

# Equity Action Plan Progress Report

FISCAL YEAR 2025

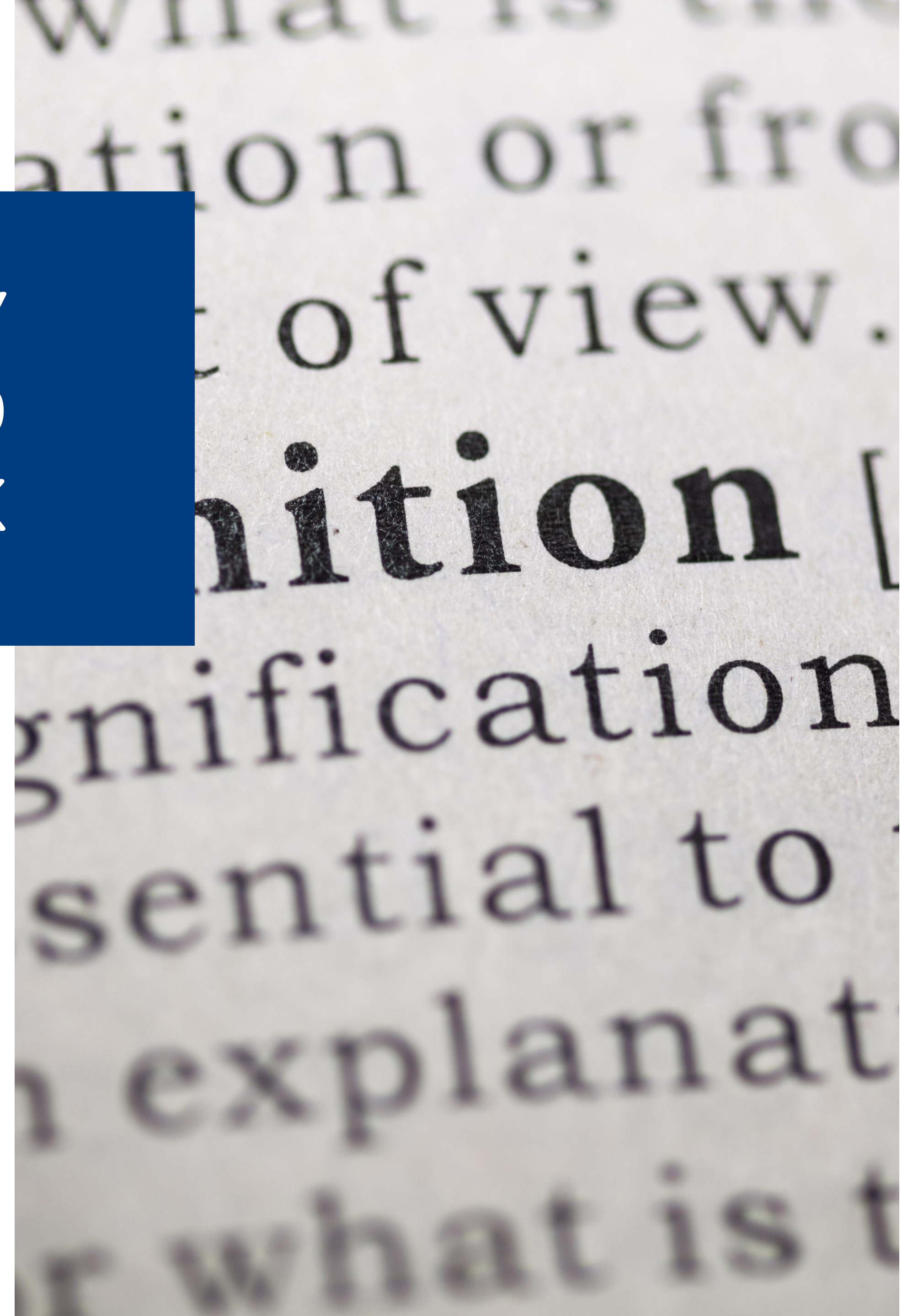
# AGENDA

- Equity Primer
- County Equity Overview
- Equity Action Plan 1.0  
FY2020-23 Review
- Equity Action Plan 2.0  
FY2025 and Beyond
- Questions and Open  
Discussion



# Equity Primer

UNDERSTANDING EQUITY  
TERMS IS FUNDAMENTAL TO  
ALL JUSTICE WORK



CULTURE

DOMINANT CULTURE

EQUALITY

EQUITY

INCLUSION

RACE

# CULTURE

The set of **practices** and **beliefs** shared by members of a particular group that distinguishes that group from others.

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## DOMINANT CULTURE

Cultures that are **readily visible** while others may be hidden and not apparent.

Dominant Culture is not meant to be confused with racial, gender, or heteronormative dominance.

# EQUALITY

The act of ensuring that **every individual has an equal opportunity** to make the most of their lives and talents; or the state of being equal, especially in status, rights, and opportunities.





# EQUITY

**Not to be confused with equality.**

Equity means the requisite allocation of resources in response to the specific needs of a group.



EQUALITY



EQUITY

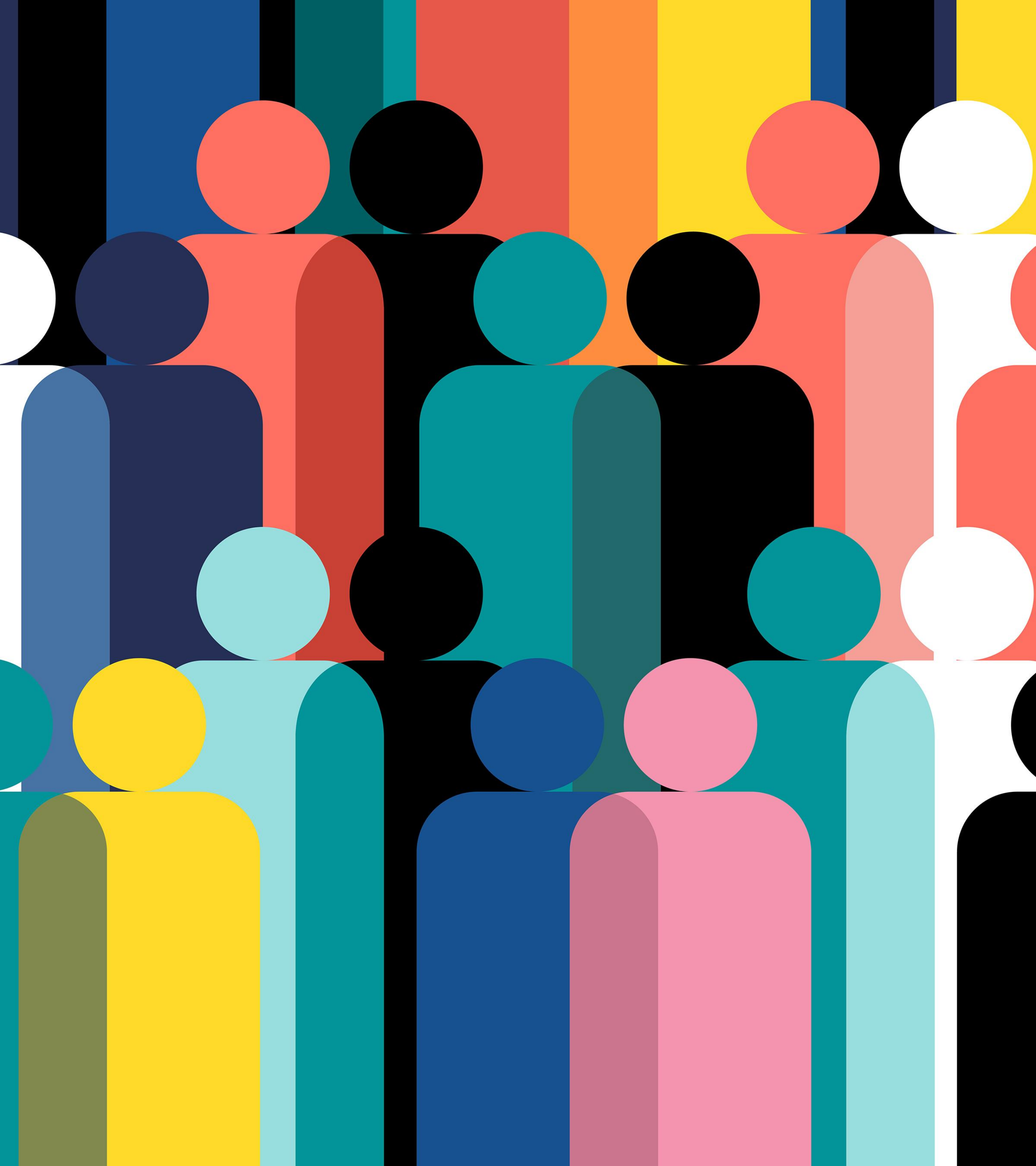
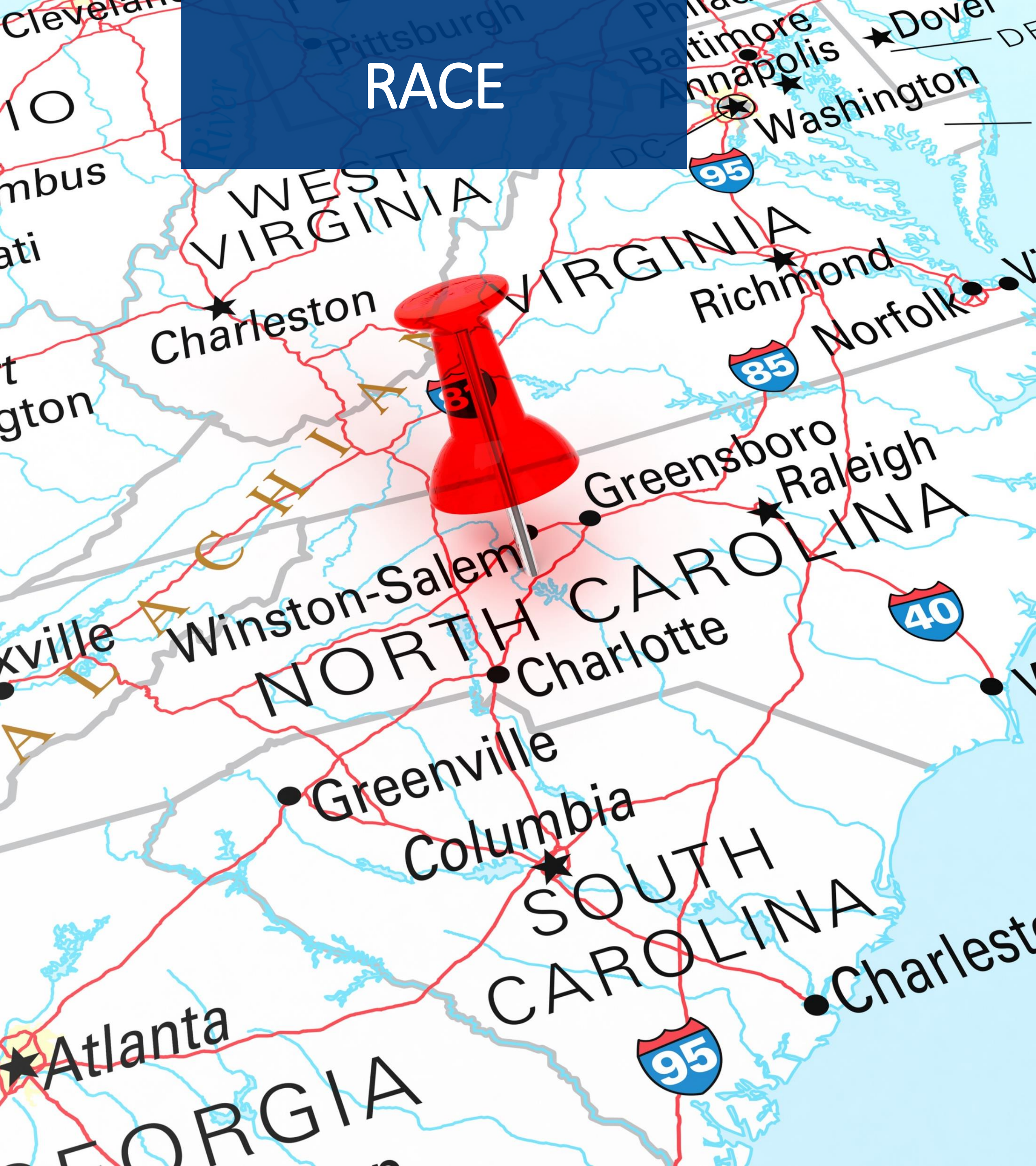


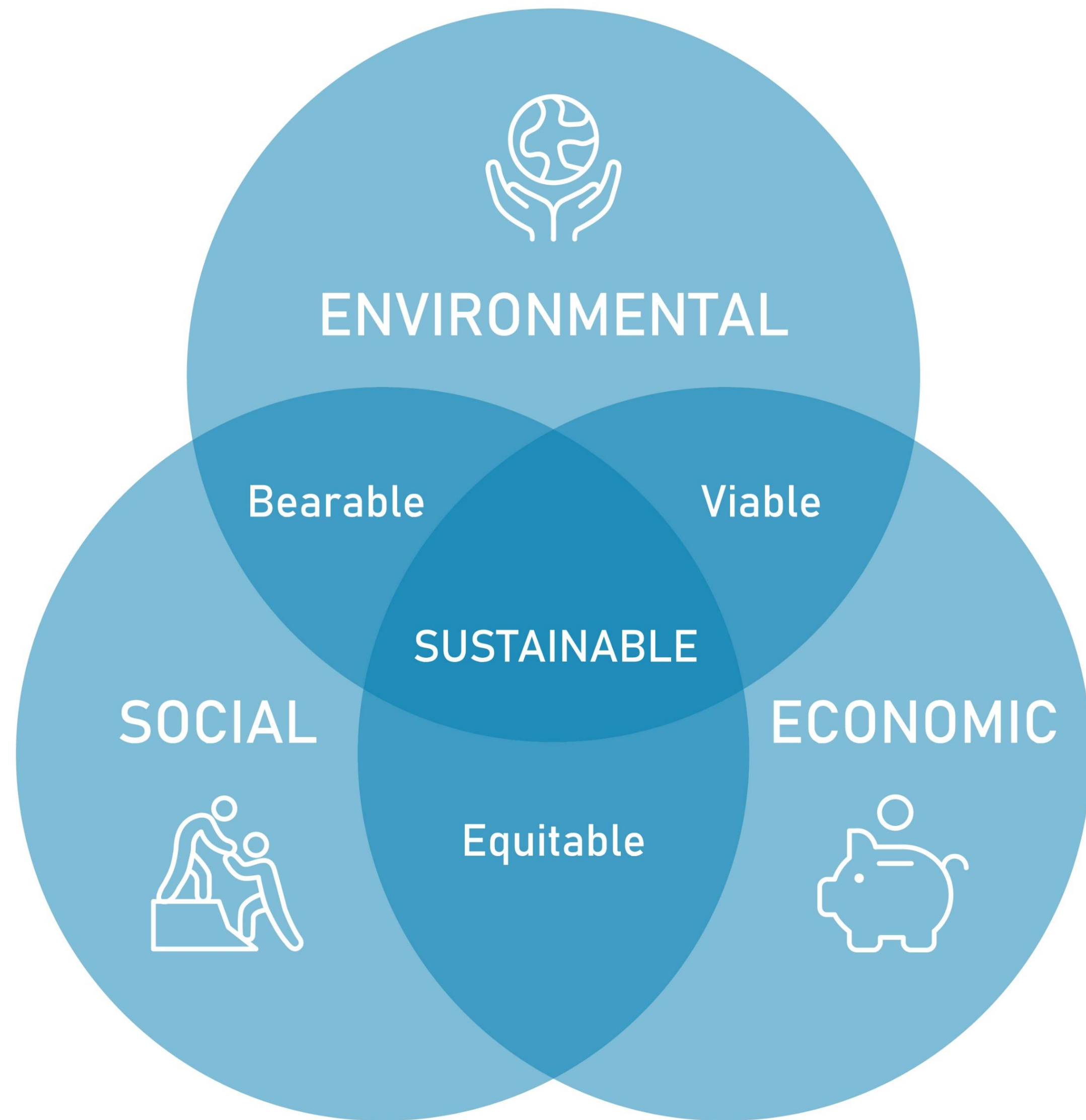
# INCLUSION

The act of including and accommodating people **historically excluded** because of their race, gender, sexuality, age, ability, zip code, religion, or any other form of difference.



# RACE





Disrupting systemic and structural barriers requires a diverse and nuanced approach to addressing the vast complexities of a dynamic system. Our recognition that the prism of justice influences our efforts supports this work's sustainability.

# What is Environmental Justice?

*Is fair treatment and meaningful involvement of people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies*



# What is Economic Justice?

*It ensures equitable access to opportunities, resources, and wealth distribution, addressing systemic inequalities, promoting fairness in labor, wages, and policies, fostering societal well-being, and empowering marginalized communities for sustainable development*



# What is Social Justice?

*It safeguards equitable distribution of opportunities, rights, and resources, addressing systemic inequalities based on race, gender, class, ability, religion, immigration status, languages spoken, or any other known identifier that impacts our collective ability to foster inclusion, dignity, and fairness for all members of society.*





Racial  
inequity  
looks the  
same across  
systems.

Socio-  
economic  
differences  
alone do not  
explain these  
inequities.

Inequities are  
caused by  
systems,  
regardless of  
people's  
culture or  
behavior.

# County Equity Overview

Equity Vision Statement: *all people* in Mecklenburg County will have an equitable opportunity to *thrive* in the workplace and in the community.



Equity Mission: To *build* and *sustain* a culture of equity and inclusion across the county through understanding, analyzing and eliminating the root causes of racial disparities and advancing equitable policies, practices and procedures, creating a culture of equity to meet the needs of *all* residents.



## County Equity Overview

The Mecklenburg County Equity Action Plan (EAP) is the primary source for supporting all county departments in implementing equity practices, connecting people to opportunities, and inspiring the type of collaboration that responds to community needs and helps fulfill our equity mission and vision.

*“If you have come here to help me  
you are wasting your time, but if  
you have come because your  
liberation is bound up with mine,  
then let us work together.”*

*— Lilla Watson*

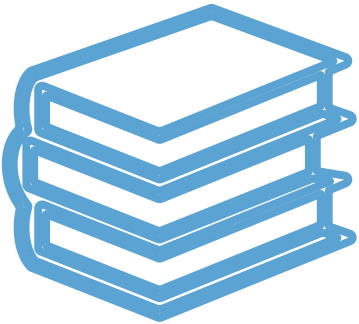
# DOING THE WORK



# FY2025 Board Priorities



**Early Childhood Development:** Expand services that promote healthy early childhood development & education from ages birth to five.



**Educational Attainment:** Align allocations to strategies & targets with proven results to improve college & career readiness outcomes for all students.



**Environmental Stewardship:** Preserve & protect the County's environmental resources.



**Health Access:** Improve access to physical & behavioral healthcare for County residents of all ages & promote healthy behaviors.



**Housing Insecurity:** Reduce the number of residents experiencing homelessness & advance stable affordable housing options for all County residents.



**Workforce Development:** Support initiatives that connect job seekers with employment opportunities.

**Racial Disparities:**

Ensure that investments by the County focus on closing racial & ethnic gaps so that race does not predict one's success, while also improving outcomes for all. Race will be interwoven into the Board Priorities through policies, practices, & procedures that seek to analyze & eliminate the root causes of racial disparities with the hope that all people in Mecklenburg County will have an equitable opportunity to thrive in the community.



# County Equity Action Plan 1.0

## FY20-2023 Review

# Equity Action Plan 1.0 FY20-2023

## Our Philosophy and Approach

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The approach the Office of Equity and Inclusion has taken to support the board priority of racial disparities as a crosscutting factor is through the focused implementation of the Equity Action Plan (EAP). The EAP aligns department goals, strategies, and actions to the goals we have identified as an enterprise. These serve as the primary drivers that support the practices that influence our practices, policies, and procedures relative to our work in the service to others.



# Equity Action Plan 1.0 FY20-2023 Goal Overview



## Goal 1 – Infrastructure & Tools

Mecklenburg County employees and residents have the understanding of and ability to advance equity.



## Goal 4 – Health Equity

All residents in Mecklenburg County are healthy.



## Goal 2 – Workforce Equity

Mecklenburg County will be a model employer for advancing racial equity.



## Goal 5 – Economic Opportunity

Mecklenburg County's small businesses and non-profits share in the County's economic prosperity.



## Goal 3 – Inclusive Engagement

Mecklenburg County residents are engaged in the community where they live, learn, work, and recreate.



## Goal 6 – Criminal Justice

All resident in Mecklenburg County live in a more just and equitable community.



# Equity Action Plan 1.0 FY20-2023 Analysis

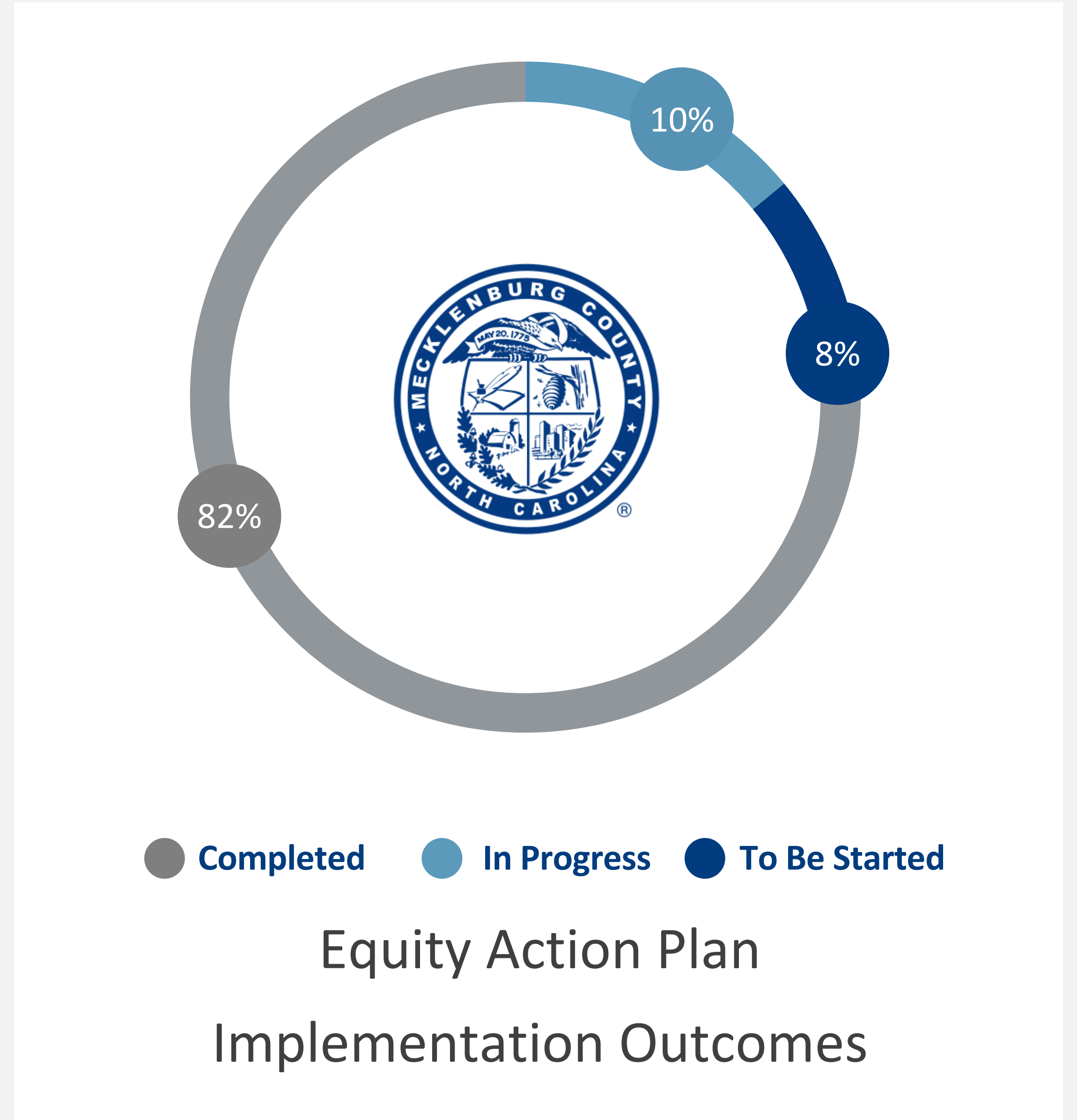


The comprehensive Equity Action Plan outlines several actions designed to advance equity in Mecklenburg County. The following summarizes the outcomes across the 6 goal areas identified in the original plan.

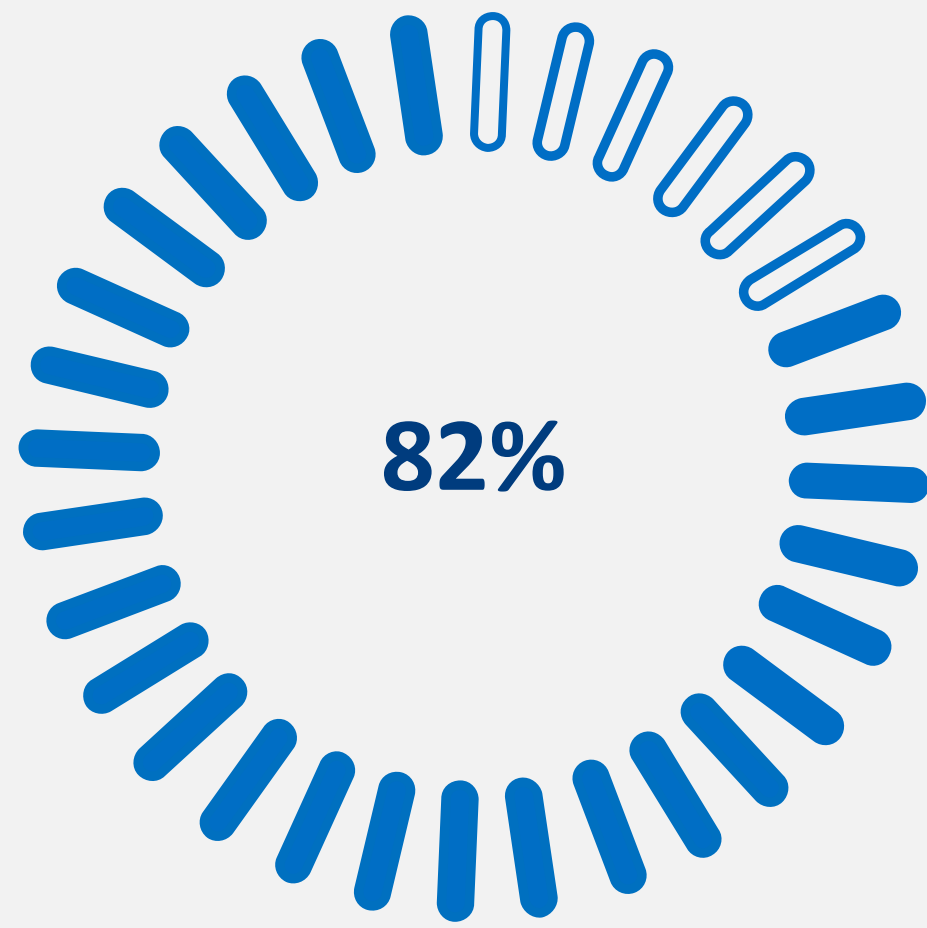
# Equity Action Plan 1.0 FY20-2023 Progress

## The Process

In FY2024, the Equity Action Plan analysis process prioritized identifying actions to help us achieve the collective vision of equity throughout our programs and services. The EAP is the foundational document that is the bedrock for our institutional and structural change. As our equity work continues, it has been important for us to monitor our progress and make the necessary adjustments to evolve our approaches to service. The following section is an overview of the implementation outcomes and highlights from the initial plan.

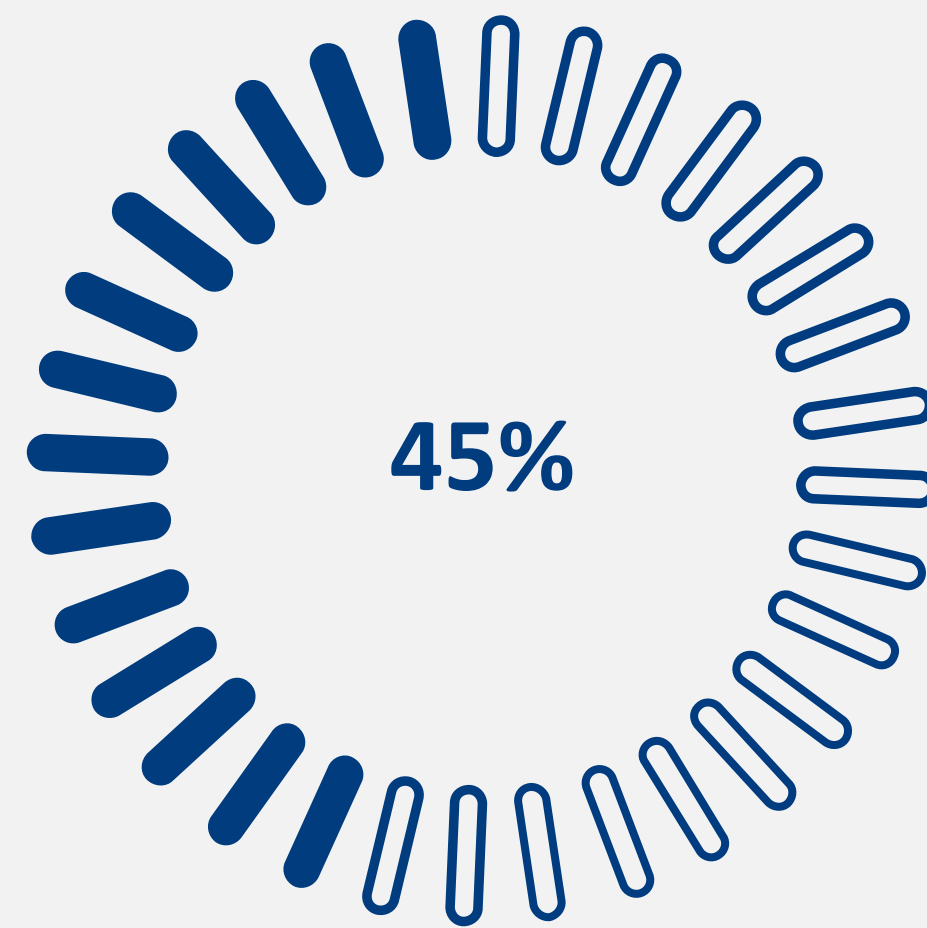


# All Actions - Equity Action Plan 1.0 FY20-2023



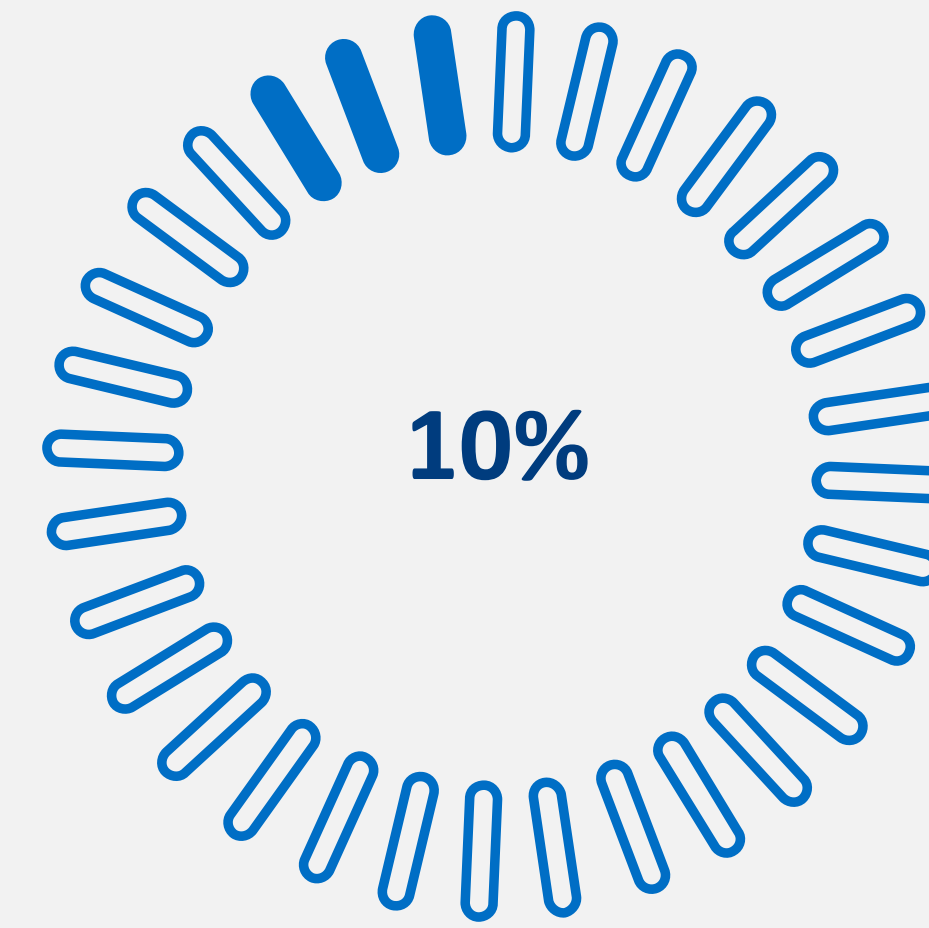
**COMPLETED**

51 of 62 Actions across all goal areas are complete.



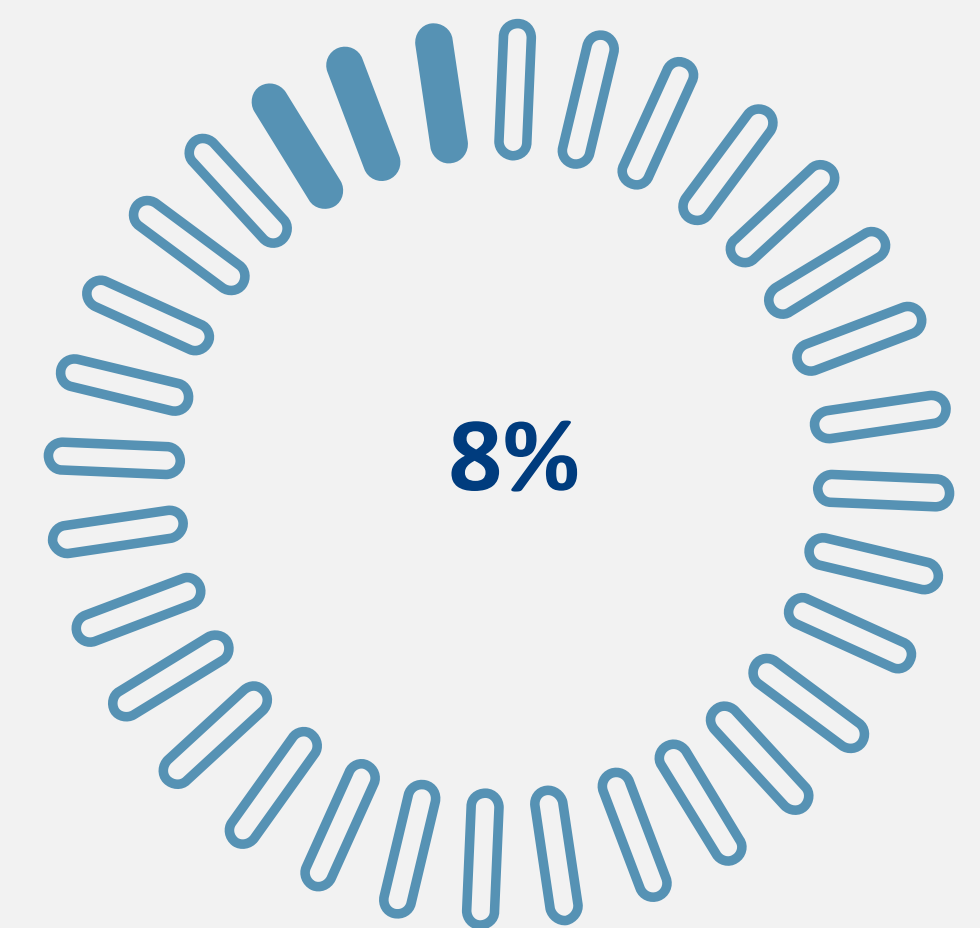
**COMPLETED (ONGOING)**

28 of 62 Actions across all goal areas are completed and ongoing as sustainable efforts.



**IN PROGRESS**

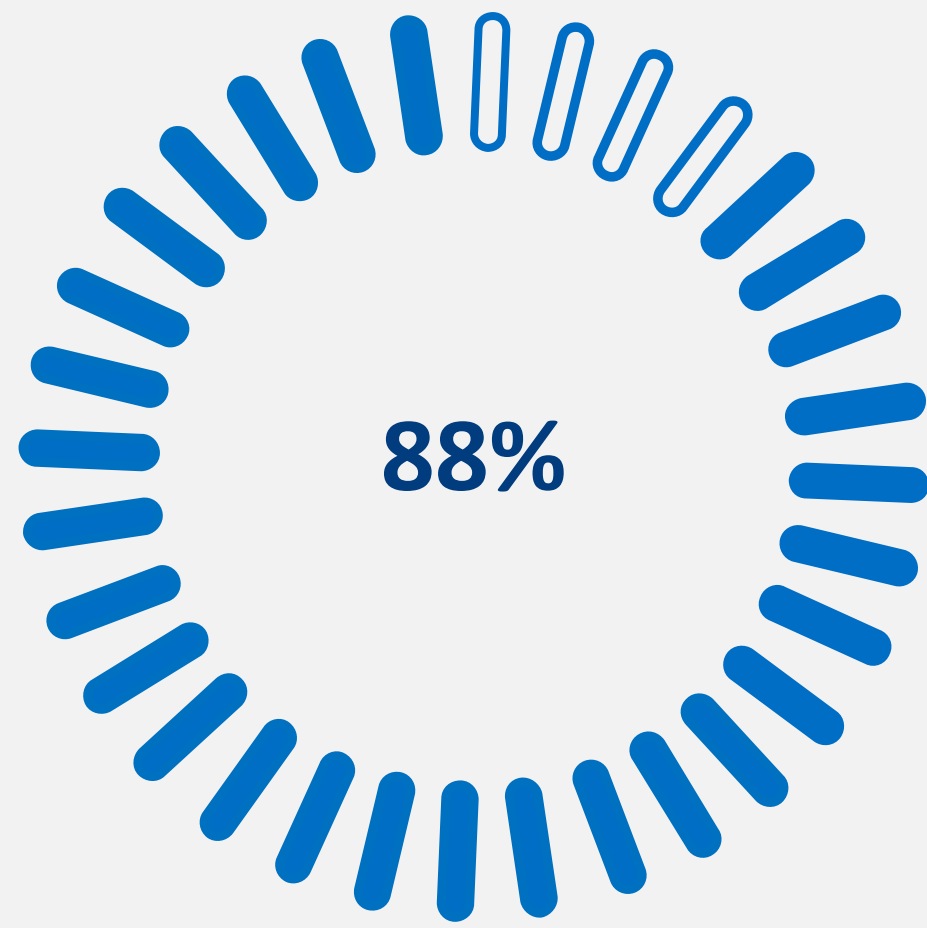
6 of 62 Actions across all goal areas are in progress or development.



**TO BE STARTED**

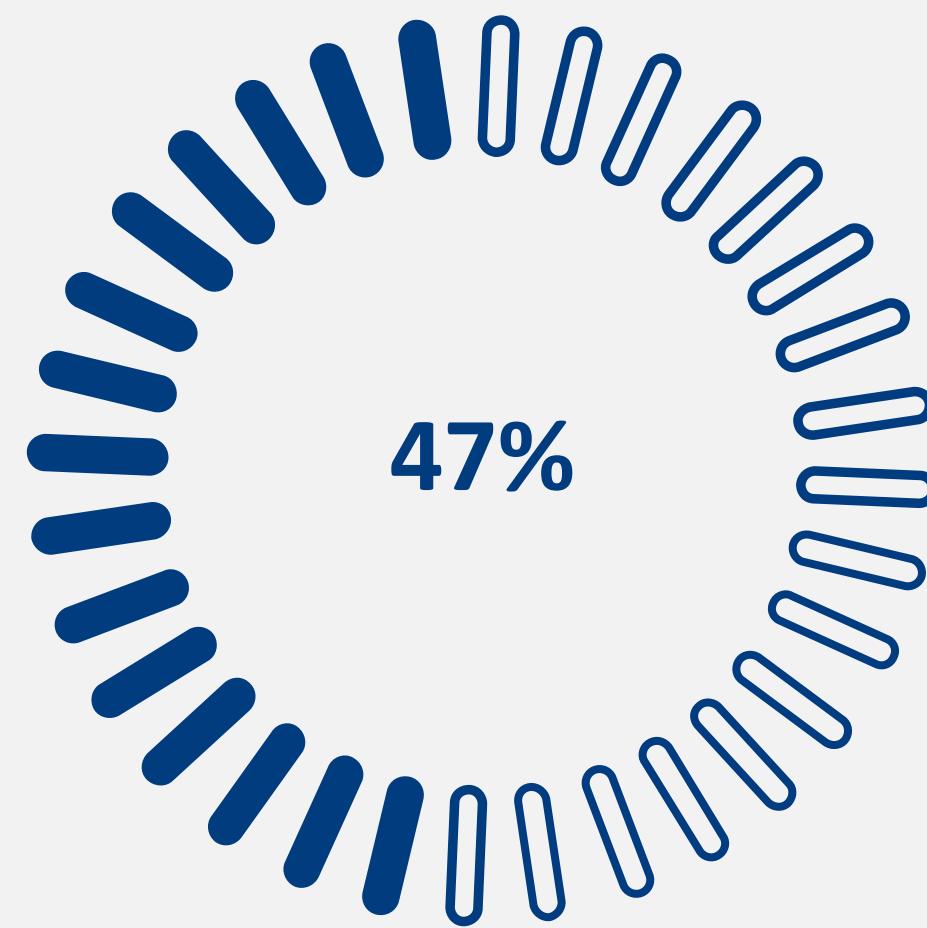
5 of 62 Actions across all goal areas are yet to be started.

# Goal 1 – Infrastructure & Tools



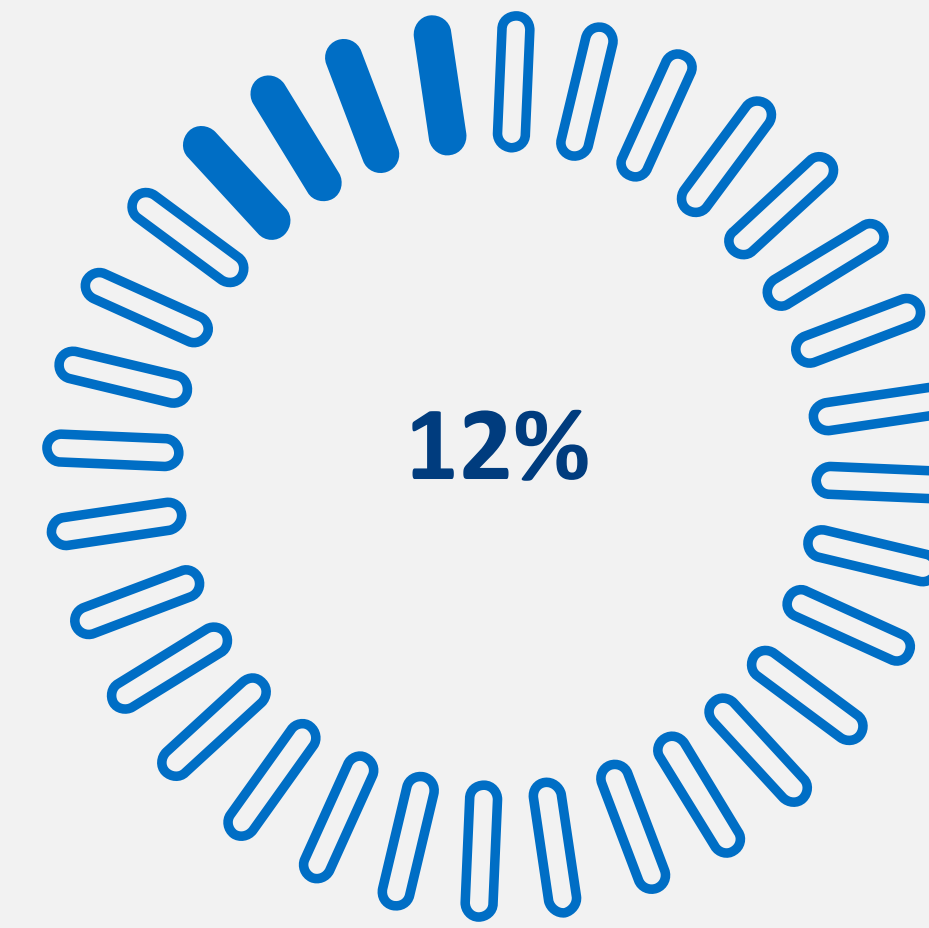
**COMPLETED**

15 of 17 Actions across all goal areas are complete.



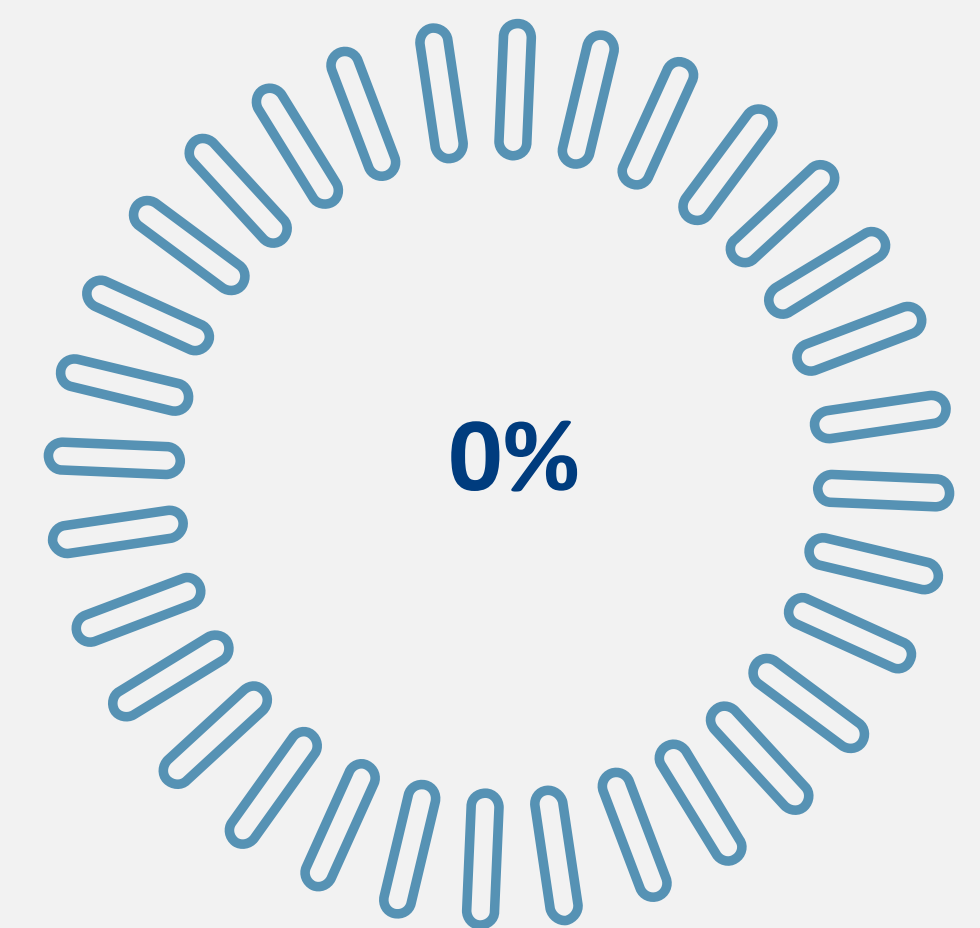
**COMPLETED (ONGOING)**

8 of 17 Actions across all goal areas are completed and ongoing as sustainable efforts.



**IN PROGRESS**

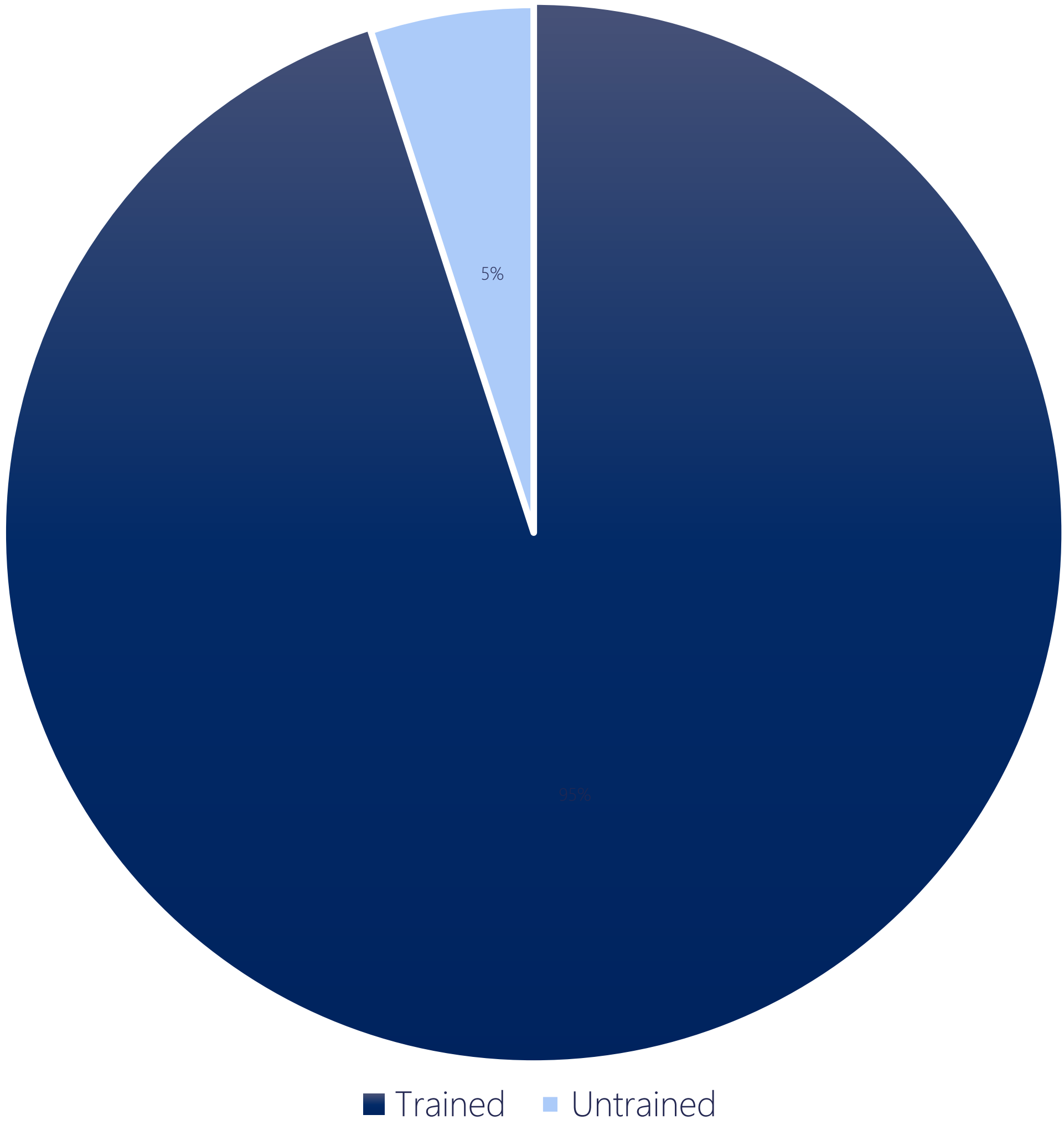
2 of 17 Actions across all goal areas are in progress or development.



**TO BE STARTED**

0 of 17 Actions across all goal areas are yet to be started.

# Advancing Racial Equity Training (ARE)

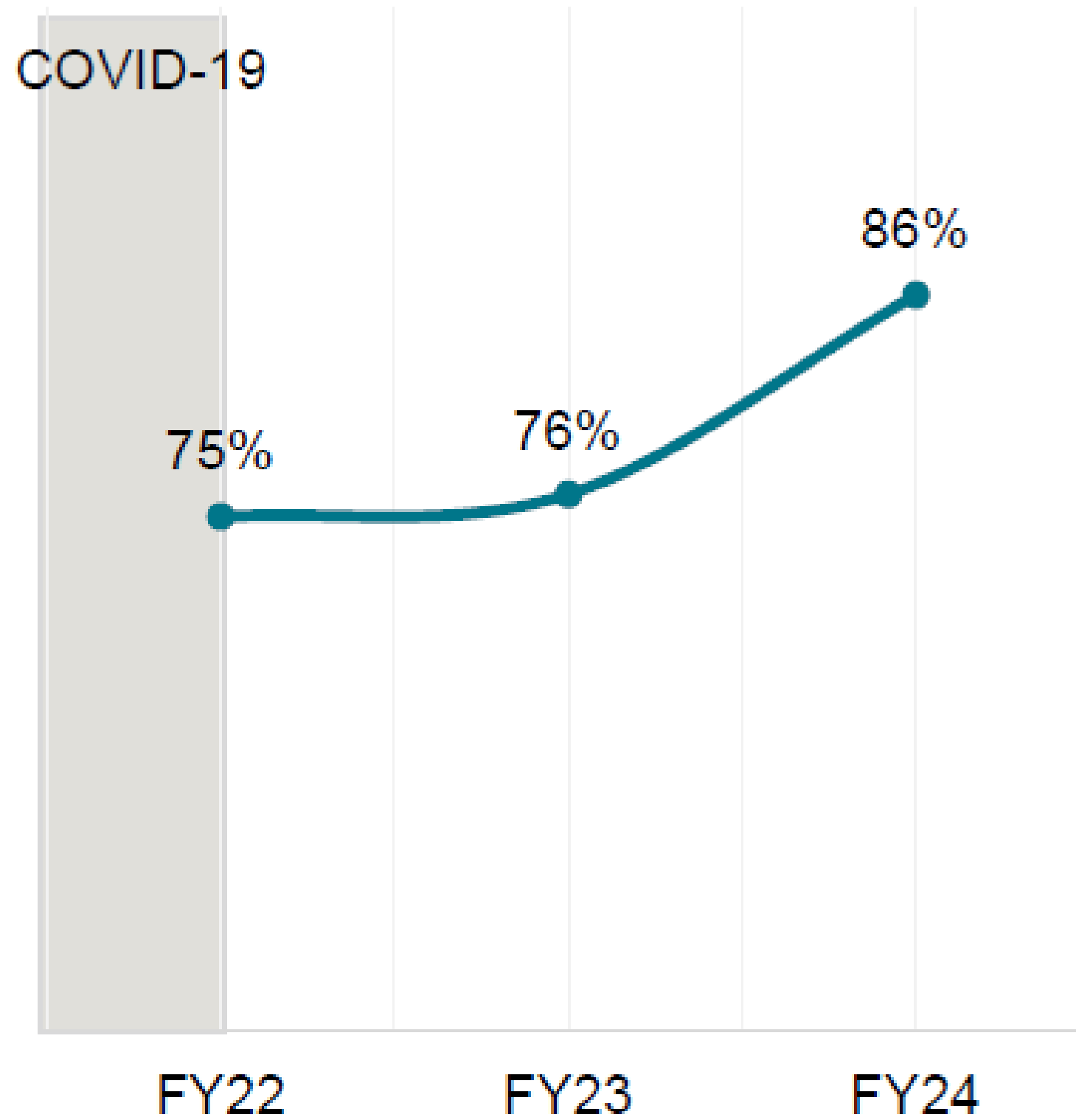


Since the winter of FY2021, 95% of Mecklenburg County has been trained during the initial phases of implementation. The Advancing Racial Equity training has been properly baselined and calibrated for sustainability, and all new staff are trained in ARE within their first year of employment.

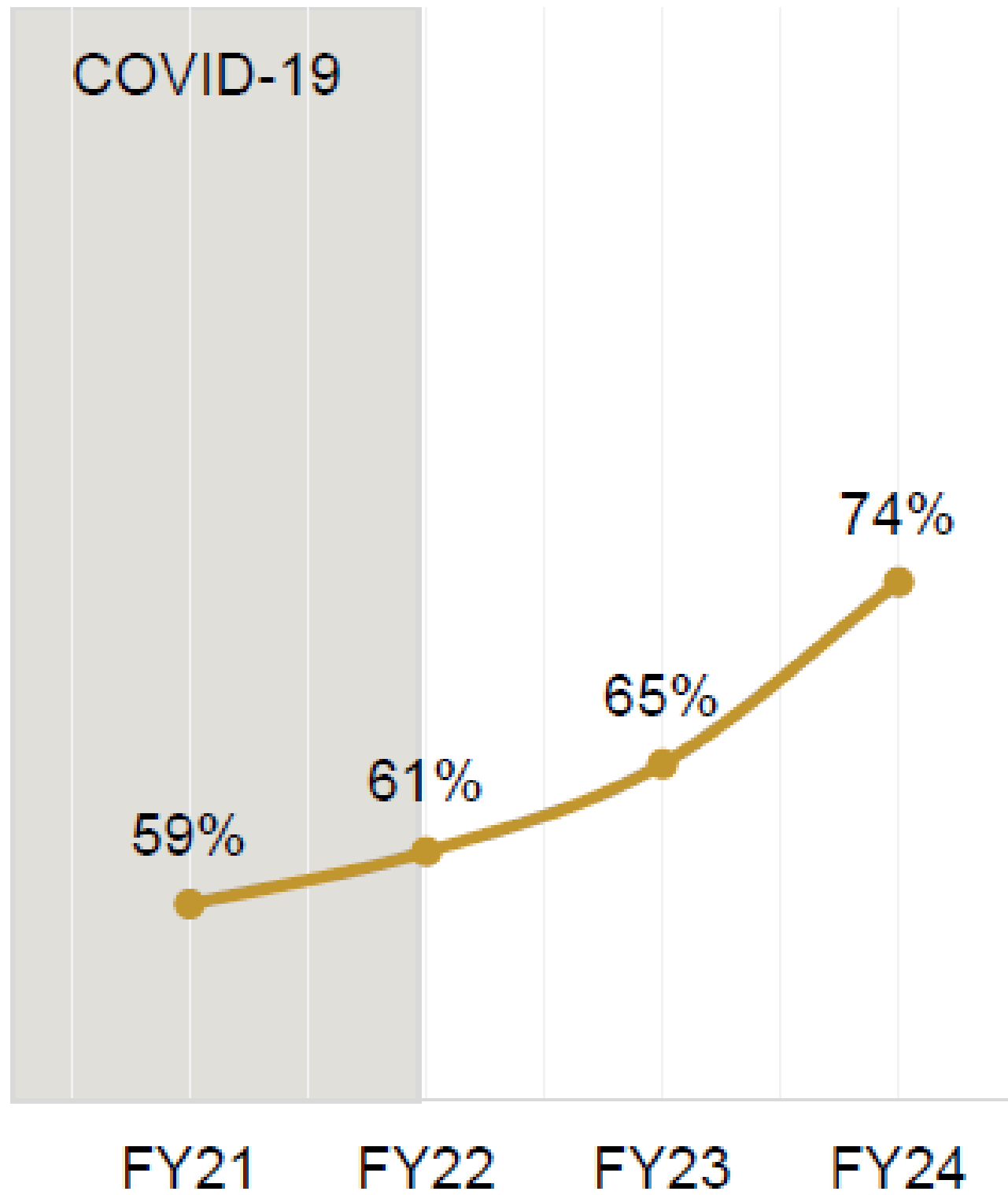


# Inclusiveness

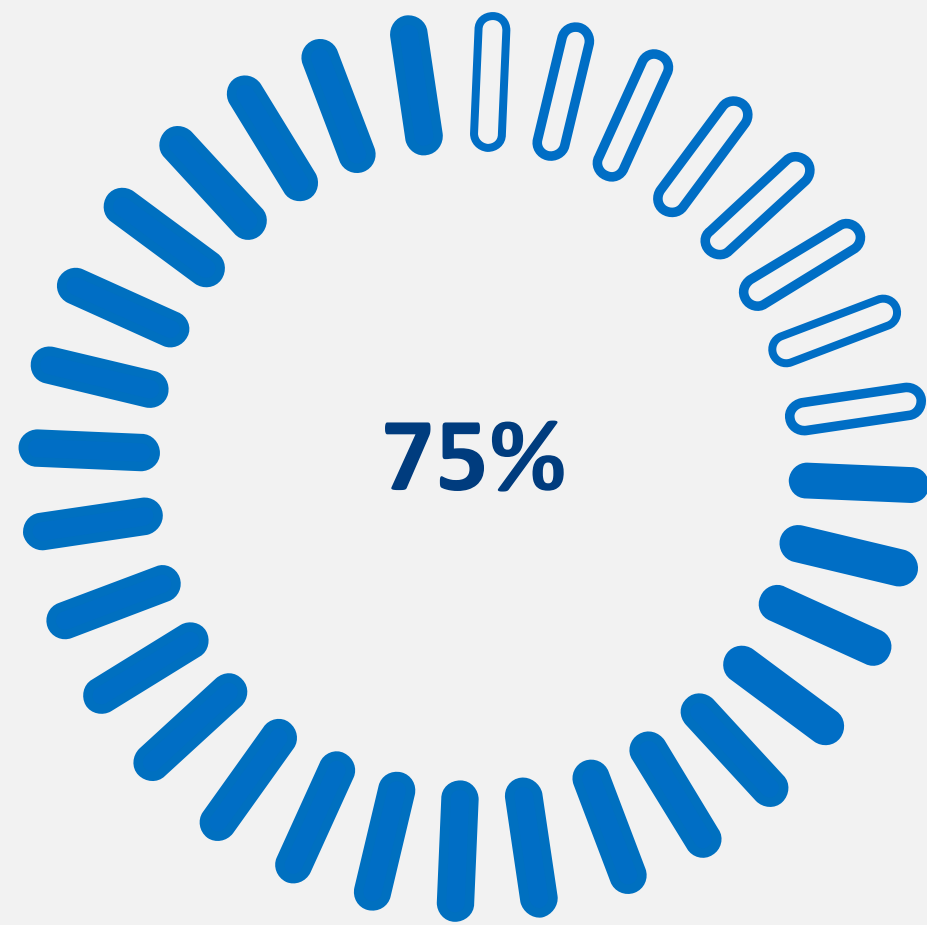
Mecklenburg County honors the identity of individuals and treats them with dignity and respect.



Mecklenburg County services and programs are racially equitable.

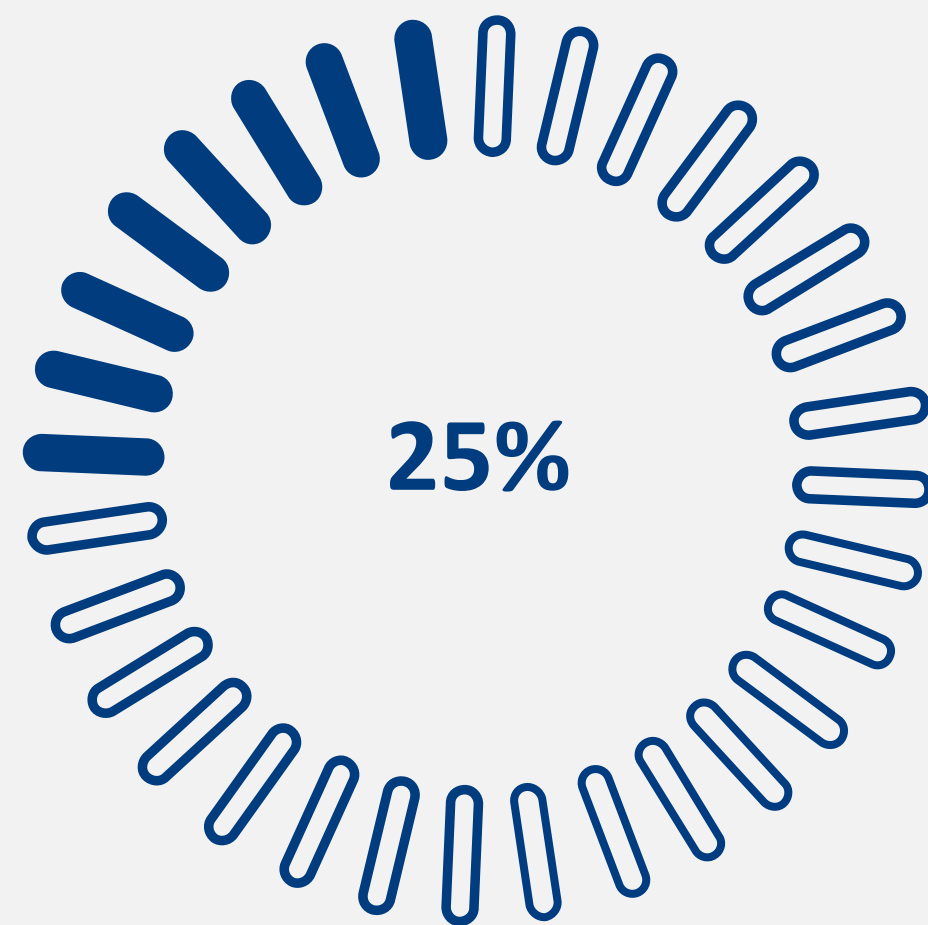


# Goal 2- Workforce Equity



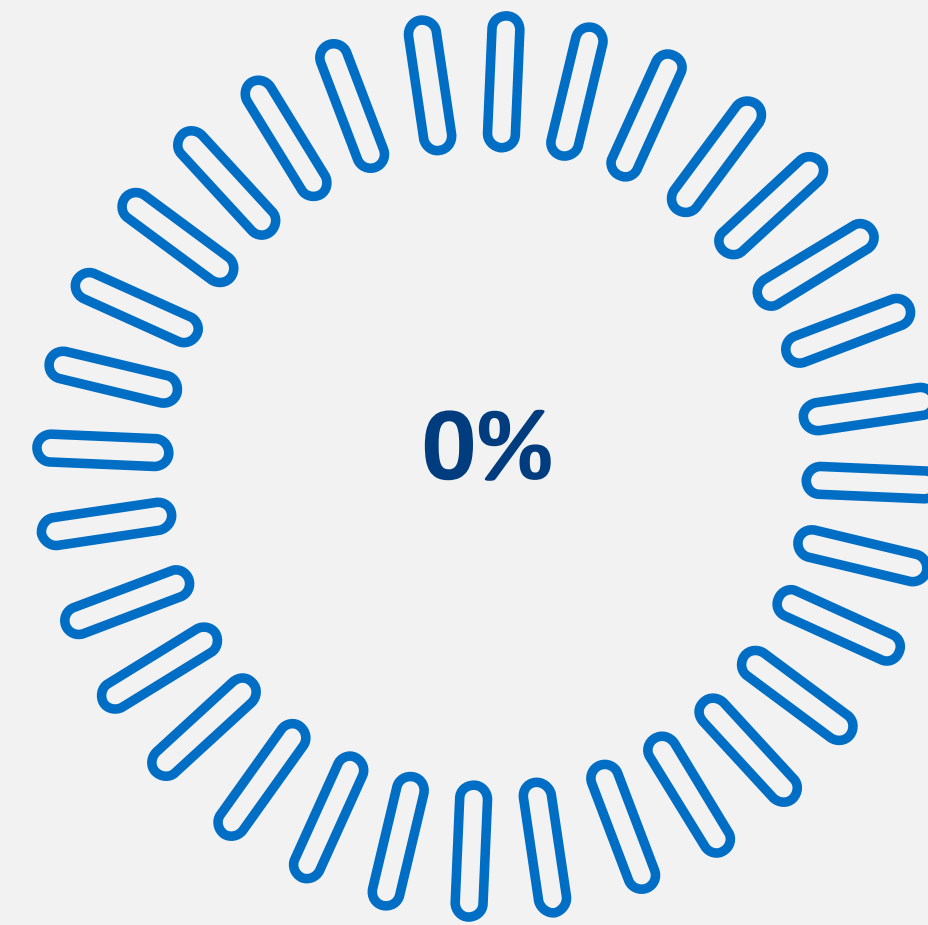
**COMPLETED**

12 of 16 Actions across all goal areas are complete.



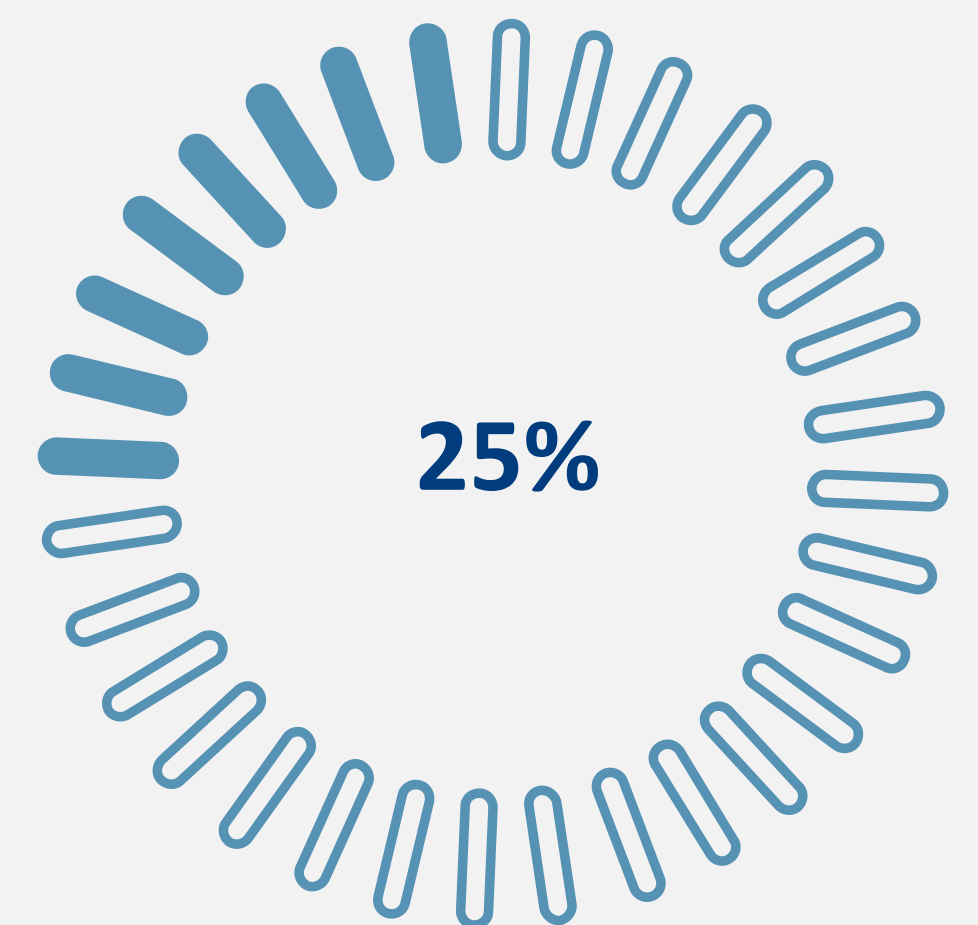
**COMPLETED (ONGOING)**

4 of 16 Actions across all goal areas are completed and ongoing as sustainable efforts.



**IN PROGRESS**

0 of 16 Actions across all goal areas are in progress or development.



**TO BE STARTED**

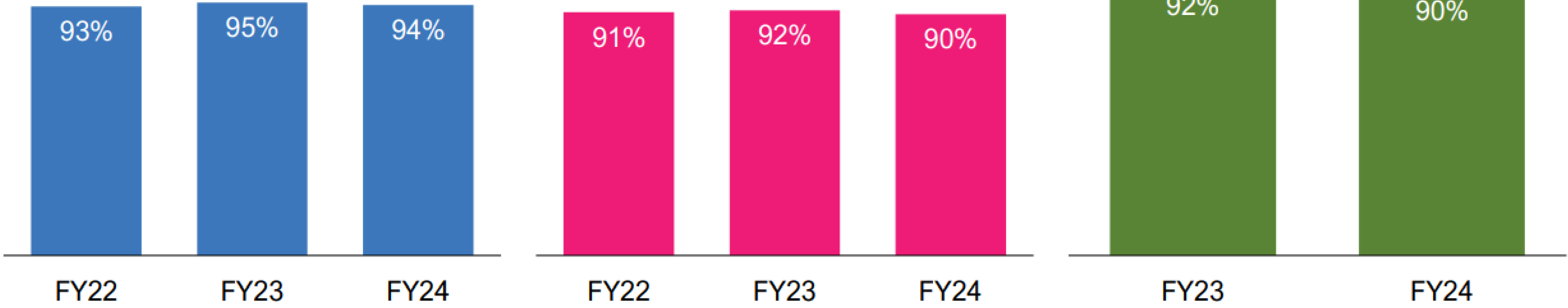
4 of 16 Actions across all goal areas are yet to be started.

# Equity & Inclusion: Results Above Target (88%)

I positively impact outcomes for Black, Indigenous, and People of Color (BIPOC) through my work at the County.

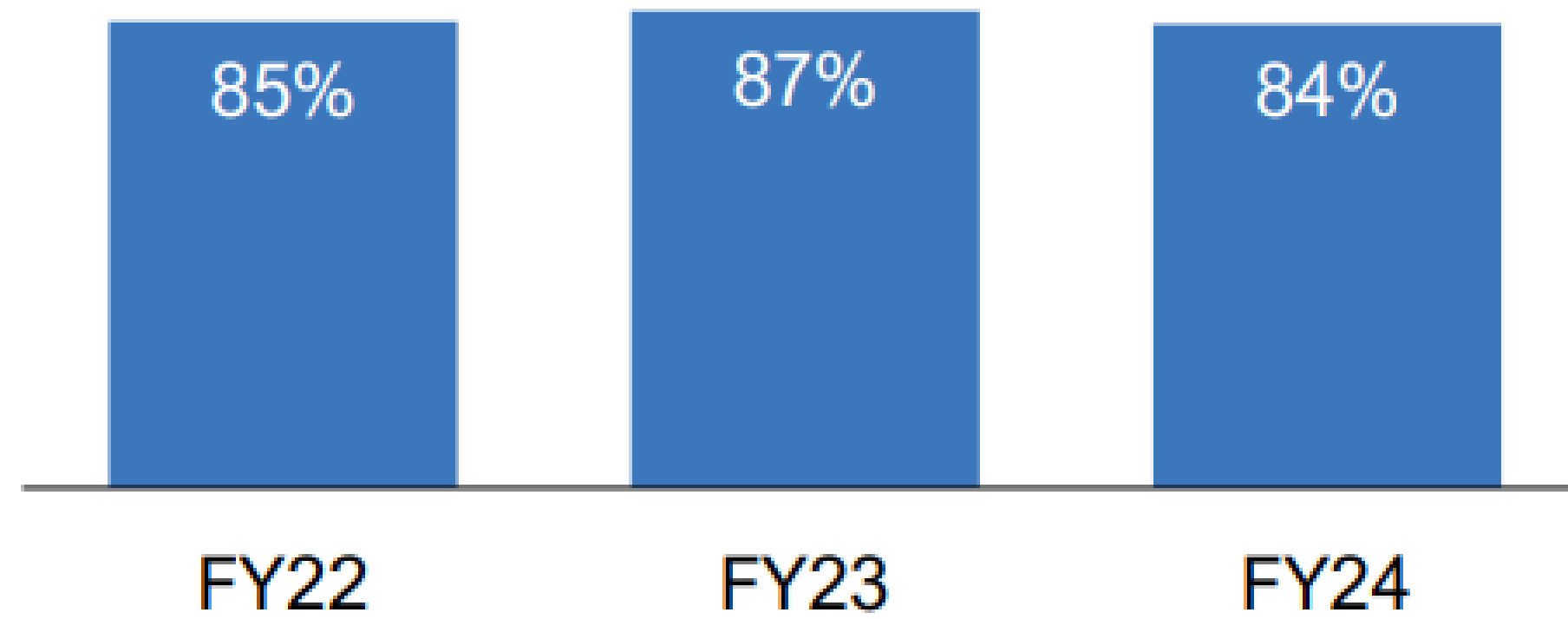
I have an understanding of how my role is important to advancing racial equity in Mecklenburg County.

I feel I have the skills to take action when I see or experience discrimination in the workplace.

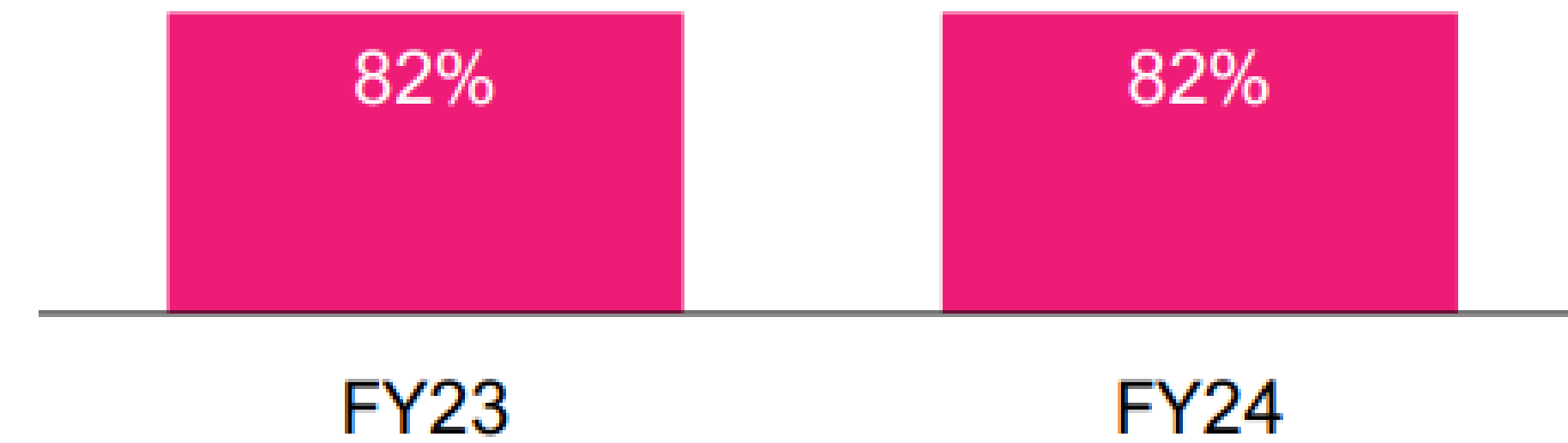


# Equity & Inclusion: Results Below Target (88%)

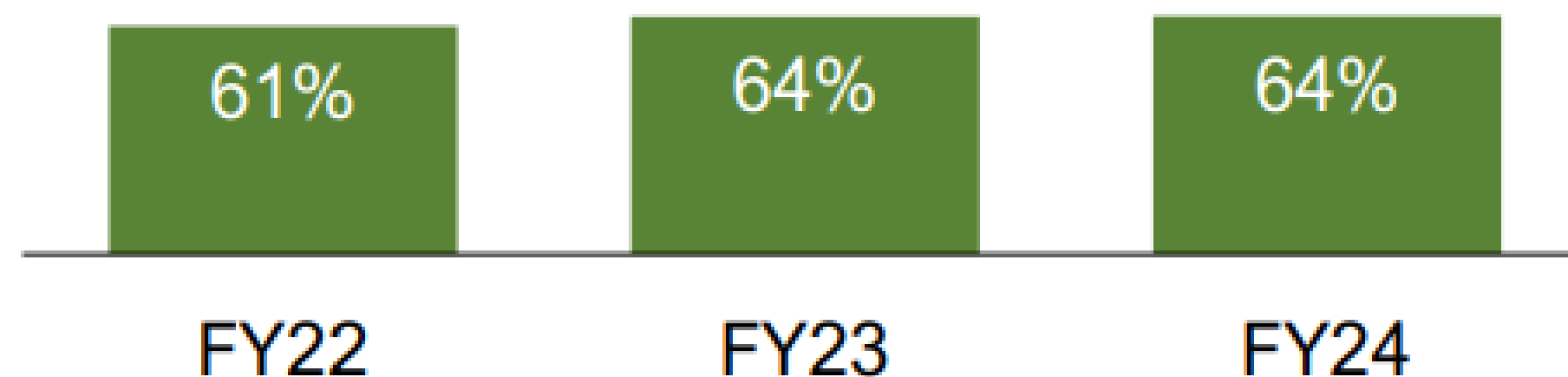
I feel equipped to speak with colleagues about issues related to race.



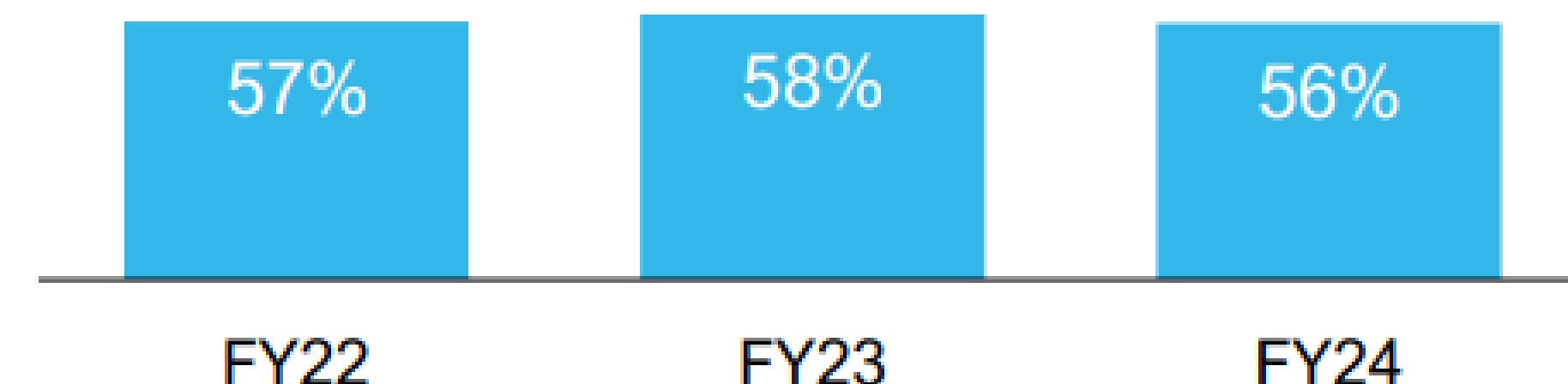
I feel supported by leadership to be responsive to the racial equity needs of my co-workers and the community I serve.



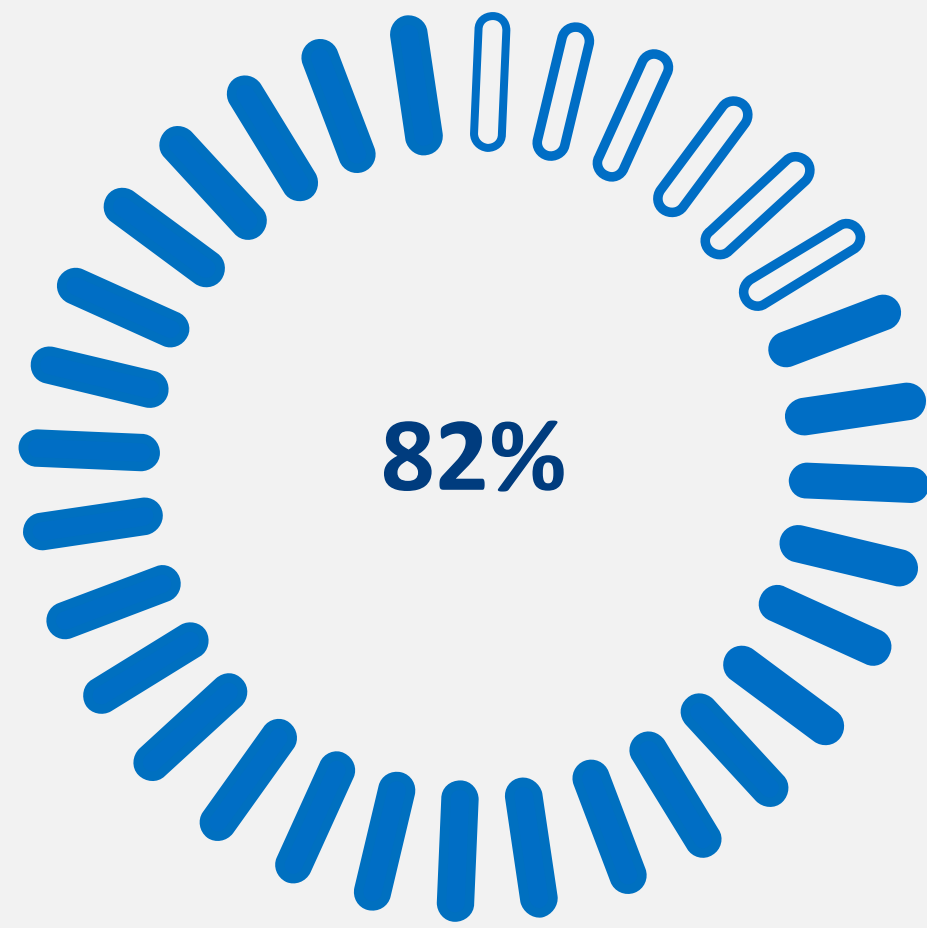
My supervisor/manager seeks my input regarding racial equity work, including questions regarding work climate and culture at least once a year.



My co-workers talk candidly about how our racial biases affect our work.

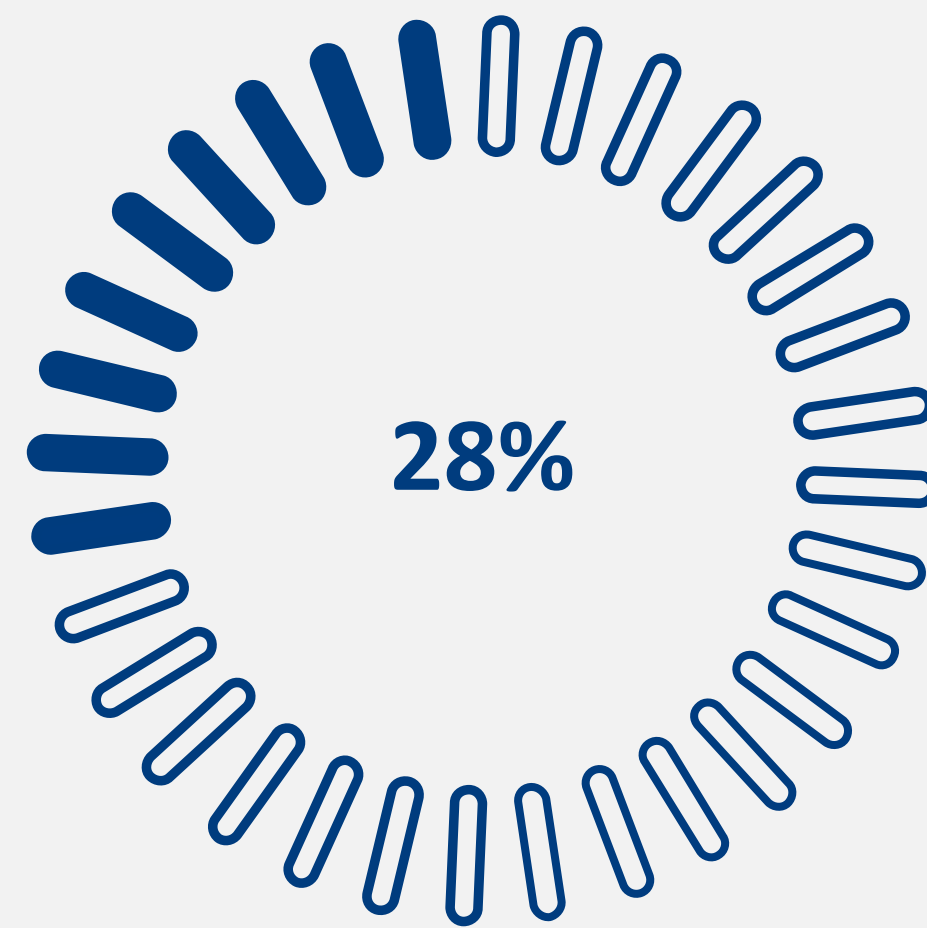


# Goal 3- Inclusive Engagement



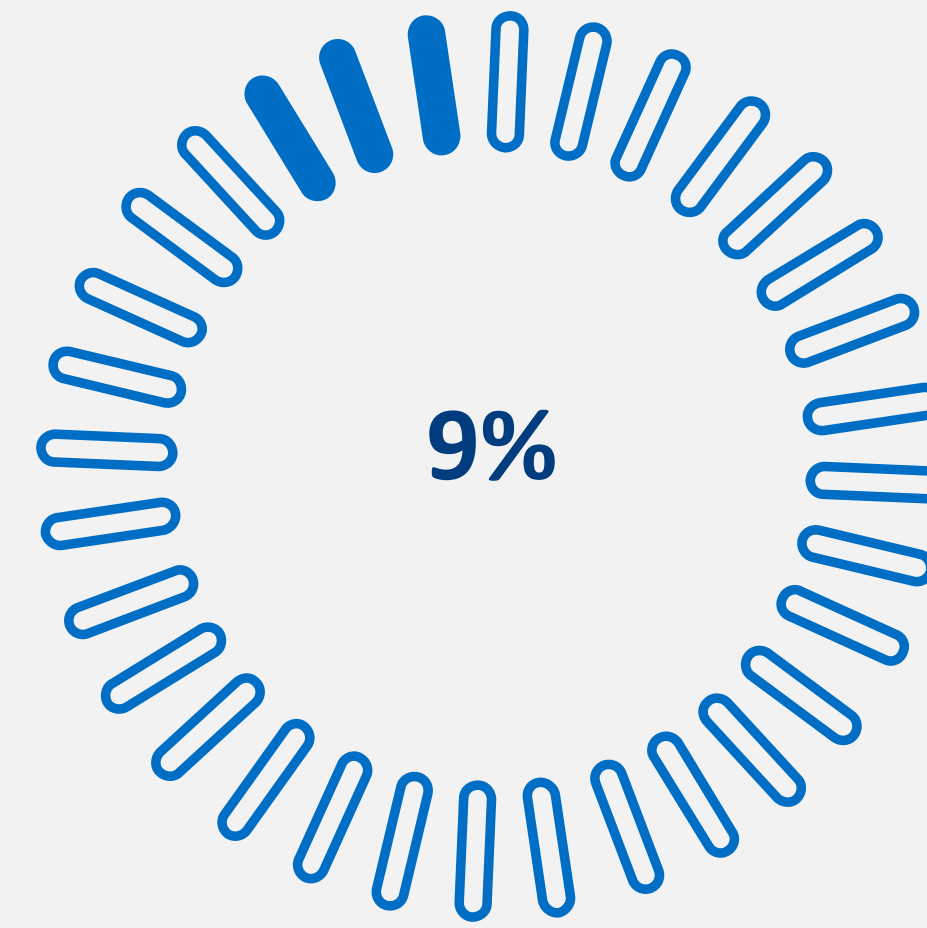
**COMPLETED**

9 of 11 Actions across all goal areas are complete.



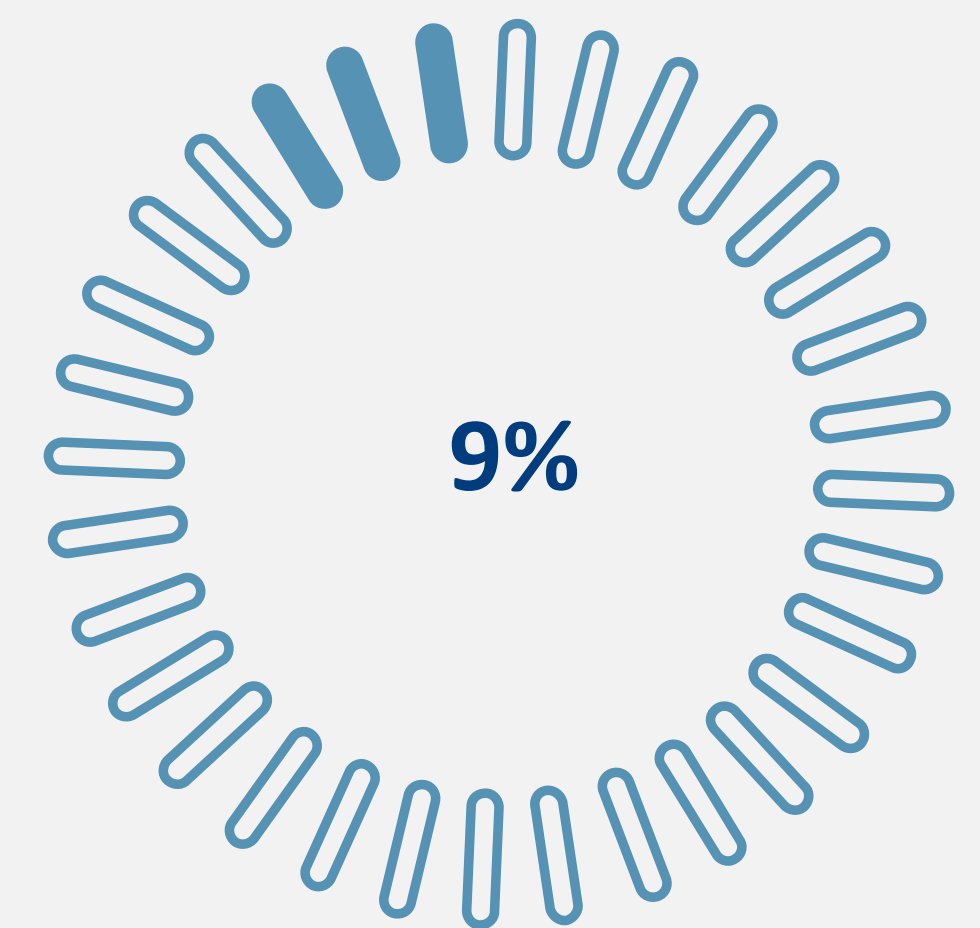
**COMPLETED (ONGOING)**

3 of 11 Actions across all goal areas are completed and ongoing as sustainable efforts.



**IN PROGRESS**

1 of 11 Actions across all goal areas are in progress or development.



**TO BE STARTED**

1 of 11 Actions across all goal areas are yet to be started.



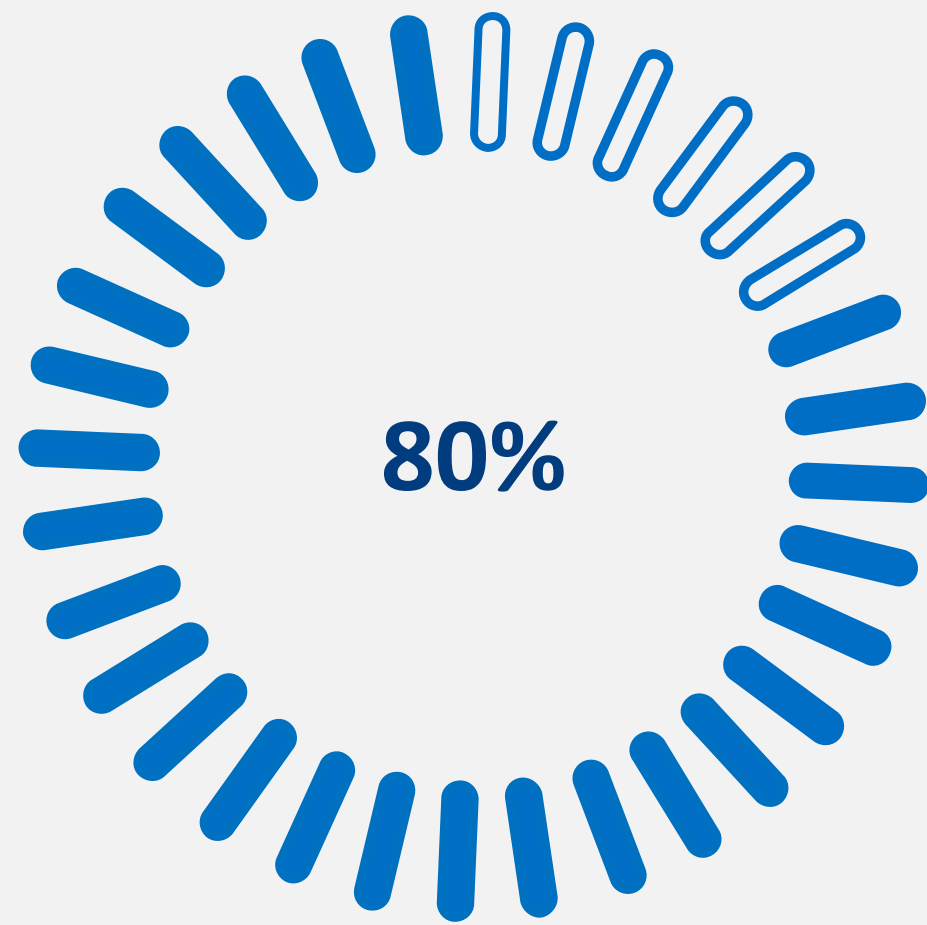
# Community Relations Stakeholders Group

Hosted by Public Information Department –  
Community Relations



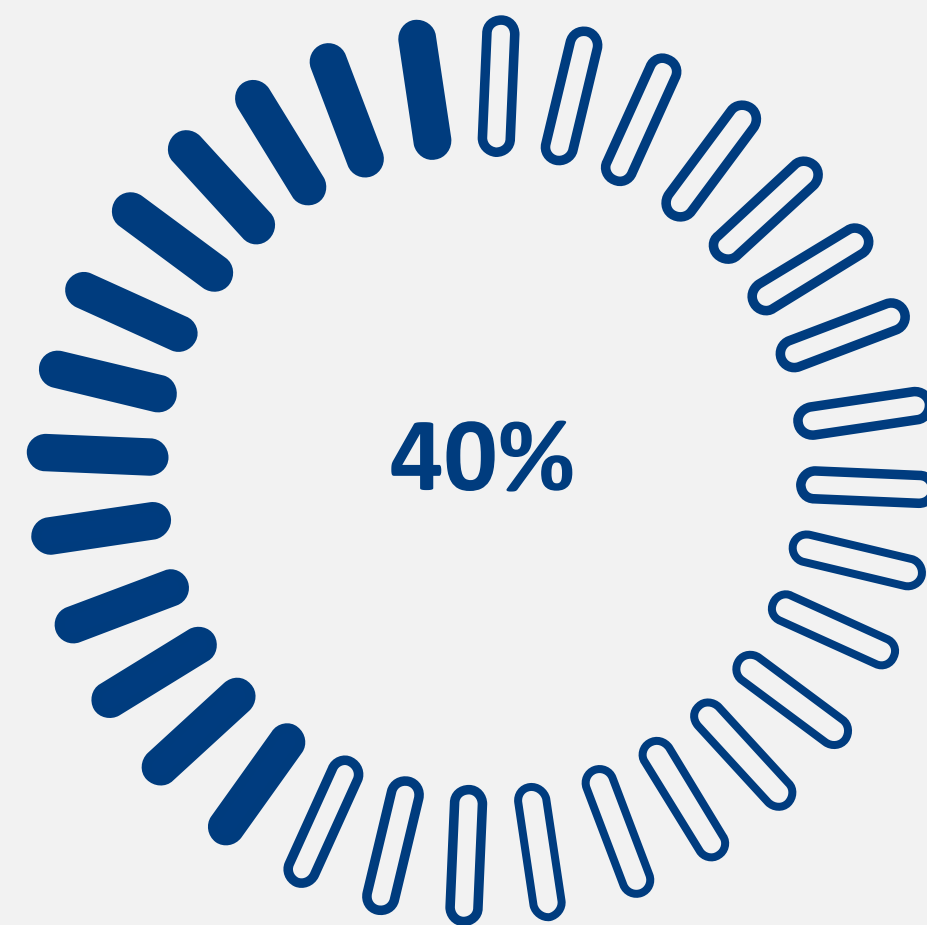
- Launched in FY23 and includes staff from all County departments. Mecklenburg Town staff involved in engagement are also members.
- **Monthly Meeting Objectives:**
  - Networking
  - Skill-building
  - Collaboration
- Provides an opportunity for departments to share community engagement efforts and collaborate/cross promote to **improve our reach, results, and relationships.**
- Features best practices, resources, and accomplished practitioners from across the US to share proven techniques.

# Goal 4 – Health Equity



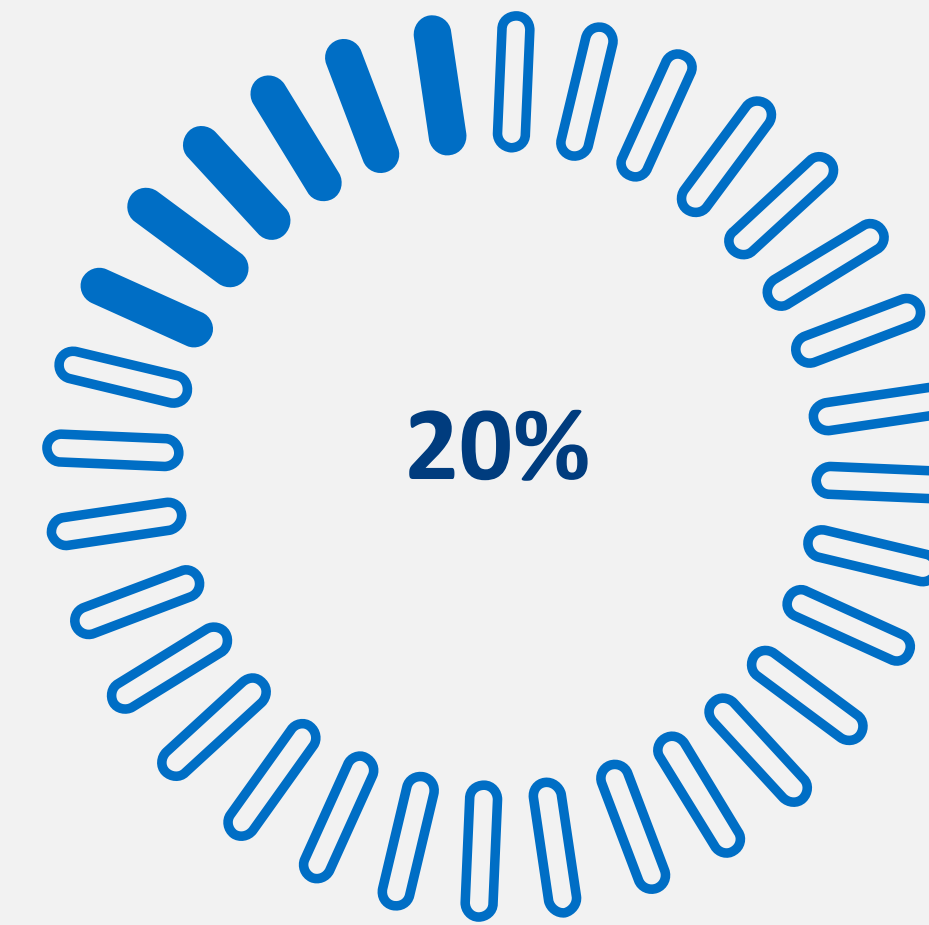
**COMPLETED**

4 of 5 Actions across all goal areas are complete.



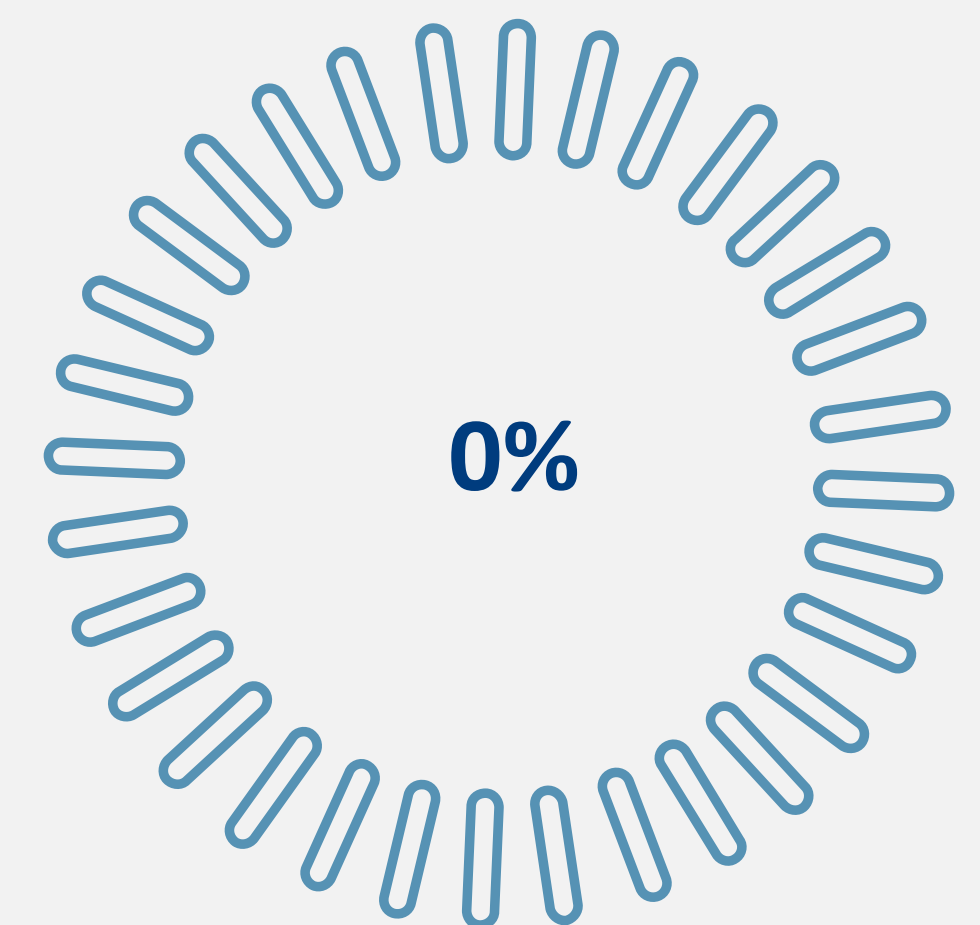
**COMPLETED (ONGOING)**

2 of 5 Actions across all goal areas are completed and ongoing as sustainable efforts.



**IN PROGRESS**

1 of 5 Actions across all goal areas are in progress or development.



**TO BE STARTED**

0 of 5 Actions across all goal areas are yet to be started.

# At a CRC, you will find...

Personal greeting  
with electronic  
check-in

No standing in  
line

Spacious waiting  
areas

Childcare services

Expedited  
processes for  
simple  
transactions

Computer room

Community  
meeting space

Enhanced security

A friendly  
environment



**Ella B.  
Scarborough  
Community  
Resource Center  
(CRC)**



**Valerie C. Woodard  
Community  
Resource Center  
(CRC)**

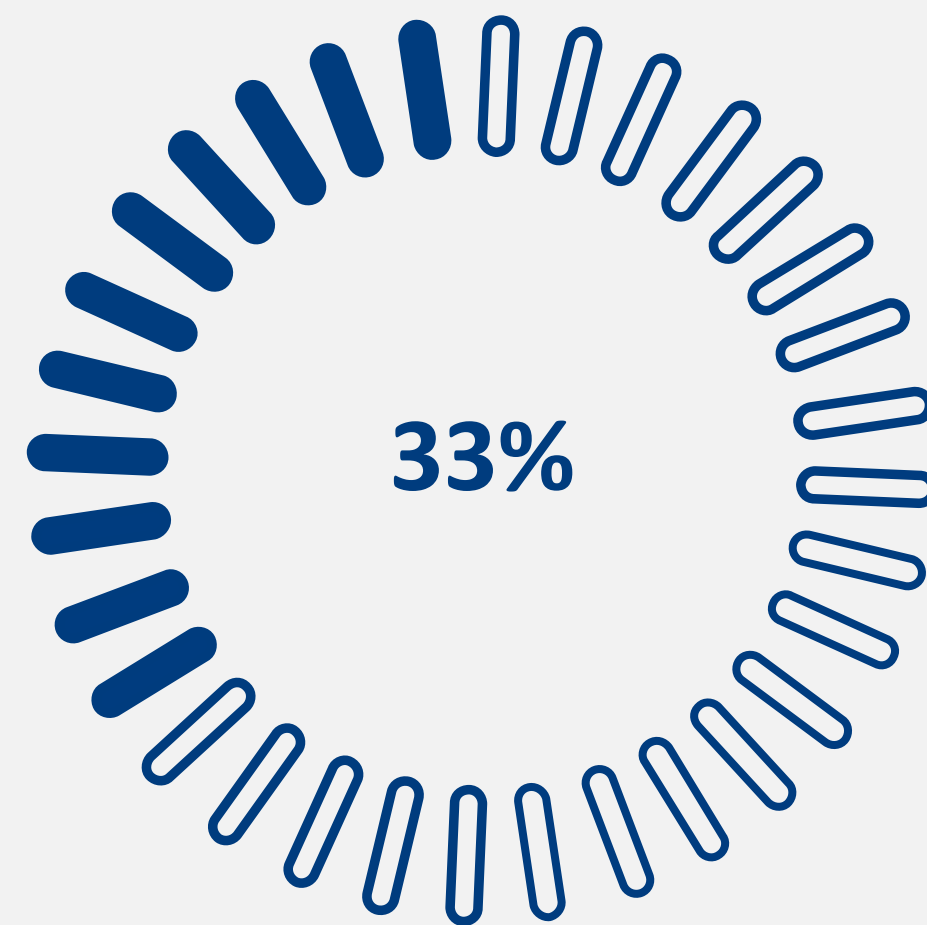


# Goal 5- Economic Opportunity



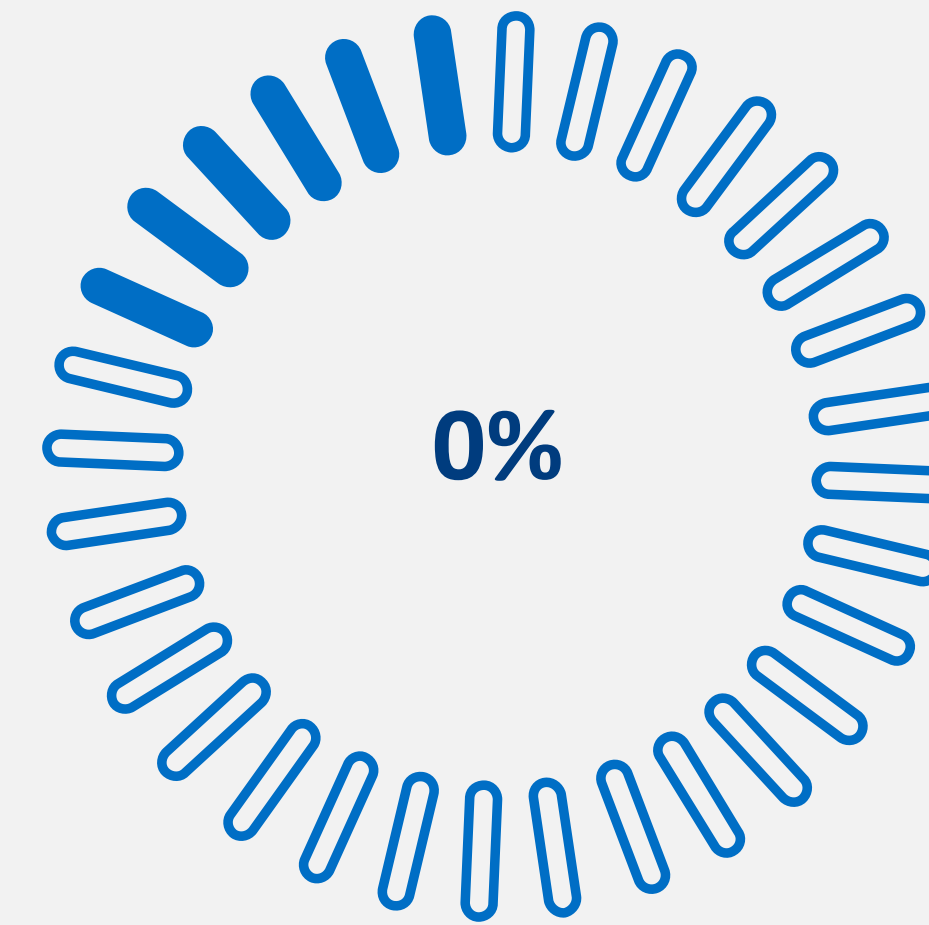
**COMPLETED**

6 of 6 Actions across all goal areas are complete.



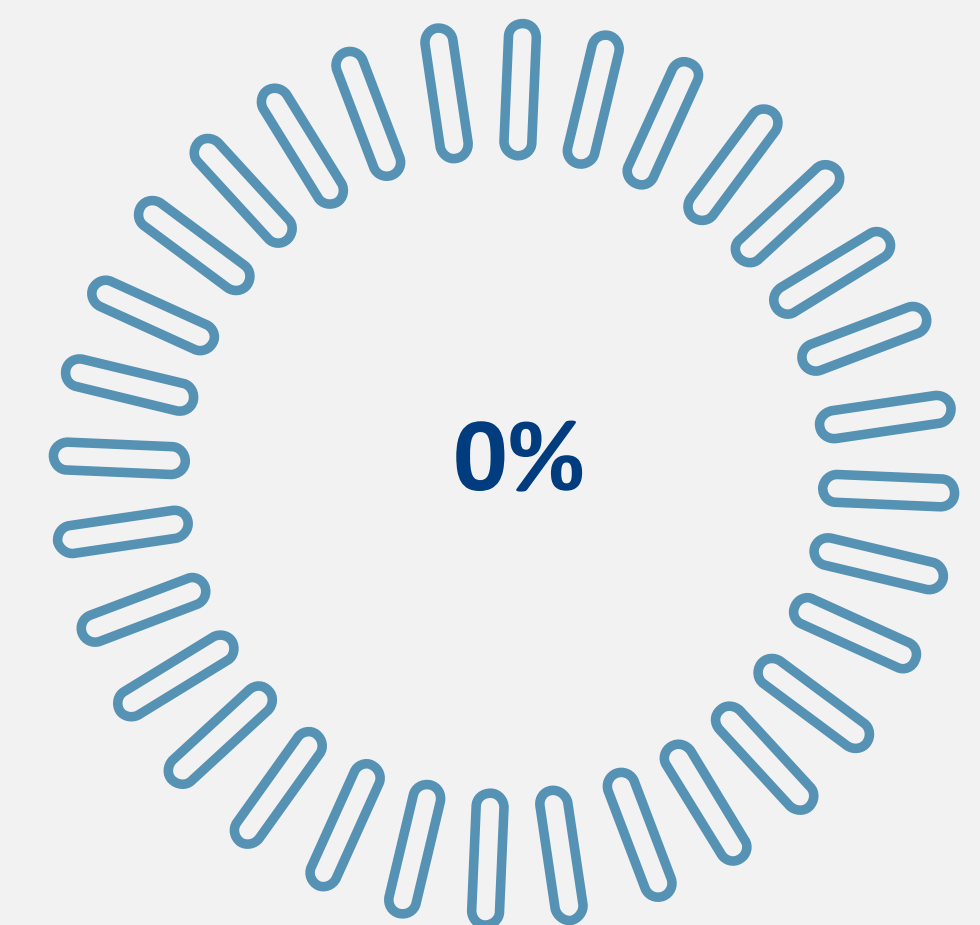
**COMPLETED (ONGOING)**

2 of 6 Actions across all goal areas are completed and ongoing as sustainable efforts.



**IN PROGRESS**

0 of 6 Actions across all goal areas are in progress or development.



**TO BE STARTED**

0 of 6 Actions across all goal areas are yet to be started.

# Goal 5- Economic Opportunity

## Changes in Economic Mobility Across Areas

50 Largest Metro Areas (Commuting Zones)

### Top 5 Most Improved

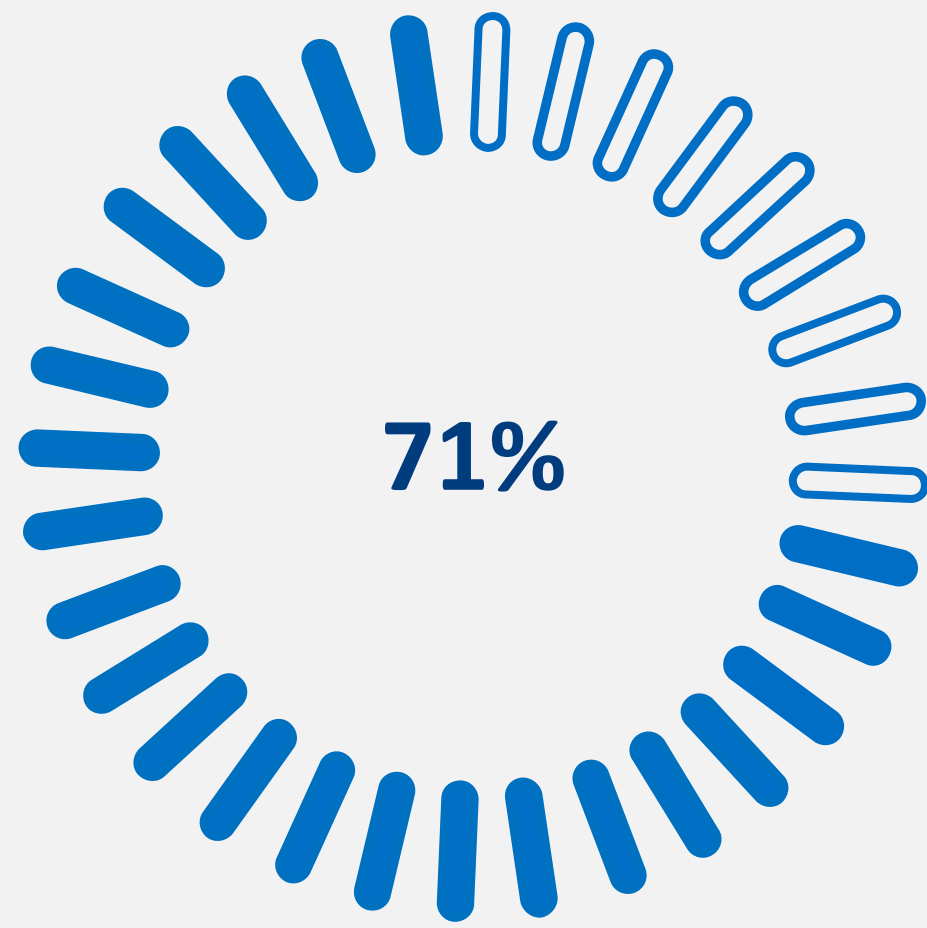
LOCATION	INCOME AT AGE 27 1978 BIRTH YEAR	INCOME AT AGE 27 1992 BIRTH YEAR	% CHANGE
1 <b>Brownsville, TX</b>	\$31.4K	\$33.5K	6.7%
2 <b>Austin, TX</b>	\$29.6K	\$31.6K	6.4%
3 <b>Charlotte, NC</b>	\$26.7K	\$28.1K	5.0%
4 <b>Nashville, TN</b>	\$28.7K	\$30.1K	4.7%
5 <b>Grand Rapids, MI</b>	\$30.1K	\$31.4K	4.3%

### Bottom 5: Least Improved

LOCATION	INCOME AT AGE 27 1978 BIRTH YEAR	INCOME AT AGE 27 1992 BIRTH YEAR	% CHANGE
46 <b>Tampa, FL</b>	\$29.8K	\$27.1K	-9.1%
47 <b>Washington, DC</b>	\$33.2K	\$30.2K	-9.1%
48 <b>San Diego, CA</b>	\$33.8K	\$30.7K	-9.2%
49 <b>Las Vegas, NV</b>	\$32.3K	\$28.8K	-10.6%
50 <b>Philadelphia, PA</b>	\$31.2K	\$27.2K	-12.7%

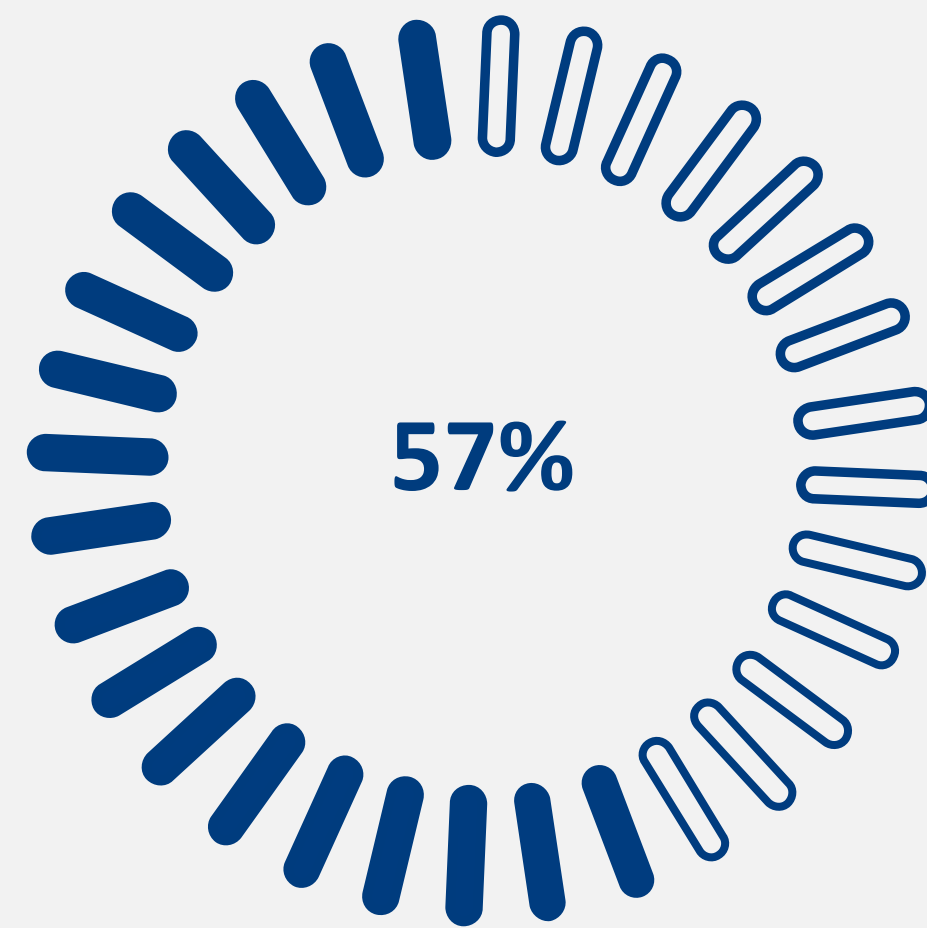


# Goal 6- Criminal Justice



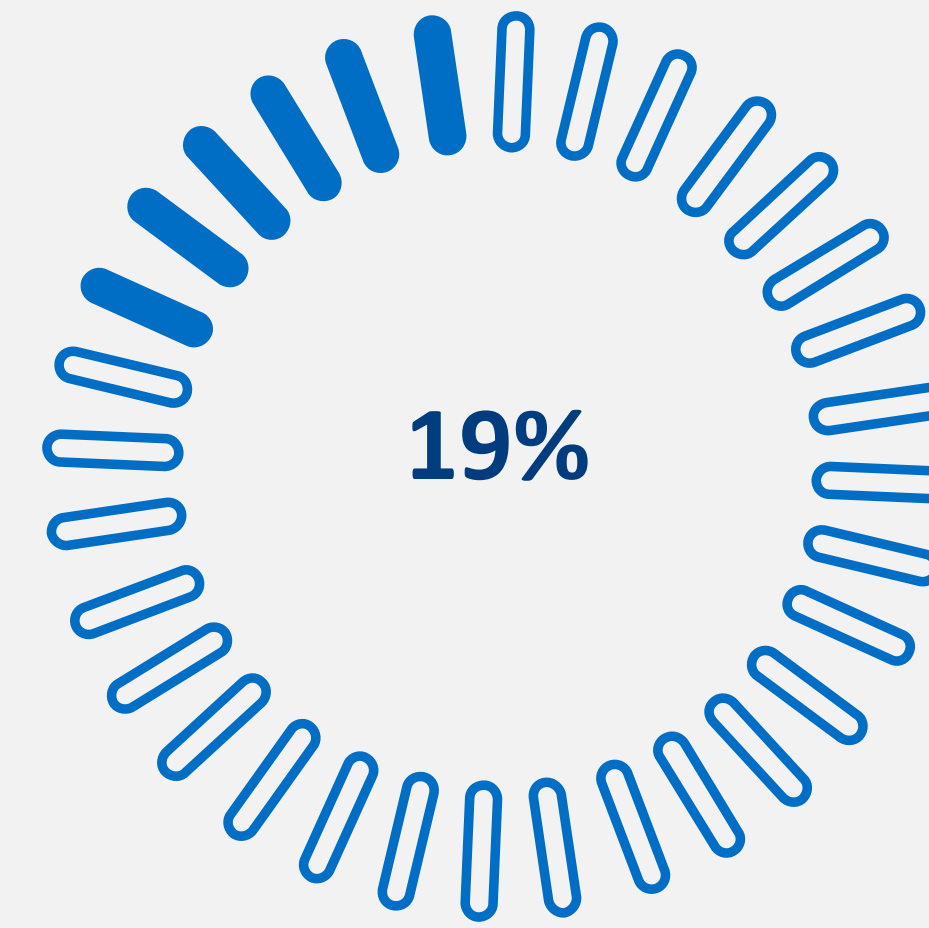
**COMPLETED**

5 of 7 Actions across all goal areas are complete.



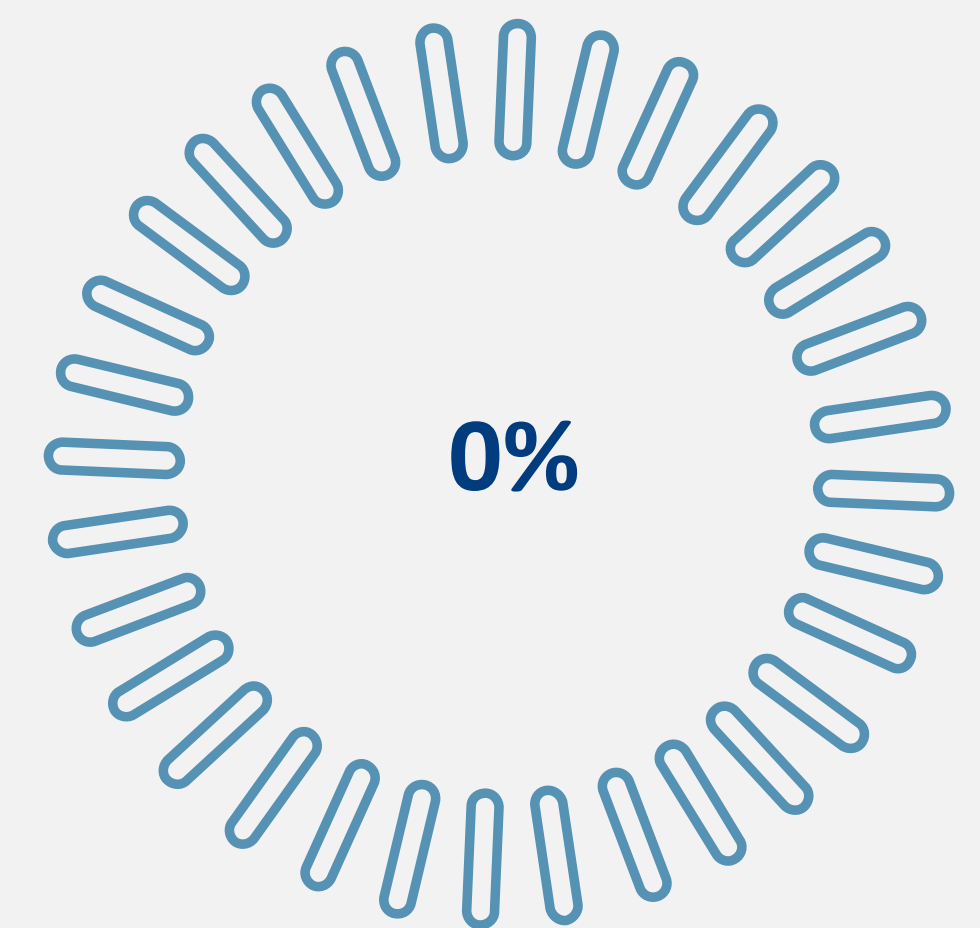
**COMPLETED (ONGOING)**

4 of 7 Actions across all goal areas are completed and ongoing as sustainable efforts.



**IN PROGRESS**

2 of 7 Actions across all goal areas are in progress or development.



**TO BE STARTED**

0 of 7 Actions across all goal areas are yet to be started.

# Goal 6- Criminal Justice

Criminal Justice Services has continued to implement strategies that advance equity.

- In FY2023 the CJS supported Criminal Justice Advisory Group (CJAG) approved the Community Engagement Task Group’s strategic plan.
- Launched a 90-minute Implicit Bias training for criminal justice professionals.

<b>Mecklenburg County Jail Population:</b>		
	<b>2019</b>	<b>2023</b>
<b>Black</b>	69.2%	76.8%
<b>Hispanic/Latino/a/x</b>	11.5%	8.2%
<b>White</b>	17.9%	14%

<b>Mecklenburg County General Population:</b>		
	<b>2019</b>	<b>2021*</b>
<b>Black</b>	33%	31.7%
<b>Hispanic/Latino/a/x</b>	13.8%	14.1%
<b>White</b>	46.1%	45.3%



# County Equity Action Plan 2.0

## FY2025 and Beyond

# Office of Equity and Inclusion & EAP FY2025 Update Process

## Equity Action Plan Review and Deep Dive



Researched the initial EAP process. Met with GARE, Equity Core Team Members, Internal Staff, Department leaders, and external Subject Matter Experts.

Implemented the Equity Needs Assessment (Audit) protocol as a gap analysis and way to understand county equity perspectives.



## Equity Action Plan Assessment and Analysis

## Training and Skill Development



Reinstituted and sustained the Advancing Racial Equity training as the foundation training for all county staff. Will introduce continued Racial Equity Tools and request to approve equity (cultural) mandate.

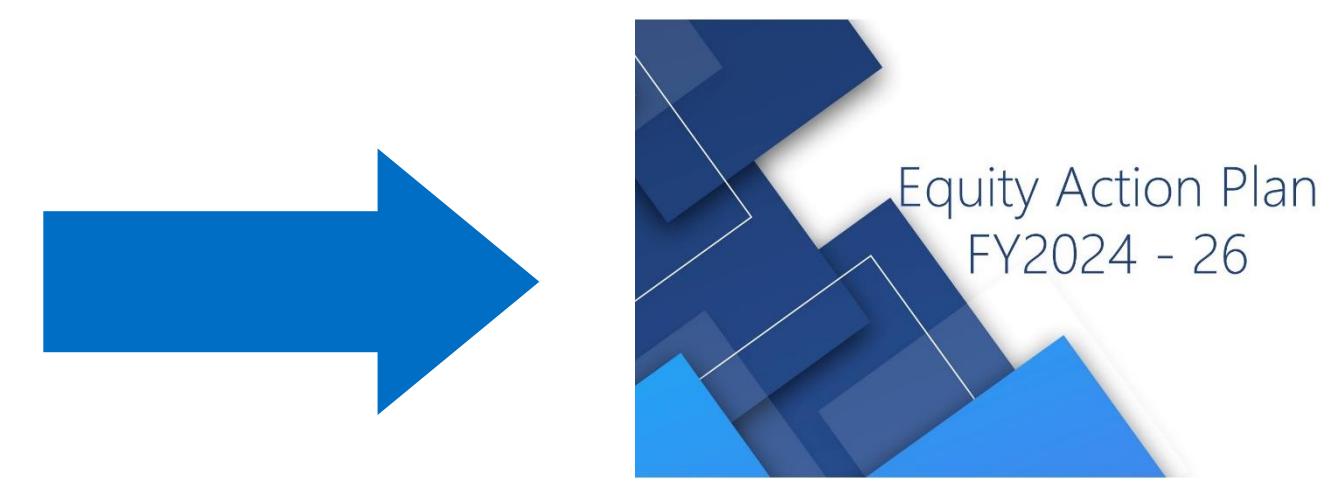
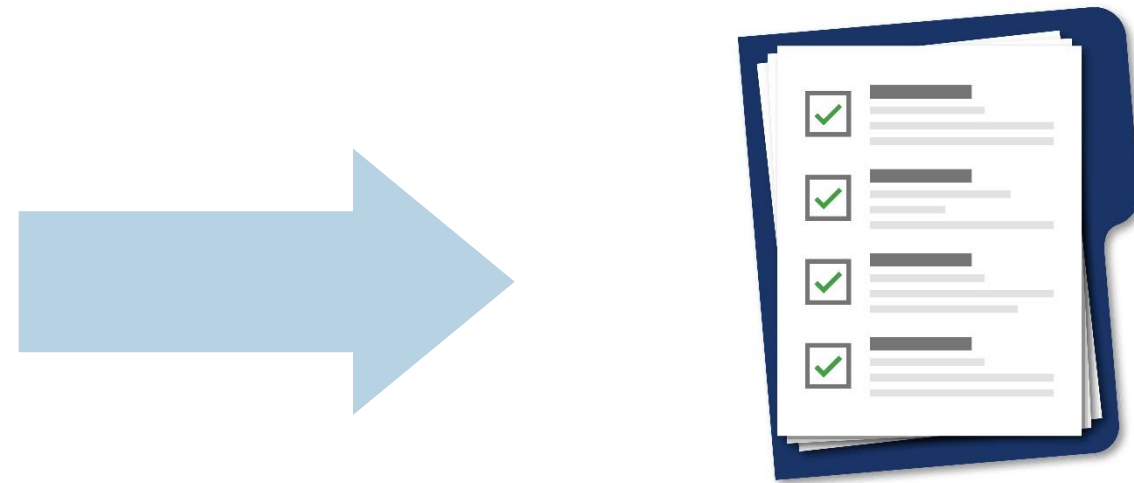


# Office of Equity and Inclusion & EAP FY2025 Update Process

## Operationalized the Department Equity Operating Plan

All Departments have or are in the process of finalizing their DEAT Charter and Action Plan.

## Drafting the Equity Action Plan 2.0



Worked with all Department Directors on their Department Equity Operating Plan to align department strategic priorities to equity goals and draft supporting narrative as to the who?, what? why? and impact/measures.

## Reconvened Department Equity Action Teams (DEATs)

Review and Synthesize what's happening across the enterprise, participating in community conversations and events to understand community interests and priorities, and aligning department work to include as naturally occurring in the updated plan.





We have created the  
groundwork for  
advancing equity  
across the enterprise.









Now, we work on expanding our  
reach by developing an approach  
that includes everyone.







# Mecklenburg County Equity Action Plan 2.0 FY26-2028 Goals

	<p><b>GOAL 1: <u>Infrastructure &amp; Tools</u></b> Mecklenburg County employees and residents have the understanding of and ability to advance equity.</p>	<p><b>Strategy A:</b> Implement infrastructure for Mecklenburg County employees to understand and commit to advance racial equity within the County government. <b>Strategy B:</b> Develop skills for Mecklenburg County employees to understand and commit to advance racial equity within the County government. <b>Strategy C:</b> Build community partnerships and residents’ understanding of racial equity.</p>
	<p><b>GOAL 2: <u>Workforce Equity</u></b> Mecklenburg County is a model employer advancing racial equity.</p>	<p><b>Strategy A:</b> Evaluate the recruitment and hiring process using racial equity lens. <b>Strategy B:</b> Review and refine HR policies and procedures related to recruitment and hiring using racial equity tools. <b>Strategy C:</b> Increase employee awareness and development opportunities across all salary plans.</p>
	<p><b>GOAL 3: <u>Inclusive Engagement</u></b> Mecklenburg County residents are engaged in the community where they live, learn, work and recreate.</p>	<p><b>Strategy A:</b> Ensure Board of County Commissioners engagement opportunities are accessible to all residents. <b>Strategy B:</b> Develop the Countywide Inclusive Outreach and Community Engagement Framework <b>Strategy C: Foster environments where county residents feel safe and engaged with county staff and/or vendors in county facilities and spaces.</b></p>
	<p><b>GOAL 4: <u>Health Equity</u></b> All residents in Mecklenburg County are healthy.</p>	<p><b>Strategy A:</b> All Residents receive effective, accessible and satisfactory health services at current and future CRC. <b>Strategy B:</b> Increase capacity of CRC staff to address services through an equity lens. <b>Strategy C: Close health and wellness disparity and opportunity gaps for residents that receive Mecklenburg County services.</b></p>
	<p><b>Goal 5: <u>Economic Opportunity</u></b> Mecklenburg County’s small businesses and non-profits share in the County’s economic prosperity.</p>	<p><b>Strategy A:</b> Increase Minority/Women-Owned/Small Business Enterprise and Nonprofit businesses participation with Mecklenburg County Government. <b>Strategy B:</b> Increase access to capital for small businesses owned by people of color. <b>Strategy C: Create opportunities for Mecklenburg County Residents to understand and engage with county staff to better understand processes that impact economic mobility.</b></p>
	<p><b>Goal 6: <u>Criminal Justice</u></b> All residents in Mecklenburg County live in a more just and equitable community.</p>	<p><b>Strategy A:</b> Reduce racial disparities and disproportionality within the Criminal Justice System.</p>



# What questions are we asking?

- What is the strategic equity vision for our departments?
- What are our department specific equity goals?
- What key objectives support our goals?
- What measures will determine our success?
- What are the essential moves for FY2025 and beyond?

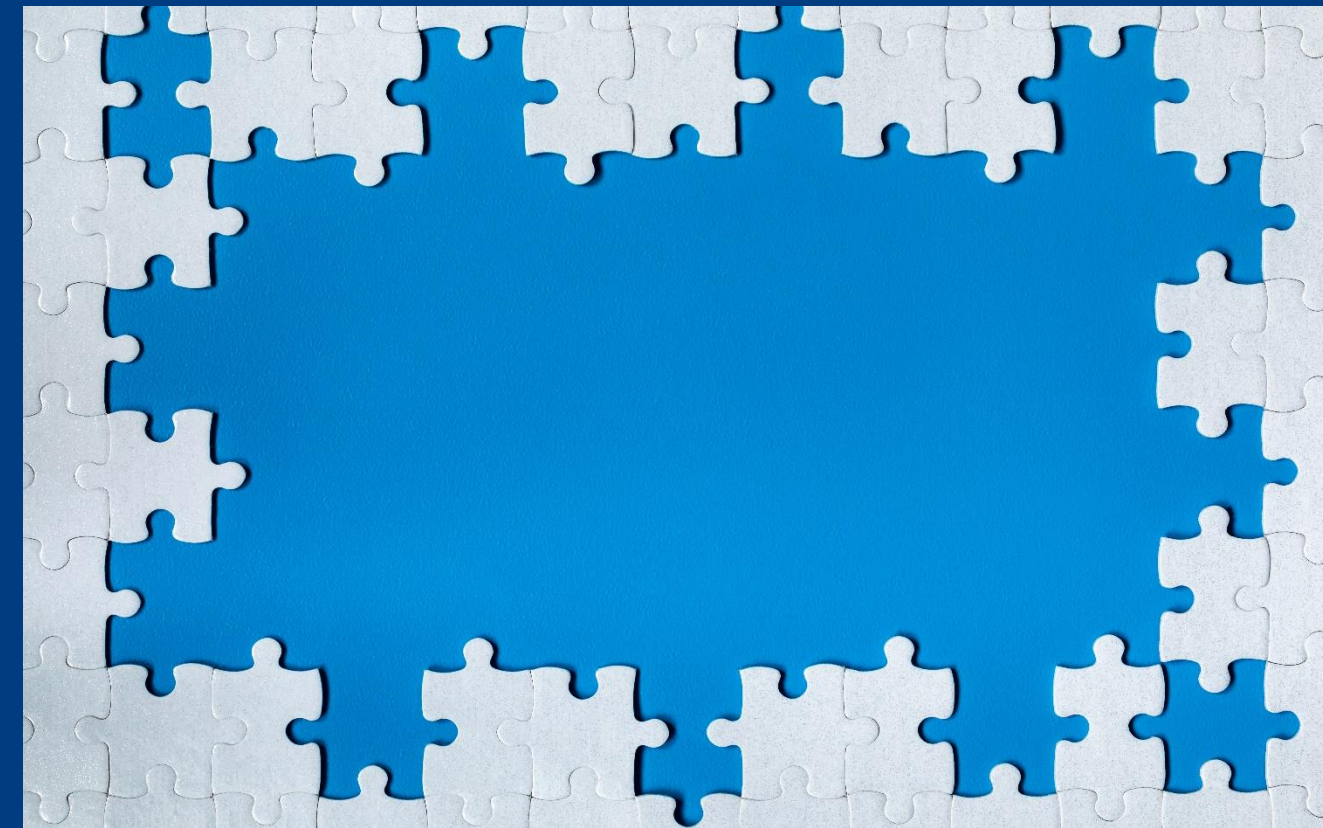


# Enterprise Connections and Supports

Equity Action Plan  
Aligned to Strategic  
Business Plans



Advancing Equity and  
Training Mandate



Equity & Inclusion  
Department Support



# Equity Action Plan 2.0



*“Change moves incrementally from breath to breath and moment to moment, allowing for course correction along the way.”*

**-Sharon Weil**



BEST PRACTICES

# What's Next?

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- Preview Equity Action Plan Progress Report with County Staff.
- Begin Implementation of expanded training curriculum.
- Expand resources and support to departments.
- Prepare for analysis and alignment of strategic priorities and goals from the FY26-28 Strategic Business Planning Process.





| Q&A

# Thank you

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