

# ICMA Equity & Inclusion Toolkit: Leadership Resources – County of Marin

Marin County, California, with the assistance of the Government Alliance for Race and Equity (GARE), created an action plan that can be easily replicated and even expanded upon for your organization’s use. This action plan provides clearly stated goals with expected outcomes and actions, timelines, persons or departments accountable, and performance measures. The excerpt below shows one of their goals.

The following image with text from the *Marin County 2017 Racial Equity Action Plan* was provided by the County of Marin for use by ICMA. The entire document can be accessed [here](#).

Goal 3. Marin County is an equitable employer and the workforce demographics reflect the demographics of the community we serve across the breadth and depth of positions in the County.				
Community Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure
Racial/ethnic composition of the County workforce reflects that of Marin County	<b>1) Strengthen personnel policy and practices – 5 Year Business Plan Subject Matter Experts (SMEs) review policies to:</b> 1A) Identify and develop career tracks 1B) Ensure that there is diversity on hiring panels 1C) Support hiring managers to engage in diverse hiring 1D) Ensure there are no artificial barriers in minimum qualifications 1E) Promote diversity in assistant department head and department head hiring 1F) Develop a robust internship program 1G) Support inclusion of all County employees	Dec. 2017	Human Resources and 5 Year Business Plan SMEs	Demographics of County’s workforce change to better reflect the demographics of the community across positions  100% of managers trained on anti-bias and hiring  Hiring policies are reviewed and updated to prevent bias in hiring
	<b>2) Clear racial equity expectations for managers –</b> 2A) Conduct training on equitable hiring practices for all hiring managers and establish clear expectations and accountability for racially equitable work places. Managers should use best practices to minimize bias and incorporate equity throughout all phases of the hiring process. 2B) Provide support to managers of color so that we are not just recruiting a diverse group of employees, but are insuring inclusion in the workplace.	Dec. 2017	Human Resources and Hiring Mangers	Increase in the number of people of color, including women of color, hired by the County  # of employees of color leaving the county decreases (excluding employees retiring)