

Proposed Equity Action Plan for Montgomery County: Phase II

The Equity Action Design team began its work in January 2018 and completed the Phase I Planning and Design work in January 2019. The equity planning work was facilitated through externally provided funds, with additional support from the Dayton Foundation. Equity Action represents an effort to bring together all the sectors and stakeholders for the purpose of creating a conceptual infrastructure that grounds and guides the broader range of equity efforts underway through Montgomery County. Those equity efforts can be as a result of the commitment of particular institutions to change or through externally funded efforts to effect change.

The planning phase of the Equity Action included efforts to:

- Identify organizations and individuals interested in helping create a process to address the issue of race equity in the region and to form an Equity Leadership Team.
- Create a budget and secure funding for a three year pilot
- Use a racial equity framework to explore personal explicit and implicit biases, community data, best practices for addressing equity issues and establish common language around a purpose for and definition of racial equity
- Commit to the intentional focus on the African American population in Montgomery County and ensure that disaggregated data by sub-populations are available so that metrics to measure progress can be defined

The Equity Action Design group was able to operationally define racial equity as it relates to our community context and it established a clear mandate for transitioning from a common understanding of what equity represented for Dayton/Montgomery County to what specific actions need to occur to ensure that a truly equitable community work and social environment exists.

The Equity Action Design Committee structured a process that would ensure broad community engagement in developing a community equity action plan, with clearly defined action outcomes and steps.

The next phase of the work entails transitioning to implementation of specific action steps relative to a defined and shared equity goal: *No disparities in outcomes exist for young people and families based on their race in the Dayton region.*

Organizational Structure: Equity Leadership Team

Backbone: TBD

Program Facilitator/Chair: TBD

Administrative Staff/Equity Program Director: TBD

Equity Leadership Team: One representative from each of the Funding and Lead Partner organizations and three at-large members will be members of the Equity Leadership Team. The at-large members will be determined by the Program Facilitator in consultation with the Funding and Lead Partner organizations. All members to serve three-year terms on the ELT and the ELT will consist of no fewer than 15 members and no more than 30 members.

Potential *Primary Funding Partners: Learn to Earn Dayton, Dayton Foundation, United Way, Dayton Business Committee and MVRPC. One representative from each of the Primary Funding Partners will be assigned to serve as an Executive Committee for the ELT, with two at-large EC members to be selected from the Lead Partners.*

All funding partners will contribute real or in-kind dollars of \$25,000 or more...

Potential *Lead Partners: Premier, Kettering Health Network, University of Dayton, Wright State University, Sinclair Community College, Central State University, PNC, Fifth Third, KeyBank...*

All lead partners to make to make real or in-kind contributions of \$10,000-25,000

TOTAL Year One Budget: \$302,500

The next step in the Equity Action work is to move from planning to implementation of specific action steps, and will entail two phases: a) Identifying a backbone organization and administrative structure (Phase IIA) and b) Implementing specific efforts to create an equitable work and educational environment in the Dayton region (Phase IIB).

Phase IIA: Identifying a backbone organization and administrative structure

Action Steps and Outcomes

The Equity Action Plan will entail achieving the following outcomes and implementing the following steps. These Action Steps represent the “Transition to Action” as identified by the Equity Design Team.

Action Outcome 1: Select a group of key stakeholders to guide the implementation of the equity action steps; identify a program “incubator” for initiating the equity programming and a backbone organization that will serve as the initiative’s permanent home.

Action Step 1: Convene an Equity Leadership Team (ELT) that consists of key leaders from different community sectors and that is an outgrowth of the Equity Design Team. To be completed by May 30, 2019.

Action Step 2: Identify an organizational home to incubate the Equity Action Plan work and build out the equity program infrastructure. To be completed by May 30, 2019.

Action Step 3: Identify the permanent backbone organization to host the administrative functions essential for implementing the defined and agreed upon equity action planning steps. To be completed by June 30, 2020.

Cost: No costs for Action Steps 1 and 2. Action Step 3 will cost \$7500 to employ a firm that will help select the backbone organization and develop the appropriate and necessary operational elements (e.g., job descriptions for program staff).

Action Outcome 1 Team: Key leaders from from the Funding Partners, Lead Partners and Equity Design Team members

Action Outcome 2: Initiate Equity Action Plan and establish a funding stream for the three-year Phase II work.

Action Step: Hire program director/administrative staff (to report to the incubator/backbone organization) who will be responsible for leading the equity efforts and implementing action steps. To be completed by June 30, 2019.

Cost: \$180,000

Action Outcome 2 Team: Key leaders from the Funding Partners, Lead Partners and the Equity Leadership Team

Phase IIB: Creating an equitable work and educational environment in the Dayton region

Action Outcome 3: Develop a theory of action relative to implementing and scaling the overall equity efforts.

Action Step: Develop a Theory of Action that can be used to scale equity efforts to additional institutions and corporate partners in order to create a “culture of equity” in Dayton and Montgomery County... To be completed by December 31, 2019.

Cost: TBD

Action Outcome 3 Team: TBD Equity Program Director and key stakeholder partners

NOTE: Creating a Theory of Action was not one of the defined outcomes from the planning phase work, but it will be essential as part of the implementation work.

Action Outcome 4: Identify salient equity issues that need to be addressed and develop an equity leadership team that possesses similar equity understandings, training and skills.

Action Step 1: Identify a cohort of **equity facilitators** who will participate in a one week common training process (i.e., complete Diversity First Certification) so that there is cross-

sector agreement about what equity should entail within the different participating partner organizations and that will represent a reliable and reputable community of professionals devoted to diversity work. *NOTE: This action step is added because of the educational Equity Fellows work.*

Action Step 2: Conduct focus group conversations with a wide range of stakeholders to determine which 2-3 sectors should be the focus (“targeted”) for the first “points of emphasis” for equity work, with education being one of the sectors....up to 20 focus groups to be conducted across the community, with significant involvement from the equity facilitators. To be completed by September 30, 2019.

Cost: \$105,000 (for both action steps)

Action Outcome 4 Team: TBD Equity Program Director and key stakeholder partners

Action Outcome 5: Ensure that all the relevant data for addressing the equity issues associated with underserved populations are available, especially as related to the targeted sectors.

Action Step: Collect and disaggregate all relevant data for the underserved populations as it relates to each of the targeted sectors. To be completed by September 30, 2019.

Cost: \$10,000

Action Outcome 5 Team: Equity Program Director

Action Outcome 6: Identify potential ”targeted sectors” partners who want to be “early adopters” for exploring how to address institutional policies and practices that are contributing to or exacerbating inequities.

Action Step 1: Identify up to 5 institutional or corporate “early adopter” partners who are willing to systematically engage in a self-study of their equity organizational policies and practices...this would include having representatives from the organization participate in the one week of equity training, conducting a “root cause” analysis for equity issues emergent within their organization, and determining what specific policies and practices need to be addressed/changed in order to positively impact organizational equity outcomes... To be completed by December 31, 2019.

Action Step 2: Identify the specific strategies and performance metrics that each of the early adopters will use to assess the impact of their work and efforts. To be completed by December 31, 2019.

Costs: TBD

Action Outcome 6 Team: TBD Equity Program Director and key stakeholder partners

NOTE: Identifying early adopters was not one of the defined outcomes from the Phase I planning work, but it will be essential as part of the Phase II implementation work.

Measurable Goals:

The following goals are being used with the educational equity work occurring through the work of Learn to Earn Dayton. Additional cross-sector outcome measures will need to be developed as part of the Equity Action Plan Phase II work. Selected educational equity performance goals include but are not limited to:

1 Reduce the achievement and attainment gap between white and African-American students in 3rd grade reading and 8th grade math by 2% each year beginning in 2018-19...**fully close the gap by 2025**

2 Increase by 1% annually the number of underrepresented students who enroll in college within two years of high school graduation.....**fully close the gap by 2025**

3 Increase by 5% the number of African-American male and female students who obtain a two or four year college degree...**fully close the gap by 2025**

DRAFT DATE: 3/18/19