



**RACIAL JUSTICE, EQUITY AND INCLUSION 2021:
FINDINGS AND RECOMMENDATIONS FROM THE
ALLIANCE FOR REGIONAL SOLUTIONS
SURVEY OF PARTNER ORGANIZATIONS**

May 18, 2021



OVERVIEW

To further support the Alliance for Regional Solutions (ARS)'s strategic efforts and intentional commitment to continue providing value-added services and educational opportunities for its partner organizations, while also actively promoting inclusionary systems change that ensures our marginalized communities have equitable access to educational, economic and life opportunities in our region, the ARS created a Racial Justice Committee (RJC). The ARS Racial Justice Committee was formed to assure the ARS and its partner agencies intentionally address systemic racism and equity through education, advocacy and social action.

Throughout February 2021, the members of the Alliance for Regional Solutions Racial Justice Committee developed a *Racial Justice, Equity and Inclusion Survey (RJEIS)* to identify opportunities for increasing Racial Justice, Equity and Inclusion (RJEI) awareness and improving organizational RJEI policies and practices in North San Diego County. The Alliance for Regional Solutions *RJEIS* was adapted from a Living Cities model.

In the survey, the phrase "Black, Indigenous and People of Color" and the corresponding "BIPOC" acronym were used to describe Black, Latinx, Indigenous, Asian, Hawai'ian and Pacific Islander, North African, Southwest Asian/Middle Eastern and other non-white members of our communities. The members of the ARS Racial Justice Committee acknowledge that the use of the phrase Black, Indigenous and People of Color and the BIPOC acronym is imperfect. Neither the phrase nor the acronym adequately encompass and represent the distinct and nuanced experiences of the rich and varied heritages and cultures and individuals within these communities. The members of the RJC believe the problematic concept of whiteness, which categorizes people from a place of white as "normal," is exacerbated by phrases like Black, Indigenous and People of Color and the BIPOC acronym. Despite these grave shortcomings, the phrase and acronym were used to collect data to assist the ARS in establishing organizational racial justice baselines and improving Racial Justice, Equity and Inclusion in the North San Diego County region.

During March 2021, the survey was administered electronically to ARS Partner organization representatives to determine what education and trainings ARS could offer and provide to its partners to improve RJEI in our region.

The survey, consisting of **48** primary prompts and **eight** (8) demographic prompts, was widely disseminated and promoted and it was open for completion electronically during the entire month of March 2021. Ultimately, **315** respondents completed the survey, representing a **9.7** percent response rate.

SUMMARY FINDINGS AND RECOMMENDATIONS

Through the quantitative and quantitative data provided, a majority of survey respondents indicated there is a need for ARS partner organizations to provide RJEI professional development opportunities for employees at every level and education for other stakeholders. There is a clear need and a compelling opportunity for the Alliance for Regional Solutions to assist with the provision of annual organization-wide and higher-frequency department-level Racial Justice, Equity and Inclusion education and training, particularly in response to emerging community and national incidents.

Reduced to three primary thematic areas (*Education and Training, Model Policies and Tools, and Organizational Leadership*), analysis of quantitative data revealed an array of action-worthy survey findings and responsive recommendations, including:

Education and Training

- Over **93 percent** of respondents agreed that it's valuable to examine and discuss the racial disparities among Black, Indigenous and People of Color (BIPOC), and the impact of these disparities on the work in their organization, indicating there's an appetite for organization-wide and higher-frequency department-level Racial Justice, Equity and Inclusion education and training.
- Nearly **25 percent** of respondents indicated they don't have the tools to address Institutional Racism in their workplace, revealing a need for training in this area.
- Nearly **50 percent** of respondents indicated they would become more active in advancing Racial Justice, Equity and Inclusion if they had more information and knew what to do, revealing a need for education in this area.
- Nearly **26 percent** of respondents have seldom or never set aside their discomfort and fear of saying the wrong thing when talking about race at work, revealing a need for organization-level education and training in this area.
- In response to the open-ended prompt at the end of the survey, a widely expressed need for greater organization-level education and training in the Racial Justice, Equity and Inclusion realm was revealed.

Model Policies and Tools

- Over **25 percent** of respondents indicated that their organization does not have a Racial Justice, Equity and Inclusion statement in place, revealing a need to create

and distribute a model Racial Justice, Equity and Inclusion statement and explain why such a statement is important.

- Nearly **61 percent** of respondents indicated that they haven't used a RJEI assessment tool to guide policy, program and/or budget development decision making in the last year, and an additional over **22 percent** indicated that they don't know if they have done so, revealing a need for education and dissemination of and training in the use of the Alliance for Regional Solutions Racial Justice Assessment Tool.
- Over **24 percent** of respondents indicated that their organization's personnel handbook does not contain a racism section (covering expectations, consequences, counseling, training and dismissal, etc.), nearly **27 percent** of respondents indicated that their organization's personnel handbook does not outline a specific procedure for reporting racism, injustice, etc., in their organization, and nearly **38 percent** of respondents indicated that their organization's personnel handbook does not clearly state the consequences or addresses the action plan parameters for someone who, following published organizational procedure and process, has been determined to be racist and/or who refuses to embrace inclusivity, revealing a need for organization-level education and training and dissemination of a model personnel handbook racism and inclusiveness section.
- Nearly **45 percent** of respondents have seldom or never spoken up about the importance of considering diversity and inclusion in their organization's hiring practices, revealing a need for organization-level education and training and dissemination of model diversity and inclusion hiring practice materials.
- Only **36 percent** of respondents have often or sometimes pushed their organization to collect racial demographic data from service population members and staff, while over **64 percent** have seldom or never done so, revealing a need for organization-level education and training and dissemination of model racial demographic data collection and use materials.

Organizational Leadership

- Nearly **20 percent** of respondents indicated that the members of their organization's leadership team do not provide the resources necessary for addressing racial disparities and achieving racial equity, and another nearly **10 percent** indicated they don't know, revealing a need for organization leadership team member education and training in this area.
- Over **21 percent** of respondents indicated that the leaders of their organization and their human relations function have not made a clear commitment to the consequences of racism in their organization, revealing a need for organization leader and human relations function education and training in this area.

- Over **8 percent** of respondents indicated that the members of their organizational team or project are not taking concrete actions to increase diversity, equity and inclusion in their team processes and infrastructure and nearly **14 percent** indicated they don't know, revealing a need for organization-level education and training in this area.

In addition to the quantitative data that respondents provided, robust qualitative data were shared. Again, reduced to three primary thematic areas (*Encouraging Open Discussion, Providing Higher Frequency Smaller Group Trainings, and Recruiting and Promoting Diversity in Leadership*), respondents noted:

Encouraging Open Discussion

“I have attended panels... While guest speakers were very informative, I did not feel that enough viable action strategies were presented. I also feel that these panels and other workshops from other organizations have been primarily presentational, rather than engaging attendees in higher level discussion. I believe that in order to make true progress in advancing racial equity, diversity, and inclusion, trainings should encourage open discussion between participants and organizational self-reflection. Otherwise, while presentations may be beneficial to understand cultural context or other social factors at play, I think participants are left feeling overwhelmed and unsure of where to start.”

Providing Higher Frequency Smaller Group Trainings

“I think the higher frequency, smaller group workshops would emphasize that this is a critical issue and give people the opportunity to think and reflect more with co-workers about how, specifically, this work can be done within the department or program. And then the benefit of the annual training is that there could be a speaker or other larger opportunity to consider new ideas.”

“I think if these trainings also provide ongoing discussions on next steps on how we can ensure we don't practice racism, discrimination, etc., both agency-wide and individually, it would be helpful.”

“I think education is important, as well as open, transparent policies that promote inclusion. Volunteering opportunities that reflect the diversity of scheduling availability, transportation, feelings of safety, etc., I think my organization says ‘Oh yeah... this stuff is important,’ without having tangible paths to prioritizing these developments.”



Recruiting and Promoting Diversity in Leadership

“Something I’ve noticed about many organizations that advertise the racial diversity in their staff, including nonprofits, is the diversity is mostly in nonmanagerial positions and does not apply to leadership positions.”

“While my organization has a strong public stance on Racial Justice, Equity, and Inclusion, I do not feel that there is enough effort to diversify senior and board leadership. I also think that when BIPOC staff members are able to use their voices, they are often white-washed or tokenized.”

“Less talk, more action. More direct recruitment for a diverse workforce.”

SURVEY RESPONDENT DEMOGRAPHIC DATA SUMMARY

Responses to the eight (8) demographic prompts positioned at the end of the survey revealed the following:

- Over **76 percent** of respondents identified as a woman, while over **18 percent** identified as a man, less than **1 percent** identified as gender non-conforming and nearly **5 percent** preferred not to respond.
- Over **97 percent** of respondents did not identify as Transgender, while nearly **3 percent** preferred not to respond.
- Over **9 percent** of respondents considered themselves to be a member of the Lesbian, Gay, Bisexual and/or Transgender and Queer (LGBTQIA+) community, while over **59 percent** did not, over **29 percent** considered themselves to be a LGBTQIA+ community ally and over **2 percent** preferred not to respond.
- Nearly **44 percent** of respondents have worked at their organization for fewer than three years, while nearly **33 percent** have worked at their organization for between three and 10 years and over **21 percent** have worked at their organization for 10 years or more.
- Nearly **44 percent** of respondents identified Latinx as their heritage group, while nearly **33 percent** identified white as their heritage group. Nine (9) respondents self-described their heritage.
- Over **30 percent** of respondents identified themselves as serving in a support staff capacity within their organization, while nearly **44 percent** identified themselves as serving in a management position (below the Chief Executive Officer—CEO--position), just under **3 percent** identified themselves as CEOs, nearly **6 percent** identified themselves as Board members, over **5 percent** identified themselves as volunteers and nearly **9 percent** preferred not to respond. Twenty-one (21) respondents provided more information concerning the level at which they serve within their organization.
- Nearly **85 percent** of respondents indicated they work all or part-time in San Diego County, while just over **15 percent** indicated they do not.
- All respondents (save two “not applicable” responses) indicated that the bulk of their work is conducted in San Diego County. Nearly **55 percent** (118) of respondents indicated the bulk of their work is conducted in North San Diego County.

PROMPT BY PROMPT ANALYSIS OF SURVEY RESPONSE DATA

Highest frequency responses and recommendations for action are displayed in highlighted text.

Prompt 1: **During the last year, how many trainings or workshops focused on Racial Justice or Racial Equity and Inclusion have you attended?**

Responses: **315**

Response Options:

- None: 64 (20.32 percent)
- **One or Two: 159 (50.48 percent)**
- Three or More: 92 (29.21 percent)

Analysis:

- **During the last year, nearly 80 percent of respondents attended RJEIS trainings or workshops, but 20 percent did not.**
- **Organizations should be providing RJEI professional development opportunities for their employees and other stakeholders.**

Prompt 2: **In general, I've found the Racial Justice or Racial Equity and Inclusion trainings and workshops in which I've participated in the last year to be useful.**

Responses: **312**

Response Options:

- **Strongly Agree: 139 (44.55 percent)**
- Somewhat Agree: 105 (33.65 percent)
- Somewhat Disagree: 9 (2.88 percent)
- Strongly Disagree: 9 (2.88 percent)
- Don't Know: 50 (16.03 percent)

Analysis:

- **During the last year, nearly 80 percent of respondents agreed that the RJEIS trainings or workshops in which they participated were useful, while nearly 6 percent did not.**

Prompt 3: **If you've attended training(s) or workshops within the last year, please share what kind of training(s) or workshops.**

Responses: **231**

Response Options:

- Open-ended.

Analysis:

- **Nearly 90 percent (207) of the 231 Question 3 respondents identified the trainings in which they had participated. Rich open-ended responses were provided.**

Prompt 4: **How would you recommend promoting organization-wide Racial Justice or Racial Equity and Inclusion education?**

Responses: **312**

Response Options:

- Provide Annual Organization-wide Racial Justice or Racial Equity and Inclusion Education: 83 (26.60 percent)
- Provide Higher-frequency Departmental Racial Justice or Racial Equity and Inclusion Education: 47 (15.06 percent)
- **Provide Annual Organization-wide and Higher-frequency Departmental Racial Justice or Racial Equity and Inclusion Education, Particularly in Response to Emerging Community and National Incidents: 173 (55.45 percent)**
- I Don't Believe Promotion or Provision of Organization-wide Racial Justice or Racial Equity and Inclusion Education is Necessary: 9 (2.88 percent)

Analysis:

- **Over 97 percent of respondents indicated RJEIS education should be provided by their organizations and over 55 percent advocated for providing annual organization-wide and higher-frequency departmental RJEIS education. Significant (40) comments were provided.**
- **Organization-wide and higher-frequency departmental RJEIS education is a best practice.**

Prompt 5: **I think it's valuable to examine and discuss the racial disparities among Black, Indigenous and People of Color (BIPOC), and the impact of these disparities on the work in our organization.**

Responses: **310**

Response Options:

- **Strongly Agree: 251 (80.97 percent)**
- Somewhat Agree: 39 (12.58 percent)
- Somewhat Disagree: 9 (2.88 percent)
- Strongly Disagree: 4 (1.29 percent)
- Don't Know: 7 (2.26 percent)

Analysis:

- **Over 93 percent of respondents agreed that it's valuable to examine and discuss the impact of racial disparities on the work in their organizations, while just over 4 percent disagreed. Significant (25) comments were provided.**

Prompt 6: **I have a basic understanding of concepts related to Racial Justice, Equity and Inclusion.**

Responses: **313**

Response Options:

- **Strongly Agree: 171 (54.63 percent)**
- Somewhat Agree: 129 (41.21 percent)
- Somewhat Disagree: 6 (1.92 percent)
- Strongly Disagree: 3 (0.96 percent)
- Don't Know: 4 (1.28 percent)

Analysis:

- **Nearly 96 percent of respondents agreed that they have a basic understanding of RJEIS concepts, while nearly 3 percent disagreed. Significant (40) comments were provided.**

Prompt 7: **I know how to identify examples of Institutional Racism (i.e., when organizational programs or policies work better for white people than for Black, Indigenous and People of Color).**

Responses: **288**

Response Options:

- Strongly Agree: 134 (45.53 percent)
- **Somewhat Agree: 140 (48.61 percent)**
- Somewhat Disagree: 5 (1.74 percent)
- Strongly Disagree: 2 (0.69 percent)
- Don't Know: 7 (2.43 percent)

Analysis:

- **Over 94 percent of respondents agreed that they know how to identify Institutional Racism, while over 2 percent disagreed.**

Prompt 8: **I have the tools to address Institutional Racism in my workplace.**

Responses: **289**

Response Options:

- Strongly Agree: 66 (22.84 percent)
- **Somewhat Agree: 130 (44.98 percent)**
- Somewhat Disagree: 54 (18.69 percent)
- Strongly Disagree: 21 (7.27 percent)
- Don't Know: 18 (6.23 percent)

Analysis:

- **Nearly 68 percent of respondents agreed that they have the tools to address Institutional Racism in their workplace, but nearly 26 percent disagreed. Significant (21) comments were provided.**
- **There's a need for training in this area.**

Prompt 9: **I know how or to whom I can report any concerns or incidents relating to implicit bias or racism without fear of retaliation?**

Responses: **289**

Response Options:

- **Strongly Agree: 166 (57.44 percent)**
- Somewhat Agree: 79 (27.34 percent)
- Somewhat Disagree: 24 (8.30 percent)
- Strongly Disagree: 10 (3.46 percent)
- Don't Know: 10 (3.46 percent)

Analysis:

- **Nearly 85 percent of respondents agreed that they know how or to whom to report concerns or incidents relating to implicit bias or racism without fear of retaliation, but nearly 12 percent disagreed.**
- **There's a potential need for training in this area.**

Prompt 10: **I know how to identify examples of Interpersonal/Individual racism (e.g., using coded language, questioning someone's competence based on her or his race or ethnicity, etc.).**

Responses: **288**

Response Options:

- **Strongly Agree: 163 (56.60 percent)**
- Somewhat Agree: 108 (37.50 percent)
- Somewhat Disagree: 7 (2.43 percent)
- Strongly Disagree: 2 (0.69 percent)
- Don't Know: 8 (2.78 percent)

Analysis:

- **Over 94 percent of respondents agreed that they know how to identify examples of Interpersonal/Individual racism, while only 3 percent disagreed.**

Prompt 11: **I have the tools to address Interpersonal Racism in my workplace.**

Responses: **286**

Response Options:

- Strongly Agree: 113 (39.51 percent)
- **Somewhat Agree: 119 (41.61 percent)**
- Somewhat Disagree: 30 (10.49 percent)
- Strongly Disagree: 8 (2.80 percent)
- Don't Know: 16 (5.59 percent)

Analysis:

- **Over 81 percent of respondents agreed that they have the tools to address Interpersonal Racism in their workplace, but over 13 percent disagreed. Significant (17) comments were provided.**
- **There's a potential need for training in this area.**

Prompt 12: **I know how to identify examples of Structural Racism (e.g., Black, Indigenous and People of Color have been left out of wealth creation and home ownership as a result of centuries of structured racialized practices, police are likely to focus on certain areas of a city where there are predominantly Black and Latinx people living, etc.).**

Responses: **289**

Response Options:

- **Strongly Agree: 140 (48.44 percent)**
- Somewhat Agree: 123 (42.56 percent)
- Somewhat Disagree: 17 (5.88 percent)
- Strongly Disagree: 3 (1.04 percent)
- Don't Know: 6 (2.08 percent)

Analysis:

- **Ninety-one (91) percent of respondents agreed that they know how to identify examples of Structural Racism, while nearly 6 percent disagreed.**

Prompt 13: **I have the tools to address Institutional Racism in my workplace.**

Responses: **285**

Response Options:

- Strongly Agree: 71 (24.91 percent)
- **Somewhat Agree: 125 (43.86 percent)**
- Somewhat Disagree: 53 (18.50 percent)
- Strongly Disagree: 18 (6.32 percent)
- Don't Know: 18 (6.32 percent)

Analysis:

- **Nearly 69 percent of respondents agreed that they have the tools to address Institutional Racism in their workplace, but nearly 25 percent disagreed. Significant (18) comments were provided.**
- **There's a need for training in this area.**

Prompt 14: **I feel comfortable talking about race.**

Responses: **291**

Response Options:

- **Strongly Agree: 133 (45.70 percent)**
- Somewhat Agree: 132 (45.36 percent)
- Somewhat Disagree: 19 (6.53 percent)
- Strongly Disagree: 3 (1.03 percent)
- Don't Know: 4 (1.37 percent)

Analysis:

- **Over 91 percent of respondents agreed that they feel comfortable talking about race, while nearly 8 percent disagreed.**

Prompt 15: **I'm comfortable when others talk about race.**

Responses: **291**

Response Options:

- **Strongly Agree: 152 (52.23 percent)**
- Somewhat Agree: 118 (40.55 percent)
- Somewhat Disagree: 13 (4.47 percent)
- Strongly Disagree: 1 (0.34 percent)
- Don't Know: 7 (2.41 percent)

Analysis:

- **Nearly 93 percent of respondents agreed that they're comfortable when others talk about race, while nearly 5 percent disagreed.**

Prompt 16: **Does your organization have a statement on Racial Justice, Equity and Inclusion?**

Responses: **287**

Response Options:

- **Yes: 213 (74.22 percent)**
- No: 74 (25.78 percent)

Analysis:

- **Nearly 75 percent of respondents indicated that their organization has a RJEI statement, but over 25 percent indicated that their organization does not.**
- **There's a need to create and distribute a model Racial Justice, Equity and Inclusion statement and explain why such a statement is important.**

Prompt 17: **I'm able to comfortably articulate my organization's commitment to Racial Justice, Equity and Inclusion to external partners.**

Responses: **291**

Response Options:

- **Strongly Agree: 104 (35.74 percent)**
- Somewhat Agree: 101 (34.71 percent)
- Somewhat Disagree: 34 (11.68 percent)
- Strongly Disagree: 25 (8.59 percent)
- Don't Know: 27 (9.28 percent)

Analysis:

- **Over 70 percent of respondents agreed that they're able to comfortably articulate their organization's commitment to RJEI to external partners, but over 20 percent disagreed and over 9 percent indicated they don't know.**
- **There's a need for training in this area.**

Prompt 18: **My organization has made it clear that all employees, regardless of their roles, have an ethical responsibility to ensure that we are advancing Racial Justice, Equity and Inclusion.**

Responses: **290**

Response Options:

- **Strongly Agree: 172 (59.31 percent)**
- Somewhat Agree: 81 (27.93 percent)
- Somewhat Disagree: 16 (5.52 percent)
- Strongly Disagree: 6 (2.07 percent)
- Don't Know: 15 (5.17 percent)

Analysis:

- **Over 87 percent of respondents agreed that their organization has made it clear that all employees have an ethical responsibility to ensure RJEI is being advanced, but nearly 8 percent disagreed and over 5 percent indicated they don't know.**
- **There's a potential need for organization-level education in this area.**

Prompt 19: **I'm actively involved in advancing Racial Justice, Equity and Inclusion in my projects and teams.**

Responses: **290**

Response Options:

- Strongly Agree: 84 (28.97 percent)
- **Somewhat Agree: 130 (44.83 percent)**
- Somewhat Disagree: 40 (13.79 percent)
- Strongly Disagree: 14 (4.83 percent)
- Don't Know: 22 (7.59 percent)

Analysis:

- **Nearly 74 percent of respondents agreed that they're actively involved in advancing RJEI in their projects and teams, but nearly 19 percent disagreed and over 7 percent indicated they don't know.**
- **There's a need for organization-level education in this area.**

Prompt 20: **I would become more active in advancing Racial Justice, Equity and Inclusion if (choose all that apply).**

Responses: **285**

Response Options:

- **I Had More Information So I Knew What to Do: 141 (49.47 percent)**
- I Received Training: 123 (43.16 percent)
- I Had More Time: 89 (31.23 percent)
- I Had the Support of My Manager: 31 (10.88 percent)
- I Felt I Had a More Supportive Environment: 46 (16.14 percent)
- I Knew There was Senior Leadership Buy-in: 54 (18.95 percent)
- I Received Acknowledgement of the Work I Do to Advance RJEI: 41 (14.39 percent)
- NA—I'm Happy With My Current Level of Engagement: 74 (25.96 percent)

Analysis:

- **This choose-all-that-apply prompt indicates that respondents believe organizations should provide more RJEI information, provide RJEI training, provide dedicated time for RJEI education, and facilitate more overt support for RJEI in general. Significant (25) comments were provided.**
- **There's a need for organization-level education in this area.**

Prompt 21: **I stay quiet when I hear others joke or share comments regarding Race, Equity and Inclusion that expose their explicit or implicit biases.**

Responses: **289**

Response Options:

- Yes: 54 (18.69 percent)
- **No: 235 (81.31 percent)**

Analysis:

- **Over 81 percent of respondents indicated that they don't stay quiet when they hear others share explicit or implicit bias-exposing jokes or comments regarding Race, Equity and Inclusion, but nearly 19 percent indicated they do stay quiet.**
- **There's a need for training in this area.**

Prompt 22: **If your answer to question 21 was yes, what is the reason you stay quiet when you hear or experience inappropriate comments, jokes, etc.?**

Responses: **122**

Response Options:

- **I'm Uncomfortable: 34 (27.87 percent)**
- I Feel It's Not My Concern: 6 (4.92 percent)
- I See Such Comments as Jokes and People are Too Sensitive: 7 (5.74 percent)
- I Fear Retaliation: 6 (4.92 percent)
- Other (Primarily "not applicable"): 69 (56.56 percent)

Analysis:

- **Nearly 28 percent of respondents indicated they're uncomfortable, while over 56 percent of respondents indicated this prompt was "not applicable," because they responded "No" to Prompt 21. Significant (69—about half were "not applicable") "Other" comments were provided.**
- **As noted in the Prompt 21 analysis above, there's a need for training in this area.**

Prompt 23: **In the last year, I've used a Racial Justice, Equity and Inclusion assessment tool to guide policy, program and/or budget development decision making.**

Responses: **288**

Response Options:

- Yes: 49 (17.01 percent)
- **No: 175 (60.76 percent)**
- Don't Know: 64 (22.22 percent)

Analysis:

- **Nearly 61 percent of respondents indicated that they haven't used a RJEI assessment tool to guide policy, program and/or budget development decision making in the last year, and over 22 percent indicated that they don't know if they have done so.**
- **There's a need for organization-level education and dissemination of and training in the use of the Alliance for Regional Solutions Racial Justice Assessment Tool.**

Prompt 24: **I feel confident setting Racial Justice, Equity and Inclusion outcomes and goals within the scope of my job using a Racial Justice, Equity and Inclusion assessment tool.**

Responses: **285**

Response Options:

- Strongly Agree: 58 (20.35 percent)
- **Somewhat Agree: 104 (36.49 percent)**
- Somewhat Disagree: 47 (16.49 percent)
- Strongly Disagree: 11 (3.86 percent)
- Don't Know: 65 (22.81 percent)

Analysis:

- **Nearly 57 percent of respondents agreed that they feel confident setting RJEI outcomes and goals within the scope of their job using a RJEI assessment tool, but over 20 percent disagreed and nearly 23 percent indicated they don't know. Significant (27) comments were provided.**
- **There's a need for organization-level education and dissemination of and training in the use of the Alliance for Regional Solutions Racial Justice Assessment Tool.**

Prompt 25: **What tools have you used to help you embed Racial Justice, Equity and Inclusion in policy, program, and/or budget development decision making?**

Responses: **176**

Open-ended Response:

- **None: 92 (52.27 percent)**
- Various Identified Tools: 84 (47.72 percent)

Analysis:

- **Over 52 percent of respondents indicated they have not used any tools to help them embed RJEI in policy, program, and/or budget development decision making. Significant substantive (84) comments were provided.**
- **There's a need for organization-level education and dissemination of and training in the use of the Alliance for Regional Solutions Racial Justice Assessment Tool.**

Prompt 26: **My organization is committed to Racial Justice, Equity and Inclusion.**

Responses: **270**

Response Options:

- **Strongly Agree: 152 (56.30 percent)**
- Somewhat Agree: 97 (35.93 percent)
- Somewhat Disagree: 10 (3.70 percent)
- Strongly Disagree: 2 (0.74 percent)
- Don't Know: 9 (3.33 percent)

Analysis:

- **Over 92 percent of respondents agreed that their organization is committed to RJEI, while fewer than 5 percent disagreed.**

Prompt 27: **The members of my organization’s leadership team participate in and support conversations about Racial Justice, Equity and Inclusion internally.**

Responses: **270**

Response Options:

- **Strongly Agree: 138 (51.11 percent)**
- Somewhat Agree: 87 (32.22 percent)
- Somewhat Disagree: 16 (5.93 percent)
- Strongly Disagree: 6 (2.22 percent)
- Don’t Know: 23 (8.52 percent)

Analysis:

- **Over 83 percent of respondents agreed that the members of their organization’s leadership team participate in and support conversations about RJEI internally, but over 8 percent disagreed and another over 8 percent indicated they don’t know.**
- **There’s a potential need for organization-level education in this area.**

Prompt 28: **The members of my organization’s leadership team communicate the importance of addressing Racial Justice, Equity and Inclusion and achieving racial equity externally.**

Responses: **268**

Response Options:

- **Strongly Agree: 138 (51.49 percent)**
- Somewhat Agree: 88 (32.84 percent)
- Somewhat Disagree: 16 (5.97 percent)
- Strongly Disagree: 5 (1.87 percent)
- Don’t Know: 21 (7.84 percent)

Analysis:

- **Over 84 percent of respondents agreed that the members of their organization’s leadership team communicate the importance of addressing Racial Justice, Equity and Inclusion and achieving racial equity externally, but nearly 8 percent disagreed and another nearly 8 percent indicated they don’t know.**
- **There’s a potential need for organization-level education in this area.**

Prompt 29: **The members of my organization’s leadership team provide the resources necessary for addressing racial disparities and achieving racial equity.**

Responses: **268**

Response Options:

- **Strongly Agree: 104 (38.81 percent)**
- Somewhat Agree: 85 (31.72 percent)
- Somewhat Disagree: 37 (13.81 percent)
- Strongly Disagree: 16 (5.97 percent)
- Don’t Know: 26 (9.70 percent)

Analysis:

- **Over 70 percent of respondents agreed that the members of their organization’s leadership team provide the resources necessary for addressing racial disparities and achieving racial equity, but nearly 20 percent disagreed and nearly 10 percent indicated they don’t know.**
- **There’s a need for organization leadership team member education and training in this area.**

Prompt 30: **The members of my organization’s leadership team have taken steps to reduce racial inequities internally.**

Responses: **268**

Response Options:

- **Strongly Agree: 107 (39.93 percent)**
- Somewhat Agree: 95 (35.45 percent)
- Somewhat Disagree: 19 (7.09 percent)
- Strongly Disagree: 7 (2.61 percent)
- Don’t Know: 40 (14.93 percent)

Analysis:

- **Over 75 percent of respondents agreed that the members of their organization’s leadership team have taken steps to reduce racial inequities internally, but nearly 10 percent disagreed and nearly 15 percent indicated they don’t know.**
- **There’s a need for organization-level education and training in this area.**

Prompt 31: **The members of my organization’s leadership team have taken steps to reduce racial inequities externally.**

Responses: **268**

Response Options:

- **Strongly Agree: 96 (35.82 percent)**
- Somewhat Agree: 93 (34.70 percent)
- Somewhat Disagree: 24 (8.96 percent)
- Strongly Disagree: 8 (2.99 percent)
- Don’t Know: 47 (17.54 percent)

Analysis:

- **Over 70 percent of respondents agreed that the members of their organization’s leadership team have taken steps to reduce racial inequities externally, but nearly 12 percent disagreed and nearly 18 percent indicated they don’t know.**
- **There’s a need for organization-level education and training in this area.**

Prompt 32: **The members of my organization’s leadership team are equipped to participate in internal and external conversations around race, Racial Justice, Equity and Inclusion.**

Responses: **268**

Response Options:

- **Strongly Agree: 108 (40.30 percent)**
- Somewhat Agree: 97 (36.19 percent)
- Somewhat Disagree: 29 (10.82 percent)
- Strongly Disagree: 7 (2.61 percent)
- Don’t Know: 27 (10.07 percent)

Analysis:

- **Over 76 percent of respondents agreed that the members of their organization’s leadership team are equipped to participate in internal and external conversations race and RJEI, but over 13 percent disagreed and over 10 percent indicated they don’t know.**
- **There’s a need for organization-level education and training in this area.**

Prompt 33: **The members of my organization’s leadership team have taken bold steps to reduce Institutional Racism.**

Responses: **266**

Response Options:

- **Strongly Agree: 90 (33.83 percent)**
- Somewhat Agree: 79 (29.70 percent)
- Somewhat Disagree: 39 (14.66 percent)
- Strongly Disagree: 15 (5.64 percent)
- Don’t Know: 43 (16.17 percent)

Analysis:

- **Over 64 percent of respondents agreed that the members of their organization’s leadership team have taken bold steps to reduce Institutional Racism, but over 20 percent disagreed and over 16 percent indicated they don’t know.**
- **There’s a need for organization-level education and training in this area.**

Prompt 34: **The members of my organization’s leadership team create an environment where everyone has equal opportunities to advance.**

Responses: **268**

Response Options:

- **Strongly Agree: 133 (49.63 percent)**
- Somewhat Agree: 83 (30.97 percent)
- Somewhat Disagree: 21 (7.84 percent)
- Strongly Disagree: 11 (4.10 percent)
- Don’t Know: 20 (7.48 percent)

Analysis:

- **Nearly 81 percent of respondents agreed that the members of their organization’s leadership team create an environment where everyone has equal opportunities to grow, but nearly 12 percent disagreed and over 7 percent indicated they don’t know.**
- **There’s a need for organization-level education and training in this area.**

Prompt 35: **The leaders of my organization and our Human Resources function have made a clear commitment to the consequences of racism in our organization.**

Responses: **264**

Response Options:

- **Yes: 208 (78.79 percent)**
- No: 56 (21.21 percent)

Analysis:

- **Nearly 79 percent of respondents indicated that the leaders of their organization and their HR function have made a clear commitment to the consequences of racism in their organization, but 21 percent indicated they have not done so.**
- **There's a need for organization leader and HR function education and training in this area.**

Prompt 36: **My organization's personnel handbook contains a racism section (covering expectations, consequences, counseling, training and dismissal, etc.).**

Responses: **256**

Response Options:

- **Yes: 194 (75.78 percent)**
- No: 62 (24.22 percent)

Analysis:

- **Nearly 76 percent of respondents indicated that their organization's personnel handbook contains a racism section (covering expectations, consequences, counseling, training and dismissal, etc.), but 24 percent indicated this is not the case.**
- **There's a need for organization-level education and training and dissemination of a model personnel handbook racism section.**

Prompt 37: **The members of my organizational team or project are taking concrete actions to increase diversity, equity and inclusion in our team processes and infrastructure, such as in contracting and procurement, hiring, communications, etc.**

Responses: **266**

Response Options:

- **Strongly Agree: 115 (43.23 percent)**
- Somewhat Agree: 92 (34.59 percent)
- Somewhat Disagree: 15 (5.64 percent)
- Strongly Disagree: 7 (2.63 percent)
- Don't Know: 37 (13.91 percent)

Analysis:

- **Nearly 78 percent of respondents agreed that the members of their organizational team or project are taking concrete actions to increase diversity, equity and inclusion in their team processes and infrastructure, but over 8 percent disagreed and nearly 14 percent indicated they don't know.**
- **There's a need for organization-level education and training in this area.**

Prompt 38: **What do you think a focus on Racial Justice, Equity and Inclusion should mean for your organization's mission and how you work? What should your organization do more or less of? What does your organization need to change?**

Responses: **162**

Open-ended Response:

- Robust feedback was provided.

Analysis:

- **Significant substantive (150) comments were provided.**
- **There's a widely expressed need for greater organization-level education and training in the Racial Justice, Equity and Inclusion realm.**

Prompt 39: **I have taken the time to read, attend workshops, watch films and educate myself about what Black, Indigenous and People of Color experience in this country and how I can advance Racial Justice, Equity and Inclusion in my current position.**

Responses: **266**

Response Options:

- Often: 111 (41.73 percent)
- **Sometimes: 124 (46.62 percent)**
- Seldom: 27 (10.15 percent)
- Never: 4 (1.50 percent)

Analysis:

- **Over 88 percent of respondents have often or sometimes taken the time to read, attend workshops, watch films and educate themselves about what Black, Indigenous and People of Color experience in this country and how they can advance RJEI in their current position, while under 12 percent have seldom or never done so.**

Prompt 40: **I have pushed my organization to collect racial demographic data from service population members and the staff and leadership of the organizations we serve.**

Responses: **264**

Response Options:

- Often: 35 (13.28 percent)
- Sometimes: 60 (22.73 percent)
- Seldom: 64 (24.24 percent)
- **Never: 105 (39.77 percent)**

Analysis:

- **Only 36 percent of respondents have often or sometimes pushed their organization to collect racial demographic data from service population members and staff, but over 64 percent have seldom or never done so.**
- **There's a need for organization-level education and training in this area.**

Prompt 41: **I have set aside my own discomfort and my own fear of saying the wrong thing when talking about race at work.**

Responses: **263**

Response Options:

- Often: 74 (28.14 percent)
- **Sometimes: 121 (46.01 percent)**
- Seldom: 30 (11.41 percent)
- Never: 38 (14.45 percent)

Analysis:

- **Over 74 percent of respondents have set aside their discomfort and fear of saying the wrong thing when talking about race at work, but nearly 26 percent have seldom or never done so.**
- **There's a need for organization-level education and training in this area.**

Prompt 42: **I have spoken up about the importance of considering diversity and inclusion in my organization's hiring practices.**

Responses: **260**

Response Options:

- **Often: 73 (28.08 percent)**
- Sometimes: 70 (26.92 percent)
- Seldom: 45 (17.31 percent)
- **Never: 72 (27.69 percent)**

Analysis:

- **Over 55 percent of respondents have spoken up about the importance of considering diversity and inclusion in their organization's hiring practices, but nearly 45 percent have seldom or never done so.**
- **There's a need for organization-level education and training in this area.**

Prompt 43: **My organization’s personnel handbook outlines a specific procedure for reporting racism, injustice, etc., in our organization?**

Responses: **256**

Response Options:

- **Yes: 188 (73.44 percent)**
- No: 68 (26.56 percent)

Analysis:

- **Over 73 percent of respondents indicated that their organization’s personnel handbook outlines a specific procedure for reporting racism, injustice, etc., in their organization, but nearly 27 percent indicated this is not the case.**
- **There’s a need for organization-level education and training and dissemination of a model personnel handbook racism section.**

Prompt 44: **My organization’s personnel handbook clearly states the consequences or addresses the action plan parameters for someone who, following published organizational procedure and process, has been determined to be racist and/or who refuses to embrace inclusivity?**

Responses: **256**

Response Options:

- **Yes: 159 (62.11 percent)**
- No: 97 (37.89 percent)

Analysis:

- **Over 62 percent of respondents indicated that their organization’s personnel handbook clearly states the consequences or addresses the action plan parameters for someone who, following published organizational procedure and process, has been determined to be racist and/or who refuses to embrace inclusivity, but nearly 38 percent indicated this is not the case.**
- **There’s a need for organization-level education and training and dissemination of a model personnel handbook racism and inclusiveness section.**

Prompt 45: **I believe there still are risks in raising issues of race and Racial Justice, Equity and Inclusion in my organization.**

Responses: **264**

Response Options:

- Often: 21 (7.95 percent)
- **Sometimes: 90 (34.09 percent)**
- Seldom: 67 (25.38 percent)
- **Never: 86 (32.58 percent)**

Analysis:

- **Over 42 percent of respondents believe there still are risks in raising issues of race and Racial Justice, Equity and Inclusion in their organization, while nearly 58 percent believe there seldom or never are risks in raising race and RJEI issues in their organization.**
- **There's a potential need for organization-level education and training in this area.**

Prompt 46: **I believe I have risked my reputation and my position in my organization in order to talk about Racial Justice, Equity and Inclusion.**

Responses: **266**

Response Options:

- Often: 11 (4.14 percent)
- Sometimes: 39 (14.66 percent)
- Seldom: 34 (12.78 percent)
- **Never: 182 (68.42 percent)**

Analysis:

- **Just under 19 percent of respondents believe they've risked their reputation and their position in their organization in order to talk about RJEI, while over 81 percent believe they've seldom or never risked their reputation or position in their organization in order to talk about RJEI.**
- **There's a potential need for organization-level education and training in this area.**

Prompt 47: **If you believe you have risked your reputation and your position in your organization in order to talk about Racial Justice, Equity and Inclusion, do you believe it has made a difference to have done so?**

Responses: **167**

Response Options:

- Often: 18 (10.78 percent)
- Sometimes: 38 (22.75 percent)
- Seldom: 21 (12.57 percent)
- **Never: 90 (53.89 percent)**

Analysis:

- **Nearly 34 percent of respondents indicated that talking about RJEI in their organization made a difference, while over 66 percent of respondents indicated it seldom or never made a difference, or this was “not applicable.” Significant (40 total—about half were “not applicable”) comments were provided.**
- **As noted in the Prompt 46 analysis above, there’s a potential need for organization-level education and training in this area.**

Prompt 48: **Are there other issues or information related to Racial Justice, Equity and Inclusion that you would like to share with the members of the Alliance for Regional Solutions Racial Justice Committee, and/or were there survey questions you believe should have been posed differently? If so, please provide feedback below.**

Responses: **87**

Open-ended Response:

- Robust feedback was provided.

Analysis:

- **Significant (39 were substantive—48 were “not applicable”) comments were provided.**
- **There’s a widely expressed need for greater organization-level education and training in the Racial Justice, Equity and Inclusion realm.**

Prompt 49: **What is your gender identity?**

Responses: **265**

Response Options:

- **Woman: 203 (76.60 percent)**
- Man: 48 (18.11 percent)
- Gender Non-conforming: 1 (0.38 percent)
- Prefer Not to Respond: 13 (4.91 percent)
- Prefer to Self-describe my Identity: 0 (0.00 percent)

Analysis:

- **Over 76 percent of respondents identified as a woman, while over 18 percent identified as a man, less than 1 percent identified as gender non-conforming and nearly 5 percent preferred not to respond.**

Prompt 50: **Do you identify as Transgender?**

Responses: **261**

Response Options:

- Yes: 0 (0.00 percent)
- **No: 254 (97.32 percent)**
- Prefer Not to Respond: 7 (2.68 percent)
- Prefer to Self-describe my Identity: 0 (0.00 percent)

Analysis:

- **Over 97 percent of respondents did not identify as Transgender, while nearly 3 percent preferred not to respond.**

Prompt 51: **Do you consider yourself to be a member of the Lesbian, Gay, Bisexual and/or Transgender and Queer (LGBTQIA+) community?**

Responses: **261**

Response Options:

- Yes: 24 (9.20 percent)
- **No: 155 (59.39 percent)**
- No But I Consider Myself to be an Ally: 76 (29.12 percent)
- Prefer Not to Respond: 6 (2.30 percent)

Analysis:

- **Over 9 percent of respondents considered themselves to be a member of the Lesbian, Gay, Bisexual and/or Transgender and Queer (LGBTQIA+) community, while over 59 percent did not, over 29 percent considered themselves to be a LGBTQIA+ community ally and over 2 percent preferred not to respond.**

Prompt 52: **How long have you worked at your organization?**

Responses: **264**

Response Options:

- Fewer Than Six Months: 32 (12.12 percent)
- Six Months to a Year: 21 (7.95 percent)
- **One Year to Fewer Than Three Years: 62 (23.48 percent)**
- Three Years to Fewer Than Five Years: 40 (15.15 percent)
- Five Years to Fewer Than Seven Years: 22 (8.33 percent)
- Seven Years to Fewer Than 10 Years: 24 (9.09 percent)
- **Ten Years of More: 56 (21.21 percent)**
- Prefer Not to Respond: 7 (2.65 percent)

Analysis:

- **Nearly 44 percent of respondents have worked at their organization for fewer than three years, while nearly 33 percent have worked at their organization for between three and 10 years and over 21 percent have worked at their organization for 10 years or more.**
- **There's a potential need for staff education and training in the Racial Justice, Equity and Inclusion realm.**

Prompt 53: **With what heritage group do you identify?**

Responses: **255**

Response Options:

- Asian or Asian American: 9 (3.53 percent)
- Black or African American: 9 (3.53 percent)
- **Latinx: 111 (43.53 percent)**
- Native American: 2 (0.78 percent)
- North African: 0 (0.00 percent)
- Hawai'ian or Other Pacific Islander: 2 (0.78 percent)
- Southwest Asian/Middle Eastern: 0 (0.00 percent)
- White: 83 (32.55 percent)
- Multi-racial or Multi-ethnic: 14 (5.49 percent)
- Prefer Not to Respond: 16 (6.27 percent)
- Prefer to Self-Describe: 9 (3.53 percent)

Analysis:

- **Nearly 44 percent of respondents identified Latinx as their heritage group, while nearly 33 percent identified white as their heritage group. Nine (9) respondents self-described their heritage.**

Prompt 54: **At what level do you serve within your organization?**

Responses: **246**

Response Options:

- Volunteer: 13 (5.28 percent)
- Intern: 5 (2.03 percent)
- Technician: 1 (0.41 percent)
- Specialist: 13 (5.28 percent)
- Assistant: 3 (1.22 percent)
- **Associate: 52 (21.14 percent)**
- Clerical Staff: 0 (0.00 percent)
- Administrative Support Staff: 9 (3.66 percent)
- Receptionist: 0 (0.00 percent)
- Coordinator: 19 (7.72 percent)
- Manager: 27 (10.98 percent)
- Case Manager: 30 (12.20 percent)
- Social Worker: 7 (2.85 percent)
- Assistant or Associate Director: 5 (2.03 percent)
- Director: 20 (8.13 percent)
- Chief Executive Officer (Executive Director, President, etc.): 7 (2.85 percent)
- Board Member: 14 (5.69 percent)
- Prefer Not to Respond: 21 (8.54 percent)

Analysis:

- **Over 30 percent of respondents identified themselves as serving in a support staff capacity within their organization, while nearly 44 percent identified themselves as serving in a management position (below the CEO position), just under 3 percent identified themselves as CEOs, nearly 6 percent identified themselves as Board members, over 5 percent identified themselves as volunteers and nearly 9 percent preferred not to respond. Twenty-one (21) respondents provided more information concerning the level at which they serve within their organization.**

Prompt 55: **Do you work all or part-time within San Diego County?**

Responses: **263**

Response Options:

- **Yes: 223 (84.79 percent)**
- No: 40 (15.21 percent)

Analysis:

- **Nearly 85 percent of respondents indicated they work all or part-time in San Diego County, while just over 15 percent indicated they do not.**

Prompt 56: **Within what city or discrete geographic region is the bulk of your work conducted?**

Responses: **215**

Open-ended Response:

- Various San Diego County cities and regions were documented.

Analysis:

- **All respondents (save two “not applicable” responses) indicated that the bulk of their work is conducted in San Diego County. Nearly 55 percent (118) of respondents indicated the bulk of their work is conducted in North San Diego County.**

The members of the Alliance for Regional Solutions Racial Justice Committee extend special acknowledgement and gratitude to the Oceanside Promise for the resources and other support the members of its Board of Directors provided to design and administer the Racial Justice, Equity and Inclusion Survey and the Racial Justice Assessment Tool, collect and analyze data and prepare this report. In addition to serving as a collective impact facilitator and backbone for its 70-plus partner organizations, data collection, analysis and reporting are core functions of the Oceanside Promise. The collective efforts coordinated by the Oceanside Promise are focused on inclusionary systems change and ensuring our marginalized communities have equitable access to educational, economic and life opportunities.



RACIAL JUSTICE COMMITTEE MEMBERS

Blayne Adams, Director of Child Development Partnerships, Easterseals of Southern California
Simone Allen, Program Coordinator, North County Lifeline
Fred Armijo, Chief, Oceanside Police Department
Satia Austin, President, North San Diego County NAACP
Amber Baggs, Lieutenant, San Diego County Sheriff's Department
Nadia Moshirian Binderup, Community Inclusion Director, San Diego Sheriff's Department
Bernabe Camacho Ventura, Complex Care Coordinator, Vista Community Clinic
Keegan Cheleden, Housing Services Coordinator, ElderHelp of San Diego
Priscilla Cortez, Community Liaison-San Diego Region, Innovation High
Okiemute Esiekpe, Community Health Worker, Exodus Recovery
Kaitlyn Feraco, Housing Navigator, Exodus Recovery
Grace Fischer, Court Liaison, North County Lifeline
Jaelyn Freeman, Case Manager, Access Inc.
Lisa Garcia, Area Leader, Recovery International
Elsa Gaytan, Counselor, Addiction (Substance Use Disorder), Mental Health Systems
Kelley Grimes, Director Community Engagement, Leap to Success
Brianna Guerrero, Program Coordinator, Youth Meals, Feeding San Diego
Maria Adriana Gutiérrez Sosa, Community Development Coordinator, Aetna
Sara Hernandez, Domestic Violence Case Manager, Community Resource Center
Vicki Hines, Community Liaison, Helping Hands Senior Foundation
Erin Hogeboom, Senior Director, San Diego for Every Child
Beth Johnson, Minister, Palomar Unitarian Universalist Fellowship
Greg Knoll, Executive Director, Legal Aid Society of San Diego
Liz Kruidenier, Co-President, National Alliance on Mental Illness (NAMI) North Coastal San Diego County
Leslie LaMay, Clinical Case Manager, North County Lifeline
Esther Leal, Health Educator, Vista Community Clinic
William Loftus, Director of Social Policy, League of Women Voters North County San Diego
Alex Maitre, Chief Operations Officer, Duwara Consciousness Foundation
Rebecca Mayeaux, Housing Navigator, Exodus Recovery
Marylynn McCorkle, Collaboration Manager, Alliance for Regional Solutions
Lily Mojdehi, Outreach Coordinator, Jewish Family Service San Diego
Bryssa Montez, Youth and Young Adult Liaison, North County Lifeline
Beatriz Palmer, Co-Chairperson, Alliance for Regional Solutions Racial Justice Committee and Service Learning Program Manager, MiraCosta College
Latoya Patterson, Case Manager and Care Coordinator, Mental Health Systems
Stephanie Phann, Project Manager, Health Equity & Community Engagement, Hospital Association of San Diego County



Katie Ramos, Clinical Case Manager, California State University, San Marcos
Patrina Reed, Founder, Women of Promise Resource Center
Edward Robles, Community Development Coordinator, Aetna
Wanda Rogers, Owner, Construction Service Workers
Enrico Rogers-Atkins, Case Manager, Legal Aid Society of San Diego
Franco Saavedra, Program Manager, Access to Independence
Graciela Sandoval, Counselor, Community Research Foundation
Sharlene Santos, Administrative Coordinator, North County Lifeline
Brooke Stance, Communications & Events Manager, North County Lifeline
Cindy Taylor, Chairperson, Board of Directors, Operation HOPE-North County
Sherry Titus, Director of Student Affairs, Palomar College
Rafe Edward Trickey, Jr., President and Chief Executive Officer, Oceanside Promise
John Van Cleef, Co-Chairperson, Alliance for Regional Solutions Racial Justice Committee and
Chief Executive Officer, Community Resource Center
Gabriela Vazquez, Family Support Specialist, Palomar Health
Veronica Weber Nagao, Family Support Specialist, Palomar Health
Maria Yanez, Housing Program Manager, Neighborhood Services Department, City of
Oceanside

DATA ANALYSIS AND REPORTING SUBCOMMITTEE MEMBERS

Fred Armijo, Chief, Oceanside Police Department
Satia Austin, President, North San Diego County NAACP
Grace Fischer, Court Liaison, North County Lifeline
Erin Hogeboom, Senior Director, San Diego for Every Child
Marylynn McCorkle, Collaboration Manager, Alliance for Regional Solutions
Beatriz Palmer, Co-Chairperson, Alliance for Regional Solutions Racial Justice Committee and
Service Learning Program Manager, MiraCosta College
Rafe Edward Trickey, Jr., President and Chief Executive Officer, Oceanside Promise