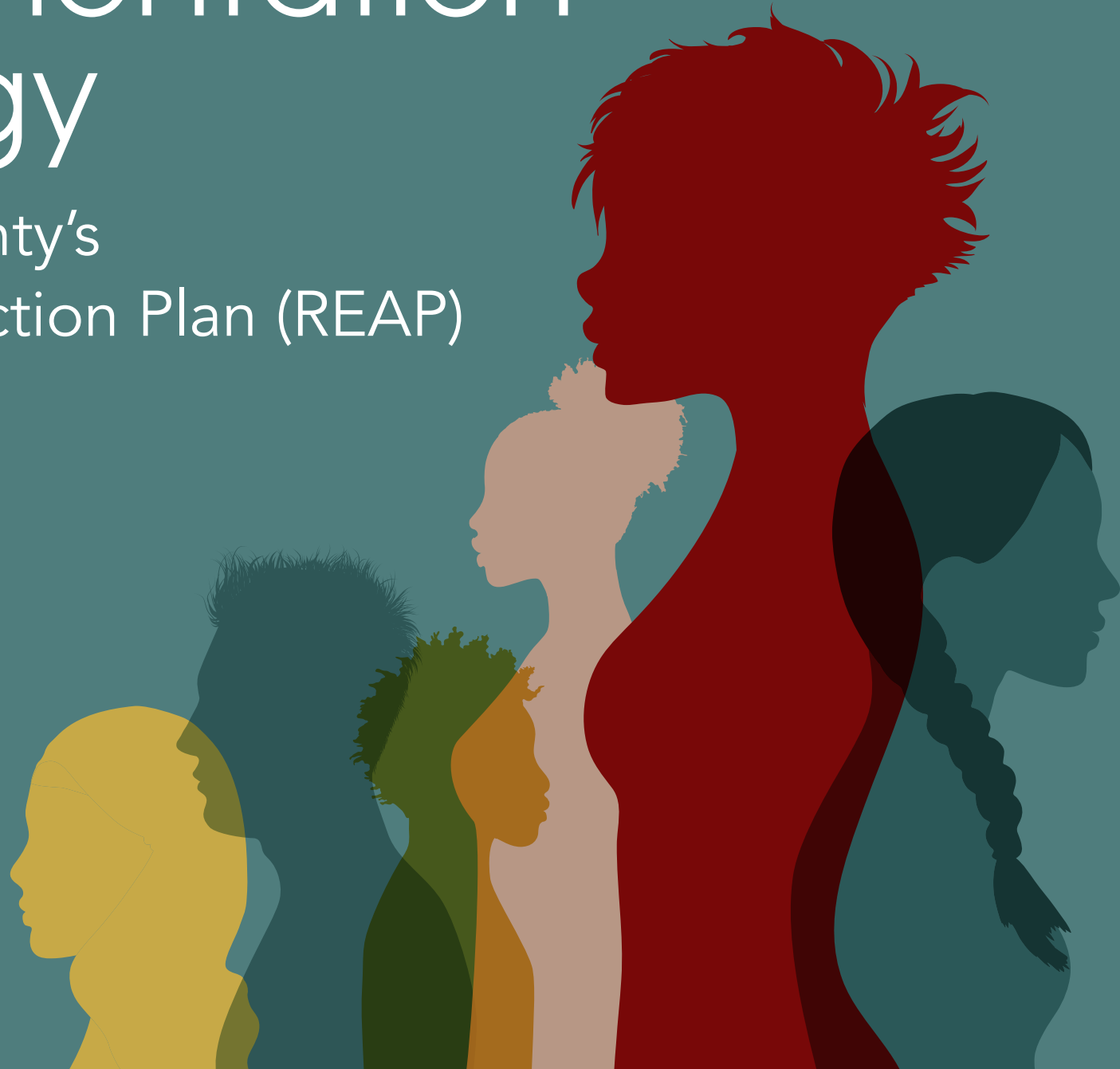
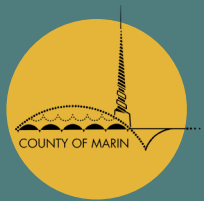


Implementation Strategy

for Marin County's
Race Equity Action Plan (REAP)

2024-2027



LAND & LABOR ACKNOWLEDGEMENT

We would like to acknowledge that Marin County is situated on the traditional homelands of the Coast Miwok Peoples. We honor the Coast Miwok Peoples and the Indigenous caretakers of these lands and waters, the elders who lived here before, the Indigenous today, and the generations to come. It is our collective responsibility to critically interrogate our histories, to repair harm, and to honor, protect, and sustain this land.

We also “recognize and acknowledge the labor upon which our country, state, and institutions are built. We remember that our country was built on the labor of enslaved people who were kidnapped and brought to the United States from the African continent and recognize the continued contribution of their survivors.

We acknowledge all immigrant and Indigenous labor, including voluntary, involuntary, trafficked, forced, and undocumented peoples who contributed to the building of the country and continue to serve within our labor force.”¹



APPRECIATION TO OUR COLLABORATORS

We are grateful to everyone who contributed to the Implementation Strategy for the Race Equity Action Plan (REAP), particularly the organizations, departments and individuals who generously shared their time, experience and insights throughout this process. Your bold vision, commitment to truth-telling, and wisdom greatly informed the spirit and content of this document. This is not the end, this is just the beginning. We are committed to working together in solidarity to advance racial equity across Marin County.

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CONTENTS

Part 1: Introduction & Context	1
Leading with Race	4
Part 2: Our Collaborative Process	5
Systems Change Framework	7
Part 3: Key Recommendations & Actions	11
Economic Opportunity	14
Housing	21
Mental Health	26
Part 4: Accountability Mechanisms	32
Part 5: Appendix	34
Additional Resources	35
Endnotes	35



PART 1

Introduction & Context



Part 1: Introduction & Context

Marin County, located just across the San Francisco Golden Gate Bridge, consistently ranks among the healthiest² and wealthiest³ communities in California. However, these rankings often hide real disparities of access and opportunity. Research and data reveal that everyone in Marin is not thriving, particularly people of color, low-income communities and other marginalized groups.

Disparities are greatest by race in Marin County. A recent Race Counts report, released by Catalyst California, reveals that Marin is currently the third most racially disparate county in the state across a variety of indicators such as life expectancy, homeownership, and per capita income, to name a few.⁴ The COVID-19 pandemic also magnified existing disparities and amplified the vulnerability of low-income communities of color

in Marin. These widening inequities have catalyzed urgent calls to action to address and eliminate these racial disparities.

Building a racially equitable community is a top priority for Marin County's Board of Supervisors. In 2022, the Board allocated \$1.7 million to fund and implement the County's [Race Equity Action Plan](#) (REAP). **This plan identifies three critical focus areas—economic opportunity, housing, and mental health—as high-leverage opportunities to advance racial equity in Marin.** Implementation of the REAP is perhaps the most critical step to create positive, meaningful change over time. Key elements of successful implementation include well-resourced stewardship, strong accountability structures, and clear communications with all partners.

To support REAP implementation, the Marin County Office of Equity convened a community-centered team of local jurisdictions, non-profit organizations and community members to guide the \$1.7 million allocation. Known as the REAP Implementation Team, this body was charged with developing work plans to implement the priority actions in the plan. The work included identifying accountability partners, additional funding to augment the \$1.7 million, and performance measures to track progress.

The REAP Implementation Team is proud to present these final recommendations and suggested funding allocations to the Board of Supervisors as an important step in our collective journey towards building a more racially equitable community in Marin County.



WHAT IS RACIAL EQUITY? ⁵

As a goal or desired outcome, racial equity refers to:

- The systematic fair treatment of all people of color that results in equitable opportunities and outcomes for all.
- Race no longer being a predictor of opportunity or life outcomes.

As a process, racial equity refers to:

- Using a race-conscious framework to identify and counter implicit and explicit bias and individual, institutional, and structural racism.
- Making antiracist decisions and taking antiracist actions against a belief in the superiority or inferiority of people according to race.
- Using tools and data to highlight and change harmful policies, programs, and practices and to measure the impact of change.

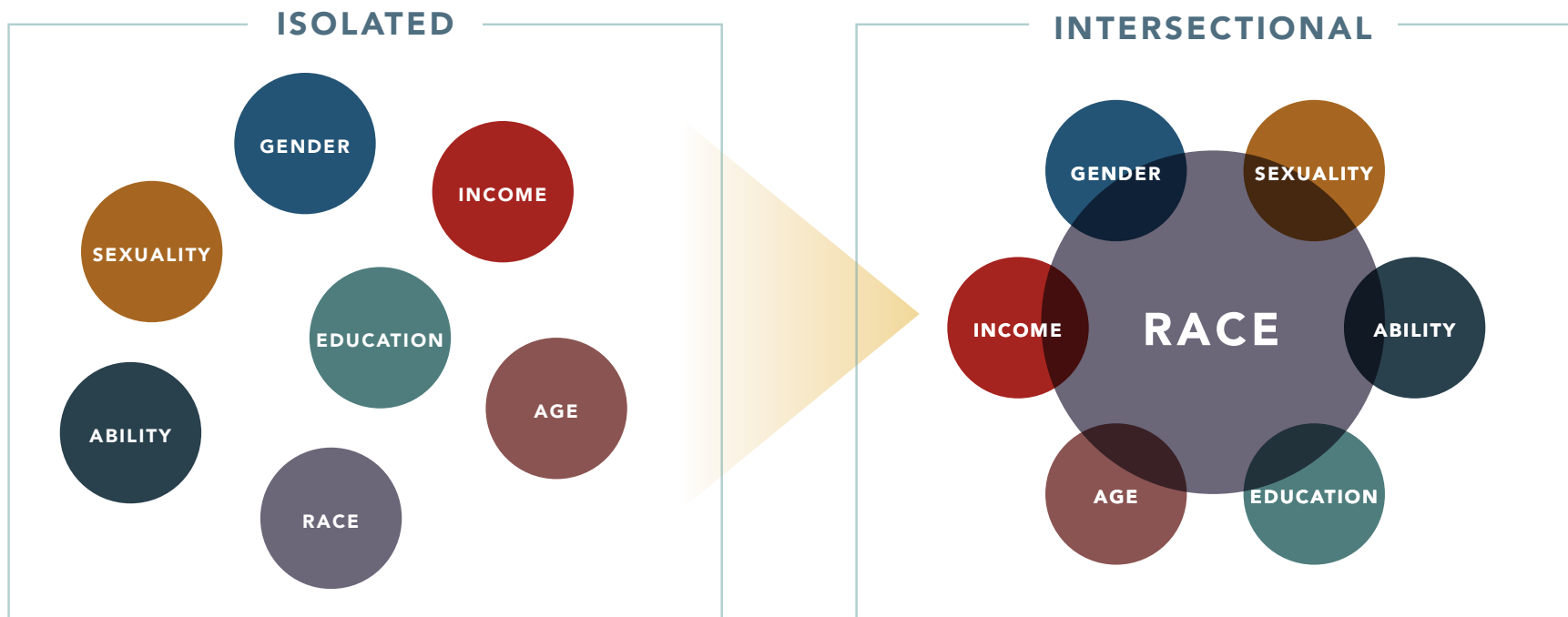
LEADING WITH RACE

Race matters. Almost every indicator of well-being in Marin County shows troubling disparities by race. **Social and racial inequities are not random, natural, or inevitable.**

These disparities are often created and maintained through policies and practices that contain barriers to opportunity. It's possible—and only possible—to close equity gaps by using strategies determined through an intentional focus on race.

Racialized inequities are deep and pervasive, and they are compounded by other forms of oppression based on age, nativity, gender identity, and sexual orientation, to name a few.

As a result, we address race explicitly, not exclusively (e.g., race and gender, race and immigration status). In other words, we utilize an intersectional approach that prominently centers race. Focusing on racial equity is an opportunity to introduce intersectional frameworks, tools and resources that can also be applied to other areas marginalization. Leading with race is an intentional strategy to help achieve equity and justice for all through our policy, program, and budget decisions.



Source: Multnomah County



PART 2
Our
Collaborative
Process

Part 2: Our Collaborative Process

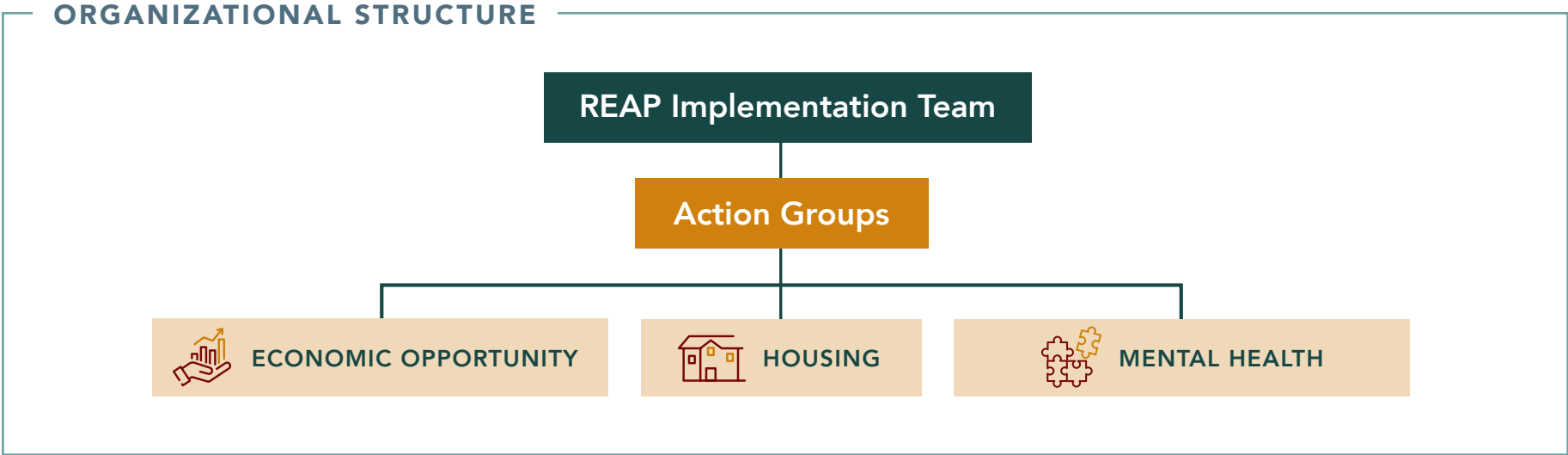
The Race Equity Action Plan (REAP) reflects a community-led articulation of goals and strategies to advance racial equity in Marin. Building on that planning process, the creation of the REAP Implementation Team provided an opportunity to focus specifically on developing mechanisms to support and sustain systemic changes for equity. The County contracted with Nicole Anderson and Associates Consulting to facilitate collaboration and support the team through capacity-building trainings and technical assistance.

Comprised of community organizations, neighboring jurisdictions and passionate community members, the REAP Implementation Team was divided into three (3) action groups, including Housing, Economic Opportunity and Mental Health.

Each action group focused on achieving the following:

- Identify existing efforts and relevant work of partners that align with the REAP goals
- Develop work plans to implement priority REAP actions, including partners, timelines and performance measures
- Provide recommendations on how to allocate \$1.7 million to advance the priority REAP actions
- Identify additional funding and resources to support implementation of priority actions

The resulting Implementation Strategy is a clear vision and systemic approach to addressing identified racial equity gaps.





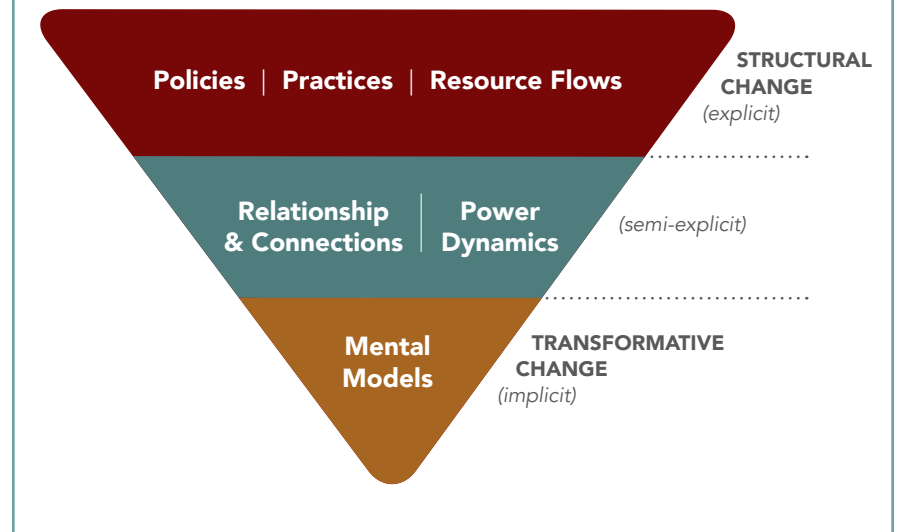
SYSTEMS CHANGE FRAMEWORK

Systems change is the process of addressing the root causes of issues (rather than symptoms) by transforming structures, power dynamics and policies to foster equity. **Advancing racial equity is foundational to systems change.**

The work of the REAP Implementation Team was greatly informed by the framework articulated in the “[Water of Systems Change](#)” by John Kania, Mark Kramer, and Peter Senge. In this framework, practitioners seek to shift the fundamental conditions holding problems in place. The six conditions of systems change include policies, practices, resource flows, relationships and connections, power dynamics and mental models.

Each action group of the REAP Implementation Team conducted a root-cause analysis, or systematic strategy to determine the cause of equity gaps, for their respective issue area (e.g., Housing, Mental Health, Economic Opportunity).

SIX CONDITIONS OF SYSTEMS CHANGE



This activity helped the team “think systemically about social change, explore what is happening below the surface on issues they care about, and determine how they and their organizations can pursue change in a disciplined and holistic manner.”⁶ The Iceberg Model highlights both systems thinking and root cause analysis as ways of understanding the origin of a problem instead of simply reacting based on an event or what’s visible at the surface.

The Implementation Team’s discussions about intentionally embedding racial equity into our analysis created space for and facilitated learning, reflection, growth, and healing. The team also built relationships that enabled them to not only bond through sharing their own identities, but to recognize the unique perspectives that those identities bring. **Grounded in our shared humanity, a key goal of our collaborative process was to “repair, restore and lift up relationships and connections across people and communities to support shared stewardship for change.”⁷**



THE ICEBERG MODEL

A Tool for Guiding Systems Thinking

EVENT React

A situation, event, or activity that one can easily see and name, but appears to be an isolated incident (like the tip of an iceberg). We can either ignore or react to these.

PATTERNS/TRENDS Anticipate

Trends of recurring or continuous events. Some patterns are more easily noticeable than others (some are above the water line and others are hidden beneath it). We can either ignore the patterns or anticipate the trends.

UNDERLYING STRUCTURES Design

The relationship between parts and causes of the patterns. Written and unwritten “rules of the game” such as politics, distribution of resources, reporting relationships, contracts, or physical layout. Understanding the structure allows us to better anticipate trends and patterns because we know their source. We can also design new structures.

MENTAL MODELS Transform

The conscious or unconscious thoughts and deeply held assumptions that affect how we make sense of the world, drive the behavior of people and institutions, and keep the structures in place. As we understand the beliefs that inform the structures, we increase the opportunity for learning.

“This is hard work. There is no magic to changing systems, no waving of the wand. But investing in a system perspective can pay off greatly. Deeper reflection on a system’s architecture reduces our tendency to prematurely specify and enact solutions that are not effective or likely make situations worse.

We thus employ resources more productively. We become more realistic about how much time is necessary to address problems and more humble and willing to explore and to learn, rather than to base decisions on the assumed superiority of our existing knowledge, technologies, and strategies.⁸”

TAKING ACTION ON RACE EQUITY

In addition to adopting the Race Equity Action Plan (REAP), the County has taken several actions to advance race equity, including:

- **Resolution Recognizing Racism is a Public Health Crisis**

- » The Marin County Mental Health Board developed and spearheaded a Resolution to Declare Racism Is a Public Health Crisis. The resolution commits the County to instituting a racial equity lens to internal policies and practices, re-distributing resources and investments to advance equity, and seeking opportunities to take accountability and repair relationships with communities of color. It was accepted and passed by the Board of Supervisors in May 2022.

- **Participatory Budgeting**

- » The Office of Equity launched the first-ever [Participatory Budgeting \(PB\) process](#) in Marin County. Using funds from the American Rescue Plan Act, the County made \$2.5 million available for projects that advance racial equity in historically marginalized communities. In winter of 2023, community members voted for their favorite projects and ultimately decided how the \$2.5 million would be allocated. The PB process shifts power and resources directly to community members to put their values and priorities into action.

- **Sheriff Oversight**

- » In accordance with [Assembly Bill 1185](#) (AB 1185), the County of Marin committed to establishing an independent community oversight structure for the Sheriff's Office, with the goal of cultivating trust, transparency and accountability. The Office of Equity



designed a conducted a robust community engagement process from October 2022 – April 2023 to gather community input on a meaningful framework and structure for the Sheriff Oversight Committee. Based on community input, the Board approved a proposal to create both a Civilian Oversight Commission and an Office of the Inspector General to continuously improve the Sheriff's Office operations.

- **Race Equity Budget Tool**

- » Led by the Office of Equity, Marin County recently developed the first-ever [Race Equity Budget Tool](#) (REBT). The REBT is designed to integrate explicit considerations of racial, social and economic equity into the budget development process. The goal of the tool is to fund programs, policies and services that have the greatest capacity to move the needle on closing racial equity gaps. The tool requires purposeful consideration of race and ethnicity, focuses on data, and encourages community input and involvement.



PART 3

Key Recommendations & Actions

Part 3: Key Recommendations

The Board of Supervisors allocated \$1.7 million to fund the implementation of the Race Equity Action Plan (REAP). The following priority areas were identified to advance racial equity in Marin County:



**Economic
Opportunity**



Housing



Mental Health

The REAP Implementation Team was organized into three work groups for each of the three priority areas. Each work group prioritized goals and actions that are SMART—Specific, Measurable, Achievable, Relevant, and Time-Bound. These goals and actions are multi-faceted, responsive to community needs, and represent an integrated cross-sector approach.

For each priority area, the REAP Implementation Team articulated key goals, specific actions to implement, timelines, additional funding sources and performance measures.



In addition, each work group made recommendations on how to spend one-third of the \$1.7 million allocation, which amounts to approximately \$566,000. To facilitate successful implementation, the Committee also provided recommendations on potential lead and support roles of each action, including County departments, partner agencies, community organizations, and other stakeholders.

REPARATIONS TO ADVANCE RACIAL EQUITY

Reparations, a topic “steeped in historical and contemporary significance, gained new momentum following the Minneapolis police murder of George Floyd in 2020.”⁹ In 2021, Governor Gavin Newsom signed legislation (Assembly Bill 3121) establishing the first-in-the-nation state task force to study the legacy of slavery on African Americans and develop reparation proposals.

According to the United Nations, reparation programs acknowledge and address harms caused by human rights violations such as slavery, segregation, or the systematic denial of fair housing, education, or employment opportunities.¹⁰

On June 29, 2023, the California Reparations Task Force issued its [final report](#) to the Legislature. The report provides “concrete, common-sense, and necessary recommendations to end, once and for all, the discriminatory harm and suffering that those descended from enslaved Africans have uniquely endured and continue to prehistoric effort to experience in every facet of life.”¹¹

Compensation could take many forms, including health care, homebuyers’ assistance, free tuition, direct cash payments, and infrastructure investments in historically underserved communities. California’s Task Force also proposed hundreds of policy recommendations in categories such as housing, health, economic opportunity, justice and law, voting, and education. Lawmakers will begin deciding which, if any, of the Task Force’s recommendations to turn into bills in 2024.





ECONOMIC OPPORTUNITY

Goal #1: Implement an \$18.00 minimum wage in 2024, with a graduated increase to a wage that mirrors the Marin County living wage as defined by the MIT Living Wage Calculator in 2035.

Action		Accountability	Potential Funding	Timeline	Performance Measure
1.	Draft a proposed minimum wage ordinance for BOS subcommittee review.	<p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Economic Vitality Coordinator • Marin County Counsel <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Marin County Office of Equity 	N/A	September 2023 – January 2024	<ul style="list-style-type: none"> • Draft ordinance completed by County Counsel and the Economic Vitality Coordinator • Review by Board of Supervisors subcommittee
2.	Revise and finalize Minimum Wage Ordinance	<p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Board of Supervisor Subcommittee • Marin County Counsel • Marin County Economic Vitality Coordinator <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Marin County Office of Equity • Marin County Executive Office 	N/A	January 2024 – April 2024	<ul style="list-style-type: none"> • Utilize the County’s Race Equity Budget Tool to conduct a race equity analysis of the draft ordinance • January 2024 – Minimum Wage increase announced by BOS President in 2024 Priorities Statement • January – April 2024: Finalize drafting of ordinance • Final Ordinance adopted by the Board of Supervisors in April 2024

Goal #1: Implement an \$18.00 minimum wage in 2024, with a graduated increase to a wage that mirrors the Marin County living wage as defined by the MIT Living Wage Calculator in 2035.

Action	Accountability	Potential Funding	Timeline	Performance Measure
<p>3. Outreach to business community and municipal partners</p>	<p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Economic Vitality Coordinator <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Local Chambers of Commerce • Marin Small Business Development Center • College of Marin Office of Workforce Development • Workforce Alliance of the North Bay • Local municipalities • Community-based organizations (e.g., Marin County Cooperation Team, West Marin Community Services, North Marin Community Services, etc) • Tax preparation sites (e.g., HR Block, Local Providers, etc.) • Healthy Marin Workforce Partnership • Marin Builders Association • Community Services Districts • West Marin Collaborative • School Districts • Marin Food Policy Council • Marin County Boards and Commissions 	<p>N/A</p>	<p>April 2024 – December 2024</p>	<ul style="list-style-type: none"> • Economic Vitality Coordinator shares draft ordinance with municipalities and business partners, if possible • 3-5 meetings conducted with IHSS workers and healthcare providers (Kaiser, Marin Health, Coastal Health, Sutter, Health Marin Workforce Partnership) as informational outreach related to SB525 (\$25/Hour Healthcare Wage) • 2-4 informational meetings conducted with <u>Chambers of Commerce</u> • Qualitative assessment of the knowledge gained by Chambers on the importance of economic vitality in communities of color and understanding of their role to promote economic vitality in those communities

Goal #1: Implement an \$18.00 minimum wage in 2024, with a graduated increase to a wage that mirrors the Marin County living wage as defined by the MIT Living Wage Calculator in 2035.

Action	Accountability	Potential Funding	Timeline	Performance Measure
<p>4. Adoption of Minimum Wage Ordinance by Board of Supervisors effective January 1, 2025</p>	<p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Board of Supervisors <p>Potential Support:</p> <ul style="list-style-type: none"> • Marin County Counsel • Marin County Economic Vitality Coordinator 	<p>N/A</p>	<p>April – June 2024</p>	<ul style="list-style-type: none"> • April 2024: Presentation to Board of Supervisors, adoption of ordinance by Board • January 1, 2025: \$18.00 Minimum Wage Adopted • January 1, 2025 – January 1, 2035: Graduated minimum wage increases annually. Goal is to reach a minimum wage that reflects the MIT Living Wage standard by 2035. • Low / progressively declining numbers of wage complaints in Marin County. • Improvement in wage satisfaction, cost of living, economic optimism metrics in future Marin Community Surveys by communities of color. • Wage data (Employment Development Department, US Census) shows consistent increase in median/average wages after implementation.

Goal #2: Establish countywide support program for low-income microbusinesses and develop community marketplaces at the Marin Civic Center and other locations where entrepreneurs from underserved communities can generate income by accessing an economically diverse customer base.

Action	Accountability	Potential Funding	Timeline	Performance Measure
<p>1. Identify potential site(s) at the Civic Center or other locations for microbusinesses, especially those from communities of color and immigrant communities, where they can access a commercially viable selling location at little or no cost:</p> <ul style="list-style-type: none"> • Civic Center cafeteria • Lower parking lot / Court Parking • Fairgrounds/Veteran’s Memorial • Other sites within the Civic Center campus • Other County locations: W. Marin Service Center, Southern Marin, Novato, etc. • Locations controlled by community partners that would allow a commercially viable marketplace at no or little cost to vendors 	<p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Office of the Executive (Strategic Projects) • Marin County Economic Vitality Coordinator • Community Development Agency • Marin County Public Works <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Marin County Facilities and Planning • Marin County Department of Public Works • Marin County Executive Office Strategic Projects Team • Agricultural Institute of Marin • Marin County Cultural Services Department • Marin County Human Resources • Marin County Risk Management/ Safety • Marin County Health and Human Services West Marin Service Center • Municipal partners (e.g., towns and cities) • Multicultural Center of Marin 	<p>N/A</p>	<p>December 2023 – July 1, 2024</p>	<ul style="list-style-type: none"> • By February 2024, contact County-internal stakeholders and convene to discuss cost and scope of work for using Civic Center Kitchen/ Cafeteria • By February 2024, confirm participation or unavailability of Fairgrounds and Farmer’s Market (Veteran’s Center Parking Lot) as alternate or additional space for low or no-cost vending site for micro-food or other microbusinesses. • By January - April 2024, convene and define project priorities for each internal-County stakeholder invested in microenterprise support/food vending options at Marin Civic Center: • January - April 2024: CEO Strategic Projects to convene Community Development, Public Works, and Capitol Planning into a meeting to discuss specifics on cost, scope of work, and timeline to rehab Civic Center cafeteria, feasibility of other County locations for a marketplace • January – July 2024: begin convening stakeholders involved in microenterprise support, economic development, etc. to discuss other potential marketplace locations

Goal #2: Establish countywide support program for low-income microbusinesses and develop community marketplaces at the Marin Civic Center and other locations where entrepreneurs from underserved communities can generate income by accessing an economically diverse customer base.

Action	Accountability	Potential Funding	Timeline	Performance Measure
<p>2. Develop and release a Request for Proposals (RFP) for an agency with poverty relief, microbusiness support, and community service experience to design and implement a Microenterprise Support Coordinator position.</p>	<p>LEAD:</p> <ul style="list-style-type: none"> County of Marin (RFP initiator) RFP Winner – Microenterprise Support Program (Poverty Relief/Social Service/Economic Justice agency. Example: Community Action Marin) <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> Marin Community Development Agency Marin Department of Finance Marin Small Business Development Center Marin City Community Development Corporation Marin Hispanic Chamber of Commerce and local municipal Chambers of Commerce College of Marin Office of Workforce Development Workforce Alliance of the North Bay Marin County Executive Office and Economic Vitality Coordinator Multicultural Center of Marin La Cocina Marin County Board of Supervisors Marin County Parks (Measure A grants) 	<p>REAP Funds: \$250,000</p> <p>(fixed term 2-year embedded within a poverty relief/social service agency.</p> <p>Earmark funding for allocation in July 2024.)</p>	<p>January 2024 – July 1, 2024</p>	<ul style="list-style-type: none"> January – April 2024: Draft RFP parameters and description/workplan for Microenterprise Support Coordinator (actual job title TBD) April – June 2024: Open recruitment for Microenterprise Support position July 2024: RFP Winner, supported by Marin Economic Vitality Coordinator and other community economic development stakeholders, begins developing programmatic and system of care connections for microenterprises, particularly those in communities of color.

Goal #2: Establish countywide support program for low-income microbusinesses and develop community marketplaces at the Marin Civic Center and other locations where entrepreneurs from underserved communities can generate income by accessing an economically diverse customer base.

Action	Accountability	Potential Funding	Timeline	Performance Measure
<p>3. Develop Civic Center site(s) as marketplace location(s), specifically attracting and supporting low-income microbusinesses with low or no cost options. Ideal goal includes a low or no cost shared kitchen, and regular marketplaces hosted on County sites, with low or no cost of entry for low-income businesses</p>	<p>LEAD:</p> <ul style="list-style-type: none"> • RFP Winner – Microenterprise Support Program • Marin County Office of County Executive • Marin Economic Vitality Coordinator <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Marin County Community Development Agency • Marin County Department of Public Works • Marin County Human Resources • Agricultural Institute of Marin • Marin County Cultural Services Department • Community-based organizations (e.g., Community Action Marin, Canal Alliance, Marin City CDC, Multicultural Center of Marin, etc.) • Marin County Parks • Marin County Health and Human Services’ West Marin Service Center Program Manager • Marin County Facilities and Planning (Office of County Executive) 	<p>REAP Funds: \$316,000</p>	<p>March 2024 – June 2025</p>	<ul style="list-style-type: none"> • Survey of participating vendors indicates income generated by participation in programs • Increased numbers of business licenses and sales permits to entrepreneurs of color • Decreased number of Environmental Health citations against food vendors

Goal #2: Establish countywide support program for low-income microbusinesses and develop community marketplaces at the Marin Civic Center and other locations where entrepreneurs from underserved communities can generate income by accessing an economically diverse customer base.

Action	Accountability	Potential Funding	Timeline	Performance Measure
<p>4. Continue to develop countywide supports for micro food-entrepreneurs and other microenterprises from entrepreneurs of color</p>	<p>LEAD:</p> <ul style="list-style-type: none"> • RFP Winner for Microenterprise Support Program <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Marin County Community Development Agency • Marin County Office of Equity • Marin County Economic Vitality Coordinator • Marin Small Business Development Center • Multicultural Center of Marin • Other nonprofit/private sector/ education sector partners • Commissary Kitchen operator (TBD) 	<p>Continued use of \$250K allotment to fund RFP winner</p>	<p>July 2024 – July 2026</p>	<ul style="list-style-type: none"> • Increased numbers of business licenses and sales permits to entrepreneurs of color • Survey of participating vendors indicates income generated by participation in programs



HOUSING

Goal #1: Establish anti-displacement policies and programs to increase housing stability and affordability.

Action		Accountability	Potential Funding	Timeline	Performance Measure
1.	Operate a countywide rent registry, including administration oversight	<p>LEAD:</p> <ul style="list-style-type: none"> Marin County Community Development Agency <p>POTENTIAL SUPPORT & STAKEHOLDERS:</p> <ul style="list-style-type: none"> Marin Community Foundation Marin Cities and Towns Marin Association of Realtors California Landlord Association California Rental Housing Association 	<p>REAP Allocation: \$50,000</p> <p>Other funding:</p> <p>Bay Area Housing Finance Authority</p>	December 2024	<ul style="list-style-type: none"> Adoption of County of Marin ordinance requiring landlords to register with the rent registry Adoption of ordinance by Marin cities and towns requiring landlords to register with the County of Marin's rent registry Collect rental data that is accessible to the public to inform future policies

Goal #1: Establish anti-displacement policies and programs to increase housing stability and affordability.

Action	Accountability	Potential Funding	Timeline	Performance Measure
<p>2. Implement rent stabilization and increase other tenant protections, including for residents living in Low-Income Housing Tax Credit developments</p>	<p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Board of Supervisors • Marin County Community Development Agency • City of San Rafael • City of Novato <p>POTENTIAL SUPPORT & STAKEHOLDERS:</p> <ul style="list-style-type: none"> • Marin Community Foundation • Marin Cities and Towns • Marin Association of Realtors • California Landlord Association • California Rental Housing Association • Community Action Marin • St. Vincent’s de Paul Society of Marin County • Canal Alliance • Marin Organizing Committee • North Marin Community Services • North Bay Labor Council • Legal Aid of Marin • Marin Rental Property Association • Housing organizations and nonprofits • Marin County Office of Equity • Small business owners 	<p>REAP Allocation: \$200,000</p> <p>Other funding:</p> <p>Bay Area Housing Finance Authority</p>	<p>December 2024</p>	<ul style="list-style-type: none"> • Adoption of 1 anti-displacement ordinance by the County of Marin that prioritizes racial justice and the protection of at-risk residents (regardless of immigration status) • Adoption of similar anti-displacement ordinances in Marin cities and towns most affected by the county’s high housing costs • Outreach to 8-10 stakeholders (e.g., cities, towns, renters, landlords and other partners) to implement tenant protections • Implementation support to cities that adopt tenant protections • Reduction in communities of color leaving Marin County due to cost of living and overall increases in people of color, low-income individuals and immigrant communities residing in Marin County • Overall reduction in rate of individuals entering homelessness in the county

Goal #1: Establish anti-displacement policies and programs to increase housing stability and affordability.

Action	Accountability	Potential Funding	Timeline	Performance Measure
<p>3</p> <p>Establish an ordinance requiring “first right to purchase” for both tenants and community-based organizations, and provide funding to support implementation</p>	<p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Board of Supervisors • Marin County Community Development Agency • Marin County Office of Equity • City of Novato • City of San Rafael <p>POTENTIAL SUPPORT & STAKEHOLDERS:</p> <ul style="list-style-type: none"> • Marin Community Foundation • UC Berkeley Turner Center for Housing Innovation • Cities and towns in Marin County • Marin County Department of Public Works (Real Estate Division) • Legal Aid of Marin • East Bay Law Center • Community-based organizations and non-profits • Local banks 	<p>Bay Area Housing Finance Authority</p> <p>2024 Housing Bond Measure</p>	<p>October 2025</p>	<ul style="list-style-type: none"> • Adoption of the Community Option to Purchase (COPA) and Tenant Option to Purchase (TOPA) ordinances in Marin County • Adoption of similar ordinances in Marin cities and towns • Allocation of funding to implement the ordinance and provide technical assistance to community members and nonprofits • Decreased rate of resident displacement when apartments are sold • Reduction in corporate purchasing of multi-and single-unit developments • Increased sense of stability and belonging among low-income, communities of color • Increased occurrences of successful purchasing via the tenant option to purchase or community option to purchase • Community option to purchase programs keeps rental units affordable into perpetuity

Goal #1: Establish anti-displacement policies and programs to increase housing stability and affordability.

Action	Accountability	Potential Funding	Timeline	Performance Measure
<p>4. Create a countywide land trust for low-income communities of color in Marin with affordable housing options</p>	<p>LEAD:</p> <ul style="list-style-type: none"> County of Marin Community Development Agency Grounded Solutions <p>POTENTIAL SUPPORT/STAKEHOLDERS:</p> <ul style="list-style-type: none"> Housing Collaborative of West Marin members: CLAM, Bolinas, Two Valley's CLTs, and Stinson Affordable Housing Existing community land trusts within Marin County (e.g., Mill Valley/TAM) Bay Area Community Land Trust Tribal, Indigenous and Native organizations and nonprofits Marin County Office of Equity Marin cities and towns Marin Community Foundation Housing organizations and nonprofits 	<p>REAP allocation-\$266,000</p> <p>Other funding:</p> <p>Marin Community Foundation</p> <p>Grounded Solutions</p> <p>Bay Area Housing Finance Authority</p>	<p>February 2025</p>	<ul style="list-style-type: none"> Increased amount of land available for affordable housing Increased rates of homeownership attainability within traditionally marginalized communities, including communities of color and immigrant communities 15% Increase in community acceptance of adding more local and affordable housing options as evidenced through the countywide Community Survey Increased housing stability for Community Land Trust members Increased sense of belonging from people of color in Marin as a result of safe, dignified affordable housing options

Goal #2: Expand pathways to homeownership through financial and technical assistance for marginalized communities of color.

Action	Accountability	Potential Funding	Timeline	Performance Measure
<p>1. Engage and convene financial institutions, community foundations, local jurisdictions and other partners to assess and enhance technical assistance and loan support (e.g., credit score repair, down payment assistance, financial literacy education, estate planning, debt repair)</p>	<p>LEAD:</p> <ul style="list-style-type: none"> Marin County Community Development Agency <p>POTENTIAL SUPPORT & STAKEHOLDERS:</p> <ul style="list-style-type: none"> Marin Health & Human Services, Social Services Division Marin Housing Authority (below market rate homeownership program) Marin Community Foundation Fair Housing Advocates of Northern California Habitat for Humanity Community land trusts operating in Marin County Community Action Marin Marin Association of Realtors Marin County Office of Equity Local banks and chambers of commerce Community Development Financial Institution Low-Income Investment Fund 	<p>REAP allocation-\$50,000</p> <p>Other funding:</p> <ul style="list-style-type: none"> Bay Area Housing Finance Authority Low-Income Investment Fund Neighborhood Assistance Corporation of America Joe Serna, Jr. Farmworker Housing Grant Program Habitat for Humanity Marin Community Foundation San Francisco Foundation 	<p>April 2025</p>	<ul style="list-style-type: none"> Develop a Request for Proposals to hire a 3rd party contractor to coordinate the partnerships, implement the technical assistance, and monitor outcomes Develop partnerships with financial institutions and create culturally-responsive homeownership programs to provide financial and technical assistance to communities of color Two roundtable convenings of financial institutions, community foundations, local jurisdictions and other partners to assess and enhance technical assistance and loan support Increase percentage of first-time homeownership rates for people of color by 15% in Marin County



MENTAL HEALTH

Goal #1: Expand access to mental health services in communities of color.

Action	Accountability	Potential Funding	Timeline	Performance Measure
<p>1. Provide funding to support licensure for therapists of color through tuition scholarships for bilingual and bicultural students.</p>	<p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Behavioral Health and Recovery Services • Marin County Behavioral Health Board <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • National Alliance on Mental Illness • Marin County Chapter of the California Association of Marriage and Family Therapists • Marin County Psychological Association • Enterprise Resource Center • College of Marin • Dominican University • Local community-based organizations • Marin County Office of Equity • Sonoma County Black Therapy Fund • Mental Health Liberation BIPOC Therapy Fund 	<p>REAP Allocation: \$310,000</p> <p>Other Funding:</p> <p>Mental Health Services Act</p> <p>Marin Community Foundation</p>	<p>July 2024</p>	<ul style="list-style-type: none"> • Scholarships provided to 25-30 students to support licensure (e.g., tuition, support for unpaid internships, testing fees, board applications) • Increase in available therapists of color in Marin County

Goal #1: Expand access to mental health services in communities of color.

Action	Accountability	Potential Funding	Timeline	Performance Measure
<p>2</p> <p>Co-design and co-fund the College of Marin “Equity in Mental Health Symposium”, prioritizing participation from high-school students and communities of color with lived experiences.</p>	<p>LEAD:</p> <ul style="list-style-type: none"> • College of Marin (including UMOJA Equity Institute and Psychological Services) • Marin County Behavioral Health and Recovery Services • Marin County Office of Equity <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Marin 9 to 25 • Local high schools • Local community-based organizations • Marin County Behavioral Health Board 	<p>REAP Allocation:</p> <p>\$25,000 for Year 1</p> <p>\$25,000 for Year 2</p> <p>Other Funding:</p> <p>Marin Community Foundation</p> <p>California Department of Public Health</p> <p>Marin County Behavioral Health and Recovery Services</p>	<p>August 2024</p>	<ul style="list-style-type: none"> • Funding support of \$25,000 for two years to augment the symposium • Resources and presenters at the summit are culturally relevant, in languages spoken in the community, and available in accessible formats. • Increased participation of high-school students in attendance • Increase in mental health practitioners of color participating the summit (as attendees and presenters) • Higher rates of participation in mental health support programs and services among attendees • Qualitative analysis on shift in perspective or attitude change regarding mental health services among attendees

Goal #1: Expand access to mental health services in communities of color.

Action	Accountability	Potential Funding	Timeline	Performance Measure
<p>3. Convene potential partners and hospitals to explore developing a capacity-building institute to identify and overcome barriers to mental health access through technical assistance, policy development, research, and funding.</p>	<p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Behavioral Health Board • Marin County Behavioral Health and Recovery Services <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Local hospitals (Kaiser, Marin Health, Sutter, etc) • Community clinics • Marin County Chapter of the California Association of Marriage and Family Therapists • Marin County Psychological Association • Marin County Office of Equity • College of Marin • Dominican University • Marin County Sheriff's Office • Marin 9-25 • Marin County Alcohol & Other Drug Advisory Board 	<p>REAP Allocation: \$30,000</p> <p>Other Funding:</p> <p>Marin Community Foundation</p> <p>Local hospitals</p>	<p>April 2025</p>	<ul style="list-style-type: none"> • Issue a Request for Proposal to hire a 3rd party contractor for facilitation, outreach and process design services • Convene potential partners and hospitals to develop a joint vision, goals and priorities for the institute • Assessment of barriers to accessing mental health services and development of solutions to address those barriers • Identification of approaches and funding sources to promote sliding scale payments for mental health services for under-insured clients. • Reduce barrier to joining insurance panels so more people can access mental health services.

Goal #1: Expand access to mental health services in communities of color.

Action	Accountability	Potential Funding	Timeline	Performance Measure	
4.	<p>Pilot a healing arts program for youth in Marin City and the Canal Area to address mental health needs.</p>	<p>LEAD:</p> <ul style="list-style-type: none"> • National Alliance on Mental Illness • Art with Impact <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Marin Arts • Local arts organizations (e.g., MC Arts Gallery, Performing Stars, Griot Theater Company) • Ministerial Alliance • Bridge the Gap • College of Marin • Dominican University • Marin County Behavioral Health and Recovery Services • Marin County Office of Equity 	<p>REAP Allocation: \$166,000</p> <p>Other Funding:</p> <p>Mental Health Services Act</p> <p>Art with Impact</p> <p>California Arts Council</p> <p>Marin Community Foundation</p> <p>Marin Arts</p> <p>California Endowment</p> <p>The Arts and Music in Schools - Funding Guarantee and Accountability Act</p>	<p>February 2025</p>	<ul style="list-style-type: none"> • Convening of potential partners to develop a joint vision, goals and priorities for the healing arts program • Collaboration with trusted community partners and venues to host the healing arts program • Use of approaches to healing outside of traditional, westernized modalities • Enhanced sense of self-respect, increased attendance in school, improved grades, more participation in classroom among program participants Qualitative evaluation of the healing arts program by youth participants

Goal #1: Expand access to mental health services in communities of color.

Action	Accountability	Potential Funding	Timeline	Performance Measure
<p>5. Hire and train culturally-responsive, trauma-informed Peer Support Mental Health Specialists to lead support groups who are members of their communities in both English and Spanish.</p>	<p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Behavioral Health and Recovery Services • Enterprise Resource Center <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Marin County Behavioral Health Board • National Alliance on Mental Illness • Marin County Office of Equity • Community Action Marin • Local educational institutions 	<p>California Department of Health Care Access and Information</p> <p>Marin Community Foundation</p> <p>Mental Health Services Act</p>	<p>December 2024</p>	<ul style="list-style-type: none"> • Launch of Request for Proposals by BHRS to hire and train culturally-responsive, trauma-informed Peer Support Mental Health Specialists • Creation of certificate program for specialists who matriculate through BHRS’ program • Increase in peer support groups in communities of color (e.g., Canal, Novato, West Marin and Marin City) • Increase in number and accessibility of Spanish-speaking peer support groups • Increase the number of peer support organizations, rooted in race equitable practices, that the County contracts with for mental health services

Goal #1: Expand access to mental health services in communities of color.

Action	Accountability	Potential Funding	Timeline	Performance Measure
<p>6. Conduct ongoing engagement in communities of color to assess the mental health needs, amplify promising strategies for addressing the needs, and promote mental health resources and education to reduce stigma.</p>	<p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Behavioral Health and Recovery Services • Marin County Behavioral Health Board • Enterprise Resource Center <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Marin County Cooperation Team • Local schools and educational institutions • Community-based organizations • Cuerpo Corazon Comunidad • Community Assistance, Recovery and Empowerment (CARE) Court • National Alliance on Mental Illness 	<p>Mental Health Services Act</p> <p>California Advancing and Innovating Medi-Cal (CalAIM)</p> <p>Medi-Cal</p> <p>California Department of Public Health</p> <p>Robert Woods Johnson Foundation</p>	<p>Ongoing – January 2027</p>	<ul style="list-style-type: none"> • Annual convening of mental health practitioners to assess the effectiveness of mental health programs and services • Annual review of mental health needs and impact of mental services to address those needs • Reduction in stigma associated with accessing mental health support
<p>7. Raise awareness of mobile wellness support in Marin City, West Marin and the Canal Area and Novato to help people connect to and navigate mental health resources within the community (e.g., crisis intervention, stabilization and linkage to appropriate wrap-around support services)</p>	<p>LEAD:</p> <ul style="list-style-type: none"> • Marin County Behavioral Health and Recovery Services • San Rafael Specialized Assistance for Everyone (SAFE) Team <p>POTENTIAL SUPPORT:</p> <ul style="list-style-type: none"> • Marin County Behavioral Health Board • Enterprise Resource Center • National Alliance on Mental Illness • Ritter Center • Marin County Cooperation Team 	<p>Mental Health Services Act</p>	<p>June 2024</p>	<ul style="list-style-type: none"> • Expansion of mobile wellness coverage across the county • Launch of one 24/7 mobile wellness van by April 2024 • Increased coordination and partnership among County departments, Ritter Center, Marin County Cooperation Team and SAFE Teams • Communities of color access mental health services



PART 4

Accountability Mechanisms



Part 4: Accountability Mechanisms

Strategies for advancing racial equity include “building trust, acknowledging history, respecting local leaders, allowing time for individual and organizational journeys, tracking equity-related process and outcome metrics, facilitating training, and letting people most affected by the issue lead.”¹² In collaboration with department staff, leadership and community partners, the Office of Equity will develop a suite of strategies to assist with monitoring progress and establishing accountability mechanisms.

For example, the County is co-designing a community dashboard with data metrics that center racial equity to support improved policies and service delivery for residents. This is an opportunity to harness the power of data to advance racial justice and equity within and across County systems.

The Office of Equity and community partners will also revisit the goals and actions every three years to adjust as needed, recognizing that population needs will likely change and shift over time. In addition, we will conduct annual reviews of implementation progress, documenting challenges faced and plans for addressing challenges, as well as how the outcome or action might be refined in the future. In addition, we will celebrate successes that have been achieved and share promising practices with other jurisdictions.

By democratizing data, building out accountability structures and dismantling siloes through deep collaboration, our implementation process is designed to increase transparency and inspire collective impact.



PART 5
Appendix

Additional Resources

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