of Supervisors 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Continue to support and monitor implementation of federal and state law relating to equal employment opportunity and nondiscrimination, reasonable accommodation, public access, and harassment prevention policies within the County organization, as reported annually by the EEO Office.	The department continues to support all EEO related policies and practices.
Partner with the Equal Employment Opportunity Office to expand outreach in recruitments in order to secure diverse applicant and candidate pools for future vacancies in appointed positions.	The department partners with the EEO Office and Personnel's Employment Services Division to ensure diverse candidate pools when vacancies arise.
Oversee the Administrative Review Program in collaboration with the EEO Office to ensure equal employment opportunity in the recruitment and selection processes.	The EEO Officer keeps the department updated on Administrative Review status in periodic reports through the CAO and the County's EEO/Cultural Competence Plan.
As of September 30, 2022, women comprised 44% of the professionals within the department.	As of December 31, 2023, women comprised 64% of the professionals within the department.
Incorporate an evaluation of the department's progress toward effectuating the County's Equal Employment Opportunity and Nondiscrimination policies and programs as a component of the annual department head (County Counsel and CAO) performance reviews.	The Board of Supervisors will evaluate how well County Counsel and the CAO are ensuring the County's EEO and Nondiscrimination programs are being implemented effectively.
Support the EEO Office in developing and updating nondiscrimination policies and trainings to adhere to best practices and reflect legal developments.	At the direction of the Board of Supervisors, in support of its August 2020 declaration of racism as a public health crisis, the EEO office implemented training for all County departments on mitigating workplace biases. Additionally, the Board of Supervisors adopted an Equity Statement developed through a collaboration between community members and staff.
Review the EEO/CC Plan provided by the EEO Officer to remain advised of all EEO/CC activities in County government.	The department periodically reviews the EEO/CC Plan.

Board of Supervisors 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
The Board holds all meetings at locations that are accessible to the public.	All Board meetings are accessible to the public.
The Board will strive to have diversity in their commission appointments and staff.	Overall, including elected officials, the department is comprised of 47% women and 35% people of color, which is reflective of the diversity within the county. As a result of the recent "A Santa Cruz County Like Me" project, intentional efforts are being made to enhance diversity in commission appointments, including the January 2024 implementation of a stipend program for commissioners.

Community Development and Infrastructure: Planning Division 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
The Planning Division will continue to coordinate with the Personnel Department in the Administrative Review Process to ensure equal employment opportunity in recruitment and selection.	The Planning Department is no longer on Administrative Review for underutilization of people of color. Currently the department gender demographics include 52% women and 28% people of color.
At least one Building Section staff person currently teaches building code cousewrok at Cabrillo College. When invited, the division coordinates with the <i>Santa Cruz County Career Technical Education Partnership</i> (formerly the Regional Occupational Program - ROP) to make presentations about planning functions and careers to classes within relevant technical programs.	One Building Section staff member continues to teach at Cabrillo College. Staff attended a recent County Job Fair and talked to attendees about careers in Planning.
The Planning Division will work with the Volunteer Center to identify and pursue opportunities for student internships within the Division to help students gain exposure to the diversity of careers within the planning field. When invited, participate in intern job fairs, such as CSUMB's Intern Recruitment Fair in the fall.	Local students from UCSC and Cabrillo have been hired as <i>Extra Help Student Workers</i> supporting technicians and building inspectors and one <i>Student Worker</i> was later hired as a <i>Planner</i> .
The Planning Division will continue to encourage and train the management team to participate in recruitment and outreach efforts.	Planning management continues to participate in recruitment and outreach efforts including participation at County job fairs.
The Planning Division will provide bilingual employees at the main counter, housing section, and at permit centers as significant interaction with clients occurs at these front-line locations.	Several Spanish/English bilingual Planning Division employees provide verbal interpretation and written translation for clients at these locations. Additionally, forms include a check box where clients can indicate if they need bilingual assistance.
The Planning Division will maintain customer feedback on language needs and other cultural competence-related issues.	Any complaints or concerns are addressed by managers. The Division has not received complaints regarding language needs or other cultural competence-related issues.
The Planning Division will maintain a link from the Planning Division website to the County Jobs website.	A link to "County Job Opportunities" is on the Planning web page under "Quick Links".

Community Development and Infrastructure: Planning Division 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
The Planning Division will provide critical planning and housing materials in both English and Spanish to serve the significant limited-English and monolingual Spanish populations within the County.	Bilingual staff translate critical documents to ensure documents are available in both English and Spanish. <u>A program is underway to expand Spanish translations across a variety of materials.</u>
The Planning Division will streamline planning processes by removing unnecessary steps and procedures to enhance usability for all segments of the population based on the community's needs, as measured through customer surveys.	Planning has streamlined processes for flood victims and created a dedicated space for CZU Fire victims to receive assistance with faster processes and fewer requirements. The division's sustainability update and code modernization also included some code modifications and general plan changes that eased development requirements which benefitted both businesses and individuals. The Unified Permit Center is a one-stop shop to make permitting easier with staff from both Public Works and Environmental Health as well as a scheduler available in a single location. Appointments can be booked online or through Public Works or Environmental Health. Customer surveys have not yet been implemented.
The Planning Division will develop partnerships and/or networks with appropriate community-based organizations to better inform consumers about County planning policies and processes, including holding community meetings and workshops.	Community meetings were held for the <i>2023 Housing Element</i> workshops and the <i>Sustainability Update to the General Plan and County Codes</i> . Significant bilingual community outreach was conducted for the Housing Element and included coordination with non-profit housing developers and other community-based organizations, and a stakeholder group and a citizens group representative of the County's demographics. The Division is working to establish these practices as protocol for all major projects.

Community Development and Infrastructure: Public Works Division 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Strive to improve overall representation of women and people of color in Service & Maintenance positions by 5% over the next two years	The department has increased representation of women in the <i>Service & Maintenance</i> classification from 4% in 9/30/22 to 6% in 9/30/2023 (a 50% increase); and has Increased representation of people of color in the same classification from 62% to 65% (a 4.8% increase) over the same time period.
Continue involvement with the Community Action Board's ALCANCE program, Cabrillo College's Fast Track to Work program, and relevant vocational and trade schools by making annual presentations to program participants about Public Works careers. Provide participants in these programs with the opportunity to visit County Public Works facilities. Civil Engineers will also participate in a career day at a local high school at least once annually.	Department will work toward this goal in 2024.
The department will renew its commitment to engaging local students through offering an annual shadow program and establishing student worker positions, where feasible. Two engineering students at Cabrillo College, who were previously employed as student workers, were successfully hired on by the department into permanent positions after graduation. The department will invite local high school students to shadow a manager for a half-day on an annual basis, in conjunction with their participation in a local high school career day, in order to generate interest in Public Works careers among local youth.	2022 - Hired 2 Student Workers to assist Civil Engineers; 2023 - Hired 5 Student Workers to assist Civil Engineers; November 2023 - Participated at the Trades Day Event at the Santa Cruz Civic Auditorium geared toward high school students throughout the Bay Area. 2024 - Currently arranging a half-day shadowing opportunity with one sophomore high school student who is interested in being a Heavy Equipment Mechanic to job shadow with the Assistant PW Superintendent in Fleet.
The department will review all job specifications to identify and eliminate barriers to employment. Monitor selection criteria used in filling vacancies in all classifications to assess any disparate impact on protected classes and ensure equity in hiring decisions.	This will be done as job spec updates are requested by the department when updating job duties, minimum qualifications, etc. Language will be modified to ensure barriers to employment are removed at that time.

Community Development and Infrastructure: Public Works Division 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
The department will design and implement Saturday workshops, where appropriate and practicable, to mentor current employees and transfer essential skills for professional development, promotion, and succession planning	The department has not had the resources to implement the Saturday workshops during this reporting period, but hopes to consider again in the 2025-2027 timeframe.
The department will pursue the classification of apprentice positions for Apprentice Heavy Equipment Operator within the Roads Division, modeled after the Cashier position which has served as an apprenticeship to Heavy Equipment Operator and related duties. The current “COMET” program is rotational and open only to existing Cashiers to provide the opportunity for these employees (who are predominantly female) to advance into higher paying, non-traditional careers.	Department did not report any progress on this goal
The Public Works website (https://www.dpw.co.santa-cruz.ca.us/) will maintain a link to the County’s job opportunities site.	There is currently a link on the website to the main County job opportunities page. DPW is revamping their webpage and the new webpage should have the link more prominent.
The department will continue collaboration with the local Industrial Technology Collaborative	Department did not report any progress on this goal
The department will collaborate with community organizations, such as HOPE Services, Shoreline Workforce Development Services, ALCANCE, the Community Action Board (CAB), the Volunteer Center of Santa Cruz County, Valley Women’s Club of San Lorenzo Valley, and Grey Bears, in order to recruit and convey job opportunities and career paths to historically underrepresented groups within the maintenance professions, the local available work force, and the department’s workforce.	Our Solid Waste Division has contracts with the following groups, in an effort to collaborate with the community. 1) Coastal Watershed Council; 2) Save Our Shores; 3) Environmental Innovations; 4) Downtown Streets Team; 5) Watsonville Works; 6) O’Neill Sea Odyssey; and 7) Grey Bears. Recruitment team is gathering contact information for these organizations in order to share applicable job opportunities when available.

**Community Development and Infrastructure:
Public Works Division 2022-2024 EEO/CC Plan Departmental Goals**

2022-2024 Department Goals	2024 Updates
The department will develop and maintain a consumer satisfaction survey on the department’s website and in written format at the department’s Ocean Street Offices. Evaluate feedback at regular intervals to identify areas in need of improvement.	Matt will work with Blanca to link a satisfaction survey to DPW Web
The department will make bilingual services available at the main office, Felton office, each Public Works facility, and on field crews to ensure delivery of services in accordance with customers’ needs.	The department has increased bilingual staff and provides public communications and messaging in both Spanish and English.
The department will develop new written materials for use at presentations to women’s professional and student organizations and high school students to encourage diverse applicant pools for non-traditional jobs.	Department did not report any progress on this goal

Child Support 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Of the department’s workforce, 52% are minorities, and 79% are women	Workforce composition data reflects the following information: 53% of department staff are people of color and 77% are women.
The department has 14 designated bilingual employees (English/Spanish) to assist the significant limited-English and monolingual Spanish client base. The 14 Full-Time-Equivalent employees receiving Level I or Level II Bilingual pay make up 48% of the staff.	13.0 Full-Time-Equivalent staff (43%) are designated bilingual employees (English/Spanish) to assist the significant limited-English and monolingual Spanish client base; and the 13 staff receive Level I or Level II Bilingual pay differentials.
The department distributes public opinion surveys in both English and Spanish to obtain feedback on the quality and accessibility of services. Feedback is solicited and tracked through a variety of mechanisms, including the department’s website, the call center, and online and hardcopy surveys.	In addition to collecting public feedback by all standard means, the department administers a mandated customer service survey developed by the State which includes seven standardized questions and provides an opportunity for narrative answers. The survey is administered in both English and Spanish with survey results being provided to the State.
The department surveys case participants at regular intervals on the accessibility and quality of provided services	See above
Using the statewide Child Support Enforcement System, the department will regularly track the number of case participants who are monolingual Spanish-speakers to ensure that bilingual staffing levels are adequate	The department monitors caseload activity via the statewide system in which demographic data is readily available for retrieval on an as-needed basis for reporting purposes.
Review case participant and public opinion survey data quarterly to identify barriers to access and service provision. Based on this feedback, evaluate the effectiveness of current service delivery systems. Develop and adopt new processes, as needed, incorporating staff feedback and recommendations.	The department consistently reviews data and feedback to identify potential process improvements that would further ensure accessible communications and equitable service delivery. During the reporting period, bilingual social media outreach was implemented on Facebook, Instagram, and Twitter (now X) and the department website was updated and has a translation tool allowing translation in multiple languages including Spanish. All outreach materials are provided in both English and Spanish.

Child Support 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
The department utilizes a language line to help parents navigate the child support legal process in their preferred language.	A high percentage of department staff are bilingual, but the language line continues to be a valuable interpretation resource if needed.
The department interfaces with County and community-based organizations that provide overlap services to their clients, including drug and alcohol counseling, assistance with immigration issues and urgent financial and medical needs.	DCSS collaborates primarily with HSD, and has some interaction with Probation, Superior Court of Santa Cruz, Workforce Development, and HSA.

County Administrative Office 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Work with the EEO Office in developing informational materials which employ plain language and universal design principles to enhance accessibility for all County customers.	During this goal period, no new informational materials were developed. The department will work with the EEO Office as new informational materials are developed moving forward.
Support the Equal Employment Opportunity Office in expanding targeted outreach efforts and developing strategic recruitment plans to secure diverse applicant pools for future vacancies at the department head level.	The EEO Office, with support as needed from the CAO Office, works directly with departments and Personnel recruiting staff to expand targeted outreach efforts to reach women and people of color for recruitments at the department head level.
Ensure that all department heads continue to take harassment prevention training in a timely manner as mandated by state law and encourage their participation in EEO and cultural competence related trainings on an ongoing basis to make sure they remain current on existing best practices and legal developments.	In partnership with Personnel's training division, the department has ensured 80% compliance by department heads in completing biennial mandated harassment prevention training; and a 96% completion rate for the Mitigating Workplace Biases learning program rolled out in 2022.
Provide support to the departments in surveying diverse clients, customers, and employees to identify strategies and approaches for improving interactions and service delivery. Oversee the implementation of continuous process improvement initiatives related to cultural competence and retaining a diverse workforce at the departmental and Countywide levels.	Through the work of the cross-departmental Data & Equity Team, departments are supported with work groups and customized training sessions in utilizing disaggregated data to identify disparities in service delivery, barriers to clients seeking services, and culturally competent ways to engage with the communities served to improve service delivery. Additionally, the CAO Office has supported two cohorts of employees and community members participating in the Annie E. Casey Foundation's Results Count program, laying a foundation of continuous process improvement related to cultural competence and the retention of a diverse workforce at the departmental and Countywide levels.

County Administrative Office 2022-2024 EEO/CC Plan Departmental Goals

<p>Support the Personnel Department and other departments in providing training in cultural competence to meet the unique needs of the local community.</p>	<p>In partnership with Personnel's training division, the department offers training in several topics related to cultural competence such as workplace bias, nondiscrimination, communication styles, conflict management, and generational differences, through the Santa Cruz County Learns (SCCL) platform.</p>
<p>Encourage employees at all levels to participate in Santa Cruz County Learns (SCCL)</p>	<p>Under the CAO department's leadership, Personnel's training unit reminds supervisors and managers about the SCCL platform during Supervisory Academy, and encourages employees at all levels to participate in learning opportunities on topics such as Communication, Leadership, Safety, Remote Work, etc. In addition, the training division "features" courses and training opportunities on the SCCL platform - these messages show up on the employee dashboard.</p>
<p>Assess the departments' performance in achieving their cultural competence objectives on an annual basis.</p>	<p>The EEO Officer updates the CAO annually on each departments' cultural competence objective achievement, which is part of each Department Head's performance assessment.</p>
<p>Maintain records of attendance for cultural competence classes and of outreach and other service activities.</p>	<p>The department ensures that Personnel's training division maintains employee training records, including SCCL courses taken, and other third-party trainings/activities that may be added to the record upon request. Employee training transcripts are available to supervisors and managers through their SCCL dashboard. This feature allows for supervisors and managers to stay current on their staff's training and any overdue mandatory training assignments.</p>
<p>The County Administrative Office will continue to monitor the provision of services Countywide and to make recommendations to ensure that these services are universally accessible and appropriate for all sectors of the community.</p>	<p>The newly opened County Government Center in Watsonville is an example of the County Administrative Office supporting a major project that ensures services are accessible to all sectors of the community.</p>

County Administrative Office 2022-2024 EEO/CC Plan Departmental Goals

Provide bilingual (English/Spanish) translation at Board of Supervisors public hearings, when needed.	Bilingual services are always available at Board of Supervisors public meetings through Clerk of the Board staff.
Adopt universal design and plain language principles in Countywide facilities and communications, respectively, to promote accessibility.	This is an ongoing effort. As an example, the County Administrative Office supported the development of universal design and plain language principles in the redesign of the County website.

County Clerk 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
The department has thirteen permanent employees and experiences little employee turnover.	The department has experienced turnover over the last few years due mainly to retirements, and has several new employees on staff.
Currently, the department has six bilingual employees to ensure effective service delivery in the preferred language of the client (5 English/Spanish and 1 English/ Mandarin Chinese/Cantonese)	The department currently has 9 bilingual employees (8 English/Spanish; 1 Mandarin Chinese/Cantonese).
The department continues to perform targeted outreach to local colleges and high schools to recruit temporary elections workers who are representative of the diversity of the local available workforce and to ensure a sufficient number of staff to service the community during election seasons. The department will review EEO statistics on extra-help workers annually to monitor their outreach success.	The department continues to perform targeted outreach for temporary election workers, and is able to attract a diverse candidate pool including bilingual hires to ensure sufficient staff to provide bilingual services to the community during election seasons.
Continue to improve and locate the most accessible voting locations for voters with disabilities. Train all permanent and temporary workers on providing services to persons with disabilities, disability voting resources, and accessibility and inclusiveness issues.	The department continues to provide accessible voting locations for voters with disabilities; for example offering curbside voting even before the state mandated it. All department staff, including temporary workers, are trained in providing effective service to persons with disabilities in an inclusive and accessible manner.
Collect, review, and respond to voter feedback regarding voting accessibility for every election.	The department receives feedback, both positive and negative, via telephone, email, and in-person at voting sites or at the office. Voters, family members, or caregivers provide feedback to department staff, who respond in the moment as feedback is received to address voting accessibility issues or concerns.
Maintain participation in student “Welcome Week” and “Move-in Weekend” at Cabrillo College and University of California Santa Cruz (UCSC) in the Fall to register voters and perform direct outreach for extra-help job opportunities.	The department continues to participate in student events during the Fall Harvest (University of California State Santa Cruz) and tabling in the Quad at Cabrillo College to register voters and recruit for extra-help election workers.

County Clerk 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>Visit local high schools throughout the County in January, April, and September to register new voters and deliver civic education.</p>	<p>Department staff hold high school voter registration events in April and September which are designated as Voter Education Months. Voter registration is also held at high schools in January prior to March elections at other times upon request. In addition to this EEO/CC Plan goal, the department has a Strategic Operational Plan goal to expand civic education outside of election seasons.</p>
<p>During elections, the office hires approximately 80 temporary employees. All temporary employees receive training in areas of customer service and implicit bias to equip them with the requisite awareness, cultural sensitivity, and skillsets to serve the needs of our diverse community. The department also attempts to hire a sufficient number of bilingual extra-help staff to assist limited-English voters. Targeted languages are Spanish and Chinese dialects, based on customer language needs</p>	<p>The department hired approximately 35 Extra Help (temporary) workers to assist with the March 2024 election, and anticipates hiring 80+ more to support the November election. All Extra Help employees receive training on customer service and mitigating implicit bias to better serve the needs of the diverse community. As noted above, the department is able to hire a sufficient number of bilingual staff, both permanent and Extra Help, to assist limited-English voters.</p>
<p>The office hires approximately 250 workers to staff the voting locations during each election and on Election Day. Mandatory election officer training includes a focus on providing sensitive, effective, and culturally appropriate services to voters with specific needs, such as voters with disabilities and voters who speak limited English. The Department strives to staff each location with at least one bilingual election officer to serve monolingual Spanish/limited-English voters.</p>	<p>The department hires between 250-300 workers to staff voting locations during each election season, including on Election Day. In addition to mandatory training including the delivery of culturally appropriate services, Election Leads received de-escalation training in 2024 due to the current elevated political climate. The department strives to staff each of the 23 voting locations with at least one bilingual election officer to serve limited-English or monolingual Spanish speaking voters.</p>
<p>The County Clerk meets quarterly with the Voting Accessibility Advisory and Language Accessibility Advisory Committees and makes appropriate changes and improvements to services provided to the County's diverse community based upon feedback received from these Committees.</p>	<p>Quarterly meetings continue, and the County Clerk considers feedback to improve services.</p>

County Clerk 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Important information provided on the Department’s websites – www.votescount.us and www.sccoclerk.us – is also available in Spanish. A translation tool is also available on the websites to translate materials into other languages.	The department continues to provide information on the websites in Spanish and English, and ensures that posted materials are accessible for screen readers.
The Department maintains records of the number of bilingual election officers and extra-help EEO statistics.	The department continues to maintain these records.
The County Clerk intends to resume Watsonville hours one Wednesday per month to better serve South County residents (service was temporarily stopped due to the public health orders in place during the Coronavirus pandemic). The South County location provides marriage licenses, performs weddings, registers notaries, and assists customers with obtaining other official documents or certifications. The appointment days are posted in advance on the Department’s website.	The department currently offers services at a counter in the Watsonville City Clerk's Office two days a month (first and fourth Fridays) by appointment made online or by phone. The department has plans to move this service from the City Clerk's Office to the County's Westridge office at a date to be determined.
The County Clerk will continue to provide information and materials to customers in both English and Spanish on the Department’s website and office locations. In addition, the most critical letters, applications, and other instructional documents provided to County voters are available in both English and Spanish, and Chinese and Tagalog voter guides are posted at all voting locations.	The department continues to provide materials that are linguistically and culturally appropriate on the website, in the County Clerk's Office, and at voting locations.
Through the department’s extensive voter outreach program, vote by mail ballots are personally delivered to residential care facilities, retirement homes and convalescent homes. Personal assistance is also provided to voters who need help marking their ballots. The Department provides an accessible voter information guide for voters who need an audio or large print format.	The department continues all of these efforts as described.

County Clerk 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>All voting locations have at least two accessible voting booths as well as four accessible voting tablets, and considerable, consistent efforts have been made to improve access to these locations, including purchasing portable threshold ramps, improving the clarity and visibility of signage to direct voters to parking facilities and signify access for persons with disabilities, utilizing cones to retrofit parking to be van-accessible, and having assistive tools and resources available at voting locations, such as magnifying glasses and pen grips to enable independent voting. Curbside voting is available for those unable to access voting locations.</p>	<p>The department continues all of these efforts as described.</p>
<p>Electronic Tablet voting, which allows voters with disabilities to vote independently and privately, is also available to all voters. Voters have a choice between paper and electronic voting.</p>	<p>Electronic tablet voting is available, with the clarification that even with electronic voting, a paper ballot is printed after the voter enters their votes on the tablet.</p>
<p>The Office maintains partnerships with community organizations, including the American Civil Liberties Union (ACLU), the County jail system, and Friends Outside, which serve traditionally underrepresented and underserved populations in the election process, including minorities and incarcerated and rehabilitating populations.</p>	<p>The department maintains active partnerships including a new partnership with the Health Services Agency's Behavioral Health Division to facilitate voting at a lockdown facility utilizing the VoteMobile. Other partnerships with the Sheriff's Office and Probation Department help reach the incarcerated population who are eligible to vote, and former inmates who are re-entering the population. The County Clerk will reach out to the Public Defender to explore opportunities to connect with their clients under their holistic defense model.</p>
<p>Throughout the twenty-nine days prior to an election, the Watsonville City Clerk's Office offers early voting. To appropriately serve the large population of limited English voters in South County, the Department fully staffs the South County Office with bilingual election officials.</p>	<p>Early voting is available as described, and the VoteMobile is utilized to support this effort.</p>

County Clerk 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>The County Clerk’s Office offers extended voting hours at five voting locations starting 10 days before each election, at a minimum of 13 additional voting locations four days before each election, operates the VoteMobile for mobile voting throughout the County and currently maintains seventeen drop boxes located throughout the County for vote by mail ballots with plans to add more ballot drop boxes in the future.</p>	<p>All of these efforts are in place, and now there are 19 drop boxes (previously 17) located throughout the County.</p>
<p>The Passport, Licenses, and Fictitious Business divisions include bilingual (English/Spanish) staff to provide efficient service to Spanish/limited-English speaking County residents.</p>	<p>These divisions continue to provide bilingual services as described.</p>
<p>“Passport Saturdays” are held four to five times per year at the County Government Building to promote accessibility of services for all County constituents, particularly County residents who cannot take time off of work or school and/or have limited access to transportation during normal business hours. (This service is temporarily stopped due to the public health guidelines in response to the Coronavirus pandemic and will resume as soon as allowable.)</p>	<p>Passport Saturdays resumed in 2023 as 5-hour events that are held 4-5 times per year, accepting appointments and walk-ins. Two Passport Saturdays have been held in 2024 to date.</p>

County Counsel 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
The Office of the County Counsel will maintain positive relationships with a diverse range of local professional legal organizations and related groups interested in government service to ensure that a broad representation of the legal community is well-informed about County job opportunities.	Attorneys participate in local legal organizations, and in collaboration with Personnel, job openings are posted with various legal organizations including Women Lawyers of Santa Cruz County, La Raza Lawyers of Santa Clara County, Asian American Lawyers Association, Black Women Lawyers of Northern California, and also post with the County Commission on Disabilities, the Latino Affairs Commission, and the Women's Commission.
The Office will consider utilizing law clerk and intern opportunities as a mechanism for attracting diverse candidates for future vacancies.	The Office participates in the <i>Bay Area Minority Summer Clerkship Program (BAMSCP)</i> with 1-2 paid summer Law Clerk Interns, budget permitting; and other unpaid internship opportunities are provided for school credit.
Budget permitting, the Office will participate in the Bay Area Minority Clerkship program, to provide a paid summer internship to a candidate from an under-represented group.	See above.
In addition to completing required County training, department staff will complete mandatory continuing education for California Bar Licensure as required. Elimination of Bias remains a required component of continuing education coursework for all active California attorneys.	Department staff participate in continuing education on 3-year cycles to obtain MCLE credits for California Bar licensure, including an increased requirement for 2 units of Elimination of Bias training.
When County Counsel attorneys advise the Board of Supervisors and/or County commissions in public settings, they will articulate their explanations of complex legal concepts in a manner that is cognizant of and tailored to their audience. County Counsel attorneys will make every effort to accurately and clearly inform and educate the Board, commissions, and the public on legal issues facing the County in a manner that assists the public to understand and meaningfully participate in government processes.	The Office has been working with the CAO's office on Brown Act and other trainings for County staff who support commissions. The Office continues to make every effort to communicate legal issues clearly to assist the public in understanding government processes so they can engage in meaningful participation.

County Counsel 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>County Counsel currently employs one designated bilingual staff member (English/Spanish) and several other bilingual/multi-lingual employees in undesignated positions who can provide additional basic, limited, non-legal translation and customer support, if needed, to limited-English speaking persons, and/or refer these individuals to appropriate county departments and/or community-based organizations for further assistance.</p>	<p>While the Office is generally internal-facing in support of County departments, half of the administrative support staff are bilingual and are available to answer questions from the Spanish-speaking public and refer people to other departments or outside organizations as needed.</p>

District Attorney 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Participate in at least one Diversity Career Fair at a local law school annually to attract diverse law students interested in working with the office.	The department participates in diversity recruitment fairs at Monterey College of Law and Santa Clara University; and online with McGeorge School of Law.
Attend On-Campus Interviews (OCI), Alumni Career Fairs, and Public Interest Law Fairs at local law schools to recruit qualified candidates.	Department staff participate in on-campus interviews and career fairs at Stanford Law, UC Hastings, and are part of the <i>Bay Area Minority Summer Clerkship Program</i> (BAMSCP).
Continue to participate in mock trial programs at local law schools to provide students with direct exposure to District Attorney careers.	District Attorney staff members continue to coach mock trial programs at local high schools throughout Santa Cruz County. One staff member serves as a faculty member at the Monterey College of Law.
Collaborate with the Santa Cruz County Career Technical Education Partnership, Cabrillo College, UCSC, CUSMB, Santa Clara University, Stanford University, Monterey Peninsula College, and Hastings Law School, with the assistance and support of the Personnel Department to establish connections with professors and students enrolled in criminal justice and legal coursework as a strategy for increasing exposure to and interest in District Attorney careers among local students.	The department works closely with the County's Employment Services Division to partner with the schools listed to establish connections and encourage interest in careers in the District Attorney's office.
Utilize the "State Bar Certified Student" classification to attract potential law student and post-bar exam candidates.	The department reinstated this program in 2023 to hire paid student law clerks - two or three spots are reserved for BAMSCP students.
Utilize student internships, paid law clerkships, and extra-help positions to recruit a workforce which reflects the diversity of our community	As noted above, the department utilizes student internships and law clerk positions, recruiting a diverse workforce that the data confirms is reflective of the community we serve.

District Attorney 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
The Office's website offers bilingual materials and information and maintains a link to the County Personnel Department's job opportunities website and the volunteer information website.	The office's website offers bilingual materials and information and has a link to County job opportunities. The Neighborhood Courts Diversion Program diverts certain court cases to a restorative justice program that allows the charged individual to address the harm done to the community in a way that promotes justice without resulting in a criminal record. As many of the individuals eligible for this program are monolingual Spanish speakers, or prefer to communicate in Spanish, the office recruited bilingual volunteers specifically to support the language needs of this program.
The office previously received and used a grant to improve online accessibility and service to victims of crime and persons with disabilities.	The grant from the California Office of Emergency Services has concluded, and was used in part to improve the department's website including making adjustments to fonts and layout and providing closed captions for greater accessibility as well as adding other content.
Attorney staff participate in ongoing mandatory training (MCLE) which among other topics includes the areas of cultural competence and the elimination of bias in the legal profession.	Staff members who are attorneys receive mandatory training through the California State Bar. The department has joined with the Court system, the Probation Department, and other local legal partners to create training that is specific to Santa Cruz.
Currently, there are 26 bilingual (English/Spanish) employees in the District Attorney's office to provide services to the significant limited-English and monolingual Spanish-speaking client base.	While it would be ideal for every public-facing person to be bilingual, the department strives to hire bilingual staff whenever possible to meet the needs of the clients. Currently, there are 28 bilingual (English/Spanish) employees in the District Attorney's office who have been assigned a bilingual differential.
Statistics produced by County Personnel as of December 2021 indicate that the departmental workforce at that time was predominantly made up of three EEOC categories: White (60%), Latino/Hispanic (26%) and Asian (11%). In addition, the workforce percentage by gender was: Women (64%) and Men (36%).	Workforce statistics as of December 2023 remain similar to 2021, with a departmental workforce made of up these EEOC categories: White (61%), Latino/Hispanic (26%), and Asian (12%); and by gender, women (64%) and men (36%).

District Attorney 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Utilize local Spanish-language media (including television and radio when possible) to increase awareness of the office's services and programs in the Spanish-speaking community.	The department has made public service announcements on KSBW and local Spanish radio stations. Press releases go to local spanish-speaking media outlets.
The DA's office currently has bilingual employees in various positions and at different organizational levels, including attorneys, victim advocates, inspectors, and support staff which enables the Office to communicate effectively with limited English-speaking witnesses and other community members and stakeholders.	The Department has bilingual employees across all classifications including advocates, support staff, and inspectors. The Child Interview Center has a Spanish-language child interviewer.
The Office maintains a Watsonville branch to ensure that services are easily accessible to the significant Watsonville/South County population, in coordination with the services provided by the State Courts.	As the State Courts are no longer present in that location, the Watsonville office has been scaled back and is not open to the public except by appointment. The facility is now primarily utilized by juvenile services and crime task forces.
The office coordinates with local organizations, such as the Walnut Avenue Women's Center and Women's Crisis Support/Monarch Services, to ensure culturally sensitive outreach and services to domestic abuse victims and others with special needs, including veterans, juveniles, persons with disabilities, and seniors. The office manages a multidisciplinary child interview center equipped with qualified professionals who provide trauma-informed services to youth.	The department continues to work with the community partners listed. Consumer environmental protection provides community education on avoiding scams to seniors. Additionally, a grant from California Office of Emergency Services' Elder Abuse (XE) Program allows the department's Victim Services Unit to provide more services specifically to county seniors. The U-Visa Program allows the department to work with cooperative undocumented individuals who have been victims of crime and who could be helpful in the investigation and prosecution of criminal activity.

General Services Department 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>Continue working with Cabrillo College and the ALCANCE apprenticeship programs to encourage a broad representation of applicants including women and people with disabilities for historically non-traditional positions.</p>	<p>In 2023 staff attended the Cabrillo College recruitment fair and the department co-sponsored a Trades Day event with the Personnel Department. Apprenticeship programs were paused during COVID, and the new Deputy Director will evaluate funding and capacity for future opportunities.</p>
<p>Perform targeted outreach to local trade schools and organizations; such as Watsonville's Center for Employment Training, which offers programs in custodial services and construction, and the Community Action Board of Santa Cruz County's (CAB) Women Ventures Project (WVP), which provides training and placement assistance to low-income women interested in non-traditional occupations (NTO's) in the building and construction trades, transportation, and public safety fields.</p>	<p>The Building Maintenance Superintendent attended Trades Day in November 2023 where he served as a panel member and met with students to discuss career opportunities within the County's General Services Department.</p>
<p>Continue to make ADA accessibility improvements to County facilities and ensure Title II compliance, including installing ADA compliant automatic doors, pull stations, counters, and pathways. Assist as needed with one-on-one personal ergonomic assessments for all County employees and perform assessments for those employees returning from a leave of absence to ensure a safe, healthy, and accessible work environment and minimize the risk of injury.</p>	<p>The department continues to make ADA-accessible improvements such as ramp installation and flooring repairs/leveling at the Vets Hall; repaving at Juvenile Hall; and improvements at the Emeline campus that included sidewalk leveling and parking lot restriping to improve pedestrian crossing areas and to add an additional space for disabled parking.</p>
<p>Provide job opportunity information to the local County Office of Education and Regional Occupational Program (ROP). Attend at least one field-specific course annually through ROP to expose local students to the wide range of employment opportunities in the areas of facility maintenance, construction, project management, and fleet maintenance and mechanics.</p>	<p>Participation in the County Office of Education's Regional Occupational Program (ROP) was put on pause during COVID, and will be revisited as opportunities arise for GSD staff to visit schools and share information about careers with the County General Services Department.</p>

General Services Department 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Offer internship and student worker opportunities where practicable in the Purchasing, Fleet Services and Administration divisions.	The Internship/Student Worker program was paused while the department focused on developing internal career laddering to create a meaningful career path from Custodial to Maintenance jobs. A previously unfunded position was funded and reopened to provide crossover training so Extra Help custodial staff can obtain experience in maintenance, developing skills to enter and advance within the Maintenance career ladder.
Solicit diverse businesses for procurements and contract awards to ensure diversity in the application pool for contractors and database for vendors.	The department is embarking on a data collection effort to better understand the demographics of the private sector vendors who currently do business with the County. With that information, the department will be better positioned to address gaps in vendor diversity, and can develop strategies for increasing diversity in the application pool for contractors.
Ensure that employees without computer access are able to participate in compliance trainings online or in-person when required.	The department works with Personnel's Training staff to offer in-person or group online trainings for employees who do not have individual computer access.
Provide the General Services Internal and External Customer Service Plan to all department employees upon hire and make the plan accessible for current employees.	The GSD Handbook, shared with all new GSD employees upon hire and available on the intranet, includes a section on Serving the Public.
As part of the FY 2021-22 budget, the Office of Emergency Services was transferred to the County Administrative Office. General Services staff work with the CAO's office to ensure updates are made to the website as needed and that disaster information is provided in both English and Spanish.	GSD staff continue to work with the CAO's office to ensure website updates related to Emergency Services.

Health Services Agency 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>Partner with local health sciences schools and public health programs, such as Stanford University, UC San Francisco, UC Berkeley, UC Santa Cruz (UCSC), San Jose State University (SJSU), California State University of Monterey Bay (CSUMB), Cabrillo College, Hartnell College, and Touro University, in providing clinical education and rotation opportunities to Bay Area health sciences students, interns, and residents to attract local talent and expose students to careers in health.</p>	<p>The Health Services Agency (HSA) continues to work with students from a variety of schools. HSA has formal agreements with some schools for preceptor support. Public Health (PH) continues to develop formal agreements with local health sciences schools such as those listed. HSA also participates in job and intern fairs at Cabrillo College, UCSC, CSUMB, and SJSU.</p>
<p>Encourage recruitment and placement of volunteers, student interns, and hiring of student workers who are reflective of the diverse local community, including participating with UCSC Graduating and Advancing New American Scholars (GANAS) Career Pathways project, UCSC and SJSU intern programs, and in CSUMB's Intern Recruitment Fairs. Strive for paid internship/experiences to address inequities when asking students to do unpaid activities.</p>	<p>The department utilizes the <i>Student Worker</i> classification which allows students/interns to be paid. The department has requested a new non-student paid intern classification that is expected to be ready for use by Spring 2024 to support job seekers who are not students, but lack the work experience to gain entry level employment with the County. The recently hired <i>Departmental Communications Officer</i> is developing a marketing plan to include new recruitment materials and social media campaigns among other strategies to attract viable candidates from diverse backgrounds and underrepresented groups.</p>
<p>Identify and implement strategies for attracting qualified candidates (e.g., bilingual and multi-cultural candidates, candidates with disabilities and candidates from other underrepresented groups) to apply for difficult to recruit positions such as nurses, physicians, psychiatrists, bilingual medical providers, and other medical positions.</p>	<p>See above</p>
<p>Federal and state funding sources mandate that Behavioral Health regularly develop comprehensive Cultural Competence Plans and evaluate staff's knowledge and ability to provide culturally and linguistically competent, medically necessary services. The Cultural Competence Plan is integrated throughout the Agency's administration and organizational structure.</p>	<p>See below</p>

Health Services Agency 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>Each division of the agency develops its own cultural competence plan with objective measures, benchmarks, and standards to evaluate progress toward specified goals as described within the Appendix of the Countywide Equal Employment Opportunity/Cultural Competence Plan. Copies of the Agency’s Cultural Competence Plans are available upon request.</p>	<p>Some HSA divisions have a cultural competence plan in place. The incoming Health Equity Officer will support this work, which aligns with HSA's operational objectives to implement onboarding and cultural competence plans. Members of the public can access the Behavioral Health CLAS (Culturally and Linguistically Appropriate Services) Plan on the HSA website.</p>
<p>Staff satisfaction with the provision of culture-specific services is also assessed routinely through Cultural Awareness Satisfaction Surveys. Feedback from these employee engagement surveys is utilized to identify inefficiencies and problem areas and make needed systems improvements.</p>	<p>Incoming Health Equity Officer will support this work, agencywide. Some of this work is already happening within some Divisions.</p> <p>This year, Behavioral Health administered an all-staff survey. They sought feedback to pinpoint CLAS-related learning opportunities that would improve their service delivery. The survey results informed which CLAS learning opportunities were prioritized. Furthermore, upon survey completion, participants were credited with 0.50 CLAS hours in Relias.</p> <p>Public Health will administer a staff survey in March 2024. This survey will include questions about wellness and connection and equity and inclusion.</p>

Health Services Agency 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>In addition to the mandatory cultural competence training listed above, staff are required to complete a minimum of seven hours of training annually on the provision of culturally and linguistically appropriate services, and new employees are required to attend trainings on consumer culture, Latino culture, and Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ) considerations and culture.</p>	<p>This is happening in BH, due to CLAS requirements. BH has developed a program series that enables staff to receive credit on approved topics/trainings. BH also uses the Learning Management System, Relias, which has training that can be approved for CLAS hours.</p> <p>BH offers a comprehensive <i>BH Workforce CLAS Education Plan for Culturally & Linguistically Appropriate Services Policy 3116</i>. This plan outlines the 7 CLAS hour requirement per fiscal year, available learning opportunities, and guidelines for requesting training to earn CLAS credit.</p> <p>In addition, BH has issued a CLAS memo affirming that all staff have protected time to fulfill the 7-hour CLAS requirement.</p> <p>Beyond BH’s extensive Relias self-paced CLAS learning resources, HSA hosts 6 Culture Cafes annually, 6 Speaker Series focused on Equity, and publish the Quarterly COMPASS, which can be reviewed during staff meetings for CLAS credit.</p> <p>Public Health (PH) plans to include DEI trainings in updated onboarding protocols to meet the Public Health Accreditation Board (PHAB) requirements for the <i>Workforce Development Plan</i>.</p>
<p>As an example of ongoing cultural competence training required by the Agency, the Behavioral Health Division provides a training curriculum administered by a designated Cultural Linguistic Appropriate Services (CLAS) Coordinator</p>	<p>Per the BH Workforce CLAS Education Plan for Culturally & Linguistically Appropriate Services Policy 3116, all BHS employees shall acquire a minimum of 7 CLAS hours within each fiscal year. Although staff may complete more than 7 CLAS hours per year, CLAS hours in excess of 7 hours will not roll over into the next fiscal year.</p>

Health Services Agency 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Annual training on consumer culture that includes a patient's personal experience with diagnosis/labeling, medication, hospitalization, societal/familial stigma, trauma, economic impact, housing issues, and forced treatment.	Within their first year of employment, new employees shall attend at least one training on each of the following consumer cultures: Latino/a/e (including indigenous people of the Americas) (1 hour); Lesbian, Gay, Bisexual, Transgender, Questioning (LGBTQ+), and Gender Expansive (1 hour); Mitigating Workplace Biases (offered in SCCL) (.58 hours); Language needs (ex., The Role of the Behavioral Health Interpreter, Accessing the Language line, ALS) (1 hour); Physical ability (ex., Neurodiversity; Cognitive ability, Visible and invisible disabilities, physical disability) (1 hour); Socio-economic status and the impact of poverty (1 hour).
Evaluation, diagnosis, treatment, and referral services for the multicultural groups in the Agency's service area (including LGBTQ and Latino communities).	See above.
Presentation of divergent worldviews and variant beliefs concerning the definition, presentation and clusters of symptoms, causal explanations, and treatment of mental health conditions and substance use disorders, as well as the risk that deviant behavior presents to the indigenous community;	See above.
Enhancement of skills to increase bilingual staff's ability to discern a consumer's spoken, as well as nonverbal communication, and ability to communicate their ideas, concerns, or rationales.	See above.

Health Services Agency 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
	<p>CLAS hours are acquired by completing learning opportunities (courses) that deepen awareness, understanding, and empathy of marginalized communities, and/or the language needs of these communities.</p> <ul style="list-style-type: none"> o Clinical staff are encouraged to select courses that increase the implementation of cultural and linguistic considerations when providing clinical services to the community, executing procedures, as well as when communicating with the public, co-workers, and community agencies. o Administrative staff are encouraged to select courses that increase implementation of cultural and linguistic considerations when performing daily work functions such as: providing customer service, welcoming spaces (signage, etc.), executing procedures, as well as when communicating with the public, co-workers, and community agencies. o Direct staff supervisors are encouraged to lead by example and select courses that increase equity in the workplace and support and promote the inclusion of diverse cultures within their team and increase implementation of cultural and linguistic considerations when executing procedures, and communication with the public, co-workers, and community agencies <p>Direct staff supervisors will support staff completion of CLAS courses as an essential element of ongoing professional development by monitoring and tracking the completion of staff CLAS hours and utilizing this information for staff evaluations</p>

Human Services Department 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>HSD will focus on expanding previously in-person community employment engagement efforts to virtual options for interested/prospective interns and employees.</p>	<p>As the pandemic has subsided, the department has been able to resume in-person tabling at recruiting events but continues to also attend virtual recruiting events within the community. Employment interviews are offered in both virtual and in-person formats ensuring greater accessibility to interviewing for the applicant pool.</p>
<p>HSD will continue building diverse workforce pipelines through offering both paid and unpaid HSD internship opportunities and identifying/placing interns by (1) participating in in-person and virtual student intern job fairs, such as the Cabrillo College Internship Fairs (Virtual and In-Person) and (2) placing MSW interns into our child welfare division through our formalized partnerships with San Francisco State University (SFSU), California State University at Monterey Bay (CSUMB) and San Jose State University (SJSU).</p>	<p>HSD has been attending internship fairs at Cabrillo College when internships are available as well as posting on both Cabrillo College and UCSC's virtual job boards. This year, HSD is implementing a formalized internship program streamlining the development, applicant recruitment, and filling of internships in HSD program divisions. HSD has formalized a partnership with Cabrillo College called H-SERV, an internship process embedded in the Human Services Certificate program at the college. Participants must complete a 75 hr volunteer internship in a Human Services Agency as a graduation requirement. HSD currently has 1 student participating in an FCS internship through this program. In addition to this, HSD has provided field instruction for 5 MSW interns from SJSU/CSUMB who just completed their internships in May 2024.</p> <p>Limited demographic data is available through Personnel as part of their student worker applications or through their VIP (Volunteer Initiative Program) applications. HSD intentionally focuses on recruiting interns from Cabrillo College as it is a feeder school for 4-yr institutions, represents a diverse cross section of our community, and creates opportunities for entry level or return to education students in need of entry level work experiences.</p>

Human Services Department 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>HSD will continue building a diverse workforce applicant pool by expanding their community outreach when recruiting for open positions and ensuring diversity is present in the staff pool identified to represent HSD in these efforts.</p>	<p>HSD has attended career fairs hosted by the County, UCSC, and Cabrillo College which were virtual during the height of the pandemic but have returned to in-person formats. Staff representing HSD at career fairs have been representative of the community (50% of staff representatives are bi-lingual/bi-cultural and able to address monolingual Spanish-speaker questions as needed). In addition to these outreach efforts, the department has adjusted recruitment marketing materials to attract a more diverse applicant pool. While the department is interested in recruiting interns and is exploring roles for future paid student workers, the department has also been focusing on allowing existing employees to learn on the job and grow professionally. This is an intentional effort to support equity by providing access and opportunities for individuals to continue to grow on a meaningful career path within the County.</p>
<p>HSD will prioritize diversity in workforce leadership development opportunities and incorporate diversity into internal professional development opportunities such as mentorships and career development coaching through the HSD Mentor Program and the HSD Career Development Coaching Program.</p>	<p>The HSD Mentor Program was paused in 2023 due to implementation of a major computer system upgrade, but resumed in March 2024 with 15 mentors and 29 mentees (Race/Ethnicity: 64-66% of the 2024 mentor program participants identify as people of color). HSD's Career Development Coaching program has served 22 employees since its inception in 2021 and the Mentor Program mentorships have served over 100 employees since 2018. The department is compiling 6 years of data for the next reporting period to share results such as number of mentor program and career development coaching participants who, since their participation, have promoted within HSD or the County.</p>

Human Services Department 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>The Department will continue to require cultural awareness training which pertains to specific cultural characteristics of groups served by HSD to provide a better understanding and sensitivity to various cultural groups for the provision of culturally and linguistically appropriate services. Employees are required to attend trainings on Civil Rights, Race Equity, Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ), sexual orientation and gender identity (SOGIE), to ensure fair and equitable delivery of services. Employees are required to complete cultural competence trainings annually.</p>	<p>A half day of annual training is required of all department staff. Training offerings include half day trainings provided by UC Davis on topics such as the history of racism in America and the history of protest in America as well as a Visions-style foundational training that is race/equity-related. All training is reflective and interactive, and raises interpersonal awareness to improve the ability to recognize, understand, and appreciate cultural differences. The goal of the trainings is to create/maintain an inclusive work environment, where employees may more effectively contribute to a multicultural environment in the workplace and in service delivery for the community.</p>
<p>HSD continues to focus on diversity, equity, and inclusion in their employee engagement and service to the community. As part of their commitment to equity, diversity, and inclusion, HSD initiated work with an equity consultant group in 2021, who developed an implementation plan to deliver training based on a Visions model framework (https://visions-inc.org) throughout HSD. The framework promotes the benefits of multiculturalism, diversity, equity, and inclusion through foundational training, individual coaching, and affinity groups.</p>	<p>The training roll out started in the Family and Children's Services Division (FCS) as well as with the HSD leadership team. The work continued in 2022/23 within FCS and the leadership team and has expanded into the Housing for Health (H4H) division. The department continues to explore further expansion of the work within other divisions. Training has been expanded to the Employment and Benefits Services Division (EBSD), Adult and Long Term Care (ALTC), Administrative Services, and Planning and Evaluation (P&E). Work is also being done with the Annie E. Casey Foundation's Results Count framework, and the hope is that concepts from these two programs will shape department culture. Monthly affinity group meetings are available for employees who identify as White or BIPOC (Black/Indigenous/People of Color); as well as 1:1 coaching sessions.</p>

Information Services Department 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>Continue to work with Women in Tech, local IT organizations and colleges to do outreach and internships to attract more women and more diverse population in our Professional positions in Information Services.</p>	<p>ISD staff are working with Cabrillo College and UCSC on outreach and Job Fairs. ISD Director Weigl serves on the Board of <i>Your Future is Our Business</i> (YFIQB). ISD has partnered with local colleges, universities and non-profits in recruiting events. The department also supported the County Office of Education's <i>Tech Girls</i> event; has started an internship program in partnership with UCSC and Cabrillo; arranges IT Tours for Cabrillo students; and is striving to enhance the public's perception of County IT as it evolves and becomes more progressive and diverse.</p>
<p>While under Administrative Review, the department will interview the top ten candidates on all certified lists and document the justification for all hiring decisions and review with ISD Management and the EEO Officer. Additionally, the department will provide written report on actions and outcomes to Personnel and the EEO Commission.</p>	<p>The department is currently 18% underutilized for women as compared with Census data on the availability of female workers in the metropolitan area. The department focuses recruitment outreach to women for positions in programming and business analysis. Changes as simple as including photos of women in IT on job bulletins can reduce biases and encourage women to apply.</p>
<p>The department will ensure equal employment opportunity and compliance with merit-based principles in recruiting and selection practices by participating in the administrative review process and through internal audits of the department's hiring activities.</p>	<p>Using an informal internal audit and assessment process, department management reviews the certified candidate lists for each recruitment; considers tailored outreach to women; and intentionally ensures the diversity of interview panels.</p>
<p>Employees will be encouraged to pursue relevant coursework offered by outside sources, such as Liebert Cassidy Whitmore, Sloan Sakai, the Santa Cruz County Leadership Academy (LEAP Program), and the California State Association of Counties' IT Leadership Certification Program.</p>	<p>Newly hired or promoted supervisors receive a robust set of trainings including some that are EEO-related. All IT managers receive CSAC certification. Supervisors meet with line staff to discuss career paths, and career planning. Cross training is encouraged between IT Support, System Administration, and CSO divisions with the intent of developing well-rounded staff poised to promote.</p>
<p>ISD management will continue to assign and train department liaisons to respond to EEO, harassment, and ADA issues.</p>	<p>ISD has designated staff to serve as Liaisons in partnership with the County's EEO Officer, to be the first point of contact for IT staff who have questions or concerns related to harassment or reasonable accommodation.</p>

Parks, Open Space, & Cultural Services 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Continue to evaluate and monitor the need for bilingual staff through customer and staff satisfaction and needs assessment surveys in order to ensure efficient and safe recreational programs.	A significant number of Parks staff are bilingual including maintenance staff, recreation and program staff, and a bilingual life guards and customer service staff. All needs assessments are bilingual and the department continues to monitor the needs of program participants and community members.
Review and revise job specifications on a continual basis to identify and eliminate barriers to employment.	Job specifications are reviewed regularly, any time a job is newly posted, to eliminate barriers to employment, including for extra help positions. The department has received a grant through the San Andreas Regional Center (SARC) which has supported a partnership with the National Inclusion Project. These resources have provided education and insights into developing more inclusive hiring practices, fore example development of more inclusive interview questions.
Work with Personnel staff and job recruitments to ensure that we are doing outreach that will help encourage non-male applicants and applicants with diverse backgrounds.	The department is working with the Annie E. Casey Foundation, and implementing small tests of change that have significant impact, such as updating images in recruitment materials to feature people of color and female staff and encourage diverse applicants to apply for County positions in Parks and Recreation.
Monitor selection criteria used to fill vacancies in all job classifications through internal audits to ensure equity in hiring decisions.	Interview questions and selection criteria are reviewed before each recruitment to ensure equity in the hiring process.
Continue efforts to improve the degree of communication among divisions and employee awareness of EEO reporting structures through expanding email access to all employees (including seasonal workers), departmental event collaborations, regular staff meetings, periodic offsite check-ins by managers with line supervisors and staff, and distribution of EEO policies and the organizational chart through a variety of widely accessible mediums	Each team has their own policies and procedures handbook; regular staff meetings and quarterly all-hands meetings are conducted. A monthly Interteam meeting promotes parks and recreation knowledge sharing, confirming common goals and mutual support. Although it is cost-prohibitive to provide County email addresses to seasonal workers, team supervisors communicate directly with seasonal staff to keep them updated.

Parks, Open Space, & Cultural Services 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>Network with local park and recreation programs, including those offered by the cities of Santa Cruz, Watsonville, Capitola and Scotts Valley, and City of Monterey, to promote the Department and generate interest in Parks and Recreation careers and job opportunities throughout all county populations. In collaboration with Personnel, network with various initiatives to directly expose local students to a variety of Parks careers.</p>	<p>The department collaborates and networks with other jurisdictions, for instance, on shared hiring panels. The department engages in cross-promotion of job openings where no conflict is present, working with UCSC and Cabrillo College to recruit and fill Extra Help and full-time positions. Parks participates in the County Job Fairs, Access to Employment Job Fair, a youth job fair at the London Nelson Community Center, and various high school career days. The department has hired intern archivists from UCSC and Cabrillo, and employed one paid student worker on the Facilities Team in 2023.</p>
<p>Maintain records of customer feedback on language needs and culturally competent service.</p>	<p>The Park Department maintains records of customer feedback as it is received. Continued care on developing accessible features on the website, program guides, registration processes, and outreach needs are reviewed based on continued collection of data.</p>
<p>Continue marketing to Live Oak service area to encourage increased use of the Simpkins Family Swim Center using various approaches, such as disseminating bilingual flyers to nearby schools and begin to offer our seasonal activity guide in both English and Spanish.</p>	<p>The department offers the <i>Seasonal Activity Guide</i> in English and Spanish; and worked with the Santa Cruz County Commission on Disabilities to develop a section of the guide for people with disabilities.</p>
<p>In partnership with the non-profit County Park Friends, continue to offer subsidized use of the pool for swimming lessons and aquatic camps as well as registration in summer camps for low income and at-risk youth.</p>	<p>The department is working with community partners and County Park Friends to offer swim lessons, aquatic camps, outside fitness programs, after school enrichment at low to no cost to low income and at risk youth.</p>

Parks, Open Space, & Cultural Services 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Collaborate with diverse community organizations, such as County Park Friends and the Live Oak Community Resources Center, and participate in appropriate community events to better inform consumers and residents throughout the County about the range of parks and recreation services offered by the Department. Continue to coordinate and host events with the County’s Animal Shelter and other community-based organizations to reach all geographical areas and demographics within the County.	Highlights include the annual <i>Parks and Rex</i> event in collaboration with the County Animal Shelter; a demonstration garden with Master Gardeners at Pinto Lake in Watsonville; and several family events at Pinto Lake Family Park. The department also provides staff and facilities at park spaces to support events hosted by County Park Friends.
Continue to improve access for persons with disabilities at Parks facilities through universal design and construction and park amenity improvements.	Leo's Haven at Chanticleer Park, Santa Cruz County's first inclusive playground, opened in 2020. Any new park designs are reviewed with this lens of accessibility. At Simpkins Swim Center, a hand rail was added from the locker rooms down the center of the pool; and two water wheelchairs were added.
Continue to support ongoing collaboration of County Public Health, County Park Friends and City of Watsonville Parks and Community Services to develop and promote ParksRX program.	In collaboration with County Public Health the department supports the ParksRX program through low fee community health centers, offering prescriptions for swimming, and outdoor activities that support health.
Maintain and expand ongoing partnership and collaboration with County Park Friends to help address barriers to access, promote engagement and expand inclusivity. Support and partner with County Park Friends on implementation of recently awarded Outdoor Equity Grants Program.	Through continued efforts the department offers free outdoor Tai Chi classes in the park (indoors during winter) for adults funded through an Arthritis Foundation grant. The department supports the County Park Friends with implementation of the Outdoor Equity Grant awarded by the State Parks.
Continue to collaborate with the County Commission on Disabilities to offer adaptive and low stimulation aquatic opportunities.	The department offers low-stimulation swim hours and has a contract with Angelfish Adaptive Swim Program to train more swim instructors to teach adaptive swim lessons.

Parks, Open Space, & Cultural Services
2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>Collaborate with local school districts, including PVUSD and San Lorenzo Valley Unified School District, to provide opportunities for low-income residents to participate in recreation and cultural activities.</p>	<p>The department contracts with PVUSD to provide after school recreation programming, as well as during winter, spring, and summer breaks. The Department is open to opportunities to partner with other school districts and works with County Park Friends to support student participation in local programs.</p>

Personnel Department 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>Develop and implement targeted, job-specific outreach plans to widely promote open positions to diverse groups. Outreach efforts include attending appropriate, field-specific job fairs, and outreach to professional associations and student organizations for under-represented groups (e.g., offices of diversity and inclusion, women’s resource centers, etc.) at area universities, colleges, and any appropriate trade schools.</p>	<p>In collaboration with the <i>Personnel Employment Services Division (ESD)</i> and County departments, the <i>EEO Officer</i> assists in the development of targeted, job-specific outreach plans that include posting job bulletins to various recruitment websites, community organizations, local colleges and universities, trade schools, and professional associations specific to women, individuals with disabilities, and people of color; and participation in job fairs, both County-wide, and field-specific.</p>
<p>Enhance recruitment efforts and programs to employ persons with disabilities, including distribution of employment opportunity listings to community-organizations and organizations providing employment-related services to persons with disabilities, such as Community Options, HOPE Services, and student disability resource centers at area universities, colleges, and any appropriate trade schools.</p>	<p>See above</p>
Hiring Procedures for a Diverse Workforce	
<p>Analyze and revise County job specifications to ensure that required knowledge, skills and abilities are job-related and do not create arbitrary and artificial barriers to employment or result in a disparate impact to protected classes.</p>	<p>Personnel's <i>Employee Relations and Salary Administration (ERSA) Division</i> , in collaboration with the <i>EEO Officer</i> and the <i>ESD Analysts</i> , regularly analyzes and revises County job specifications to ensure job-relatedness, remove artificial barriers to employment, and add diversity, equity, and inclusion (DEI) language into job specifications for leadership roles.</p>
<p>Ensure that oral boards and screening committees reflect the diversity of candidate pools and participants receive implicit bias training during oral board/screening committee orientation to ensure the application of objective, merit-based criteria in hiring decisions.</p>	<p>ESD ensures that oral boards and screening committees reflect candidate diversity, and ensures that concepts of implicit bias mitigation and DEI principles are shared with participants prior to participation on oral boards and screening committees.</p>

Personnel Department 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
EEO/CC Plan Revision/Implementation/Evaluation	
Review EEO/CC Action Steps at least annually to assess outcomes, identify both accomplishments and areas requiring improvement.	The EEO Officer, in collaboration with the CAO's Office and County department leadership, reviews departmental EEO/CC action steps and posts updates on departmental implementation to the EEO Division website.
Align and integrate the department's EEO/CC Plan with the department's Operational Strategic Plan to promote equity.	The <i>EEO Officer</i> supports departments to align their EEO/CC Plan goals with their Operational Strategic Plan to promote equity.
Maintaining a Diverse Workforce with Equal Employment and Advancement Opportunity	
Regularly review departmental Workforce Composition and Utilization Analysis data to identify and address any significant disparities between local available workforce demographics as compared to the department's demographic composition.	The EEO Officer reviews departmental workforce composition and utilization analysis data quarterly to identify disparities as part of the Administrative Review Program, and works with departments who show significant underutilization of women and/or people of color, to engage in targeted recruitment outreach, and review of justification memos for each hire or promotion.
Evaluate the need for bilingual employees regularly to provide effective and culturally aware customer service.	County Departments, including Personnel, continually evaluate the need for bilingual employees and hire bilingual staff to help provide effective customer service that is culturally and linguistically appropriate.
Promote diversity at all levels of the organization by mentoring employees, including those belonging to traditionally under-represented groups, and support their professional development through training opportunities and communicating the requisite skills and experience for advancement. Incorporate professional development as a topic of discussion within employee evaluations and regular staff meetings, as appropriate.	The Personnel Department provides informal mentoring for staff, and supports professional development through training opportunities offered in the Santa Cruz County Learns (SCCL) system, customized in-house trainings such as Supervisory Academy, and external trainings including through LCW (Liebert Cassidy Whitmore) on a variety of topics. Managers in Personnel hold professional development discussions with employees as part of the performance evaluation process, and at staff meetings, as appropriate.

Personnel Department 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Disseminate EEO and harassment prevention policies and expectations consistently.	EEO and harassment prevention policies and expectations to all employees upon hire, and are available on the Personnel intranet page, as well as printed EEO/harassment prevention materials available outside the Personnel Office lobby.
Encourage employees to provide feedback on improving workplace diversity, equity, inclusivity, and cultural competence in support of improving internal systems, processes, and service delivery to diverse constituents.	The EEO Office implemented a 2022 Diversity Equity and Inclusion Employee Survey to solicit feedback on opportunities to improve internal systems and processes, as well as service delivery to diverse constituents. Another DEI survey will be implemented in 2024. Additionally, employees can provide direct feedback at any time through their management team or the EEO Office.
Train department leadership to recognize potential EEO/CC issues and take appropriate, proportionate preemptive and corrective action, when needed.	All supervisory and managerial employees receive biannual state-mandate training on harassment prevention, that includes information on recognizing potential EEO/CC issues and taking appropriate action as needed.
Evaluate managers and supervisors during annual performance evaluations on their effectiveness in addressing EEO/CC issues.	Managers are evaluated during annual performance evaluations on factors such as communication skills, counseling skills, fairness and impartiality, and handling employee complaints and grievances, which all contribute to effectiveness in addressing any EEO or cultural competence issues that may arise.
Routinely analyze succession planning efforts and perform organizational health and workplace climate audits and surveys as strategies for improving employee satisfaction, promoting development opportunities, and retaining a qualified and diverse workforce.	In 2023, The County-wide workplace climate survey was conducted by the California State Association of Counties (CSAC), and aggregated results will be shared when available.

Personnel Department 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
EEO Division-Specific Actions	
Coordinate the Administrative Review process which provides additional support and guidance to those departments with a significant (exceeding 10%) underutilization of women or people of color as compared with the local available workforce. Support data-driven and tailored recruitment and outreach activities to address underutilizations of women and people of color.	The EEO Officer coordinates the Administrative Review process and provides additional support and guidance to those departments with a significant (exceeding -10%) underutilization of women and/or people of color as compared with the local available workforce. The EEO Officer works with departments to tailor outreach activities to address underutilization of women and people of color.
Regularly evaluate applicant flow reports, certified lists, and testing procedures to identify and address any disparate impact and barriers to employment for protected classes.	The EEO Officer regularly evaluates applicant flow reports, certified lists, and testing results to identify and address any disparate impact and barriers to employment for protected classes.
Promptly, impartially, and thoroughly investigate employee complaints of discrimination, harassment, retaliation, and abusive conduct/bullying to ensure a productive, respectful, and professional work environment.	The EEO Officer promptly and adequately investigates employee complaints of discrimination, harassment, retaliation, and abusive conduct/bullying to ensure a productive, respectful, and professional work environment.
Ensure that each department has designated staff to serve as liaisons with the EEO Office on issues of EEO, ADA, and prevention of sexual harassment and collaborate with departmental EEO Liaisons to address complaints as appropriate.	The EEO Officer ensures that each department has designated staff to serve as liaisons with the EEO Office on issues of EEO, ADA, and prevention of sexual harassment and collaborates with departmental EEO Liaisons to address complaints as appropriate
Keep a log of EEO/ADA complaints by race, ethnicity, gender, age, disability, and other protected classes and retain EEO files in accordance with state law.	The EEO Officer keeps a log of EEO/ADA complaints by race, ethnicity, gender, age, disability, and other protected classes and retains EEO files in accordance with state law.
Develop and periodically implement an employee Diversity, Equity, and Inclusion Survey and utilize employee feedback in recommending strategies to cultivate and support a diverse, equitable, and inclusive work environment.	The EEO Division develops and periodically implements an employee Diversity, Equity, and Inclusion (DEI) Employee Survey and utilizes employee feedback in recommending strategies to cultivate and support a diverse, equitable, and inclusive work environment. The survey was implemented in 2022 and will be implemented again in 2024.

Personnel Department 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Review cultural competence and EEO action steps at least annually to identify accomplishments and identify areas in need of improvement.	The EEO Officer, in collaboration with the CAO's Office, meets periodically with County department leadership to review their departmental EEO/CC Plan action steps and identify accomplishments and opportunities for improvement.
Continue to work with the EEO, Latino Affairs, and Women's Commissions, and the Commission on Disabilities to solicit input and suggestions on relevant issues to improve County programs and services.	EEO Division staff continue to work with the EEO, Latino Affairs, and Women's Commissions, and the Commission on Disabilities to solicit input and recommendations on relevant issues to improve County policies, programs and services.
Review and monitor the County's reasonable accommodation program to ensure equal access and opportunity for members of the public, applicants, and employees with disabilities, including compliance with the Americans with Disabilities Act (ADA) public accessibility requirements.	The EEO Officer manages the County's Reasonable Accommodation Program to ensure equal access and opportunity for applicants and employees with disabilities, and assists members of the public with concerns related to the Americans with Disabilities Act (ADA) public accessibility requirements.
Continue to assist County departments to develop and implement EEO/CC plans which address cultural barriers and equity issues in County employment and service delivery to clients.	The EEO Division worked with County departments to develop and implement the 2022 - 2024 EEO/CC Plan which addresses equity issues and cultural barriers to County employment and effective service delivery to clients; and will collaborate in 2024 with departments to develop the EEO/CC Plan for the 2025-2027 period.
Cultural Competence Plan and Action Steps	
The Cultural Competence Plan is developed and integrated within the overall organization to assure efficient and appropriate customer service to the community, including potential applicants, candidates, employees, and departments.	The EEO Office coordinates the development of the EEO/Cultural Competence Plan for the County and works with each department to review their respective goals toward assuring efficient and appropriate customer service to the community.

Personnel Department 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Promoting Accessibility in Communications and Physical and Virtual Spaces	
Ensure that written communications to the public (e.g., informational materials, publications, mass-emails, and web content) use 12 point or larger font and employ accessible design and plain language principles to promote clear communication to readers with diverse backgrounds and disabilities.	The Personnel Department, in collaboration with the Information Services Department, updated its web pages to ensure that written communications to the public (e.g., informational materials, publications, mass-emails, and web content) use 12 point or larger font and employ accessible design and plain language principles to promote clear communication to readers with diverse backgrounds and disabilities.
Provide important public materials and announcements in both Spanish and English and make translation services for other languages available, as needed, including for television/radio/online broadcasts, when feasible.	The Personnel Department provides important public materials and announcements in both Spanish and English and makes translation services for other languages available, as needed, including for television/radio/online broadcasts, when feasible.
Ensure accessibility of all County physical spaces and published materials for members of the public with disabilities. Training	The EEO Division of Personnel, in collaboration with the General Services Department, ISD, and others, ensures accessibility of all County physical spaces and published materials for members of the public with disabilities.
Training	
Ensure that all staff timely complete mandated harassment and abusive conduct prevention training and ensure that all employees are familiar with the discrimination complaint process.	The EEO Officer in collaboration with the Personnel Training Unit ensures that all staff timely complete mandated harassment and abusive conduct prevention training and ensures that all employees are familiar with the discrimination complaint process.
Encourage employees at all levels to annually complete at least one SCCL course or other training in any of the following categories: ensuring a respectful workplace; communication styles and interpersonal skills; emotional intelligence; unconscious/implicit bias; gender neutrality; diversity, equity, and inclusion; cultural awareness; or other subject matter relevant to serving and working with populations with diverse backgrounds and experiences.	Employees at all levels are encouraged to annually complete at least one SCCL course or other training in any of the following categories: ensuring a respectful workplace; communication styles and interpersonal skills; emotional intelligence; unconscious/implicit bias; gender neutrality; diversity, equity, and inclusion; cultural awareness; or other subject matter relevant to serving and working with populations with diverse backgrounds and experiences.

Personnel Department 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Incorporate specific training assignments into employees' professional development plans as appropriate.	As appropriate, specific training assignments are incorporated into Personnel staff's professional development plans.
Provide facilitated or online State-mandated trainings to all supervisory and non-supervisory County employees on harassment prevention and abusive conduct/bullying/bystander intervention.	Online State-mandated trainings are provided to all supervisory and non-supervisory County employees on harassment prevention and abusive conduct/bullying/bystander intervention through the SCCL system. The EEO Officer may provide in-person training as needed for employees without computer access.
Offer classes through the Santa Cruz County Learns (SCCL) platform in EEO/nondiscrimination, cultural competence, interpersonal communications, customer service, workplace civility/sensitivity/empathy, diversity, equity, and inclusion, mitigating unconscious bias, etc.	The Personnel Training Unit offers classes through the Santa Cruz County Learns (SCCL) platform on a variety of topics including EEO/nondiscrimination, cultural competence, interpersonal communications, customer service, workplace civility/sensitivity/empathy, diversity, equity, and inclusion, mitigating unconscious bias, etc.
Provide courses through SCCL that assist employees with promotional opportunities and upward mobility in order to retain a qualified and diverse workforce that reflects the community.	Courses provided through SCCL are available to assist employees with enhancing knowledge and skills while preparing for promotional opportunities.
Provide an EEO and Americans with Disabilities Act (ADA) overview class for new supervisors and managers in the County's Supervisory Academy.	The EEO Officer provides an EEO and Americans with Disabilities Act (ADA) overview class for new supervisors and managers in the County's Supervisory Academy.
Ensuring Culturally Appropriate Delivery of Services	
Employment Services staff will work on recruitments with the various County departments to identify and assess bilingual and other preferred skills in order to attract qualified applicants.	ESD staff works closely with County departments to attract qualified applicants and employes bilingual staff to provide bilingual testing as appropriate.
Employ sufficient bilingual staff to provide bilingual testing and translation services to applicants and employees as requested.	The department employs sufficient staff to meet the bilingual testing and translation services for staff and applicants as requested.
Offer bilingual testing of employees for departments requesting bilingual-designated positions. The Personnel department currently has two employees who are designated bilingual in Spanish/English.	The department offers bilingual testing as needed, with three Personnel staff members currently designated as bilingual in Spanish/English.

Personnel Department 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Ensure that programs are delivered through approaches, processes, and formats which are widely accessible and best meet the needs of a diverse community including immigrant populations, indigenous populations, bilingual and limited-English communities, persons with disabilities, LGBTQ+ community, seniors, low-income residents, unhoused persons, students, and other underrepresented populations.	Personnel programs are delivered through approaches, processes, and formats that are widely accessible, including in-person at accessible locations (such as employment exams and County job fairs); online (such as Commission meeting notices and information); via written materials available in English and Spanish (such as materials on Harassment and Discrimination available from the EEO Office), and other means.
Evaluate employee and customer feedback continually to improve service delivery; respond to customer needs; and identify barriers or service gaps.	The Personnel Department receives employee feedback informally in staff meetings or one-on-one conversations, or formally through the DEI employee survey; and customer feedback (complaints, concerns, suggestions, and positive feedback) is received in-person or through phone calls routed to the appropriate staff to assist.
Evaluate and continually improve the collection of intersectional data, (including gender and other appropriate demographic data), to analyze how various demographics utilize department programs and services; to support equitable access across diverse populations.	All feedback is evaluated and considered in making improvements to service delivery, respond to customer needs, and reduce barriers or service gaps. One example is the Employment Services team's efforts to survey job applicants who do not show up for employment exams to better understand their reasons and to make adjustments to the time, day, location, and frequency of exam offerings to reduce barriers and increase employment exam attendance.
Review customer complaint responses to ensure that conflict resolution processes are culturally sensitive and equipped with the appropriate tools and resources needed to prevent or identify and resolve cross-cultural conflict between members of the public and staff.	The department makes every effort to review complaints to ensure that department responses are culturally sensitive and appropriate. Each division provides their staff with the necessary tools, resources, and support via escalation to senior staff to address customer complaints.
Review the Personnel Department's programs and customer service delivery systems with senior managers on an annual basis and engage staff for their feedback to promote continuous systems improvement in terms of cultural competence and equitable service delivery.	The Personnel Senior Staff Group routinely meets to review the efficacy of current systems and protocols with an eye to process improvement. Minutes from Senior Staff Group meetings are shared department-wide.

Personnel Department 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Data and Information Systems	
Analyze new data from the U.S. Census and American Community Survey as it becomes available and update the data in the workforce statistics report as appropriate.	The EEO Division, in collaboration with the Information Services Department, updates Workforce Composition and Utilization Analysis reports with data from the U.S. Census and American Community Survey (ACS) as it becomes available, most recently in 2021 following the 2020 U.S. Census.
To the extent possible, collect and disaggregate data (race/ethnicity, gender/gender identity, age, disability, etc.) for use in developing and implementing the Personnel department's equitable, measurable, strategic operational goals.	Data is collected from various sources including from recruitment activities, the DEI Employee Survey, ACS data, and others, to inform the Department's strategic operational objectives.
Maintain data and records from employee surveys to enable short-term and long-term comparisons and assess progress toward specific objectives.	Personnel maintains employee survey records for comparison purposes to identify trends and measure progress. Key findings are also captured and communicated in presentation slides presented to the various EEO Commissions. The department plans to initiate the second DEI survey in June 2024.
Maintain the training attendance records of all County employees for all mandatory compliance training, including harassment prevention/abusive conduct/bullying trainings.	Personnel's Training Unit maintains training attendance records for mandatory compliance training, including harassment prevention and mitigating workplace biases.
Maintain records of outreach and recruitment activities.	The Employment Services Division maintains records of outreach and recruitment activities.

Probation 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>The departments Mission is: To contribute to community well-being through positive engagement, connection to services, and support for those impacted by crime.</p> <p>Probation plays a crucial role in the judicial system, public safety, and local governance. The department is divided into four divisions: Adult, Juvenile, Pretrial and Juvenile Hall. Serving as an alternative to incarceration, the department actively works to reduce recidivism, support diversion and reentry, and enhance community safety. With a foundation in evidence-based practices and a commitment to diversity, equity, and responsiveness, the probation department collaborates with various organizations, contributing to positive change and the well-being of the individuals we serve. As a linchpin in the justice system, probation is dedicated to creating a safer, more rehabilitative, and humane environment to facilitate measurable results.</p>	<p>This describes the department's mission and operating principles across its four divisions, and is consistent with its renewed internal 2024-2028 Strategic Plan begun in 2023 and completed in early 2024.</p> <p>Our new Vision: A safe, equitable and thriving community.</p> <p>Our new Mission: To contribute to community well-being through positive engagement, connection to services, and support for those impacted by crime.</p> <p>The department engaged staff across all classifications, persons with lived experience, and community and county partners to develop the Strategic Plan.</p>
<p>The department has a robust internship program, partnering with UCSC, CSUMB, and San Jose State University. Several former interns are now employees. We will continue to participate in local high school, college and community events which focus on careers within the human service fields in order to promote employment with the Department through internship opportunities.</p>	<p>As of Spring 2024, the department had 10 interns slated to work in the department. The interns attend the following higher education institutions: UCSC; SJSU; and Cabrillo College. The department will also explore planning and feasibility of paid internships.</p>
<p>We are very proud of the diversity represented in the department at all levels of the organization. The workforce composition in 2022 was: Women 50%, Men 50%, Latinx 57%, White 32%, Black 5%, Asian 3%. This composition helps us achieve our goal of reflecting the community we serve.</p>	<p>Reflecting the community demographics, the department's workforce composition data (as of December 2023) shows Women 52%, Men 48%, Latinx 59%, White 29%, Black 5%, Asian 5%, and 2 or More Races 1%. This composition helps us achieve our goal of reflecting the community we serve and maintaining cultural responsiveness.</p>
<p>We pride ourselves in the diversity of the management team, with representation from the Latinx, White, and Black ethnic groups. 60% of the sworn management team are people of color.</p>	<p>The management team continues to represent the diversity of the community we serve. Managers are trained in <i>Results Count</i> through the Annie E. Casey Foundation focusing on use of data in evaluating equity in service delivery, and enhancing leadership skills.</p>

Probation 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
The department has long valued investment in its workforce to provide opportunities for growth, promotion, and capacity building and, as such, a larger percentage of the supervisory and leadership team are the result of internal promotions.	The department continues to provide career development opportunities to staff and has consistently promoted from within. Our most recent promotions in 2024 to date have included two Deputy Probation Officer III positions which were all internal candidates.
The department will continue to encourage promotional opportunities through extensive cross-training, frequently rotating assignments, and mentorships to assist staff with acquiring the skills, knowledge, and experience necessary to advance in their careers.	The department continues to provide career development opportunities to staff. A formal rotation of staff assignments approximately every two years provides exposure to different aspects of Probation work and ensures cross-departmental alignment within Juvenile Services, Juvenile Hall, Adult Services, and Pre-Trial Services. This varied experience prepares staff for career advancement opportunities. Additionally, the department brings in training programs for staff on historical practices, bias, and other trainings centered on equity.
The department's highly effective recruitment strategies have successfully generated an exceptionally diverse workforce with utilization rates for people of color and women far exceeding the rates at which these groups are available in the local labor market. The department is committed to continuing these practices.	The department conducts targeted outreach to ethnically/racially diverse institutions across the state, including those in Southern California to attract a diverse pool of candidates. Results show that the department is reflective of community demographics. Department workforce composition data as of December 2023 shows Women 52%, Men 48%, Latinx 59%, White 29%, Black 5%, Asian 5%, and 2 or more races 1%, continuing to exceed the rates at which these groups are represented in the local available labor market.
In order to assess whether our hiring practices continue to reflect the populations that we serve, we periodically review caseloads in both the Juvenile and Adult Divisions to evaluate the racial and ethnic composition and language needs.	The department reviews caseload demographic data monthly to evaluate race/ethnicity and gender composition as well as language needs. Recruitment efforts include expanded outreach to organizations including Historically Black Colleges and Universities (HBCU), The Latino Affairs Commission, The Hispanic Latino Professionals Association, the NAACP, and the Southern California Law Enforcement Association. The department continues to attract diverse applicants.
Nearly 50% of the department's workforce is bilingual and bicultural which promotes linguistically and culturally relevant and appropriate service delivery to the Latino client base.	The department maintains a significant number of bilingual and bicultural staff in support of the Latino and monolingual Spanish-speaking client base.

Probation 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>The Probation Department requires Cultural Competency training for all staff every other year. This includes training for building competencies for working with LGBTQ, non-binary, and gender-expansive youth and adults. The Juvenile Hall Policy for Transgender and Intersex Young People requires that young people be allowed to self-identify at Intake and be afforded the opportunity to state their preferences. Additionally, to ensure safety, you people are afforded private hygiene/shower times and will have male and female staff present for transports. Medical and Behavioral Health are also consulted to ensure safety in the selection of housing assignments.</p>	<p>The department continues to require Cultural Competency and anti-bias training for all staff as part of a race/equity initiative. <i>Results Count</i> training centers on equity. The training is consistent with practices throughout the department, for instance, at Juvenile Hall, clients self-identify their gender identity and receive services that support their gender identity and expression.</p>
<p>The Probation Department holds a commitment to cross-sector collaboration. Our staff participate in Critical Incident Training and serve on multidisciplinary teams with law enforcement and behavioral health professionals in order to provide effective services to persons and clients with mental health issues.</p>	<p>Staff continue to participate in <i>Critical Incident Training</i> and serve on multi-disciplinary teams to provide services to persons and clients with mental health issues. Additionally, staff from across the department serve on countywide committees to contribute to collaborative partnerships and ensure equitable access to services (or the development of services), and co-lead initiatives that reduce disparities in the justice eco-system.</p>
<p>Race, Equity, Culture, and Inclusion Initiative. In 2021 the department embarked on initiative with the <i>Haywood W. Burns Institute</i> for the purpose of common exposure to the impact of the criminal justice system on communities of color; common language and understanding of the terms and concepts of oppression, equity, anti-racism and increasing alignment and contributions to equitable system improvements.</p>	<p>In 2023, department staff participated in a national cohort in the James Bell Structural Well Being Certification Program. The work with the Haywood W. Burns Institute informs efforts to achieve reductions in revocations for black males. Staff are integral in impacting the reductions by shifting their supervision strategy to a "Coaching Model" and working to increase engagement with those we serve. The pilot program and objectives are also captured in the department's <i>Strategic Operational Plan</i>.</p>
<p>The Assistant Chief Probation Officer has completed the <i>Annie E. Casey Foundation's (AECF) Results Count Advanced Practitioners' Program</i> and led strategic initiatives rooted in race equity in the department and the county. Additionally, this has led to much of the management team being trained in the "<i>Results Count</i>" framework to advance strategies that increase equitable opportunities for the under-represented and most burdened populations we serve.</p>	<p>The department continues to send managers the AECF <i>Results Count Leadership Program</i>, with 1 manager having successfully achieved the <i>Results Count Practitioners II</i> level in 2024.</p>

Probation 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>The department's management team completed the AECF <i>Santa Clara/Santa Cruz Results-Based Leadership Program</i> which supports participants in recognizing and acting on disparities to address equitable opportunities.</p>	<p>As a result of reflecting on the need to continue to build internal leadership skills, the department determined a focus on our staff was a needed investment to support leadership alignment and sustainability. In late 2023, department managers launched leadership training utilizing the AECF Results Count Framework. Managers are facilitating an internal Leadership program for Supervisors and managers using the Results Count Framework to enhance leadership, critical thinking and capacity building to center equity in the work of the department.</p>
<p>Through the RFP process, we require all contractors to demonstrate their capabilities to serve diverse populations. Contracts include the following language: "Contractor will ensure that culturally, linguistically, cognitively, and developmentally appropriate and proficient services will be provided by assessing the effectiveness of service delivery within a culturally relevant and gender-affirming framework. Additionally, Contractor will ensure that access to services provides opportunities for young people to participate in activities that support their identity and development, including but not limited to transgender and intersex youth. Service framework includes gender-affirming, caring, and is supportive of the whole person."</p>	<p>Through the RFP process, the department continues to ensure culturally and linguistically appropriate service delivery when contracting out treatment and intervention services. The department launched its AB109 Treatment and Intervention Services RFP in February 2024 with proposals due by March 15, 2024. The department ensured CBO'S were notified and had an orientation to support the RFP process and requirements. The rankings will be publicized in mid-April 2024.</p>
<p>The Probation Department is considered an expert and model site with respect to reducing racial and ethnic disparities in the Juvenile Justice System. Policies and programs are continuously monitored and reviewed utilizing data-driven, evidence-based processes to promote and ensure that all similarly situated youth and adults are treated fairly and consistently across race and ethnicity.</p>	<p>The Juvenile Division utilizes data to look at the demographics of individuals coming into the system, and this data informs diversion and prevention initiatives through law enforcement and community partnerships, to reduce the number of juveniles in the system. The department utilizes data from the court system to identify youth, the charges they face, and their zip code, to inform a diversion program where an individual is contacted by the police but not cited, and instead referred to community resources and programs. If a young person completes the program, they are not cited and it keeps them out of the courts/justice system. Data driven efforts identified Black male adults as disproportionately impacted by revocations, and as a result, the department created a program to reduce revocations for all but with a targeted approach for Black males.</p>

Probation 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>Managers make presentations and train other departments throughout the United States in cultural competency and data-driven decision-making and policy reform, as well as host site visits for interested agencies and departments.</p>	<p>Managers make presentations, including to national audiences, on topics including Probation and Parole and leadership development.</p>
<p>In 2019 and 2020 the department was awarded four significant competitive grants totaling over \$9 million and partnered with the community to implement innovative programs designed to address disparities and system improvement. In 2023, the department was awarded a 250K Board of State and Community Corrections (BSCC) grant to provide Mobile Probation Services. The Santa Cruz County Mobile Success Center (MSC) will be utilized to support the growing population of unhoused individuals struggling to meet their probation terms and at risk of further system involvement. We will accomplish this through upstream equitable access to legal services, housing and health resources, and intervention rather than incarceration. By taking services to those we serve in the community, we are increasing equitable access for the most burden populations we serve.</p>	<p>Grants allow the department to allocate to support innovative community partner programs that address disparities and improve systems. The 2023 BSCC grant award for the MSC will allow the department to work with public defender's office, community partners, County departments, mutual aid groups, churches, and CBOs to provide mobile access to those in need and who can benefit from mobile service delivery based on transportation barriers. The department expects delivery of the MSC in late Summer/early Fall of 2024.</p>
<p>The department has conducted systems analysis in the adult and juvenile divisions via several research projects to discern root causes of inequities, identify strategies, and target resources to address these causes, and perform race equity impact assessments for all its policies and decision-making to eliminate barriers and achieve equity within the department and within the community it serves.</p>	<p>Systems analysis has informed <i>Diversion and Prevention</i> work in the Juvenile Division, identifying disparities in South County in the areas of education and student success rates. In the Adult Division, particularly <i>Pre-Trial</i>, data is disaggregated by gender and race with the goal of identifying disparities and reducing revocations.</p>
<p>All client forms utilized by the Probation Department are in Spanish and English. Our juvenile hall has recently developed a handbook for youth in Spanish.</p>	<p>The department ensures that internal forms and signage are in both Spanish and English. The <i>Youth Bill of Rights</i>, available in Spanish and English, is used to support youth in court, and includes Ombuds office access information.</p>

Probation 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>The Probation Department continues to advance the work of developing racially and culturally responsive programming for our clients. Two examples of these efforts include the <i>Aztecas Soccer Program</i> and the <i>FUERTE/Wraparound Program</i> . The department staffs and supports the Aztecas youth soccer program in Watsonville which uses soccer to reclaim the lives of at-risk Latinx youth who struggle with gangs, violence, and poverty in Santa Cruz County and the Pajaro Valley. The department also greatly expanded its <i>FUERTE/Wraparound</i> services which provide holistic, culturally responsive services for Latinx youth and their families in their homes and during hours which best serve the family needs.</p>	<p>Both programs, <i>Aztecas Soccer Program</i> and the <i>FUERTE/Wraparound Program</i> are currently active. The Aztecas Clubhouse also offers tutoring and community service activities. In 2022, an <i>Adult Success Center</i> was established in South County to provide a one-stop-shop where multiple service providers can meet with clients and discuss their needs. This effort replicates the North County "success center" model and provides equitable access reducing the need for cross-county transportation.</p>
<p>The department has enhanced court access for youth and families through hearing cases both in South and North County to create a more balanced accessibility for local families. This improved accessibility has resulted in fewer failure-to-appears in court. We have also added remote access for clients and families and our partners.</p>	<p>The department continues to provide equitable access to services by meeting with clients where they are. The utilization of the North County and South County Success Centers as well as the use of the Luna Evening Center and Luna y Sol program provide one stop access to services and supports for the young people and adults we serve. We collaborate with numerous CBO'S, county agencies and education partners to facilitate services in our centers.</p>
<p>Our ongoing commitment to equal employment opportunity and cultural competence is reflected in the attached work force distribution charts, as is our value to having a workforce that is as diverse as the population that we serve.</p>	<p>Reflecting the community demographics, the department's workforce composition data (as of December 2023) shows Women 52%, Men 48%, Latinx 59%, White 29%, Black 5%, Asian 5%, and 2 or More Races 1%.</p>

Public Defender 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
We employ a full-time <i>Training, Equity & Development (TED) Director</i> who leads a division that coordinates training for defense teams, embeds equity in operations and services, leads <i>Racial Justice Act</i> litigation, oversees recruitment, and develops opportunities to better serve clients through grants, partnerships, and innovative programs. This position is unique in the County and region as an Executive-level position tasked with centering equity in the work of a public defense agency.	The <i>TED Director</i> also handles a full case load because of staffing deficits which has limited the time available for focusing on equity programs. Progress on this goal will depend on funding and staffing resources available during the next reporting period.
We participate in at least one Diversity Career Fair at a local law school annually to attract diverse law students interested in working with the office.	The department staffs and provides recruiting materials for virtual and in-person career fairs including public interest law fairs hosted by <i>Santa Clara University</i> , <i>UC Berkeley</i> , and the <i>National Legal Aid and Defender Association</i> .
We attend On-Campus Interviews (OCI), Alumni Career Fairs, and Public Interest Law Fairs at local law schools to recruit qualified candidates.	See above.
We participate in mock trial, trial advocacy, and workshops at local law schools to provide students with direct exposure to careers in public defense.	Department staff serve as mock trial judges for local law schools and <i>Public Defender</i> Heather Rogers assists with Trial Advocacy instruction at <i>Stanford Law School</i> .
We collaborate with the <i>Santa Cruz County Career Technical Education Partnership</i> , <i>Cabrillo College</i> , <i>UCSC</i> , <i>CUSMB</i> , <i>Santa Clara University</i> , <i>Stanford University</i> , <i>Monterey Peninsula College</i> , <i>Hastings Law School</i> , and <i>Monterey College of Law</i> with the assistance and support of the Personnel Department to establish connections with professors and students enrolled in criminal justice and legal coursework as a strategy for increasing exposure to and interest in public defense careers among local students.	This is an ongoing effort, and includes participation in career fairs hosted by the County of Santa Cruz. Additionally, staff engages with our community at local events including resource fairs, gatherings, and marches. Highlights in 2023 include tabling at the Juneteenth <i>March Towards Love and Courage</i> , three <i>Reiter Farms Employee Resource Fairs</i> , and <i>National Night Out</i> . The department also partnered with the District Attorney's Office, the Probation Department, the Community Action Board (CAB) and other community partners to co-sponsor a <i>Prom Clothing Collection and Distribution</i> event for young people in the community.
We use the "State Bar Certified Student" classification to attract potential law student and post-bar exam candidates	This is an ongoing effort.

Public Defender 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
We use student internships and legal clerkships to recruit a workforce that reflects the diversity of our community.	While PD budget constraints do not support paid internships, the department offers volunteer opportunities and has utilized 19 volunteers in various roles including <i>Investigator Intern, Equity Intern, Record Clearance Intern, and Equity Intern.</i>
We offer bilingual materials and information and maintain a link to the County Personnel Department job opportunities website and the volunteer information website on our website.	Most client-facing materials are provided in Spanish and English, as many clients are monolingual Spanish speakers.
We require attorney staff to participate in ongoing mandatory training (MCLE), including in the areas of cultural competence and recognition and elimination of bias in the legal profession.	Attorney staff participate in ongoing mandatory (MCLE) trainings on topics of cultural competence and elimination of bias, and others.
We currently employ approximately 17 bilingual (English/Spanish) employees and 3 bilingual contractors in the Office of the Public Defender to provide services to the significant limited-English and monolingual Spanish-speaking client base we serve, including a front desk specialist and client coordinator to greet clients at both our Santa Cruz and Watsonville campuses.	The department continues to provide bilingual services to the limited-English and monolingual Spanish-speaking client base.
For clients who speak languages other than English and Spanish, we contract with an interpreter service and hire experts to serve our clients in their language of choice, including indigenous languages.	Clients who speak languages other than Spanish continue to be supported through the use of an interpreter service.
We maintain a diverse workforce, with statistics produced by County Personnel as of September 2022 indicating the departmental workforce at that time was predominantly made up of three EEOC categories: White (57%), Latino/Hispanic (33%) and Asian (7%), and two genders: Women (61%) and Men (39%)	As of December 2023, the departmental workforce is comprised of 69% female and 31% male employees; and the race/ethnicity of the 54 staff includes 52% White, 43% Latino/Hispanic, and 4% Asian.
We employ bilingual employees in various positions and at different organizational levels, including attorneys, investigators, social workers, client advocates, paralegals, and support staff, enabling us to communicate effectively with limited English-speaking witnesses and other community members and stakeholders.	As noted above, the department employs bilingual staff to support communication with the limited-English and monolingual Spanish-speaking clients served.

Public Defender 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>We maintain offices in Santa Cruz, Watsonville, and the Juvenile Hall in Felton to ensure that services are easily accessible to all our clients, including the significant Watsonville/South County population we serve. Our Watsonville office is open Monday through Friday during business hours and is staffed with a full range of defenders, from attorneys to social workers, investigators, and support staff.</p>	<p>In addition to offices in Santa Cruz, Watsonville, and the Juvenile Hall in Felton, the department staffs a 24-hour emergency hotline to provide emergency defense to adults and juveniles.</p>
<p>We offer outreach events to our North County and Watsonville/South County populations, including monthly <i>Clean Slate Workshops</i> and <i>Meet the Public Defender</i> events at both our Santa Cruz and Watsonville campuses.</p>	<p>In addition to the noted outreach events in North and South County, the department continued to host a local immigration coalition workgroup aimed at building capacity to meet the legal needs of local refugees and asylum seekers.</p>
<p>We encourage staff to participate in committees, commissions, Boards, teaching, and outreach opportunities throughout the community and touching on a variety of topics of interest to our diverse clients and stakeholders, including gender equity and cultural diversity.</p>	<p>These efforts are ongoing. For example, the <i>Public Defender</i> serves on the <i>Housing for Health Partnership Policy Board</i>, and both the <i>Public Defender</i> and <i>Director of Holistic Defense</i> speak and conduct trainings at national and regional training events. These events are opportunities to create partnerships, recruit talent, and raise awareness about our agency and its mission, vision, and values.</p> <p>All PD staff receive training that highlights and advances equity, such as presentations on topics such as Latino History in California, Asian Americans and the law, historical trauma experienced by indigenous people, training on identifying and addressing microaggressions, and screenings of Jeffrey Robinson's "<i>Who We Are: A Chronicle of Racism in America</i>." Staff who attend off-site trainings bring their knowledge back to the team with lunchtime presentations to share highlights of what they learned.</p>

Public Defender 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>Our <i>Early Representation Team</i> provides equitable representation by visiting incarcerated clients before their first court date to listen, offer support, and find out how we can help. Because we've already met with the client before their first court date, we are more prepared to begin investigation, hire experts, apply for services like residential or behavioral health treatment, and suggest alternative resolutions like restorative justice, collaborative courts, or diversion. We can also reach out to friends, family, and supporters and help tie up loose ends so that a client has something to return to when they are released</p>	<p>The department's <i>Early Representation Project</i> places defenders in the jail 5 days a week to support clients who are incarcerated for more than 24 hours without access to representation. In 2023, the <i>Training, Equity & Development Director (TED Director)</i> and a social worker co-conducted three trainings at the Watsonville Police Department (WPD) to launch a <i>Misdemeanor Early Representation Pilot Project</i> . Concurrently, the DA's Office presented on the <i>Neighborhood Courts Program</i> , emphasizing how these two programs can work together to address low-level offenses in a manner that keeps them out of the criminal legal system.</p>
<p>Our <i>Clean Slate Project</i> helps remove barriers to success by clearing up criminal records. Even a brief encounter with the criminal justice system can scar a person for life, making it difficult to get jobs, housing, public benefits, and immigration relief. One in three adults in this country has been arrested by age 23. People of color, LGBTQ+ individuals, people with histories of abuse and mental illness, and low-income people are disproportionately affected. Entanglement in the criminal justice system affects more than just the accused. Families suffer from a parent's inability to get jobs, housing, and assistance and communities stagnate from entrenched poverty. Defenders in the <i>Clean Slate Project</i> provide comprehensive advocacy to help clients move forward.</p>	<p>The Office regularly holds <i>Clean Slate</i> record clearance workshops in North and South County.</p>
<p>Our Project R.I.S.E. (Reentry, Integration, Support & Education) supports clients as they transition from incarceration back into their community. We understand how hard it can be to make a fresh start. Our team includes attorneys, social support advocates, and paralegals who create and support reentry plans that remove barriers to housing, employment, education, family reunification, and wellbeing.</p>	<p>The office has applied for grant funding for <i>Project R.I.S.E</i> . In the meantime, the team continues to support clients who are transitioning from incarceration back into the community whenever possible.</p>

Public Defender 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
<p>Our <i>Truth Project</i> sheds light on the true costs of criminal convictions, including immigration, professional licensing, and other consequences, and advises and advocates for better resolutions. A criminal conviction can have particularly serious consequences for noncitizens, resulting in deportation, inadmissibility, or denial of immigration relief. Our immigration attorney counsels clients regarding the consequences of criminal convictions on their immigration goals.</p>	<p>The office's immigration attorney continues to counsel clients regarding the consequences of criminal convictions on their immigration goals.</p>
<p>The Office of the Public Defender has written and adopted a <i>Commitment to Diversity, Equity & Inclusion</i> . It reads: “Promoting diversity, equity, and inclusion in our agency, courtrooms, and community is critical to our mission. Diversity strengthens our organization by broadening our understanding of different experiences, viewpoints, and cultures and inspiring us to view issues from new angles. Cultivating an environment where everyone is treated fairly, all voices are heard, and every culture is celebrated gives us the foundation to do our best work. We understand that unjust systems harm our clients and community. Challenging these systems requires us to examine our own implicit biases and adopt model practices for mitigating harm, elevating voices that have been muted by prejudice, classism, or racism, and moving forward together in strength. Our Leadership Team includes a <i>Director of Training, Equity and Development</i> who supports our commitment to put equity at the center of our practices, both within our organization and in our roles as defenders and community leaders. We stand for racial equality, social change, and equal justice for all.” Our <i>Commitment to Diversity, Equity & Inclusion</i> guides our work.</p>	<p>The Office of the Public Defender has consistently provided exceptional public defense, embraced model practices, forged strong relationships with court, County, and community partners, and built a team of defenders who are dedicated to realizing their mission to courageously defend the accused, demand equal justice for all, empower their clients with inspired advocacy in the courtroom and community, and elevate public defense, one client at a time.</p>

Sheriff's Office 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Implement 21st Century policing principles to establish trust, cooperation, and positive relationships with diverse populations, especially those demographics with a disproportionate representation within the criminal justice system, through extensive community outreach and engagement, community-based policing, transparent communication, and continuous professional development.	The Sheriff's Office <i>Task Force on 21st Century Policing</i> was established in 2015, and the County Sheriff's Office is one of the first agencies to implement all the elements identified by the <i>President's Taskforce on 21st Century Policing</i> . These principles continue to guide policing throughout the County.
Continue participation in the administrative review process to promote and ensure equal employment opportunity. The Office strives to recruit, hire, and maintain a qualified and diverse workforce to serve Santa Cruz County residents. Notably, within the historically male-dominated Protective Services professional category, the Sheriff's Office has greatly improved the representation of women in recent years. The office's current representation of women within Protective Services job classes exceeds the representation of women in the local available workforce by 11%.	The Sheriff's Office currently has an underutilization of women in one job classification category: Technicians; and will participate in the administrative review process as appropriate to continue efforts to increase the representation of women throughout the department, and, in particular, within the Technicians job category which includes positions such as <i>Corrections Sergeant and Sheriffs Sergeant</i> .
Continue to offer a "Youth Academy" to provide local youth with an inside look and in-depth exposure to a range of law enforcement careers, responsibilities, and functions.	During the summer of 2023, the office ran the <i>Youth Academy</i> for the <i>County Office of Education</i> (COE). The County is considering establishing a <i>Youth Advisory Taskforce</i> as a result of community input on "A Santa Cruz County Like Me" outreach.
Review outreach/recruitment team efforts and activities on a quarterly basis to assess their effectiveness in accessing a broad representation of the local community in terms of age, gender, race, ethnicity, and disability.	Ongoing efforts are made to review outreach and recruitment efforts and activities. Changes made to date include changing an employment test from being grammar-focused to a scenario-based test that better assesses candidate skills and abilities and eliminates language barriers; and offering more employment tests in South County. Starting in March 2024, the office will pilot a "one-stop-shop" model for recruiting, where applicants can interview and take the physical ability test and employment test all in one day, thereby reducing travel time and eliminating the need for candidates to make multiple trips.

Sheriff's Office 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Continue to post information about job openings, testing requirements, and links to the County's employment services website on the Office's website.	The "Join Us" tab on the Sheriff's Office web page is a link to current County job openings, a description of the application and hiring process, and an informational video.
Mentor and encourage interested staff to pursue opportunities for advancement, including promoting from Corrections to Deputy positions. The office will explore the addition of rotating shifts and short-term assignments to assist staff with family and caregiving responsibilities to obtain the cross-training, skills, and experience necessary to promote from <i>Sergeant</i> to <i>Lieutenant</i> positions.	The office is actively promoting from <i>Corrections</i> roles to <i>Deputy Sheriff</i> roles which helps to preserve institutional knowledge; reviewing the rank structure in Corrections to support promotional opportunities; addressing the needs of women officers who are returning from maternity leave to make the transition smoother. The office is working intentionally on promotions from <i>Deputy</i> to <i>Sergeant</i> by supporting training and mentoring opportunities when requested.
Continue to participate in the <i>Sheriff's Activity League</i> (SAL) which is dedicated to providing a common meeting ground for deputies, citizens, and youth of Santa Cruz County with a focus on leadership, sports, educational, and recreational activities. The League's objectives are to foster faith in American principles and in the traditions of sportsmanship, good will and friendship among local youth and to promote a constructive relationship between youth and the Sheriff's Office.	Participation in SAL has been paused temporarily due to staff shortages impacting availability for extracurricular activities. They hope to resume league activities once staffing levels have improved.
Maintain a substantial group of volunteers and interns from diverse backgrounds, in terms of age, gender, race, disability, and ethnicity, to assist with Sheriff's Office programs and its five satellite field offices.	The <i>Volunteer Coordinator</i> revived the program post-COVID and the office currently has 30-40 volunteers performing neighborhood checks and staffing the service centers. The office utilizes unpaid <i>Interns</i> and paid <i>Student Workers</i> from UCSC and Cal State Monterey Bay to support the Coroner's Unit.
Continuously review applicant screening processes to eliminate barriers to employment and remove criteria and qualifications from job specifications that are not job-related or consistent with business necessity. For example, the office removed successful completion of a six-foot wall obstacle from the Sheriff's <i>Deputy Trainee</i> testing and selection process because it served to disparately impact and screen out female candidates.	This is an ongoing effort. Examples include a change in Forensics where the <i>Coroner</i> position has transitioned from a sworn officer to a professional death investigator designation. Also, the office is taking a more progressive view on drug use, so the legal use of marijuana is not automatically a disqualifying factor in employment considerations.

Sheriff's Office 2022-2024 EEO/CC Plan Departmental Goals

2022-2024 Department Goals	2024 Updates
Continue to provide Spanish-language training resources to employees. At minimum, annually survey and review bilingual staffing needs for linguistically appropriate service delivery.	The office employs bilingual (Spanish/English) staff and volunteers to support linguistically appropriate service delivery.
Require all staff to complete cultural competence and sensitivity training within the first six months of hire to promote effective service delivery to significant local demographic groups with respect to race, ethnicity, age, gender, income, sexual orientation, gender identity, gender expression, and disability, including a substantial unhoused population and persons with mental illness and substance use disorders.	Cultural competence and sensitivity training is part of the Police Academy and POST training. Training includes gender sensitivity, interacting with diverse populations, and cultural responsiveness such as when working with the agricultural workforce. All employees receive mandatory biannual training on harassment prevention.
Review EEO Policies with new employees at department orientations.	New employees are provided with EEO policies during in-processing.
Designate bilingual and/or bicultural employees and volunteers to provide direct services to consumers, as needed.	The office employs bilingual (Spanish/English) staff and volunteers to support linguistically appropriate service delivery.
Train employees on appropriate service delivery to diverse populations within the first six months of hire and promote continuous education and professional development through requiring "refresher" training at appropriate intervals.	Cultural competence and sensitivity training is part of the Police Academy and POST training. Training includes gender sensitivity, interacting with diverse populations, and cultural responsiveness such as when working with the agricultural workforce. All employees receive biannual mandatory harassment prevention training.
Conduct targeted outreach to diverse sectors of the community by attending law enforcement job fairs; distributing job bulletins to local criminal justice educational programs and student organizations and professional associations for women, people of color and people with disabilities; and by attending at least two career days at local high schools annually.	Sheriff's Office staff attend and engage with job seekers at County career fairs, the <i>Santa Cruz County Fair</i> , <i>Cabrillo College</i> , and recruitment events at the <i>Boardwalk</i> .
Provide informational materials and public service announcements in both Spanish and English and make translation services for other languages available, as needed, including for television and radio broadcasts, when feasible.	The office primarily utilizes social media for public announcements and makes public service announcements in both Spanish and English. Written materials are also available in Spanish and English.