



# Marin Women's Commission STRATEGIC PLAN FOR 2019 -2024

Approved: 11/19/2019

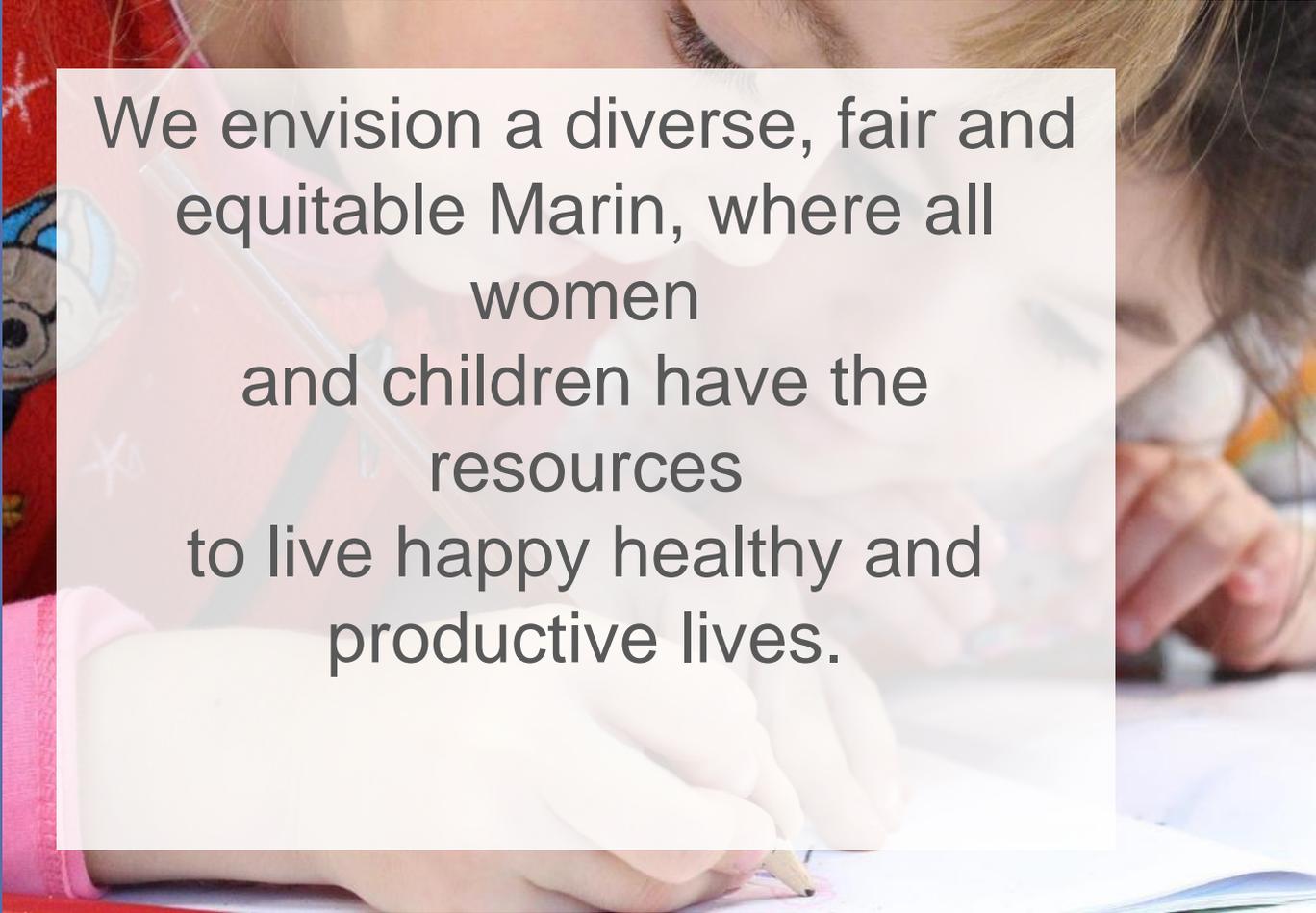
[MARINWOMENSCOMMISSION.NET](http://MARINWOMENSCOMMISSION.NET)



MARIN  
WOMEN'S  
COMMISSION

*est. 1974*

# Our Vision



We envision a diverse, fair and equitable Marin, where all women and children have the resources to live happy healthy and productive lives.

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## Executive Summary

The commission's five year plan will tackle the key issues for women and girls in Marin County, with a special eye towards ensuring an inclusive community, where all can thrive.

The key objectives of the five-year plan center around highlighting positive role models, providing a female lens, creating a safe space to educate teen girls, legislation, providing resources where needed, and that fair and equal hiring practices are followed.

The intent of the strategic plan is to apply metrics to the commission's values and goals in order to measure outcomes and push for progress. To advocate for the progress of women and girls in the areas of equity and parity, leadership, resources, diversity and quality of life. Lastly to create measurable action steps for the future.

While the commission has authorities that are binding in the ordinance from which it was created, the everyday work of the commission is driven by the expertise and vision of the commissioners themselves.

The commission desires to have increased visibility and presence through partnerships to ensure the commission's work has an impact in the community. Also to advocate for policy change affecting women and girls where necessary.



## Mission Statement

The mission of the Marin Women's Commission is to represent women and girls of diverse backgrounds and circumstances and advocate for equality through:

Policy - We advocate at the local and state levels.

Education - We provide resources and increase awareness of issues facing women.

Collaboration - We partner with other organizations to increase access for women.

# History

The first Women's Commission originated on the presidential campaign trails of John F. Kennedy. He vowed to examine the issues and concerns facing women, established the first National Commission on the Status of Women, and in 1963 appointed Eleanor Roosevelt as the Commission's first chairwoman.

The result of the investigation into women's status revealed a staggering number of laws, regulations and traditions that actively discriminated against American women. Many states, including California, soon followed the national lead and created state commissions to investigate how the state governments hindered women's full and equal status.

The Marin County Commission on the Status of Women was created by ordinance #2078 by the Board of Supervisors in April, 1974. Areas of advocacy over the years have included affirmative action guidelines and policies around equal pay for equal work and comparable worth, the criminal justice procedures around female inmate treatment, domestic violence and sexual assault. Collaboration has been key and has been critical to the success of the commission over the years.

By authority of the establishing ordinance, the Marin Women's Commission is committed to:

- Study and investigate conditions where gender discrimination and prejudice exists
- Advise Marin County Board of Supervisors and other governmental and community agencies on the needs of women
- Advocate and advance economic independence and parity for all women
- Recommend legislation that positively impacts quality of life for women and families
- Recommend programs and practices to insure equal rights and opportunities for all women
- Develop community assets and facilitate access to resources for women in Marin County
- Mediate conflicts and disputes and conduct public hearings within the scope and function of the Commission

The Commission has been instrumental in advancing local legislation supporting efforts to curtail human trafficking, administer the Consent Decree and provide additional resources for women and girls affected by domestic violence. Recently, the Commission has supported legislation that ensures equal pay for women, has advocated for the United Nations Convention to Eliminate All Forms of Discrimination Against Women in California and worked to increase pre-kindergarten educational offerings for children in Marin County. See Appendix for a more complete history.

# Guiding principles

The following principals guide the commission's objectives and strategies for action:

A violence-free community  
Social Justice  
Healthy Environment  
Respect for Differences  
Diversity as an asset



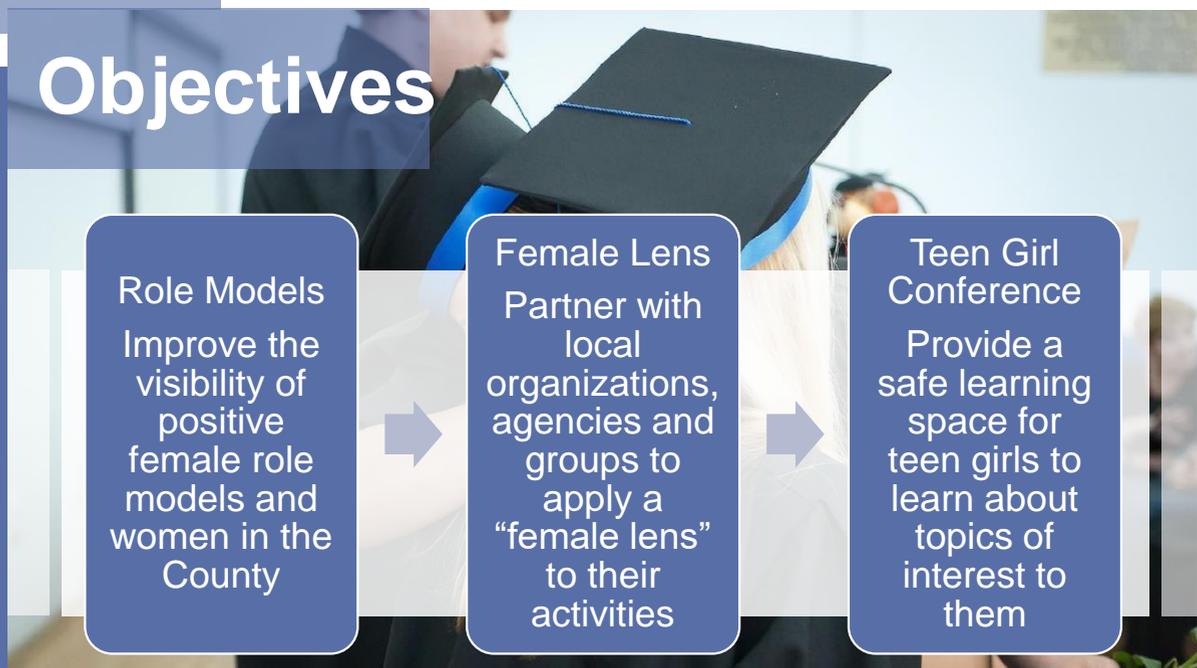
**The Marin County Commission on the Status of Women was created by the Board of Supervisors in April, 1974, to ensure women equal economic, social, political and educational opportunities throughout the county. The Supervisors empowered the Commission to study problems, consult with the Board of Supervisors, prepare information, advise and counsel residents as well as County, State, and Federal officials concerning matters related to discrimination against women and the violation of women's rights. The Commission may also conduct hearings and recommend improvements in related programs**

# Values

We advocate equality for all women through:



# Objectives



For a more complete description of each objective visit [marinwomenscommission.net](http://marinwomenscommission.net)

For recent legislation advocacy see appendix.

# Metrics

## Role Models

In 2019-2023 we would like to recognize 6 organizations and individuals in the community for their contributions per year.

## Hiring

The Commission will continue to monitor the County's Consent Decree and push for equal employment and pay. The commission will hold a seat on the Equal Employment opportunity Advisory Committee.

## Education:

The commission will continue to promote and administer the Marin Teen Girls Conference promoting education, resources, and awareness for Marin's teens. The commission will continue to promote leadership education by mentoring the teen girl ambassadors and working with the YWCA to promote leadership and recognize a teen girl for the annual Women's Hall of Fame event.

## Legislation

The commission is committed to take a position on 5 legislative issues in 1 commission year. The commission works with the county to submit an annual legislation plan. The commission will also identify and implement a legislative tracking system.

# APPENDIX

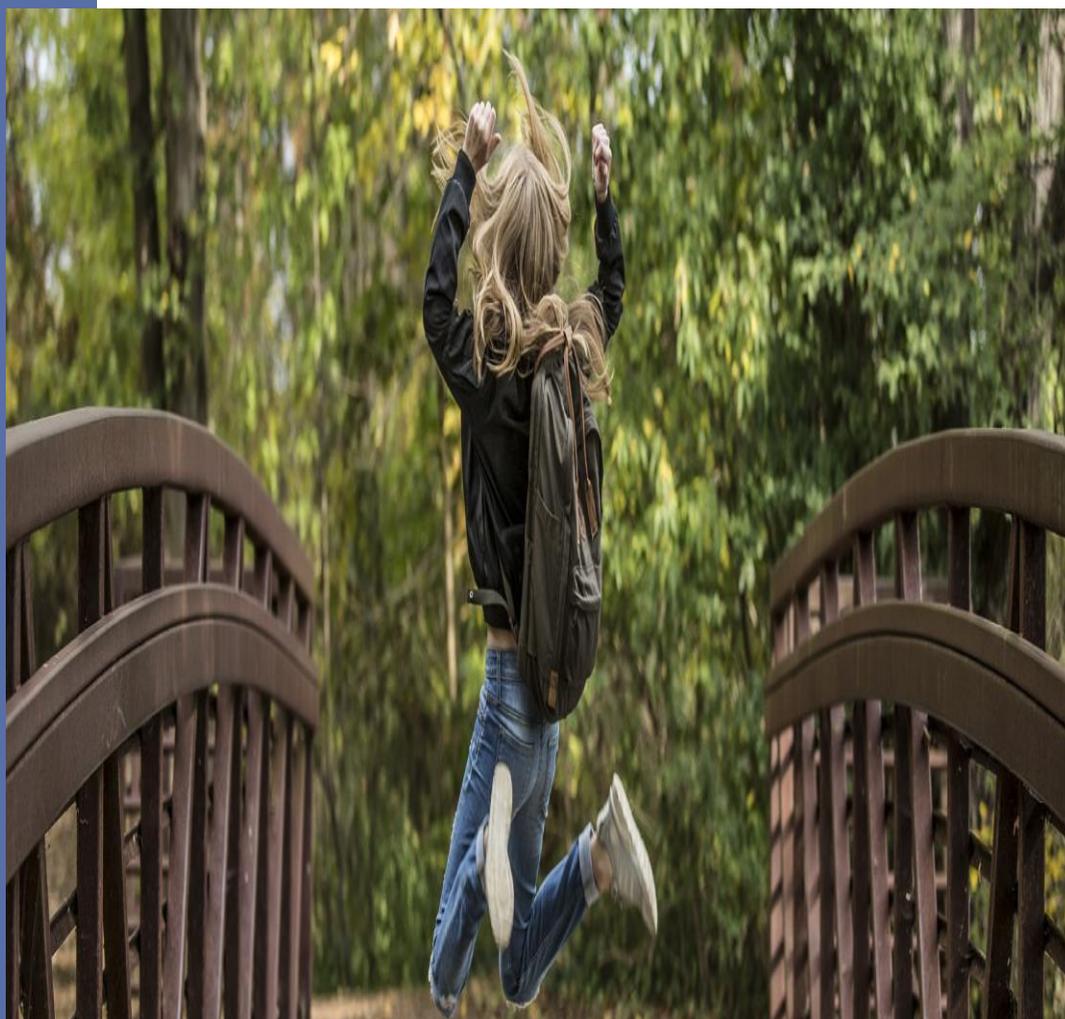
**Full History continued**

**Recent legislative advocacy**

**SART report and recommendations presented to the Board of Supervisors**

**National Organization of Women Consent Decree and Marin County's Commitment to Women**

**2018 Consent Decree Action Plan**



## Appendix

### **Full History continued:**

The Commission lobbied for the establishment of affirmative action guidelines in the county government's hiring and promotion procedures. This led to the creation of an Affirmative Action Advisory Committee as part of the county's Personnel Commission. One result was the elimination of employment recruitment through "Male Wanted" and "Female Wanted" segregated categories. Another was the removal of artificial sex-based practices in hiring. Eventually, the Affirmative Action Committee changed the way managerial career tracks were developed and how salary levels were established, including "equal pay for equal work" and "comparable worth" policies. To this day, Commission participation in this area continues.

Another area of concern was the impact of criminal justice procedures. Within a year of the Commission's investigation, the county established the women's facility at the Honor Farm, which brought women's treatment while incarcerated into parity with that of male inmates.

Another criminal justice issue was women's experience in the system as victims of domestic violence and sexual assault.

In 1977, the Commission worked in conjunction with the Marin chapter of the National Organization for Women (NOW) to lay the foundation for the establishment of an abused women's shelter. Within a year, the Marin Abused Women's Services (MAWS) had been created.

The Commission has formed partnerships with other agencies to improve the status of women in several areas:

Re-Entry Services of the College of Marin – developed advocacy and programs to address the needs of women re-entering the workplace after an absence of many years

Marin Women's Services Coalition – in 1981, the Commission was the catalyst to creating a consortium of women-serving agencies to share information, identify resources and suggest solutions to common problems

Along with groups such as NOW and the National Women's Political Caucus, the Commission has lobbied for women's right to safe and legal abortion, for passage of the Equal Rights Amendment and for the creation of Women's History Week (now called National Women's History Month)

The Marin Women's Hall of Fame grew out of an original partnership between the YWCA and the Commission in 1987. That partnership grew to include the American Association of University Women the following year. The success of the Marin Women's Hall of Fame has served to celebrate and document the contributions of local women.

In 1982, Commission members decided to expand their information base on the needs of Marin women. Receiving a small grant from the San Francisco Foundation, they hired a consultant and began to review the areas where women's needs were not addressed. Public hearings were conducted in each district and each agency in the county was queried about the level of service provided to females. As a result, new programs were put into place, including:

Family Law Center for Women and Children

Displaced Homemaker Program (DHELA)

Marin Women's Resource Card

Health care services for low-income women

In 1994, in response to a growing workload, the Commission was expanded to seventeen members-to include three representatives from each supervisor's district and two at-large members. The Commission was also renamed the "Marin Women's Commission"

In 1996t efforts on behalf of Marin women have been in the area of economic parity. After an extended study, the 1996 Commission report "Where Do We Stand?" documented the continuing gap between men and women in regards to economic resources and access. In 1998, the Commission released a "Salary and Workforce Analysis" with results of a systematic survey of salaries and workforce practices at the county government. The recommendations included in this study are now a permanent part of the hiring and employment policy for county employees.

In 2001, the Commission focused on the high incidence of breast cancer in Marin County. In partnership with Marin General Hospital's Breast Cancer Center, a translator training project was implemented to support non-English speaking women. The Commission also participated in "Beyond Breast Cancer Awareness", in collaboration with the Breast Cancer Coordinating Council and the Board of Supervisors, to pay tribute to the dedicated organizations in Marin supporting women with breast cancer.

In 2004 the MWC implemented a working strategy to create a strategic plan in order to define and establish their vision, mission, goals and focus areas for ongoing work.

In October of 2004, MWC convened a public forum during the creation of our strategic plan entitled "Leading Community Change" in conjunction with our 30th Anniversary celebration. MWC's objective for the forum was to engage the community to further develop our strategic focus areas: equity & parity, self-sufficiency, leadership, and access to resources under our overarching goal: to examine and address the quality of life issues that affect the women and girls of Marin county.

### **Recent legislative advocacy:**

Legislation Supported by the commission since 2017:

Resolution (SCR 78) The Convention on the Elimination of All Forms of Discrimination Against Women.

AB-168 Employers: Salary Information.

Supporting the Expansion of the Transitional Kindergarten Mandate at the State Level

Women's commission SART examination process review.

SART report and recommendations presented to the Board of Supervisors:

During the 2017/18 year, the Marin Women's Commission undertook a preliminary study to understand the impact of conducting out of County SART (Sexual Assault Response Team) exams on victims of sexual assault.

Three Commissioners served on the Committee ("Committee") with the objective to research and present their findings to the Commission. Based upon the Committee's findings, the Commission voted unanimously to respectfully present the following findings and recommendations to the Marin County Board of Supervisors.

Please find attached a copy of the full Report that was prepared and presented to the Marin Women's Commission.

### **SART report and recommendations presented to the Board of Supervisors:**

#### ***Overview:***

The goal of the Commission's study was to research the current SART process, understand the rationale for conducting exams outside of the County and determine the Commission's next steps based upon the findings. Once the Committee began to review available information, it quickly became clear that "where exams should be conducted" was a complex and multi-faceted issues. In addition, due to the anonymity of much of the data, as well as disparate data sources, "hard" data points were difficult to obtain.

Based upon our findings, while it appears the current process is adequate for the purpose of forensic evidence collection, the Commission questions if it is the best option for our residents.

Set forth below and in the attached Report are our findings, proposals and recommendations.

#### ***Summary of Proposals:***

The Commission proposes that the Board of Supervisors assembles a task force that would include representatives from key stakeholder groups such as the Center For Domestic Peace, the Marin Women's Commission, law enforcement agencies, etc., to complete the following:

**Evaluate if conducting SART exams in Vallejo actual meets the stated objectives of the move as presented by the District Attorney's office.**

*The District Attorney's office maintains that the key factors for moving services from Marin to Vallejo were 1) to improve wait times 2) improve evidence collection (no interruptions and nurses who were highly accustomed to administering the exams) and 3) provide experienced witnesses. **The Committee was unable to secure any hard data indicating that the move to Vallejo had improved any of these factors. It appears that none of these data points was tracked before or after the new location was contracted.***

**Determine through the gathering of hard evidence (compilation of reported crimes from law enforcement agencies) the number of reported rapes before and after the move to Vallejo to determine if there is a relationship between reporting and exam location.**

While some anecdotal information was supplied suggesting that Vallejo was an improvement, other anecdotal information suggested that reporting of rapes had certainly dropped once the SART exam location was moved out of the County. ***Without hard evidence to support either statement, we cannot know if the Vallejo location is an improvement or detriment for victims of rape.***

**Explore alternative models for conducting exams in a more central location within Marin County.**

While the past Marin program of using nurse midwives had intrinsic flaws, other models that would allow for quality care in the County should be considered. For example, the Committee learned from the Marin District Attorney that Contra Costa County (Contra Costa County uses the same Vallejo provider as Marin County) has a program where the nurse travels to meet the victim at a hospital in Contra Costa County.

Ability to staff a Marin location with trained nurse midwives was also cited as a factor in the location change. Given the six plus years that have passed since SART trained nurses were used in Marin, it is unknown if there are local nurses who could fulfill these duties under a different model. Alternate staffing models and available nursing resources need to be evaluated.

**Prepare a report that includes the following steps and results:**

Compile data to determine if the Vallejo location did meet the criteria of overall reduced wait times (this would take into consideration drive times to Vallejo—the metric should be from the time increment from when the victim gets into the car until they are seen by a SART examiner). Compile data to determine if the move to Vallejo did result in higher convictions rates of perpetrators.

Compare the number of reports of rape for the five years preceding the relocation of the exam process to Vallejo to the first five years of the Vallejo location  
Work with other counties to determine if they experienced a drop in reported rapes when exams were conducted outside of their respective counties  
Investigate the possibility of SART nurses travelling to a Marin County location  
Investigate what other Counties are doing around the country and propose different models for meeting the need to administer SART exams in Marin County

**Convene a task force to gather specific statistics on crimes of sexual assault to better understand at risk groups and improve/modify Rape Prevention programs in the County.**

Gather demographics of the victims and perpetrators for developing more specific prevention efforts. Research other counties/states to determine which prevention programs have led to demonstrable results for the purpose of adopting similar programs in Marin. Determine how to improve reporting process so victims do not wait to report rapes. Interview organizations/agencies that serve populations that are at high risk for physical violence to understand their points of view and approaches.

***Recommendations:***

Establish a deadline for completion of the Report (Item D above) of no longer than 9 months. Continue the contract with Vallejo only as a stopgap measure while the Report is conducted on best practices for location, staffing and administration of exams. The Commission recommends that unless data points presented in the Report, **A)** Support that a distant location has had no material effect on the likelihood of a victim reporting a rape and agreeing to be examined, and **B)** The out of County location has improved overall wait time and convictions, a specific time goal should be set for bringing SART exams back to the County under a new model.

In closing, while there may have been legitimate reasons at the time for signing the initial agreement with Napa & Solano SANE/SART, it has been over six years since this Agreement was put into place and in light of the approaches other counties are taking towards victims of sexual assault and physical abuse, it appears to be time to re-evaluate how Marin is supporting the victims of these crimes.

While the actual location where SART exams occur is important and relevant, after completing our work on the topic, the Committee believes it is only one part of the bigger questions, “Is Marin County properly addressing the issue of crimes of physical violence in the County?” “Are there more progressive approaches to how we ‘think’ about violent physical crimes and therefore can the County adopt more progressive approaches towards reducing physical abuse and how victims of physical abuse crimes are supported?”

As the Marin Women's Commission we are concerned as physical violence disproportionately affects women and girls in many ways including, but not limited to, domestic abuse, date rape, rapes, sexual assault, stalking, human trafficking, childhood marriage and bullying. It is becoming clear in this moment of #metoo that many of these victims find it difficult to come forward, so we should make sure that methods for reporting assaults and SART exams are as accessible as possible

As a long range goal, the Commission believes that the County should be looking at rape and sexual assault independently, and, within the context of all crimes of physical violence. These types of crimes have long range negative impacts on the individuals as well as the County at large. Some counties are beginning to look at the impact of these types of crimes on public health and as a financial drain on local budgets.

As the Commission and the County moves forward, we feel the following should be considered in the planning process

Consider programs that look at rape within the context of other forms of physical abuse. There appear to be many new progressive approaches. Determine which programs or aspects of these models could be adopted in Marin. Many counties are bringing together interrelated services to provide a more integrated approach, determine how Marin could do something similar and appropriate for Marin County.

Set specific goals and implement programs to reduce rape and all forms of physical abuse in Marin County.

Respectfully submitted by the Marin Women's Commission and the assigned Committee.

## **National Organization of Women Consent Decree and Marin County's Commitment to Women**

**Year Initiated:** 1980

**Precipitating Event:** National Organization for Women (NOW) federal lawsuit regarding County of Marin workforce discrimination against women.

**Resolution:** Settlement was reached as a consent decree (without assigning blame) between parties, that Marin County would commit to bringing women into all levels and segments of the County's workforce in proportion to their representation in the relevant job market

**Agreement includes:** 1. **Recruitment program** to increase the number of women candidates

This includes women's organizations, communities and individuals.

Also includes communications with community & governmental organizations that represent ethnic, minority, and female interests for the use of their respective services.

2. **Elimination of discrimination on aspects of employment**, such as job descriptions, qualifications, examinations, and compensation. Oral examinations of female examinees will have at least one female member of the board, with a goal of having one female on every board.
3. Female non-EEO-4 admin or professionals will receive 20-hours release time/yr for **professional development** for the goal of career advancement, as developed or selected by the County HR or EEO.
4. **Discrimination complaint procedure** available for addressing allegations of prohibited discrimination.
5. County files **report to demonstrate compliance with consent decree** that includes interview and appointment data, as well as the most current equal employment report.

**Proposition 209:** State initiates Equal Rights into Article I, Section 31 of the California Constitution ensuring that “[t]he state shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment.”

Approved by voters in 1996

Proposition 209 = CA may not grant preferential treatment to racial minorities or women, despite compelling reasons to do so.

Exception granted for Consent Decrees already in place prior to passing of Proposition 209.

Marin County must abide by 1980 Consent Decree

## 2018 Consent Decree Action Plan:

### I. Charge

The Marin Women’s Commission (MWC) has been charged with monitoring the County’s efforts to comply with the Consent Decree, which requires the County to commit to bringing women into all levels and segments of the County’s workforce in proportion to their representation in the relevant job market.

### II. Current Status

After the Consent Decree went into effect, the laws relating to non-discriminatory hiring, promotion and compensation have changed and expanded such that state and federal laws apply to the non-discriminatory treatment of women and other protected groups in the workplace.

As part of the County’s Equal Employment and Opportunity compliance and reporting requirements, the County has put together extensive data analytics to track the hiring, retention and separation of employees that are protected persons under federal and state equal protection laws.

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Additionally, the County has taken numerous steps and programs to increase the representation of women and other protected individuals in the workforce. The County has also established the Equal Employment Advisory Commission (EEAC) to oversee the County's work on these issues and to assist the County in developing programs to increase the representation of the various groups in the workforce.

The EEAC is a task-oriented body which is charged with monitoring the County's Equal Employment Opportunity Plan (and Affirmative Action Program where required by federal contracts and the NOW Consent Decree). This Committee, which reports to the Personnel Commission, is composed of representatives from the following organizations: Human Rights Commission, Marin Women's Commission and Marin Association of Public Employees, and residents or employees of Marin County from the different diverse population groups, with special consideration to members of underrepresented groups in the committee (African-American, Latino, Asian/Pacific Islander, Native American, individuals who are age 40 and over, people with disabilities, women, low income, gay/lesbian, etc.). The EEAC's charge from the Personnel Commission includes but is not limited to the following:

Monitoring of the County's equal employment program and efforts.

The consideration and development of recommendations to the Personnel Commission for policy improvements or specific areas of improvement to enhance the equal employment program.

To carry out such other responsibilities as the Personnel Commission may assign to the Committee.

### III. MWC's Role

The MWC recognizes that the County must increase the representation women and other protected status in work with the County. Thus, the interests of the EEO obligations and the Consent Decree must align. Therefore, to comply with the Consent Decree, and the MWC's obligations associated therewith, the MWC will take the following steps in conjunction with the County and the EEAC:

A member of the MWC will always have a representative serve on the EEAC;  
The representative will provide an annual report to the MWC of the steps being taken by the EEAC to ensure the Consent Decree and EEO laws are being complied with;

The representative will meet with the County's Equal Employment Director and provide an annual report to the MWC as to the data analytics of the representation of women and persons of color who work in the County.

By: Emily Knoles

Date: June 26, 2018