



## MULTI-MILESTONE INITIATIVES

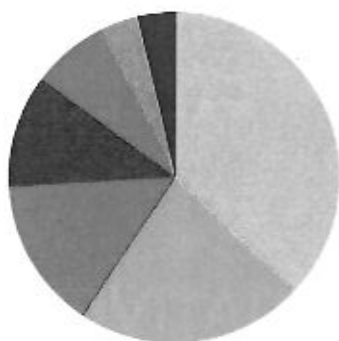
Addressing Equity Barriers Impacting Students from Cradle to Career

### Cultural Responsiveness

This initiative focuses on race, as it remains the single most predictive factor of student success. Due to individual and institutionalized bias, students of color experience potent current and accumulated disadvantages - from access to high quality pre-school all the way to completing a college degree. Differences in educational opportunities are mirrored in differences in academic achievement. But students of color are not failing; our system is failing them. In Marin County, 2 out of 3 students of color move through their school experience and graduate without the necessary preparation to succeed in a personally fulfilling and economically sustainable college or career program. Long-standing systemic racial inequities in our county continue to be a deep and persistent trend. Institutionalized, and oftentimes unconscious, attitudes and beliefs about students of color have resulted in low expectations, increased segregation, and discriminatory policies & practices. Only by engaging in a culturally responsive approach to policies and practices that impact students and their families across all Cradle to Career efforts, will racial equity in Marin's educational system be achieved.

This cross Milestone effort began in November of 2015 with a Leadership Council full-day retreat facilitated by the National Equity Project. After developing a common language and point of view around educational equity, the effort expanded into a county-wide, data-informed, community-based process. This process included hosting a listening session at a county-wide Equity Summit, gathering input from over 50 community members and nonprofit organizations, and examining a variety of data sets disaggregated by race and income. Based on all of this information, the Leadership Council decided to focus on key initiatives that will accelerate overall progress across the Cradle to Career continuum, starting with the Cultural Responsiveness effort:

- Cultural Responsiveness Initiative
- Educators of Color Initiative
- Funding Equity Initiative
- West Marin Whole Child Initiative

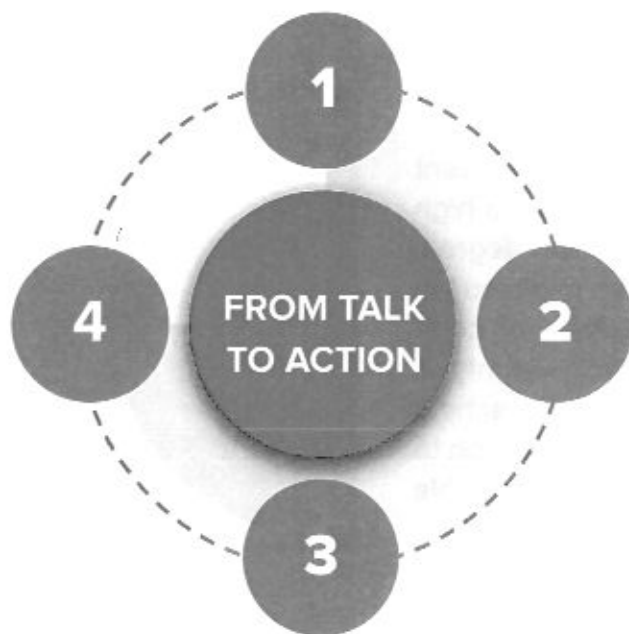


- Community Based Organizations
- School Districts
- Collaboratives
- County
- Higher Education
- Businesses
- Other

## Who's Involved

In recognizing the importance of taking a culturally responsive approach across all of the Partnership's efforts, this Initiative involves the entire Leadership Council.

## THE PROCESS



- 1 Establish Baseline Data**  
Racial Equity Self-Assessment
- 2 Identify Key Factors**  
The Story Behind the Data
- 3 Set Goals**  
Performance & Outcome Metrics
- 4 Take Action**  
Collectively and as Individual Organizations

### STEP 1: Establish Baseline Data

In order to develop a place from which to measure progress, the Partnership's first step was to establish a set of baseline indicators. The Leadership Council decided to turn the mirror on their own organizations first by conducting self assessments using the Tool for Organizational Self-Assessment Related to Racial Equity\*. This process included both a written questionnaire as well as an in-depth group interview and discussion with a Backbone Staff facilitator trained in leading racial equity conversations. To date, approximately 90% of the Leadership Council have completed the assessment process. The results on the next page reflect the aggregate assessment scores from the nine categories of cultural responsiveness.

\* Tool developed by: Coalition of Communities of Color and All Hands Raised

#### Rating Scale

- 1 Haven't started work in this yet
- 2 Plans exist to use in planning and implementation
- 3 This is in place and we have evidence of its use
- 4 This is part of our routine and we model it for others

## ORGANIZATIONAL SELF-ASSESSMENT BASELINE RESULTS

Through January 2018

3.2	Service-Based Equity	<ul style="list-style-type: none"><li>Do you collect racial, ethnic and linguistic data on your clients or constituents?</li><li>Do you provide language interpreter/translator services for people who speak languages other than English?</li></ul>
3.1	Community Collaboration	<ul style="list-style-type: none"><li>Does your organization have formal partnerships with organizations of color?</li><li>Does your organization allocate resources for engagement and outreach to communities of color?</li></ul>
3.0	Organizational Climate, Culture & Communications	<ul style="list-style-type: none"><li>Does your organization visibly post materials in languages other than English?</li></ul>
2.8	Organizational Commitment, Leadership & Governance	<ul style="list-style-type: none"><li>Has your organization made a public commitment to racial equity?</li><li>Does your organization have a mission statement that incorporates racial equity?</li></ul>
2.5	Workforce Composition & Quality	<ul style="list-style-type: none"><li>Do you collect the racial, ethnic and linguistic makeup of your workforce?</li><li>Does your organization have written procedures to increase the recruitment, retention and promotion of people of color?</li><li>Does your organization have an internal structure or position dedicated to promoting workforce diversity?</li><li>Are racial equity and cultural competency training and capacity building made available to your workforce?</li></ul>
2.4	Data, Metrics & Continuous Quality Improvement	<ul style="list-style-type: none"><li>Does your organization have a written policy or formal practice regarding the collection of race and ethnicity data?</li><li>Does your organization meet regularly with leaders from communities of color specifically to discuss racial equity?</li></ul>
1.8	Racial Equity Policies & Implementation Practices	<ul style="list-style-type: none"><li>Do you have an internal structure to address issues of racial equity, for example an equity committee?</li><li>Do you collect the racial, ethnic and linguistic makeup of your board?</li><li>Does your organization have a racial equity policy?</li><li>Does your organization have a written, accountable and measurable equity plan?</li></ul>
1.8	Service-User Voice & Influence	<ul style="list-style-type: none"><li>Do you collect data on service-user or constituent satisfaction with your organization regarding racial equity?</li></ul>
1.4	Resource Allocation & Contracting Practices	<ul style="list-style-type: none"><li>Does your organization have minority, women, and emerging small business policy to contract with these groups?</li><li>Does your organization routinely collect data on minority, women-owned, and small business utilization?</li></ul>

Partners had inconsistent definitions of "equity" and, as a whole, lacked a common language around which to align goals and actions.

Partners lacked formal written policies, practices, structures and systems to track and guide culturally responsive actions.

Workforce and board member composition did not reflect an organizational commitment to racial equity.

Organizational cultural responsiveness was impacted by individual implicit bias and personal mindsets.

## STEP 2:

### Identify Key Factors

Based on the aggregate results of the Self Assessment, four key factors were identified that influenced an organization's ability to be culturally responsive.

## STEP 3: Set Goals

Next, the Leadership Council engaged in a rigorous "S.M.A.R.T.E." goal setting process for both the Partnership and their individual organizations. As a Partnership, the Council decided to focus on the first key factor by setting a collective goal to create a shared racial equity statement. In addition to adopting this collective statement, 70% of the Leadership Council have created individual organizational goals, many of them following the S.M.A.R.T.E. format.

**Specific**

**Measureable**

**Attainable**

**Relevant**

**Time-based**

**Equity-focused**

### PARTNERSHIP GOAL:

Starting from existing racial equity definitions, we will synthesize these into a compelling, concise, education-focused, shared statement that will be posted on 100% of our organizational websites within the next year.



MARIN PROMISE  
PARTNERSHIP

## RACIAL EQUITY STATEMENT

Racial equity for students in Marin will be achieved when race and ethnicity no longer predict the outcome of a young person's educational future.

As a Marin Promise Partner, our organization commits to identify and dismantle racial inequities, and provide equity-based supports, so that our most vulnerable children can achieve their full potential.

## STEP 4: Take Action

To demonstrate their commitment and lead by example, the Council developed a shared Racial Equity Statement. So far, this statement has been posted on 10% of their websites. Many have also started moving forward on their individual organizational goals. The Council will continue the process by re-taking the assessment in 2020. They will also continue to meet regularly to hold one another accountable and provide each other support in reaching their goals.

**Lasting change will result when organizations across our community start by taking action.**

To download the Racial Equity Statement, a copy of the full report and the self assessment tool: [www.marinpromisepartnership.org](http://www.marinpromisepartnership.org)



# Montgomery County Equity Work: Theory of Change

**Goal: No disparities in outcomes exist for young people and families in Montgomery County**

## Priorities

### Inputs

Community-wide  
Equity Cross-Sector  
Change Effort

- Equity leadership team
- Trained equity and diversity leaders
- Committed cross-sector corporate/educational partners
- Equity "cultural competence" early adopters

### Outputs

- Implementable Equity Action Plan
- Diversity First Certified cross-sector leaders
- Core group of funding and lead equity partners
- Equity "environment" corporate early adopters

### Outcomes

- Increased awareness of equity data/issues among all partners
- Changes in institutional policy and practices related to equity
- Corporate/Community leaders who advocate for changes to equity policies and practices

Equity Change  
Agents in Schools

- Equity Fellow teams in 10 selected "target" schools
- Core group of Preschool Promise equity coaches
- Regularly scheduled meetings throughout the academic year
- Community partners who are part of the Equity Fellows Teams
- Ongoing technical assistance in the 10 Equity Fellow designated schools

- Implementable strategies and tactics for "moving the equity needle" at the 10 targeted schools
- Consensus on the number of students who need to be "moved" to close the achievement gap
- Equity Fellows who are able to self-evaluate their classroom practices for implicit bias
- Equity Fellows who are able to transfer their cultural understandings into appropriate interventions

- Reduction in the achievement gap in math and reading between White and African-American students in targeted schools
- Increase of academic performance in math and reading of African-American female and male students in targeted schools
- Increase in number of educators who embrace equity efforts in targeted schools

Targeted Equity  
Initiatives

- FAFSA Champions in every Montgomery County high school
- CCP courses available in all 10 high poverty high schools
- Core group of Culturally Responsive Teaching (CRT) trained educators in selected high poverty schools
- Work-based learning experiences in selected high poverty high schools

- Students in high poverty schools who complete FAFSAs
- Montgomery County high schools (21) have established delivery model for CCP gateway courses
- Teachers working with high poverty students who are CRT trained
- Defined work-based learning infrastructure

- 5% increase in FAFSA completion (to 70% in 2019) in all 21 MC high schools;
- 10% in 5 highest poverty high schools
- 5% increase in number of students taking CCP classes in all 21 MC high schools
- 5% decrease in disciplinary referrals for CRT trained teachers
- Increase placements of African-American students in work-based learning experiences (establish baseline)



## **Equity in Dayton and Montgomery County**

### **Phase II of Equity Action Planning Process**

#### **Equity Goals and Metrics**

Equity is fostered when we remove barriers, increase opportunities and create intentional inclusion for all underrepresented groups.

Equity is achieved when *NO DISPARITIES IN OUTCOMES EXIST FOR YOUNG PEOPLE AND FAMILIES BASED ON THEIR RACE.*

The following metrics and goals are proffered for consideration as Dayton and Montgomery County explore ways to ensure the ways in which an equitable environment can be created and that results in an elimination of disparity gaps between the different racial and ethnic groups that populate the City and County.

#### **Metric 1: *Embracing a common Theory of Change for achieving community-wide equity outcomes***

Goal: A common Theory of Change around equity is adopted across sectors and is implemented with fidelity.

Goal: A backbone organization is identified that is responsible for implementing the Theory of Change.

#### **Metric 2: *Providing common equity training for business, educational and organizational leaders***

Goal: Cross-sector leaders evidence a common understanding of the policies and practices that are the root causes for inequity in Dayton and Montgomery County.

**Goal:** A critical mass of cross-sector leaders experience the same types of equity training and hold similar understandings about what equity means to community leaders and requires of community organizations.

**Metric 3:** *Advancing equity in the leadership and staffing of Dayton/Montgomery County organizations and institutions*

**Goal:** The leadership and staffing of Dayton/ Montgomery County institutions and organizations mirrors the demographics of the region and state.

**Metric 4:** *Conducting regular climate surveys of Dayton/Montgomery County organizations and institutions*

**Goal:** The climate survey data reflects no significant differences in how workforce sub-populations perceive the equitability of the workplace environment.

**Metric 5:** *Ensuring that public spaces, whether through public art or the representation of ideas, reflect the diversity of the community*

**Goal:** The images and perspectives represented in public photos, artwork and print materials is reflective of the demographics of the community.

**Goal:** Implement a communications plan that ensures that all "voices" in the community are equitably represented.



## Equity Action Plan

The following Action Plan is a DRAFT that outlines some of the tasks that could and should be undertaken as the City and County begin to explore ways to mitigate inequitable practices and outcomes. The tasks identified align with the metrics and goals.

### Equity Action Plan Dayton and Montgomery County

<b>Task</b>	<b>Person(s) responsible for ensuring the task is completed</b>	<b>Expected Completion Date</b>
Develop a definition of equity that applies to cross-sector institutions and organizations	Brian Martin and MVRPC	In progress
Identify and confirm backbone organization responsible for coordinating equity work	Mike Parks	Completed
Advertise for Equity Planner/Facilitator/Program Director to be housed at the MVRPC	Brian Martin	In progress
Create a Theory of Action for community-wide equity work	Tom Lasley	February 29, 2020
Establish an Equity Leadership Team for Dayton/Montgomery County	City of Dayton-Mayor Whaley/Montgomery County-Commissioner Lieberman	January 31, 2020
Facilitate Community-wide "deep dive" involving key stakeholders to explore "how we got here"	Larry Burnley	June 30, 2020
Develop communications plan for equity work with the Equity Leadership Team	Ellen Belcher	March 31, 2020

Develop communications plan for sharing equity progress in the community	Ellen Belcher	June 30, 2020
Conduct an Equity Climate Self-Assessment with a purposeful sample of Dayton/MC organizations/establishments	Rochonda Nenonene	August 31, 2020
Create critical mass of "equity fellow" cross-sector teams who understand disparity data and can identify the root causes of disparities and can implement interventions for correcting disparities	Catherine Bornhorst	June 30, 2020
Conduct equity listening sessions throughout the community with key partners and stakeholders	Mary Tyler Michael Carter	June 30, 2020
Develop and display Redlining exhibit for Dayton and Montgomery County	Brian Martin Tom Lasley	December 31, 2020