

Health Department

Equal Opportunity Plan

2022



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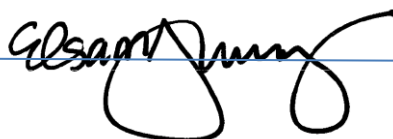
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Section 1

Department Head's Acknowledgment & Commitment to the 2022 Departmental Equal Opportunity Plan

The Monterey County Board of Supervisors adopted an ordinance reaffirming their long-standing commitment to the principles of providing equal opportunities for all and preventing and eliminating unlawful discrimination. The Board of Supervisors values providing an open and empathetic communication channel for County officials and employees, applicants for employment, and business relationships with the County. Through the adoption of the Nondiscrimination, Prevention of Sexual Harassment, Reasonable Accommodation for Persons with Disabilities, and the Language Access and Effective Communication Policies, the Board of Supervisors reaffirms its expectation that each County official and employee is responsible for maintaining a workplace that is free from unlawful discrimination, harassment, and retaliation.

As Department Head, my signature below verifies the accuracy of this report and affirms my commitment to equal opportunity and civil rights, as outlined in County policies and ordinances.

A handwritten signature in black ink, appearing to read "Elsa Jimenez", is written over a horizontal blue line.

Elsa Jimenez

Director of Health

Section 2

Organizational Profile Health Department

See Attachment



Health Department Organizational Chart

DIRECTOR OF HEALTH
Elsa Jimenez

Administration Bureau
VACANT
Assistant Director of Health Bureau Chief
M: W 4 AA 0 A/P 1 A/VAN 0 H 5
F: W 5 AA 0 A/P 1 A/VAN 0 H 10 NI 1
Total 27

- **Facilities**
 - Capital Projects
 - Facilities Management
- **Fiscal**
 - Accounts Payable and Receivable
 - Budget Coordination & Oversight
 - Financial Compliance
 - Payroll
- **Information Systems**
 - Automated Information Systems
 - PC Technical Support
 - Procurement
- **Privacy/Compliance**
 - Privacy training, investigations, policies
 - Compliance Committee, trainings, policies
- **Contract Management**
 - Board Reports, Agreement processing

Animal Services Division
Cindy Burman
Administrator
M: W 3 AA 0 A/P 1 A/VAN 0 H 2
F: W 5 AA 0 A/P 1 A/VAN 1 H 4
Total 16

- **Field Services**
 - Aggressive Animal Response
 - Bite Investigation
 - Complaint Investigation
 - Education
 - Safety & Injury dog/cat pickup
- **Shelter Program**
 - Adoption
 - Animal Behavioral Education and Community Classes
 - Licensing
 - Owner Returns
 - Quarantine Services
 - Stray Animal Sheltering
 - Dog & Cat Spays and Neuters

Behavioral Health Bureau
VACANT
Bureau Health Director
M: W 29 AA 2 A/P 1 A/VAN 0 H 15
F: W 17 AA 7 A/P 14 A/VAN 5 H 198 W 2
Total 373

- **Behavioral Health Prevention & Treatment Mental Health**
 - Case Management
 - Community Housing
 - Crisis Services
 - Day Treatment
 - Early Intervention
 - Homeless Services
 - Intensive Home-Based Services
 - Mental Illness Prevention
 - School Based Services
 - Substance Abuse
 - Transitional Housing

COMMUNITY HEALTH CENTER BOARD

Clinic Services Bureau
Prasanth Shinde
Bureau Chief
M: W 3 AA 3 A/P 3 A/VAN 0 H 13 NI 1
F: W 18 AA 1 A/P 9 A/VAN 0 H 222 NI 2
Total 275

- 8 - Federally Qualified Health Center Look-Alike
- Governance
- Access
- Public Health Clinics
- Quality Improvement

Emergency Medical Services Agency
Teresa Rios
EMS Director
Bryson Cyle
Chief Deputy
M: W 1 AA 0 A/P 0 A/VAN 0 H 0
F: W 1 AA 0 A/P 0 A/VAN 0 H 4
Total 6

- Administration CSA 74
- Annual Assessment Reports
- EMS Systems Administration
- EMS Communications
- Certificate & Training Standards
- Medical Disaster Preparedness
- Medical Response & Transportation
- Ambulance Contracting/Licensing
- Public Information & Education
- Quality Assurance & Data Collection
- Data Collection and Analysis
- Medical Treatment Protocols
- Specialty Care Center Designation
- Paramedic Base-Reserving Hospital
- Tracking of Hospital Ambulance
- Division
- Training for First Responders
- Countywide First Responders
- Training Program
- ORE
- Emergency Medical Technician

Sexual Assault Response Team
Sheree Goldman, Nurse Practitioner II
M: W 0 AA 0 A/P 0 A/VAN 0 H 0
F: W 1 AA 0 A/P 0 A/VAN 0 H 0
Total 1

- Countywide response for examinations of victims and suspects of sexual assaults

Environmental Health Bureau
John Ramirez
Bureau Chief
M: W 7 AA 1 A/P 5 A/VAN 0 H 7
F: W 6 AA 1 A/P 4 A/VAN 0 H 19
Total 52

- Carnitas Management Services
- Consumer Health Protection Services
- Drinking Water Protection Services
- and Well Program
- Hazardous Material Management Services
- Environmental Health Review Services
- Recycling and Resources Recovery Services
- Solid Waste Management Services

Human Resources Branch
Cindy Girard-Berry
HR Manager
M: W 1 AA 0 A/P 0 A/VAN 0 H 1
F: W 3 AA 0 A/P 3 A/VAN 0 H 6
Total 14

- American with Disabilities Act
- Benefits Administration
- Budget Position Control
- Classification Studies
- Employee Relations
- HR Policies & Procedures
- Labor Memoranda of Understanding
- Performance Evaluations
- Recruitment
- Personnel Records
- Safety Coordination
- Training & Development
- Worker's Compensation

Planning, Evaluation, and Policy
Krista Hami
Public Health Program Manager II
M: W 0 AA 0 A/P 1 A/VAN 0 H 1
F: W 2 AA 0 A/P 0 A/VAN 0 H 3 NI 1
Total 8

- Access to Care
- Active Living Opportunities
- Communications
- Grant Submittals
- Health In All Policies
- National Accreditation
- Partnership to Advance Equity
- Program Evaluation
- Performance Management and Continuous Quality Improvement

Public Administrator/ Public Guardian Division
Sarah Solano
Chief Deputy
Operations Manager
M: W 1 AA 0 A/P 0 A/VAN 0 H 1
F: W 1 AA 0 A/P 0 A/VAN 0 H 8
Total 11

- Decedent Estate
- Administration
- Investigation
- LPS Conservatorships
- Probate
- Public Administration
- Public Representative
- Fysee

Public Health Bureau
Dr. Heidi Moreno
Health Officer
Bureau Chief
M: W 6 AA 0 A/P 1 A/VAN 0 H 10
F: W 28 AA 2 A/P 14 A/VAN 1 H 70 NI 3
Total 136

- California Children's Services
- Communicable Disease Unit
- Environmental Health Laboratory
- Health Promotion and Disease
- Maternal Child and Adolescent Health
- Medical Marijuana ID Cards
- Monterey County Employee Wellness Program
- Prevention Division
- Public Health Emergency Preparedness Program
- Public Health Field Nurses
- Public Health Laboratory
- Women, Infants and Children
- Vital Records Office

Category Descriptions

White (W) | African American (AA) | Asian/Pacific Islander (A/P) | American Indian/Alaska Native (A/VAN) | Hispanic (H) | No Identifier/Other (NI)

Department Total
919

December 31, 2021

Section 3

Department's Workforce Analysis Chart (MC-HRM-EO-0003)

See Attachment

Report ID : MC-HRM-EO-0003
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County of Monterey Workforce Analysis Chart
Job Group Within Department

Cover Page

Parameters and Prompts

Home Department: 4000
Occupational Group: *
Title: *

Report Description

The Monterey County Workforce Analysis Chart for Job Classifications within Job Groups Report is a listing and count of ethnicity, gender, classification and job group within Department(s).

County of Monterey Workforce Analysis Chart
 Job Group Within Department

4000 - Health

JOB GROUP 01: Management II - (30.4% Minority Availability) - (51.1% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male				Female				Totals				Hours					
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T	
BUREAU CHIEF	OA	3	2	5	3	1	4	0	0	1	2	0	1	0	1	0	0	1	0	2	2	0	0	5	0
PUBLIC HEALTH PROGRAM MANAGER II	OA	1	2	3	0	1	1	1	0	0	0	0	1	0	1	0	0	2	0	1	0	0	3	0	
TOTAL Management II		4	4	8	3	2	5	1	0	1	2	0	2	0	2	0	0	3	0	3	2	0	8	0	
				50.0%			62.5%									37.5%	0.0%	37.5%	25.0%	0.0%					

JOB GROUP 02: Management I - (32.7% Minority Availability) - (48.2% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male				Female				Totals				Hours				
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
ASSISTANT BUREAU CHIEF	OA	1	1	2	0	0	0	1	0	0	0	0	1	0	0	0	0	2	0	0	0	0	2	0
ASSISTANT DIRECTOR - PUBLIC HEALTH LABORATORY	E	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
DEPUTY DIRECTOR BEHAVIORAL HEALTH	OA	1	2	3	0	1	1	1	0	0	0	0	1	0	1	0	0	2	0	1	0	0	3	0
DIRECTOR OF PUBLIC HEALTH NURSING	OA	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
DIRECTOR PUBLIC HEALTH LABORATORY	OA	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0
FINANCE MANAGER II	P	2	1	3	1	1	2	1	0	1	0	0	0	0	1	0	0	1	0	2	0	0	3	0
FINANCE MANAGER III	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
TOTAL Management I		4	8	12	1	4	5	3	0	1	0	0	4	0	3	1	0	7	0	4	1	0	12	0
				66.7%			41.7%									58.3%	0.0%	33.3%	8.3%	0.0%				

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County of Monterey Workforce Analysis Chart
 Job Group Within Department

4000 - Health

JOB GROUP 03: Professionals - Administration - (49.2% Minority Availability) - (62% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours				
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T			
ACCOUNTANT III	P	0	3	3	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	
ADMINISTRATIVE SERVICES ASSISTANT	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	
ASSOCIATE PERSONNEL ANALYST	P	1	2	3	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	
BUSINESS TECHNOLOGY ANALYST III	PP	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	
BUSINESS TECHNOLOGY ANALYST IV	P	2	0	2	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	
DEPARTMENTAL HR MANAGER	OA	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	
DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	
FINANCE MANAGER I	P	1	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	
MANAGEMENT ANALYST I	P	0	2	2	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	
MANAGEMENT ANALYST II	P	4	12	16	1	7	8	3	0	1	0	0	5	0	3	2	2	8	0	4	2	2	16	0	0	0	
MANAGEMENT ANALYST III	P	2	4	6	1	1	2	1	0	1	0	0	3	0	1	0	0	4	0	2	0	0	6	0	0	0	
OPERATIONS MANAGER	P	1	1	2	0	1	1	1	0	0	0	0	0	0	1	0	0	1	0	1	0	0	2	0	0	0	
PERSONNEL ANALYST	P	0	3	3	0	3	3	0	0	0	0	0	0	0	2	1	0	0	0	0	2	1	0	3	0	0	
PROJECT MANAGER I	P	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0
SENIOR PERSONNEL ANALYST	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0	0	0
TOTAL Professionals - Administration		12	32	44	5	19	24	7	0	4	1	0	13	0	13	4	2	45.5%	0.0%	38.6%	11.4%	4.5%	44	0			

County of Monterey Workforce Analysis Chart
 Job Group Within Department

4000 - Health

JOB GROUP 05: Professionals - Human Services - (44.8% Minority Availability) - (79% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours										
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	FT	PT				
BEHAVIORAL HEALTH GROUP COUNSELOR II	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	
PSYCHIATRIC SOCIAL WORKER I	P	11	72	83	8	62	70	3	0	8	0	0	9	4	55	2	1	12	4	63	2	1	83	0	0	0	0	0	0	0	0	83	0
PSYCHIATRIC SOCIAL WORKER II	P	13	64	77	6	40	46	7	0	6	0	0	24	1	36	3	0	31	1	42	3	0	74	3	0	0	0	0	0	0	74	3	
SENIOR PSYCHIATRIC SOCIAL WORKER	P	3	10	13	2	2	4	1	0	2	0	0	8	0	2	0	0	9	0	4	0	0	13	0	0	0	0	0	0	0	13	0	
SOCIAL WORKER V	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	
TOTAL Professionals - Human Services		27	148	175	16	106	122	11	0	16	0	0	41	5	95	5	1	29.7%	5	63.4%	2.9%	52	5	111	5	1	172	3					

JOB GROUP 07: Professionals - Health, Administration - (29.5% Minority Availability) - (59% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours										
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	FT	PT				
BEHAVIORAL HEALTH SERVICES MANAGER II	P	4	9	13	2	1	3	2	0	1	1	0	8	0	1	0	0	10	0	2	1	0	13	0	0	0	0	0	0	0	13	0	
CHRONIC DISEASE PREVENTION COORDINATOR	P	3	9	12	2	9	11	1	0	2	0	0	0	0	9	0	0	1	0	11	0	0	11	1	0	0	0	0	0	11	1		
OUTPATIENT SERVICES MANAGER I	P	0	4	4	0	4	4	0	0	0	0	0	0	0	3	1	0	0	0	3	1	0	4	0	0	0	0	0	0	4	0		
OUTPATIENT SERVICES MANAGER II	P	0	4	4	0	4	4	0	0	0	0	0	0	0	4	0	0	0	0	4	0	0	4	0	0	0	0	0	4	0	4	0	
TOTAL Professionals - Health, Administration		7	26	33	4	18	22	3	0	3	1	0	8	0	17	1	0	33.3%	0	60.6%	6.1%	11	0	20	2	0	32	1					

County of Monterey Workforce Analysis Chart
 Job Group Within Department

4000 - Health

JOB GROUP 08: Professionals - Health, Ancillary - (37.3% Minority Availability) - (71.7% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	FT	PT	
BEHAVIORAL HEALTH UNIT SUPERVISOR	P	1	27	28	1	15	16	0	0	1	0	0	12	0	11	2	2	12	0	12	2	2	28	0	
CHRONIC DISEASE PREVENTION SPECIALIST II	P	1	6	7	1	5	6	0	0	0	1	0	1	1	4	0	0	1	1	4	1	0	7	0	
CLINICAL PSYCHOLOGIST	P	2	8	10	0	6	6	2	0	0	0	0	2	2	3	1	0	4	2	3	1	0	9	1	
EMERGENCY MEDICAL SERVICES ANALYST	P	1	2	3	0	1	1	1	0	0	0	0	1	0	1	0	0	2	0	1	0	0	3	0	
ENVIRONMENTAL HEALTH SPECIALIST IV	P	3	5	8	1	2	3	2	0	1	0	0	3	0	1	1	0	5	0	2	1	0	8	0	
HEALTH EDUCATOR	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	
HEALTH PROGRAM COORDINATOR	P	0	4	4	0	0	0	0	0	0	0	0	4	0	0	0	0	4	0	0	0	0	4	0	
OCCUPATIONAL THERAPIST-PHYSICALLY HANDICAPPED CHI	P	1	4	5	0	1	1	1	0	0	0	0	3	0	1	0	0	4	0	1	0	0	1	4	
PATIENT RIGHTS ADVOCATE	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	P	0	4	4	0	0	0	0	0	0	0	0	4	0	0	0	0	4	0	0	0	0	2	2	
PUBLIC HEALTH CHEMIST	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0	
PUBLIC HEALTH EPIDEMIOLOGIST I	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0	
PUBLIC HEALTH EPIDEMIOLOGIST II	P	0	3	3	0	3	3	0	0	0	0	0	0	0	0	3	0	0	0	0	3	0	3	0	
PUBLIC HEALTH NUTRITIONIST II	P	0	3	3	0	1	1	0	0	0	0	0	2	0	0	1	0	2	0	0	1	0	0	3	
SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	P	1	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	1
SUPERVISING PUBLIC HEALTH NUTRITIONIST	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	
TOTAL Professionals - Health, Ancillary		10	71	81	4	37	41	6	0	2	2	0	34	3	22	10	2	40	3	24	12	2	69	12	
			87.7%			50.5%							49.4%	3.7%	29.6%	14.8%	2.5%								

County of Monterey Workforce Analysis Chart
 Job Group Within Department

4000 - Health

JOB GROUP 09: Professionals - Health, Doctors - (30.7% Minority Availability) - (33.2% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	FTT	PJT	
CLINIC PHYSICIAN II	P	2	3	5	1	3	4	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	4	1
CLINIC SERVICES MEDICAL DIRECTOR	P	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
CONTRACT PHYSICIAN	P	11	25	36	6	13	19	5	1	2	3	0	11	1	7	5	0	16	2	9	8	0	21	15	
GENERAL INTERNIST	P	0	2	2	0	1	1	0	0	0	0	0	1	0	0	1	0	1	0	0	0	1	0	0	2
VETERINARIAN	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0
TOTAL Professionals - Health, Doctors		13	32	45	7	18	25	6	1	3	3	0	13	1	9	8	0	19	2	12	11	0	27	18	
				71.1%															42.2%	4.4%	26.7%	24.4%	0.0%		

JOB GROUP 10: Professionals - Health, Nurses - (37.3% Minority Availability) - (88.1% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	FTT	PJT	
CLINIC NURSE	P	0	3	3	0	3	3	0	0	0	0	0	0	0	1	2	0	0	0	0	1	2	0	3	0
CLINIC NURSE PRACTITIONER	P	0	7	7	0	2	2	0	0	0	0	0	5	0	1	1	0	5	0	1	1	0	3	4	
CLINIC PHYSICIAN ASSISTANT	P	2	4	6	2	1	3	0	1	1	0	0	3	0	1	0	0	3	1	2	0	0	3	3	
PSYCHIATRIC NURSE PRACTITIONER	P	1	2	3	0	1	1	1	0	0	0	0	1	0	1	0	0	2	0	1	0	0	2	1	
PSYCHIATRIC PHYSICIAN ASSISTANT	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	
PUBLIC HEALTH NURSE II	P	4	10	14	3	7	10	1	0	2	1	0	2	0	4	3	0	3	0	6	4	0	14	0	
PUBLIC HEALTH NURSE III	P	0	3	3	0	1	1	0	0	0	0	0	2	0	1	0	0	2	0	1	0	0	2	1	
SENIOR CLINIC NURSE	P	0	5	5	0	3	3	0	0	0	0	0	2	0	3	0	0	2	0	3	0	0	3	2	
SUPERVISING PUBLIC HEALTH NURSE	P	0	6	6	0	3	3	0	0	0	0	0	3	1	1	1	0	3	1	1	1	0	6	0	
TOTAL Professionals - Health, Nurses		8	40	48	5	21	26	3	1	3	1	0	18	1	13	7	0	21	2	16	8	0	36	12	
				83.3%															43.8%	4.2%	33.3%	16.7%	0.0%		

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County of Monterey Workforce Analysis Chart
 Job Group Within Department

4000 - Health

JOB GROUP 13: Paraprofessional - Technicians II - (60.6% Minority Availability) - (70.8% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours			
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	FT	PT		
ACCOUNTANT II	PP	2	6	8	1	6	7	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8	0
BUSINESS TECHNOLOGY ANALYST I	PP	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
BUSINESS TECHNOLOGY ANALYST II	PP	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
COMMUNITY SERVICE AIDE IV	PP	1	2	3	1	2	3	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0
ENVIRONMENTAL HEALTH SPECIALIST III	T	7	6	13	4	5	9	3	0	2	2	0	1	1	4	0	0	4	1	6	2	0	0	13	0	
RECYCLING/RESOURCE RECOVERY SPECIALIST	T	0	3	3	0	3	3	0	0	0	0	0	0	0	3	0	0	0	0	3	0	0	0	0	3	0
SOCIAL WORKER III	PP	9	29	38	9	28	37	0	2	7	0	0	1	0	27	0	1	1	2	34	0	1	0	37	1	
SUPERVISING THERAPIST-MED THER PROG	PP	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0	
WATER QUALITY SPECIALIST	T	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0	
TOTAL Paraprofessional - Technicians II		20	49	69	16	44	60	4	2	12	2	0	5	1	42	0	1	9	3	54	2	1	68	1		
				71.0%			87.0%											13.0%	4.3%	78.3%	2.9%	1.4%				

Report ID : MC-HRM-EO-0003

Run Date : 12/30/2021

Run Time : 9:20 AM

County of Monterey Workforce Analysis Chart
Job Group Within Department

4000 - Health

JOB GROUP 14: Paraprofessional - Technicians I - (51.5% Minority Availability) - (70.9% Female Availability)

Title	EEO Cat	Total Employees			Minorities			Male					Female					Totals					Hours					
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	FT	PT				
ACCOUNTANT I	PP	1	2	3	0	2	2	1	0	0	0	0	0	0	2	0	0	1	0	2	0	0	3	0				
CA CHILDRENS SERVICES CASE WORKER II	PP	0	2	2	0	2	2	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	2	0				
CHRONIC DISEASE PREVENTION SPECIALIST I	PP	1	22	23	1	22	23	0	0	1	0	0	0	0	20	2	0	0	0	21	2	0	22	1				
COMMUNITY SERVICE AIDE II	PP	0	4	4	0	3	3	0	0	0	0	0	0	0	3	0	0	0	0	3	0	0	5	0				
COMMUNITY SERVICE AIDE III	PP	0	3	3	0	3	3	0	0	0	0	0	0	0	3	0	0	0	0	3	0	0	3	0				
DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	PP	3	2	5	2	2	4	1	0	2	0	0	0	0	2	0	0	1	0	4	0	0	5	0				
DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	PP	2	6	8	1	6	7	1	0	0	1	0	0	0	6	0	0	1	0	6	1	0	8	0				
DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVATOR	T	2	1	3	1	1	2	1	0	1	0	0	0	0	1	0	0	1	0	2	0	0	3	0				
DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVATOR	T	0	3	3	0	2	2	0	0	0	0	0	1	0	2	0	0	1	0	2	0	0	3	0				
EDUCATOR AND VOLUNTEER COORDINATOR	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0				
ENVIRONMENTAL HEALTH SPECIALIST I	PP	3	0	3	2	0	2	1	1	1	0	0	0	0	0	0	0	1	1	1	0	0	3	0				
ENVIRONMENTAL HEALTH SPECIALIST II	T	6	6	12	5	6	11	1	0	3	2	0	0	0	3	3	0	1	0	6	5	0	12	0				
HEALTH EDUCATION ASSISTANT	PP	0	6	6	0	6	6	0	0	0	0	0	0	0	6	0	0	0	0	6	0	0	6	0				
LABORATORY ASSISTANT	T	0	3	3	0	3	3	0	0	0	0	0	0	0	2	1	0	0	0	2	1	0	3	0				
MEDICAL RECORD TECHNICIAN I	PP	1	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	1	0			
PERSONNEL TECHNICIAN-CONFIDENTIAL	PP	0	4	4	0	3	3	0	0	0	0	0	1	0	1	2	0	1	0	1	2	0	4	0				
PUBLIC HEALTH LICENSED VOCATIONAL NURSE	T	0	7	7	0	7	7	0	0	0	0	0	0	0	7	0	0	0	0	7	0	0	7	0				
PUBLIC HEALTH MICROBIOLOGIST II	T	1	1	2	1	0	1	0	0	1	0	0	1	0	0	0	0	1	0	1	0	0	2	0				
REGISTERED VETERINARY TECHNICIAN	PP	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0				
SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	PP	1	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	1	0			
SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	PP	1	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	1	0			
TOTAL Paraprofessional - Technicians I		22	74	96	16	69	85	6	1	10	5	0	4	0	61	8	0	10	4%	1	1.0%	71	13	0	96	1		
				77.1%			88.5%																					

County of Monterey Workforce Analysis Chart
 Job Group Within Department

4000 - Health

JOB GROUP 16: Skilled Craft I - (62.6% Minority Availability) - (9.5% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours			
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T		
BUILDING MAINTENANCE WORKER	SC	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0
TOTAL Skilled Craft I		1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0

JOB GROUP 17: Office Clerical II - (79.1% Minority Availability) - (85.9% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours							
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T						
ACCOUNTING TECHNICIAN	OC	1	5	6	1	5	6	0	0	1	0	0	0	0	0	4	1	0	0	0	0	0	0	0	5	1	0	6	0	
ADMINISTRATIVE SECRETARY-CONFIDENTIAL	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
CLINIC OFFICE SUPERVISOR	OC	0	2	2	0	2	2	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	2	0	0	2	0
CLINIC OPERATIONS SUPERVISOR	OC	0	6	6	0	6	6	0	0	0	0	0	0	0	0	6	0	0	0	0	0	0	0	0	0	6	0	0	6	0
MEDICAL ASSISTANT	SM	6	131	137	6	130	136	0	0	6	0	0	1	0	130	0	0	1	0	0	136	0	0	1	0	136	0	0	137	0
OFFICE ASSISTANT III	OC	1	17	18	1	16	17	0	0	1	0	0	1	0	16	0	0	1	0	17	0	0	0	0	17	0	0	18	0	
PRINCIPAL OFFICE ASSISTANT	OC	0	3	3	0	3	3	0	0	0	0	0	0	0	3	0	0	0	0	3	0	0	0	0	3	0	0	3	0	
SENIOR ACCOUNT CLERK	OC	1	6	7	1	6	7	0	0	1	0	0	0	0	6	0	0	0	0	7	0	0	0	0	7	0	0	7	0	
SENIOR PATIENT SERVICES REPRESENTATIVE	OC	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
SENIOR SECRETARY	OC	0	3	3	0	3	3	0	0	0	0	0	0	0	1	2	0	0	0	0	1	2	0	0	0	3	0	0	3	0
SUPERVISING OFFICE ASSISTANT II	OC	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0
SUPERVISING PATIENT ACCOUNT REPRESENTATIVE	OC	0	2	2	0	2	2	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	0	0	0	2	0	0	2	0
SUPERVISING PATIENT SERVICES REPRESENTATIVE	OC	0	2	2	0	2	2	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	0	0	0	2	0	0	2	0
SUPERVISING VITAL RECORDS SPECIALIST	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0
TOTAL Office Clerical II		10	180	190	10	177	187	0	0	10	0	0	3	0	174	3	0	3	0	184	3	0	0	0	184	3	0	190	0	

County of Monterey Workforce Analysis Chart
Job Group Within Department

4000 - Health

JOB GROUP 18: Office Clerical I - (57.8% Minority Availability) - (79% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male							Female							Totals							Hours						
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T		P/T					
OFFICE ASSISTANT I	OC	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0			
OFFICE ASSISTANT II	OC	0	6	6	0	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6	0			
PATIENT ACCOUNT REPRESENTATIVE II	OC	0	16	16	0	15	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0			
PATIENT SERVICES REPRESENTATIVE II	OC	5	57	62	5	56	61	0	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	62	0			
SECRETARY	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0				
TELEPHONE OPERATOR	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0				
TOTAL Office Clerical I		6	81	87	6	78	84	0	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	1	83	0	0	87	0
				93.1%				66.7%																		33.3%		0.0%		33.3%		33.3%			

JOB GROUP 19: Service Maintenance II - (75.6% Minority Availability) - (47.4% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male							Female							Totals							Hours						
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W		AA	HIS	API	AI	F/T	P/T
ANIMAL SERVICES SUPERVISOR	SM	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
SENIOR ANIMAL CARE TECHNICIAN	SM	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
TOTAL Service Maintenance II		0	3	3	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0
				100.0%				66.7%																		33.3%		0.0%		33.3%		33.3%			

JOB GROUP 20: Service Maintenance I - (76.6% Minority Availability) - (53.7% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male							Female							Totals							Hours								
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W		AA	HIS	API	AI	F/T	P/T		
ANIMAL CARE TECHNICIAN I	SM	1	2	3	1	1	2	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	2	0	0	2	1
ANIMAL CARE TECHNICIAN II	SM	2	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	
ANIMAL CONTROL OFFICER	SM	1	2	3	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	
BEHAVIORAL HEALTH AIDE	SM	5	12	17	4	12	16	1	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	2	
TOTAL Service Maintenance I		9	16	25	5	13	18	4	0	5	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	22	3	
				64.0%				72.0%																		28.0%		0.0%		72.0%		0.0%		0.0%			

County of Monterey Workforce Analysis Chart
 Job Group Within Department

4000 - Health

	Total Employees			Minorities			Male			Female			Totals			Hours								
	M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T						
TOTAL - 4000	153	764	917	98	608	706	55	6	75	17	0	152	11	543	47	7	207	17	618	64	7	867	51	
Health	83.3%						77.0%						22.6%			1.9%		67.4%			7.0%		0.8%	

GRAND TOTAL	Total Employees			Minorities			Male			Female			Totals			Hours								
	M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T						
	153	764	917	98	608	706	55	6	75	17	0	152	11	543	47	7	207	17	618	64	7	867	51	
	83.3%						77.0%						22.6%			1.9%		67.4%			7.0%		0.8%	

Section 4

Personnel Activity – Summary of All Job Groups

Job Group:	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	2	16	0	3	4	9	4	27
African American	0	1	0	0	0	1	0	8
Asian/Pacific Islander	2	6	1	3	3	3	1	10
American Indian/ Alaskan Native	0	3	0	0	0	1	0	0
Hispanic	8	66	1	7	6	24	7	30
T – Two or More Races/Other	0	4	0	0	0	0	0	1
TOTAL (count each person only once)	12	96	2	13	13	38	12	76
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	3	1	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	2	0	4	0	0
TOTAL (count each person only once)	0	0	0	5	1	4	0	0

Section 5

Recruitment – Data Job Group 1: Management II

Met Minority; Underutilized in Female by 1.1%

Job Group: 1	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White	5	13	1	8	1	8	1	8	0	1
African American	11	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	4	6	2	1	2	1	1	1	0	0
American Indian/Alaskan Native	0	2	0	1	0	1	0	1	0	0
Hispanic	4	15	0	2	0	2	0	1	0	0
TOTAL (count each person once only)	24	36	3	12	3	12	2	11	0	1

Job Group:	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	1	0	1	Assistant Dir of Health Services County Health Executives Association of California (CHEAC) California Public Health Association California State Association of Counties Craigslist Facebook/Twitter/ Linked In Indeed Publichealthjobs.org (ASPPH)
African American	0	0	0	0	
Asian/Pacific Islander	0	0	0	0	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	1	0	1	0	
TOTAL (count each person once only)	1	1	1	1	

Section 5

Recruitment – Data Job Group 10: Professionals-Health, Nurses

Met Minority goal; Underutilized in Female category by 4.80%

Job Group: 10	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White	5	24	2	20	2	20	1	10	1	4
African American	1	4	1	2	1	2	1	3	0	0
Asian/Pacific Islander	1	5	1	5	1	5	1	4	1	1
American Indian/Alaskan Native	0	1	0	1	0	1	0	1	0	0
Hispanic	3	22	1	14	1	14	2	11	2	4
TOTAL (count each person once only)	10	56	5	42	5	42	5	29	4	9

Job Group:	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	3	2	4	Public Health Nurse Ad Club American Nursing Association Craigslist CSU Monterey Bay Career Center SJSU Career Center UC San Francisco Career Services Center Sr Clinic Nurse HealthcareNews NACCHO.org Psy Nurse Practitioner AANP.Org American Association of Nurse APNA.Org American Psychiatric Nurses Association Canpweb.org CANP California Association for Nurse Craigslist Indeed LinkedIn
African American	0	1	0	1	
Asian/Pacific Islander	0	1	0	1	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	0	1	0	5	
TOTAL (count each person once only)	0	6	2	11	

Section 5

Recruitment – Data Job Group 16: Skilled Craft I

Did not meet ethnic goal in Female or Minority categories; only 1 position in Department

Job Group: 16	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White	0	0	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0	0	0
American Indian/Alaskan Native	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0
TOTAL (count each person once only)	0	0	0	0	0	0	0	0	0	0

Job Group:	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	0	0	0	
African American	0	0	0	0	
Asian/Pacific Islander	0	0	0	0	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	0	0	0	0	
TOTAL (count each person once only)	0	0	0	0	

Section 5

Recruitment – Data: Job Group 19: Services Maintenance

Met Female goal; Underutilized in Minority category by 8.9%

Job Group: 19	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White	1	4	0	1	0	1	0	0	0	1*
African American	0	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	1	0	1	0	1	0	0	0	0
American Indian/Alaskan Native	0	1	0	0	0	0	0	1	0	1
Hispanic	3	6	1	0	1	0	0	0	0	0
TOTAL (count each person once only)	4	12	1	2	1	2	0	1	0	2

Job Group:	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White					<u>Animal Services Supervisor</u> Animalsheltering.org Animal Sheltering Cabrillo College Career Center Central Coast College Career Center CSU Monterey Bay Career Center Hartnell College Career Center Nacanet.site-ym.com National Animal Care & Control Monterey Peninsula College Career Center UC Santa Cruz Career Center
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic					
TOTAL (count each person once only)					

*Applicant interviewed in 2020 and hired in January, 2021.

Section 5

Recruitment – Data Job Group 20: Service Maintenance II

Met Minority goal; Underutilized in Female category by 4.6%

Job Group: 20	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White	3	4	0	2	0	2	0	0	0	0
African American	0	1	0	1	0	1	0	0	0	0
Asian/Pacific Islander	3	0	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0	0	0
Hispanic	10	10	2	2	2	2	0	3	0	2
TOTAL (count each person once only)	16	15	2	5	2	5	0	3	0	2

Job Group:	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	1	0	0	0	<u>Animal Control Officer</u> Animalsheltering.org Animal Sheltering Cabrillo College Career Center Central Coast College Career Center CSU Monterey Bay Career Center Hartnell College Career Center Nacanet.site-ym.com National Animal Care & Control Monterey Peninsula College Career Center UC Santa Cruz Career Center <u>Behavioral Health Aide</u> Asianjobs.com Craigslist – California – Monterey Bay Hispanicjobs.com Minoritygovernmentjobs.com
African American	0	0	0	0	
Asian/Pacific Islander	0	1	0	0	
American Indian/ Alaskan Native	0	0	0	0	
Hispanic	1	1	0	0	
TOTAL (count each person once only)	2	2			

Recruitment Data from Section 5 – Overview

The Health Department overall has a very robust representation of females at 83.3% of the workforce and representation of people of color at 77%. Overall, despite the excellent representation of female and people of color within the Health Department, of the 15 job groups utilized, we did not meet the representation for females in 2 job groups, people of color in 2 job groups, and either females and people of color in 1 job group, as outlined below:

Job Group 01 – Management II

Minority Availability is 30.4%; Department utilization is 62.5%

Female Availability is 51.1%; Department utilization is 50.0%

In 2021, the department exceeded representation for ethnic minorities by 32.1%, but did not meet the goal for females by 1.1%.

8 incumbents; 1 new hire made during plan year who is a female (100% female).

Job Group 10 – Professionals – Health, Nurses.

Minority Availability is 37.3%; Department utilization is 54.2%

Female Availability is 88.1%; Department utilization is 83.1%

In 2021, the department exceeded representation for ethnic minorities by 16.9%, but did not meet utilization for females by 5 % in this category.

48 incumbents; 13 new hires made during plan year, 8 are minorities and 9 are females (69.2% female / 61.5% minority).

Job Group 16– Skilled Craft:

Minority Availability is 62.6%; Department utilization is 0.0%

Female Availability is 9.5%; Department utilization is 0.0%

In 2021, the department did not meet the goals for minorities or females in this category.

There is currently only 1 incumbent in this job group who has been with the Health Department for a long time. There are no plans to add additional positions into this job group at this time.

1 incumbent; no new hires made during plan year.

Job Group 19– Service Maintenance II:

Minority Availability is 75.6%; Department utilization is 66.7%

Female Availability is 47.4%; Department utilization is 100%

In 2021, the department exceeded representation for females by 52.6%, but did not meet utilization for ethnic minorities by 8.9% in this category.

3 incumbents; 1 new hire made during plan year who is a minority and female (100% female/ 100% minority).

Job Group 20 – Service Maintenance I:

Minority Availability is 76.6%; Department utilization is 72%

Female Availability is 53.7%; Department utilization is 64%

In 2021, the department exceeded representation for females by 10.3% but did not meet utilization for ethnic minorities by 4.6% in this category.

25 incumbents; 2 new hires made during plan year, and both are female minorities (100% female / 100% minority).

Section 6

Action-Oriented Programs

The Health Department is one of the largest departments in the County with over 1,104.725 budgeted positions, and a budget of approximately \$333.2 million for Fiscal Year 2021 - 2022. The Health Department has four (4) strategic goals:

- Empower the community to improve health
- Enhance public health and safety through prevention
- Ensure access to culturally and linguistically appropriate, customer friendly, quality health services
- Engage Health Department workforce and improve operating functions to meet current and developing population health needs

The Health Department remains very involved in the COVID-19 response efforts that began nationwide when the United States declared a public health emergency related to COVID-19 on February 4, 2020. COVID-19 is a respiratory illness that is caused by the SARS-CoV-2 virus which is part of the coronavirus family. The various emergency proclamations for the United States (February 4, 2020/March 19, 2020), California (March 4, 2020), and Monterey County (March 6, 2020) are still in effect.

The Monterey County Health Department (MCHD) is an essential business and continued to provide essential services and support to the community during the COVID-19 emergency. The Monterey County Health Department (MCHD) collaborated with partners and community residents to improve health and racial equity, enforced laws and regulations to protect the public's health, and continued to offer behavioral health, primary and specialty health care, and health education services to the community.

The Department is organized into eight (8) Bureaus or Divisions as follows: Administrative Services, Animal Services Division, Behavioral Health, Clinic Services, Emergency Medical Services, Environmental Health, Public Administrator/Guardian/Conservator Division, and Public Health Services.

Recruitment

1. What collaborative relationships has your Department established with community groups and stakeholders? How have these relationships supported the Department's recruitment efforts?

MCHD Response: Monterey County Health Department (MCHD) continues to have a vast network of partnerships. The Department relies on this network to add value and

capacity to all planning and community outreach efforts. These alliances often begin with individual Bureaus linking with local communities or stakeholder groups, but they have been greatly enhanced through Department-wide initiatives. These relationships have become stronger during the pandemic to ensure support for all the community during this national emergency.

Monterey County's (County) strategic platform states that promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities is a priority. This statement adopted by our Board of Supervisors allows us to be intentional about crafting and implementing work that aims to target and eradicate health disparities across the County. MCHD's inside-outside approach to helping advance health equity was recognized as the most compelling example of work on health equity in California and resulted in MCHD being awarded the "California Endowment's 2017 Health Equity Grand Prize Winner for Outstanding Health Equity Practice".

Additionally, MCHD applied for national public health accreditation on November 17, 2015, and was awarded accreditation in 2018 for providing quality health services. Benefits of accreditation include: increased credibility, potential access to new funds, potential streamline reporting, access to knowledgeable peers for review and comment on performance, and increased visibility and accountability. Marketing MCHD's accreditation through our recruitment process, has been and will continue to be used to attract qualified applicants interested in furthering MCHD's vision, mission, values, and strategic initiatives.

MCHD has also created collaborative relationships with local universities to implement internship program for students seeking Master's Degree in Social Work, Public Health or a Bachelor's of Nursing. Collaborative relationships with the local universities allowed MCHD to obtain a steady stream of diverse and qualified applicants for several of its continuous recruitments, such as the Psychiatric Social Workers series, the Public Health Nursing series, and Medical Assistants.

2. How many selective certification waivers did your department request last year? How many were granted and why?

MCHD Response: In 2021 the Health Department did not request any selective certification waivers.

Hiring

1. What selection criteria does the department use in the fit interview?

MCHD Response: In 2021, the MCHD continued to actively recruit staff for essential positions in support of the COVID-19 pandemic. Prior to the interview being conducted, recruitments begin with a “Recruitment and Exam Plan”, which will be a guide for the recruitment search. This is an integral step in the recruitment and examination process. Typical recruitment planning includes determining the appropriate recruitment strategy, time frames for the search, identification of subject matter experts, targeted outreach strategy and budget, and the creation of a framework to use during interviews and hiring discussions. During this process, additional specialized recruitment activities are identified to locate applicants possessing the required knowledge, skills, and abilities to successfully fill the position. Recruitment examinations are competitive and designed to qualify and/or rank candidates based on the objective assessment of their knowledge, skills, and abilities required of the position.

After candidates are identified to possess the minimum qualifications, competitive interviews are conducted. Due to the pandemic, interviews were primarily conducted remotely, via “Zoom”. Selection interview questions are specifically customized to the recruitment in question and the specific program. Hiring managers work closely with Human Resources staff to ensure that interview questions are appropriate and measure the critical minimum knowledge, skills, and abilities as identified in the job analysis and recruitment planning process. Typically interview questions consist of specific program knowledge areas; training and experience; customer service; cultural competency; and situational questions. Interview questions are modified as necessary depending upon the type of recruitment, however, once finalized, the same interview questions are asked of each applicant.

As mentioned above, interviews include a question on cultural competency and some sample cultural competency questions include:

- Describe your experience working with clients from diverse cultures and language groups.
- Do you speak any other languages? Please describe.
- Please describe your bilingual capabilities.
- Describe a cross cultural experience you had with a patient that was difficult or challenging or didn’t turn out well. What did you learn from that experience?
- Describe your experience working with clients from diverse cultures and language groups. Describe any experience you have working with clients who have serious mental illness, substance abuse issue, or unstable housing.
- What has prepared you to be able to effectively provide health care services to persons who may look, talk, act, believe, or think differently than you do?
- Tell me about a time when you had to adapt to a wide variety of people by accepting / understanding their perspective.

- Tell us about a time that you successfully adapted to a culturally different environment?
- Tell us about a time that you had adapted your style in order to work effectively with those who were different from you.

2. How does your department ensure diversity on panels of screeners and interviewer panelists?

MCHD Response: In the recruitment and planning process, hiring managers and Human Resources staff identify potential subject matter experts that can assist with assessing the applicant's knowledge, skills, and abilities. MCHD makes every effort to ensure there are diverse subject matter experts on interview panels to ensure that the best candidate is chosen for the position.

3. What training or information is given to screeners and interview panelists to help minimize bias in decision-making?

MCHD Response: Prior to screening applications, each subject matter expert is provided detailed recruitment information including the class specification, job flyer, and any other material necessary in order to screen the applications. Additionally, detailed instructions regarding the assessment screening process are provided. During this process, they are able, at any point, to ask detailed questions regarding their assessment of candidates knowledge, skills, and abilities.

Prior to interviewing applicants, panel members are provided the class specification, a copy of the flyer, and any other information critical for a panel member to be aware of. Additionally, panel members are provided detailed instructions regarding the confidential interview questions, interview process, and objective notetaking. Interviews are generally proctored with a subject matter expert that is familiar with the formal interviewing process and a de-briefing occurs after the interview.

Promotions

1. What processes, procedures, or systems have been implemented in your Department to support protected groups moving into senior job classifications beyond regular career progression (e.g., training, leadership development, mentoring, etc.)? How effective have these initiatives been in supporting promotional opportunities for women and people of color?

MCHD Response: Career development is a crucial component of each employee's experience at the Health Department. Managers and Supervisors are required to provide

specific and detailed information during the annual performance evaluation process with each employee to assist employees with their individualized career goals.

The Health Department has experienced much success with this approach as we have promoted 66 individuals during 2021 with 77% being female and 99% of those promoted are people of color.

As a summary of key activities, approximately:

- 38% of all hire actions were promotions (66 out of a total of 174)
- 77% of promotions were female (51), of these
- 25% were promotions into the Job Group (13)
- 75% were promotions within the Job Group (38)
- 99% of promotions were people of color (50), of those
- 24% were promotions into the Job Group (12)
- 76% were promotions within the Job Group (38)

2. How does your Department utilize performance evaluations to assess employees' commitment to building a diverse and inclusive workforce? How is this commitment considered when considering employees for promotional opportunities?

MCHD Response: Employees' commitment to building a diverse and inclusive workforce is assessed through the performance evaluation process by specifically rating each employee utilizing the collaboration performance dimension. MCHD defines collaboration as follows:

Works collaboratively and cooperatively with others. Proactively adjusts own style and efforts to complement those of others in a bureau or team; treat others with courtesy and respect; ability to interact harmoniously and productively with diverse groups of people, including colleagues, supervisors, managers, and the public. Effectively demonstrates cultural competence and tolerance of others. The ability to learn and function in an environment that consists of varying situations and circumstances, many of which may be stressful, while showing patience in the face of conflicting demands.

It is MCHD expectation that all employees meet performance standards in this dimension and those that do not meet standards are provided the necessary guidance, mentoring, coaching, and/or training to help employees meet standards.

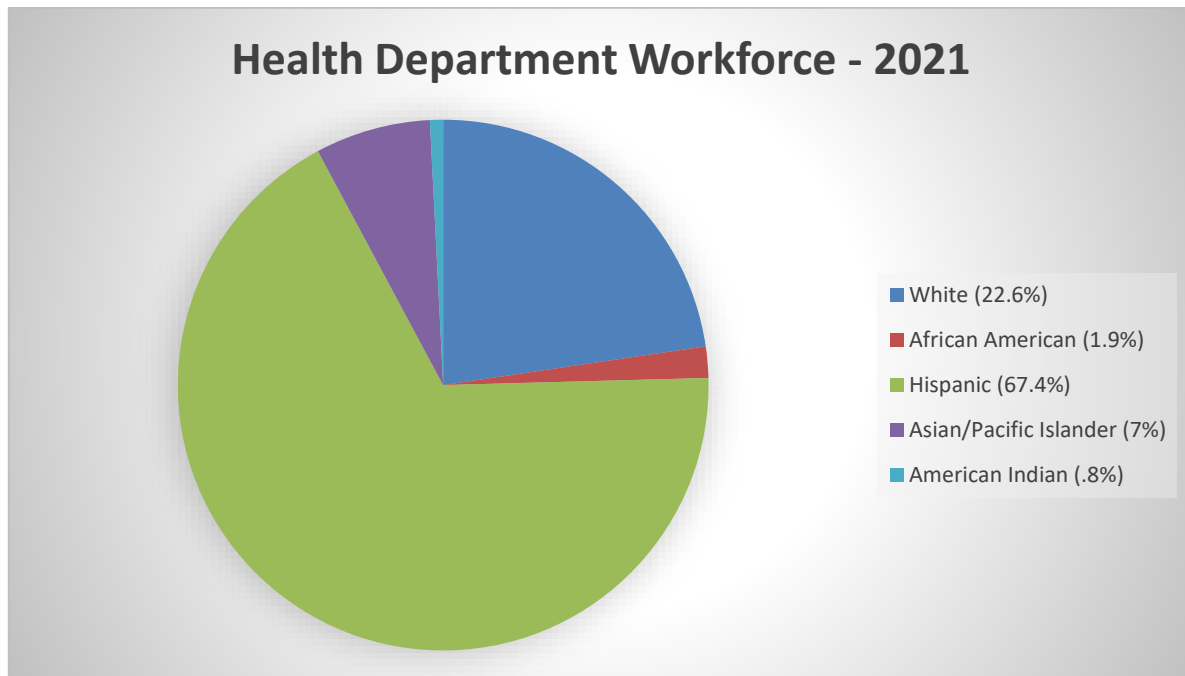
As a service department, it is imperative that staff possess the soft skills and cultural competency to develop and maintain positive and productive interpersonal relationships

with peers, customers/clients, management, stakeholders, community groups and agencies to support MCHD’s strategic goals.

Retention and Inclusion

1. What data collection procedures/tools have you implemented to track the turnover rate for protected groups? What does the data show regarding turnover rates of protected groups, compared to the general population in your department? Based on the data collected, what are the negative and/or positive trends you have found and how will you act on them?

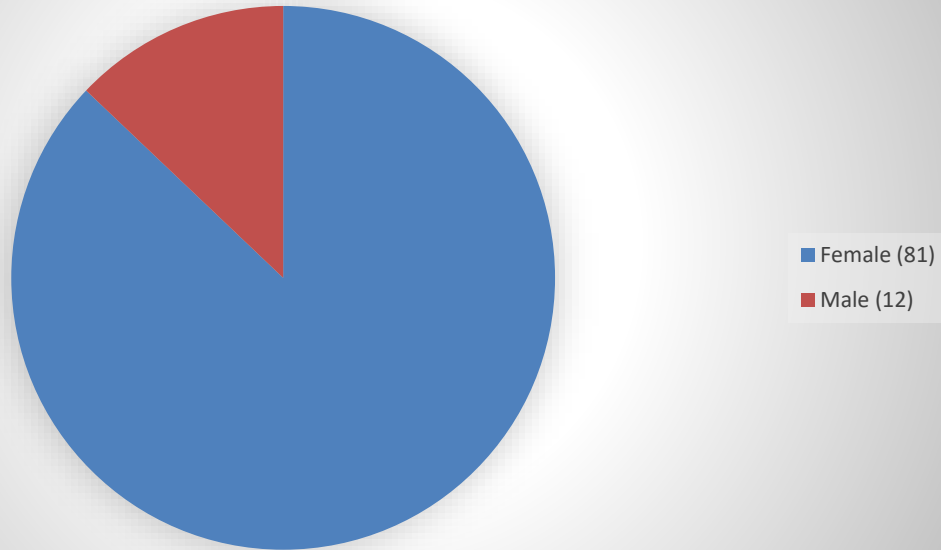
MCHD Response: The Health Department is a large department with approximately 1,104.725 budgeted positions. The Health Department enjoys a robust representation of people of color having 77% of the workforce identifying as African American (1.9%); Hispanic (67.4%); Asian/Pacific Islander (7.0%); or American Indian (.8%). The Health Department is also comprised of approximately 83.3% female. The detail summary is below:



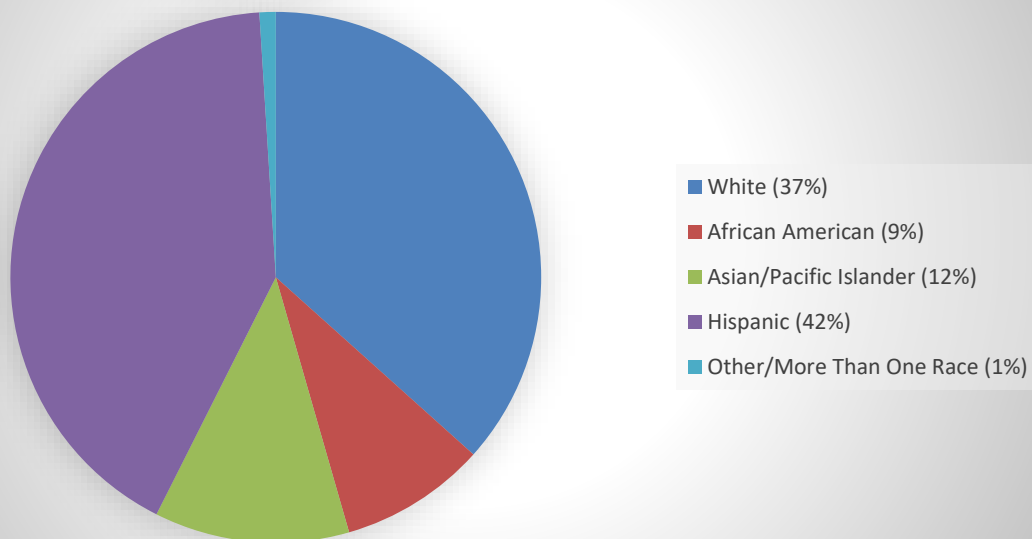
The Health Department had 93 staff separate from the organization in 2021, which is equivalent to a turnover rate of approximately 8.4%. Of those that left, approximately 86% were female and 65% were people of color. Overall, the department has a workforce comprised of 83% female and 77% people of color.

Of those that separated, below is the gender and ethnic turnover summary for 2021:

Health Department Turnover - Gender - 2021



Health Department Turnover - 2021



The turnover rate is generally consistent with current staffing and new hire utilization rates, however, in reviewing the detailed turnover data, it appears that White; African American and Asian/Pacific Islander are separating at higher rates than would be expected; while Hispanic are separating at a much lower percentage than expected.

The Health Department will continue to monitor turnover data to see if this was related to the anomalies experienced due to the COVID-19 pandemic retention challenges, or if

there are programmatic or other system supports that can be implemented to improve retention rates in these groups.

2. What steps has the Department taken to ensure lactation accommodations for all its employees?

MCHD Response: MCHD Employee Wellness Program staff were instrumental in creating and modifying the County's Lactation in the Workplace Policy and continues to provide advice and support for all County Departments. Additionally, MCHD's Employee Wellness Program in collaboration with MCHD's WIC staff, coordinate, plan, and host workshops regarding Lactation and Breastfeeding to all County employees, mothers to be, relatives and spouses, educators and anyone interested in learning more about lactation/breastfeeding.

MCHD abides by the County's Lactation in the Workplace policy and has assigned offices for lactation and/or has made arrangements for lactating mothers to have a private, comfortable, and clean space to express milk. All new hires are informed and signed receipt of the County's Lactation in the Workplace policy during MCHD's new hire orientation. MCHD's personnel staff provide the lactation accommodation brochure to staff when planning their PDL/FMLA/CFRA leave. In addition, alternative work schedules are granted, which may include longer lunches or breaks to express milk or allow sufficient travel time for mothers to breastfeed children at home/daycare.

3. What is the Department's practice when an employee requests an accommodation?

MCHD Response: When an employee requests an accommodation, supervisors/managers direct the employee to speak and schedule a meeting with one of the two Health Department Reasonable Accommodation Coordinators (DRAC). In accordance with the County's Reasonable Accommodation Policy, the DRAC meets with the employee to explain:

- the interactive process;
- inform the employee of any documentation that may be necessary to request reasonable accommodation;
- discuss the essential functions of his/her duties;
- seek employee input on reasonable and possible accommodations; and
- provides the employee the opportunity to review a written recap of their conversation with the DRAC and possible next steps.

Depending upon the situation, in collaboration with the MCHD's Human Resources staff, the employee seeking reasonable accommodation may be informed of potential impacts

to their benefits, such as what happens when the employee exhausts their protected leaves (such as PDL/FMLA/CFRA/WC/LOA) if they transition to an unpaid/unprotected status.

4. Does the Department conduct exit interviews? If so, what do you do with the answers to promote diversity and inclusion? If not, what alternative methods do you use to collect information regarding reasons for separation?

MCHD Response: MCHD has a well-established practice to conduct voluntary exit interviews for employees leaving the department. In 2021, the exit interview process was enhanced to allow staff to complete the survey electronically or have an exit interview with a Human Resources Analyst.

Exit interview data is gathered, documented, and summarized for MCHD Head's review as appropriate. MCHD Human Resources staff follow up individually with employees that are exiting the organization as appropriate on a case-by-case-basis.

MCHD is committed to continue to gather, document, and summarize relevant data obtained through exit interviews to:

1. Improve recruitment and retention;
2. Identify problems leading to employee turnover;
3. Generate suggestions for making the Health Department a better place to work; and
4. Ensure compliance with Human Resources Policies and Civil Rights Office (CRO) policy.

5. What has been the greatest success/es regarding inclusiveness in your Department?

MCHD Response: MCHD enjoys a very diverse workforce with female representation at 83.3% and people of color representation at 77%.

The Department Director has continued emphasizing to the Executive team and managers the importance of inclusion and engagement of staff at all levels.

As a large employer, MCHD remains committed to making each team member feel valued and respected.

6. What opportunities for improvement have you found, and how will you address them?

MCHD Response: MCHD met representation standards in 10 of the 15 utilized job groups. Overall, MCHD has identified opportunities for improvement in the area of market competitiveness for positions; increasing the number of job applicants to meet the

workforce needs; and providing opportunities for High School students to be engaged as a mechanism for career growth. Each of these areas are discussed further below.

Salary / Market Competitiveness

Living in the Monterey County area has been a barrier to recruit potential applicants due to the high cost of living. To further advance recruitment efforts, attract, and retain the most qualified applicants, the Health Department will continue to advocate for wages commensurate with market competitors especially given current economic challenges and record inflation rates.

Increasing Job Applicants

MCHD has a variety of recruitment needs that are specialized within each Bureau/Division. Many of the recruitments are “difficult to fill” and with the cost of living in the Monterey County area as a barrier to recruit potential applicants, MCHD has continued to have difficulty recruiting qualified applicants.

Depending upon the position, some recruitments require advanced degree’s, such as Psychiatric Social Worker. The Department has received feedback from recent college graduates and has determined that there were many factors contributing to receiving less applications during the 2021 calendar year including college students finding it difficult to continue their education and fewer students graduating due to the pandemic. Other factors include financial constraints, college courses not being offered, continued remote learning and the inability of students to adapt to virtual classes.

The Department also believes the decrease in applicants was due in part to the apprehension of being at a worksite due to the COVID-19 pandemic. This is supported by the worksite survey that was initiated in June 2021 by the County Human Resources Department. Over 86% of the survey respondents indicated that they worked onsite or had a hybrid of remote and on-site schedule. In this survey, Health staff responded that they are concerned about being in the workplace for a variety of reasons including:

- Potential increase in spread of coronavirus;
- Organizing childcare;
- Leaving family members at home who need assistance;
- Impact on productivity;
- Impact on morale;
- Getting exposed to the coronavirus at the worksite; and
- Face to face interaction with employees and customers

MCHD will continue to address these concerns through engaging with the workforce and providing education where necessary.

MCHD has enjoyed a healthy budget for conducting outreach, averaging approximately \$35,000 a year for the last 5 years. As the labor market continues to tighten, MCHD will continue to do extensive outreach, as economically feasible, to identify applicants possessing the required knowledge, skills, and abilities to successfully fill vacant positions.

MCHD is committed to continuing its efforts in improving overall diverse representation in specific categories where under-utilization is present, including African American; Asian/Pacific Islander; and Native American.

Engaging High School Students

MCHD began engaging students at the High School levels in an interactive Career Fair that was piloted on March 8, 2022. The Career Fair was a result of collaboration between the Monterey Peninsula Unified School District (MPUSD), California State University Monterey Bay (CSUMB), Hartnell College, and Monterey Peninsula College (MPC). The goal was to provide a holistic experience of future career possibilities for High School students within the County of Monterey. MCHD was one of the departments that was able to provide an interactive tour to students and highlighted the essential services provided by MCHD. Students participated and learned about careers in four of the eight divisions: Environmental Health; Animal Services; Behavioral Health; and Planning, Evaluation and Policy (PEP).

By providing this experience, the goal is that MCHD has created a pipeline of talent for the MCHD as an early intervention.

Given the success of this Career Fair, MCHD hopes to provide this to other school districts within the County as staffing resources allow.

Summary

MCHD remains committed to Equal Employment Opportunity which includes:

- Objective employment decisions free of discrimination;
- Skill oriented and competency driven performance management practices that assess employees' commitment to building a diverse and inclusive workforce;
- Recruitment/Selection processes utilizing broad outreach for large candidate pools; objective selection criteria; and team decision-making on final candidates;
- Commitment to bi-annual Monterey County Prevention of Sexual Harassment and Discrimination Training, as well as the Civil Rights Training, for all MCHD employees and managers/supervisors;
- Commitment to providing training for job advancement skills;

- Formal and informal feedback mechanisms for employees to give feedback and voice concerns; and
- Accountability of employees at all levels to uphold the County Values of treating fellow employees with Respect, Dignity and Courtesy.

Section 7

Accomplishments and Resource Needs

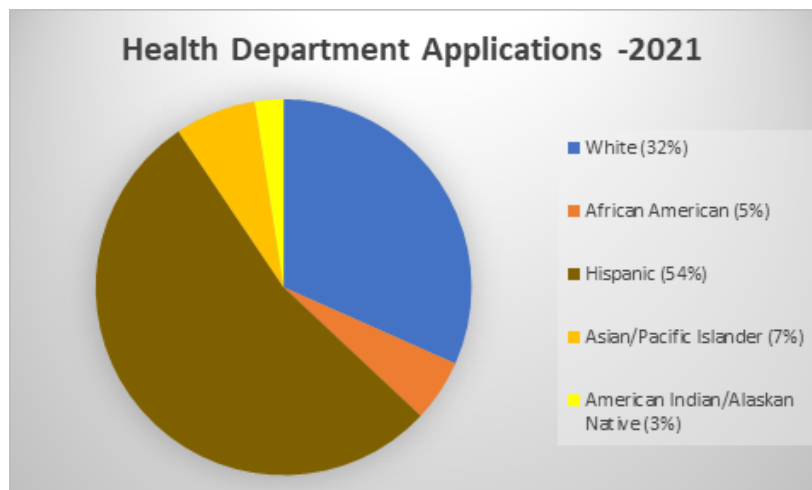
Please highlight your Department's successes in achieving a diverse workforce in this section. Describe your Department's assessment of resource needs from the Civil Rights Office. Please share any suggestions and recommendations for improvement you can offer regarding current policies and procedures. Feel free to use examples or specify by job group.

Please include your Department's current compliance rates with required training offered by the Civil Rights Office. All employees must complete the Harassment and Discrimination Prevention Training and the Civil Rights Training every two years.

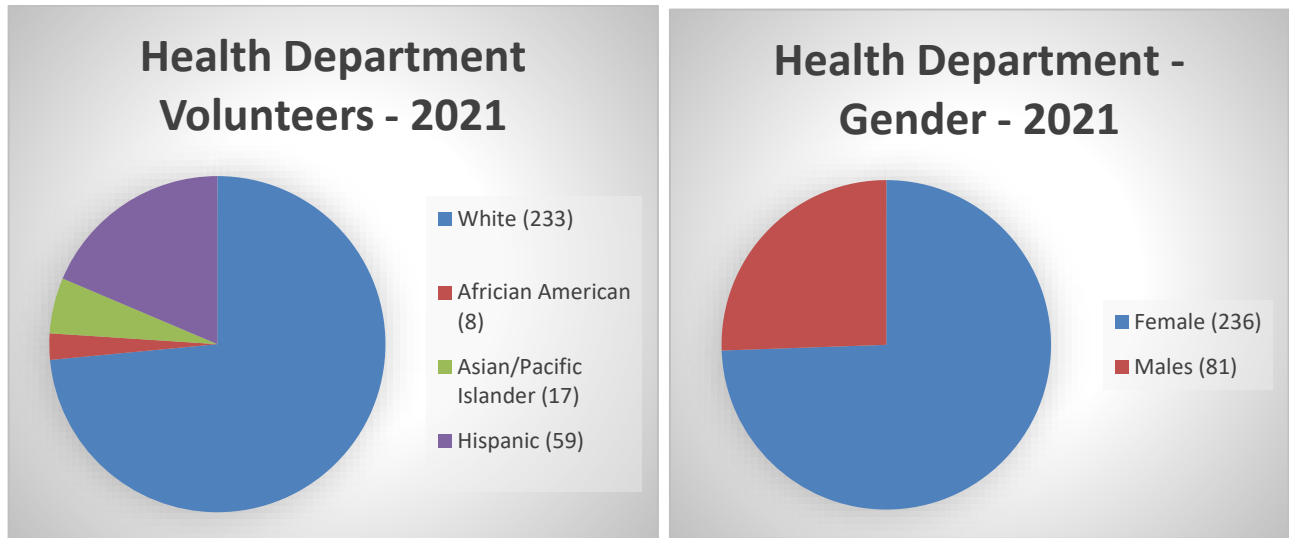
MCHD Response: MCHD has achieved much success in achieving a diverse workforce with an overall representation of females of 83.3% and representation of people of color of 77.0% in the workforce.

As a highlight to that effort is the continued robust recruitment/outreach efforts spending approximately an average of \$35,000 in recruitment advertising each year for the last 5 years. MCHD continued to recruit for essential positions during the entirety of the pandemic in 2021. In 2021, the Department had a total of 30 open recruitments including 16 "continuous" recruitments.

The Department received approximately 1,630 applications in response to recruitment efforts. It should be noted that this is a drastic reduction in the number of applicants from the prior year of 3,506 applicants (a 54% decrease). Of the applications received, approximately 1,257 were female (77%) and approximately 1,117 were people of color (69%). A summary of the applications received is as follows:



In 2021, the Health Department began to offer Public Health COVID-19 Vaccine clinics as a primary preventative intervention against the SARS-CoV-2 virus. The Health Department began recruiting volunteers in January 2021 to assist with those efforts. In 2021, the Department recruiting, onboarded, and staffed COVID-19 vaccination clinics utilizing approximately 317 volunteers to support this Public Health crisis. Of the 317 volunteers, following is the ethnic and gender summary:

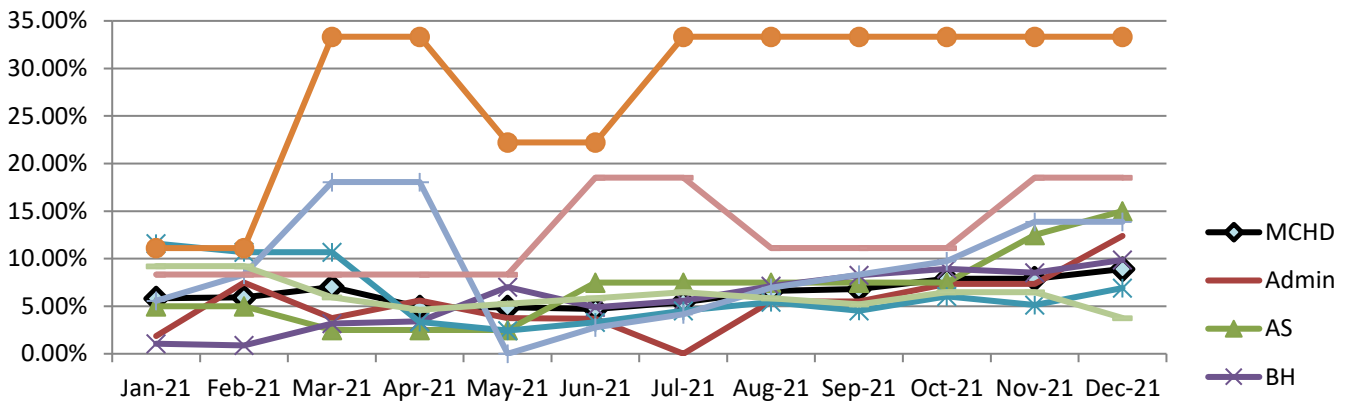


MCHD continues to track vacancies on a monthly basis. This level of monitoring ensures recruiting efforts are mobilized to meet the demands of each Bureau and to mitigate any negative impacts on protected groups.

As of December 31, 2021, the Department has approximately 1,104.725 approved positions in the budget, with approximately 919 active employees. As of December 31, 2021, there were approximately 204.275 total vacancies (19%), however only approximately 98.425 of those were approved to recruit (8.91%). This compares with total vacancies of 18.56% for the year ending December 31, 2020.

The figure below shows the monthly positions by Bureau that were approved to recruit for in Calendar Year 2021.

Health Department Vacancy Rate -- 12 Months Target ≤10%



	01/21	02/21	03/21	04/21	05/21	06/21	07/21	08/21	09/21	10/21	11/21	12/21
MCHD	5.82%	5.92%	7.03%	4.88%	4.88%	4.71%	5.44%	6.61%	6.80%	7.89%	7.90%	8.91%
Admin	1.87%	7.48%	3.74%	5.61%	3.74%	3.67%	0.00%	5.50%	5.50%	7.34%	7.34%	12.39%
AS	5.00%	5.00%	2.50%	2.50%	2.50%	7.50%	7.50%	7.50%	7.50%	7.50%	12.50%	15.00%
BH	1.06%	0.88%	3.19%	3.40%	7.01%	4.89%	5.56%	7.12%	8.25%	8.95%	8.52%	9.86%
CS	11.59%	10.67%	10.67%	3.35%	2.44%	3.31%	4.53%	5.42%	4.52%	6.02%	5.12%	6.93%
EMS	11.11%	11.11%	33.33%	33.33%	22.22%	22.22%	33.33%	33.33%	33.33%	33.33%	33.33%	33.33%
EH	5.56%	8.33%	18.06%	18.06%	0.00%	2.78%	4.17%	6.94%	8.33%	9.72%	13.89%	13.89%
PG	8.33%	8.33%	8.33%	8.33%	8.33%	18.52%	18.52%	11.11%	11.11%	11.11%	18.52%	18.52%
PH	9.21%	9.21%	5.92%	4.61%	5.26%	5.84%	6.49%	5.84%	5.19%	6.49%	6.49%	3.76%

Training

Due to the pandemic, in person training ceased and on-line training resources were created. A priority and focus of executive leadership was supporting the critical preventative public health essential services being provided to the community. Many MCHD staff were reassigned to support essential Public Health initiatives related to COVID-19 and were unable to dedicate necessary time to participating in the on-line training.

As the community is now experiencing a lower positivity rate and a decreased transmission of COVID-19, next fiscal year MCHD will continue to re-emphasize the need for staff to complete required training.

	Harassment and Discrimination Prevention Training	Civil Rights Training
Total number of Managers	171	171
Managers completed	44	90
Percent of Managers completed	26%	53%
Total number of Employees (non- supervisors/managers)	837	837
Employees (non- supervisors/managers) completed	188	221
Percent of Employees (non- supervisors/managers) completed	22%	27%

***Civil Rights Training for managers/supervisors was not offered in years 2019 & 2020.**

Future Resources Needs from the Civil Rights Office

The Civil Rights Office has conducted significant training related to the Prevention of Harassment and Discrimination; and Racial Equity/Implicit Bias and the effects of such.

MCHD is a service Department and additional resources need to be dedicated to additional preventative training in fundamental employee expectations of respect; courteous communication; professionalism; and building a positive workplace.

Section 8

Follow up requested by the Commission

Please discuss any follow-up requested by the Commission during past years' presentations on the Departmental Equal Opportunity Plan in this section. Follow-up may occur via action, memorandum, or additional presentation to the Commission.

MCHD Response: Monterey County Health Department has not been requested to follow-up with any item during past years' presentations.

Section 9

Title VI of the Civil Rights Act Implementation

(In accordance with the County's [Title VI of the Civil Rights Act Implementation Plan](#))

	Requirement	Implementation Notes	Completed
General	Title VI notice at public counters	Posters were posted near public counters, in areas with limited space and where client information is shared.	Yes.
	Internal process to forward discrimination complaints to Civil Rights Office	Currently, known client discrimination complaints are being forwarded to the Bureau Directors and Compliance Officer, and then forwarded to the CRO Office and Department Human Resources (if applicable). Employee discrimination complaints are forwarded to the Department Human Resources staff, and if applicable forwarded to the CRO office.	Yes.
	Nonstandard contracts include nondiscrimination clause	Non-Standard contract templates will be reviewed to ensure non-discrimination language is included/negotiated as contract(s) are up for review.	Yes.
	Data is collected on the ethnicity and language of people served	Health Department Bureaus are collecting ethnicity and language in various systems and formats. MCHD is continuing to explore additional data collection methods that may supplement the current ones.	In Progress.
Language Access	Departmental language assessment completed	Currently client language needs assessments are done verbally by MCHD staff.	Yes.
	Vital documents translated into Spanish	MCHD vital documents are either already translated into	Yes.

		Spanish or are in the process of being translated.	
	Website – minimize PDFs. When using PDFs, include a Spanish version	MCHD Bureau webpages are continually being assessed to ensure the availability of Spanish PDF's.	Continuous
	Procedures and budget for us of interpretation and translation services	Master Language Agreement list is used to provide interpretation and translation services if needed.	Yes.
	Public voicemails in English and Spanish	Public voicemails either already have a bilingual (English/Spanish) message or are in the process of being changed to be bilingual.	Yes.
	Public counters: language charts available	MCHD continually identifies a language chart that will meet local language needs.	Continuous.
	Public counters: all signage in English and Spanish	Public counter signage either have bilingual (English/Spanish) signage or are in the process of including signage that is bilingual.	Continuous.
	Public counters: procedures to have bilingual staff available	MCHD Bureaus' are intentional about hiring bilingual staff for public counter positions, and establishing verbal procedures for bilingual back-up staff to support mono-lingual speaking public counter staff (when applicable)	Yes.
Community Engagement	Projects, programs, policies, and services reflect County stakeholders and are sensitive to diverse demographic backgrounds	Various forms of community input meetings, educational sessions, and other program assessments have been completed to ensure input from diverse communities. Interpretation and translation of documents are provided.	Yes.
	Analyzed potential disproportionate adverse	Input from various stakeholders continues	Continuous.

	<p>human health or environmental effect on communities of color, tribal communities, or others underrepresented in the public process</p>		
	<p>Considerations taken to ensure equitable engagement</p>	<p>MCHD continues to support bilingual meetings (English/Spanish) as appropriate.</p>	<p>Yes.</p>
	<p>Key community engagement contacts established</p>	<p>MCHD makes great effort to maintain key community contacts by inviting / sharing public meetings to the community. Due to the COVID-19 pandemic, meetings last year have occurred remotely via zoom or via a webinar. Additional engagement is maintained via bilingual social media (Spanish and English).</p>	<p>Yes.</p>