

County of Santa Cruz

Equal Employment Opportunity & Cultural Responsiveness Plan



2025 - 2027

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COUNTY OF SANTA CRUZ

PERSONNEL DEPARTMENT

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EMPLOYMENT SERVICES

EMPLOYEE RELATIONS &
SALARY ADMINISTRATION

EQUAL EMPLOYMENT
OPPORTUNITY

RISK MANAGEMENT

April 8, 2025

Board of Supervisors
County of Santa Cruz
701 Ocean Street
Santa Cruz, CA 95060

RE: *2025-2027 Equal Employment Opportunity and Cultural Responsiveness Plan*

Dear Members of the Board:

Attached for your review and approval, please find the proposed *2025-2027 Equal Employment Opportunity and Cultural Responsiveness ("EEO/CR") Plan* for the County of Santa Cruz. Your Board has long been committed to full compliance with the Civil Rights Act of 1964 and all other applicable local, state, and federal nondiscrimination laws. The proposed EEO/CR Plan is designed to establish and confirm our compliance with our legal mandates and best practices.

Since 2003 the County has had an Equal Employment Opportunity Plan that also included a component related to cultural responsiveness. At the time, it was called "Cultural Competence" but has been retitled "Cultural Responsiveness" to adopt language that aligns with evolving cultural awareness. The incorporation of culturally responsive objectives and standards reflects the County's global understanding of and commitment to the values and principles of equity, accessibility, inclusion, diversity, empathy, trust, and service, and aligns with the Board's commitment to anti-racism efforts. Cultural responsiveness is not only a critical component of the County's overarching mission and Strategic Plan, but it is a crucial element of effective day-to-day workplace operations in the County's provision of services to a diverse local community. In order to deliver equitable, appropriate, accessible, and effective services, public servants must have awareness, sensitivity, understanding, and acceptance of the diversity of cultural frameworks, beliefs, customs, personal experiences, differing abilities and native languages of those for whom the services are intended. This concept, known as "cultural responsiveness," is an important component of the plan.

The mission of the Equal Employment Opportunity (EEO) Office is to encourage full participation in the employment process by all sectors of the County population and support a workplace environment which promotes diversity, equity, and inclusion. The EEO Office, in collaboration with the EEO Commissioners and department heads, developed the proposed *2025-2027 EEO and Cultural Responsiveness Plan* to uphold this mission.

As you are aware, the County receives significant federal and state grant funding. As a condition of receipt of such funding, the County is required to provide the federal and state government with an EEO Plan which compares the available workforce in the local metropolitan statistical areas (as determined

by the most current Census data derived from the American Community Survey) with the County government's workforce by gender and race/ethnicity; identifies and describes the County's outreach and recruitment strategies for underutilized populations (i.e., populations where there is a significant gap between the local available workforce and the actual County workforce composition); and outlines specific steps to promote outreach and ensure equal employment opportunity for federally-designated protected classes.

The *2025-2027 EEO/CR Plan* also includes proactive measures to promote a workplace that is reflective of the community which it serves and values the diversity of all its employees. Consideration has been given to aligning the plan with the overarching vision, focus areas, and objectives of the County's Strategic and Operational Plans to promote consistency among the County's initiatives and blueprints for operational excellence. While these Countywide plans were separate endeavors developed through separate processes, conscious effort has been given to incorporating the principles which guided the development of the Strategic and Operational Plans within each department's individual EEO/CR plan, including developing strategies for continuous process improvement and benchmarks and standards for measuring outcomes and progress toward specific objectives.

These actions are consistent with the **County Equity Statement**, developed in a collaborative community and staff effort, and adopted by your Board on October 3, 2023:

Equity in action in Santa Cruz County is a transformative process that embraces individuals of every status, providing unwavering support, dignity, and compassion. Through this commitment, the County ensures intentional opportunities and access, fostering an environment where everyone can thrive and belong.

Changes in Federal Reporting Requirements and State Law

On March 28, 2024, the U.S. Office of Management and Budget (OMB) published the results of its review of Statistical Policy Directive No. 15 (SPD 15) and issued [updated standards](#) for maintaining, collecting, and presenting race/ethnicity data across federal agencies. In addition to changes to question formats and data collection methods, a new racial category was added: Middle Eastern or North African (MENA). In the past, MENA individuals were tabulated in census data under the White racial category. Moving forward, MENA census data will help inform policy decisions, health research, civil rights monitoring and enforcement, and other needs of the MENA community. The County reports workforce data to the federal Equal Employment Opportunity Commission (EEOC) biennially through the mandated EEO-4 Report. Once data collection at the state and federal levels have been updated to include this racial category, the County EEO Office will collaborate with Information Services and Personnel staff to update our own race/ethnicity data collection processes and the County's *Workforce Composition and Utilization Analysis Report* to include the new racial category as well. When the federal EEOC eventually updates the EEO-4 report's race/ethnicity categories, we will be prepared and in compliance with the OMB's directives described above. As noted in the previous EEO plan, the Gender Recognition Act (Senate Bill 179) was passed in October 2017 which enables California residents to designate their gender identity as nonbinary on state identification documents, including birth certificates, driver's licenses, and state identification cards, without proof of undergoing any gender transition treatment. Reconciling this legislation with federally mandated reporting has proved challenging, as the federal government requires that all government employees be designated as "male" or "female" in mandated workforce composition reporting and does not recognize nonbinary gender identity.

Therefore, you will observe that the proportion of male and female employees is discussed without reference to nonbinary designated employees throughout this plan. However, in practice, the County has updated its internal policies and procedures to fully recognize and support employees who self-identify their gender as nonbinary.

Accordingly, the EEO Office executed a three-phase implementation plan, which included updates to the payroll system, personnel action forms, employee information forms, and in-processing, to enable County employees to designate their gender identity as nonbinary; the development of a process to enable the County to designate “male” or “female” for mandated federal reporting purposes while complying with California Senate Bill 179 (allowing California residents to change their gender markers on state documents); and the third phase of implementation was completed during the prior plan period, by identifying gender sensitivity training in the Santa Cruz County Learns (SCCL) online training platform for County employees, and development of a Personnel policy on *Gender Inclusion and Gender Transition Guidelines* to share the fundamental concepts of gender inclusion, and offer practical guidance for managers, supervisors, and coworkers on gender inclusion in the workplace.

Plan Process

The *2025-2027 Equal Employment Opportunity and Cultural Responsiveness Plan* was developed through a collaborative process involving the department heads and the County’s *Equal Employment Opportunity Commission*. Each department’s workforce statistics, recruitment activities, and selection practices were evaluated to identify tailored strategies and approaches designed to serve and promote specific equal employment opportunity goals and objectives. Commissioners from the *Latino Affairs Commission*, *Women’s Commission*, and the *Commission on Disabilities* also reviewed the proposed plan and provided feedback and recommendations.

The *2025-2027 EEO/CR Plan* is organized into five sections:

- **Section I – Introduction and Overview** – Review of the history and purpose of the *EEO/CR Plan* and description of the statistical analysis methodology used.
- **Section II – Countywide Workforce Statistics**— Countywide workforce composition by race/ethnicity, gender, and age and changes in the workforce composition over the last decade.
- **Section III – EEO Office Responsibilities, Activities, and Recommendations.**
- **Section IV – Departmental EEO/CR Plans** with race/ethnicity and gender workforce statistics
- **Section V – Dissemination Plan**

TEN-YEAR WORKFORCE COMPOSITION

Section II of the plan presents a detailed comparison of the demographic composition of the Countywide workforce at three points in time: 2014, 2019, and 2024. The following are significant patterns over the course of that time period:

Women

The overall representation of women in the County’s workforce has fluctuated very little over the past ten years, between 59% to 60%, exceeding the 46% availability of women in the local labor market as measured by the U.S. Census and the American Community Survey. The distribution of women across occupational categories in the following categories is noteworthy:

- In the category of Officials/Administrators, the representation of women increased from 60% in 2014 to 68% in 2024. The representation of women in the local available workforce within that occupational category is 44%. Accordingly, the County currently exceeds parity with the local available workforce by 24% within this category.
- In the Professionals category, the representation of women is 64% as it was in 2014, which exceeds parity with the local available workforce by 10%.
- In the Protective Services category, the representation of women has increased from 27% in 2014 to 28% currently, exceeding parity with the local available workforce by 12%.
- The percentage of women in Service/Maintenance positions, another historically male-dominated field, was 23% in 2024, representing a 20% underutilization compared with the local available workforce (43%). Service and Maintenance positions continue to receive relatively few female applicants, with male candidates predominating these recruitments; however, the County's participation in Trades Day recruitment events and targeted outreach to women's trade and technical associations and schools continues.

Since 2014, the representation of men within the County government's workforce has decreased from 41% to 40%. The representation of women at the top levels of the organization (e.g., Official Administrators, Professionals, and Protective Services) continues to grow, far exceeding the representation of women within these job categories in the local available workforce.

People of Color

The overall representation of people of color within the County workforce has steadily increased from 42% in 2014, to 48% in 2019, to 56% in 2024. This indicates that the County's workforce currently exceeds parity by 21% as compared with the 35% availability of people of color in the local available workforce composition.

The utilization of people of color within the following occupational categories is noteworthy:

- Within the Officials/Administrators category, the representation of people of color increased significantly from 27% in 2014 to 35% in 2024, which exceeds parity with the 23% local available workforce by 12%.
- Within the Professionals category, the representation of people of color increased from 30% in 2014 to 44% in 2024, which represents 22% over parity as compared with the 22% local available workforce.
- Within the Technicians category, the representation of people of color increased from 45% in 2014 to 60% in 2024, which is 11% over parity as compared with the 49% local available workforce.
- Within the Protective Services category, the representation of people of color increased from 42% in 2014 to 62% in 2024, which is 25% over parity as compared with the 37% local available workforce.
- Within the Service and Maintenance category, the representation of people of color increased from 48% in 2014 to 68% currently, which exceeds the 62% local available workforce.

Latino/Hispanic applicants continue to participate in recruitments at higher rates than other people of color for positions providing direct services to the community, reflecting the expanding client-driven, evidence-based need for bilingual, Spanish/English service delivery.

Administrative Review

When the 2022-2024 EEO Plan was published, the Agricultural Commissioner, General Services, Information Services Department, and Community Development & Infrastructure (CDI) - Public Works Division participated in the administrative review process to address underutilization of women as compared with the local available workforce; and the CDI - Planning Division participated in the administrative review process due to the underutilization of people of color.

During that previous plan period, these five departments engaged in focused efforts to increase diversity in hiring and promotions. As a result, the Agricultural Commissioner and General Services departments are no longer underutilized for women and were removed from and remain off of the administrative review program. Similarly, CDI - Planning Division is no longer underutilized for people of color, and has been removed from and remains off of the administrative review program. Currently, the only departments under administrative review for underutilization of women are Information Services, and the CDI - Public Works Division. The County has no departments currently under administrative review for underutilization of people of color.

Section III of this EEO Plan reviews the history, evolution, and success of the Administrative Review Program over the past 31 years and proposes updates and changes to the program to move the County forward as we ensure equal opportunity and nondiscrimination in our recruitment and selection processes.

Cultural Responsiveness

As the diversity of the County's population continues to evolve and progress, the systems in which public services are delivered must be routinely monitored and adapted to meet the needs of the community. An awareness, understanding, and acceptance of the myriad cultural, social, and environmental frameworks and backgrounds which influence the expectations, motivations, needs, and actions of clients and consumers is imperative to the delivery of equitable, appropriate, and effective service. This concept, defined as Cultural Responsiveness, has been incorporated within EEO plans since 2008 and includes the following standards:

- 1) Each department shall develop, approve, and integrate a Cultural Responsiveness Plan to incorporate cultural responsiveness principles in service delivery.
- 2) All levels of the department, including management and staff, shall be proportionately representative of the consumer populations to be served, knowledgeable in areas of cultural responsiveness, and monitored for the successful implementation of their Cultural Responsiveness Plan.
- 3) Each department shall track the progress made toward implementation of its Cultural Responsiveness plan and evaluate the outcome of that plan.
- 4) Each department shall collect, disaggregate, and analyze data to make informed decisions and demonstrate progress toward successful implementation of its Cultural Responsiveness Plan.
- 5) Each department's services shall be culturally accessible to all potential consumers, provided in an equitable, appropriate, effective, and understandable manner, and compatible with consumers' cultural beliefs and practices, and preferred language. The department's services shall be responsive to the consumer demographics and geographic area.

At your Board's direction, each County department has developed a *Cultural Responsiveness Plan* based upon the above standards and guiding principles.

Conclusion

The EEO Office is grateful to the County Administrative Officer and each department head for their invaluable contributions to the EEO/CR Plan's development process. The accountability, transparency, and collaboration exemplified by County leadership throughout this process has largely contributed to the overall quality and comprehensiveness of this plan. The EEO Office also thanks the County EEO Commissioners for their time, efforts, and contributions in thoroughly reviewing the plan and offering feedback. The feedback and recommendations of the *Latino Affairs Commission*, *Commission on Disabilities*, and *Women's Commission* were also greatly appreciated in finalizing the plan for the Board's consideration.

The EEO Office is proud to present the proposed *2025-2027 Equal Employment Opportunity and Cultural Responsiveness Plan* to your Board for your approval and adoption.

IT IS THEREFORE RECOMMENDED THAT YOUR BOARD:

Approve and adopt the *2025-2027 Equal Employment Opportunity and Cultural Responsiveness Plan*.

Very truly yours,

DocuSigned by:

Mitsuno Baurmeister

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Mitsuno Baurmeister

Equal Employment Opportunity Officer

DocuSigned by:

Ajita Patel

70EE0755E0F7468...

Ajita Patel

Personnel Director

RECOMMENDED:

Signed by:

Carlos Palacios

0BC67F0B46304A2...

Carols J. Palacios

County Administrative Officer

cc: Each Department Head
Equal Employment Opportunity Commission
Women's Commission
Commission on Disabilities
Latino Affairs Commission

COUNTY OF SANTA CRUZ

2025-2027

EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN

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SECTION I

INTRODUCTION

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OVERVIEW

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SECTION I

INTRODUCTION AND OVERVIEW

The County of Santa Cruz has long been committed to full compliance with the Civil Rights Act of 1964 and all other applicable local, state, and federal laws related to equal employment opportunity and nondiscrimination. County policy mandates nondiscrimination in all employment transactions. The County accords all employees and applicants objectivity, fairness, and impartiality, without consideration of or regard to race, color, religious creed, religion, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex (including pregnancy, childbirth, or related medical conditions), gender, gender identity, gender expression, sexual orientation, age (over 18), reproductive health decision making, or military and veteran status.

The *EEO/CR Plan* analyzes the County's workforce statistics by age, race/ethnicity, and gender. Each department has identified specific steps, standards for measuring outcomes, and long-term goals to ensure and promote equal employment opportunity and cultural responsiveness, and to eliminate bias and artificial barriers to employment. The plan provides County departments with practical strategies and approaches to achieve the parallel goals of hiring the best-qualified employees; providing the highest possible quality of equitable service to clients and members of the public; promoting and establishing an inclusive workplace environment; and employing every effort to hire a workforce reflective of and sensitive to the needs of the diverse local community.

The Board of Supervisors has formalized the County's EEO policy in Section 191 of the County's Personnel Regulations, which are available to County employees via the County's Intranet system and to members of the public on the Internet at <http://www.santacruzcounty.us/Departments/Personnel/PoliciesForms.aspx>. The *EEO/CR Plan* is designed to further that policy. Additionally, in 1975 the Board of Supervisors adopted *SCCC Chapter 2.40* establishing the Santa Cruz County Equal Employment Opportunity Commission (EEOC) and mandating that the EEOC review and monitor the EEO plan.

Summary and Analysis of Countywide Statistics

1. Comparison Between Actual County Workforce and Available Workforce

This plan compares the gender and racial/ethnic composition of the County's workforce to the composition of the local available workforce within the Santa Cruz County Core-Based Statistical Area (CBSA), as measured by the most recent American Community Survey (ACS). The ACS is the Federal Census employment-related data for local geographical regions, which throughout this plan we refer to as the CBSA. The CBSA only captures gender and racial/ethnic data as required for federal reporting, and does not address additional categories of diversity. Therefore, the workforce composition is presented only by gender and race/ethnicity within this plan for the County as a whole, as well as for each individual department.

The percentage of employees in each racial/ethnic and gender group is referred to as the 'utilization' rate. The County defines "underutilization" of a particular group as occurring when its representation in the workforce is at least 10% lower than its representation in the local available workforce, as determined by the CBSA data for

Section I - Introduction and Overview

Santa Cruz County. Charts which compare the County's utilization rates for each racial/ethnic and gender group to the statistical representation of these groups within the CBSA are set forth in *Section II: Countywide Workforce Statistics*.

The following chart summarizes the County's overall workforce composition as of December 31, 2024:

Available CBSA Workforce (2014-2018 ACS)		Actual Santa Cruz County Government Workforce (December 31, 2024)	
Race/Ethnicity	% of Community	% of Workforce	# of Employees
African American	1%	2%	40
Asian	5%	5%	120
American Indian/ Alaskan Native	0%	1%	16
Hispanic/Latino	25%	46%	1183
Native Hawaiian/Pacific Islander	0%	0%	5
Balance*	3%	3%	71
Total People of Color	35%	56%	1,435
White	65%	44%	1,125
Women	46%	60%	1,531
Men	54%	40%	1029

*Balance (BAL) represents the balance of individuals who are not Hispanic or Latino and who do not fit into any other categories; and individuals who are two or more races.

2. Underutilization Statistics by Occupational Category

In addition to comparing the demographic composition of the overall County workforce and the workforce of each department to Santa Cruz County's CBSA labor market, this plan makes the same comparison for each federal EEOC-designated occupational category in the CBSA: Officials and Administrators, Professionals, Technicians, Protective Services, Paraprofessionals, Administrative Support, Skilled Craft Workers, and Service and Maintenance Workers.

Although the County's overall utilization of both women and people of color exceeds the availability of these groups in the local CBSA, some specific occupational categories nonetheless continue to experience underutilization. The following chart specifies those occupational categories in which the County's utilization of staff in various demographic groups falls below these groups' representation in the local available labor market. The County strives to ensure equal employment opportunity in all occupational categories, from entry-level trainee positions to upper-level management positions.

Countywide Under-Utilization Rates (exceeding 10%) by Occupational Category as of December 31, 2024				
Gender, Race/Ethnicity	Occupational Category	Local Available Labor Pool	County Work-force	Under-Utilization Rate
Women	Service & Maintenance	43%	23%	20%
Men	Officials & Administrators	56%	32%	24%
	Technicians	52%	31%	21%
	Protective Services	84%	72%	12%
	Administrative Support	40%	12%	28%
Black/African American	No Underutilization > 10%			
Latino/Hispanic	No Underutilization > 10%			
Asian	No Underutilization > 10%			
American Indian/ Alaskan Native	No Underutilization >10%			
Native Hawaiian/ Pacific Islander	No Underutilization > 10%			
Balance	No Underutilization >10%			
People of Color	No Underutilization >10%			
White	Officials & Administrators	77%	65%	12%
	Professionals	78%	56%	22%
	Technicians	51%	40%	11%
	Protective Services	63%	38%	25%
	Administrative Support	61%	25%	36%
	Skilled Craft Workers	56%	42%	14%

3. Ten-Year Statistical Comparison

The County's workforce continues to become increasingly racially/ethnically diverse. Notably, between 2014 and 2024, the overall utilization of people of color increased from 42% to 56% which exceeds the local available workforce percentage by 21%. The County's utilization rates for African Americans (2%), Asians (5%) and American Indians/Alaskan Natives (1%) have remained unchanged between 2014 and 2024, while the utilization rate for Latinos has increased by 11% from 35% to 46%. In 2019, the federal EEOC categories were updated to identify Native Hawaiian/Pacific Islanders as a separate category with a utilization rate of less than 1% and it remains so in 2024. The addition of a "2 or more races" EEO category pulled some employees from other categories to self-identify as employees whose racial/ethnic background includes two or more races. Eventually, "2 or more races" was replaced by the "Balance" category which includes the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races. The County's

Section I - Introduction and Overview

utilization of women has remained relatively stable over the last ten years, increasing from 59% to 60% and now exceeding the representation of women in the local available workforce by a 14% margin. More detailed ten-year comparison data is outlined within Sections II and III of the plan.

4. County Workforce by Age

The County of Santa Cruz promotes and offers equal employment opportunities to all qualified persons, regardless of age. As the following chart demonstrates, 63% of County employees are over the age of 40:

COUNTY WORKFORCE BY AGE (December 31, 2024)	
Under age 30	10% (251)
30 - 39 years	27% (704)
40 - 50 years	31% (800)
51 - 59 years	21% (559)
60 years and over	11% (292)
Total Employees	2,606*
*Because the age report cannot be run retroactively, the total number of employees in the age report may differ from the total number of employees listed in other demographic reports throughout this plan.	

More detailed information with respect to the age demographics of County employees is provided within *Section II: Countywide Workforce Statistics*.

5. County Workforce by Disability

The Federal Census does not currently provide workforce statistics based upon disability, which makes it impossible to accurately compare the County's utilization of persons with disabilities to the availability of such persons in the local labor market within job classifications. However, the 2014-2018 American Community Survey data indicates that 11.6% of the total civilian non-institutionalized population reported having disabilities. In 2016, an employee survey indicated that approximately 4.4% of employees self-identified as having disabilities. In 2022, the County conducted a voluntary *Diversity, Equity, and Inclusion Employee Survey*. Survey data indicated that at least 6% of employees self-identify as having disabilities. The County's efforts to recruit persons with disabilities and reasonable accommodation and public access policies and activities are discussed in detail within *Section III: Countywide Equal Employment Opportunity Activities and Recommendations*.

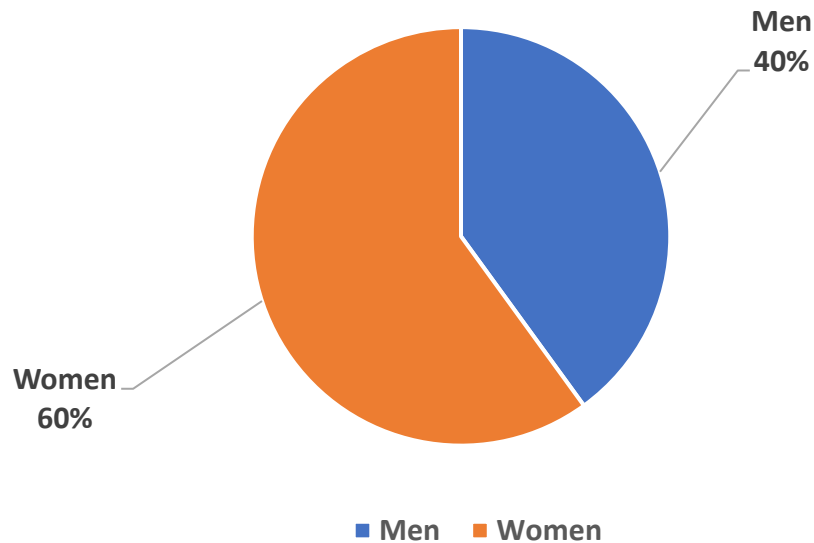
SECTION II

COUNTYWIDE

WORKFORCE STATISTICS

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Santa Cruz County Government Workforce by Gender – December 31, 2024

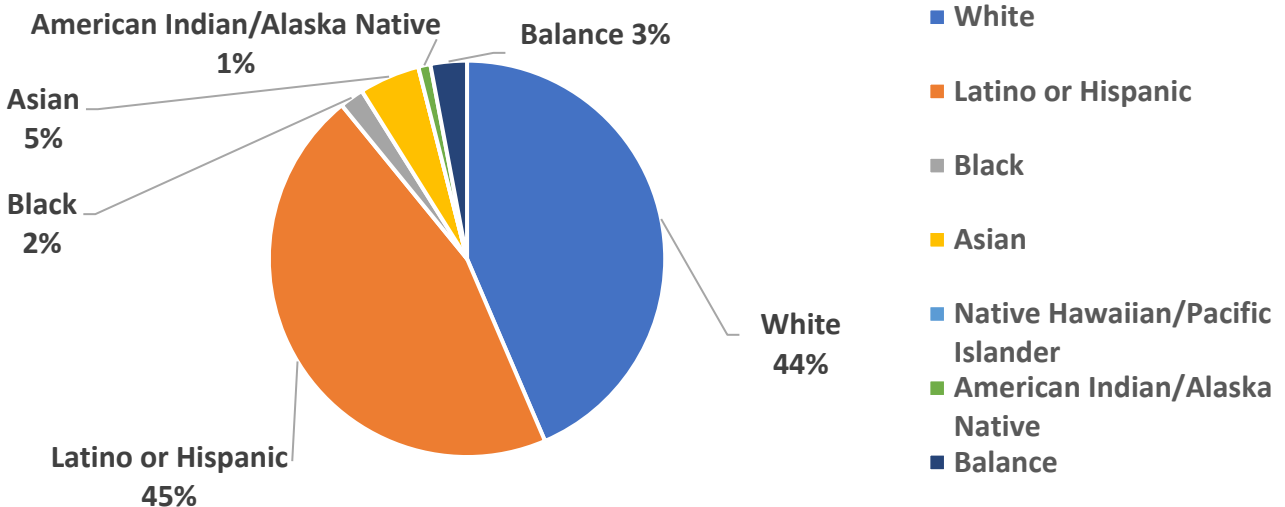


TEN-YEAR COMPARISON OF WORKFORCE BY GENDER 2014-2024				
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024	CBSA* %
Women	59% (1,237)	59% (1337)	60% (1,531)	46%
Men	41% (847)	41% (922)	40% (1029)	54%
Total Employees	2,084	2,259	2,560	

**** The Core-Based Statistical Area (CBSA) reflects the most recent data available from the American Community Survey (ACS EEO-ALL06R Report) and represents the availability of workers in the local labor market.**

Santa Cruz County Government

Workforce by Race/Ethnicity – December 31, 2024

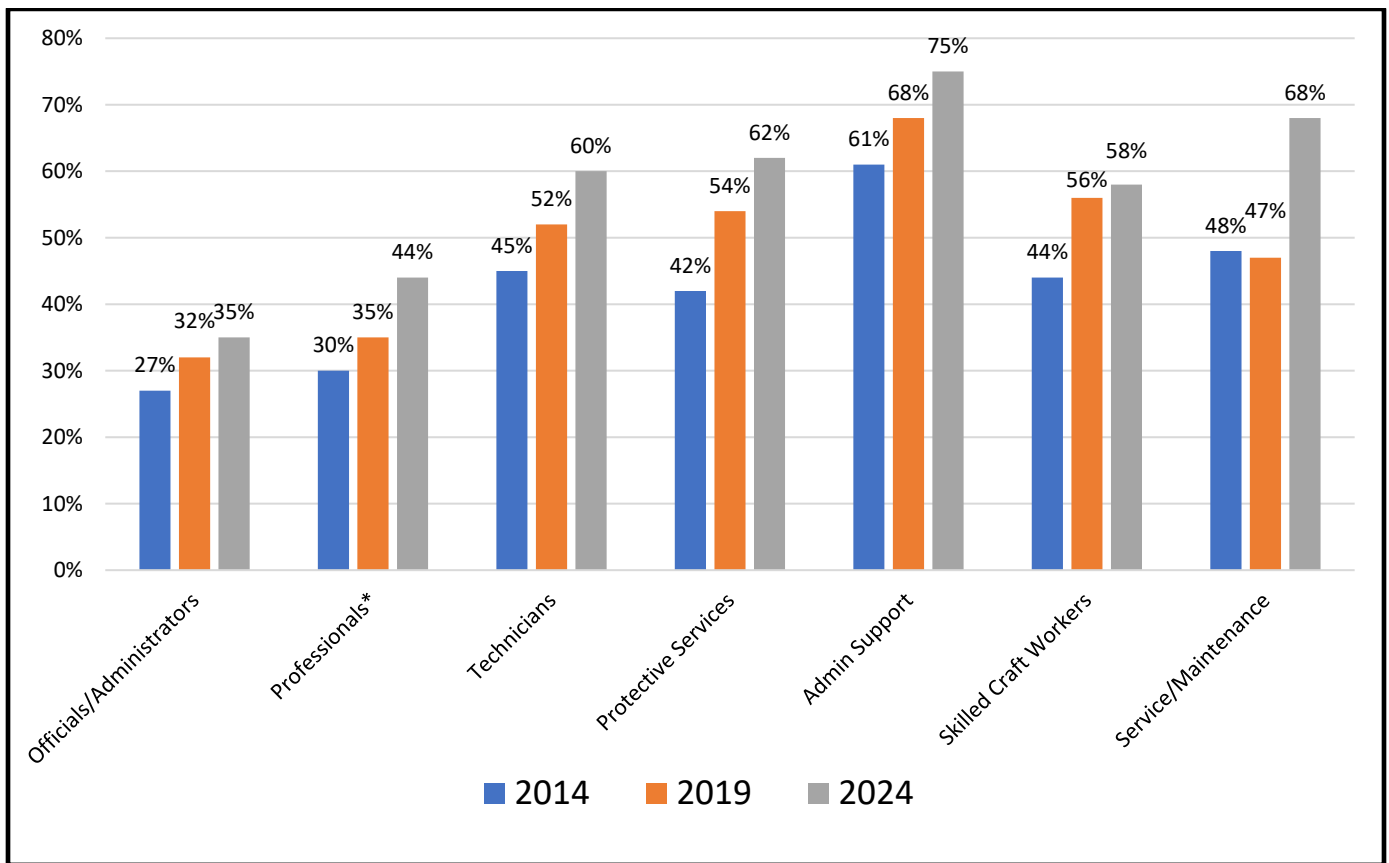


TEN-YEAR COMPARISON OF WORKFORCE 2014-2024 BY EEOC CATEGORY				
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024	CBSA%
White	58% (1202)	52% (1170)	44% (1125)	65%
Black	2% (33)	2% (43)	2% (40)	1%
Latino or Hispanic	35% (728)	39% (888)	46% (1183)	25%
Asian/Pacific Islander	5% (98)	N/A	N/A	N/A
*Asian	N/A	5% (105)	5% (120)	5%
Native American	1% (23)	N/A	N/A	N/A
*American Indian/ Alaska Native	N/A	1% (21)	1% (16)	0%
*Native Hawaiian/ Pacific Islander	N/A	0% (3)	0% (5)	0%
*Balance (was "2+ Races" in 2019)	N/A	1% (29)	3% (71)	3%
Women	59% (1237)	59% (1337)	60% (1531)	46%
Men	41% (847)	41% (922)	40% (1029)	54%
Total Employees	2084	2259	2560	

N/A= Not Applicable

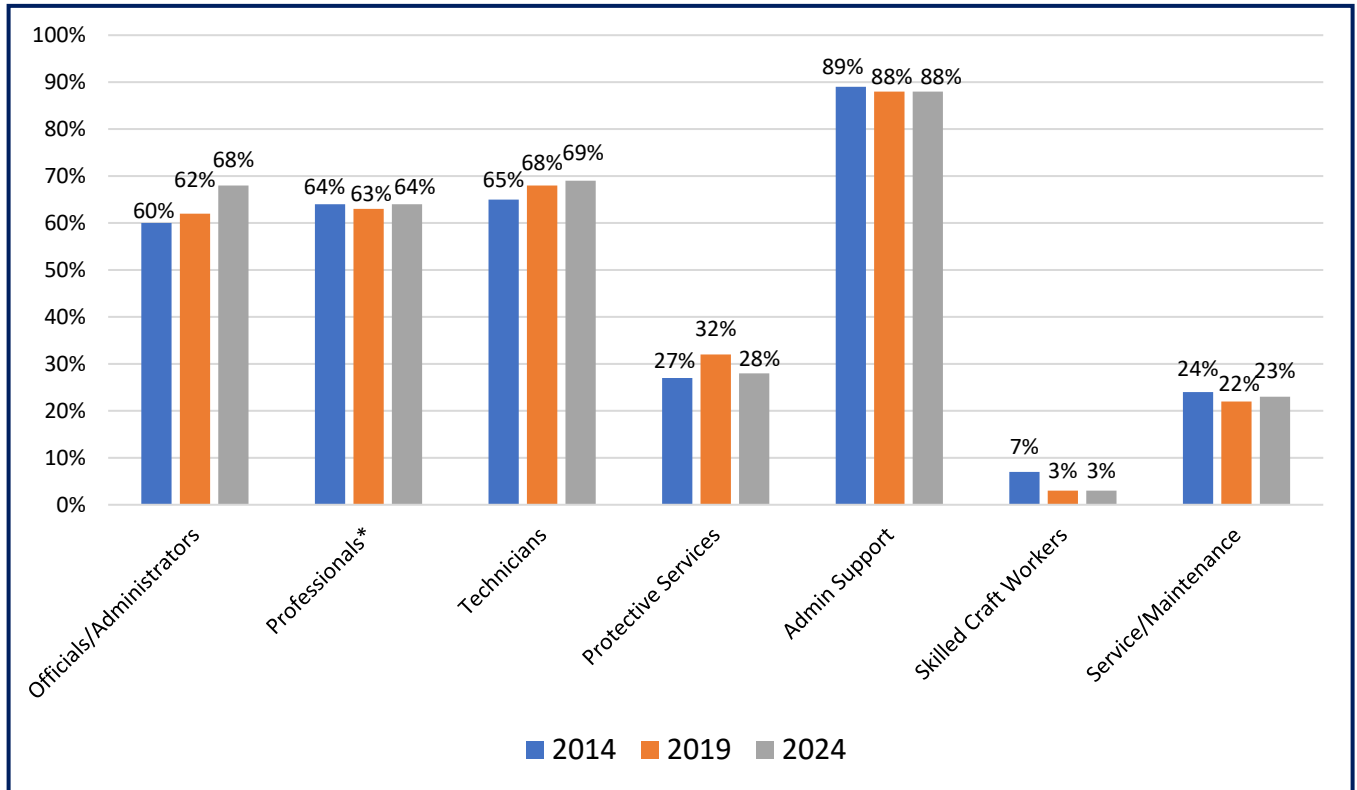
*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of individuals who are not Hispanic or Latino and who do not fit into any other categories, and individuals who are two or more races.

TEN-YEAR COMPARISON OF SANTA CRUZ COUNTY PERCENTAGE OF WORKFORCE UTILIZATION FOR PEOPLE OF COLOR BY OCCUPATIONAL CATEGORY (2014-2024)



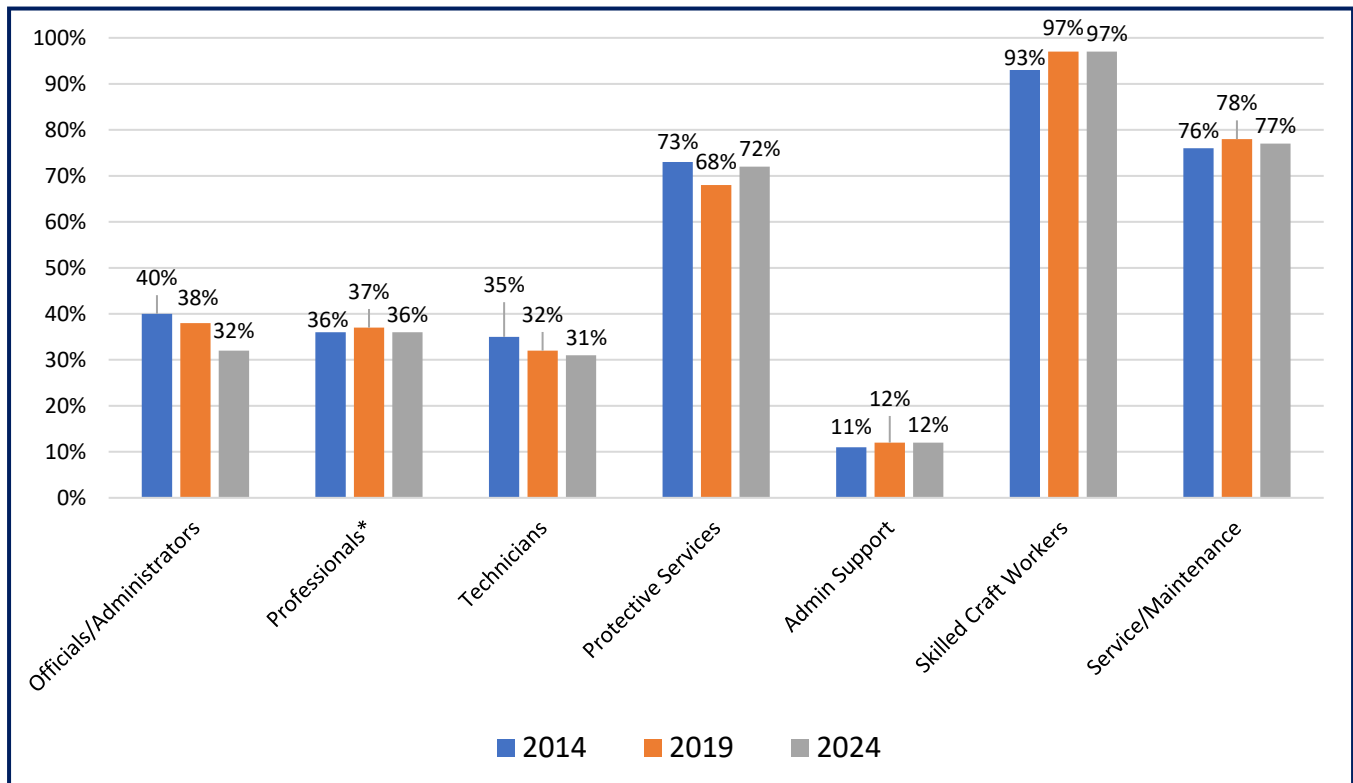
Percentage of People of Color by Job Category			
Job Category	2014	2019	2024
Officials/Administrators	27%	32%	35%
Professionals	30%	35%	44%
Technicians	45%	52%	60%
Protective Services	42%	54%	62%
Admin Support	61%	68%	75%
Skilled Craft Workers	44%	56%	58%
Service/Maintenance	48%	47%	68%

TEN-YEAR COMPARISON OF SANTA CRUZ COUNTY PERCENTAGE OF WORKFORCE UTILIZATION FOR WOMEN BY OCCUPATIONAL CATEGORY (2014-2024)



Percentage of Women by Job Category			
Job Category	2014	2019	2024
Officials/Administrators	60%	62%	68%
Professionals	64%	63%	64%
Technicians	65%	68%	69%
Protective Services	27%	32%	28%
Admin Support	89%	88%	88%
Skilled Craft Workers	7%	3%	3%
Service/Maintenance	24%	22%	23%

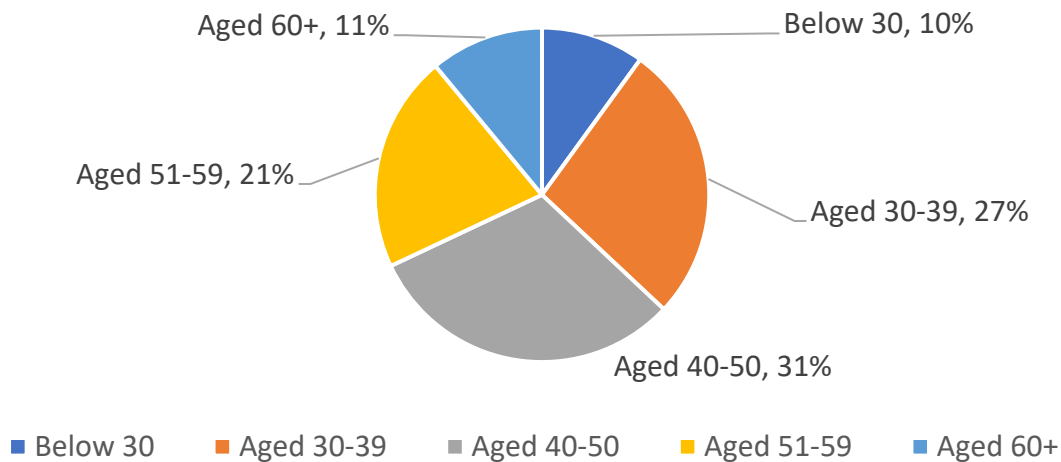
TEN-YEAR COMPARISON OF SANTA CRUZ COUNTY PERCENTAGE OF WORKFORCE UTILIZATION FOR MEN BY OCCUPATIONAL CATEGORY (2014-2024)



Percentage of Men by Job Category			
Job Category	2014	2019	2024
Officials/Administrators	40%	38%	32%
Professionals	36%	37%	36%
Technicians	35%	32%	31%
Protective Services	73%	68%	72%
Admin Support	11%	12%	12%
Skilled Craft Workers	93%	97%	97%
Service/Maintenance	76%	78%	77%

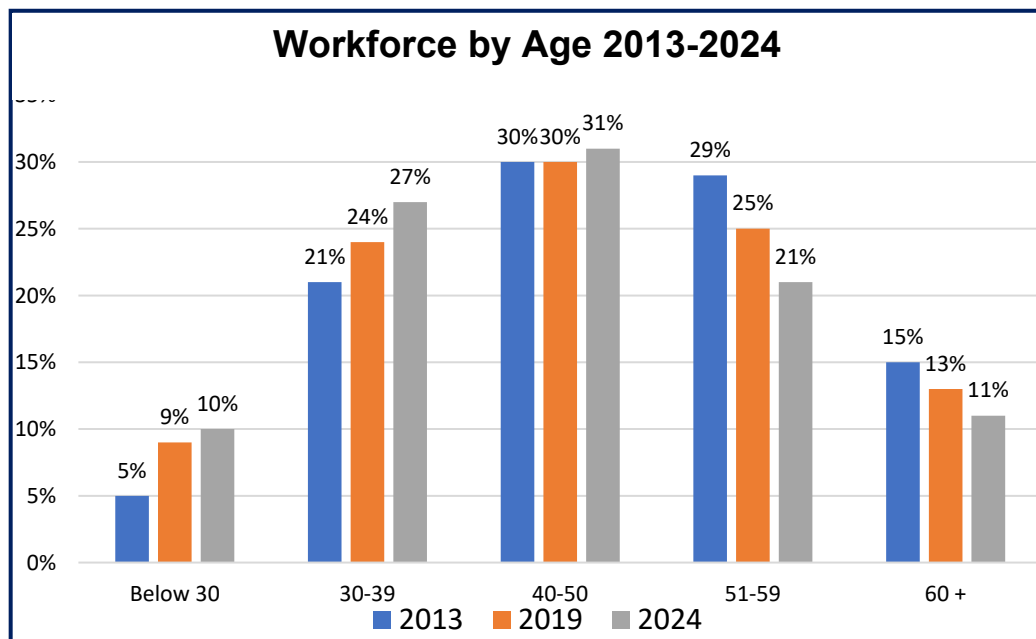
Santa Cruz County Government

Workforce by Age – December 31, 2024



COMPARISON OF WORKFORCE BY AGE 2013-2024			
Age	2013*	2019	2024
Below 30	5% (104)	9% (194)	10% (251)
30-39	21% (443)	24% (533)	27% (704)
40-50	30% (645)	30% (675)	31% (800)
51-59	29% (616)	25% (556)	21% (559)
60+	15% (308)	13% (294)	11% (292)
Total Employees	2,116	2,252	2,606

*Earlier reports could not be run by date. Existing data from 2013 was used as a proxy for 2014 data.



COUNTY OF SANTA CRUZ
SANTA CRUZ COUNTY GOVERNMENT
WORKFORCE COMPOSITION AND UTILIZATION ANALYSIS
DEC 31, 2024

EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	10	7	3	7	3	7	7	1	1	2	2	0	0	0	0	0	0	0	0	3	3
OFFICIAL		70%	30%	0%	0%	70%	0%	10%	0%	20%	0%	0%	0%	0%	0%	0%	0%	0%	0%	30%	0%
OFFICIAL	78	25	53	-19	19	51	-9	3	2	14	2	6	3	1	1	0	0	3	1	27	9
ADMINS		32%	68%	56%	44%	65%	77%	4%	1%	18%	15%	8%	4%	1%	0%	0%	0%	4%	3%	35%	23%
PROF	1,022	366	656	-104	104	572	-225	15	5	326	203	69	8	4	4	3	3	33	2	450	225
		36%	64%	46%	54%	56%	78%	1%	1%	32%	12%	7%	6%	0%	0%	0%	0%	3%	3%	44%	22%
TECH	408	127	281	-85	85	165	-43	7	3	197	30	16	0	4	4	1	1	18	6	243	43
		31%	69%	52%	48%	40%	51%	2%	1%	48%	41%	4%	4%	1%	0%	0%	0%	4%	3%	60%	49%
PROT	330	237	93	-40	40	127	-81	9	2	173	87	10	3	3	3	0	0	8	-12	203	81
SERV		72%	28%	84%	16%	38%	63%	3%	2%	52%	26%	3%	2%	1%	0%	0%	0%	2%	6%	62%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	469	58	411	-130	130	115	-171	4	-1	330	194	12	-11	1	1	0	0	7	-12	354	171
SUPP		12%	88%	40%	60%	25%	61%	1%	1%	70%	29%	3%	5%	0%	0%	0%	0%	1%	4%	75%	39%
SK CRAFT	107	104	3	4	-4	45	-15	1	1	53	10	3	1	3	3	1	1	1	0	62	15
WORKERS		97%	3%	93%	7%	42%	56%	1%	0%	50%	40%	3%	2%	3%	0%	1%	0%	1%	1%	58%	44%
SVC &	136	105	31	27	-27	43	-9	0	-1	88	13	4	-1	0	0	0	0	1	-2	93	9
MAINT		77%	23%	57%	43%	32%	38%	0%	1%	65%	55%	3%	4%	0%	0%	0%	0%	1%	2%	68%	62%
TOTAL **	2560	1,029	1531	-353	353	1125	-539	40	14	1183	543	120	-8	16	16	5	5	71	-6	1435	539
		40%	60%	54%	46%	44%	65%	2%	1%	46%	25%	5%	5%	1%	0%	0%	0%	3%	3%	56%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

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SECTION III

COUNTYWIDE

EQUAL EMPLOYMENT OPPORTUNITY

ACTIVITIES & RECOMMENDATIONS

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SECTION III

Countywide EEO Activities and Recommendations

The County of Santa Cruz's Equal Employment Opportunity (EEO) Office has three primary areas of responsibility: **1)** enforcement of Title VII of the Civil Rights Act of 1964; **2)** enforcement of the Americans with Disabilities Act (ADA) and California's Fair Employment and Housing Act (FEHA); and **3)** training County employees on the prevention of sexual harassment and abusive conduct, equal employment opportunity, diversity, equity, and inclusion, and nondiscrimination in the workplace.

I. Title VII of the Civil Rights Act of 1964

The County of Santa Cruz, as a public entity, is subject to the employment discrimination prohibitions established within Title VII of the Civil Rights Act of 1964. The County's EEO Office is charged with monitoring and upholding compliance with Title VII's provisions. The EEO Office employs a comprehensive, multifaceted approach in undertaking this obligation, as described in detail below.

A. Administrative Review

An employee base that is reflective of the demographic composition of the local available workforce is one indication of a workplace that values and supports equal employment opportunity. For the past thirty-one years, the County of Santa Cruz has directed the administrative review process as a mechanism for monitoring and promoting equal employment opportunity, diversity, and inclusion, cultural responsiveness, and nondiscrimination.

The administrative review process is initiated when a department has been identified as having underutilization, as defined by the County, meaning a particular race/ethnicity or gender group is underrepresented by 10% or more compared to its representation in the local available workforce. During this process, the EEO Officer and the Personnel Employment Services Division work closely with the department throughout the hiring and promotional procedures to ensure that efforts are made to address and eliminate any artificial barriers. Departments cannot make a job offer until an EEO memo justifying the hiring or promotion recommendation of the selected candidate and detailing the reasons for non-selection of the remaining interviewed candidates, is reviewed and approved by the EEO Officer. Once underutilization is no longer present in the department's workforce utilization statistics, the department is removed from the administrative review process, as it has successfully aligned its workforce representation with the County's diversity and inclusion goals.

The Board of Supervisors first approved the administrative review process in the 1994-1996 *Equal Employment Opportunity (EEO) Plan* and has repeatedly confirmed its support for this process through ratification of every subsequent EEO Plan. Throughout the past thirty-one years, the Personnel Department and the EEO Office have provided additional administrative review and support for those departments

where underutilization of people of color and women was greater than 10% as compared to the availability of those protected classes within the Core-Based Statistical Area, or local labor market.

In 1994, when the administrative review process was first implemented, there were 11 County departments identified to be underutilized by greater than 10% as compared to the County's adopted goals at that time of 24% people of color, and 44% women. One of the goals of the Administrative Review implementation was to enact culture change within the County related to the hiring and promotion of women and people of color. As of December 2024, the County has only 2 departments on administrative review, both underutilized by greater than 10% for women as compared to the 46% availability of women in the local available workforce; and no departments are underutilized for people of color by greater than 10% as compared to the 35% availability of people of color in the local available workforce. On the whole, the County is currently comprised of 60% women and 56% people of color, exceeding the availability in both categories in the local available workforce by a significant margin.

The Administrative Review process has evolved over the years as well, for example, by reducing the administrative burden on departments when preparing the required EEO memoranda in support of their hires and promotions. When a department's underutilization of women or people of color is isolated to a single job category, the EEO Officer can require EEO justification memos only for hires/promotions within that job category, rather than for all hires/promotions throughout the department. For departments whose seasonal hiring patterns result in their cycling on and off of administrative review repeatedly each year, the EEO Officer initiates a "watch list" so that when a department is removed from Administrative Review in one quarter, the department is given a grace period of one or two subsequent quarters under a "watch list" and is only placed back on Administrative Review if underutilization persists. In these ways, the EEO Office has been responsive to the needs of departments in streamlining hiring processes in the current competitive market.

i. Departments on Administrative Review

When the *2022-2024 EEO plan* was adopted, the following departments were on administrative review for the underutilization of women and/or people of color in excess of 10% of the local available workforce: Agricultural Commissioner, General Services, Information Services, Community Development & Infrastructure (CDI) - Planning Division, and CDI - Public Works Division. The Administrative Review Program has assisted these departments in their outreach, recruitment, and selection processes to identify potential barriers to employment for underrepresented groups and to develop and implement policies and procedures consistent with the objectives of nondiscrimination, equal opportunity, diversity, and inclusion.

Since implementation of the *2022-2024 EEO plan*, all of these departments have strived to increase their diversity. Three of the five departments that were on administrative review have achieved a 10% or lower underutilization necessary to be removed and successfully remain off of the program: Agricultural Commissioner and General Services are no longer underutilized for women; and Community Development & Infrastructure (CDI) - Planning Division is no longer underutilized for people of color. Only two departments currently remain on administrative review, both underutilized for women: The Information Services Department (ISD) (18% underutilized), and Community Development & Infrastructure (CDI) - Public Works Division (21% underutilized). There are no departments on administrative review for underutilization of people of color.

Below is a status summary of the two departments that were on administrative review when the *2025-2027 EEO/CR Plan* was proposed based upon December 31, 2024 workforce statistics.

a. Information Services

The Information Services Department has made strides in recruiting women in recent years. Currently, the department has its first female director, Tammie Weigl. Women comprise 28% of the department's workforce, representing significant underutilization of women as compared to 46% availability in the local available workforce. In ISD, the underutilization is centered on the Professionals job category, which includes IT App Development Support Analyst, IT Business Systems Analyst, IT Systems Admin Analyst, IT Manager, IT Network/Communication Analyst, IT Support Services Analyst, IT Supervisors, and some administrative positions. Whereas the data on local workforce availability indicates a 54% availability of women for Professional IT positions, it is important to note that this statistic applies to workforce availability throughout the entire county and encompasses far more Professional level jobs across various industries and departments than those specific to IT-related professions, including medical care professionals, accounting and auditor positions, social workers, environmental health positions, and analyst positions, where the availability of qualified female applicants may be higher than for IT positions. That said, ISD has made tremendous strides in the hiring and promotion of women. For example, the department has had tremendous success in the Programming division, now comprised of 50% women. The department continues to collaborate with Personnel staff on recruitment and outreach strategies to improve gender diversity and ensure that oral boards are reflective of the candidate pool. The department's EEO/CR Plan includes a commitment to working with Cabrillo College; California State University, Monterey Bay; San Jose State University; University of California at Santa Cruz; and the Women in Technology International organization (WITI) to increase the representation of women in its workforce.

b. CDI - Public Works Division

Women make up 25% of CDI - Public Works Division's staff which represents a pronounced underutilization of women as compared to 46% in the local available workforce. The Service and Maintenance job category accounts for the majority of this underutilization, as women are well-represented in most other categories. A number of CDI - Public Works Division positions have historically been non-traditional positions for women; however, the department has made great strides in augmenting the representation of women in many historically non-traditional positions, including Assistant Director, Senior Civil Engineer, Assistant in Civil Engineering, and Senior Engineer Associate. The persistent underutilization of women is primarily in the Service & Maintenance job category that includes Building Construction/Maintenance Worker, Heavy Equipment Service Worker, Heavy Equipment Mechanic, Sanitation Maintenance Worker, Treatment Plant Operator, and Public Works Maintenance Worker. The 43% availability of women for Service & Maintenance positions in various industries and departments throughout the local labor pool encompasses availability for positions such as housekeeper, custodian, cook, aquatics program specialist, community health aide, and recreation coordinator, so the availability of female workers in the entire job category does not necessarily translate to high numbers of qualified female applicants who wish to apply to operate heavy equipment or perform treatment plant operator duties. Applications from women for Service and Maintenance positions remain scarce. In spite of these challenges, CDI-Public Works Division has found creative ways to support the advancement of women in non-traditional roles. For instance, new programs such as the COMET Program at the Landfill have provided opportunities for women who start as Cashiers at a Disposal Site to gain hands-on work experience to qualify for promotion into the position of Disposal Site Maintenance Worker, a position in the Skilled Craft Worker job category that opens up career opportunities for women in the trades. Targeted outreach efforts have capitalized on participation in local Trades Day job fairs and posting job vacancies with the growing number of women's professional and trade organizations in service and maintenance fields and technical education programs. The department's concerted efforts to recruit, retain, and promote women are discussed in detail in its departmental EEO/Cultural Responsiveness Plan.

ii. Procedural Improvements

The present structure of the Administrative Review Program does not account for these two departments' intentional efforts to hire and promote women. Given the reality of few women applying for positions such as Heavy Equipment Operator or IT Network/Communications Analyst positions, ISD and CDI - Public Works Division are likely to continue to struggle to achieve an underutilization rate of less than 10%. Some of the administrative review requirements, for example, writing EEO Memos to justify hires and promotions, are not effective in helping these two department in addressing

underutilization. Instead, a more targeted approach through an ongoing Employment Services Division (ESD) partnership described below will do more to support the hiring of women in non-traditional, difficult-to-recruit fields.

Under the current Administrative Review program, departments on administrative review have received support from Personnel's ESD through recruitment planning and strategic partnership with hiring departments, as well as behind-the-scenes efforts to ensure qualified applicant pools that reflect the diversity of our community. These efforts include partnership with hiring departments in performing ongoing outreach at high schools, trade schools, colleges and universities, community organizations, and more; hosting job fairs at County facilities in both North and South County locations, and participating in school and community job fairs; all in an effort to capture a larger pool of applicants and build a diverse candidate pipeline of qualified individuals, including women and people of color. In collaboration with the EEO Officer, ESD staff also review certification lists, applicant flow data, and employment examination results to identify any adverse impacts or signs of bias, and eliminate any artificial barriers on the basis of race/ethnicity or sex. Additionally, recruiting process improvements have been made over the years, including the provision of an entire certification list of candidates to a hiring department up front rather than based on the former rule of ten, to eliminate delays when the department needs to interview additional candidates; expanding recruitment testing sites to encompass locations throughout the County; and offering employment exams on multiple dates and times, including on weekends.

Over time, these actions have become embedded in Personnel's ongoing business practices, paving the way for reevaluating the present Administrative Review program. Most importantly, thirty-one years after the Administrative Review Program was created, the original goal of enacting culture change throughout the County has been achieved, as demonstrated by current workforce data that confirms the consistent attention, emphasis, and commitment across all departments in the hiring and promotion of qualified candidates including women and people of color.

Given that the purpose and focus of the program have evolved over the last several decades, the Personnel Department proposes to your Board these changes to the existing Administrative Review program:

- Remove the EEO Memo as a regular requirement for hires and promotions; and instead, only implement in certain circumstances described below;
- Retain all of the recruitment planning, outreach, and support tools currently available under the Administrative Review Program for hiring departments in collaboration with the Employment Services Division and EEO Officer in Personnel;

- Retain the following elements of the Administrative Review program under the purview of the Employment Services Division, with support and collaboration of the EEO Officer:
 - Review quarterly workforce statistics reports County-wide and by department; and keep departments informed of any underutilization greater than 10% of women and/or people of color as compared to data on the local available workforce;
 - Recruitment planning and partnership with hiring departments;
 - Robust outreach to ensure diverse and qualified applicant pools;
 - Host County job fairs, and participate in school and community job fairs, with support from staff in hiring departments;
 - Review certification lists and applicant flow data to identify and address potential barriers for job applicants;
 - Review employment examination results, exam attendance/no-show patterns, and other metrics to identify and remove potential barriers to employment for qualified applicants including women and people of color;
 - Continue to review internal recruitment processes for opportunities to improve and streamline recruitments.
- In situations where ESD staff observe a significant quarter-over-quarter underutilization in the hiring and promotion of qualified women and people of color in a given department that is inconsistent with applicant flow data and indicates a cultural shift toward not having staff reflective of the local available workforce demographics, the Personnel Director may require the department to prepare EEO Memos for hires and promotions until the underutilization is corrected.

B. Recruitment and Outreach Activities

i. Outreach and Advertising

Employment Services staff routinely perform direct community outreach by attending local job fairs and community events to provide information about job openings and the job interest system, including participation in the following: Workforce Santa Cruz, Community Action Board, ALCANCE Trades and Career Fair, career panels, Access to Employment job fair, proactive outreach to the University of California at Santa Cruz (UCSC), Cabrillo College, California State University-Monterey Bay (CSUMB), and San Jose State University (SJSU), along with community agencies, libraries, community members, clinics, city governments, and associations that represent diverse cross-sections of our community. Additionally, ESD hosts an annual All-County Career Fair in which youth and community members are able to connect with County employees to discuss careers across all County departments. ESD staff also offer community workshops on how to get a job with the County at various locations throughout the county. These workshops

provide education to community members on how to prepare for and navigate the recruitment process. The Personnel Department also sponsors and attends the annual Trades Day which introduces high school youth to industry career opportunities in the building trades.

In order to identify and eliminate disparate impact and potential barriers to employment for women, people with disabilities and people of color, during the testing, interview, and hiring processes, ESD and the EEO office oversee drafting and revision of job specifications within the Employment Relations and Salary Administration (ERSA) division. This collaboration ensures that job qualifications and educational requirements are necessary, specific and narrowly tailored to the essential functions of the position; and equity-focused language is included as appropriate. Further, ESD staff generate applicant flow reports for each job recruitment which are reviewed by ESD staff and the EEO Officer to ensure that application, screening, testing, interview panel, and selection interview procedures and processes do not have an adverse effect on applicants of any protected class. ESD also offers testing at South County locations and after-hours in order to make testing more accessible to applicants

ESD, in conjunction and collaboration with the EEO Office, has greatly expanded its online presence and advertising strategies to remain competitive with the private sector and reflect new developments and approaches in the fields of recruitment and talent acquisition. In addition to marketing job opportunities on the Personnel Department's Employment Opportunities website, ESD routinely posts job opportunities on leading local, state, and national recruitment websites, including: Indeed.com, LinkedIn, Monterey Bay Help Wanted, Craigslist Monterey Bay and Bay Area, California State Association of Counties (CSAC), CalJOBS, International City/County Management Association (ICMA), Careers in Government, and California County News.

Recent outreach efforts have also focused on publishing targeted advertisements on the websites of field-specific professional organizations and associations that promote diversity. Further expanding its online footprint, the County of Santa Cruz has maintained a social media presence through its Facebook, Instagram, and LinkedIn pages. All of these efforts support the objective of the EEO Office and ESD to increase the visibility and desirability of County employment, attract highly skilled and competent employees, and provide targeted outreach to traditionally and currently underrepresented populations in order to foster a workforce reflective of the diverse local populations which it serves.

Since adoption of the *2022-2024 EEO Plan*, the Personnel Department has continued to utilize dedicated staff tasked with talent acquisition who assist with targeted outreach and publicity for highly specialized and difficult-to-recruit positions; network with various professional and trade organizations

and associations; and perform outreach to attendees of local, state, and national professional and trade conferences and seminars.

Additionally, ESD marketing materials now include the County Equity Statement, and continue to depict working at Santa Cruz County holistically, as a lifestyle package rather than just a job, and feature the slogan “*Live here. Work here. Play here.*”. The Personnel website was made more accessible and user-friendly with a “tiles” browsing format and pictures of staff, County facilities, and local communities to reflect the County’s values as an employer and the benefits of working with and serving a diverse and vibrant community.

The Employment Services Division continues to conduct extensive outreach throughout the Monterey Bay Area and has expanded to include the Greater Bay Area, statewide, and nationwide, in outreach efforts as appropriate. Job opportunity announcements for most positions—with the exception of highly specialized positions—have attracted large applicant pools in recent years, resulting in a more diverse workforce and competitive screening and testing processes. To promote the objective of recruiting a diverse workforce, ESD distributes job announcements to local libraries, colleges, other government entities, the advisory commissions created by the Board of Supervisors to promote and represent the interests of protected classes (e.g., the Latino Affairs Commission, the Commission on Disabilities, the Equal Employment Opportunity Commission, and the Women’s Commission), and external organizations dedicated to advancing the interests of underutilized groups (e.g., the National Association of Women in Construction, ALCANCE which provides under-resourced, at promise, or re-entry youth and adults with economic opportunities and mentoring services, etc.).

ii. Outreach to Schools and Colleges

Personnel Department staff participate in high school career days and other programs at local schools to provide early exposure to a wide range of information regarding the variety of career opportunities with the County, including panel discussions about our recruitment, hiring, and selection processes. Employment Services also conducts email campaigns targeting specific majors to invite students from diverse programs to attend ESD presentations.

County staff, (including ESD, EEO, attorneys, engineers, and law enforcement), coordinate with a local non-profit agency, “*Your Future is Our Business*” (YFIOB) to participate in career day panels at local high schools and middle schools. The Personnel Department adopts a policy of early intervention, recognizing that exposure to the wide range of employment opportunities offered by Santa Cruz County among the youth of our diverse community is critical to enhancing the diversity and inclusiveness of County government, especially within job classes and professions that have historically underutilized women and people of color.

iii. Volunteer Initiative Program

The Personnel Department administers the County's Volunteer Initiative Program (VIP), which offers students and community members the opportunity to acquire on-the-job experience and engage in experiential learning to improve their employability through volunteer work with County departments. Volunteer experience also provides avenues for persons who have experienced barriers to employment, gaps in employment, and/or limited work histories to enter or return to the workforce. The County regularly publicizes available opportunities to volunteer through the VIP program at career days, community events and meetings, and on the County website. The VIP program endeavors to enlist a broad representation of the community and equip vulnerable and/or inexperienced sectors of the community with the skills, experience, and resources needed to transition into steady, paid employment.

iv. EEO Complaints and Investigations

The EEO Office investigates and responds to formal and informal complaints of discrimination, harassment and retaliation made by County employees. Most complaints utilize the County's administrative complaint procedure and are generally resolved internally. Occasionally, employees file complaints with federal or state enforcement agencies in lieu of or in addition to the County's internal procedure. In addition to drafting responses to internal complaints, the EEO Office prepares and presents the County's responses to charges filed with California's Civil Rights Department (CRD) and the federal Equal Employment Opportunity Commission (EEOC).

The volume of formal complaint filings received by the County of Santa Cruz from these administrative enforcement agencies remains markedly low. This fact tends to support the existence of an accessible and effective internal complaint process; responsive and well-trained management; thorough and impartial investigations; prompt corrective action; and a workplace culture conducive to informal resolution of employee complaints. The County also receives relatively few internal complaints. This may be attributable to the County's longstanding commitment to diversity and nondiscrimination and its consistent and proactive approach to educating its workforce about EEO issues.

During Fiscal Year 2024, two formal (2) complaints of harassment or discrimination were received by the EEO Office. In one complaint, there was sufficient evidence to support an investigation that resulted in findings of County EEO policy violations; and in the other complaint, there was insufficient evidence to form a basis for an EEO investigation. Three (3) external complaints were filed against the County either through the CRD or the EEOC in Fiscal Year 2024, and the County responded timely to each. One charge of disability discrimination was dismissed by the EEOC with no findings as to the merits of the claim. Two charges made to the CRD of national origin discrimination and disability discrimination respectively, were

both dismissed by the CRD for insufficient evidence. Ten (10) informal internal complaints were also reviewed by the EEO Officer in Fiscal Year 2024, and none had facts that formed a basis for an EEO investigation (i.e., no evidence of discrimination or harassment based on a protected characteristic), but instead were management issues involving interpersonal conflicts, miscommunications, or employee dissatisfaction with operational decisions. As appropriate, management was informed and the EEO Officer provided guidance and coaching on addressing the issues to ensure a respectful workplace.

As a best practice, the EEO Office collaborates with County departments in early intervention efforts to resolve EEO issues and informal inquiries before conflicts escalate into formal complaints. The EEO Office routinely provides support to supervisors and managers by coaching them on how to effectively address employee conflicts and identifying and applying proactive strategies and approaches to foster and maintain a respectful, courteous workplace conducive to productive work relationships. The EEO Office also offers EEO/ADA-related trainings to departments and worksites throughout the County as needed.

C. Commissions

The EEO Division staffs five Board-appointed advisory commissions to represent and promote the interests of underrepresented sectors of our community to the Board of Supervisors. These commissions also provide recommendations to the EEO Office regarding EEO-related concerns and issues impacting these constituencies, including reviewing individual job postings and offering feedback regarding potential barriers to interested candidates in historically underrepresented groups.

- i. The *Equal Employment Opportunity Commission* takes an active role in developing the EEO/Cultural Responsiveness Plan and monitors and advises the County on EEO goals and objectives and equity improvements to County systems, policies, procedures and activities.
- ii. The *Latino Affairs Commission* is an advisory body to the Board of Supervisors established to ensure that the interests of the County's Latino population are protected and promoted. To fulfill their mandate, the Commission monitors matters impacting the Santa Cruz County Latino community and makes recommendations to the Board of Supervisors on their behalf.
- iii. The *Women's Commission* is an advisory body to the Board of Supervisors established to advise and assist the Board of Supervisors in its efforts to achieve a parity of equal rights and opportunities on behalf of all people of Santa Cruz County. To fulfill their mandate, the Commission monitors matters impacting Santa Cruz County women and girls and advises the Board of Supervisors on their behalf.

- iv. The *Seniors Commission* is an advisory body to the Board of Supervisors on matters impacting the Santa Cruz County senior community. To fulfill their mandate, the Commission monitors programs, services, needs and barriers impacting seniors and advises the Board of Supervisors on their behalf.
- v. The *Commission on Disabilities* is an advisory body to the Board of Supervisors on matters impacting the Santa Cruz County disabilities community. To fulfill their mandate, the Commission monitors such matters and advises the Board of Supervisors on their behalf.

As Board-appointed representatives of their respective districts and at-large entities, the members of these advisory commissions actively promote equal employment opportunity, diversity, equity, accessibility, inclusion, and cultural responsiveness in County services and programs on behalf of their communities. Each commission submits a biennial report of its activities, accomplishments, and objectives to the Board.

II. The Americans with Disabilities Act and the Fair Employment and Housing Act

In accordance with the *ADA Compliance Program* as adopted by the Board in 1992, the County is required to comply with Titles I and II of the Americans with Disabilities Act (ADA), as well as with California's Fair Employment and Housing Act (FEHA). The EEO Office regularly reports to the Board on the County's progress under the *Americans with Disabilities Act* to ensure that the County provides accessible services, programs, and facilities to all individuals with disabilities as required by Titles I and II.

A. Title I: Employment Policies and Procedures

In order to promote equal employment opportunity for individuals with disabilities, the EEO Office monitors the County's recruitment and employment practices under FEHA and Title I of the ADA and identifies and remedies potential barriers to employment for individuals with disabilities.

i. Recruitment of Persons with Disabilities

In the 1996-1998 EEO Plan, the Board adopted the countywide recommendation of employing a workforce representative of the local available workforce of which approximately 6% is estimated to consist of persons with disabilities. However, because state and federal law prohibit employers from requiring employees to disclose whether they have a disability, the County cannot accurately measure or determine the number of employees with disabilities. Employees are given the option to self-identify as having a disability during the hiring process and, periodically, the County conducts a voluntary employee survey giving them another opportunity to self-identify as having a disability. Results from the 2019 American Community Survey (ACS) indicated that approximately 11.6% of those who completed the survey self-identified as having a disability. Data collected in a

2022 Diversity, Equity, and Inclusion survey indicated that approximately 6% of County employees self-identify as having a disability. This increase could be attributed to several factors in addition to an actual increase in the number of staff with disabilities. Other factors that might account for it include a more inclusive understanding of the scope of disability, the specificity of the survey question, and a greater cultural acceptance of disability since the previous survey.

The EEO Office coordinates with the Commission on Disabilities to identify and eradicate any barriers to, or disparate impact on, persons with disabilities, caused by such factors as facially neutral policies, recruitment, and application practices, and/or inaccurate job specifications that serve to disproportionately adversely impact persons with disabilities. The EEO Office also reviews outreach plans and job postings to confirm that job opportunities are well-publicized to the disability community. Weekly job announcements are mailed to the *University of California at Santa Cruz Disability Resource Center*; the *California State University at Monterey Bay (CSUMB) Student Disability Resources Office*; the *Cabrillo College Accessibility Support Center*; *The Employment Development Department (EDD)*; *JobTrain, Community Bridges*, the *State Department of Rehabilitation*; *San Andreas Regional Center (SARC)*, *Vista Center for the Blind and Visually Impaired*, *Shared Adventures*, *Central Coast Center for Independent Living (CCCIL)*, *National Alliance on Mental Illness Santa Cruz (NAMI)* and *Special Parents Information Network (SPIN)* and the *Santa Cruz County Commission on Disabilities*. In collaboration with the Employment Services Division Manager, the EEO Officer assists recruitment staff with technical advice regarding ADA accommodations throughout the application, recruitment, and testing phases. Previous testing accommodations have included computerized testing, allowing the presence of service animals, and providing enhanced font-size test materials, additional test time, assistive listening devices, and Braille keypads.

ii. Reasonable Accommodation

The EEO Office is responsible for reviewing requests for reasonable accommodation from employees. The EEO Office reviews an employee's medical certification and reasonable accommodation request to determine whether the employee meets the definition of a qualified individual with a disability (a mental or physical impairment that limits a major life activity) who can perform the essential functions of their position with or without reasonable accommodation. The EEO Office engages in the interactive process with qualified employees and their respective departments to identify effective accommodation, such as adaptive or assistive equipment (e.g., sit/stand workstations, ergonomic keyboards, voice recognition software, telephone headsets), reduced or modified work schedules, job restructuring, leave of absence, or reassignment to another vacant position for which the employee is qualified.

In Fiscal Year 2024, the EEO Office received six (6) formal requests for reasonable accommodation. After engaging in the interactive process, two (2) employees were accommodated informally by their respective departments, so no formal accommodation was needed through the EEO Office; two (2) employees were approved for reasonable accommodation through the EEO office; and two (2) employees either withdrew their request or did not meet the definition of a person with a disability under state and federal disability guidelines.

iii. ADA/FEHA Training

The EEO Office provides County departments with technical assistance on the interpretation and enforcement of the ADA and FEHA upon request and offers an ADA/FEHA training course complete with practical applications to common workplace scenarios through the Supervisory Academy (an intensive training program designed to equip supervisors and managers with the requisite knowledge and skills to effectively manage a host of personnel related issues, including recruitment, corrective action, workers' compensation, grievances, EEO/ADA compliance, and performance evaluations), that is offered two or more times per year. The EEO Officer also provides additional ADA/FEHA training to departments upon request. Because disability law is an ever-evolving area of employment law, the County provides ongoing training opportunities, including the National Employment Law Institute (NELI) conferences and Liebert Cassidy Whitmore seminars and webinars, to EEO Office staff to ensure that our practices are consistent with current law.

B. Title II: Public Entity Access

Title II of the *Americans with Disabilities Act* requires that County facilities, programs, and services be accessible to employees and the public. The Public Works, Parks, and General Services departments maintain facilities and programs to comply with Title II. These departments diligently work within their budgetary resources to complete the work specified in the *ADA Transition Plan* approved by the Board in 1992. In accordance with the recommendation made to the Board in the last EEO plan, the EEO Office continues to administer the County's *ADA Compliance Program*. When necessary, the *ADA Compliance Task Force* may be convened to evaluate, manage, and respond to complex compliance issues. The Task Force includes representatives from Public Works, Parks, General Services, Personnel, and County Counsel.

The County has achieved substantial progress toward meeting the objectives of the *1992 ADA Transition Plan*. The status of these efforts is as follows:

i. Community Development and Infrastructure (CDI) - Public Works

In 1992, CDI-Public Works conducted an inventory of all street intersections where there were sidewalks which either did not have ramps or which had ramps that were not in compliance with current accessibility

standards. The *1992 ADA Transition Plan* identified 499 sidewalks that needed to be brought into compliance.

During the reporting period, Public Works has completed or initiated the following ADA-related improvements:

- Aptos Village Improvements Phase 1 (Trout Gulch Road Traffic Signal/Railroad Crossing) – 12 ADA ramps, 1 driveway wraparound, 609 LF of new sidewalk
- Aptos Village Improvements Phase 2A (Parade Street Railroad Crossing) - 1 ADA ramp, 41 LF of new sidewalk
- Aptos Village Improvements Phase 2B (Aptos Creek Road Traffic Signal/Railroad Crossing) – 6 ADA ramps, 3 driveway wraparounds, 670 LF of new sidewalk
- Soquel Drive Buffered Bike Lane & Congestion Mitigation Project – 94 ADA ramps to current standards, 12 median island ADA walkways, 21 ADA driveways/wraparounds, 2,633 LF of new sidewalk.
- Pinehurst & Greenbrier Ped Improvements Project (completed 2022) – 3 new ramps, 1 reconfigured ramp
- HSIPL-5936(13) Crosswalk Upgrade Project (completed 2025) – 4 reconfigured ramps
- Green Valley Multi-Use Path – construction ongoing and expected to be complete this spring. That project placed 2 miles of 8-10' wide pedestrian & bike pathway, mostly comprised of asphalt. It included 26 curb ramps as well as crossing upgrades, & bus stops.
- Enhance pedestrian crossings at 11 mid-block crossings (7 existing and 4 new mid-block crossings) with the installation of Rectangular Rapid Flashing Beacons (RRFB) systems
- New Accessible Pedestrian Signal (APS) Pedestrian Push Buttons (PPB) at traffic signals along Soquel Ave/Soquel Drive, from 7th Ave to State Park Drive (approx. 123 new APS, ADA PPB's).
- New Accessible Pedestrian Signal (APS) Pedestrian Push Buttons (PPB) at 11 mid-block crossing (7 existing and 4 new mid-block crossings) (approx. 24 new APS, ADA PPB's) - <https://www.soqueldrivebufferedproject.com/>

ii. Parks, Open Space, and Cultural Services (POSCS)

The ADA requires that POSCS provide reasonable accommodations to integrate participants into community parks, programs, and activities. New projects, events and programs include a commitment to inclusiveness.

Starting in 2019, POSCS, in conjunction with the *Commission on Disabilities*, began developing a comprehensive adaptive swim program for Simpkins Family Swim Center. In 2022, POSCS implemented low-stimulation swim hours one day per week and highlighted the swim center's accessibility features and policies in their annual activity guide. Plans are underway to provide swim instructors qualified to assess the capacity of students with disabilities and safely and effectively provide instruction customized to meet their unique needs. Additionally, various upgrades were made in 2023 to the aquatic facility including the installation of handrails added to the middle of the steps out to the pool area to make it easier for elderly and mobility restricted people to get to the lower pool area. Sensors were also added to the family changing room for those who need assistance opening the doors; and new adult-sized changing tables were added.

County Parks implemented inclusive design principles at Willowbrook County Park, where the two older play structures in the Willowbrook Park play area were removed, and the play area was updated with a new structure with ground-level play. Accessibility to all play structures was improved with the removal of wood fiber surfacing and installation of poured-in-place surfacing for the entire play area.

During the reporting period POSCS initiated the following new park projects:

- *Heart of Soquel Park and Parking Improvement Project*
Construction of Heart of Soquel Park Phases 2 and 3 was completed in September 2021. The project includes a lit all-access trail connecting Heart of Soquel Plaza with Porter Street and Main Street as well as Soquel Elementary School; The new trail extension is a continuous concrete and raised wood boardwalk all-access walking trail. Installation of the public art portion of the project is set to commence in summer of 2024.
- *The Farm Park Community Gardens* Repairs and replacements to the sidewalk system alongside Cunnison Lane at the Farm Park also greatly improve accessibility and safety. Phase One improvements, including installation of community gardens, a small parking lot with one ADA parking space, accessible water fountain and mitigation plantings, were completed in the last reporting period, and Phase Two construction is pending identification and award of funding sources.
- *Rail Trail Segments 10/11* – The County is leading the development of the Coastal Rail Trail Segments 10 and 11 project, which would create 4.2 miles of ADA-accessible Class 1 multi-use path along the Santa Cruz Branch Rail Line from 17th Avenue to State Park Drive. As part of the project, 13 new ADA curb ramps would be created at intersections, 1 existing curb ramp would be upgraded to meet the latest ADA guidelines, and one existing pedestrian intersection crossing would be

shortened. The project will include accessible connections to Chanticleer Ave, Corcoran Ave, 30th Ave, Thompson Ave, 38th Ave, 41st Ave, 47th Ave, Monterey Ave, Grove Lane, Coronado Ave, New Brighton Rd, Estates Dr, Mar Vista Dr, and State Park Dr. Construction is anticipated to begin in 2026.

- Rail Trail Segments 8/9 – The County is partnering with the City of Santa Cruz to deliver the Coastal Rail Trail Segments 8 and 9 project, which would create 2.2 miles of ADA-accessible Class 1 multi-use path along the Santa Cruz Branch Rail Line from Pacific Avenue to 17th Avenue. Within the unincorporated portion of the County, the project would create 6 new ADA curb ramps, and include accessible connections to 7th Avenue, Live Oak Avenue, El Dorado Avenue, the Simpkins Swim Center complex, and 17th Avenue. Construction is anticipated to begin in 2026.
- Hidden Beach County Park Restroom: With the support of the Coastal Conservancy Grant, the Department is developing the plans for a permanent, prefabricated, ADA-compliant double-unit restroom and developing an accessible path of travel to the restroom. This restroom will serve beach and park visitors.
- Floral Playground: In collaboration with the Department's nonprofit County Parks Friends, new playground equipment and new rubberized safety surfacing will be installed. The existing sand surface will be replaced with rubberized surface which will increase ADA access to the playground.

Additionally, new tables, chairs and supplies are being provided in classrooms and youth sites designed for accessibility and inclusion; as well as training staff in many recreation and inclusion best practices.

iii. General Services

Since adoption of the *2022-2024 EEO plan*, the General Services Department (GSD) has completed the following projects since 2022 associated with ADA requirements with respect to enhancing accessibility:

- 1080 Emeline – ADA compliant path of travel - walkways and sidewalk repairs
- 256 Water St – Sobering Center – ADA compliant ramp entrance to Sobering Center
- 701 Ocean Street — Assessor's Office —installation of ADA compliant reception lobbies and counter
- 1430 Freedom – Suite D reception remodel; installation of ADA compliant reception lobbies and counter

- 420 May Ave - Public Defender's Office; installation of ADA compliant reception lobbies and counter
- 500 Westridge – South County Service Center – installation of ADA compliant reception lobbies, counter and path of travel
- Department of Child Support Services (DCSS) – 28 Second Street, Watsonville – installation of ADA compliant reception lobby and counter.

III. Training

The EEO office develops and monitors all EEO training programs. As mandated by state nondiscrimination laws, all supervisors are required to complete a biennial two-hour sexual harassment prevention course with an abusive conduct (bullying) component; and per Assembly Bill 1825 as amended by Senate Bill 1343, all non-supervisory employees are required to complete a biennial one-hour sexual harassment prevention course with an abusive conduct (bullying) component. For Extra Help employees, online non-supervisory training is offered through the state Civil Rights Department (CRD) website, and the EEO Officer may provide sexual harassment prevention classes within the Government Center and satellite campuses and offices as needed.

The EEO Office coordinated with Personnel's Records Division to develop and implement necessary updates to the payroll system, personnel forms, and in-processing procedures to provide a Nonbinary option for gender in compliance with the *Gender Recognition Act* (SB 179). In 2023, in collaboration with County staff and community partners, the EEO Office developed a new Personnel Policy: *Gender Inclusion and Gender Transition Guidelines*. The EEO Office provides related training to departmental EEO Liaisons.

Lastly, the EEO Office, in collaboration with the Personnel's Training Team, offers Diversity, Equity, and Inclusion training through the online Santa Cruz County Learns (SCCL) platform. Course offerings include training on recognizing and eliminating implicit/unconscious bias; establishing a work environment which appreciates and fosters diversity; and improving sensitivity in interacting with diverse populations. A Board-mandated training on *Mitigating Biases in the Workplace* for all County elected officials and staff was implemented through SCCL, in compliance with the August 18, 2020 Board Resolution declaring racism a public health crisis. This training provides employees with a baseline understanding of unconscious bias, its effects in the workplace, and how to mitigate those effects.

IV. Recommendations

A. Prior Recommendations

The EEO office and related departments successfully achieved all three recommendations specified in the 2022-2024 EEO Plan and implemented ongoing processes to support continuing achievement in those areas.

B. 2025-2027 Recommendations

1. The EEO Office recommends that the Board approve and adopt the proposed Departmental EEO/CR Plans and direct the EEO Office to monitor the County-wide EEO/CR Plan, including the ADA Transition Plan and the EEO training programs including the state and County-mandated training on the prevention of sexual harassment.
2. The EEO Office recommends that the Board direct the EEO Office to conduct a voluntary, confidential, employee self-identification survey at intervals not to exceed five years to gather data regarding race, ethnicity, disability, sexual orientation, gender identity, transgender status, as well as additional protected groups beyond those currently tracked for federal reporting requirements. The survey also serves to collect important feedback from staff on how the County is doing as an employer in supporting a diverse, inclusive, and equitable workplace.
3. The EEO Office recommends that the Board direct the EEO Office to provide support to the Employment Services Division staff in implementing the updated Administrative Review Program described at the beginning of this section.

SECTION IV

COUNTYWIDE ACTION STEPS AND INDIVIDUAL DEPARTMENT PLANS

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EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN

2025-2027

COUNTYWIDE EEO AND CULTURAL RESPONSIVENESS EFFORTS

The action steps below are universal to all County departments and agencies. These universal actions unify the County's efforts to foster an environment where diversity and equal opportunity are embedded into all County programs and services. Following the Countywide action steps, you will find Departmental EEO/CR plans for all County departments which contain additional department-specific EEO/CR action steps.

Equal Employment Opportunity Action Steps

Recruitment/Outreach for a Diverse Workforce

- Departments collaborate with Personnel staff to develop and implement targeted, job-specific outreach plans to widely promote open positions to diverse groups
- Departments collaborate with Personnel staff to support the recruitment of persons with disabilities, including distribution of employment opportunity listings and participation in career fairs or other recruitment events with organizations providing employment-related services to persons with disabilities, and student disability resource centers at area universities, colleges, and trade schools.
- Departments maintain records of their participation in community events, service activities and other outreach and engagement with diverse groups.

EEO/CR Plan Revision/Implementation/Evaluation

- Departments design and implement a reporting system to monitor and measure EEO/CR Plan outcomes regularly.
- Departments review EEO/CR Action Steps and meet with the EEO Officer at least annually to identify accomplishments and develop strategies to address areas requiring improvement.
- Departments align their EEO/CR Plan action steps with the department's Strategic Operational Plan Goals to promote equity.

Maintaining a Diverse Workforce with Equal Employment and Advancement Opportunity

- Departments evaluate the need for bilingual employees regularly to provide effective and culturally responsive customer service.
- Departments incorporate professional development as a topic of discussion within employee evaluations and regular staff meetings, as appropriate.
- Departments encourage formal or informal mentoring of employees, including those belonging to traditionally under-represented groups.
- Departments encourage employees to provide feedback to management on improving internal systems, processes, and service delivery to diverse constituents.

- Departments encourage employees to provide feedback to management on improving workplace inclusivity and cultural responsiveness.
- Departments evaluate managers and supervisors during annual performance evaluations on their effectiveness in addressing EEO/CR issues with appropriate, proportionate, preemptive, and corrective action, when needed.
- Departments respond to employee complaints promptly, and collaborate with the EEO Officer as appropriate, to determine the best course of action in addressing EEO-related issues.

Cultural Responsiveness Action Steps

Promoting Accessibility in Communications and Physical and Virtual Spaces

- Departments ensure that all written communications to the public (e.g., informational materials, publications, mass-emails and web content) employ accessible design and plain language principles to promote clear communication to readers with diverse backgrounds and disabilities.
- Departments provide important public materials and information in English and Spanish (and other languages, as needed), and ensure effective communication with individuals with disabilities through the use of auxiliary aids and services, such as TTY/TDD, as mandated by the Americans with Disabilities Act (ADA).
- Departments provide important public announcements in both Spanish and English and make translation services for other languages available, as needed, including for television/radio/online broadcasts, when feasible.
- Departments ensure accessibility of all County physical spaces and published materials for members of the public with disabilities. Departments screen all documents distributed electronically to ensure that they are accessible when accessed with screen reader software.

Training

- Departments ensure that all staff timely complete mandated biannual harassment and abusive conduct prevention training.
- Departments encourage employees at all levels to annually complete at least one Santa Cruz County Learns (SCCL) course or other training related to nondiscrimination; establishing and enforcing a respectful workplace; communication styles and interpersonal skills; emotional intelligence; conflict management and resolution; generational differences; unconscious/implicit bias; workforce diversity and inclusion; cultural awareness and sensitivity in service delivery; or other subject matter relevant to serving and working with populations with diverse backgrounds and experiences, including immigrant populations, indigenous populations, bilingual and limited-English communities, persons with disabilities, seniors, low-income residents, unhoused persons, students, and other underrepresented populations.
- Departments incorporate specific training assignments into all employees' professional development plans as appropriate. Departments maintain internal records for all employees on any EEO/CR-related classes they have completed outside of the SCCL system.

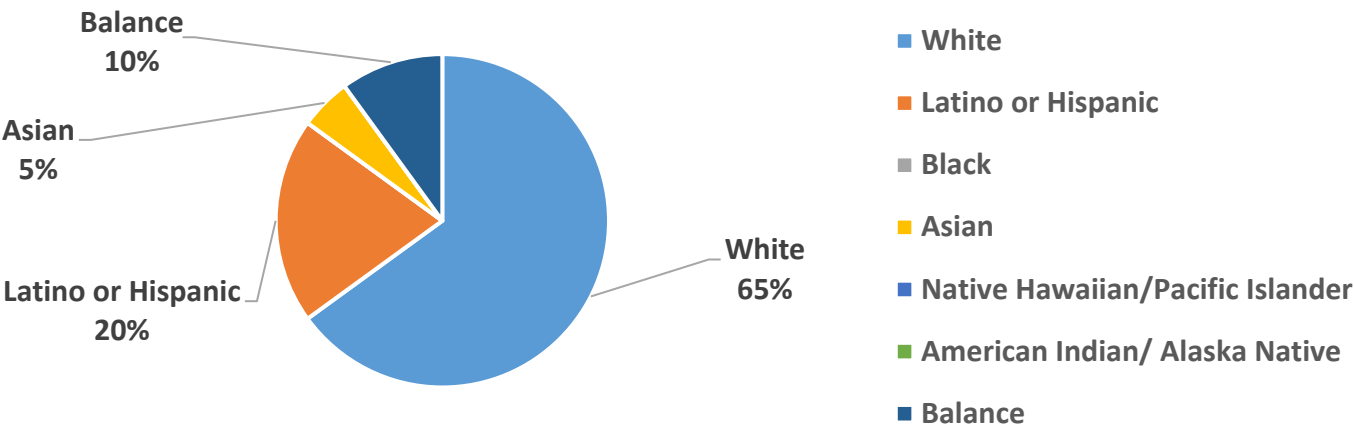
Ensuring Culturally Appropriate Delivery of Services

- Departments ensure that programs and services 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, seniors, low-income residents, unhoused persons, students, and other underrepresented populations.
- Departments evaluate customer feedback to improve service delivery; respond to consumer needs; and identify barriers or service gaps.
- Departments evaluate and improve the collection of intersectional data to analyze how various demographics utilize department programs and services; and ensure that access is equitable across diverse populations.
- Departments review customer complaints to ensure that conflict resolution processes are culturally sensitive, and responding staff members are equipped with the appropriate tools and resources to resolve cross-cultural conflicts.

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Agricultural Commissioner

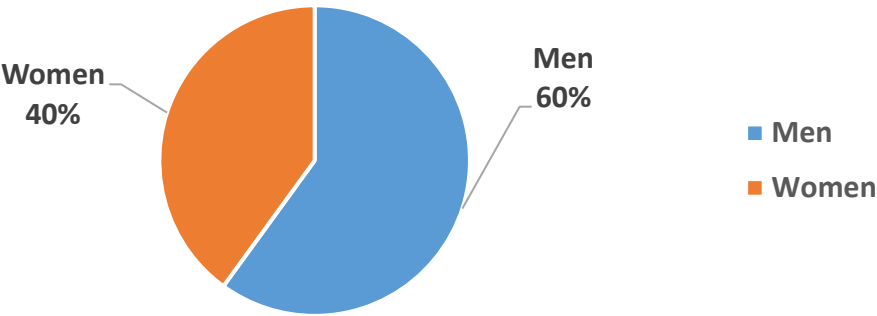
Workforce Percentage by Race/Ethnicity – December 2024



TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	65% (15)	55% (12)	65% (13)
Black	0% (0)	0% (0)	0% (0)
Latino or Hispanic	22% (5)	32% (7)	20% (4)
Asian/Pacific Islander	13% (3)	N/A	N/A
*Asian	N/A	14% (3)	5% (1)
Native American	0% (0)	N/A	N/A
*American Indian/ Alaska Native	N/A	0% (0)	0% (0)
*Native Hawaiian/ Pacific Islander	N/A	0% (0)	0% (0)
*Balance	N/A	0% (0)	10% (2)
Women	26% (6)	23% (5)	40% (8)
Men	74% (17)	77% (17)	60% (12)
Total Employees	23	22	20

N/A= Not Applicable
*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individual who do not fit into any other categories, and two or more races.

Workforce Percentage by Gender – December 2024



EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINS		100%	0%	56%	44%	100%	77%	0%	1%	0%	15%	0%	4%	0%	0%	0%	0%	0%	3%	0%	23%
PROF	17	11	6	3	-3	11	-2	0	0	3	1	1	0	0	0	0	0	2	1	6	2
		65%	35%	46%	54%	65%	78%	0%	1%	18%	12%	6%	6%	0%	0%	0%	0%	12%	3%	35%	22%
TECH	1	0	1	-1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0%	100%	52%	48%	100%	51%	0%	1%	0%	41%	0%	4%	0%	0%	0%	0%	0%	3%	0%	49%
PROT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERV		0%	0%	84%	16%	0%	63%	0%	2%	0%	26%	0%	2%	0%	0%	0%	0%	0%	6%	0%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	1	0	1	0	0	0	-1	0	0	1	1	0	0	0	0	0	0	0	0	1	1
SUPP		0%	100%	40%	60%	0%	61%	0%	1%	100%	29%	0%	5%	0%	0%	0%	0%	0%	4%	100%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MAINT		0%	0%	57%	43%	0%	38%	0%	1%	0%	55%	0%	4%	0%	0%	0%	0%	0%	2%	0%	62%
TOTAL	20	12	8	1	-1	13	0	0	0	4	-1	1	0	0	0	0	0	2	1	7	0
		60%	40%	54%	46%	65%	65%	0%	1%	20%	25%	5%	5%	0%	0%	0%	0%	10%	3%	35%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

AGRICULTURAL COMMISSIONER EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN 2025-2027

PURPOSE

The County Agricultural Commissioner is charged with enforcing provisions of the California Food and Agricultural Code and the California Code of Regulations which monitor and regulate the production, sale and distribution of food, feed and horticultural crops; preserve the environment; protect the health and safety of the public and agricultural workers; and promote and maintain a safe and abundant food supply.

The Weights and Measures Division is responsible for administering provisions of the California Business and Professions Code which promote equity in the marketplace through tests, inspections and other regulatory activities. The Agricultural Commissioner, as the Director of Mosquito Abatement/Vector Control, is charged with management of mosquito and other nuisance pests that are vectors of human disease.

DEPARTMENT-SPECIFIC INFORMATION AND ACTION STEPS

- The department has twenty 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.
- Present information to our local Community College Horticultural Program students about our agency and encourage them to seek opportunities and careers in agriculture.
- The Agricultural Commissioner's office has four (4) bilingual employees to ensure appropriate and efficient delivery of services to the local agricultural customers.
- 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.
- 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.

Data and Information Systems

- Regularly review Census and other data updates provided by the EEO staff to keep informed of changes in the workforce and community demographics.
- Review Departmental Workforce Composition and Utilization Analysis data as provided by the EEO Office.

Accessible, Appropriate and Representative Service Delivery

- Provide annual trainings to agricultural growers regarding compliance issues in English and Spanish.
- Continue to provide Spanish-language equivalents to English-language brochure and other documents that are critical to specific regulatory programs administered by the Department, including all correspondence to agricultural growers.
- Utilize 12-point font or larger and adopt plain language principles for all written communications to the public to improve accessibility.

**COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY
AND CULTURAL RESPONSIVENESS**

The Agricultural Commissioner is committed to the Board's goal of promoting diversity and inclusion, equal employment opportunity and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

DocuSigned by:

David Sanford

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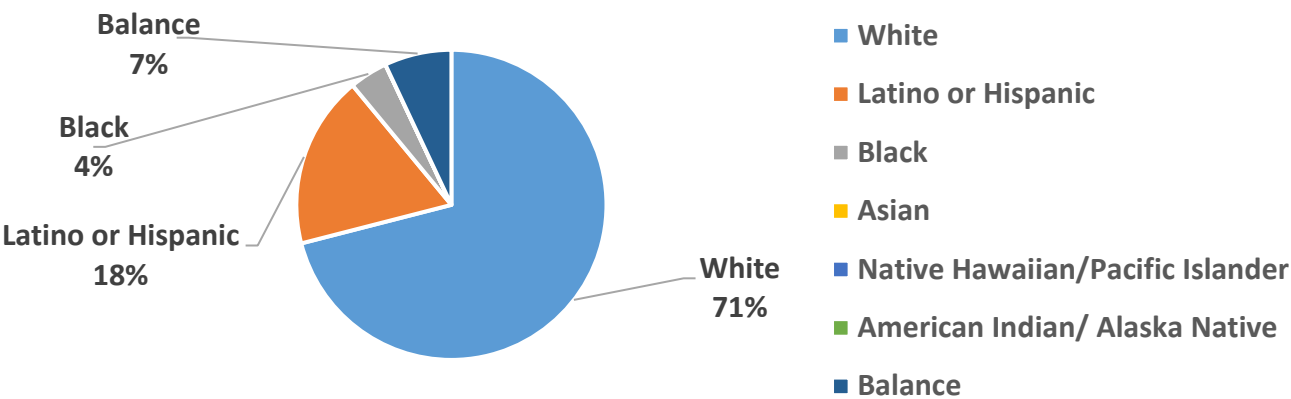
DAVID SANFORD, *Agricultural Commissioner*

2/12/2025

DATE

Animal Services

Workforce Percentage by Race/Ethnicity – December 2024

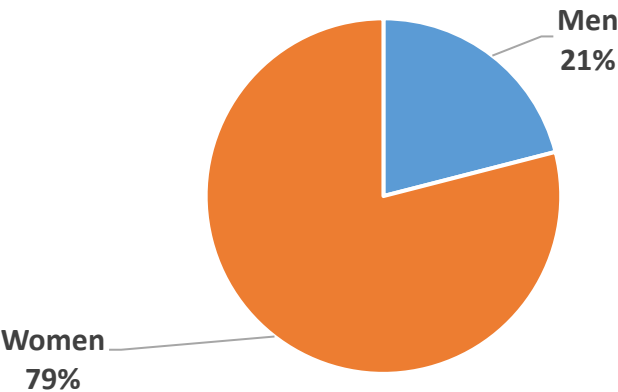


TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	67% (18)	69% (20)	71% (20)
Black	4% (1)	3% (1)	4% (1)
Latino or Hispanic	26% (7)	28% (8)	18% (5)
Asian/Pacific Islander	0% (0)	N/A	N/A
*Asian	N/A	0% (0)	0% (0)
Native American	4% (1)	N/A	N/A
*American Indian/Alaska Native	N/A	0% (0)	0% (0)
*Native Hawaiian/Pacific Islander	N/A	0% (0)	0% (0)
*Balance	N/A	0% (0)	7% (2)
Women	70% (19)	72% (21)	79% (22)
Men	30% (8)	28% (8)	21% (6)
Total Employees	27	29	28

N/A= Not Applicable

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	1	0	1	-1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINS		0%	100%	56%	44%	100%	77%	0%	1%	0%	15%	0%	4%	0%	0%	0%	0%	0%	3%	0%	23%
PROF	2	0	2	-1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0%	100%	46%	54%	100%	78%	0%	1%	0%	12%	0%	6%	0%	0%	0%	0%	0%	3%	0%	22%
TECH	10	1	9	-4	4	6	1	1	1	2	-2	0	0	0	0	0	0	1	1	4	-1
		10%	90%	52%	48%	60%	51%	10%	1%	20%	41%	0%	4%	0%	0%	0%	0%	10%	3%	40%	49%
PROT	5	2	3	-2	2	3	0	0	0	1	0	0	0	0	0	0	0	1	1	2	0
SERV		40%	60%	84%	16%	60%	63%	0%	2%	20%	26%	0%	2%	0%	0%	0%	0%	20%	6%	40%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SUPP		0%	100%	40%	60%	100%	61%	0%	1%	0%	29%	0%	5%	0%	0%	0%	0%	0%	4%	0%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	9	3	6	-2	2	7	4	0	0	2	-3	0	0	0	0	0	0	0	0	2	-4
MAINT		33%	67%	57%	43%	78%	38%	0%	1%	22%	55%	0%	4%	0%	0%	0%	0%	0%	2%	22%	62%
TOTAL	28	6	22	-9	9	20	2	1	1	5	-2	0	-1	0	0	0	0	2	1	8	-2
		21%	79%	54%	46%	71%	65%	4%	1%	18%	25%	0%	5%	0%	0%	0%	0%	7%	3%	29%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

ANIMAL SERVICES EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN 2025-2027

PURPOSE

The Santa Cruz County Animal Shelter (SCCAS) is a joint powers authority between the County and the Cities of Capitola, Santa Cruz, Scotts Valley, and Watsonville established to meet the County's animal sheltering, animal care, and animal control needs. The SCCAS provides an open-door shelter, animal adoptions, on-site spay and neuter services, basic veterinary care for adoptable shelter animals, dog licensing, lost and found animal services, humane education, and rescue and safe keep of stray animals. The Shelter also responds to animal bites and rabies control cases, conducts cruelty investigations, and addresses community complaints regarding nuisance animals.


DEPARTMENT-SPECIFIC INFORMATION AND ACTION STEPS

- 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 and encourage bilingual individuals to apply for all positions.
- Participate, at 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 to maintain and utilize a group of over 300 community volunteers representative of the County's diverse population. The Shelter has been successful in hiring many of these volunteers as employees.
- Work with the Volunteer Initiative Program Coordinator to encourage culturally diverse and/or bilingual individuals to volunteer with the Animal Shelter.
- Increase volunteer opportunities at the Watsonville Shelter.
- 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.
- Currently, two of the five Shelter managers are women, and all five Shelter supervisors are women. The Shelter has four 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.
- Ensure that employees hired or promoted to supervisory positions attend Personnel's Supervisory Academy within six 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.

- 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 national and regional Animal Control and Animal Sheltering organizations like the ASPCA and Humane Society of the US, the National Animal Control Association and California Animal Control Association, the Association for Animal Welfare Advancement, CalAnimals, and Maddie's Fund.
- The General Manager and/or their designee will continue to oversee the department's EEO/CC Plan.
- Designate bilingual and multicultural employees to perform community outreach to diverse demographics.
- Publicize information about the organization to diverse groups to encourage positive interaction with the Animal Shelter.
- Continue to provide access to affordable, subsidized, or no-cost animal care services (including Planned Parenthood spay-neuter 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 both our Animal Control field activities and earmarked and/or grant funded community outreach programs, like "Healthy Pets for All" clinics.
- Maintain the Watsonville Animal Shelter, which is open five days per week, to further promote accessibility to services and information, particularly historically underserved populations and South County residents and pet owners, including low-income, limited English-speaking, and/or persons with mobility and/or transportation challenges.
- 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 and through continued partnerships with municipal and non-profit service providers like the Health Services Administration and Homeless Person's Health Project, the Salvation Army, and the Street Dog Coalition.
- Perform outreach and education through Healthy Pets for All vaccination clinics at least 8 times per year, and through targeted vaccination and intervention/resource provision projects through our Animal Control unit.

COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY AND CULTURAL COMPETENCE

The Animal Shelter is committed to the Board's goal of valuing and promoting diversity, equal employment opportunity and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

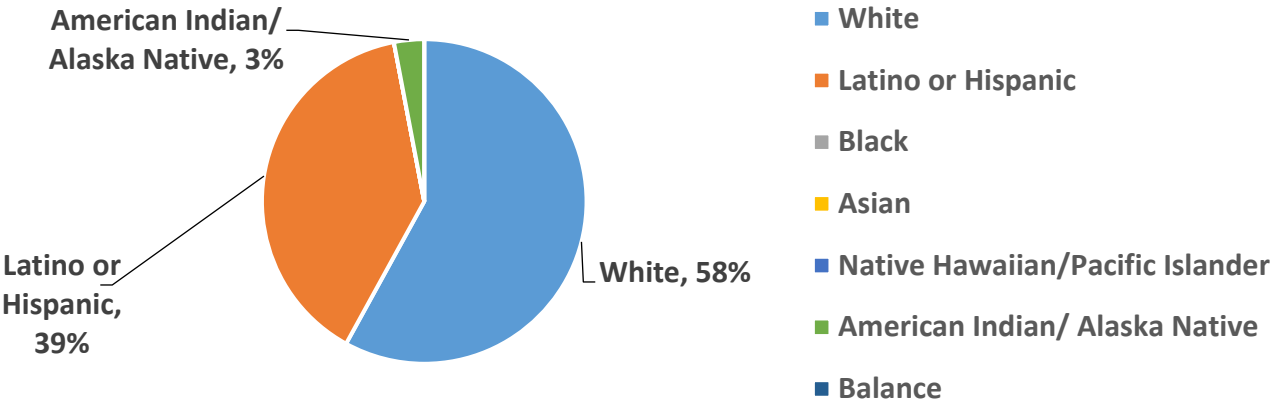
DocuSigned by:

 CCEE40FE05F0443...
 Amber Rowland, General Manager

2/13/2025

DATE

Assessor-Recorder

Workforce Percentage by Race/Ethnicity – December 2024

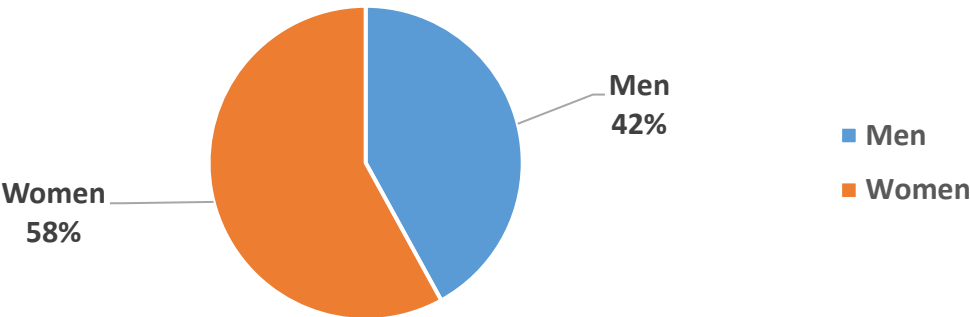


TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	71% (24)	70% (21)	58% (18)
Black	0% (0)	0% (0)	0% (0)
Latino or Hispanic	24% (8)	23% (7)	39% (12)
Asian/Pacific Islander	3% (1)	N/A	N/A
*Asian	N/A	0% (0)	0% (0)
Native American	3% (1)	N/A	N/A
*American Indian/Alaska Native	N/A	3% (1)	3% (1)
*Native Hawaiian/Pacific Islander	N/A	0% (0)	0% (0)
*Balance	N/A	3% (1)	0% (0)
Women	59% (20)	57% (17)	58% (18)
Men	41% (14)	43% (13)	42% (13)
Total Employees	34	30	31

N/A= Not Applicable

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	1	0	1	0	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	1
OFFICIAL		0%	100%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%
OFFICIAL	4	1	3	-1	1	3	0	0	0	0	-1	0	0	1	1	0	0	0	0	1	0
ADMINS		25%	75%	56%	44%	75%	77%	0%	1%	0%	15%	0%	4%	25%	0%	0%	0%	0%	3%	25%	23%
PROF	3	1	2	0	0	2	0	0	0	1	1	0	0	0	0	0	0	0	0	1	0
		33%	67%	46%	54%	67%	78%	0%	1%	33%	12%	0%	6%	0%	0%	0%	0%	0%	3%	33%	22%
TECH	10	6	4	1	-1	7	2	0	0	3	-1	0	0	0	0	0	0	0	0	3	-2
		60%	40%	52%	48%	70%	51%	0%	1%	30%	41%	0%	4%	0%	0%	0%	0%	0%	3%	30%	49%
PROT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERV		0%	0%	84%	16%	0%	63%	0%	2%	0%	26%	0%	2%	0%	0%	0%	0%	0%	6%	0%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	13	5	8	0	0	6	-2	0	0	7	3	0	-1	0	0	0	0	0	-1	7	2
SUPP		38%	62%	40%	60%	46%	61%	0%	1%	54%	29%	0%	5%	0%	0%	0%	0%	0%	4%	54%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MAINT		0%	0%	57%	43%	0%	38%	0%	1%	0%	55%	0%	4%	0%	0%	0%	0%	0%	2%	0%	62%
TOTAL	31	13	18	-4	4	18	-2	0	0	12	4	0	-2	1	1	0	0	0	-1	13	2
		42%	58%	54%	46%	58%	65%	0%	1%	39%	25%	0%	5%	3%	0%	0%	0%	0%	3%	42%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

ASSESSOR-RECORDER EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN 2025-2027

PURPOSE

The Assessor's Office is responsible for locating, identifying and assessing taxable property within the County of Santa Cruz. The office is organized into two major programs: valuation and administration.

Valuation Division: A staff of State-certified appraisers, auditor-appraisers and auditor-appraiser aides performs the valuation of taxable real and business property. The resulting valuations are entered annually onto the County's assessment roll.

Administrative Division: The administrative division implements ownership and assessment changes; prepares and maintains parcel maps; and processes and approves tax exemption claims. This division also maintains the public counter service area, controls the department budget and coordinates the production of the annual assessment roll.

The Recorder's Office maintains comprehensive records of land transactions and vital statistics. Activities include reviewing, recording, indexing and imaging property transfer documents, collecting documentary transfer taxes and recording fees and providing information and copies of recorded documents and vital statistics to the public.

DEPARTMENT-SPECIFIC INFORMATION AND ACTION STEPS

- Provide critical documents (including birth, death, marriage certificates and home exemption forms) in 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.
- Three out of the Department's four most senior managers are women.
- In the past, the department was under Administrative Review for the underutilization of minorities.
- Develop strategies to address access barriers in the provision of services for South County residents.
- Schedule and prioritize non-mandated career development training in addition to mandated training as operational business needs allow.
- Review policies and processes with an equity lens.

**COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY
AND CULTURAL RESPONSIVENESS**

The Assessor and Recorder Offices are committed to the Board's goal of valuing and promoting diversity, equal employment opportunity and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

DocuSigned by:

Sheri Thomas

2/10/2025

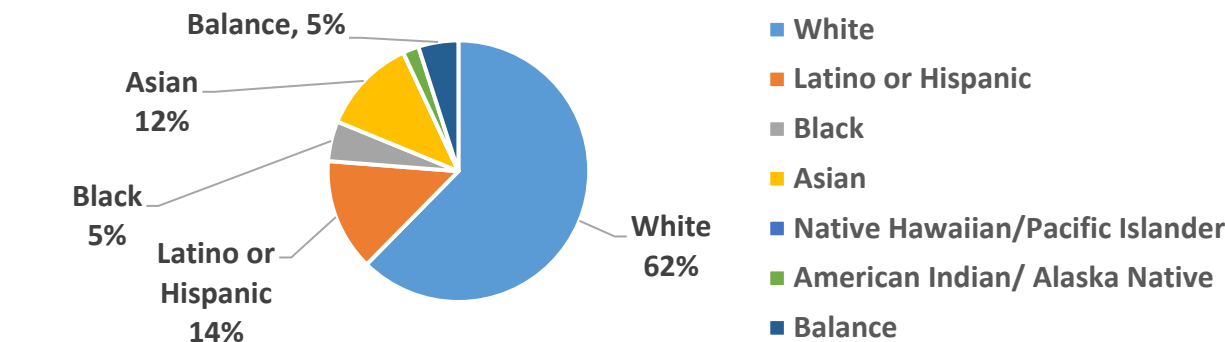
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Sheri Thomas, Assessor

DATE

Auditor-Controller-Treasurer-Tax Collector

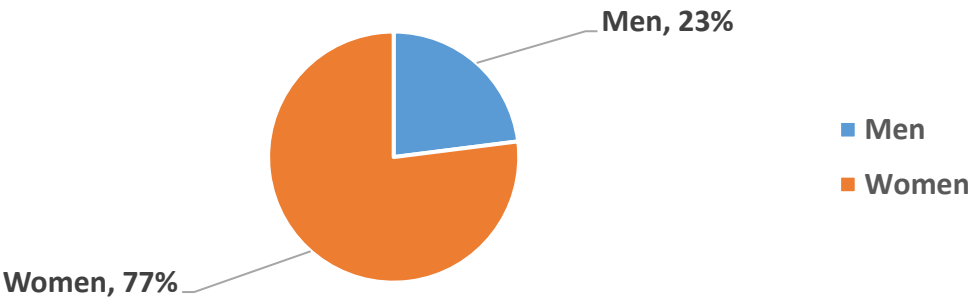
Workforce Percentage by Race/Ethnicity – December 2024



EEOC CATEGORY	12/31/2014		12/31/2019	12/31/2024
	Auditor-Controller	Treasurer-Tax Collector	ACTTC	ACTTC
White	84% (21)	77% (10)	70% (28)	62% (27)
Black	0% (0)	0% (0)	3% (1)	5% (2)
Latino or Hispanic	8% (2)	23% (3)	18% (7)	14% (6)
Asian/Pacific Islander	8% (2)	0% (0)	N/A	N/A
*Asian	N/A	N/A	5% (2)	12% (5)
Native American	0% (0)	0% (0)	N/A	N/A
*American Indian/ Alaska Native	N/A	N/A	0% (0)	2% (1)
*Native Hawaiian/Pacific Islander	N/A	N/A	0% (0)	0% (0)
*Balance	N/A	N/A	5% (2)	5% (2)
Women	80% (20)	69%(9)	78% (31)	77% (33)
Men	20% (5)	31% (4)	23% (9)	23% (10)
Total Employees	25	13	40	43

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	1	0	1	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		0%	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	1	0	1	-1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINS		0%	100%	56%	44%	100%	77%	0%	1%	0%	15%	0%	4%	0%	0%	0%	0%	0%	3%	0%	23%
PROF	18	5	13	-3	3	12	-2	2	2	1	-1	3	2	0	0	0	0	0	-1	6	2
		28%	72%	46%	54%	67%	78%	11%	1%	6%	12%	17%	6%	0%	0%	0%	0%	0%	3%	33%	22%
TECH	19	4	15	-6	6	11	1	0	0	4	-4	2	1	0	0	0	0	2	1	8	-1
		21%	79%	52%	48%	58%	51%	0%	1%	21%	41%	11%	4%	0%	0%	0%	0%	11%	3%	42%	49%
PROT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERV		0%	0%	84%	16%	0%	63%	0%	2%	0%	26%	0%	2%	0%	0%	0%	0%	0%	6%	0%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	4	1	3	-1	1	2	0	0	0	1	0	0	0	1	1	0	0	0	0	2	0
SUPP		25%	75%	40%	60%	50%	61%	0%	1%	25%	29%	0%	5%	25%	0%	0%	0%	0%	4%	50%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MAINT		0%	0%	57%	43%	0%	38%	0%	1%	0%	55%	0%	4%	0%	0%	0%	0%	0%	2%	0%	62%
TOTAL	43	10	33	-13	13	27	-1	2	2	6	-5	5	3	1	1	0	0	2	1	16	1
		23%	77%	54%	46%	63%	65%	5%	1%	14%	25%	12%	5%	2%	0%	0%	0%	5%	3%	37%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

**AUDITOR-CONTROLLER-TREASURER-TAX COLLECTOR
EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS
PLAN
2025-2027**

PURPOSE

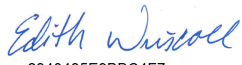
The Auditor-Controller-Treasurer-Tax Collector (ACTTC) serves as the chief financial officer of County government and as financial advisor to the Board of Supervisors, the County Administrative Officer and autonomous special districts. The ACTTC is responsible for oversight of the accounting functions, county-wide accounting policies and procedures, property tax distribution, and performing internal and external audits. The ACTTC maintains custody of and manages and invests County and other public agency money; collects property taxes, and other revenue; serves as the depository for County departments and other public entities, including all public schools, special districts, and Board-governed districts; and manages the County collections program.

DEPARTMENT-SPECIFIC INFORMATION AND ACTION STEPS

- Six of the ten managerial positions are currently staffed by women.
- Four of the six supervisorial (non-management) positions are currently 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.
- We are developing strategies to access barriers in the provision of service for South County residents by opening a South County Treasurer-Tax Collector location for residents of South County to access, rather than having to travel to Santa Cruz for tax services.
- We will ensure that business hours are as accessible as possible, operational needs allowing.
- We will schedule and prioritize non-mandated career development training in addition to mandated training as operational business needs allow.
- We will task and training managers and supervisors to proactively communicate with staff about their professional goals and then actively support their efforts to achieve those goals, even if advancement would require the employee to transfer to another department.

**COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY
AND CULTURAL RESPONSIVENESS**

The Office of the Auditor-Controller-Treasurer-Tax Collector is committed to the Board's goal of prioritizing and promoting diversity, equal employment opportunity, and cultural responsiveness as set forth in the County's Equal Employment Opportunity and Cultural Responsiveness Plan.

DocuSigned by:


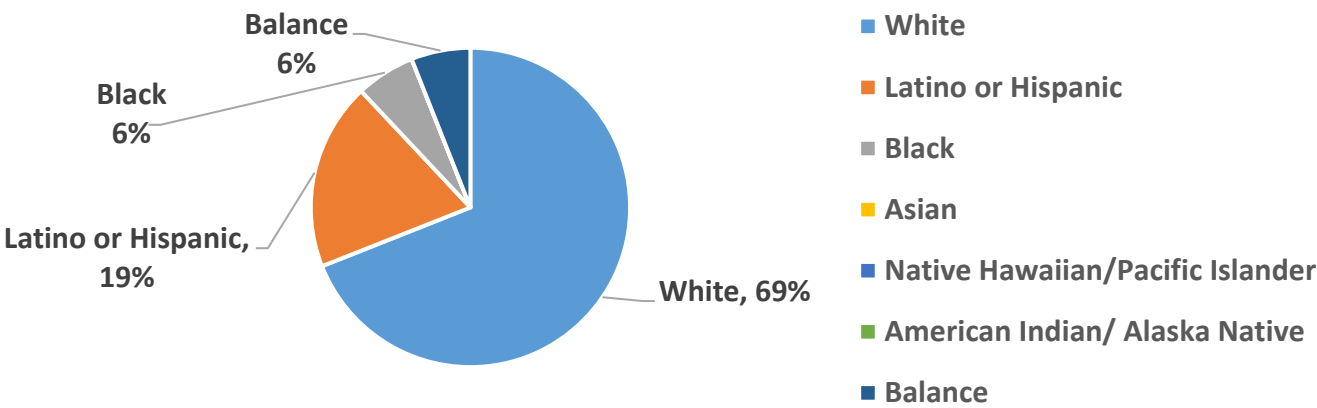
Edith Driscoll, *Auditor-Controller*

2/10/2025

DATE

Board of Supervisors

Workforce Percentage by Race/Ethnicity – December 2024

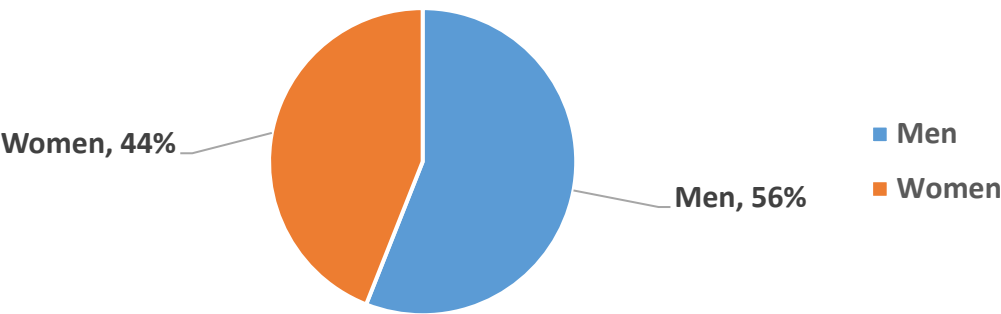


TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	89% (16)	89% (16)	69% (11)
Black	0% (0)	0% (0)	6% (1)
Latino or Hispanic	11% (2)	11% (2)	19% (3)
Asian/Pacific Islander	0% (0)	N/A	N/A
*Asian	N/A	0% (0)	0% (0)
Native American	0% (0)	N/A	N/A
*American Indian/Alaska Native	N/A	0% (0)	0% (0)
*Native Hawaiian/Pacific Islander	N/A	0% (0)	0% (0)
*Balance	N/A	0% (0)	6% (1)
Women	50% (9)	50% (9)	44% (7)
Men	50% (9)	50% (9)	56% (9)
Total Employees**	18	18	16

N/A= Not Applicable

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races. **Elected officials not included in calculations.

Workforce Percentage by Gender – December 2024



EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	5	5	0	5	0	3	3	1	1	1	1	0	0	0	0	0	0	0	0	2	2
OFFICIAL		100%	0%	0%	0%	60%	0%	20%	0%	20%	0%	0%	0%	0%	0%	0%	0%	0%	0%	40%	0%
OFFICIAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINS		0%	0%	56%	44%	0%	77%	0%	1%	0%	15%	0%	4%	0%	0%	0%	0%	0%	3%	0%	23%
PROF	10	4	6	-1	1	8	0	0	0	1	0	0	-1	0	0	0	0	1	1	2	0
		40%	60%	46%	54%	80%	78%	0%	1%	10%	12%	0%	6%	0%	0%	0%	0%	10%	3%	20%	22%
TECH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0%	0%	52%	48%	0%	51%	0%	1%	0%	41%	0%	4%	0%	0%	0%	0%	0%	3%	0%	49%
PROT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERV		0%	0%	84%	16%	0%	63%	0%	2%	0%	26%	0%	2%	0%	0%	0%	0%	0%	6%	0%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	1	0	1	0	0	0	-1	0	0	1	1	0	0	0	0	0	0	0	0	1	1
SUPP		0%	100%	40%	60%	0%	61%	0%	1%	100%	29%	0%	5%	0%	0%	0%	0%	0%	4%	100%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MAINT		0%	0%	57%	43%	0%	38%	0%	1%	0%	55%	0%	4%	0%	0%	0%	0%	0%	2%	0%	62%
TOTAL	16	9	7	0	0	11	1	1	1	3	-1	0	-1	0	0	0	0	1	1	5	-1
		56%	44%	54%	46%	69%	65%	6%	1%	19%	25%	0%	5%	0%	0%	0%	0%	6%	3%	31%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

BOARD OF SUPERVISORS EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN 2025-2027

PURPOSE

Pursuant to the California Constitution, the Board of Supervisors governs the Santa Cruz County unincorporated area and serves as executive and legislative governing body of the County of Santa Cruz. The Board directs overall operations of the various County departments and districts by establishing policies and approving the budgets and financing for all of County government and certain special districts.

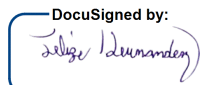
The members of the Board of Supervisors also serve on the governing bodies of a number of other entities separate from the County, including the Santa Cruz County Public Financing Authority, County service areas, the Santa Cruz County Flood Control and Water Conservation District, and County road and lighting maintenance districts. Board members also serve on other local and regional agencies and boards such as the Association of Monterey Bay Area Governments, the Local Agency Formation Commission, Monterey Bay Unified Air Pollution Control District, and the Santa Cruz County Regional Transportation Commission.

DEPARTMENT-SPECIFIC INFORMATION AND ACTION STEPS

- The Board of Supervisors continues to support all EEO related policies and practices.
- The Board of Supervisors partners with the EEO Office and Personnel's Employment Services Division to ensure diverse candidate pools when vacancies arise.
- The EEO Officer keeps the Board of Supervisors updated on Administrative Review status in periodic reports through the CAO and the County's EEO/Cultural Competence Plan.
- As of December 31, 2024, women comprised 60% of the professionals within the Department.
- 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.
- 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.
- The Board of Supervisors adopted an Equity Statement developed through a collaboration between community members and staff.
- The Board of Supervisors periodically reviews the EEO/CC Plan provided by the EEO Officer to remain advised of all EEO/CC activities in County Government.
- The Board holds all meetings at locations accessible to persons with disabilities.
- The Board will strive to have diversity in their commission appointments and staff.

COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY
AND CULTURAL RESPONSIVENESS

The Board of Supervisors promotes equal employment opportunity, diversity and inclusion, and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

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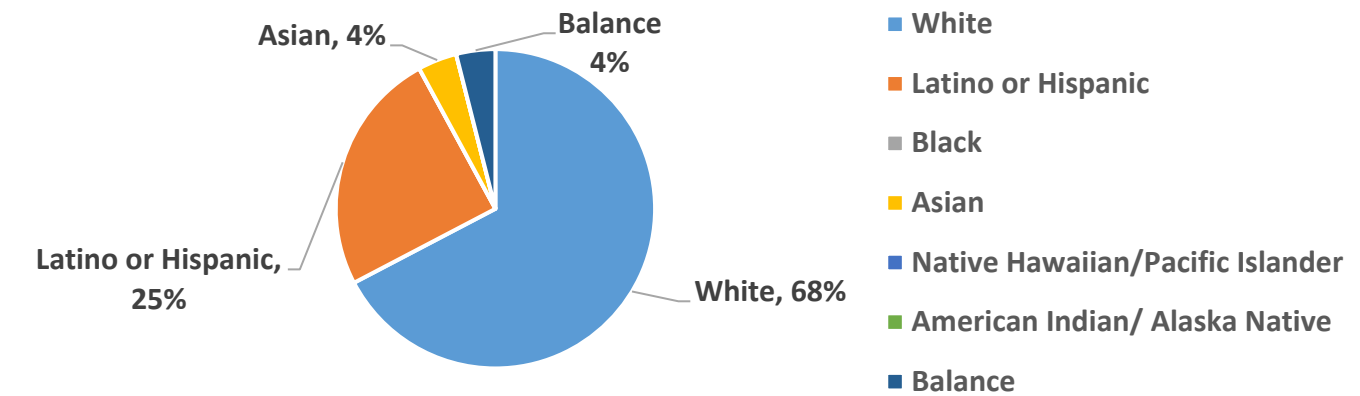
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Felipe Hernandez, Chair
Santa Cruz County Board of Supervisors

2/12/2025

DATE

County Administrative Office

Workforce Percentage by Race/Ethnicity – December 2024

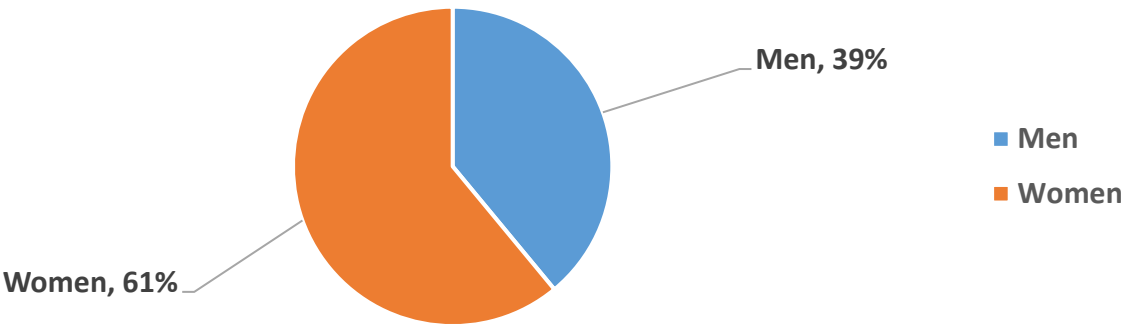


TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	77% (10)	67% (18)	68% (19)
Black	8% (1)	7% (2)	0% (0)
Latino or Hispanic	15% (2)	19% (5)	25% (7)
Asian/Pacific Islander	0% (0)	N/A	N/A
*Asian	N/A	4% (1)	4% (1)
Native American	0% (0)	N/A	N/A
*American Indian/Alaska Native	N/A	0% (0)	0% (0)
*Native Hawaiian/Pacific Islander	N/A	0% (0)	0% (0)
*Balance	N/A	4% (1)	4% (1)
Women	77% (10)	59% (16)	61% (17)
Men	23% (3)	41% (11)	39% (11)
Total Employees	13	27	28

N/A= Not Applicable

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	7	2	5	-2	2	6	1	0	0	1	0	0	0	0	0	0	0	0	0	1	-1
ADMINS		29%	71%	56%	44%	86%	77%	0%	1%	14%	15%	0%	4%	0%	0%	0%	0%	0%	3%	14%	23%
PROF	16	9	7	2	-2	11	-1	0	0	4	2	0	-1	0	0	0	0	1	1	5	1
		56%	44%	46%	54%	69%	78%	0%	1%	25%	12%	0%	6%	0%	0%	0%	0%	6%	3%	31%	22%
TECH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0%	0%	52%	48%	0%	51%	0%	1%	0%	41%	0%	4%	0%	0%	0%	0%	0%	3%	0%	49%
PROT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERV		0%	0%	84%	16%	0%	63%	0%	2%	0%	26%	0%	2%	0%	0%	0%	0%	0%	6%	0%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	5	0	5	-2	2	2	-1	0	0	2	1	1	1	0	0	0	0	0	0	3	1
SUPP		0%	100%	40%	60%	40%	61%	0%	1%	40%	29%	20%	5%	0%	0%	0%	0%	0%	4%	60%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MAINT		0%	0%	57%	43%	0%	38%	0%	1%	0%	55%	0%	4%	0%	0%	0%	0%	0%	2%	0%	62%
TOTAL	28	11	17	-4	4	19	1	0	0	7	0	1	0	0	0	0	0	1	0	9	-1
		39%	61%	54%	46%	68%	65%	0%	1%	25%	25%	4%	5%	0%	0%	0%	0%	4%	3%	32%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

COUNTY ADMINISTRATIVE OFFICE EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN 2025-2027

PURPOSE

The County Administrative Officer serves under the direction of the Board of Supervisors. The duties of the County Administrative Officer, specified in the County Code, include preparation and supervision of the County's budget and Capital Improvement Program, legislative analysis, contract and grant administration, economic development, intergovernmental relations, supervision of non-elected department heads and oversight of all departmental functions. The County Administrative Officer is responsible for management, review, and recommendations related to the Board of Supervisor's weekly meeting agendas.

The 2025 County Strategic Plan will be sponsored by the County Administrative Officer, and developed through a collaboration of the Steering Committee, County employees, community-based organizations and agencies, constituents, and stakeholders, and subsequently presented to the Board of Supervisors for adoption. The Strategic Plan will outline the shared vision, mission, values, and focus areas for Santa Cruz County Government, with an emphasis on continuous systems improvement, data-driven services, and performance measurement .

The County Administrative Officer also serves as the *ex-officio* Clerk of the Board, Director of Emergency Services, Executive Director of the Public Finance Authority, Executive Director of the Santa Cruz County Redevelopment Successor Agency, and a member of the Santa Cruz Regional 911 Joint Powers Authority (JPA) Board, the Animal Services Authority Board, and the Criminal Justice Council. The County Administrative Office oversees the Office of Response, Recovery and Resilience, the Cannabis Licensing Office and administers activities related to Economic Development.

DEPARTMENT-SPECIFIC EQUAL EMPLOYMENT OPPORTUNITY ACTION STEPS

Hiring Procedures for a Diverse Workforce

- Support Personnel in ensuring 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.
- The EEO Office and the CAO's Office Strategic Team will work together to support targeted outreach efforts and develop strategic recruitment plans to secure diverse applicant pools for future vacancies.
- 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 responsiveness related trainings on an ongoing basis to make sure they remain current on existing best practices and legal developments.
- Share scheduling information for any facilitated trainings with appropriate staff and incorporate specific training assignments into all employees' professional development plans as appropriate. Encourage CAO staff to attend similar training offerings from other organizations, such as the California State Association of Counties (CSAC) and Liebert

Cassidy Whitmore. Provide oversight of the Equal Employment Opportunity Office's administration and implementation of the administrative review process to promote equal employment opportunity in recruitment and selection.

- During department head annual performance evaluations, incorporate an assessment of their progress implementing the County's equal employment opportunity/nondiscrimination policies in their respective departments.
- Support the EEO Office in monitoring the County's implementation of the Americans with Disabilities Act and California's Fair Employment and Housing Act to ensure that County facilities, programs, and services are accessible to employees and the public.
- Encourage departments to utilize a diversity of students and other interested community members for County volunteer and internship opportunities.
- Collaborate with the EEO Officer in implementing the Harassment and Discrimination Complaint Procedures and Appeals Process.
- Support the routine, internal audit and assessment of the County's nondiscrimination program and complaint procedures to align with best practices and changes in federal and state law.
- Support the EEO Office and Personnel Department in identifying and developing appropriate trainings to ensure adherence to best practices and expand offerings to reflect emerging areas in equal employment opportunity training programs.
- Review internal surveys and audits conducted by the EEO Office which solicit employee feedback on the effectiveness of EEO policy implementation at the departmental level.
- Oversee the County's Learn, Engage, Apply, Perform (LEAP) program to develop emerging leaders within the County government and promote organizational development and excellence.

DEPARTMENT-SPECIFIC CULTURAL RESPONSIVENESS PLAN

- Coordinate the development of a County Operational Plan to address the EEO and Cultural Responsiveness focus areas within the County's Strategic Plan, including providing County customers with equitable access to efficient, effective, and culturally responsive services and attracting, growing, and retaining a diverse, engaged, and high-performing County workforce that reflects the local community.
- Maintain an internal, cross-departmental, and multi-functional Data & Equity Team tasked with: gathering data and information about equity efforts across all County departments; developing resources for departments and staff engaged in equity work; and delivering training to staff in support of developing Operational Plan objectives and action plans with an equity focus through the use of disaggregated data.

Organizational Management/Staffing

- 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 responsiveness and retaining a diverse workforce at the departmental and Countywide levels.
- Support the Personnel Department and other departments in providing training in cultural responsiveness to meet the unique needs of the local community.
- Encourage employees at all levels to participate in Santa Cruz County Learns (SCCL) and ensure supervisors and managers are tracking their staff's compliance/mandatory training completion.

Evaluation

- Assess the department's performance in achieving their cultural responsiveness objectives on an annual basis.

Accessible, Appropriate and Representative Service Delivery

- 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.
- Ensure that the Clerk of the Board continues to provide bilingual (English/Spanish) translation at Board of Supervisors public hearings at every meeting.
- Adopt universal design and plain language principles in Countywide facilities and communications, respectively, to promote accessibility.

COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY AND CULTURAL RESPONSIVENESS

The County Administrative Office is committed to the Board's goal of valuing and promoting diversity, equal employment opportunity and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

Signed by:

Carlos Palacios

2/25/2025

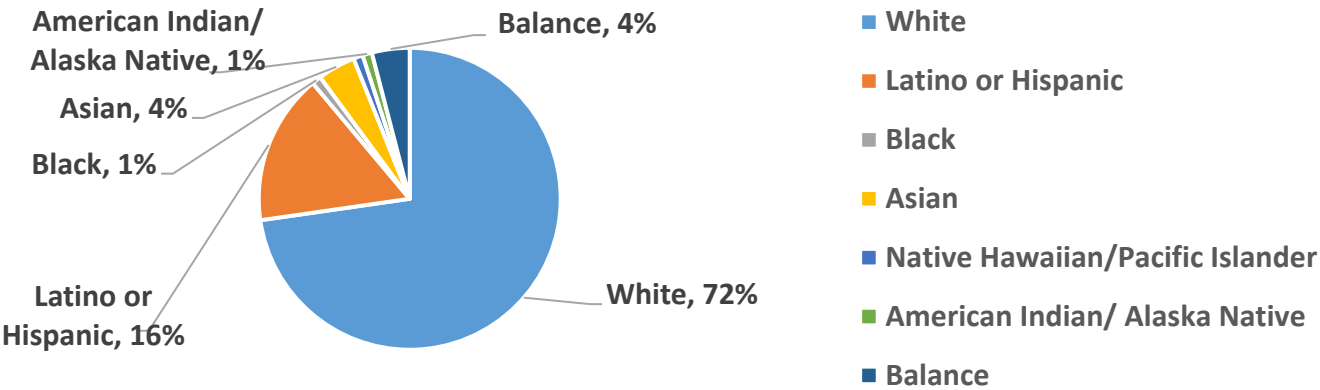
CARLOS PALACIOS, County Administrative Officer

DATE

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Community Development & Infrastructure Planning Division

Workforce Percentage by Race/Ethnicity – December 2024

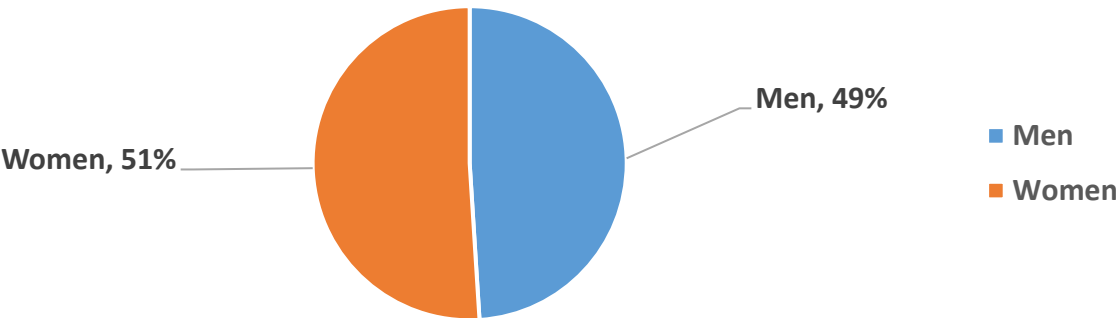


TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	84% (46)	80% (52)	72% (53)
Black	2% (1)	2% (1)	1% (1)
Latino or Hispanic	15% (8)	11% (7)	16% (12)
Asian/Pacific Islander	0% (0)	N/A	N/A
*Asian	N/A	2% (1)	4% (3)
Native American	0% (0)	N/A	N/A
*American Indian/Alaska Native	N/A	2% (1)	1% (1)
*Native Hawaiian/Pacific Islander	N/A	0% (0)	1% (1)
*Balance	N/A	5% (3)	4% (3)
Women	51% (28)	49% (32)	51% (38)
Men	49% (27)	51% (33)	49% (36)
Total Employees	55	65	74

N/A= Not Applicable

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	2	0	2	-1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINS		0%	100%	56%	44%	100%	77%	0%	1%	0%	15%	0%	4%	0%	0%	0%	0%	0%	3%	0%	23%
PROF	43	21	22	1	-1	35	1	0	0	4	-1	3	0	0	0	0	0	1	0	8	-1
		49%	51%	46%	54%	81%	78%	0%	1%	9%	12%	7%	6%	0%	0%	0%	0%	2%	3%	19%	22%
TECH	24	14	10	2	-2	14	2	1	1	5	-5	0	-1	1	1	1	1	2	1	10	-2
		58%	42%	52%	48%	58%	51%	4%	1%	21%	41%	0%	4%	4%	0%	4%	0%	8%	3%	42%	49%
PROT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERV		0%	0%	84%	16%	0%	63%	0%	2%	0%	26%	0%	2%	0%	0%	0%	0%	0%	6%	0%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	5	1	4	-1	1	2	-1	0	0	3	2	0	0	0	0	0	0	0	0	3	1
SUPP		20%	80%	40%	60%	40%	61%	0%	1%	60%	29%	0%	5%	0%	0%	0%	0%	0%	4%	60%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MAINT		0%	0%	57%	43%	0%	38%	0%	1%	0%	55%	0%	4%	0%	0%	0%	0%	0%	2%	0%	62%
TOTAL	74	36	38	-4	4	53	5	1	0	12	-7	3	-1	1	1	1	1	3	1	21	-5
		49%	51%	54%	46%	72%	65%	1%	1%	16%	25%	4%	5%	1%	0%	1%	0%	4%	3%	28%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

COMMUNITY DEVELOPMENT & INFRASTRUCTURE PLANNING DIVISION

EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN 2025-2027

PURPOSE

The Planning Division provides a wide range of services related to land use issues in the community. It is responsible for developing, implementing and enforcing land use ordinances and regulations; administering environmental protection programs; processing, issuing and inspecting building, zoning, and other development permits; carrying out long-range and community planning programs; administering affordable housing assistance programs; and addressing neglected property and hazardous building programs. The Planning Division also provides staff support to the Planning Commission, Historic Resources Commission, Agricultural Policy Advisory Commission, Commission on the Environment, and the Housing Advisory Commission.

PLANNING DIVISION-SPECIFIC INFORMATION AND ACTION STEPS

- At least one Building Section staff person currently teaches building code coursework at Cabrillo College. When invited, the Division coordinates with the Santa Cruz County Career Technical Education Partnership [formerly, the Regional Occupational Program (ROP)] to make presentations about planning functions and careers to classes within relevant technical programs.
- 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.
- The Planning Division will continue to encourage and train management team to participate in recruitment and outreach efforts.
- 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.
- The Planning Division will maintain customer feedback on language needs and other cultural responsiveness-related issues.
- The Planning Division will maintain a link from the Planning Division website to the County Jobs website.
- 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.

- 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.
- 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/or workshops.

**COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY
AND CULTURAL RESPONSIVENESS**

The Community Development & Infrastructure Department - Planning Division is committed to the Board's goal of valuing and promoting diversity, equal employment opportunity and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

DocuSigned by:



Stephanie Hansen, *Assistant Director*
CDI Planning Division

2/11/2025

Date

DocuSigned by:

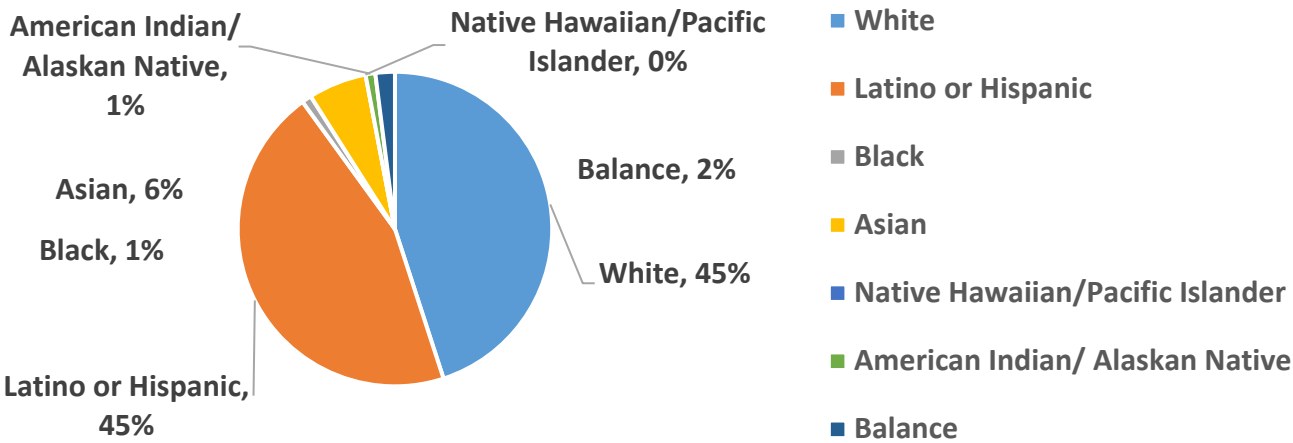


Matt Machado, *Deputy CAO,*
Director of Community Development & Infrastructure

2/13/2025

Date

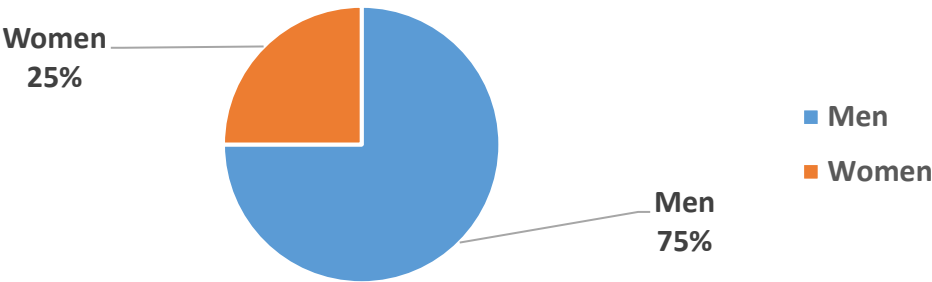
Community Development & Infrastructure Public Works Division Workforce Percentage by Race/Ethnicity – December 2024



TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	63% (134)	55% (130)	45% (112)
Black	2% (4)	1% (3)	1% (2)
Latino or Hispanic	29% (61)	34% (80)	45% (110)
Asian/Pacific Islander	5% (10)	N/A	N/A
*Asian	N/A	6% (15)	6% (14)
Native American	2% (5)	N/A	N/A
*American Indian/Alaskan Native	N/A	2% (5)	1% (3)
*Native Hawaiian/Pacific Islander	N/A	0% (0)	0% (1)
*Balance	N/A	1% (3)	2% (5)
Women	28% (59)	26% (62)	25% (62)
Men	72% (155)	74% (174)	75% (185)
Total Employees	214	236	247

N/A= Not Applicable
*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



COUNTY OF SANTA CRUZ
PUBLIC WORKS
WORKFORCE COMPOSITION AND UTILIZATION ANALYSIS
DEC 31, 2024

EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	4	2	2	0	0	3	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0
ADMINS		50%	50%	56%	44%	75%	77%	0%	1%	25%	15%	0%	4%	0%	0%	0%	0%	0%	3%	25%	23%
PROF	46	22	24	1	-1	32	-4	0	0	9	3	4	1	0	0	0	0	1	0	14	4
		48%	52%	46%	54%	70%	78%	0%	1%	20%	12%	9%	6%	0%	0%	0%	0%	2%	3%	30%	22%
TECH	41	23	18	2	-2	19	-2	1	1	14	-3	4	2	1	1	0	0	2	1	22	2
		56%	44%	52%	48%	46%	51%	2%	1%	34%	41%	10%	4%	2%	0%	0%	0%	5%	3%	54%	49%
PROT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERV		0%	0%	84%	16%	0%	63%	0%	2%	0%	26%	0%	2%	0%	0%	0%	0%	0%	6%	0%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	16	2	14	-4	4	5	-5	0	0	11	6	0	-1	0	0	0	0	0	-1	11	5
SUPP		13%	88%	40%	60%	31%	61%	0%	1%	69%	29%	0%	5%	0%	0%	0%	0%	0%	4%	69%	39%
SK CRAFT	86	84	2	4	-4	34	-14	1	1	44	10	3	1	2	2	1	1	1	0	52	14
WORKERS		98%	2%	93%	7%	40%	56%	1%	0%	51%	40%	3%	2%	2%	0%	1%	0%	1%	1%	60%	44%
SVC &	54	52	2	21	-21	19	-2	0	-1	31	1	3	1	0	0	0	0	1	0	35	2
MAINT		96%	4%	57%	43%	35%	38%	0%	1%	57%	55%	6%	4%	0%	0%	0%	0%	2%	2%	65%	62%
TOTAL	247	185	62	52	-52	112	-49	2	0	110	48	14	2	3	3	1	1	5	-2	135	49
		75%	25%	54%	46%	45%	65%	1%	1%	45%	25%	6%	5%	1%	0%	0%	0%	2%	3%	55%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

**COMMUNITY DEVELOPMENT AND INFRASTRUCTURE
PUBLIC WORKS DIVISION
EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS
PLAN
2025-2027**

PURPOSE

The Public Works Department is responsible for the engineering, maintenance and construction of the County's roads, bikeways, sanitation and drainage facilities and solid waste disposal and recycling services. The department also administers the real property and surveyor programs and manages various Board-governed special districts and the construction of new County facilities.

Unanticipated limitations to the action plan arose in 2020-2021 as a result of the coronavirus pandemic, including:

- Pandemic-related safety guidelines/requirements for social distancing, avoiding group/event interactions, and minimizing staff interaction have limited the opportunities for participating in/holding job fairs, hiring student interns, conducting cross-training, job shadowing and training activities, etc.
- Resulting fiscal crisis resulted in countywide hiring priorities for hiring/promoting re-employment and placement (layoff) candidates and promotional candidates, which may limit or eliminate outreach opportunities to outside/female candidates.

The Cultural Responsiveness Plan is developed and integrated within the overall organization to ensure efficient and appropriate customer service and to promote cultural responsiveness and equal opportunity within the department. The plan includes measures related to Public Works Department standards and guidelines with a particular focus on the underutilization of women in non-traditional jobs.

DEPARTMENT-SPECIFIC INFORMATION AND ACTION STEPS

- Continue to work with Personnel during the administrative review process to ensure equal employment opportunity in recruitment and hiring.
- The department will strive to improve the overall representation of women within the Service and Maintenance positions by 5% over the next two years by publicizing job announcements to career centers at regional colleges, universities, technical programs, professional organizations for women, and trade schools and programs, including the Santa Cruz County Career Technical Education Partnership [formerly, the Regional Occupational Program (ROP)].
- Continue involvement with the Community Action Board's ALCANCE program, Cabrillo College's Fast Track to Work program, and relevant vocational and trade schools as

appropriate, for example making presentations to program participants about Public Works careers. Provide participants in these programs with the opportunity to visit County Public Works facilities.

- The department will renew its commitment to engaging local students through offering an annual shadow program and continuing to establish student worker positions, where feasible. Two engineering students at Cabrillo College, who were previously employed as student workers, were successfully hired 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 continued participation at local high school career days, in order to generate interest in Public Works careers among local youth.
- The department will identify and remove barriers to employment when creating or modifying job specifications. Monitor selection criteria used in filling vacancies in all classifications to assess any disparate impact on protected classes and ensure equity in hiring decisions.
- 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 will strive to create/modify classifications, where appropriate, to offer apprenticeship opportunities for staff within field crew positions, modeled after the Cashier-Disposal Site position which has served as an apprenticeship to Heavy Equipment Operator/Disposal Site Maintenance Worker. The current “COMET” program is rotational and open only to existing permanent Cashier-Disposal Site employees (who are predominantly female) to provide them with the opportunity to advance into higher paying, non-traditional careers.
- The Public Works website (<https://cdi.santacruzcountyca.gov/PublicWorks.aspx>) will continue to maintain a link to the County’s job opportunities site. The department will continue collaboration with the local Industrial Technology Collaborative.
- 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.
- 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.
- The department will continue to ensure bilingual services are available at all public facing facilities and on field crews to ensure delivery of services in accordance with customers’ needs.

- The department will strive to 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.

**COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY
AND CULTURAL RESPONSIVENESS**

The Department of Public Works is committed to the Board's goal of valuing and promoting diversity, equal employment opportunity and cultural diversity as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

DocuSigned by:

Matt Machado

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Matt Machado, *Deputy CAO,*
Director of Community Development & Infrastructure

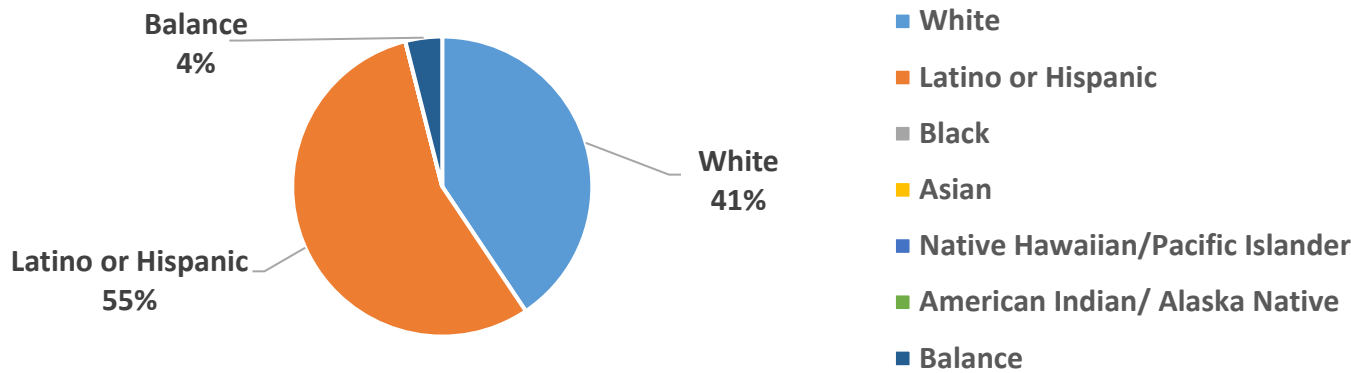
2/10/2025

Date

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Child Support Services

Workforce Percentage by Race/Ethnicity – December 2024

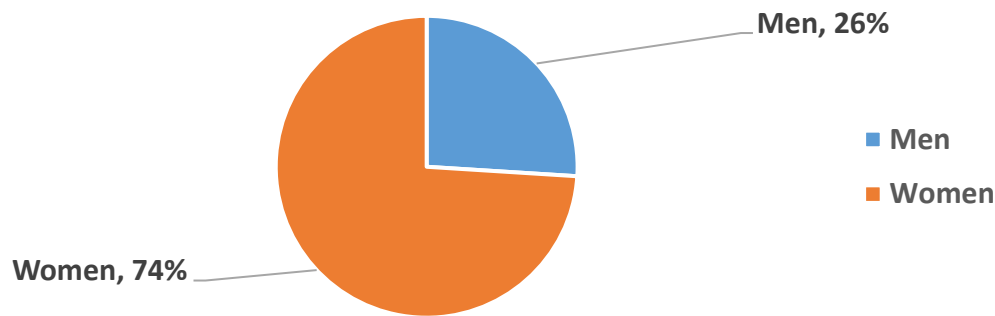


TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	43% (21)	44% (17)	41% (11)
Black	0% (0)	0% (0)	0% (0)
Latino or Hispanic	51% (25)	46% (18)	55% (15)
Asian/Pacific Islander	4% (2)	N/A	N/A
*Asian	N/A	8% (3)	0% (0)
Native American	2% (1)	N/A	N/A
*American Indian/Alaska Native	N/A	0% (0)	0% (0)
*Native Hawaiian/Pacific Islander	N/A	0% (0)	0% (0)
*Balance	N/A	3% (1)	4% (1)
Women	88% (43)	82% (32)	74% (20)
Men	12% (6)	18% (7)	26% (7)
Total Employees	49	39	27

N/A= Not Applicable

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	1	0	1	-1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINS		0%	100%	56%	44%	100%	77%	0%	1%	0%	15%	0%	4%	0%	0%	0%	0%	0%	3%	0%	23%
PROF	5	2	3	0	0	3	-1	0	0	2	1	0	0	0	0	0	0	0	0	2	1
		40%	60%	46%	54%	60%	78%	0%	1%	40%	12%	0%	6%	0%	0%	0%	0%	0%	3%	40%	22%
TECH	1	0	1	-1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0%	100%	52%	48%	100%	51%	0%	1%	0%	41%	0%	4%	0%	0%	0%	0%	0%	3%	0%	49%
PROT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERV		0%	0%	84%	16%	0%	63%	0%	2%	0%	26%	0%	2%	0%	0%	0%	0%	0%	6%	0%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	20	5	15	-3	3	6	-6	0	0	13	7	0	-1	0	0	0	0	1	0	14	6
SUPP		25%	75%	40%	60%	30%	61%	0%	1%	65%	29%	0%	5%	0%	0%	0%	0%	5%	4%	70%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MAINT		0%	0%	57%	43%	0%	38%	0%	1%	0%	55%	0%	4%	0%	0%	0%	0%	0%	2%	0%	62%
TOTAL	27	7	20	-8	8	11	-7	0	0	15	8	0	-1	0	0	0	0	1	0	16	7
		26%	74%	54%	46%	41%	65%	0%	1%	56%	25%	0%	5%	0%	0%	0%	0%	4%	3%	59%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

CHILD SUPPORT SERVICES EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN 2025-2027

PURPOSE

The Department of Child Support Services is mandated by law to provide child support services, including the establishment of paternity and child support obligations, the collection and distribution of child support payments, and the modification of child support obligations based on changed circumstances. Services are available to either parent at no cost. Services are automatically provided to TANF (Temporary Assistance to Needy Families) cash aid participants upon referral from the local welfare department.

The Department is organized into the following operational units: program operations, which consists of the functions of locating absent parents and establishing and enforcing child support order functions; fiscal operations, which is responsible for the posting, allocation, and distribution of payments; and administrative support, which manages training and outreach.

DEPARTMENT-SPECIFIC INFORMATION AND ACTION STEPS

- Of the department's workforce, 59% are people of color, and 74% are women.
- The department has 13 designated bilingual employees (English/Spanish) to assist the significant limited-English and monolingual Spanish client base. The 13 Full-Time-Equivalent employees receiving Level I or Level II Bilingual pay make up 48% of the staff.
- 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.
- The department surveys case participants at regular intervals on the accessibility and quality of provided services.
- 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.
- 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 utilizes a language line to help parents navigate the child support legal process in their preferred language.
- 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.
- Increase career development through training and mentorship.

- Train managers to proactively communicate with staff about their professional goals and then actively support their efforts to achieve those goals.
- Review policies and processes with an equity lens.
- Provide opportunities for staff to participate in DEI training.

**COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY
AND CULTURAL RESPONSIVENESS**

The Department of Child Support Services is committed to the Board's goal of valuing and promoting diversity, equal employment opportunity and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

DocuSigned by:

Anna Rizzo

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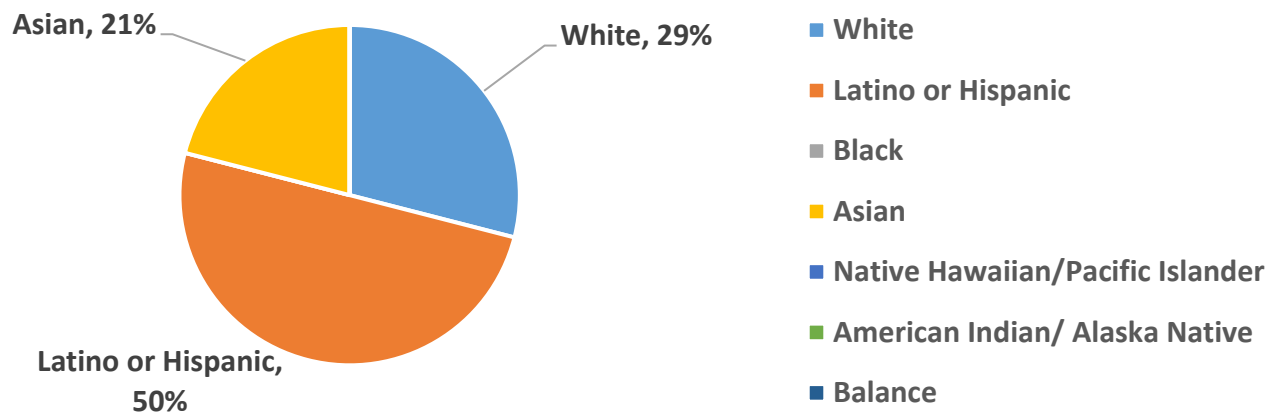
Anna Rizzo, *Child Support Services Director*

2/21/2025

DATE

County Clerk

Workforce Percentage by Race/Ethnicity – December 2024

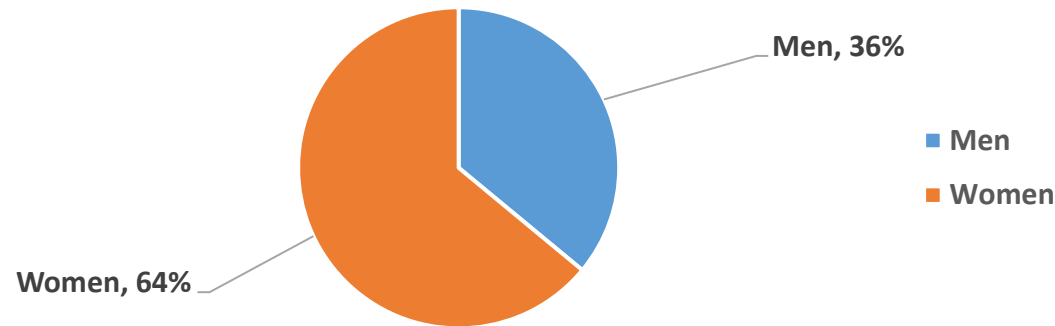


TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	54% (7)	50% (7)	29% (4)
Black	0% (0)	0% (0)	0% (0)
Latino or Hispanic	38% (5)	36% (5)	50% (7)
Asian/Pacific Islander	8% (1)	N/A	N/A
*Asian	N/A	14% (2)	21% (3)
Native American	0% (0)	N/A	N/A
*American Indian/Alaska Native	N/A	0% (0)	0% (0)
*Native Hawaiian/Pacific Islander	N/A	0% (0)	0% (0)
*Balance	N/A	0% (0)	0% (0)
Women	69% (9)	79% (11)	64% (9)
Men	31% (4)	21% (3)	36% (5)
Total Employees	13	14	14

N/A= Not Applicable

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	1	0	1	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		0%	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	1	0	1	-1	1	0	-1	0	0	1	1	0	0	0	0	0	0	0	0	1	1
ADMINS		0%	100%	56%	44%	0%	77%	0%	1%	100%	15%	0%	4%	0%	0%	0%	0%	0%	3%	100%	23%
PROF	1	1	0	1	-1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100%	0%	46%	54%	100%	78%	0%	1%	0%	12%	0%	6%	0%	0%	0%	0%	0%	3%	0%	22%
TECH	7	3	4	-1	1	2	-2	0	0	3	0	2	2	0	0	0	0	0	0	5	2
		43%	57%	52%	48%	29%	51%	0%	1%	43%	41%	29%	4%	0%	0%	0%	0%	0%	3%	71%	49%
PROT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERV		0%	0%	84%	16%	0%	63%	0%	2%	0%	26%	0%	2%	0%	0%	0%	0%	0%	6%	0%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	4	1	3	-1	1	0	-2	0	0	3	2	1	1	0	0	0	0	0	0	4	2
SUPP		25%	75%	40%	60%	0%	61%	0%	1%	75%	29%	25%	5%	0%	0%	0%	0%	0%	4%	100%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MAINT		0%	0%	57%	43%	0%	38%	0%	1%	0%	55%	0%	4%	0%	0%	0%	0%	0%	2%	0%	62%
TOTAL	14	5	9	-3	3	4	-5	0	0	7	3	3	2	0	0	0	0	0	0	10	5
		36%	64%	54%	46%	29%	65%	0%	1%	50%	25%	21%	5%	0%	0%	0%	0%	0%	3%	71%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

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^POC represents "People of Color"

COUNTY CLERK

EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN

2025-2027

PURPOSE

The Office of the County Clerk is responsible for conducting elections held within and for the County of Santa Cruz, maintaining all databases utilized for election purposes, serving as the Commissioner of Marriages for the County, issuing marriage licenses, accepting applications for passports, and filing Fictitious Business Names, as well as assuming other legal filing duties set forth by statute.

DEPARTMENT-SPECIFIC INFORMATION AND ACTION STEPS

County Clerk-Elections – Diverse and Representative Staff

- The Department has fourteen permanent employees, nine of which are bilingual (8 English/Spanish and 1 English/Mandarin Chinese/Cantonese), and experiences little employee turnover. The County Clerk will develop an employee training program that promotes and supports professional development of staff through individualized plans that include trainings and participation in projects that develop skills and experiences that are beneficial for career advancement.
- During elections, the office hires approximately 80 temporary employees to assist in the office or warehouse and approximately 250 stipend workers to staff the voting locations. Temporary employees and stipend workers 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 performs 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 County Clerk will continue to seek out diverse events county wide such as career fairs and partner with community organizations to recruit temporary elections workers.

Clerk Services – Accessible and Convenient

- The Department's office hours are 8am to 5pm, Monday through Friday, except on County holidays. Our Santa Cruz office remains open during lunch to make services as accessible as possible. Clerk services are provided in Watsonville twice per month to better serve South County residents. The County Clerk will expand the availability of those services at the South County Service Center to twice per week in the Summer of 2024. In addition, the County Clerk will continue to assess the demands for expanded services and respond accordingly.
- The County Clerk provides information and materials to customers in both English and Spanish on the Department's websites - www.votescount.santacruzcountyca.gov and www.sccoclerk.santacruzcountyca.gov and at office and voting locations. The County

Clerk will update its websites to ensure content is structured clearly, is inclusive, and accessible to individuals with visual, language, and cognitive disabilities to read.

- “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 work or school and/or have limited access to transportation during normal business hours. The County Clerk will look into the feasibility of offering “Passport Saturdays” at the South County Service Center.

Elections – Accessible and Convenient Services

- The County Clerk’s Office stands up and staffs five voting locations 10 days before each county wide election. Four days before Election Day, a minimum of 13 additional voting locations are added. The department also operates the VoteMobile for mobile voting throughout the County and currently maintains 19 drop boxes located throughout the County for vote by mail ballots. The County Clerk will continue to monitor the needs of county voters and provide accessible and convenient voting options whenever possible.
- All voting locations have at least two accessible voting booths and 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.
- The Department strives to staff each voting location with at least one bilingual election officer to serve monolingual Spanish/limited-English voters. We also provide materials and interpretations services in Chinese and Tagalog whenever possible. The Watsonville City Clerk’s Office offers early voting beginning 29 days prior to Election Day. To appropriately serve the large population of limited English voters in South County, the Department will continue to staff the South County Office with bilingual election officials.
- 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. The County Clerk will continue to improve accessibility by locating the most accessible voting locations for voters with disabilities, training all permanent and temporary workers on providing services to persons with disabilities, disability voting resources, and accessibility and inclusiveness issues; and collecting, reviewing, and responding to voter feedback regarding voting accessibility for every election.

Elections – Voter Outreach and Engagement

- The Department’s voter outreach program maintains 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. In addition to visiting local high schools throughout the County in January, April, and September to register new voters and deliver civic education.

- Through the Department's extensive voter outreach program, vote by mail ballots are personally delivered to residential care facilities, retirement homes, convalescent homes, and the three County hospitals. Personal assistance is also provided to voters who need help marking their ballots or accessing voting information. The Department provides an accessible voter information guide for voters who need an audio, electronic, or large print format.
- The Department 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 people of color and incarcerated and rehabilitating populations. The County Clerk will continue to seek out partnerships with community organizations to conduct voter outreach and increase voter registration.

**COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY
AND CULTURAL RESPONSIVENESS**

The Office of the County Clerk is committed to the Board's goal of promoting diversity and inclusion, equal employment opportunity and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

DocuSigned by:

Tricia Webber

EBA48218A094428

2/13/2025

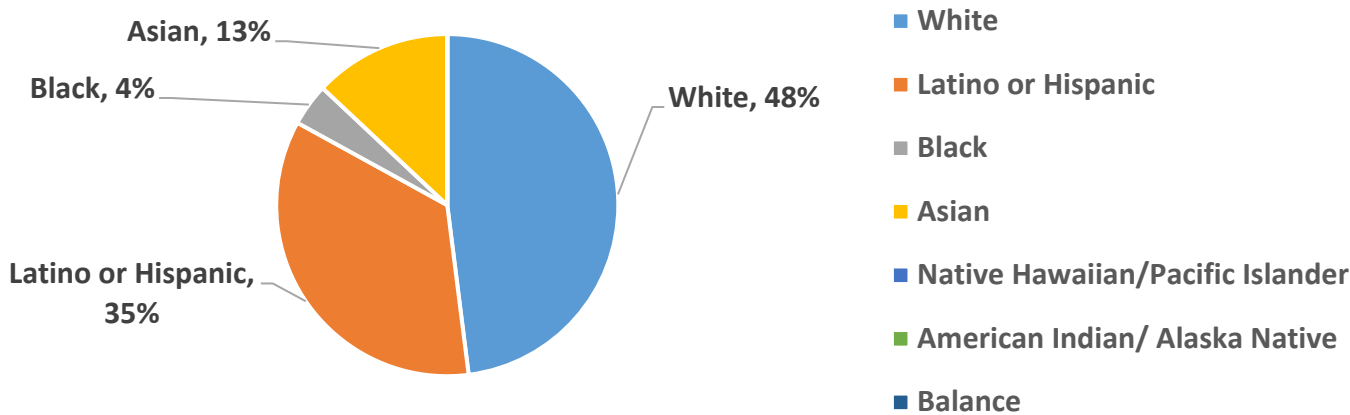
TRICIA WEBBER, *County Clerk*

DATE

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County Counsel

Workforce Percentage by Race/Ethnicity – December 2024

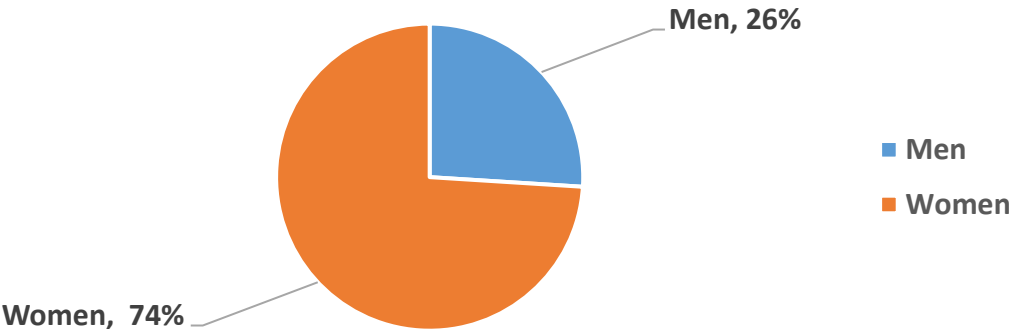


TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	67% (12)	58% (11)	48% (11)
Black	0% (0)	5% (1)	4% (1)
Latino or Hispanic	22% (4)	26% (5)	35% (8)
Asian/Pacific Islander	11% (2)	N/A	N/A
*Asian	N/A	11% (2)	13% (3)
Native American	0% (0)	N/A	N/A
*American Indian/Alaska Native	N/A	0% (0)	0% (0)
*Native Hawaiian/Pacific Islander	N/A	0% (0)	0% (0)
*Balance	N/A	0% (0)	0% (0)
Women	78% (14)	74% (14)	74% (17)
Men	22% (4)	26% (5)	26% (6)
Total Employees	18	19	23

N/A= Not Applicable

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



COUNTY OF SANTA CRUZ
COUNTY COUNSEL
WORKFORCE COMPOSITION AND UTILIZATION ANALYSIS
DEC 31, 2024

Pay Period 01 Ending 1/3/2025

EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	2	1	1	0	0	1	-1	0	0	1	1	0	0	0	0	0	0	0	0	1	1
ADMINS		50%	50%	56%	44%	50%	77%	0%	1%	50%	15%	0%	4%	0%	0%	0%	0%	0%	3%	50%	23%
PROF	13	5	8	-1	1	8	-2	0	0	2	0	3	2	0	0	0	0	0	0	5	2
		38%	62%	46%	54%	62%	78%	0%	1%	15%	12%	23%	6%	0%	0%	0%	0%	0%	3%	38%	22%
TECH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0%	0%	52%	48%	0%	51%	0%	1%	0%	41%	0%	4%	0%	0%	0%	0%	0%	3%	0%	49%
PROT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERV		0%	0%	84%	16%	0%	63%	0%	2%	0%	26%	0%	2%	0%	0%	0%	0%	0%	6%	0%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	8	0	8	-3	3	2	-3	1	1	5	3	0	0	0	0	0	0	0	0	6	3
SUPP		0%	100%	40%	60%	25%	61%	13%	1%	63%	29%	0%	5%	0%	0%	0%	0%	0%	4%	75%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MAINT		0%	0%	57%	43%	0%	38%	0%	1%	0%	55%	0%	4%	0%	0%	0%	0%	0%	2%	0%	62%
TOTAL	23	6	17	-6	6	11	-4	1	1	8	2	3	2	0	0	0	0	0	-1	12	4
		26%	74%	54%	46%	48%	65%	4%	1%	35%	25%	13%	5%	0%	0%	0%	0%	0%	3%	52%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

**COUNTY COUNSEL
EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS
PLAN
2025-2027**

PURPOSE

The County Counsel serves as the Civil Legal Officer for the County of Santa Cruz. The Office of the County Counsel provides legal representation, advice, and defense to the County, the Board of Supervisors, County Elected Officials, County employees, and County Commissions and Boards involving civil legal matters. The Office also provides general civil litigation services for the County and general legal services to a number of independent special districts and local agencies, such as the Santa Cruz County Sanitation District, the 911 Emergency Communications Center JPA, and the Library Finance JPA.

DEPARTMENT-SPECIFIC INFORMATION AND ACTION STEPS

- 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.
- The Office will consider utilizing law clerk and intern opportunities as a mechanism for attracting diverse candidates for future vacancies.
- 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.
- 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.
- 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.
- County Counsel currently employs one designated bilingual staff (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.

**COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY
AND CULTURAL RESPONSIVENESS**

The Office of the County Counsel is committed to the Board's goal of valuing and promoting diversity, equal employment opportunity, and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

Signed by:

Jason M. Heath

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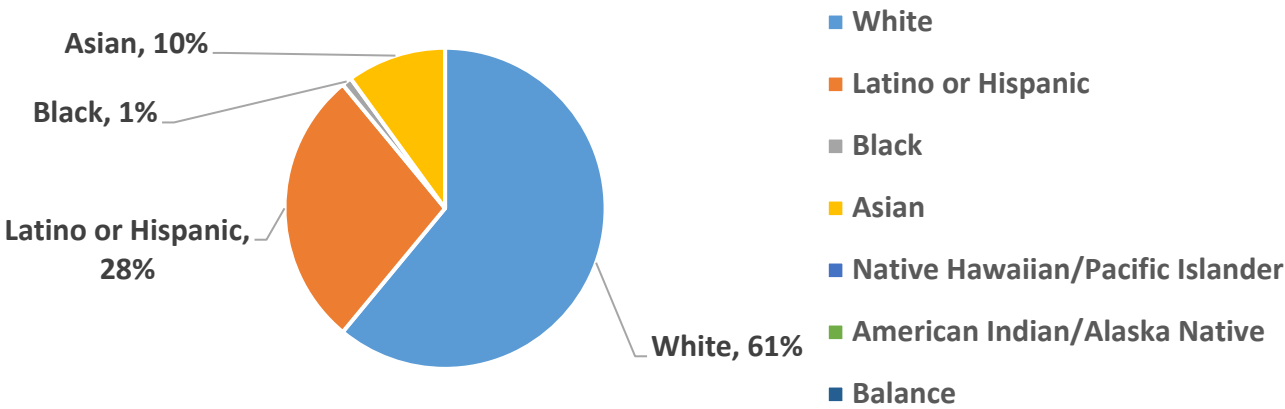
JASON M. HEATH, *County Counsel*

2/10/2025

DATE

District Attorney

Workforce Percentage by Race/Ethnicity – December 2024

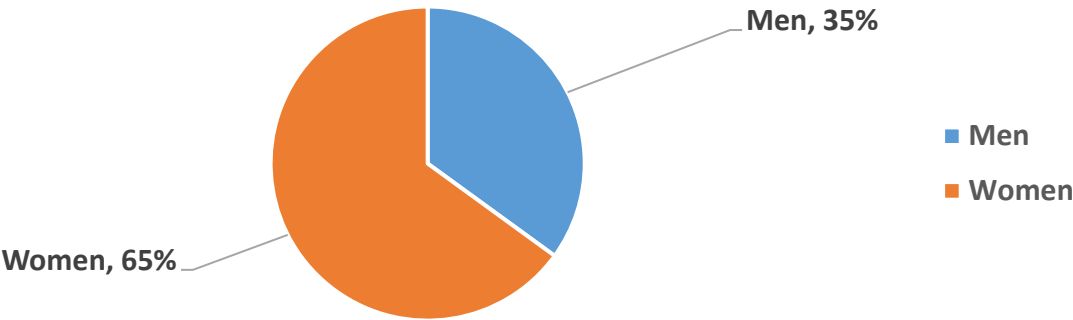


TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	65% (54)	59% (58)	61% (61)
Black	2% (2)	2% (2)	1% (1)
Latino or Hispanic	24% (20)	25% (25)	28% (28)
Asian/Pacific Islander	8% (7)	N/A	N/A
*Asian	N/A	11% (11)	10% (10)
Native American	0% (0)	N/A	N/A
*American Indian/Alaska Native	N/A	0% (0)	0% (0)
*Native Hawaiian/Pacific Islander	N/A	0% (0)	0% (0)
*Balance	N/A	3% (3)	0% (0)
Women	57% (47)	63% (62)	65% (65)
Men	43% (36)	37% (37)	35% (35)
Total Employees	83	99	100

N/A= Not Applicable

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



AS OF 12/27/2024

PAY4259

COUNTY OF SANTA CRUZ
DISTRICT ATTORNEY
WORKFORCE COMPOSITION AND UTILIZATION ANALYSIS
DEC 31, 2024

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EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	1	1	0	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	2	1	1	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINS		50%	50%	56%	44%	100%	77%	0%	1%	0%	15%	0%	4%	0%	0%	0%	0%	0%	3%	0%	23%
PROF	39	20	19	2	-2	27	-3	1	1	5	0	6	4	0	0	0	0	0	-1	12	3
		51%	49%	46%	54%	69%	78%	3%	1%	13%	12%	15%	6%	0%	0%	0%	0%	0%	3%	31%	22%
TECH	11	1	10	-5	5	5	-1	0	0	5	0	1	1	0	0	0	0	0	0	6	1
		9%	91%	52%	48%	45%	51%	0%	1%	45%	41%	9%	4%	0%	0%	0%	0%	0%	3%	55%	49%
PROT	13	11	2	0	0	9	1	0	0	3	0	1	1	0	0	0	0	0	-1	4	-1
SERV		85%	15%	84%	16%	69%	63%	0%	2%	23%	26%	8%	2%	0%	0%	0%	0%	0%	6%	31%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	34	1	33	-13	13	17	-4	0	0	15	5	2	0	0	0	0	0	0	-1	17	4
SUPP		3%	97%	40%	60%	50%	61%	0%	1%	44%	29%	6%	5%	0%	0%	0%	0%	0%	4%	50%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MAINT		0%	0%	57%	43%	0%	38%	0%	1%	0%	55%	0%	4%	0%	0%	0%	0%	0%	2%	0%	62%
TOTAL	100	35	65	-19	19	61	-4	1	0	28	3	10	5	0	0	0	0	0	-3	39	4
		35%	65%	54%	46%	61%	65%	1%	1%	28%	25%	10%	5%	0%	0%	0%	0%	0%	3%	39%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

DISTRICT ATTORNEY EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN 2025-2027

PURPOSE

The District Attorney is designated by law as the public prosecutor responsible for attending the courts and conducting on behalf of the People all prosecutions for public offenses (Government Code Section 26500). The Office of the District Attorney is organized into three divisions: Criminal Prosecutions, Administration, and the Bureau of Investigations. The Criminal Prosecutions Division includes the Sexual Assault, Misdemeanor, Consumer and Environmental Protection, Family Protection, General Felonies, Filing, Juvenile, Drug and Gang Units, as well as the Public Administrator function. The Administration Division includes all administrative and fiscal services of the Department, the Victim Witness Assistance Program, and courtroom-related support. The Bureau of Investigations is staffed by Peace Officers as defined by Section 830.1 of the California Penal Code whose core function is to assist with the investigation and preparation of cases for trial.

The Office's mission is: *"To promote and ensure public safety through ethical and just prosecution."*

Subsequent to the COVID-19 pandemic, CZU Lightning Wildfire, national civil unrest, managing a hybrid remote workforce and the resumption of trial activity, the department has continued to experience significant challenges in achieving many of the action steps and plans delineated below. The most notable challenge has been the workforce change in the availability of qualified, suitable candidates across all vacant classifications in the office.

DEPARTMENT-SPECIFIC INFORMATION AND ACTION STEPS

- 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.
- Attend On-Campus Interviews (OCI), Alumni Career Fairs, and Public Interest Law Fairs at local law schools to recruit qualified candidates.
- Continue to participate in mock trial programs at local law schools to provide students with direct exposure to District Attorney careers.
- 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.
- Utilize the "State Bar Certified Student" classification to attract potential law student and post-bar exam candidates.
- Utilize student internships, paid law clerkships, and extra-help positions to recruit a workforce which reflects the diversity of our community.
- The Office's website offers bilingual materials and information and maintains a link to the

County Personnel Department job opportunities website and the volunteer information website.

- The Office previously received and used a grant to improve online accessibility and service to victims of crime and persons with disabilities.
- Attorney staff participate in ongoing mandatory training (MCLE) which among other topics includes the areas of cultural responsiveness and the elimination of bias in the legal profession.
- Currently, there are 29 bilingual (English/Spanish) employees in the District Attorney's Office to provide services to the significant limited-English and monolingual Spanish-speaking client base.
- Statistics produced by County Personnel as of December 2024 indicate that the departmental workforce at that time was predominantly made up of three EEOC categories: White (61%), Latino/Hispanic (28%) and Asian (10%). In addition, the workforce percentage by gender was: Women (65%) and Men (35%).
- 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 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 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.
- 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, trauma-informed outreach and services to domestic abuse victims and others with special needs, including veterans, juveniles, persons with disabilities, and seniors. The Office manages a multi-disciplinary child interview center equipped with qualified professionals who provide trauma-informed services to youth.
- The Office will continue its practice of recruiting bilingual volunteers to facilitate and operate the Neighborhood Court Program, a community driven, pre-filing diversion program designed to divert low level misdemeanor offenses from entering the criminal justice system.

COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY AND CULTURAL RESPONSIVENESS

Regardless of the many challenges the department and County have faced over the last year, the Office of the District Attorney remains committed to the Board's goal of valuing and promoting diversity, equal employment opportunity and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

Signed by:

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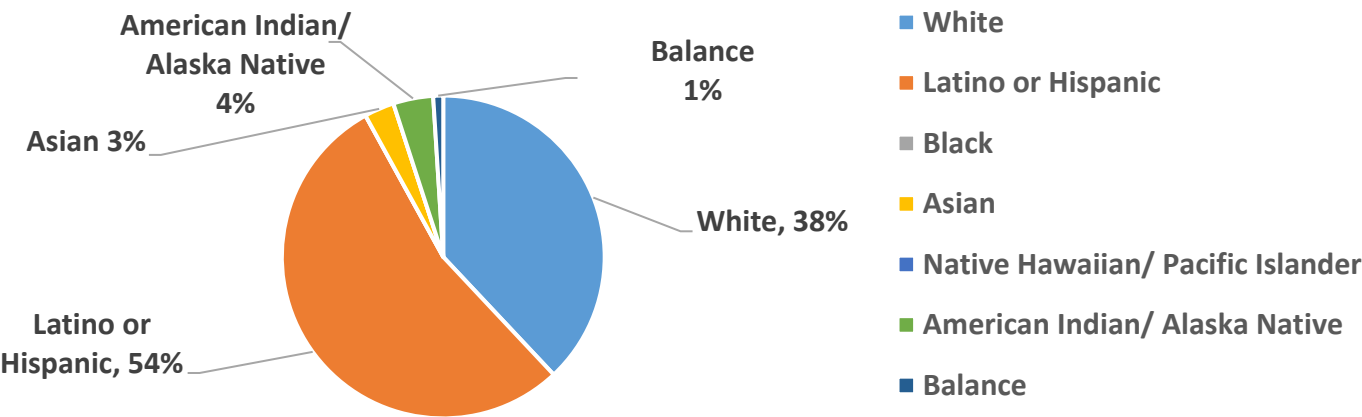
JEFFREY S. ROSELL, *District Attorney*

2/13/2025

DATE

General Services

Workforce Percentage by Race/Ethnicity – December 2024

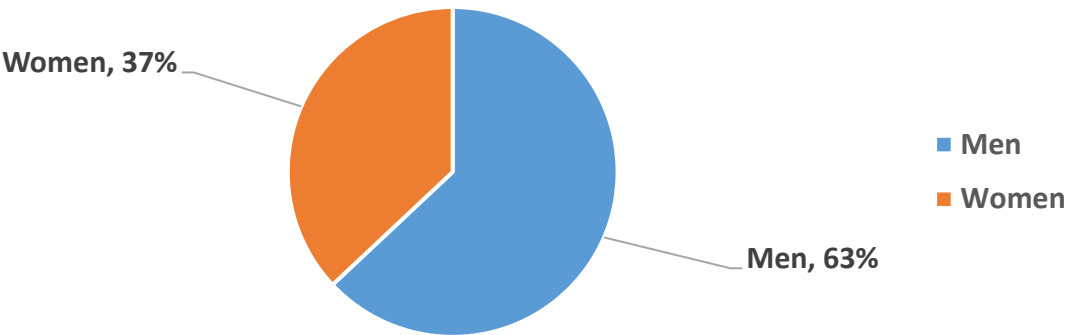


TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	57% (31)	49% (25)	38% (29)
Black	2% (1)	0% (0)	0% (0)
Latino or Hispanic	35% (19)	47% (24)	54% (41)
Asian/Pacific Islander	2% (1)	N/A	N/A
*Asian	N/A	2% (1)	3% (2)
Native American	4% (2)	N/A	N/A
*American Indian/ Alaska Native	N/A	2% (1)	4% (3)
*Native Hawaiian/Pacific Islander	N/A	0% (0)	0% (0)
*Balance	N/A	0% (0)	1% (1)
Women	33% (18)	37% (19)	37% (28)
Men	67% (36)	63% (32)	63% (48)
Total Employees	54	51	76

N/A= Not Applicable

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	3	2	1	0	0	0	-2	0	0	1	1	1	1	0	0	0	0	1	1	3	2
ADMINS		67%	33%	56%	44%	0%	77%	0%	1%	33%	15%	33%	4%	0%	0%	0%	0%	33%	3%	100%	23%
PROF	10	4	6	-1	1	5	-3	0	0	4	3	0	-1	1	1	0	0	0	0	5	3
		40%	60%	46%	54%	50%	78%	0%	1%	40%	12%	0%	6%	10%	0%	0%	0%	0%	3%	50%	22%
TECH	9	3	6	-2	2	7	2	0	0	1	-3	0	0	1	1	0	0	0	0	2	-2
		33%	67%	52%	48%	78%	51%	0%	1%	11%	41%	0%	4%	11%	0%	0%	0%	0%	3%	22%	49%
PROT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERV		0%	0%	84%	16%	0%	63%	0%	2%	0%	26%	0%	2%	0%	0%	0%	0%	0%	6%	0%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	5	1	4	-1	1	3	0	0	0	2	1	0	0	0	0	0	0	0	0	2	0
SUPP		20%	80%	40%	60%	60%	61%	0%	1%	40%	29%	0%	5%	0%	0%	0%	0%	0%	4%	40%	39%
SK CRAFT	16	15	1	0	0	10	1	0	0	5	-1	0	0	1	1	0	0	0	0	6	-1
WORKERS		94%	6%	93%	7%	63%	56%	0%	0%	31%	40%	0%	2%	6%	0%	0%	0%	0%	1%	38%	44%
SVC &	33	23	10	4	-4	4	-9	0	0	28	10	1	0	0	0	0	0	0	-1	29	9
MAINT		70%	30%	57%	43%	12%	38%	0%	1%	85%	55%	3%	4%	0%	0%	0%	0%	0%	2%	88%	62%
TOTAL	76	48	28	7	-7	29	-20	0	-1	41	22	2	-2	3	3	0	0	1	-1	47	20
		63%	37%	54%	46%	38%	65%	0%	1%	54%	25%	3%	5%	4%	0%	0%	0%	1%	3%	62%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

GENERAL SERVICES EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN 2025-2027

PURPOSE

The General Services Department (GSD) provides a wide range of services to other County departments, including facilities maintenance, construction management, capital projects, real property, fleet services and purchasing services and provides administrative support to the County Fire Department. General Services also works with County departments on energy efficiency and energy conservation projects and practices.

GSD is critical to ensuring the County's compliance with *Americans with Disabilities Act* (ADA) infrastructure accessibility requirements. The Department handles all accessibility retrofits and upgrades at County facilities, including restroom remodels, counter lowering and installation of wheelchair ramps.

DEPARTMENT-SPECIFIC INFORMATION AND ACTION STEPS

- Continue working with apprenticeship programs to encourage a broad representation of applicants including women and people with disabilities for historically non-traditional positions. Offer internship and student worker opportunities especially in focus areas uplifting equity and GSD strategic initiatives or goals around Climate Adaptation and resilience. Provide job opportunity information to the local County Office of Education and Regional Occupational Program (ROP).
- 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.
- 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. Increase bilingual wayfinding and signage throughout County buildings to County services.
- Ensure that employees without computer access can participate in training online or in-person. Develop career pathways, cross training and other opportunities for professional development on the job for employees.
- Provide the General Services Employee Customer Service Plan to all department employees upon hire and make the plan accessible for current employees.

**COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY
AND CULTURAL RESPONSIVENESS**

The General Services Department is committed to the Board's goal of valuing and promoting diversity, equal employment opportunity and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

DocuSigned by:

Michael Beaton

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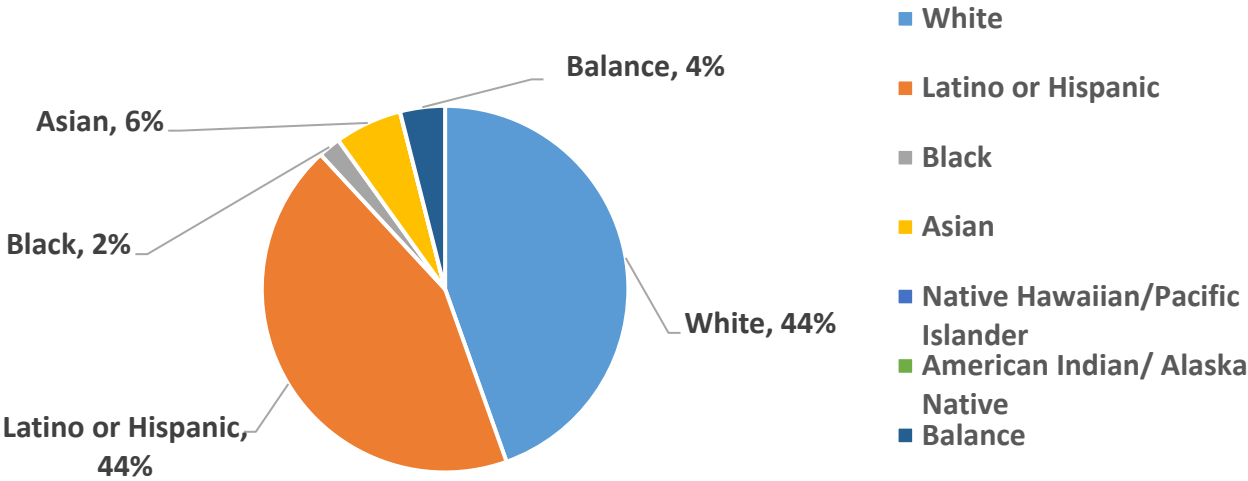
MICHAEL BEATON, *Director of General Services*

2/10/2025

DATE

Health Services Agency

Workforce Percentage by Race/Ethnicity – December 2024

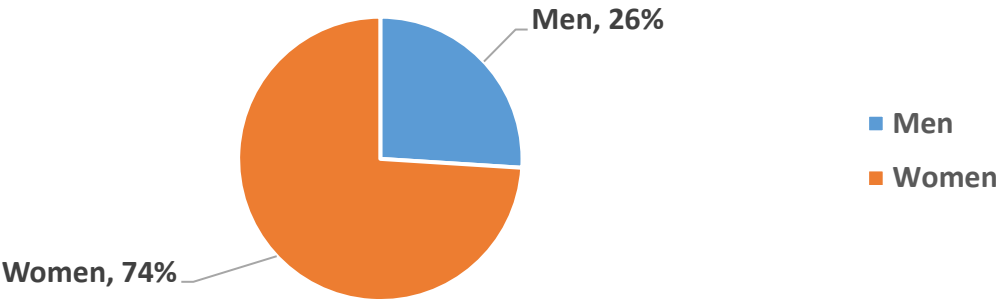


TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	60% (263)	54% (279)	44% (276)
Black	1% (4)	1% (7)	2% (10)
Latino or Hispanic	33% (146)	37% (189)	44% (271)
Asian/Pacific Islander	5% (21)	N/A	N/A
*Asian	N/A	6% (29)	6% (34)
Native American	1% (5)	N/A	N/A
*American Indian/Alaska Native	N/A	1% (6)	0% (3)
*Native Hawaiian/Pacific Islander	N/A	0% (1)	0% (1)
*Balance	N/A	1% (6)	4% (23)
Women	74% (324)	73% (379)	74% (456)
Men	26% (115)	27% (138)	26% (162)
Total Employees	439	517	618

N/A= Not Applicable

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	18	3	15	-7	7	11	-3	0	0	3	0	3	2	0	0	0	0	1	0	7	3
ADMINS		17%	83%	56%	44%	61%	77%	0%	1%	17%	15%	17%	4%	0%	0%	0%	0%	6%	3%	39%	23%
PROF	412	130	282	-60	60	214	-107	8	4	147	98	25	0	2	2	1	1	15	3	198	107
		32%	68%	46%	54%	52%	78%	2%	1%	36%	12%	6%	6%	0%	0%	0%	0%	4%	3%	48%	22%
TECH	118	20	98	-41	41	33	-27	0	-1	76	28	3	-2	1	1	0	0	5	1	85	27
		17%	83%	52%	48%	28%	51%	0%	1%	64%	41%	3%	4%	1%	0%	0%	0%	4%	3%	72%	49%
PROT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERV		0%	0%	84%	16%	0%	63%	0%	2%	0%	26%	0%	2%	0%	0%	0%	0%	0%	6%	0%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	64	7	57	-19	19	18	-21	2	1	39	20	3	0	0	0	0	0	2	-1	46	21
SUPP		11%	89%	40%	60%	28%	61%	3%	1%	61%	29%	5%	5%	0%	0%	0%	0%	3%	4%	72%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	6	2	4	-1	1	0	-2	0	0	6	3	0	0	0	0	0	0	0	0	6	2
MAINT		33%	67%	57%	43%	0%	38%	0%	1%	100%	55%	0%	4%	0%	0%	0%	0%	0%	2%	100%	62%
TOTAL	618	162	456	-172	172	276	-126	10	4	271	116	34	3	3	3	1	1	23	4	342	126
		26%	74%	54%	46%	45%	65%	2%	1%	44%	25%	6%	5%	0%	0%	0%	0%	4%	3%	55%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

HEALTH SERVICES AGENCY EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN 2025-2027

PURPOSE

State and Federal law mandates that the County provide a variety of health services to its residents, including mental and behavioral health, substance abuse, indigent care, health center services, public health, environmental health, emergency medical services, and health planning. The Health Services Agency is charged with implementing this mandate. The Health Services Agency (HSA) exists to protect the health of the people within Santa Cruz County and provide access to quality medical care and treatment for residents with limited resources. HSA promotes community health in both the public and private sectors and employs its resources strategically to complement the services available elsewhere in the community. HSA provides both treatment and case management services to vulnerable and low-income patients.

The Agency also administers contracts with community-based organizations to provide a variety of health services, including psychiatric and medical care, HIV prevention and support services, water quality services, substance abuse treatment, health benefits enrollment, and services for persons experiencing homelessness. The Agency staffs the Emergency Medical Care Commission, the Santa Cruz County Integrated Community Health Center Commission, the Local Mental Health Board, the Syringe Services Program Advisory Commission, Fish and Wildlife Advisory Commission, Hazardous materials Advisory Commission, the Water Advisory Commission, and the Alcohol and Drug Advisory Commission.

DEPARTMENT-SPECIFIC INFORMATION AND ACTION STEPS

- 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.
- In collaboration with Personnel and ISD, create an HSA data dashboard that can identify and support addressing staffing inequities in professional development and retention opportunities. This data would be used to support HSA in prioritizing professional development and staffing needs in an equitable manner and to be culturally responsive to community needs.

- Develop and define equity-focused, behaviorally-based competencies for HSA leadership, managers, and supervisors in the areas of supervision and professional development of staff.

**COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY
AND CULTURAL RESPONSIVENESS**

The Health Services Agency is committed to the Board's goal of valuing and promoting diversity, equal employment opportunity and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

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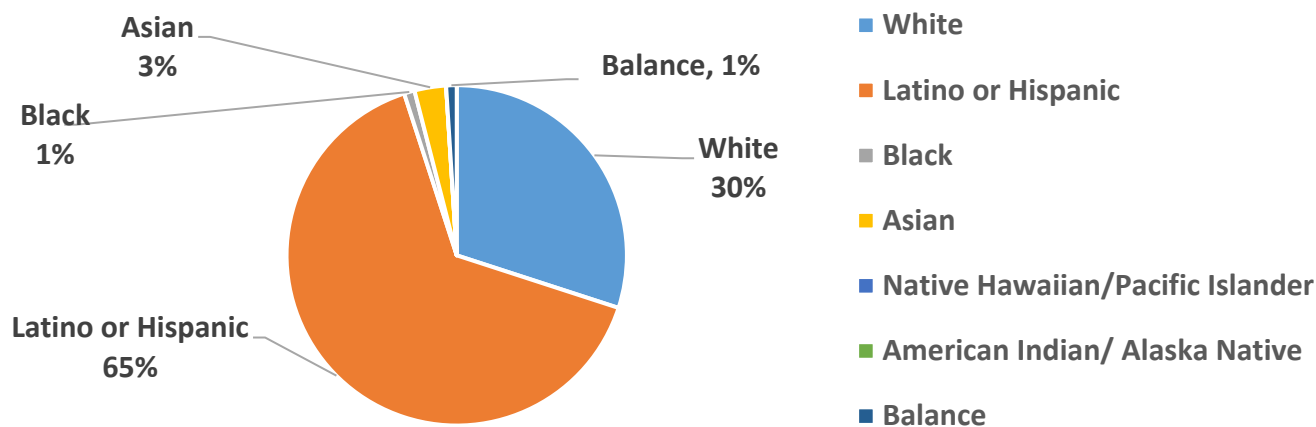
MONICA MORALES, Health Services Agency Director

2/12/2025

DATE

Human Services Department

Workforce Percentage by Race/Ethnicity – December 2024

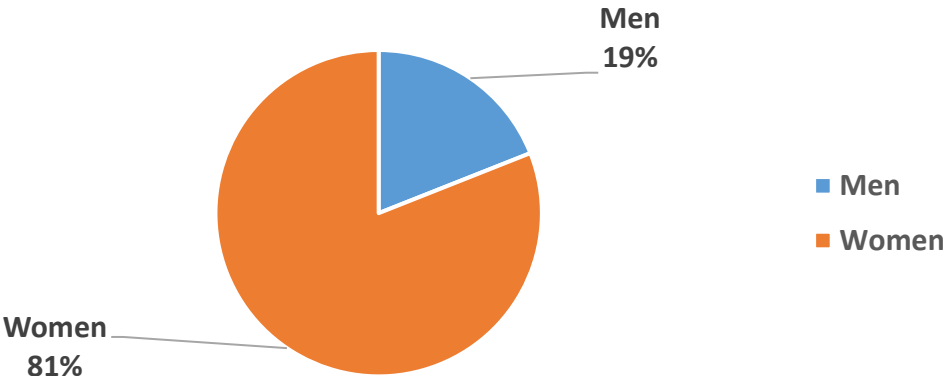


TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	38% (177)	34% (163)	30% (158)
Black	1% (5)	1% (6)	1% (6)
Latino or Hispanic	57% (265)	61% (289)	65% (348)
Asian/Pacific Islander	3% (14)	N/A	N/A
*Asian	N/A	2% (11)	3% (14)
Native American	0% (2)	N/A	N/A
*American Indian/Alaska Native	N/A	0% (1)	0% (1)
*Native Hawaiian/Pacific Islander	N/A	0% (2)	0% (1)
*Balance	N/A	0% (2)	1% (6)
Women	83% (385)	81% (386)	81% (432)
Men	17% (78)	19% (88)	19% (102)
Total Employees	463	474	534

N/A= Not Applicable

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	9	4	5	-1	1	5	-2	2	2	2	1	0	0	0	0	0	0	0	0	4	2
ADMINS		44%	56%	56%	44%	56%	77%	22%	1%	22%	15%	0%	4%	0%	0%	0%	0%	0%	3%	44%	23%
PROF	221	50	171	-52	52	106	-66	2	0	97	70	11	-2	1	1	1	1	3	-4	115	66
		23%	77%	46%	54%	48%	78%	1%	1%	44%	12%	5%	6%	0%	0%	0%	0%	1%	3%	52%	22%
TECH	89	22	67	-24	24	23	-22	1	0	63	27	1	-3	0	0	0	0	1	-2	66	22
		25%	75%	52%	48%	26%	51%	1%	1%	71%	41%	1%	4%	0%	0%	0%	0%	1%	3%	74%	49%
PROT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERV		0%	0%	84%	16%	0%	63%	0%	2%	0%	26%	0%	2%	0%	0%	0%	0%	0%	6%	0%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	214	25	189	-61	61	23	-108	1	-1	186	124	2	-9	0	0	0	0	2	-7	191	108
SUPP		12%	88%	40%	60%	11%	61%	0%	1%	87%	29%	1%	5%	0%	0%	0%	0%	1%	4%	89%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	1	1	0	0	0	1	1	0	0	0	-1	0	0	0	0	0	0	0	0	0	-1
MAINT		100%	0%	57%	43%	100%	38%	0%	1%	0%	55%	0%	4%	0%	0%	0%	0%	0%	2%	0%	62%
TOTAL	534	102	432	-186	186	158	-189	6	1	348	214	14	-13	1	1	1	1	6	-10	376	189
		19%	81%	54%	46%	30%	65%	1%	1%	65%	25%	3%	5%	0%	0%	0%	0%	1%	3%	70%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

HUMAN SERVICES DEPARTMENT
EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN
2025-2027

PURPOSE

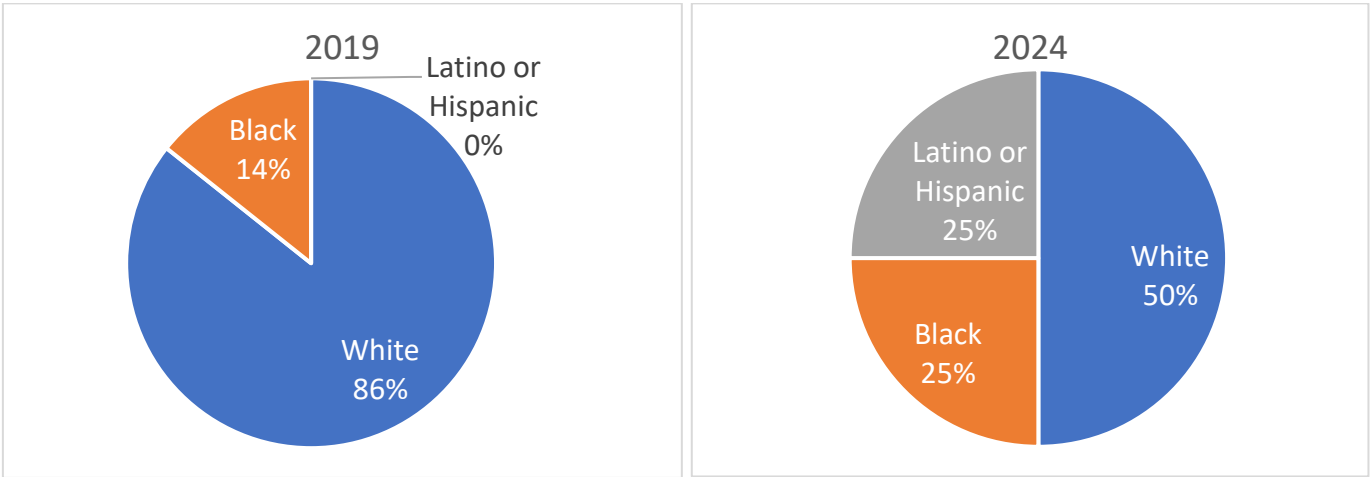
Santa Cruz County is mandated by state and federal law to provide a variety of human services to its residents. The Human Services Department (HSD) implements this mandate through the provision of a wide range of services to support and strengthen families; assure the safety of children; protect and promote the interests of the elderly and disabilities community; and provide job search assistance and employment training for job seekers. The department strives to provide necessary resources and support to enable individuals and families to transition out of poverty and improve the quality of life for all Santa Cruz County residents. The department also administers contracts with community-based organizations for a variety of support services, including childcare, senior services, counseling, services to persons with disabilities, and homeless services. HSD also provides staffing support to the In-Home Supportive Services (IHSS) Advisory Committee.

EQUITY FOCUS

An overarching goal of the Human Services Department in the next 2 years is to promote continued dialogue about equity within the department and as it relates to the people we serve and explore demographic data to both cultivate awareness of inequities and consider new opportunities. In addition, HSD leadership will continue working with consultants to support HSD being an inclusive, multicultural workplace that effectively and equitably serves the community.

Though HSD has always been a racially diverse workforce, the leadership team- comprised of the Department Head, Deputy Director, and 6 Division Directors- has not always represented this diversity. To address this, the Department has been intentional in broadening recruitment efforts and invested in mentorship and advancement opportunities within the department over the past 5 years. These efforts have led to a leadership team becoming more reflective of the diversity of department employees and the community we serve, as represented in the graphics below.

HSD Leadership Team composition



This Cultural Competency Plan is integrated into the department to ensure the efficient delivery of appropriate services to the community. HSD will continue the activities listed in this plan and refine them as the equity work evolves.

DEPARTMENT-SPECIFIC INFORMATION AND ACTION STEPS

- HSD will focus on expanding community employment engagement efforts to interested/prospective interns and employees.
- HSD will continue building diverse workforce pipelines through offering both paid and unpaid HSD internship opportunities and identifying/placing interns by (1) participating in job fairs, such as the Cabrillo College Internship Fairs 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). Employment interviews are offered in both virtual and in-person formats ensuring greater accessibility to interviewing for the applicant pool.
- 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 and by partnering with all county department representatives participating in Santa Cruz County Personnel Recruitment & Retention Committee.
- 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.
- 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. New employees complete the HSD onboarding plan which includes frameworks of engagement with trauma-informed concepts. In addition, employees completing cohort inductions are required to complete customer experience training.
- As a department, all HSD employees at every level complete cultural awareness training, annually. 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.
- HSD ensures ongoing inclusion and cultural responsiveness to the disabilities community by maintaining a **Disabilities Access and Functional Needs (DAFN) Coordinator** for the county's emergency planning efforts. This role actively works to eliminate barriers by ensuring facilities and programs meet ADA standards, and providing training on disability inclusion. Through continuous community engagement, the DAFN Coordinator gathers feedback and

collaborates with local organizations to ensure that services remain inclusive, equitable, and responsive to the real-world needs of individuals with disabilities."

COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY AND CULTURAL RESPONSIVENESS

The Human Services Department is committed to the Board's goal of valuing and promoting diversity, equal employment opportunity and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

DocuSigned by:

Randy Morris

2/20/2025

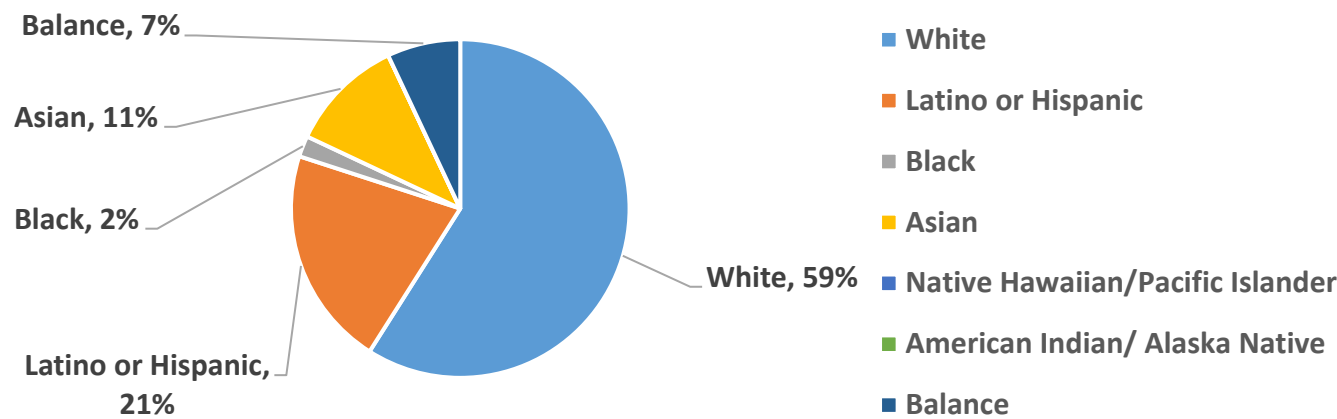
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Randy Morris, *Human Services Department Director*

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Information Services

Workforce Percentage by Race/Ethnicity – December 2024

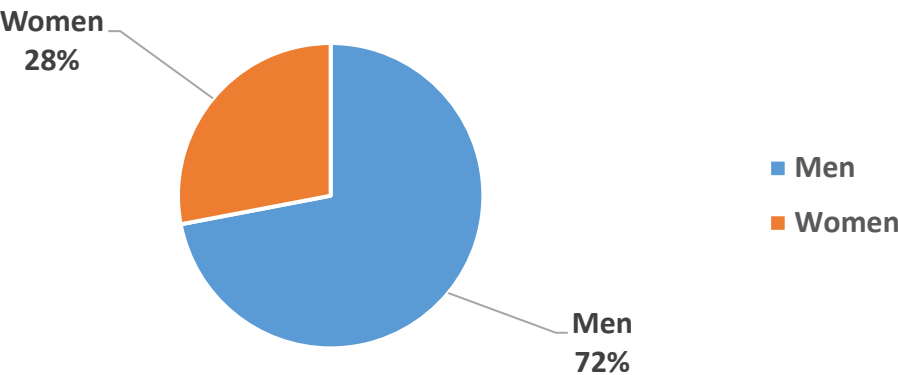


TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	61% (34)	66% (38)	59% (36)
Black	5% (3)	3% (2)	2% (1)
Latino or Hispanic	20% (11)	19% (11)	21% (13)
Asian/Pacific Islander	14% (8)	N/A	N/A
*Asian	N/A	9% (5)	11% (7)
Native American	0% (0)	N/A	N/A
*American Indian/Alaska Native	N/A	2% (1)	0% (0)
*Native Hawaiian/Pacific Islander	N/A	0% (0)	0% (0)
*Balance	N/A	2% (1)	7% (4)
Women	29% (16)	31% (18)	28% (17)
Men	71% (40)	69% (40)	72% (44)
Total Employees	56	58	61

N/A= Not Applicable

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



COUNTY OF SANTA CRUZ
INFO SERVICES
WORKFORCE COMPOSITION AND UTILIZATION ANALYSIS
DEC 31, 2024

EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	1	0	1	-1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINS		0%	100%	56%	44%	100%	77%	0%	1%	0%	15%	0%	4%	0%	0%	0%	0%	0%	3%	0%	23%
PROF	50	38	12	15	-15	32	-7	1	0	6	0	7	4	0	0	0	0	4	2	18	7
		76%	24%	46%	54%	64%	78%	2%	1%	12%	12%	14%	6%	0%	0%	0%	0%	8%	3%	36%	22%
TECH	2	1	1	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0
		50%	50%	52%	48%	50%	51%	0%	1%	50%	41%	0%	4%	0%	0%	0%	0%	0%	3%	50%	49%
PROT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERV		0%	0%	84%	16%	0%	63%	0%	2%	0%	26%	0%	2%	0%	0%	0%	0%	0%	6%	0%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	3	0	3	-1	1	1	-1	0	0	2	1	0	0	0	0	0	0	0	0	2	1
SUPP		0%	100%	40%	60%	33%	61%	0%	1%	67%	29%	0%	5%	0%	0%	0%	0%	0%	4%	67%	39%
SK CRAFT	5	5	0	0	0	1	-2	0	0	4	2	0	0	0	0	0	0	0	0	4	2
WORKERS		100%	0%	93%	7%	20%	56%	0%	0%	80%	40%	0%	2%	0%	0%	0%	0%	0%	1%	80%	44%
SVC &	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MAINT		0%	0%	57%	43%	0%	38%	0%	1%	0%	55%	0%	4%	0%	0%	0%	0%	0%	2%	0%	62%
TOTAL	61	44	17	11	-11	36	-4	1	0	13	-2	7	4	0	0	0	0	4	2	25	4
		72%	28%	54%	46%	59%	65%	2%	1%	21%	25%	11%	5%	0%	0%	0%	0%	7%	3%	41%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

Information Services Department Equal Employment Opportunity and Cultural Responsiveness Plan 2025-2027

Mission of the Department

The Information Services Department (ISD) provides centralized automation, telephone, duplicating/printing, radio, and other technical support to the County of Santa Cruz Departments in order to improve productivity and services. ISD is responsible for managing the County's network and telephones and operates and supports a broad range of business applications for County departments. ISD does not directly serve the public, but rather, supports the County departments that do.

ISD operates through an Internal Service Fund (ISF) Budget. In accordance with the requirements for State and Federal financial participation, the Department receives revenue to finance its operations by allocating and billing all costs to customer departments through service charges.

Purpose and Overview of the Plan

In an effort to recruit, maintain and promote a qualified and diverse workforce, ISD, in partnership with the EEO Commission and the County of Santa Cruz Personnel Department, is committed to creating, evaluating, and adhering to its EEO and Cultural Responsiveness Plan. This plan outlines strategies for achieving the overarching goal of improving diversity with both short- and long-term objectives. The plan focuses on attracting a diverse applicant pool. Emphasis has also been given to maintaining a positive, inclusive, and welcoming work environment that respects diversity and promotes productivity. Although four of ISD's six managerial positions are filled by women, the department is currently under administrative review for the underutilization of women overall. The following plan will help to ensure that equal employment opportunity is upheld and maintained for the benefit of all potential applicants.

Department-Specific Information and Action Steps

- 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.
- 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.
- 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.
- Employees will be encouraged to pursue relevant coursework offered by outside sources, such as Liebert Cassidy Whitmore, Sloan Sakai, the Santa Cruz County Leadership

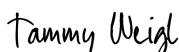
Academy (LEAP Program), and the California State Association of Counties' IT Leadership Certification Program.

- ISD management will continue to assign and train department liaisons to respond to EEO, harassment, and ADA issues.

Commitment to Equal Employment Opportunity and Cultural Responsiveness

The Information Services Department is committed to the Board of Supervisor's goal of valuing and promoting diversity, equal employment opportunity and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

Signed by:


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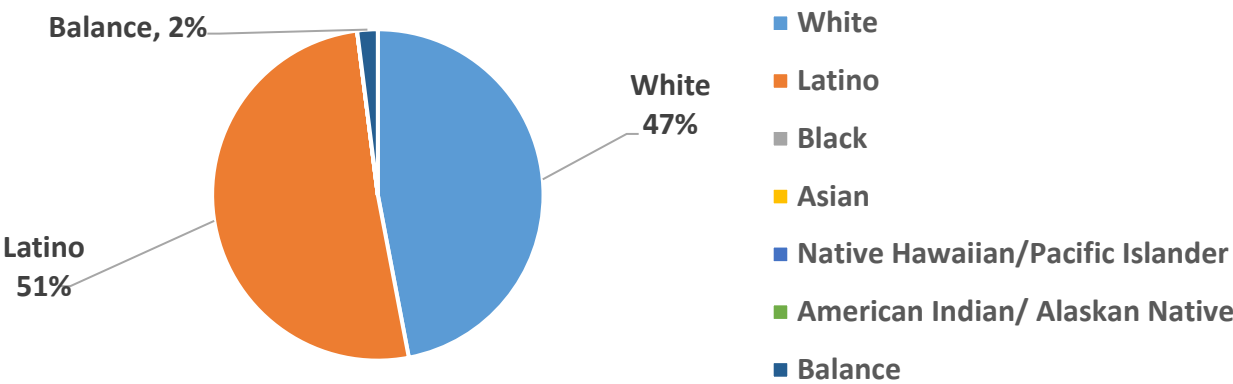
2/10/2025

TAMMIE WEIGL, *Director of Information Services*

DATE

Parks, Open Space, and Cultural Services

Workforce Percentage by Race/Ethnicity – December 2024

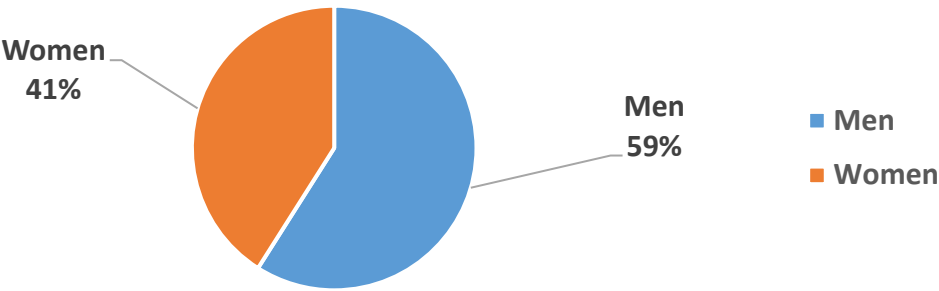


TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	73% (24)	75% (33)	47% (23)
Black	0% (0)	0% (0)	0% (0)
Latino or Hispanic	24% (8)	16% (7)	51% (25)
Asian/Pacific Islander	3% (1)	N/A	N/A
*Asian	N/A	5% (2)	0% (0)
Native American	0% (0)	N/A	N/A
*American Indian/Alaska Native	N/A	2% (1)	0% (0)
*Native Hawaiian/Pacific Islander	N/A	0% (0)	0% (0)
*Balance	N/A	2% (1)	2% (1)
Women	45% (15)	39% (17)	41% (20)
Men	55% (18)	61% (27)	59% (29)
Total Employees	33	44	49

N/A= Not Applicable

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	2	1	1	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINS		50%	50%	56%	44%	100%	77%	0%	1%	0%	15%	0%	4%	0%	0%	0%	0%	0%	3%	0%	23%
PROF	12	6	6	0	0	7	-2	0	0	4	3	0	-1	0	0	0	0	1	1	5	2
		50%	50%	46%	54%	58%	78%	0%	1%	33%	12%	0%	6%	0%	0%	0%	0%	8%	3%	42%	22%
TECH	3	0	3	-2	2	2	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0
		0%	100%	52%	48%	67%	51%	0%	1%	33%	41%	0%	4%	0%	0%	0%	0%	0%	3%	33%	49%
PROT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERV		0%	0%	84%	16%	0%	63%	0%	2%	0%	26%	0%	2%	0%	0%	0%	0%	0%	6%	0%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	2	0	2	-1	1	0	-1	0	0	2	1	0	0	0	0	0	0	0	0	2	1
SUPP		0%	100%	40%	60%	0%	61%	0%	1%	100%	29%	0%	5%	0%	0%	0%	0%	0%	4%	100%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	30	22	8	5	-5	12	1	0	0	18	1	0	-1	0	0	0	0	0	-1	18	-1
MAINT		73%	27%	57%	43%	40%	38%	0%	1%	60%	55%	0%	4%	0%	0%	0%	0%	0%	2%	60%	62%
TOTAL	49	29	20	3	-3	23	-9	0	0	25	13	0	-2	0	0	0	0	1	0	26	9
		59%	41%	54%	46%	47%	65%	0%	1%	51%	25%	0%	5%	0%	0%	0%	0%	2%	3%	53%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

PARKS, OPEN SPACE AND CULTURAL SERVICES EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN 2025-2027

PURPOSE

The Department of Parks, Open Space and Cultural Services (POSCS) operates the County's over 1,400-acre park system. POSCS is responsible for land acquisition, site development and maintenance, and provision of countywide recreational and cultural opportunities. The department manages over 67 parks, facilities and beach/ocean access points. Our mission is to provide safe, well-designed, and well-maintained parks, and a wide variety of recreational and cultural opportunities for the diverse Santa Cruz County community. The department also provides staff for the County's Parks and Recreation Commission, Arts Commission, and the North Coast Multi-Agency Working Group.

DEPARTMENT-SPECIFIC INFORMATION AND ACTION STEPS

- 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.
- Review and revise job specifications on a continual basis to identify and eliminate barriers to employment.
- 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. Develop a working group of diverse individuals to study the employment process at various stages (Recruitment, Hiring, Exam, Oral Exams, on-boarding) to validate equity principles and fair hiring practices as well as unbiased practices.
- Provide diversity, equity, inclusion, and cultural competence training to all staff teams. Offer leadership development for supervisors on leading diverse teams and fostering an inclusive workplace. Ensure staff handbooks and orientations are reviewed annually and address cultural competency updates and the needs of our community.
- Monitor selection criteria used to fill vacancies in all job classifications through internal audits to ensure equity in hiring decisions as well as promotions.
- 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 Park 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.
- Maintain records of customer feedback on language needs and culturally competent service. Review specific job assignments that qualify for bilingual pay and consider expansion of options.

- 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.
- 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.
- Collaborate with diverse community organizations 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 special events with community-based organizations to reach all geographical areas and demographics within the County.
- Continue to improve access for persons with disabilities at Parks facilities through universal design and construction and park amenity improvements.
- 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.
- 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.
- Continue to collaborate with the County Commission on Disabilities to offer adaptive and low stimulation aquatic opportunities.
- Collaborate with local school districts, to provide opportunities for low-income residents to participate in recreation and cultural activities.

COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY AND CULTURAL RESPONSIVENESS

The Department of Parks, Open Space and Cultural Services is committed to the Board's goal of valuing and promoting diversity, equal employment opportunity and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

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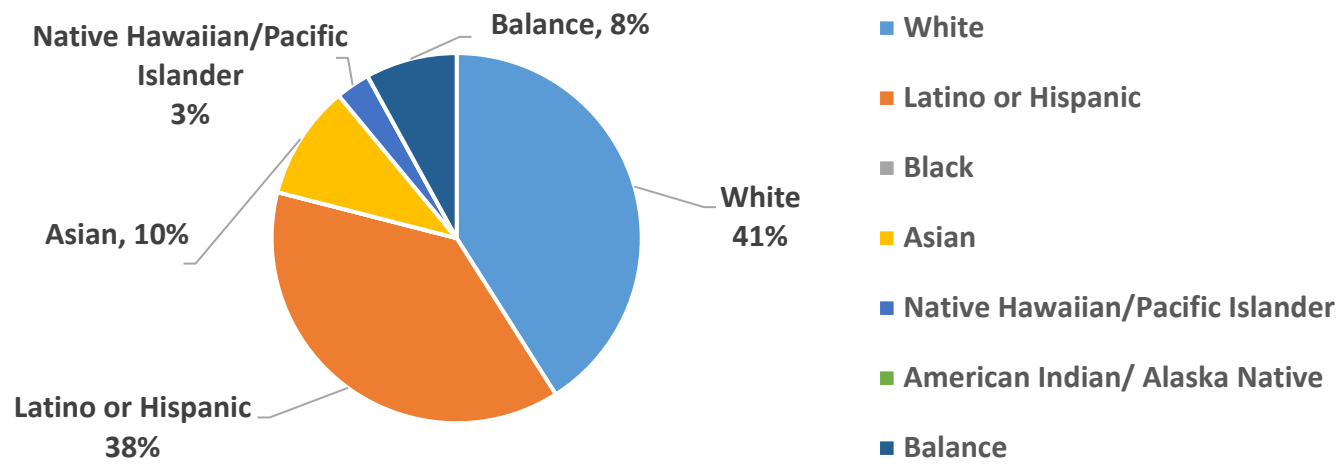
JEFF GAFFNEY, *Director of POSCS*

2/11/2025

DATE

Personnel

Workforce Percentage by Race/Ethnicity – December 2024

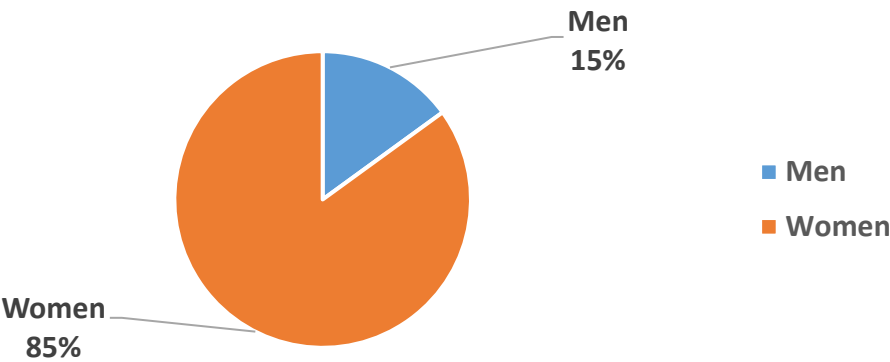


TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	49% (17)	47% (16)	41% (16)
Black	0% (0)	6% (2)	0% (0)
Latino or Hispanic	43% (15)	35% (12)	38% (15)
Asian/Pacific Islander	9% (3)	N/A	N/A
*Asian	N/A	9% (3)	10% (4)
Native American	0% (0)	N/A	N/A
*American Indian/Alaska Native	N/A	0% (0)	0% (0)
*Native Hawaiian/Pacific Islander	N/A	0% (0)	3% (1)
*Balance	N/A	3% (1)	8% (3)
Women	86% (30)	88% (30)	85% (33)
Men	14% (5)	12% (4)	15% (6)
Total Employees	35	34	39

N/A= Not Applicable

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



COUNTY OF SANTA CRUZ
PERSONNEL
WORKFORCE COMPOSITION AND UTILIZATION ANALYSIS
DEC 31, 2024

Pay Period 01 Ending 1/3/2025

EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	5	0	5	-3	3	2	-2	0	0	0	-1	2	2	0	0	0	0	1	1	3	2
ADMINS		0%	100%	56%	44%	40%	77%	0%	1%	0%	15%	40%	4%	0%	0%	0%	0%	20%	3%	60%	23%
PROF	19	2	17	-7	7	7	-8	0	0	8	6	2	1	0	0	1	1	1	0	12	8
		11%	89%	46%	54%	37%	78%	0%	1%	42%	12%	11%	6%	0%	0%	5%	0%	5%	3%	63%	22%
TECH	11	2	9	-4	4	5	-1	0	0	5	0	0	0	0	0	0	0	1	1	6	1
		18%	82%	52%	48%	45%	51%	0%	1%	45%	41%	0%	4%	0%	0%	0%	0%	9%	3%	55%	49%
PROT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERV		0%	0%	84%	16%	0%	63%	0%	2%	0%	26%	0%	2%	0%	0%	0%	0%	0%	6%	0%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	4	2	2	0	0	2	0	0	0	2	1	0	0	0	0	0	0	0	0	2	0
SUPP		50%	50%	40%	60%	50%	61%	0%	1%	50%	29%	0%	5%	0%	0%	0%	0%	0%	4%	50%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MAINT		0%	0%	57%	43%	0%	38%	0%	1%	0%	55%	0%	4%	0%	0%	0%	0%	0%	2%	0%	62%
TOTAL	39	6	33	-15	15	16	-9	0	0	15	5	4	2	0	0	1	1	3	2	23	9
		15%	85%	54%	46%	41%	65%	0%	1%	38%	25%	10%	5%	0%	0%	3%	0%	8%	3%	59%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

PERSONNEL EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN 2025 - 2027

PURPOSE

The Personnel Department administers all of the County's personnel programs, including recruitment, classification, employee relations, benefits, training, equal employment opportunity, and risk management. The Personnel Director serves as the County's Chief Negotiator with the various employee representation units. The Department staffs the Civil Service, Equal Employment Opportunity, Latino Affairs, Mobile and Manufactured Home, Seniors, Women's Commissions, and the Commission on Disabilities as well as administering the Volunteer Initiative Program (VIP).

Equal Employment Opportunity Action Steps

Hiring Procedures for a Diverse Workforce

- 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.
- 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.

Maintaining a Diverse Workforce with Equal Employment and Advancement Opportunity

- Employment Services Division (ESD) staff, with support from EEO Division staff, will implement the recruitment planning, outreach, and support tools available under the Administrative Review program (as described in Section III of this EEO Plan document) to provide support and guidance to hiring departments through data-driven and tailored recruitment and outreach activities to address any underutilizations of women and people of color.
- ESD staff, in consultation with EEO staff, *must regularly review* departmental Workforce Composition and Utilization statistics, Applicant Flow reports, and employment examination data to identify and address in partnership with hiring departments, any significant disparities between local available workforce demographics as compared to the County's demographic composition.
- In situations where ESD staff observe a significant decline in utilization of women and people of color in a given department that is inconsistent with applicant flow data, the Personnel Director will be notified and may require the department to prepare EEO memoranda for hires and promotions until the underutilization is corrected to ensure the department's workforce composition reflects available local workforce demographics.
- Disseminate EEO and harassment prevention policies and expectations consistently.
- Train department leadership to recognize potential EEO/CR issues and take appropriate, proportionate preemptive and corrective action, when needed.

- 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.

EEO Division-Specific Actions

- Promptly, impartially, and thoroughly investigate 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.
- 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.
- Develop and periodically implement an employee Diversity, Equity, and Inclusion Survey and utilize employee feedback in recommending strategies to County leadership to cultivate and support a more diverse, equitable, and inclusive work environment.
- Review cultural responsiveness and EEO action steps at least annually to identify accomplishments and identify areas in need of 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.
- Review and monitor the County's ADA Transition Plan 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.
- Continue to coordinate the ADA/FEHA reasonable accommodation program for employees who request reasonable accommodation for a disability.
- Continue to assist County departments to develop and implement EEO/CR plans which address cultural barriers and equity issues in County employment and service delivery to clients.
- Ensure that all employees are familiar with the discrimination or harassment complaint process.
- Provide facilitated or online State-mandated trainings to all supervisory and non-supervisory County employees on harassment prevention and abusive conduct/bullying/bystander intervention.

Cultural Responsiveness Plan and Action Steps

The Cultural Responsiveness 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.

Training

- Offer classes through the Santa Cruz County Learns (SCCL) platform in EEO/nondiscrimination, cultural responsiveness, interpersonal communications, customer service, workplace civility/sensitivity/empathy, diversity, equity, and inclusion, mitigating unconscious bias, etc.
- Provide courses facilitated by Personnel staff or offered through SCCL that assist employees with preparing for promotional opportunities and upward mobility to retain and grow a qualified and diverse workforce that reflects the community.
- Provide an EEO and Americans with Disabilities Act (ADA) overview class for new supervisors and managers through the County's Supervisory Academy.

Ensuring Culturally Appropriate Delivery of Services

- ESD 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.
- Employ sufficient bilingual staff to provide bilingual testing and translation services to applicants and employees 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.
- 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 responsiveness and equitable service delivery.

Data and Information Systems

- Analyze new data from the U.S. Census and American Community Survey as it becomes available and work with Information Services Department (ISD) staff to update the data in the workforce statistics report as appropriate.
- 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.
- Maintain data and records from employee surveys to enable short-term and long-term comparisons and assess progress toward specific objectives.

- Maintain the training attendance records of all County employees for all mandatory compliance training, including harassment prevention/abusive conduct/bullying trainings.
- Maintain records of outreach and recruitment activities.

**COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY
AND CULTURAL RESPONSIVENESS**

The Personnel Department is committed to the Board's goal of valuing and promoting diversity, equal employment opportunity and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

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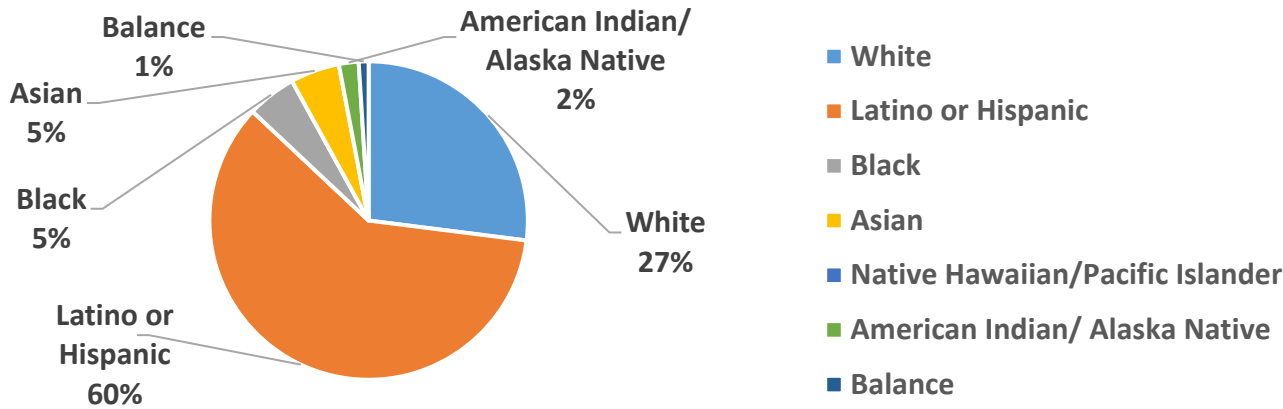
AJITA PATEL, Personnel Director

3/6/2025

DATE

Probation

Workforce Percentage by Race/Ethnicity – December 2024

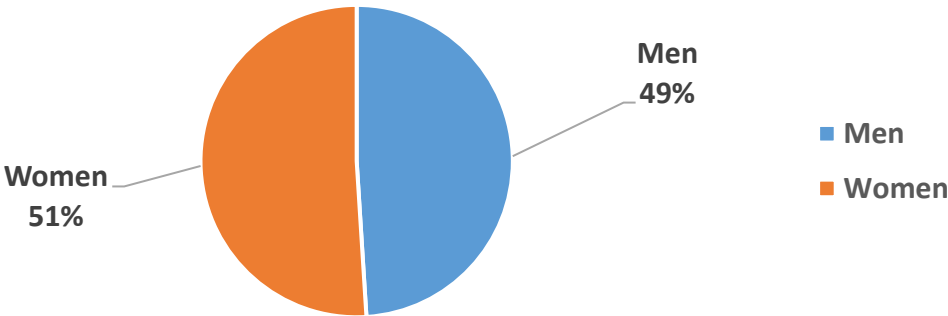


TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	46% (51)	36% (42)	27% (35)
Black	4% (4)	5% (6)	5% (6)
Latino or Hispanic	44% (49)	53% (62)	60% (78)
Asian/Pacific Islander	3% (3)	N/A	N/A
*Asian	N/A	3% (3)	5% (6)
Native American	4% (5)	N/A	N/A
*American Indian/Alaska Native	N/A	3% (3)	2% (3)
*Native Hawaiian/Pacific Islander	N/A	0% (0)	0% (0)
*Balance	N/A	0% (0)	1% (1)
Women	57% (64)	51% (59)	51% (66)
Men	43% (48)	49% (57)	49% (63)
Total Employees	112	116	129

N/A= Not Applicable

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



COUNTY OF SANTA CRUZ
PROBATION
WORKFORCE COMPOSITION AND UTILIZATION ANALYSIS
DEC 31, 2024

Pay Period 01 Ending 1/3/2025

EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	8	4	4	0	0	3	-3	1	1	4	3	0	0	0	0	0	0	0	0	5	3
ADMINS		50%	50%	56%	44%	38%	77%	13%	1%	50%	15%	0%	4%	0%	0%	0%	0%	0%	3%	63%	23%
PROF	17	7	10	-1	1	8	-5	1	1	7	5	1	0	0	0	0	0	0	-1	9	5
		41%	59%	46%	54%	47%	78%	6%	1%	41%	12%	6%	6%	0%	0%	0%	0%	0%	3%	53%	22%
TECH	3	1	2	-1	1	2	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0
		33%	67%	52%	48%	67%	51%	0%	1%	33%	41%	0%	4%	0%	0%	0%	0%	0%	3%	33%	49%
PROT	83	46	37	-24	24	15	-37	4	2	57	35	3	1	3	3	0	0	1	-4	68	37
SERV		55%	45%	84%	16%	18%	63%	5%	2%	69%	26%	4%	2%	4%	0%	0%	0%	1%	6%	82%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	15	3	12	-3	3	7	-2	0	0	6	2	2	1	0	0	0	0	0	-1	8	2
SUPP		20%	80%	40%	60%	47%	61%	0%	1%	40%	29%	13%	5%	0%	0%	0%	0%	0%	4%	53%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	3	2	1	0	0	0	-1	0	0	3	1	0	0	0	0	0	0	0	0	3	1
MAINT		67%	33%	57%	43%	0%	38%	0%	1%	100%	55%	0%	4%	0%	0%	0%	0%	0%	2%	100%	62%
TOTAL	129	63	66	-7	7	35	-49	6	5	78	46	6	0	3	3	0	0	1	-3	94	49
		49%	51%	54%	46%	27%	65%	5%	1%	60%	25%	5%	5%	2%	0%	0%	0%	1%	3%	73%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

PROBATION EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN 2025- 2027

PURPOSE

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.

We are committed to research-based probation strategies to ensure public safety through the reduction of recidivism and victimization and maximizing successful completion of supervision terms. This is accomplished through risk-based supervision; addressing issues that drive criminal behavior; consideration for custody alternatives; and providing services and interventions which are proven to reduce reoffending by matching the programs with individual needs.

DEPARTMENT-SPECIFIC ACCOMPLISHMENTS

- The Probation Department employs data-driven, results-based leadership principles and an intentional, community-based approach to carrying out its mission and advancing equity and inclusion in the probation and rehabilitation systems. The Department is committed to building trust within the community that it serves through culturally responsive programs, policies, community engagement and outreach efforts, while adhering to best practices in the field, including reducing out-of-home placements for probation clients.
- 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.
- We are very proud of the diversity represented in the Department at all levels of the organization. The workforce composition as of December 31, 2024 was: Women 51%, Male 49%, Latinx 60%, White 27%, Black 5%, Asian 5%, American Indian/Alaska Native 2%, and two or more races 1%. This composition helps us achieve our goal of reflecting the community we serve.
- 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.
- 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 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'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.
- 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.
- 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 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 to opportunity to state their preferences. Additionally, to ensure safety, young 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 the housing assignments
- 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.
- Race, Equity, Culture, and Inclusion Initiative. In 2021 the Department embarked on initiative with the Haywood W. Burns Institute 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.
- The Assistant Chief Probation Officer has completed the results count advanced practitioners' program 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 "Results Count" framework to advance strategies that increase equitable opportunities for the under-represented populations we serve.
- The Department's management team completed the Santa Clara/Santa Cruz Results-Based Leadership Program which supports participants in recognizing and acting on disparities to address equitable opportunities.
- The department is working with collaborative partners from the 5th Class of the Annie E. Casey Foundation's Applied Leadership Network (ALN) to scale diversion opportunities in the county. The ALN team is comprised of partners from Probation, PDO, HSD, Community Action Board, United Way and the Watsonville Police Department. The ALN team is

working to identify school and community-based diversion pathways for School Resource Officers and law enforcement agencies that don't currently have diversion resources to refer youth to. This effort is intended to reduce the disparate overrepresentation of Latino males in the Juvenile Justice System.


- 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.
- The Probation Department is considered an expert and model site with respect to reducing racial and ethnic disparities in the 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.
- 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.
- Between 2019 and 2023, the Department was awarded four significant competitive grants totaling over \$13 million and partnered with the community to implement innovative programs designed to address disparities and system improvement.
- 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.
- 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.
- 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 Aztecas Soccer Program and the FUERTE/Wraparound Program. The department staffs and support 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 FUERTE/Wraparound 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. The new reducing revocations challenge project seeks to reduce probation violations for the most vulnerable populations we serve, particularly black males struggling with substance use disorder.

- 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 failures to appear in court. We have also added remote access for clients and families and our partners.
- Our on-going commitment to Equal Employment Opportunity and Cultural Responsiveness is reflected in the attached workforce distribution charts, as is our value to having a workforce that is as diverse as the population that we serve.

COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY AND CULTURAL RESPONSIVENESS

The Probation Department is committed to the Board's goal of valuing and promoting diversity, equal employment opportunity, and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

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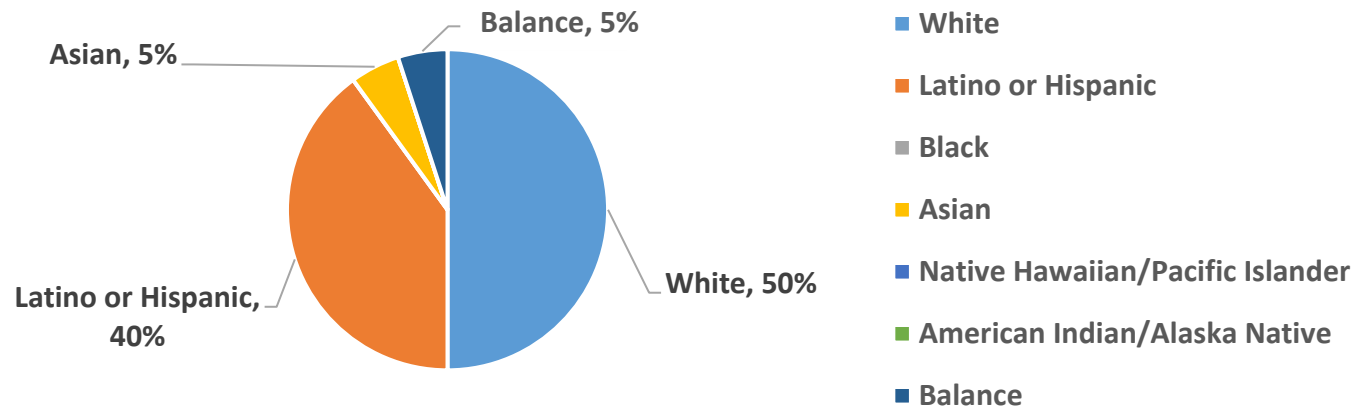
FERNANDO GIRALDO, Chief Probation Officer

2/18/2025

DATE

Office of the Public Defender

Workforce Percentage by Race/Ethnicity – December 2024

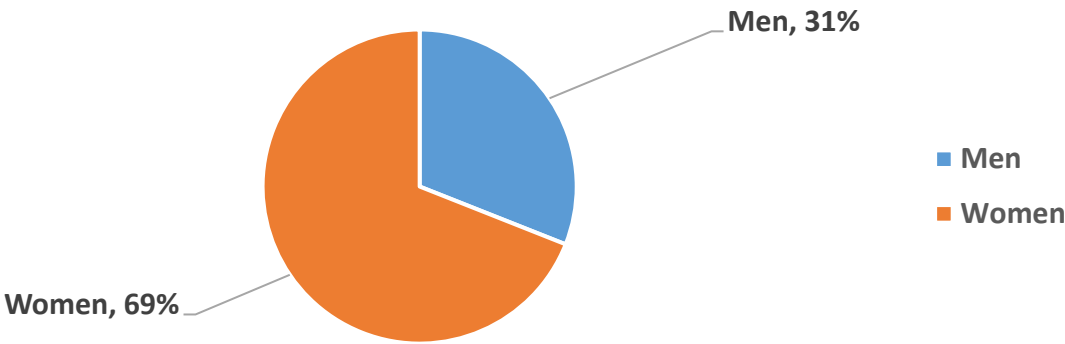


MULTI-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2022	12/31/2024
White	Not Available	50% (27)	50% (29)
Black	Not Available	0% (0)	0% (0)
Latino or Hispanic	Not Available	39% (21)	40% (23)
*Asian	Not Available	6% (3)	5% (3)
*American Indian/Alaska Native	Not Available	0% (0)	0% (0)
*Native Hawaiian/Pacific Islander	Not Available	0% (0)	0% (0)
*Balance	Not Available	6% (3)	5% (3)
Women	Not Available	59% (32)	69% (40)
Men	Not Available	41% (22)	31% (18)
Total Employees	Not Available	54	58

Data from previous years is unavailable because the Office of the Public Defender was established in July 2022.

*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	3	0	3	-2	2	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	-1
ADMINS		0%	100%	56%	44%	100%	77%	0%	1%	0%	15%	0%	4%	0%	0%	0%	0%	0%	3%	0%	23%
PROF	39	17	22	-1	1	23	-7	0	0	11	6	2	0	0	0	0	0	3	2	16	7
		44%	56%	46%	54%	59%	78%	0%	1%	28%	12%	5%	6%	0%	0%	0%	0%	8%	3%	41%	22%
TECH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0%	0%	52%	48%	0%	51%	0%	1%	0%	41%	0%	4%	0%	0%	0%	0%	0%	3%	0%	49%
PROT	5	1	4	-3	3	3	0	0	0	2	1	0	0	0	0	0	0	0	0	2	0
SERV		20%	80%	84%	16%	60%	63%	0%	2%	40%	26%	0%	2%	0%	0%	0%	0%	0%	6%	40%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	11	0	11	-4	4	0	-7	0	0	10	7	1	0	0	0	0	0	0	0	11	7
SUPP		0%	100%	40%	60%	0%	61%	0%	1%	91%	29%	9%	5%	0%	0%	0%	0%	0%	4%	100%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MAINT		0%	0%	57%	43%	0%	38%	0%	1%	0%	55%	0%	4%	0%	0%	0%	0%	0%	2%	0%	62%
TOTAL	58	18	40	-13	13	29	-9	0	-1	23	8	3	0	0	0	0	0	3	1	29	9
		31%	69%	54%	46%	50%	65%	0%	1%	40%	25%	5%	5%	0%	0%	0%	0%	5%	3%	50%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

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^POC represents "People of Color"

OFFICE OF THE PUBLIC DEFENDER EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN

2025-2027

PURPOSE

The Office of the Public Defender defends persons accused of crimes or facing involuntary commitment in Santa Cruz County who cannot afford to hire an attorney to defend them. The public defense services that our agency provides are required by the State and Federal Constitutions. We take seriously our responsibility to provide courageous, compassionate, client-centered representation to all our clients. We firmly believe that our clients are entitled to the same vigorous representation a client would receive if they could afford to hire an attorney at a respected private law firm. Our attorneys, investigators, social workers, client advocates, and core administrative staff have dedicated their careers to public defense and are honored to serve as defenders.

The Office of the Public Defender's mission is: "To courageously defend the accused. To demand equal justice for all. To empower our clients with inspired advocacy in the courtroom and community. We are on a mission to elevate public defense, one client at a time." Our vision is: "To lead the charge in transforming public defense to empower those we serve by honoring their experiences, amplifying their voices, and offering real solutions to the root causes of system involvement." Our work embodies our values: We are courageous, collaborative, client-focused, creative, compassionate, and culturally responsive.

Our stated Commitment to Diversity, Equity, Inclusion & Belonging reads: "Promoting diversity, equity, inclusion, and belonging 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 Director of Training, Equity and Development 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."

The Office of the Public Defender includes six divisions—Legal, Investigations, Holistic Defense, Administrative, and Training, Equity & Development. The Executive Team includes the Public Defender, Chief Deputy Public Defender, Chief Investigator, Director of Holistic Defense, Training, Equity & Development (TED) Director, and Administrative Services Manager (ASM). The Training, Equity, and Development (TED) Division, led by our TED Director, is unique in its focus on embedding equity in every aspect of our work. The TED Director trains our defenders, pursues opportunities to promote equity, leads Racial Justice Act litigation, and coordinates the agency's development through grants, partnerships, outreach, and programs designed to enhance our public defense services.

The Office of the Public Defender provides community-based whole person defense. Our defense teams combine aggressive courtroom advocacy with holistic representation and robust community

engagement. This client-centered, interdisciplinary holistic model of public defense meets clients where they are, with a focus on determining how enmeshed legal and social factors impact each client's goals. Our defenders look beyond the four corners of the criminal case to the circumstances that drive people into the criminal legal system and the consequences of that involvement. Our defenders offer comprehensive legal representation, links to supportive services, and advocacy tailored to each client's unique experiences, goals, and needs.

DEPARTMENT-SPECIFIC INFORMATION AND ACTION STEPS


- We employ a full-time Training, Equity & Development (TED) Director who leads a division that coordinates training for defense teams, embeds equity in operations and services, leads Racial Justice Act 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.
- We have a Diversity, Equity, Inclusion & Belonging Strategic Plan (Plan) that we use to embed equity in every aspect of our organization, including our workplace, client services, and community presence. The Training, Equity & Development (TED) Director uses this plan as a guide in leading the agency's DEIB efforts, with close assistance from the entire Leadership Team. The TED Director leads efforts to update the plan each year, between March and June, revising the plan as necessary to meet the agency's DEIB goals, with the goal of having a new plan in place by the beginning of each fiscal year, on July 1. The Plan includes 5-year goals, 3-year goals, and goals for the current fiscal year.
- We are recipients of the CalBAR DEI Gold Leadership Seal, which recognizes legal employers with California attorneys that commit to and implement research-driven actions that further workplace diversity, equity, and inclusion. Our Gold Seal indicates we have implemented nine to ten of the ten suggested action items. As of Fiscal Year 2023-24, we had implemented all ten action items including: 1) collect and maintain demographic data; 2) create a strategic DEI plan; 3) calculate staff turnover and promotions; 4) compare California attorney hire demographics to California attorney population; 5) create and share publicly a DEI statement; 6) conduct staff stay and exit interviews; 7) survey staff to gather feedback on DEI efforts; 8) require annual employee implicit bias training; 9) incorporate DEI work into performance, advancement, and compensation decisions.
- 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.
- We attend on-campus interviews, Alumni Career Fairs, and Public Interest Law Fairs at local law schools to recruit qualified candidates.
- We participate in mock trial, trial advocacy, and workshops at local law schools to provide students with direct exposure to careers in public defense.

- We collaborate with the Santa Cruz County Career Technical Education Partnership, Cabrillo College, University of California, Santa Cruz, California State University Monterey Bay, Santa Clara University, Stanford University, Monterey Peninsula College, Hartnell College, Hastings Law School, and Monterey College of Law, 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.
- We use the "State Bar Certified Student" classification to attract potential law student and post-bar clerk candidates.
- We use student internships and legal clerkships to recruit a workforce that reflects the diversity of our community.
- 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.
- We require all staff to participate in ongoing training in the area of implicit bias and all attorney staff to comply with continuing legal education requirements related to cultural responsiveness and recognition and elimination of bias in the legal profession.
- We currently employ approximately 24 bilingual (English/Spanish) employees and 1 bilingual contractor 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.
- 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.
- We maintain a diverse workforce, with statistics produced by County Personnel as of December 31, 2024 indicating the departmental workforce at that time was predominantly made up of three EEOC categories: White (50%), Latino/Hispanic (40%), Asian (5%), and two or more races 5%; and two genders: Women (69%) and Men (31%). People of color comprise 50% of our workforce.
- We employ bilingual employees in various positions and at different organizational levels, including attorneys, investigators, social workers, client advocates, paralegals, and core administrative staff, enabling us to communicate effectively with limited English-speaking witnesses and other community members and stakeholders.
- We maintain offices in Santa Cruz, Watsonville, and the Juvenile Hall in Felton to ensure our 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, including attorneys, social workers, investigators, paralegals, and core administrative staff.

- We offer outreach events to our North County and Watsonville/South County populations, including monthly Clean Slate Workshops and Meet the Public Defender events at both our Santa Cruz and Watsonville campuses and frequent outreach events at other community venues.
- We encourage staff to participate in committees, commissions, boards, teaching, and outreach opportunities throughout the community related to a variety of topics of interest to our diverse clients and stakeholders, including alternatives to incarceration, gender equity, implicit and explicit biases in the criminal legal system, model practices in public defense, and cultural diversity.
- Our Early Representation Project provides equitable representation by offering incarcerated and out-of-custody clients access to legal services before their first court date. Meeting clients before their first court date prepares us to advocate for release, 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 incarcerated clients have something to return to when they are released.
- Our Clean Slate Project 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 Clean Slate Project provide comprehensive advocacy to help clients move forward.
- Our Project R.I.S.E. (Reentry, Integration, Support & Education) supports clients in using new laws related to post-conviction relief to win release from prison and transition from incarceration back into their community. We understand how hard it can be to make a fresh start. Our team includes attorneys, social workers, client advocates, and paralegals who represent clients in post-conviction release proceedings and create and support reentry plans that remove barriers to housing, employment, education, family reunification, and wellbeing.
- Our Truth Project 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.

COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY AND CULTURAL RESPONSIVENESS

The Office of the Public Defender is committed to the Board’s goal of valuing and promoting diversity, equal employment opportunity and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

DocuSigned by:

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HEATHER ROGERS, *Public Defender*

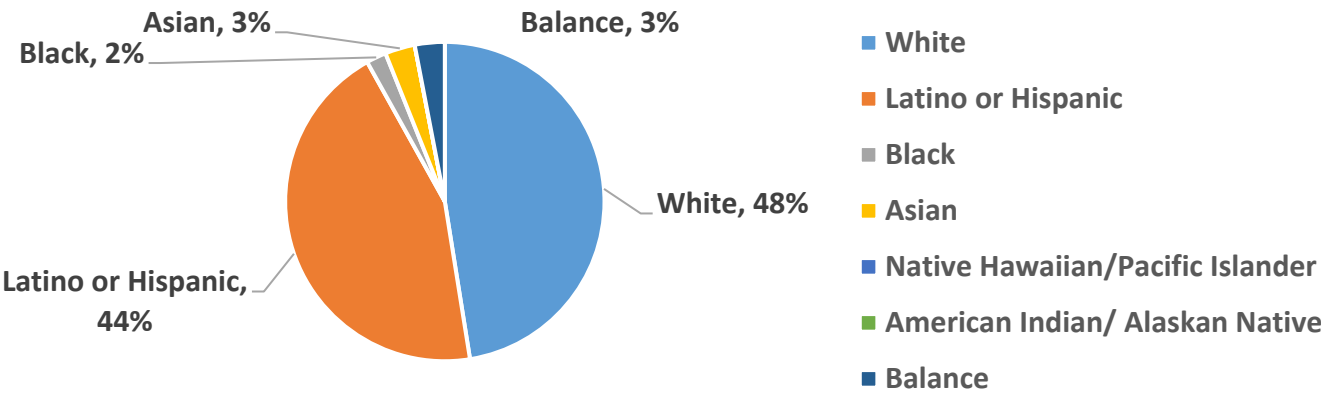
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Sheriff-Coroner

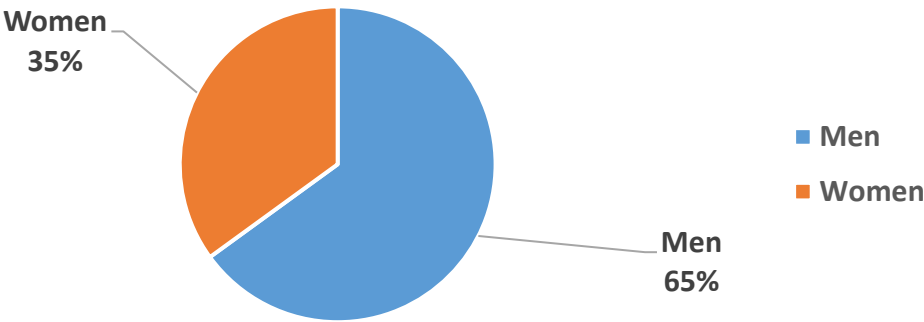
Workforce Percentage by Race/Ethnicity – December 2024



TEN-YEAR COMPARISON OF DEPARTMENTAL WORKFORCE 2014-2024			
EEOC CATEGORY	12/31/2014	12/31/2019	12/31/2024
White	71% (216)	56% (183)	48% (162)
Black	2% (7)	3% (9)	2% (8)
Latino or Hispanic	21% (63)	36% (118)	44% (152)
Asian/Pacific Islander	6% (19)	N/A	N/A
*Asian	N/A	3% (11)	3% (10)
Native American	0% (1)	N/A	N/A
*American Indian/Alaska Native	N/A	0% (1)	0% (0)
*Native Hawaiian/Pacific Islander	N/A	0% (0)	0% (0)
*Balance	N/A	1% (4)	3% (12)
Women	30% (91)	36% (116)	35% (122)
Men	70% (215)	64% (210)	65% (222)
Total Employees	306	326	344

N/A= Not Applicable
*These EEOC categories were added in September 2016. Only employees hired since September 2016 have been able to self-identify as these categories, and no workforce data for these categories exists prior to their addition to the workforce statistics reports. Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

Workforce Percentage by Gender – December 2024



EEOC CATEGORY	TOT EMP	TOT MALE	TOT FEMALE	CBSA* MALE	CBSA* FEM	WHT TOT	CBSA* WHT	BLK TOT	CBSA* BLK	HISP TOT	CBSA* HISP	ASN TOT	CBSA* ASN	AIAN TOT	CBSA* AIAN	NHPI TOT	CBSA* NHPI	BAL** TOT	CBSA* BAL**	POC TOT^	CBSA* POC TOT^
ELECTED	1	1	0	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OFFICIAL		100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OFFICIAL	3	3	0	1	-1	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	-1
ADMINS		100%	0%	56%	44%	100%	77%	0%	1%	0%	15%	0%	4%	0%	0%	0%	0%	0%	3%	0%	23%
PROF	29	11	18	-2	2	18	-5	0	0	10	7	1	-1	0	0	0	0	0	-1	11	5
		38%	62%	46%	54%	62%	78%	0%	1%	34%	12%	3%	6%	0%	0%	0%	0%	0%	3%	38%	22%
TECH	49	26	23	1	-1	26	1	3	3	13	-7	3	1	0	0	0	0	4	3	23	-1
		53%	47%	52%	48%	53%	51%	6%	1%	27%	41%	6%	4%	0%	0%	0%	0%	8%	3%	47%	49%
PROT	224	177	47	-11	11	97	-44	5	1	110	52	6	2	0	0	0	0	6	-7	127	44
SERV		79%	21%	84%	16%	43%	63%	2%	2%	49%	26%	3%	2%	0%	0%	0%	0%	3%	6%	57%	37%
PARA-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROF		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADMIN	38	4	34	-11	11	17	-6	0	0	19	8	0	-2	0	0	0	0	2	0	21	6
SUPP		11%	89%	40%	60%	45%	61%	0%	1%	50%	29%	0%	5%	0%	0%	0%	0%	5%	4%	55%	39%
SK CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKERS		0%	0%	93%	7%	0%	56%	0%	0%	0%	40%	0%	2%	0%	0%	0%	0%	0%	1%	0%	44%
SVC &	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MAINT		0%	0%	57%	43%	0%	38%	0%	1%	0%	55%	0%	4%	0%	0%	0%	0%	0%	2%	0%	62%
TOTAL	344	222	122	36	-36	162	-62	8	5	152	66	10	-7	0	0	0	0	12	2	182	62
		65%	35%	54%	46%	47%	65%	2%	1%	44%	25%	3%	5%	0%	0%	0%	0%	3%	3%	53%	35%

* Core-Based Statistical Area (CBSA) percentage data populated by the ACS 2014-2018 EEO-ALL06R Report - associated employee count represents the number of employees that would represent that percentage of the total current employee count for that job classification. Numbers above the percentages represent the difference between the actual number of staff members and the expected number of staff members representative of the CBSA percentage, with negative numbers reflecting under-utilization, positive numbers reflecting over-utilization and zero reflecting proportionate utilization.

**Balance (BAL) represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.

^POC represents "People of Color"

SHERIFF-CORONER EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL RESPONSIVENESS PLAN 2025-2027

PURPOSE

Pursuant to State law, the Sheriff serves as the chief law enforcement officer of the County. The Sheriff enforces State law and County ordinances within the unincorporated area of the County and is responsible for preserving the peace.

The Sheriff provides patrol services and performs crime scene investigations within the unincorporated area of the County, operates the County's various detention facilities, provides security for the court system, manages the County's program for the burial of indigents, serves County-mandated civil process, and, as Coroner, conducts investigations into the cause of death in many circumstances.

The Sheriff's Office has established community service centers in several unincorporated areas, including Live Oak, Aptos, Freedom, and the San Lorenzo Valley. These service centers promote community policing through a closer working relationship with neighborhood residents and businesses.

DEPARTMENT-SPECIFIC INFORMATION AND ACTION STEPS

- Continue to deliver 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.
- 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 5%.
- 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.
- 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.
- Continue to post information about job openings, testing requirements, and links to the County's employment services website on the Office's website.

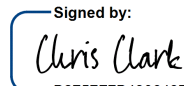
- Mentor and encourage interested staff to pursue opportunities for advancement, including promoting from Corrections to Deputy positions. The Office will explore the addition of rotating shifts and short-term assignments to assist staff with family and caregiving responsibilities to obtain the cross-training, skills, and experience necessary to promote from Sergeant to Lieutenant positions.
- Continue to participate in the *Santa Cruz County Sheriff's Activity League (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.
- Maintain a substantial group of volunteers and interns from diverse backgrounds, in terms of age, gender, race, disability, and ethnicity, to assist the Sheriff's Office programs and its five satellite field offices.
- 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 Deputy Trainee testing and selection process because it served to disparately impact and screen out female candidates. Additionally, the Sheriff's Office implemented a scenario-based selection test to prevent the exclusion of non-primary English speaking applicants among others.
- Continue to provide Spanish language training resources to employees. At minimum, annually survey and review bilingual staffing needs for linguistically appropriate service delivery.
- Require all staff to complete cultural responsiveness 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.
- Review EEO policies with new employees at departmental orientations.
- Designate bilingual and/or bicultural employees and volunteers to provide direct services to consumers, as needed.
- 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.
- 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 attending at least two career days at local high schools annually.

- Continue to maintain and expand the *CAREalert Registry Program*, ensuring families can register disability-related information to improve emergency response.
- Continue to maintain *Focused Intervention Teams* to enhance coordinated crisis support for individuals with disabilities.
- Continue to integrate *Mental Health Liaisons* within the Patrol Division to strengthen crisis intervention efforts.
- Continue to provide ongoing specialized *Crisis Intervention Training (CIT)* for Sheriff's deputies to increase awareness and ensure effective, equitable engagement with individuals with disabilities.
- 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.

**COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY
AND CULTURAL RESPONSIVENESS**

The Sheriff's Office is committed to the Board's goal of valuing and promoting diversity, equal employment opportunity and cultural responsiveness as set forth in the County Equal Employment Opportunity and Cultural Responsiveness Plan.

Signed by:



B2757F7B4300437

Chris Clark, *Sheriff-Coroner*

2/10/2025

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SECTION V

DISSEMINATION PLAN

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SECTION V

DISSEMINATION PLAN

The County of Santa Cruz is committed to ensuring that both its Equal Employment Opportunity/Nondiscrimination Policy ("Policy Statement") and its Equal Employment Opportunity and Cultural Responsiveness Plan ("EEO/CR Plan") are widely distributed, accessible, and easy to understand for County employees, applicants, and community members. To serve and achieve these objectives, the County has developed the following dissemination plan for information related to nondiscrimination, equal employment opportunity and cultural responsiveness:

A. INTERNAL DISSEMINATION FOR COUNTY STAFF

1. Policy Statement

- a. The County's written EEO/Nondiscrimination Policy is outlined and explained within departmental employee handbooks.
- b. The County's EEO/Nondiscrimination Policy is provided to all new employees in brochure format at employee in-processing and is a component of the County's Supervisory Academy training module on EEO/Harassment Prevention.
- c. The County's EEO/Nondiscrimination Policy is set forth in full in Santa Cruz County Personnel Regulation 191.1, available to all employees through the County's Intranet system.

2. EEO/CR Plan

- a. The EEO/CR Plan will be made available on the County's website as an attachment to the Board of Supervisors' agenda for the meeting during which it was presented.
- b. The EEO/CR Plan will be made available on Personnel's EEO Division web page.
- c. Each department will be provided with a hard copy of the EEO/CR Plan, that will be made available upon request to department employees for their review.

3. Posters

Department bulletin boards display updated labor law posters describing applicable Federal, State and local nondiscrimination laws, administrative agency guidelines, and policies.

SECTION V - DISSEMINATION PLAN

4. Training

- a. The EEO Officer will review the EEO/Nondiscrimination Policy and departmental EEO/Cultural Responsiveness benchmarks and objectives with each department head.
- b. The EEO Officer will meet periodically with each department's EEO, sexual harassment and ADA liaisons to assess progress and provide updates on federal and state nondiscrimination laws, the EEO/Nondiscrimination Policy, and the EEO/CR Plan.
- c. All employees will receive training on EEO/Nondiscrimination policy, harassment prevention, diversity and inclusion, abusive conduct prevention, and other EEO-related content through the Santa Cruz County Learns (SCCL) online learning platform in accordance with state and federal training requirements.
- d. Managers and supervisors will receive additional training on the EEO/Nondiscrimination Policy and the EEO/CR Plan through the County Training Program's Supervisory Academy.
- e. The EEO Officer will provide a list of training courses to employees and departments upon request which are applicable to EEO issues and topics and available to all County employees through the Santa Cruz County Learns (SCCL) online learning platform.

B. EXTERNAL DISSEMINATION

1. Policy Statement

- a. The EEO/Nondiscrimination Policy is set forth in full in County Personnel Regulations Section 191.1, available on the County's web page.
- b. The EEO/Nondiscrimination Policy is available on the Personnel Department's EEO Division web page.

2. EEO/CR Plan

- a. The EEO/CR Plan will be available to the public for review upon request in the Personnel Department reception area.
- b. The EEO/CR Plan will be distributed to the main branches of the Santa Cruz Public Library, Watsonville Public Library, and the Santa Cruz County Law Library.
- c. The EEO/CR Plan will be provided to each labor union or representative of workers with which the County of Santa Cruz has a collective bargaining or other labor agreement.
- d. The EEO/CR Plan will be made available to the public on the Personnel Department's EEO Division web page.
- e. The EEO/CR Plan will be made available electronically to the County EEO Commission, the Latino Affairs Commission, the Commission on Disabilities, and the Women's Commission.

SECTION V - DISSEMINATION PLAN

3. Posters

Posters specifying Federal, State and local nondiscrimination laws and policies will be displayed for the public's consideration at both main County Government Centers.

4. Outreach

- a. Personnel staff will educate all outreach, recruitment and referral sources about the County's EEO/Nondiscrimination Policy and EEO/CR Plan and enlist these sources to actively recruit and refer qualified applicants from all sectors of the community, including members of protected classes.
- b. All County recruitment publications contain the statements, "Santa Cruz County is an Equal Opportunity Employer" and "We value diverse perspectives and encourage applications from women, people of color, individuals with disabilities, and candidates from all backgrounds." Newly posted position descriptions will be reviewed by the Equal Employment Opportunity Commission, Latino Affairs Commission, the Commission on Disabilities and the Women's Commission and shared with their communities as appropriate.

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ACKNOWLEDGMENTS

The EEO Office recognizes and appreciates the significant contributions of the Santa Cruz County Equal Employment Opportunity Commissioners in developing this Equal Employment Opportunity and Cultural Responsiveness Plan (EEO/CR Plan) and their commitment to promoting equal employment opportunity, diversity, equity, and inclusion, and cultural responsiveness in County governance.

Members of the EEO Commission who served during this Plan's development are as follows:

Isabel Alvarado Dees
Patrice Edwards
Joy Flynn
Patrick Garcia
Nancy Gordon
Dawn Harker
Deena Pais
Carol Turley
Jeff Ursino

The EEO Office also thanks the Women's Commission, the Latino Affairs Commission, and the Commission on Disabilities for their review, comments, and recommendations.

Finally, the EEO Office thanks the Board of Supervisors, the County Administrative Office, and the department directors for their shared vision and purpose in advancing equal employment opportunity and cultural responsiveness and their continued support of the work of the EEO Office. Their dedication to setting the bar high in terms of standards and objectives is reflected throughout this EEO and Cultural Responsiveness Plan and embodies operational excellence within local government.

Mitsuno Baurmeister, *Equal Employment Opportunity Officer*
April 2025