

Draft C/CAG Equity Framework Structure, Procedural Steps, & Action Plan

Purpose: Develop an equity framework to convey a shared understanding among C/CAG staff, Board, Committees, Equity Framework Agency Partner, Community Working Group members, and other stakeholders that guides C/CAG on what and how the agency will achieve its equity goals.

Outcomes: Establish a structure for the framework and key components needed to advance equity. Identify strategies, actions, and a timeline for implementation - what it means to achieve equity in the context of C/CAG's mission and roles in San Mateo County and how the agency will measure progress.

Process:

- Project team shares draft framework and action plan structure, including goals, outcomes, and actions, and accompanying staff internal review summary with C/CAG staff working group for initial input.
- Project team incorporates feedback for a second C/CAG staff working group discussion focused on refinement of goals and outcomes and the creation of proposed actions/strategies.
- Project team incorporates staff working group input & shares with remainder of C/CAG staff for all-staff meeting discussion.
- Project team incorporates all-staff meeting input & shares with staff working group for discussion.
- Project team incorporates staff input & shares with C/CAG Board subcommittee and Agency and CBO Partners for discussion.
- Project team incorporates Board Subcommittee and Agency & CBO Partner input and shares with the full Board for discussion.

Equity Framework Final Report Elements

- Executive Summary
- San Mateo County Community Context
 - History of racist and discriminatory actions in SMC
 - Equity Focus Areas (EFA's) in San Mateo County - location of high concentrations of historically and currently underserved and impacted populations
 - Existing conditions and disparities
- Agency Context
 - C/CAG's mission and role in the county
 - Equity connections between C/CAG's program areas and equity
 - Where C/CAG has been and where it currently is on its equity journey
 - Strengths
 - Gaps
- C/CAG's Equity Commitments & Approach
 - C/CAG's Equity Definition
 - Board and staff equity commitment statement
 - Intended Equity Goals and Outcomes
 - C/CAG's procedural approach for projects, programs, plans, and funding calls
 - Action Plan
- Appendices
 - External review summary
 - Summary of CBO & Agency Partner input

Procedural Steps for Projects, Programs, and Plans

Set the project direction/scope:

- Establish intended equity goals, outcomes, and performance measures.
- Use an equity lens to identify and integrate potential equity-focused concepts & alternatives.

Assess for optimal outcomes:

- Identify who, what, where, when to focus on to avoid further harm and address historic & existing inequities.
- Identify benefits & burdens of each alternative.
- Select strategies that advance equity and avoid/minimize burdens.

Maintain transparency and accountability and conduct inclusive and meaningful outreach and engagement throughout the planning process.

- Develop a community engagement plan centered around Equity Focus Area geographies and demographics potentially affected (benefited or impacted)
- When feasible, partner with Equity Focus Area-serving Community Based Organizations (CBOs) and community leaders at each step of the process, including co-creation of direction/scope.
- Communicate purpose, scope, and implementation timeline throughout the process, and inform process participants and EFA stakeholders of the final decision/product(s) and how input received was incorporated.
- Create opportunities for ongoing feedback, evaluation, reporting, and iteration as applicable.

Action Plan Structure:

Category

- **Goal**
 - **Outcomes**
 - **Action**
 - **Performance Indicators:** Criteria used to evaluate progress or completion of Action.
 - **Reporting:** Describes the reporting process, who reports progress and to whom.
 - **Implementation Timeline:** Staff's estimate of when the Action will be implemented based on Fiscal Year or TBD if further study is required.
 - **Fiscal Impact:** Identifies the level of effort or estimated costs *if* additional budget will be required and represents a rough estimate. There are some activities that will require assistance from outside consultants. All these activities will require C/CAG staff time, which has opportunity costs. To the extent possible, C/CAG will attempt to leverage outside funding sources for discrete activities. C/CAG time required will be higher as these activities are initiated and decrease over time as these activities become normal operating practices for C/CAG. For example, the first annual report will probably take a considerable amount of time and effort. However, subsequent ones will require less time.
 - **Implementation Status:** Identifies the status of completion, with the qualification that even after the "completion" many of these activities will continuously improve. The following are the categories of completion:
 - Completed
 - Ongoing
 - In Progress – Estimated Completion Date
 - Not Initiated

Action Plan Goals and Outcomes:

Category 1: Internal Equity (Organization and Administration)

- **Goal 1**: Create and maintain internal reporting, feedback, coordination, and collaboration structures for C/CAG equity advancement efforts.
 - Outcome 1: The Equity Framework and Action Plan's intent and commitments are in a constant state of implementation, with learning and adaptation along the way.
- **Goal 2**: Continually strengthen and maintain internal organizational understanding, resources, and capacity to advance equity.
 - Outcome 1: An increasing number of staff, Board, and Committee members are representative of EFA demographics and/or geographies.
 - Outcome 2: Staff, Board, and Committee members have a greater depth of credentials and/or lived experience relevant in equity advancement work.
- **Goal 3**: Promote economic justice and shared prosperity through programs.
 - Outcome 1: C/CAG contributes to increased opportunities for Disadvantaged Business Enterprises (DBE).¹

Category 2: C/CAG Plans, Projects, Policies, and Programs

- **Goal 4**: Infuse a pro-equity approach within all relevant projects, plans, and programs.
 - Outcome 1: Equity is integrated in the design of projects, programs, and other actions and initiatives.
 - Outcome 2: All applicable planning efforts, projects, and programs include an analysis of equity needs, impacts, and benefits.

¹ "DBEs are for-profit small business concerns where socially and economically disadvantaged individuals own at least a 51% interest and also control management and daily business operations. African Americans, Hispanics, Native Americans, Asian-Pacific and Subcontinent Asian Americans, and women are presumed to be socially and economically disadvantaged. Other individuals can also qualify as socially and economically disadvantaged on a case-by-case basis". <https://www.transportation.gov/partners/small-business/dbe-program>

- Outcome 3: Equity analyses/assessments are shared with the public, including C/CAG Committees/Board.
- **Goal 5: Advance equity through the call for projects structure and other funding opportunities for EFA geographies and demographics**
 - Outcome 1: C/CAG staff, Board, and Committees have a clear understanding of the degree to which grant funded programs and projects are advancing equity.
 - Outcome 2: Grant funding trends towards equitable outcomes due in part to changes in C/CAG's approach.
- **Goal 6: Use data and mapping to help ensure C/CAG's equity goals are tracked and achieved.**
 - Outcome 1: C/CAG staff leverage data, mapping, and analytical tools that are augmented and refined over time.

Category 3: EFA Community Engagement, Empowerment, & Accountability

- **Goal 7: Build and maintain trust, transparency, and lasting relationships with EFA CBO's and leaders and the populations they serve.**
 - Outcome 1: C/CAG staff have an organized and centralized repository of CBO and community leader contacts to share relevant information with, obtain input from, and partner with when opportunities arise.
 - Outcome 2: Decision makers, EFA stakeholders, and the broader community are kept informed of progress towards meeting Equity Framework goals.
 - Outcome 3: EFA-serving CBOs are resourced to support C/CAG in reaching historically and currently impacted, underserved, and hard-to-reach populations and to provide valuable input and perspective.

Category 4: Countywide Leadership, Coalition Building, and Advocacy

- **Goal 8: Provide countywide equity leadership.**
 - Outcome 1: C/CAG serves and is increasingly seen as a leader in equity advancement efforts in San Mateo County.

Category 1: Internal Equity (Organization and Administration)

- **Goal 1: Create and maintain internal reporting, feedback, coordination, and collaboration structures for C/CAG equity advancement efforts.**
 - **Outcome 1: The Equity Framework and Action Plan's intent and commitments are in a constant state of implementation, with learning and adaptation along the way.**

Actions	Performance Indicators (Internal & community-level, as applicable)	Reporting	Implementation Timeline	Fiscal Impact & Implementation Status
1. Establish an Equity Lead among C/CAG staff to help track, coordinate, and implement the Framework and Action Plan.	Equity Lead established	Annual Report The equity lead staff person reports to the Executive Director, shares progress, and helps facilitate action at periodic all-staff meetings.	FY 2023-24	Fiscal Impact: <i>Staffing</i> Status:
2. Provide an annual evaluation of Equity Framework progress, including lessons	Percent of Equity Framework Actions by Status compared to	Annual report shared with Committees and Board of Directors (BOD) and posted	FY 2023-24	Fiscal Impact: <i>Staffing</i>

learned and proposed changes and next steps.	Implementation Timeline.	on C/CAG's Equity Framework webpage, including updates to community equity indicators over time.		Status:
3. Convene and support the C/CAG Board of Directors (BOD) Equity Framework Ad Hoc Committee as needed on an ongoing basis to incubate ideas and assist with Framework and Action Plan implementation.		Ad Hoc Committee provides progress updates to the Board and Action reported in annual report	Ongoing as needed	Fiscal Impact: <i>Staffing</i> Status:

- **Goal 2: Continually strengthen and maintain internal organizational understanding, resources, and capacity to advance equity.**
 - **Outcome 1: An increasing number of staff, Board, and Committee members are representative of EFA demographics and/or geographies.**
 - **Outcome 2: Staff, Board, and Committee members have a greater depth of credentials and/or lived experience relevant in equity advancement work.**

Actions	Performance Indicators	Reporting	Implementation Timeline	Fiscal Impact & Implementation Status
4. Consider adding Equity focused seats to the CMEQ and RMCP Committees	Discussion on Board addition of Equity Seats completed, and Seat added if requested by Board	Staff report and Annual Report	FY 2023-24 & FY 2024-2025	Fiscal Impact: <i>Staffing</i> Status:
5. Incorporate equity criteria in recruitment and selection of new candidates for open public member seats.	Equity criteria integrated into recruitment document and recruitment staff report to Board	Staff reports to Board via staff report and in Committee/BOD Annual Report	FY 2023-24 Upon recruitments	Fiscal Impact: <i>Staffing</i> Status:

6. Conduct outreach to equity-focused CBO's to fill vacant public member seats for applicable committees (Congestion Management and Environmental Quality Committee (CMEQ) & the Resource Management and Climate Protection Committee (RMCP)).	Use CBO distribution list for recruitments.	Staff reports and Annual report	FY 2023-24 Ongoing	Fiscal Impact: <i>Staffing</i> Status:
7. Explore developing a stipend policy for public members on C/CAG committees to increase the quantity and diversity of applicants for open committee seats.	Discussion and exploration completed	Annual Report	Conduct study on best practices for stipends for public members. TBD	Fiscal Impact: <i>Staffing & Stipend costs</i> Status:
8. Work with the County on all C/CAG HR actions to identify opportunities to leverage their equity-oriented Human Resources Action Plan, staffing, and other HR resources.	Ongoing opportunity discussions with County HR	Provide updates, if any, to C/CAG Board	FY 2023-24	Fiscal Impact: <i>Staffing</i> Status:
9. To extent possible, Incorporate equity expertise in or as desired and qualifications in job descriptions for all relevant planning, policy, and programmatic positions.	Percent of recruitments in which equity expertise was included as a desired skill	Executive Director reports to C/CAG Board on new hires and includes	FY2023-24	Fiscal Impact: <i>Staffing</i> Status:

		information on equity credentials, if any/		
10. Ensure that the Equity Framework is included in all onboarding materials for C/CAG Staff, Board members, new staff, and Committee members.	Number of C/CAG, Board members, new staff, and Committee members provided Equity Framework in onboarding	Percent reported in annual Equity Report	FY 2023-24	Fiscal Impact: <i>Staffing</i> Status:
11. All staff participate in at least one equity-focused training or professional development activity every two years, including County of San Mateo equity trainings available to C/CAG staff.	% of staff participating in equity-focused trainings/professional development activities	Staff report learnings from trainings at all-staff meetings and % reported in annual Equity Report	FY 2023-24 & FY 2024-25	Fiscal Impact: Estimated \$10,000 - \$25,000 per year for equity training/professional development Status:
12. Seek additional resources to help implement the Framework and Action Plan, including funding, and provide staff and leadership with needed support.	Annual evidence of ongoing Equity Framework resource development	Provide update in annual Equity Report to C/CAG Board	FY 2023-24 & Ongoing	Fiscal Impact: <i>Staffing</i> Status:

13. Board of Directors (BOD) is provided an annual presentation from an expert in the field on emerging equity themes relevant to C/CAG's activities.	Annual presentation completed	Annual Report	FY 2024-25	Fiscal Impact: Estimated costs of \$5,000-\$10,000 and <i>Staffing</i> Status:
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- **Goal 3: Promote economic justice and shared prosperity through programs.**
 - **Outcome 1: C/CAG contributes to increased opportunities for Disadvantaged Business Enterprises (DBE).²**

Actions	Performance Indicators	Reporting	Implementation Timeline	Fiscal Impact & Implementation Status
14. Explore C/CAG's needs and goals around inclusive procurement and identify next steps and potential tools to achieve those goals.	Assessment of needs, goals, and interventions completed. % of contracts that include DBE requirements	Update in annual Equity Report	TBD	Fiscal Impact: Estimated <i>Consultant costs of \$75,000</i> Status:
15. Join a procurement platform so DBE businesses can sign up to receive notification of C/CAG procurement opportunities.	Identification and joining 1-2 most applicable platforms. Addition of question in RFP asking how proposer (especially DBE's) heard about procurement.	Report outcomes in Annual Report, based on question in RFPs.	FY 2024-25	Fiscal Impact: <i>Staffing a potential cost to join platform.</i> Status:

² "DBEs are for-profit small business concerns where socially and economically disadvantaged individuals own at least a 51% interest and also control management and daily business operations. African Americans, Hispanics, Native Americans, Asian-Pacific and Subcontinent Asian Americans, and women are presumed to be socially and economically disadvantaged. Other individuals can also qualify as socially and economically disadvantaged on a case-by-case basis". <https://www.transportation.gov/partners/small-business/dbe-program>

Category 2: C/CAG Plans, Projects, Policies, and Programs

- **Goal 4: Infuse a pro-equity approach within all relevant projects, plans, and programs.**
 - **Outcome 1: Equity is integrated in the design of projects, programs, and other actions and initiatives.**
 - **Outcome 2: All applicable planning efforts, projects, and programs include an analysis of equity needs, impacts, and benefits.**
 - **Outcome 3: Equity analyses/assessments are shared with the public, including C/CAG Committees/Board.**

Actions	Performance Indicators	Reporting	Implementation Timeline	Fiscal Impact & Implementation Status
16. Center equity and climate resiliency in C/CAG's upcoming strategic planning.	Comprehensive inclusion in Strategic Plan RFP & document	Report to C/CAG Board in annual Equity Report	FY 2023-24 Upon launch of Strategic Planning	Fiscal Impact: <i>Staffing</i> Status:
17. Use an Equity Evaluation Tool (EET) to assist staff and decision makers in considering a range of equity considerations at the earliest stages of project, plan, program, and funding call design.	Percent of projects, plans, programs, and funding calls for which staff used the EET.	EET use details presented in staff reports to BOD, for discussion and iteration	FY 2023-24	Fiscal Impact: <i>Staffing</i> Status:
18. Include an appropriately- scaled equity analysis, assessing benefits and burdens of proposed	Percent of projects, plans, programs, and planning efforts for which an equity	Staff reports and Annual Report.	FY 2023-24	Fiscal Impact: <i>Staffing</i> Status:

Actions	Performance Indicators	Reporting	Implementation Timeline	Fiscal Impact & Implementation Status
actions, in all projects, programs, and planning efforts.	analysis was completed			
19. Provide committees and Board with a new Equity Section within staff reports to share benefits, burdens, recommendations, at the project, plan, program, and funding approval stage.	Section added to relevant staff reports and presented to committees and Board	All Staff reports	FY2023-24	Fiscal Impact: <i>Staffing</i> Status:

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- **Goal 5: Advance equity through the call for projects structure and other funding opportunities for EFA geographies and demographics**
 - **Outcome 1: C/CAG staff, Board, and Committees have a clear understanding of the degree to which grant funded programs and projects are advancing equity.**
 - **Outcome 2: Grant funding trends towards equitable outcomes due in part to changes in C/CAG's approach.**

Actions	Performance Indicators	Reporting	Implementation Timeline	Fiscal Impact & Implementation Status
20. Establish equity reporting metrics relevant to C/CAG grant programs to evaluate and report on the percentage of funds benefiting EFA geographies and/or demographics	Equity reporting metrics for C/CAG grants established	Staff reports and Annual Report	FY2023-24	Fiscal Impact: <i>Staffing</i> Status:
21. Periodically, evaluate C/CAG grantmaking spending and consider changes to call for project selection criteria, including the number of points that are allocated for equity outcomes, equitable engagement, and the required local match for projects located in EFA's.	Grantmaking spending evaluated periodically % of call for project funding allocated within EFAs	Staff reports and Annual Reports	FY 2023-24	Fiscal Impact: <i>Staffing</i> Status:
22. To extent feasible, leverage outside funding to assist EFA's with technical assistance for applicable State and Regional funding applications.	Number of EFA's benefitting from C/CAG technical assistance	Reported in annual Equity Report	FY 2023-24 & Ongoing	Fiscal Impact: <i>Staffing</i> Status:

- **Goal 6: Use data and mapping to help ensure C/CAG's equity goals are tracked and achieved.**
 - **Outcome 1: C/CAG staff leverage data, mapping, and analytical tools that are augmented and refined over time.**

Actions	Performance Indicators	Reporting	Implementation Timeline	Fiscal Impact & Implementation Status
23. Establish and update an online equity dashboard, storyboard, and/or other data reporting and visualization strategies to share progress on data and performance measures relevant to C/CAG's Equity Framework, program areas, and activities.	Establishment of dashboard	Annual Report	FY 2024-25	Fiscal Impact: <i>Estimated \$20,000 to establish online visual</i> Status:
24. Update Equity Focus Area mapping by each applicable C/CAG program area in 2025, and every five (5) years thereafter based on available data, changing demographics and community conditions, EFA input, and other considerations	Completion of five-year update	Annual Report	TBD Every five years in alignment with census data updates.	Fiscal Impact: <i>Estimated \$200,000 to update mapping.</i> Status:
25. Work with other county-level agencies to coordinate on mapping and data use, including opportunities to create unified Equity Focus Area maps.	Completion of unified maps with other participating agencies	Report any updates to C/CAG Board, Committees	TBD	Fiscal Impact: <i>Staffing</i> Status:

Category 3: EFA Community Engagement, Empowerment, & Accountability

- **Goal 7: Build and maintain trust, transparency, and lasting relationships with EFA CBO's and leaders and the populations they serve.**
 - **Outcome 1: C/CAG staff have an organized and centralized repository of CBO and community leader contacts to share relevant information with, obtain input from, and partner with when opportunities arise.**
 - **Outcome 2: Decision makers, EFA stakeholders, and the broader community are kept informed of progress towards meeting Equity Framework goals.**
 - **Outcome 3: EFA-serving CBOs are resourced to support C/CAG in reaching historically and currently impacted, underserved, and hard-to-reach populations and to provide valuable input and perspective.**

Actions	Performance Indicators	Reporting	Implementation Timeline	Fiscal Impact & Implementation Status
26. Design public participation plans for relevant C/CAG plans and projects; emphasize and sufficiently fund outreach to areas of greatest need and utilize equitable public participation best practices. Use multiple communication and engagement strategies that are most appropriate for target audiences.	Qualitative evaluation of EFA participation in C/CAG projects, programs, plans, and policies	Report to Board via Equity Section in Staff reports and Annual Report	FY 2023-24	Fiscal Impact: <i>Staffing</i> Status:
27. Incorporate adequate budget to support participation and input from EFA-serving CBO's and community leaders in C/CAG projects, grant proposals, and planning efforts.	% of total outreach dollars budgeted for CBO engagement	Staff reports and Annual Report	FY 2023-24	Fiscal Impact: <i>Estimated at \$30,000 per major project. (grant applications would</i>

Actions	Performance Indicators	Reporting	Implementation Timeline	Fiscal Impact & Implementation Status
Obtain feedback on the methodology and funding amount from CBO's.				<i>include funding for CBO participation)</i> Status:
28. Establish and maintain a database of Equity Focus Area (EFA) contacts that C/CAG staff can use for communications and community engagement purposes.	Establishment and annual update	Report Establishment and updates in the annual Equity Report	FY 2023-24	Fiscal Impact: <i>Estimated \$5k-\$10k each year</i> Status:
29. Use C/CAG's EFA database to inform equity-focused CBOs of nonprofit funding opportunities within calls for projects, opportunities to serve on C/CAG Committees, and other opportunities to improve equitable public participation. (Obtain feedback on the methodology and funding amount from CBO's)	Percent of EFA CBOs in the C/CAG database engaged in projects, programs, plans, and policies. Awareness of C/CAG's programs and opportunities to engage, or actual engagement via Annual CBO survey	Annual Report	FY 2023-24 & Ongoing	Fiscal Impact: <i>Staffing</i> Status

Actions	Performance Indicators	Reporting	Implementation Timeline	Fiscal Impact & Implementation Status
30. Complete a study on improving language accessibility in C/CAG materials and website with plan for necessary updates.	Completion of study and plan	Report to C/CAG Board on completion of study and plan	TBD	Fiscal Impact: <i>Estimated \$30,000 for consultant review</i> Status:
31. Provide an Equity Framework overview and update at a relevant public meeting each year to report on gaps, progress, lessons learned, and adjustments towards meeting Equity Framework performance measures.	Equity Framework overview and update completed publicly, annually	Annual Report times to budget process, with follow up public meeting.	FY2023-25	Fiscal Impact: <i>Staffing</i> Status:

Category 4: Countywide Leadership, Coalition Building, and Advocacy

Goal 8: Provide countywide equity leadership.

Outcome 1: C/CAG serves and is increasingly seen as a leader in equity advancement efforts in San Mateo County.

Actions	Performance Indicators	Reporting	Implementation Timeline	Fiscal Impact & Implementation Status
32. Ensure inclusion of equity in annual Legislative Priorities, and actively support legislation that helps advance and does not run counter to C/CAG's Equity Framework.	Inclusion of Equity Section in Legislative Priorities document.	Annual Report	FY 2023-24	Fiscal Impact: <i>Staffing</i> Status:
33. Help SMC cities and the County meet equity standards in new state/federal requirements, including gaining HCD Pro Housing Designation Housing Supportive Community status by sharing equity best practices and other strategies.	Percent of cities + County that hold HCD Pro Housing designation	Reported annually in C/CAG Equity Report	FY 2024-25	Fiscal Impact: <i>Staffing</i> Status:
34. Encourage regional and state standards that support C/CAG Equity Framework Goals in grants funding guidelines.	Percent of external sources of funding include equity as a criterion	Reported annually in C/CAG Equity Report	FY 2023-24	Fiscal Impact: <i>Staffing</i> Status:

35. Send C/CAG's Equity Framework and Action Plan to all elected officials in San Mateo County, with annual updates on progress towards meeting commitments and actions.	Upon comp	Reported annually in C/CAG Equity Report	FY 2023-24	Fiscal Impact: <i>Staffing</i> Status:
36. Support the next generation of equity focused planners and engineers by exploring options for funding relevant external scholarship opportunities for students in our local region, etc.	Partner established and funding a C/CAG scholarship annually	Reported to C/CAG Board when established and reported annually in C/CAG Equity Report. Post info on C/CAG website.	FY 2024-25	Fiscal Impact: <i>Estimated at \$5,000 to \$10,000 and Staffing</i> Status: