



CONTRA COSTA COUNTY

AGENDA

Measure X Community Advisory Board

Roxanne Carrillo Garza, Chair
Rachel Rosekind, Vice Chair

Wednesday, December 18, 2024

5:00 PM

1025 Escobar St, Martinez

<https://cccounty-us.zoom.us/j/88017789738>

or dial:

USA 888 278 0254 US Toll-free

Conference code: 832395

Agenda Items: Items may be taken out of order based on the business of the day and preference of the Committee

1. Roll Call and Introductions
2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to two minutes).
3. Receive and approve draft record of action for the Measure X Community Advisory Board's November 20, 2024 meeting. [24-4496](#)
Attachments: [2024.11.20 Draft Record of Action](#)
4. Review proposed MXCAB memo regarding November 12, 2024 Joint Meeting and Measure X funding process. [24-4497](#)
Attachments: [MXCAB Memo re November 12 Joint Meeting](#)
5. Review Results Based Accountability (RBA) Articles/Attachments and Discuss Potential RBA Work Group [24-4498](#)
Attachments: [Results Based Accountability - A Roadmap for Program Performance](#)
[Equity Results Overview](#)

Adjourn

The Committee will provide reasonable accommodations for persons with disabilities planning to attend the Committee meetings. Contact the staff person listed below at least 72 hours before the meeting. Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the County to a majority of members of the Committee less than 96 hours prior to that meeting are available for public inspection at 1025 Escobar St, Martinez, during normal business hours. Staff reports related to items on the agenda are also accessible online at www.contracosta.ca.gov. If the Zoom connection malfunctions for any reason, the meeting may be paused while a fix is attempted. If the connection is not reestablished, the committee will continue the meeting in person without remote access. Public comment may be submitted via electronic mail on agenda items at least one full work day prior to the published meeting time.

For Additional Information Contact:

Adam Nguyen
(925) 655-2048



CONTRA COSTA COUNTY

1025 ESCOBAR STREET
MARTINEZ, CA 94553

Staff Report

File #: 24-4496

Agenda Date: 12/18/2024

Agenda #: 3.

Advisory Board: MEASURE X COMMUNITY ADVISORY BOARD
Subject: Record of Action for the November 20, 2024 MXCAB Meeting
Presenter: Roxanne Carrillo Garza, Chair

Information:

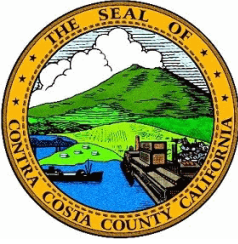
Receive and approve the Record of Action for the Measure X Community Advisory Board meeting held November 20, 2024.

County Ordinance requires that each County body keep a record of its meetings.

Attached for the Measure X Community Fiscal Oversight Committee's information and review is the draft Record of Action for its November 20, 2024 meeting.

Recommendation(s)/Next Step(s):

Receive and approve the Record of Action for the Measure X Community Advisory Board meeting held November 20, 2024.



Meeting Minutes - Draft

CONTRA COSTA COUNTY Measure X Community Advisory Board

Roxanne Carrillo Garza, Chair
Rachel Rosekind, Vice Chair

Wednesday, November 20, 2024

5:00 PM

1025 Escobar St, Martinez

ZOOM LINK

<https://cccouny-us.zoom.us/j/82936215486>

Call in: (888) 278-0254

Conference code: 832395

Webinar ID: 829 3621 5486

MXCAB Operating Principles Document

[24-3392](#)

Attachments: [MXCAB Operating Principles - rev 9.18.24](#)

1. Roll Call and Introductions

Present

Nancy Benavides, Steven Bliss, Kathryn Chiverton, Jontae Clapp, Gigi Crowder, Lishaun Francis, Roxanne Carrillo Garza, Diana Honig, Mark Miller, Nishi Moonka, Mariana Moore, Natalie Oleas, Rachel Rosekind, Pello Walker, and Patrick Walsh

Absent

Sam Alley, Jim Donnelly, Joseph Grupalo, Gene Jackson, Odessa Lefrancois, Omar Rascon, Willie Robinson, and Susana Thompson

2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to two minutes).

There were no requests for public comment.

3. Receive and approve draft record of action for the Measure X Community Advisory Board's October 16, 2024 meeting.

[24-3987](#)

Attachments: [Draft Record of Action for October 16, 2024 Meeting](#)

The record of action was approved as received.

4. Recap and discuss the November 12, 2024 Joint meeting and Board of Supervisors' meeting on Measure X.

[24-3988](#)

Attachments: [ATTACHMENT A - MXCAB Presentation](#)
[ATTACHMENT B - Links to November 12 BOS Meeting Material](#)
[ATTACHMENT C - Allocations Decisions Approved November 12, 2024](#)

The MXCAB Chair summarized the November 12, 2024 Joint Meeting of the Board of Supervisors and MXCAB, followed by discussion among the MXCAB members. Public

comment was received by three members of the public.

5. Receive informational updates on new Measure X website. [24-3989](#)

Staff provided an orientation to the new Measure X website and dashboard reporting. There were no requests for public comment.

6. Receive brief member announcements pertinent to the committee membership and attendees. (Note: informational item only; no actions are to be taken on this item.) [24-3990](#)

MXCAB members provided various announcements about recent and upcoming events. Diana Honig announced her appointment to the Contra Costa Community College District Board, and formal resignation from the MXCAB. There were no requests for public comment.

The next meeting is currently scheduled for December 18, 2024.

Adjourn

The meeting adjourned at 6:56 PM.



CONTRA COSTA COUNTY

1025 ESCOBAR STREET
MARTINEZ, CA 94553

Staff Report

File #: 24-4497

Agenda Date: 12/18/2024

Agenda #: 4.

Advisory Board: MEASURE X COMMUNITY ADVISORY BOARD
Subject: MXCAB Memo Regarding November 12, 2024 Joint Meeting
Presenter: Roxanne Carrillo Garza, Chair

Information:

The Measure X Community Advisory Board (MXCAB) Chair and Vice Chair have drafted a memo that they would like to send to the Board of Supervisors on behalf of the MXCAB. The memo provides the Chair and Vice Chair's feedback on the November 12, 2024 joint meeting, as well as the allocations process. At the November 12 joint meeting, presentations were provided on the annual status of Measure X program implementation. The draft memo is attached to this item for discussion of the MXCAB.

MXCAB Memo re November 12, 2024 Joint Meeting and Measure X Funding Process

Introduction

We appreciate the Board of Supervisors' (BOS) continued effort to include the Measure X Community Advisory Board (MXCAB) in the discussion of Measure X-funded projects and review of their performance. We are particularly grateful to have had the opportunity at the recent joint meeting to engage in a robust conversation about equity and its relevance to budgeting and programmatic decisions, and we genuinely look forward to extending it.

We believe that institutionalizing equity-based criteria into funding considerations and impact evaluation is critical to co-create a county centered on care and responsiveness. Regarding Measure X-funded initiatives, prioritizing an equity lens is particularly important for one-time allocations and those dedicated to funding infrastructure or special projects. Because these capital improvements can appear less tied to direct services for residents, elevating their human impact, particularly for the populations uplifted in the Measure X ballot language, is key.

MXCAB has also noted a lack of transparency and clarity on the overall process of Measure X funding, beginning with the routing and visibility of funding requests and extending into the uncertain timing and tenuous messaging around allocations. This has obstructed the delineation of an equitable and transparent process. In this vein, we ask that all formal requests for Measure X funds should be made public and submitted to MXCAB *in advance of Board of Supervisors meetings* to ensure meaningful and inclusive deliberation and discussion that encompasses, for example, how the proposal is related to the ballot's priority issues and populations. We believe this will help facilitate an open and robust evaluation of each proposal's merits and an opportunity for the public to learn and potentially pose questions around why a request is or is not entertained.

At the meeting on November 12, we were disappointed by what seemed like minimal substantive inquiry regarding expenditures, performance measures, unspent funds, and final allocations, particularly during the departmental presentations. While we are grateful for inclusion in the meeting, we believe there is room for improvement in both the processes leading up to it as well as its facilitation and content on the day of.

We share this memo's recommendations in the spirit of service and support and in recognition that the BOS and MXCAB are working toward the same goal—improved outcomes and more equitable services for residents. Our feedback centers MXCAB's core values and operating principles and our intent to ensure that residents see themselves and their futures reflected in the expenditure and impacts of Measure X dollars. We look forward to continuing our partnership and to serving as meaningful levers for transparency, shared decision-making, and accountability for Contra Costa residents.

Our specific recommendations are as follows:

Departmental reporting and presentation structure

We propose that all departments consider the following questions and guidelines when preparing their annual meeting presentations and corresponding materials:

- An impact statement that: (1) clearly states how the funded projects within your domain reflect both the scope and spirit of Measure X's ballot language and (2) what outcomes demonstrate direct and positive benefits for residents, particularly vulnerable populations and/or other named populations or service areas designated on the ballot.
- If you are reporting unspent funds, please explain why they have not yet been expended.
- If you are requesting a reallocation of unspent funds to a different expenditure or project, please provide a justification that includes: (1) why the funds are needed and cannot be supported through another revenue stream, (2) whether/how the reallocation will impact the original/intended funding area, and (3) how you have engaged the target population and/or relevant advisory bodies to assess whether the reallocation is warranted and/or can be otherwise spent on the intended population.
- If you are requesting funding for a capital project/improvement or infrastructure investment, please provide clarification on how this expense aligns with an equity lens.

Departmental allocation requests and funding decision-making process

MXCAB members and residents have observed a lack of clear direction from the Board of Supervisors and County Administrator's Office regarding amounts and allocation timeline for Measure X funds. To address this, we propose the following:

- Increased transparency and consistency of process so that MXCAB and residents have a clear understanding of when funding allocations will be made. A historical lack of clarity around this has impeded residents' advocacy and organization.
- All departmental Measure X funding requests should be routed through MXCAB so that our members and, more importantly, the public are apprised of them ahead of any Board of Supervisors meeting dates and can plan accordingly.
- Explicit discussion and assurance that issues and populations named in ballot measure are prioritized in funding allocations.

Process recommendations

- To foster more robust and inclusive discussion, we maintain that more time should be allotted to the agenda for the annual joint meeting. We propose a two-day span that is structured as either: (1) a first day of department report-outs, followed by allocations on the next day or (2) departmental presentations and discussion broken up over two days, with allocations made on the second day.
- MXCAB members and Supervisors should be able to pose all types of questions, both clarifying and discussion, to department heads and staff at the time of their presentation.

- During the allocations discussion, we ask that the CAO incorporate MXCAB's funding priorities into the slide deck identifying all funding requests (Department, Supervisors, Community Advisory Board).
- We ask that the joint meeting be co-chaired by BOS and MXCAB and that an explicit give and take between supervisors and MXCAB member questions is conducted.

CAO-specific recommendations

- The Innovation Fund is a unique opportunity to pilot new initiatives and support incubating and grassroots organizations to scale and sustain their work. Mapping service area coverage in the presentation would help residents see who and where innovative services are being delivered and where the gaps are.
- Specifying the allocation date would help track the expediency and efficiency of getting funds out to the community and reassure residents that their dollars are hard at work and meeting urgent needs.

Performance measures reporting

- Program/project goals and objectives should be clearly defined in the performance measures chart.
- Service coverage area should be included to inform residents of where and to what communities funds are being allocated (with the label "countywide" if services or project is delivered throughout the county).
- Qualitative data should be integrated into impact measures and reporting: Who and how are people being served and benefiting, beyond the numbers? Are we fostering a more inclusive, safe, and resilient county for **all** residents?

Next steps

We ask that a discussion item on the subject of MXCAB, and including MXCAB members, be agendized at a Board of Supervisors meeting in the near future. Through this opportunity, we hope to:

- Discuss the feedback and recommendations provided in this memo.
- Extend the conversations around equity begun at the November 12 meeting.
- Consider how to facilitate and sustain a productive relationship with members of the Board of Supervisors.
- Better understand Supervisors' priorities related to equity and intended processes for Measure X funding deliberations so MXCAB can better support them.
- Discern when MXCAB will have the opportunity to provide input on the remaining Measure X funding allocations.



CONTRA COSTA COUNTY

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MARTINEZ, CA 94553

Staff Report

File #: 24-4498

Agenda Date: 12/18/2024

Agenda #: 5.

Advisory Board: MEASURE X COMMUNITY ADVISORY BOARD

Subject: Results Based Accountability Work Group

Presenter: Roxanne Carrillo Garza, Chair

Information:

The MXCAB Chair would like to form a Results Based Accountability (RBA) Work Group, to help recommend Measure X performance measures for the discussion of the full MXCAB.

To frame the discussion, the Chair has provided an article on this topic from the Bay Area Social Services Consortium that includes three case studies on how RBA can be utilized for county contracts with non-profit agencies.

Results-Based Accountability: A Roadmap for Program Performance

KELLIE NOE

EXECUTIVE SUMMARY

Results-Based Accountability (RBA) is being used by counties across California and across the nation to evaluate the effectiveness of investments. RBA offers a simple approach to effectively measure and report out on program-level performance. In addition, RBA offers a framework to describe how programs work together to contribute to community-wide results at the population level. Alameda County Social Services Agency

and Santa Cruz County Human Services Department have both applied RBA to their contract monitoring and program performance evaluation processes. While the two communities have their own unique approach to implementation, there are many similarities, and the findings from these two communities can contribute to Sonoma County's efforts to successfully apply RBA to contracts with community-based organizations.

Kellie Noe, M.A., Program Development Manager,
Sonoma County Human Services Department

Results-Based Accountability: A Roadmap for Program Performance

KELLIE NOE

Background: Results-Based Accountability

Across California and the nation, counties are using Results-Based Accountability (RBA) as an approach to address some of the challenges communities experience in collecting and communicating social service program results. Before RBA, the systems used to assess program results were often cumbersome, and it was difficult for contractors such as non-profit organizations to capture data related to program performance. Moreover, reporting systems did not offer a simple way to transparently communicate results to leadership and to the community about the long-term impacts of programs on community health and well-being. Thus, communities turned to RBA for a simple approach to data-driven decision making within grant-making and contracting processes.

RBA can be used by whole communities to improve collective quality of life and can be deployed by organizations to improve program performance. RBA is a disciplined way of thinking and acting to improve entrenched and complex social problems. RBA starts with “ends” and works backward, step by step, towards “means.” For communities, the desired “ends” are results or conditions of well-being for children, families, and the community as a whole. Examples may be articulated as “Residents with good jobs,” “Children ready for school,” “A safe and clean neighborhood,” or even more specific conditions such as “Public spaces without graffiti,” or “A place where neighbors know each other.” For programs, the desired “ends” are how customers are better off when the program works the way it should. One example may be “The percentage of people in the job training program who get and keep good paying jobs” (Friedman, 2005).

RBA allows grantees to sharpen their focus in three key performance areas by answering the questions:

- How much did we do?
- How well did we do it?
- Is anyone better off? (Friedman, 2005)

Once performance measures are identified, the RBA Turn the Curve monitoring process can be utilized to measure program progress. Turn the Curve monitoring is a simple way for counties and community partners to facilitate a conversation that answers the following five key questions:

- How are we doing or what is the data trendline?
- What is the story behind the curve or what are the factors that are contributing to the trend?
- Who are the partners that have a role to play in turning the curve?
- What works to turn the curve?
- What is our action plan to turn the curve? (Friedman, 2005)

RBA also provides the process and tools for transparency and accountability. RBA uses an online dashboard that partners can utilize to capture population-level and program-level impact. This process places contractors alongside county departments to develop performance measures together and to build better engagement in the contracting process.

Alameda County Social Services Agency

In 2011, the Alameda County Grand Jury concluded that the county’s Social Services Agency needed to improve its contract monitoring and performance oversight of community-based organizations. The

jury's report included a requirement for the county to start using metrics to evaluate financial and program effectiveness. As a result, the agency set out to develop a system to consistently collect performance measure data and began a phased approach to apply RBA to contracts, along the following timeline:

- Phase 1 (2013-2016)—Embed performance measures into all new RFPs/RFQs.
- Phase 2 (2017-2019)—Implement a data system to track performance measures.
- Phase 3 (2020+)—Have performance measures in place for 100% of all contracts with community-based organizations.

RBA performance measures are currently embedded in 93% of all contracts with community-based organizations in Alameda County. In order to work towards the goal of 100% RBA adoption, Alameda County had to take the following actions:

- Commit staff time to support ongoing management, implement trainings, coordinate the development of performance measures, and capture and input data into the online dashboard.
- Develop ongoing training for county staff and non-profit agencies to support implementation.
- Develop a training manual to serve as a desktop how-to guide for implementation.
- Launch an internal workgroup with consistent membership to coordinate RBA across divisions and departments. This workgroup develops the data management plan, builds capacity, and identifies and addresses other challenges that may emerge.
- Define clear roles and responsibilities for non-profit agencies, county program managers, county contract managers, and county program evaluators.
- Create a clear process for how data will be collected and entered into the online dashboard system, including a list of definitions.
- Develop RBA templates for request for proposals (RFPs) and scopes of work in order to consistently capture RBA performance measures. The

templates include the frequency for data collection, how the data will be calculated, and what tools will be used to collect data.

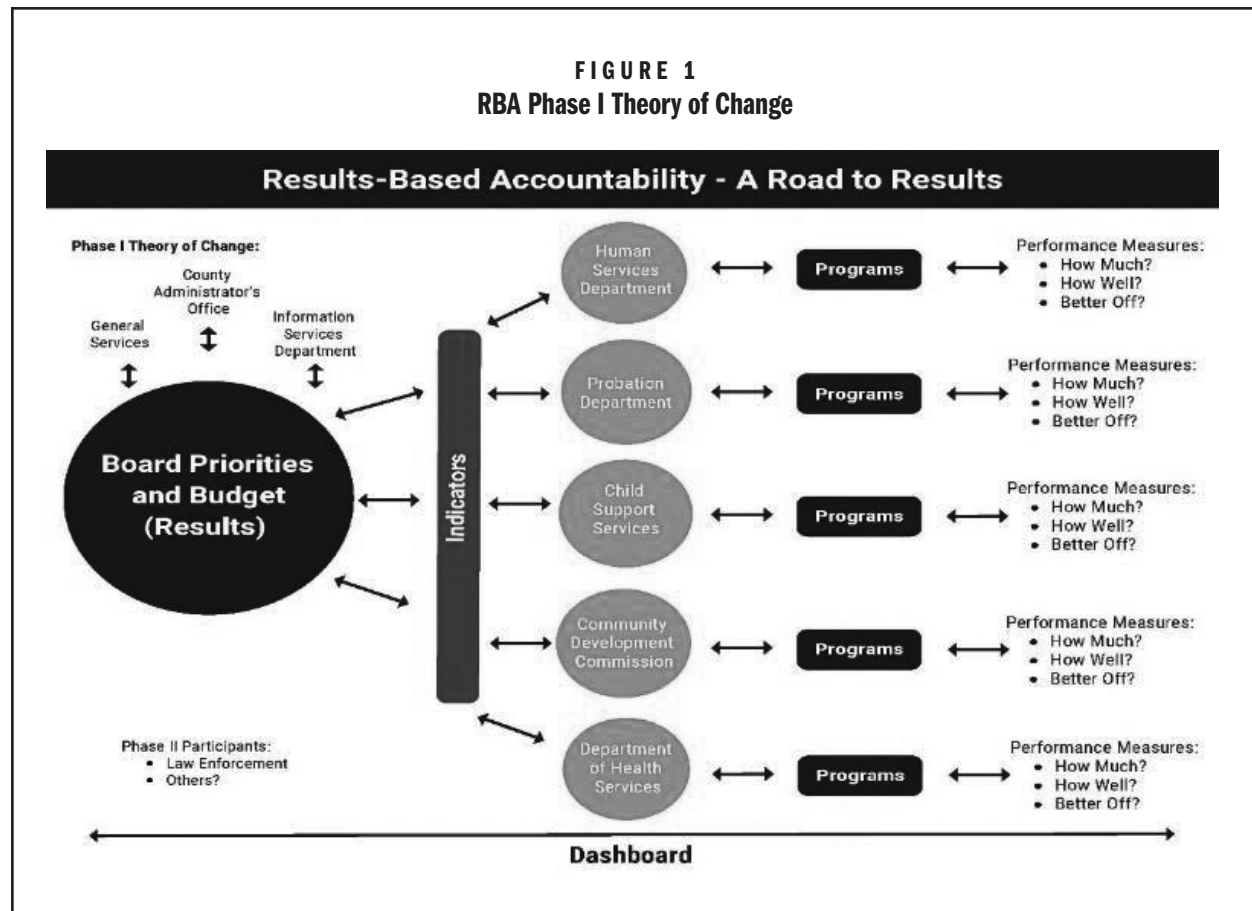
- Implement the online RBA dashboard to facilitate transparent communication about program performance and results as they relate to the county's goals.

Santa Cruz County Human Services Department

Initially, Santa Cruz County Human Services Department applied RBA to all contracts over \$50,000, but now the vast majority of all the department's contracts include RBA. Leadership within the county directed the department to implement RBA, and this system has helped the county to better track and communicate the results of their investments. In addition to better tracking investment impact, this direction led to the implementation of the Collective of Results and Evidence-based (CORE) Investments.

On April 21, 2015, the Santa Cruz County Board of Supervisors embarked on a change process to increase collective impact on shared outcomes and to improve the funding model for safety net services by promoting the use of Evidence-Based Practices (EBPs) in county-funded services. The board wanted to transition from the current community programs funding model to the new model of CORE Investments. The focus of CORE Investments is to advance the implementation of proven EBPs, and RBA is then applied to track a common set of performance measures and results (Timberlake, 2017). The board outlined the following five goals for CORE:

- Take a measured and deliberate approach.
- Focus on community-derived results from nine strategic plans. (<http://www.sccoplanning.com/?tabid=4470>)
- Collaborate with jurisdictional funders, strategic plan representatives, and service providers.
- Create an open and competitive application process to generate innovative and evidence-based interventions from local community-based non-profits.



- Acknowledge the need to collectively learn and evolve. (Timberlake, 2017)

The CORE Investments model launched with a joint investment from Santa Cruz County and the City of Santa Cruz with an initial investment of \$3.9 million to \$4.1 million per year for a three-year cycle beginning in Fiscal Year 2017–18. The Board of Supervisors also set aside an additional \$150,000 each year for emerging or otherwise unmet safety-net needs (Timberlake, 2017). The following conditions or results areas have been established for the Santa Cruz CORE Investments: Health & Wellness; Lifelong Learning; Economic Security and Mobility; Social, Cultural and Civic Connections; Healthy Environments; Safe & Just Communities; and Stable, Affordable Housing. An individual program cannot shift a result area, but collectively all the programs related to Lifelong Learning and Education, for example, can contribute to improving community results.

Sonoma County Human Services Department

On April 2, 2019, the Sonoma County Board of Supervisors adopted a set of Contracting Principles for safety-net service programs. These Contracting Principles set out to achieve the following goals:

- Ensure that policy priorities are addressed in a coordinated and strategic manner;
- Ensure that resources and services are distributed equitably and fairly across regions;
- Promote a fair, open, and competitive process for vendor selection; and
- Reduce confusion among vendors as how to obtain funding from the county.

RBA was identified by the Sonoma County safety-net department leadership team as an approach to operationalize the Contracting Principles and to effectively evaluate program performance.

Upstream Investments identified the Human Services Department as the managing partner for

FIGURE 2
Sonoma County Dashboard Example

| Sonoma County Government Population Level Result & Performance Measures | | | | | | | |
|---|-----|-----------|---|--------------------|----------------------|---------------|-------------------|
| | R | Sonoma | All Sonoma County Residents Have an Enriched Quality of Life Through Superior Public Service | Max. Recent Period | Current Actual Value | Current Trend | Baseline % Change |
| | OPM | Sonoma-PM | [1] How Much: # of services/programs provided countywide | Q2 2020 | 50 | 2 | 25% ↑ |
| | OPM | Sonoma-PM | [2] How Much: # of people served countywide by any program | Q2 2020 | 2,130 | 2 | 61% ↑ |
| | OPM | Sonoma-PM | [3] How Well: % of people served by a county program reporting a positive experience | — | — | — | — |
| | OPM | Sonoma-PM | [3.1] How Well: # of people served by a county program reporting a positive experience | — | — | — | — |
| | OPM | Sonoma-PM | [4] How Well: % of people completing a county program | — | — | — | — |
| | OPM | Sonoma-PM | [4.1] How Well: # of people completing a county program | Q2 2020 | 3,250 | 2 | 132% ↑ |
| | OPM | Sonoma-PM | [5] Better Off: % of people completing a program that met one or more target outcomes | Q2 2020 | 1 | 2 | -7% ↓ |
| | OPM | Sonoma-PM | [5.1] Better Off: # of people completing a program that met one or more target outcomes | Q2 2020 | 15 | 2 | 50% ↑ |
| Human Services Department Result & Indicators | | | | | | | |
| | R | HSD-R | All Children, Families, Individuals, and Adults in Sonoma County are Protected, Independent and Healthy | Max. Recent Period | Current Actual Value | Current Trend | Baseline % Change |
| | I | AA-I | % of adults 65+ living below the poverty line | 2020 | 100% | 2 | -50% ↓ |
| | I | ET-I | % of families whose income surpasses the living wage for an average family in Sonoma County | — | — | — | — |
| | I | EA-I | % of residents living at or below 266% of the federal poverty level (Medical) (ACS data) | 2020 | 100% | 2 | -67% ↓ |
| | I | FYC-I | Rate of reported and substantiated instances of child abuse/neglect | 2020 | 30 | 2 | -50% ↓ |

implementation. Phase I implementation was completed at the end of Fiscal Year 2019–20. At this stage, the Probation Department, Health Services Department, Child Support Services, and Community Development Commission applied RBA to one contract, and Human Services applied RBA to one contract in each of their four divisions. (See *Figure 1*.)

Recommendations for Scaling RBA in Sonoma County

Sonoma County will benefit from scaling RBA to all county contracts with non-profit agencies. This recommendation is based on the key findings from the Alameda County Social Services Agency and Santa Cruz County Human Services and the success of RBA Phase I implementation in Sonoma County. RBA offers a transparent approach to easily monitor the success of Sonoma County's investments across departments.

The following key considerations should be discussed by Sonoma County leadership in order to ensure successful adoption of RBA across county contracts with non-profit organizations:

- Implement a 3- to 5-year phased approach to apply RBA to all safety-net department contracts. Start the adoption with all new procurements over \$50,000 and work with departments to identify an annual number of new contracts for adoption.
- Support a cross-departmental RBA workgroup with clearly defined roles to facilitate coordination across departments and address challenges as they arise.
- Add additional staffing upon completion of Phase I to support implementation and ongoing management. Facilitate trainings, develop performance measures, collect data, manage the online dashboard and facilitate Turn the Curve

monitoring. The following is the recommended staffing for the Human Services Department Planning, Research, Evaluation and Engagement team: 0.50 Full Time Equivalent (FTE) Program Development Manager; 0.50 FTE Program Planning and Evaluation Analyst; and 0.50 FTE Administrative Aide.

- Develop a customer relationship management (CRM) database for data collection and to track frequency and timeline for monitoring contracts. The cloud-based Social Solutions Apricot data system can be utilized for \$2,000 annually.
- Adopt and implement an online dashboard to transparently share program impacts. Once fully scaled, the estimated cost to include all contracts in the dashboard is \$25,000 annually. The dashboard will include results and population-level indicators for each department and performance measures for each contract. Furthermore, the contract performances measures will aggregate to county-wide performance measures. (See *Figure 2.*)

Lastly, identify a funding source, such as CORE Investments, to test the impact of a collective funding model on a specific result area.

Acknowledgements

I want to express my deep gratitude to the Alameda County Social Services Agency and Santa Cruz County Human Services Department for supporting my case study. A special thank you to Maryam Bhimji from Alameda County and Ben Bunyi from Santa Cruz County, who both graciously supported this case study. I appreciate your time, the resources you shared, and the connections to your team. I also want to thank the Sonoma County Human Services Department for supporting my participation in the Bay Area Social Services Consortium Executive Development Program.

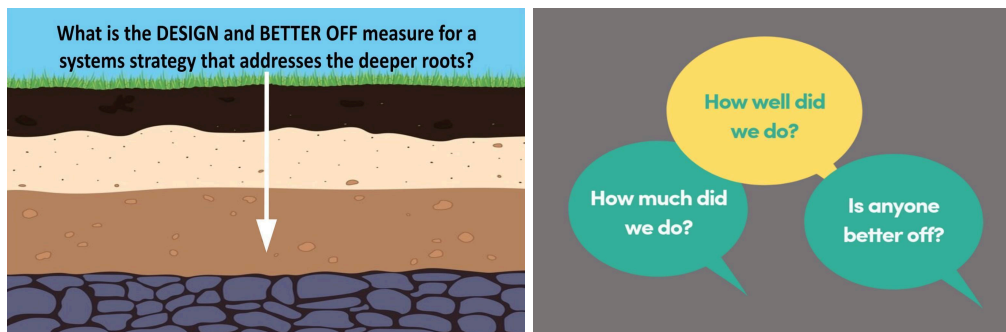
References

- Friedman, M. (2005). *Trying Hard is Not Good Enough: How to Produce Measurable Improvements for Customers and Community*. FPSI Publishing.
- Timberlake, E. (2017, May 5). *Recommendations for CORE Investments*. Retrieved from County of Santa Cruz: https://www.co.santa-cruz.ca.us/Portals/0/Core_Investments/Board_Letter-CORE_Investments.pdf

What is Racial Equity Results-Based Accountability (RE RBA)? Why do we use it?

Racial Equity Results-Based Accountability (RE RBA) is a decision-making and prioritization tool that supports a disciplined results-driven approach to racial equity. Because racial inequity is a systemic phenomenon, the RE RBA methodology draws connections between systemic problems and tangible strategic actions that can be taken to produce and contribute to different population level outcomes. RE RBA begins with impact and backs into solutions to ensure that they are selected with an eye to root causes of the inequity. It also requires us to ask whether Black, Indigenous and communities of color are better off, as part of a rigorous seven step process. The output of the RE RBA is an Antiracist Impact Framework which helps teams organize themselves and build accountability toward the greatest racially equitable impact possible within their scope, authority and capability.

If organizations are serious about disrupting inequity, then leaders need to be disciplined in their approach to ensure that their hard work produces change for Black, Indigenous and all People of Color inside of institutions and in the work externally. But, groups often do not know how to bridge the gap between a commitment to racial equity and impact driven work. Doing so requires a deep understanding of racial equity through personal and institutional education and training and deploying a results-driven methodology to move a group from good intentions to transformation.



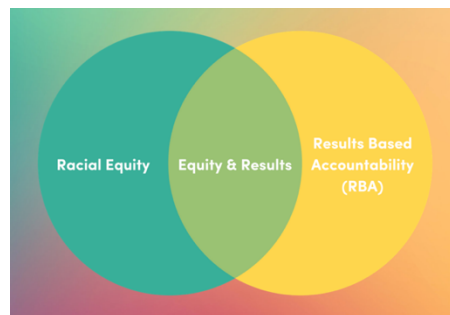
RE RBA transforms usual practices by coming back to a key set of principles that guide a clear methodology. Together, we will build and deepen the “muscle” for using a results centered approach with embedded racial equity principles for learning and accountability. The process will encourage deep input from staff and stakeholders. It will produce a nested framework that shows how internal and external practices, policies and culture either contribute to racial equity or perpetuate racially disproportionate outcomes.

EQUITY & RESULTS

It is also possible for the RE RBA process to be applied to an existing set of strategies, to ensure the strategies are truly addressing the root causes affecting racial disparities in your field and region. A secondary approach could be what we call a “reverse root” process where the group moves to refine an existing strategic plan to ensure antiracist impact.

About us: Who/what is Equity and Results (E&R)?

Equity and Results is a national leader in results-based systems change using explicit racial equity principles. Over the last 14 years - building on our individual practitioner and organizing backgrounds and in partnership with communities, organizations, and place-based collective-impact efforts across the country - E&R has powerfully joined Racial Equity Principles with a Results-Based Accountability framework to transform organizational cultures and actions to deliver racially equitable results.



E&R has a wealth of experience supporting institutions in shifting from good intentions to transformative impact using our proprietary methodology, tools, and pedagogy. More specifically, we support organizations and leaders to:

- catalyze a disciplined results-driven approach to racial equity impact that uses reflection-and-action-based learning loops and a Racial Equity Results-Based Accountability (RE-RBA) methodology to move teams from intention to tangible strategic action, and, ultimately, impact;
- build capacity to understand and unpack intersecting disparities and transform data cultures through qualitative and quantitative data examination, deep root cause analysis, and collective storytelling centering lived experience; and
- ignite healing-centered, reparative and relational practices and norms that deepen and sustain impact-driven racial equity work within individuals and throughout organizational cultures, policies, programs, and practices.

As individual facilitators, each of us comes to this work as practitioners and organizers first; people who have spent years as staff and executive leadership inside organizations, government and/or place-based efforts working to operationalize equitable impact from the inside out. Using intentional cross-racial design and co-facilitation teams, Equity & Results' brings together the right team to complement, support, and amplify the power of the partners we are collaborating alongside. Full E&R team bios can be found [here](#).