Contra Costa County
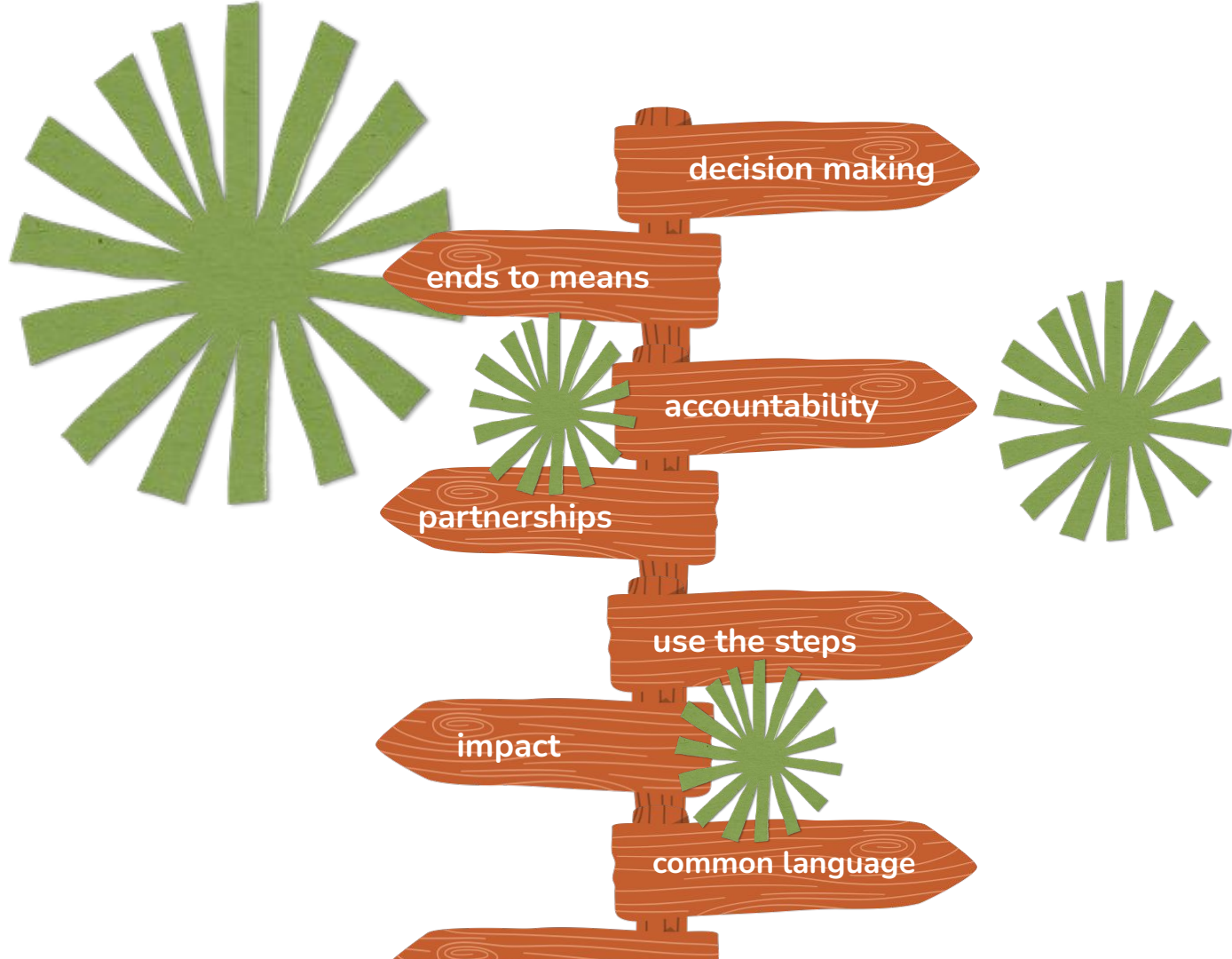# Measure X Community Advisory Board
RE-Results Based Accountability Overview

February 26th, 2025

EQUITY & RESULTS

decision making

ends to means

accountability

partnerships

use the steps

impact

common language

Population Level

Result(s): Condition(s) of well-being for people

Indicators

Root Causes
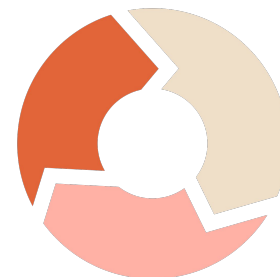
Performance Level

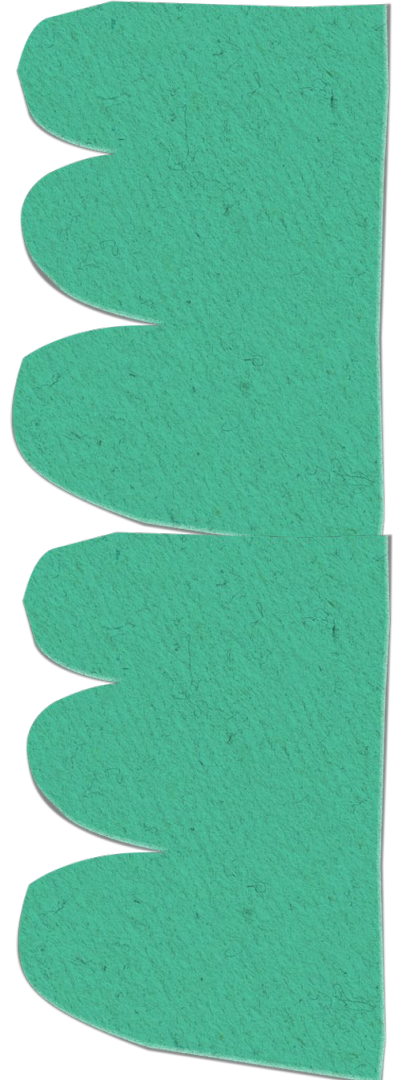programs   whole org

policies   functions

better off measures
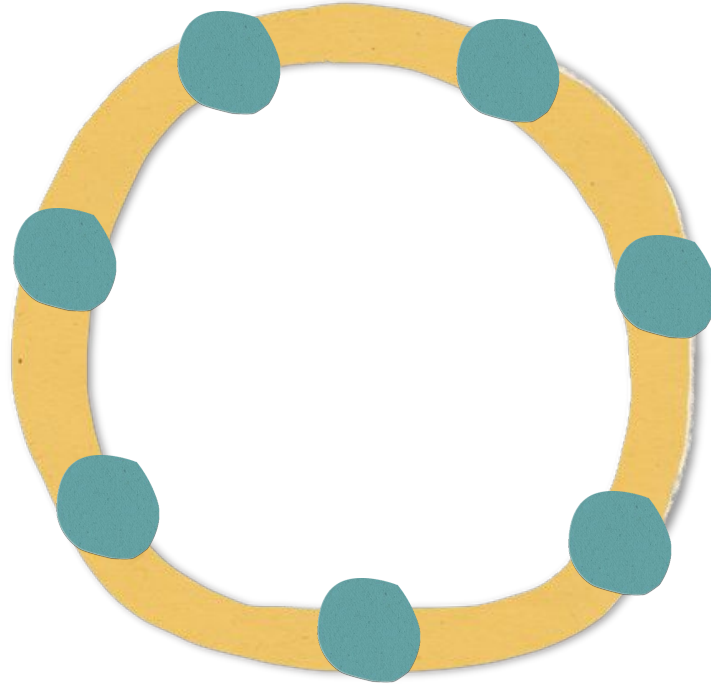
RBA is made up of interactive cycles

accountability

we need tools... but we need to
wield them responsibly

7 principles connecting
racial equity foundations and impact driven work

EQUITY &
RESULTS

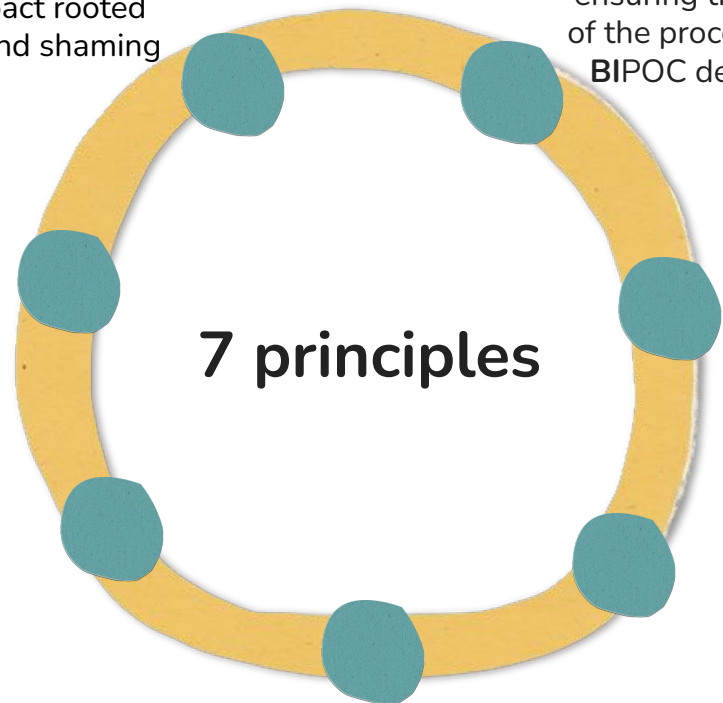# 7 principles

real relationships that can tolerate conflict for impact
relationships built for racial equity impact rooted in trust, rather than naming, blaming, and shaming when things go wrong

participatory practice
ensuring that power is accounted for and all parts of the process are designed and implemented with **BI**POC decision-making at the center - "nothing about us without us"

understanding and designing for root causes
design strategies to address root causes to powerfully interrupt and build new foundations

paying attention to data culture
transforming the usual **punitive data culture** to a learning and use culture

organization self-reflection
a reflective process that doesn't "prove" or blame BIPOC communities/staff for our **institutional** failures and structural designs

sharing data/data ownership
data is owned by and shared with impacted BIPOC for trust, transparency and effective design

data informs practice to prevent harm
data is used consistently to inform practice - **not knowing is harm**

EQUITY & RESULTS

THE ORGANIZATIONAL ONION

EXTERNAL COMMUNICATIONS
PROGRAMS, WORK IN COMMUNITY
BUILT ENVIRONMENT
HIRING
HUMAN RESOURCES
FUNDING
FINANCE
DATA + EVALUATION
LEADERSHIP
GOVERNANCE
THEORY OF CHANGE + STRATEGY
VISION, MISSION, PURPOSE
IDENTITY + VALUES
CULTURE, NORMS, UNWRITTEN RULES

EXTERNAL CONTEXT + SYSTEMIC FACTORS

IMAGE: SKYE LOUIS

CommunityWise Resource Centre

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7 principles

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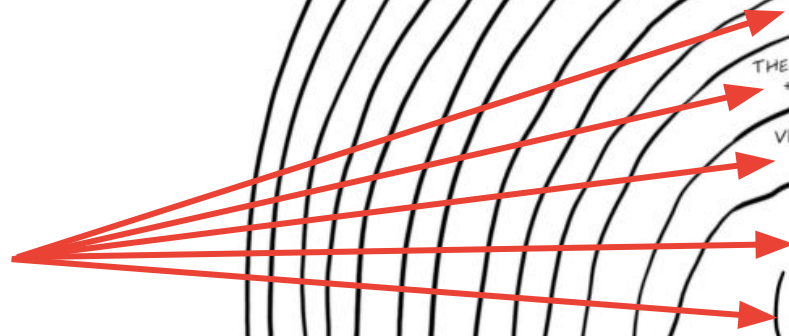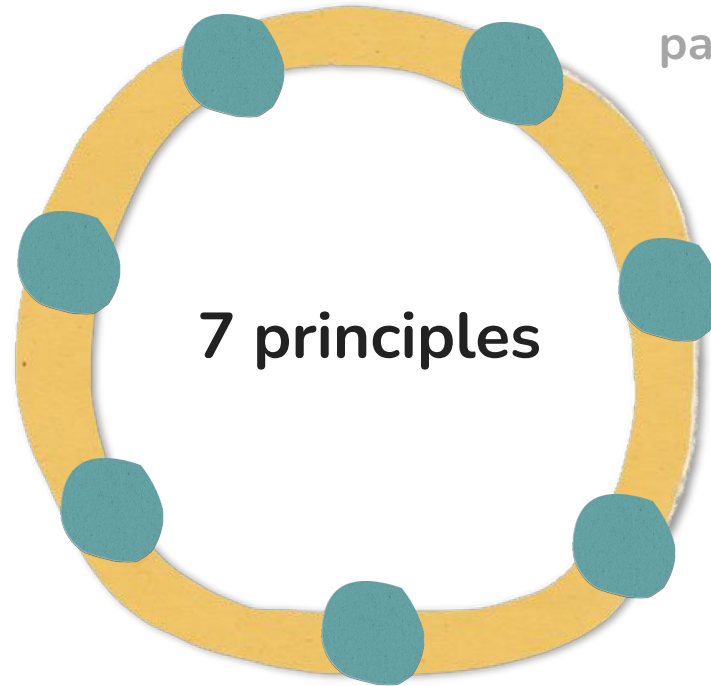
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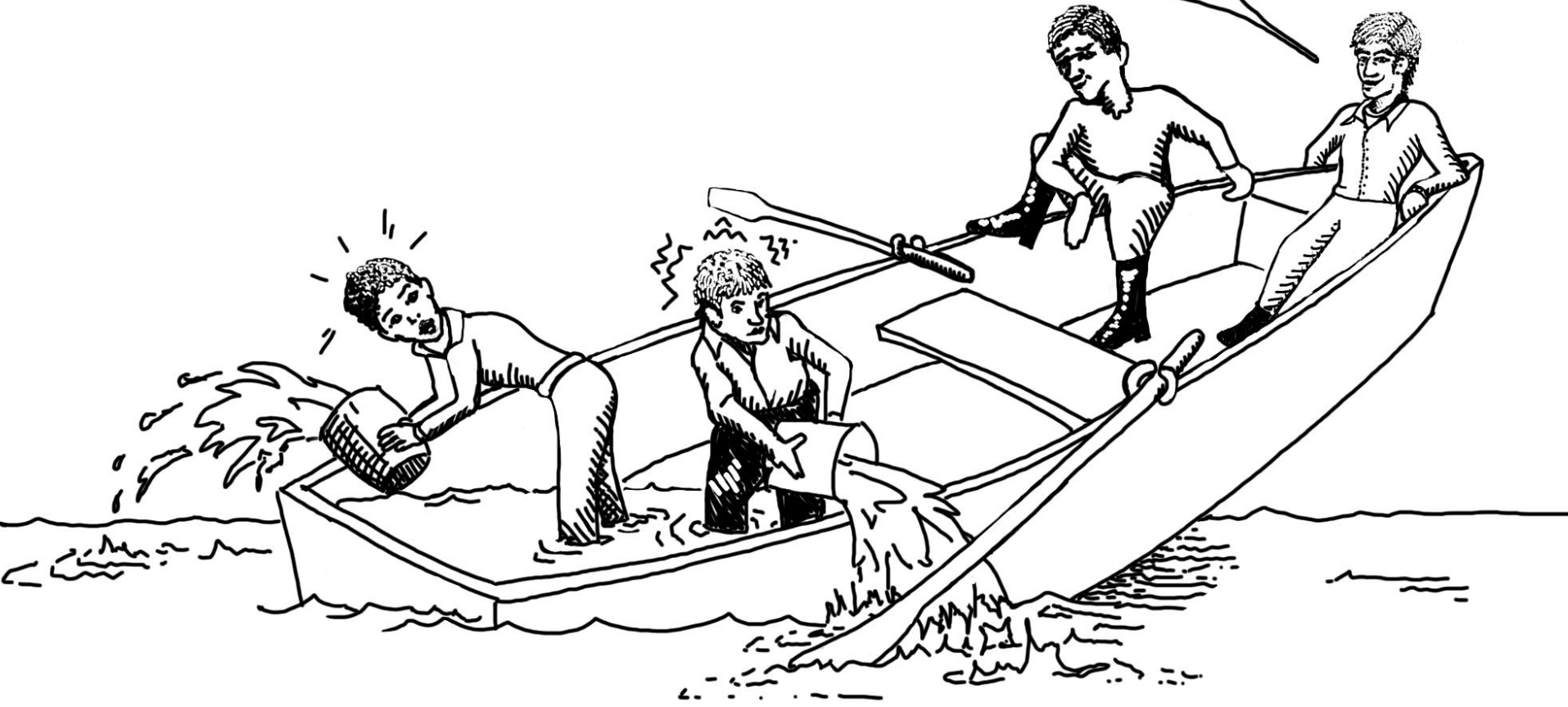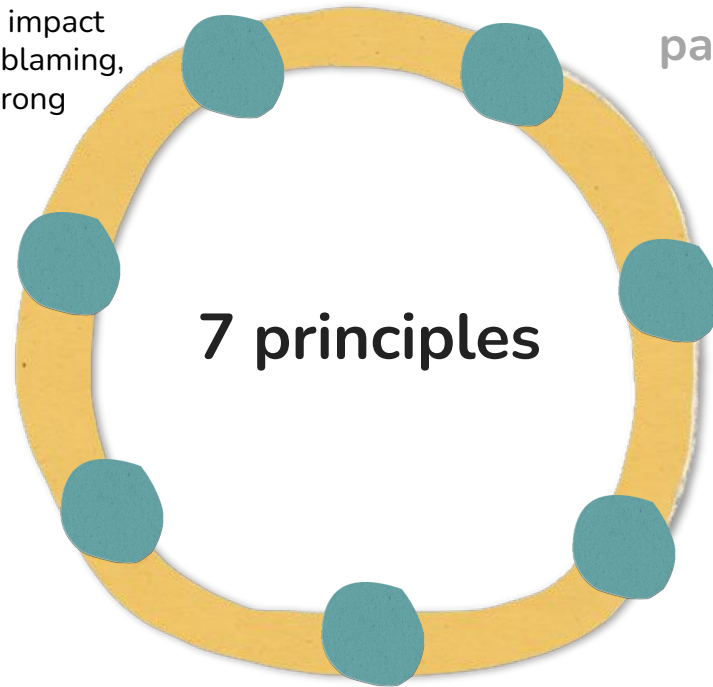
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EQUITY & RESULTS

what is Racial Equity centered Results-Based Accountability (RE RBA)?

praxis (reflection/action)

people come together in dialogue in order to critically reflect upon their reality and then act together upon their environment and so transform it through further action and critical reflection.

decision making

ends to means

accountability

partnerships

use the steps

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Population Level

Result(s): Condition(s) of well-being for people

Indicators

Root Causes

RBA is made up of interactive cycles

Performance Level

programs   whole org

policies   functions

better off measures
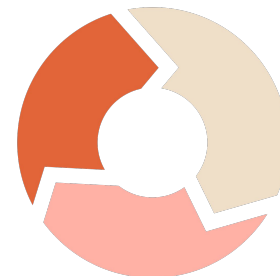
7 principles of
racially equitable impact

DATA

pain point

qualitative and quantitative better offs that reflect the hot root

ROOT

select legit hot roots

tight linkage of the hot root to the strategy

STRATEGY

EQUITY & RESULTS

steps of Racial Equity-centered RBA

7 Questions of Population Accountability	7 Questions of Performance Accountability
1 What condition of well-being do we want for our community (results)?	**1** Who/what does the strategy aim to impact directly (client) - may be multiple?
2 What would these conditions look like, feel like, taste like if we achieved them?	**2** How can we measure the impact/"better off" of the strategy?
3 What measures can we use as a proxy to quantify these conditions (indicators)? What is the data source?	**3** How can we measure the quality and quantity for the strategy?
	Implementation begins: steps, tactics, timeline, budget
4 How are we doing on the indicators (broken down by race) and what are the root causes? What are the "hot" roots?	**4** How are you doing on your better off measures? What are the roots of your performance?
5 What could we do to address the "hot" roots selected (brainstorm, internal and external)?	**5** What could address the root cause(s) of the problem or strengthen the performance?
6 Who are the partners with a role to play?	**6** Who are the partners you need and what is their role?
7 What strategies do we propose to implement?	**7** What do you propose to do differently? And What will be needed?

steps of Racial Equity-centered RBA

7 Questions of Population Accountability	7 Questions of Performance Accountability
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5. What could we do ...s selected (brainstorm)...	What could ...ess the ...cause(s) of the problem or ...rengthen ...rformance?
6. Who are the partners with a...	6. Who are the p...need and what is their role?
7. What strategies do we propose to implement?	7. What do you propose to do differently? And What will be needed?

THE ORGANIZATIONAL ONION

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THEORY OF CHANGE + STRATEGY
VISION, MISSION, PURPOSE
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CULTURE, NORMS, UNWRITTEN RULES

EXTERNAL CONTEXT + SYSTEMIC FACTORS

IMAGE: SKYE LOUIS

CommunityWise Resource Centre

Result: All people in the US are free

Indicator: % Wealth (broken down by race)

10:1 White to Black in the US

layer 1

| land ownership | redlining | generational wealth transfer | stolen labor | continued displacement | 3/5th clause | imprisonment |

layer 2

Why?

fed policy disallowed mortgages to racially mixed neighborhoods

banks decided not to give $ to Blacks people for mortgages

covenants/deeds

Why?

Why?

Why?

layer 3

Why?   Why?   Why?

whites afraid Black people living in their neighborhood would devalue prop

layer 4

Why?   Why?

Why?

whites seen as the standard

black people seen as less valuable/dehumanized

keeping white wealth in white family

layer 5

Why?

construct of race

layer 6

White men who created the power pyramid system to benefit themselves and maintain power and control.

property not people

Capitalism/ racism

Racism/ white supremacy

parallel and connected processes

Program/
Department

Org.

Service
System(s)/
Sector

Whole
Population
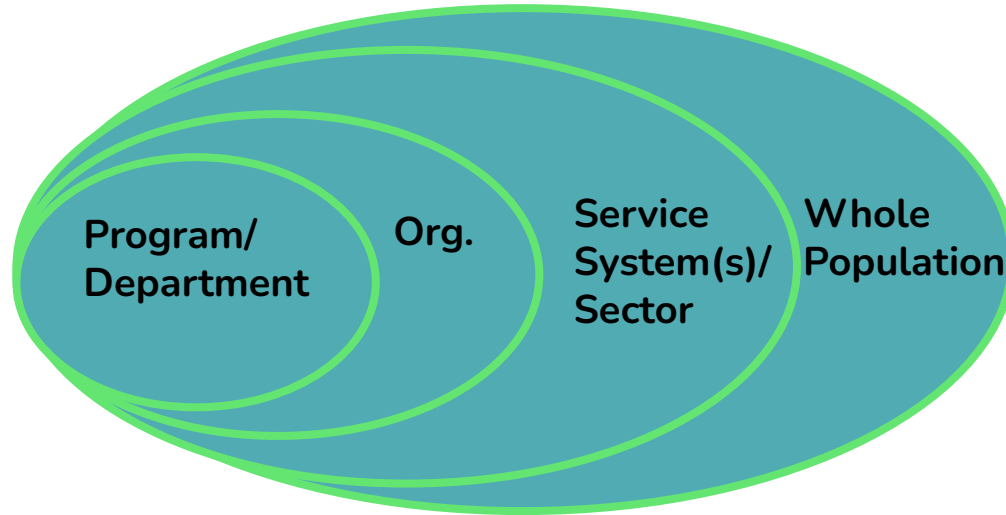
Internal and external roots connected to impact
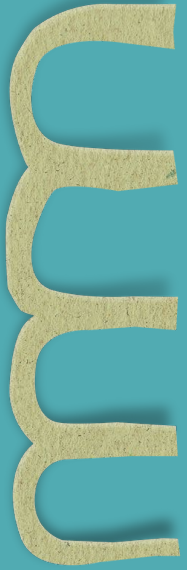
strategies

Identifying Strategies

- Select a hot root

- Ask: how might we disrupt that hot root?

- ID many ideas (new and existing)

- If it's not clear, keep coming back to ask "how does it address the hot root?"
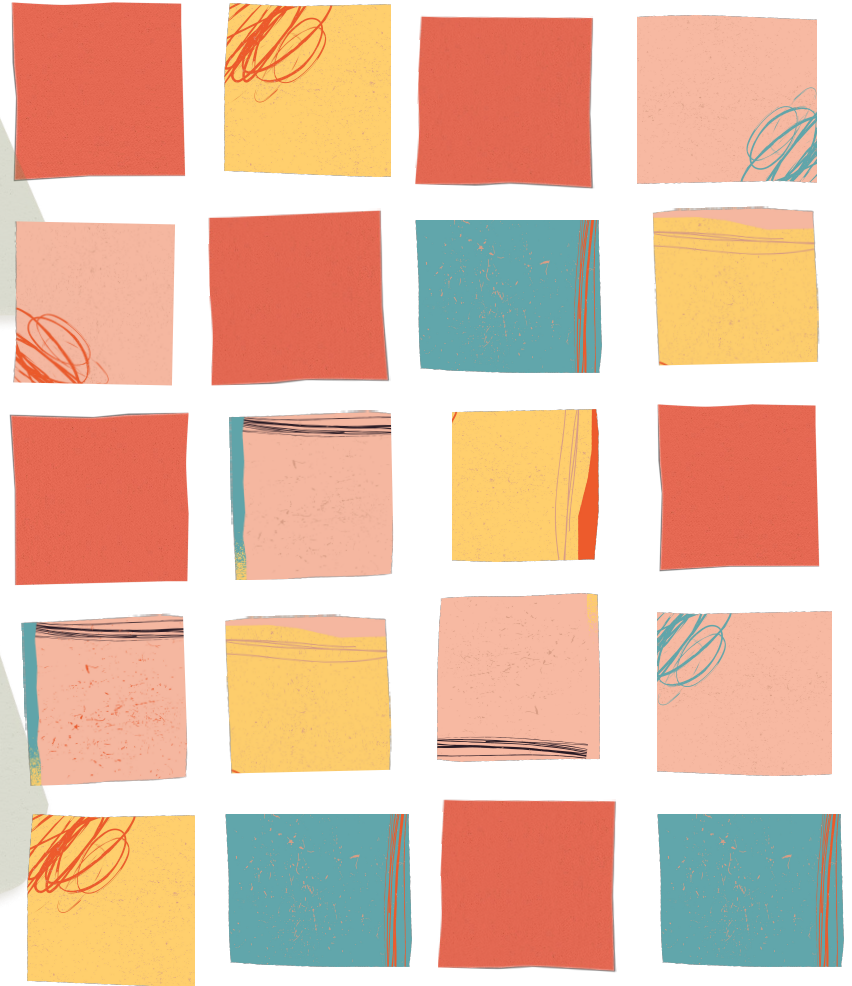
developing priority strategies (tied to hot roots and better offs)

- **racial equity values + impact**:
  -centered on BIPOC and designed with racial equity values
  -it will make a substantial difference
- **leverage**:
  -leverages your institution, its strengths and assets
  -clarity about additional resources needed to activate it
- **feasibility and reach**:
  -it's feasible
  -it will directly or indirectly reach BIPOC people
- **specificity**:
  -has clear activities and deliverables

consider...

how do our current ways of doing work **MAINTAIN OR REINFORCE** the hot root?

STRATEGY RE/DEVELOPMENT

DATA

qualitative and quantitative better offs that reflect the hot root

pain point

ROOT

select legit hot roots

tight linkage of the hot root to the strategy

STRATEGY

EQUITY & RESULTS

learning loop

1 DATA

ROOT **2**

3 STRATEGY

EQUITY & RESULTS

reverse loop

3 DATA

ROOT 2

1 STRATEGY

EQUITY &
RESULTS
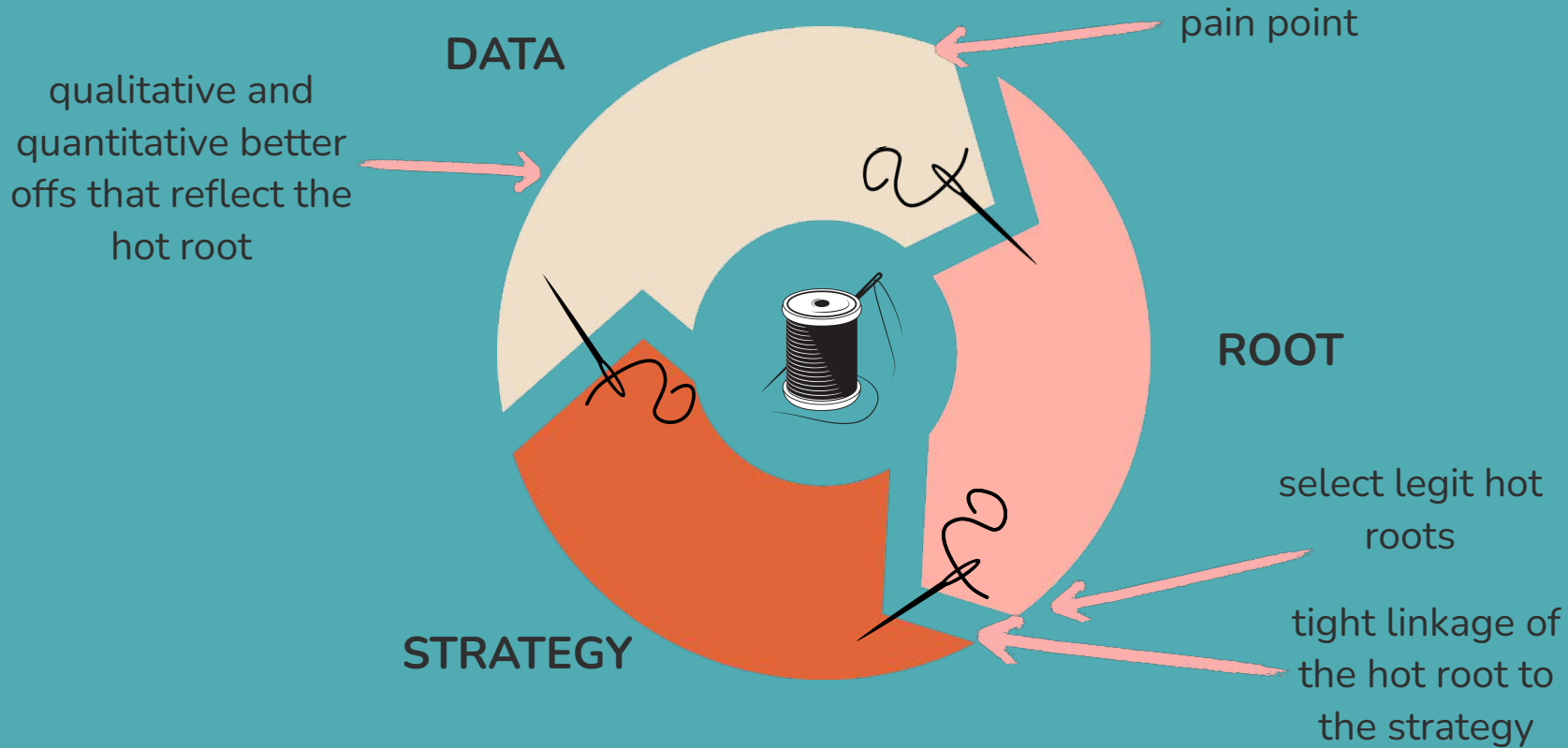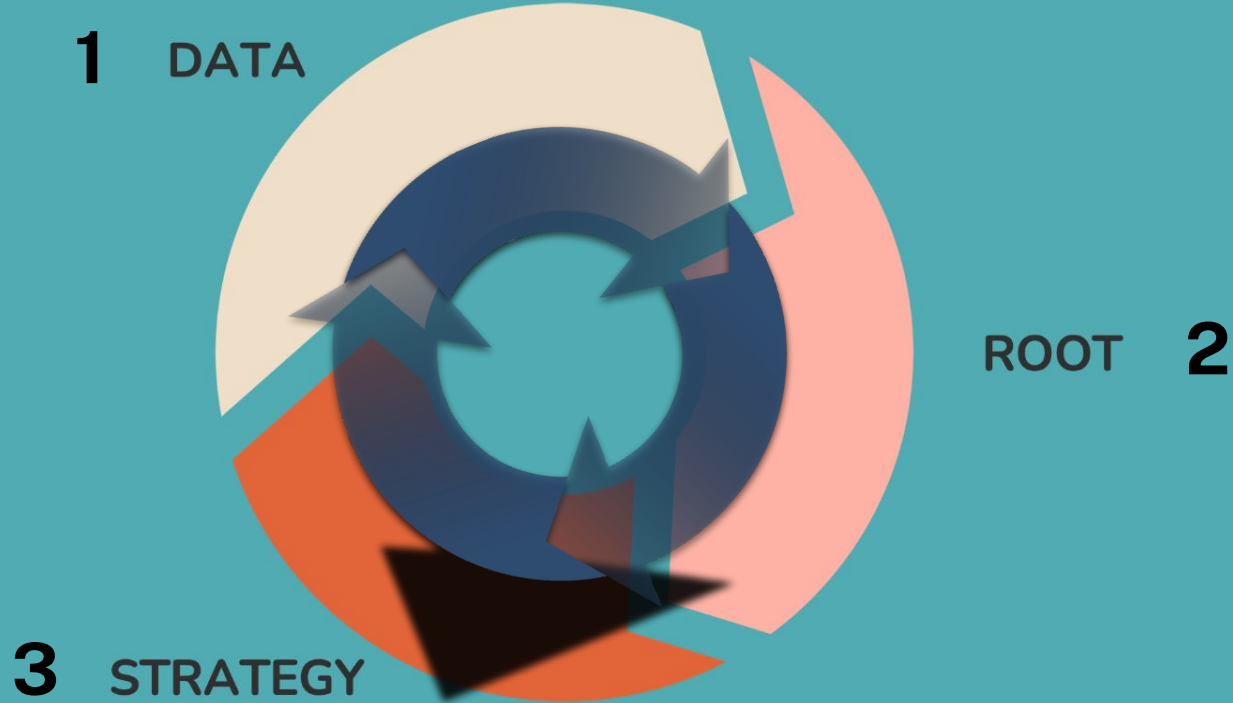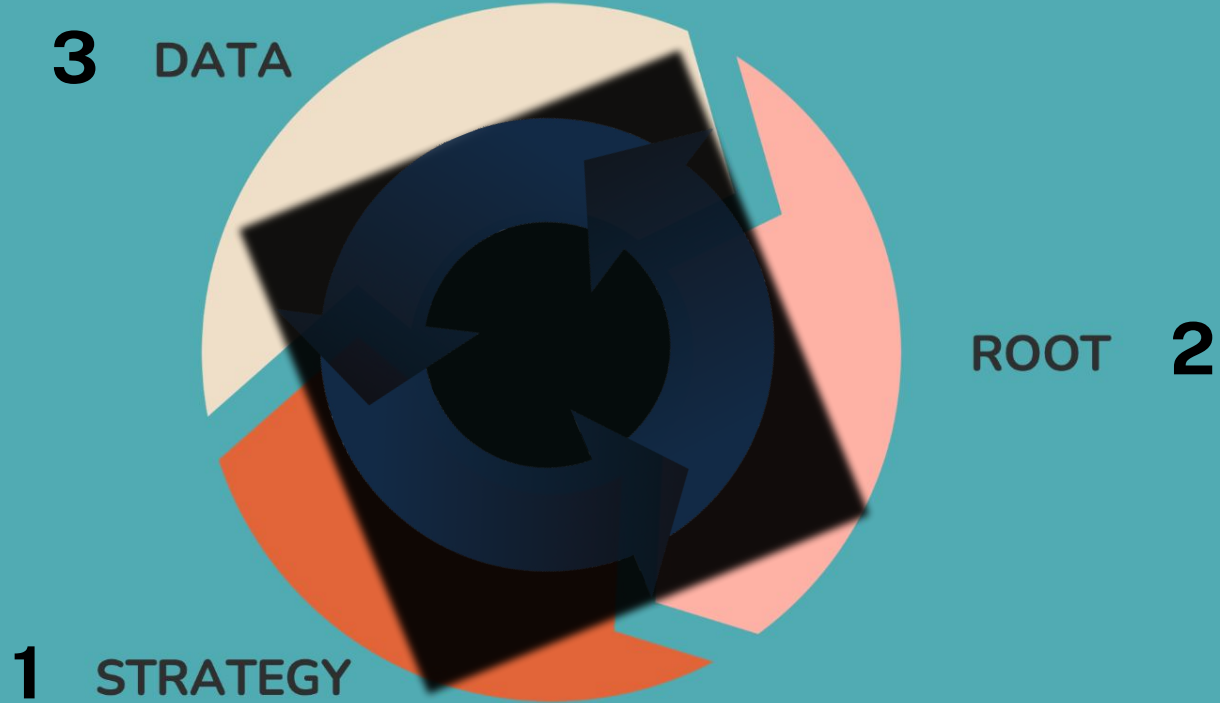
better off measures

clients

primary clients
- internal staff/leadership
- local partners
- city government
- community members

secondary (and beyond?) clients
- corporations
- state agencies
- city residents
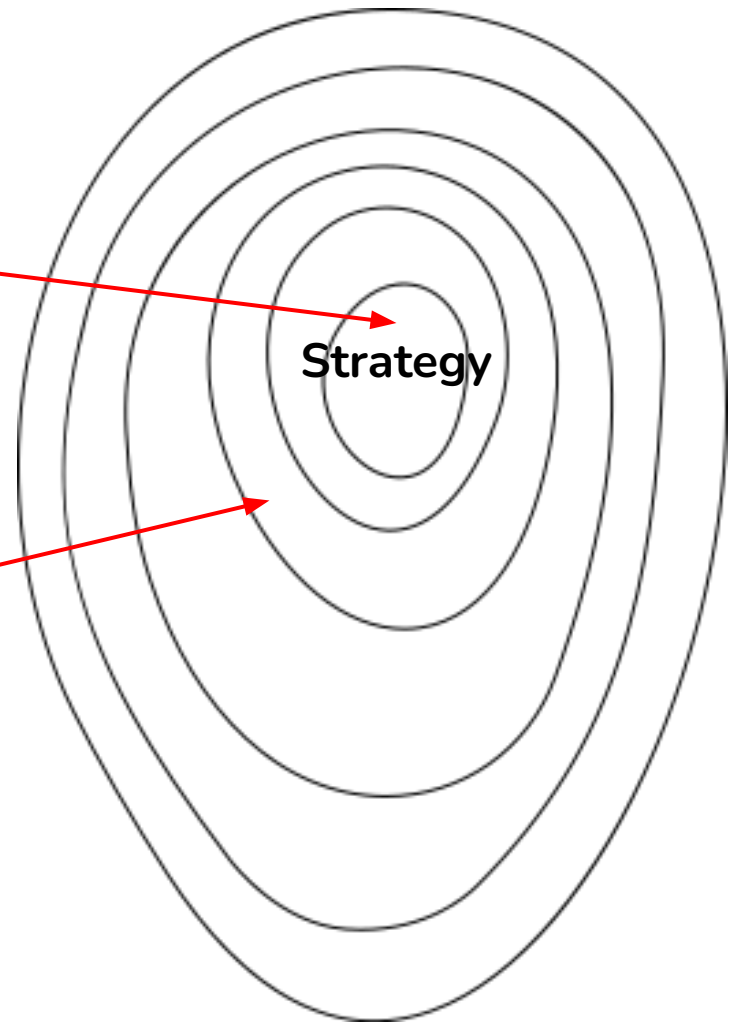
Strategy

better off measures
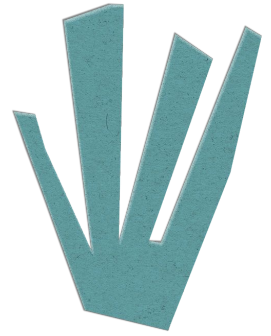
who/what is better off?

use these questions to help develop better off measures:
- how would i know if this strategy worked?
- what is the intended impact?
- how would i know that anyone was "better off" as a results of it/it made a difference

... and then determine *how* to measure it (data source and frequency)
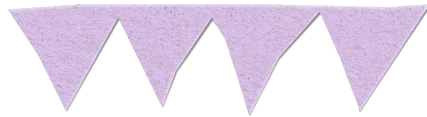
Developing Performance Measures

How much did we do?

organizations/ people served

activities
(by type of activity)

How well did we do it?

% common measures
e.g. workload ratio, staff composition, % staff fully trained/culturally competent % services in language spoken

% activity-specific measures
e.g. % timely, % people completing activity/ training attendance rate, % correct and complete

Is anyone better off?

#/% skills/knowledge
e.g. knowledge of how to start a small biz

#/% attitude/opinion
e.g. feel a sense of belonging at the Federal Reserve

#/% behavior
e.g. school attendance

#/% circumstance
e.g. jobs, in stable housing, staff of color retention rate

Result(s): Condition(s) of well-being for people

Population Level

Performance Level

Indicators

Root Causes

Programs   Whole
Policies   Functions   org

STRATEGY

Better off users

DATA

ROOT

STRATEGY

DATA

ROOT

EQUITY & RESULTS

Implementation Plan Overview- October 2023-July 2025

Result

All people in the City of ___, especially black, indigenous, and people of color, are physically safe in and around City, and thrive through self-determination, prosperity and connection.

Indicators

Complete Neighborhoods
(complete neighborhoods index)

Racially Inclusive Growth
(vulnerability and displacement index)

Equitable Home Ownership
(home ownership by race/ethnicity)

Organizational Headline "Better-Off" Measures

(Black/BIPOC) customer satisfaction
(PR, PC, EPD)

over-enforcement and excessive fines for Black/BIPOC
(LUS, PS, PC, EPD)

% staff understand + internalize Dept anti-racism as operational priority
(TTCI, EPD, BOF)

racially diverse/ representative workforce
(LUS, BOF)

white staff cultural competency
(TTCI, IS)

BIPOC Dept experience of belonging
(LUS, BOF)

Hot Roots

Department disregard of Black/BIPOC racialized wealth gaps and trauma arising through development. Continuously centering frequent customers with resources, perpetuating culturally harmful policies, and lack of acknowledgment of Dept history. (TTCI, PR, PC)

Weak Black/BIPOC voice and partnerships _by design_. Internal systems are established to center historically strong development partnerships that drive and perpetuate racial disproportionality. (BOF, PS, TTCI)

Dept complicity with white development design, comfort, and decision-making. Inadequate application of organizational values and design, from leadership and job context to perceived operational priorities. (BOF, LUS, IS, PC, PR)
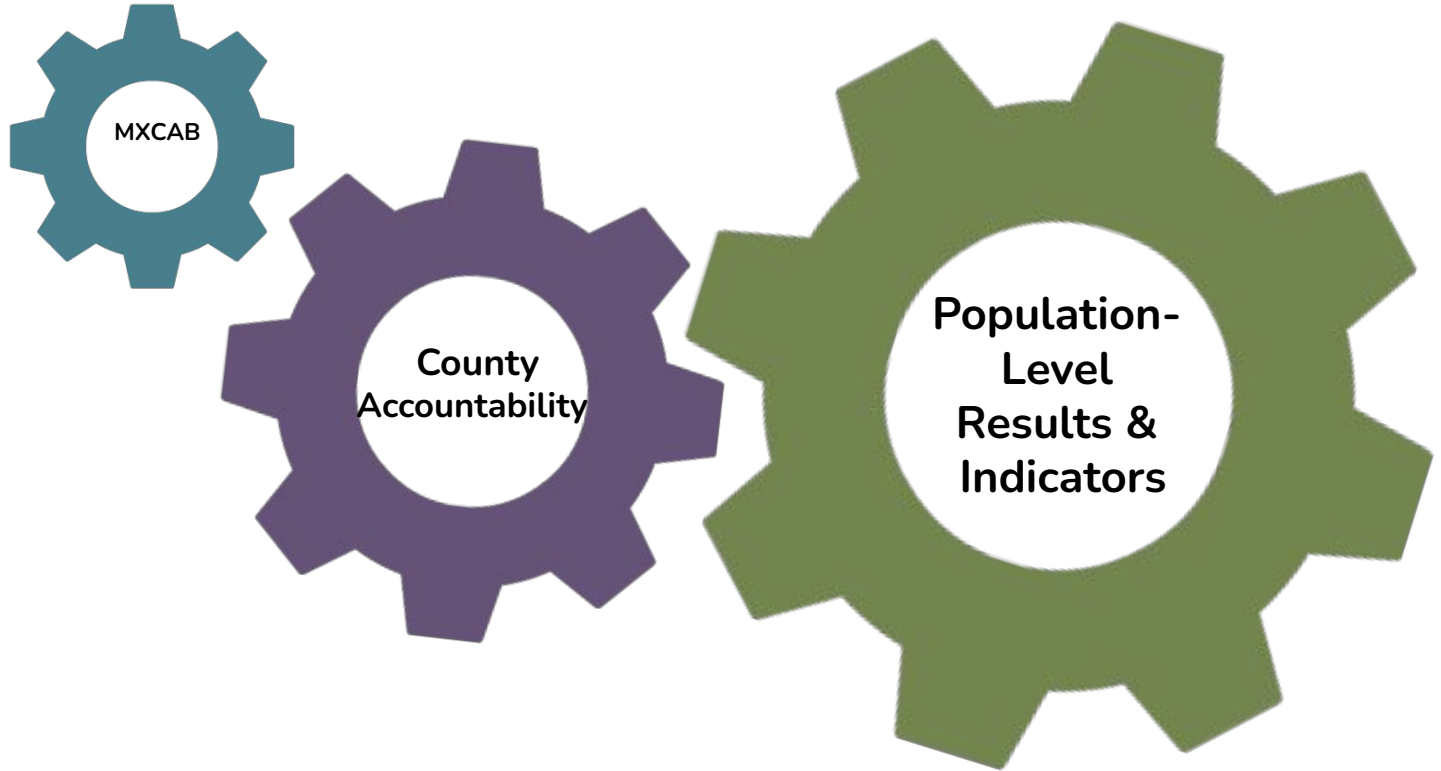
Internal anti-racist work avoidance and detachment. Evidenced by cultural practices, including limited investment in actually disrupting disparities. (EPD)

Priority Strategy Recommendations

Anti-Racist Reparative Development Policy
1A. Equity and Acknowledgment Policy (PR)
1B. Systemic Racism Inspectors Training (IS) $
1C. Equitable Code Policy Standardization (EPD)
1D. Compliance Letter Notification Revision (PC)
1E. Rental Unit Certification Program (PC) $
1F. No-Fee, BIPOC-intentional Services Enhancement (LUS)

Inclusive Development Partnerships
2A. (BIPOC culturally responsive) Community SMART Plans (PR)
2B. Equitable Developer Incentive and Award Program (BOF) $
2C. BIPOC Community Advisory Partners (EPD) $
2D. Internal Review and BIPOC Outreach for Services Enhancement (PS)

Inclusive Workplace Culture Program
3A. Employee Handbook update, (removal of bias/prejudicial language and reflect current Dept equity goals) (BOF)
3B. Cultivated Land Use Work Settings for Inclusivity (shifting culture of hiring and retention through training, communications, and reviews) (LUS) $

Equitable Impact Data & Performance Prioritization
4A. REIP Cross-Divisional Guidance Practice (data infrastructure, affinity, and progress coaching) (EPD) $
4B. BIPOC-Centered Technology Redesign Piloting Program (project for customer experience) (TTCI) $
4C. Employee Leadership Team Education Program (budget equity transparency) (BOF)

EQUITY & RESULTS