



# CONTRA COSTA COUNTY

## AGENDA

### Measure X Community Advisory Board

Roxanne Carrillo Garza, Chair  
Rachel Rosekind, Vice Chair

---

Wednesday, April 16, 2025

5:00 PM

1025 Escobar St, Martinez

---

**Zoom Link:** <https://cccounty-us.zoom.us/j/88618441439?>

**Toll-free Telephone:** USA 888-278-0254

**Conference code:** 3149674

**Meeting ID:** 886 1844 1439

MXCAB Operating Principles Document

[25-1338](#)

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

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 the Record of Action for the March 19, 2025 MXCAB meeting. [25-1339](#)  
**Attachments:** [DRAFT Record of Action 03.19.25 meeting](#)
4. Determine funding priority recommendations to the Board of Supervisors regarding the allocation of one-time surplus of approximately \$1.57 million in Measure X funds that is potentially available for allocation. [25-1340](#)  
**Attachments:** [Final MXCAB 2025-26 Budget Hearings Priorities Summary](#)  
[MXCAB Priorities Poll - April 16, 2025](#)
5. Discuss Results Based Accountability Workgroup Proposal and Sample Strategic Plan. [25-1341](#)  
**Attachments:** [FINAL RE-RBA Workgroup Proposal for MX CAB April 2025](#)  
[STRATEGIC PLAN SAMPLE](#)

6. Update regarding best practices for engaging and building capacity for Measure X Service Providers. [25-1342](#)  
**Attachments:** [Recommended Best Practices for Engaging and Building Capacity for Measure X Service Providers](#)
7. Select Chair and Vice Chair for purposes of officiating meetings for a term of one (1) year. [25-1343](#)  
**Attachments:** [MXCAB bylaws Revised 5.16.23](#)  
[MXCAB Roster 04.01.25](#)

The next meeting is currently scheduled for May 21, 2025.

#### 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](http://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:

Jessica Shepard  
Jessica.Shepard@cao.cccounty.us  
(925) 655-2049



# CONTRA COSTA COUNTY

1025 ESCOBAR STREET  
MARTINEZ, CA 94553

## Staff Report

---

**File #:** 25-1338

**Agenda Date:** 4/16/2025

**Agenda #:**

---

Advisory Board: MEASURE X COMMUNITY ADVISORY BOARD  
Subject: Operating Principles Document (Attached for Reference Only)

**Information:**

On September 18, 2024, the Measure X Community Advisory Board updated and adopted the attached Operating Principles Document, following extensive discussion at the August 21, 2024 MXCAB Retreat meeting. The document is attached for reference and will be posted in the meeting room.

## **Measure X Community Advisory Board**

### **Operating principles**

#### **VISION STATEMENT**

Contra Costa County will have the necessary funds to invest in and sustain a robust system of care and the social and public services necessary to support a vibrant community and ensure that all county residents have equitable opportunities to thrive.

#### **OPERATING PRINCIPLES**

##### **Assumptions and commitments that inform our work together:**

1. Shared responsibility to practice the values of equity, justice, inclusion and compassion.
2. Sustaining a strong social safety net is important for the health and prosperity of all.
3. Investments will prioritize prevention as well as addressing current system gaps.
4. Investments will help leverage other funding sources when feasible.
5. Needs and issues are intersectional and interconnected. Think about needs and services from the point of view of residents.
6. Name inequities and disparities, and be specific in naming and recognizing those who are most harmed by them, especially Black and Latinx residents. Additional areas of focus include residents with mental health needs, indigenous people, Asian American/Pacific Islander American residents, seniors, disabled people, children and youth (prenatal to adult), immigrants, unsheltered and homeless residents, rural communities, LGBTQ+ residents, and poor people.
7. Economic opportunity and equity are at the heart of our purpose.
8. Seek transformative solutions, in addition to filling current service gaps.
9. Fostering a culture of inclusion, welcoming, and belonging demonstrates our commitment to equity and will improve our work process and outcomes.

## **How we work together in meetings:**

1. Empower the chair to lead successful meetings:
  - a. Use appropriate discretion in setting the agenda, including limiting the number of agenda items as needed to allow for depth of discussion.
  - b. Establish guidelines for how long individual members and the body as a whole can speak on a given issue/item.
  - c. Utilize methods to invite input from MXCAB members whose voices have not yet been heard on an item, such as round-robin input (in which each member is asked to weigh in).
  - d. Move the discussion along if it becomes too lengthy.
2. Commit to adhering to the following MXCAB member participation guidelines:
  - a. Come to meetings prepared (read the agenda packet).
  - b. Stay on topic; speak about the matter at hand.
  - c. Avoid repeating a point someone else has already made (or briefly agree).
  - d. Treat each other and all participants with mutual respect.
  - e. Practice active listening; be curious; seek to understand.
  - f. Assume good intention, while accepting and encouraging accountability for impact.
3. Center community voices
  - a. Set time limits for individual MXCAB members' comments and/or for members' comments as a group on a particular agenda item, in order to reserve ample time for public comment.
  - b. Adjust public comment time limit for each agenda item as needed, e.g., if there are a lot of public speakers (while recognizing that we must allow every speaker the same amount of time on each agenda item).

## **Other strategies to support inclusive and productive meetings:**

- Inclusion and access:
  - Explore ways to provide interpretation for languages beyond Spanish and ASL. (We noted this should be accompanied by sustained outreach to the communities/residents who speak a particular language, to encourage and welcome them to participate.)
  - Support the accessibility needs of all participants beyond language inclusion, such as technical support and visual/audio support.
- Onboarding & support for new MXCAB members:
  - Create and maintain a robust onboarding process, including key background materials from the 8/21 retreat packet.
  - Implement a buddy system to mentor new members.
- Clarify key roles

- Identify MXCAB member roles & volunteer opportunities (e.g., establishing a position of MXCAB archivist).
  - Clarify MXCAB staff roles and expectations.
- Create an annual Measure X timeline that describes key upcoming dates and decision points.



# CONTRA COSTA COUNTY

1025 ESCOBAR STREET  
MARTINEZ, CA 94553

## Staff Report

---

**File #:** 25-1339

**Agenda Date:** 4/16/2025

**Agenda #:** 3.

---

**Advisory Board:** MEASURE X COMMUNITY ADVISORY BOARD  
**Subject:** Receive and Approve Record of Action for March 19, 2025 Meeting

### **Information:**

Receive and approve the Record of Action for the Measure X Community Advisory Board (MXCAB) meeting held March 19, 2025.

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

Attached for the Measure X Community Advisory Board's information and review is the draft Record of Action for its March 19, 2025 meeting.

### **Recommendation(s)/Next Step(s):**

Receive and approve the Record of Action for the Measure X Community Advisory Board meeting, held March 19, 2025.



# CONTRA COSTA COUNTY

## Committee Meeting Minutes

### Measure X Community Advisory Board

Roxanne Carrillo Garza, Chair  
Rachel Rosekind, Vice Chair

---

Wednesday, March 19, 2025

5:00 PM

1025 Escobar St, Martinez

---

**Zoom Link:** <https://cccounty-us.zoom.us/j/88618441439?>

**Toll-free Telephone:** USA 888-278-0254

**Conference code:** 3149674

**Meeting ID:** 886 1844 1439

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

**Present**

Sam Alley, Nancy Benavides, Kathryn Chiverton, Gigi Crowder, Jim Donnelly, Roxanne Carrillo Garza, Joseph Grupalo, Diana Honig, Odessa Lefrancois, Mark Miller, Mariana Moore, Willie Robinson, Rachel Rosekind, Pello Walker, and Patrick Walsh

**Absent**

Steven Bliss, Jontae Clapp, Gene Jackson, Nishi Moonka, Natalie Oleas, and Omar Rascon

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 the Record of Action for the February 26, 2025 MXCAB meeting.

[25-924](#)

**Attachments:** [DRAFT Record of Action 2.26.25](#)

The record of action was approved as received.



4. Receive an informational review of Measure X allocations for fiscal year 2024-2025 and discuss potential funding recommendations to the Board of Supervisors. [25-925](#)

**Attachments:** [Measure X Allocations Presentation to MXCAB](#)  
[MXCAB Funding Priority Recommendations - 10-30-2024](#)  
[Correspondence](#)

Adam Nguyen, County Finance Director, provided an update on Measure X allocations and financial information for FY24-25 followed by discussion by the MXCAB. Marianna Moore motioned for the MXCAB to agendaize a discussion on recommendations for the \$1.57 million in one-time Measure X funds to the Board of Supervisors at the April MXCAB meeting for the April Budget Hearings. The motion was seconded by Gigi Crowder. The motion passed with 11 yes votes, 2 no (Benavides and Donnelly), and 1 abstention (Walker). Public comment was received by two members of the public.

5. Receive updates from the Results Based Accountability Work Group and discuss the February 26, 2025 Results Based Accountability presentation. [25-926](#)

**Attachments:** [MXCAB Performance & Impact Measures Work Group Work Plan 3.14.2025](#)

Rachel Rosekind reviewed the Measure X Community Advisory Board Performance & Impact Measures Work Group Work Plan followed by a discussion from the MXCAB. There were no requests for public comment.

6. Receive updates on the MXCAB memo regarding November 12, 2024 Joint Meeting and Measure X funding process. [25-927](#)

**Attachments:** [MXCAB Recommendations re BOS-MXCAB Joint Meeting and t Measure X Funding Process FINAL 12.23.2024\[13\]](#)

The Chair provided updates on the MXCAB memo regarding November 12, 2024 Joint Meeting and Measure X funding process after meeting with Chair Andersen. Public comment was received by one member of the public.

7. Receive informational reminder on the elections for MXCAB Chair and Vice Chair [25-969](#)

**Attachments:** [MXCAB Bylaws](#)

Jessica Shepard, Deputy County Administrator, provided a reminder regarding the elections for the Chair and Vice Chair at the April 16 MXCAB meeting. There were no requests for public comment.

The next meeting is currently scheduled for April 16, 2025.

Adjourn

The meeting adjourned at 6:33 PM.



# CONTRA COSTA COUNTY

1025 ESCOBAR STREET  
MARTINEZ, CA 94553

## Staff Report

---

**File #:** 25-1340

**Agenda Date:** 4/16/2025

**Agenda #:** 4.

---

Advisory Board: MEASURE X COMMUNITY ADVISORY BOARD

Subject: MXCAB Priorities Recommendation for Anticipated One-Time Surplus of Approximately \$1.57 million in Measure X Funds Potentially Available for Allocation.

Presenter: Roxanne Carrillo Garza, Chair

**Information:**

The Board of Supervisors did not request funding recommendations from the MXCAB.

The MXCAB will determine funding priority recommendations to the Board regarding the allocation of an anticipated one-time surplus of approximately \$1.57 million in Measure X funds that may be available for distribution.

**Attachments:**

- Final MXCAB 2025-26 Budget Hearings Priorities Summary
- MXCAB Priorities Poll - April 16, 2025

## MXCAB 2025–26 Budget Hearing Priorities Summary

### Priority Recommendations Under Consideration

1. **Resources to address youth and young adult homelessness, which may include housing vouchers, infrastructure investments, or other strategies**, as aligned with the Contra Costa County Continuum of Care’s Youth and Young Adult (YYA) Homelessness Priority Strategies, Objectives, and Actions and Community Needs Assessment for YYA Homelessness in Contra Costa County (2024). At the November 12, 2024 joint meeting of MXCAB and the Board of Supervisors, the supervisors unanimously indicated interest in examining how remaining one-time funds could support needs related to housing and homelessness.
2. **Mental health services for priority populations, including Asian Americans and Pacific Islanders (AAPI) and school-aged youth.** The MXCAB has consistently elevated the need for mental health resources to support the county’s AAPI populations, but this has not yet been funded. Additionally, in the most recent \$1.4 million mental health allocation to priority populations, school-aged youth received the smallest portion, at \$100,000, despite evidence of the escalating mental health crisis affecting this population and the overwhelming need for resources to address it.
3. **SAFE Center.** The Contra Costa Immigrant Rights Alliance and community partners, in partnership with Supervisor Carlson, are proposing three years of immigrant inclusion/services funding. This package includes a SAFE center (Services and Access For Everyone) in Concord (with work on satellite services in West and East) as well as essential funding for county positions to ensure that language justice, immigrant outreach, and legal services are backbones to the center.
4. **Refugee resettlement.**  
Chair Andersen raised an emergent need to assist Jewish Family and Children's Services, CWS NorCal, and International Rescue Committee for a loss of Federal Funds for Refugee resettlement services for 125 residents in Contra Costa.

5. **Rental assistance to support households at risk of eviction and housing insecurity.** There is a huge demand for rental assistance, and it is a particularly impactful way to invest one-time funds.
6. **Early childhood and family support.** Services requested by First 5 include: (1) expanding mental health consultation to reach additional child care sites, (2) expanding Family Navigation Services to children under age 6, (3) investing in parent peer support services, and (4) investing in Family Support Services to strengthen the protective factors of families.

### **Core Values and Operating Principles**

Our recommendations continue to elevate the core values and operating principles that have guided MXCAB's work over the past four years. These include:

1. Holding a shared responsibility to practice core values of equity, justice, inclusion, and compassion
2. Recognizing the importance of a strong safety net
3. Addressing prevention as well as current system gaps
4. Actively seeking transformational ideas
5. Leveraging other funding sources
6. Prioritizing the perspectives of residents most impacted by community needs, with a recognition that solutions must be interconnected and intersectional
7. Naming inequities and disparities, and recognizing those most harmed (especially by anti-Black racism)
8. Recognizing that economic opportunity and equity are at the heart of our work
9. Creating a culture of inclusion, welcoming, and belonging

# MXCAB Priorities - April 16, 2025

## Purpose of the Survey

This survey is intended to assess MXCAB member alignment on funding priorities for one-time allocations to recommend to the Board of Supervisors for the approximately \$1.57 million in Measure X one-time surplus funds available.

## Action Required

Please review this handout prior to the April 16 MXCAB meeting, so you are ready to participate in a live online poll during the meeting.

## What to Expect at the Meeting

- *Live Survey Participation* - All members present will be asked to complete the survey during the meeting using an online platform.
- *Bring a Device* - Please bring a phone, tablet, or laptop with internet access to participate in the survey.
- *Survey Format* - You will select your top four priorities from the six unfunded recommendations listed below.

\* Required

### 1. Member Name \*

### 2. Please select your top 4 priorities from this list. \*

Please select 4 options.

- Early childhood and family support
- Mental health services for priority populations, including Asian Americans and Pacific Islanders (AAPI) and school-aged youth
- Refugee resettlement
- Rental assistance to support households at risk of eviction and housing insecurity
- Resources to address youth and young adult homelessness, which may include housing vouchers, infrastructure investments, or other strategies
- SAFE Center

---

This content is neither created nor endorsed by Microsoft. The data you submit will be sent to the form owner.

 Microsoft Forms



# CONTRA COSTA COUNTY

1025 ESCOBAR STREET  
MARTINEZ, CA 94553

## Staff Report

---

**File #:** 25-1341

**Agenda Date:** 4/16/2025

**Agenda #:** 5.

---

**Advisory Board:** MEASURE X COMMUNITY ADVISORY BOARD  
**Subject:** Discuss Results Based Accountability Workgroup Proposal and Sample Strategic Plan.  
**Presenter:** Results Based Accountability Workgroup

### **Information:**

The MXCAB formed a Results Based Accountability (RBA) Workgroup in January 2025. The workgroup held their first meeting on January 30, 2025. On February 26, 2025 the MXCAB received a presentation on Results Based Accountability from Equity and Results, Ronak Okoye, Co-Principle and Facilitator. On March 19, 2025, the RBA Workgroup presented the Performance & Impact Measures Workgroup Work Plan to the MXCAB.

The RBA Workgroup will present the RE-RBA Proposal and review the sample strategic plan provided by Ronak Okoye, Co-Principle and Facilitator from Equity and Results, followed by a discussion from the MXCAB.

### **Attachment:**

- FINAL RE-RBA Workgroup Proposal for MX CAB April 2025
- Strategic Plan Sample

Race Equity-Results Based Accountability (RE-RBA) Workgroup Proposal  
Measure X Community Advisory Board (MXCAB) April 16, 2025

**What approach do we want to take with RE-RBA?**

The RE-RBA proposal is to develop an approach toward data-informed processes that assess progress, outcomes, and success which center the experiences of the County's most vulnerable and impacted communities. MXCAB will present the proposal for consideration by the Board of Supervisors (BOS), County Administrator's Office (CAO), and the Office of Racial Equity (ORESJ ) in June 2025. If directed by the Board of Supervisors, MXCAB can work with the ORESJ on refining the proposal and ensuring that it aligns with their work on developing a countywide budget equity tool and racial equity plan. We propose the following:

**Short-Term Goal (June 2025) MX CAB will:**

- Develop draft population level indicators based on the ballot language & MXCAB operating principles. Initial indicators will propose common language and agreement on what we are trying to achieve with these dollars; keeping at a high level. Apply rigor to people centered work. We are not just talking about widgets.
- Focus on alignment with the Board of Supervisors by receiving their feedback on proposed metrics.
- Confer with BOS to identify/define MXCAB role in between Joint meetings relative to evaluating the impact of MX-funded projects and programs.
- Prepare for the fall MXCAB-BOS Joint meeting by developing a proposed Framework that outlines agreed upon population-level metrics that describe the conditions of well-being we want for our community (results) and what these conditions would look like if we achieved them (metrics).

**Anticipated Long-Term Impacts**

- Departments and Community-Based Organizations will be engaged in a meaningful process with the community to learn and implement a RBA methodology and design data systems to track interventions. Process will result in departments describing how a program/project advances equity/other desired outcomes and how they will evaluate them.
- MX program data can be compared with broader county data as a lens to expose equity gaps.
- Departments and Community-Based Organizations can leverage their expertise to build programs and strategies to address and interrupt root causes, then develop better-off measures.
- Case studies will help inform implementation - what has actually worked in other municipalities, and how?
- Community-defined best practices will be reviewed and meaningfully integrated into programmatic/service evaluation and evolution. It's not just about access but approach/efficacy; direct feedback from community members on how system/program could improve their outcomes - cultural shift

- Identification of and inquiry around ongoing disparities in service delivery.
- Full implementation requires identifying performance-level indicators that include who/what the strategies aim to impact directly.
  - In CCC, MX allocations spread across many sectors and departments and community based organizations that implement a diverse set of projects and programs. Therefore, there will be multiple impacts and metrics that are defined.

### **Proposed RE-RBA Framework Elements**

- Workgroup will develop the context for the Framework including a set of questions, processes to respond, and evaluate outcomes.
- The county departments will be able to use the Framework to prepare for their respective Joint Meeting reports. This methodology centers community and the impact of millions of dollars going out and iterating about whether the county is achieving the impact.
- Framework will be simplified to only address population-level indicators to encourage initial participation by County partners. In an effort to nurture partnership and collaboration, we will work closely with and include insight and feedback from BOS, CAO, and the ORESJ.
- The workgroup will explore existing case studies and/or information shared by other counties.
- The Framework draft will be presented to the MXCAB for consideration and feedback at our May meeting and final approval at our June meeting.



# Departmental Racial Equity Action Frameworks

MAYOR'S OFFICE OF DIVERSITY, EQUITY & INCLUSION

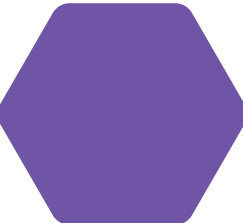
# Water Department

PHILADELPHIA  
WATER


## Racial Equity Impact Framework

All people experience and feel pride in their City

### Hot Roots



**Lack of diversity in STEM/PWD workforce,** which is perpetuated by our focused partnership with Drexel. This partnership primarily serves white, privileged students from outside of the City.



**Lack of diversity in trade unions.** Women and POCs make up less than 3% and 34% of city government's construction jobs, respectively.

### Strategies

○—○ **Shift resources and attention to internship & apprenticeship program that services BIPOC college and high school graduates.** Create better mentorship/support for interns and apprentices. Train all managers in mentorship and career path guidance.

○—○ **Add contractual mechanisms to Public Works contract procurement that incentivizes BIPOC and women from project area resident pool.** Train and provide TA to contractors on hiring project area residents. Build community relationships to recruit residents into project staff.

### Performance Measures

- % BIPOC interns and apprentices hired annually
- % BIPOC apprentices that are promoted to civil servant status
- Increase number of PWD skilled trades employees who want to become mentors
- % Increase in BIPOC and female recruited and placed into City's constructions projects within their respective communities
- % Increase in ownership of trade-skills businesses among BIPOC over time
- Increased level of trust with project area residents regarding benefits of Public Work activities in their communities.

# EMERGENT PRIORITY STRATEGY

---

## Root Cause

**Lack of diversity in STEM/PWD workforce**, which is perpetuated by our focused partnership with XXX. This partnership primarily serves white, privileged students from outside of the City.

## Initial Priority Recommendation

**Shift resources and attention to internship & apprenticeship program that services BIPOC college and high school graduates.** Create better mentorship/support for interns and apprentices. Train all managers in mentorship and career path guidance.

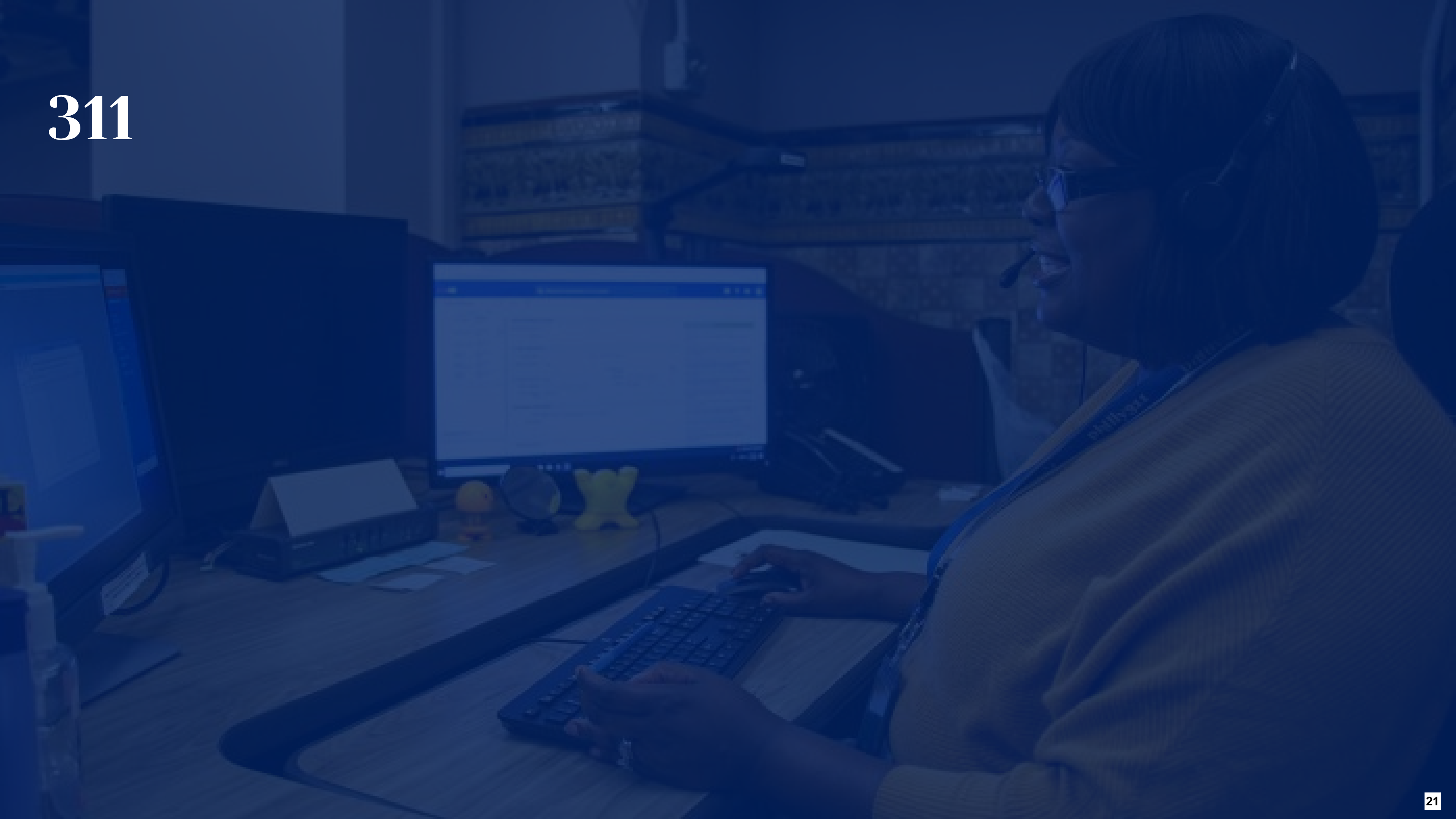
## Next Steps

Establish recruitment relationships with Temple, CCP, public high schools and professional organizations that support POCs in STEM (10/22)

Train all managers and supervisors in mentorship, career path guidance and supervising of interns/apprentices/co-ops. (12/22)

Create general intern/apprentice requests to give more apprentices opportunities for positions that are typically only requested for Drexel co-ops. (2/23)

311



# Racial Equity Impact Framework

All People live in clean and safe neighborhoods.

## Hot Roots

### "Effective Service if White."

External perception of black and brown community service disregard despite thousands of calls. Overwhelming lack of BIPOC trust/belief in service focused on their problems.

### Community Racial Competence Gap.

Lack of universal cultural competence and understanding across department staff and leadership of BIPOC community needs and solutions, especially North and West Philly.

## Strategies

**Race Equity Re-envisioning Project.** Internal and external education and mission redesign through quarterly community engagement sessions, City Council walkthroughs, and consistent surveying, all in collaboration with BIPOC community stakeholders.

### Internal Racial Competencies Expansion Project.

Targeted executive and staff training series, leveraging staff meetings, and additional DEI professional development for supervisors.

**BIPOC Recruitment Project.** Targeted outreach and recruiting for Philly cultural competency, including through HBCU and CCP job fair, and internal promotional targets.

## Performance Measures

% resolution rate improvement in targeted community (by race/ethnicity)

% of BIPOC trust/believe in 311 as service focused on their problems

% resolution rate improvement in targeted community

# of incidents staff/leaders utilize equity principles to resolve resident needs

% BIPOC callers sense of connectedness to staff/311

# EMERGENT PRIORITY STRATEGY

---

## Root Cause

**"Effective Service if White."** External perception of black and brown community service disregard despite thousands of calls. Overwhelming lack of BIPOC trust/belief in service focused on their problems.

## Initial Priority Recommendation

**Race Equity Re-envisioning Project.** Internal and external education and mission redesign through quarterly community engagement sessions, City Council walkthroughs, and consistent surveying, all in collaboration with BIPOC community stakeholders.

## Next Steps

Establish re-envisioning and outreach team (8/22)

Establish community partnership(s) for pilot engagement sessions (10/22)

Launch re-envisioned and branded items in community through walkthroughs and engagement sessions (11/22)

# Fire Department





# CITY OF XXX FIRE DEPARTMENT

## Racial Equity Impact Framework

All people feel safe.

### Hot Roots



**Community Racial Empathy Gap.** Perceived lack of understanding and empathy for the continual impact of fire on BIPOC communities, including sudden cardiac arrests of black men.



**Department culture of white male predominance.** History of negative culture and traditions, inequalities, and members unaccountable for disrespectful and/or unprofessional behavior towards BIPOC.



**BIPOC Community Perception of Unappealing/ Unobtainable Career.**

### Strategies

- Strategic Transfer Policy. Captain submission of Community Action Plans with transfer requests, and staff assignment policy preference in areas where considered relatable, competent, and effective from community perspective.
- DEI Fire Division. Under the supervision of an Assistant Deputy Commissioner (uniformed), with adequate staffing of all ranks for implementation.
- Increase EMS Capabilities. Recruitment and retention of paramedics through a scholarship program. More paramedics enhances our ability to increase our rate of successful outcomes of cardiac arrests.

### Performance Measures

- % decrease in fire related deaths in BIPOC communities
- % increase in perceived feeling of community safety
- % improvement in BIPOC staff morale
- % increase in retained BIPOC staff members
- % increase in Philadelphia BIPOC interest in applying to work in department

# EMERGENT PRIORITY STRATEGY

---

## Root Cause

### **Community Racial Empathy Gap.**

Perceived lack of understanding and empathy for the continual impact of fire on BIPOC communities, including sudden cardiac arrests of black men.

## Initial Priority Recommendation

**Strategic Transfer Policy.** Captain submission of Community Action Plans with transfer requests, and staff assignment policy preference in areas where considered relatable, competent, and effective from community perspective.

## Next Steps

Research collective bargaining implications, if any, for policy change (8/22)

Draft and distribute transfer policy (9/22)

Beta test initial policy in key BIPOC communities, in partnership with community (10/22)



# Human Capital Policy Changes

**EQUITY &  
RESULTS**

# Office of Human Resources

A person wearing a dark sweater is sitting at a desk, pointing their right hand towards a laptop screen. The scene is dimly lit, with a blue tint. The person's face is partially visible in the upper center of the frame. The laptop is open in front of them, and the screen is the focus of their attention.

## Racial Equity Impact Framework

All people are financially secure and enjoy a high quality of life



### Hot Roots



#### Limitations of hiring and promotions "rules."

Certain rules dictate job descriptions and qualification requirements, which limits job access for BIPOC.

OHR can own its enforcement role in Civil Services, but partnerships with departments and resources are required to address the 900+ job titles.

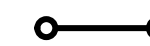
### Strategies



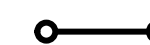
#### Develop Civil Service Hiring & Promotions Racial Equity Strategy. Develop plan to identify, assess, and change Civil Service job descriptions & qualifications that result in racial inequities. The strategy must:

- Avoid changes that inhibit advancement of BIPOC in the future,
- Acknowledge the necessity of citywide partnerships & stakeholder involvement,
- Duplicate processes that have led to increases in racial equity in hiring & promotions,
- Involve collaboration with ODEI to include Civil Service reporting measures in future DEI plan templates

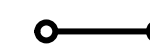
### Performance Measures



%/# increase in diverse hires and promotions in racially inequitable Civil Service positions



%/# increase number of BIPOC candidates eligible for hiring and promotions



TBD

# EMERGENT PRIORITY STRATEGY

---

## Root Cause

**Limitations of hiring and promotions "rules."** Certain rules dictate job descriptions and qualification requirements, which limits job access for BIPOC. OHR can own this work for Civil Services positions, but partnerships with other departments is required to address the 900+ job titles.

## Initial Priority Recommendation

**Develop Civil Service Hiring & Promotions Racial Equity Strategy.** Develop plan to identify, assess, and change Civil Service job descriptions that result in racial inequities. The strategy must:

- Avoid changes that inhibit advancement of BIPOC in the future,
- Acknowledge the necessity of citywide partnerships & stakeholder involvement,
- Duplicate processes that have led to increases in racial equity in hiring & promotions,
- Involve collaboration with ODEI to include Civil Service hiring and reporting measures in future DEI plan templates

## Next Steps

Determine strategy leads and preliminary resources needed (8/22)

Develop & document Civil Service hiring review strategy (10/22)

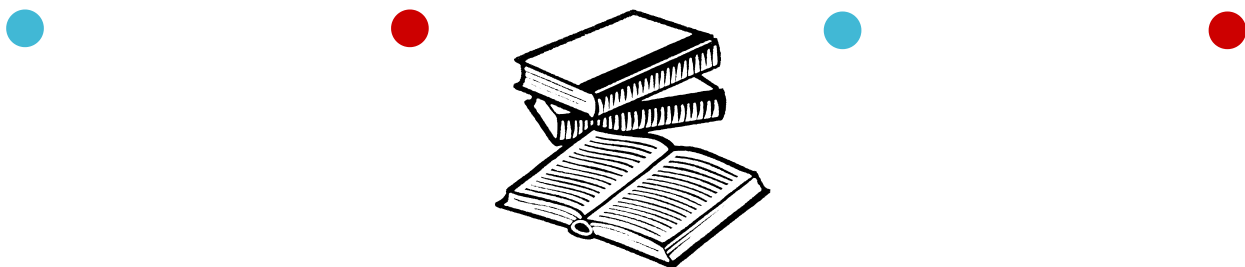
Establish cross-department partnership for job requirement review/updates (TBD)

# Free Library



CITY OF XXX FREE LIBRARY  
**Racial Equity Impact Framework**

All people are able to experience a full and enriched life, and use the library free of barriers.



**Hot Roots**

**Safety in Opposition to Library Usage for BIPOC.**  
Culture and practice of mitigating victimization by closing and limiting spaces of literacy for the safety of staff and residents.

**Strategies**

○—○ **Targeted Staff Expansion Project.**  
Enhancing safety and access of libraries to BIPOC by (a) equipping library staff to de-escalate and provide safe customer care, (b) deepening a community partnership model in target neighborhoods, (c) convening cross-departmental safety anchors, and (d) recruitment and hiring of new culturally competent staff.

**Performance Measures**

- \*% increase in fully open and operational hours in BIPOC communities
- % number of increases in visits in BIPOC communities
- #/% increase in BIPOC sense of safe utilization of Free Library





# EMERGENT PRIORITY STRATEGY

---

## Root Cause

**Safety in Opposition to Library Usage for BIPOC.** Culture and practice of mitigating victimization by closing and limiting spaces of literacy for the safety of staff and residents.

## Initial Priority Recommendation

**Targeted Staff Expansion Project.** Enhancing safety and access of libraries to BIPOC by (a) equipping library staff to de-escalate and provide safe customer care, (b) deepening a community partnership model in target neighborhoods, (c) convening cross-departmental safety anchors, and (d) recruitment and hiring of new culturally competent staff.

## Next Steps

Meet with Mayor's policy team re: priority library staffing to support equity (on-going)

Convene cross-department safety partners (8/22)

Outline and socialize staff safety training series with key stakeholder partners (10/22)

# Office of Criminal Justice – Managing Director's Office

## Racial Equity Impact Framework

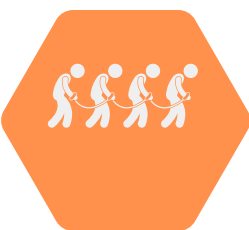
Every person is safe and healthy in their community.



### Hot Roots



**Overcriminalization through Implicit Bias.** Philadelphia decision-makers in criminal justice system unaccountable to implicit racial biases.



**Purposeful Criminal Legal System.** Mutually reinforcing systems of "solutions" not designed to address root causes or mitigate racialized circumstances of those most impacted.

### Strategies



**Lived Experience Power Project.** Enhancing social/cultural competency of across the Criminal Legal System (CLS) and elevating lived experience internal to City to more accurately reflect our values through: (a) MDO criminal legal system language training, (b) minimum qualifications redesign, (c) lived experience performance review prioritization (HR), (d) targeted enhanced professional development, and (e) vendor / contractor CLS audit.

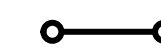


**Essential Community Services Reconciliation Project.** Policy directive establishing clarity and justification for what essential BIPOC-focused city services are provided and by whom, including through examination of block party management, embedding of 911 systems into a third-party space, and targeted housing subsidies and employment resources for formerly incarcerated persons.

### Performance Measures



% increase in MDO staff with CLS lived experience (disaggregated by race/ethnicity)



% increase in sense of self-efficacy/power for staff with lived experience in CLS



% of formerly incarcerated persons stably housed and employed (disaggregated by race/ethnicity)



% BIPOC self-reported sense of belonging or feeling of connectedness to City

# EMERGENT PRIORITY STRATEGY

---

## Root Cause

### **Overcriminalization through Leadership Implicit Bias.**

Philadelphia decision-makers in criminal justice system unaccountable to implicit racial biases.

## Initial Priority Recommendation

### **Lived Experience Power Project.**

Enhancing social/cultural competency of across the Criminal Legal System (CLS) and elevating lived experience internal to City through: (a) MDO criminal legal system language training, (b) minimum qualifications redesign, (c) lived experience performance review prioritization (HR), (d) targeted enhanced professional development, and (e) vendor / contractor CLS audit.

## Next Steps

Identification of cross-department design team (8/22)

Launch and pilot test language guide and training (10/22)

Outline and socialize CLS professional development series with key stakeholder partners (11/22)

# Office of Sustainability



## Racial Equity Impact Framework

All people are equitably protected from environmental harms and benefit from environmental investments and opportunities.

### Hot Roots



Environmental oppression due to structural and institutional racism has **excluded BIPOC communities from the political standing and educational and professional opportunities** to shape the environmental conditions in which they live, learn, work, and play.



The **design and delivery of City programs and services** fail to recognize and address the root causes and impacts of climate vulnerability and environmental injustice.

### Strategies

- **Strengthen BIPOC leadership in climate policy and environmental governance.** Continue inclusive & equitable hiring practices, expand fellowship program, and create a talent management strategy.
- **Use inclusive and diverse education approaches to increase the capacity of impacted voices to influence decision-makers and drive change.** Replicate FPAC's work on political education training, strengthen resident leadership development.
- **Strengthen engagement and planning processes to address the uneven power dynamics that reinstitute the status quo or deepens inequity.** Collaborate to replicate place-based initiatives, co-convene equity & accountability teach-ins with EJAC.
- **Resource impacted residents to implement community-driven actions that build community assets and address trauma caused by historical and ongoing oppression.** Launch micro-grant program.

### Performance Measures

- # of OOS staff identifying as BIPOC
- % staff identifying as BIPOC
- promoted in OOS leadership positions
- # BIPOC residents collaborating and working together on community-driven solutions to environmental injustice
- # of participatory community dialogue events held
- # / amount of community resilience and environmental justice microgrants awarded to BIPOC communities
- # of place-based initiative in BIPOC communities

# EMERGENT PRIORITY STRATEGY

---

## Root Cause

The **design and delivery of City programs and services** fail to recognize and address the root causes and impacts of climate vulnerability and environmental injustice.

## Initial Priority Recommendation

- **Strengthen engagement and planning processes to address the uneven power dynamics that reinstitute the status quo or deepens inequity.** Collaborate to replicate place-based initiatives, co-convene equity & accountability teach-ins with EJAC.
- **Resource impacted residents to implement community-driven actions that build community assets and address trauma caused by historical and ongoing oppression.** Launch micro-grant program.

## Next Steps

Host environmental justice community dialogue series in overburdened communities (9/22)

Establish an evaluation system for monitoring the impact of existing place-based initiatives (12/22)

Launch application cycle for the first round of microgrants (2/23)

# Law Department





# CITY OF XXX LAW DEPARTMENT

## Racial Equity Impact Framework

All people receive the benefits of a diverse government that reflects and respects the population it serves.

Law Department retention, hiring, and advancement rates disaggregated by race.

### Hot Roots



**There are educational and access inconsistencies in BIPOC communities entering the law pipeline, which negatively impacts our recruitment efforts.**

**BIPOC communities disproportionately experience wealth gaps and must make decisions to leave Law Department positions based on pay. This negatively impacts our ability to retain talent.**



### Strategies

**Build and strengthen pipelines with BIPOC high school to law students and affinity bar groups through outreach:**

1. Develop a comprehensive marketing campaign on the benefits of working for the Law Department.
2. Maintain a robust internship program to spread the word about the work of the Department and find talent early.

**Embrace value of experiences Law Department employees can gain while advocating for pay increases.**

1. Aggregate resources (City & Department-wide) and circulate
2. Communicate and amplify the value of the Law Department for ALL departments, funding Law means growing efficiencies/effectiveness across City government.

### Performance Measures

- Increase in awareness of the work of the Law Department among students and legal professionals.
- Increase in awareness of the benefits of working at the Law Department among students and legal professionals.
- Increased pay of Law Department employees, increased awareness among City employees of importance of the Law Department.

# EMERGENT PRIORITY STRATEGY

---

## Root Cause

**BIPOC communities disproportionately experience wealth gaps and must make decisions to leave Law Department positions based on pay. This negatively impacts our ability to retain talent.**

## Initial Priority Recommendation

**Embrace value of experiences Law Department employees can gain while advocating for pay increases. (retention)**

- Aggregate resources (City & Department-wide) and circulate.
- Communicate and amplify the value of the Law Department for ALL departments, funding Law means growing efficiencies/effectiveness across City government.

## Next Steps

Get internal website launched by 9/19/22 increasing transparency & communication.

Publish core competency guides by 9/5/22.

Prioritize management training for BIPOC employees and mentorship program by end of 2022.

# Finance Department

CITY OF XXX FINANCE DEPARTMENT  
**Racial Equity Impact Framework**  
All people are financially secure and safe

## Hot Roots



**No accountability mechanisms** within the budget-setting process for department's failure to meet racial equity goals.

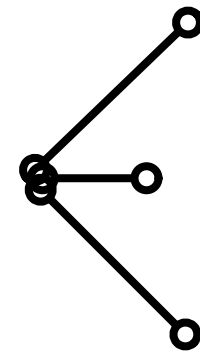


**Lack of transparency** in budget-making process and budget decisions.



**"Keep your head down" finance culture** that keeps staff focused on their siloed workstreams

## Strategies



Requirement for departments to develop **racial equity performance measures**.

Proposed department **budgets are evaluated and allocated** based on success or failure to meet racial equity goals and reducing indemnity claims.

**Institutionalize accountability mechanism** by memorializing requirements in written finance policies & procedures



Develop an **education and outreach arm** of the Finance Department



Institutionalize **citizen participatory budget-making** process



**Address Finance's culture by incentivizing sustained participation in collective reparations, education, and outreach.** Allocates times for staff to participate, funds a compliance unit for Procurement to determine compliance with reparations ordinance, and develop a reparations Community of Practice

## Performance Measures



City departments achieve racial equity goals, receive beneficial budget treatment



BIPOC residents understand and have a voice in budget process



BIPOC budget priorities addressed



BIPOC staff feel empowered & sense of belonging



Staff understand relationship between city finance functions & racial equity work

# EMERGENT PRIORITY STRATEGY

---

## Root Cause

**No accountability mechanisms** within the budget-setting process for department's failure to meet racial equity goals. While departments are asked to include a racial equity justification statement with their proposed budget, it is unclear how departments are held accountable for what they put in the budget racial equity justification.

## Initial Priority Recommendation

Implement a **racial equity performance measurement program** that requires **racial equity goal achievement** for budget increase/decrease decisions **as an accountability mechanism**.

- Proposed department budgets are evaluated and allocated based on success or failure to meet racial equity goals and reducing indemnity claims.
- Institutionalize accountability mechanism by memorializing requirements in written finance policies & procedures

## Next Steps

Outline structure of racial equity performance measurement program

Train finance/budget teams in performance measurement program

Support departments to develop racial equity measures (ONGOING)



# CONTRA COSTA COUNTY

1025 ESCOBAR STREET  
MARTINEZ, CA 94553

## Staff Report

---

**File #:** 25-1342

**Agenda Date:** 4/16/2025

**Agenda #:** 6.

---

**Advisory Board:** MEASURE X COMMUNITY ADVISORY BOARD  
**Subject:** Update regarding best practices for engaging and building capacity for Measure X Service Providers.  
**Presenter:** Roxanne Carrillo Garza, MXCAB Chair

### Information:

On July 17, 2024, the Measure X Community Advisory Board discussed recommendations for how departments can achieve greater accessibility, equity, and transparency in the design and implementation of Measure X-funded programs. On March 17, 2025, a memo outlining these recommendations was presented and discussed at the Equity Committee meeting.

The Chair would like to provide the MXCAB with an update regarding the memo presented to the Equity Committee.

### Attachment(s)/Link(s):

- **ATTACHMENT A:** MXCAB Recommended Best Practices for Engaging and Building Capacity MX Service Providers.

## **Recommended Best Practices for Engaging and Building Capacity for Measure X Service Providers**

### **Introduction**

This resource is intended to promote greater accessibility, transparency, and equity in the county's engagement with community stakeholders regarding Measure X-funded programs and projects. These three pillars function interdependently to foster more inclusive and dynamic practices that draw from the many strengths of our diverse expertise of community providers; enhance alignment with residents' needs and experiences; and address the disparities, inequities, and gaps identified via the Measure X Community Advisory Board's (MXCAB) needs assessment process and consistent resident input. These principles intentionally uplift the importance of people with lived experience in the design, promotion, and evaluation of Measure X funding opportunities because we feel this can address and surface programmatic gaps and ensure that scopes of service are aligned with community voice.

Most critically, we believe that in order to remedy the racial disparities and resource inequities that continue to harm the populations that Measure X funds are intended to protect, the County must work concertedly to build the capacity of grassroots organizations who are embedded and vested in the well-being of these populations. This, in turn, will ensure that Measure X funds are benefiting and boosting the communities represented and the intent reflected in the ballot language and the Measure X Community Advisory Board Operating Principles.

These recommendations are spurred by feedback relayed by residents and community-based service providers regarding the pace of Measure X funds distribution; the processes, communication, and documentation around awarding those funds; and concern and confusion about how Measure X dollars are moving into the community and being allocated across diverse service providers and communities. The MXCAB believes that improvement in governmental processes proceeds through the integration and institutionalization of resident voice; that, indeed, this is a vital means to achieve equitable opportunities, resources, and outcomes for all county residents.

Measure X represents an important threshold for community members, department staff, the County Administrator's Office, and the Board of Supervisors to work together

to fulfill these goals. MXCAB hopes to collaborate with the Office of Racial Equity and Social Justice (ORESJ) to uplift and institutionalize these recommendations and practices, given the department's close relationships and aligned work with county department staff. As evidenced by their stated values and priorities, ORESJ is committed to improving and strengthening County processes in ways that center equity and expand opportunities for community members to engage and partner with County agencies in decision-making process. ORESJ has identified procurement and RFP processes as critical areas for further exploration and growth.

### **Recommendations**

- In addition to following the County's legal, fiduciary, and other guidelines, prioritize simplicity, accessibility, and equity. This includes providing clear and transparent instructions and minimizing onerous requirements, e.g., excessive attachments, additional forms, etc. It is essential that staff implementation is consistent and timely from the initial consultation, review, determination of grantees and oversight.
- Invite community members with lived and/or professional experience and/or subject matter expertise to serve on proposal development and evaluation panels.
- Communicate and incorporate MXCAB's core values of equity, justice, inclusion, and compassion and [MXCAB Operating Principles](#) (revised 4/28/2021) into outreach and evaluation materials, including in the metrics, which should be reflected in qualitative outcomes, e.g., more trust in systems, improved relationships.
- Develop and communicate transparent and equity-informed rubrics that clearly identify evaluation criteria to applicants. Co-Creation of rubrics with community members is encouraged.
- Focus on building capacity with our regional provider base by providing regular outreach, education, and technical assistance related to opportunities for



community providers to deliver Measure X services, including office hours where people can access 1:1 support and coaching.

- Conduct intentional and sustained outreach to a wider base of service providers with deep community relationships. Distribute and promote funding opportunities beyond inner circles and familiar faces; think dynamically and innovatively about how to attract new and/or smaller organizations who might be best positioned to address the county's equity goals and/or resonate with or come from historically and/or currently underserved or underrepresented communities.
- Consider using plain-language in all communications, offering alternative modes of proposal submission, and permitting other forms of documentation and presentation that are more inclusive and welcoming of people with different backgrounds.
- Publicize funding opportunities for community-based providers so they are more accessible and funding opportunities can be viewed without having to log in and create a profile on the County's procurement portals.
- When designing programs and services that target hard-to-reach, vulnerable, and/or underserved communities and require service providers that specialize in engaging and serving those communities, ensure that processes are effective and appropriate in soliciting community-based programming services.

#### Funded Programs:

- Prioritize funding for capacity building and technical assistance for grantees geared toward expanding the ability of BIPOC-led organizations to provide culturally relevant services, effective programs, and community-defined supports using established best and innovative practices.
- Create facilitated learning communities among service providers that convene regularly to problem solve, learn from one another, coordinate services and referrals, leverage resources and expertise, and build networks.

- Consider longer service delivery periods that allow providers and program participants more time to develop relationships, meet goals, and sustain outcomes.



# CONTRA COSTA COUNTY

1025 ESCOBAR STREET  
MARTINEZ, CA 94553

## Staff Report

---

**File #:** 25-1343

**Agenda Date:** 4/16/2025

**Agenda #:** 7.

---

**Advisory Board:** MEASURE X COMMUNITY ADVISORY BOARD

**Subject:** Select Chair and Vice Chair for a one-year term

**Presenter:** Jessica Shepard, MXCAB Staff

### **Information:**

Pursuant to Article III A. of the MXCAB bylaws, the MXCAB selects two officers, a Chair and Vice Chair, each April.

All regular voting members of the MXCAB are eligible to serve as an officer, however, alternate members are ineligible to serve as officers. Each term is one year and there are no limits on how many terms a member can serve as an officer.

More specifically, Article III A. of the MXCAB bylaws states:

“The Advisory Board shall select a Chair and Vice Chair for purposes of officiating meetings, who shall each serve for a term of one (1) year. The Chair and Vice Chair, respectively, may be elected to successive terms as Chair and Vice Chair by the Advisory Board, and may serve in these capacities until such time as their overall term on the Advisory Board ends. Alternate members may not serve as officers. Election of officers shall be held in April of each year.”

### **Attachment(s):**

- MXCAB Bylaws
- MXCAB Roster

1 **CONTRA COSTA COUNTY MEASURE X COMMUNITY ADVISORY BOARD BYLAWS**

2  
3 (adopted by the Board of Supervisors on May 16, 2023)

4 **Article I – Purpose**

5 A. The Measure X Community Advisory Board (the “Advisory Board” or “MXCAB”) was established by  
6 the Board of Supervisors on February 2, 2021 to advise the Board of Supervisors on the use of  
7 Measure X transactions and use tax funds. The main responsibilities of the Advisory Board are:

- 8 1. Overseeing regular written assessment of community needs, using as a starting point the  
9 priority areas identified in the original (2019) Needs Assessment (emergency response  
10 [fire/medical], health care, safety net services, preventative care, affordable housing, and  
11 supports for early childhood, youth, families, and seniors), and updating every three years,  
12 or as needed, as determined by the Board of Supervisors, with MXCAB being responsible for  
13 determining the scope and methodology of the assessment to identify top community  
14 priorities and unmet needs;
- 15 2. Using the assessment findings to develop general funding priorities to be recommended to  
16 the Board of Supervisors on any Measure X net revenues available for allocation. Revenue  
17 growth from Measure X shall first be allocated to the cost growth within existing Measure X  
18 funded programs. The MXCAB shall not make specific dollar amount allocations  
19 recommendations;
- 20 3. Receiving annual status reports on the implementation, milestones, impact, and outcomes  
21 of Measure X funded programs, including whether program goals are being achieved, in a  
22 joint presentation to the MXCAB and Board of Supervisors;
- 23 4. Providing an annual report to the Board of Supervisors on MXCAB’s self-assessment of their  
24 effectiveness during the past year.

25 **Article II – Membership**

26 A. Composition:

- 27 1. The Advisory Board shall consist of 17 members, composed of 10 Supervisorial District  
28 appointees (two (2) per Supervisorial District) and seven (7) At-Large appointees.
- 29 2. The Advisory Board shall include ten (10) alternates. Alternate members are expected to  
30 attend all regular Advisory Board meetings and may participate fully, except that they may not  
31 vote unless substituting for an absent member as described below. Alternate members may not  
32 serve as elected officers but may serve on ad hoc or standing committees of the Advisory  
33 Board.
  - 34 a) One (1) alternate shall serve on the Advisory Board for each Supervisorial District  
35 appointment for a total of five (5) District alternates. The role of District alternate is fully  
36 interchangeable with that of regular District-appointed Advisory Board members. A  
37 District alternate may not vote unless substituting for the respective absent District-  
38 appointed member.

1 b) Five (5) alternates shall serve on the Advisory Board as At-Large alternates. The role  
2 of At-Large alternate is fully interchangeable with that of regular At-Large Advisory  
3 Board members. At-Large alternates may fully participate and voice opinions but may  
4 not vote unless substituting for an absent At-Large member.

5 B. Eligibility:

6 1. General: The Advisory Board shall be composed of members representing diverse voices,  
7 perspectives, and expertise, including but not exclusive to: budget justice advocacy, children’s  
8 services, community health, consumer advocacy, faith leadership, senior services, fire and public  
9 safety protection, housing and homelessness, labor union representation, legal advocacy, local  
10 businesses, mental health services, non-partisan civic organizations, policy organizations, public  
11 health, racial justice and equity, safety net services, senior services, substance use services,  
12 taxpayers, and youth services. Priority will be given to residents who are most impacted by one  
13 or more of the community needs identified by MXCAB, including those who have direct lived  
14 experience of the harms caused by racial and economic inequities. MXCAB will work with  
15 members of the Board of Supervisors to develop and implement strategies to identify and  
16 support MXCAB applicants and new members with lived experience.

17 2. Live/Work Requirement: Committee members shall either live or work in Contra Costa  
18 County, with a majority being residents of the County. There is no requirement for Supervisorial  
19 District seat appointees to live or work within a specific Supervisorial District.

20 3. No Public Officials: Elected officials and County department heads are not eligible to serve on  
21 the Advisory Board.

22 C. Terms of Office:

23 1. Appointments: The members of the Advisory Board and alternates shall serve staggered  
24 terms of two or three years.

25 a) Supervisorial District Appointments: Each of the two (2) Supervisorial District seats  
26 and alternates identified in Article II(A) for each Supervisorial District, shall serve a term  
27 of two (2) years.

28 b) At-Large Appointments: Each of the seven (7) At-Large seats and alternates identified  
29 in Article II(A), shall serve a term of three (3) years.

30 2. Term Limits: Each member is limited to serving, consecutively, for a maximum of six years.

31 D. Appointment Process:

32 1. Initial Appointments:

33 a) The Clerk of the Board of Supervisors will solicit applications to fill the 17-member  
34 Advisory Board through a single recruitment process.

35 b) Applications shall be referred to each County Supervisor to select three nominees to  
36 serve on the Advisory Board (two nominees plus one stand-by nominee).

1 c) Supervisorial District nominees will be transmitted to the Finance Committee of the  
2 Board of Supervisors (the "Finance Committee") along with all remaining applications  
3 for appointment.

4 d) The Finance Committee shall review the Supervisorial District nominations and select  
5 nominees for the remaining seven (7) At-Large seats, taking into account the goals  
6 identified in Article II(B)(1).

7 e) In the case where the same nominee is selected for a Supervisorial District  
8 appointment by multiple Supervisors, the Finance Committee shall take into  
9 consideration the stand-by nominees recommended by those Supervisors in resolving  
10 the conflict and making a final recommendation to the Board of Supervisors.

11 f) The Finance Committee shall ultimately make every effort to ensure that there is  
12 representation from the broadest cross-section of stakeholders as described in Article  
13 II(B)(1) as well as geographic, racial and ethnic representation reflecting the County's  
14 diversity.

15 **2. Subsequent Appointments:**

16 **a) Supervisorial District Appointments:**

17 1) The Clerk of the Board of Supervisors will solicit applications to fill the  
18 Supervisorial District Appointments every two (2) years in a single recruitment  
19 process. The respective Supervisor, and interested members of MXCAB, shall  
20 assist in ensuring that the opportunity to apply is distributed widely to a broad  
21 array of county residents and stakeholders, in order to maintain and support  
22 diverse representation on MXCAB.

23 2) Applications shall be referred to each County Supervisor to select three  
24 nominees to serve on the Advisory Board (two nominees plus one alternate  
25 nominee).

26 3) In the case where the same nominee is selected for a Supervisorial District  
27 appointment by multiple Supervisors, Supervisors will be notified to allow for  
28 modifications to their nominations.

29 4) Once conflicts are resolved, nominations will be submitted directly to the  
30 Board of Supervisors.

31 **b) At-Large Appointments:**

32 1) The Clerk of the Board of Supervisors will solicit applications to fill the At-  
33 Large Appointments every three (3) years in a single recruitment process.

34 2) Applications shall be referred to the Finance Committee to select seven (7)  
35 At-Large seats and five (5) At-Large alternates, taking into account the goals  
36 identified in Article II(B)(1).

1 3) The Finance Committee shall ultimately make every effort to ensure that  
2 there is representation from the broadest cross-section of stakeholders as  
3 described in Article II(B)(1) as well as geographic, racial and ethnic  
4 representation reflecting the County's diversity.

5 4) Final nominations shall be submitted to the full Board of Supervisors for  
6 consideration of appointment.

7 3. Unscheduled Vacancies:

8 a) General: Should an unscheduled vacancy occur during a MXCAB member's  
9 term of office, whether by death, resignation or otherwise, the Board of  
10 Supervisors and MXCAB Chair shall be notified of the vacancy. The Board of  
11 Supervisors shall direct the Clerk of the Board to announce the vacancy and  
12 collect applications for appointment.

13 b) Supervisory District Vacancy: If the unscheduled vacancy is in a Supervisory  
14 District seat, then the applications seeking appointment will be transmitted by  
15 the Clerk of the Board to the Supervisory District responsible for making  
16 nominations for appointment to that seat. The MXCAB will also be notified of  
17 the vacancy. The Supervisory District will then transmit the nomination for  
18 appointment to the Board of Supervisors for consideration.

19 c) At-Large Vacancy: If the unscheduled vacancy is in an At-Large seat, then the  
20 applications seeking appointment will be transmitted by the Clerk of the Board  
21 to the Finance Committee to consider making nominations for appointment to  
22 the vacant seat. The Finance Committee will then transmit the nomination for  
23 consideration and appointment to the Board of Supervisors for consideration.

24 d) If a member is absent three or more times in a 12-month period, staff will  
25 notify the Finance Committee and MXCAB chair of these absences.

26 e) Timeline to Fill Vacancies: The Board of Supervisors will strive to fill vacancies  
27 within 60 days of a seat being vacated.

28 e) Resignation: Any appointed member may resign by giving written notice to  
29 the Clerk of the Board of Supervisors and the MXCAB Chair.

30 **Article III. – Advisory Board Structure & Meetings**

31 A. Officers: The Advisory Board shall select a Chair and Vice Chair for purposes of officiating meetings,  
32 who shall each serve for a term of one (1) year. The Chair and Vice Chair, respectively, may be  
33 elected to successive terms as Chair and Vice Chair by the Advisory Board, and may serve in these  
34 capacities until such time as their overall term on the Advisory Board ends. Alternate members may  
35 not serve as officers. Election of officers shall be held in April of each year.

36 B. Regular Meetings: Regular meetings of the Advisory Board shall be held at least quarterly, based on  
37 a schedule adopted by the Advisory Board. Regularly scheduled meetings may be canceled by a  
38 majority vote of the Advisory Board or, for lack of business or a quorum, by the Chair.

- 1 C. Special Meetings: Special meetings of the Advisory Board or any other committees may be called by  
2 the Chair at any time, or by a majority of current Advisory Board members. Such meetings shall be  
3 called in accordance with the provisions of the Ralph M. Brown Act and the Contra Costa County  
4 Better Government Ordinance regarding member and public notice.
- 5 D. Quorum: A majority of the membership of the Advisory Board shall constitute a quorum for the  
6 transaction of business. A “majority of the membership” is defined as a majority of filled seats on  
7 the Advisory Board at any given time. For example, if only thirteen (13) seats are filled and four (4)  
8 are vacant, then a quorum is established when seven (7) members are present at a meeting.  
9 Similarly, if all 17 seats are filled, a quorum is established when nine (9) members are present at a  
10 meeting. No action shall be taken by the Advisory Board unless a quorum is present as defined  
11 above. Alternate Advisory Board members substituting for members may be counted in determining  
12 whether a quorum is established at a meeting.
- 13 E. Voting: Each member of the Advisory Board, or the member’s alternate when the member is absent,  
14 has one vote. A minimum of nine (9) votes of the members present, or alternates when members  
15 are absent, are required to pass a motion.
- 16 F. Conflict of Interest: As a general rule, a member may not discuss or vote on an agenda item if doing  
17 so would constitute a conflict of interest. In such a case, the member shall announce that they have  
18 a conflict of interest, and recuse themselves before the item is presented and considered.
- 19 G. Meeting Procedure: The Chair shall preside at all meetings, and shall proceed with the business of  
20 the Advisory Board in a manner prescribed in these bylaws. The Chair shall also decide questions of  
21 procedure as needed. If the Chair is not present at a meeting, the Vice Chair shall preside.
- 22 H. H. MXCAB members and staff shall adhere to their respective roles (as described in these bylaws) in  
23 good faith, and shall further amend the bylaws as needed, subject to Board of Supervisors’ approval.
- 24 I. Order of Business: The regular order of business of the Advisory Board shall be at least the  
25 following:
- 26 1. Call to order
  - 27 2. Roll call to determine voting eligibility of At-Large alternates. At the start of each meeting,  
28 the five (5) At- Large alternates shall be randomly ordered by staff to replace absent At-  
29 Large members for purposes of voting.
  - 30 3. Public comment on items not on the agenda
  - 31 4. Approve Record of Action from prior meeting
  - 32 5. Consideration and action on agenda items
  - 33 6. Adjournment
- 34 J. Sub-Committees and Ad Hoc Committees: With approval from the MXCAB, the MXCAB Chair may  
35 create MXCAB sub-committees and/or ad hoc committees as needed, composed of regular or  
36 alternate members who have full voting rights. All such committees are open and accessible to the  
37 general public in accordance with the Ralph M. Brown Act and the Contra Costa County Better



1 Government Ordinance. The MXCAB Chair shall consult with MXCAB staff to ensure staff capacity to  
2 support any such committee meetings.

3 K. Public Access: All meetings of the Advisory Board shall be open and accessible to the general public  
4 in accordance with the Ralph M. Brown Act and the Contra Costa County Better Government  
5 Ordinance. Opportunity for public comment will be included in each agenda item. In the interest of  
6 facilitating the business of the Advisory Board, the Chair may set in advance of public comment  
7 reasonable time limits for oral presentation.

8 **Article IV. – Administration**

9 The Advisory Board shall obtain staff support from the County Administrator’s Office or another county  
10 office designated by the Board of Supervisors. The staff will be responsible for compiling and distributing  
11 Advisory Board meeting notices, agenda packets and records of action ; arranging for translation into  
12 Spanish of MXCAB meeting agendas; arranging for simultaneous interpretation (at a minimum in  
13 American Sign Language and Spanish) for all MXCAB meetings; posting MXCAB meeting videos on the  
14 county website within seven (7) days of the most recent meeting; maintaining the MXCAB member  
15 roster and contact list; maintaining and providing the Chair with a list of current MXCAB vacancies;  
16 providing the Chair with an updated MXCAB attendance record for the prior quarter; advising the  
17 MXCAB Chair and members on questions of procedure; and responding to questions and requests from  
18 the MXCAB Chair between meetings.

19 **Article V. – Compensation**

20 Members of the Advisory Board shall serve without compensation and shall not receive reimbursement  
21 for any expenses incurred while conducting official business.

22 **Article VI. – Changes to Bylaws**

23 The provisions of these Bylaws may be altered, amended or repealed within the limitations imposed by  
24 the Brown Act, the Contra Costa County Better Government Ordinance and the policies of the Contra  
25 Costa County Board of Supervisors. No such alteration, amendment or repeal shall be effective unless  
26 and until the change has been approved by the Board of Supervisors.

## Measure X Community Advisory Board Membership

### Effective April 1, 2025

Incumbent	Seat Title	Term Start Date	Term End Date
<b>Supervisory Seats</b>			
Rachel Rosekind	District I Seat 1	4/1/2025	3/31/2027
Roxanne Carrillo Garza	District I Seat 2	4/1/2025	3/31/2027
Kathryn Chiverton	District II Seat 1	4/1/2025	3/31/2027
Steven Bliss	District II Seat 2	4/1/2025	3/31/2027
Odessa LeFrancois	District III Seat 1	4/1/2025	3/31/2027
Nancy Benavides	District III Seat 2	4/1/2025	3/31/2027
Beatriz Lainez	District IV Seat 1	4/1/2025	3/31/2027
Don Seta	District IV Seat 2	4/1/2025	3/31/2027
VACANT	District V Seat 1	4/1/2025	3/31/2027
Dennisha Marsh	District V Seat 2	4/1/2025	3/31/2027
<b>At-Large Seats</b>			
Gigi Crowder	At-large Seat 1	4/1/2024	3/31/2027
Mariana Moore	At-large Seat 2	4/1/2024	3/31/2027
VACANT	At-large Seat 3	4/1/2024	3/31/2027
Joseph Grupalo	At-large Seat 4	4/1/2024	3/31/2027
Omar Rascon	At-large Seat 5	4/1/2024	3/31/2027
Gene Jackson	At-large Seat 6	4/1/2024	3/31/2027
VACANT	At-large Seat 7	4/1/2024	3/31/2027
<b>Alternates</b>			
Willie Robinson	District I Alternate	4/1/2025	3/31/2027
Nishi Moonka	District II Alternate	4/1/2025	3/31/2027
VACANT	District III Alternate	4/1/2025	3/31/2027
VACANT	District IV Alternate	4/1/2025	3/31/2027
Warren Ritter	District V Alternate	4/1/2025	3/31/2027
Natalie Oleas	At-large Alternate 1	4/1/2024	3/31/2027
Patrick Walsh	At-large Alternate 2	4/1/2024	3/31/2027
Mark Miller	At-large Alternate 3	4/1/2024	3/31/2027
Sam Alley	At-large Alternate 4	4/1/2024	3/31/2027
Jim Donnelly	At-large Alternate 5	4/1/2024	3/31/2027