

Treasurer-Tax Collector

2023 Equal Opportunity Plan

Reporting Period: January – December 2022



Table of Contents

	Page
Section 1: Department Head's Acknowledgment & Commitment to the 2023 Departmental Equal Opportunity Plan	3
Section 2: Organizational Profile	4
Section 3: Department's Workforce Analysis Chart	5
Section 4: Personnel Activity	14
Section 5: Recruitment Data	23
Section 6: Action-Oriented Programs	36
Section 7: Accomplishments and Resource Needs	42
Section 8: EOCRAC Follow-Up	44
Section 9: Title VI of the Civil Rights Act	45

Section 1

Department Head's Acknowledgment & Commitment to the 2023 Departmental Equal Opportunity Plan

The Monterey County Board of Supervisors adopted an ordinance reaffirming their long-standing commitment to 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, Sexual Harassment, Reasonable Accommodation, 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.

DocuSigned by:



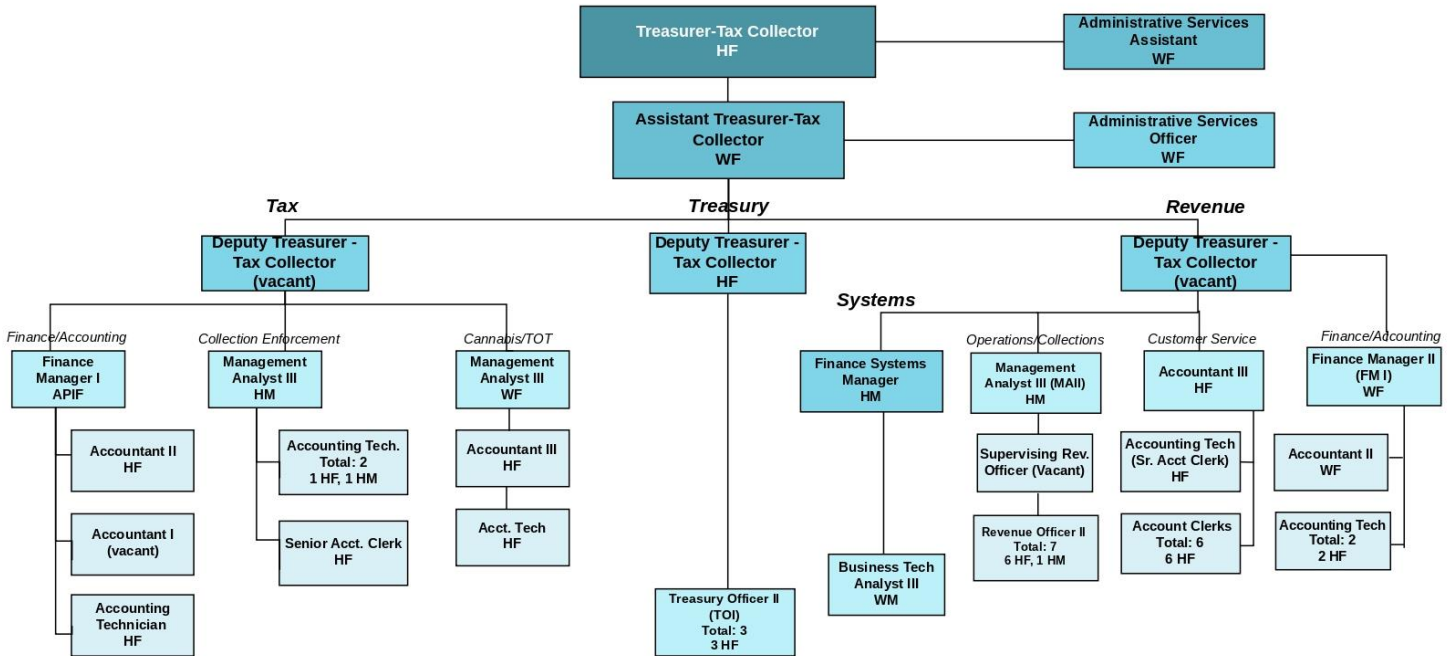
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Mary Zeeb

Treasurer-Tax Collector

Section 2 Organizational Profile

OFFICE OF THE TREASURER-TAX COLLECTOR



Effective 12/31/2022
39 filled positions
49 authorized positions

Self-reported Gender and Ethnicity:

M – Male F – Female

AA – African American

AI – American Indian/ Alaskan Native

API – Asian/ Pacific Islander

H – Hispanic

W – White other than Hispanic

In this Organizational Profile, the elected department head is included in the total filled position count. However, the department head's gender and ethnicity are not included in the department-wide demographics and workforce analysis data.

Section 3

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

The office of the Treasurer-Tax Collector (TTC) divides its workforce of 39 current staff members across the following seven job groups:

- Group 01 – Management II
- Group 02 – Management I
- Group 03 – Professional – Administration
- Group 13 – Paraprofessional – Technician I
- Group 14 – Paraprofessional – Technician II
- Group 17 – Office Clerical II
- Group 18 – Office Clerical I

Within these job groups, the department has established a diverse workforce in which inclusionary growth, skill development, and training are paramount across all demographics. The departmental workforce analyses identify the TTC's current employee workforce based on race, ethnicity, minority, and gender, according to the following comparisons:

- Analysis 1 – Minority Demographic Comparison by Job Group
- Analysis 2 – Department-wide Demographics by Race/ Ethnicity
- Analysis 3 – Female demographic Comparison by Job Group
- Analysis 4 – Department-wide Demographics by Gender

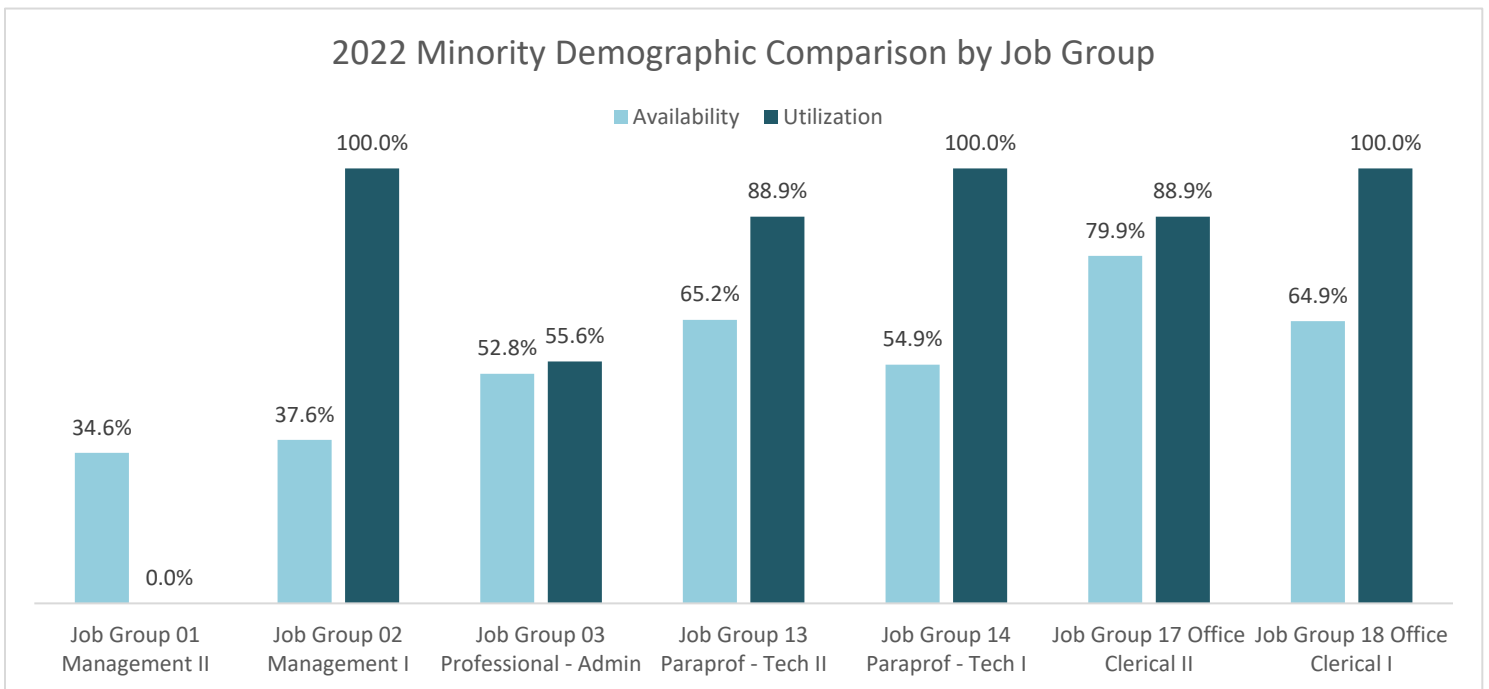
All racial, ethnic, and gender demographics are self-reported. In the instance of female and minority demographics, as seen in Analyses 1 and 3, within job groups, each demographic is compared against a minimum threshold. In the instance of gender and race/ethnicity demographics, as seen in Analyses 2 and 4, each demographic is defined as a percentage of the entire department. Except where specified, all data represented for the 2022 year is captured between January 1 and December 31, 2022.

Workforce Analysis 1 – Minority Demographic Comparison by Job Group

In this analysis, within each job group, minority employees are represented in comparison with the department’s overall workforce. Minority groups, by race and ethnicity, are African American, Hispanic, Asian/ Pacific Islander, and American Indian/ Alaskan Native.

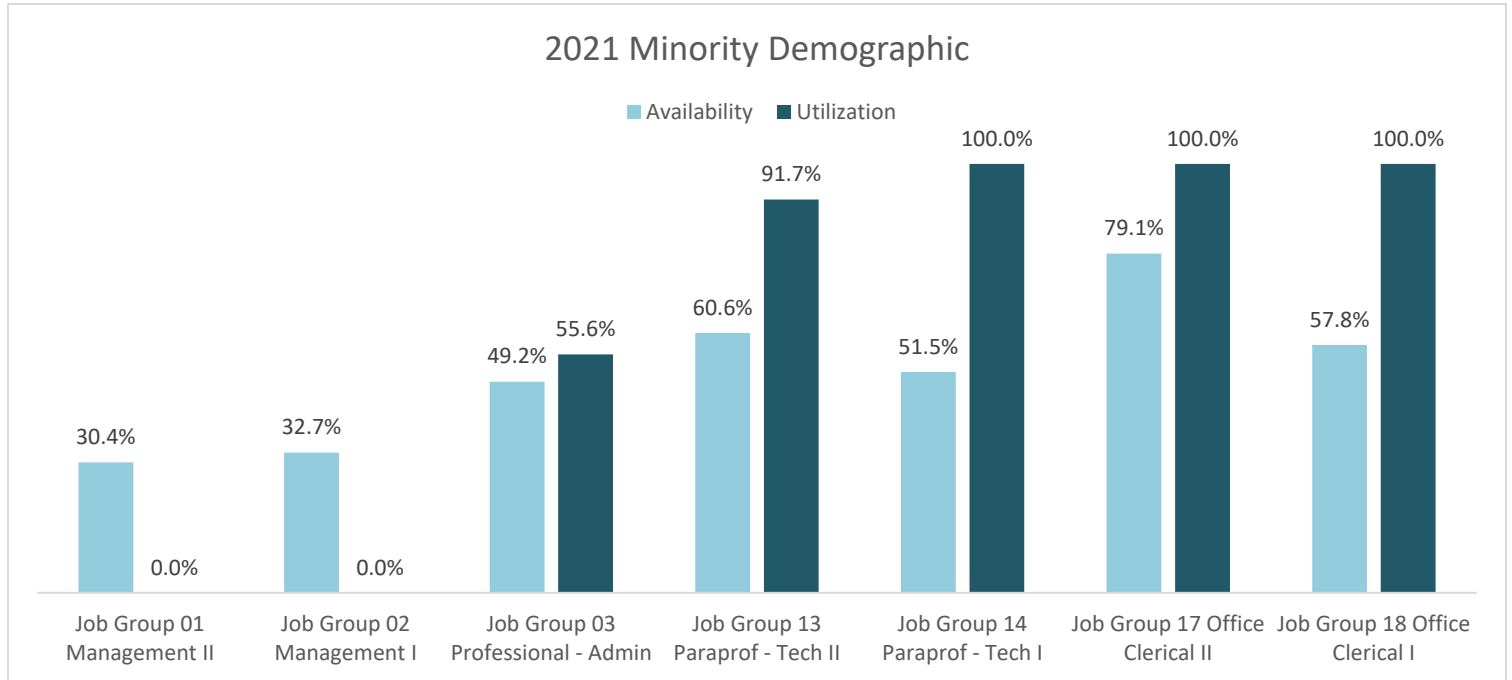
2022 Minority Demographic Comparison by Job Group

	Job Group 01 Management II	Job Group 02 Management I	Job Group 03 Professional – Admin	Job Group 13 Paraprof – Tech II	Job Group 14 Paraprof – Tech I	Job Group 17 Office Clerical II	Job Group 18 Office Clerical I
Employee Demographics	0 Minority 1 White	2 Minority 0 White	5 Minority 4 White	8 Minority 1 White	3 Minority 0 White	8 Minority 1 White	6 Minority 0 White
Total Employees	1	2	9	9	3	9	6



2021 Minority Demographic Comparison by Job Group

	Job Group 01 Management II	Job Group 02 Management I	Job Group 03 Professional – Admin	Job Group 13 Paraprof – Tech II	Job Group 14 Paraprof – Tech I	Job Group 17 Office Clerical II	Job Group 18 Office Clerical I
Employee Demographics	0 Minority 1 White	0 Minority 2 White	5 Minority 4 White	11 Minority 1 White	1 Minority 0 White	8 Minority 0 White	3 Minority 0 White
Total Employees	1	2	9	12	1	8	3



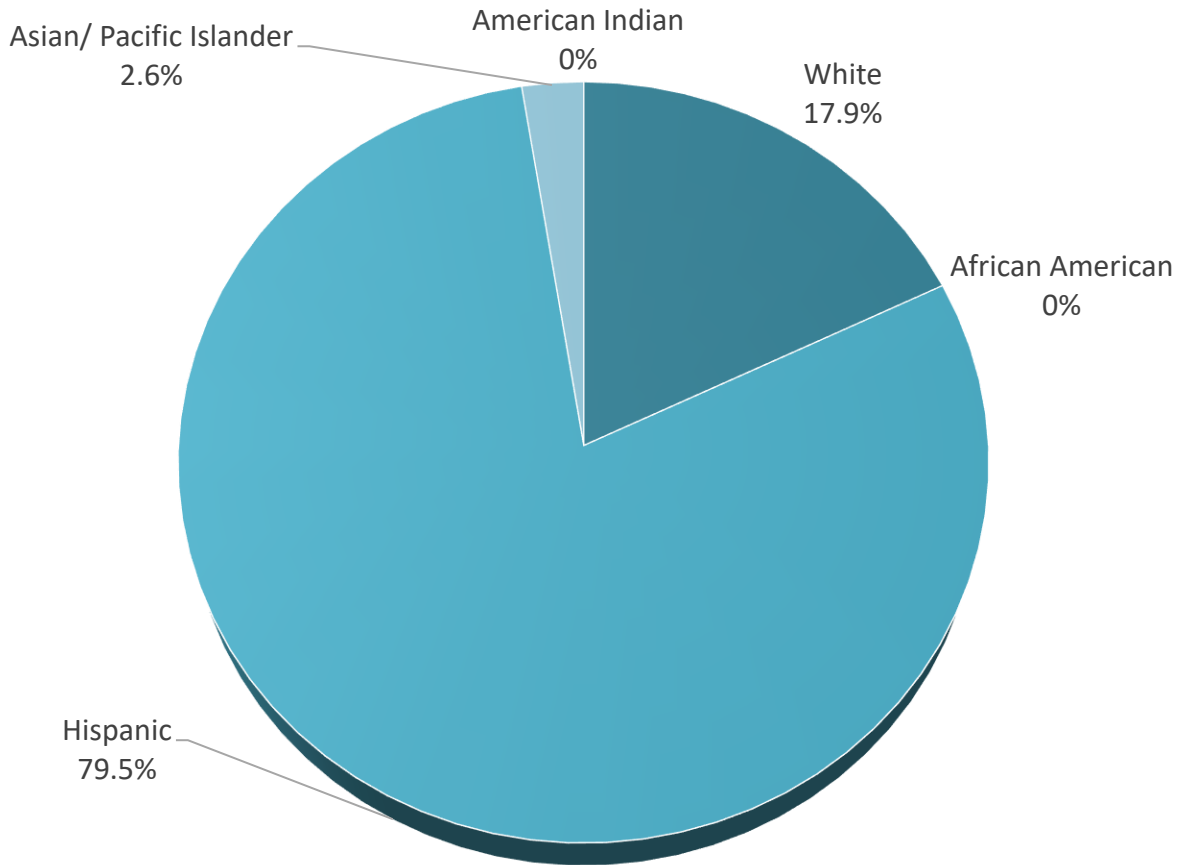
Workforce Analysis 2 – Department-wide Demographics by Race/ Ethnicity

In this department-wide analysis, minority employees account for 82.1% of the total employee base.

2022 Demographics by Race/ Ethnicity

	White	African American	Hispanic	Asian/ Pacific Islander	American Indian	Total # of Employees	Total Minority Employees	Minority Percentage
Employees	7	0	31	1	0	39	32	82.1%
% of Total Employees	17.9%	0%	79.5%	2.6%	0%			

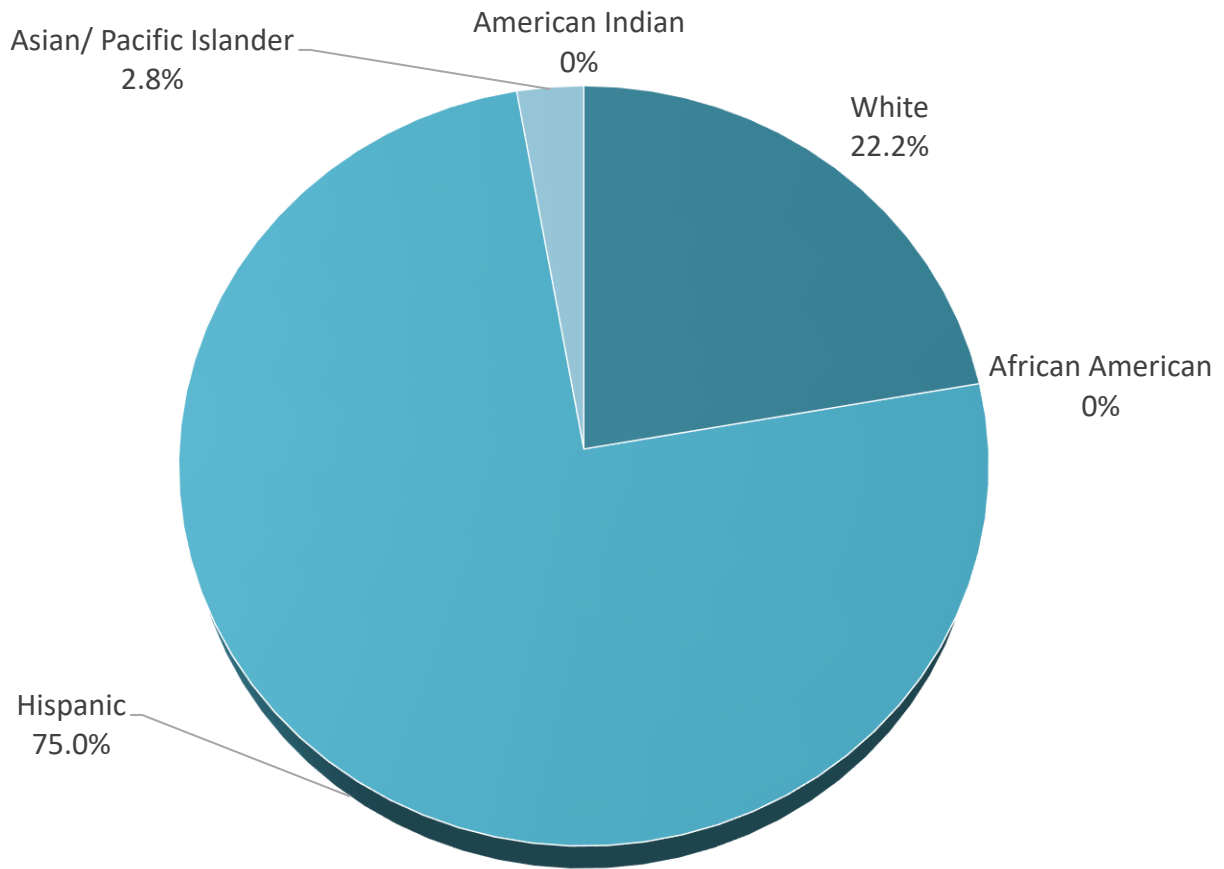
2022 Demographics by Race/ Ethnicity



2021 Demographics by Race/ Ethnicity

	White	African American	Hispanic	Asian/ Pacific Islander	American Indian	Total # of Employees	Total Minority Employees	Minority Percentage
Employees	8	0	27	1	0	36	28	77.8%
% of Total Employees	22.2%	0%	75%	2.8%	0%			

2021 Demographics by Race/ Ethnicity

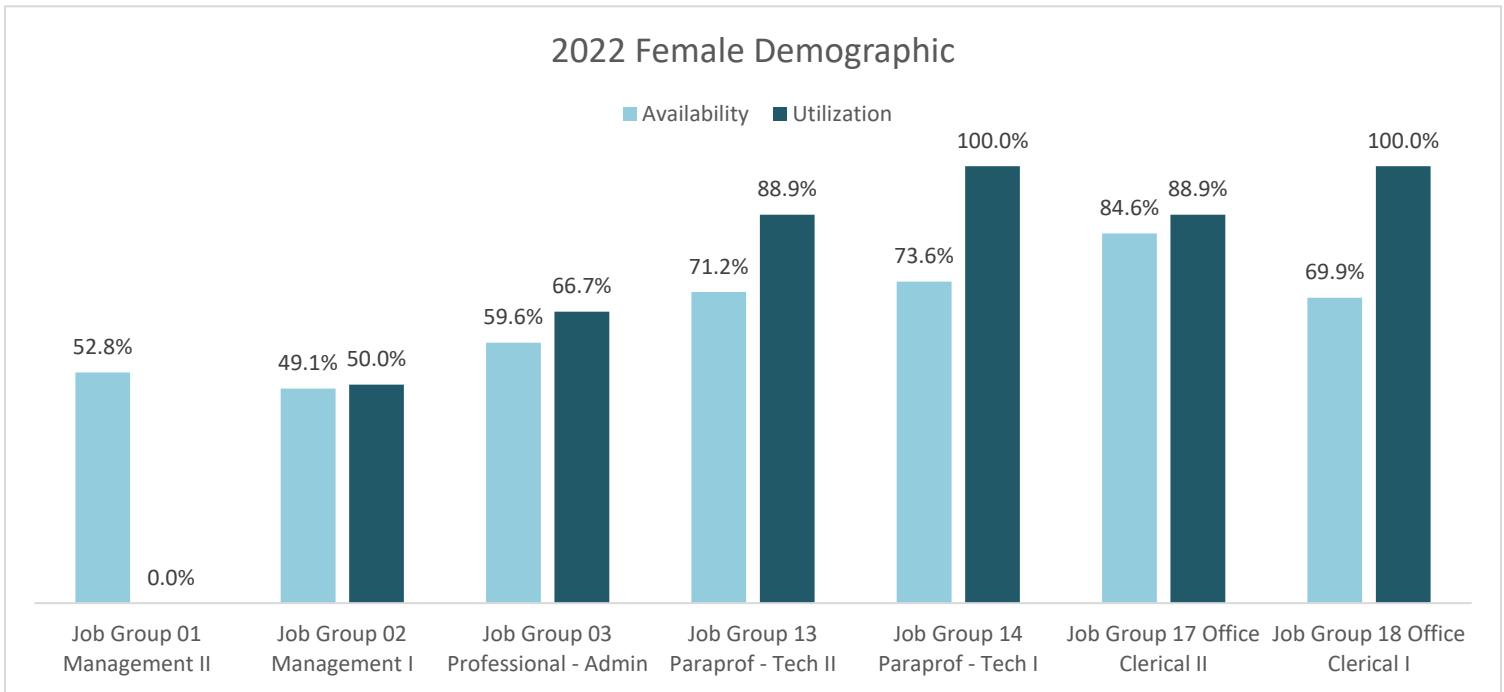


Workforce Analysis 3 – Female Demographic Comparison by Job Group

This analysis determines the percentage of female employees by job group. In each category, from upper management to entry level, the percentages exceed the minimum thresholds.

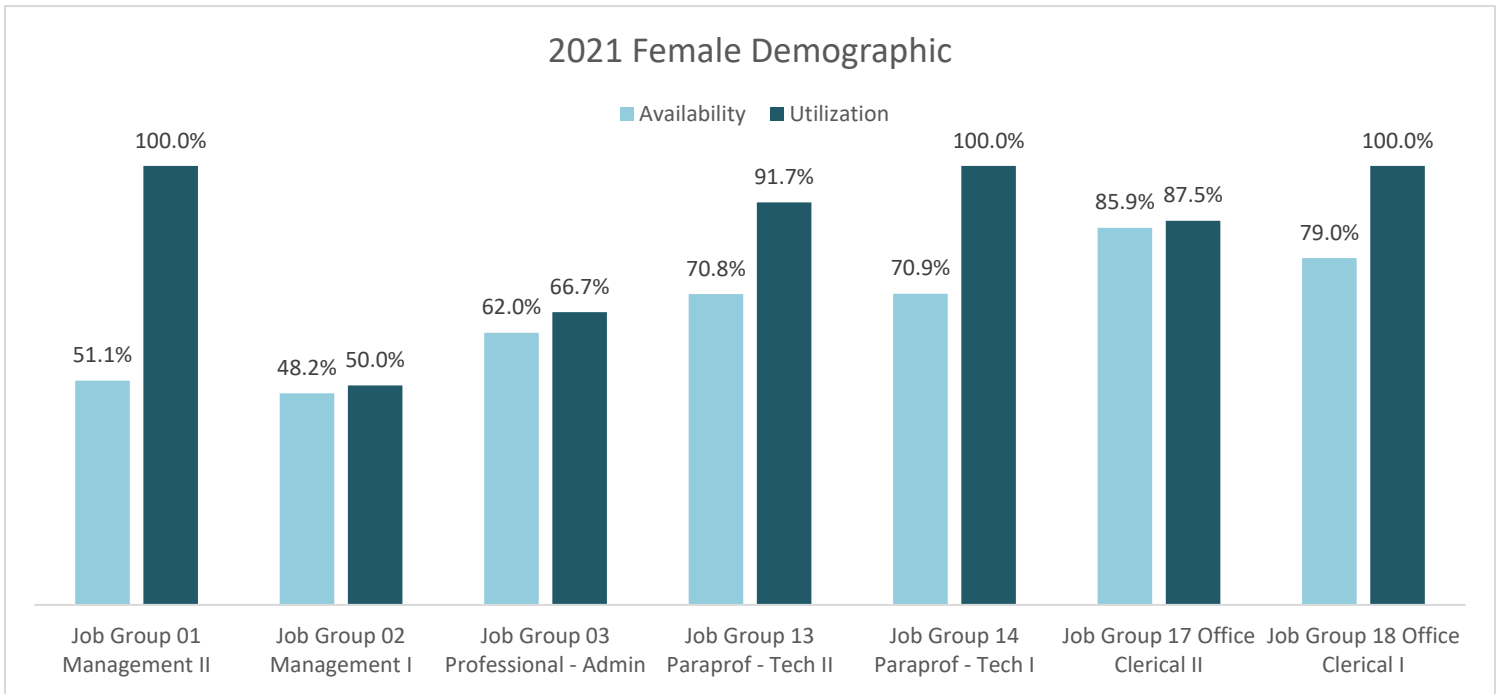
2022 Female Demographic Comparison by Job Group

	Job Group 01 Management II	Job Group 02 Management I	Job Group 03 Professional – Admin	Job Group 13 Paraprof – Tech II	Job Group 14 Paraprof – Tech I	Job Group 17 Office Clerical II	Job Group 18 Office Clerical I
Employee Demographics	0 Female 1 Male	1 Female 1 Male	6 Female 3 Male	8 Female 1 Male	3 Female 0 Male	8 Female 1 Male	6 Female 0 Male
Total Employees	1	2	9	9	3	9	6



2021 Female Demographic Comparison by Job Group

	Job Group 01 Management II	Job Group 02 Management I	Job Group 03 Professional – Admin	Job Group 13 Paraprof – Tech II	Job Group 14 Paraprof – Tech I	Job Group 17 Office Clerical II	Job Group 18 Office Clerical I
Employee Demographics	1 Female 0 Male	1 Female 1 Male	6 Female 3 Male	11 Female 1 Male	1 Female 0 Male	7 Female 1 Male	3 Female 0 Male
Total Employees	1	1	6	11	1	7	3



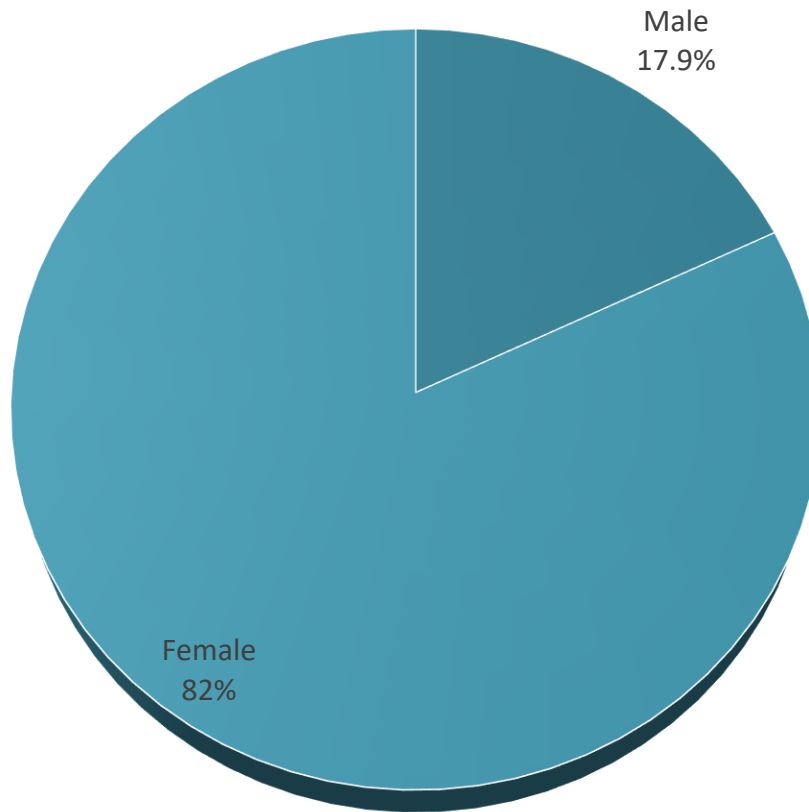
Workforce Analysis 4 – Department-wide Demographics by Gender

This analysis provides department-wide comparisons by gender.

2022 Demographics by Gender

	Male	Female	Total Department Employees
Employees	7	32	39
% of Total Employees	17.9%	82.1%	

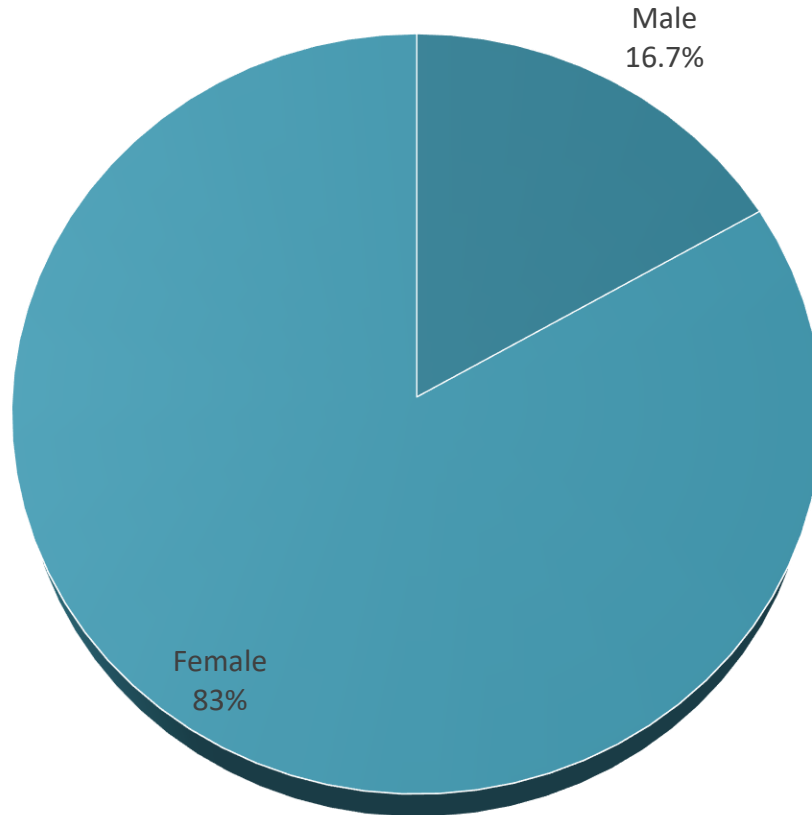
2022 Demographics by Gender



2021 Demographics by Gender

	Male	Female	Total Department Employees
Employees	6	30	36
% of Total Employees	16.7%	83.3%	

2021 Demographics by Gender



Section 4 Personnel Activity (2022)

Personnel Activity identifies the movement of staff into and out of each job group, dependent upon a variety of conditions – promotions, new hires, terminations, corrective actions, etc. All job groups experienced activity within the past year. The data presented for 2022 Personnel Activity is captured between January 1 and December 31, 2022.

Personnel Activity Job Group 01 – Management I

Job Group: 01-Management I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White			1					1
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)	0	0	1	0	0	0	0	1
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American			NO ACTIVITY					
Asian/Pacific Islander			NO ACTIVITY					
American Indian/ Alaskan Native			NO ACTIVITY					
Hispanic								
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

Personnel Activity Job Group 02 – Management I

Job Group: 02-Management I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements		
	Males	Females	Males	Females	Males	Females	Male	Females	
White								1	
African American									
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic	1			1					
TOTAL (count each person only once)	1	0	0	1	0	0	0	1	
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American			NO ACTIVITY						
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

Personnel Activity Job Group 03 – Professionals - Administration

Job Group: 03-Professionals-Admin	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White		1						
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic				1				
TOTAL (count each person only once)	0	1	0	1	0	0	0	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White						1		
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)	0	0	0	0	0	1	0	0

Personnel Activity Job Group 13 – Paraprofessional Technicians II

Job Group: 13-Paraprofessional Technicians II	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American									
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic				1	1			2	
TOTAL (count each person only once)	0	0	0	1	1	0	0	2	
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American	NO ACTIVITY								
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

Personnel Activity Job Group 14 – Paraprofessional Technicians I

Job Group: 14-Paraprofessional Technicians I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American									
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic				3					
TOTAL (count each person only once)	0	0	0	3	0	0	0	0	
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American	NO ACTIVITY								
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

Personnel Activity Job Group 17 – Office Clerical II

Job Group: 17-Office Clerical II	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements		
	Males	Females	Males	Females	Males	Females	Male	Females	
White		1						1	
African American									
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic				2		1			
TOTAL (count each person only once)	0	1	0	2	0	1	0	1	
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American		NO ACTIVITY							
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

Personnel Activity Job Group 18 – Office Clerical I

Job Group: 18-Office Clerical I	New Hires*		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American									
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic		6						1	
TOTAL (count each person only once)	0	6	0	0	0	0	0	1	
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American		NO ACTIVITY							
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

*One of the New Hires for Job Group 18, transferred from another County department, taking a demotion from their previous position.

Personnel Activity (2021)

The only job groups experiencing activity within 2021 were Job Groups 02, 03, 13, 14, and 18. All data represented for 2021 Personnel Activity is captured between January 1 and December 31, 2021.

Personnel Activity Job Group 01 – Management II

Job Group: 01-Management II	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American		NO ACTIVITY							
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American		NO ACTIVITY							
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

Personnel Activity Job Group 02 – Management I

Job Group: 02-Management I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements		
	Males	Females	Males	Females	Males	Females	Male	Females	
White								1	
African American									
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	1	
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American	NO ACTIVITY								
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

Personnel Activity Job Group 03 – Professionals - Administration

Job Group: 03-Professionals-Admin	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements		
	Males	Females	Males	Females	Males	Females	Male	Females	
White				1				1	
African American									
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic				1					
TOTAL (count each person only once)	0	0	0	2	0	0	0	1	
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American	NO ACTIVITY								
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

Personnel Activity Job Group 13 – Paraprofessional Technicians II

Job Group: 13-Paraprofessional Technicians II	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American									
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic								1	
TOTAL (count each person only once)	0	0	0	0	0	0	0	1	
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American	NO ACTIVITY								
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

Personnel Activity Job Group 14 – Paraprofessional Technicians I

Job Group: 14-Paraprofessional Technicians I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American									
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic				1					
TOTAL (count each person only once)	0	0	0	1	0	0	0	0	
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American	NO ACTIVITY								
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

Personnel Activity Job Group 17 – Office Clerical II

Job Group: 17-Office Clerical II	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American		NO ACTIVITY							
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American		NO ACTIVITY							
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

Personnel Activity Job Group 18 – Office Clerical I

Job Group: 18-Office Clerical I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American									
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic		2						3	
TOTAL (count each person only once)	0	2	0	0	0	0	0	3	
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American		NO ACTIVITY							
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

Section 5

Recruitment – Data (2022)

The following recruitment data reflects applicants' gender, race, and ethnicity as they move through the recruitment process from application to screening, eligibility, interviewing, and ultimately the final hiring decision. Within the job group, the second set of data shows the diversity of screeners and interview panelists, as well as the processes employed and challenges encountered to secure the acceptable diversity of candidates. All data represented for 2022 Recruitment Data is captured between January 1 and December 31, 2022. The section entitled *Targeted Outreach Locations and Challenges*, located at the end of the recruitment data, addresses all job groups that experienced recruitments.

Recruitment Data Job Group 02 – Management I

Job Group: 02 Chief Deputy Treasurer- Tax Collector	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	3	1	3		2		2		
African American										
Asian/Pacific Islander										
American Indian/Alaskan Native										
Hispanic	2	3	2	2	2	1	2	1		1
TOTAL (count each person once only)	3	6	3	5	2	3	2	3	0	0

Job Group: 02 Chief Deputy Treasurer-Tax Collector	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	1	2	CRO Talent Acquisition Database County Website Email to Department Email Blast to the CA Association of County Treasurers and Tax Collectors and the CA Revenue Officers Association Forty-five (45) minority-focused career sites, such as abilityJOBS, California Women Lead, and the Latin American Association
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic					

TOTAL (count each person once only)	0	1	1	2	
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Recruitment Data Job Group 03 – Professional - Administration

Job Group: 03 Administrative Services Officer	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	2	4	2	3	2	3	1	3		1
African American		3		3		3		1		
Asian/Pacific Islander		1		1		1				
American Indian/ Alaskan Native	1		1		1					
Hispanic	5	6	5	5	3	5		1		
TOTAL (count each person once only)	8	14	8	12	6	12	1	5	0	1

* Applicants interviewed: Invited-8; Declined to interview-1; Did not respond-1.

Job Group: 03 Administrative Services Officer	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	1	CRO Talent Acquisition Database County website Email to Department
African American		1			
Asian/Pacific Islander					
American Indian/ Alaskan Native					
Hispanic				1	
TOTAL (count each person once only)	0	1	1	2	

Recruitment Data Job Group 03 – Professional Administration

Job Group: 03 Accountant III	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	2	1	2						
African American										
Asian/Pacific Islander	1	1	1	1						
American Indian/Alaskan Native										
Hispanic	1	7		7		5		2		1
TOTAL (count each person once only)	3	10	2	10	0	5	0	2	0	1

* Applicants interviewed: Invited-5; Declined to interview-3.

Job Group: 03 Accountant III	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	1	County website Email to Department
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic		2		1	
TOTAL (count each person once only)	0	2	1	2	

Recruitment Data Job Group 13 – Paraprofessional – Technician II

Job Group: 13 Accountant II*	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										
African American										
Asian/Pacific Islander										
American Indian/Alaskan Native										
Hispanic								2		1
TOTAL (count each person once only)	0	0	0	0	0	0	0	2	0	1

*Recruitment ran by the Monterey County Health Department

** Applicants interviewed: Invited-3; Declined to interview-1.

Job Group: 13 Accountant II	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	N/A – Recruitment conducted by the Monterey County Health Department
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic				2	
TOTAL (count each person once only)	0	0	0	3	

***N/A – System scored

Recruitment Data Job Group 14 – Paraprofessional – Technician I

Job Group: 14 Accountant I	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	4	2	2	2		2		2		
African American	1									
Asian/Pacific Islander	4	4	2	3	2	1				
American Indian/Alaskan Native										
Hispanic	8	34	6	26	6	17	3	6		1
TOTAL (count each person once only)	17	40	10	31	8	20	3	8	0	1

* Applicants interviewed: Invited-15; Declined to interview-3; Did not respond-1.

Job Group: 14 Accountant I	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		1	CRO Talent Acquisition Database College Campuses via Handshake
African American					
Asian/Pacific Islander				1	
American Indian/Alaskan Native					
Hispanic		1		2	
TOTAL (count each person once only)	0	2	0	4	

Recruitment Data Job Group 14 – Paraprofessional – Technician I

Job Group: 14 Treasury Officer I	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		2		1		1		1		
African American										
Asian/Pacific Islander										
American Indian/ Alaskan Native		1								
Hispanic	8	21	6	18	3	10	3	9		2
TOTAL (count each person once only)	8	24	6	19	3	11	3	10	0	2

* Applicants interviewed: Invited-14; Declined to interview-1.

Job Group: 14 Treasury Officer I	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		1	CRO Talent Acquisition Database County website Email to Department
African American					
Asian/Pacific Islander					
American Indian/ Alaskan Native					
Hispanic				2	
TOTAL (count each person once only)	0	1	0	3	

Recruitment Data Job Group 17 – Office Clerical II

Job Group: 17 Accounting Technician	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	2	3	2	3		3		5		
African American										
Asian/Pacific Islander	1	2	1	2						
American Indian/Alaskan Native										
Hispanic	5	28	5	28	3	14	4	16		2
TOTAL (count each person once only)	8	33	8	33	3	17	4	21	0	2

* Applicants interviewed: Invited-26; Declined to interview-1.

Job Group: 17 Account Technician	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		1	CRO Talent Acquisition Database
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic				2	
TOTAL (count each person once only)	0	1	0	3	

Recruitment Data Job Group 17 – Office Clerical II

Job Group: 17 Administrative Secretary	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	11	1	10		7		4		1
African American		4		2		1				
Asian/Pacific Islander	1	3	1	2		1				
American Indian/ Alaskan Native	1									
Hispanic	4	31	4	23	1	4		3		
TOTAL (count each person once only)	7	49	6	37	1	13	0	7	0	1

Job Group: 17 Administrative Secretary	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	1	1	CRO Talent Acquisition Database County website Email to Department
African American					
Asian/Pacific Islander					
American Indian/ Alaskan Native					
Hispanic				1	
TOTAL (count each person once only)	0	1	1	2	

Recruitment Data Job Group 18 – Office Clerical I

Job Group: 18 Account Clerk	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										
African American										
Asian/Pacific Islander										
American Indian/ Alaskan Native										
Hispanic	5	48	5	48	2	41		24		3
TOTAL (count each person once only)	5	48	5	48	2	41	0	24	0	3

* Applicants interviewed: Invited-43; Declined to interview-2; Did not respond-16.

Job Group: 18 Account Clerk	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		1	CRO Talent Acquisition Database
African American					
Asian/Pacific Islander					
American Indian/ Alaskan Native					
Hispanic			1	2	
TOTAL (count each person once only)	0	1	1	3	

**N/A – System scored

Recruitment – Data (2021)

Job groups 03, 14, and 18 experienced recruitments in 2021.

Recruitment Data Job Group 03 – Accountant III

Job Group: 03- Accountant III*	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		
African American										
Asian/Pacific Islander								1		
American Indian/ Alaskan Native										
Hispanic								7		
TOTAL (count each person once only)	0	0	0	0	0	0	0	9	0	0

Job Group: 03- Accountant III	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		N/A – Recruitment conducted by Natividad
African American					
Asian/Pacific Islander					
American Indian/ Alaskan Native					
Hispanic				1	
TOTAL (count each person once only)	0	0	1	1	

*Recruitment run by Natividad Medical Center.

**Applicants interviewed: Invited-11; Declined to interview-1; Did not respond-1.

Recruitment Data Job Group 14 – Treasury Officer I

Job Group: 14 – Treasury Officer I	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	3	1	3	1	1	1			
African American										
Asian/Pacific Islander	1	1		1						
American Indian/ Alaskan Native		2		1						
Hispanic	11	26	10	19	2	10	2	7		1
TOTAL (count each person once only)	13	32	11	24	3	11	3	7	0	1

Job Group: 14 – Treasury Officer I	Application Screeners (SMEs)*		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White					CRO Talent Acquisition Database list as saved in electronic recruitment folder
African American					
Asian/Pacific Islander					
American Indian/ Alaskan Native					
Hispanic		2	1	2	
TOTAL (count each person once only)	0	2	1	2	

*N/A – System scored

Recruitment Data Job Group 14 – Accountant I

The TTC recruited for the Accountant I position in this job group. However, an applicant was not chosen from that recruitment until 2022. Consequently, this recruitment and new hire will reflect in next year's EOP.

Recruitment Data Job Group 18 – Account Clerk

Job Group: 18 – Account Clerk	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		1		1		1		
African American										
Asian/Pacific Islander										
American Indian/ Alaskan Native										
Hispanic	7	53	7	53	7	37	4	25		1
TOTAL (count each person once only)	7	54	7	54	7	38	4	26	0	1

Job Group: 18 – Account Clerk	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		CRO Talent Acquisition Database list as saved in electronic recruitment folder
African American					
Asian/Pacific Islander					
American Indian/ Alaskan Native					
Hispanic				2	
TOTAL (count each person once only)	0	0	1	2	

Applicants for the Account Clerk position were screened and invited from an Account Clerk recruitment and from established Senior Account Clerk (SAC) and Office Assistant II (OAI) lists. All three groups totaled seventy-seven (77) candidates. Two (2) were ultimately hired – one from the SAC list and the second from the OAI list. The second hiring was deferred to January 2022 and will be reported in the 2023 EOP.

The Account Clerk recruitment, conducted by TTC-HR, comprised forty-five (45) applicants. Thirty (30) were interviewed, twelve (12) did not respond, two (2) declined to interview, and one (1) declined our offer.

Another Account Clerk who was recruited in 2020 began working in January 2021, immediately after the new year. She was erroneously reported in the 2021 EOP as a white female (WF) instead of as a Hispanic female (HF). Because she was hired in 2021, the data for her recruitment is rereported in the table below as a separate recruitment.

Job Group: 18 – Account Clerk (recruited in 2020, hired in 2021)	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		3		2		1		
African American										
Asian/Pacific Islander		1		1						
American Indian/Alaskan Native	1		1							
Hispanic	17	71	17	71	9	43	4	19		1
TOTAL (count each person once only)	18	75	18	75	9	45	4	20	0	1

Job Group: 18 – Account Clerk	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	1	CRO Talent Acquisition Database list as saved in electronic recruitment folder
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic				1	
TOTAL (count each person once only)	0	0	1	2	

Section 6

Action-Oriented Programs

(Under the County's Equal Opportunity Plan
Chapter 5: Designation of Responsibility)

COVID-19

Nearly all the TTC's programs and initiatives were affected by Covid in 2022, but we expect to see a revival going into 2023, depending on future constraints. The same cash handling and customer relationship standards that applied in 2022 remain in place. The necessity for the Office of the Treasurer-Tax Collector to integrate new and mandated working environment restrictions continues to be the department's priority as the TTC manages its focus on the health and safety of its staff and members of the public.

Generally, managers integrate team building exercises into staff meetings throughout the year. Our department conducts trainings facilitated by internal subject matter experts to help staff understand the supportive roles of each division. The result is that every team within each division continues to flex to achieve the same outstanding results.

As Covid becomes less restricting, the department managers will reintroduce in-person workshop opportunities using prior years' training tools and solutions as needed. Still accessible on the department's Learning Management System, subject matter courses are available and offered as requested by staff and as suggested by management. These constraints should be taken into consideration when reviewing TTC's results.

Recruitment

What collaborative relationships has your department established with community groups and stakeholders?

The office of the Treasurer-Tax Collector establishes and maintains ongoing positive associations with schools, four-year universities, and professional organizations throughout Monterey County and the tri-county area, as well as the San Francisco Bay Area and Santa Clara County. Additional institutions and associations explored include, but are not limited to, local community colleges and minority organizations.

In addition to the talent acquisition databases, collaborative relationships have been established with community groups, professional organizations, and other stakeholders, such as the following entities.

CRO Talent Acquisition Database list as saved in electronic recruitment folder

College campuses via Handshake:

Biola University

California Polytechnic State University, San Luis Obispo
California State University, Monterey Bay
California State University, San Bernadino
Chapman University
Claremont Graduate University
Claremont McKenna College
Harvey Mudd College
Keck Graduate Institute
Mills College
Pepperdine University
Pitzer College
Point Loma Nazarene University
Pomona College
San Jose State University
Santa Clara University
Scripps College
Stanford University
University of California, Berkeley
University of California, Santa Cruz
University of San Diego
Whittier College

As Covid restrictions continue to ease, the reestablishment of relationships with community groups will be further incorporated into our efforts, especially for the new recruiting year.

How have these relationships supported the department's recruitment efforts?

To reach the most diverse recruitment pool, the TTC advertises its recruitments with various schools and organizations locally, statewide, and nationally. Outreach depends on the level of the position and the potential for qualified candidates in the local labor pool. In addition to external outreach efforts, the TTC notifies all employees within the department of new postings and encourages them to apply. Interested applicants and employees are provided with instructions on the use of "Job Interest Cards" in the applicant tracking system. Employees are notified when a recruitment for a specific position is opened.

Continued recruitment, outreach, and internal development efforts of the Office of the Treasurer-Tax Collector resulted in hiring eight (8) females with six (6) being Hispanic, internally promoting nine (9) Hispanic females, and seeing two (2) Hispanic females promoted to higher level positions in other departments.

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

No certification waivers were requested, and none were granted in 2021. We asked for and were granted one recruitment waiver to run an Account Clerk- Bilingual recruitment utilizing NEOGov system scoring instead of a review and scoring of responses to supplemental questions.

Hiring

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

Interviewers ask behavior-based and job-specific questions to determine an applicant's fit for a position. Such questions are devised by subject matter experts in that field who intrinsically understand the tasks and behavioral requirements necessary for the role.

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

To ensure diversity among the screeners on the interviewing panels and, dependent on their availability, the department utilizes a mixture of managers, supervisors, leads, and peers that represent minorities and genders.

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

Screeners and panelists are briefed by the department's Senior Personnel Analyst on objectivity, rating, impression, and scoring with guidelines regarding rating and documenting scores. This briefing is a necessary step in the interviewers' decision-making process concerning an applicant or application. Screeners and panelists understand the importance of remaining objective or recusing themselves from rating or interviewing if they know the candidate or if they feel they cannot remain objective. Direction is also given to not be swayed by negative or positive first impressions, but to instead focus on the applicant's ability to perform the job based on information provided in their responses to the supplemental and/or interview questions.

Promotions

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.)?

The Office of the Treasurer-Tax Collector continues to operate as a model department with an environment of inclusion where all employees are valued. In an effort to provide opportunities for cross-training and upward mobility to all interested employees, the TTC provides periodic training sessions and remote team building exercises for skill development. These trainings prove to be instrumental in helping staff grow and advance in their chosen careers. Generally, throughout the year, managers, supervisors, and staff attend trainings and workshops, including yearly conferences and workshops pertinent to the divisions of the Treasurer-Tax Collector's office. With the continuation of COVID during 2022, the necessity for the TTC to scale back these trainings remained necessary.

How effective have these initiatives been in supporting promotional opportunities for women and people of color?

The TTC supports each staff member in taking advantage of trainings inside and outside the agency, in which numerous employees attend workshops on subjects such as Career Development, Personality Styles, and Generational Engagement Workshops. Monterey County provides courses through Alliance Career Training Solutions, who offer computer and program training classes, like Microsoft Excel and Accounting Fundamentals. These opportunities aid staff in technical and professional development, gaining and/or keeping their skills current, and are helpful for advancement or promotion.

The percentages reflected in the *Retention and Inclusion* section reflect favorable numbers of women and individuals of color who are hired, promoted, and retained. The department's *Organizational Profile* also reflects a positive number of managers who are female and people of color, and, in some job groups, all positions are comprised of female employees who are people of color.

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?

The Office of the Treasurer-Tax Collector utilizes performance evaluations as a tool to improve performance and behavior. During performance evaluations, the employee and manager discuss and document the employee's career goals and the potential training needed to support those goals.

Part of the supervisor's and the manager's responsibility is to identify where performance is lacking and work with the employee to bring performance to an acceptable level. It is incumbent on the supervisor or the manager to work with the employee to address performance issues in a timely fashion. Training and skill development are some of the methods used to improve performance and continuous feedback and communication is expected of the supervisor and the manager as well as the employee.

Retention and Inclusion

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 your department's general population? Based on the data collected, what are the negative and positive trends you have found, and how will you act on them?

The Office of the Treasurer-Tax Collector tracks its own demographic trends and had done so since 2016. Trends for 2022 show as follows:

Group	General Population in Department		2022 Turnover		2022 New Hires		2022 Promotions	
	#	%	#	%	#	%	#	%
Female	32	82.1%	7	100%	8	89%	9	81.8%
Male	7	17.9%			1	11%	2	18.2%

Group	General Population in Department		2022 Turnover		2022 New Hires		2022 Promotions	
	#	%	#	%	#	%	#	%
White	7	17.9%	3	42.9%	2	22%	1	9.1%
African American								
Asian/Pacific Islander	1	2.6%						
American Indian/Alaskan Native								
Hispanic	31	79.5%	4	57.1%	7	78%	10	90.9%

2022 data analysis yields the following conclusions:

Staff turnover: Seven (7) turnovers; 42.9% white, 57.1% Hispanic, 100% female

New hires: Nine (9) new hires; 22% white, 78% Hispanic, 89% female

Promotions: Eleven (11) promotions; 9.1% white, 90.9% Hispanic, 81.8% female

Turnover details: Two (2) retirements, two (2) promoted to other departments

Looking back on previous and current data, the Office of the Treasurer-Tax Collector continues in its initiative to hire and promote females and minorities. The department ensures its work to utilize diverse hiring and screening panels, track turnover rates, and report on significant trends. Continued workshops, trainings, and seminars are offered to staff for professional and technical development, again within the constraints of local and State Covid restrictions. To better accommodate the needs of our changing workforce, and to foster employee loyalty, the department continues to collaborate with external stakeholders to implement programs and initiatives.

Not the least of these is the department's efforts to offer training and development to enable employees to advance in their careers. Many employees have advanced through the ranks from entry-level positions into senior roles as a result of to the training, support, and opportunities made available to them over their tenure with the department.

What steps has the department taken to ensure lactation accommodations for all its employees? What is the department's practice when an employee requests an accommodation?

The Office of the Treasurer-Tax Collector offers each new employee information on the County's lactation policy and the *Monterey County Supports Breastfeeding* brochure. At this time, new employees are informed about the lactation room located on the first floor.

Likewise, upon being informed by an employee of their pregnancy, the department's Human Resources (HR) representative initiates the conversation regarding leave options and provides the employee with lactation information. Upon the employee's return to the workplace, HR staff discuss lactation needs including the lactation schedule and the location of the lactation room. A lactation schedule is worked out between HR, the employee, and their supervisor. If for some reason the room is unexpectedly unavailable, HR staff finds an alternative lockable location that can be provided.

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?

The TTC's Human Resources representatives provide each employee the opportunity for an exit interview. When the employee requests an exit interview, Human Resources will discuss those instances where the employee feels the department should do more to promote greater diversity and inclusion. Responses are discussed with the department manager and necessary actions and/or stops are taken to achieve the necessary changes.

Department managers are encouraged to establish open and consistent communication with their teams. This would include talking about career goals, making plans to achieve the stated career goals, and providing support for the employee to cross-train, attend trainings, and take classes to better prepare themselves for promotional opportunities.

What has been the greatest success/es regarding inclusiveness in your department?

The department's greatest successes rest in providing an environment in which all individuals may grow and enhance their knowledge, skills, and abilities. This example is seen many times where minorities and women, who began their employment in the department in entry/clerical positions, are now in executive, supervisory, and advanced positions – either in this department or in other departments throughout the county.

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

The Office of the Treasurer-Tax Collector continues to build on the survey information provided to develop our own employees for promotion, help them reach their career goals, and encourage input on new ideas for processes, training, and overall improvements. The TTC continues to recognize and celebrate staff successes and their years of dedication to the County. This type of recognition contributes to better morale, increased productivity, and overall job satisfaction within the department.

In the upcoming year, the TTC will provide the necessary training and cross-training for growth, success, and advancement. In addition, leadership will continue to ensure that equal opportunity is applied for all applicants in the areas of recruitment, hiring, promotions, performance evaluations, and career development, and that no instances of unlawful discrimination occur at any point in the process.

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.

The following chart identifies represented and under-represented minority and gender categories by the Office of the Treasurer-Tax Collector. All results reflect data captured between January 1 and December 31, 2022.

Job Group	Minorities			Females		
	Current Dept. Utilization	Goal	Results	Current Dept. Utilization	Goal	Results
Job group 01 (Management II)	0%	34.6%	Not Met	0%	52.8%	Not Met
Job Group 02 (Management I)	100%	37.6%	Met	50%	49.1%	Met
Job Group 03 (Professionals-Administration)	55.6%	52.8%	Met	66.7%	59.6%	Met
Job group 13 (Paraprofessional-Technicians II)	88.9%	65.2%	Met	88.9%	71.2%	Met
Jon group 14 (Paraprofessional-Technicians I)	100%	54.9%	Met	100%	73.6%	Met
Job Group 17 (Office Clerical II)	88.9%	79.9%	Met	88.9%	84.6%	Met
Job Group 18 (Office Clerical I)	100%	64.9%	Met	100%	69.9%	Met

Again this year, the TTC obtained a waiver from the Civil Rights office to allow Account Clerk applications to be system scored, using a process for scoring minimum qualifications through NeoGov. The process enabled applicants, who would normally be screened out due to the sheer volume of applications, to be fully screened and considered for advancement accordingly. This relationship with CRO made a daunting task manageable, resulting in more qualified candidates making the eligibility list. As a result, the ultimate pool of candidates invited to interview was much richer.

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

The following chart reflects the TTC's Civil Rights and Harassment and Discrimination Prevention training compliance rates for 2022.

Harassment & Discrimination Prevention Training	Total Number of Employees	# of Employees who Completed Training	Percentage of Employees Completed Training
Supervisors/Managers	12	11	91.7%
Employees (non-supervisor/non-manager)	27	24	88.9%
Totals	39	35	89.7%

Civil Rights Training	Total Number of Employees	# of Employees who Completed Training	Percentage of Employees Completed Training
Supervisors/Managers	12	11	91.7%
Employees (non-supervisor/non-manager)	27	22	81.5%
Totals	39	33	84.6%

When employees are on a leave of absence, they are not required to take mandatory trainings. Of the employees delinquent for Harassment and Discrimination Prevention Training at the end of 2022, all but one were on extended leaves of absence. In the case of Civil Rights Training, every employee delinquent on training was on an extended period of leave. Once an employee returns to the workplace they must become current with all trainings.

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.

The Commission did not request any follow-up in 2022 to the TTC's 2021 Equal Opportunity Plan.

Section 9

Title VI of the Civil Rights Act Implementation*

	Requirement	Implementation Notes	Completed
General	Title VI notice at public counters	Located on bulletin board in lobby	Y
	Internal process to forward discrimination complaints to Civil Rights Office	Incorporated in department procedures	Y
	Nonstandard contracts include a nondiscrimination clause	Ongoing reference in contracts questionnaire	Y
	Data is collected on the ethnicity and language of the people served	Data used is provided by the County	Y
Language Access	Departmental language assessment completed	49% English/ Spanish 51% English	Y
	Vital documents translated into Spanish	Customer Service Survey, correspondence, and working on Update of Tax Bills	Y
	Website – minimize PDFs. When using PDFs, include a Spanish version	Project is ongoing and efforts continue to translate as many key documents as possible	Y
	Procedures and budget for the use of interpretation and translation services	Procedure written to utilize Language Line services via master agreement with the County	Y
	Communication services for people who are deaf or hard of hearing	ASL services provided as part of county-wide contract	Y
	Public voicemails in English and Spanish	On the main line and department, after hours or closure messaging	Y
	Public counters: language charts available	Posted on bulletin board	Y
	Public counters: all signage in English and Spanish	Provided on signage and Jumbotron	Y
	Public counters: procedures to have bilingual staff available	Department policy requirement for staff	Y
Community Engagement	Projects, programs, policies, and services reflect County stakeholders and are sensitive to diverse demographic backgrounds	Bilingual Staff Engaged Language Line	Y
	Analyzed potential disproportionate adverse human health or environmental effects on communities of color, tribal communities, or others underrepresented in the public process	N/A	N/A
	Considerations taken to ensure equitable engagement	Bilingual Staff Engaged Language Line	Y
	Key community engagement contacts established	N/A	N/A

* The County's [Title VI of the Civil Rights Act Implementation Plan](#) includes a general overview of how the County of Monterey will comply with requirements pertaining to Title VI of the Civil Right Act of 1964. Learn about the County's Title VI Plan by following the link.